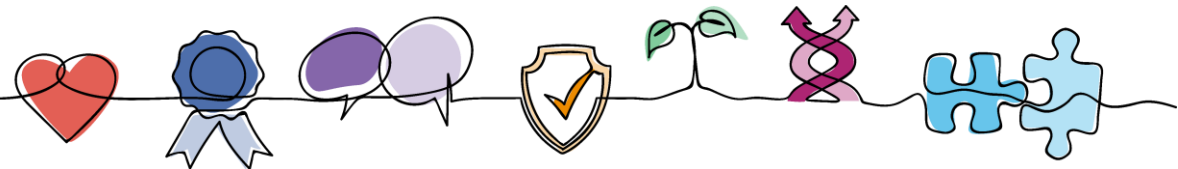


Royal Papworth Hospital NHS Foundation Trust

NHS Staff Survey Benchmark report 2022



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Introduction

About this report

This benchmark report for Royal Papworth Hospital NHS Foundation Trust contains results for the 2022 NHS Staff Survey, and historical results back to 2018 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, Q24d, Q25a-c, Q26a-c, Q27, Q28, Q29, Q30a, Q31a-b, Q32a-b and Q33 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 our results 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, Q23a, Q23b, Q23c, Q23d
	Compassionate leadership	Q9f, Q9g, Q9h, Q9i
	Diversity and equality	Q15, Q16a, Q16b, Q20
	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	Q19a, Q19b, Q23e, Q23f
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
We are always learning	Development	Q22a, Q22b, Q22c, Q22d, Q22e
	Appraisals	Q21a*, Q21b, Q21c, Q21d *Q21a 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	Q23a, Q23c, Q23d
Morale	Thinking about leaving	Q24a, Q24b, Q24c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes

Q1, Q10a, Q10b, Q10c, Q11e, Q15, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

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 graphs 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 graphs 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.

The Covid-19 pandemic

This section contains results for the People Promise elements and themes split by staff experience related to the Covid-19 pandemic.

Questions not linked to People Promise

Results for the questions that do not contribute to the result for any People Promise element or theme 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 2021 vs 2022.
- Data in the benchmark reports.
- Additional reporting outputs.
- Tips on action planning and interpreting the results.
- Contact information.



Please note, where there are less than 11 responses for a question this data is not shown to protect the confidentiality of staff and reliability of results.

Please note this is example data

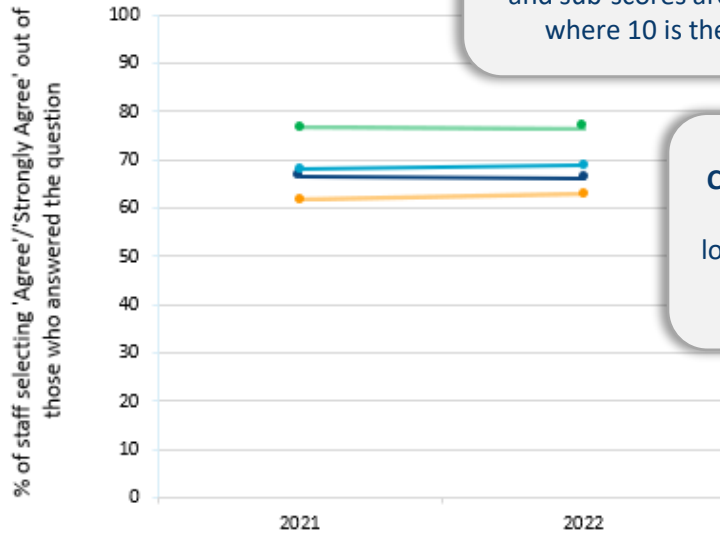
Key features

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

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

The home icon on each slide is **hyperlinked** and takes you back to the contents page (which is also hyperlinked to each section).

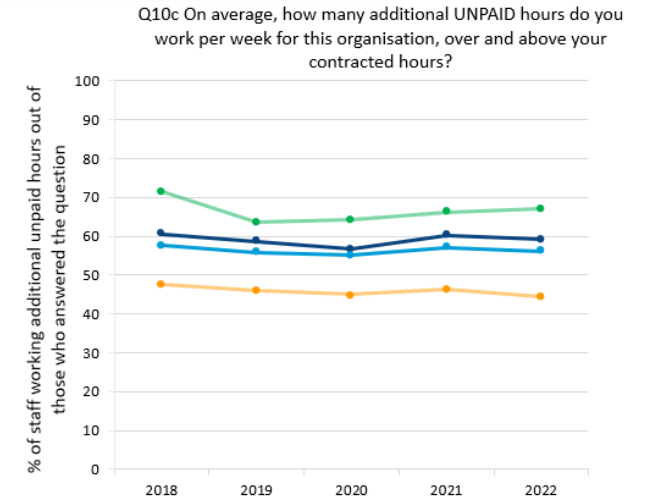
Colour coding highlights best / worst results, making it easy to spot questions where a lower percentage is better – in such instances 'Best' is the bottom line in the table.



Number of responses for the organisation for the given question.

	2021	2022
Your org	66.5%	66.3%
Best	76.8%	76.8%
Average	68.0%	68.7%
Worst	61.9%	62.8%

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

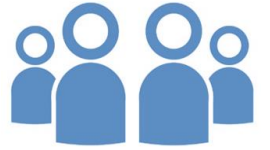


'Best', 'Average', and 'Worst' refer to the **benchmarking group's** best, average and worst results.

Organisation details

Royal Papworth Hospital NHS Foundation Trust

2022 NHS Staff Survey



Organisation details

Completed questionnaires **1212**

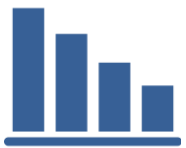
2022 response rate **61%**

Survey details

Survey mode **Online**

This organisation is benchmarked against:

Acute Specialist Trusts



2022 benchmarking group details

Organisations in group: 13

Median response rate: 52%

No. of completed questionnaires: 15013



People Promise Elements, Themes and sub-score results

People Promise Elements, Themes and Sub-scores: Overview

People Promise Elements and Themes: Overview

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.



We are compassionate and inclusive

We are recognised and rewarded

We each have a voice that counts

We are safe and healthy

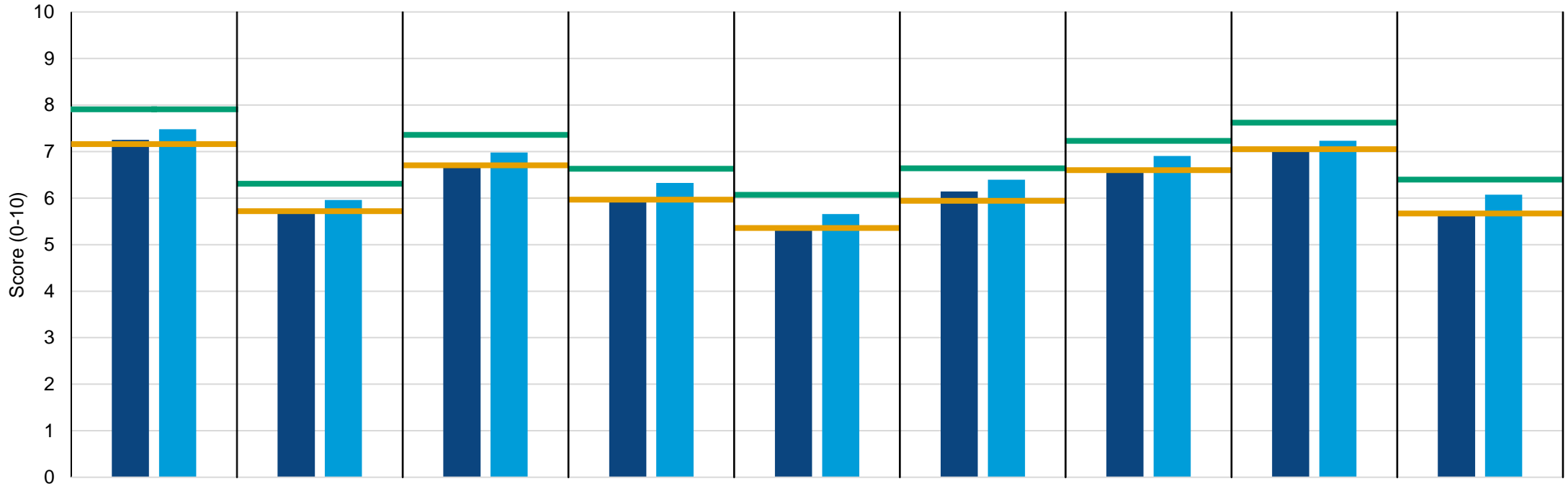
We are always learning

We work flexibly

We are a team

Staff Engagement

Morale



Your org	7.3	5.7	6.7	6.0	5.4	6.1	6.6	7.1	5.7
Best	7.9	6.3	7.4	6.6	6.1	6.6	7.2	7.6	6.4
Average	7.5	6.0	7.0	6.3	5.7	6.4	6.9	7.2	6.1
Worst	7.2	5.7	6.7	6.0	5.4	5.9	6.6	7.1	5.7
Responses	1210	1209	1204	1206	1167	1208	1210	1211	1211

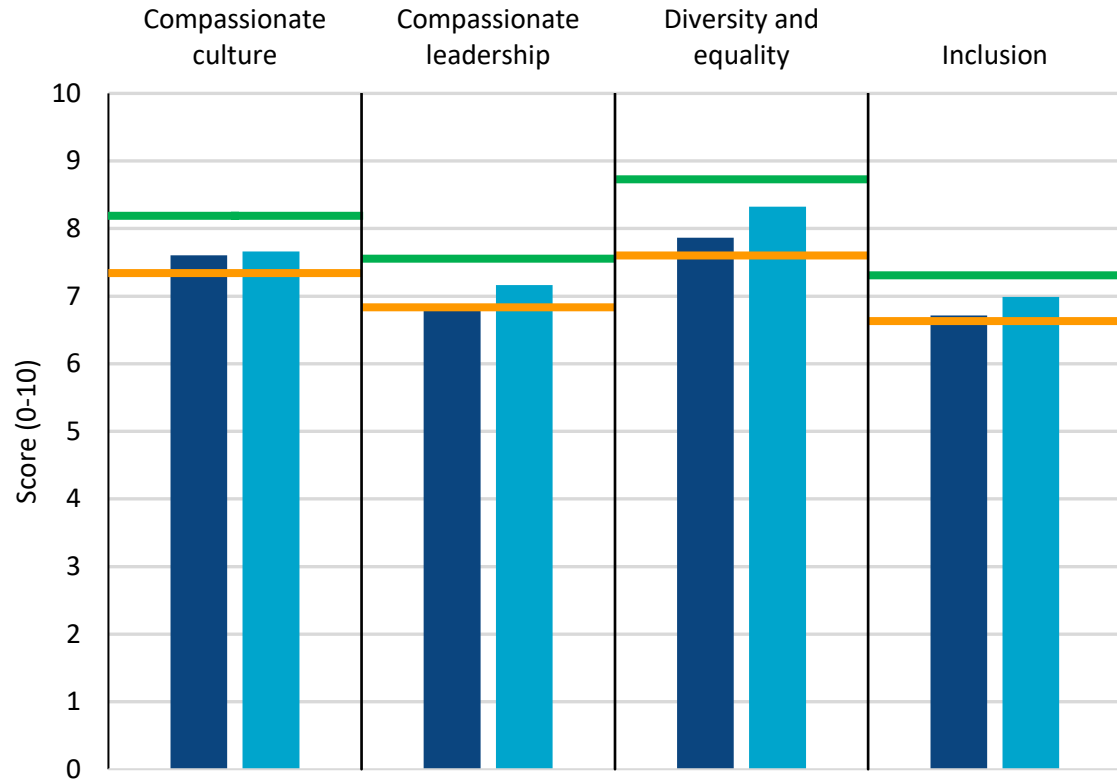


People Promise Elements, Themes and Sub-scores: Sub-score Overview

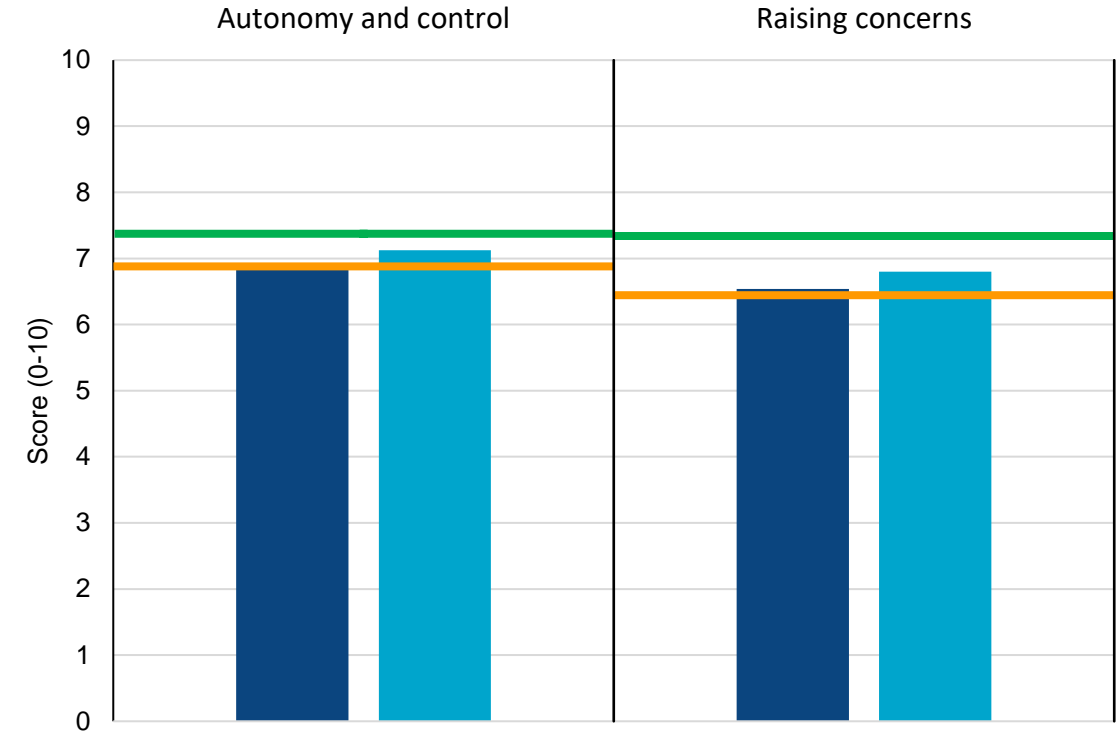
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



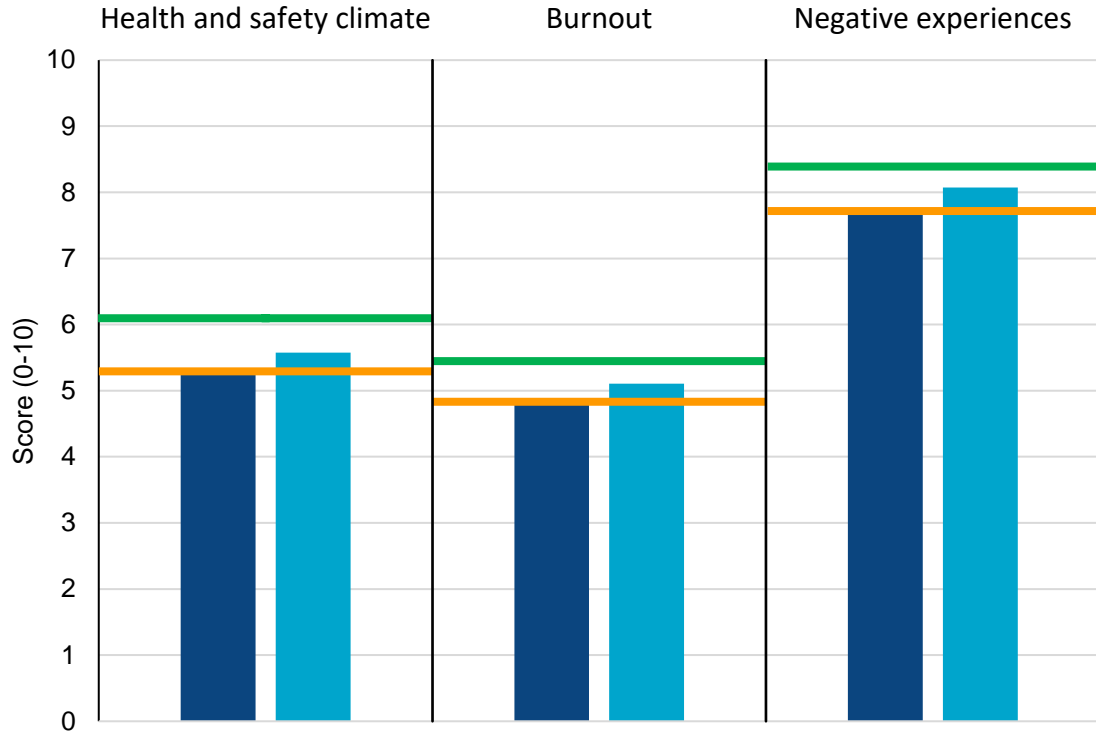
Your org	7.6	6.8	7.9	6.7
Best	8.2	7.6	8.7	7.3
Average	7.7	7.2	8.3	7.0
Worst	7.3	6.8	7.6	6.6
Responses	1207	1209	1208	1211

Your org	6.9	6.5
Best	7.4	7.3
Average	7.1	6.8
Worst	6.9	6.4
Responses	1211	1204

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.



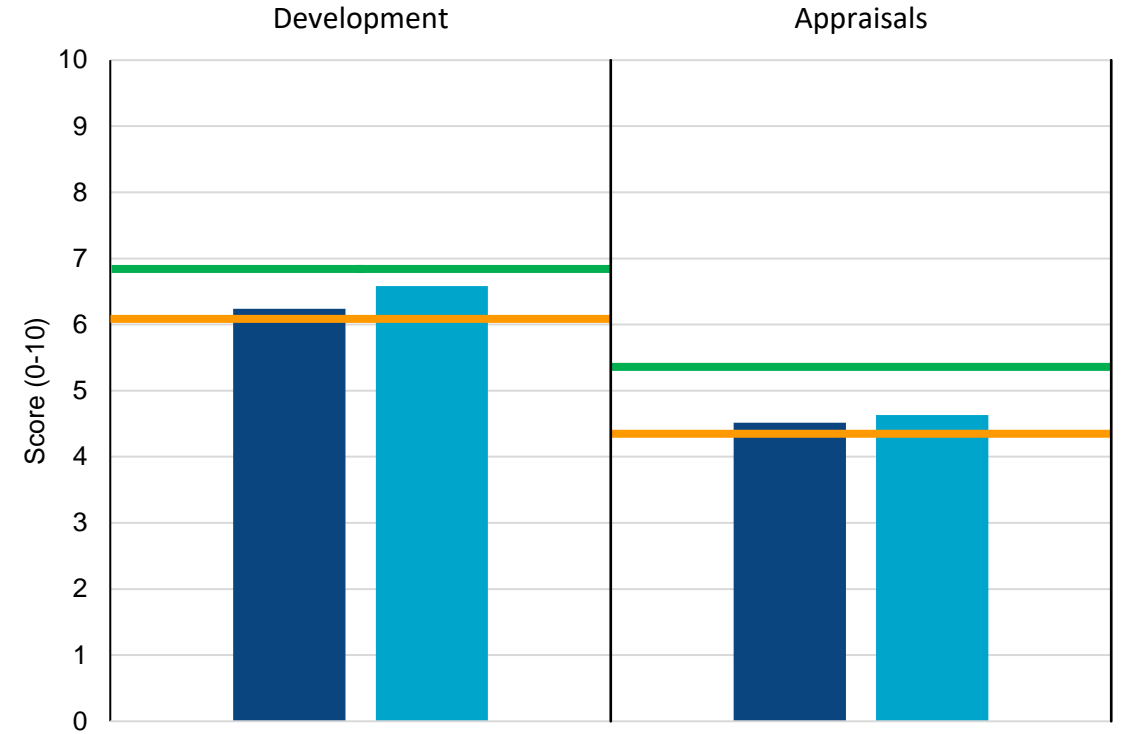
Promise element 4: We are safe and healthy



Your org	5.3	4.8	7.7
Best	6.1	5.4	8.4
Average	5.6	5.1	8.1
Worst	5.3	4.8	7.7
Responses	1211	1209	1208



Promise element 5: We are always learning

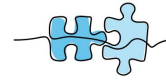


Your org	6.2	4.5
Best	6.8	5.4
Average	6.6	4.6
Worst	6.1	4.3
Responses	1207	1170

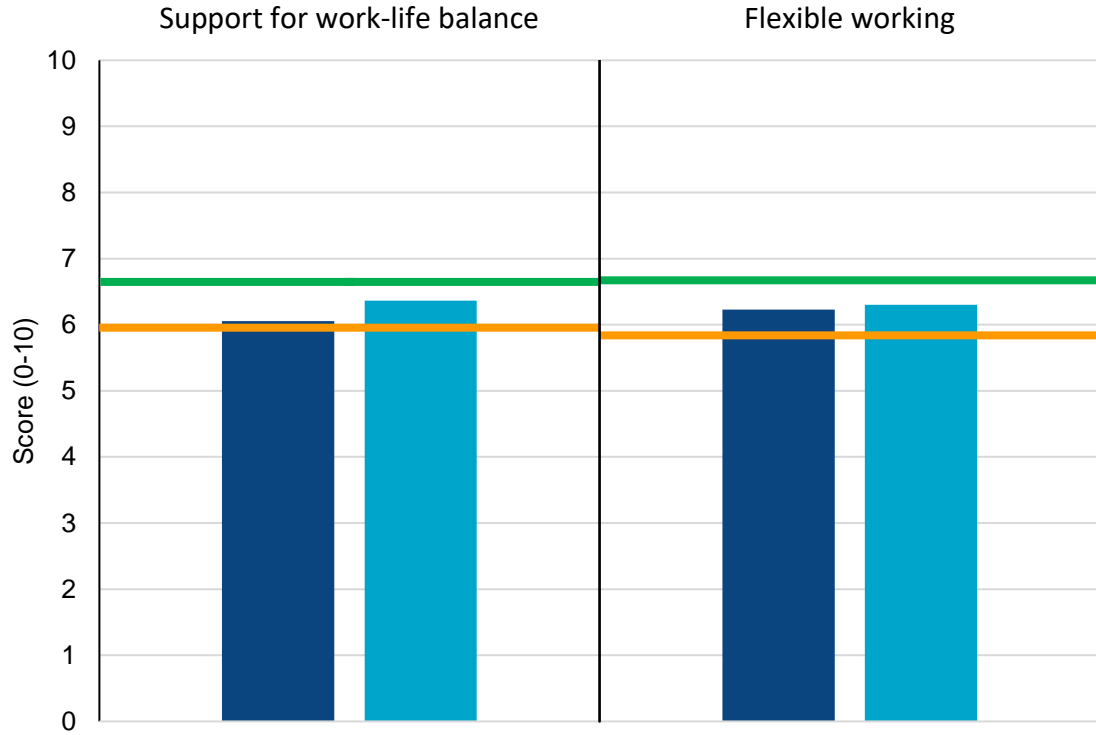
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



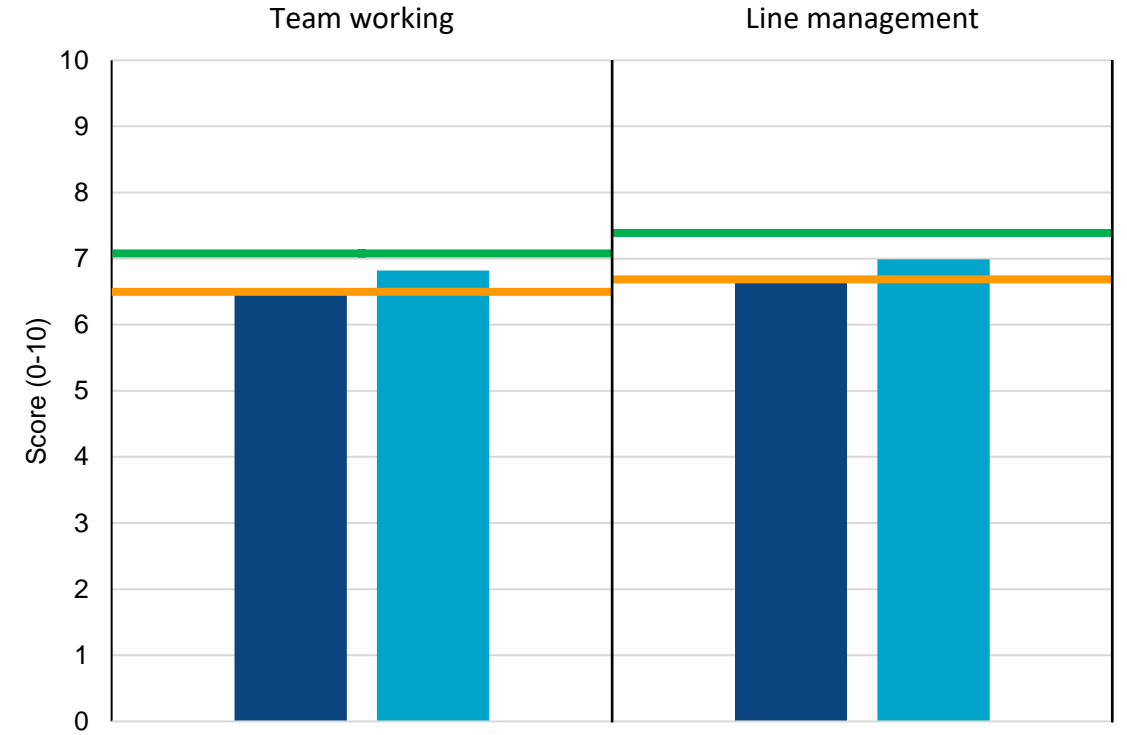
Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	6.1	6.2
Best	6.6	6.7
Average	6.4	6.3
Worst	6.0	5.8
Responses	1211	1208



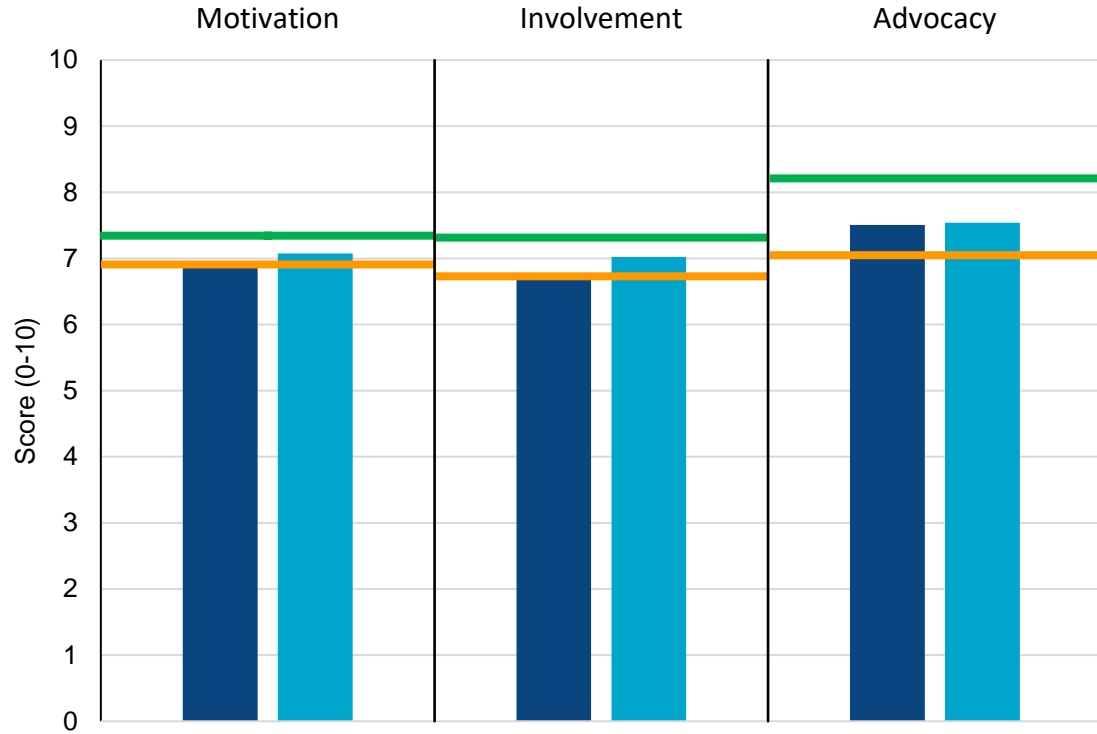
Your org	6.5	6.7
Best	7.1	7.4
Average	6.8	7.0
Worst	6.5	6.7
Responses	1211	1210



People Promise Elements, Themes and Sub-scores: Sub-score Overview

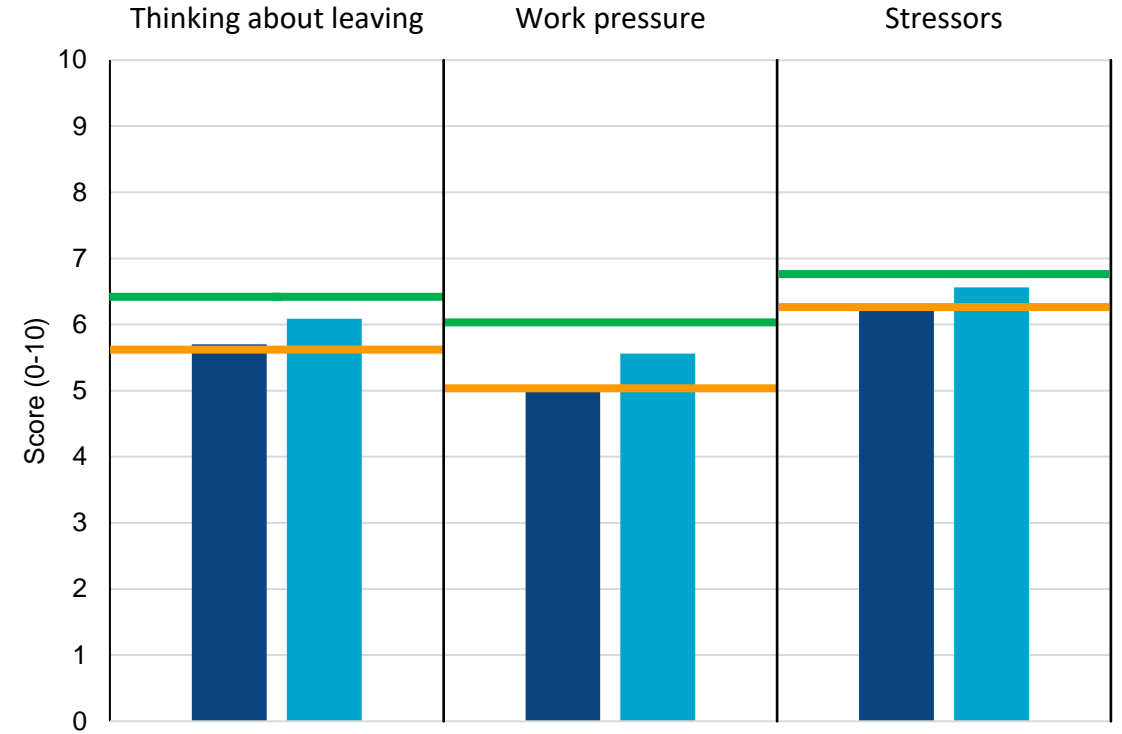
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff engagement



Your org	6.9	6.7	7.5
Best	7.3	7.3	8.2
Average	7.1	7.0	7.5
Worst	6.9	6.7	7.0
Responses	1205	1211	1207

Theme: Morale



Your org	5.7	5.0	6.3
Best	6.4	6.0	6.8
Average	6.1	5.6	6.6
Worst	5.6	5.0	6.3
Responses	1199	1211	1207

People Promise Elements, Themes and Sub-scores: Trends

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.

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

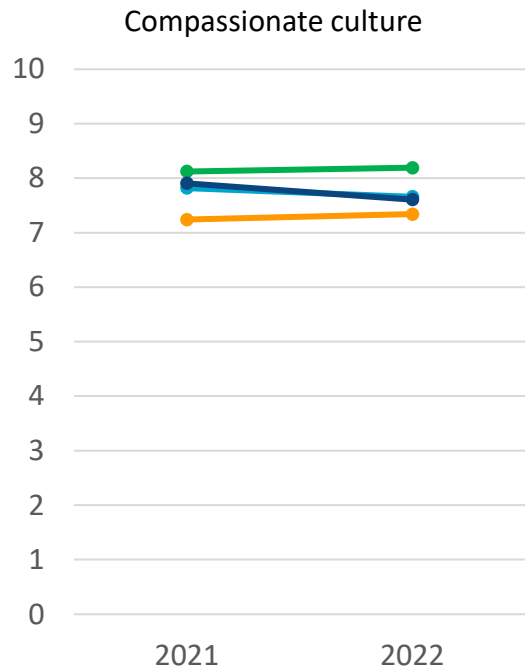
We are compassionate and inclusive



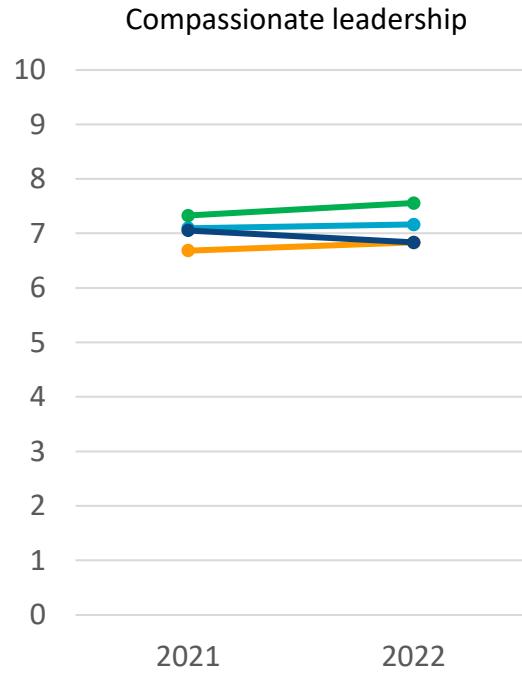
	2021	2022
Your org	7.5	7.3
Best	7.8	7.9
Average	7.5	7.5
Worst	7.1	7.2
Responses	1416	1210

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.

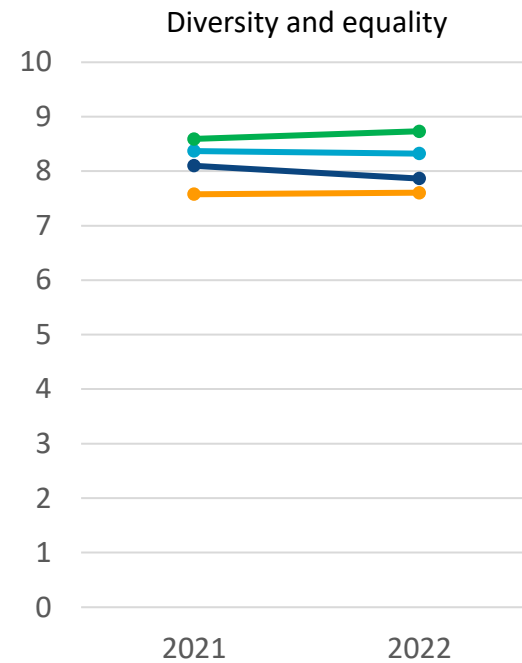
 **Promise element 1: We are compassionate and inclusive**



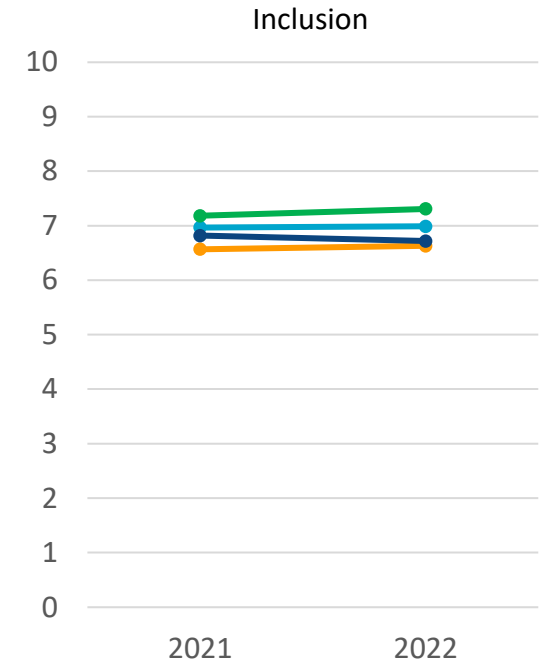
	2021	2022
Your org	7.9	7.6
Best	8.1	8.2
Average	7.8	7.7
Worst	7.2	7.3
Responses	1408	1207



	2021	2022
Your org	7.1	6.8
Best	7.3	7.6
Average	7.1	7.2
Worst	6.7	6.8
Responses	1425	1209



	2021	2022
Your org	8.1	7.9
Best	8.6	8.7
Average	8.4	8.3
Worst	7.6	7.6
Responses	1416	1208



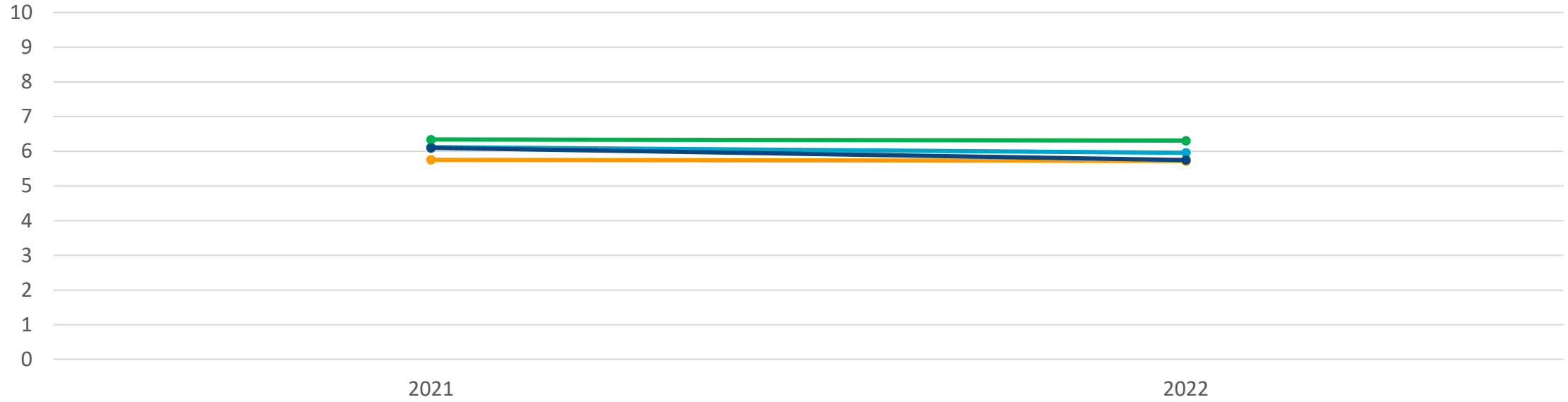
	2021	2022
Your org	6.8	6.7
Best	7.2	7.3
Average	7.0	7.0
Worst	6.6	6.6
Responses	1431	1211

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.



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



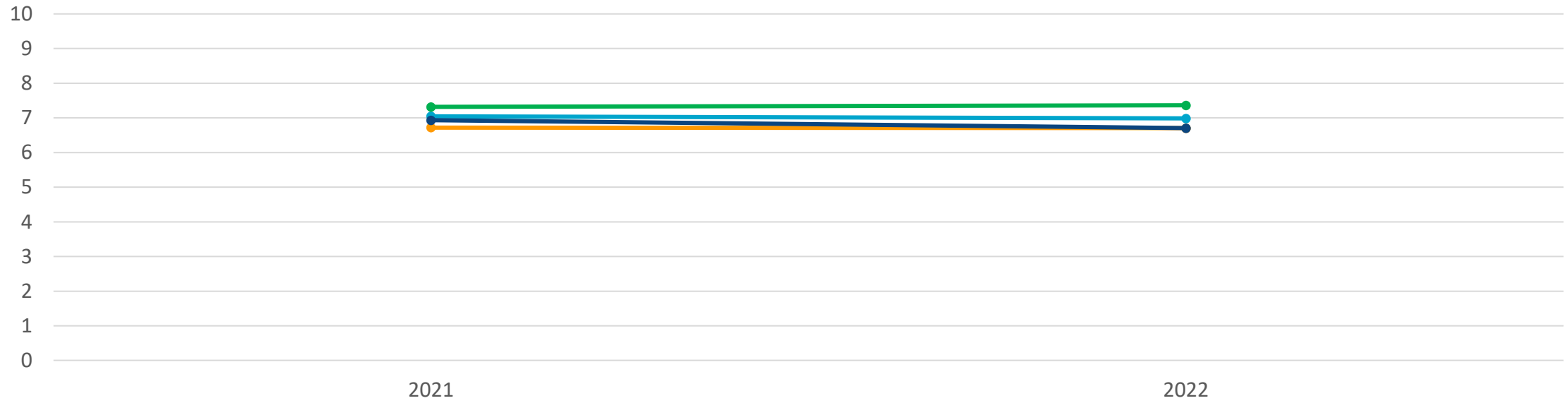
	2021	2022
Your org	6.1	5.7
Best	6.3	6.3
Average	6.1	6.0
Worst	5.8	5.7
Responses	1445	1209

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.



Promise element 3: We each have a voice that counts

We each have a voice that counts



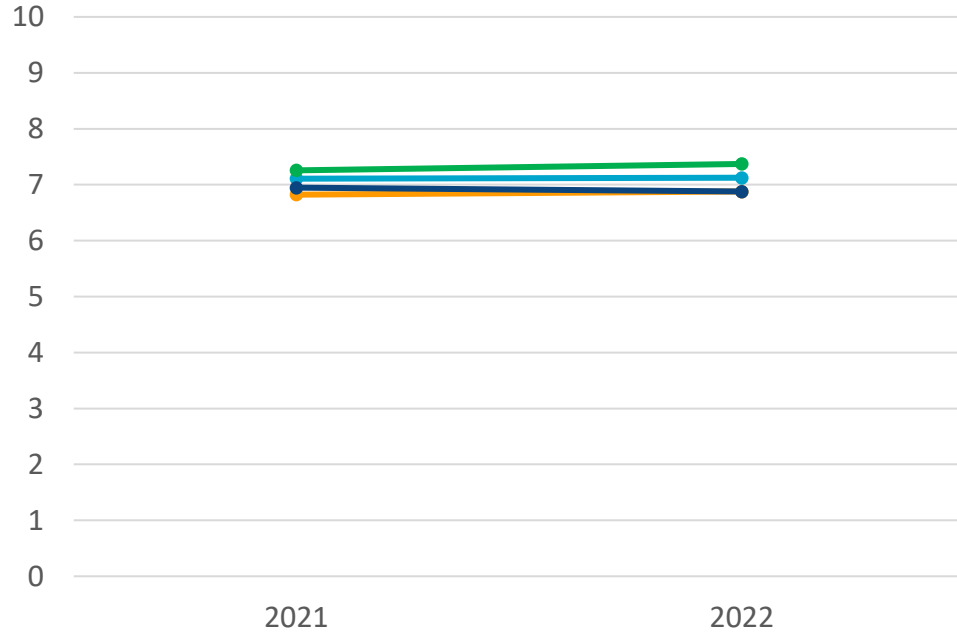
	2021	2022
Your org	6.9	6.7
Best	7.3	7.4
Average	7.0	7.0
Worst	6.7	6.7
Responses	1403	1204

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.

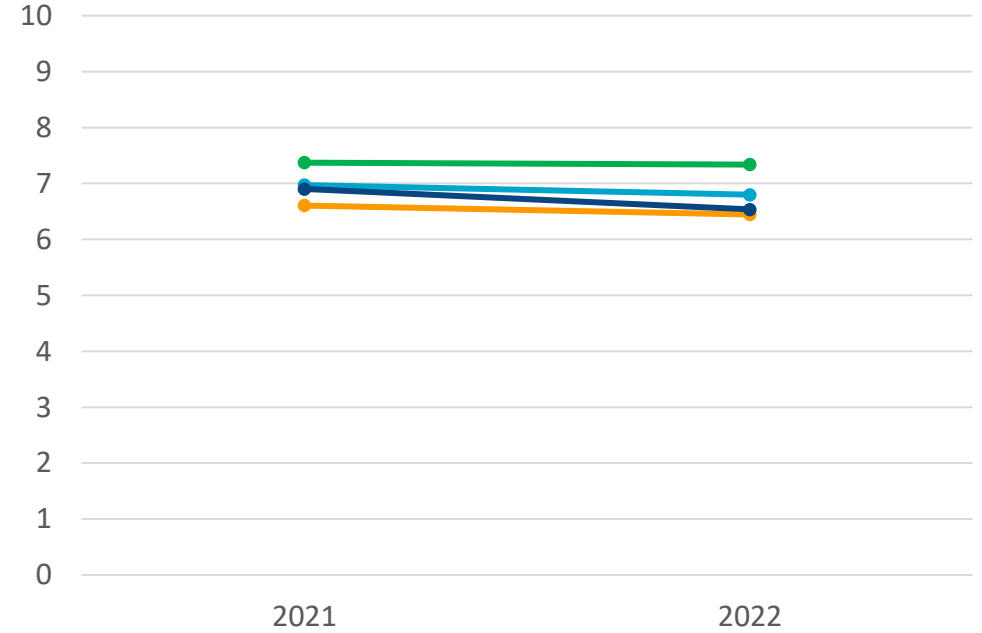


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022
Your org	6.9	6.9
Best	7.3	7.4
Average	7.1	7.1
Worst	6.8	6.9
Responses	1444	1211

	2021	2022
Your org	6.9	6.5
Best	7.4	7.3
Average	7.0	6.8
Worst	6.6	6.4
Responses	1407	1204

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.



Promise element 4: We are safe and healthy

We are safe and healthy



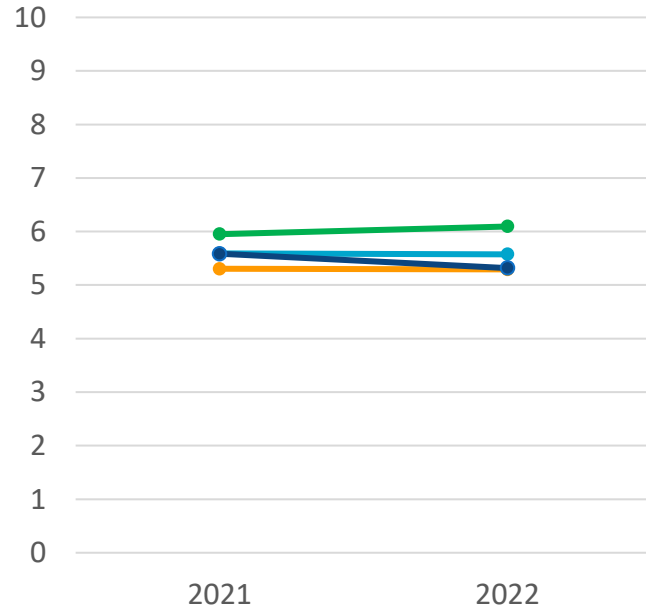
	2021	2022
Your org	6.1	6.0
Best	6.5	6.6
Average	6.2	6.3
Worst	6.1	6.0
Responses	1417	1206

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.



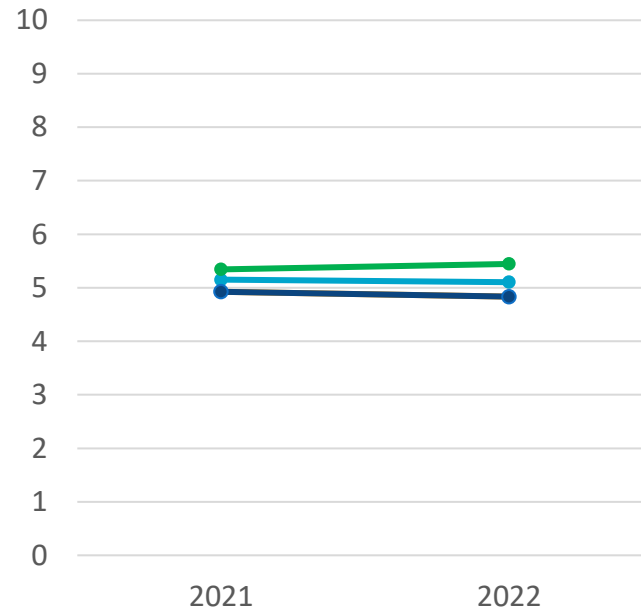
Promise element 4: We are safe and healthy

Health and safety climate



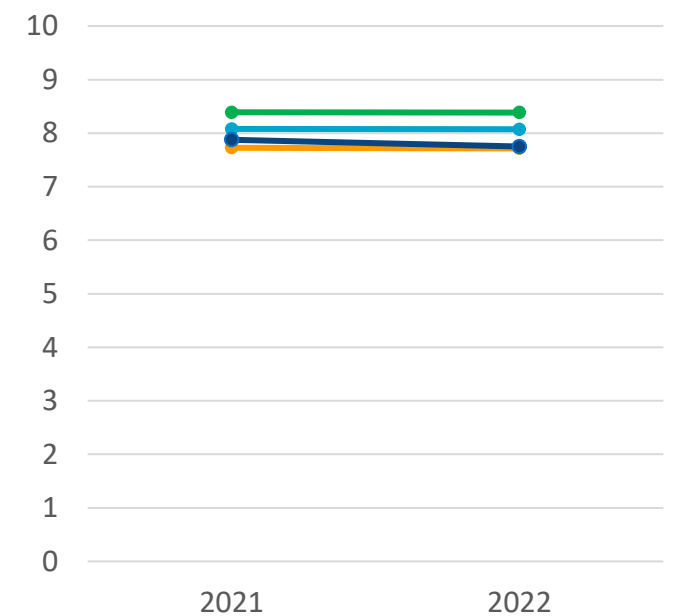
	2021	2022
Your org	5.6	5.3
Best	6.0	6.1
Average	5.6	5.6
Worst	5.3	5.3
Responses	1446	1211

Burnout



	2021	2022
Your org	4.9	4.8
Best	5.3	5.4
Average	5.2	5.1
Worst	4.9	4.8
Responses	1422	1209

Negative experiences



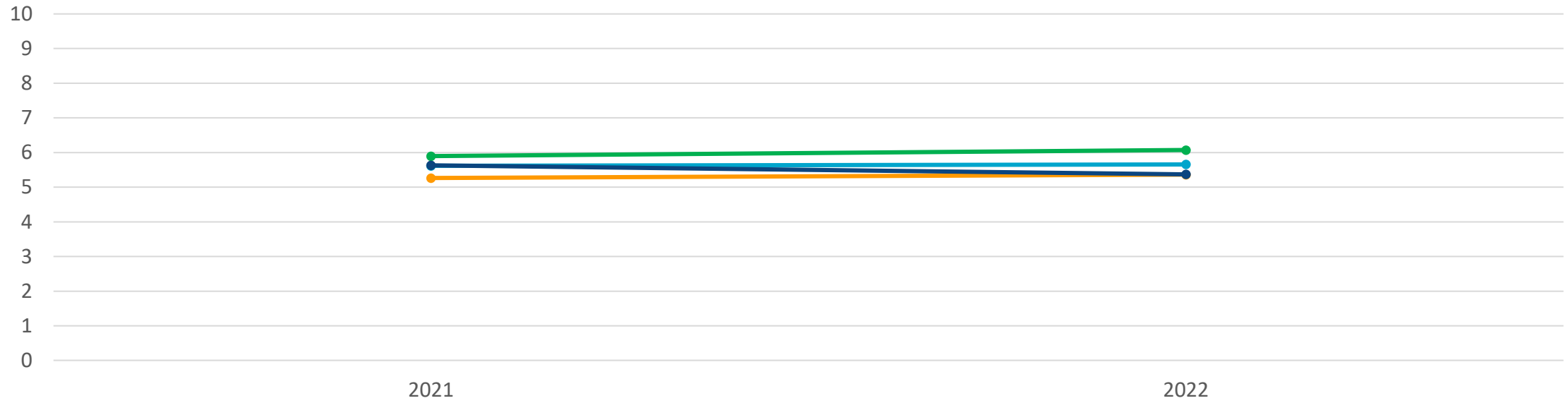
	2021	2022
Your org	7.9	7.7
Best	8.4	8.4
Average	8.1	8.1
Worst	7.7	7.7
Responses	1421	1208

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.



Promise element 5: We are always learning

We are always learning



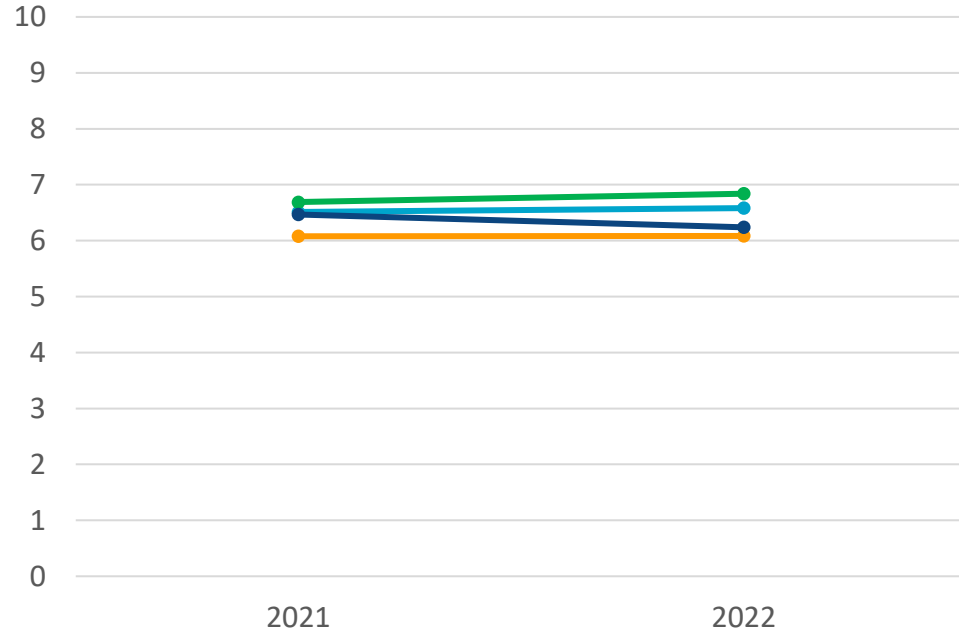
	2021	2022
Your org	5.6	5.4
Best	5.9	6.1
Average	5.6	5.7
Worst	5.3	5.4
Responses	1374	1167

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.



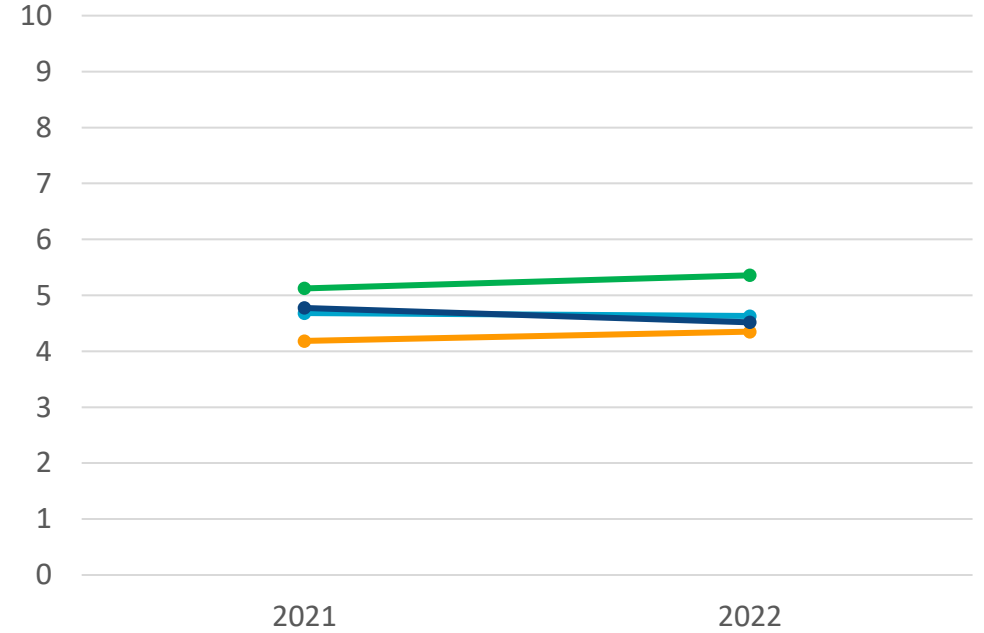
Promise element 5: We are always learning

Development



	2021	2022
Your org	6.5	6.2
Best	6.7	6.8
Average	6.5	6.6
Worst	6.1	6.1
Responses	1412	1207

Appraisals



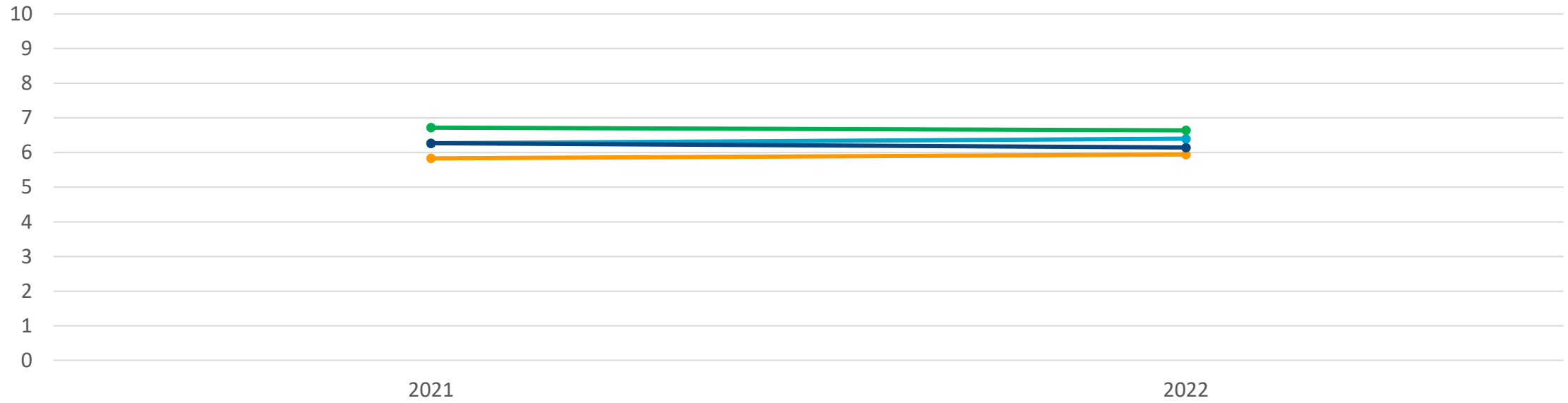
	2021	2022
Your org	4.8	4.5
Best	5.1	5.4
Average	4.7	4.6
Worst	4.2	4.3
Responses	1380	1170

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.



Promise element 6: We work flexibly

We work flexibly



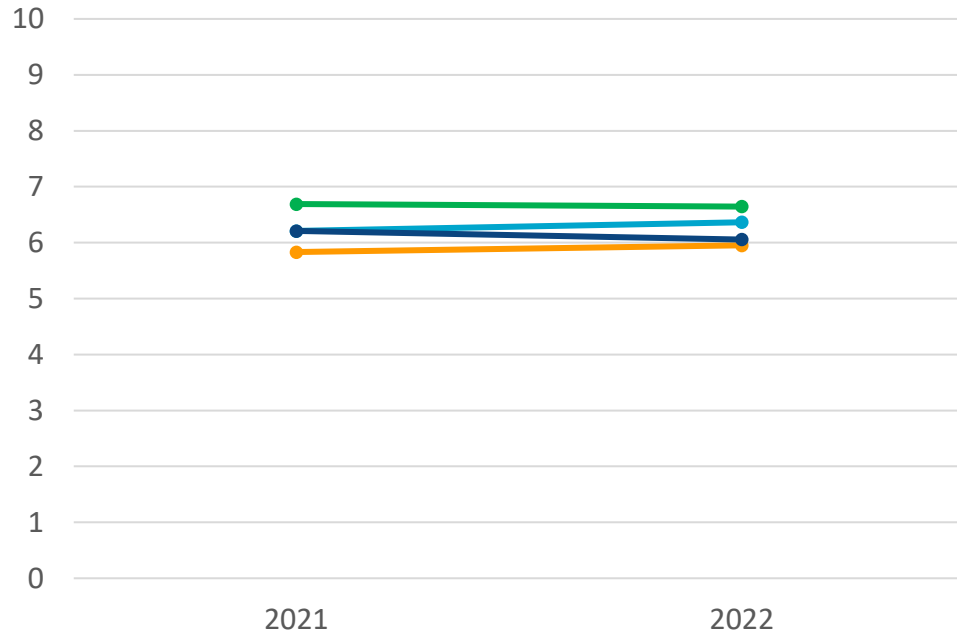
	2021	2022
Your org	6.3	6.1
Best	6.7	6.6
Average	6.3	6.4
Worst	5.8	5.9
Responses	1437	1208

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.

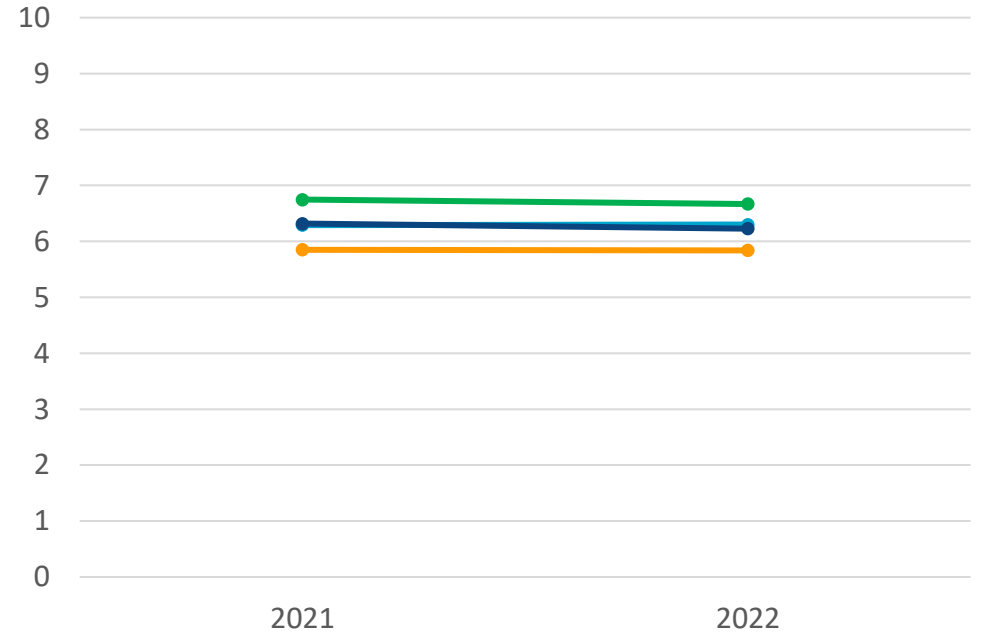


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



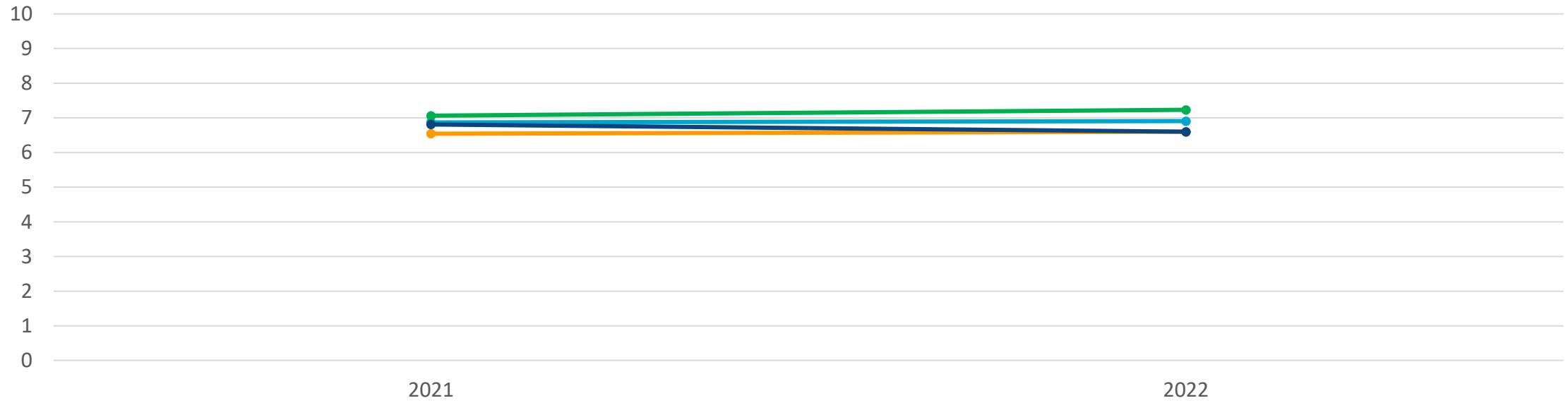
	2021	2022
Your org	6.2	6.1
Best	6.7	6.6
Average	6.2	6.4
Worst	5.8	6.0
Responses	1441	1211

	2021	2022
Your org	6.3	6.2
Best	6.7	6.7
Average	6.3	6.3
Worst	5.9	5.8
Responses	1441	1208

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.

