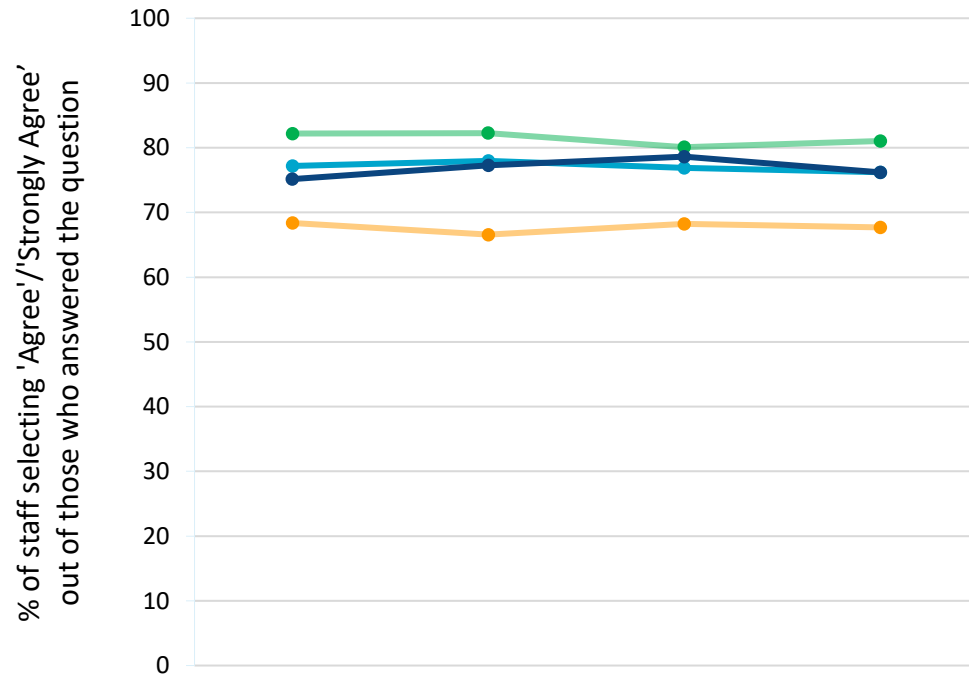


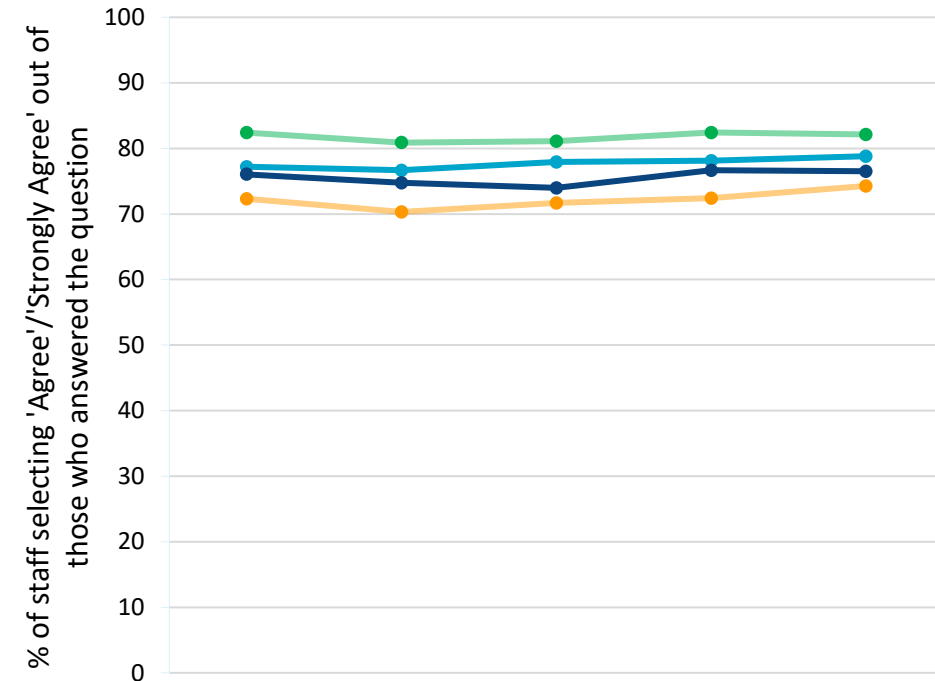


Q8d The people I work with show appreciation to one another.



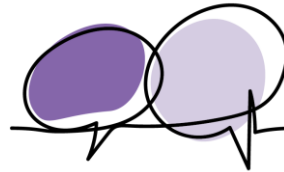
	2021	2022	2023	2024
Your org	75.15%	77.26%	78.62%	76.19%
Best result	82.19%	82.25%	80.08%	81.02%
Average result	77.16%	77.96%	76.87%	76.21%
Worst result	68.37%	66.58%	68.25%	67.67%
Responses	1618	1836	2024	2008

Q9e My immediate manager values my work.



	2020	2021	2022	2023	2024
Your org	76.05%	74.74%	73.98%	76.67%	76.50%
Best result	82.41%	80.88%	81.10%	82.43%	82.12%
Average result	77.22%	76.67%	77.93%	78.12%	78.81%
Worst result	72.32%	70.30%	71.70%	72.44%	74.27%
Responses	1317	1622	1840	2032	2011

## People Promise element – We each have a voice that counts



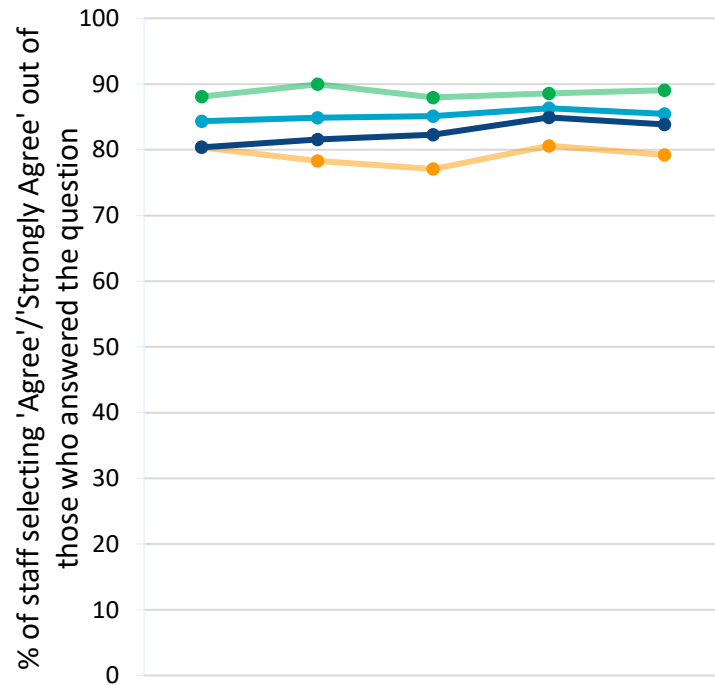
### Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

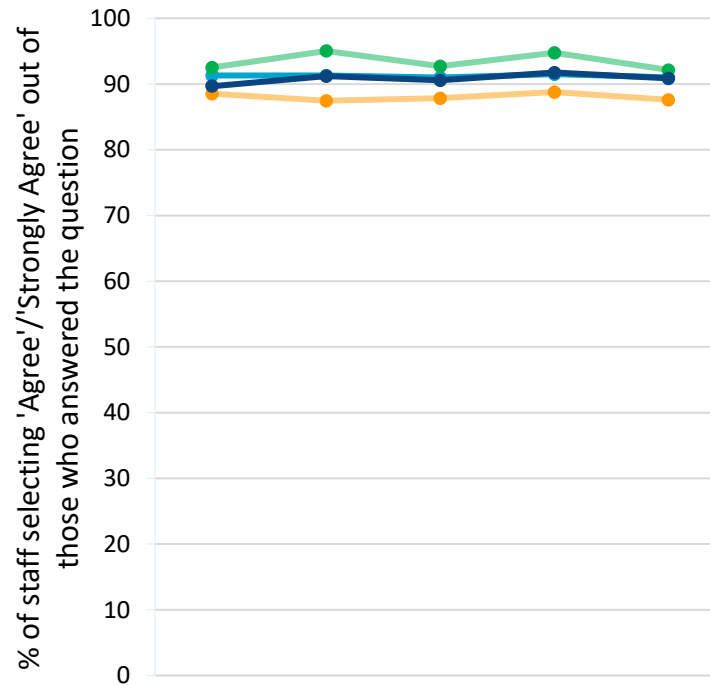


Q3a I always know what my work responsibilities are.



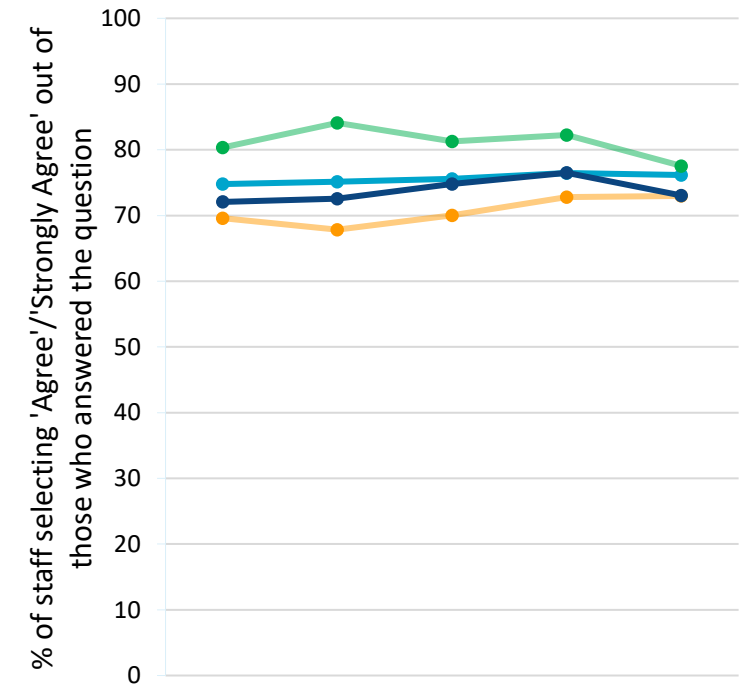
	2020	2021	2022	2023	2024
Your org	80.37%	81.54%	82.29%	84.92%	83.86%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	1344	1627	1845	2036	2014

Q3b I am trusted to do my job.



	2020	2021	2022	2023	2024
Your org	89.67%	91.20%	90.55%	91.76%	90.84%
Best result	92.53%	95.03%	92.73%	94.76%	92.15%
Average result	91.31%	91.32%	90.99%	91.51%	91.00%
Worst result	88.54%	87.46%	87.83%	88.78%	87.59%
Responses	1340	1622	1845	2028	2013

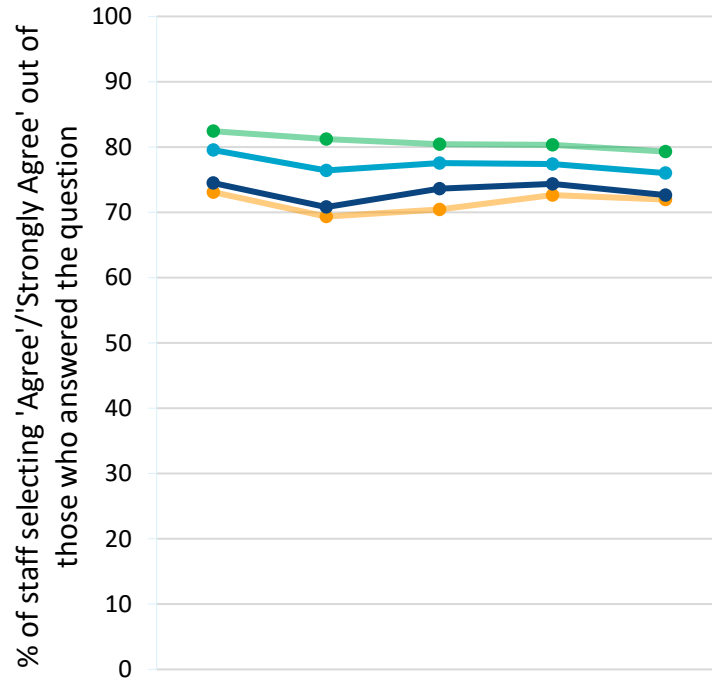
Q3c There are frequent opportunities for me to show initiative in my role.



	2020	2021	2022	2023	2024
Your org	72.06%	72.57%	74.79%	76.49%	73.03%
Best result	80.35%	84.09%	81.27%	82.24%	77.55%
Average result	74.78%	75.12%	75.57%	76.46%	76.14%
Worst result	69.60%	67.84%	70.05%	72.78%	72.97%
Responses	1336	1623	1842	2032	2008



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

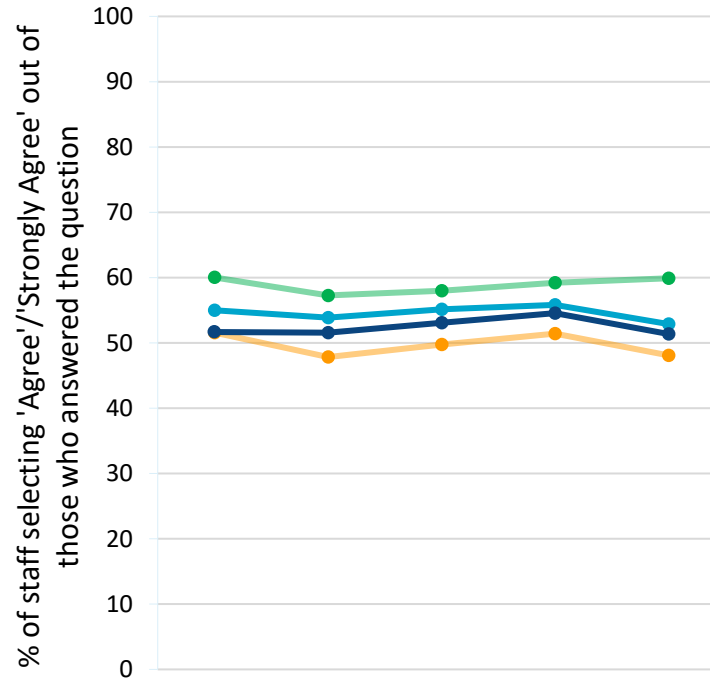


2020 2021 2022 2023 2024

Your org	74.48%	70.80%	73.64%	74.34%	72.62%
Best result	82.42%	81.22%	80.45%	80.35%	79.30%
Average result	79.53%	76.40%	77.53%	77.41%	76.01%
Worst result	73.09%	69.34%	70.44%	72.63%	71.96%

Responses 1337 1626 1838 2022 2007

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

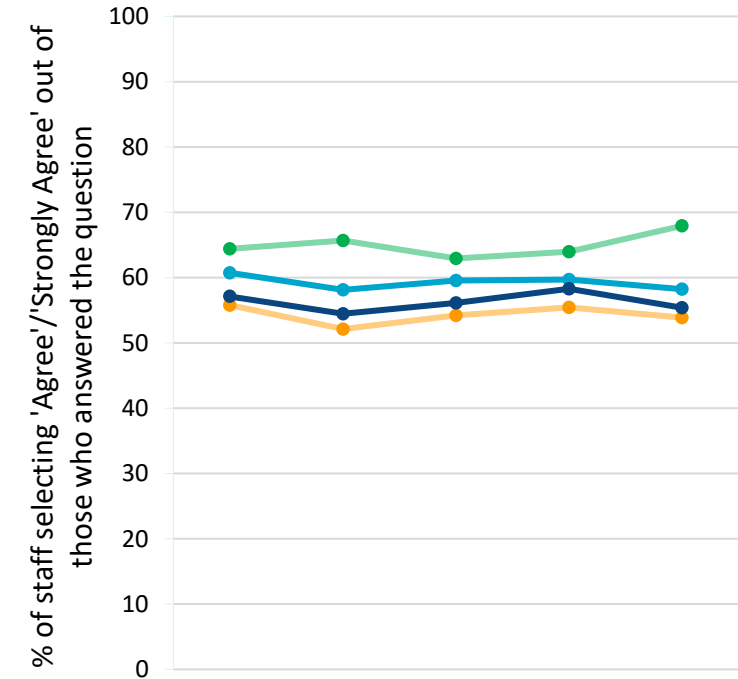


2020 2021 2022 2023 2024

Your org	51.67%	51.54%	53.11%	54.55%	51.36%
Best result	60.02%	57.27%	58.00%	59.20%	59.89%
Average result	55.00%	53.89%	55.16%	55.82%	52.88%
Worst result	51.57%	47.84%	49.76%	51.41%	48.09%

Responses 1336 1622 1841 2030 2008

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



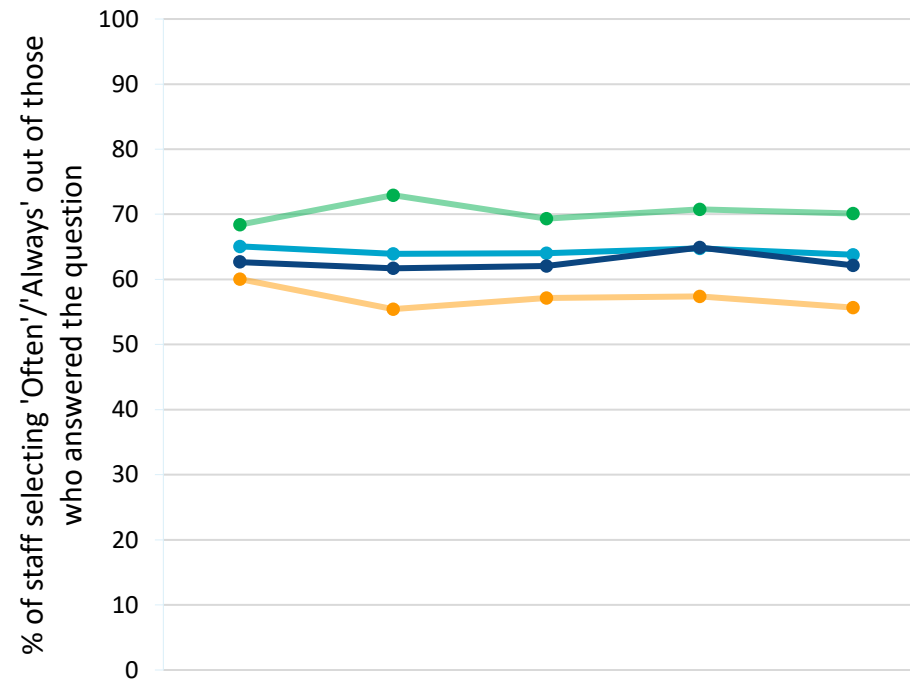
2020 2021 2022 2023 2024

Your org	57.11%	54.47%	56.13%	58.28%	55.37%
Best result	64.38%	65.70%	62.94%	63.95%	67.92%
Average result	60.73%	58.12%	59.56%	59.71%	58.24%
Worst result	55.78%	52.12%	54.20%	55.42%	53.87%

Responses 1334 1611 1835 2019 2002



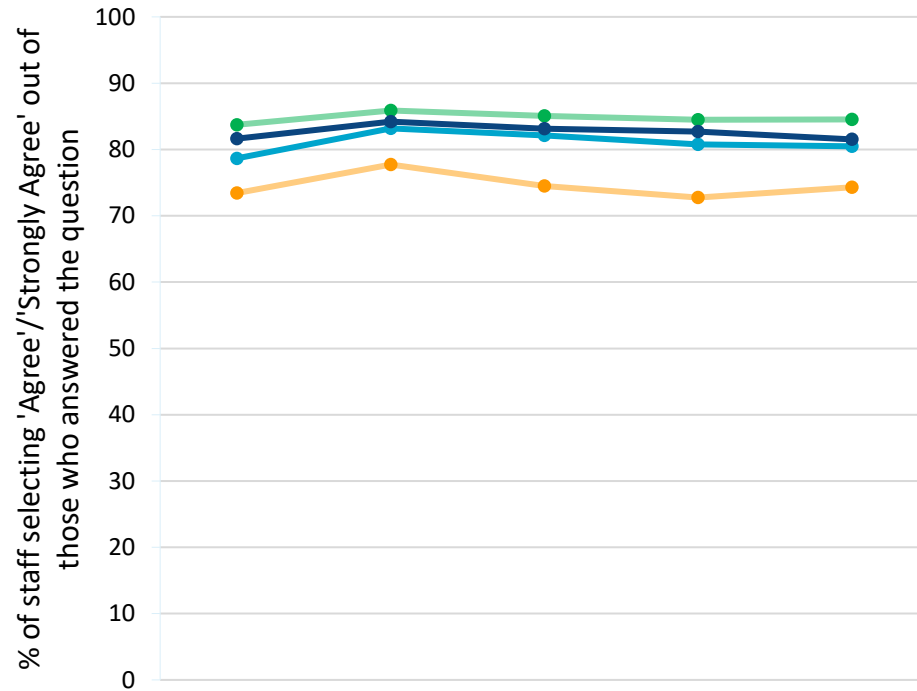
Q5b I have a choice in deciding how to do my work.



	2020	2021	2022	2023	2024
Your org	62.67%	61.70%	62.06%	64.89%	62.17%
Best result	68.41%	72.94%	69.34%	70.74%	70.12%
Average result	65.08%	63.95%	64.05%	64.77%	63.79%
Worst result	60.05%	55.44%	57.15%	57.41%	55.65%
Responses	1326	1612	1837	2026	2007

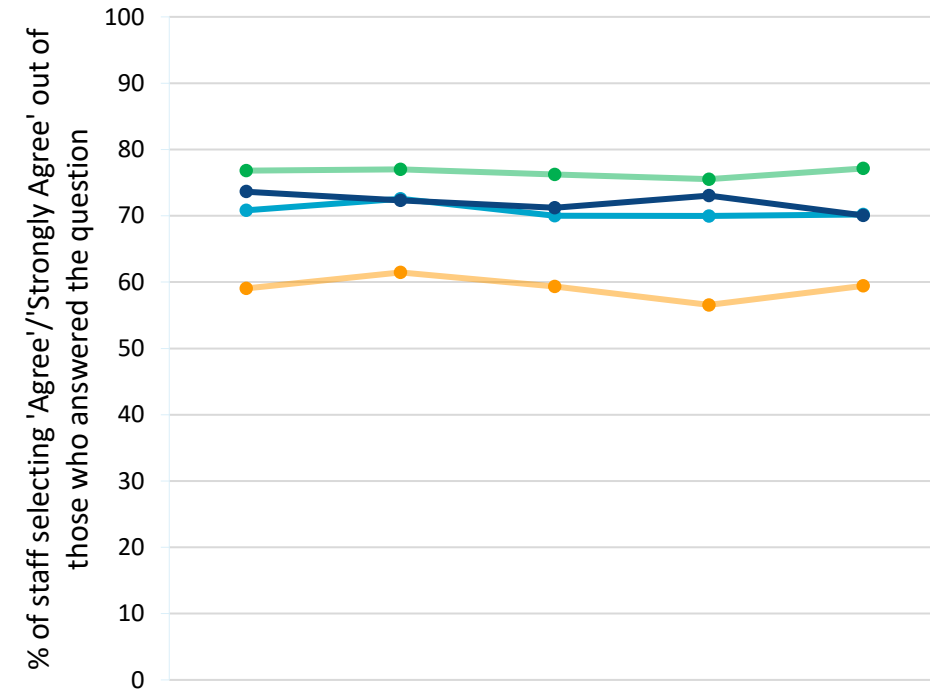


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2020	2021	2022	2023	2024
Your org	81.63%	84.20%	83.13%	82.68%	81.53%
Best result	83.73%	85.88%	85.05%	84.49%	84.55%
Average result	78.67%	83.18%	82.13%	80.79%	80.46%
Worst result	73.41%	77.73%	74.51%	72.75%	74.30%
Responses	1310	1617	1837	2027	2004

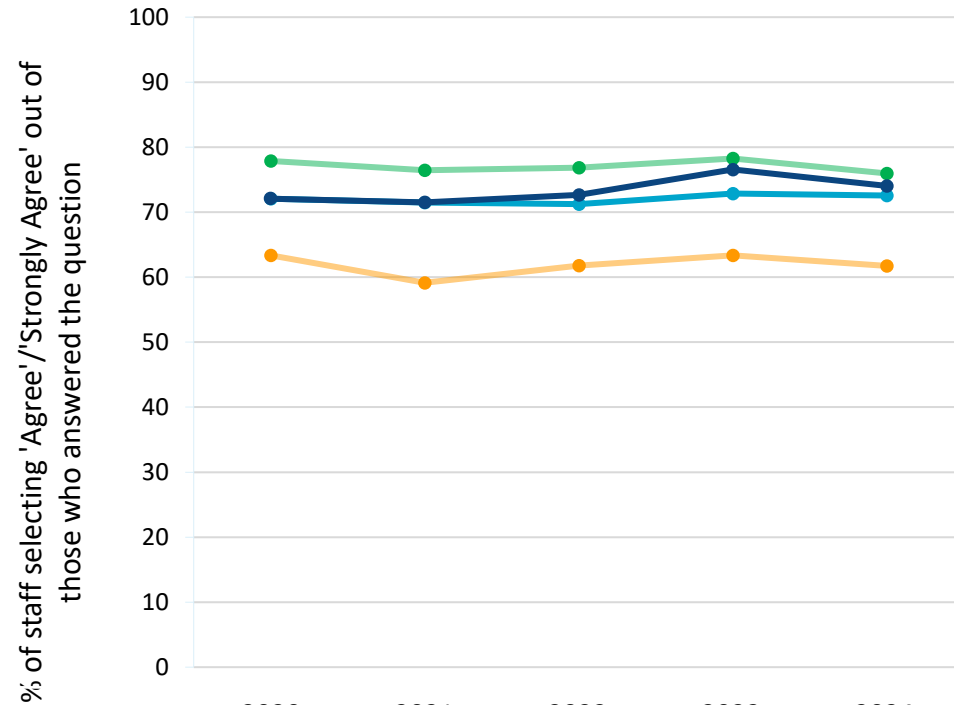
Q20b I am confident that my organisation would address my concern.