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

We are a team

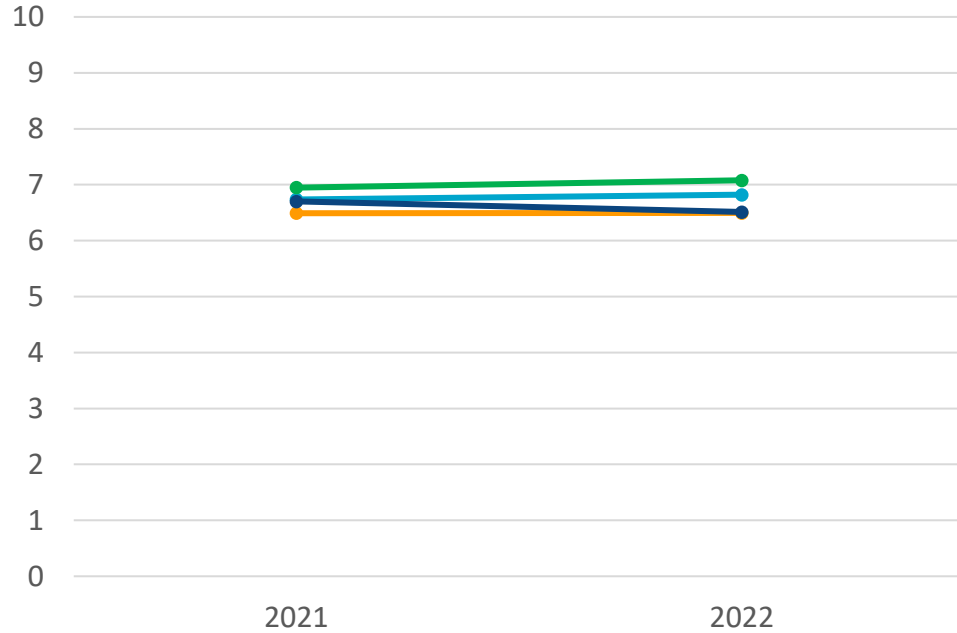


	2021	2022
Your org	6.8	6.6
Best	7.1	7.2
Average	6.9	6.9
Worst	6.5	6.6
Responses	1425	1210

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.

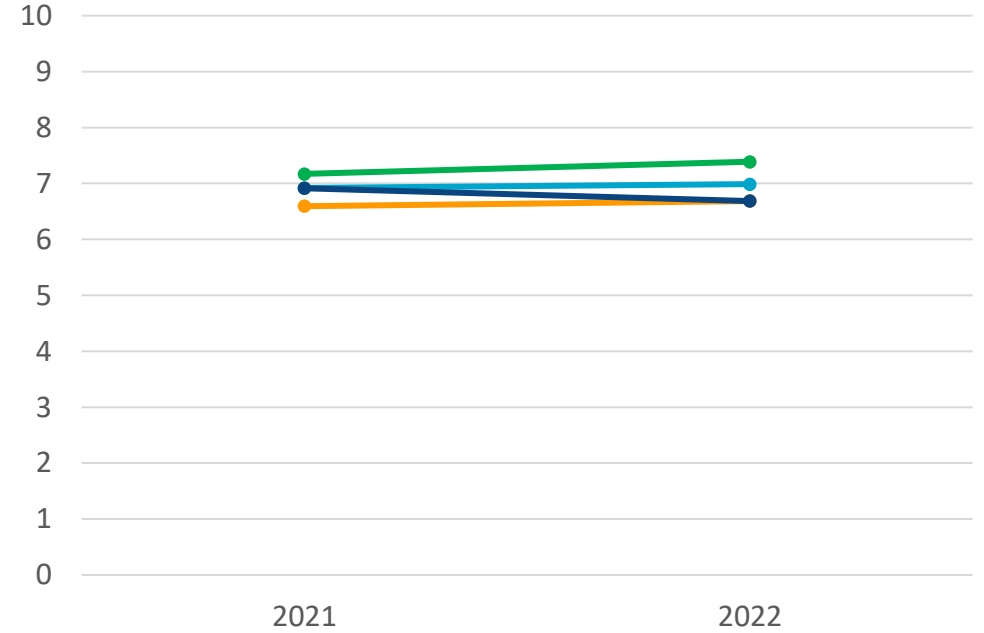
 **Promise element 7: We are a team**

Team working



	2021	2022
Your org	6.7	6.5
Best	6.9	7.1
Average	6.7	6.8
Worst	6.5	6.5
Responses	1439	1211

Line management

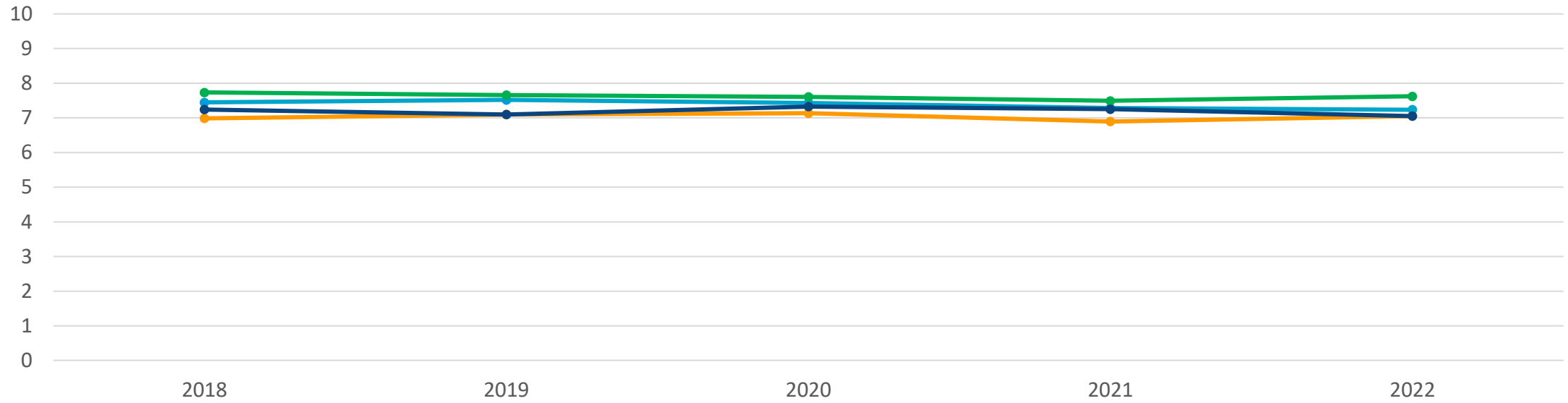


	2021	2022
Your org	6.9	6.7
Best	7.2	7.4
Average	6.9	7.0
Worst	6.6	6.7
Responses	1425	1210

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.

Theme: Staff Engagement

Staff Engagement



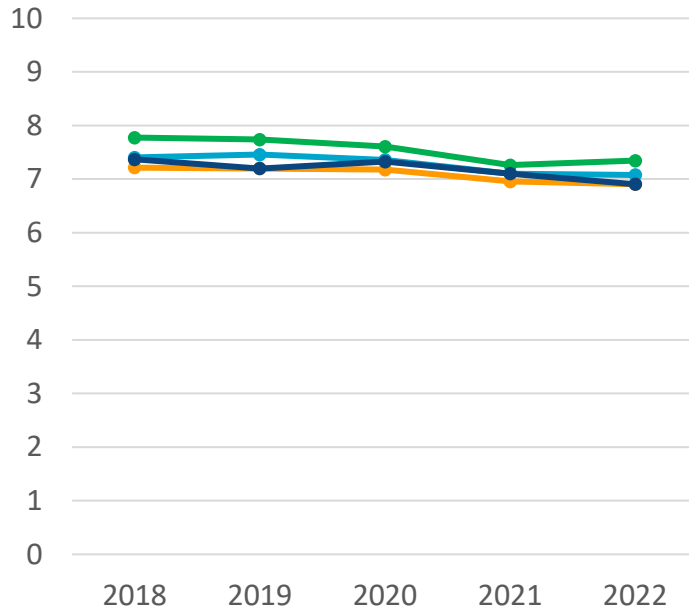
	2018	2019	2020	2021	2022
Your org	7.2	7.1	7.3	7.3	7.1
Best	7.7	7.7	7.6	7.5	7.6
Average	7.4	7.5	7.4	7.3	7.2
Worst	7.0	7.1	7.1	6.9	7.1
Responses	972	1162	1319	1446	1211



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.

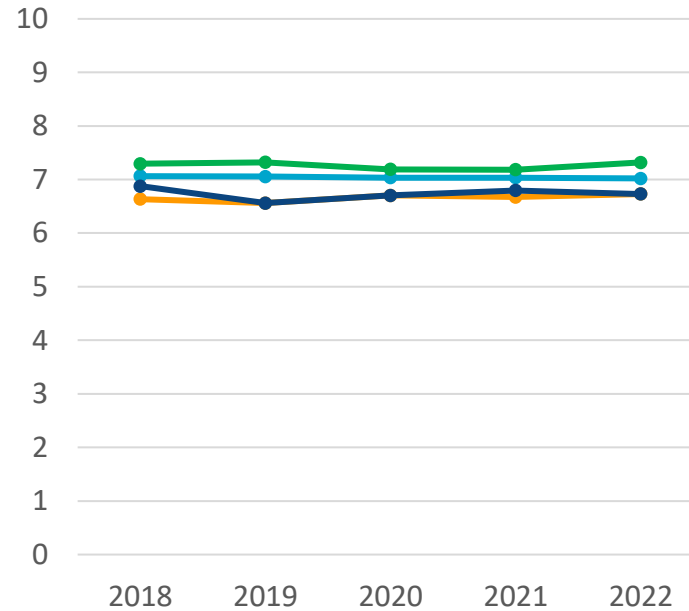
Theme: Staff Engagement

Motivation



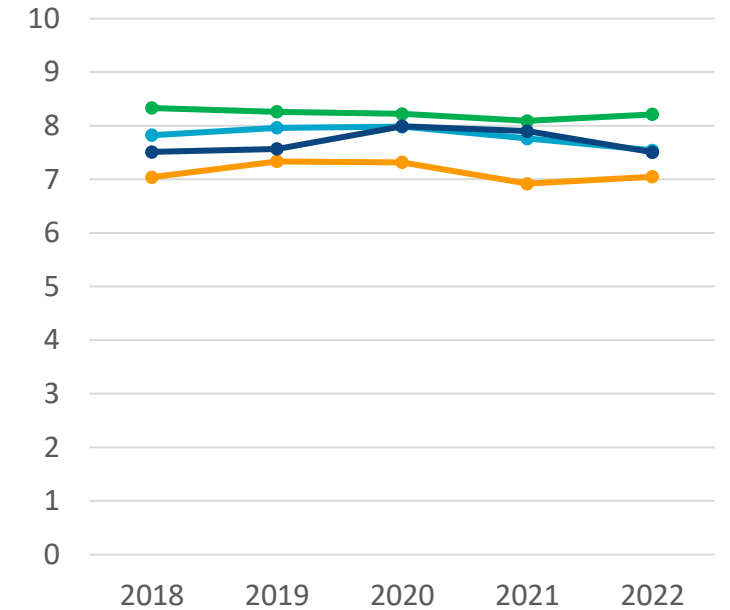
	2018	2019	2020	2021	2022
Your org	7.4	7.2	7.3	7.1	6.9
Best	7.8	7.7	7.6	7.3	7.3
Average	7.4	7.5	7.4	7.1	7.1
Worst	7.2	7.2	7.2	7.0	6.9
Responses	961	1149	1327	1448	1205

Involvement



	2018	2019	2020	2021	2022
Your org	6.9	6.6	6.7	6.8	6.7
Best	7.3	7.3	7.2	7.2	7.3
Average	7.1	7.1	7.0	7.0	7.0
Worst	6.6	6.6	6.7	6.7	6.7
Responses	972	1163	1316	1444	1211

Advocacy

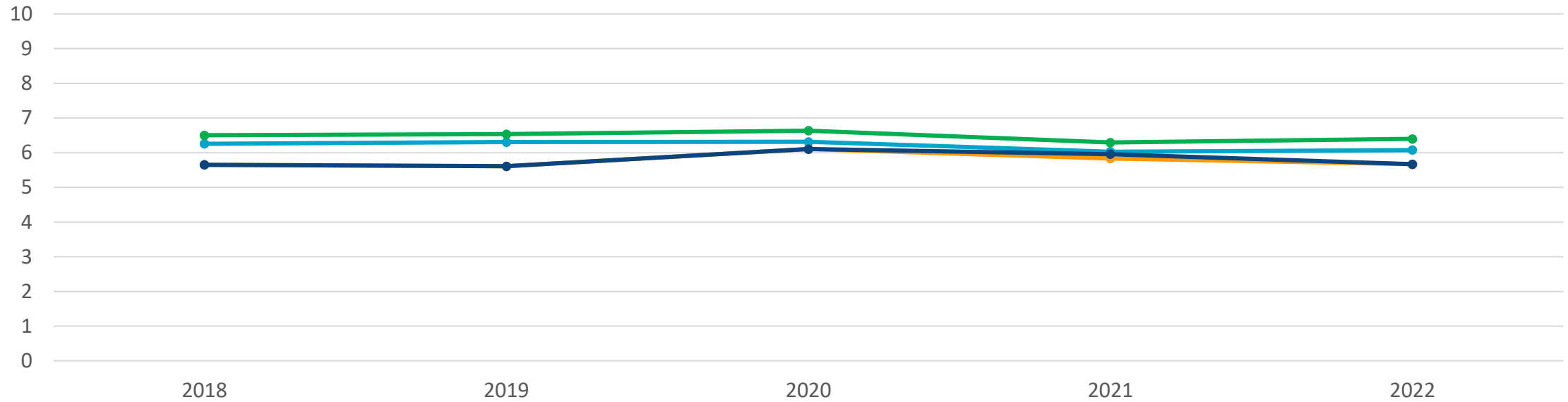


	2018	2019	2020	2021	2022
Your org	7.5	7.6	8.0	7.9	7.5
Best	8.3	8.3	8.2	8.1	8.2
Average	7.8	8.0	8.0	7.8	7.5
Worst	7.0	7.3	7.3	6.9	7.0
Responses	934	1130	1295	1408	1207

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.

Theme: Morale

Morale



	2018	2019	2020	2021	2022
Your org	5.7	5.6	6.1	6.0	5.7
Best	6.5	6.5	6.6	6.3	6.4
Average	6.3	6.3	6.3	6.0	6.1
Worst	5.7	5.6	6.1	5.8	5.7
Responses	965	1155	1311	1442	1211

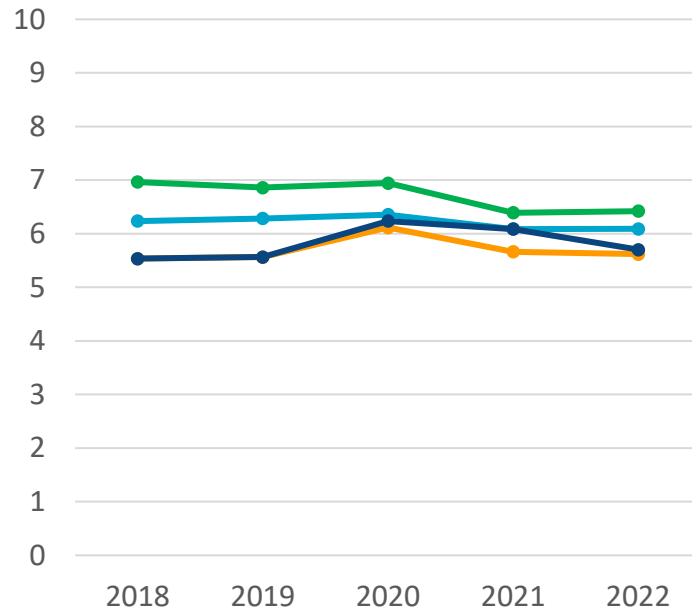


People Promise Elements, Themes and Sub-scores: Sub-score trends

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.

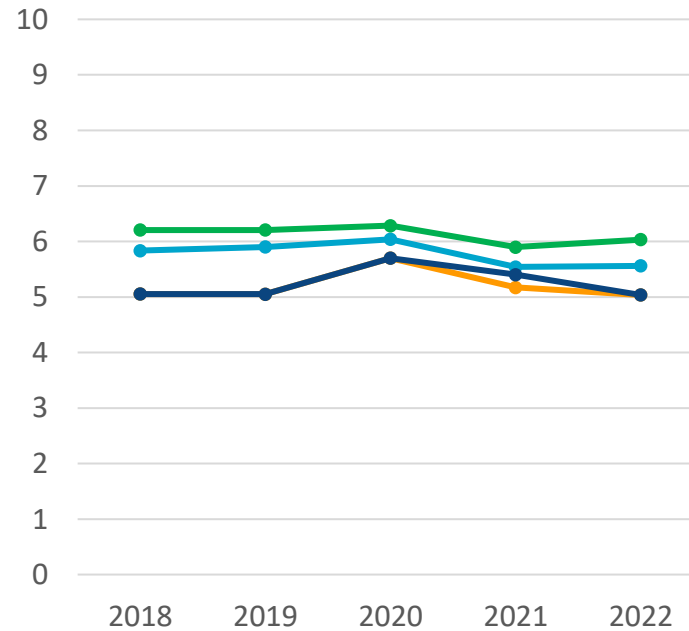
Theme: Morale

Thinking about leaving



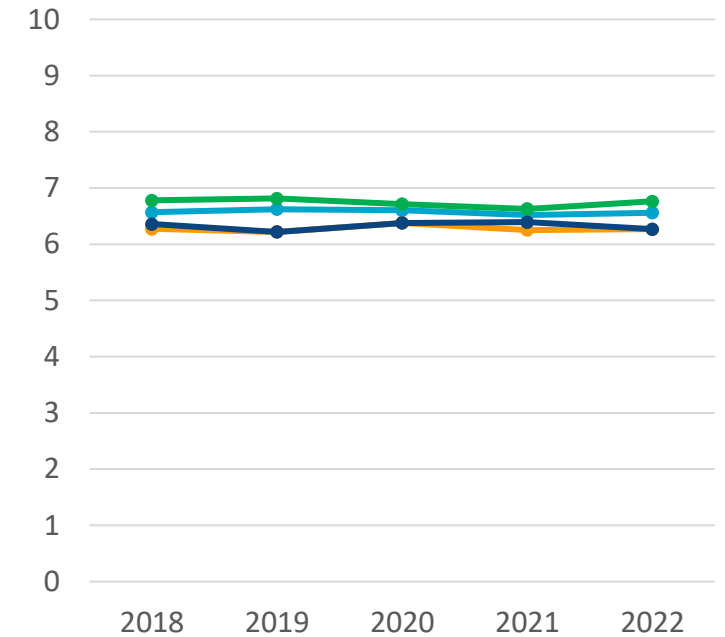
	2018	2019	2020	2021	2022
Your org	5.5	5.6	6.2	6.1	5.7
Best	7.0	6.9	6.9	6.4	6.4
Average	6.2	6.3	6.4	6.1	6.1
Worst	5.5	5.6	6.1	5.7	5.6
Responses	940	1131	1293	1406	1199

Work pressure



	2018	2019	2020	2021	2022
Your org	5.1	5.1	5.7	5.4	5.0
Best	6.2	6.2	6.3	5.9	6.0
Average	5.8	5.9	6.0	5.5	5.6
Worst	5.1	5.1	5.7	5.2	5.0
Responses	972	1162	1315	1446	1211

Stressors



	2018	2019	2020	2021	2022
Your org	6.4	6.2	6.4	6.4	6.3
Best	6.8	6.8	6.7	6.6	6.8
Average	6.6	6.6	6.6	6.5	6.6
Worst	6.3	6.2	6.4	6.3	6.3
Responses	960	1151	1311	1438	1207

Covid-19 Classification breakdowns

Covid-19 questions

In the 2022 survey, staff were asked three classification questions relating to their experience during the Covid-19 pandemic:

- | | | |
|---|------------------------------|-----------------------------|
| a. In the past 12 months, have you worked on a Covid-19 specific ward or area at any time? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| b. In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| c. In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

The charts on the following pages show the breakdown of People Promise elements scores for staff answering 'yes' to each of these questions, compared with the results for all staff at your organisation. Results are presented in the context of highest, average and lowest scores for similar organisations.

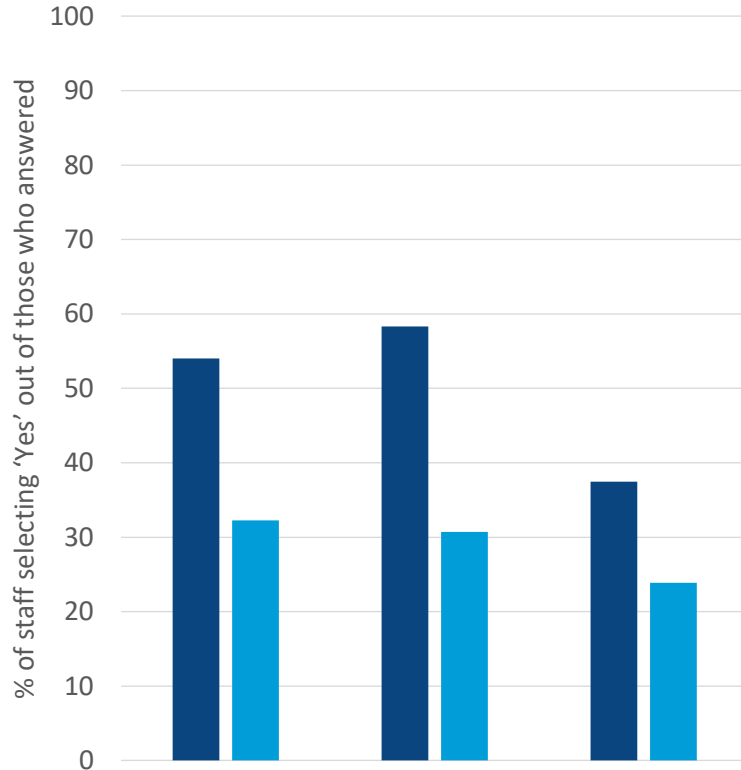
Comparing your data

To improve overall comparability, the data have been weighted to match the occupation group profile of staff at your organisation to that of the benchmarking group, as in previous charts. However, there may be differences in the occupation group profiles of the individual COVID-19 subgroups. For example, the mix of occupational groups across redeployed staff at your organisation may differ from similar organisations. This difference would not be accounted for by the weighting and therefore may affect the comparability of trend results. As such, a degree of caution is advised when interpreting your results.

Further information

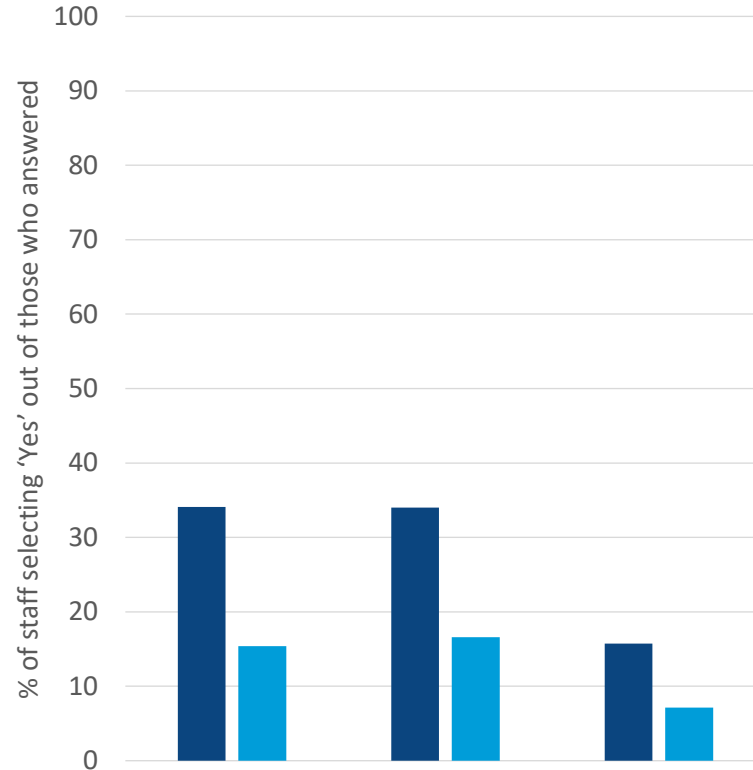
Results for these groups of staff, including data for individual questions, are also available via the online dashboards. Please note that results presented in these dashboards have not been weighted where no benchmarking takes place and so may vary slightly from those shown in this report.

Q25a In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?



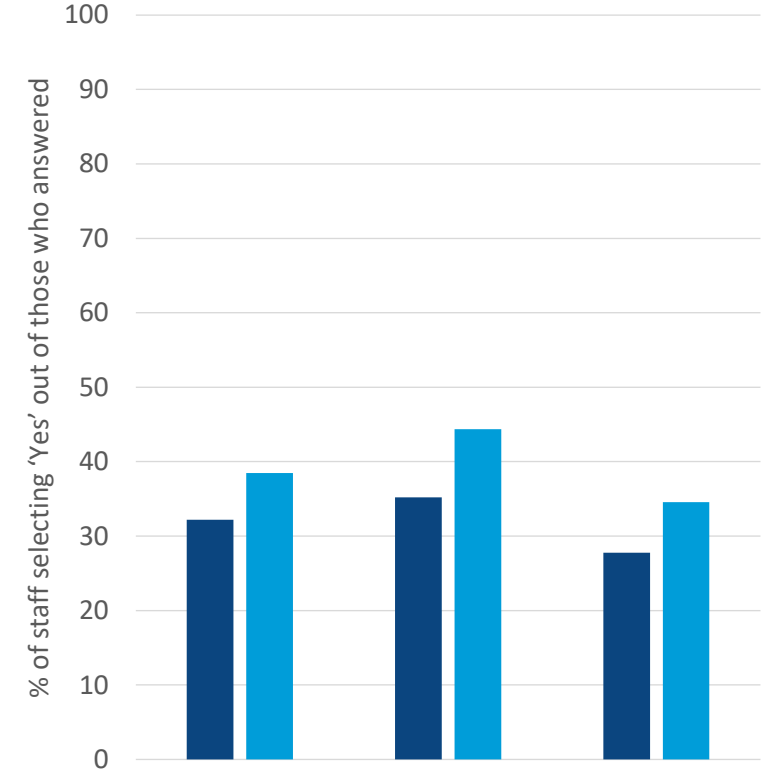
	2020	2021	2022
Your org	54.0%	58.3%	37.5%
Average	32.3%	30.7%	23.9%
Responses	1296	1413	1209

Q25b In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?



	2020	2021	2022
Your org	34.1%	34.0%	15.7%
Average	15.4%	16.6%	7.1%
Responses	1293	1411	1207

Q25c In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?



	2020	2021	2022
Your org	32.2%	35.2%	27.8%
Average	38.5%	44.3%	34.6%
Responses	1290	1412	1207

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.



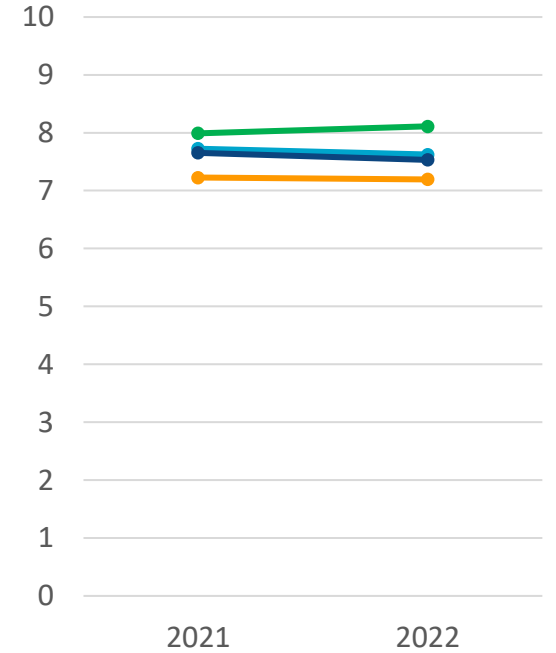
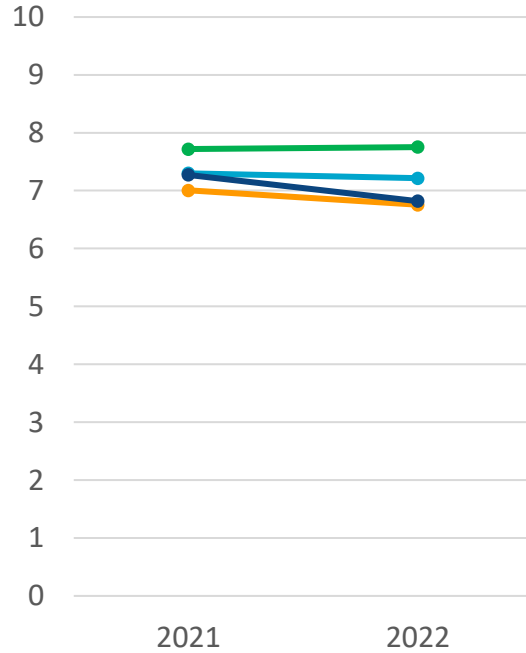
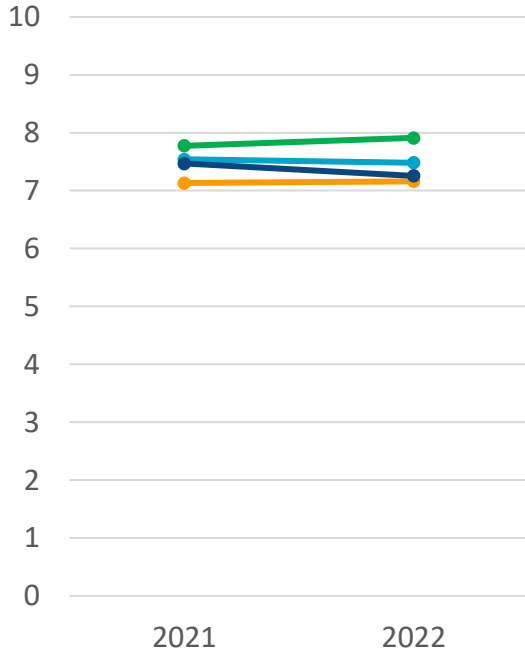
Promise element 1: We are compassionate and inclusive

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	7.5	7.3
Highest	7.8	7.9
Average	7.5	7.5
Lowest	7.1	7.2
Responses	1416	1210

	2021	2022
Your org	7.3	6.8
Highest	7.7	7.8
Average	7.3	7.2
Lowest	7.0	6.8
Responses	821	453

	2021	2022
Your org	7.3	6.8
Highest	7.8	7.8
Average	7.4	7.4
Lowest	7.1	6.8
Responses	479	189

	2021	2022
Your org	7.7	7.5
Highest	8.0	8.1
Average	7.7	7.6
Lowest	7.2	7.2
Responses	496	334

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.



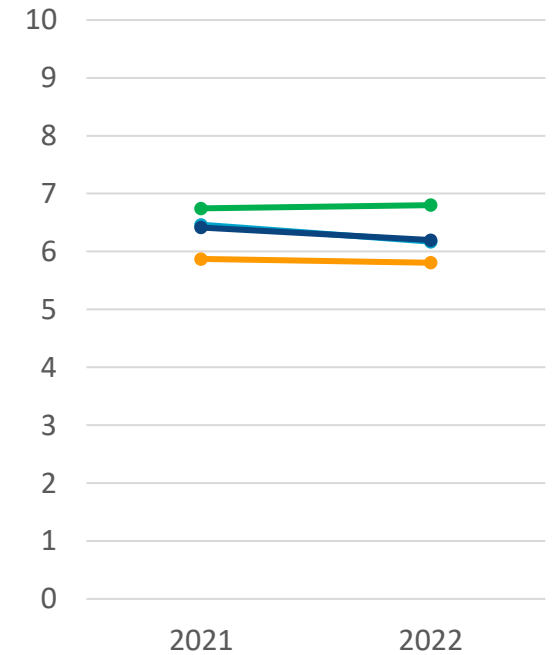
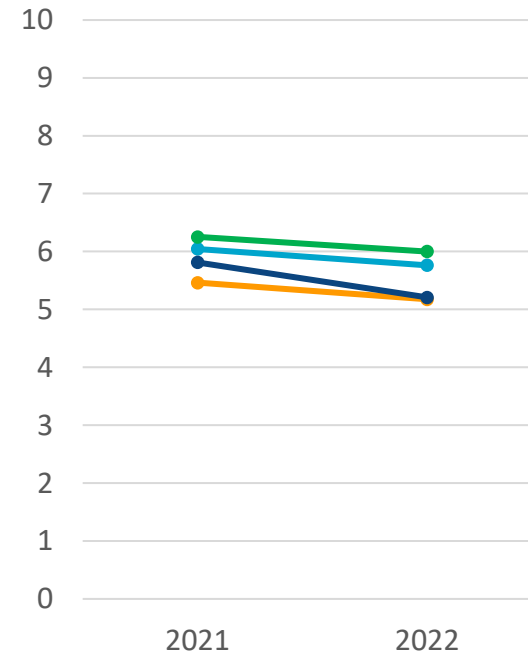
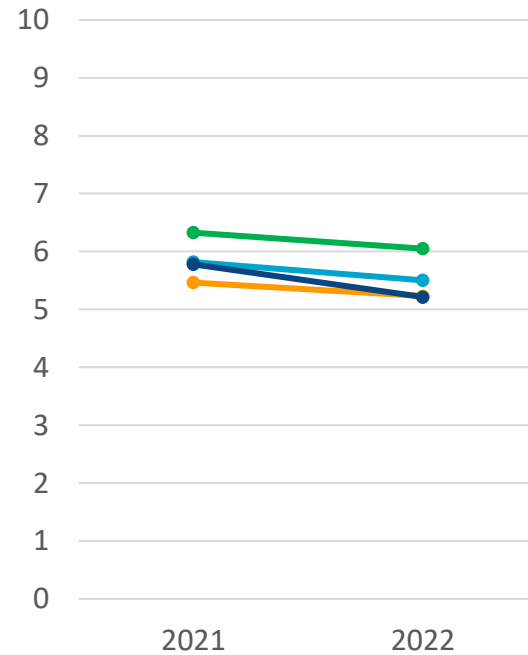
Promise element 2: We are recognised and rewarded

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.1	5.7
Highest	6.3	6.3
Average	6.1	6.0
Lowest	5.8	5.7
Responses	1445	1209

	2021	2022
Your org	5.8	5.2
Highest	6.3	6.0
Average	5.8	5.5
Lowest	5.5	5.2
Responses	822	452

	2021	2022
Your org	5.8	5.2
Highest	6.3	6.0
Average	6.0	5.8
Lowest	5.5	5.2
Responses	478	189

	2021	2022
Your org	6.4	6.2
Highest	6.7	6.8
Average	6.5	6.2
Lowest	5.9	5.8
Responses	496	334

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.



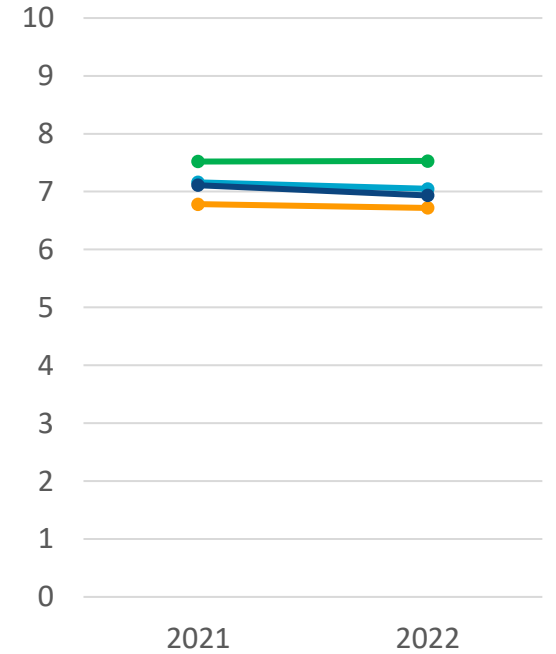
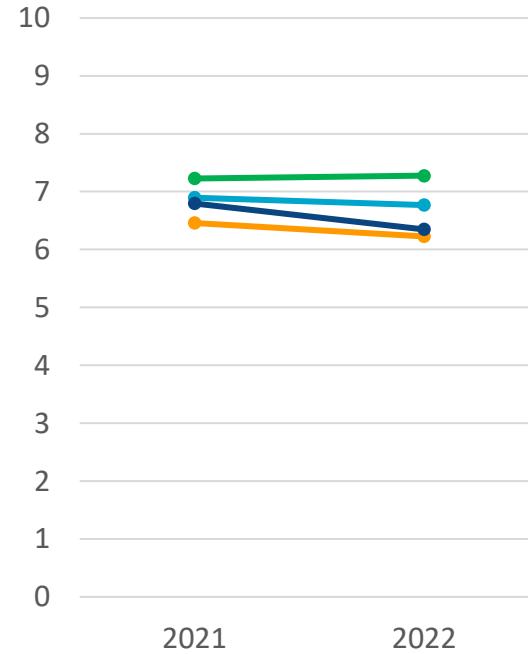
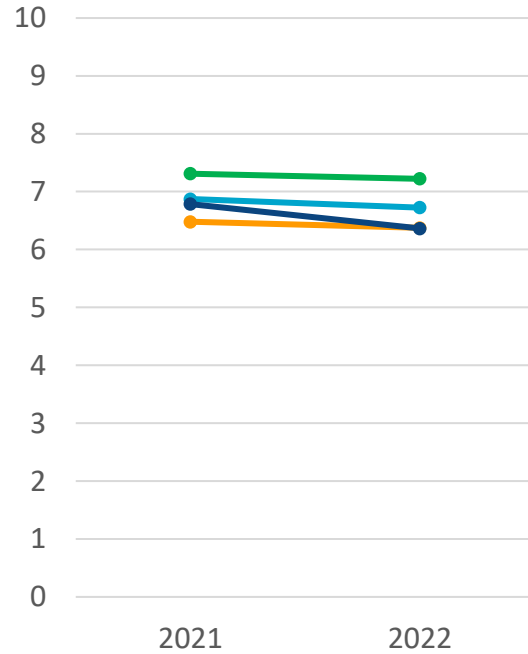
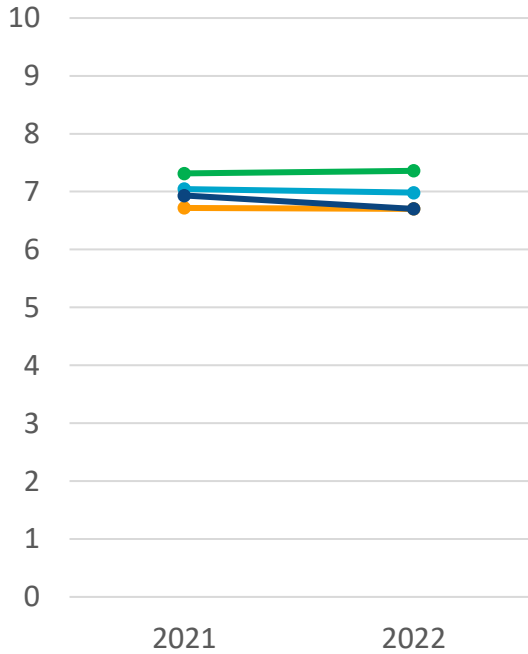
Promise element 3: We each have a voice that counts

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.9	6.7
Highest	7.3	7.4
Average	7.0	7.0
Lowest	6.7	6.7
Responses	1403	1204

	2021	2022
Your org	6.8	6.4
Highest	7.3	7.2
Average	6.9	6.7
Lowest	6.5	6.4
Responses	817	453

	2021	2022
Your org	6.8	6.4
Highest	7.2	7.3
Average	6.9	6.8
Lowest	6.5	6.2
Responses	476	189

	2021	2022
Your org	7.1	6.9
Highest	7.5	7.5
Average	7.2	7.0
Lowest	6.8	6.7
Responses	495	331

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.



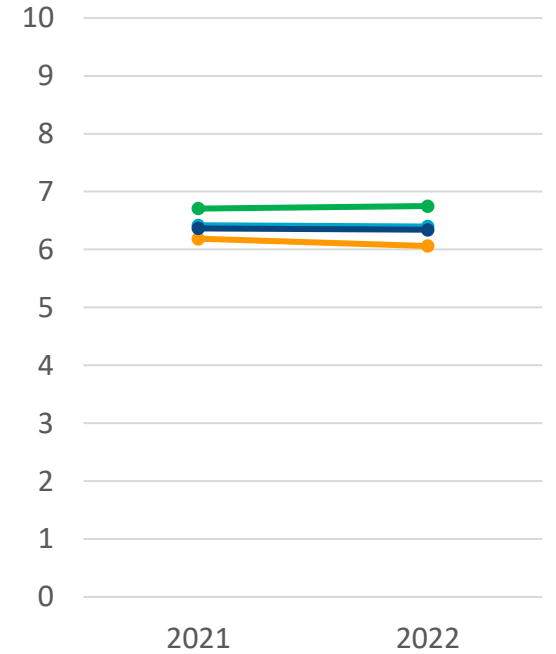
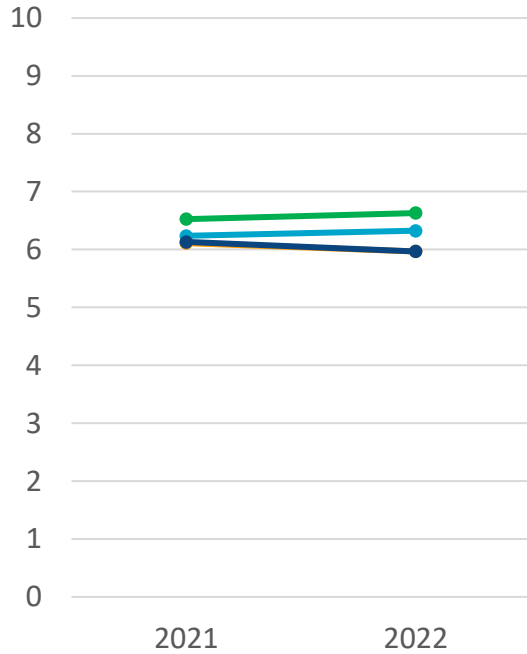
Promise element 4: We are safe and healthy

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.1	6.0
Highest	6.5	6.6
Average	6.2	6.3
Lowest	6.1	6.0
Responses	1417	1206

	2021	2022
Your org	5.7	5.4
Highest	6.4	6.3
Average	5.9	5.8
Lowest	5.6	5.5
Responses	817	450

	2021	2022
Your org	5.7	5.4
Highest	6.4	6.3
Average	6.1	5.9
Lowest	5.7	5.4
Responses	477	189

	2021	2022
Your org	6.4	6.3
Highest	6.7	6.8
Average	6.4	6.4
Lowest	6.2	6.1
Responses	495	335

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.



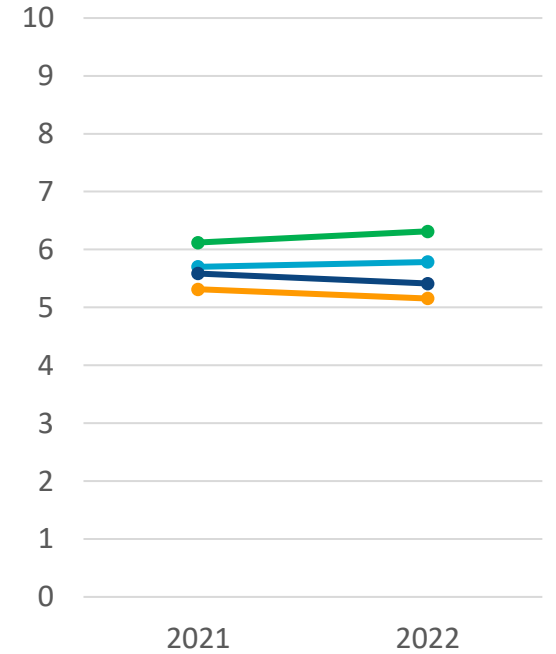
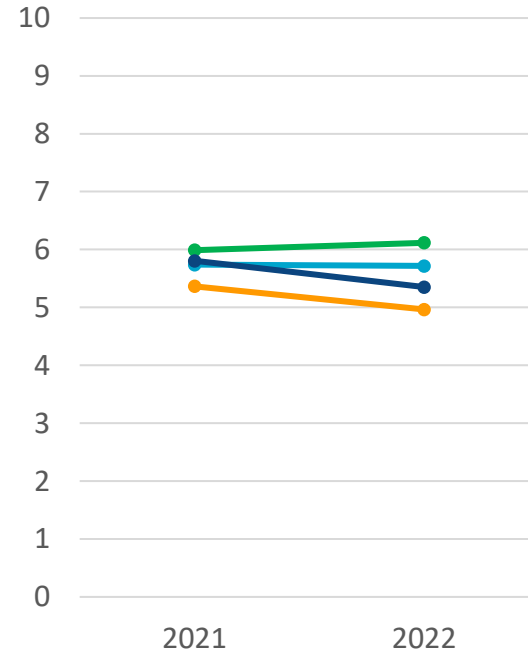
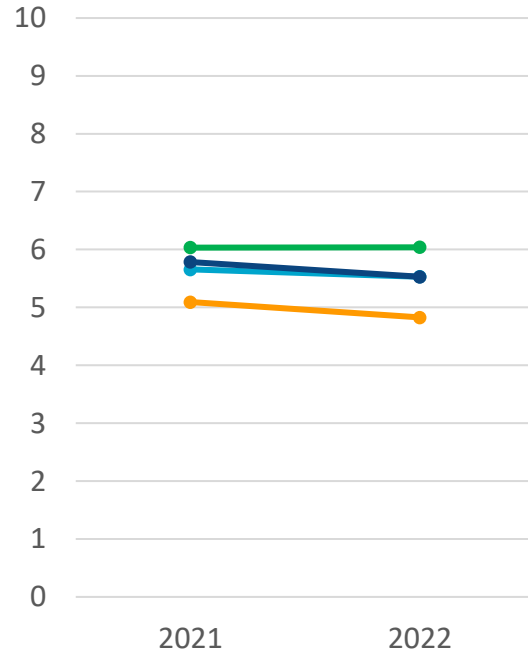
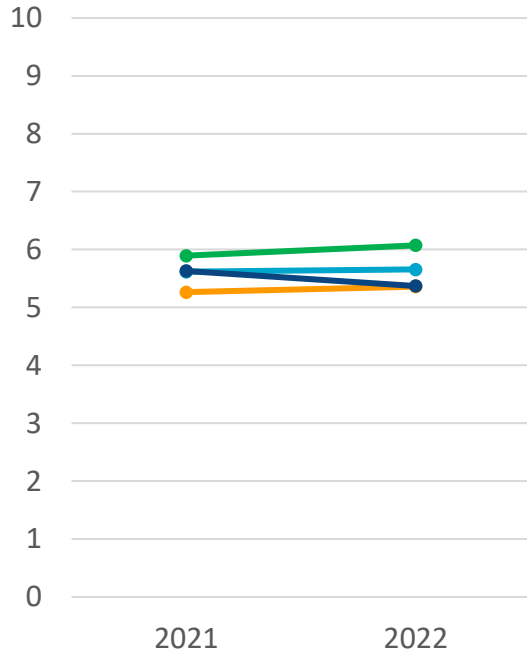
Promise element 5: We are always learning

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	5.6	5.4
Highest	5.9	6.1
Average	5.6	5.7
Lowest	5.3	5.4
Responses	1374	1167

	2021	2022
Your org	5.8	5.5
Highest	6.0	6.0
Average	5.7	5.5
Lowest	5.1	4.8
Responses	806	436

	2021	2022
Your org	5.8	5.4
Highest	6.0	6.1
Average	5.7	5.7
Lowest	5.4	5.0
Responses	468	181

	2021	2022
Your org	5.6	5.4
Highest	6.1	6.3
Average	5.7	5.8
Lowest	5.3	5.2
Responses	483	328

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.



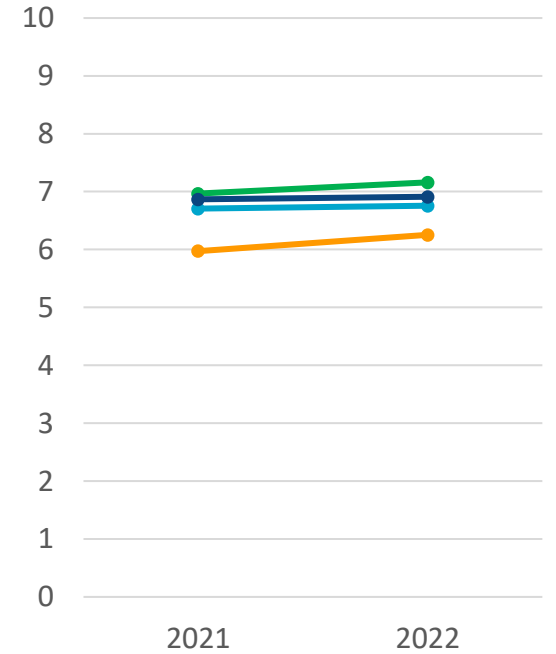
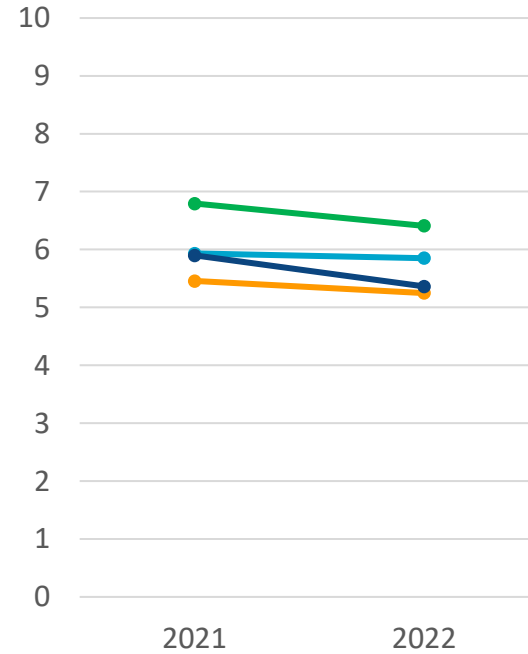
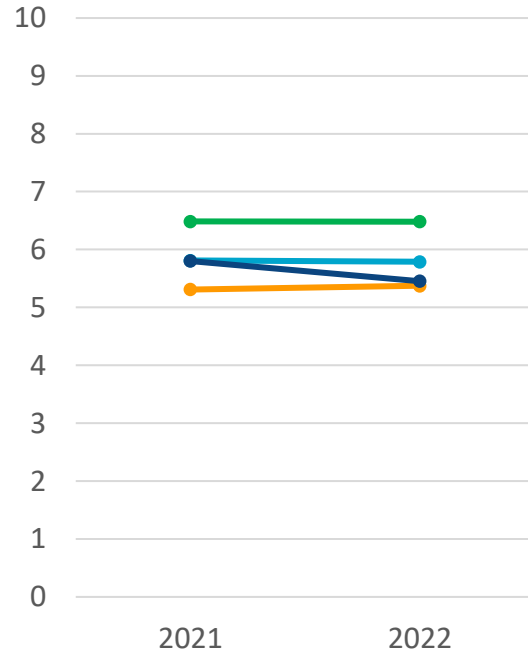
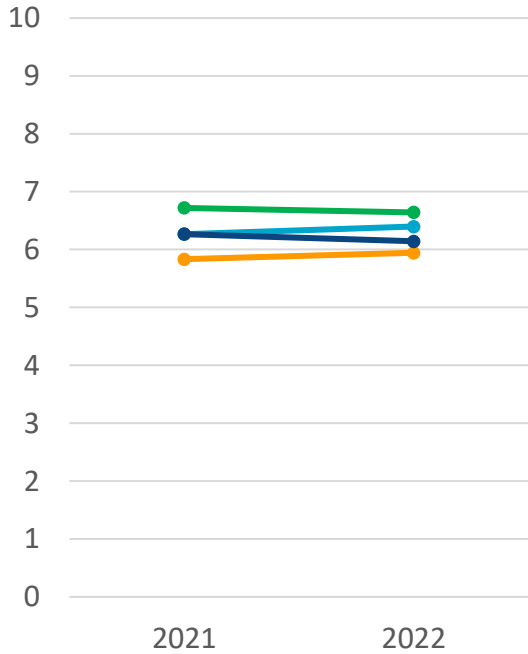
Promise element 6: We work flexibly

All staff

Worked on a Covid-19 ward or specific area

Redeployed

Required to work remotely / from home



	2021	2022
Your org	6.3	6.1
Highest	6.7	6.6
Average	6.3	6.4
Lowest	5.8	5.9
Responses	1437	1208

	2021	2022
Your org	5.8	5.5
Highest	6.5	6.5
Average	5.8	5.8
Lowest	5.3	5.4
Responses	820	451

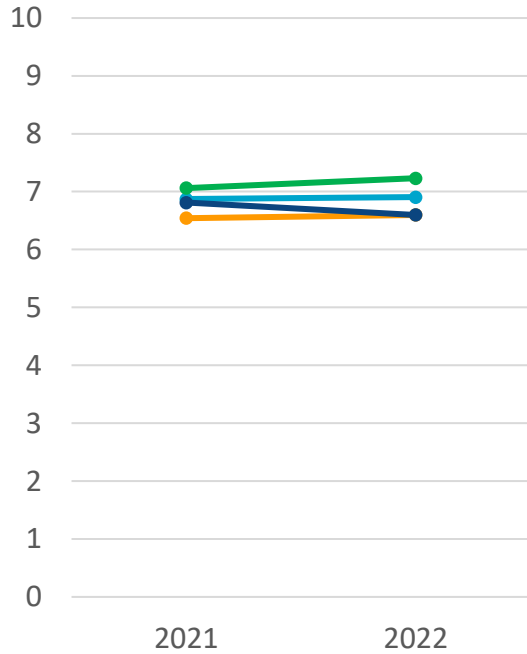
	2021	2022
Your org	5.9	5.4
Highest	6.8	6.4
Average	5.9	5.9
Lowest	5.5	5.2
Responses	476	188

	2021	2022
Your org	6.9	6.9
Highest	7.0	7.2
Average	6.7	6.8
Lowest	6.0	6.3
Responses	496	334

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.

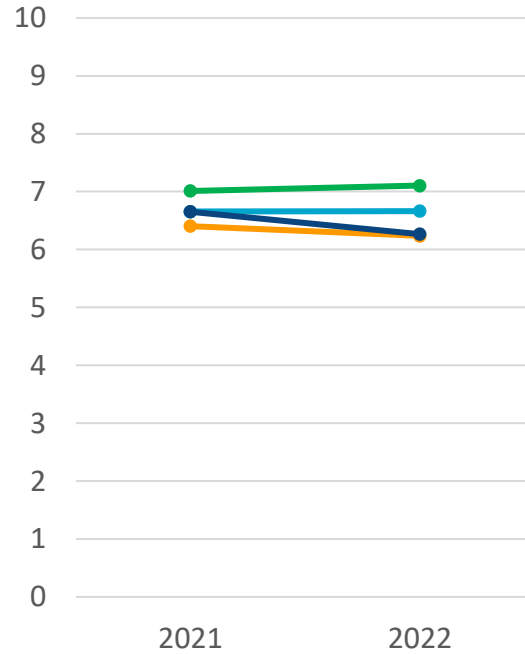
Promise element 7: We are a team

All staff



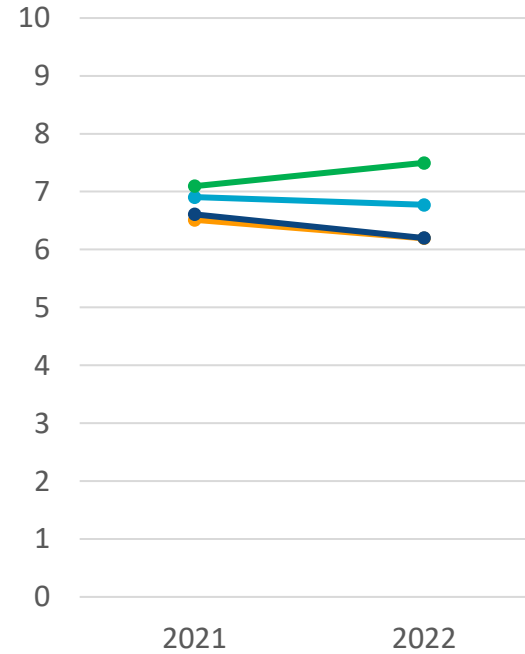
	2021	2022
Your org	6.8	6.6
Highest	7.1	7.2
Average	6.9	6.9
Lowest	6.5	6.6
Responses	1425	1210

Worked on a Covid-19 ward or specific area



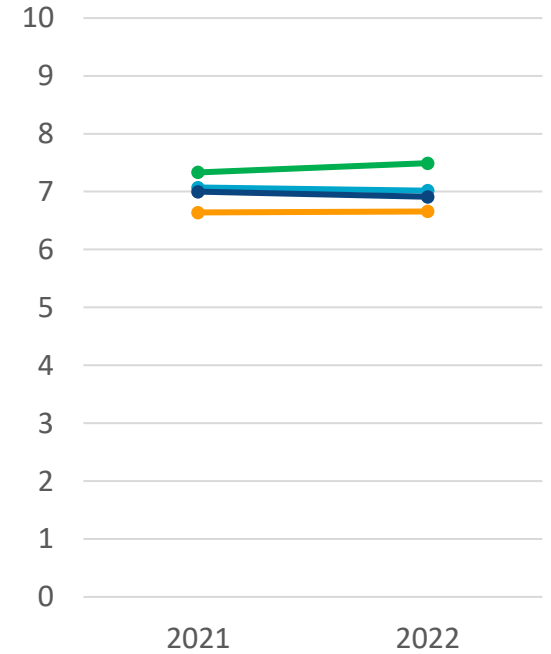
	2021	2022
Your org	6.7	6.3
Highest	7.0	7.1
Average	6.7	6.7
Lowest	6.4	6.2
Responses	821	452

Redeployed



	2021	2022
Your org	6.6	6.2
Highest	7.1	7.5
Average	6.9	6.8
Lowest	6.5	6.2
Responses	479	190

Required to work remotely / from home

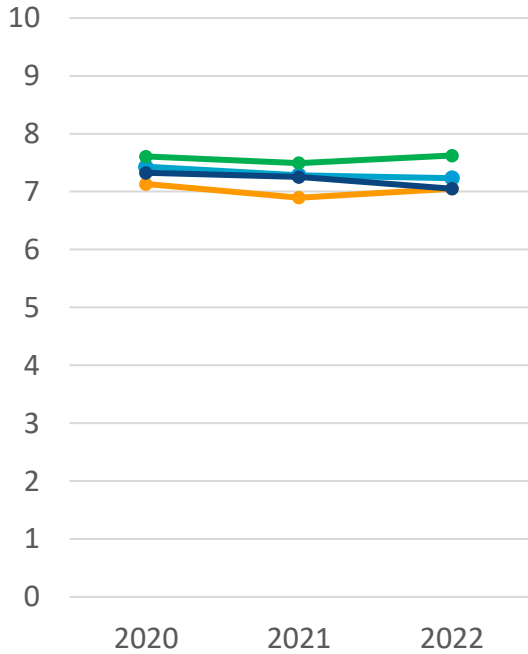


	2021	2022
Your org	7.0	6.9
Highest	7.3	7.5
Average	7.1	7.0
Lowest	6.6	6.7
Responses	497	335

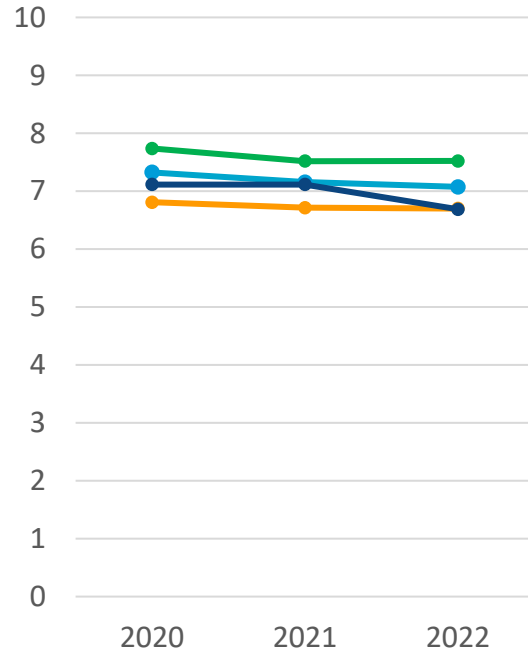
All of the People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

Theme: Staff Engagement

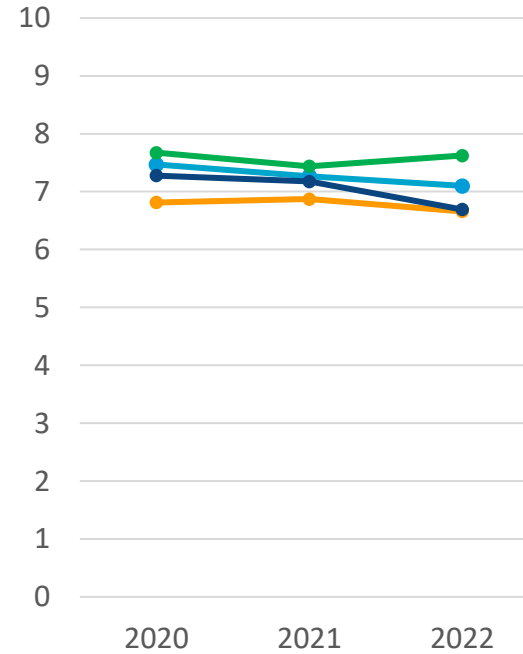
All staff



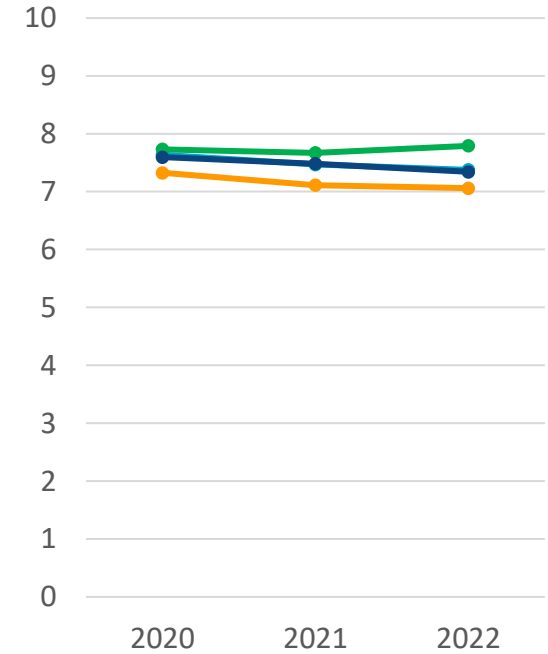
Worked on Covid-19 specific ward or area



Redeployed



Required to work remotely / from home



	2020	2021	2022
Your org	7.3	7.3	7.1
Highest	7.6	7.5	7.6
Average	7.4	7.3	7.2
Lowest	7.1	6.9	7.1
Responses	1319	1446	1211

	2020	2021	2022
Your org	7.1	7.1	6.7
Highest	7.7	7.5	7.5
Average	7.3	7.2	7.1
Lowest	6.8	6.7	6.7
Responses	699	822	453

	2020	2021	2022
Your org	7.3	7.2	6.7
Highest	7.7	7.4	7.6
Average	7.5	7.3	7.1
Lowest	6.8	6.9	6.7
Responses	441	479	190

	2020	2021	2022
Your org	7.6	7.5	7.3
Highest	7.7	7.7	7.8
Average	7.6	7.5	7.4
Lowest	7.3	7.1	7.1
Responses	415	497	335

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.