	2020	2021	2022	2023	2024
Your org	73.63%	72.31%	71.23%	73.06%	70.06%
Best result	76.80%	77.01%	76.22%	75.53%	77.14%
Average result	70.81%	72.56%	69.99%	69.98%	70.18%
Worst result	59.05%	61.46%	59.34%	56.56%	59.46%
Responses	1311	1614	1827	2016	2001

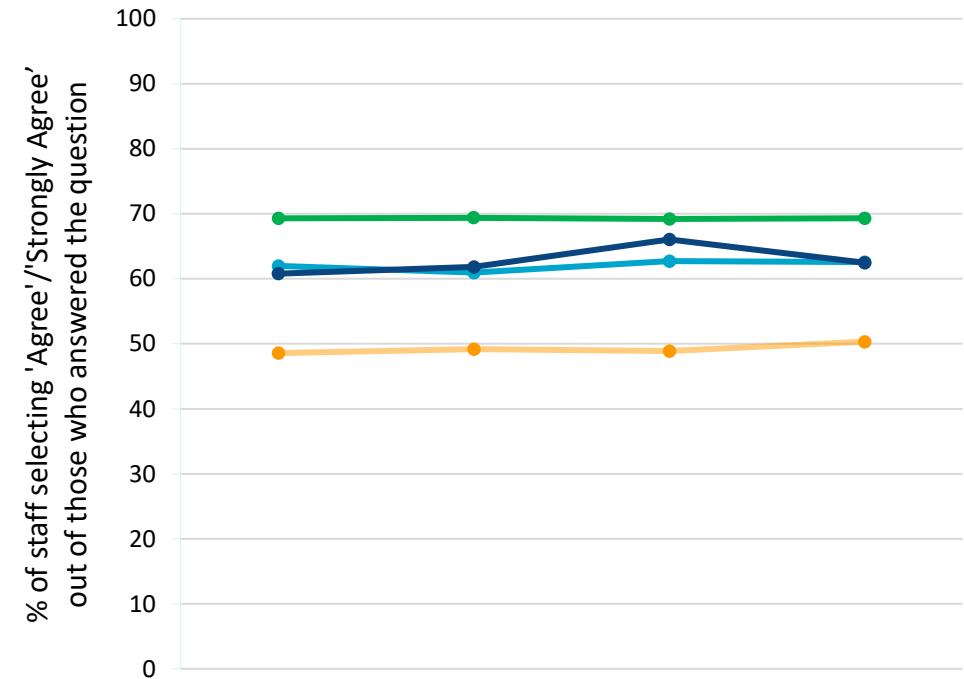


Q25e I feel safe to speak up about anything that concerns me in this organisation.



	2020	2021	2022	2023	2024
<b>Your org</b>	72.09%	71.51%	72.65%	76.57%	74.03%
<b>Best result</b>	77.90%	76.47%	76.85%	78.26%	75.96%
<b>Average result</b>	72.09%	71.47%	71.24%	72.87%	72.55%
<b>Worst result</b>	63.35%	59.14%	61.76%	63.35%	61.75%
Responses	1305	1618	1839	2020	2008

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



	2021	2022	2023	2024
<b>Your org</b>	60.79%	61.83%	66.05%	62.47%
<b>Best result</b>	69.31%	69.38%	69.21%	69.30%
<b>Average result</b>	61.97%	60.96%	62.73%	62.58%
<b>Worst result</b>	48.57%	49.18%	48.88%	50.33%
Responses	1621	1834	2024	2006

## People Promise element – We are safe and healthy



### Questions included:

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

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

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

Other questions:\* Q17a, Q17b, Q22

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

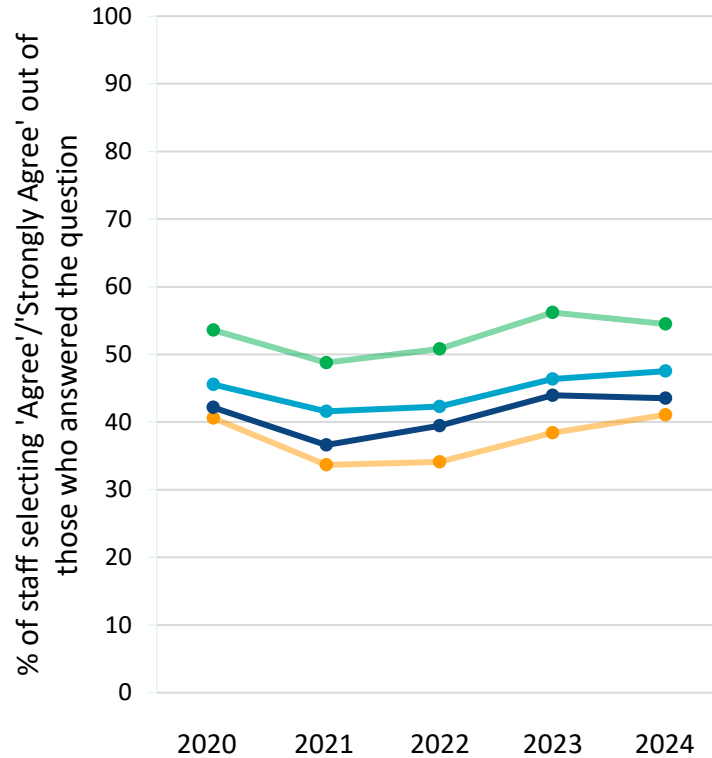
Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



## People Promise elements and theme results – We are safe and healthy: Health and safety climate



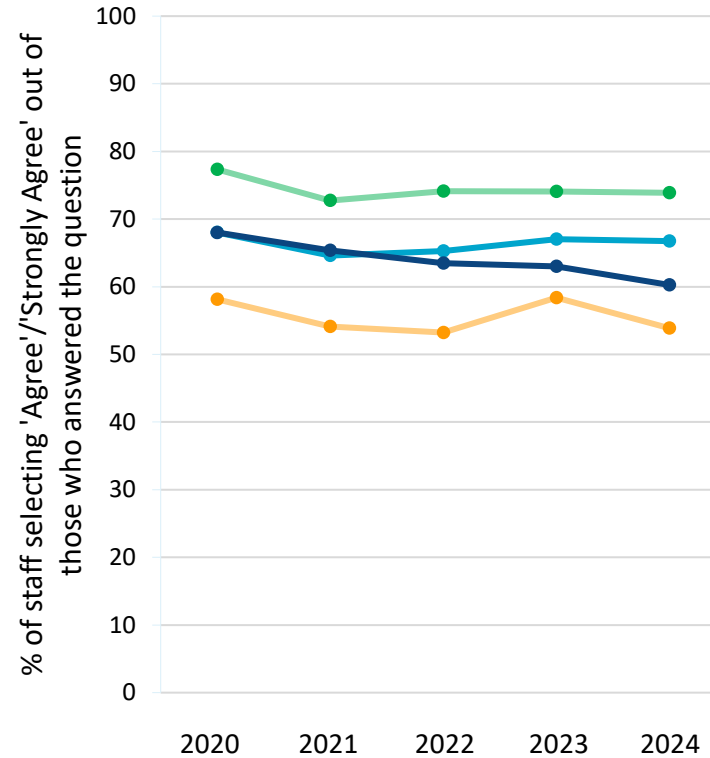
Q3g I am able to meet all the conflicting demands on my time at work.



Your org	42.15%	36.61%	39.45%	43.96%	43.51%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%

Responses 1331 1624 1839 2028 2002

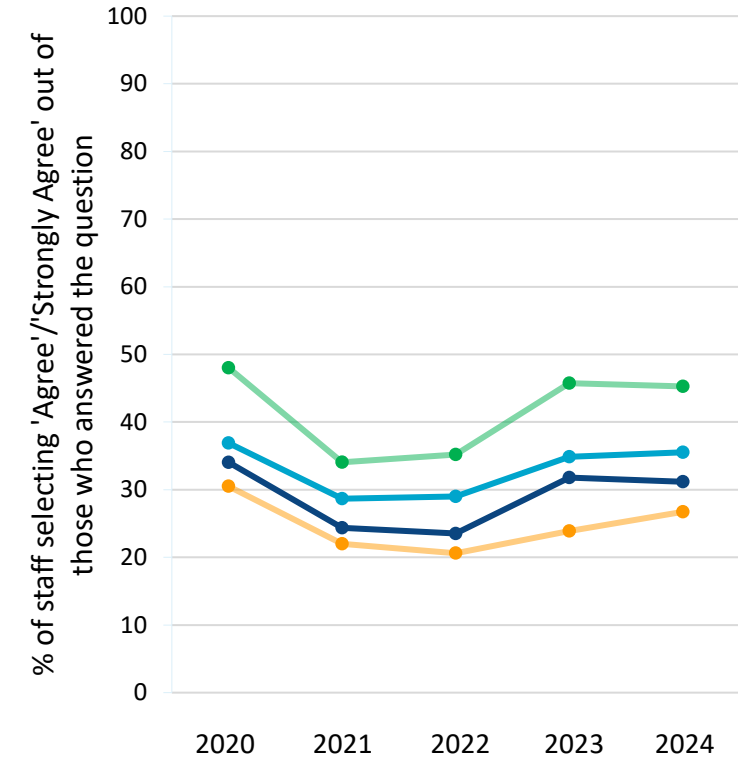
Q3h I have adequate materials, supplies and equipment to do my work.



Your org	68.02%	65.37%	63.49%	63.02%	60.27%
Best result	77.34%	72.74%	74.14%	74.05%	73.89%
Average result	68.02%	64.61%	65.27%	67.04%	66.73%
Worst result	58.15%	54.11%	53.23%	58.38%	53.88%

Responses 1334 1607 1838 2020 1993

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

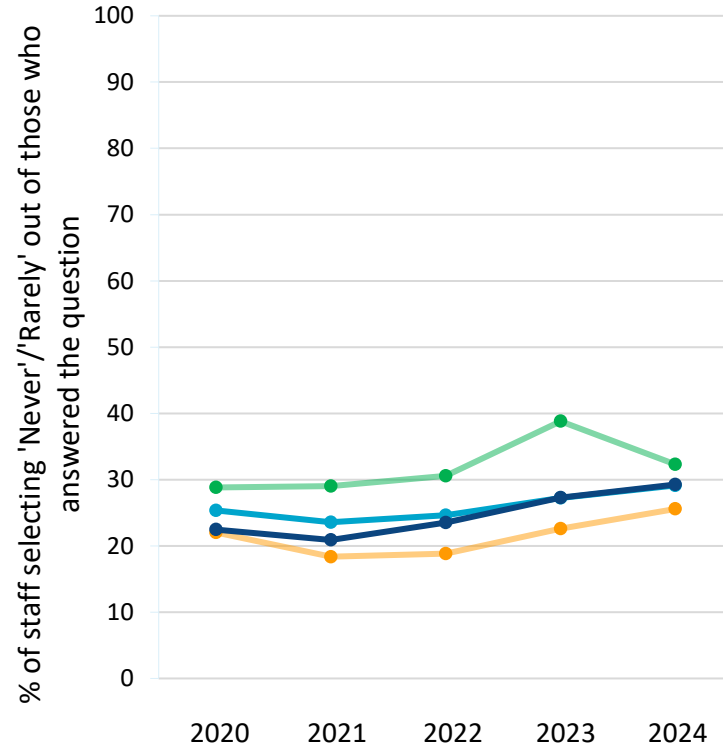


Your org	34.05%	24.35%	23.53%	31.79%	31.16%
Best result	48.02%	34.05%	35.18%	45.76%	45.26%
Average result	36.89%	28.67%	28.97%	34.87%	35.53%
Worst result	30.49%	22.00%	20.60%	23.88%	26.74%

Responses 1336 1619 1841 2033 2012



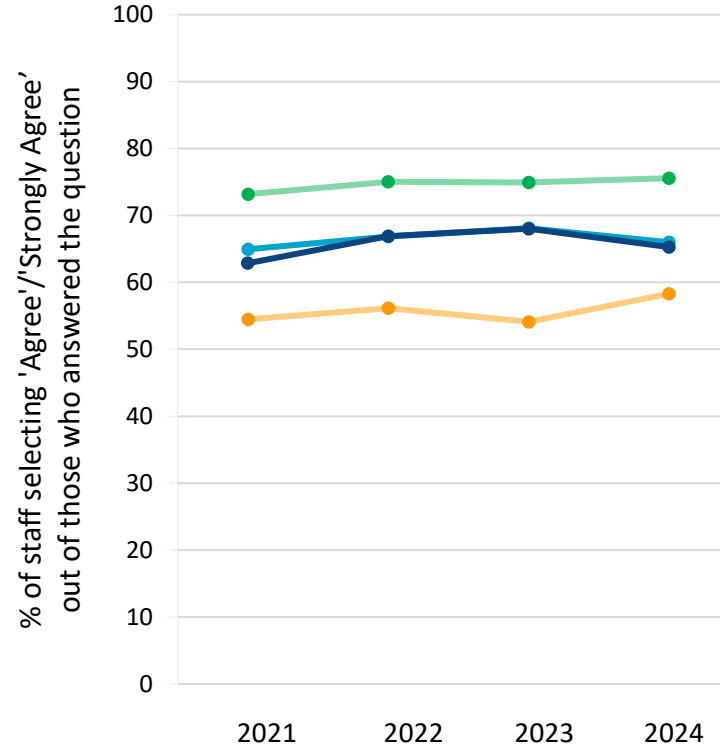
Q5a I have unrealistic time pressures.



Your org	22.48%	20.90%	23.54%	27.30%	29.27%
Best result	28.82%	29.01%	30.58%	38.81%	32.30%
Average result	25.34%	23.58%	24.65%	27.22%	29.13%
Worst result	22.05%	18.38%	18.84%	22.62%	25.57%

Responses 1327 1618 1841 2033 2010

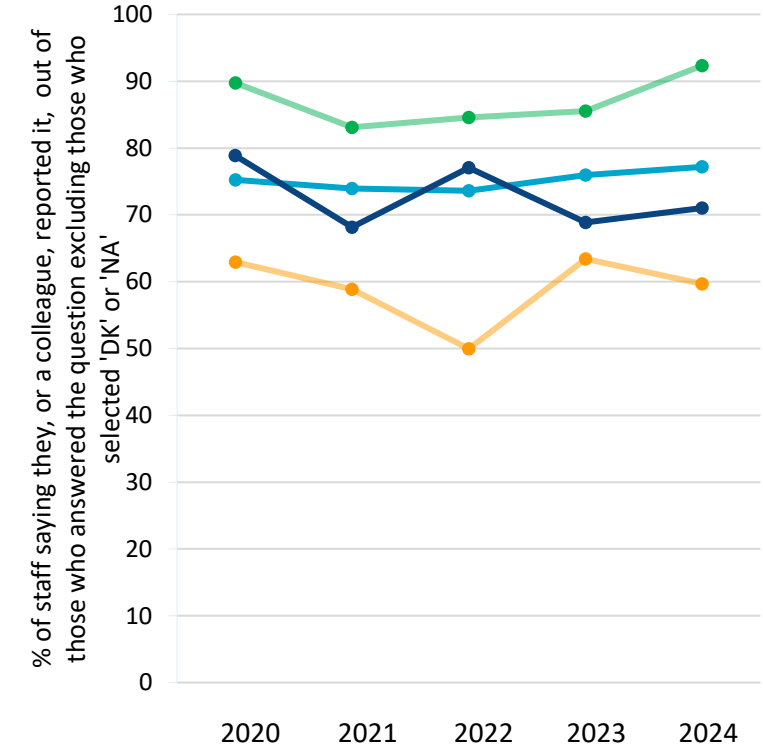
Q11a My organisation takes positive action on health and well-being.



Your org	62.86%	66.91%	68.02%	65.29%
Best result	73.18%	75.03%	74.94%	75.57%
Average result	64.95%	66.86%	68.10%	66.01%
Worst result	54.49%	56.16%	54.11%	58.31%

Responses 1597 1830 2009 1987

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



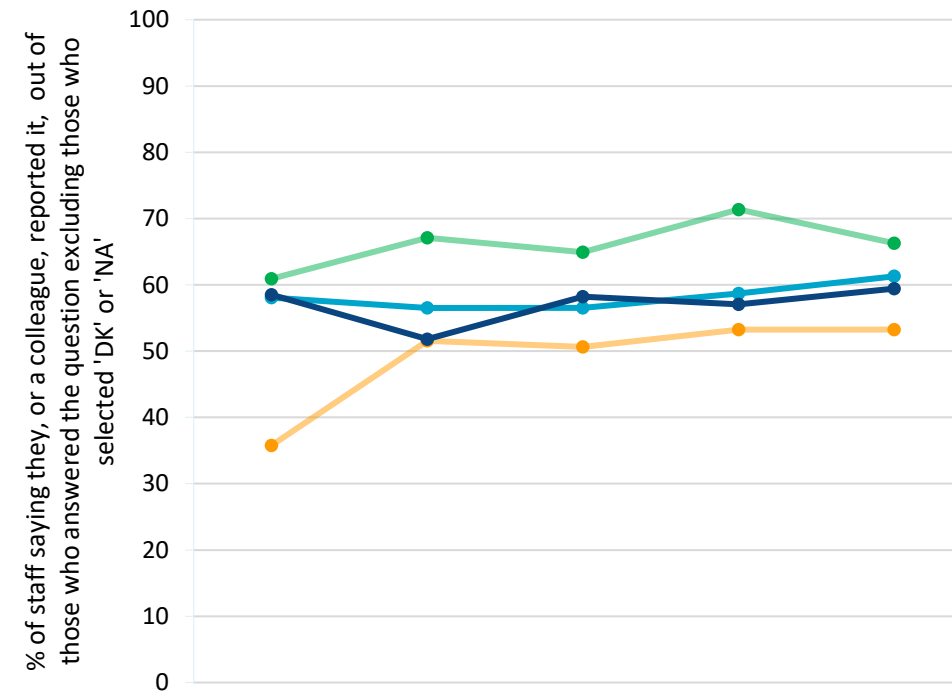
Your org	78.86%	68.15%	77.05%	68.88%	71.01%
Best result	89.75%	83.10%	84.56%	85.53%	92.34%
Average result	75.26%	73.93%	73.61%	75.96%	77.18%
Worst result	62.94%	58.84%	49.96%	63.40%	59.65%

Responses 80 85 112 149 134

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



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

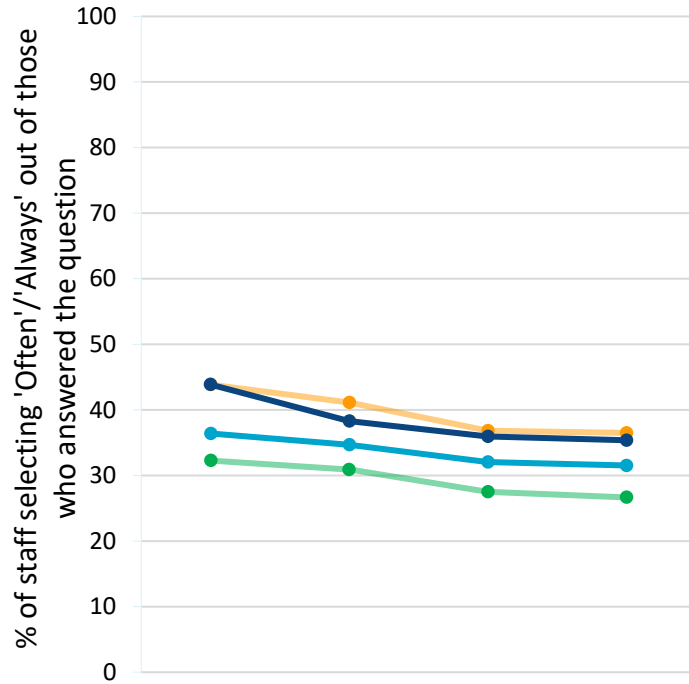


	2020	2021	2022	2023	2024
Your org	58.50%	51.81%	58.22%	57.07%	59.43%
Best result	60.92%	67.11%	64.93%	71.37%	66.27%
Average result	58.08%	56.51%	56.55%	58.71%	61.29%
Worst result	35.78%	51.55%	50.66%	53.23%	53.25%
Responses	390	496	491	482	459

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

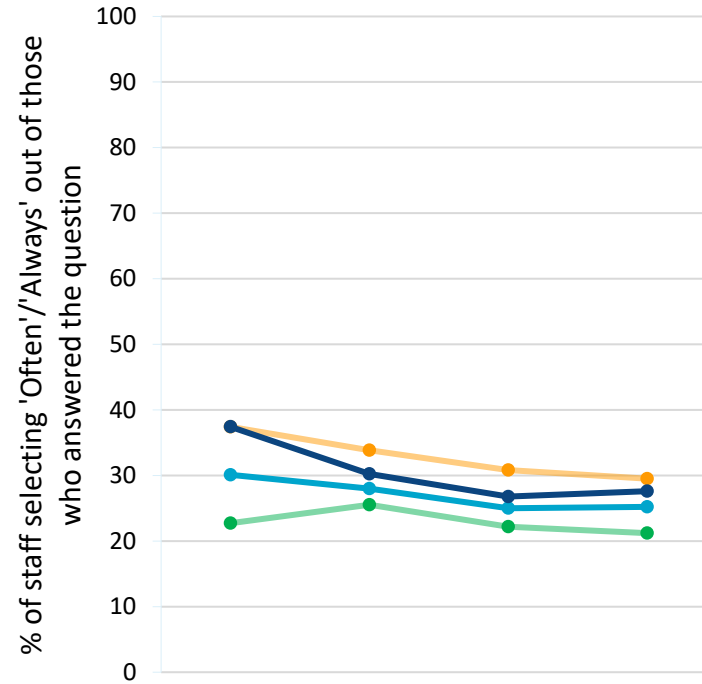


Q12a How often, if at all, do you find your work emotionally exhausting?



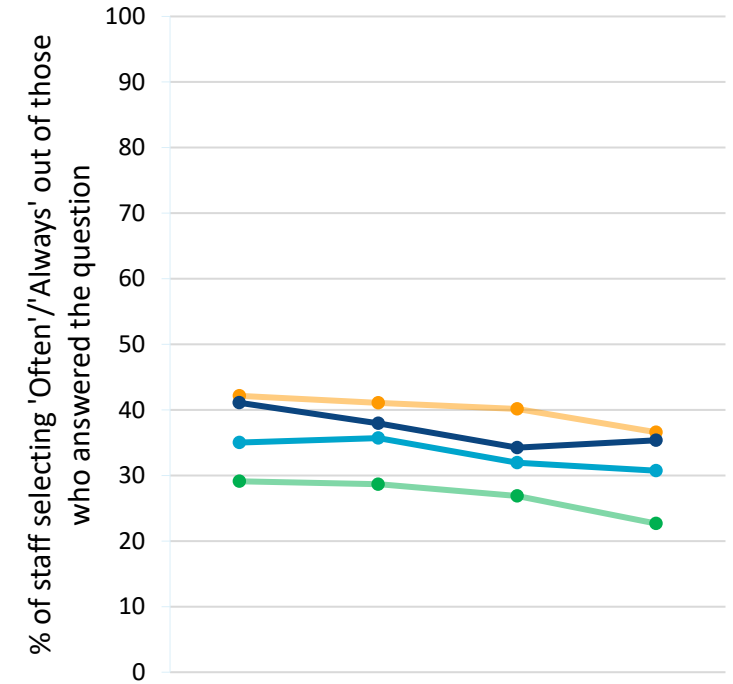
	2021	2022	2023	2024
Your org	43.86%	38.31%	35.96%	35.37%
Best result	32.27%	30.90%	27.50%	26.66%
Average result	36.40%	34.68%	32.07%	31.53%
Worst result	43.86%	41.12%	36.81%	36.50%
Responses	1626	1847	2035	2014

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



	2021	2022	2023	2024
Your org	37.42%	30.26%	26.79%	27.58%
Best result	22.72%	25.54%	22.18%	21.21%
Average result	30.10%	28.00%	25.00%	25.22%
Worst result	37.42%	33.84%	30.83%	29.52%
Responses	1624	1843	2032	2013

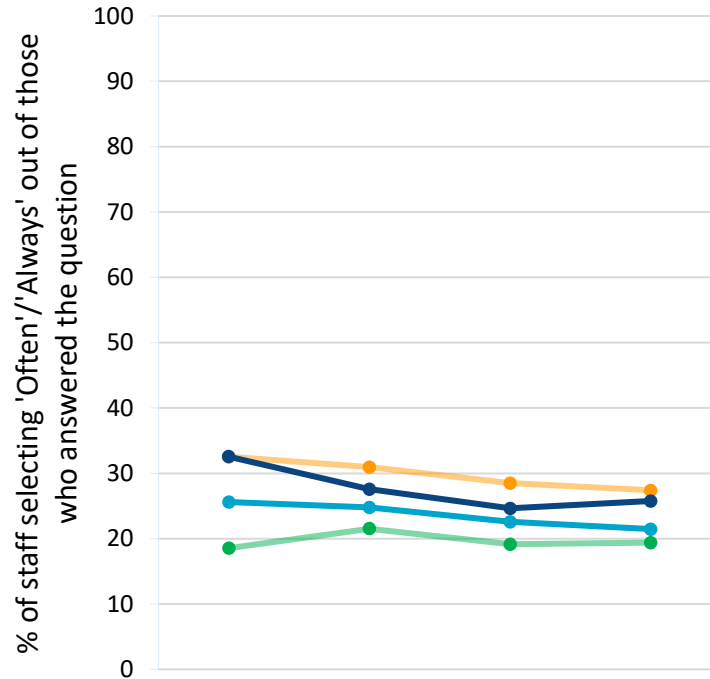
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024
Your org	41.09%	37.93%	34.25%	35.35%
Best result	29.11%	28.67%	26.89%	22.67%
Average result	35.03%	35.70%	31.93%	30.73%
Worst result	42.15%	41.07%	40.12%	36.60%
Responses	1627	1843	2029	2011

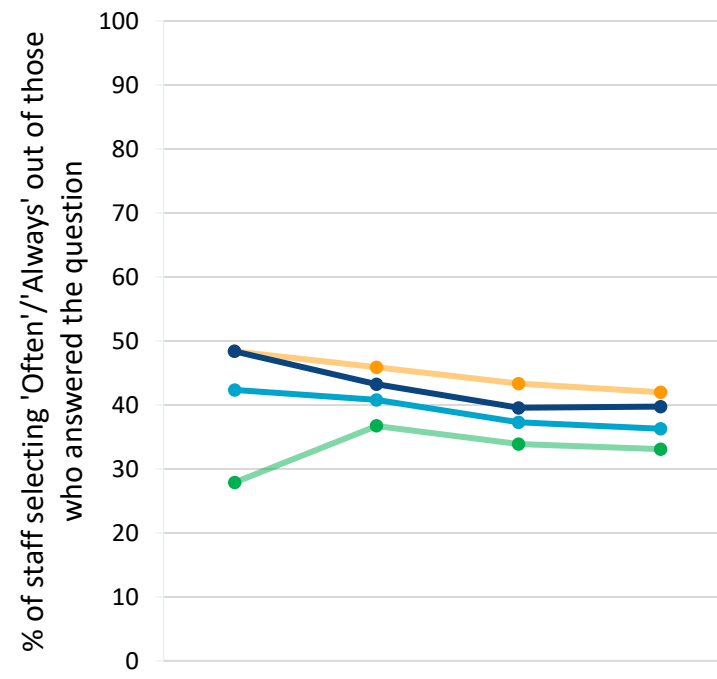


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



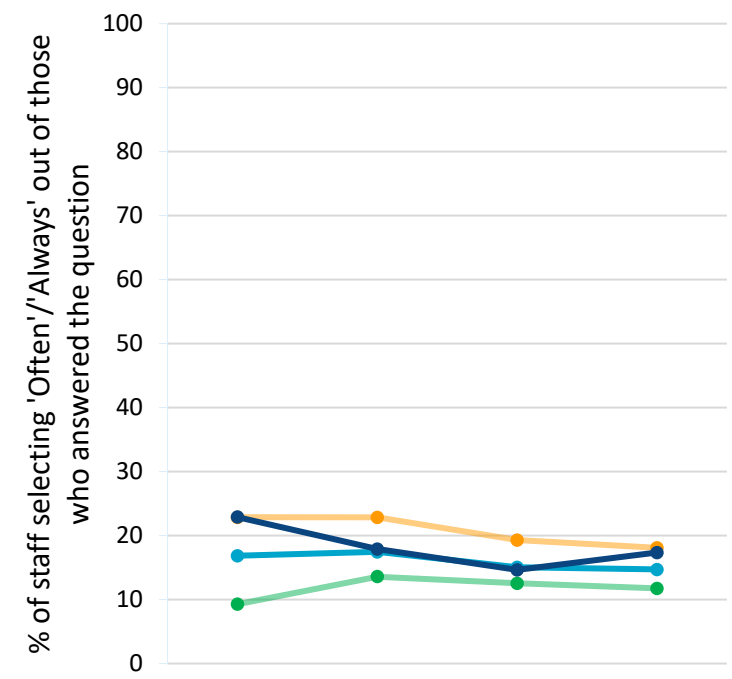
	2021	2022	2023	2024
Your org	32.55%	27.59%	24.65%	25.77%
Best result	18.54%	21.51%	19.14%	19.38%
Average result	25.60%	24.76%	22.60%	21.47%
Worst result	32.55%	30.96%	28.51%	27.40%
Responses	1626	1839	2032	2012

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



	2021	2022	2023	2024
Your org	48.37%	43.25%	39.56%	39.75%
Best result	27.88%	36.70%	33.89%	33.09%
Average result	42.34%	40.79%	37.27%	36.27%
Worst result	48.37%	45.87%	43.36%	41.98%
Responses	1621	1838	2027	2004

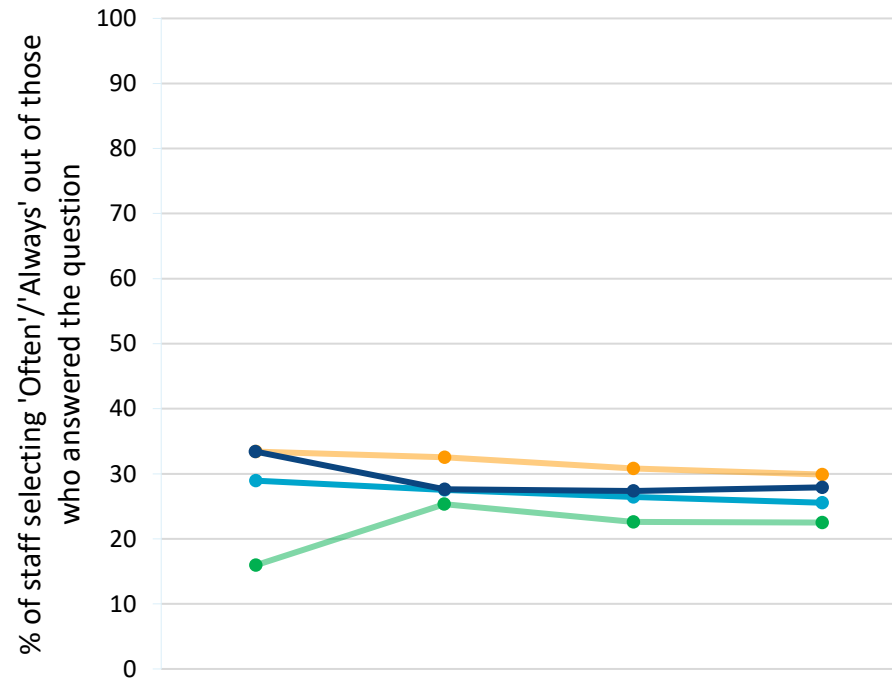
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024
Your org	22.87%	17.90%	14.64%	17.36%
Best result	9.27%	13.56%	12.57%	11.76%
Average result	16.83%	17.46%	15.06%	14.72%
Worst result	22.87%	22.84%	19.29%	18.09%
Responses	1619	1837	2024	2003



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



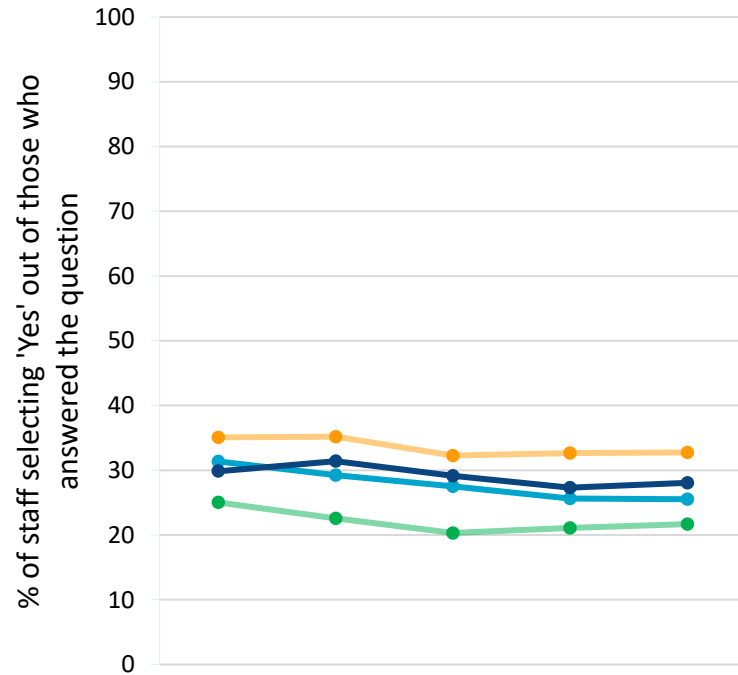
	2021	2022	2023	2024
Your org	33.41%	27.61%	27.35%	27.90%
Best result	15.94%	25.32%	22.59%	22.51%
Average result	28.94%	27.52%	26.42%	25.55%
Worst result	33.41%	32.54%	30.83%	29.89%
Responses	1628	1843	2030	2011



## People Promise elements and theme results – We are safe and healthy: Negative experiences

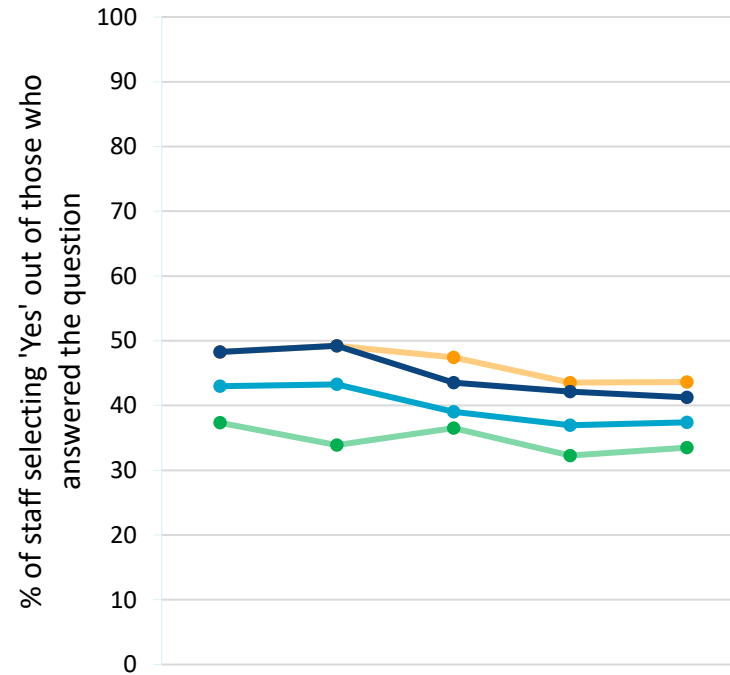


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



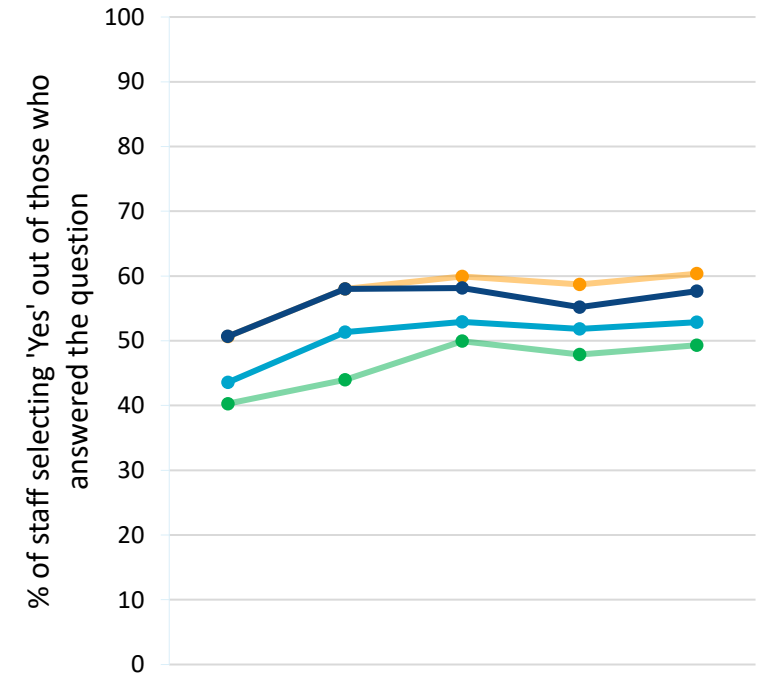
	2020	2021	2022	2023	2024
<b>Your org</b>	29.84%	31.40%	29.12%	27.31%	28.08%
<b>Best result</b>	25.03%	22.57%	20.32%	21.10%	21.68%
<b>Average result</b>	31.37%	29.23%	27.52%	25.64%	25.53%
<b>Worst result</b>	35.07%	35.19%	32.27%	32.66%	32.78%
Responses	1320	1619	1839	2026	2009

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



	2020	2021	2022	2023	2024
<b>Your org</b>	48.26%	49.23%	43.53%	42.16%	41.26%
<b>Best result</b>	37.33%	33.91%	36.49%	32.28%	33.48%
<b>Average result</b>	42.99%	43.26%	39.02%	36.95%	37.41%
<b>Worst result</b>	48.26%	49.23%	47.41%	43.54%	43.64%
Responses	1320	1616	1834	2022	2007

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



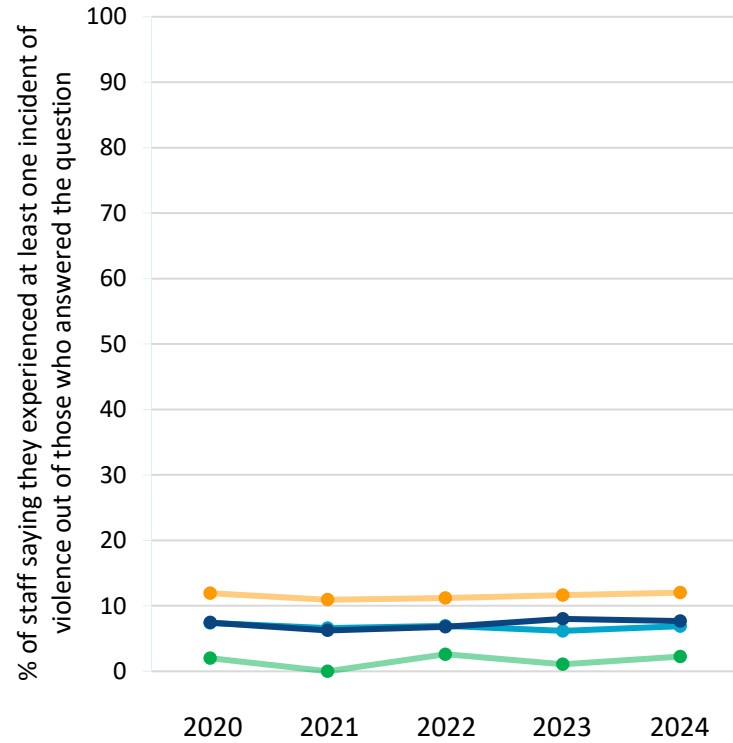
	2020	2021	2022	2023	2024
<b>Your org</b>	50.67%	58.03%	58.14%	55.20%	57.66%
<b>Best result</b>	40.29%	43.96%	49.93%	47.86%	49.29%
<b>Average result</b>	43.57%	51.32%	52.92%	51.82%	52.88%
<b>Worst result</b>	50.67%	58.03%	59.95%	58.69%	60.36%
Responses	1318	1614	1836	2028	2006



## People Promise elements and theme results – We are safe and healthy: Negative experiences

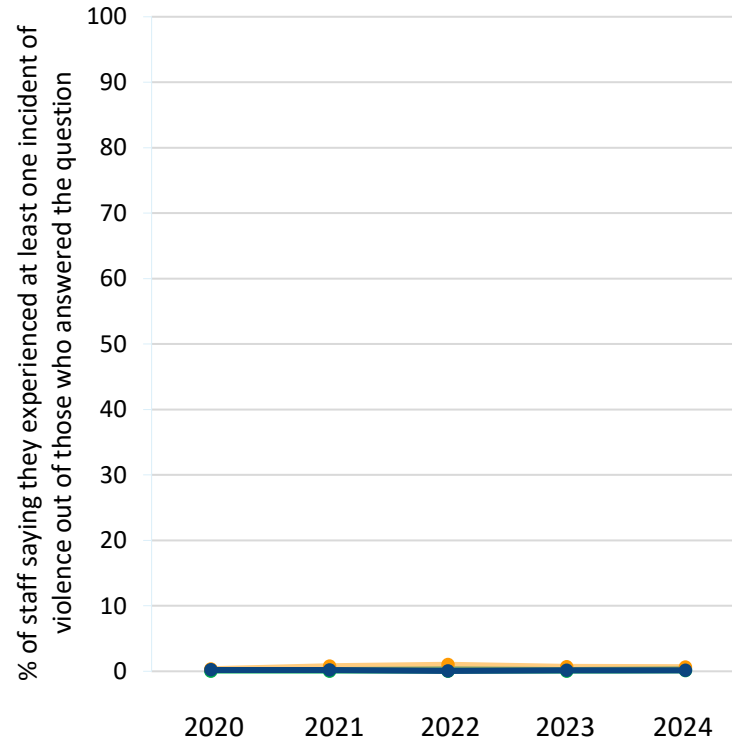


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



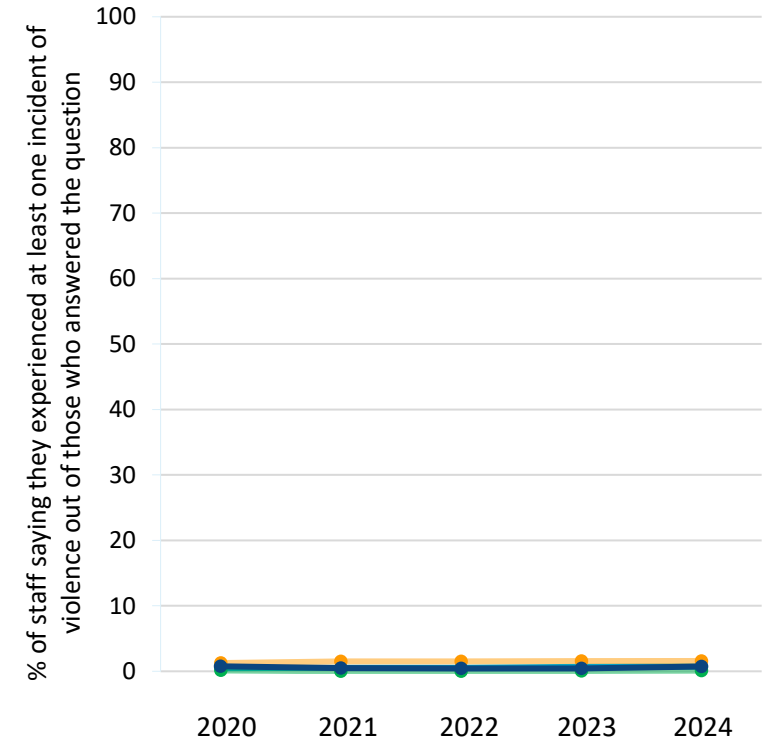
	2020	2021	2022	2023	2024
Your org	7.44%	6.24%	6.80%	8.01%	7.65%
Best result	2.02%	0.00%	2.61%	1.08%	2.26%
Average result	7.39%	6.60%	6.93%	6.18%	6.87%
Worst result	11.91%	10.93%	11.20%	11.63%	12.02%
Responses	1318	1627	1846	2026	2009

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



	2020	2021	2022	2023	2024
Your org	0.20%	0.19%	0.05%	0.15%	0.15%
Best result	0.00%	0.00%	0.00%	0.00%	0.10%
Average result	0.19%	0.19%	0.28%	0.19%	0.29%
Worst result	0.32%	0.79%	1.00%	0.70%	0.66%
Responses	1317	1622	1836	2019	2007

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



	2020	2021	2022	2023	2024
Your org	0.76%	0.50%	0.43%	0.44%	0.71%
Best result	0.12%	0.00%	0.00%	0.06%	0.11%
Average result	0.47%	0.53%	0.53%	0.66%	0.74%
Worst result	1.26%	1.53%	1.54%	1.54%	1.58%
Responses	1316	1613	1825	2008	1995

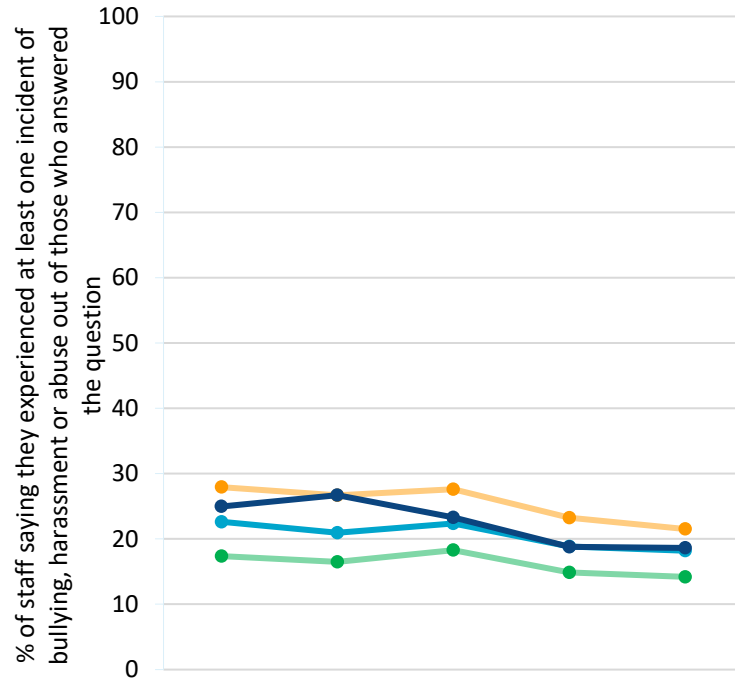
Note: 2023 results for Q13a-c are now reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