Theme: Morale

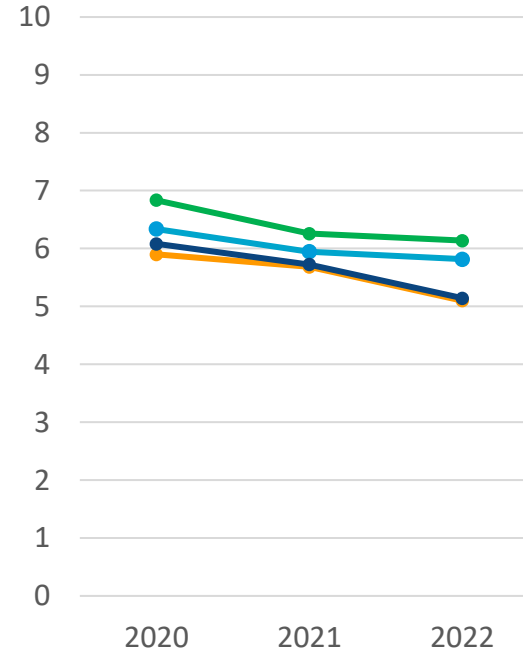
All staff



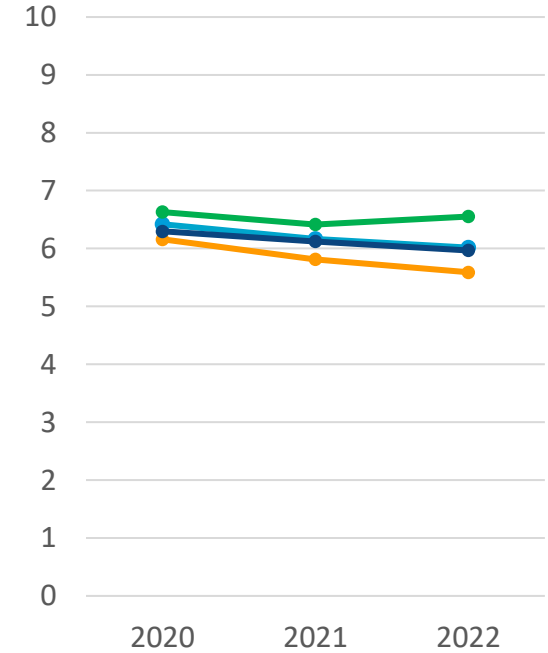
Worked on Covid-19 specific ward or area



Redeployed



Required to work remotely / from home



	2020	2021	2022
Your org	6.1	6.0	5.7
Highest	6.6	6.3	6.4
Average	6.3	6.0	6.1
Lowest	6.1	5.8	5.7
Responses	1311	1442	1211

	2020	2021	2022
Your org	5.8	5.7	5.2
Highest	6.5	6.3	6.2
Average	6.2	5.9	5.7
Lowest	5.7	5.5	5.3
Responses	696	822	453

	2020	2021	2022
Your org	6.1	5.7	5.1
Highest	6.8	6.3	6.1
Average	6.3	5.9	5.8
Lowest	5.9	5.7	5.1
Responses	440	479	190

	2020	2021	2022
Your org	6.3	6.1	6.0
Highest	6.6	6.4	6.6
Average	6.4	6.2	6.0
Lowest	6.2	5.8	5.6
Responses	415	497	335

People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q23a, Q23b, Q23c, Q23d

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

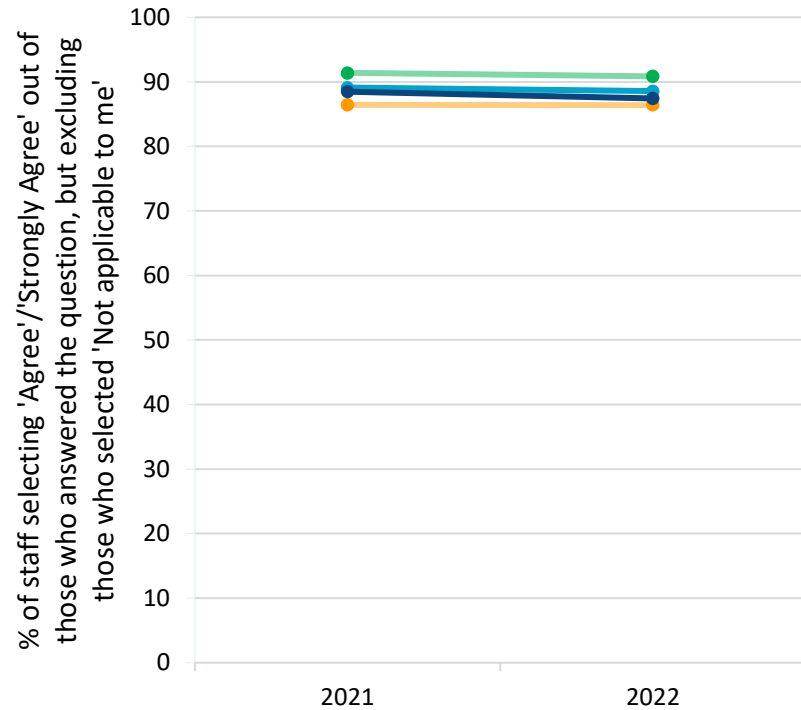
Diversity and equality – Q15, Q16a, Q16b, Q20

Inclusion – Q7h, Q7i, Q8b, Q8c

Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

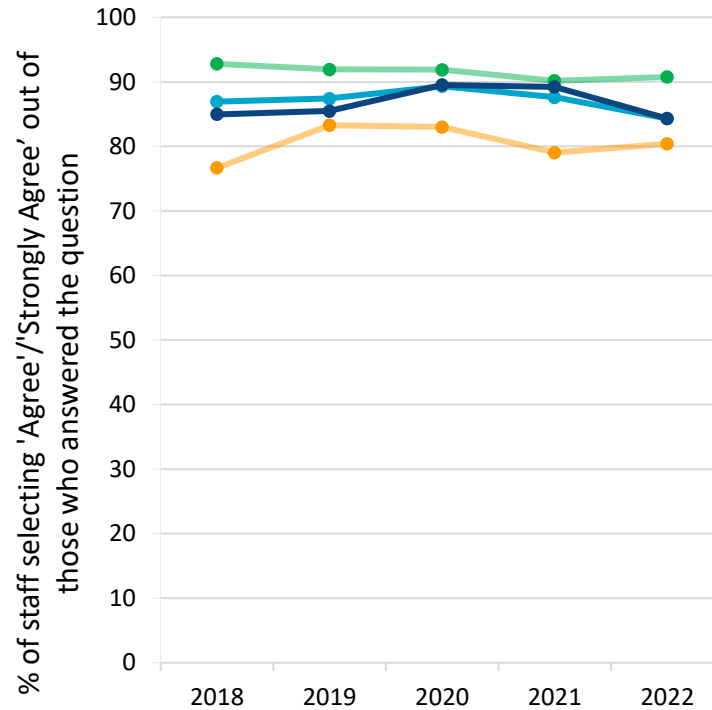


Q6a I feel that my role makes a difference to patients / service users.



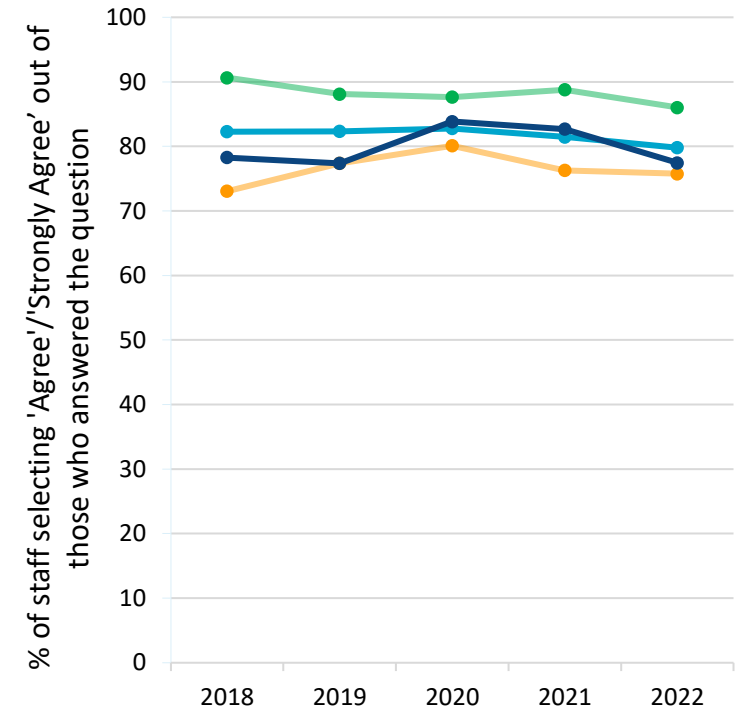
	2021	2022
Your org	88.5%	87.4%
Best	91.4%	90.9%
Average	89.1%	88.6%
Worst	86.4%	86.4%
Responses	1409	1179

Q23a Care of patients / service users is my organisation's top priority.



	2018	2019	2020	2021	2022
Your org	85.0%	85.5%	89.5%	89.2%	84.3%
Best	92.8%	91.9%	91.9%	90.2%	90.8%
Average	86.9%	87.4%	89.3%	87.6%	84.3%
Worst	76.7%	83.3%	83.0%	79.0%	80.4%
Responses	935	1130	1294	1406	1204

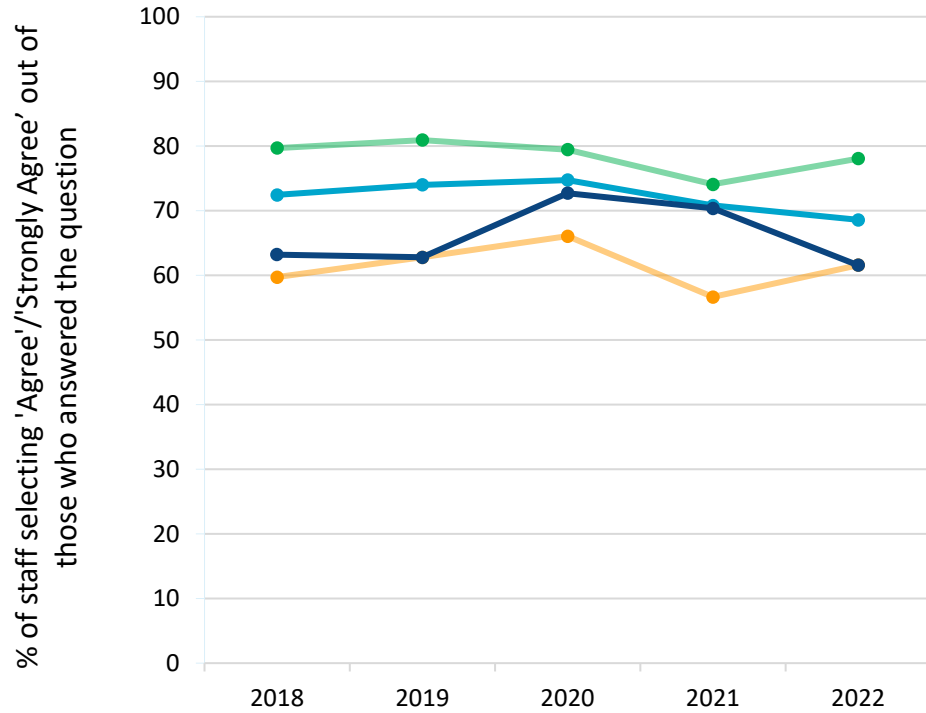
Q23b My organisation acts on concerns raised by patients / service users.



	2018	2019	2020	2021	2022
Your org	78.3%	77.4%	83.9%	82.7%	77.5%
Best	90.6%	88.1%	87.6%	88.8%	86.0%
Average	82.3%	82.3%	82.8%	81.5%	79.8%
Worst	73.1%	77.4%	80.1%	76.3%	75.8%
Responses	934	1128	1291	1408	1204

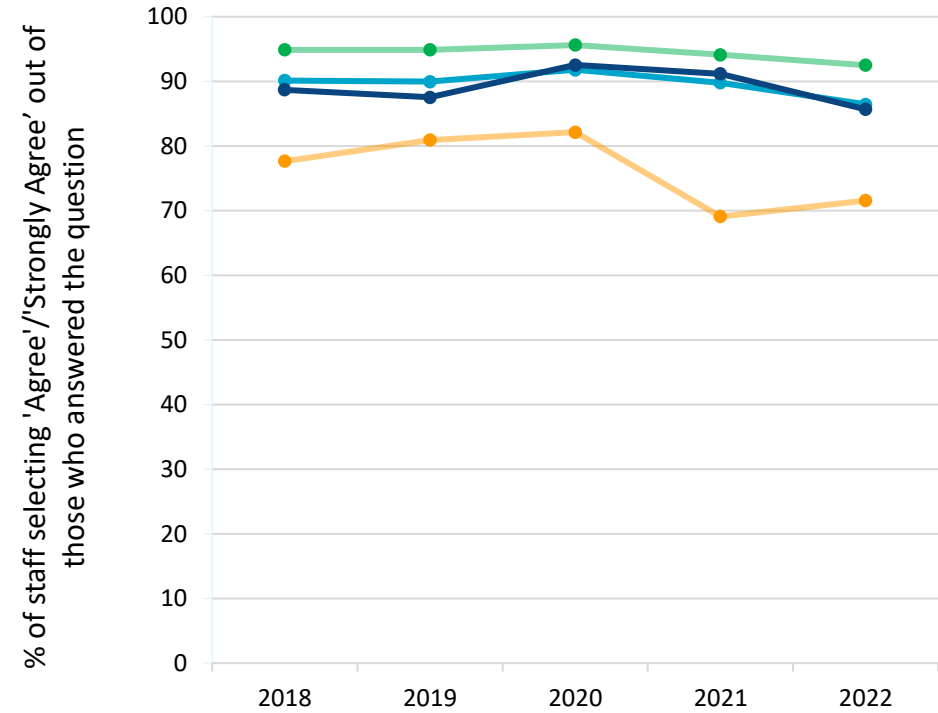


Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
Your org	63.2%	62.8%	72.7%	70.4%	61.6%
Best	79.7%	80.9%	79.5%	74.1%	78.1%
Average	72.4%	74.0%	74.7%	70.8%	68.6%
Worst	59.7%	62.8%	66.1%	56.6%	61.6%
Responses	933	1130	1295	1407	1206

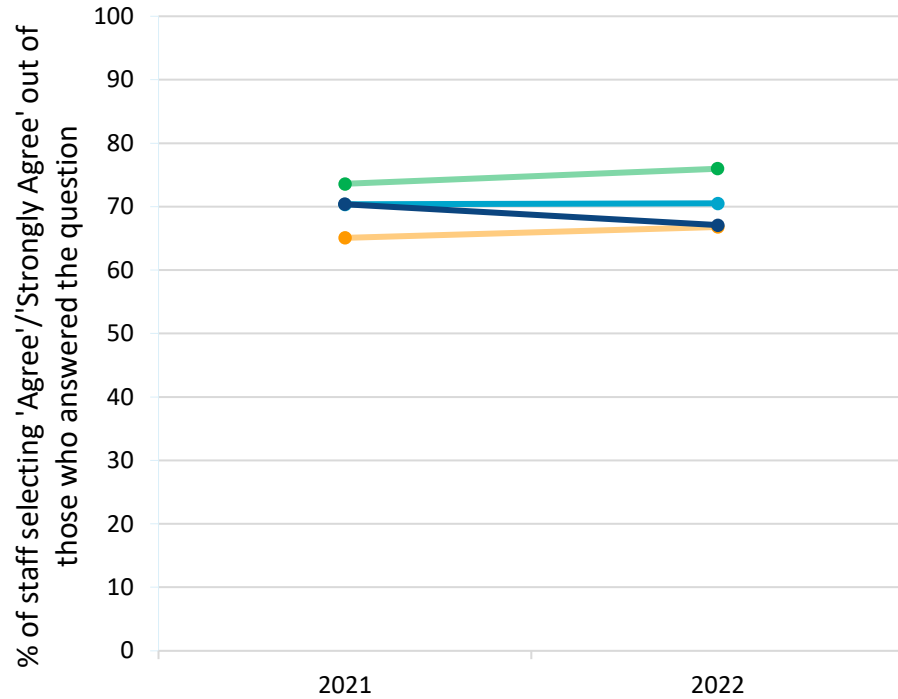
Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2018	2019	2020	2021	2022
Your org	88.7%	87.6%	92.6%	91.2%	85.7%
Best	94.9%	94.9%	95.7%	94.1%	92.5%
Average	90.1%	90.0%	91.8%	89.8%	86.5%
Worst	77.7%	81.0%	82.1%	69.1%	71.6%
Responses	932	1130	1294	1408	1206

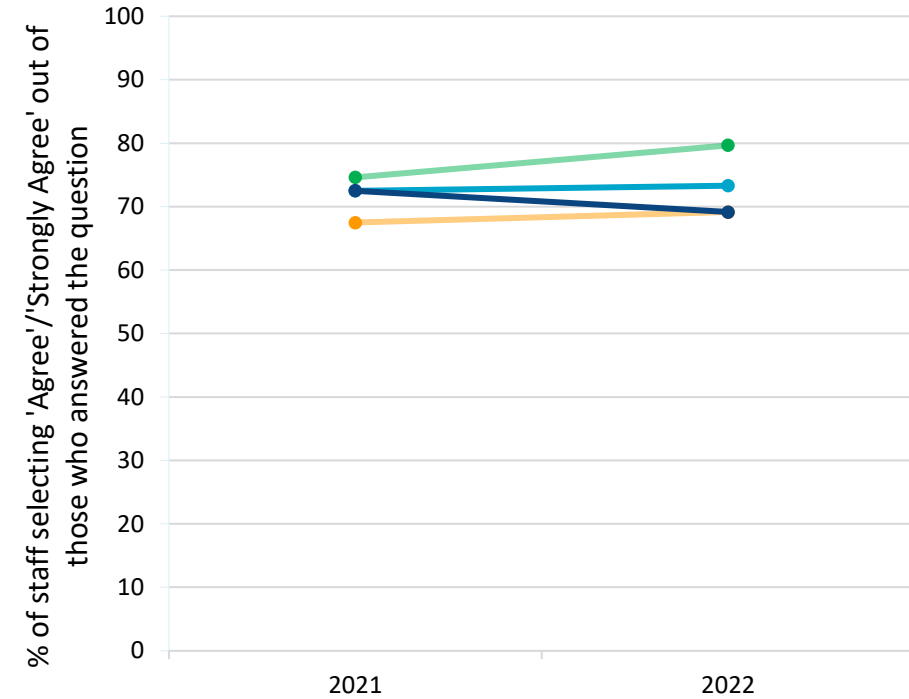


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022
Your org	70.3%	67.1%
Best	73.6%	76.0%
Average	70.3%	70.5%
Worst	65.1%	66.8%
Responses	1425	1207

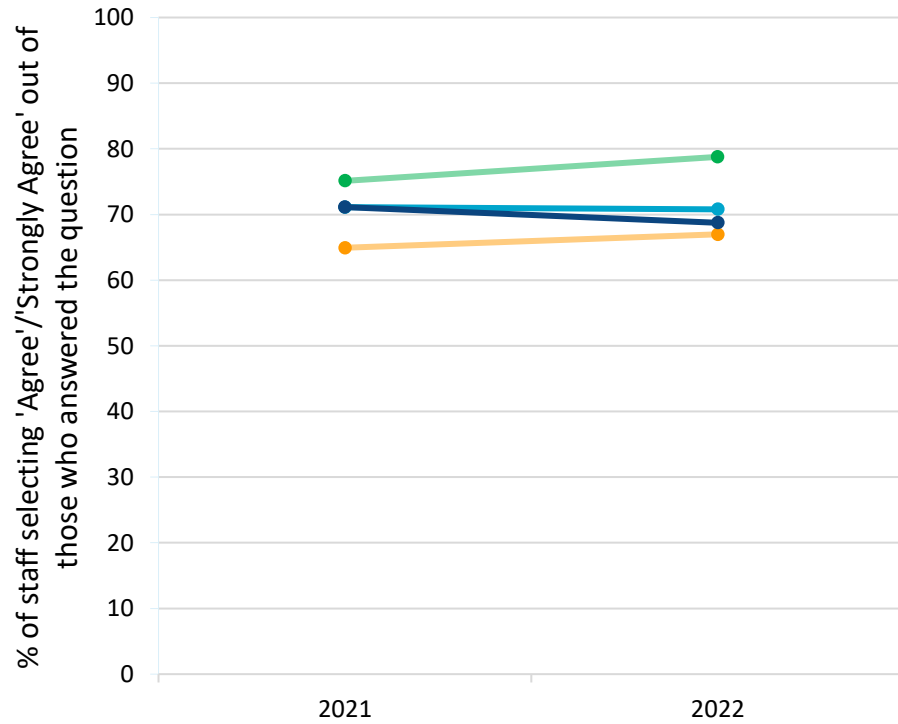
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022
Your org	72.5%	69.1%
Best	74.6%	79.7%
Average	72.5%	73.3%
Worst	67.5%	69.1%
Responses	1425	1209

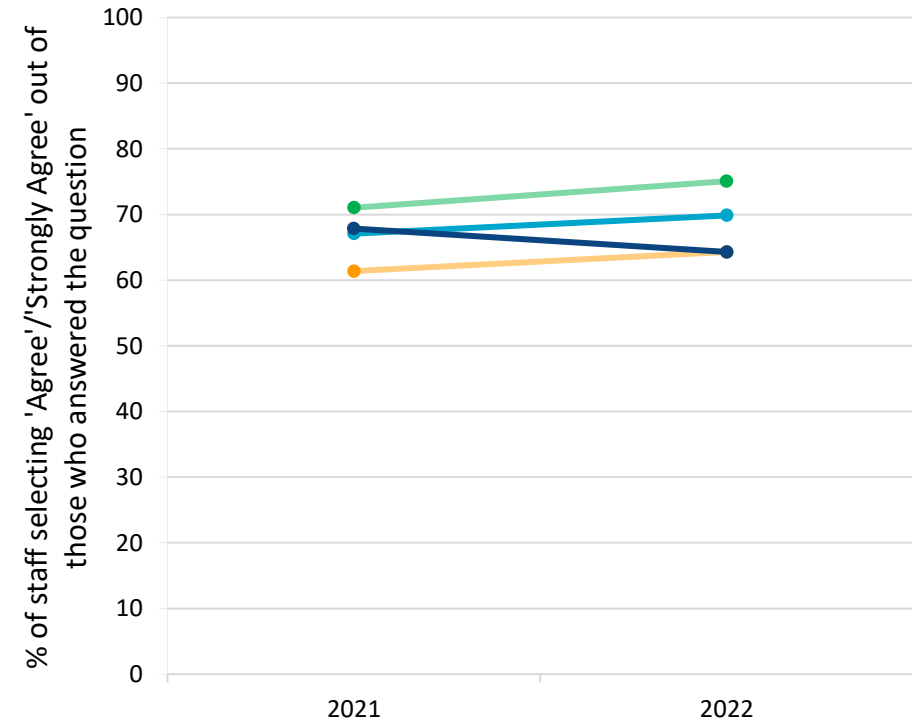


Q9h My immediate manager cares about my concerns.



	2021	2022
Your org	71.1%	68.7%
Best	75.1%	78.8%
Average	71.1%	70.8%
Worst	64.9%	67.0%
Responses	1424	1208

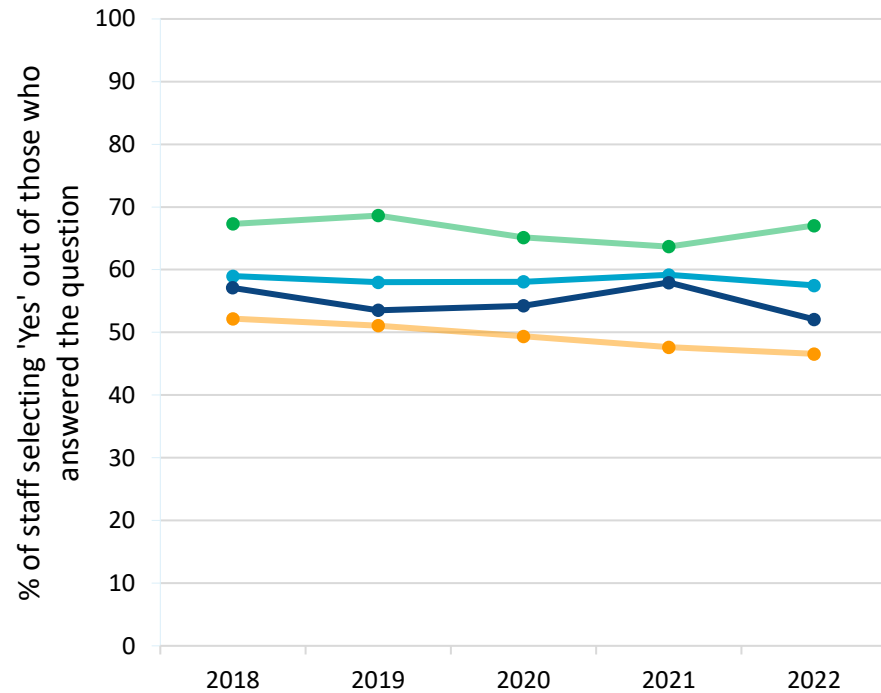
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022
Your org	67.8%	64.3%
Best	71.0%	75.1%
Average	67.1%	69.9%
Worst	61.4%	64.3%
Responses	1423	1206

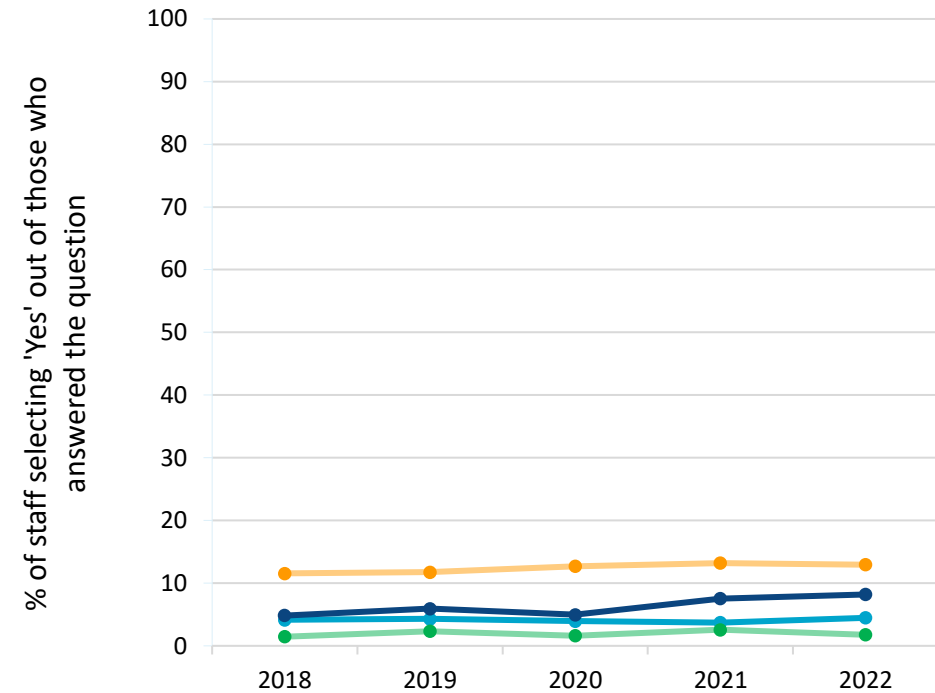


Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



	2018	2019	2020	2021	2022
Your org	57.1%	53.5%	54.2%	57.9%	52.1%
Best	67.3%	68.6%	65.1%	63.7%	67.0%
Average	59.0%	58.0%	58.1%	59.2%	57.5%
Worst	52.2%	51.1%	49.4%	47.6%	46.6%
Responses	947	1135	1300	1410	1203

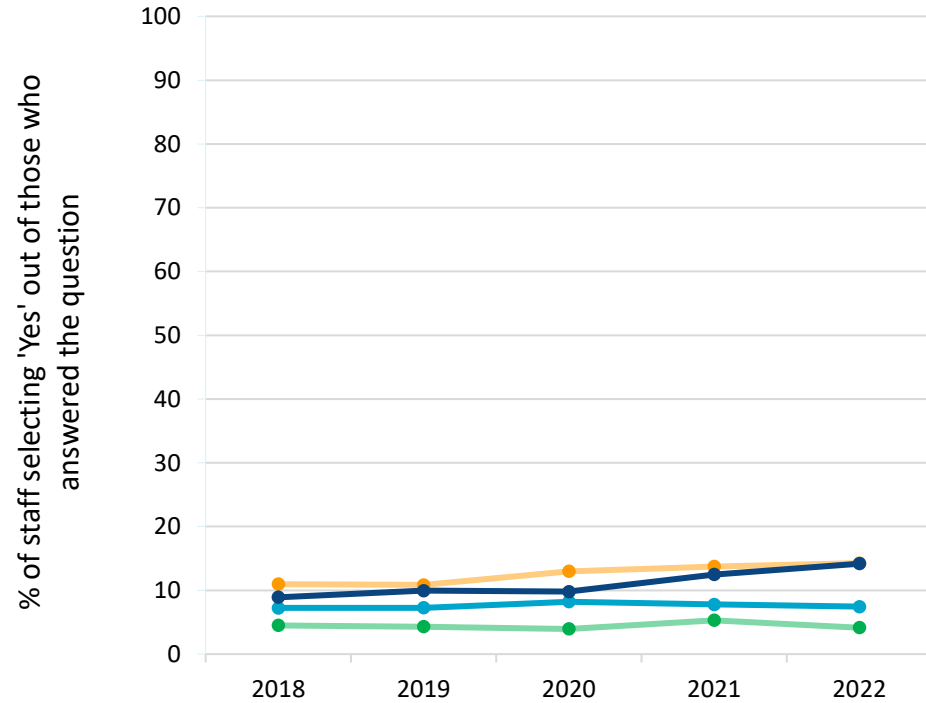
Q16a In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?



	2018	2019	2020	2021	2022
Your org	4.8%	5.9%	5.0%	7.5%	8.2%
Best	1.5%	2.3%	1.6%	2.6%	1.8%
Average	4.2%	4.3%	4.0%	3.7%	4.5%
Worst	11.6%	11.8%	12.7%	13.2%	13.0%
Responses	940	1140	1299	1412	1206

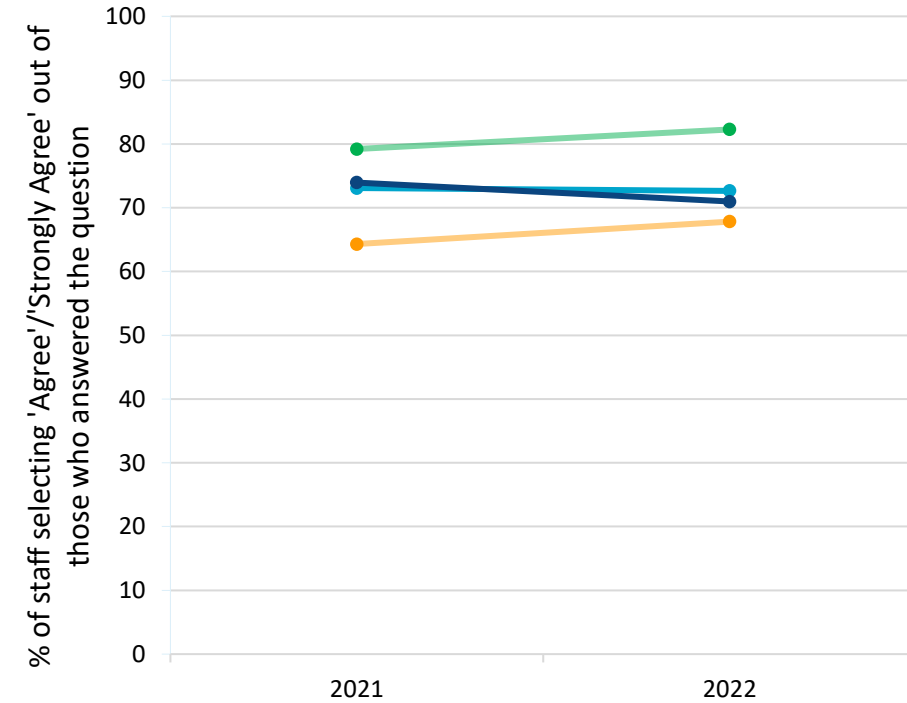


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2018	2019	2020	2021	2022
Your org	8.9%	9.9%	9.8%	12.5%	14.2%
Best	4.5%	4.3%	3.9%	5.3%	4.2%
Average	7.2%	7.3%	8.2%	7.8%	7.4%
Worst	11.0%	10.9%	13.0%	13.7%	14.2%
Responses	946	1138	1300	1412	1204

Q20 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).

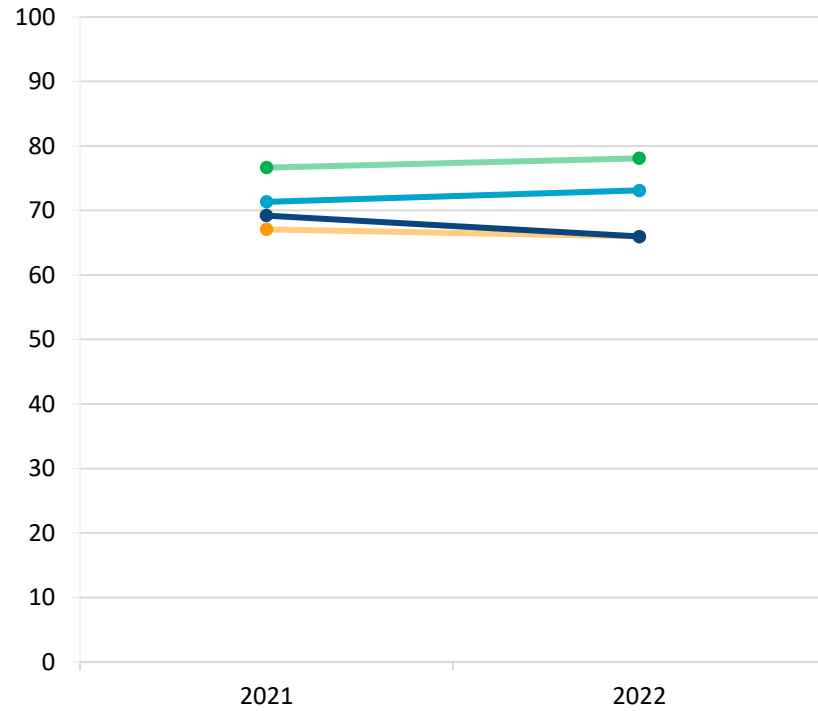


	2021	2022
Your org	74.0%	71.0%
Best	79.2%	82.3%
Average	73.1%	72.7%
Worst	64.3%	67.8%
Responses	1414	1204



Q7h I feel valued by my team.

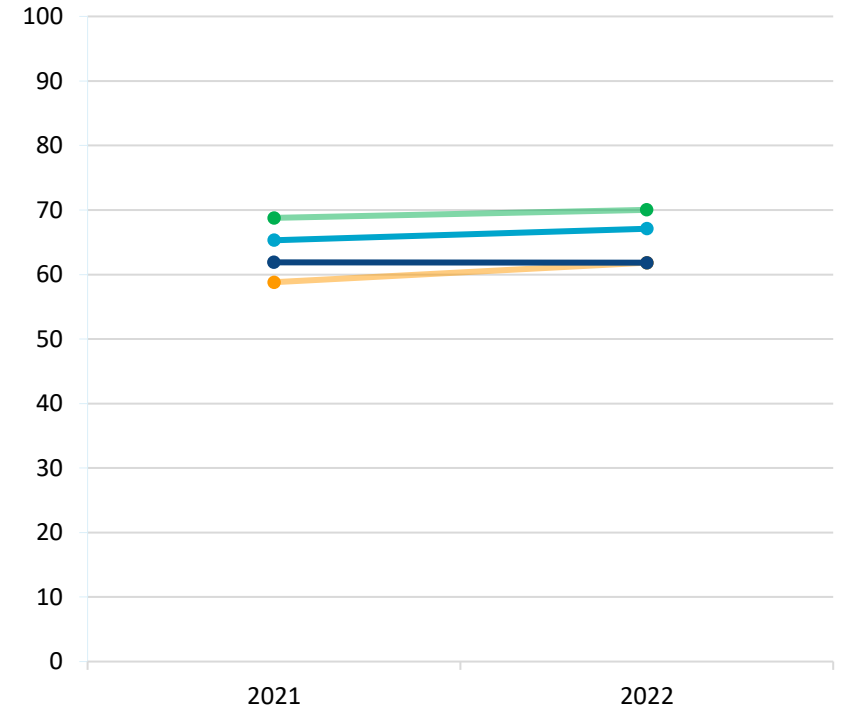
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022
Your org	69.2%	66.0%
Best	76.7%	78.1%
Average	71.3%	73.1%
Worst	67.1%	66.0%
Responses	1438	1211

Q7i I feel a strong personal attachment to my team.

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

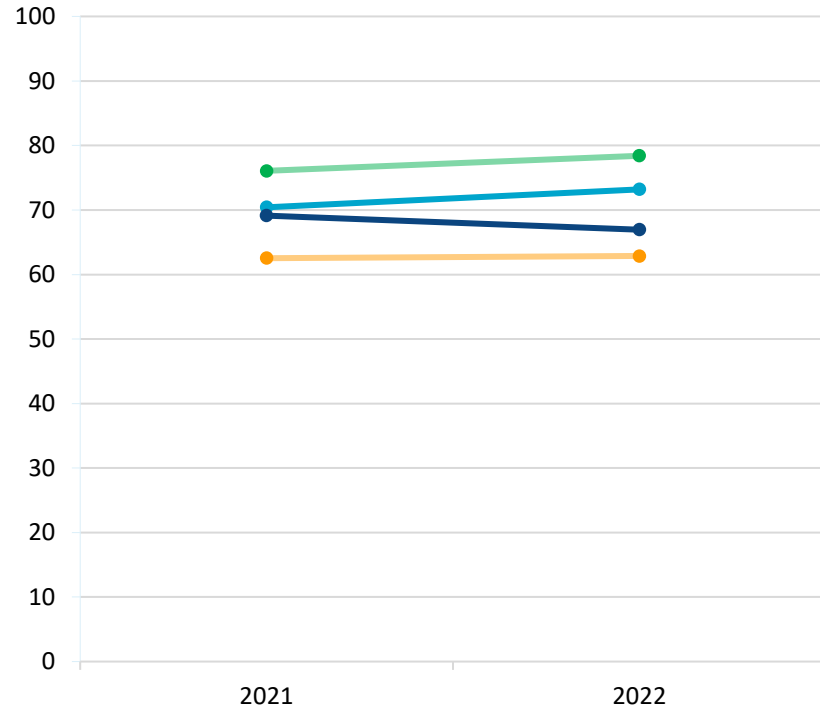


	2021	2022
Your org	61.9%	61.8%
Best	68.8%	70.0%
Average	65.3%	67.1%
Worst	58.8%	61.8%
Responses	1439	1210



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
Your org	69.1%	67.0%
Best	76.1%	78.4%
Average	70.4%	73.2%
Worst	62.6%	62.9%

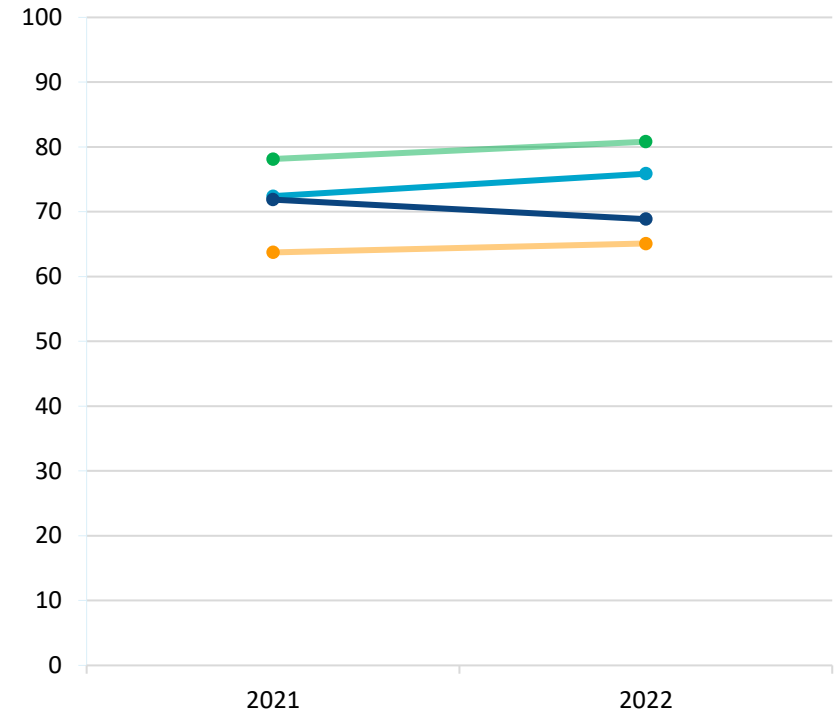
Responses

1431

1211

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
Your org	71.8%	68.9%
Best	78.1%	80.8%
Average	72.4%	75.9%
Worst	63.7%	65.1%

Responses

1430

1211

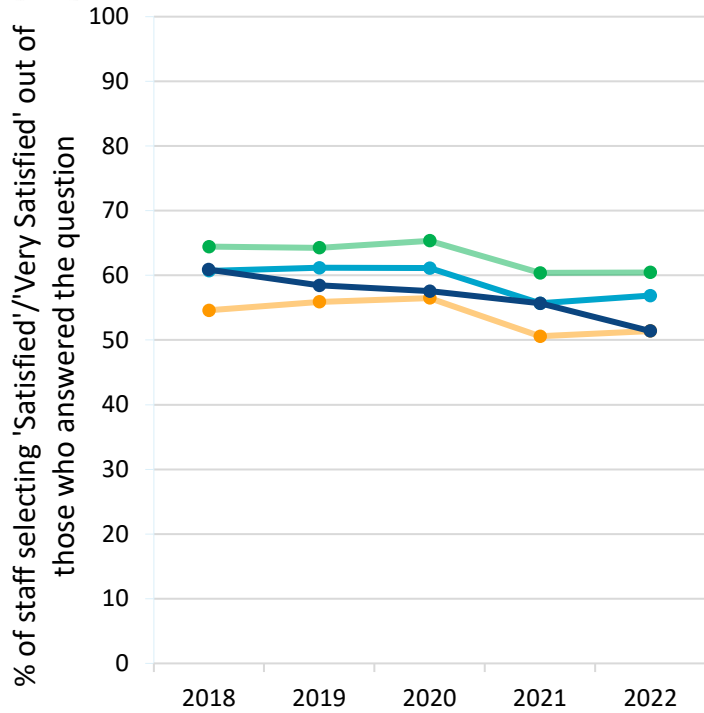
People Promise element – We are recognised and rewarded



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

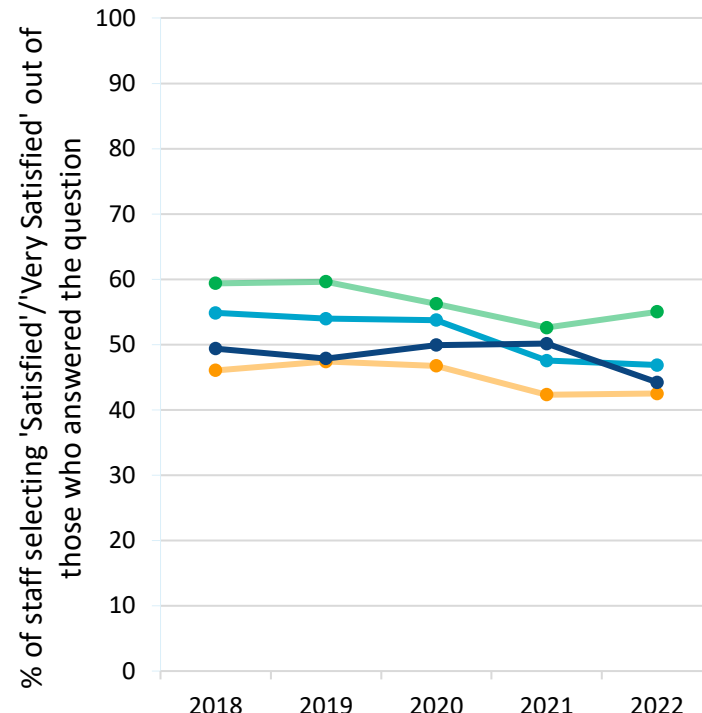


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



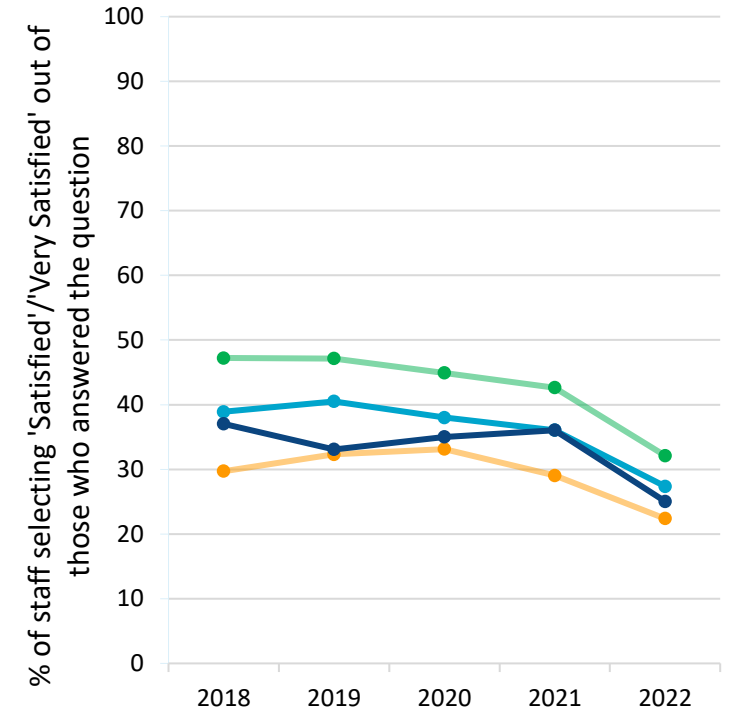
	2018	2019	2020	2021	2022
Your org	60.9%	58.4%	57.6%	55.7%	51.4%
Best	64.4%	64.3%	65.3%	60.4%	60.4%
Average	60.7%	61.2%	61.1%	55.7%	56.9%
Worst	54.6%	55.9%	56.5%	50.6%	51.4%
Responses	964	1155	1309	1444	1204

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



	2018	2019	2020	2021	2022
Your org	49.4%	47.9%	49.9%	50.1%	44.2%
Best	59.4%	59.6%	56.3%	52.6%	55.0%
Average	54.8%	54.0%	53.8%	47.5%	46.9%
Worst	46.0%	47.4%	46.7%	42.3%	42.5%
Responses	959	1153	1309	1444	1207

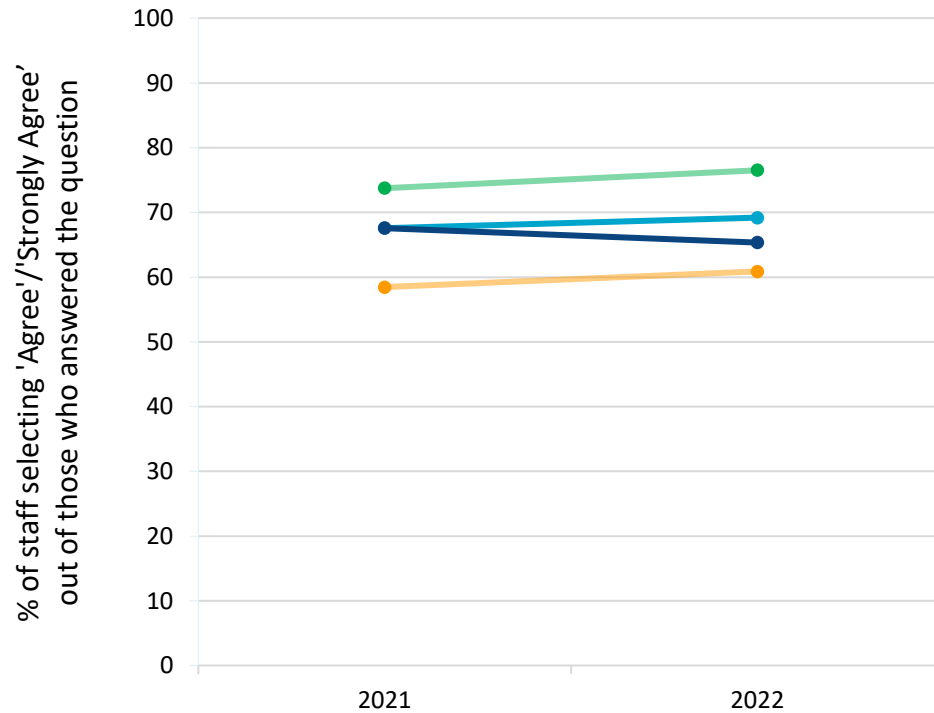
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2018	2019	2020	2021	2022
Your org	37.0%	33.1%	35.0%	36.1%	25.1%
Best	47.2%	47.1%	44.9%	42.6%	32.1%
Average	38.9%	40.5%	38.0%	36.1%	27.4%
Worst	29.7%	32.3%	33.1%	29.0%	22.4%
Responses	961	1151	1311	1444	1207



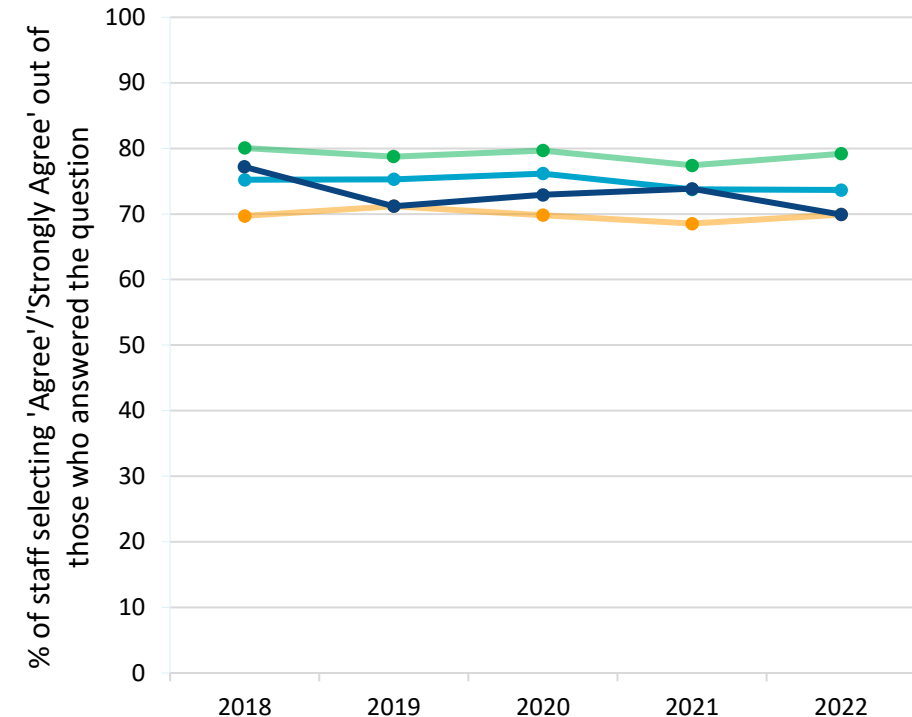
Q8d The people I work with show appreciation to one another.



	2021	2022
Your org	67.6%	65.4%
Best	73.8%	76.5%
Average	67.6%	69.2%
Worst	58.5%	60.9%

Responses 1429 1211

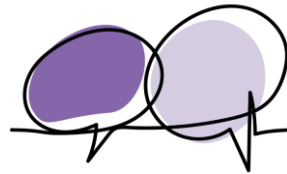
Q9e My immediate manager values my work.



	2018	2019	2020	2021	2022
Your org	77.2%	71.2%	72.9%	73.9%	69.9%
Best	80.1%	78.7%	79.7%	77.4%	79.2%
Average	75.2%	75.3%	76.2%	73.7%	73.7%
Worst	69.7%	71.2%	69.8%	68.5%	69.9%

Responses 956 1144 1304 1425 1209

People Promise element – We each have a voice that counts



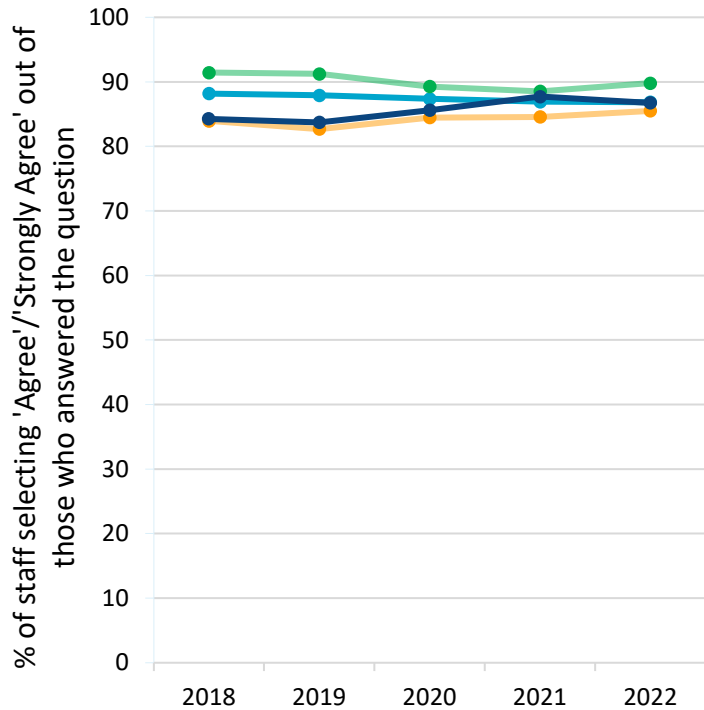
Questions included:

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

Raising concerns – Q19a, Q19b, Q23e, Q23f



Q3a I always know what my work responsibilities are.

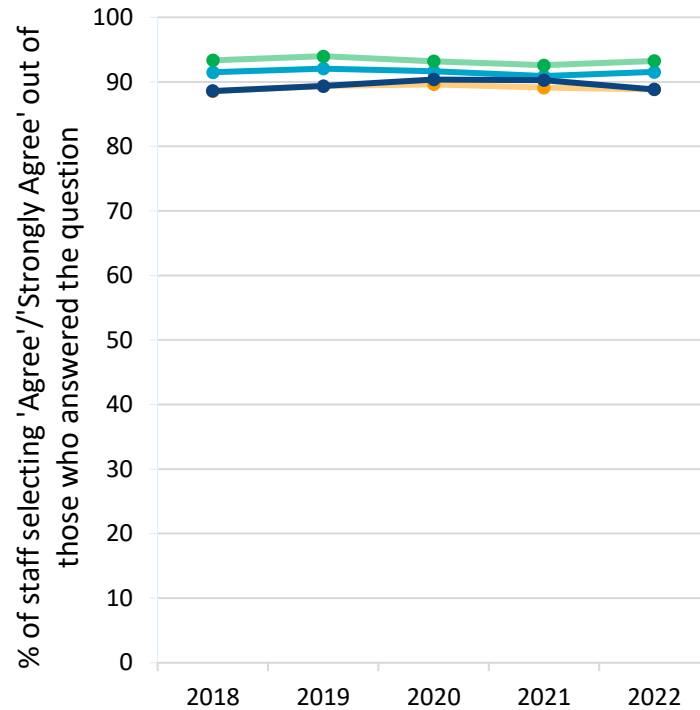


2018 2019 2020 2021 2022

Your org	84.3%	83.7%	85.6%	87.7%	86.8%
Best	91.4%	91.2%	89.3%	88.5%	89.8%
Average	88.2%	87.9%	87.4%	86.9%	86.9%
Worst	83.9%	82.7%	84.5%	84.6%	85.5%

Responses 976 1161 1329 1442 1207

Q3b I am trusted to do my job.

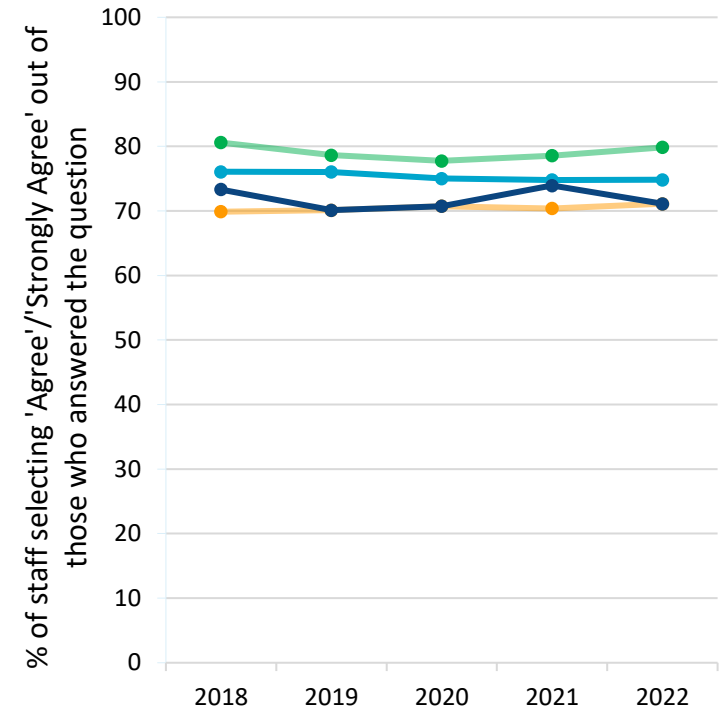


2018 2019 2020 2021 2022

Your org	88.6%	89.4%	90.4%	90.3%	88.8%
Best	93.3%	94.0%	93.2%	92.6%	93.2%
Average	91.5%	92.1%	91.6%	90.9%	91.5%
Worst	88.6%	89.4%	89.6%	89.1%	88.8%

Responses 965 1159 1326 1445 1210

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



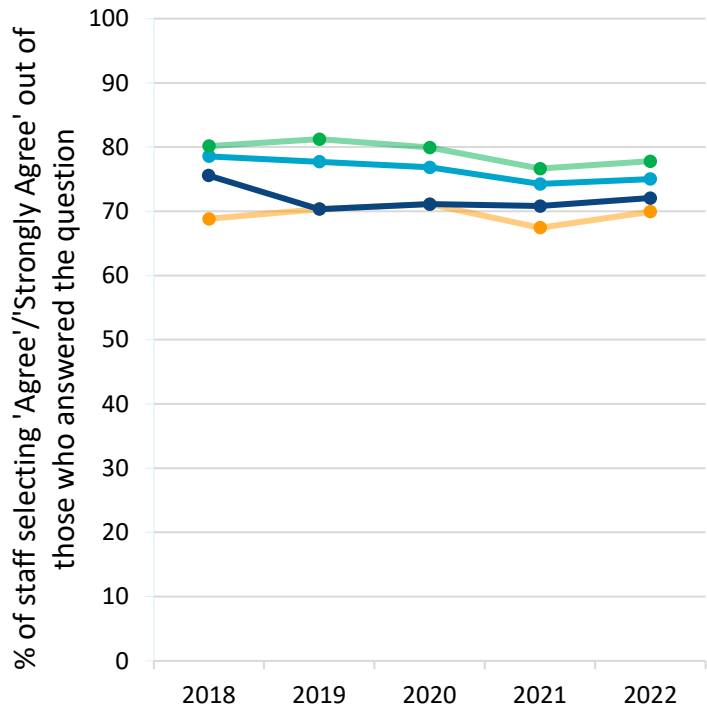
2018 2019 2020 2021 2022

Your org	73.3%	70.1%	70.7%	73.9%	71.1%
Best	80.6%	78.6%	77.7%	78.6%	79.8%
Average	76.1%	76.0%	75.0%	74.8%	74.8%
Worst	69.9%	70.1%	70.7%	70.4%	71.1%

Responses 974 1162 1317 1446 1207

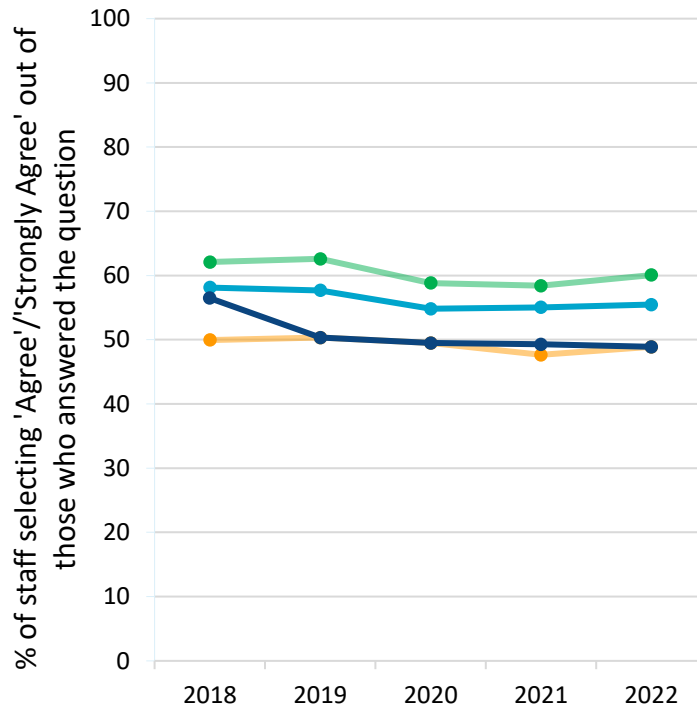


Q3d I am able to make suggestions to improve the work of my team / department.