## People Promise elements and theme results – We are safe and healthy: Negative experiences



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

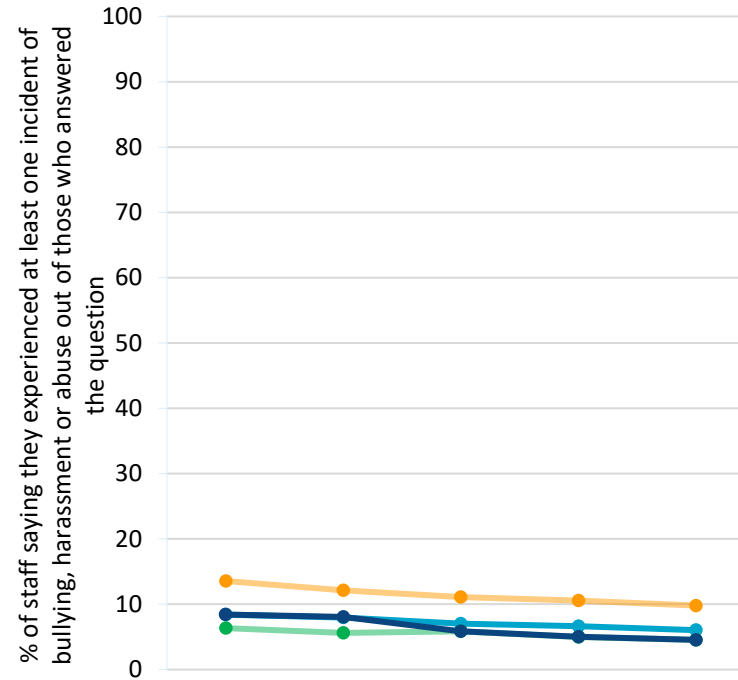


2020 2021 2022 2023 2024

Your org	24.98%	26.70%	23.29%	18.81%	18.63%
Best result	17.35%	16.47%	18.28%	14.86%	14.20%
Average result	22.63%	20.96%	22.36%	18.86%	18.20%
Worst result	27.93%	26.70%	27.60%	23.27%	21.52%

Responses 1264 1622 1839 2031 2008

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

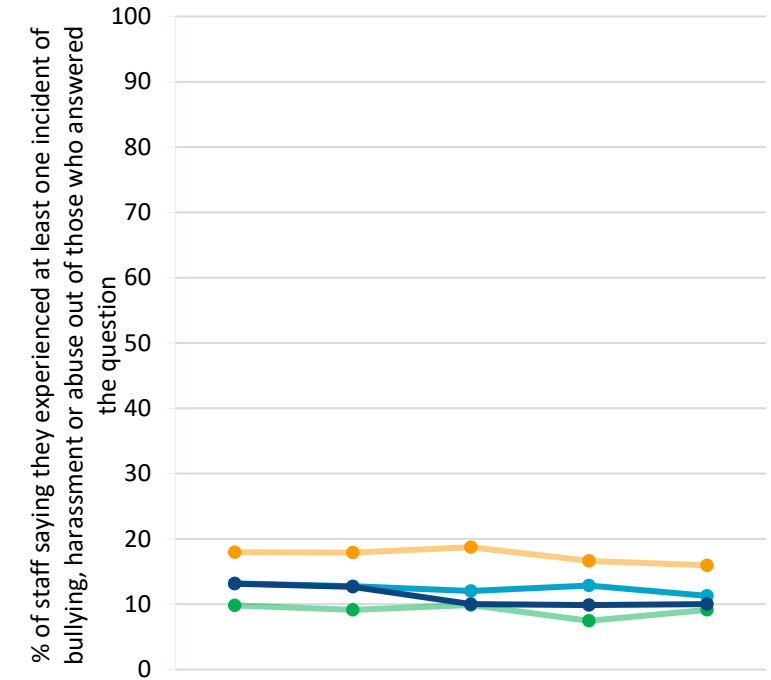


2020 2021 2022 2023 2024

Your org	8.42%	8.09%	5.85%	5.04%	4.55%
Best result	6.34%	5.62%	5.85%	5.00%	4.55%
Average result	8.42%	7.97%	7.01%	6.64%	6.03%
Worst result	13.56%	12.11%	11.10%	10.55%	9.80%

Responses 1261 1611 1833 2029 2006

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



2020 2021 2022 2023 2024

Your org	13.15%	12.66%	10.02%	9.88%	10.01%
Best result	9.84%	9.12%	9.88%	7.47%	9.15%
Average result	13.20%	12.77%	12.04%	12.85%	11.29%
Worst result	17.97%	17.93%	18.74%	16.64%	15.96%

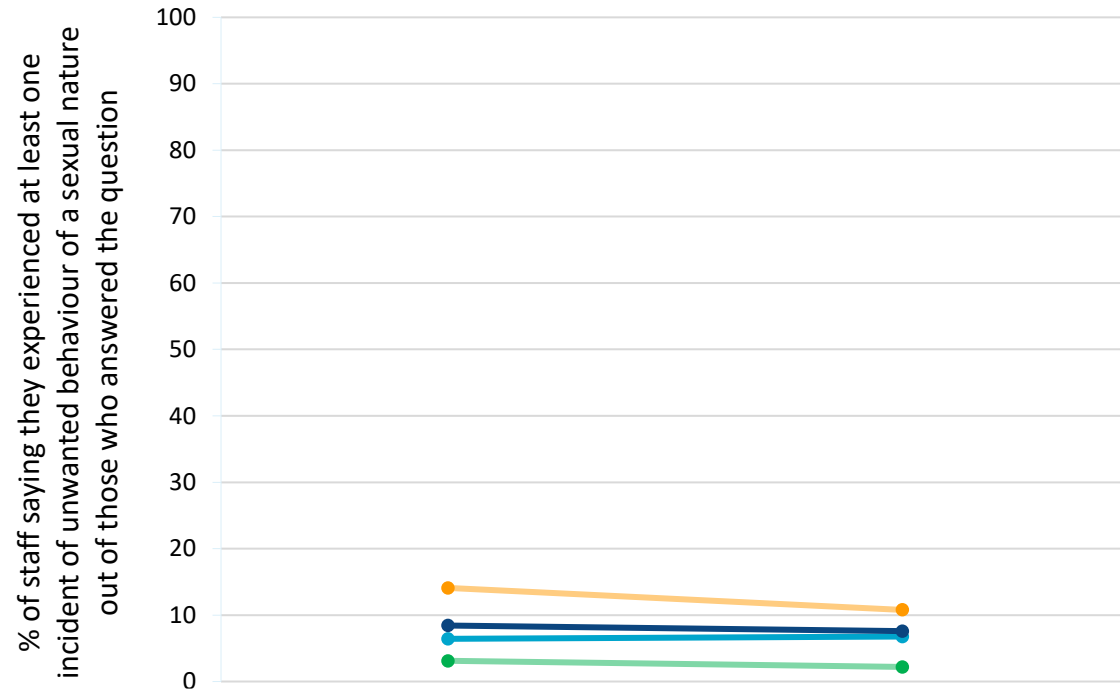
Responses 1265 1591 1821 2027 2006

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



## People Promise elements and theme results – We are safe and healthy: Other questions\*

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



2023

2024

Your org

8.43%

7.59%

Best result

3.12%

2.20%

Average result

6.43%

6.77%

Worst result

14.09%

10.78%

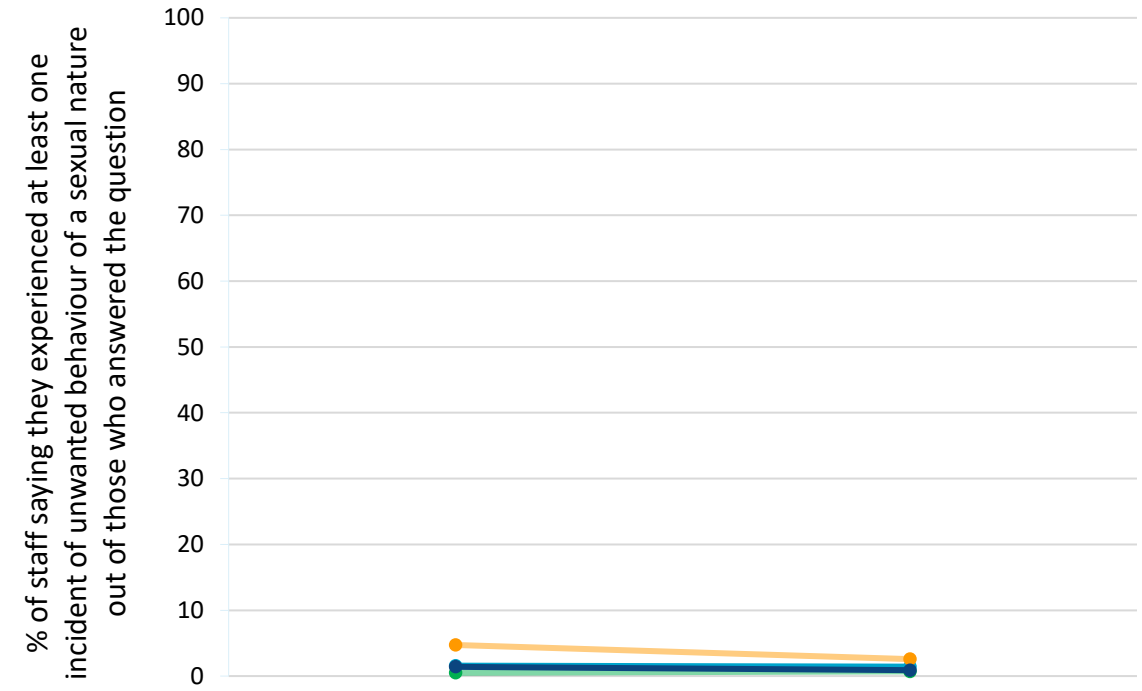
Responses

2032

2014

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

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



2023

2024

Your org

1.40%

0.90%

Best result

0.50%

0.71%

Average result

1.58%

1.43%

Worst result

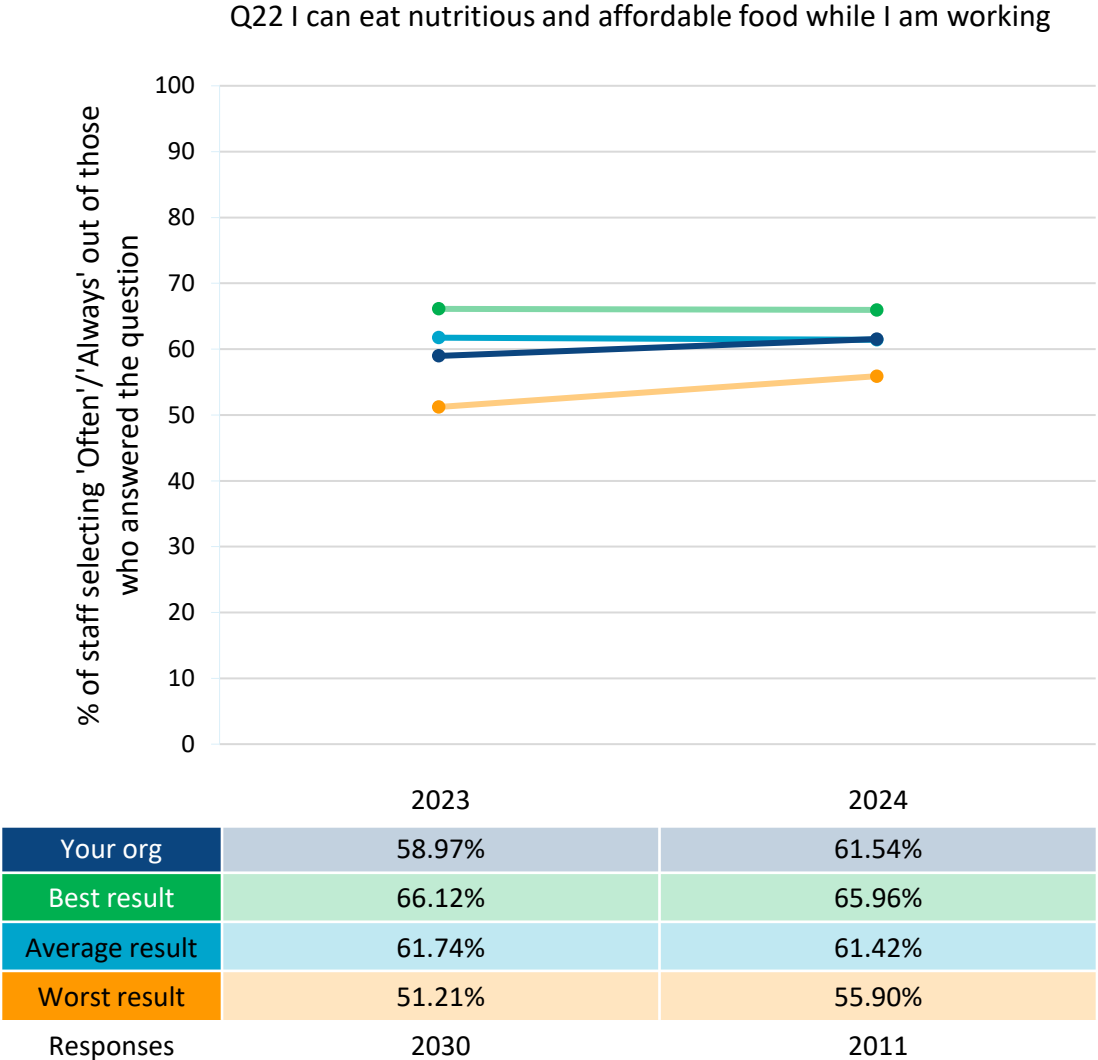
4.72%

2.58%

Responses

2026

2010



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

## People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a\*, Q23b, Q23c, Q23d

Other questions\*\* - Q24f

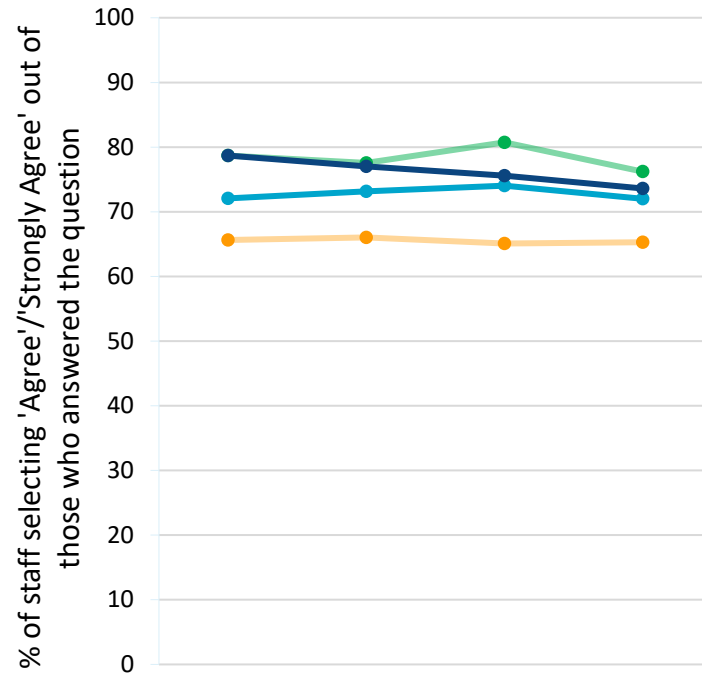
\*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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

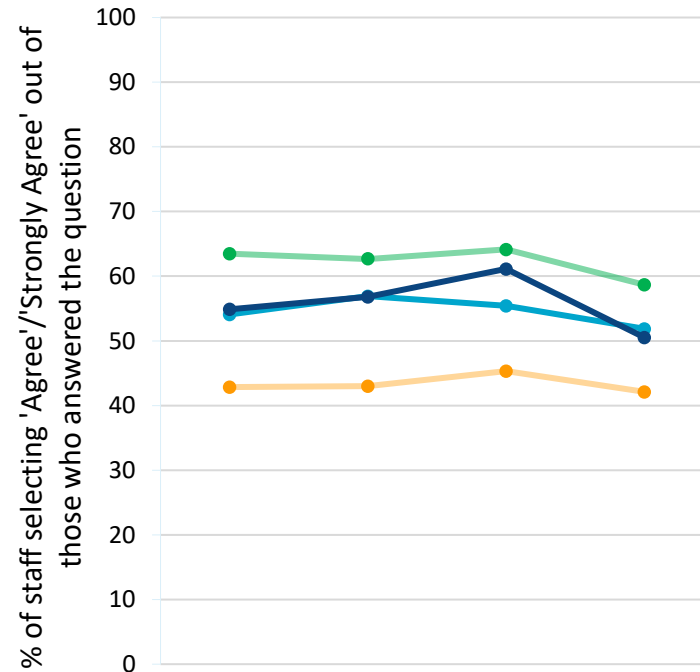


Q24a This organisation offers me challenging work.



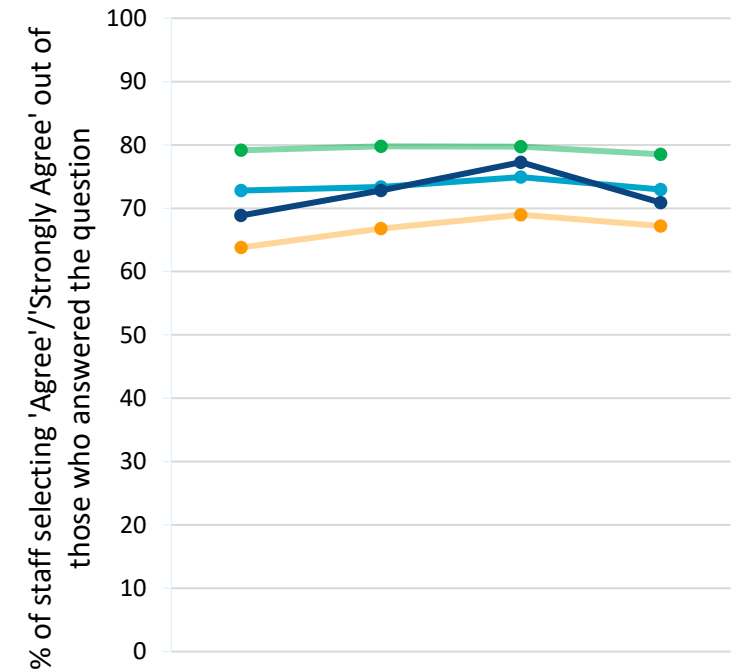
	2021	2022	2023	2024
Your org	78.69%	77.01%	75.60%	73.60%
Best result	78.69%	77.56%	80.73%	76.20%
Average result	72.05%	73.14%	74.03%	72.00%
Worst result	65.65%	66.03%	65.09%	65.30%
Responses	1622	1840	2029	2004

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



	2021	2022	2023	2024
Your org	54.87%	56.81%	61.12%	50.52%
Best result	63.48%	62.65%	64.15%	58.67%
Average result	54.10%	56.92%	55.42%	51.87%
Worst result	42.87%	43.00%	45.32%	42.12%
Responses	1622	1841	2029	2012

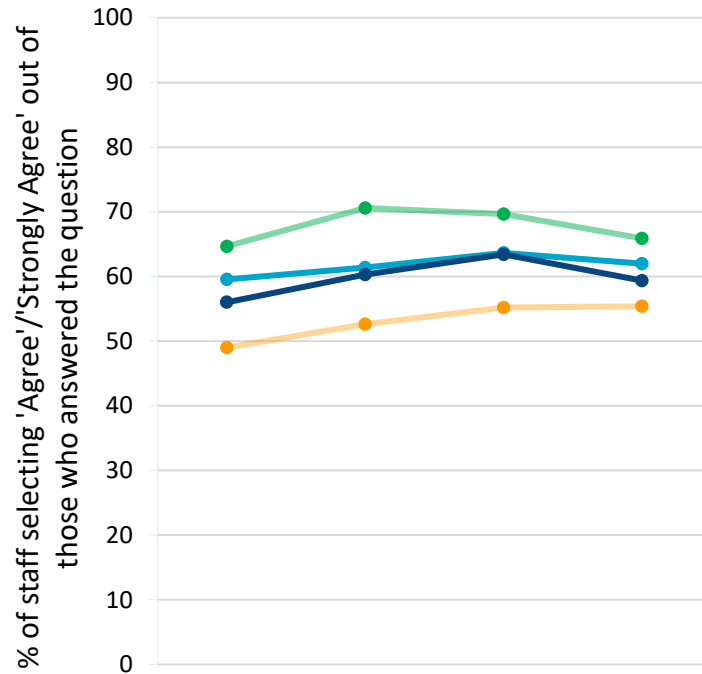
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024
Your org	68.85%	72.80%	77.27%	70.87%
Best result	79.15%	79.78%	79.75%	78.52%
Average result	72.79%	73.35%	74.91%	72.96%
Worst result	63.81%	66.79%	68.98%	67.21%
Responses	1619	1838	2024	2010

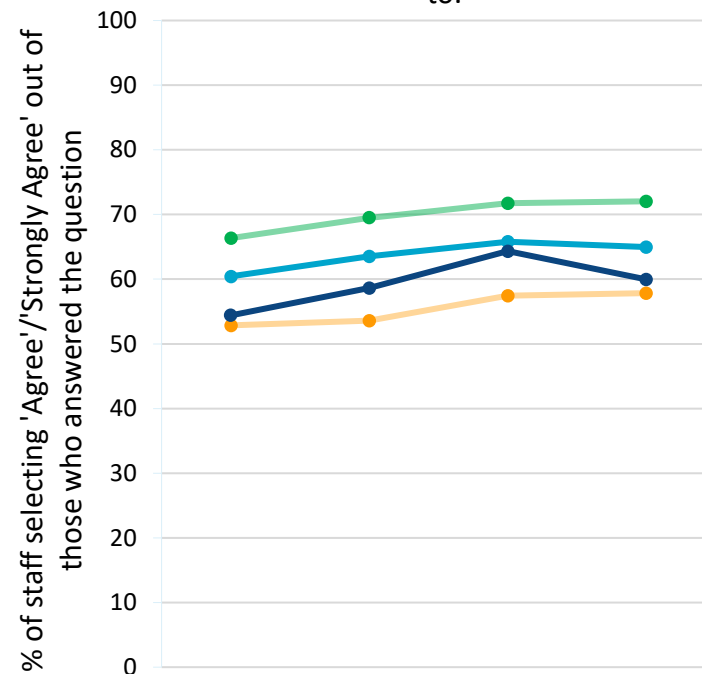


Q24d I feel supported to develop my potential.



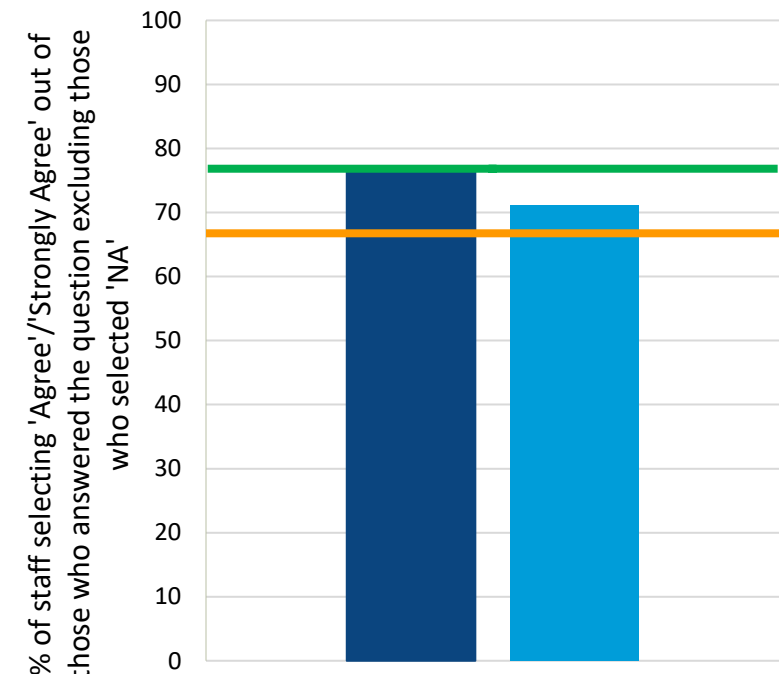
	2021	2022	2023	2024
Your org	56.01%	60.27%	63.41%	59.35%
Best result	64.67%	70.59%	69.67%	65.89%
Average result	59.54%	61.39%	63.64%	61.97%
Worst result	49.00%	52.62%	55.21%	55.39%
Responses	1622	1838	2025	2000

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



	2021	2022	2023	2024
Your org	54.40%	58.62%	64.34%	60.00%
Best result	66.34%	69.49%	71.75%	72.04%
Average result	60.44%	63.55%	65.79%	64.95%
Worst result	52.86%	53.59%	57.46%	57.84%
Responses	1618	1836	2027	2000

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

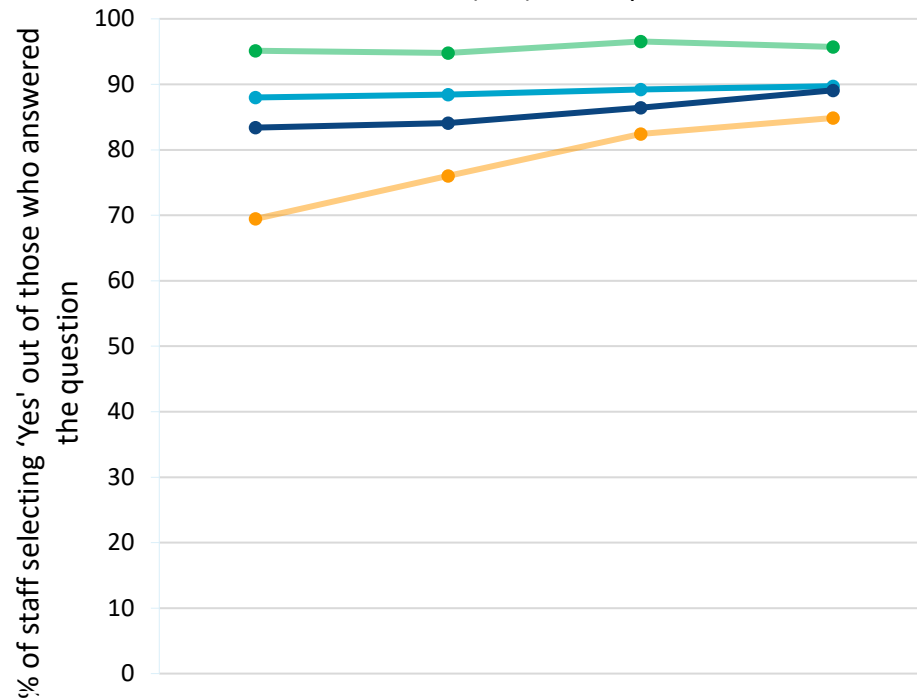


	2024
Your org	76.84%
Best result	76.84%
Average result	71.14%
Worst result	66.75%
Responses	1632

\*Q24f was introduced in 2024 and does not currently contribute towards any People Promise element score, theme score or sub-score to protect trend data over five years.



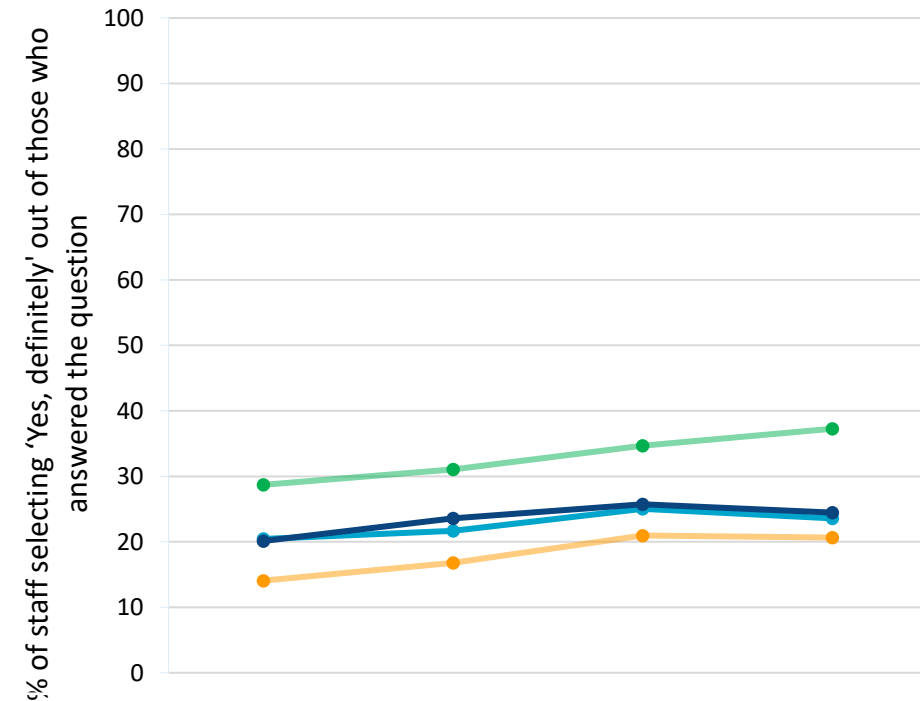
Q23a\* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024
Your org	83.39%	84.08%	86.41%	89.09%
Best result	95.15%	94.79%	96.55%	95.73%
Average result	88.00%	88.46%	89.22%	89.72%
Worst result	69.45%	76.00%	82.42%	84.86%

Responses 1617 1834 2023 2002

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



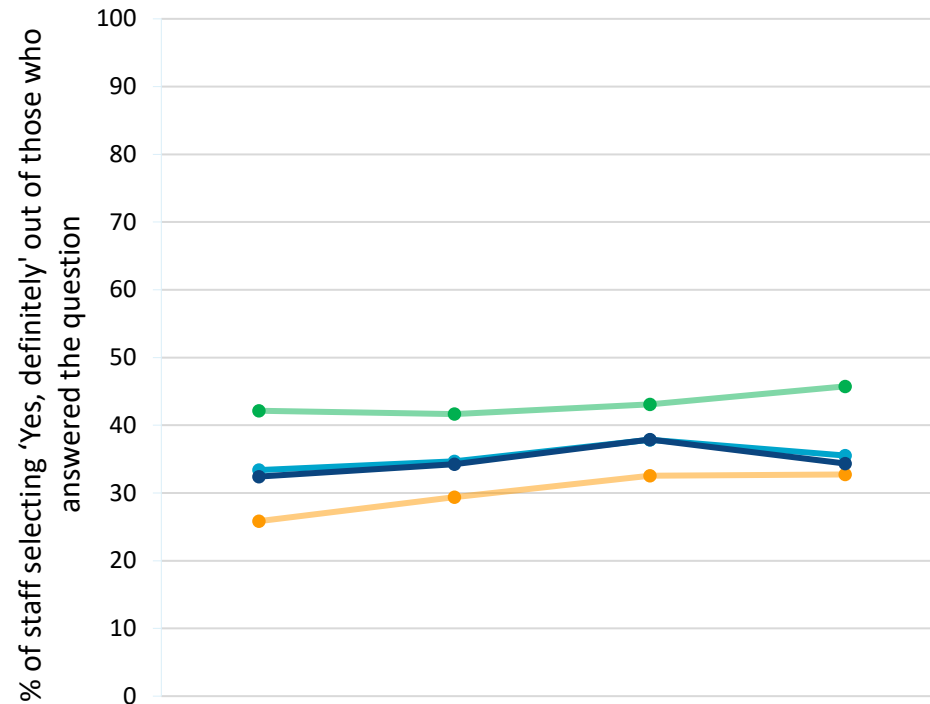
	2021	2022	2023	2024
Your org	20.12%	23.58%	25.73%	24.45%
Best result	28.70%	31.07%	34.66%	37.27%
Average result	20.43%	21.68%	25.03%	23.56%
Worst result	14.07%	16.81%	20.96%	20.65%

Responses 1352 1543 1745 1780

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



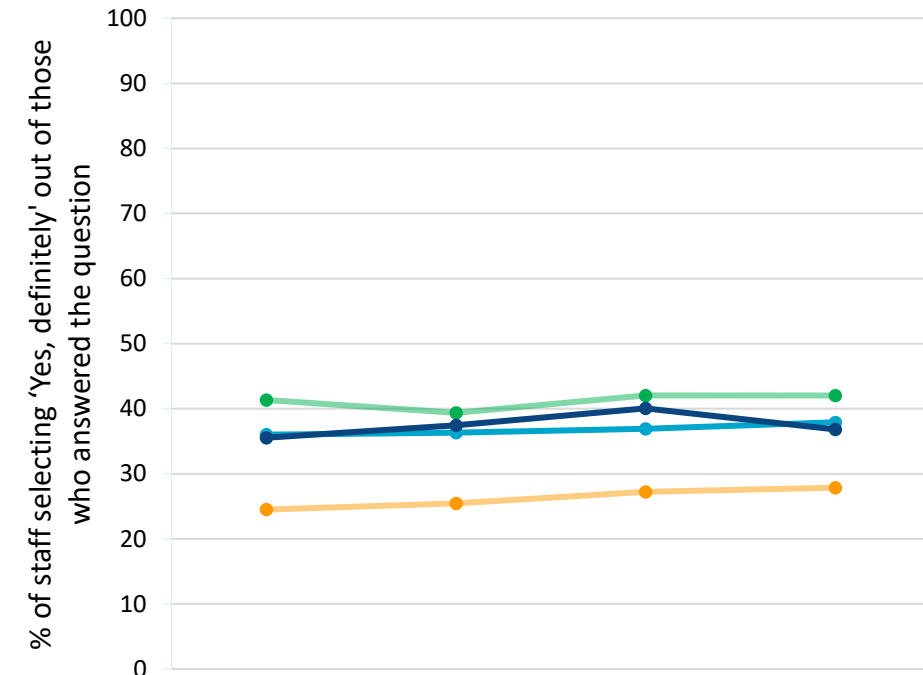
Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024
Your org	32.42%	34.25%	37.89%	34.35%
Best result	42.13%	41.64%	43.08%	45.74%
Average result	33.38%	34.65%	37.86%	35.53%
Worst result	25.84%	29.36%	32.57%	32.73%

Responses 1345 1538 1738 1777

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



	2021	2022	2023	2024
Your org	35.53%	37.44%	40.05%	36.82%
Best result	41.32%	39.37%	42.04%	42.01%
Average result	36.00%	36.30%	36.91%	37.92%
Worst result	24.49%	25.44%	27.24%	27.85%

Responses 1351 1536 1735 1775

## People Promise element – We work flexibly



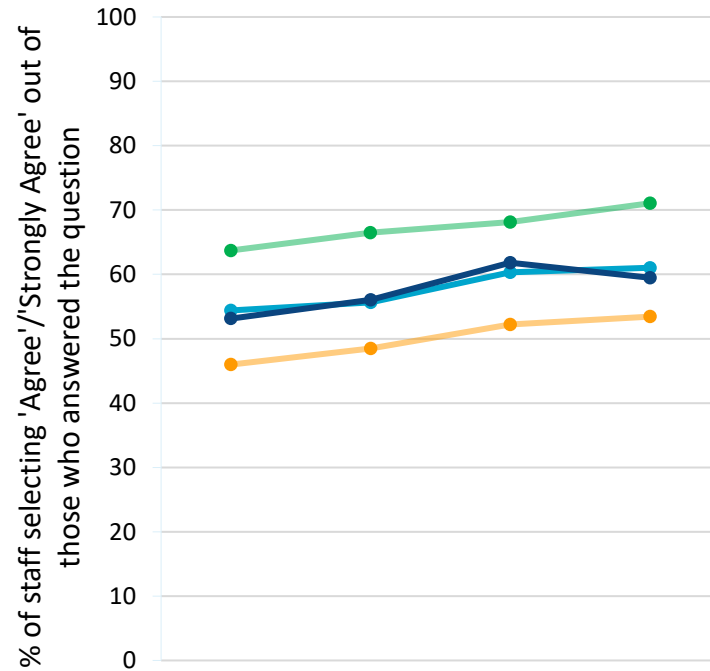
Questions included:

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

Flexible working – Q4d

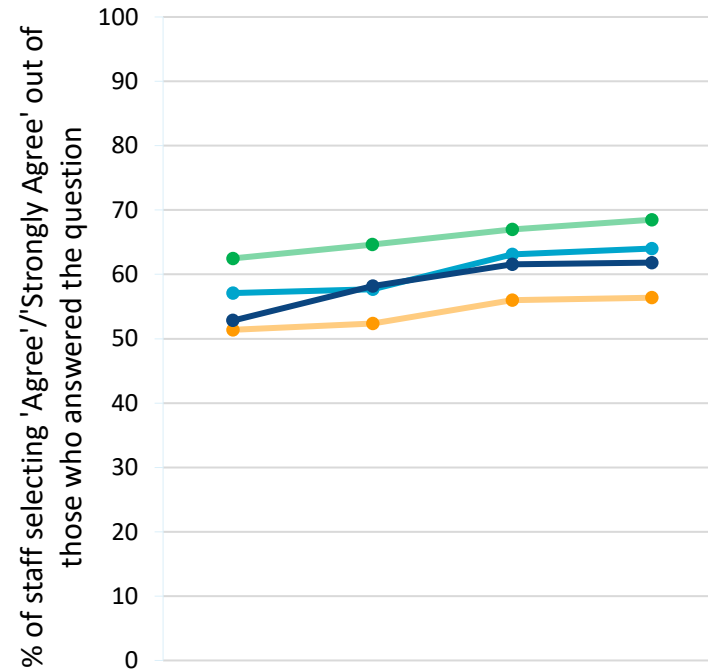


Q6b My organisation is committed to helping me balance my work and home life.



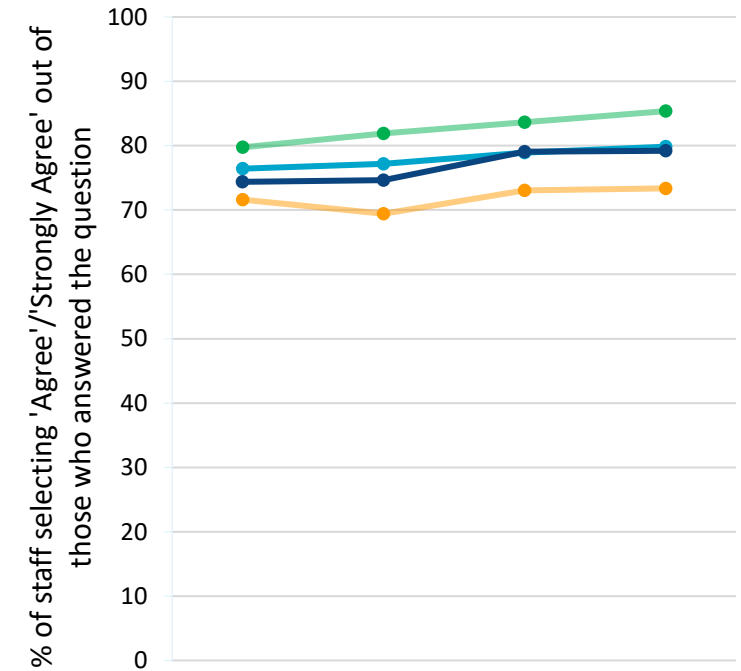
	2021	2022	2023	2024
Your org	53.12%	56.03%	61.81%	59.48%
Best result	63.71%	66.48%	68.13%	71.05%
Average result	54.39%	55.62%	60.32%	61.03%
Worst result	45.98%	48.46%	52.21%	53.43%
Responses	1622	1840	2031	2012

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



	2021	2022	2023	2024
Your org	52.81%	58.20%	61.55%	61.83%
Best result	62.48%	64.63%	66.97%	68.49%
Average result	57.10%	57.71%	63.11%	64.02%
Worst result	51.38%	52.36%	55.97%	56.37%
Responses	1619	1840	2028	2011

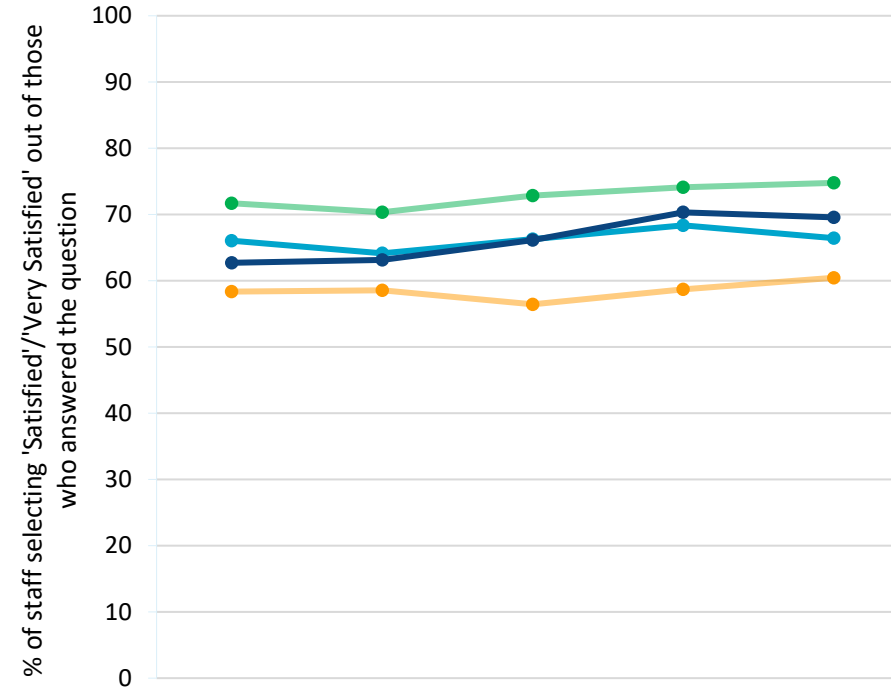
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024
Your org	74.38%	74.62%	79.07%	79.21%
Best result	79.75%	81.90%	83.64%	85.37%
Average result	76.43%	77.18%	78.90%	79.84%
Worst result	71.62%	69.42%	73.05%	73.37%
Responses	1625	1842	2030	2013

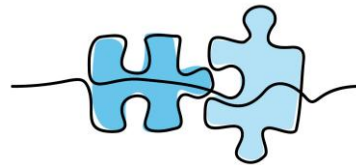


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2020	2021	2022	2023	2024
Your org	62.71%	63.14%	66.15%	70.32%	69.59%
Best result	71.69%	70.34%	72.83%	74.12%	74.78%
Average result	66.05%	64.14%	66.27%	68.36%	66.42%
Worst result	58.38%	58.56%	56.44%	58.68%	60.45%
Responses	1327	1622	1837	2030	2012

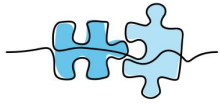
## People Promise element – We are a team



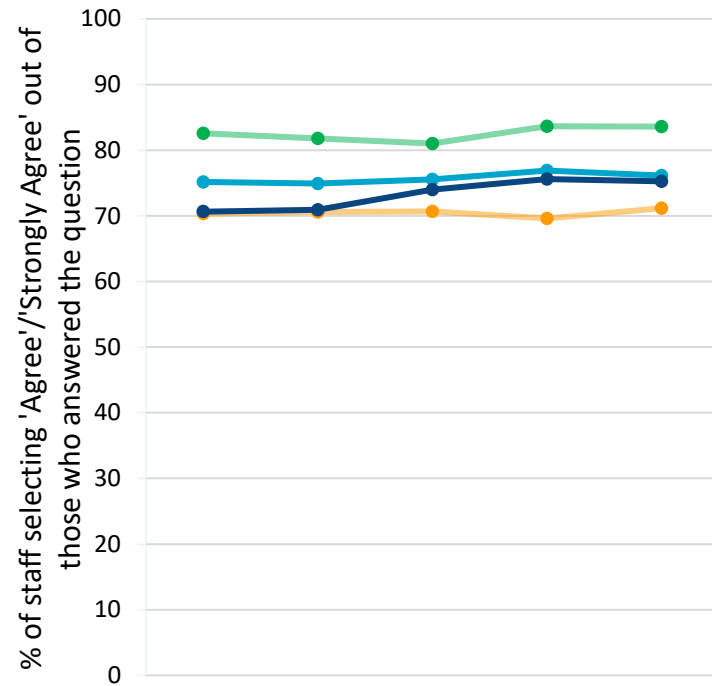
### Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

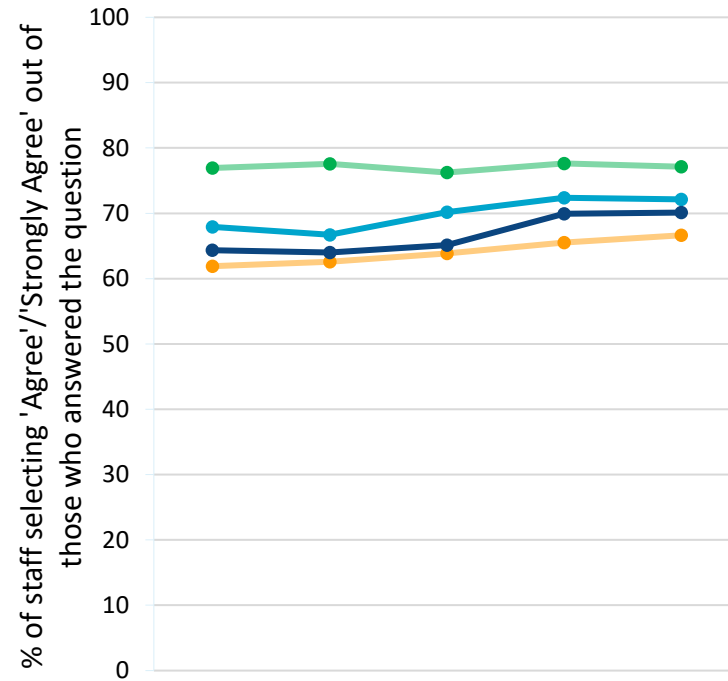


Q7a The team I work in has a set of shared objectives.