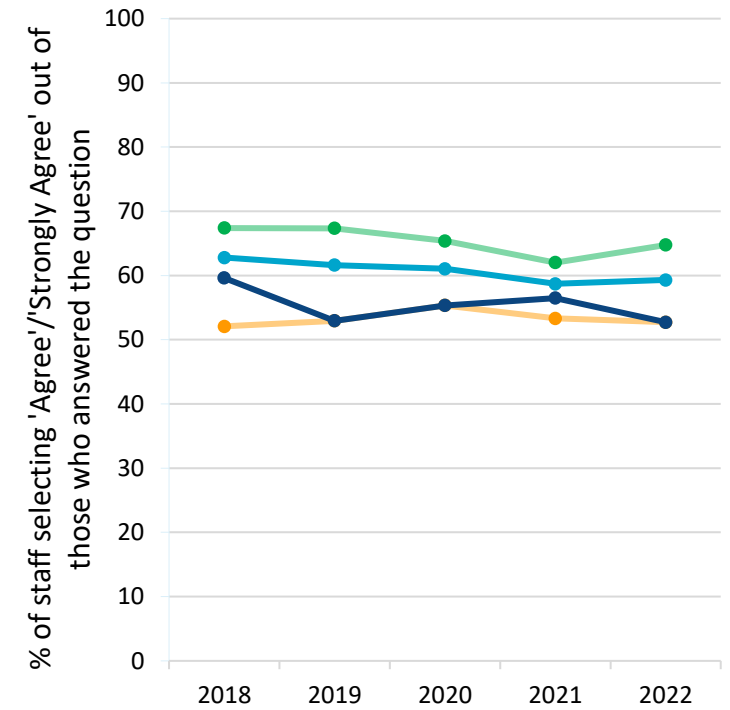
	2018	2019	2020	2021	2022
Your org	75.6%	70.3%	71.1%	70.8%	72.0%
Best	80.2%	81.2%	79.9%	76.6%	77.8%
Average	78.6%	77.7%	76.9%	74.2%	75.0%
Worst	68.8%	70.3%	71.1%	67.4%	69.9%
Responses	973	1161	1315	1444	1211

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



	2018	2019	2020	2021	2022
Your org	56.5%	50.3%	49.5%	49.3%	48.9%
Best	62.1%	62.6%	58.8%	58.4%	60.1%
Average	58.1%	57.7%	54.8%	55.0%	55.5%
Worst	49.9%	50.3%	49.5%	47.6%	48.9%
Responses	970	1159	1314	1444	1211

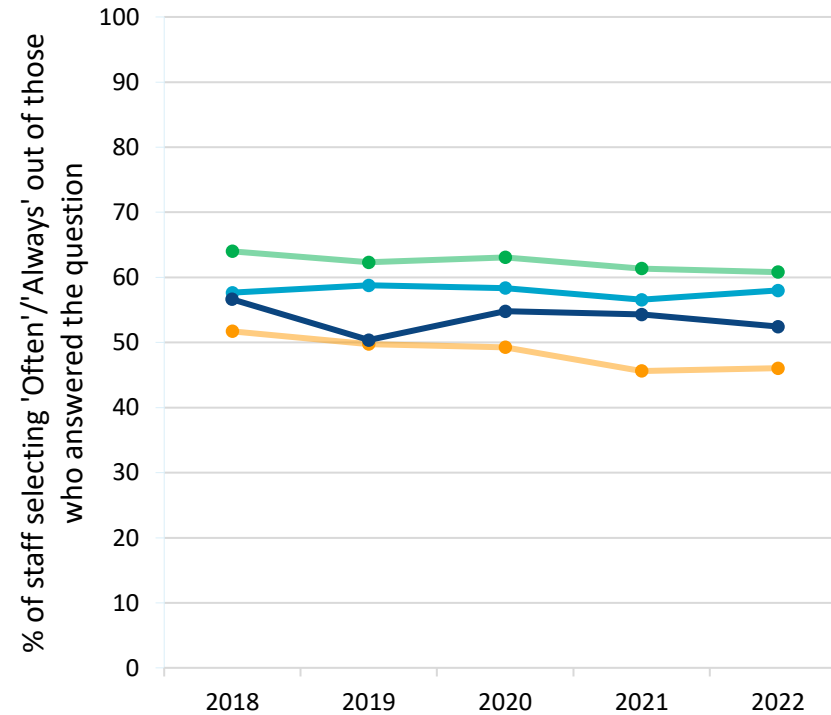
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	59.6%	52.9%	55.3%	56.5%	52.7%
Best	67.4%	67.3%	65.4%	62.0%	64.8%
Average	62.8%	61.6%	61.1%	58.7%	59.3%
Worst	52.1%	52.9%	55.3%	53.3%	52.7%
Responses	969	1158	1311	1443	1210



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

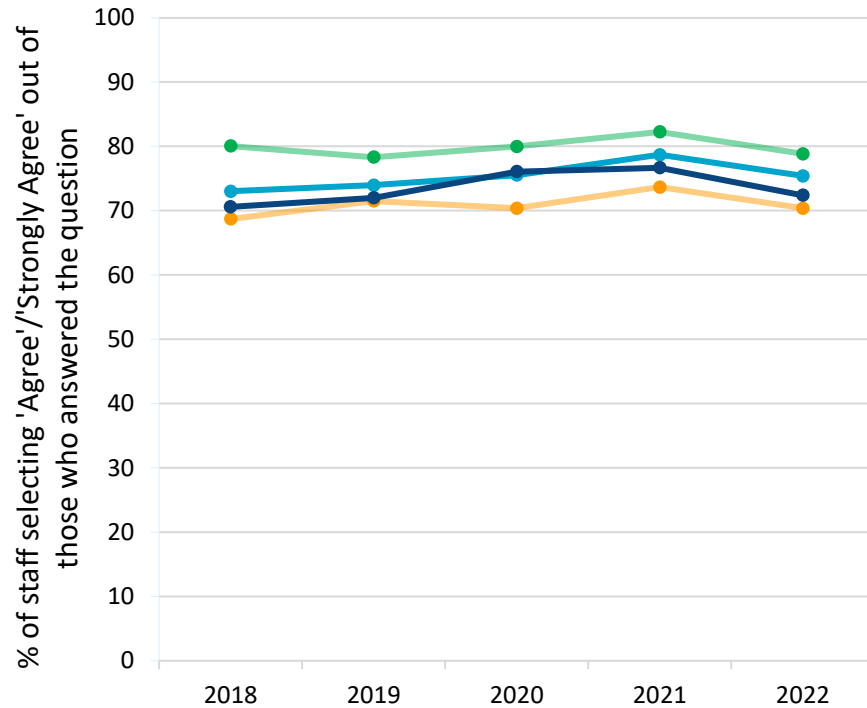


	2018	2019	2020	2021	2022
Your org	56.6%	50.4%	54.8%	54.3%	52.4%
Best	64.0%	62.3%	63.1%	61.4%	60.8%
Average	57.7%	58.8%	58.4%	56.6%	58.0%
Worst	51.7%	49.7%	49.3%	45.6%	46.1%

Responses 959 1150 1311 1436 1207



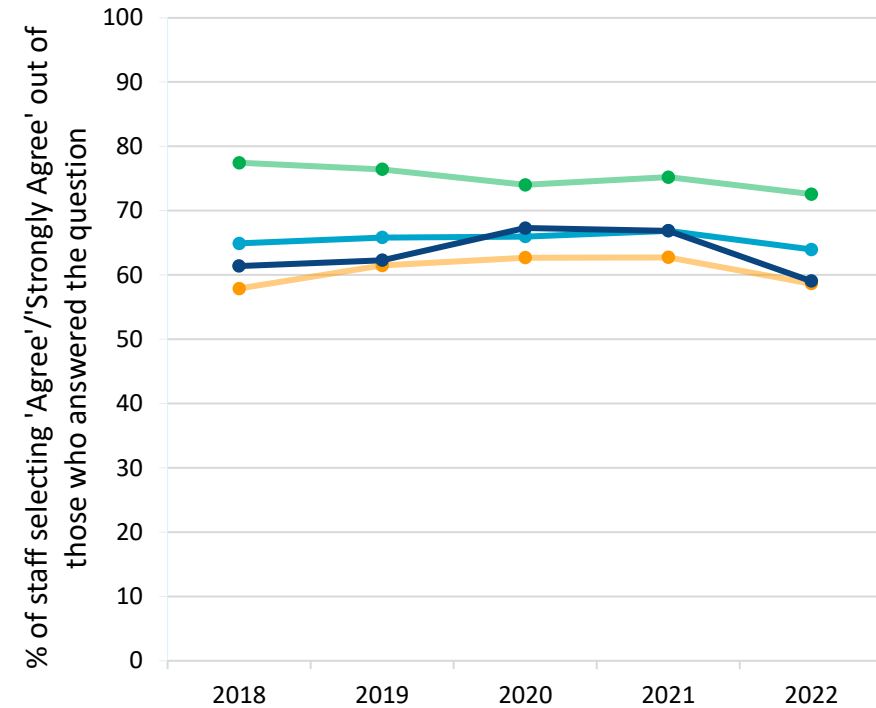
Q19a I would feel secure raising concerns about unsafe clinical practice.



	2018	2019	2020	2021	2022
Your org	70.6%	72.0%	76.1%	76.7%	72.4%
Best	80.1%	78.3%	80.0%	82.3%	78.8%
Average	73.0%	74.0%	75.5%	78.7%	75.4%
Worst	68.7%	71.5%	70.4%	73.7%	70.4%

Responses 941 1138 1298 1418 1206

Q19b I am confident that my organisation would address my concern.

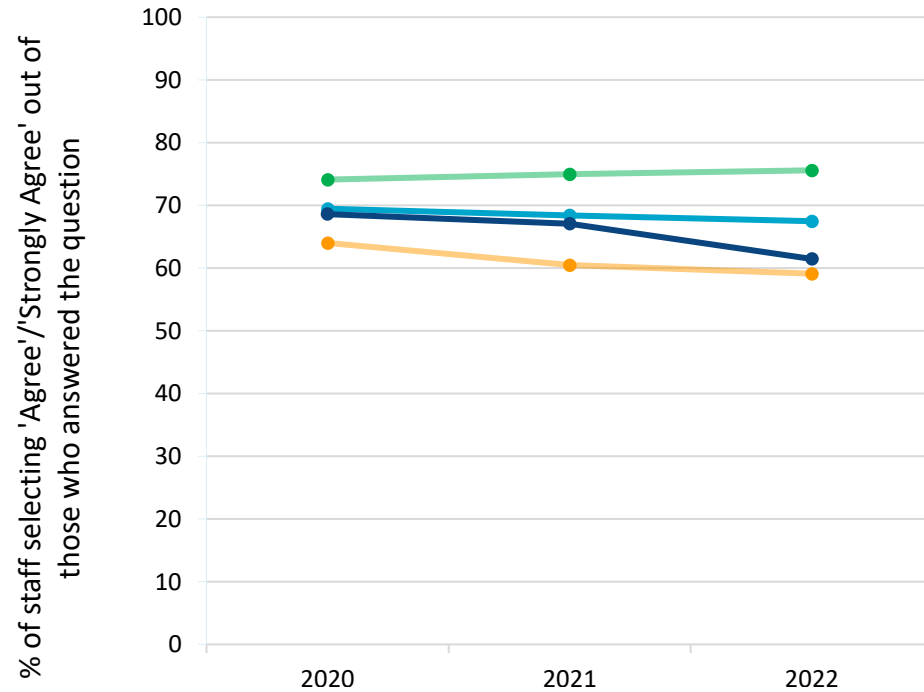


	2018	2019	2020	2021	2022
Your org	61.4%	62.3%	67.3%	66.9%	59.1%
Best	77.4%	76.4%	74.0%	75.2%	72.6%
Average	64.9%	65.8%	66.0%	66.9%	64.0%
Worst	57.9%	61.5%	62.7%	62.7%	58.6%

Responses 939 1138 1298 1416 1206

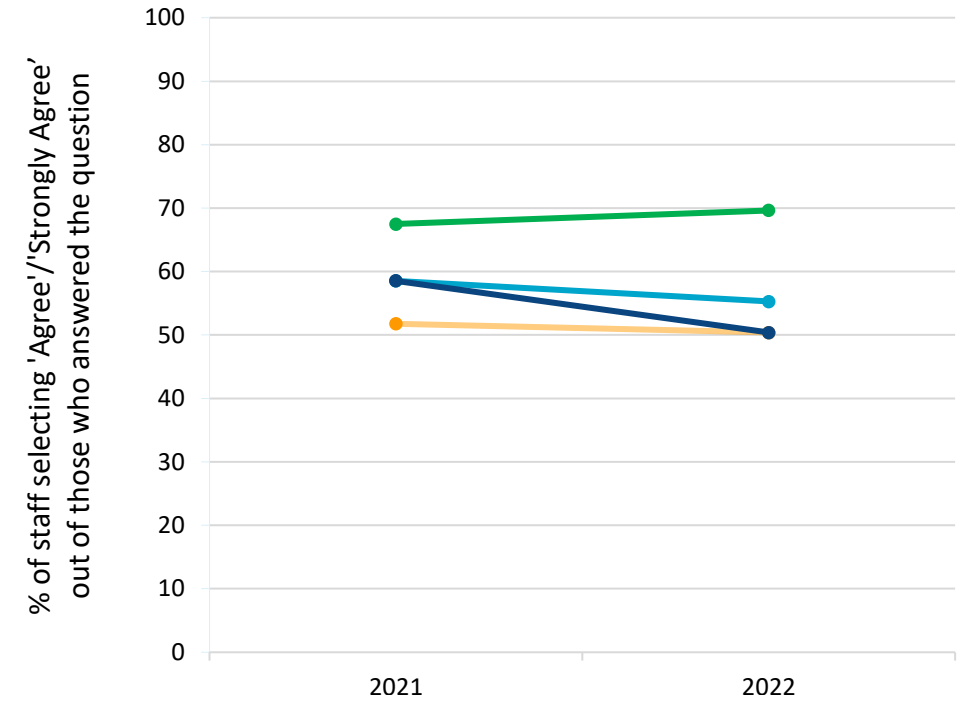


Q23e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022
Your org	68.6%	67.1%	61.5%
Best	74.1%	75.0%	75.6%
Average	69.5%	68.4%	67.5%
Worst	64.0%	60.5%	59.1%
Responses	1296	1407	1207

Q23f If I spoke up about something that concerned me I am confident my organisation would address my concern.



	2021	2022
Your org	58.5%	50.4%
Best	67.5%	69.6%
Average	58.5%	55.3%
Worst	51.8%	50.4%
Responses	1406	1206

People Promise element – We are safe and healthy



Questions included:

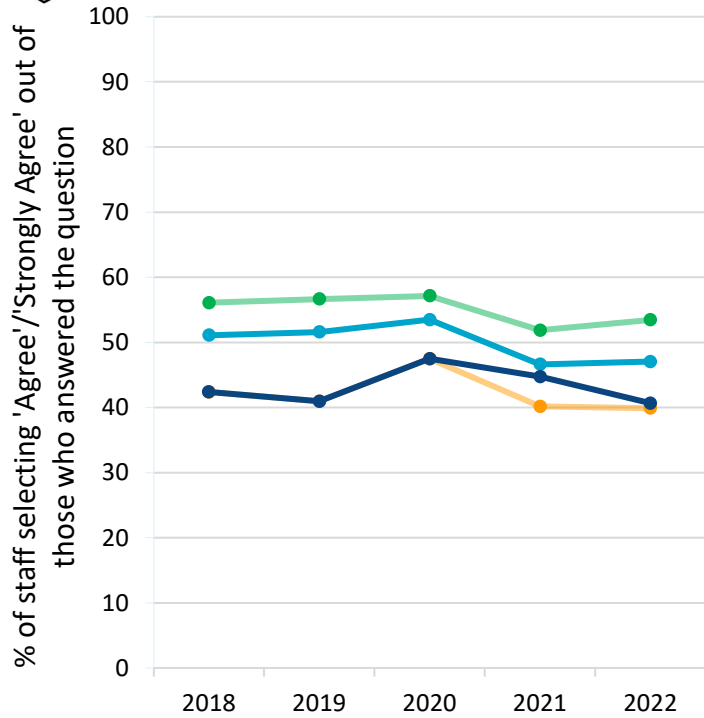
Health and safety climate: Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d

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

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

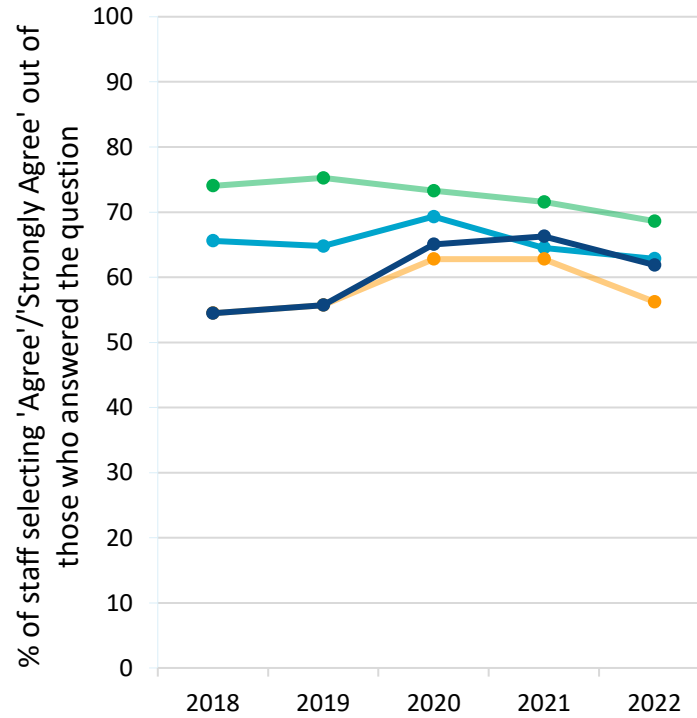


Q3g I am able to meet all the conflicting demands on my time at work.



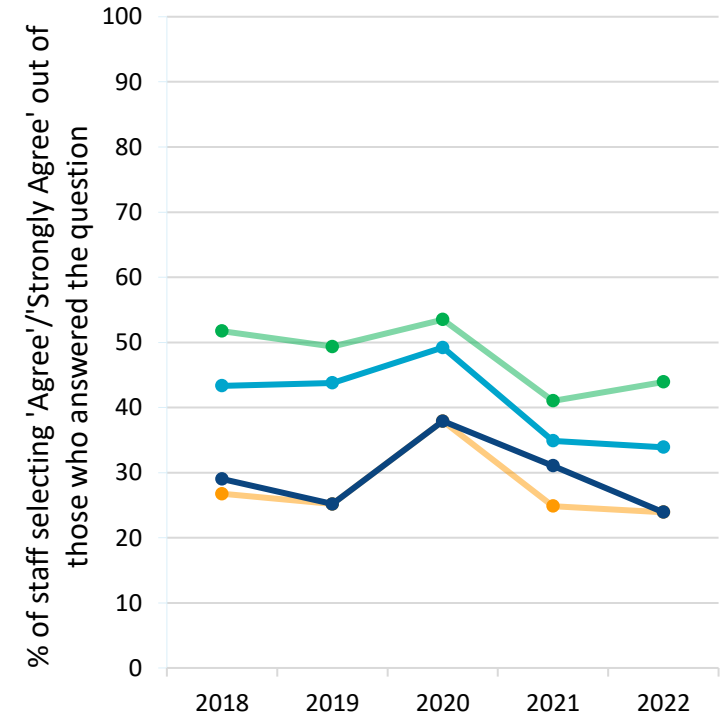
	2018	2019	2020	2021	2022
Your org	42.4%	41.0%	47.5%	44.7%	40.7%
Best	56.1%	56.7%	57.1%	51.9%	53.5%
Average	51.1%	51.6%	53.5%	46.6%	47.0%
Worst	42.4%	41.0%	47.5%	40.2%	39.9%
Responses	966	1158	1312	1444	1210

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



	2018	2019	2020	2021	2022
Your org	54.5%	55.7%	65.0%	66.3%	61.9%
Best	74.0%	75.2%	73.3%	71.6%	68.6%
Average	65.6%	64.8%	69.3%	64.5%	62.8%
Worst	54.5%	55.7%	62.8%	62.8%	56.2%
Responses	964	1159	1308	1443	1211

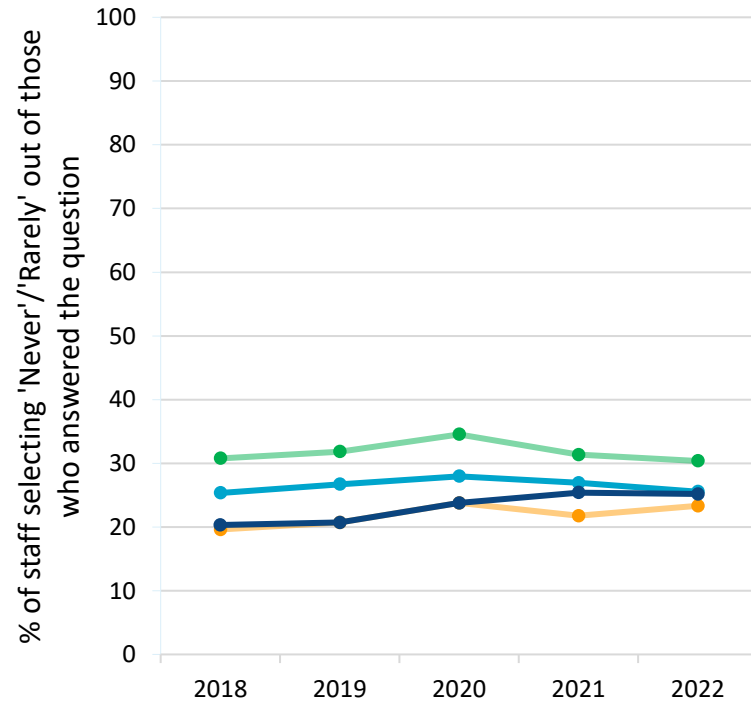
Q3i There are enough staff at this organisation for me to do my job properly.



	2018	2019	2020	2021	2022
Your org	29.0%	25.2%	37.9%	31.1%	23.9%
Best	51.7%	49.4%	53.5%	41.0%	43.9%
Average	43.3%	43.8%	49.2%	34.9%	33.9%
Worst	26.8%	25.2%	37.9%	24.9%	23.9%
Responses	971	1162	1312	1445	1209

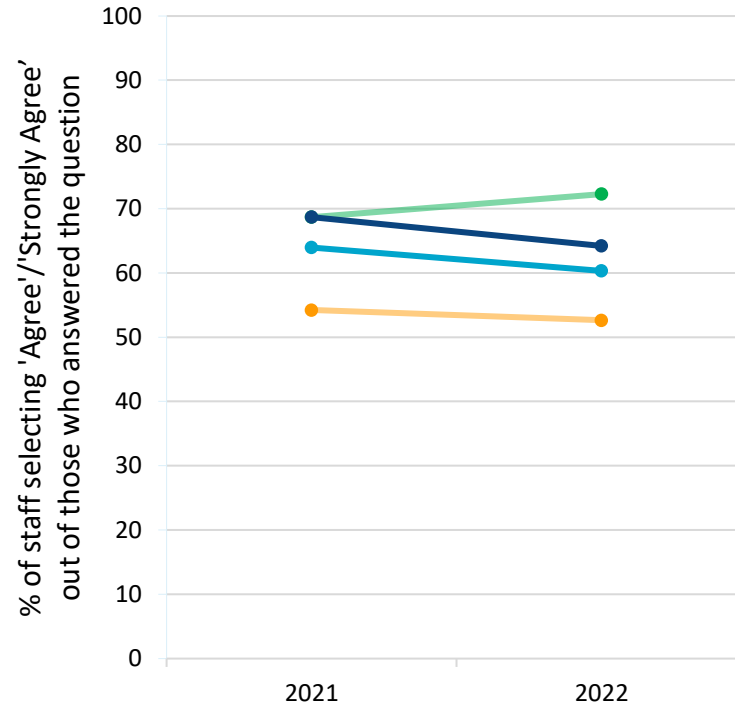


Q5a I have unrealistic time pressures.



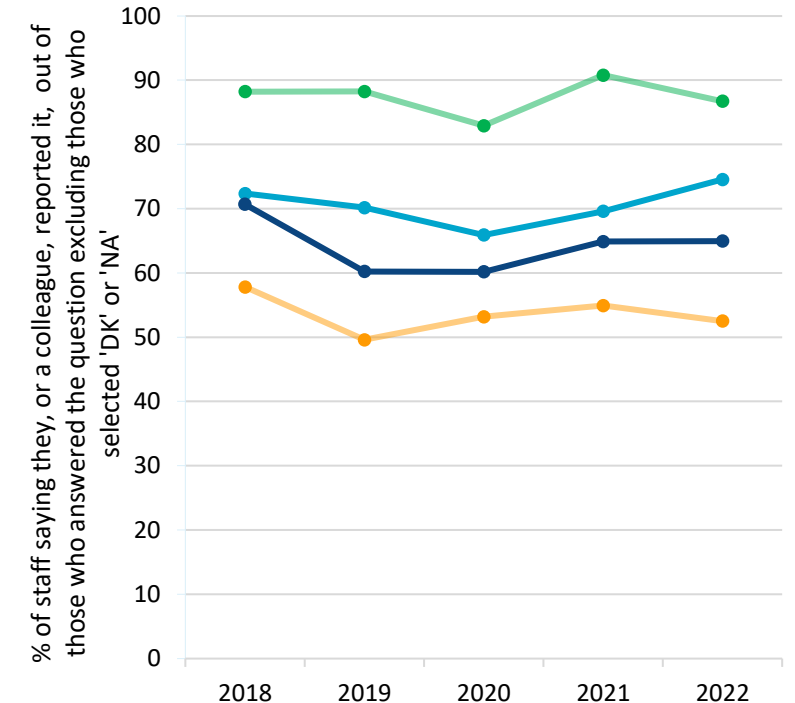
	2018	2019	2020	2021	2022
Your org	20.3%	20.7%	23.8%	25.4%	25.2%
Best	30.8%	31.8%	34.6%	31.4%	30.4%
Average	25.4%	26.7%	28.0%	27.0%	25.6%
Worst	19.6%	20.7%	23.8%	21.8%	23.3%
Responses	961	1152	1312	1436	1206

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



	2021	2022
Your org	68.7%	64.2%
Best	68.7%	72.3%
Average	64.0%	60.3%
Worst	54.2%	52.6%
Responses	1396	1186

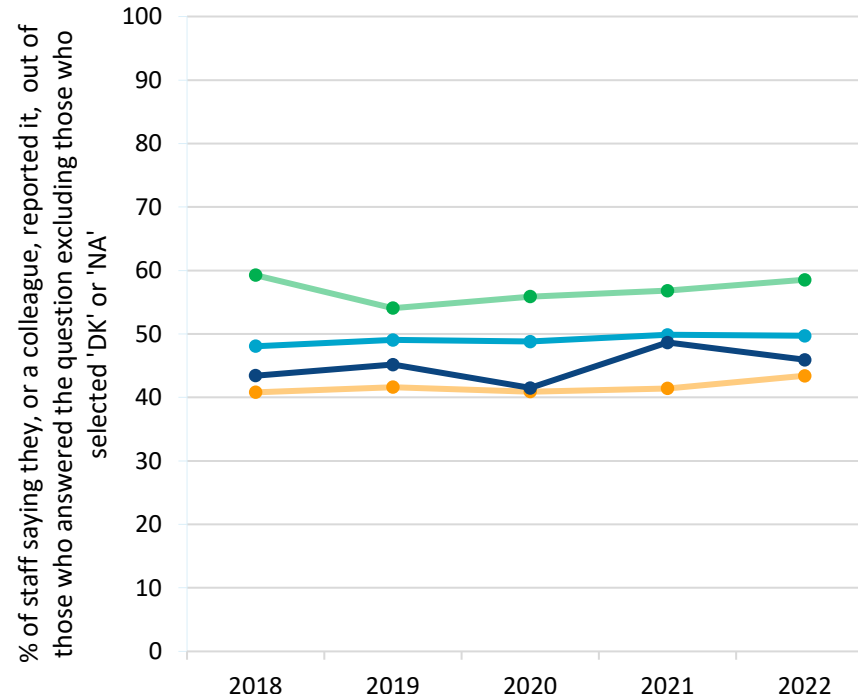
Q13d The last time you experienced physical violence at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
Your org	70.7%	60.2%	60.2%	64.9%	64.9%
Best	88.2%	88.2%	82.9%	90.8%	86.7%
Average	72.4%	70.2%	65.9%	69.6%	74.6%
Worst	57.8%	49.6%	53.2%	54.9%	52.5%
Responses	57	96	113	154	92



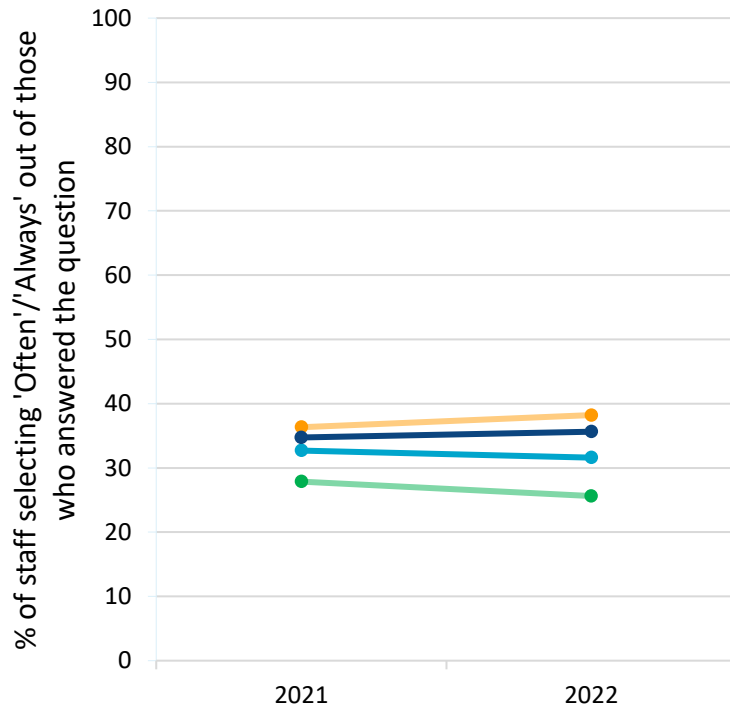
Q14d The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?



	2018	2019	2020	2021	2022
Your org	43.4%	45.2%	41.5%	48.6%	45.9%
Best	59.3%	54.1%	55.9%	56.8%	58.5%
Average	48.1%	49.1%	48.8%	49.9%	49.7%
Worst	40.8%	41.6%	40.9%	41.4%	43.4%
Responses	308	395	416	458	422

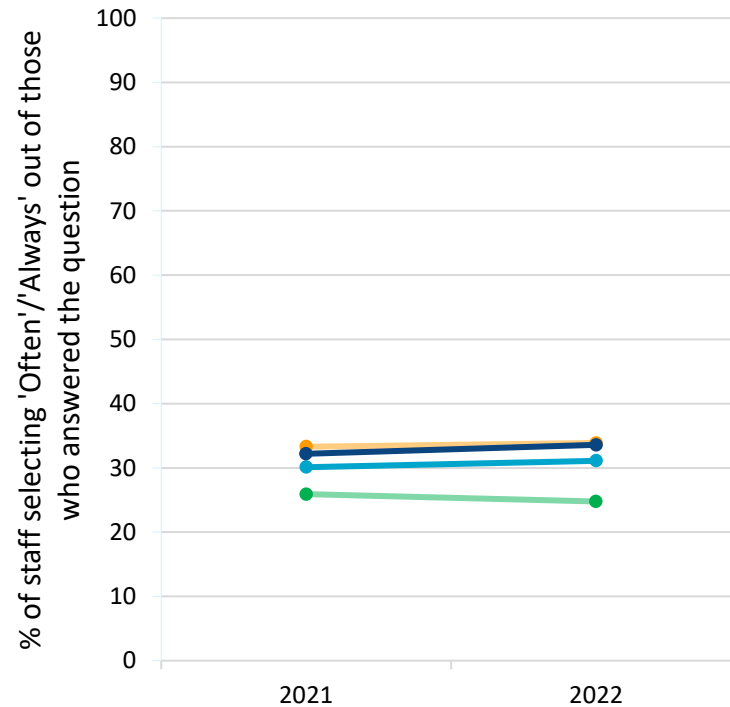


Q12a How often, if at all, do you find your work emotionally exhausting?



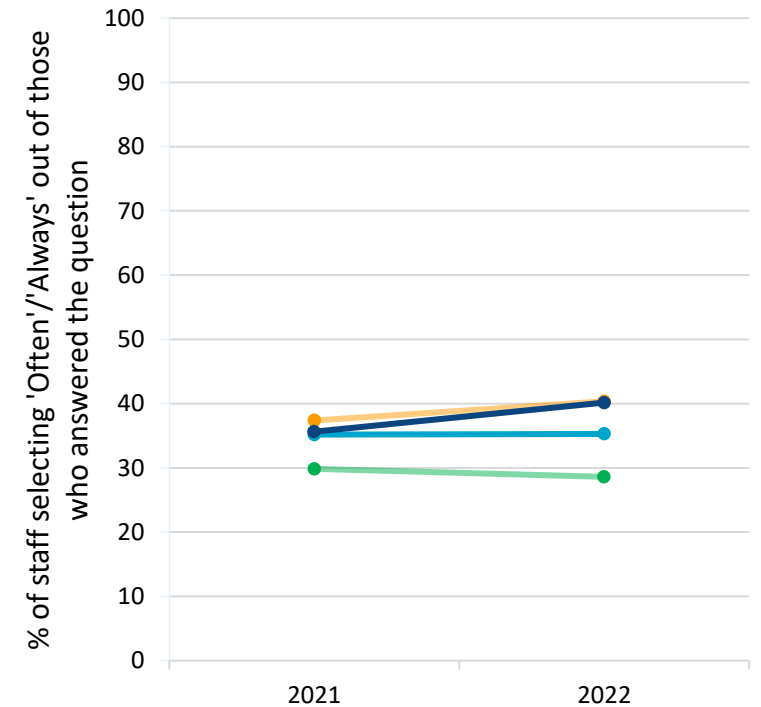
	2021	2022
Your org	34.7%	35.7%
Best	27.9%	25.6%
Average	32.7%	31.6%
Worst	36.4%	38.2%
Responses	1422	1209

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



	2021	2022
Your org	32.2%	33.6%
Best	25.9%	24.8%
Average	30.1%	31.1%
Worst	33.3%	33.9%
Responses	1421	1207

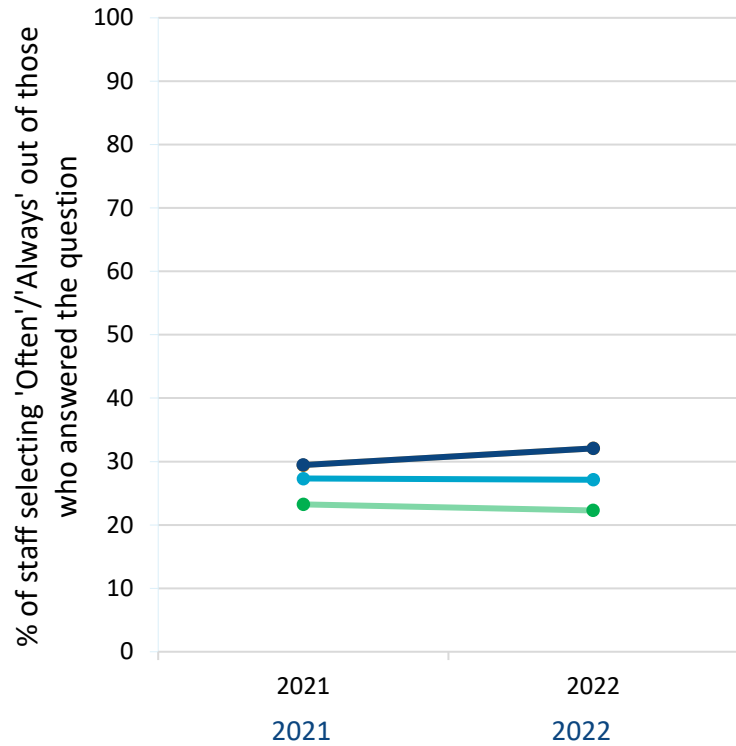
Q12c How often, if at all, does your work frustrate you?



	2021	2022
Your org	35.6%	40.2%
Best	29.9%	28.6%
Average	35.2%	35.3%
Worst	37.4%	40.4%
Responses	1421	1208



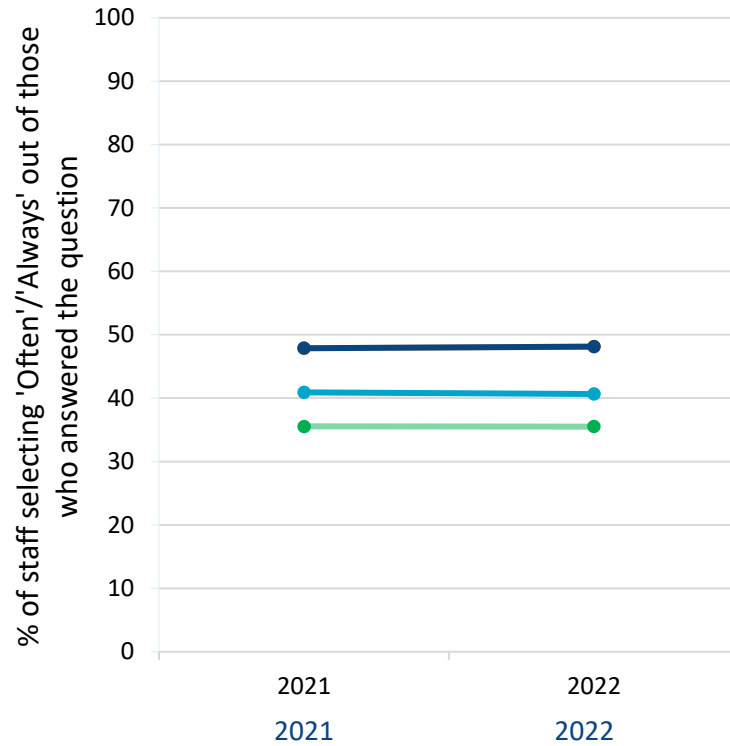
Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



	2021	2022
Your org	29.4%	32.1%
Best	23.3%	22.3%
Average	27.3%	27.1%
Worst	29.4%	32.1%

Responses 1422 1207

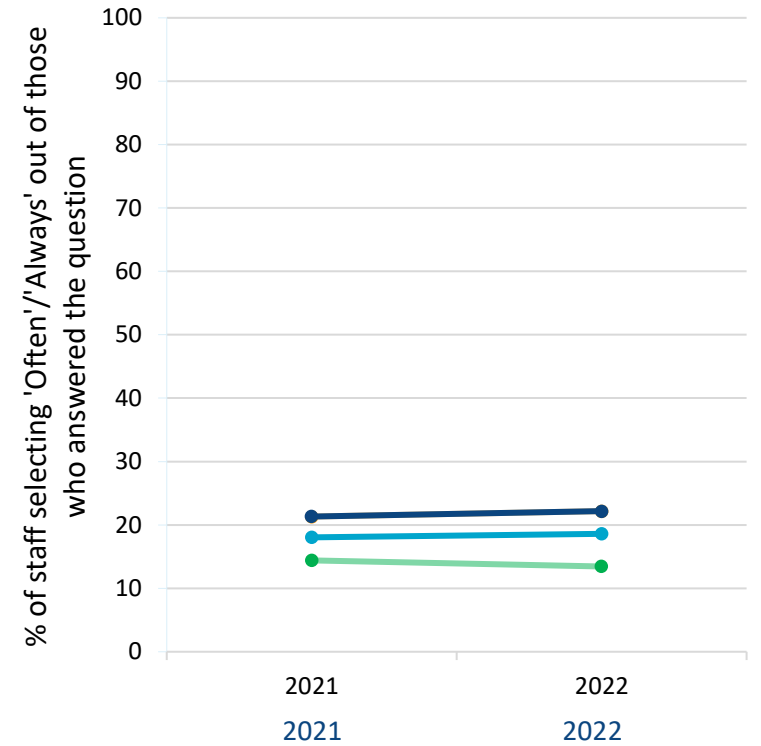
Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



	2021	2022
Your org	47.9%	48.1%
Best	35.5%	35.5%
Average	40.9%	40.7%
Worst	47.9%	48.1%

Responses 1422 1206

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

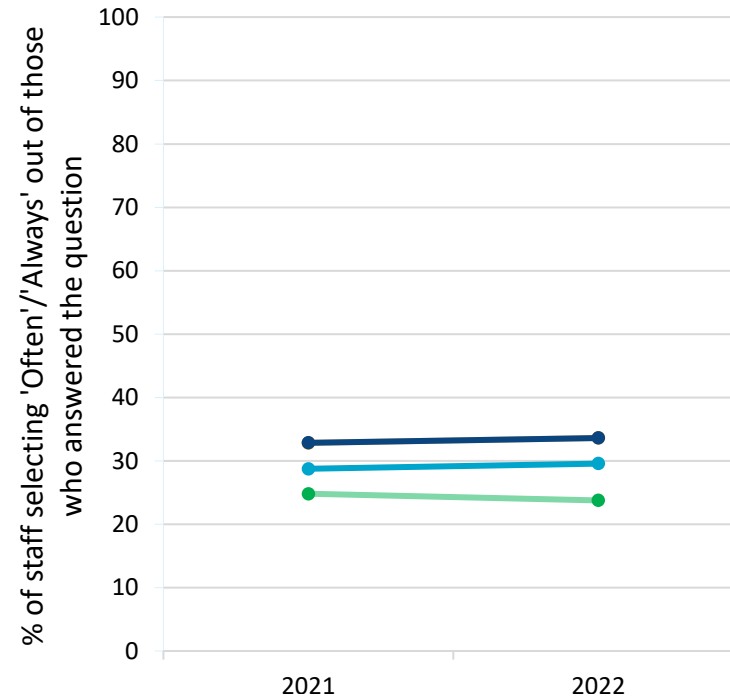


	2021	2022
Your org	21.3%	22.2%
Best	14.4%	13.4%
Average	18.1%	18.6%
Worst	21.3%	22.2%

Responses 1420 1206



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

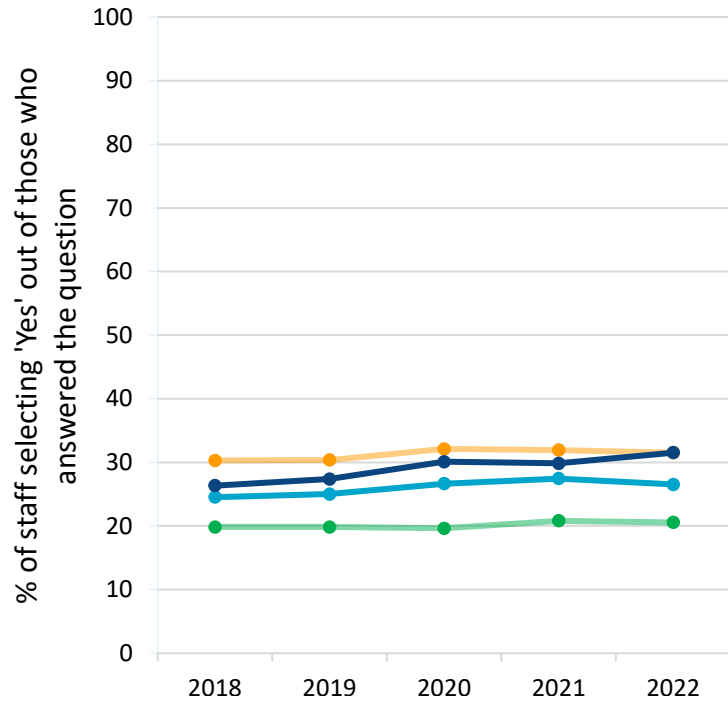


	2021	2022
Your org	32.8%	33.6%
Best	24.8%	23.8%
Average	28.7%	29.6%
Worst	32.8%	33.6%

Responses 1421 1207

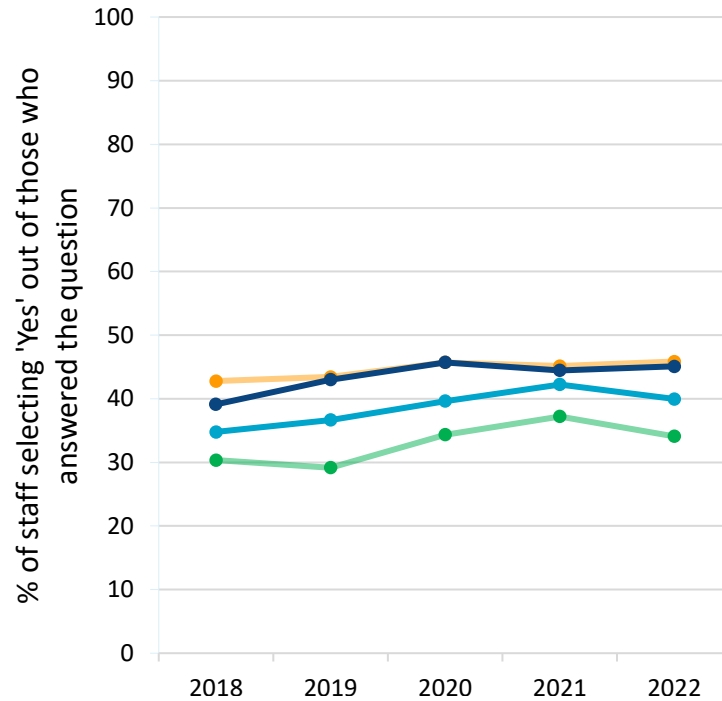


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



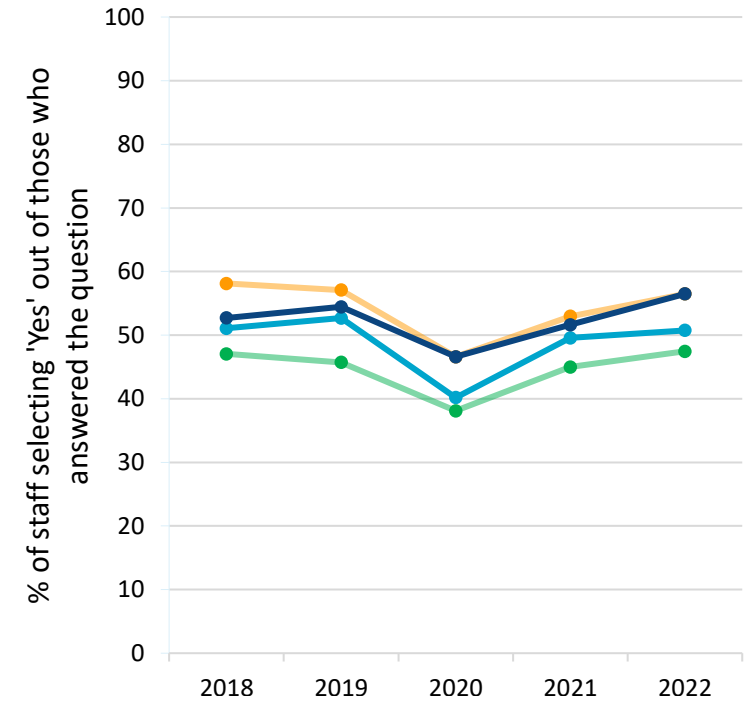
	2018	2019	2020	2021	2022
Your org	26.3%	27.4%	30.1%	29.8%	31.5%
Best	19.8%	19.8%	19.6%	20.8%	20.6%
Average	24.5%	25.0%	26.7%	27.4%	26.5%
Worst	30.3%	30.4%	32.1%	31.9%	31.5%
Responses	954	1146	1306	1427	1208

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



	2018	2019	2020	2021	2022
Your org	39.1%	43.0%	45.7%	44.5%	45.1%
Best	30.3%	29.2%	34.3%	37.2%	34.1%
Average	34.8%	36.7%	39.6%	42.2%	40.0%
Worst	42.8%	43.4%	45.7%	45.1%	45.8%
Responses	957	1145	1307	1425	1209

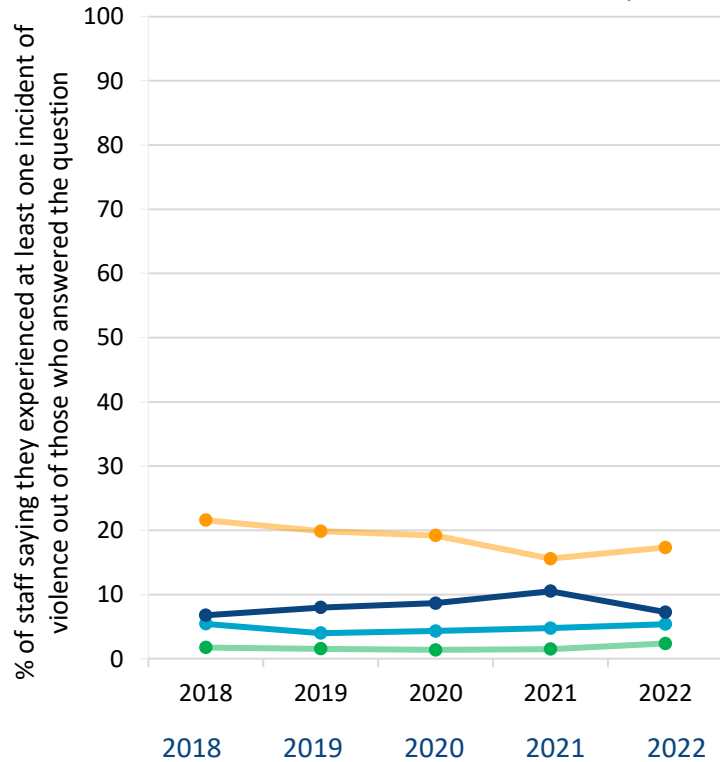
Q11d In the last three months have you ever come to work despite not feeling well enough to perform your duties?



	2018	2019	2020	2021	2022
Your org	52.7%	54.4%	46.6%	51.6%	56.5%
Best	47.0%	45.7%	38.1%	45.0%	47.4%
Average	51.1%	52.7%	40.2%	49.6%	50.8%
Worst	58.1%	57.1%	46.6%	53.0%	56.5%
Responses	953	1149	1306	1426	1210

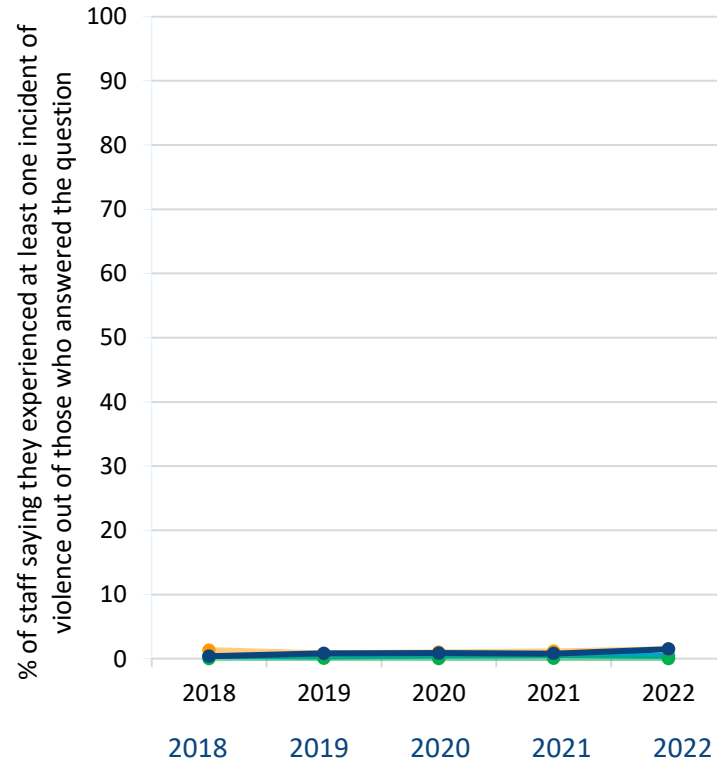


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



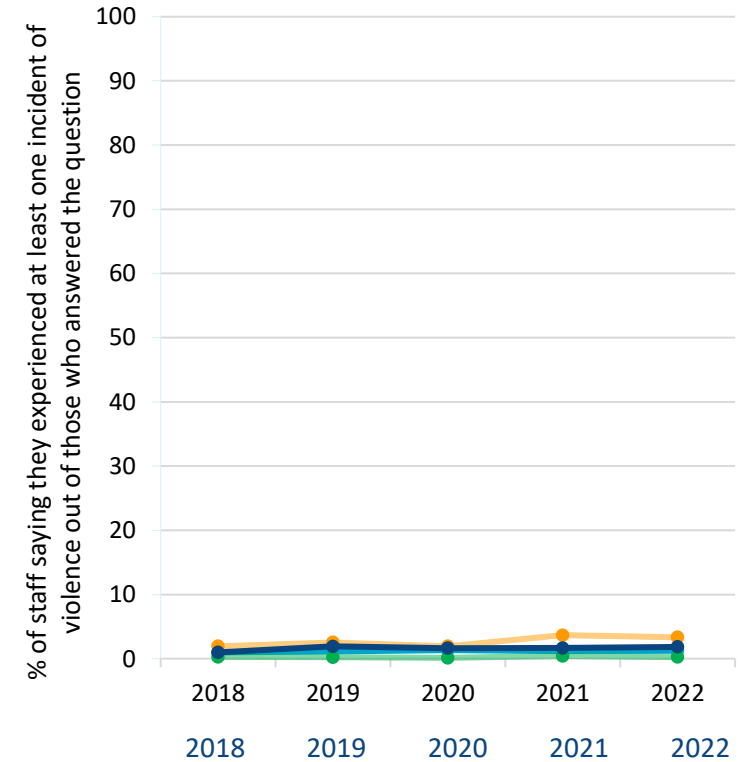
Your org	6.8%	8.0%	8.7%	10.5%	7.3%
Best	1.7%	1.6%	1.4%	1.5%	2.4%
Average	5.4%	4.0%	4.3%	4.8%	5.4%
Worst	21.6%	19.9%	19.2%	15.6%	17.3%
Responses	955	1143	1307	1424	1209

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



Your org	0.4%	0.8%	0.9%	0.8%	1.5%
Best	0.0%	0.1%	0.0%	0.1%	0.0%
Average	0.4%	0.3%	0.5%	0.6%	0.5%
Worst	1.3%	0.8%	1.0%	1.2%	1.5%
Responses	936	1139	1303	1409	1199

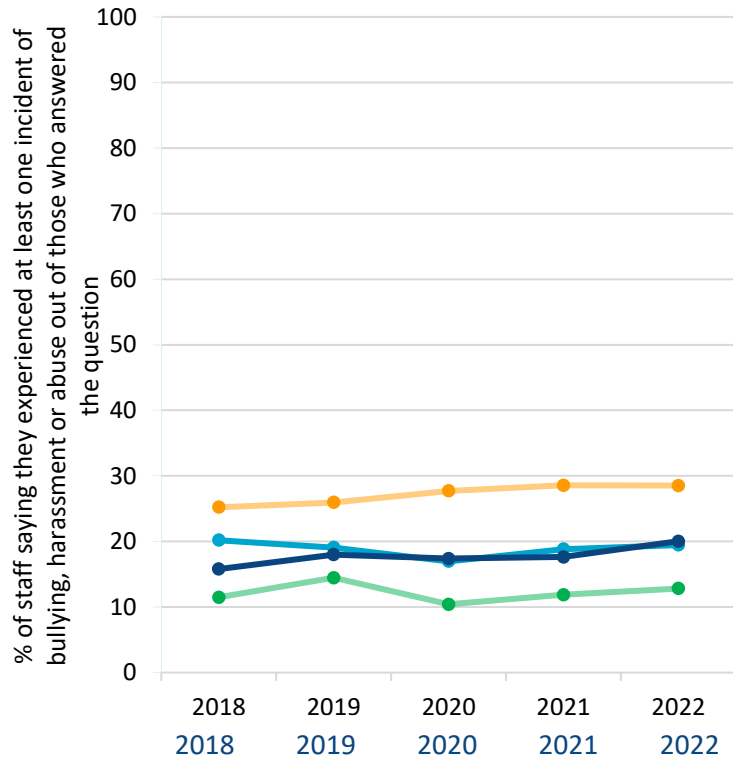
Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.



Your org	1.0%	1.9%	1.7%	1.7%	1.8%
Best	0.3%	0.2%	0.1%	0.4%	0.3%
Average	1.0%	1.1%	1.3%	1.2%	1.2%
Worst	2.0%	2.6%	1.9%	3.7%	3.4%
Responses	935	1137	1301	1413	1185

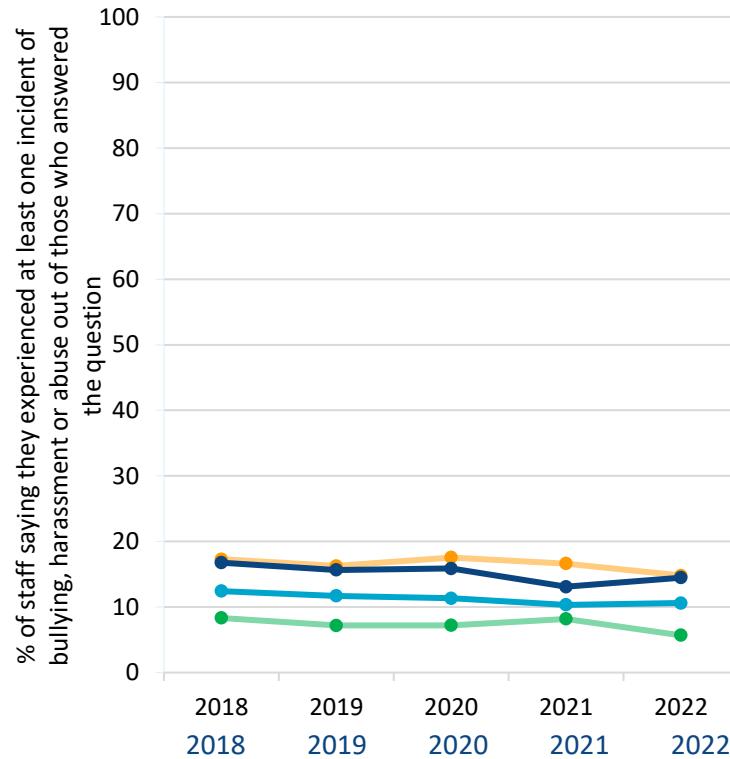


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



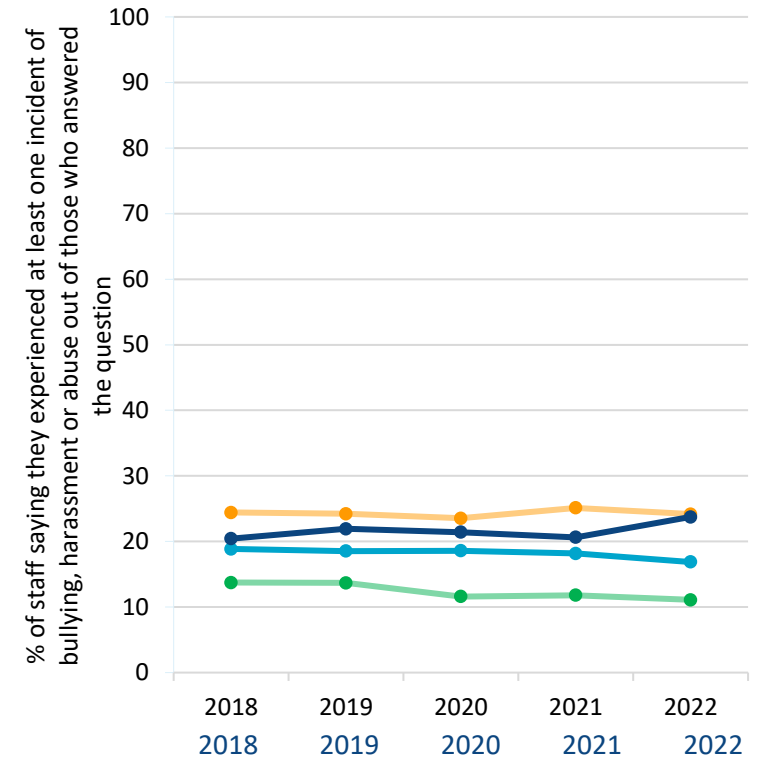
	2018	2019	2020	2021	2022
Your org	15.8%	18.0%	17.4%	17.6%	20.0%
Best	11.5%	14.4%	10.4%	11.9%	12.8%
Average	20.2%	19.1%	17.0%	18.8%	19.5%
Worst	25.2%	26.0%	27.7%	28.6%	28.5%
Responses	951	1132	1276	1377	1205

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



	2018	2019	2020	2021	2022
Your org	16.8%	15.7%	15.9%	13.1%	14.5%
Best	8.3%	7.2%	7.2%	8.2%	5.7%
Average	12.4%	11.7%	11.3%	10.3%	10.6%
Worst	17.3%	16.3%	17.6%	16.6%	14.8%
Responses	936	1130	1271	1374	1201

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



	2018	2019	2020	2021	2022
Your org	20.4%	21.9%	21.4%	20.6%	23.7%
Best	13.7%	13.7%	11.6%	11.8%	11.1%
Average	18.8%	18.5%	18.6%	18.2%	16.9%
Worst	24.4%	24.2%	23.5%	25.1%	24.2%
Responses	935	1130	1272	1372	1195

People Promise element – We are always learning



Questions included:

Development – Q22a, Q22b, Q22c, Q22d, Q22e

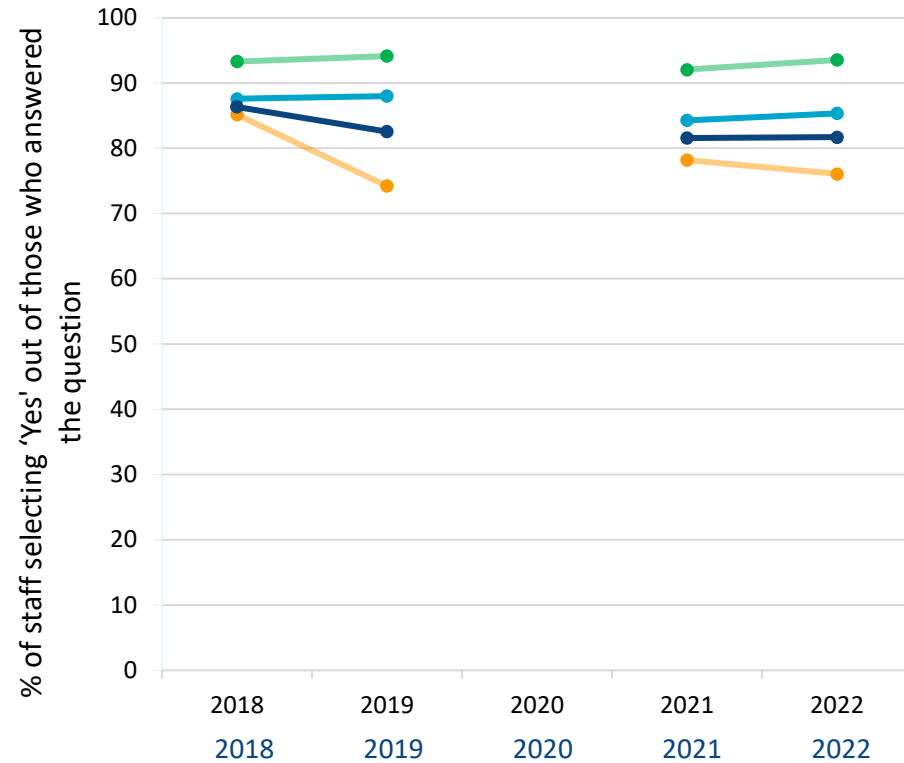
Appraisals – Q21b, Q21c, Q21d



*Q21a is a filter question and therefore influences the sub-score without being a directly scored question.