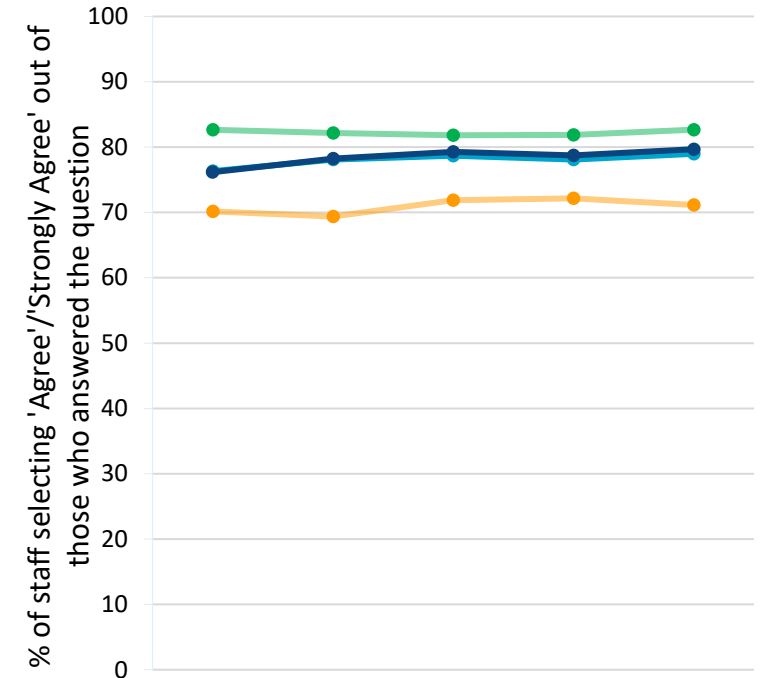
	2020	2021	2022	2023	2024
<b>Your org</b>	70.63%	70.91%	73.99%	75.60%	75.27%
<b>Best result</b>	82.55%	81.80%	81.01%	83.64%	83.62%
<b>Average result</b>	75.15%	74.92%	75.54%	76.89%	76.11%
<b>Worst result</b>	70.32%	70.60%	70.69%	69.60%	71.16%
Responses	1327	1613	1845	2032	2016

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



	2020	2021	2022	2023	2024
<b>Your org</b>	64.33%	64.00%	65.11%	69.94%	70.11%
<b>Best result</b>	76.92%	77.59%	76.24%	77.63%	77.15%
<b>Average result</b>	67.92%	66.72%	70.18%	72.38%	72.12%
<b>Worst result</b>	61.91%	62.58%	63.86%	65.51%	66.64%
Responses	1335	1605	1844	2036	2008

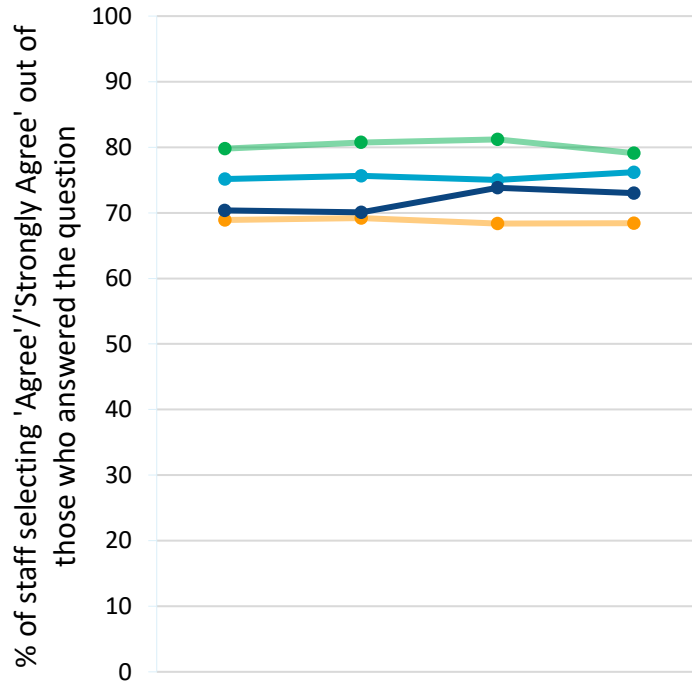
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
<b>Your org</b>	76.16%	78.26%	79.28%	78.76%	79.68%
<b>Best result</b>	82.64%	82.15%	81.82%	81.86%	82.67%
<b>Average result</b>	76.32%	78.11%	78.66%	78.07%	78.97%
<b>Worst result</b>	70.16%	69.38%	71.87%	72.16%	71.15%
Responses	1333	1613	1840	2032	2014

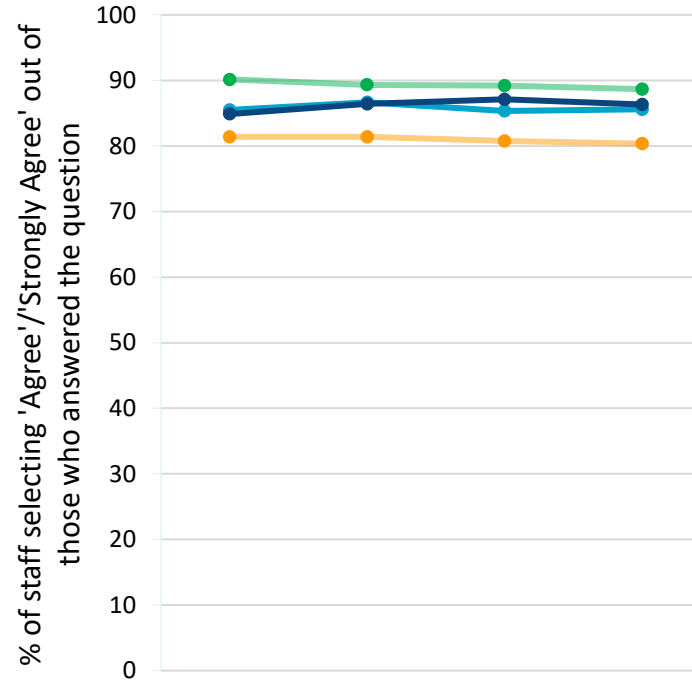


Q7d Team members understand each other's roles.



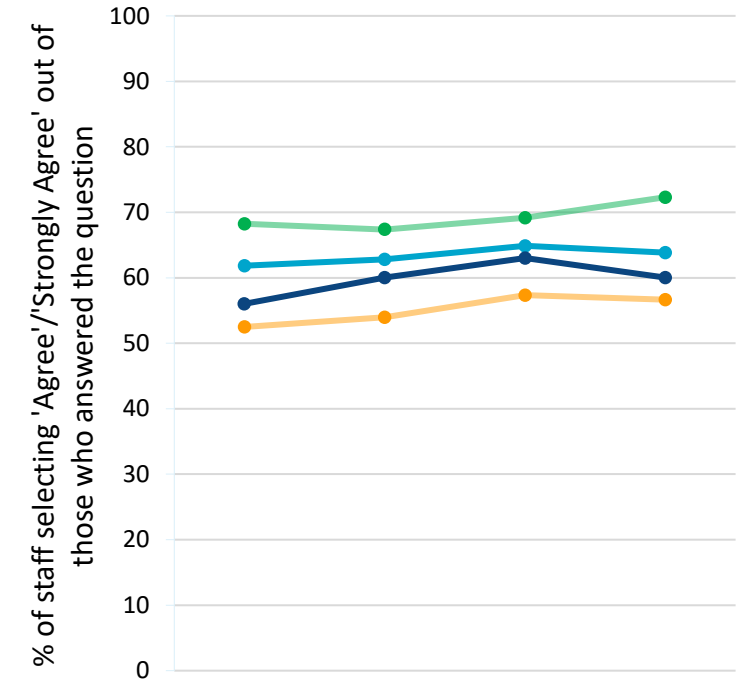
	2021	2022	2023	2024
Your org	70.35%	70.07%	73.82%	73.02%
Best result	79.79%	80.73%	81.20%	79.10%
Average result	75.17%	75.63%	75.01%	76.20%
Worst result	68.89%	69.20%	68.36%	68.41%
Responses	1607	1843	2032	2012

Q7e I enjoy working with the colleagues in my team.

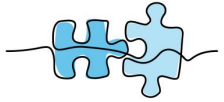


	2021	2022	2023	2024
Your org	84.87%	86.43%	87.12%	86.34%
Best result	90.15%	89.32%	89.20%	88.67%
Average result	85.48%	86.66%	85.34%	85.60%
Worst result	81.39%	81.41%	80.78%	80.36%
Responses	1609	1844	2030	2007

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

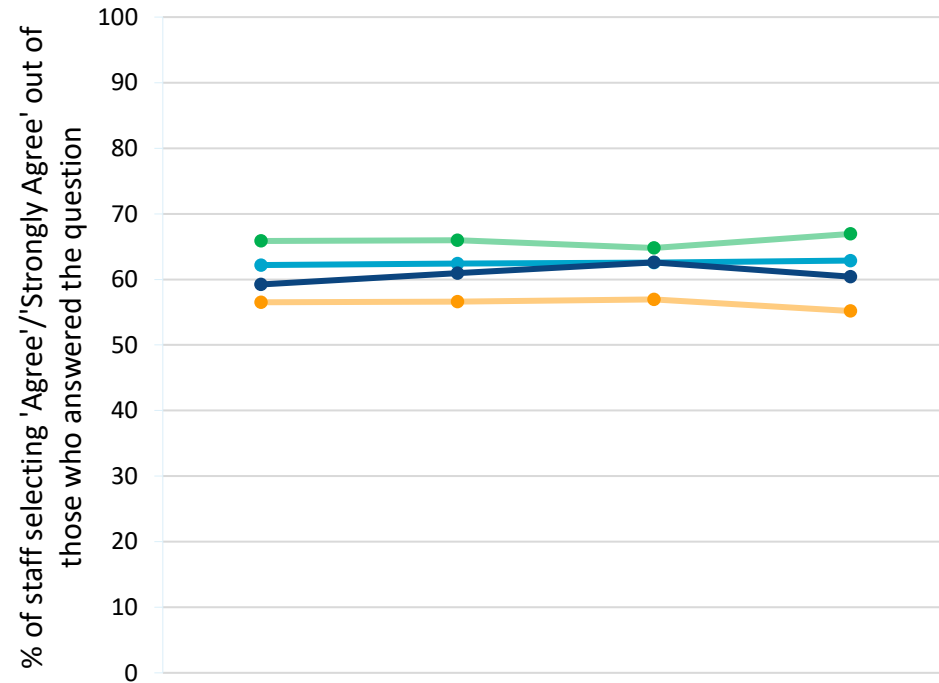


	2021	2022	2023	2024
Your org	56.02%	60.04%	63.01%	60.05%
Best result	68.25%	67.36%	69.16%	72.31%
Average result	61.85%	62.80%	64.88%	63.84%
Worst result	52.49%	53.98%	57.35%	56.66%
Responses	1610	1840	2024	2003

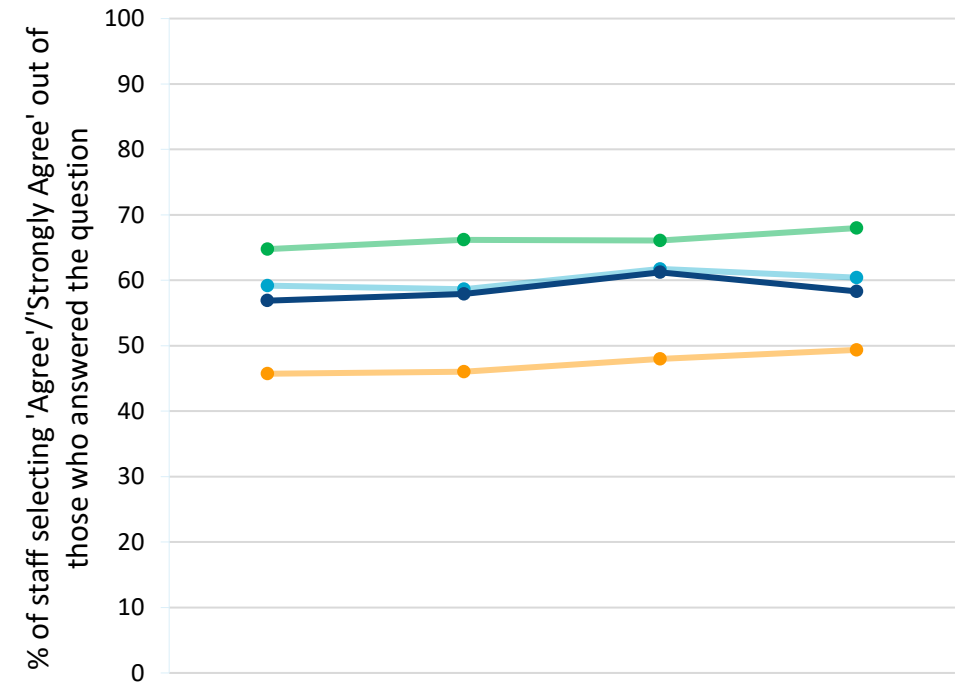


Q7g In my team disagreements are dealt with constructively.

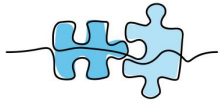
Q8a Teams within this organisation work well together to achieve their objectives.



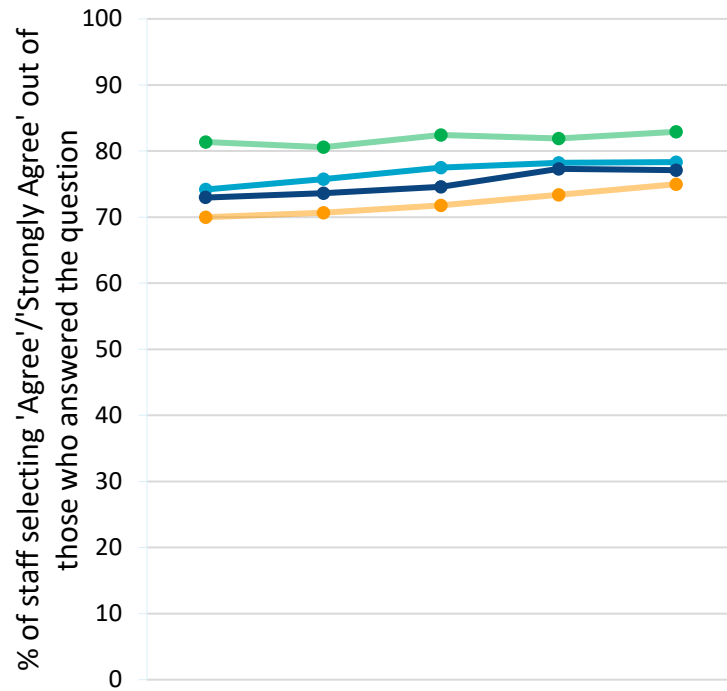
	2021	2022	2023	2024
Your org	59.23%	60.97%	62.59%	60.44%
Best result	65.86%	65.97%	64.79%	66.93%
Average result	62.19%	62.42%	62.57%	62.87%
Worst result	56.53%	56.63%	56.95%	55.18%
Responses	1608	1837	2021	2006



	2021	2022	2023	2024
Your org	56.89%	57.92%	61.22%	58.31%
Best result	64.76%	66.19%	66.09%	67.98%
Average result	59.21%	58.64%	61.74%	60.43%
Worst result	45.72%	46.05%	47.98%	49.37%
Responses	1614	1839	2029	2011



Q9a My immediate manager encourages me at work.

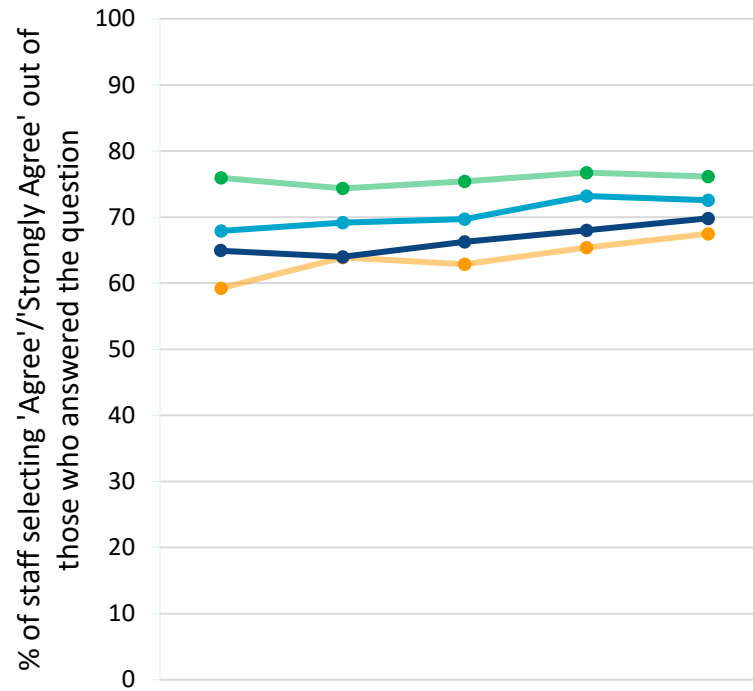


2020 2021 2022 2023 2024

Your org	72.96%	73.62%	74.60%	77.30%	77.12%
Best result	81.39%	80.58%	82.43%	81.88%	82.91%
Average result	74.18%	75.77%	77.50%	78.24%	78.33%
Worst result	69.99%	70.67%	71.78%	73.39%	74.99%

Responses 1321 1626 1842 2034 2014

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

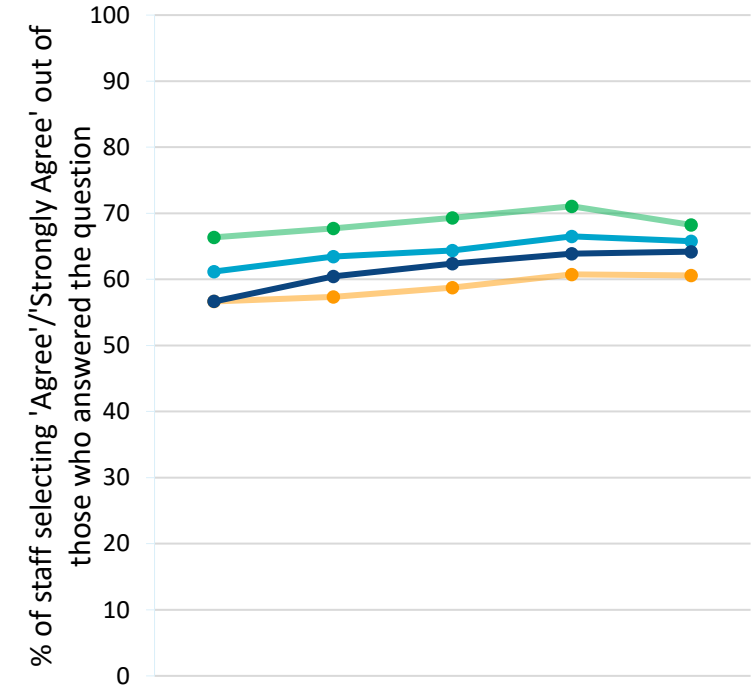


2020 2021 2022 2023 2024

Your org	64.92%	64.00%	66.25%	67.99%	69.82%
Best result	75.95%	74.34%	75.39%	76.74%	76.15%
Average result	67.91%	69.17%	69.71%	73.19%	72.54%
Worst result	59.24%	63.88%	62.85%	65.40%	67.48%

Responses 1321 1624 1837 2034 2014

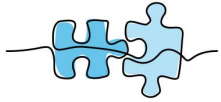
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



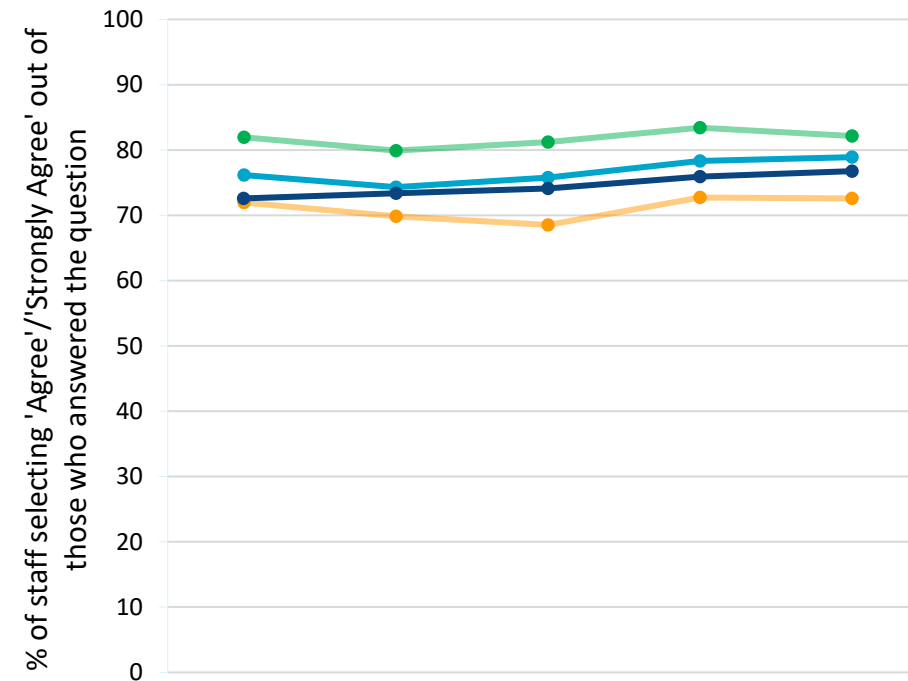
2020 2021 2022 2023 2024

Your org	56.66%	60.48%	62.38%	63.89%	64.20%
Best result	66.37%	67.72%	69.33%	71.07%	68.27%
Average result	61.19%	63.45%	64.37%	66.51%	65.76%
Worst result	56.66%	57.36%	58.76%	60.76%	60.62%

Responses 1321 1624 1839 2033 2012



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



	2020	2021	2022	2023	2024
Your org	72.59%	73.37%	74.11%	75.94%	76.76%
Best result	81.95%	79.91%	81.22%	83.41%	82.17%
Average result	76.17%	74.31%	75.78%	78.33%	78.90%
Worst result	71.95%	69.85%	68.53%	72.72%	72.58%
Responses	1319	1626	1843	2034	2014

## Theme – Staff engagement



### Questions included:

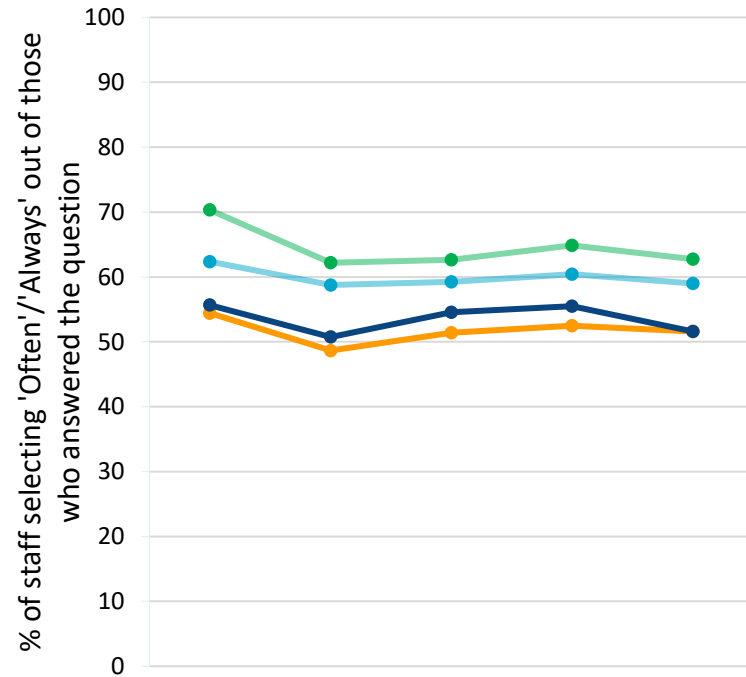
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

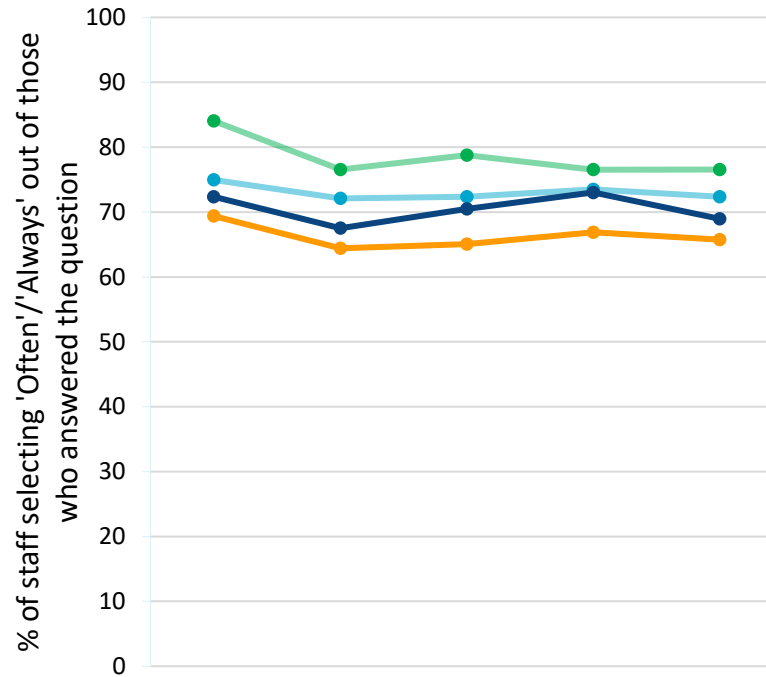


Q2a I look forward to going to work.



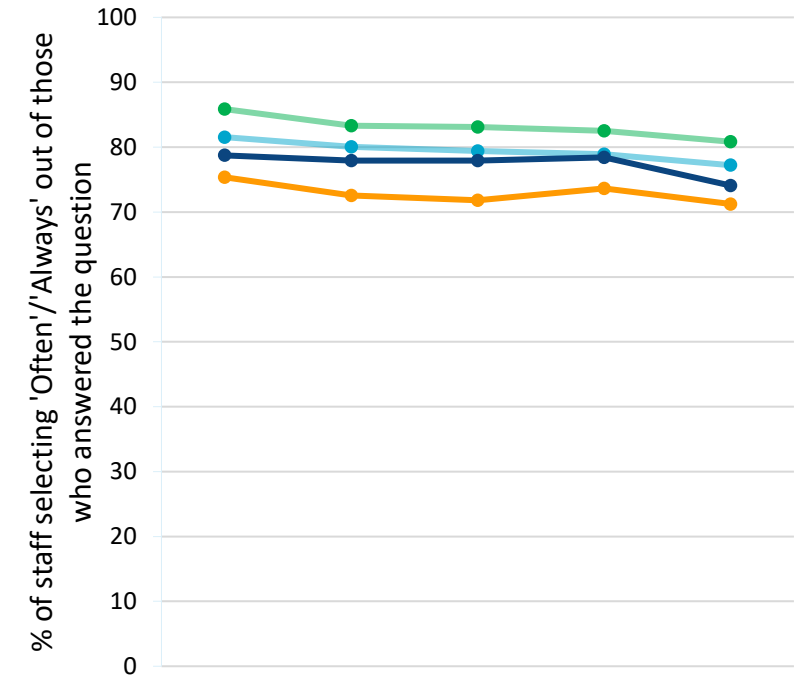
	2020	2021	2022	2023	2024
Your org	55.64%	50.73%	54.54%	55.47%	51.61%
Best result	70.32%	62.18%	62.65%	64.86%	62.75%
Average result	62.35%	58.76%	59.22%	60.44%	58.99%
Worst result	54.42%	48.66%	51.40%	52.47%	51.61%
Responses	1348	1622	1842	2030	2012

Q2b I am enthusiastic about my job.



	2020	2021	2022	2023	2024
Your org	72.34%	67.50%	70.48%	73.02%	68.96%
Best result	84.03%	76.54%	78.78%	76.52%	76.52%
Average result	74.95%	72.09%	72.34%	73.47%	72.35%
Worst result	69.38%	64.41%	65.05%	66.90%	65.77%
Responses	1345	1613	1840	2029	2004

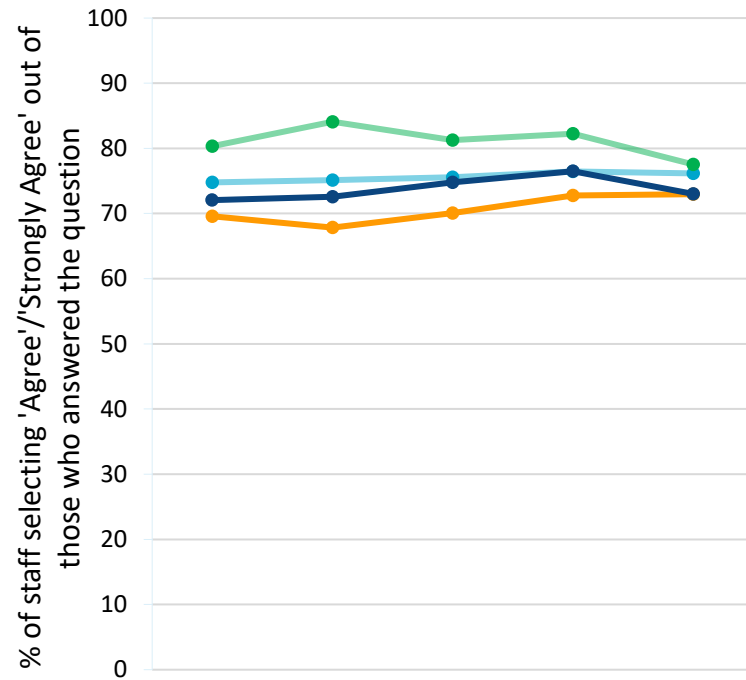
Q2c Time passes quickly when I am working.



	2020	2021	2022	2023	2024
Your org	78.73%	77.91%	77.95%	78.42%	74.08%
Best result	85.86%	83.29%	83.09%	82.50%	80.84%
Average result	81.54%	80.06%	79.43%	78.93%	77.22%
Worst result	75.36%	72.55%	71.82%	73.61%	71.24%
Responses	1348	1614	1836	2025	2000

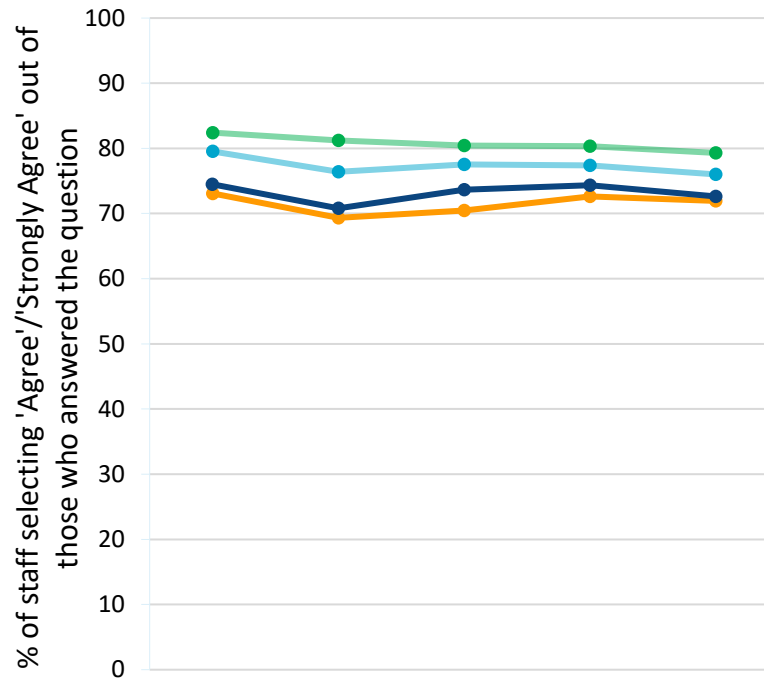


Q3c There are frequent opportunities for me to show initiative in my role.



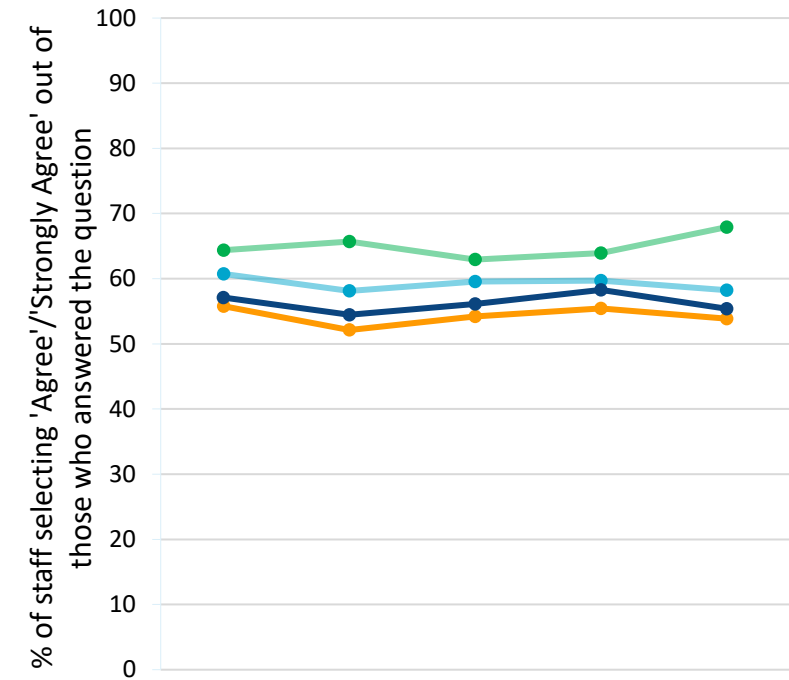
	2020	2021	2022	2023	2024
Your org	72.06%	72.57%	74.79%	76.49%	73.03%
Best result	80.35%	84.09%	81.27%	82.24%	77.55%
Average result	74.78%	75.12%	75.57%	76.46%	76.14%
Worst result	69.60%	67.84%	70.05%	72.78%	72.97%
Responses	1336	1623	1842	2032	2008

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



	2020	2021	2022	2023	2024
Your org	74.48%	70.80%	73.64%	74.34%	72.62%
Best result	82.42%	81.22%	80.45%	80.35%	79.30%
Average result	79.53%	76.40%	77.53%	77.41%	76.01%
Worst result	73.09%	69.34%	70.44%	72.63%	71.96%
Responses	1337	1626	1838	2022	2007

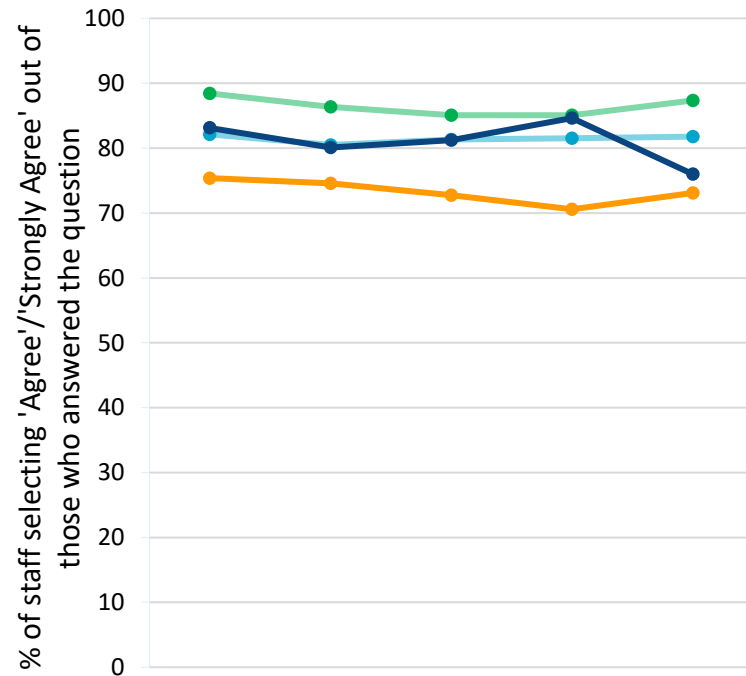
Q3f I am able to make improvements happen in my area of work.



	2020	2021	2022	2023	2024
Your org	57.11%	54.47%	56.13%	58.28%	55.37%
Best result	64.38%	65.70%	62.94%	63.95%	67.92%
Average result	60.73%	58.12%	59.56%	59.71%	58.24%
Worst result	55.78%	52.12%	54.20%	55.42%	53.87%
Responses	1334	1611	1835	2019	2002

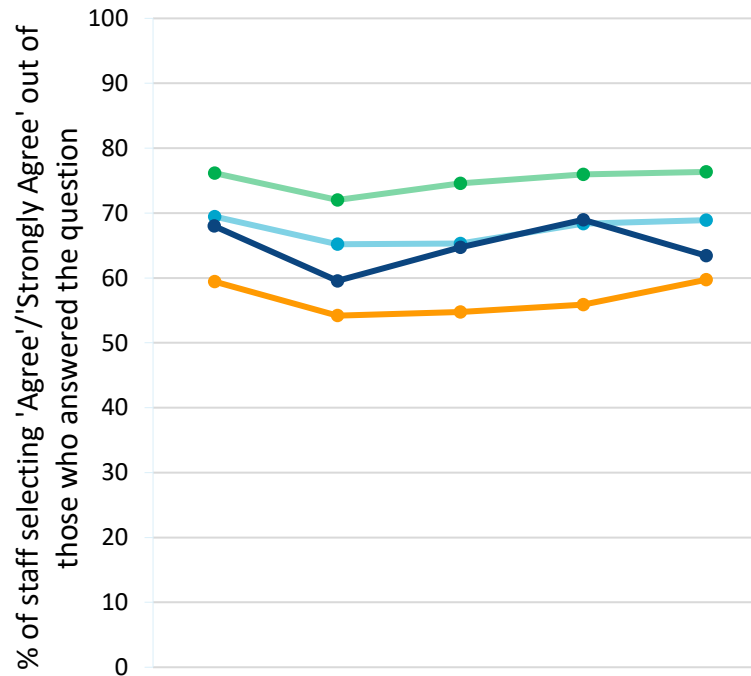


Q25a Care of patients / service users is my organisation's top priority.



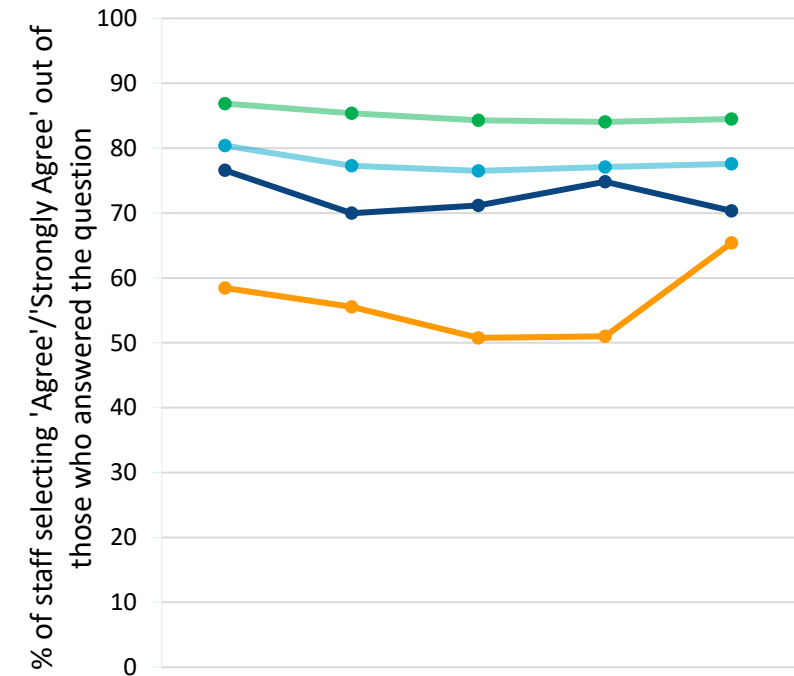
	2020	2021	2022	2023	2024
Your org	83.11%	80.08%	81.24%	84.63%	75.99%
Best result	88.43%	86.38%	85.08%	85.07%	87.34%
Average result	82.13%	80.49%	81.33%	81.53%	81.76%
Worst result	75.38%	74.57%	72.73%	70.58%	73.09%
Responses	1303	1621	1841	2027	2011

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



	2020	2021	2022	2023	2024
Your org	67.97%	59.55%	64.73%	68.96%	63.41%
Best result	76.15%	72.01%	74.57%	75.97%	76.34%
Average result	69.46%	65.19%	65.31%	68.36%	68.89%
Worst result	59.42%	54.18%	54.75%	55.86%	59.71%
Responses	1302	1621	1841	2023	2009

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



	2020	2021	2022	2023	2024
Your org	76.57%	69.97%	71.16%	74.82%	70.31%
Best result	86.86%	85.39%	84.27%	84.05%	84.46%
Average result	80.38%	77.29%	76.50%	77.06%	77.59%
Worst result	58.43%	55.52%	50.76%	50.99%	65.41%
Responses	1305	1619	1838	2022	2005

## Theme - Morale



### Questions included:

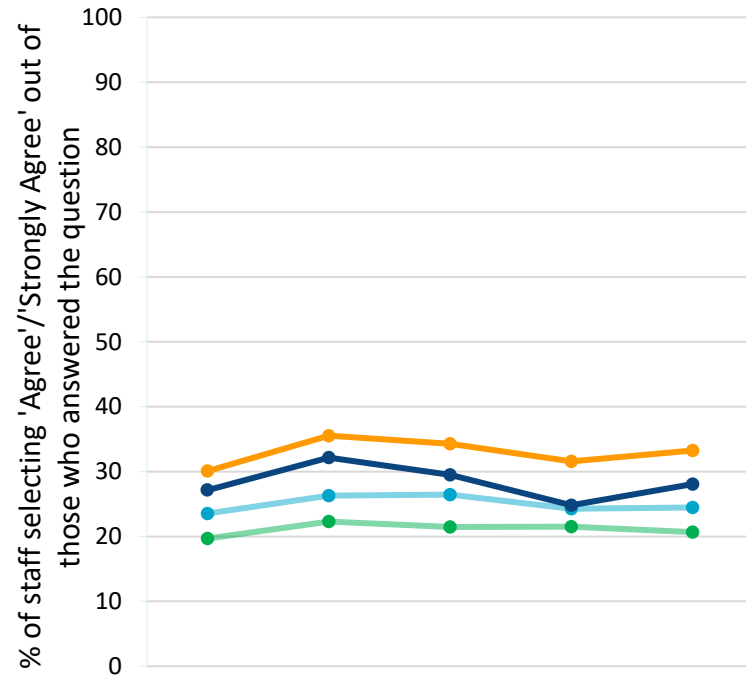
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

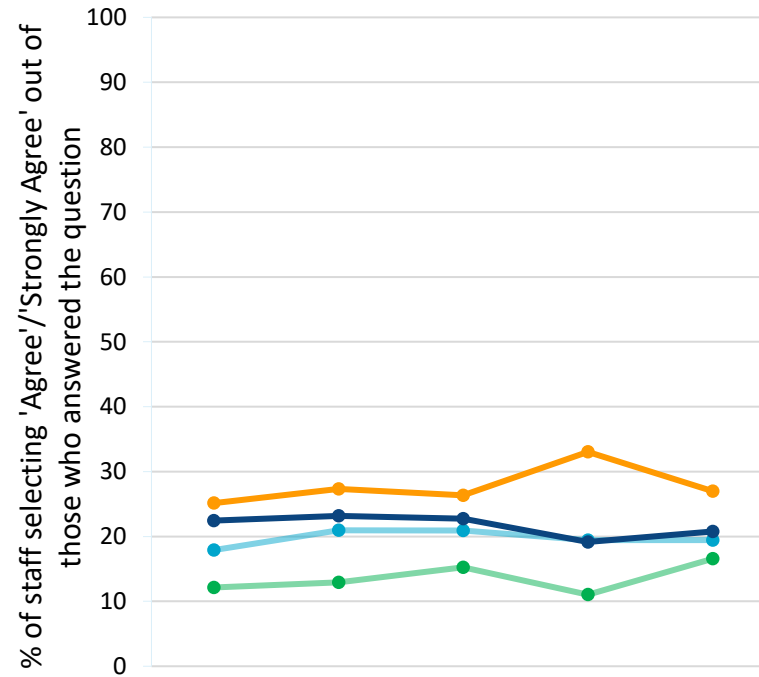


Q26a I often think about leaving this organisation.



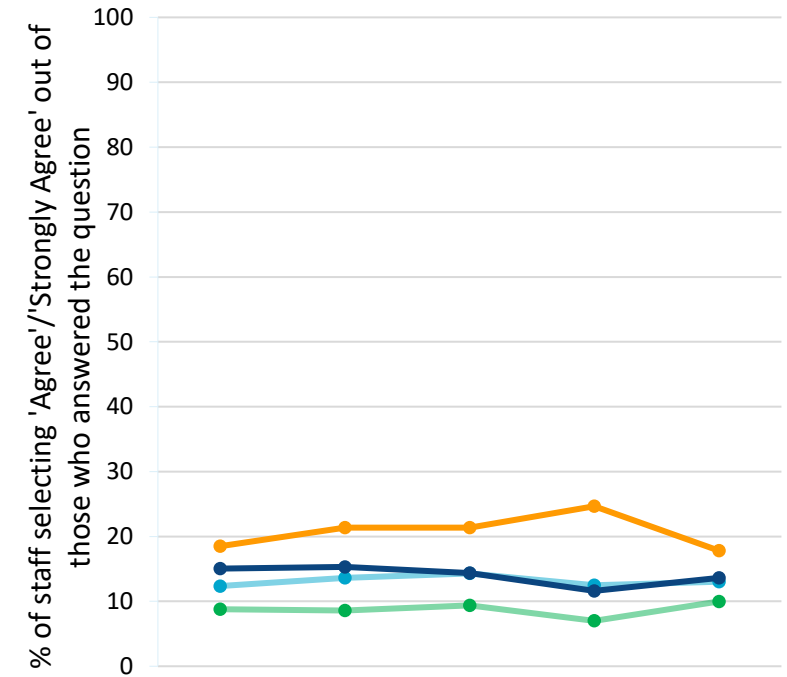
	2020	2021	2022	2023	2024
Your org	27.15%	32.15%	29.49%	24.81%	28.08%
Best result	19.68%	22.30%	21.48%	21.51%	20.68%
Average result	23.54%	26.30%	26.45%	24.29%	24.48%
Worst result	30.07%	35.53%	34.27%	31.55%	33.23%
Responses	1306	1623	1842	2030	2014

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



	2020	2021	2022	2023	2024
Your org	22.43%	23.17%	22.76%	19.16%	20.75%
Best result	12.15%	12.93%	15.22%	11.03%	16.56%
Average result	17.90%	20.95%	20.93%	19.42%	19.45%
Worst result	25.14%	27.34%	26.35%	33.03%	26.99%
Responses	1306	1621	1840	2026	2002

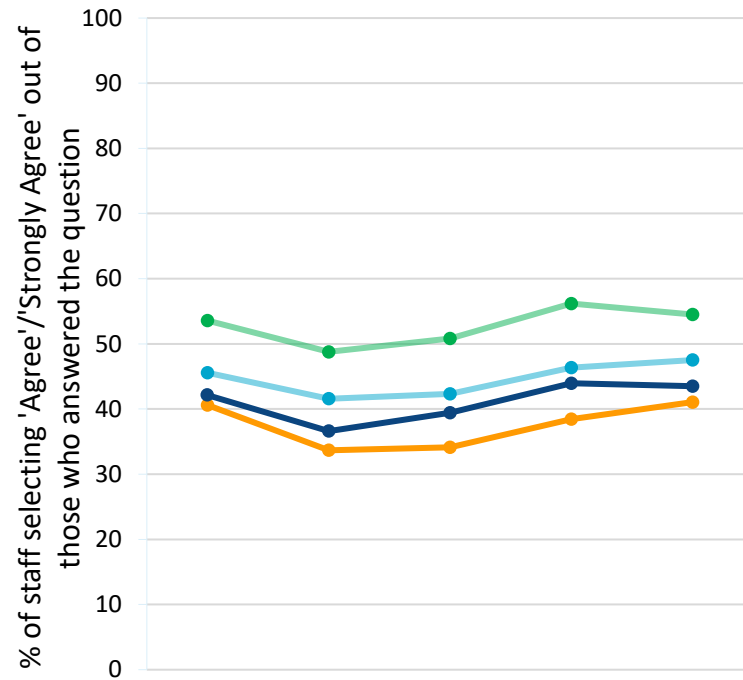
Q26c As soon as I can find another job, I will leave this organisation.