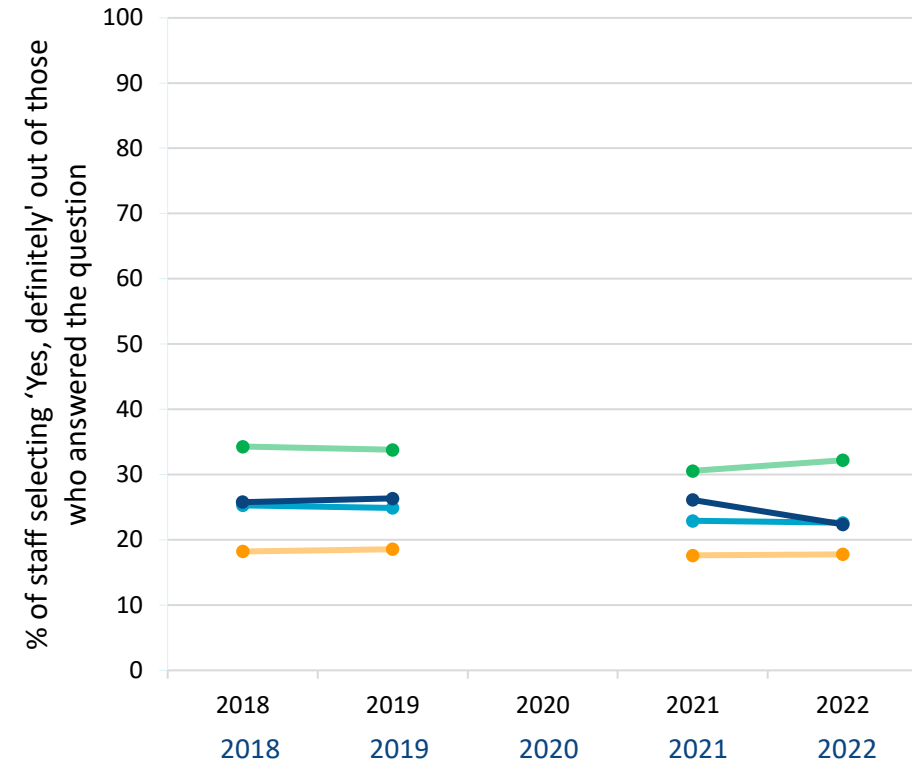


Q21a In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2018	2019	2020	2021	2022
Your org	86.3%	82.6%	-	81.6%	81.7%
Best	93.3%	94.1%	-	92.0%	93.5%
Average	87.6%	88.0%	-	84.3%	85.4%
Worst	85.2%	74.2%	-	78.2%	76.1%
Responses	939	1127	-	1418	1204

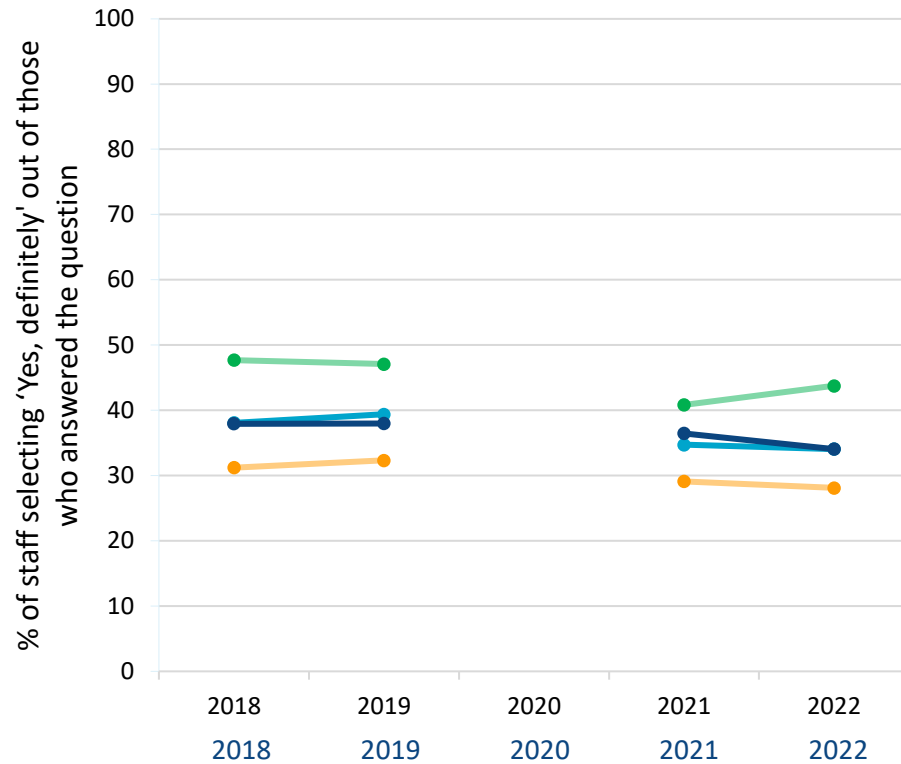
Q21b It helped me to improve how I do my job.



	2018	2019	2020	2021	2022
Your org	25.8%	26.3%	-	26.1%	22.4%
Best	34.3%	33.8%	-	30.6%	32.2%
Average	25.3%	24.9%	-	22.9%	22.6%
Worst	18.2%	18.6%	-	17.6%	17.8%
Responses	795	939	-	1160	988



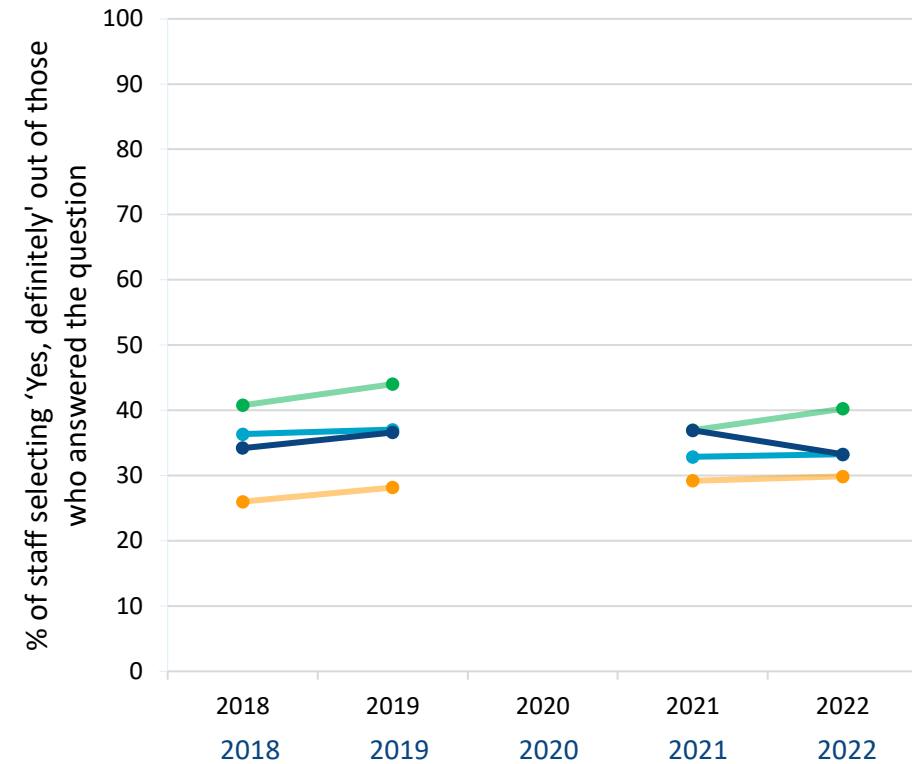
Q21c It helped me agree clear objectives for my work.



Your org	37.9%	38.0%	-	36.4%	34.1%
Best	47.7%	47.1%	-	40.8%	43.7%
Average	38.1%	39.4%	-	34.7%	34.1%
Worst	31.2%	32.3%	-	29.1%	28.1%

Responses 797 939 - 1158 989

Q21d It left me feeling that my work is valued by my organisation.

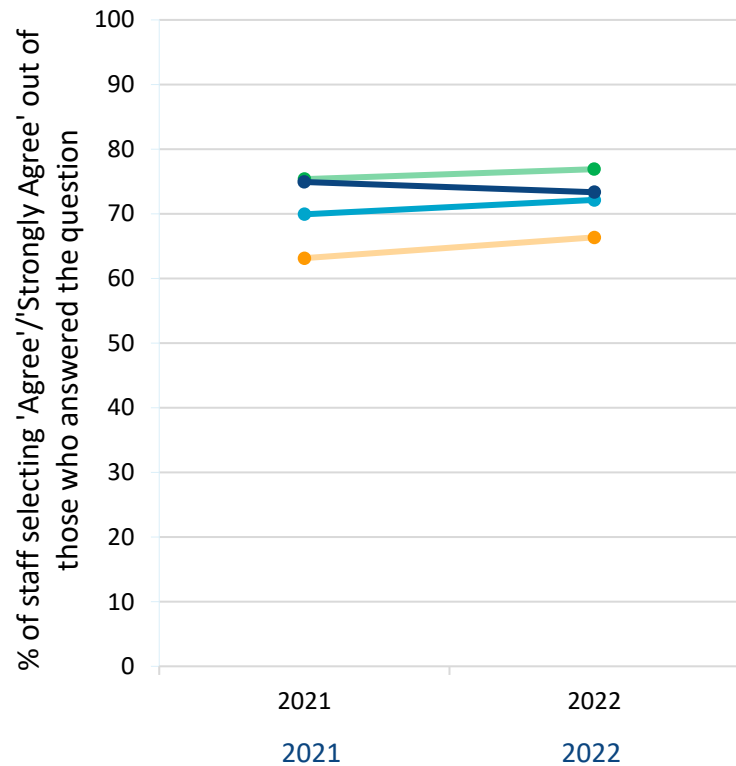


Your org	34.2%	36.6%	-	36.9%	33.2%
Best	40.8%	44.0%	-	37.0%	40.2%
Average	36.3%	37.0%	-	32.9%	33.2%
Worst	26.0%	28.2%	-	29.2%	29.9%

Responses 795 938 - 1160 989

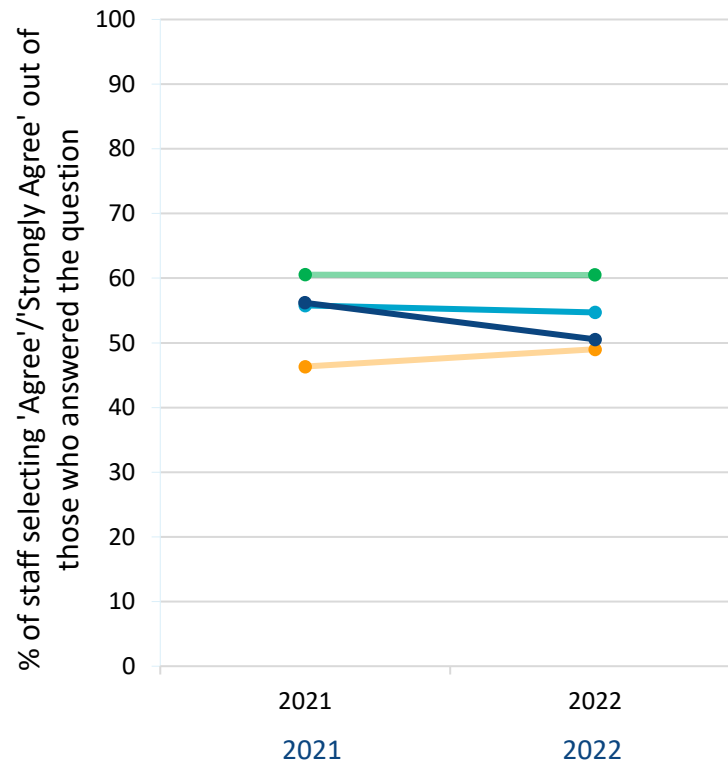


Q22a This organisation offers me challenging work.



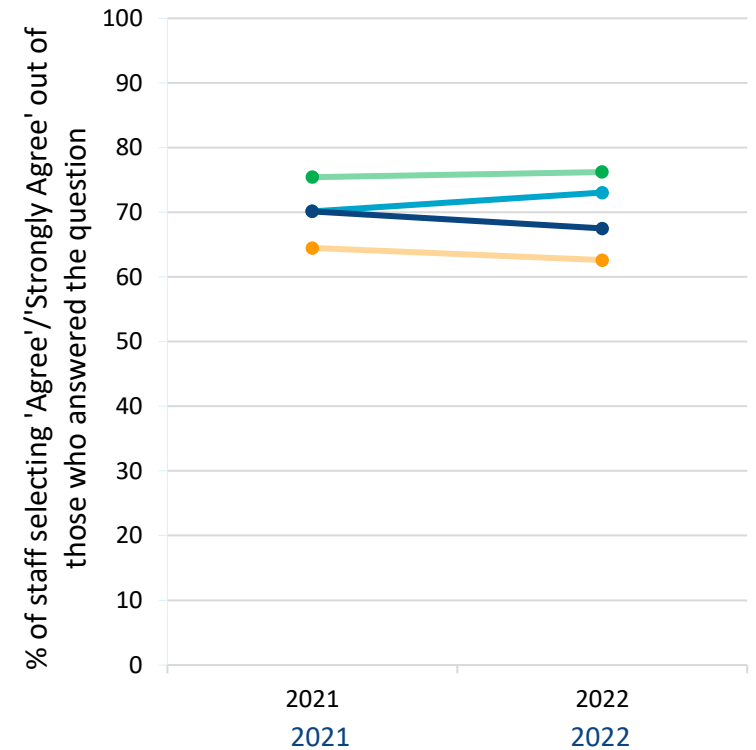
	2021	2022
Your org	74.9%	73.3%
Best	75.4%	76.9%
Average	69.9%	72.1%
Worst	63.1%	66.4%
Responses	1408	1205

Q22b There are opportunities for me to develop my career in this organisation.



	2021	2022
Your org	56.2%	50.5%
Best	60.6%	60.5%
Average	55.8%	54.7%
Worst	46.3%	49.0%
Responses	1411	1207

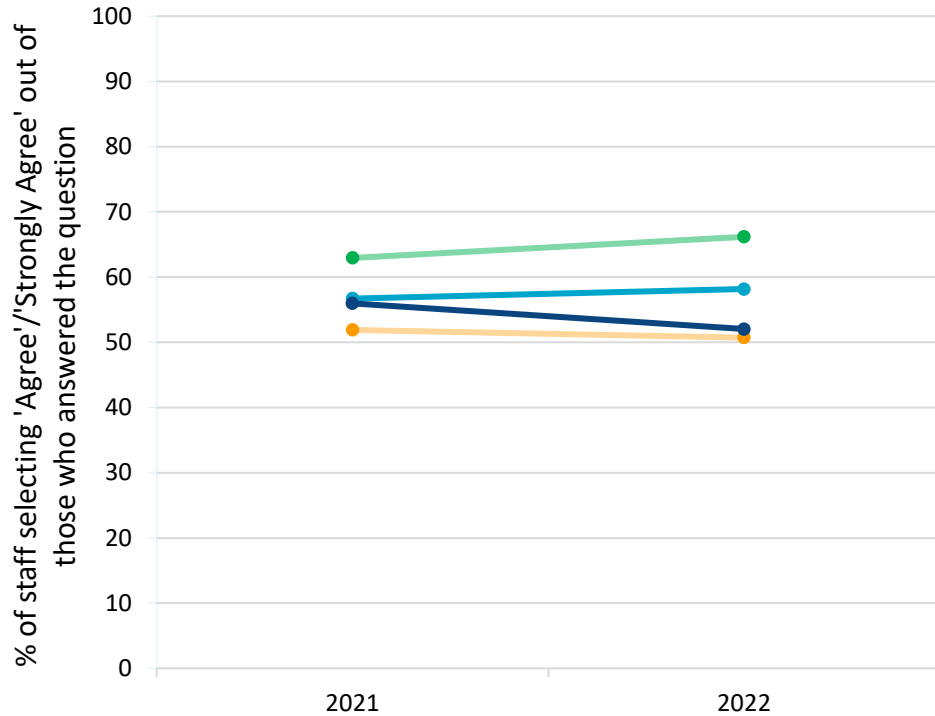
Q22c I have opportunities to improve my knowledge and skills.



	2021	2022
Your org	70.1%	67.5%
Best	75.4%	76.2%
Average	70.1%	73.0%
Worst	64.5%	62.6%
Responses	1410	1207



Q22d I feel supported to develop my potential.



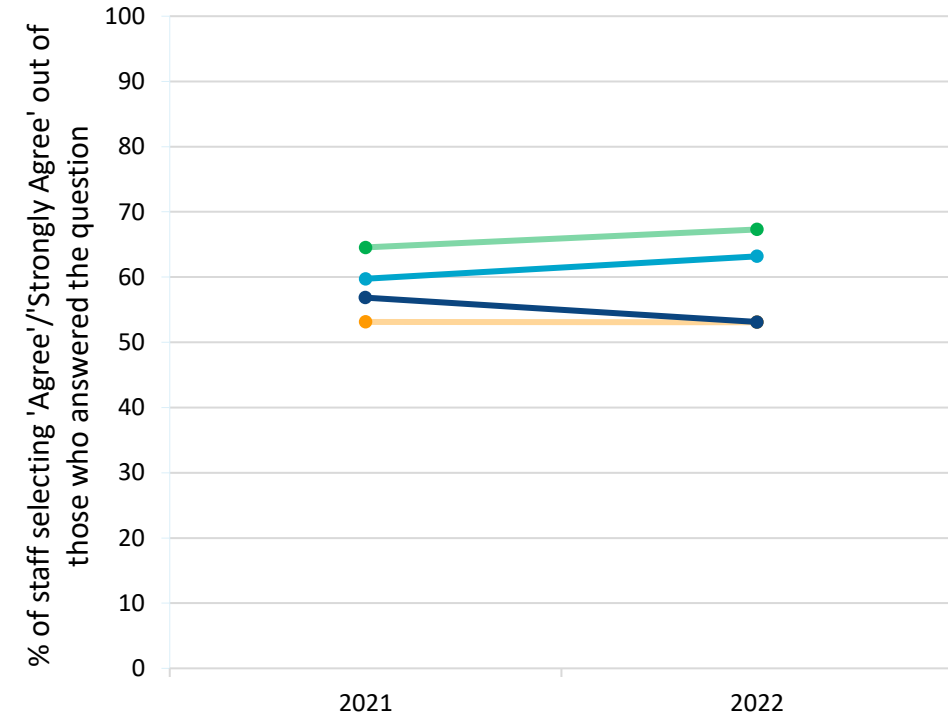
	2021	2022
Your org	56.0%	52.0%
Best	62.9%	66.2%
Average	56.7%	58.2%
Worst	51.9%	50.7%

Responses

1411

1206

Q22e I am able to access the right learning and development opportunities when I need to.



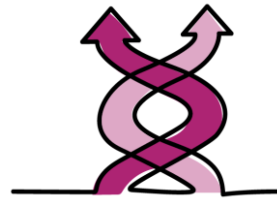
	2021	2022
Your org	56.9%	53.1%
Best	64.5%	67.3%
Average	59.7%	63.2%
Worst	53.1%	53.1%

Responses

1408

1206

People Promise element – We work flexibly



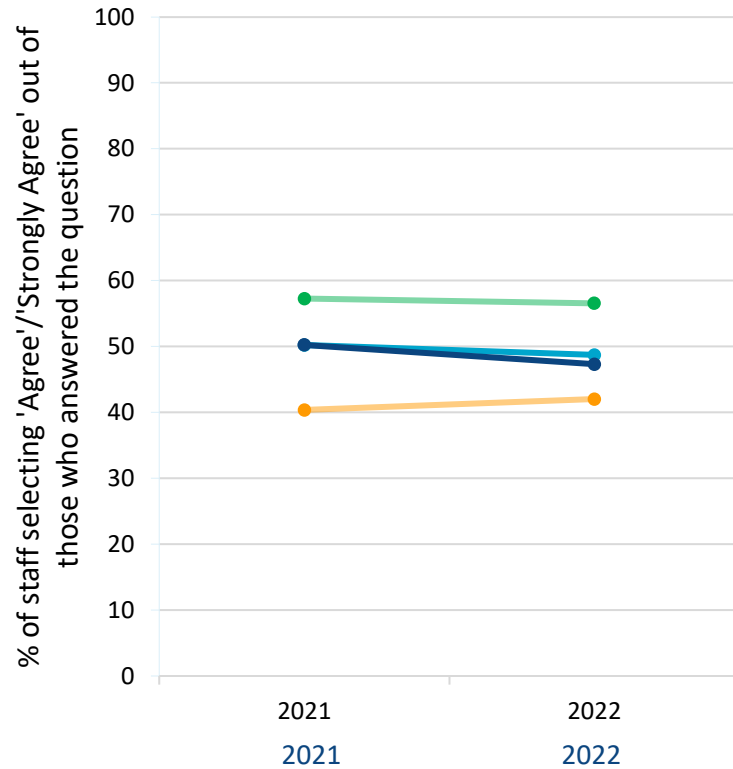
Questions included:

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

Flexible working – Q4d



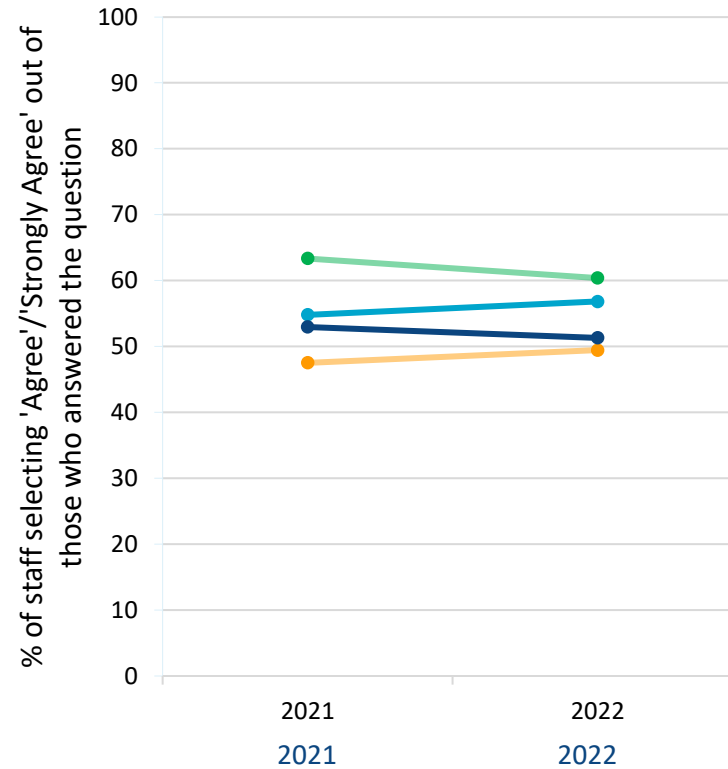
Q6b My organisation is committed to helping me balance my work and home life.



Your org	50.2%	47.3%
Best	57.3%	56.5%
Average	50.2%	48.7%
Worst	40.4%	42.0%

Responses 1440 1211

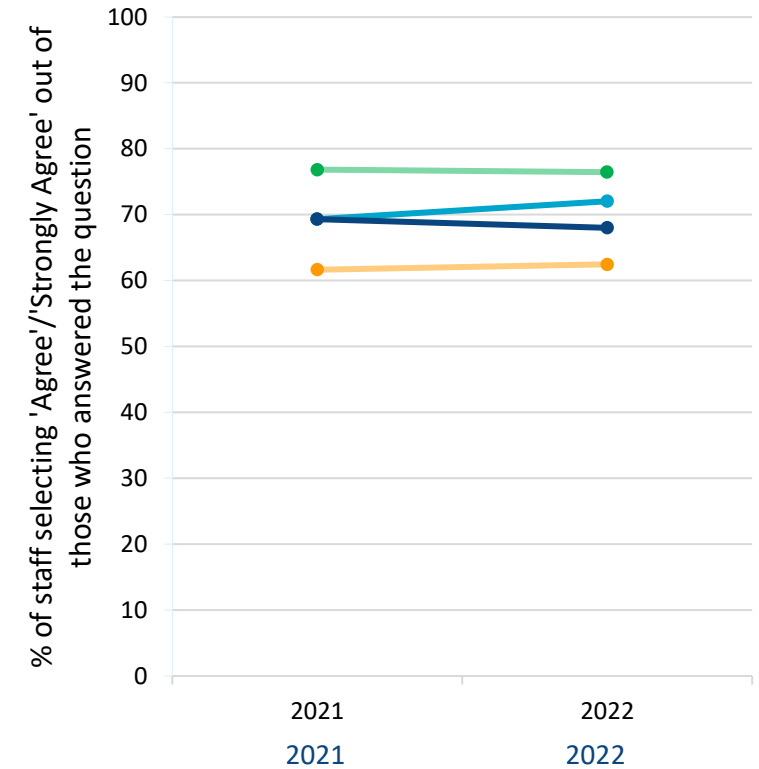
Q6c I achieve a good balance between my work life and my home life.



Your org	52.9%	51.3%
Best	63.4%	60.4%
Average	54.8%	56.8%
Worst	47.5%	49.4%

Responses 1441 1211

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

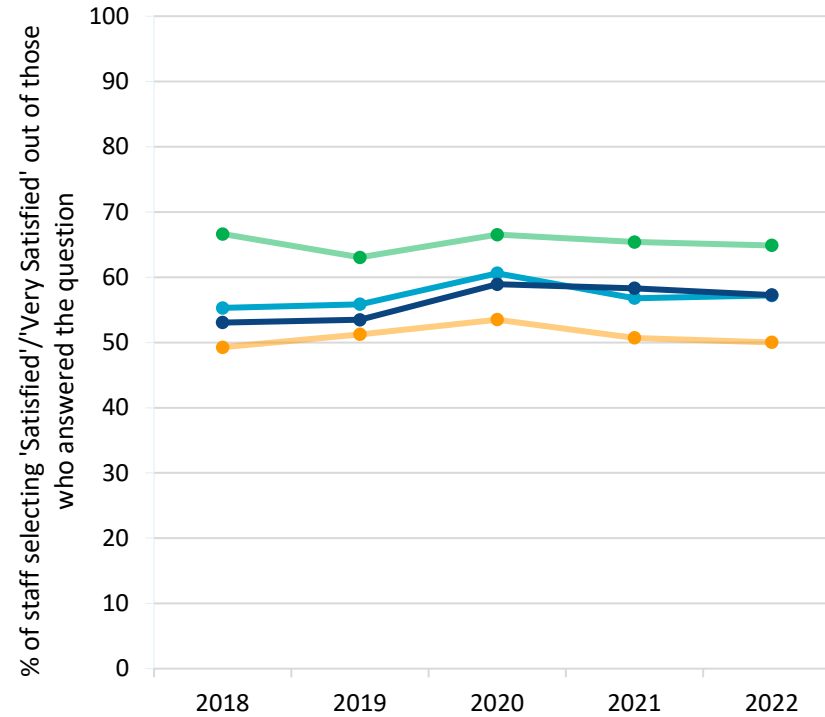


Your org	69.3%	68.0%
Best	76.8%	76.5%
Average	69.3%	72.1%
Worst	61.7%	62.5%

Responses 1439 1211

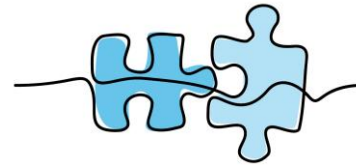


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2018	2019	2020	2021	2022
Your org	53.0%	53.5%	58.9%	58.3%	57.3%
Best	66.6%	63.0%	66.5%	65.4%	64.9%
Average	55.3%	55.9%	60.6%	56.8%	57.2%
Worst	49.3%	51.2%	53.5%	50.7%	50.0%
Responses	955	1151	1309	1441	1208

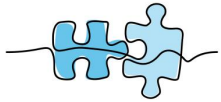
People Promise element – We are a team



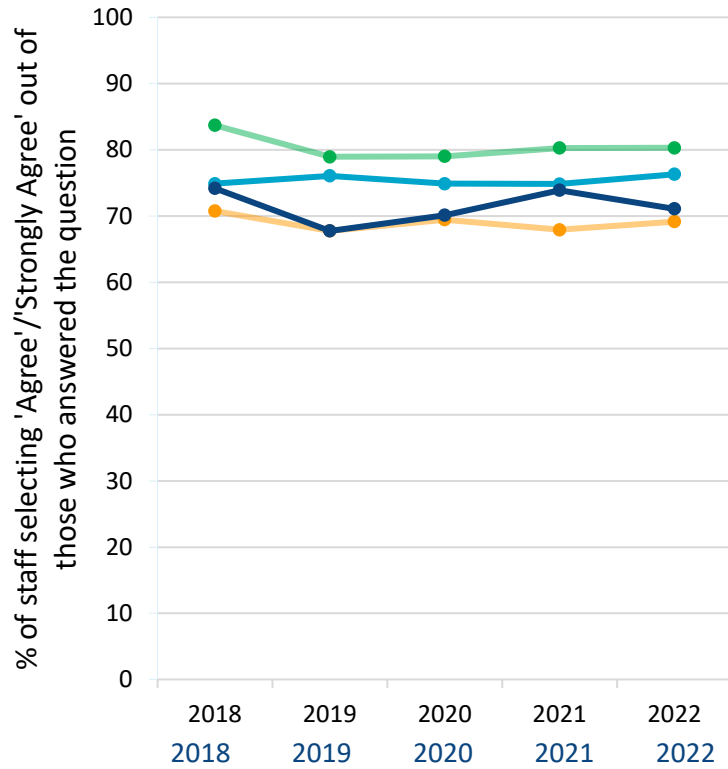
Questions included:

Teamworking – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9a, Q9b, Q9c, Q9d

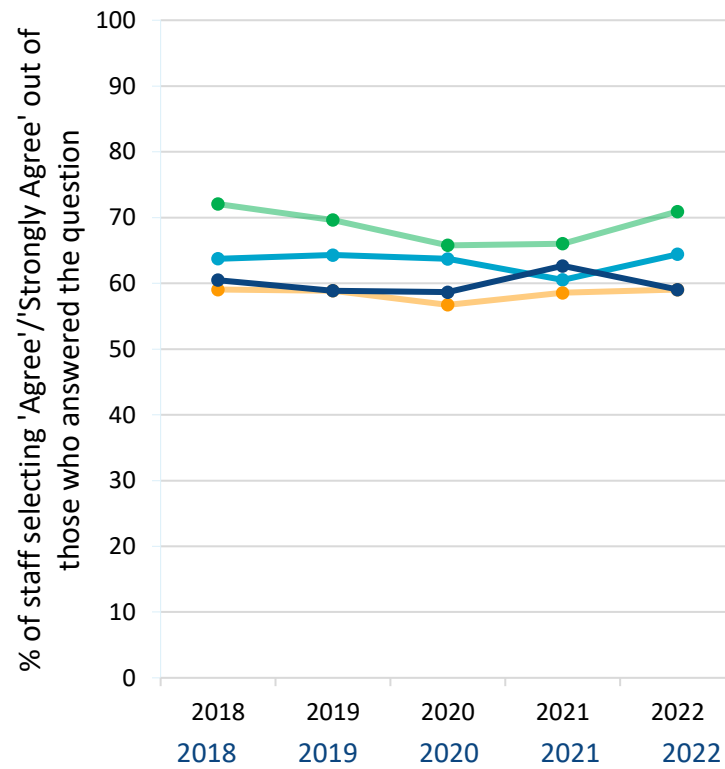


Q7a The team I work in has a set of shared objectives.



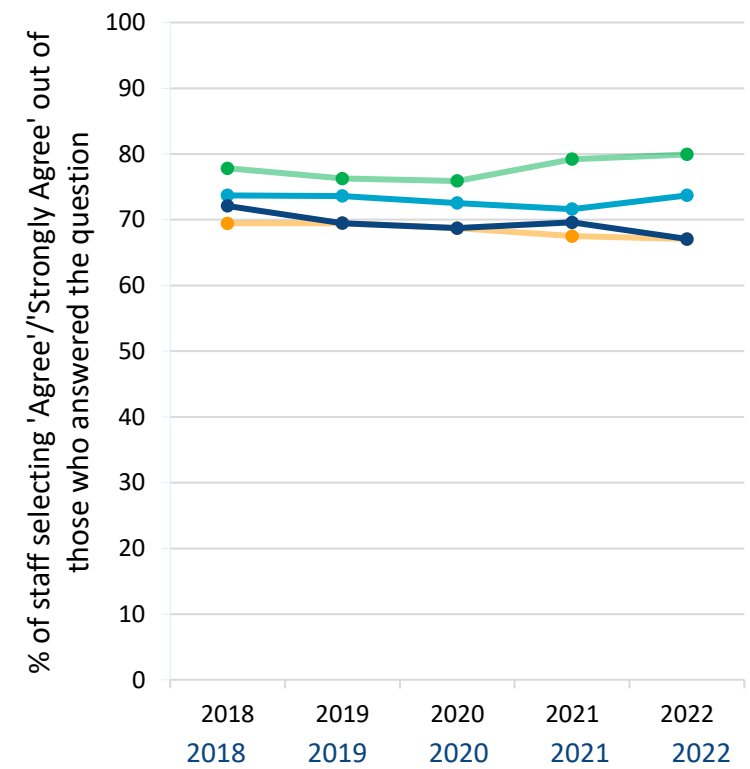
Your org	74.2%	67.8%	70.1%	73.9%	71.1%
Best	83.7%	78.9%	79.0%	80.3%	80.3%
Average	74.9%	76.1%	74.9%	74.8%	76.3%
Worst	70.8%	67.8%	69.4%	67.9%	69.2%
Responses	964	1154	1307	1437	1210

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

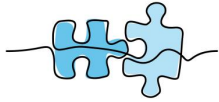


Your org	60.5%	58.9%	58.6%	62.6%	59.0%
Best	72.1%	69.6%	65.8%	66.0%	70.9%
Average	63.8%	64.3%	63.7%	60.5%	64.4%
Worst	59.1%	58.9%	56.7%	58.6%	59.0%
Responses	966	1161	1313	1437	1209

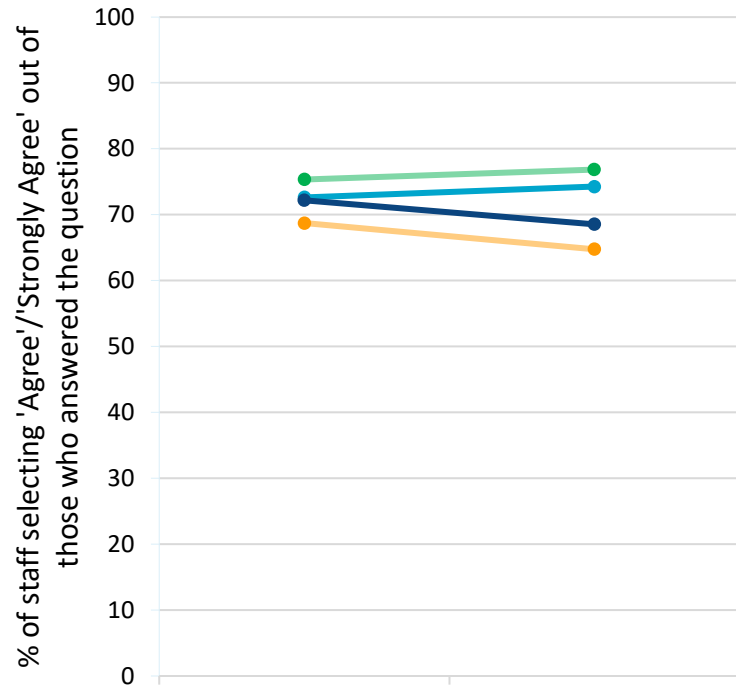
Q7c I receive the respect I deserve from my colleagues at work.



Your org	72.1%	69.5%	68.7%	69.6%	67.1%
Best	77.8%	76.3%	75.9%	79.2%	79.9%
Average	73.7%	73.6%	72.5%	71.6%	73.7%
Worst	69.5%	69.5%	68.7%	67.5%	67.1%
Responses	972	1161	1315	1439	1211

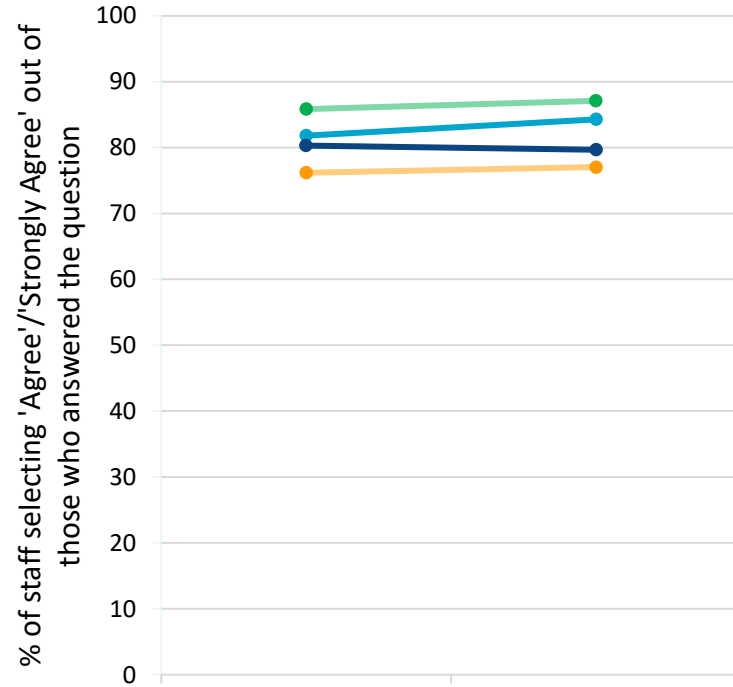


Q7d Team members understand each other's roles.



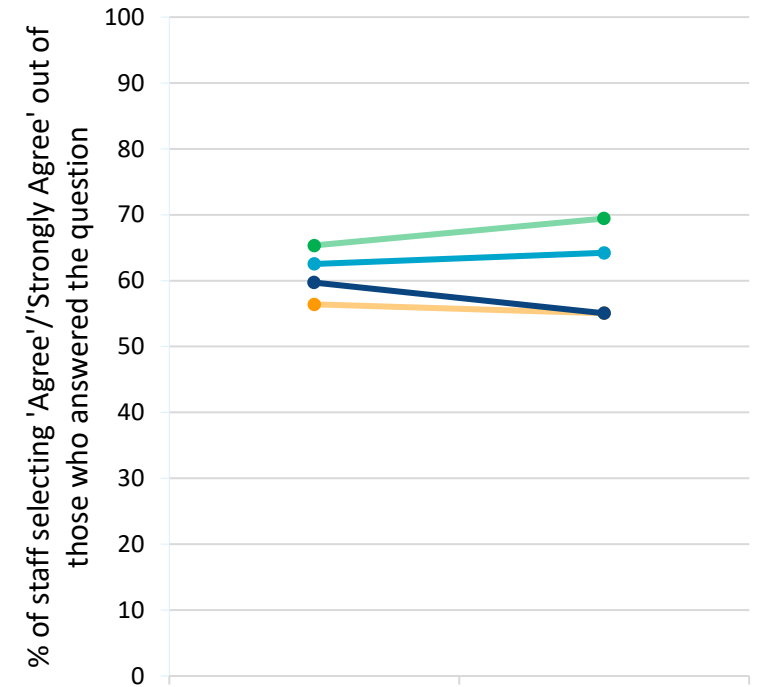
	2021	2022
Your org	72.2%	68.6%
Best	75.3%	76.8%
Average	72.6%	74.3%
Worst	68.7%	64.8%
Responses	1436	1211

Q7e I enjoy working with the colleagues in my team.

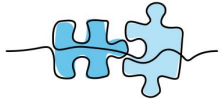


	2021	2022
Your org	80.3%	79.7%
Best	85.8%	87.1%
Average	81.8%	84.3%
Worst	76.2%	77.0%
Responses	1439	1210

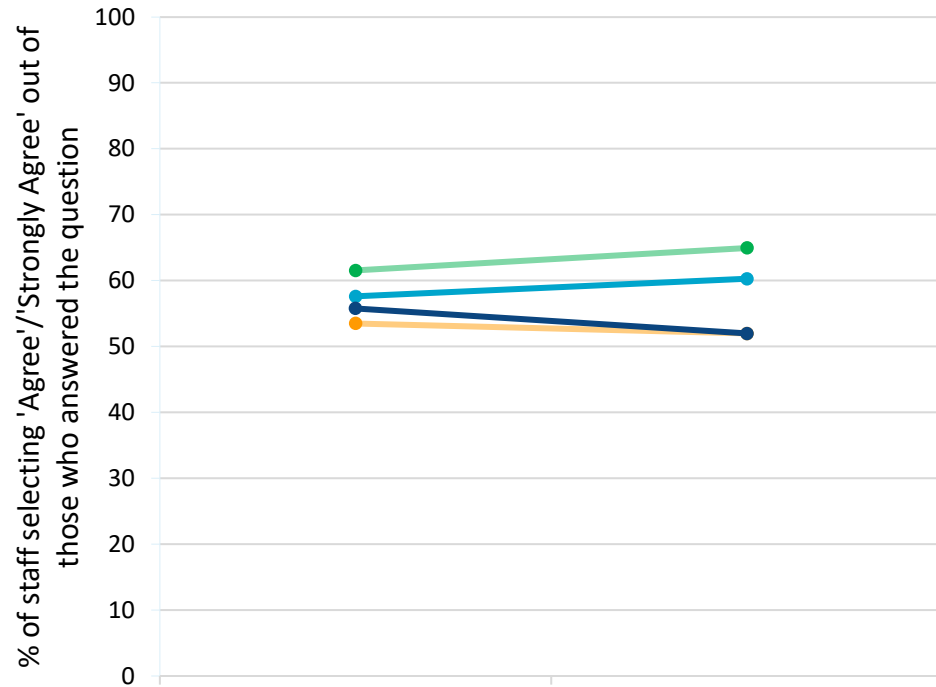
Q7f My team has enough freedom in how to do its work.



	2021	2022
Your org	59.7%	55.1%
Best	65.3%	69.4%
Average	62.5%	64.2%
Worst	56.4%	55.1%
Responses	1439	1209



Q7g In my team disagreements are dealt with constructively.



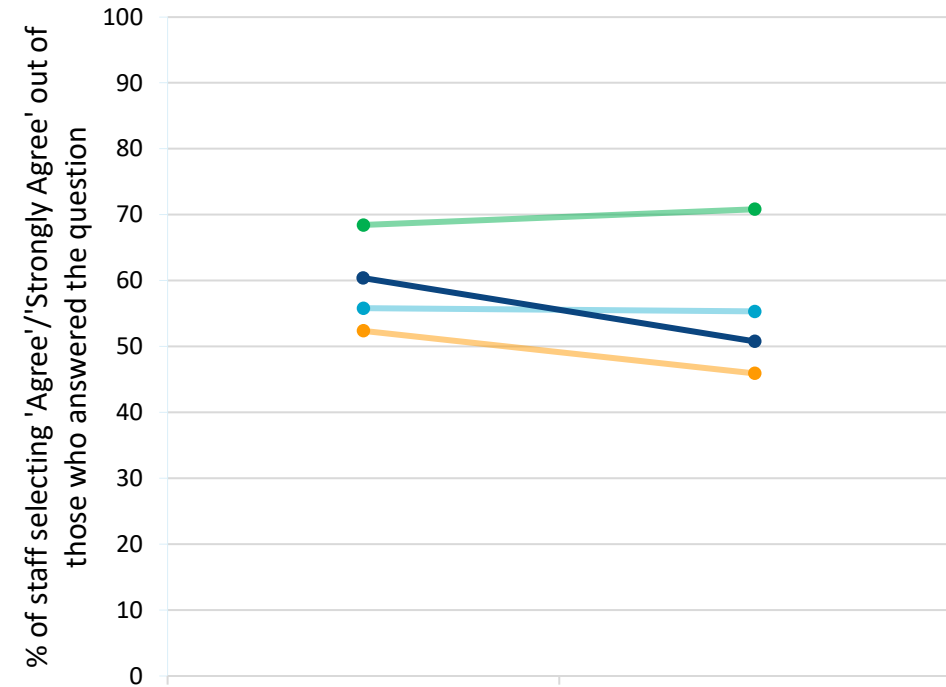
	2021	2022
Your org	55.8%	52.0%
Best	61.5%	64.9%
Average	57.6%	60.3%
Worst	53.5%	52.0%

Responses

1437

1207

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

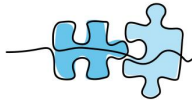


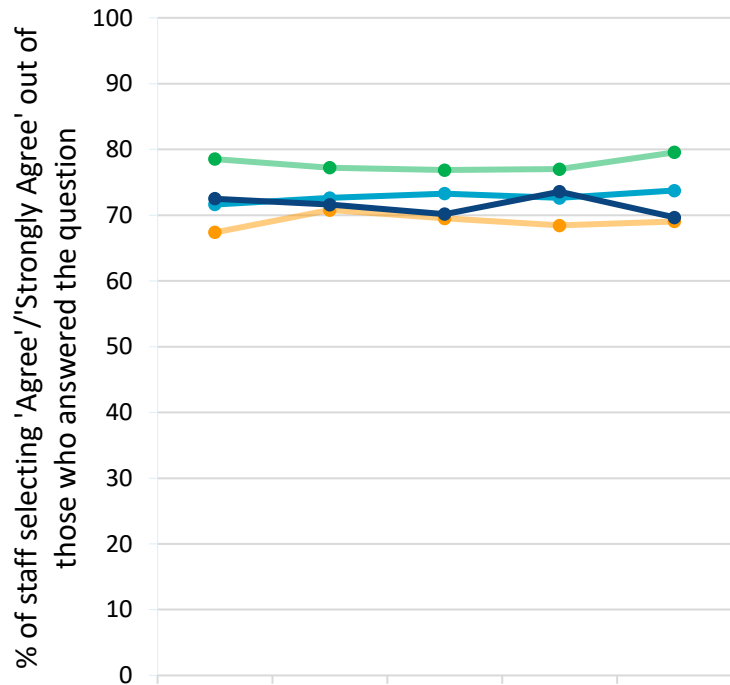
	2021	2022
Your org	60.4%	50.8%
Best	68.4%	70.8%
Average	55.8%	55.3%
Worst	52.4%	45.9%

Responses

1432

1210

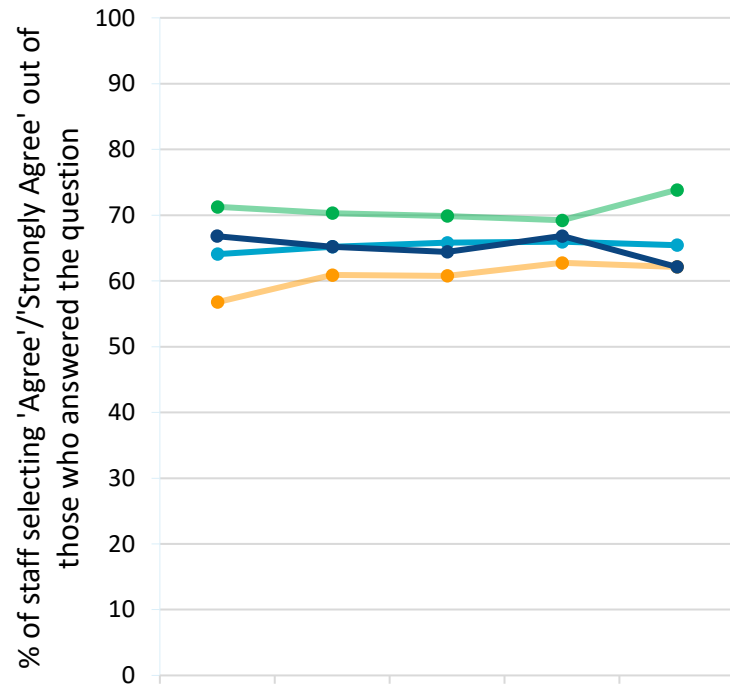
 Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
Your org	72.5%	71.6%	70.2%	73.6%	69.7%
Best	78.6%	77.2%	76.9%	77.0%	79.6%
Average	71.6%	72.6%	73.3%	72.6%	73.8%
Worst	67.4%	70.8%	69.5%	68.4%	69.0%

Responses 959 1150 1305 1425 1210

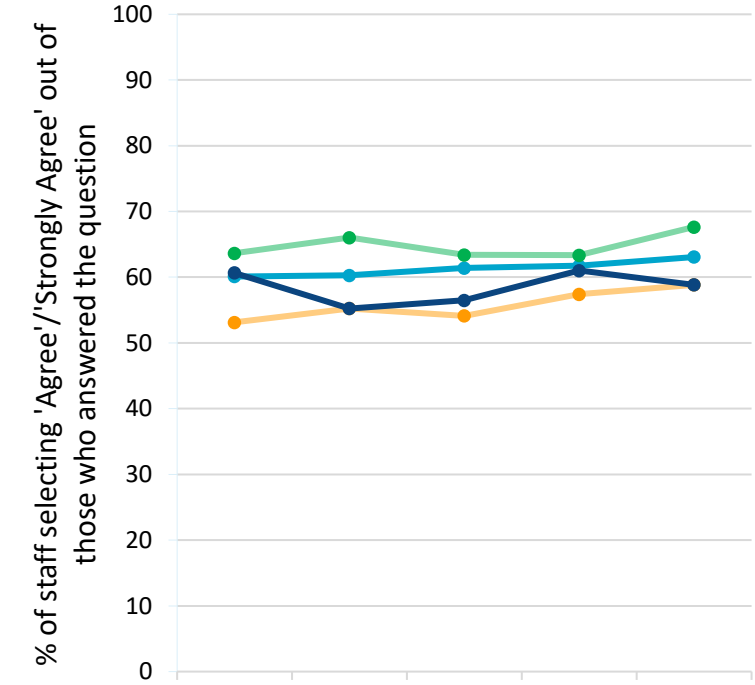
Q9b My immediate manager gives me clear feedback on my work.



	2018	2019	2020	2021	2022
Your org	66.8%	65.2%	64.4%	66.8%	62.1%
Best	71.3%	70.3%	69.9%	69.2%	73.8%
Average	64.1%	65.2%	65.8%	66.0%	65.4%
Worst	56.8%	60.9%	60.8%	62.7%	62.1%

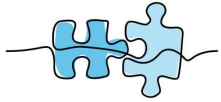
Responses 955 1150 1307 1424 1210

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

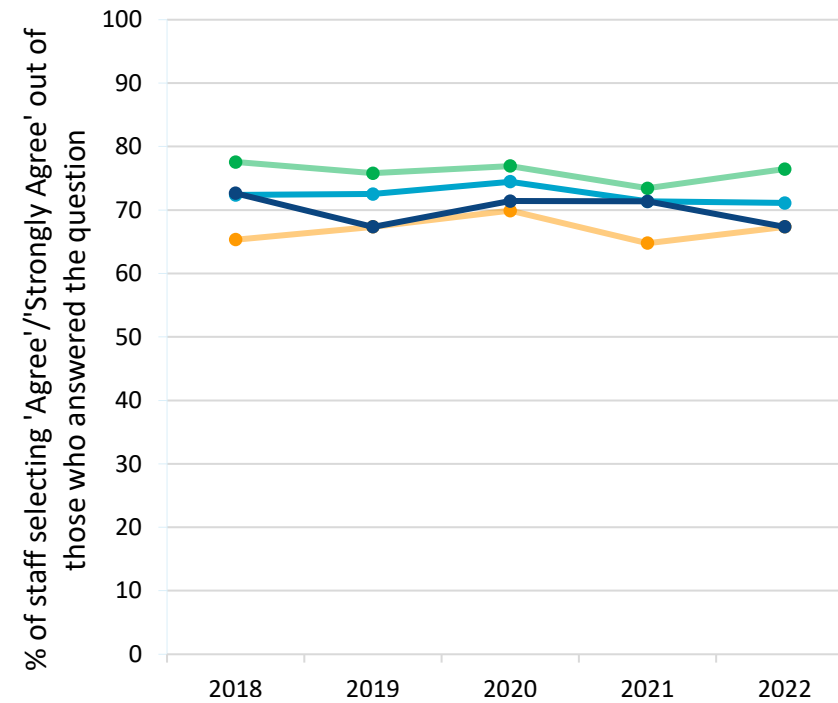


	2018	2019	2020	2021	2022
Your org	60.6%	55.2%	56.5%	61.0%	58.8%
Best	63.6%	66.0%	63.4%	63.3%	67.6%
Average	60.1%	60.3%	61.4%	61.7%	63.1%
Worst	53.1%	55.2%	54.1%	57.4%	58.8%

Responses 958 1146 1305 1425 1209



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



	2018	2019	2020	2021	2022
Your org	72.7%	67.4%	71.4%	71.4%	67.3%
Best	77.6%	75.8%	76.9%	73.4%	76.5%
Average	72.4%	72.5%	74.5%	71.4%	71.1%
Worst	65.3%	67.4%	69.9%	64.8%	67.3%

Responses 957 1148 1304 1424 1210

Theme – Staff engagement

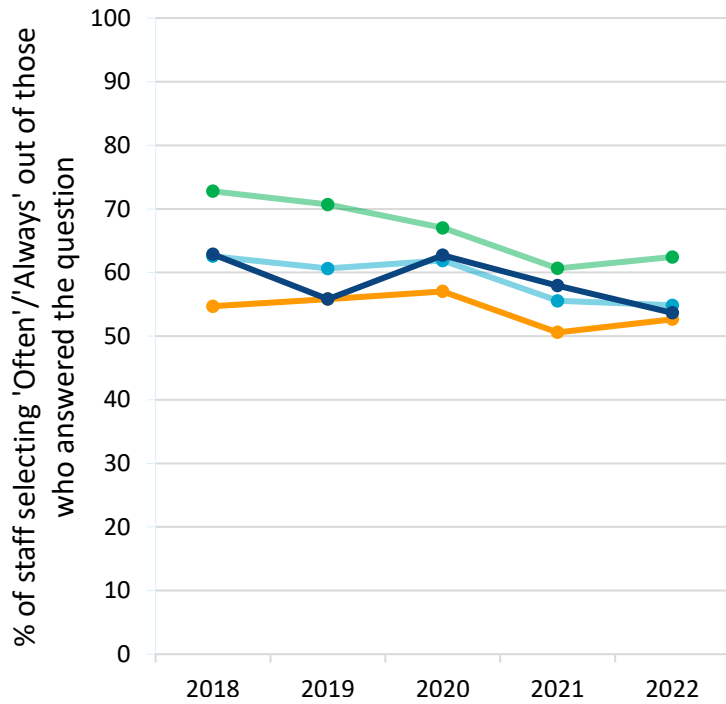
Questions included:

Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q23a, Q23c, Q23d

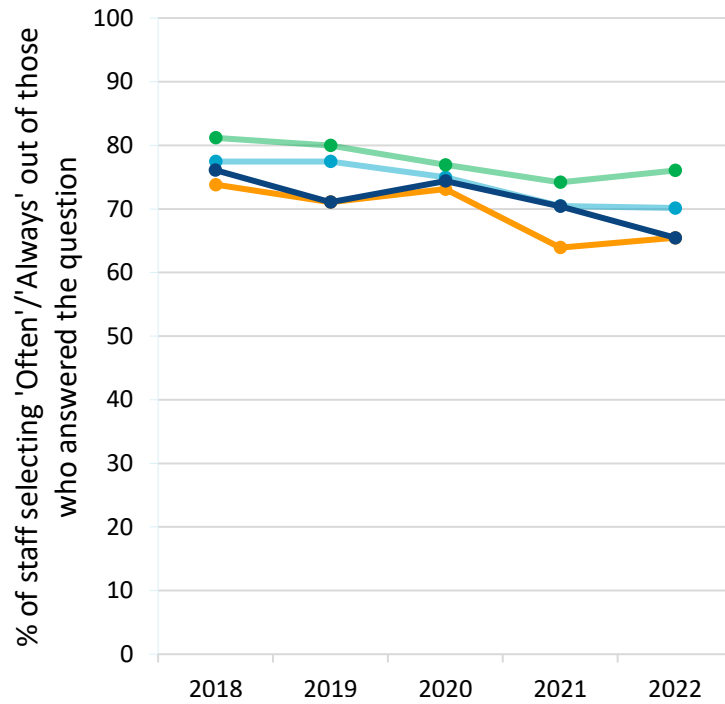
Q2a I look forward to going to work.



	2018	2019	2020	2021	2022
Your org	62.8%	55.8%	62.7%	57.9%	53.7%
Best	72.8%	70.7%	67.0%	60.6%	62.4%
Average	62.6%	60.6%	61.9%	55.5%	54.9%
Worst	54.7%	55.8%	57.0%	50.6%	52.6%

Responses 979 1155 1329 1453 1205

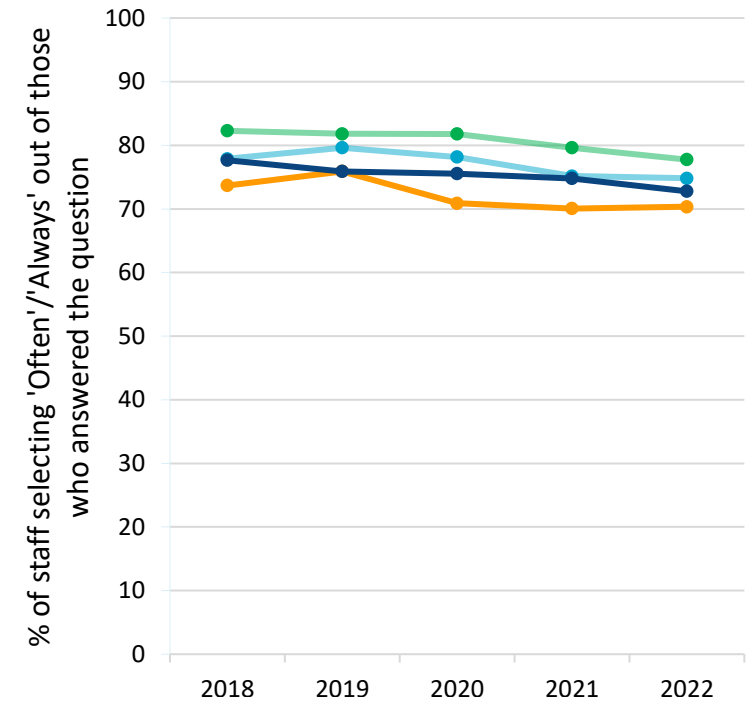
Q2b I am enthusiastic about my job.



	2018	2019	2020	2021	2022
Your org	76.1%	71.1%	74.4%	70.4%	65.5%
Best	81.2%	80.0%	76.9%	74.2%	76.0%
Average	77.5%	77.5%	75.0%	70.5%	70.1%
Worst	73.8%	71.1%	73.1%	63.9%	65.5%

Responses 962 1152 1327 1450 1205

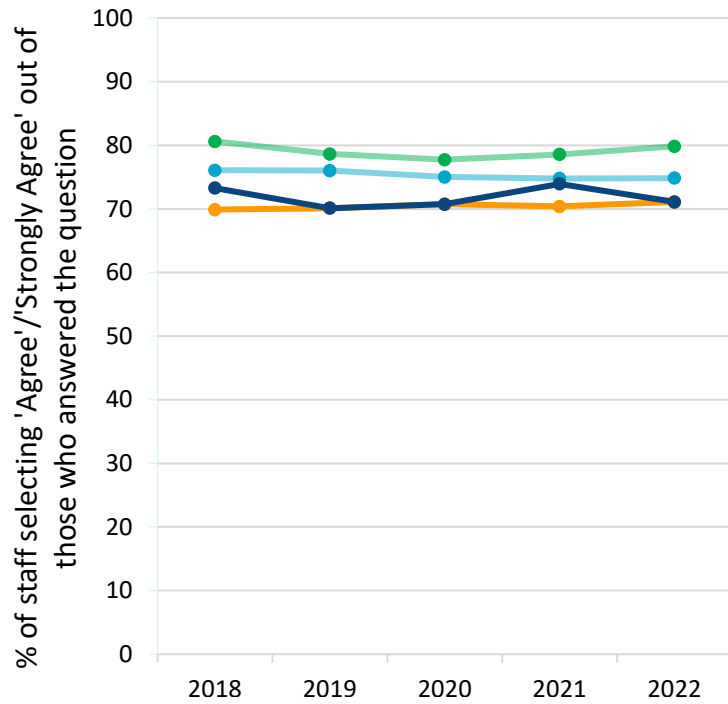
Q2c Time passes quickly when I am working.



	2018	2019	2020	2021	2022
Your org	77.6%	75.9%	75.6%	74.8%	72.8%
Best	82.3%	81.8%	81.8%	79.6%	77.8%
Average	77.9%	79.6%	78.2%	75.2%	74.8%
Worst	73.7%	75.9%	70.9%	70.1%	70.3%

Responses 962 1148 1326 1446 1205

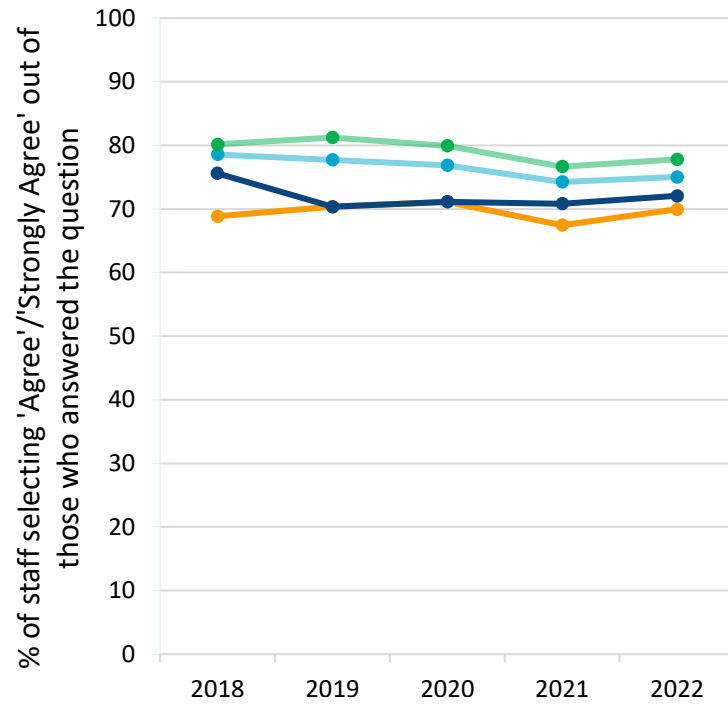
Q3c There are frequent opportunities for me to show initiative in my role.



	2018	2019	2020	2021	2022
Your org	73.3%	70.1%	70.7%	73.9%	71.1%
Best	80.6%	78.6%	77.7%	78.6%	79.8%
Average	76.1%	76.0%	75.0%	74.8%	74.8%
Worst	69.9%	70.1%	70.7%	70.4%	71.1%

Responses 974 1162 1317 1446 1207

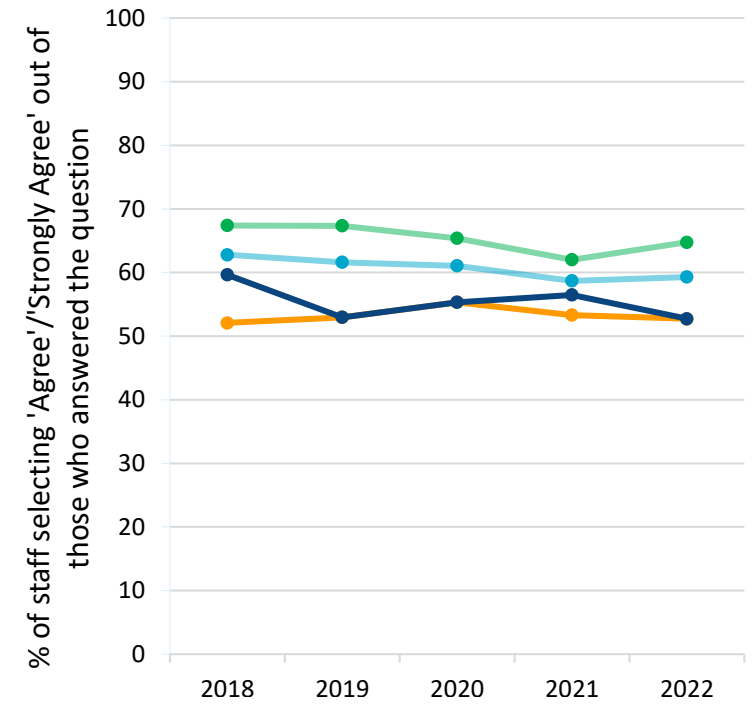
Q3d I am able to make suggestions to improve the work of my team / department.



	2018	2019	2020	2021	2022
Your org	75.6%	70.3%	71.1%	70.8%	72.0%
Best	80.2%	81.2%	79.9%	76.6%	77.8%
Average	78.6%	77.7%	76.9%	74.2%	75.0%
Worst	68.8%	70.3%	71.1%	67.4%	69.9%

Responses 973 1161 1315 1444 1211

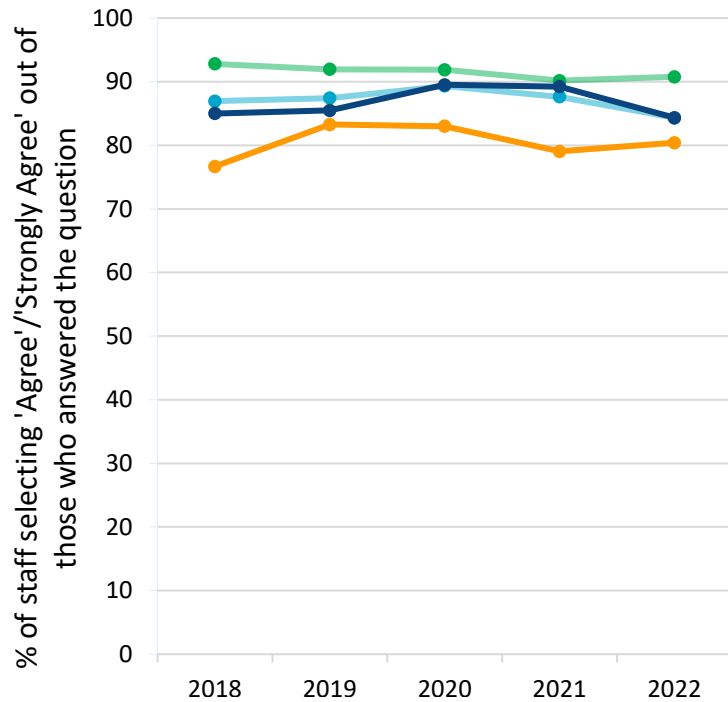
Q3f I am able to make improvements happen in my area of work.



	2018	2019	2020	2021	2022
Your org	59.6%	52.9%	55.3%	56.5%	52.7%
Best	67.4%	67.3%	65.4%	62.0%	64.8%
Average	62.8%	61.6%	61.1%	58.7%	59.3%
Worst	52.1%	52.9%	55.3%	53.3%	52.7%

Responses 969 1158 1311 1443 1210

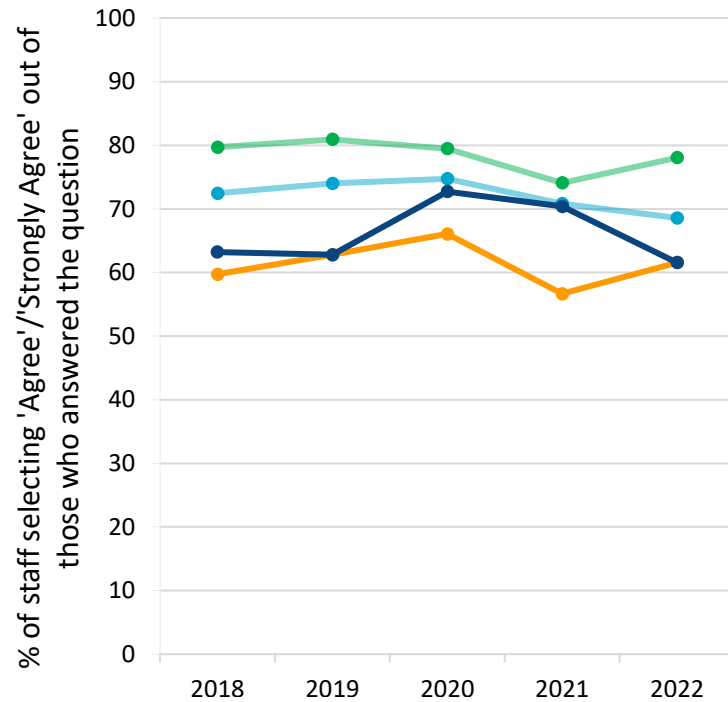
Q23a Care of patients / service users is my organisation's top priority.



	2018	2019	2020	2021	2022
Your org	85.0%	85.5%	89.5%	89.2%	84.3%
Best	92.8%	91.9%	91.9%	90.2%	90.8%
Average	86.9%	87.4%	89.3%	87.6%	84.3%
Worst	76.7%	83.3%	83.0%	79.0%	80.4%

Responses 935 1130 1294 1406 1204

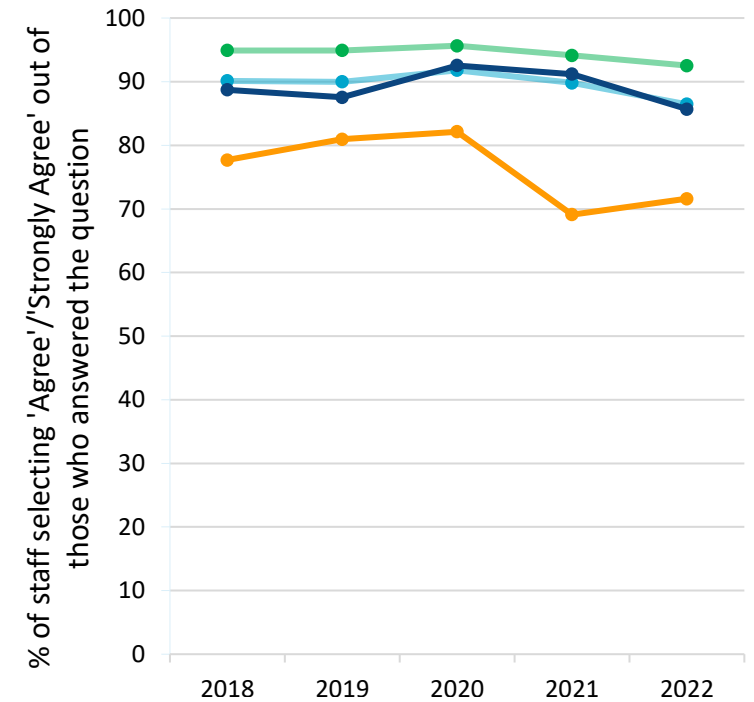
Q23c I would recommend my organisation as a place to work.



	2018	2019	2020	2021	2022
Your org	63.2%	62.8%	72.7%	70.4%	61.6%
Best	79.7%	80.9%	79.5%	74.1%	78.1%
Average	72.4%	74.0%	74.7%	70.8%	68.6%
Worst	59.7%	62.8%	66.1%	56.6%	61.6%

Responses 933 1130 1295 1407 1206

Q23d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2018	2019	2020	2021	2022
Your org	88.7%	87.6%	92.6%	91.2%	85.7%
Best	94.9%	94.9%	95.7%	94.1%	92.5%
Average	90.1%	90.0%	91.8%	89.8%	86.5%
Worst	77.7%	81.0%	82.1%	69.1%	71.6%

Responses 932 1130 1294 1408 1206

Theme - Morale

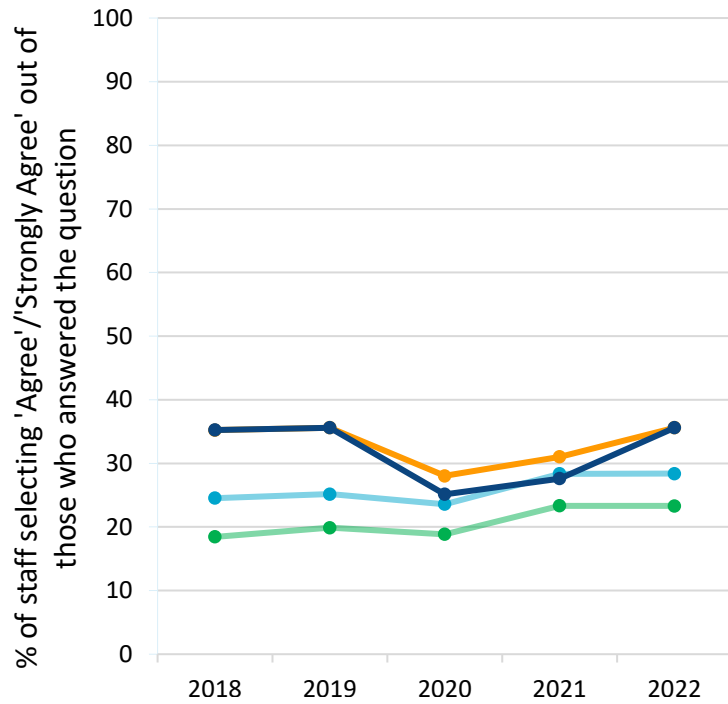
Questions included:

Thinking about leaving – Q24a, Q24b, Q24c

Work pressure – Q3g, Q3h, Q3i

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

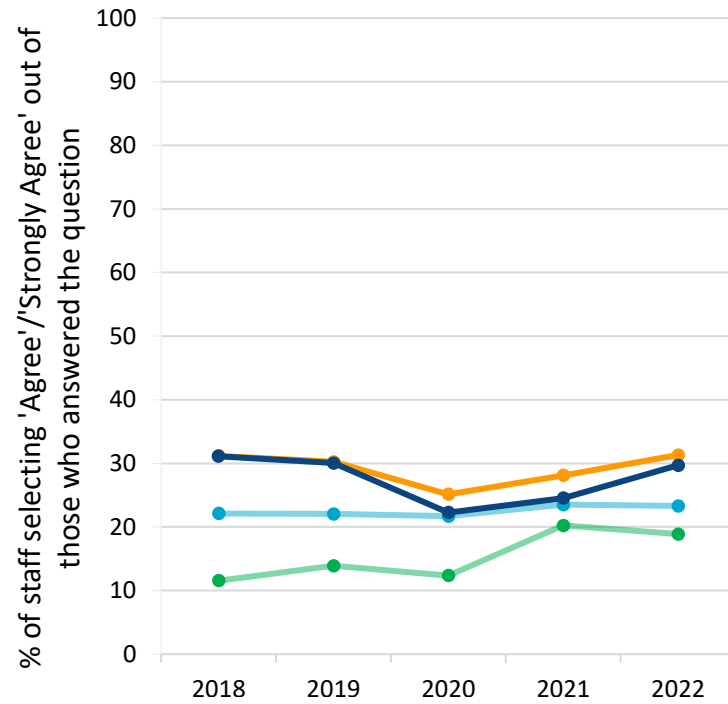
Q24a I often think about leaving this organisation.



	2018	2019	2020	2021	2022
Your org	35.2%	35.6%	25.1%	27.6%	35.6%
Best	18.4%	19.9%	18.9%	23.3%	23.3%
Average	24.5%	25.2%	23.6%	28.4%	28.4%
Worst	35.2%	35.6%	28.0%	31.0%	35.6%

Responses 942 1132 1291 1405 1197

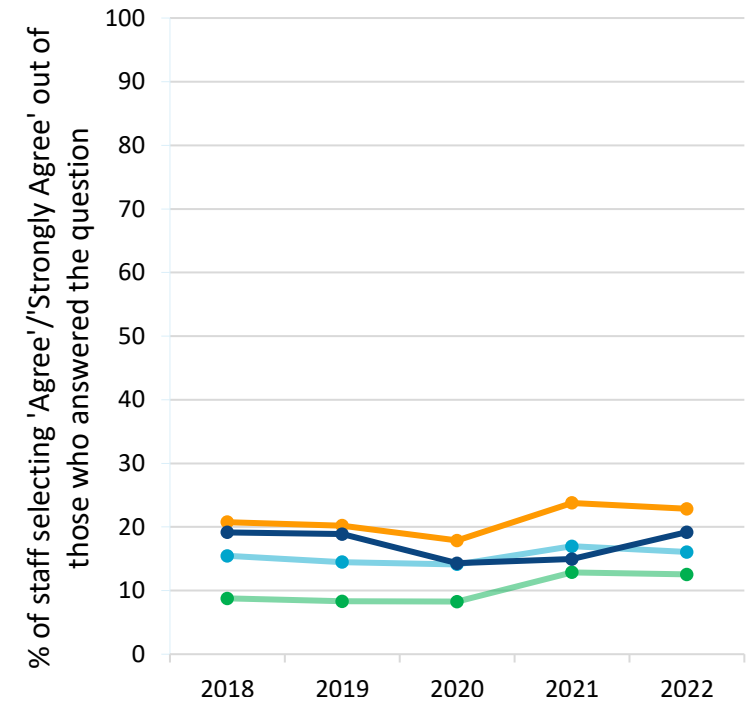
Q24b I will probably look for a job at a new organisation in the next 12 months.



	2018	2019	2020	2021	2022
Your org	31.1%	30.0%	22.3%	24.5%	29.7%
Best	11.6%	13.9%	12.4%	20.2%	18.9%
Average	22.1%	22.1%	21.7%	23.5%	23.3%
Worst	31.2%	30.2%	25.1%	28.1%	31.3%

Responses 940 1131 1292 1404 1199

Q24c As soon as I can find another job, I will leave this organisation.

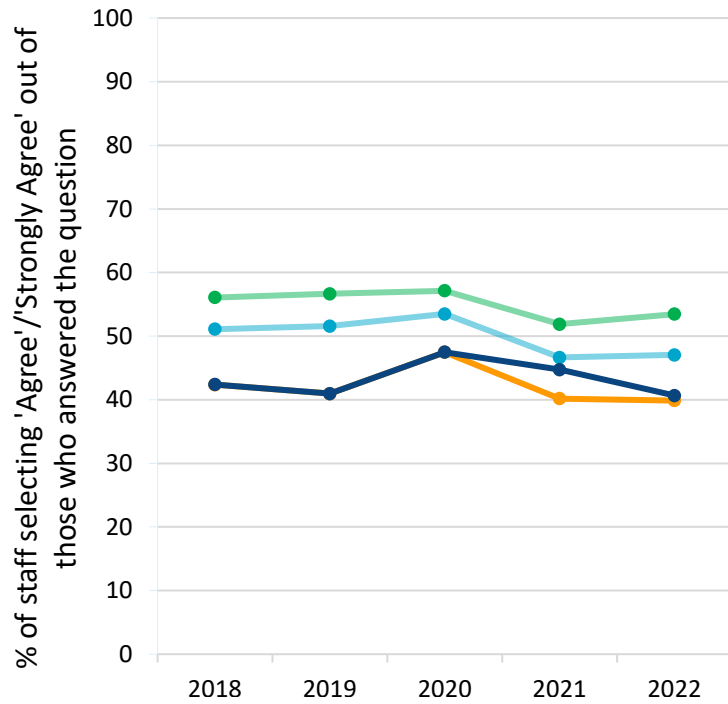


	2018	2019	2020	2021	2022
Your org	19.1%	18.9%	14.3%	14.9%	19.2%
Best	8.8%	8.3%	8.3%	12.8%	12.5%
Average	15.5%	14.5%	14.1%	17.0%	16.0%
Worst	20.7%	20.2%	17.9%	23.8%	22.9%

Responses 909 1128 1292 1406 1197



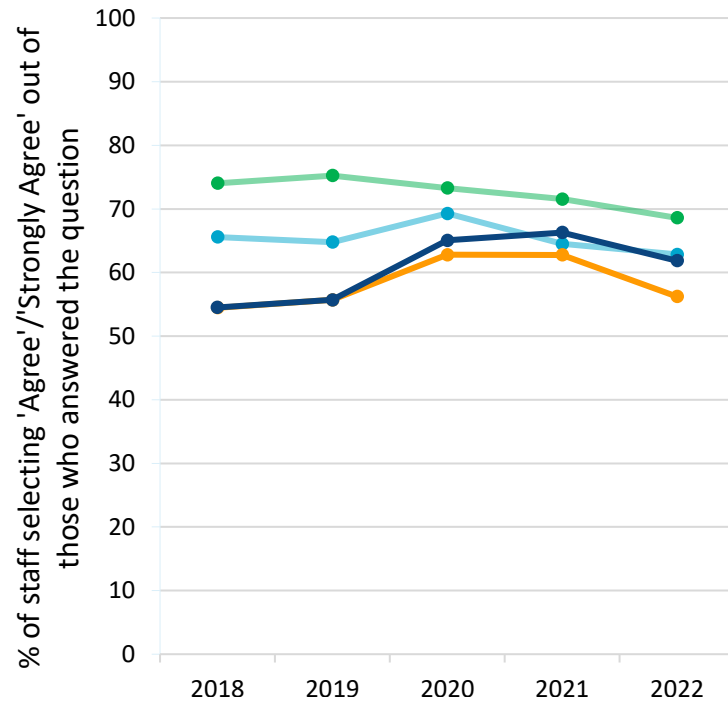
Q3g I am able to meet all the conflicting demands on my time at work.



	2018	2019	2020	2021	2022
Your org	42.4%	41.0%	47.5%	44.7%	40.7%
Best	56.1%	56.7%	57.1%	51.9%	53.5%
Average	51.1%	51.6%	53.5%	46.6%	47.0%
Worst	42.4%	41.0%	47.5%	40.2%	39.9%

Responses 966 1158 1312 1444 1210

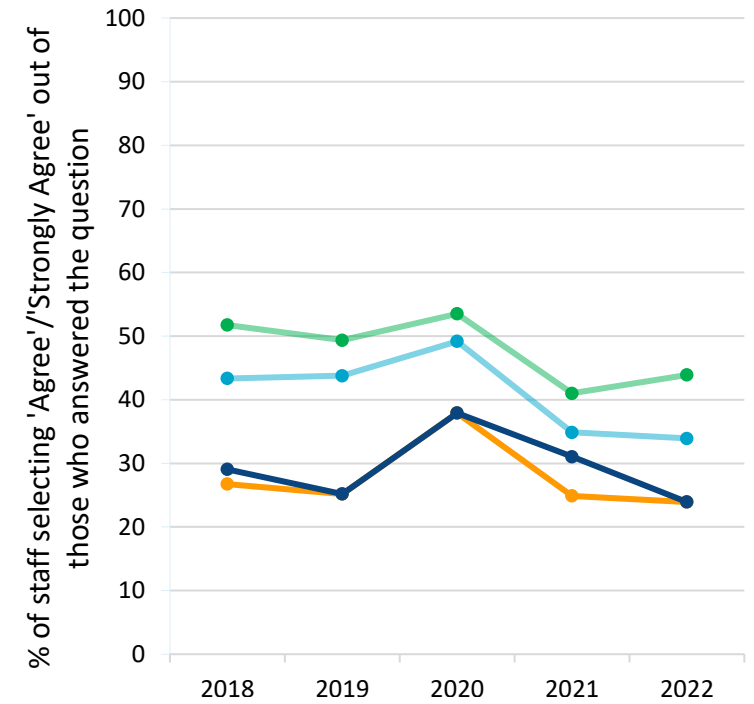
Q3h I have adequate materials, supplies and equipment to do my work.



	2018	2019	2020	2021	2022
Your org	54.5%	55.7%	65.0%	66.3%	61.9%
Best	74.0%	75.2%	73.3%	71.6%	68.6%
Average	65.6%	64.8%	69.3%	64.5%	62.8%
Worst	54.5%	55.7%	62.8%	62.8%	56.2%

Responses 964 1159 1308 1443 1211

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

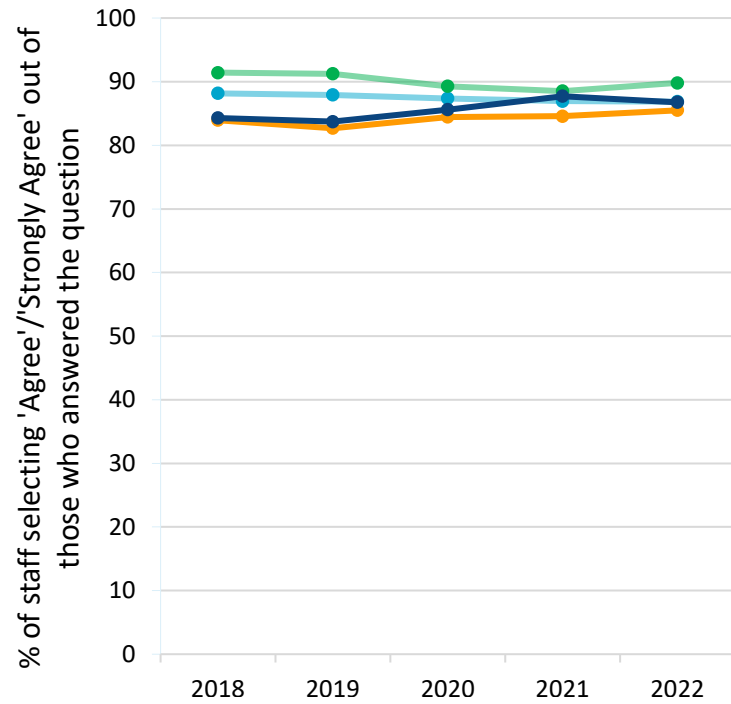


	2018	2019	2020	2021	2022
Your org	29.0%	25.2%	37.9%	31.1%	23.9%
Best	51.7%	49.4%	53.5%	41.0%	43.9%
Average	43.3%	43.8%	49.2%	34.9%	33.9%
Worst	26.8%	25.2%	37.9%	24.9%	23.9%

Responses 971 1162 1312 1445 1209



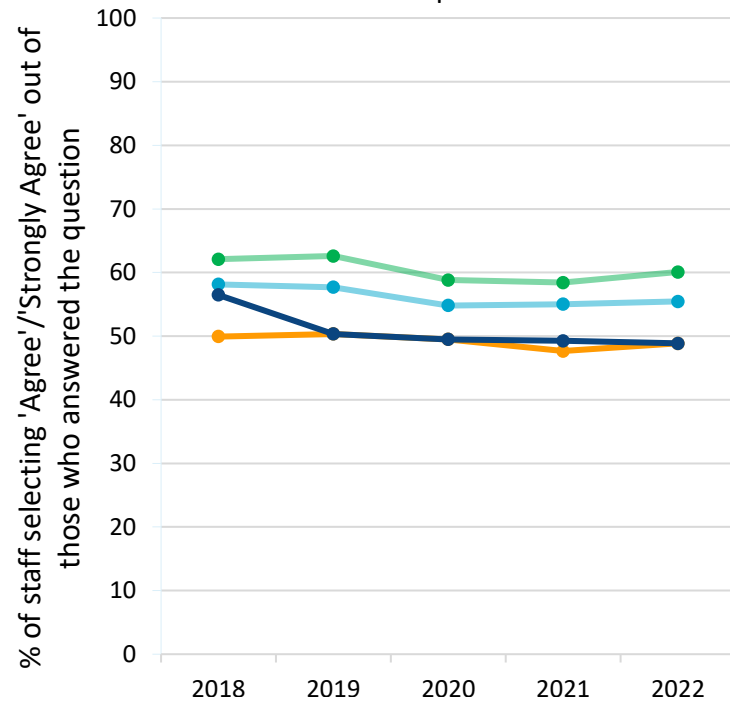
Q3a I always know what my work responsibilities are.



	2018	2019	2020	2021	2022
Your org	84.3%	83.7%	85.6%	87.7%	86.8%
Best	91.4%	91.2%	89.3%	88.5%	89.8%
Average	88.2%	87.9%	87.4%	86.9%	86.9%
Worst	83.9%	82.7%	84.5%	84.6%	85.5%

Responses 976 1161 1329 1442 1207

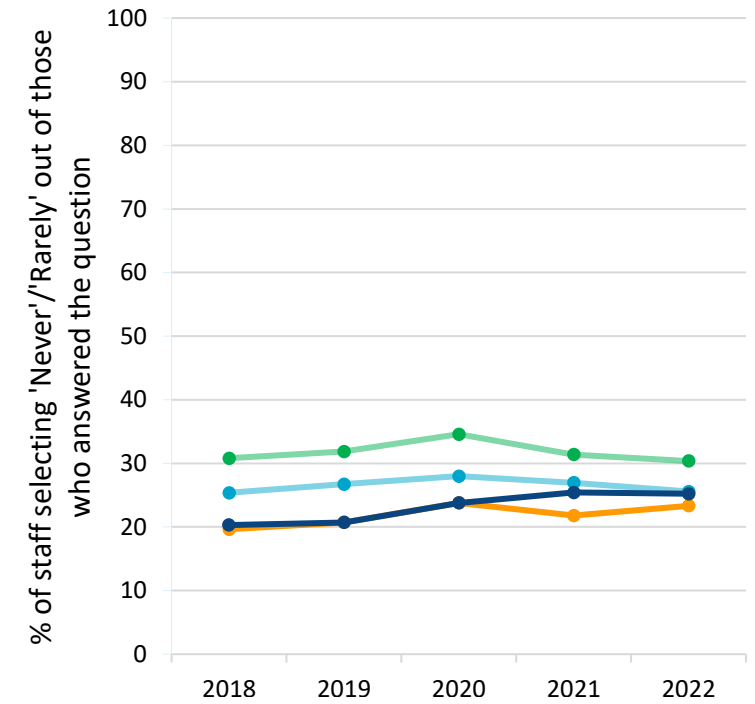
Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



	2018	2019	2020	2021	2022
Your org	56.5%	50.3%	49.5%	49.3%	48.9%
Best	62.1%	62.6%	58.8%	58.4%	60.1%
Average	58.1%	57.7%	54.8%	55.0%	55.5%
Worst	49.9%	50.3%	49.5%	47.6%	48.9%

Responses 970 1159 1314 1444 1211

Q5a I have unrealistic time pressures.

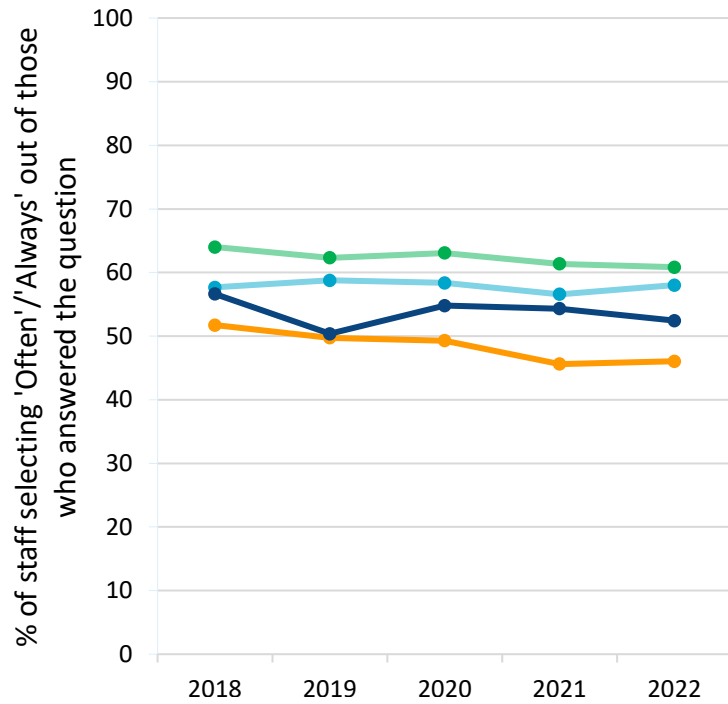


	2018	2019	2020	2021	2022
Your org	20.3%	20.7%	23.8%	25.4%	25.2%
Best	30.8%	31.8%	34.6%	31.4%	30.4%
Average	25.4%	26.7%	28.0%	27.0%	25.6%
Worst	19.6%	20.7%	23.8%	21.8%	23.3%

Responses 961 1152 1312 1436 1206

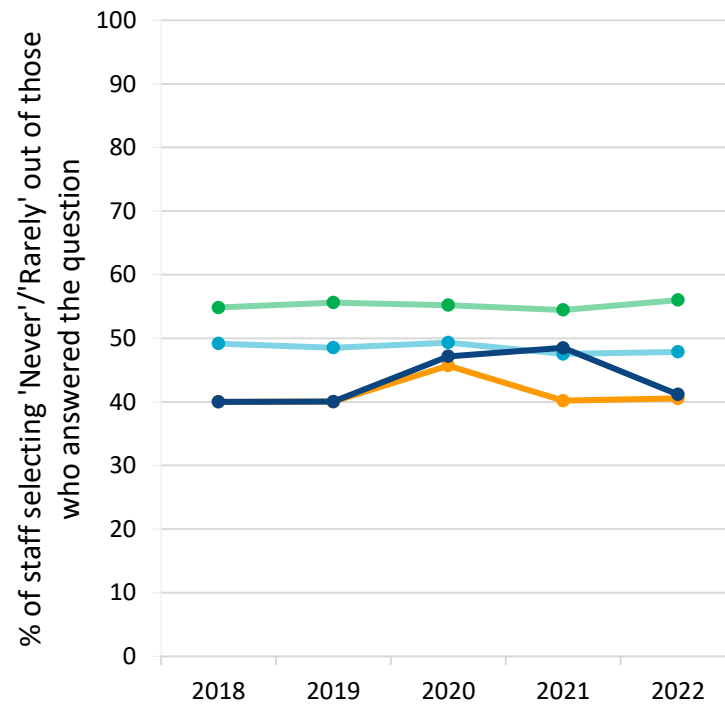


Q5b I have a choice in deciding how to do my work.



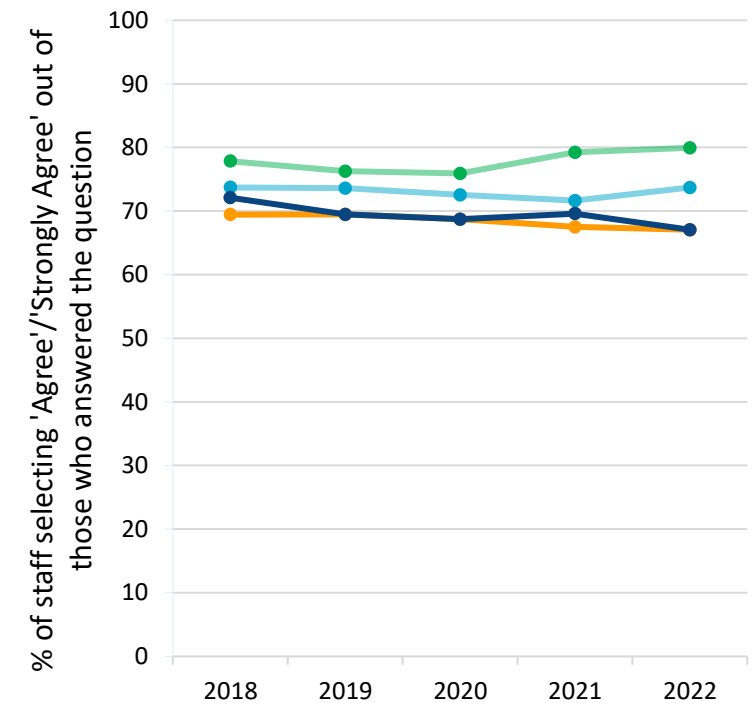
	2018	2019	2020	2021	2022
Your org	56.6%	50.4%	54.8%	54.3%	52.4%
Best	64.0%	62.3%	63.1%	61.4%	60.8%
Average	57.7%	58.8%	58.4%	56.6%	58.0%
Worst	51.7%	49.7%	49.3%	45.6%	46.1%
Responses	959	1150	1311	1436	1207

Q5c Relationships at work are strained.



	2018	2019	2020	2021	2022
Your org	40.0%	40.1%	47.2%	48.5%	41.2%
Best	54.8%	55.6%	55.2%	54.5%	56.0%
Average	49.2%	48.5%	49.3%	47.5%	47.9%
Worst	40.0%	40.1%	45.7%	40.2%	40.5%
Responses	957	1149	1313	1435	1207

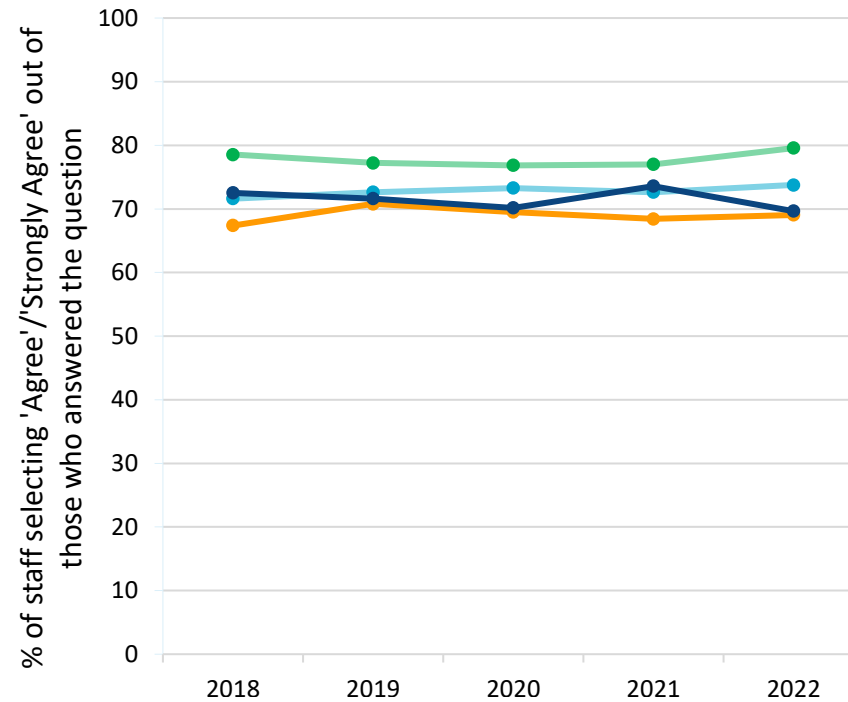
Q7c I receive the respect I deserve from my colleagues at work.



	2018	2019	2020	2021	2022
Your org	72.1%	69.5%	68.7%	69.6%	67.1%
Best	77.8%	76.3%	75.9%	79.2%	79.9%
Average	73.7%	73.6%	72.5%	71.6%	73.7%
Worst	69.5%	69.5%	68.7%	67.5%	67.1%
Responses	972	1161	1315	1439	1211



Q9a My immediate manager encourages me at work.



	2018	2019	2020	2021	2022
Your org	72.5%	71.6%	70.2%	73.6%	69.7%
Best	78.6%	77.2%	76.9%	77.0%	79.6%
Average	71.6%	72.6%	73.3%	72.6%	73.8%
Worst	67.4%	70.8%	69.5%	68.4%	69.0%
Responses	959	1150	1305	1425	1210

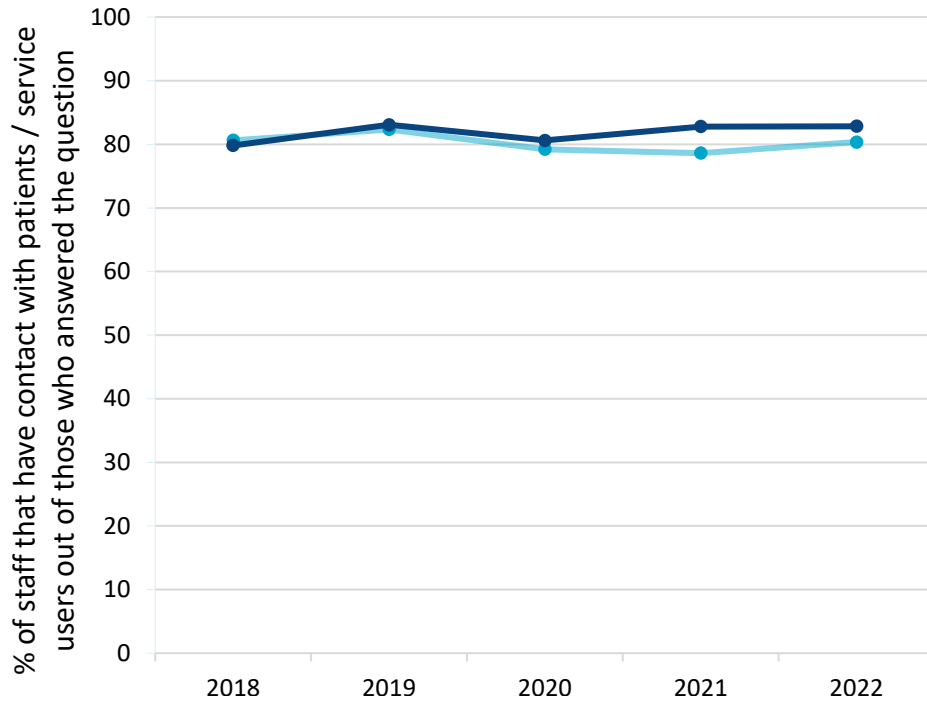
Question not linked to People Promise elements or themes

Questions included:

Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q17, Q18a, Q18b, Q18c, Q18d, Q24d, Q30b

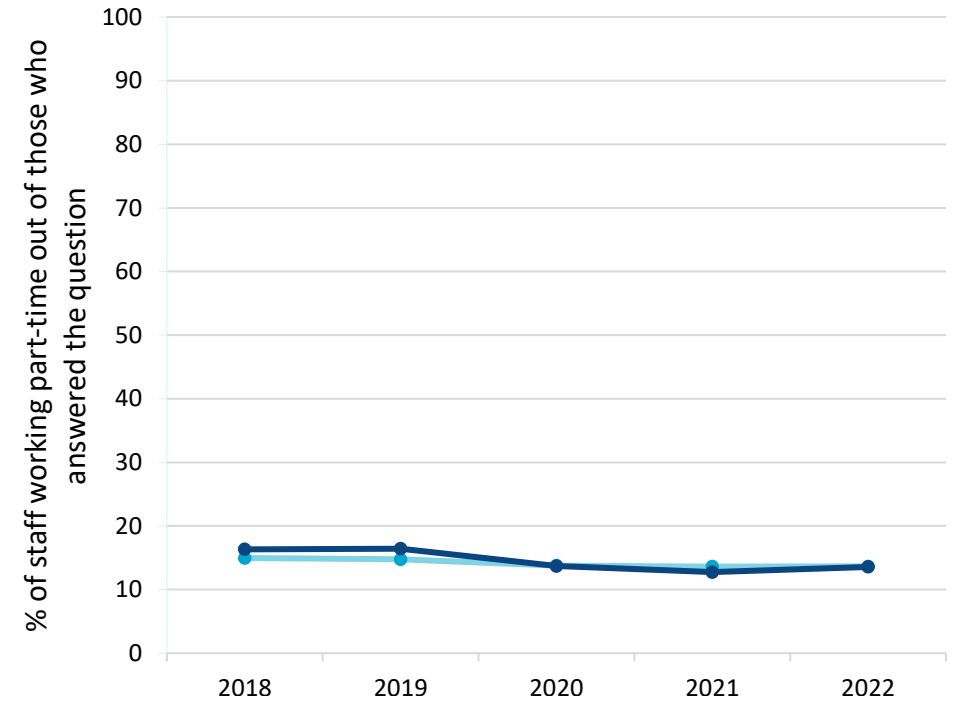


Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



	2018	2019	2020	2021	2022
Your org	79.8%	83.1%	80.6%	82.8%	82.8%
Average	80.6%	82.3%	79.2%	78.6%	80.4%
Responses	942	1163	1335	1458	1206

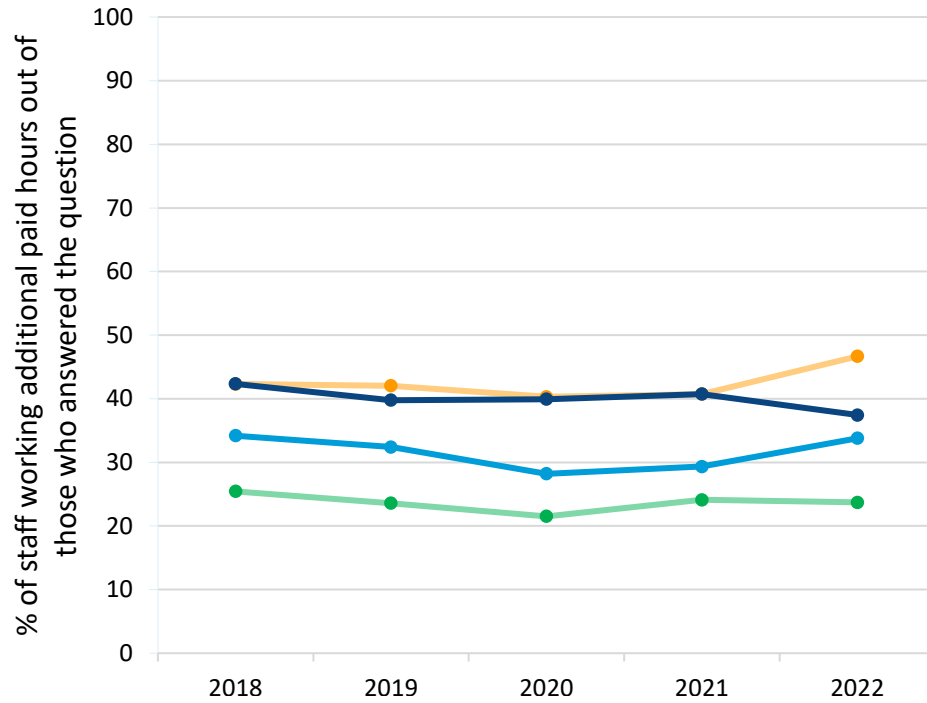
Q10a How many hours a week are you contracted to work?



	2018	2019	2020	2021	2022
Your org	16.3%	16.4%	13.7%	12.7%	13.6%
Average	14.9%	14.7%	13.8%	13.6%	13.6%
Responses	955	1144	1301	1406	1186

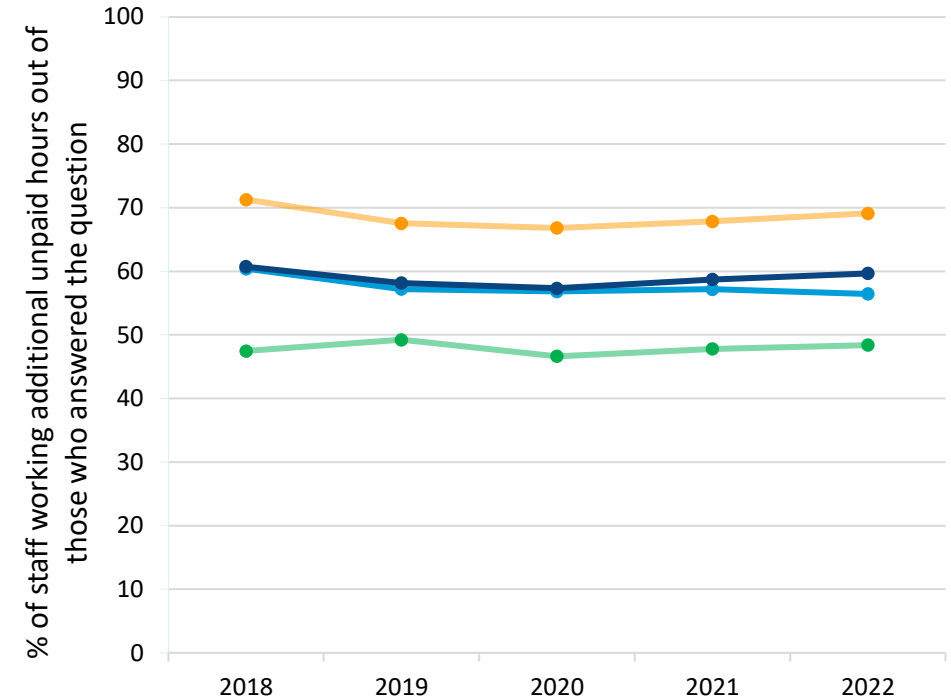


Q10b On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?



	2018	2019	2020	2021	2022
Your org	42.3%	39.8%	39.9%	40.7%	37.4%
Lowest	25.4%	23.6%	21.5%	24.1%	23.7%
Average	34.2%	32.4%	28.2%	29.4%	33.8%
Highest	42.3%	42.0%	40.3%	40.7%	46.7%
Responses	928	1140	1301	1421	1204

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

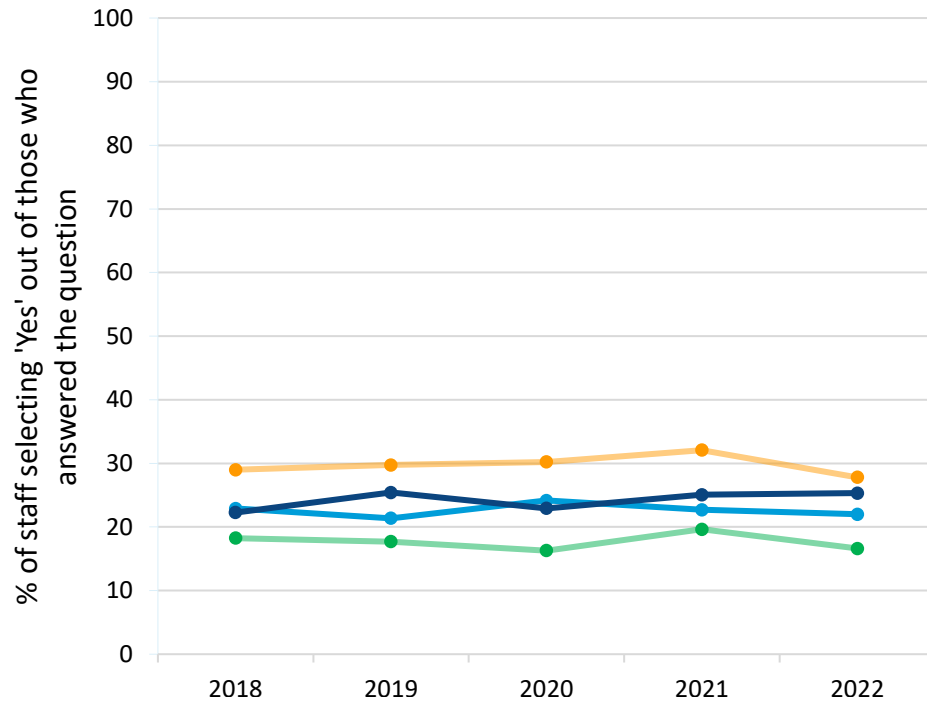


	2018	2019	2020	2021	2022
Your org	60.7%	58.1%	57.3%	58.7%	59.7%
Lowest	47.5%	49.2%	46.6%	47.8%	48.4%
Average	60.4%	57.2%	56.8%	57.2%	56.4%
Highest	71.3%	67.5%	66.8%	67.8%	69.1%
Responses	932	1145	1302	1423	1204



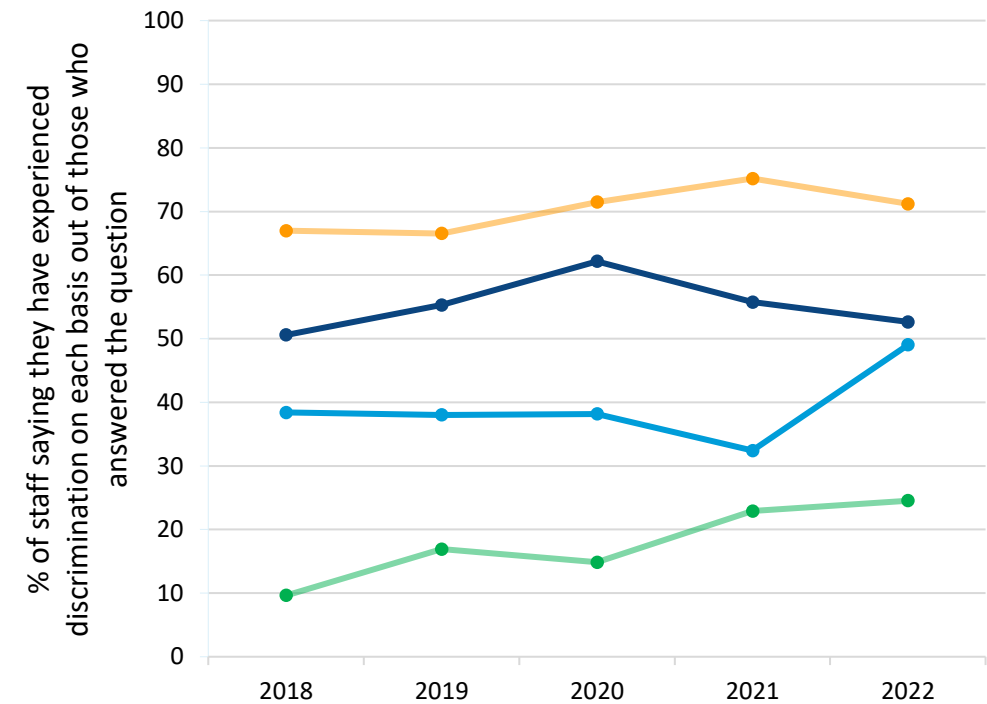
*Q11e is only answered by staff who responded 'Yes' to Q11d.

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



	2018	2019	2020	2021	2022
Your org	22.3%	25.4%	22.9%	25.1%	25.3%
Best	18.3%	17.7%	16.3%	19.6%	16.6%
Average	22.9%	21.4%	24.2%	22.7%	22.0%
Worst	29.0%	29.8%	30.2%	32.1%	27.8%
Responses	490	624	609	740	685

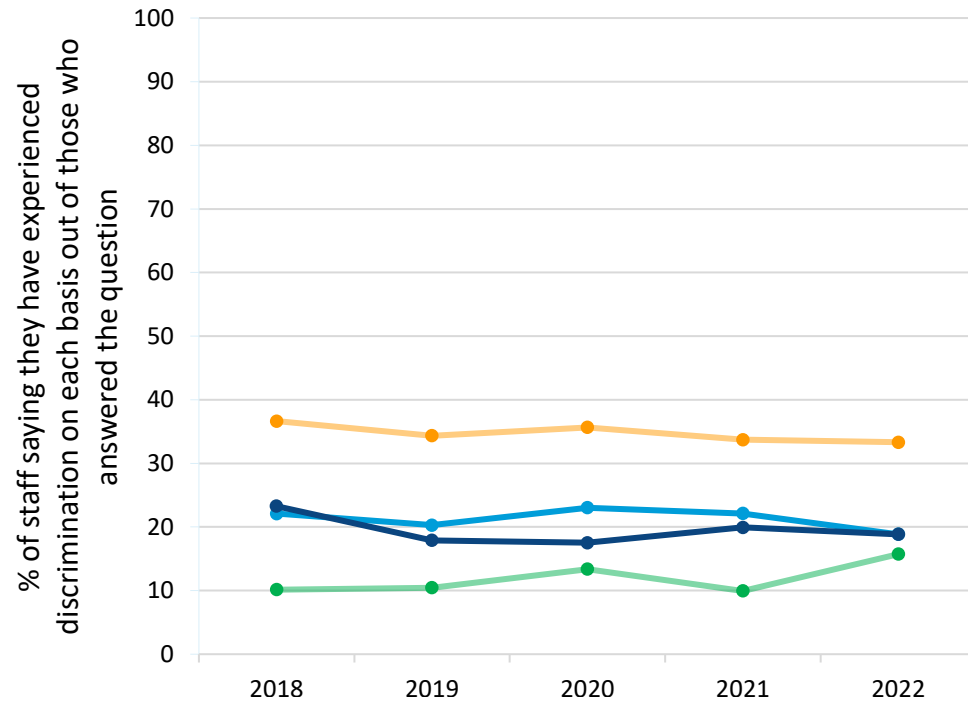
Q16c.1 On what grounds have you experienced discrimination?
- Ethnic background.



	2018	2019	2020	2021	2022
Your org	50.6%	55.3%	62.2%	55.8%	52.6%
Best	9.6%	16.9%	14.8%	22.9%	24.5%
Average	38.4%	38.0%	38.2%	32.4%	49.0%
Worst	67.0%	66.5%	71.5%	75.2%	71.2%
Responses	119	162	166	245	225



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

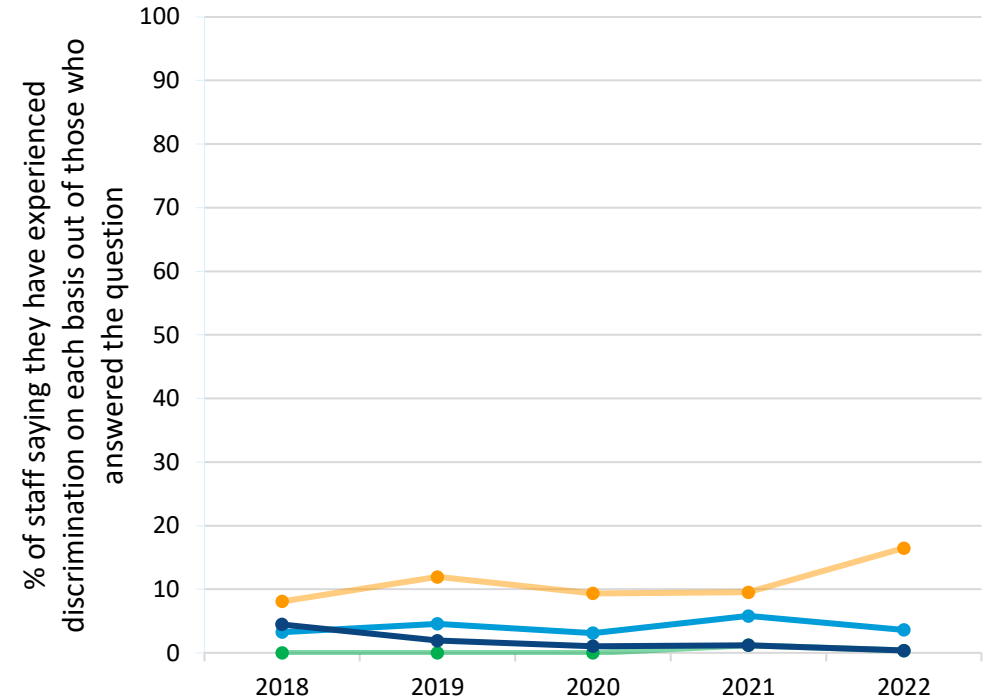


2018 2019 2020 2021 2022

Your org	23.2%	17.9%	17.5%	19.9%	18.8%
Best	10.1%	10.4%	13.4%	9.9%	15.7%
Average	22.1%	20.3%	23.0%	22.1%	18.8%
Worst	36.6%	34.3%	35.6%	33.7%	33.3%

Responses 119 162 166 245 225

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



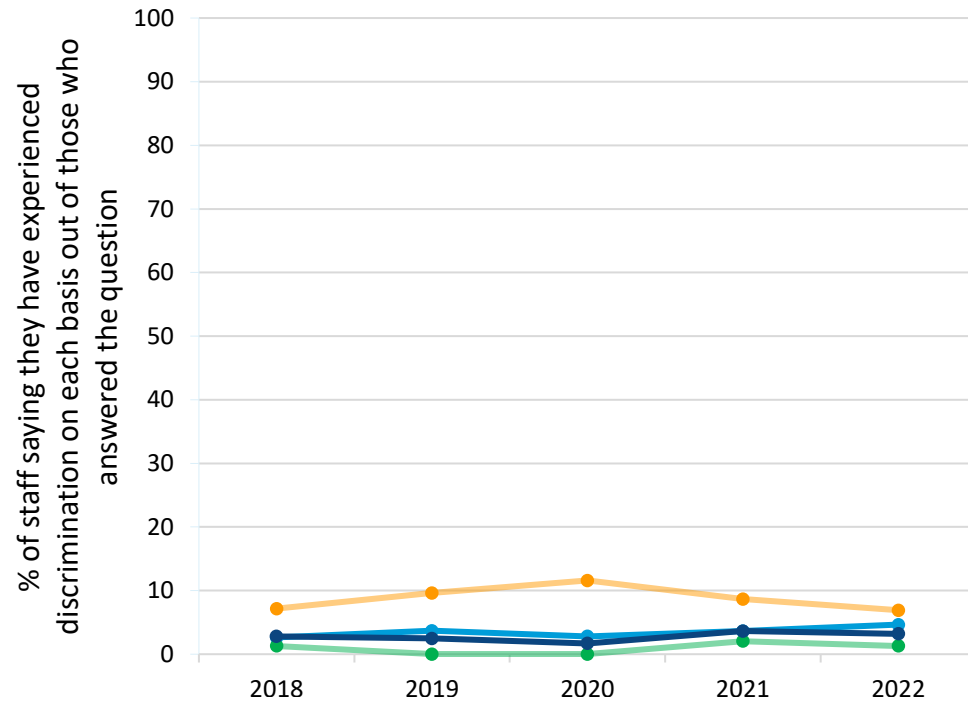
2018 2019 2020 2021 2022

Your org	4.5%	1.9%	1.0%	1.2%	0.4%
Best	0.0%	0.0%	0.0%	1.2%	0.4%
Average	3.3%	4.6%	3.1%	5.8%	3.6%
Worst	8.1%	12.0%	9.4%	9.5%	16.5%

Responses 119 162 166 245 225



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

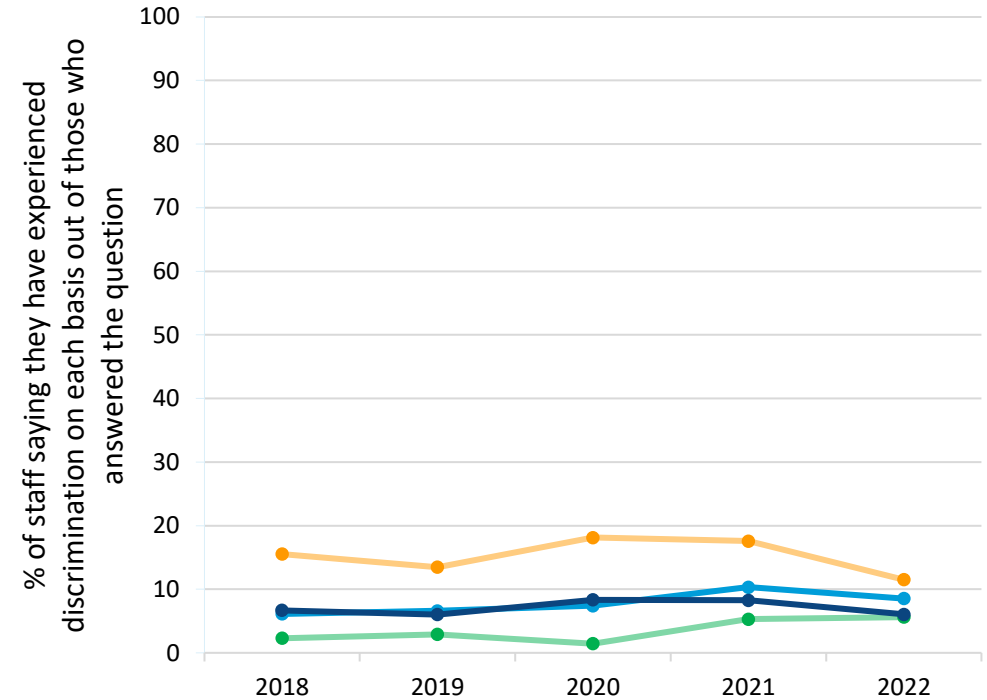


2018 2019 2020 2021 2022

Your org	2.8%	2.5%	1.7%	3.6%	3.2%
Best	1.3%	0.0%	0.0%	2.1%	1.3%
Average	2.6%	3.7%	2.8%	3.6%	4.6%
Worst	7.1%	9.6%	11.6%	8.7%	6.9%

Responses 119 162 166 245 225

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



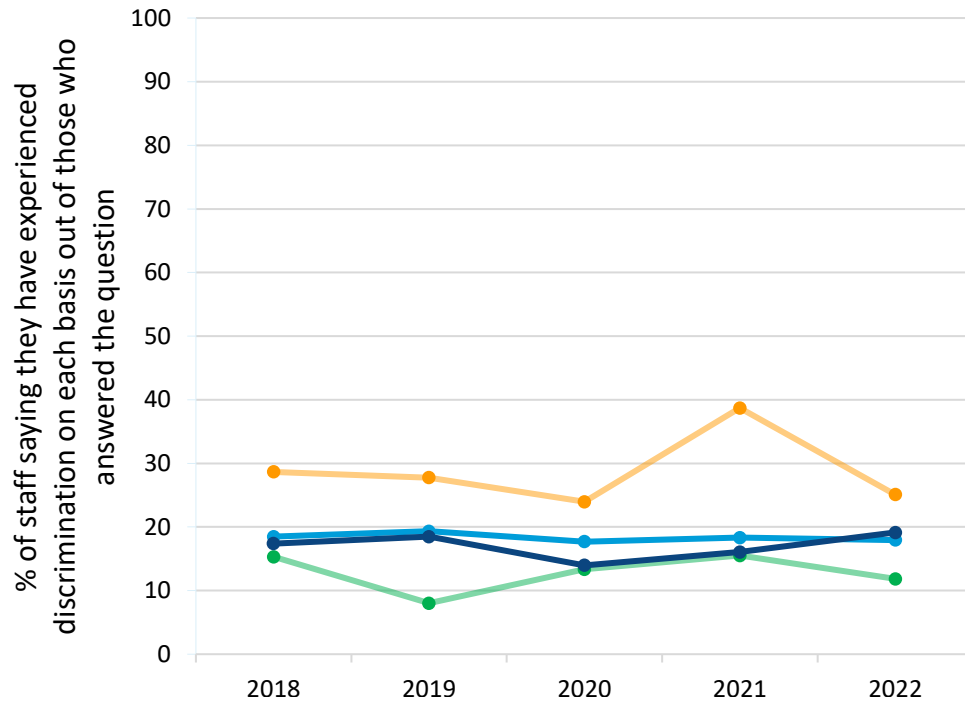
2018 2019 2020 2021 2022

Your org	6.7%	6.0%	8.3%	8.3%	6.1%
Best	2.3%	2.9%	1.5%	5.3%	5.6%
Average	6.1%	6.6%	7.4%	10.3%	8.5%
Worst	15.5%	13.5%	18.1%	17.6%	11.5%

Responses 119 162 166 245 225



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

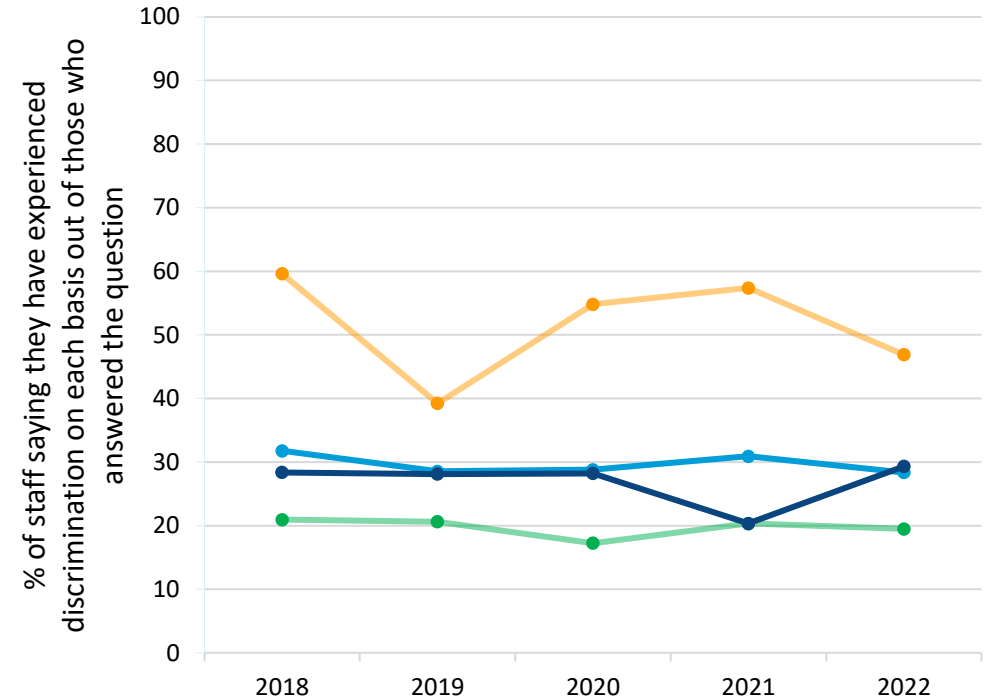


2018 2019 2020 2021 2022

Your org	17.4%	18.5%	14.0%	16.1%	19.1%
Best	15.3%	8.0%	13.3%	15.5%	11.8%
Average	18.5%	19.3%	17.7%	18.3%	17.9%
Worst	28.7%	27.8%	24.0%	38.7%	25.1%

Responses 119 162 166 245 225

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



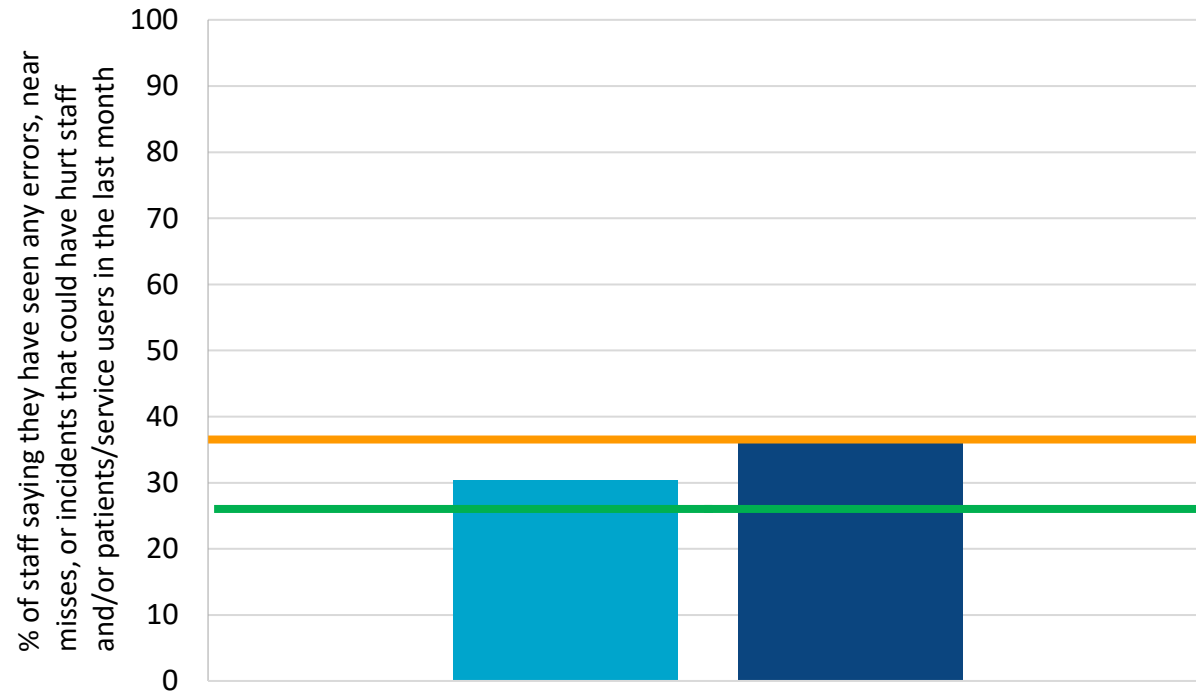
2018 2019 2020 2021 2022

Your org	28.3%	28.1%	28.2%	20.3%	29.3%
Best	21.0%	20.6%	17.2%	20.3%	19.5%
Average	31.8%	28.5%	28.8%	30.9%	28.4%
Worst	59.6%	39.2%	54.8%	57.4%	46.9%

Responses 119 162 166 245 225



Q17 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



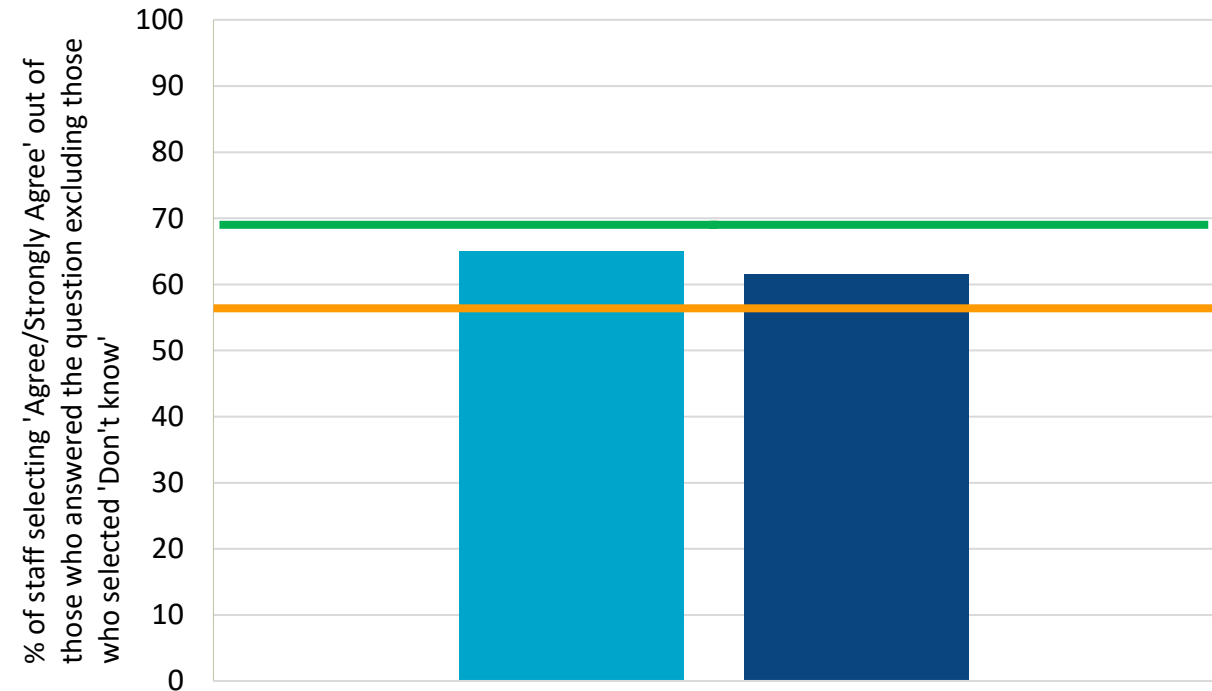
2022

Your org	36.5%
Best	26.1%
Average	30.4%
Worst	36.5%

Responses

1193

Q18a My organisation treats staff who are involved in an error, near miss or incident fairly.