	2020	2021	2022	2023	2024
Your org	15.05%	15.31%	14.38%	11.62%	13.63%
Best result	8.81%	8.60%	9.37%	7.00%	9.99%
Average result	12.36%	13.60%	14.30%	12.47%	13.01%
Worst result	18.49%	21.36%	21.37%	24.66%	17.81%
Responses	1306	1617	1835	2013	2003

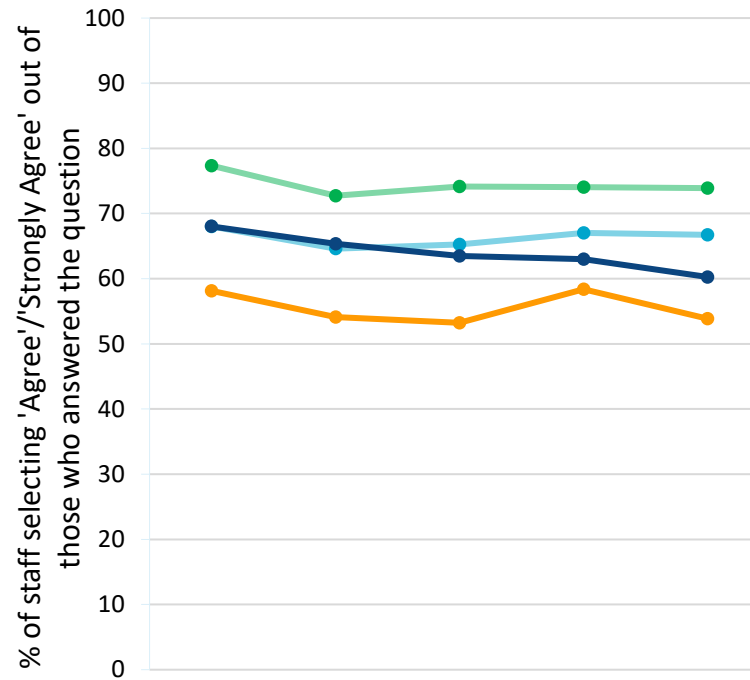


Q3g I am able to meet all the conflicting demands on my time at work.



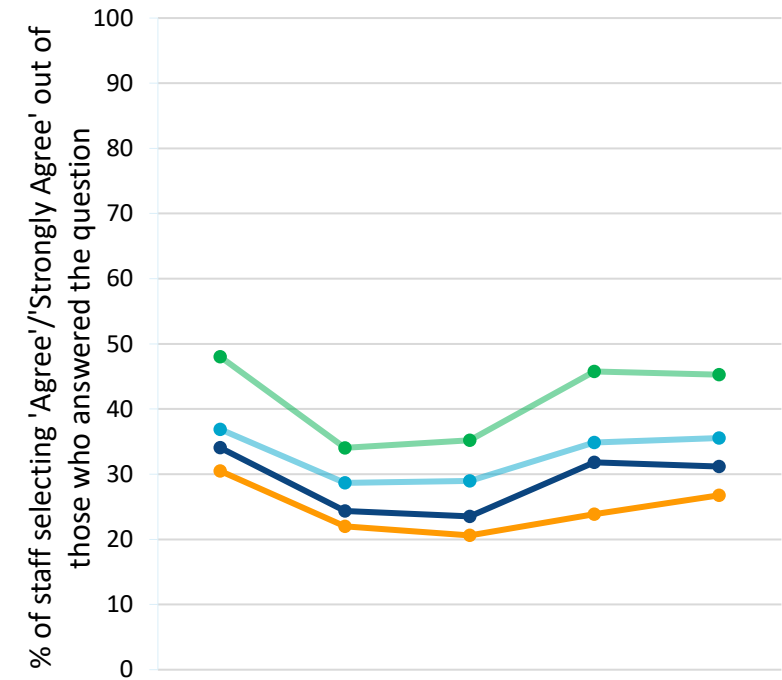
	2020	2021	2022	2023	2024
Your org	42.15%	36.61%	39.45%	43.96%	43.51%
Best result	53.58%	48.78%	50.80%	56.19%	54.51%
Average result	45.57%	41.58%	42.30%	46.34%	47.52%
Worst result	40.59%	33.67%	34.13%	38.42%	41.07%
Responses	1331	1624	1839	2028	2002

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



	2020	2021	2022	2023	2024
Your org	68.02%	65.37%	63.49%	63.02%	60.27%
Best result	77.34%	72.74%	74.14%	74.05%	73.89%
Average result	68.02%	64.61%	65.27%	67.04%	66.73%
Worst result	58.15%	54.11%	53.23%	58.38%	53.88%
Responses	1334	1607	1838	2020	1993

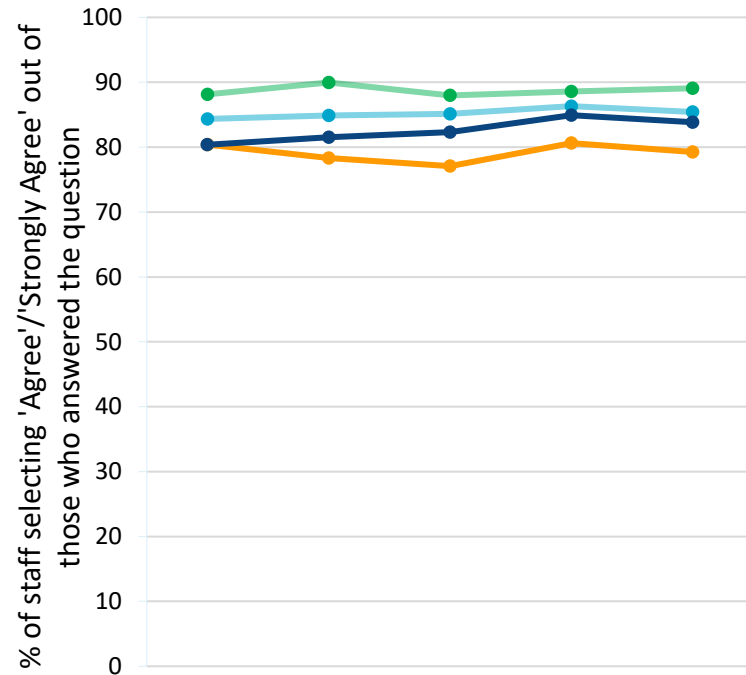
Q3i There are enough staff at this organisation for me to do my job properly.



	2020	2021	2022	2023	2024
Your org	34.05%	24.35%	23.53%	31.79%	31.16%
Best result	48.02%	34.05%	35.18%	45.76%	45.26%
Average result	36.89%	28.67%	28.97%	34.87%	35.53%
Worst result	30.49%	22.00%	20.60%	23.88%	26.74%
Responses	1336	1619	1841	2033	2012

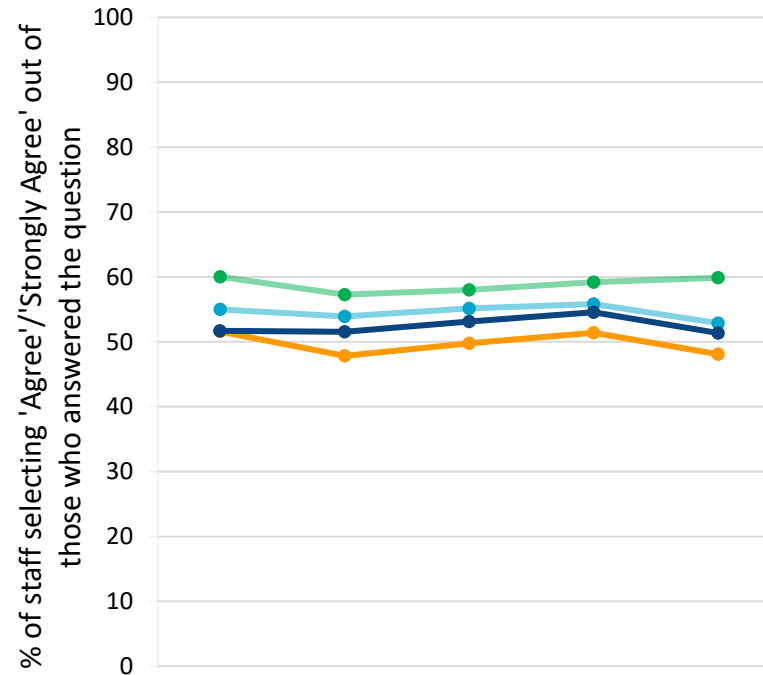


Q3a I always know what my work responsibilities are.



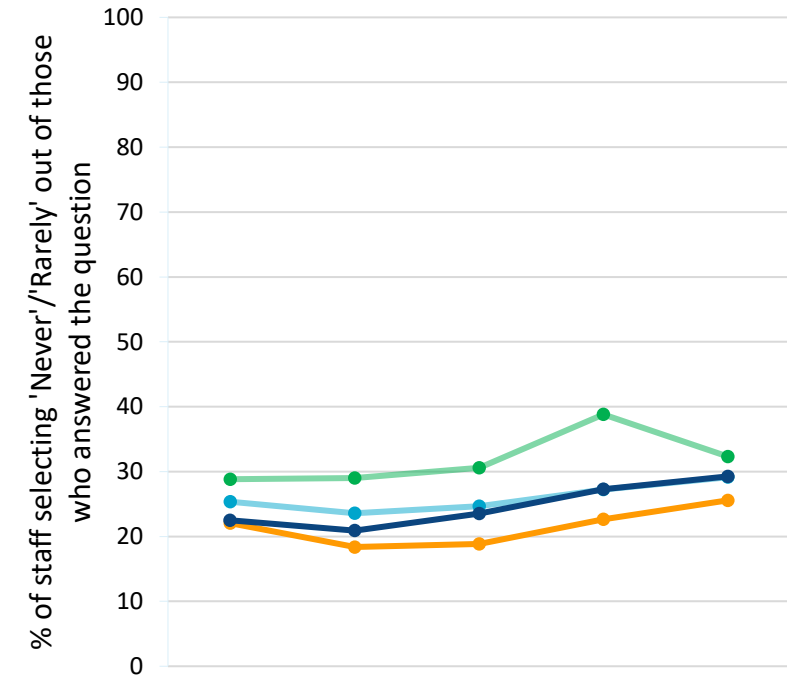
	2020	2021	2022	2023	2024
Your org	80.37%	81.54%	82.29%	84.92%	83.86%
Best result	88.11%	89.97%	87.96%	88.60%	89.08%
Average result	84.35%	84.86%	85.14%	86.32%	85.44%
Worst result	80.37%	78.30%	77.07%	80.61%	79.25%
Responses	1344	1627	1845	2036	2014

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



	2020	2021	2022	2023	2024
Your org	51.67%	51.54%	53.11%	54.55%	51.36%
Best result	60.02%	57.27%	58.00%	59.20%	59.89%
Average result	55.00%	53.89%	55.16%	55.82%	52.88%
Worst result	51.57%	47.84%	49.76%	51.41%	48.09%
Responses	1336	1622	1841	2030	2008

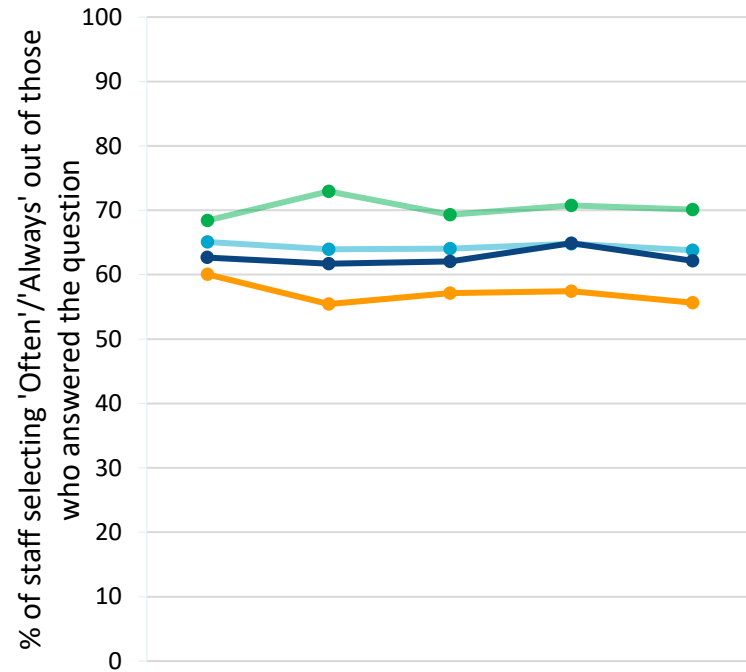
Q5a I have unrealistic time pressures.



	2020	2021	2022	2023	2024
Your org	22.48%	20.90%	23.54%	27.30%	29.27%
Best result	28.82%	29.01%	30.58%	38.81%	32.30%
Average result	25.34%	23.58%	24.65%	27.22%	29.13%
Worst result	22.05%	18.38%	18.84%	22.62%	25.57%
Responses	1327	1618	1841	2033	2010

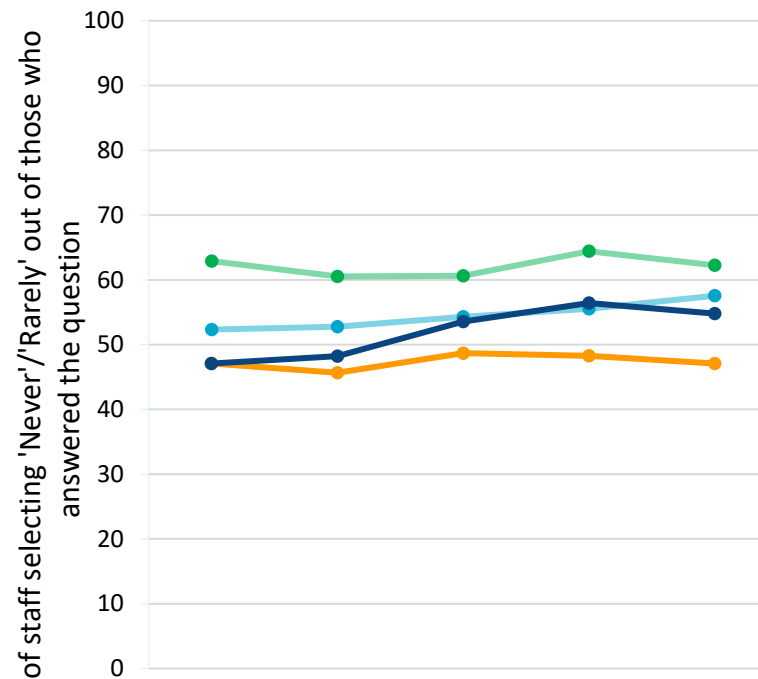


Q5b I have a choice in deciding how to do my work.



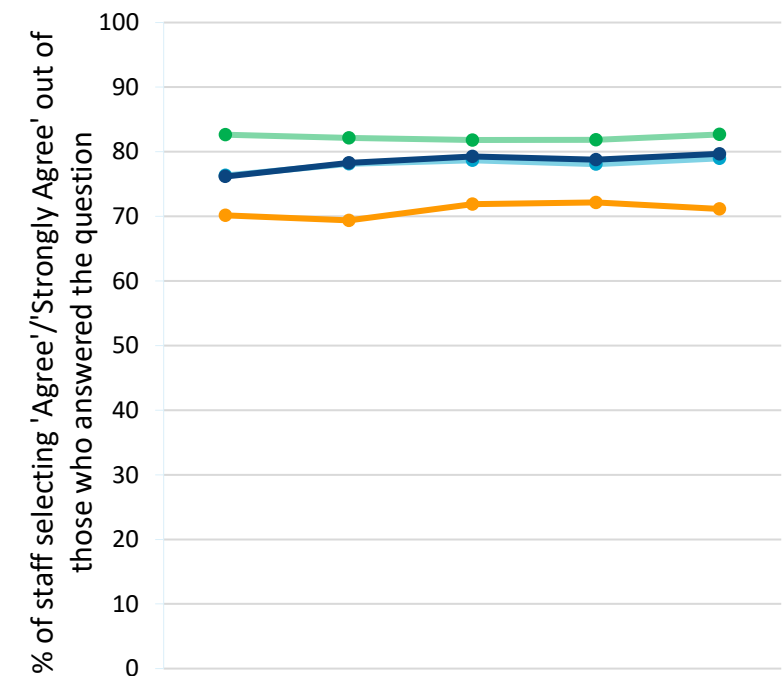
	2020	2021	2022	2023	2024
Your org	62.67%	61.70%	62.06%	64.89%	62.17%
Best result	68.41%	72.94%	69.34%	70.74%	70.12%
Average result	65.08%	63.95%	64.05%	64.77%	63.79%
Worst result	60.05%	55.44%	57.15%	57.41%	55.65%
Responses	1326	1612	1837	2026	2007

Q5c Relationships at work are strained.



	2020	2021	2022	2023	2024
Your org	47.08%	48.23%	53.56%	56.42%	54.80%
Best result	62.92%	60.54%	60.64%	64.41%	62.24%
Average result	52.33%	52.78%	54.32%	55.53%	57.55%
Worst result	47.08%	45.66%	48.68%	48.28%	47.07%
Responses	1329	1619	1839	2031	2007

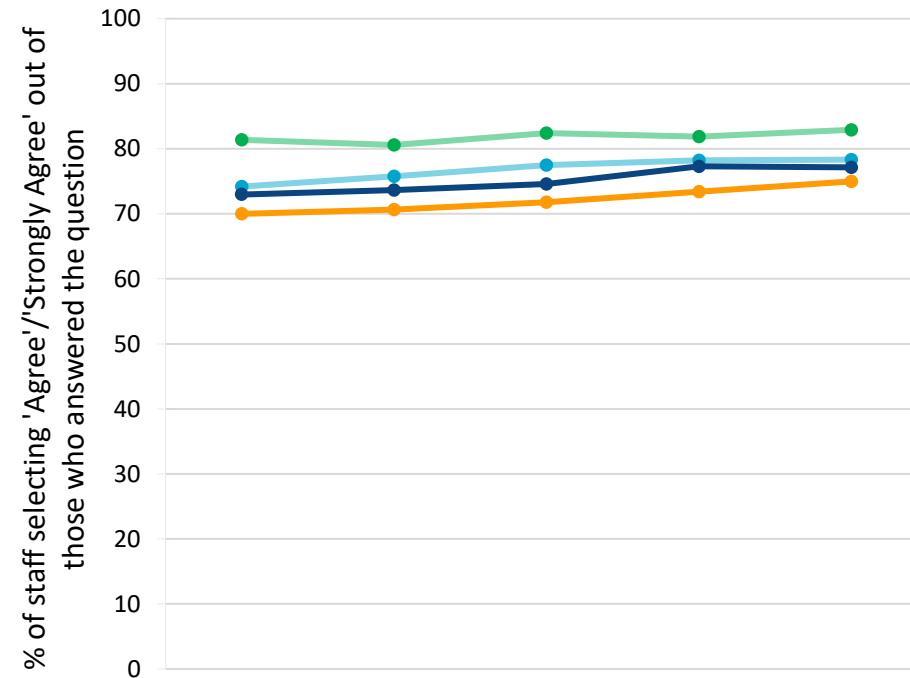
Q7c I receive the respect I deserve from my colleagues at work.



	2020	2021	2022	2023	2024
Your org	76.16%	78.26%	79.28%	78.76%	79.68%
Best result	82.64%	82.15%	81.82%	81.86%	82.67%
Average result	76.32%	78.11%	78.66%	78.07%	78.97%
Worst result	70.16%	69.38%	71.87%	72.16%	71.15%
Responses	1333	1613	1840	2032	2014



Q9a My immediate manager encourages me at work.



	2020	2021	2022	2023	2024
Your org	72.96%	73.62%	74.60%	77.30%	77.12%
Best result	81.39%	80.58%	82.43%	81.88%	82.91%
Average result	74.18%	75.77%	77.50%	78.24%	78.33%
Worst result	69.99%	70.67%	71.78%	73.39%	74.99%
Responses	1321	1626	1842	2034	2014

## Questions not linked to People Promise elements or themes

Questions included:\*

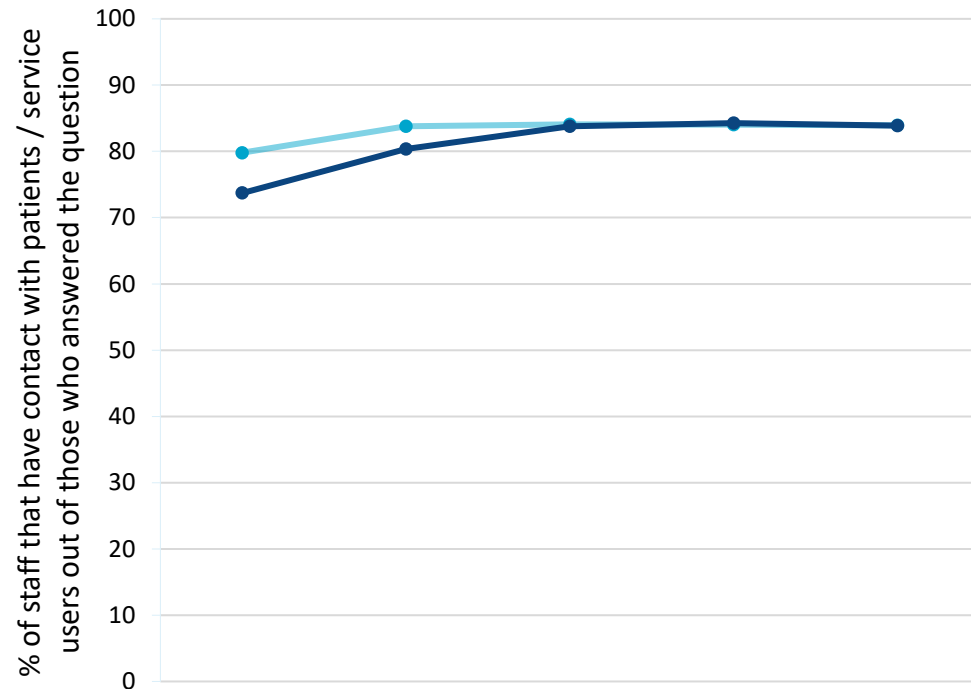
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

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

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



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

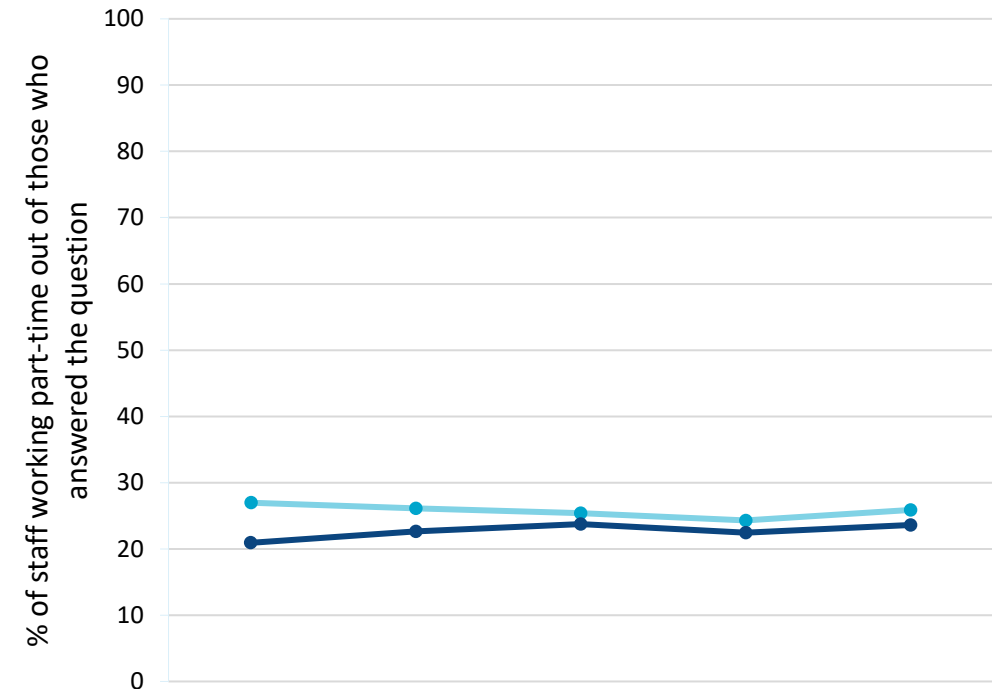


2020 2021 2022 2023 2024

Your org	73.70%	80.37%	83.80%	84.26%	83.88%
Average	79.80%	83.78%	84.08%	84.05%	83.95%

Responses 1350 1620 1840 2027 2004

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



2020 2021 2022 2023 2024

Your org	20.92%	22.63%	23.75%	22.45%	23.60%
Average	26.97%	26.14%	25.40%	24.30%	25.89%

Responses 1300 1516 1697 1853 1869