2022

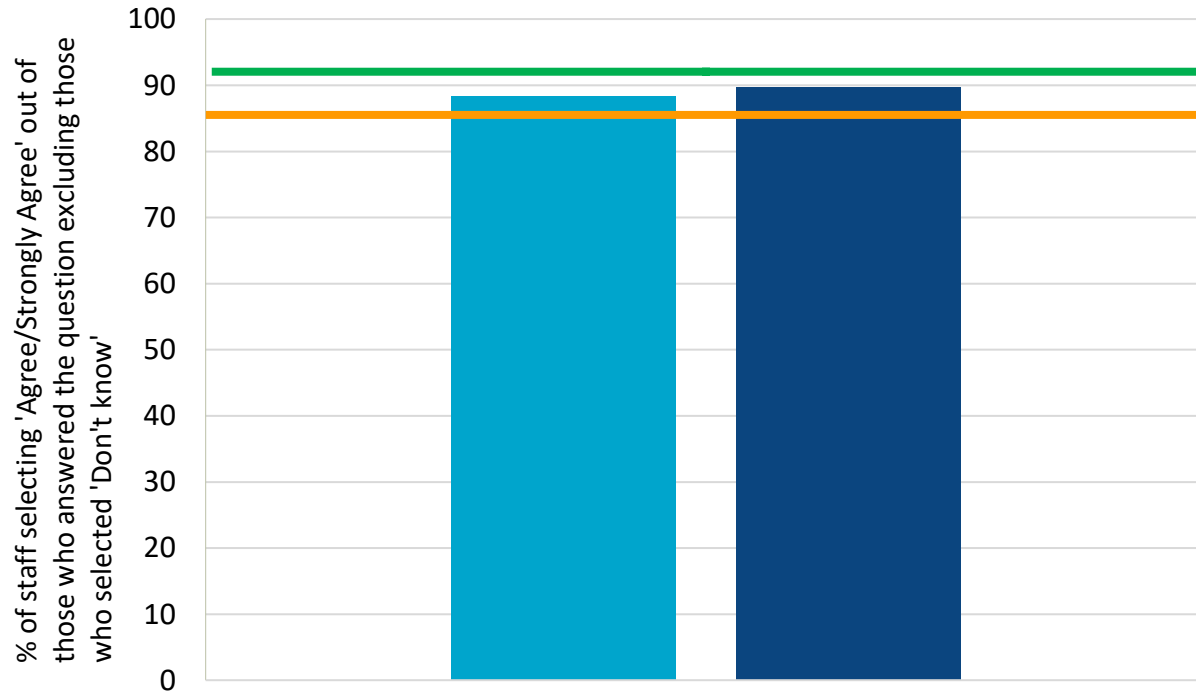
Your org	61.5%
Best	69.0%
Average	65.0%
Worst	56.4%

Responses

944



Q18b My organisation encourages us to report errors, near misses or incidents.



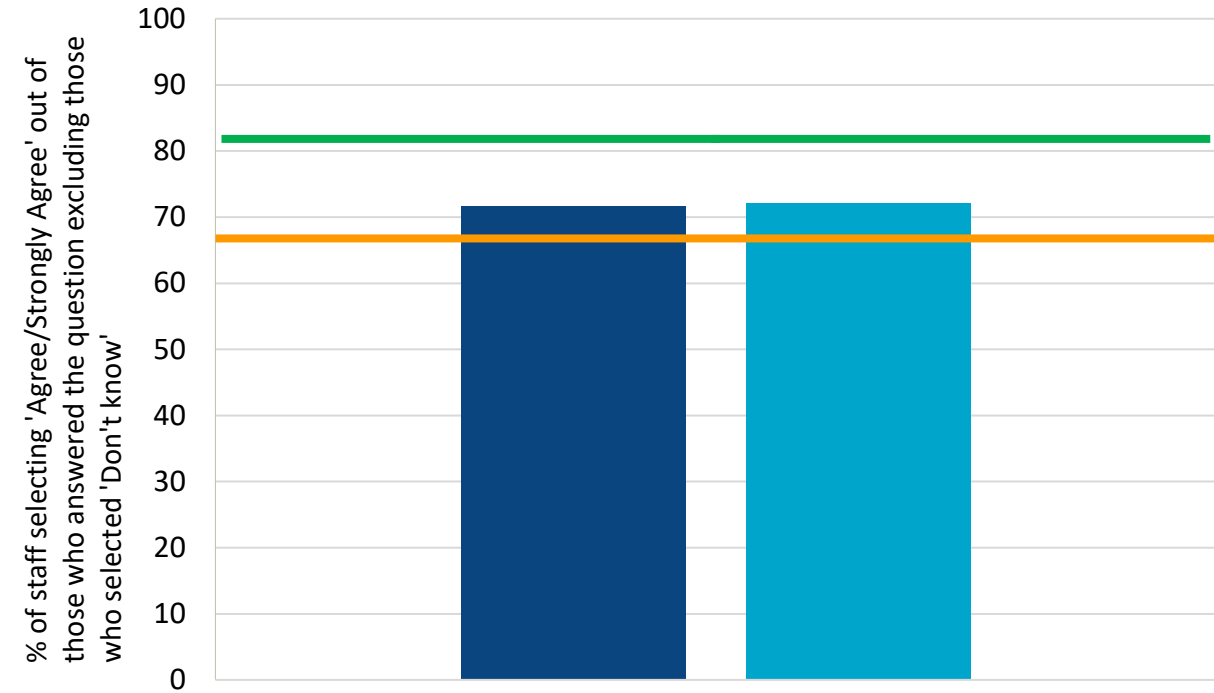
2022

Your org	89.7%
Best	92.0%
Average	88.3%
Worst	85.5%

Responses

1181

Q18c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



2022

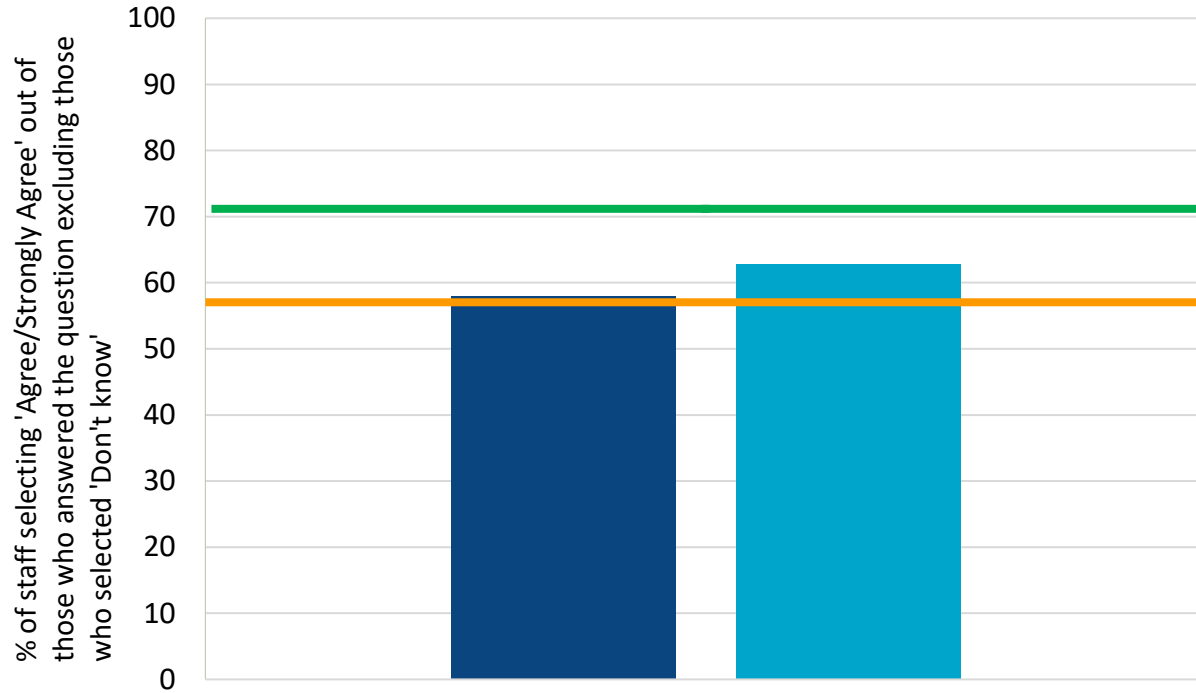
Your org	71.7%
Best	81.9%
Average	72.1%
Worst	66.8%

Responses

1091



Q18d We are given feedback about changes made in response to reported errors, near misses and incidents.

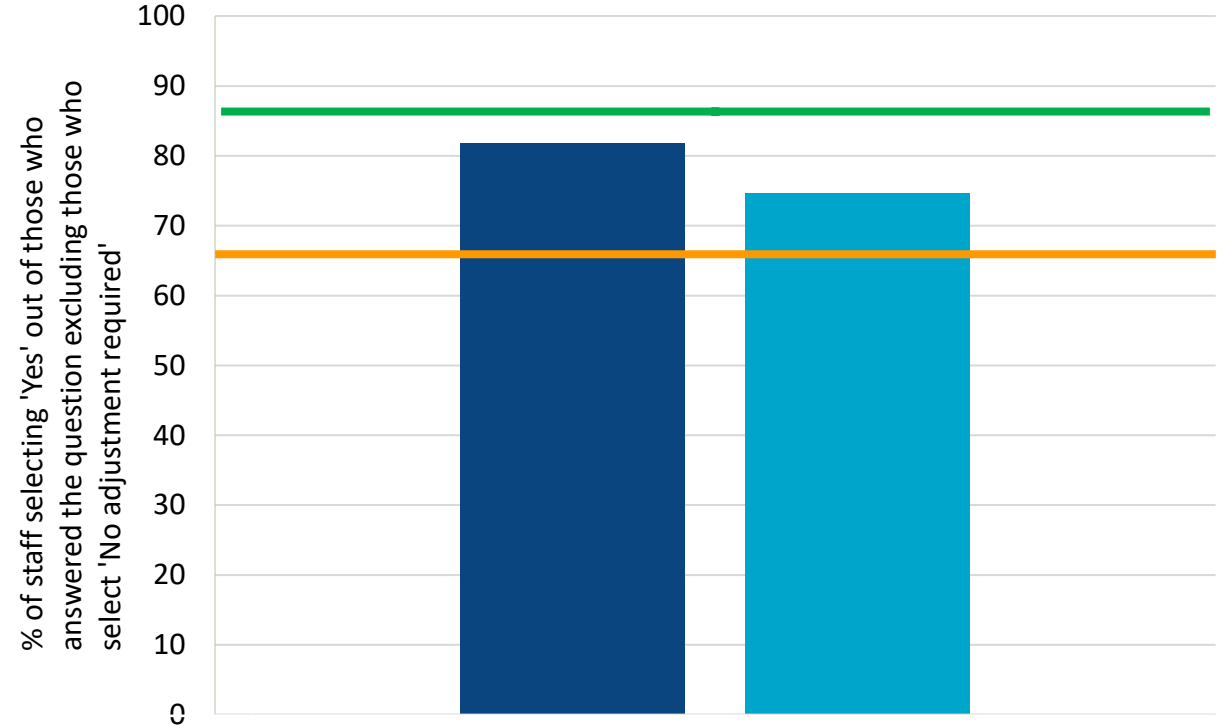


2022

Your org	58.0%
Best	71.2%
Average	62.8%
Worst	57.0%

Responses 1085

Q30b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



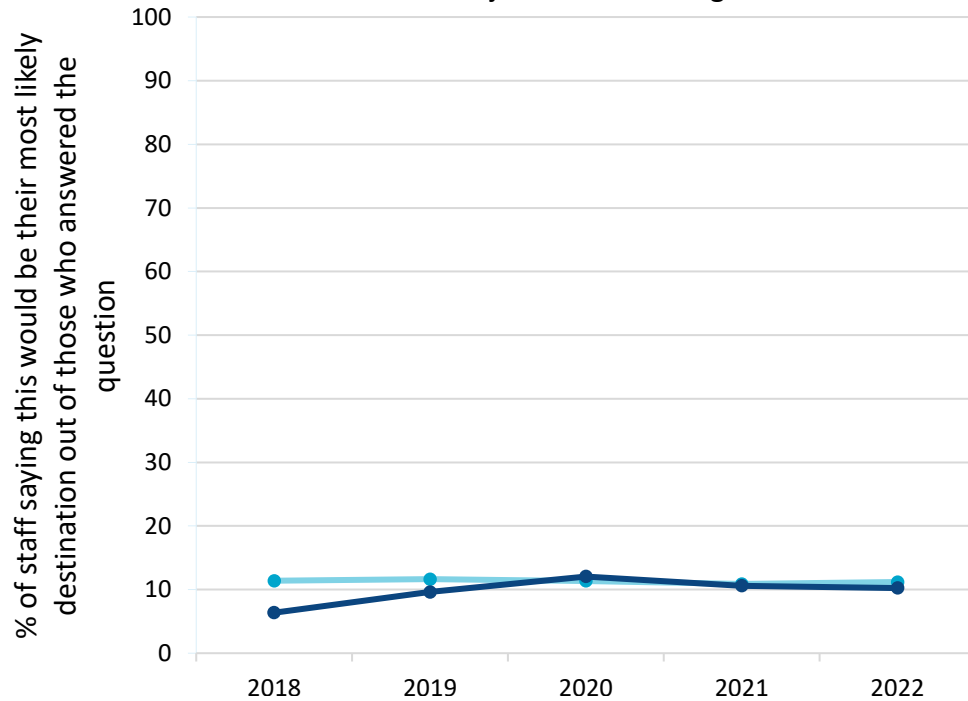
2022

Your org	81.8%
Best	86.4%
Average	74.6%
Worst	65.9%

Responses 154



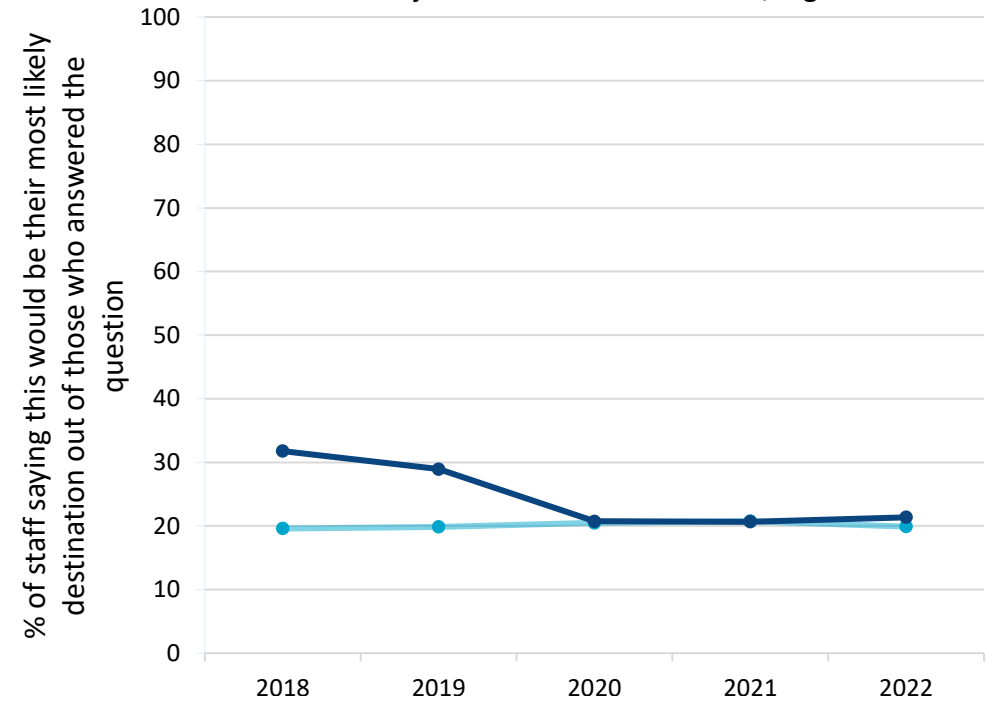
Q24d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



2018 2019 2020 2021 2022

Your org	6.4%	9.6%	12.1%	10.6%	10.2%
Average	11.4%	11.6%	11.3%	10.9%	11.2%
Responses	879	1102	1269	1340	1161

Q24d.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.

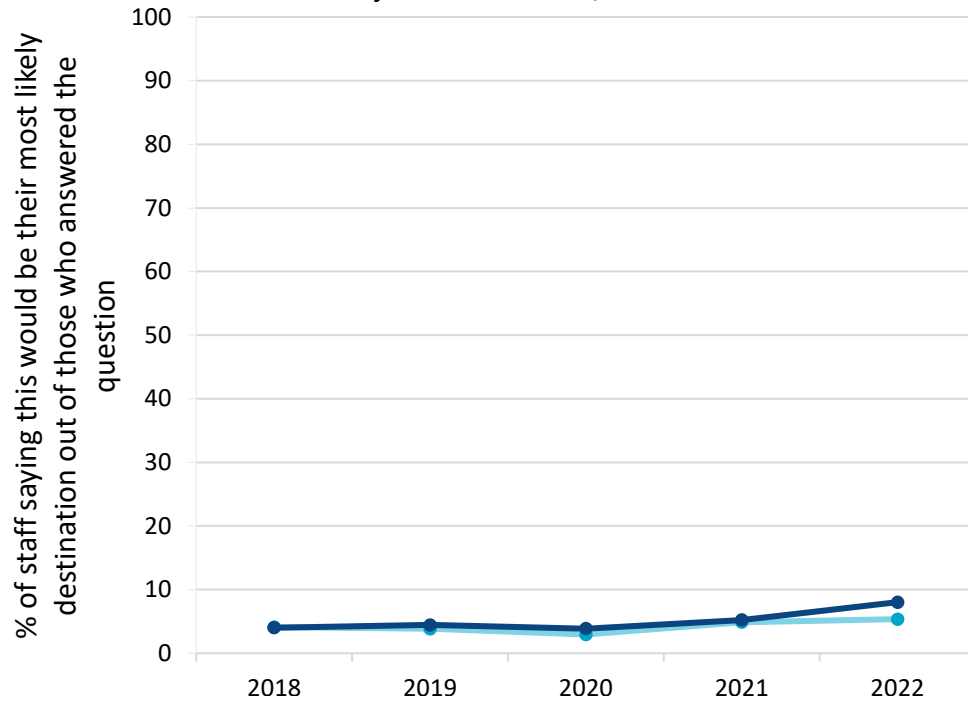


2018 2019 2020 2021 2022

Your org	31.7%	28.9%	20.7%	20.7%	21.4%
Average	19.6%	19.9%	20.5%	20.8%	19.9%
Responses	879	1102	1269	1340	1161



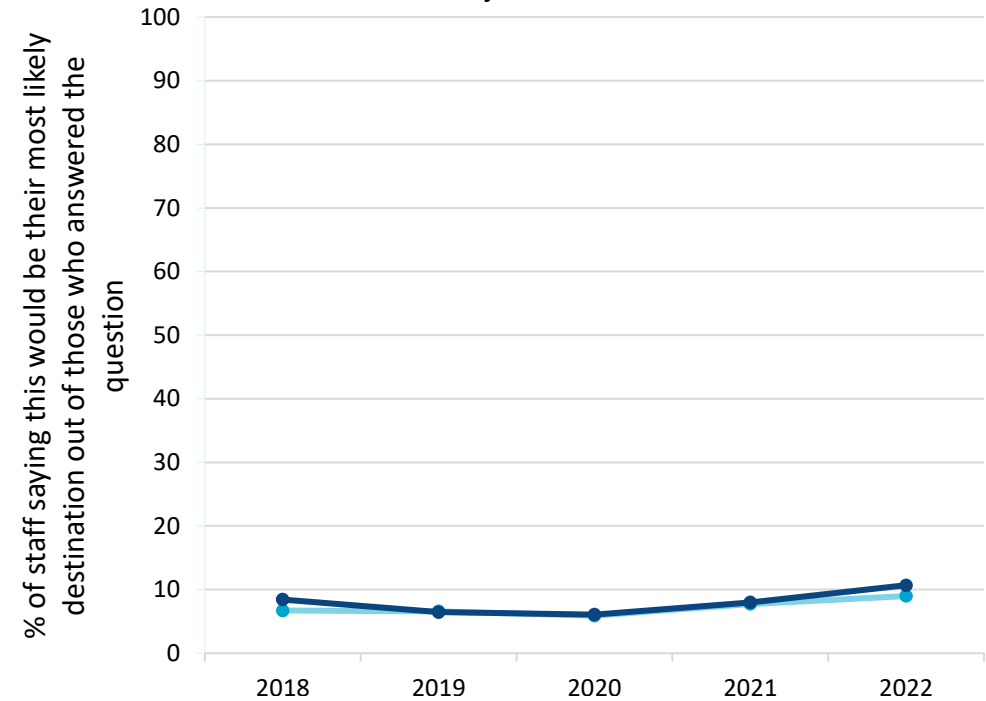
Q24d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



2018 2019 2020 2021 2022

Your org	4.0%	4.4%	3.9%	5.2%	8.0%
Average	4.1%	3.8%	2.9%	4.9%	5.4%
Responses	879	1102	1269	1340	1161

Q24d.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.

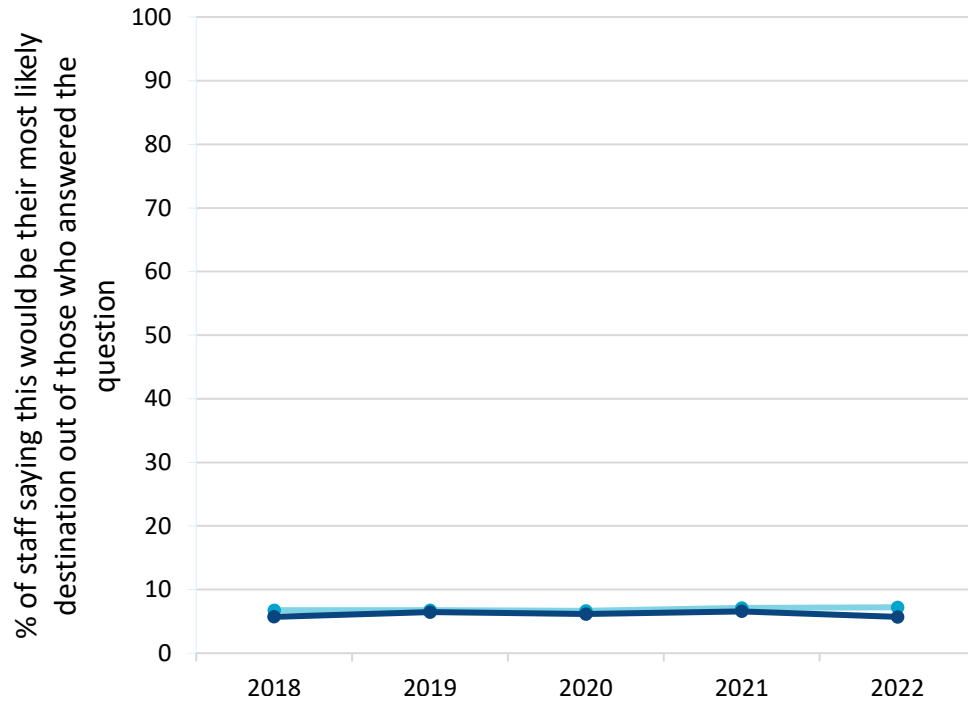


2018 2019 2020 2021 2022

Your org	8.4%	6.4%	6.1%	8.0%	10.7%
Average	6.7%	6.6%	5.9%	7.7%	9.0%
Responses	879	1102	1269	1340	1161



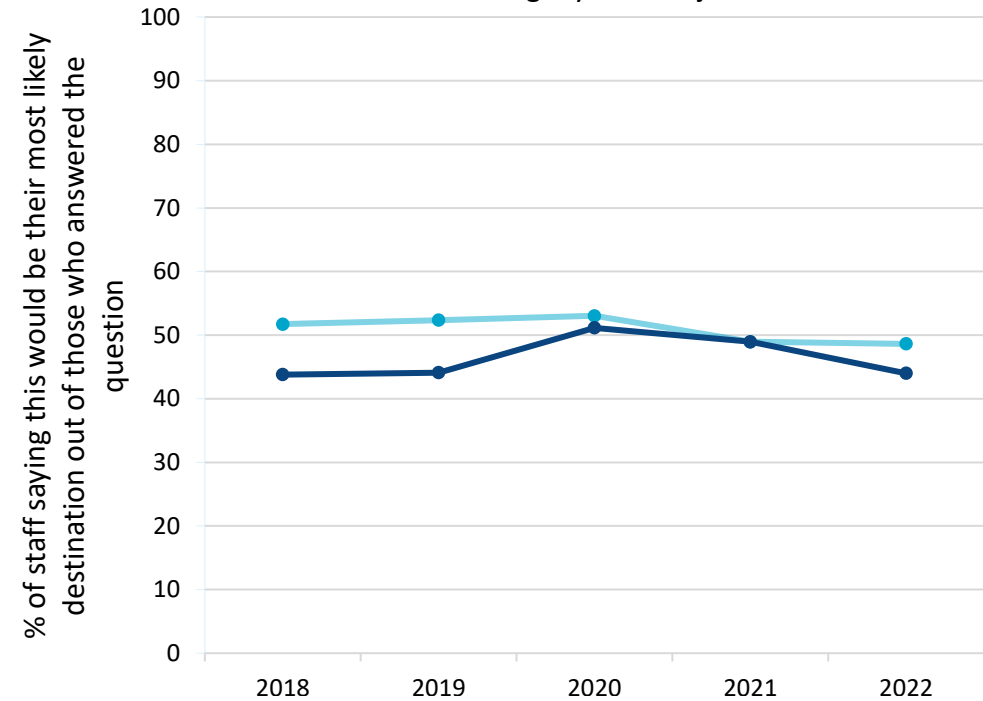
Q24d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
Your org	5.7%	6.4%	6.1%	6.6%	5.7%
Average	6.8%	6.8%	6.7%	7.1%	7.2%
Responses	879	1102	1269	1340	1161

Q24d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.



2018 2019 2020 2021 2022

	2018	2019	2020	2021	2022
Your org	43.8%	44.1%	51.1%	49.0%	44.0%
Average	51.7%	52.4%	53.0%	49.0%	48.6%
Responses	879	1102	1269	1340	1161

Workforce Equality Standards

Please note, when there are less than 11 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 2018-2022 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 2018-2022 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 q30b (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.

This year, the text for q30b was updated and the word 'adequate' was updated to 'reasonable'.

The WDES breakdowns are based on the responses to q30a 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	14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months
6	14b & 14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months
7	15	Percentage believing that their practice provides equal opportunities for career progression or promotion
8	16b	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		
4ai	14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public
4aii	14b	Percentage of staff experiencing harassment, bullying or abuse from managers
4aiii	14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues
4b	14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it
5	15	Percentage believing that their practice provides equal opportunities for career progression or promotion
6	9e	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	4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	30b	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

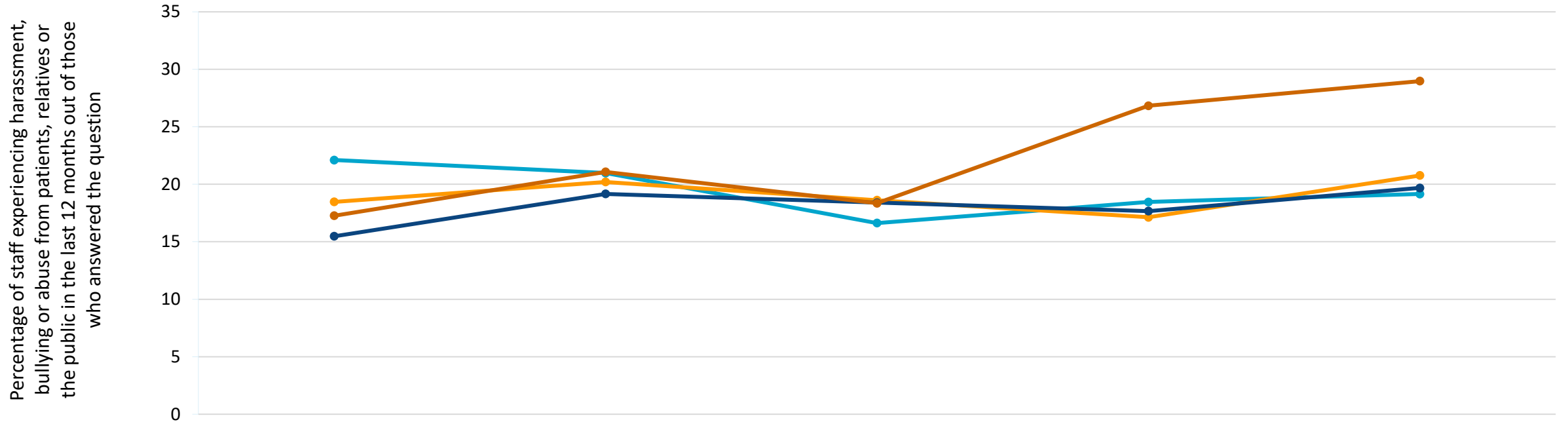
Workforce Race Equality Standards (WRES)

N.B.

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.
Data shown in the WRES charts are unweighted.

Please note, where there are less than 11 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



	2018	2019	2020	2021	2022
White staff: Your org	15.5%	19.2%	18.4%	17.7%	19.7%
All other ethnic groups*: Your org	17.3%	21.1%	18.3%	26.8%	29.0%
White staff: Average	22.1%	21.0%	16.6%	18.5%	19.2%
All other ethnic groups*: Average	18.5%	20.2%	18.6%	17.1%	20.8%
White staff: Responses	788	908	1005	1053	940
All other ethnic groups*: Responses	139	185	218	287	252

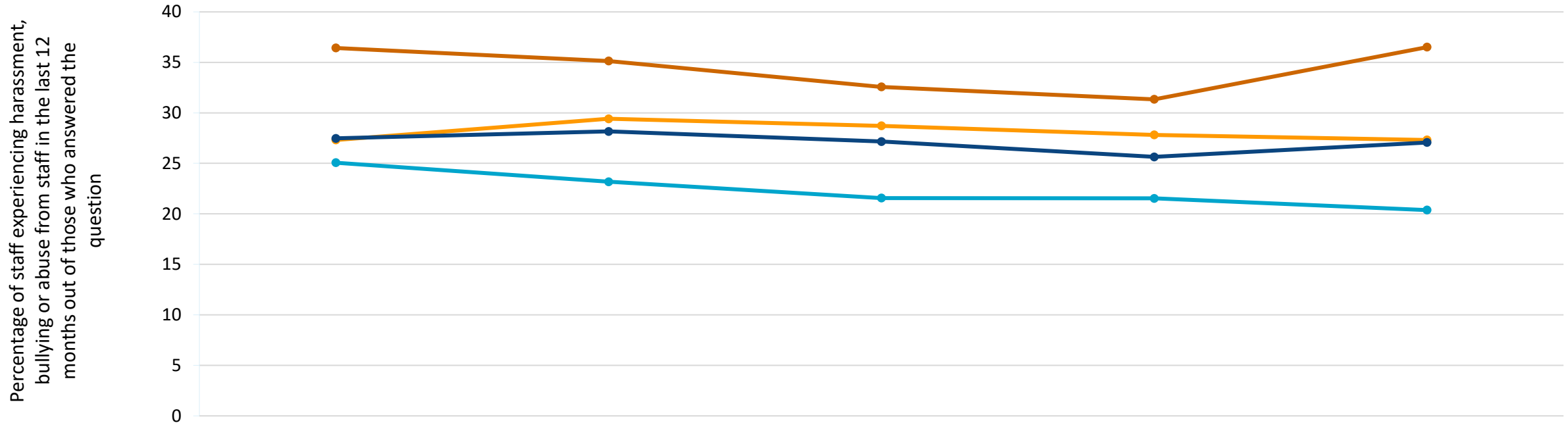
*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group



Workforce Race Equality Standard (WRES)

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

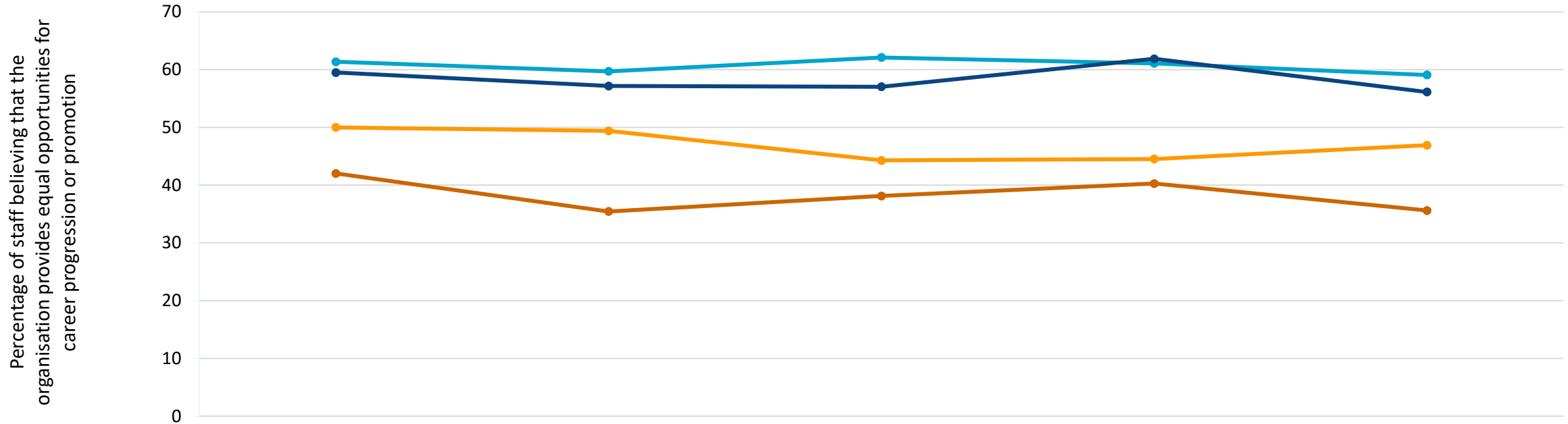


	2018	2019	2020	2021	2022
White staff: Your org	27.5%	28.2%	27.2%	25.6%	27.1%
All other ethnic groups*: Your org	36.4%	35.1%	32.6%	31.3%	36.5%
White staff: Average	25.1%	23.2%	21.6%	21.5%	20.4%
All other ethnic groups*: Average	27.3%	29.4%	28.7%	27.8%	27.3%
White staff: Responses	779	909	1005	1061	942
All other ethnic groups*: Responses	140	185	218	284	252

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

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

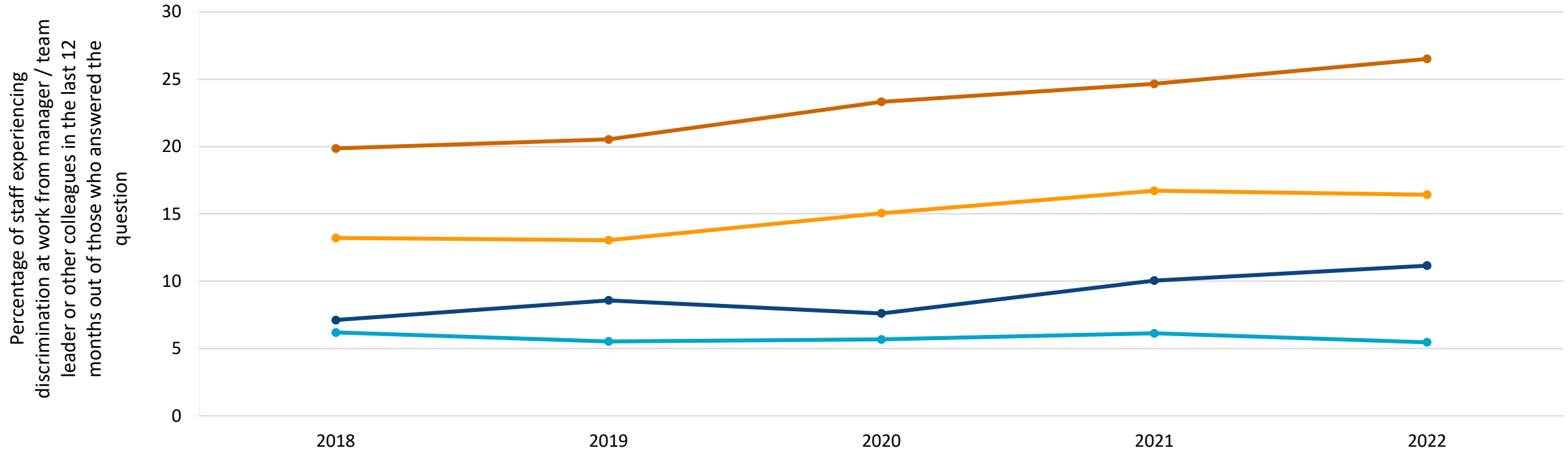


	2018	2019	2020	2021	2022
White staff: Your org	59.5%	57.2%	57.0%	61.9%	56.1%
All other ethnic groups*: Your org	42.0%	35.4%	38.1%	40.3%	35.6%
White staff: Average	61.4%	59.7%	62.1%	61.1%	59.1%
All other ethnic groups*: Average	50.0%	49.4%	44.3%	44.5%	46.9%
White staff: Responses	785	908	1024	1083	939
All other ethnic groups*: Responses	138	189	223	293	250

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

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



	2018	2019	2020	2021	2022
White staff: Your org	7.1%	8.6%	7.6%	10.0%	11.2%
All other ethnic groups*: Your org	19.9%	20.5%	23.3%	24.7%	26.5%
White staff: Average	6.2%	5.5%	5.7%	6.1%	5.5%
All other ethnic groups*: Average	13.2%	13.0%	15.0%	16.7%	16.4%
White staff: Responses	787	909	1025	1085	941
All other ethnic groups*: Responses	136	190	223	292	249

*Staff from all other ethnic groups combined

Average calculated as the median for the benchmark group

Workforce Disability Equality Standards (WDES)

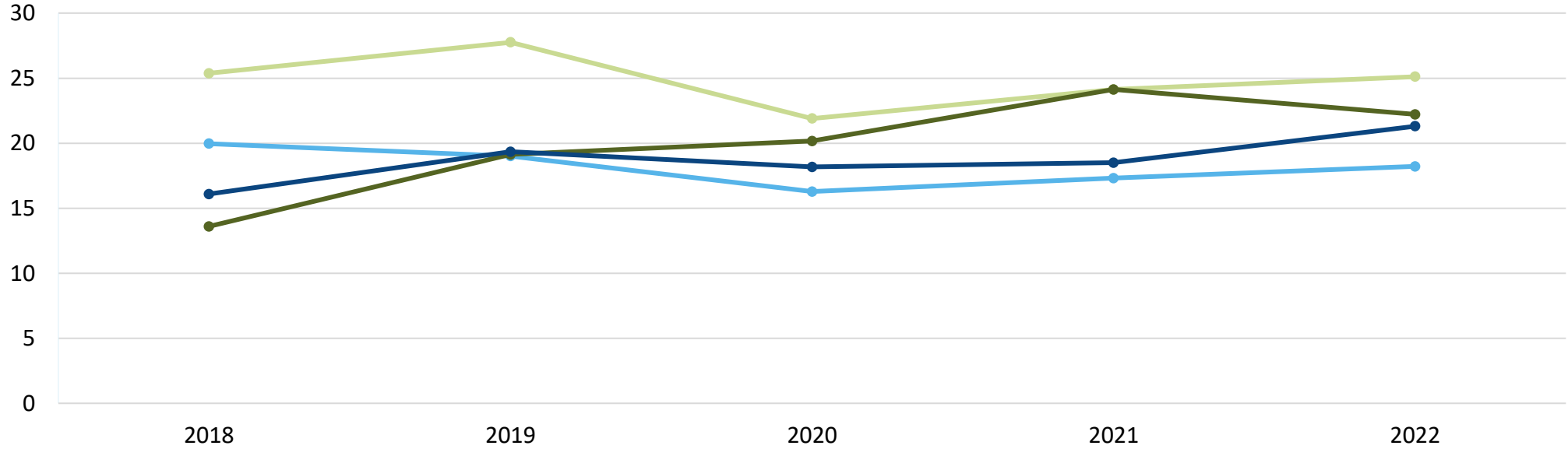
N.B.

Vertical scales on the following charts vary from slide to slide and this effects how results are displayed.
Data shown in the WDES charts are unweighted.

Please note, where there are less than 11 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

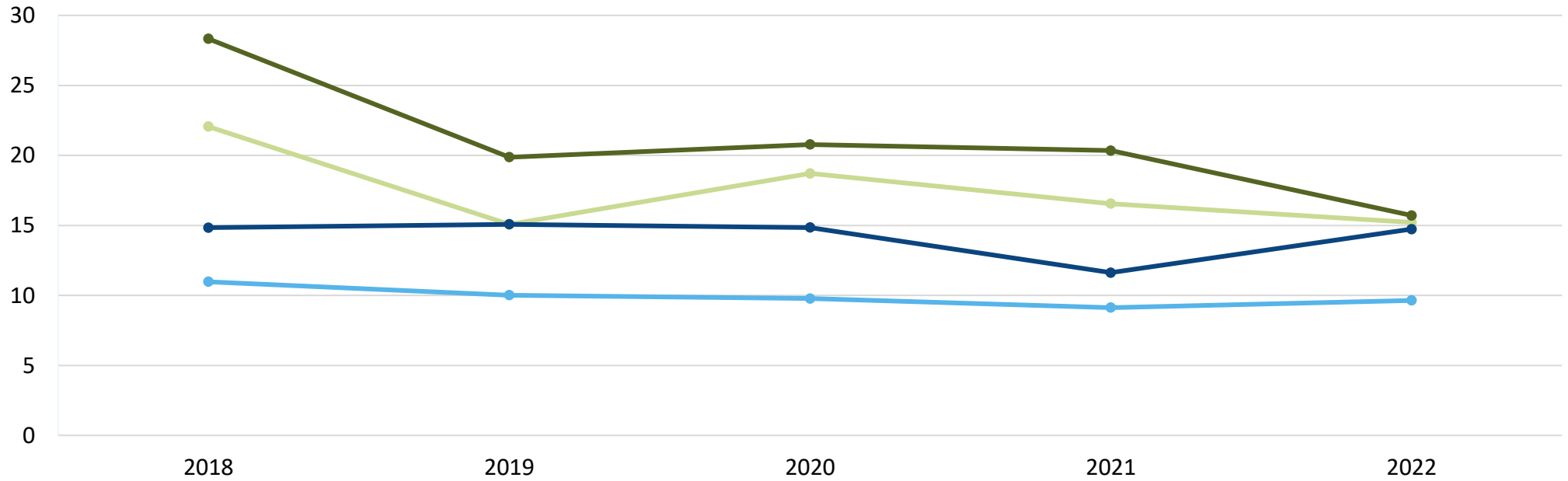
Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or the public in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	13.6%	19.1%	20.2%	24.1%	22.2%
Staff without a LTC or illness: Your org	16.1%	19.4%	18.2%	18.5%	21.3%
Staff with a LTC or illness: Average	25.4%	27.8%	21.9%	24.1%	25.1%
Staff without a LTC or illness: Average	20.0%	19.0%	16.3%	17.3%	18.2%
Staff with a LTC or illness: Responses	125	162	233	290	261
Staff without a LTC or illness: Responses	783	956	1012	1070	934

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

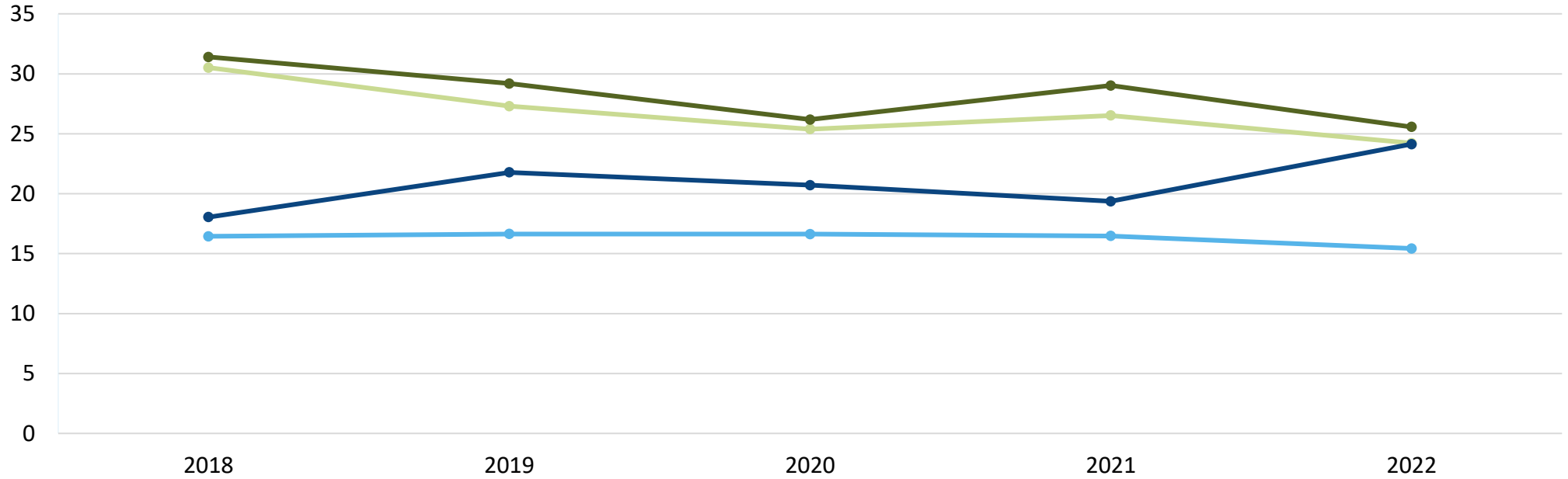
Percentage of staff experiencing harassment, bullying or abuse from managers in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	28.3%	19.9%	20.8%	20.3%	15.7%
Staff without a LTC or illness: Your org	14.8%	15.1%	14.9%	11.6%	14.7%
Staff with a LTC or illness: Average	22.1%	15.1%	18.7%	16.6%	15.2%
Staff without a LTC or illness: Average	11.0%	10.0%	9.8%	9.1%	9.6%
Staff with a LTC or illness: Responses	120	161	231	290	261
Staff without a LTC or illness: Responses	775	955	1010	1067	930

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

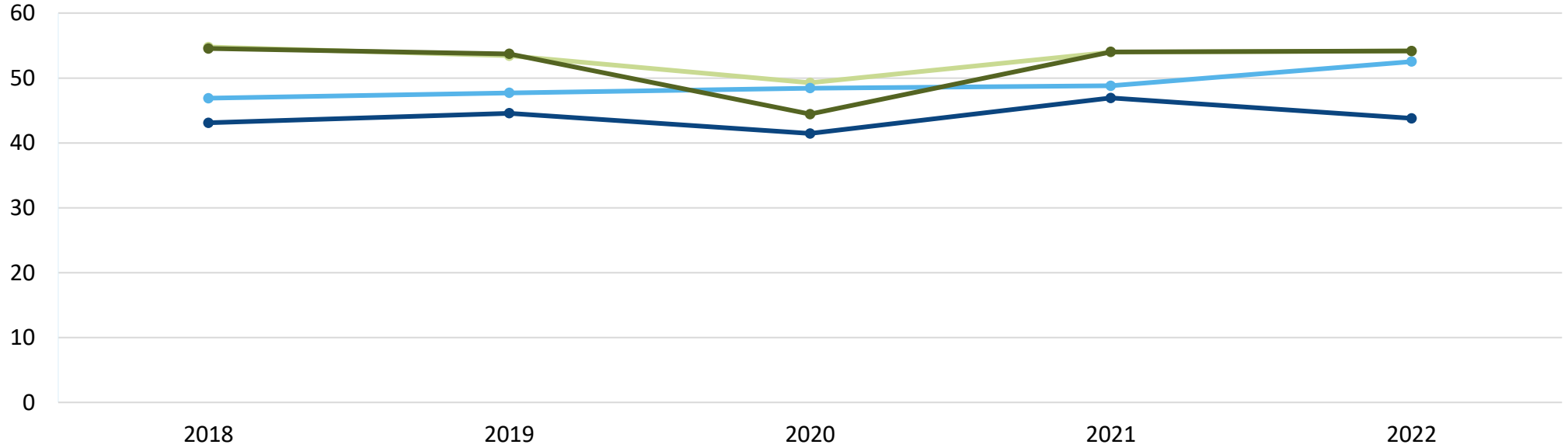
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in the last 12 months.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	31.4%	29.2%	26.2%	29.0%	25.6%
Staff without a LTC or illness: Your org	18.1%	21.8%	20.7%	19.4%	24.1%
Staff with a LTC or illness: Average	30.5%	27.3%	25.4%	26.5%	24.2%
Staff without a LTC or illness: Average	16.4%	16.6%	16.6%	16.5%	15.4%
Staff with a LTC or illness: Responses	121	161	233	286	262
Staff without a LTC or illness: Responses	770	955	1009	1069	924

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

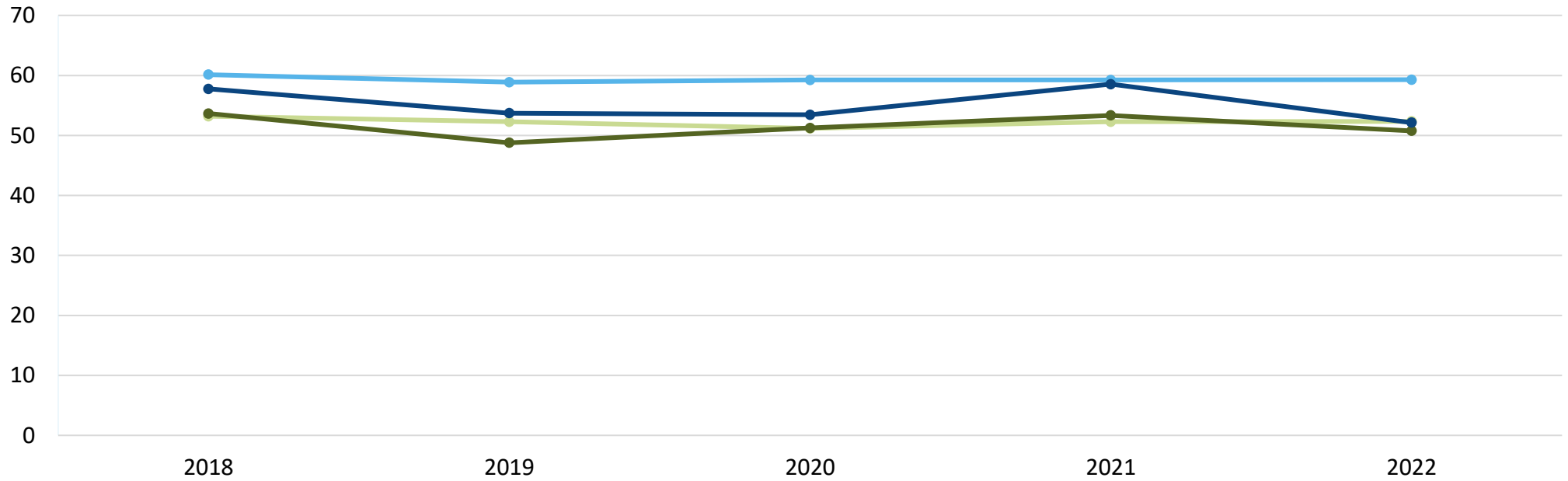
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	54.5%	53.7%	44.4%	54.0%	54.2%
Staff without a LTC or illness: Your org	43.1%	44.6%	41.5%	46.9%	43.8%
Staff with a LTC or illness: Average	54.8%	53.4%	49.3%	54.0%	54.2%
Staff without a LTC or illness: Average	46.9%	47.7%	48.4%	48.8%	52.5%
Staff with a LTC or illness: Responses	55	67	90	124	96
Staff without a LTC or illness: Responses	232	323	316	326	322

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

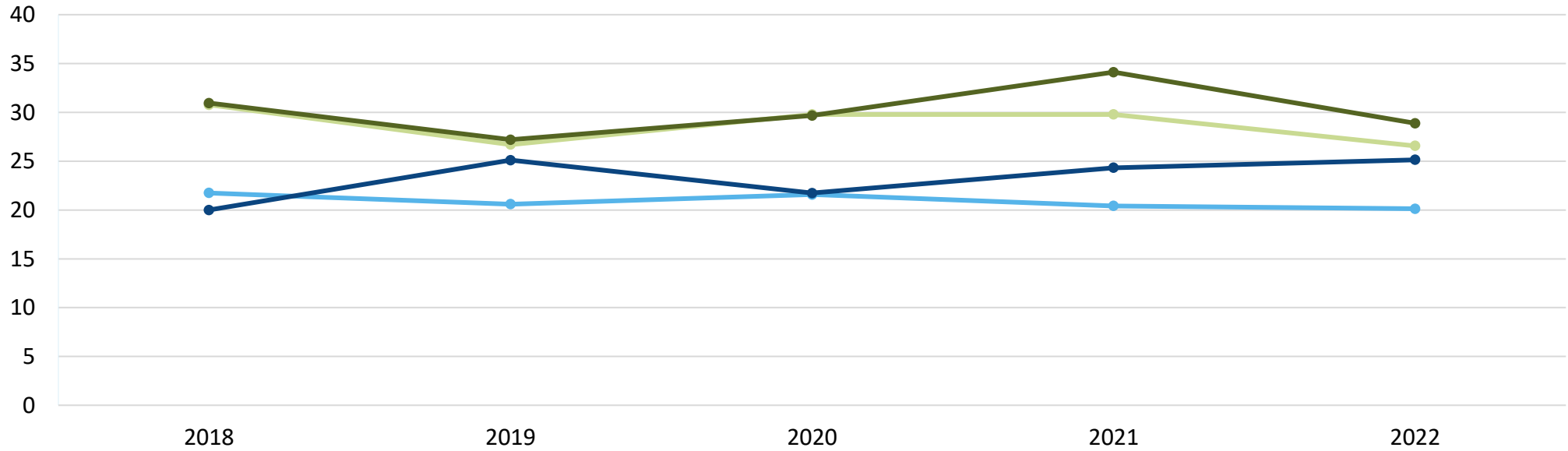
Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	53.7%	48.8%	51.2%	53.3%	50.8%
Staff without a LTC or illness: Your org	57.8%	53.7%	53.4%	58.5%	52.2%
Staff with a LTC or illness: Average	53.2%	52.3%	51.2%	52.3%	52.3%
Staff without a LTC or illness: Average	60.1%	58.9%	59.3%	59.3%	59.3%
Staff with a LTC or illness: Responses	123	164	240	300	262
Staff without a LTC or illness: Responses	779	957	1031	1095	930

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

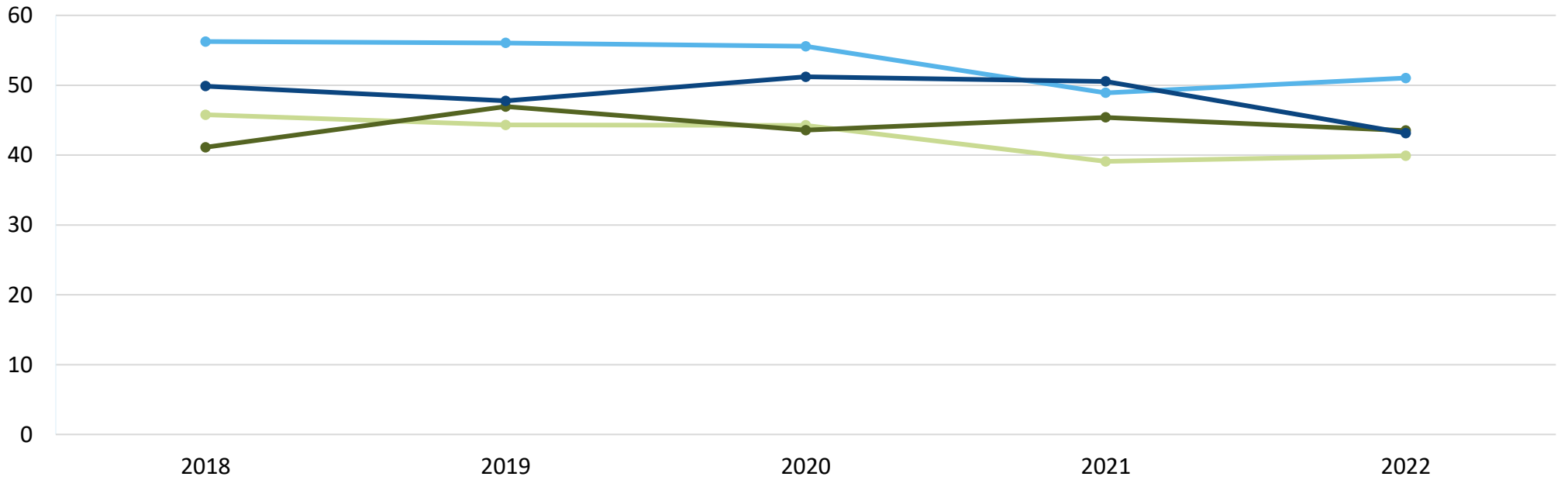
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	31.0%	27.2%	29.7%	34.1%	28.9%
Staff without a LTC or illness: Your org	20.0%	25.1%	21.7%	24.3%	25.1%
Staff with a LTC or illness: Average	30.8%	26.7%	29.8%	29.8%	26.6%
Staff without a LTC or illness: Average	21.7%	20.6%	21.6%	20.4%	20.1%
Staff with a LTC or illness: Responses	84	125	155	211	180
Staff without a LTC or illness: Responses	380	490	437	518	501

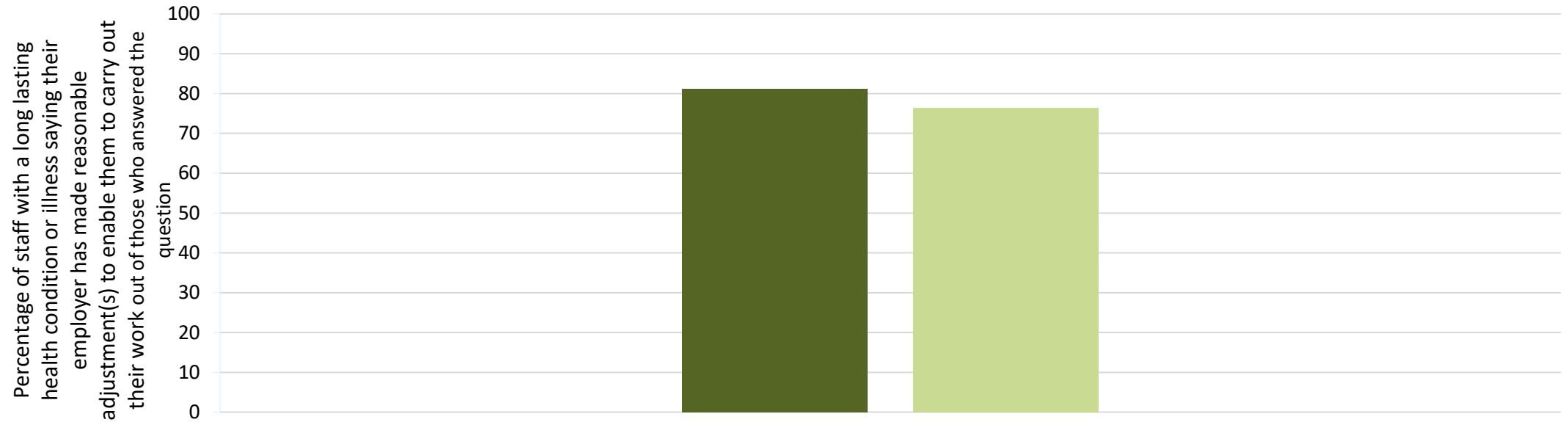
Percentage of staff satisfied with the extent to which their organisation values their work out of those who answered the question

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



	2018	2019	2020	2021	2022
Staff with a LTC or illness: Your org	41.1%	47.0%	43.6%	45.4%	43.5%
Staff without a LTC or illness: Your org	49.9%	47.8%	51.2%	50.5%	43.1%
Staff with a LTC or illness: Average	45.8%	44.3%	44.3%	39.1%	39.9%
Staff without a LTC or illness: Average	56.3%	56.1%	55.6%	48.9%	51.0%
Staff with a LTC or illness: Responses	124	164	241	304	262
Staff without a LTC or illness: Responses	780	963	1029	1098	934

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



2022

Staff with a LTC or illness: Your org

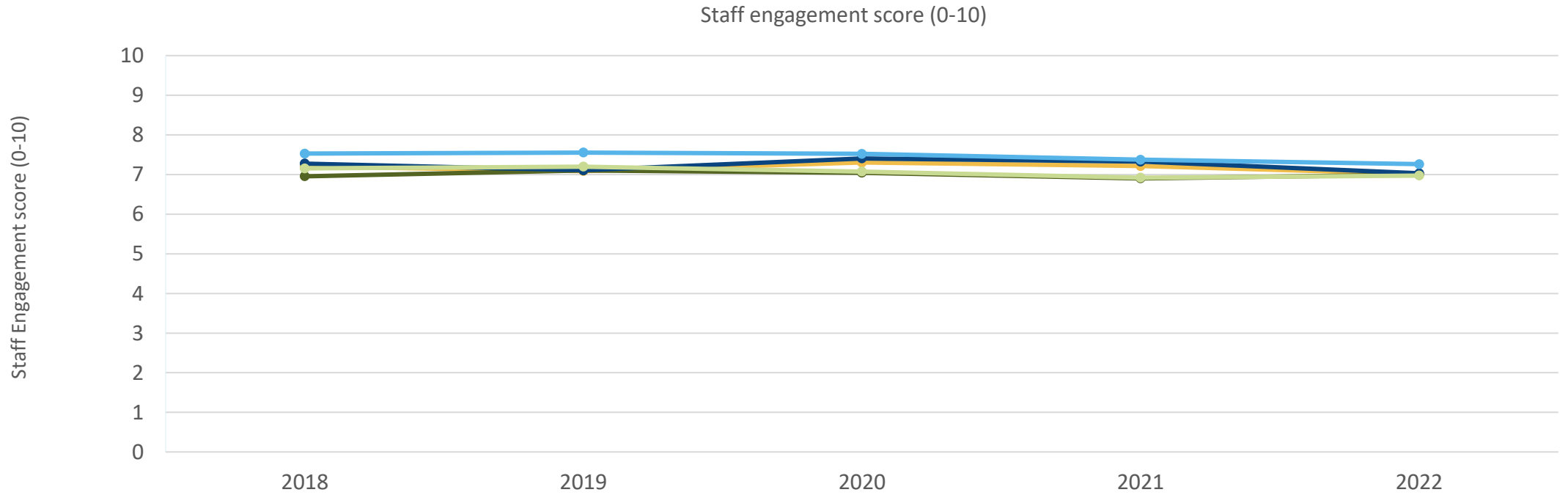
81.2%

Staff with a LTC or illness: Average

76.4%

Staff with a LTC or illness: Responses

154



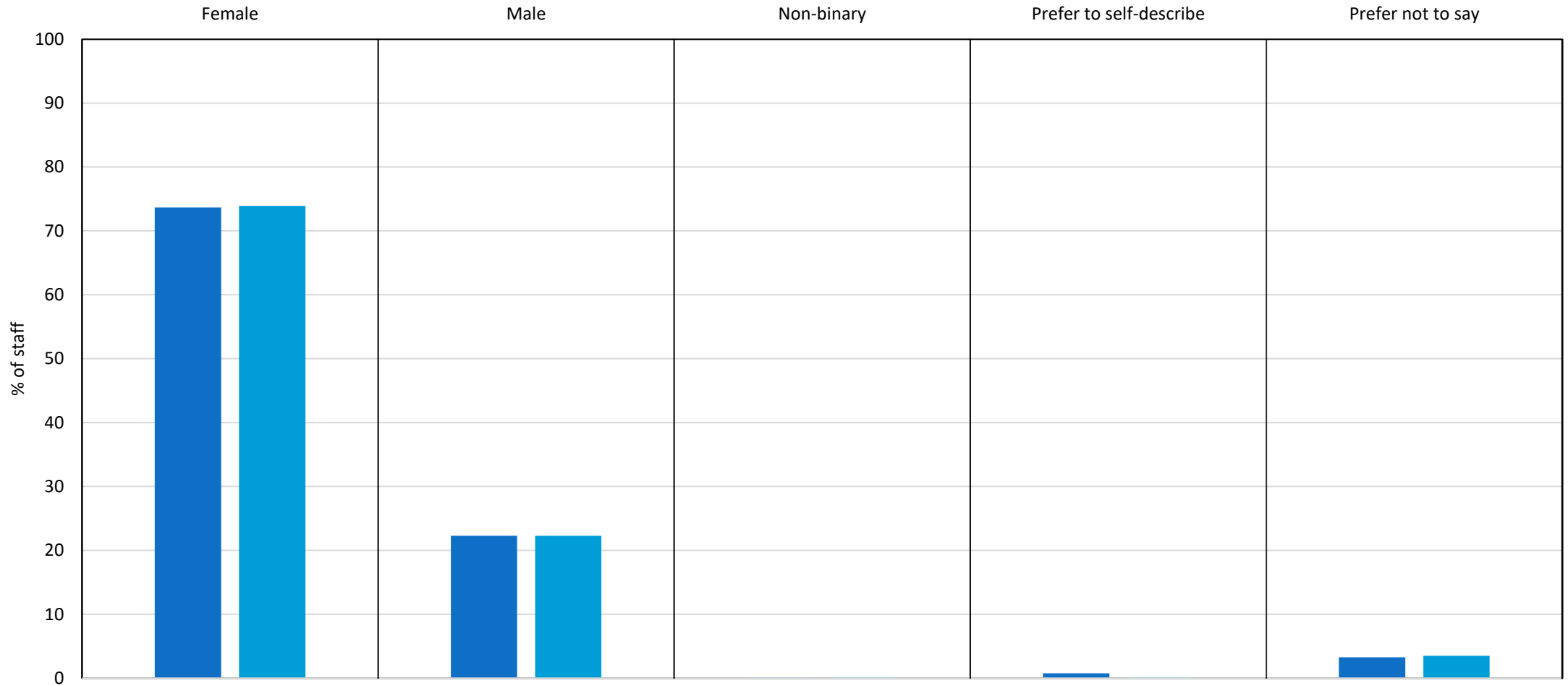
	2018	2019	2020	2021	2022
Organisation average	7.2	7.1	7.3	7.2	7.0
Staff with a LTC or illness: Your org	7.0	7.1	7.0	6.9	7.0
Staff without a LTC or illness: Your org	7.3	7.1	7.4	7.3	7.0
Staff with a LTC or illness: Average	7.2	7.2	7.1	6.9	7.0
Staff without a LTC or illness: Average	7.5	7.6	7.5	7.4	7.3
Staff with a LTC or illness: Responses	125	165	242	304	262
Staff without a LTC or illness: Responses	783	965	1033	1100	938

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

About your respondents

This section will show demographic information for 2022.

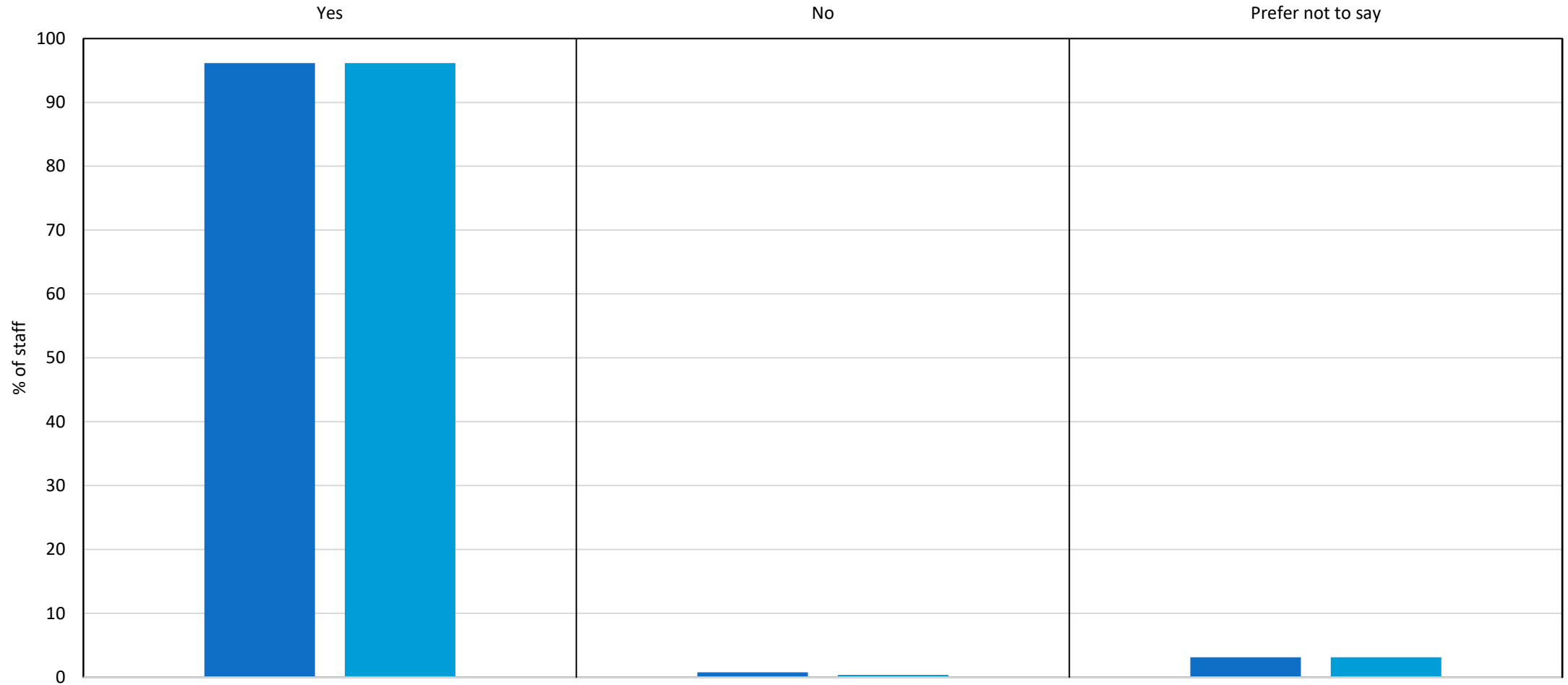
Please note, where there are less than 11 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



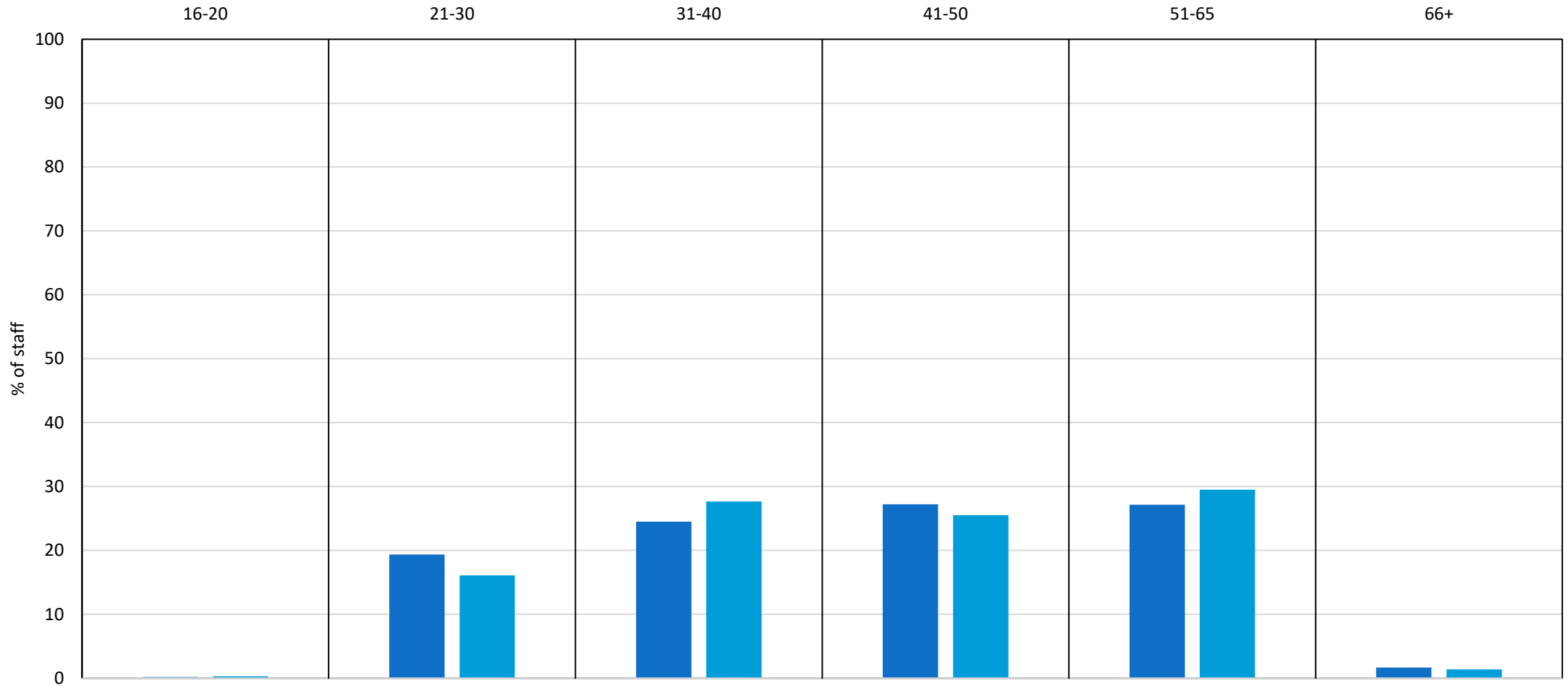
Responses	1204	1204	1204	1204	1204
Your org	73.7%	22.3%	0.1%	0.7%	3.2%
Average	73.9%	22.3%	0.1%	0.1%	3.5%



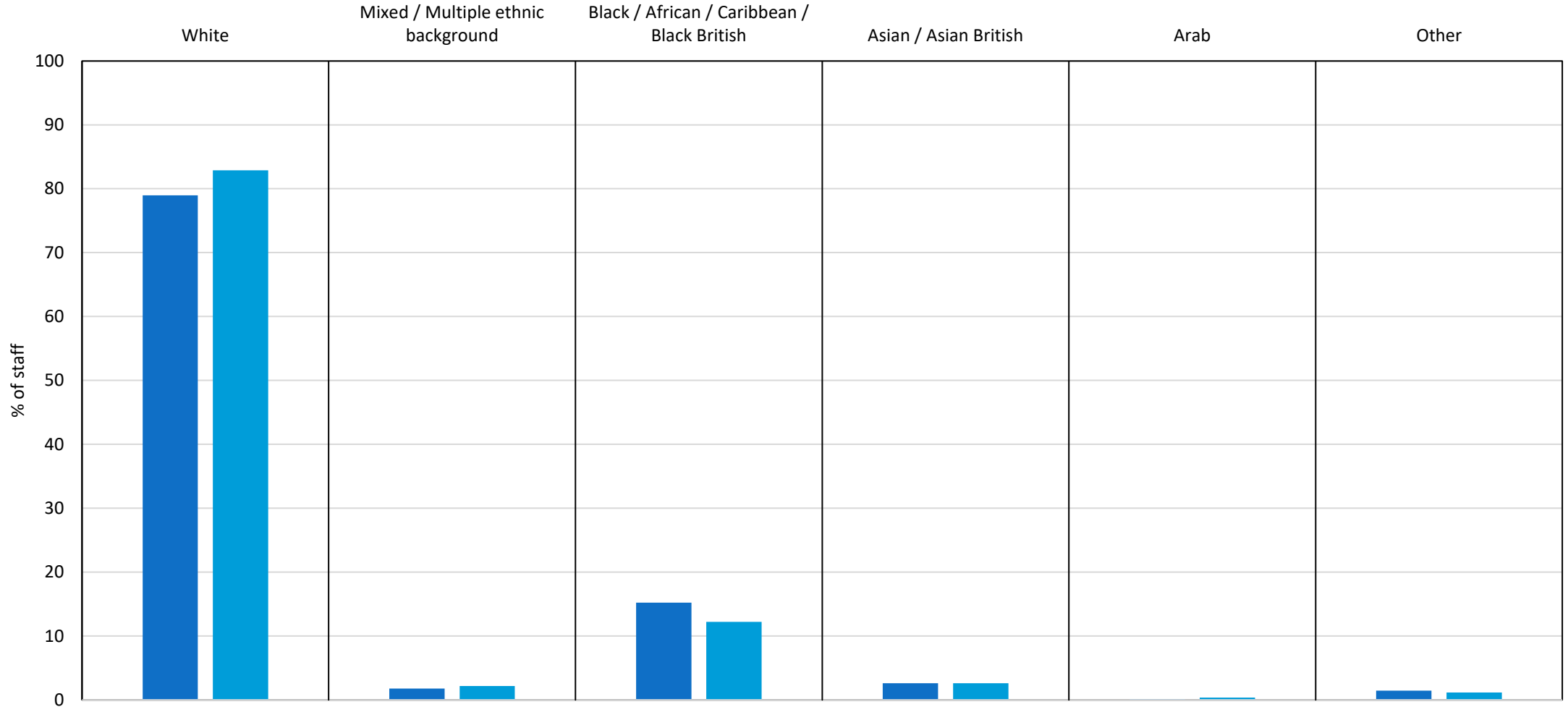
Background details – Is your gender identity the same as the sex you were assigned at birth?



	Yes	No	Prefer not to say
Your org	96.2%	0.8%	3.1%
Average	96.2%	0.3%	3.1%
Responses	1195	1195	1195

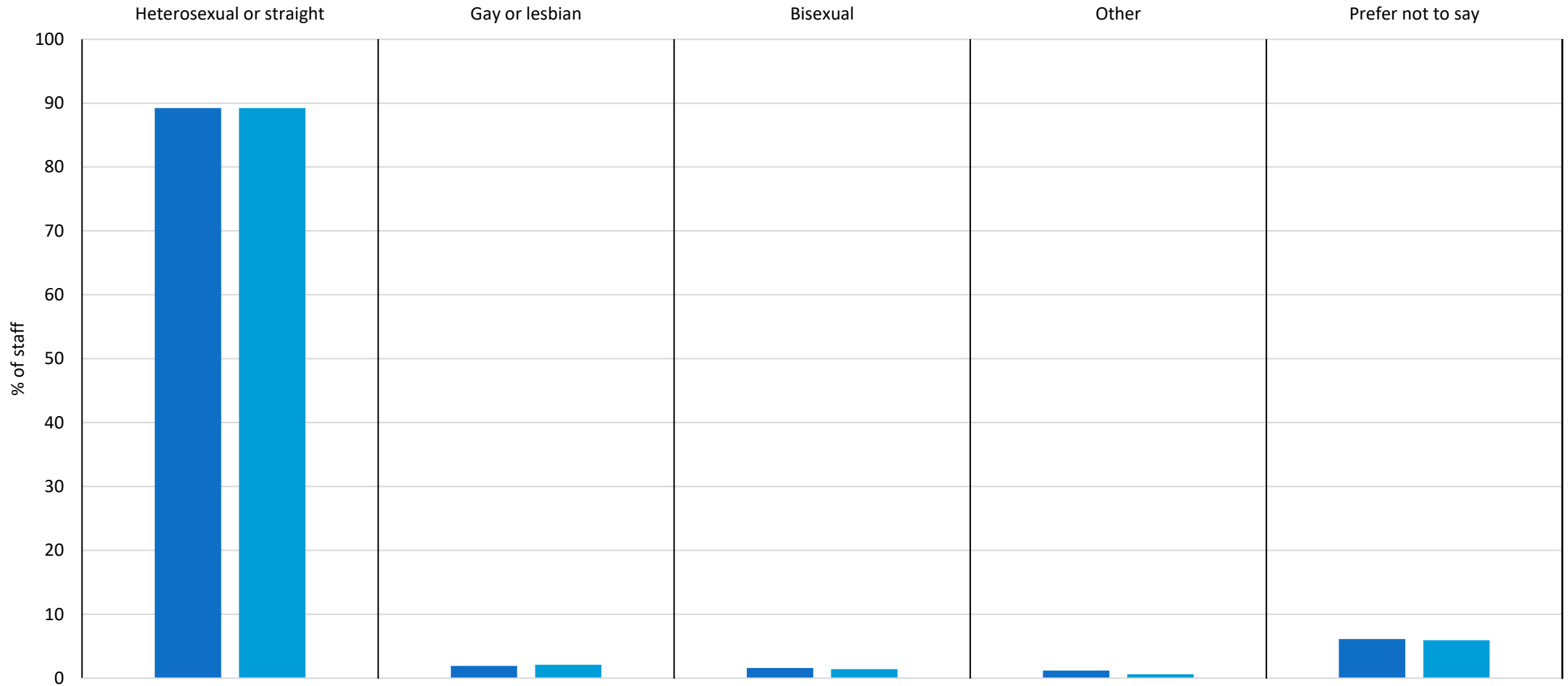


	16-20	21-30	31-40	41-50	51-65	66+
Your org	0.2%	19.3%	24.5%	27.2%	27.1%	1.7%
Average	0.3%	16.1%	27.6%	25.5%	29.5%	1.4%
Responses	1205	1205	1205	1205	1205	1205



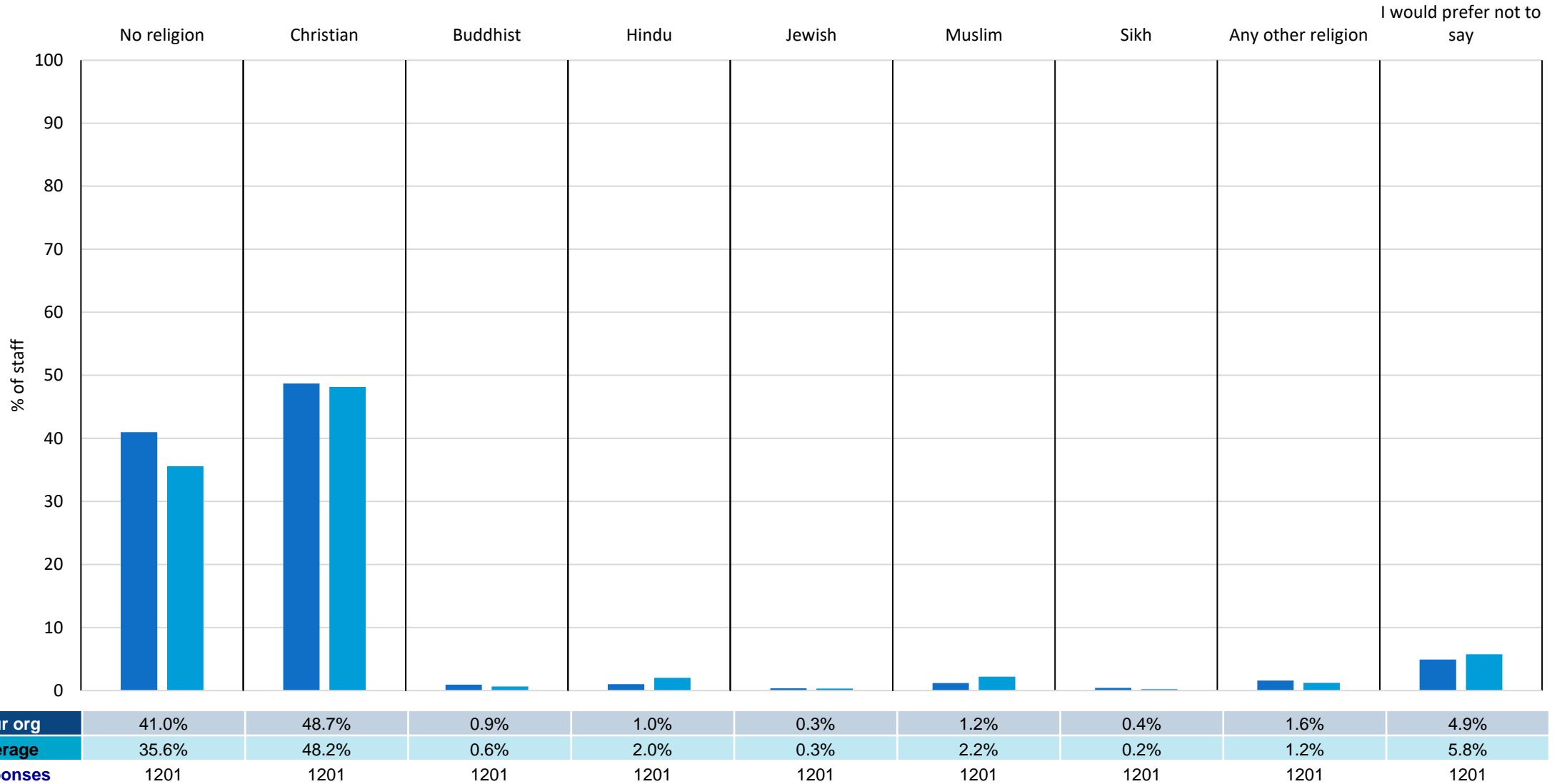
	White	Mixed / Multiple ethnic background	Black / African / Caribbean / Black British	Asian / Asian British	Arab	Other
Your org	78.9%	1.8%	15.2%	2.6%	0.1%	1.4%
Average	82.9%	2.2%	12.2%	2.6%	0.4%	1.1%
Responses	1197	1197	1197	1197	1197	1197

Background details – Sexual orientation

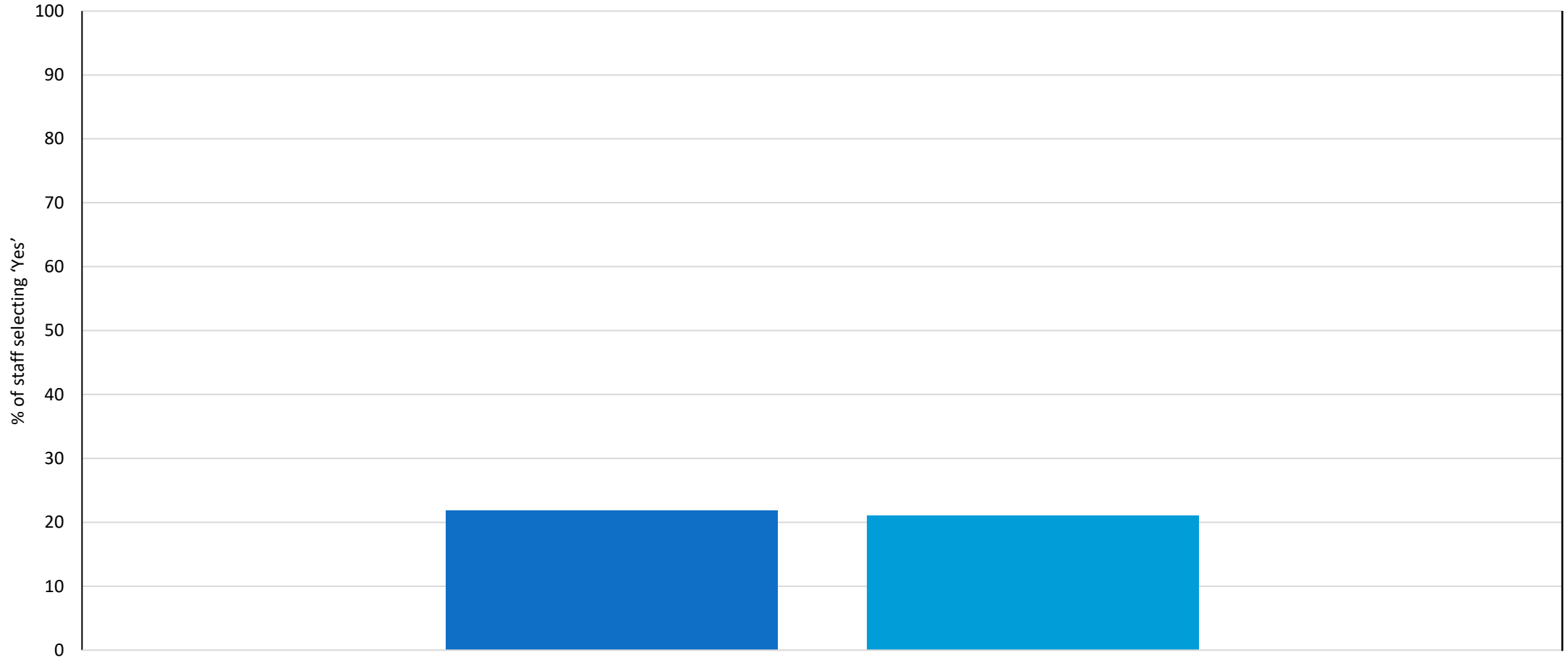


Responses	1198	1198	1198	1198	1198
Your org	89.2%	1.9%	1.6%	1.2%	6.1%
Average	89.2%	2.1%	1.4%	0.6%	5.9%

Background details - Religion



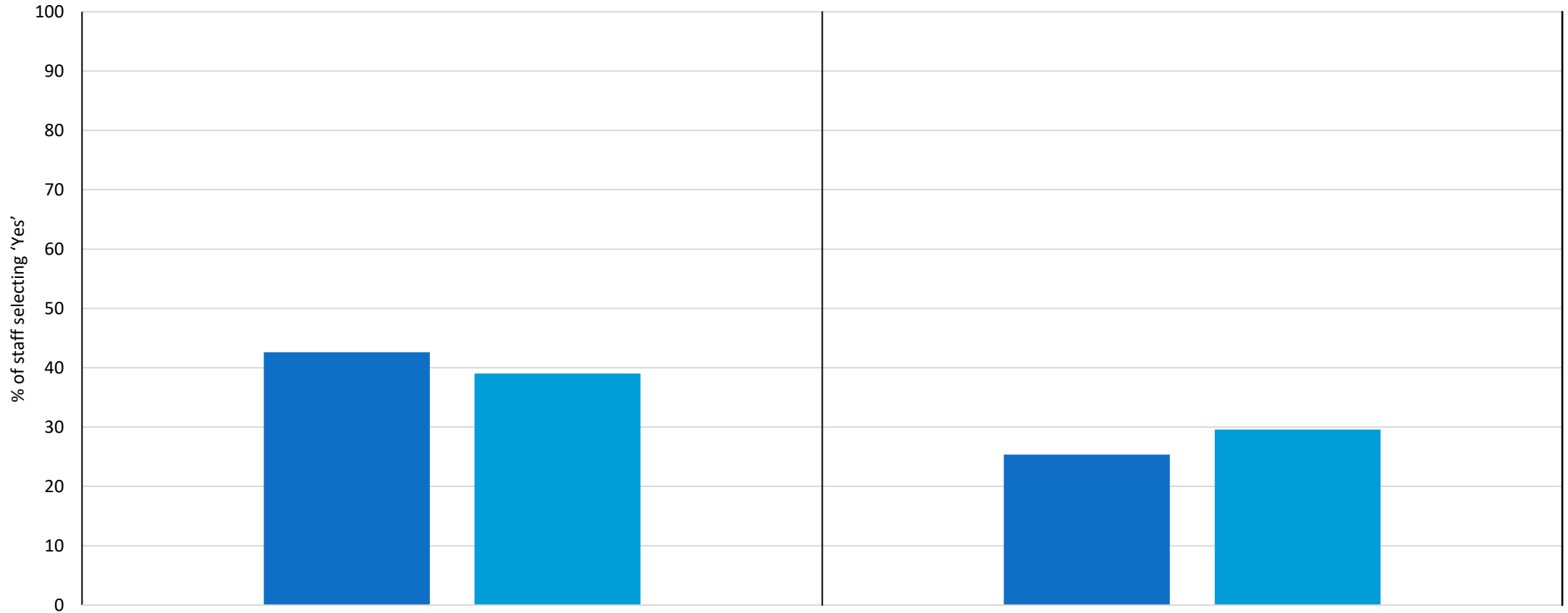
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



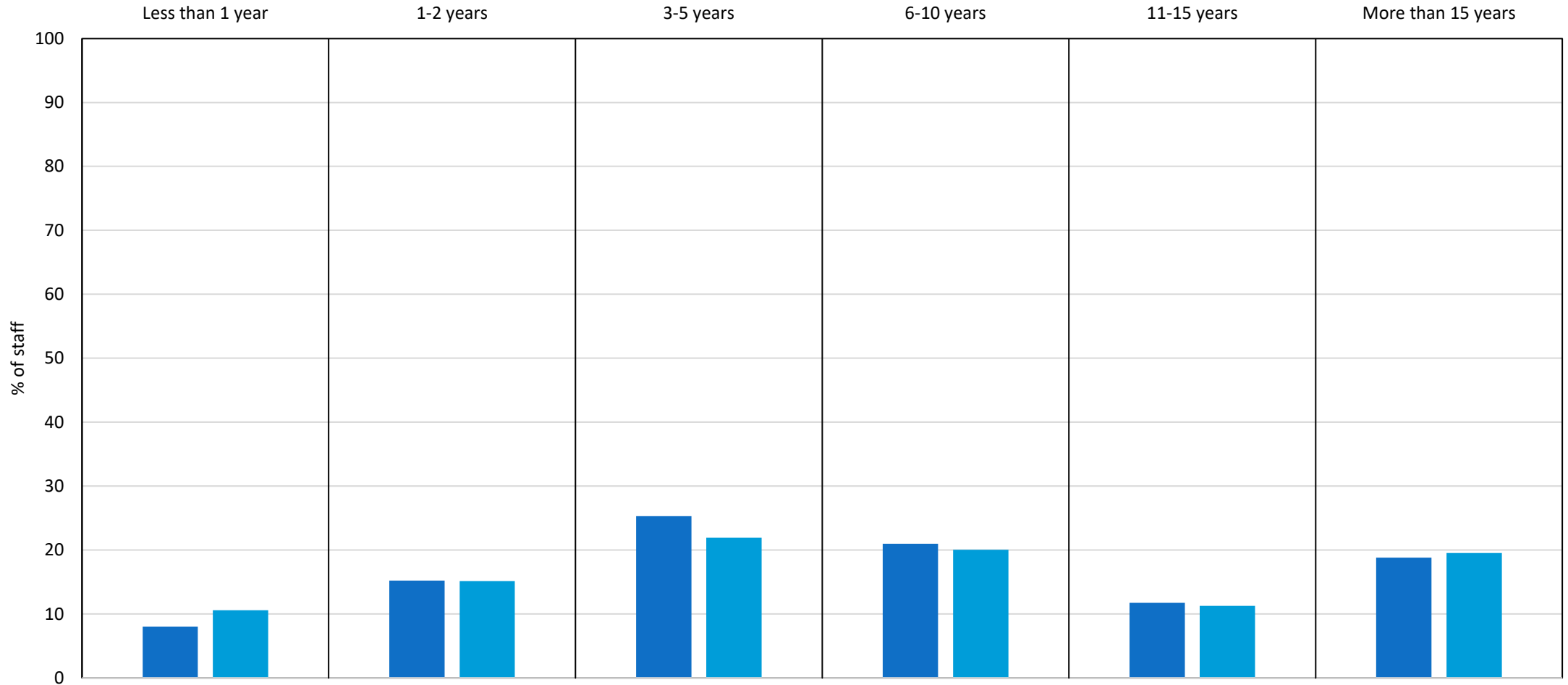
Your org	21.8%
Average	21.0%
Responses	1200

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.



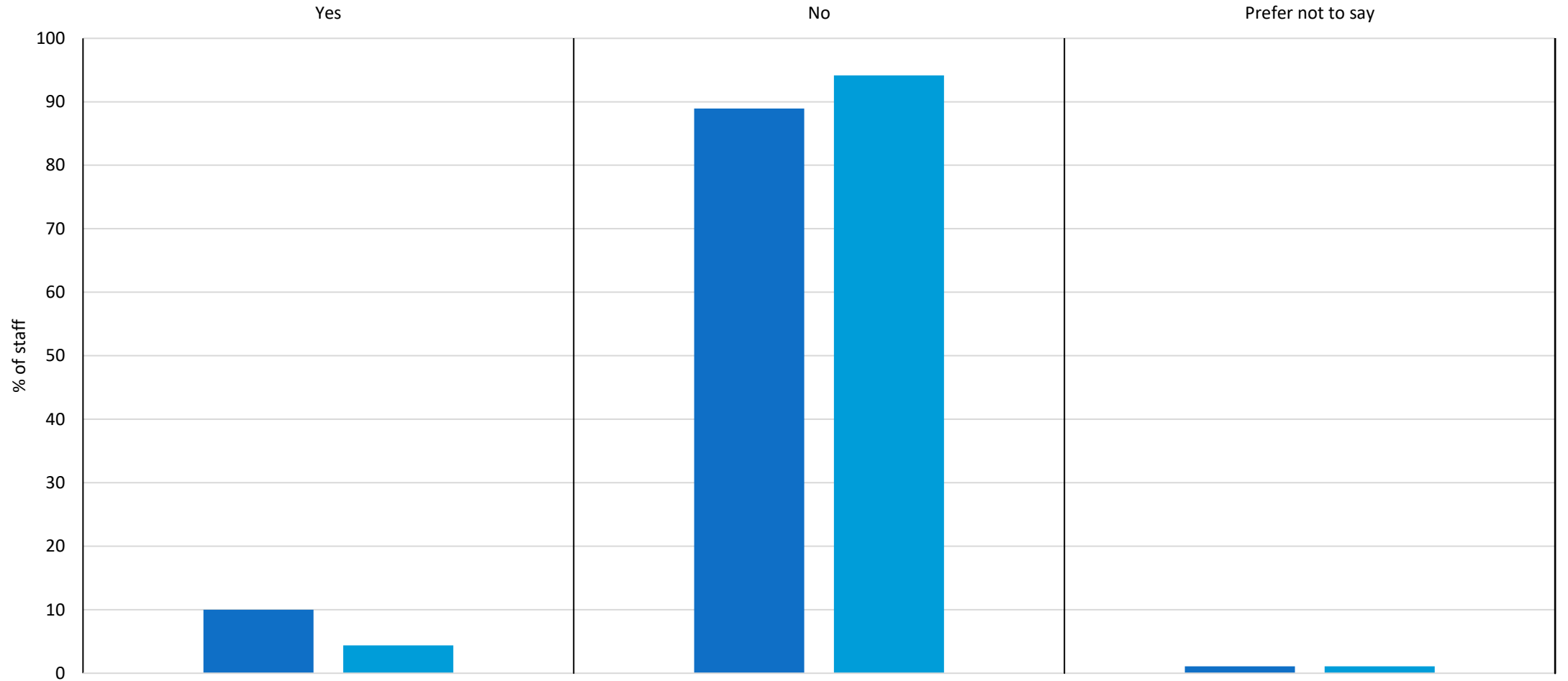
Your org	42.6%	25.4%
Average	39.0%	29.6%
Responses	1201	1199



Responses	1202	1202	1202	1202	1202	1202
Your org	8.0%	15.2%	25.3%	21.0%	11.7%	18.8%
Average	10.6%	15.1%	21.9%	20.0%	11.3%	19.5%

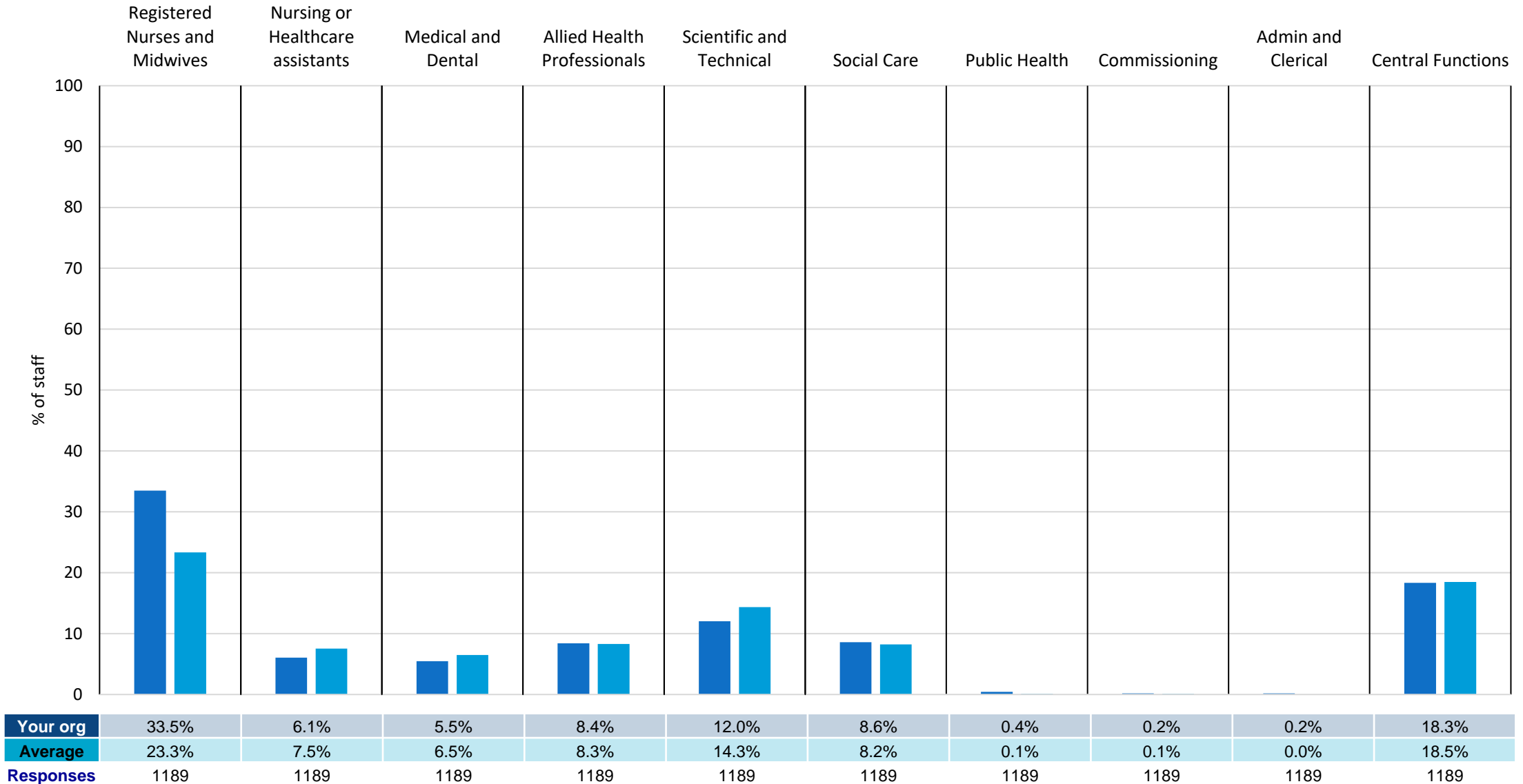


Background details – When you joined this organisation were you recruited from outside of the UK?

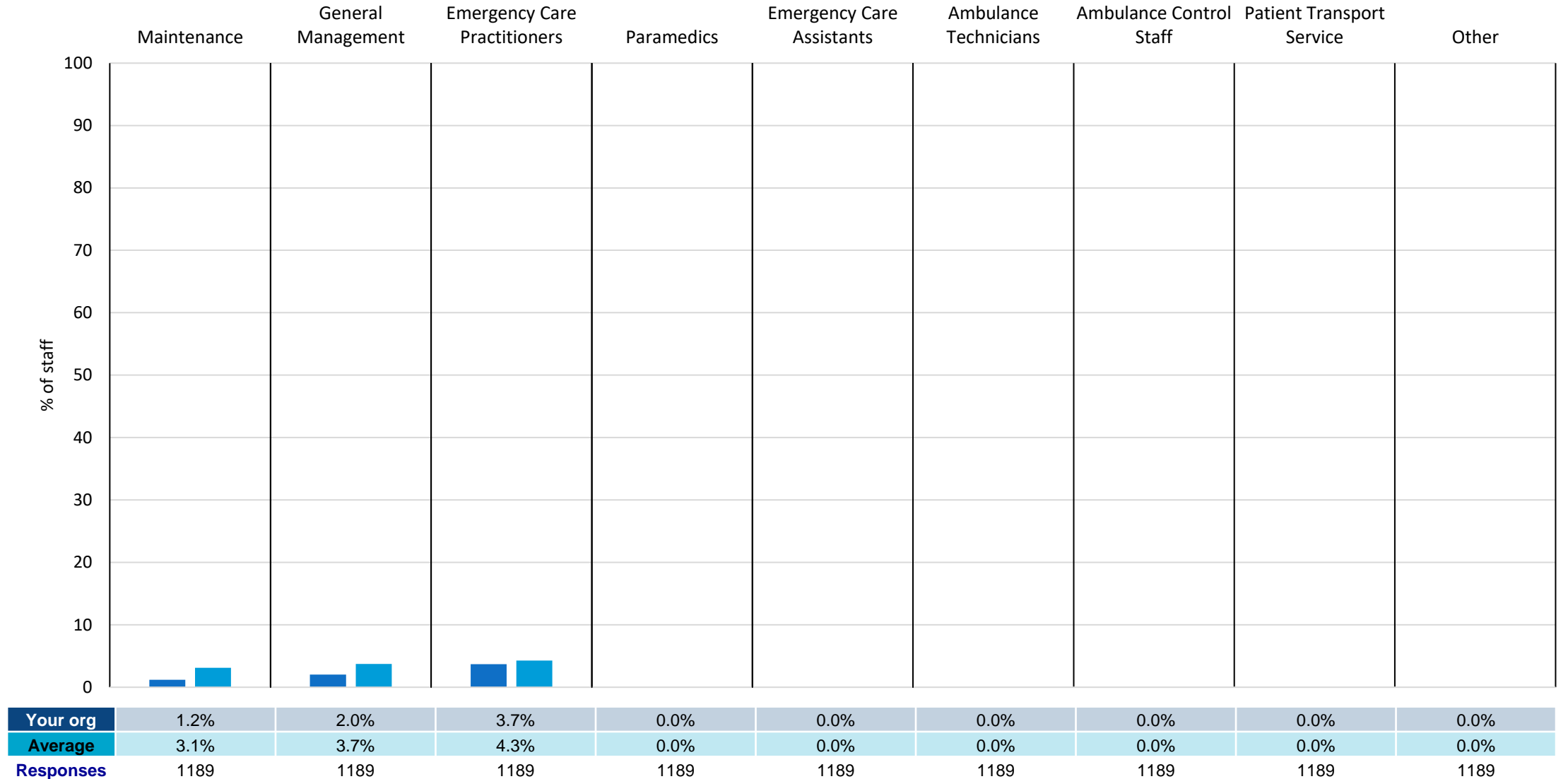


	Yes	No	Prefer not to say
Your org	10.0%	88.9%	1.1%
Average	4.4%	94.2%	1.1%
Responses	1200	1200	1200

Background details – Occupational group



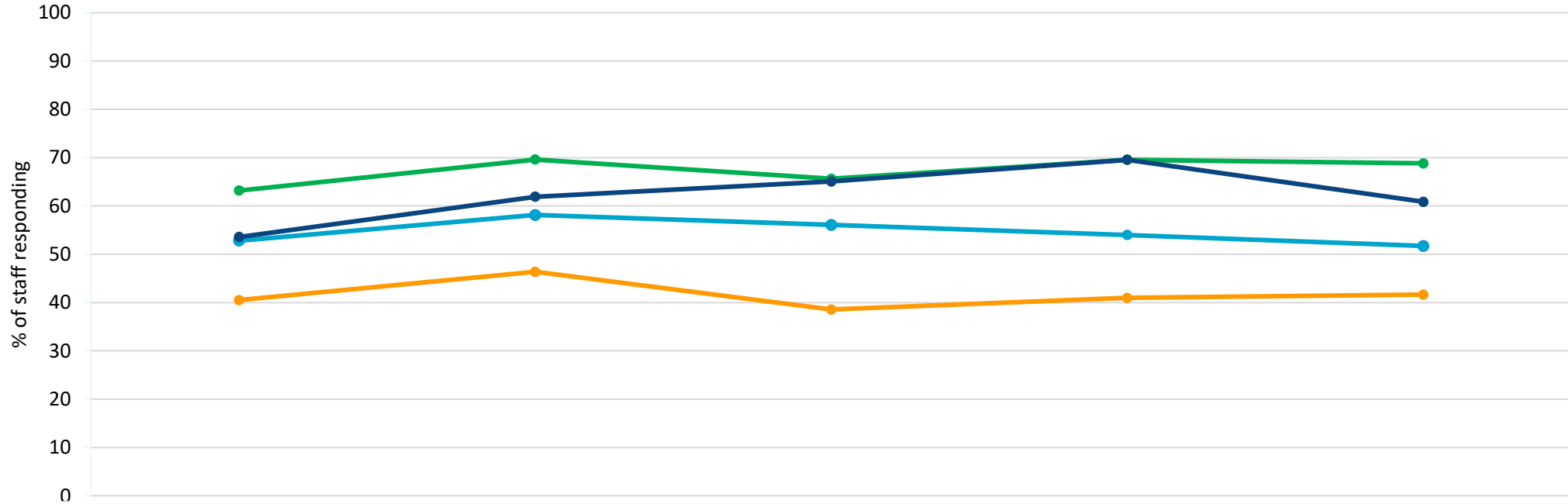
Background details – Occupational group



Appendices

Appendix A: Response rate

Response rate



	2018	2019	2020	2021	2022
Your org	53.6%	61.9%	65.1%	69.6%	60.8%
Highest	63.2%	69.6%	65.6%	69.6%	68.8%
Average	52.8%	58.1%	56.1%	54.0%	51.7%
Lowest	40.5%	46.3%	38.6%	41.0%	41.6%
Responses	985	1166	1337	1460	1212

Appendix B: Significance testing 2021 vs 2022

The table below presents the results of significance testing conducted on the theme scores calculated in both 2021 and 2022*.

People Promise elements	2021 score	2021 respondents	2022 score	2022 respondents	Statistically significant change?
We are compassionate and inclusive	7.5	1416	7.3	1210	Significantly lower
We are recognised and rewarded	6.1	1445	5.7	1209	Significantly lower
We each have a voice that counts	6.9	1403	6.7	1204	Significantly lower
We are safe and healthy	6.1	1417	6.0	1206	Significantly lower
We are always learning	5.6	1374	5.4	1167	Significantly lower
We work flexibly	6.3	1437	6.1	1208	Not significant
We are a team	6.8	1425	6.6	1210	Significantly lower
Themes					
Staff Engagement	7.3	1446	7.1	1211	Significantly lower
Morale	6.0	1442	5.7	1211	Significantly lower

* Statistical significance is tested using a two-tailed t-test with a 95% level of confidence. For more details please see the [technical document](#).

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 score is more positive than a lower score. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Details of how the scores 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 graph.

N.B. 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 2022.

When analysing People Promise element and theme results, it is easiest to start with the **overview** page to quickly identify areas which are doing better or worse in comparison to other organisations in the given benchmarking group.

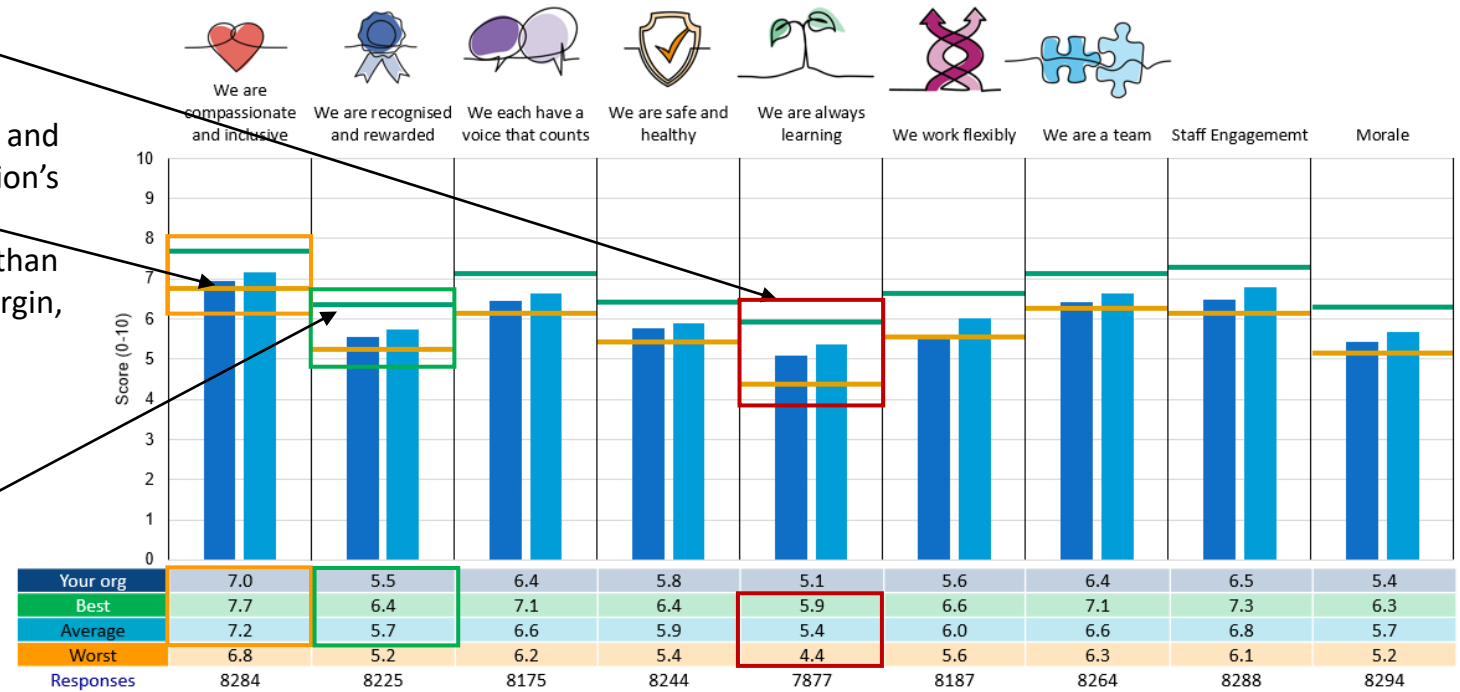
It is important to **consider each result within the range of its benchmarking group 'Best' and 'Worst' scores**, rather than comparing People Promise element and theme scores to one another. Comparing organisation scores to the benchmarking group average is another important point of reference.

Areas to improve

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

Positive outcomes

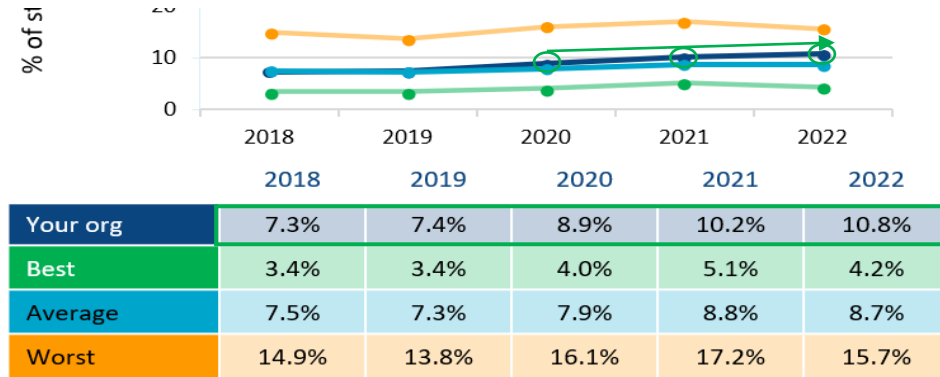
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' scores are distinctly higher than the benchmarking group 'Average' score.
- Positive stories to report could be ones where your organisation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



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.

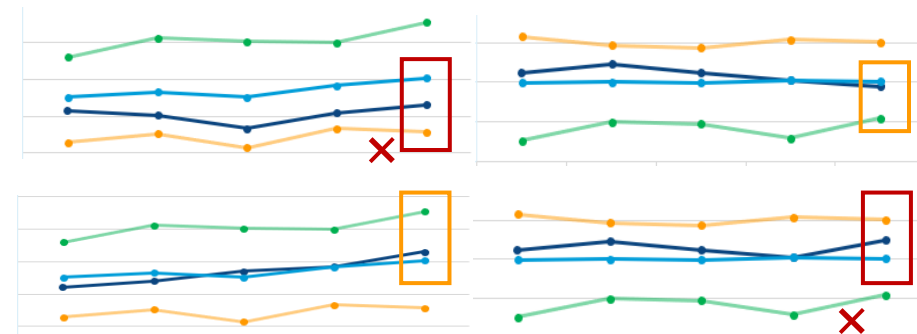


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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 scores, you should review the sub-scores and questions feeding into these scores. 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’ scores to the benchmarking group ‘Average’, ‘Best’ and ‘Worst’ scores 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.



X = Negative driver, org result falls between average & worst benchmarking group result for question

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.

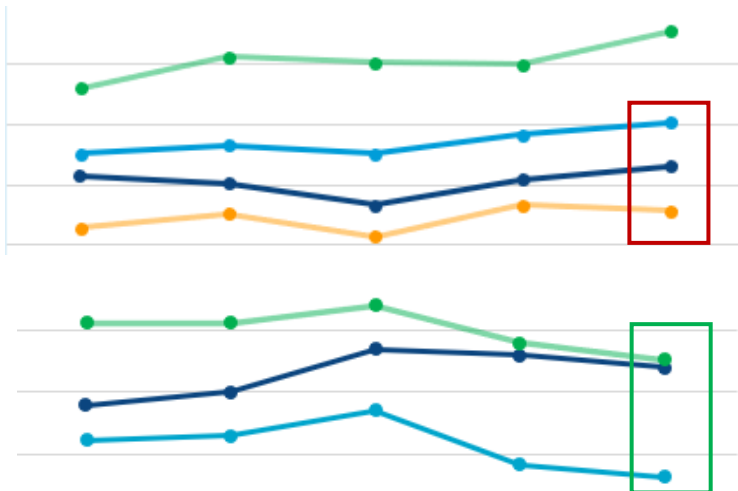
Identifying questions of interest

➤ 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 score 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 score, particularly questions where your organisation result is very close to the worst score. 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 trust 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 local results



Local Dashboards: Online dashboards containing results for each participating organisation, similar those provided in this report, with trend data and benchmark results for up to five years where possible. These dashboards additionally show the full breakdown of response options for each question.



Breakdown reports: Reports containing People Promise and theme results split by breakdown (locality) for Royal Papworth Hospital NHS Foundation Trust.

National results



National Dashboards: Online dashboards containing national results for NHS trusts with trend data for up to five years where possible. These dashboards show the results for different trust types and include the full breakdown or response options for each question.



Regional / System overview and Regional / System breakdown Dashboards containing results for each region and each ICS.



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