Survey Coordination Centre



Harrogate and District NHS Foundation Trust

NHS Staff Survey Benchmark report 2024









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Introduction

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.



About this Report





About this report

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

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

How results are reported

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



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



People Promise elements, themes and sub-scores





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

Report structure





Introduction

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

Organisation details

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

People Promise elements, themes and sub-scores: Overview

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

People Promise elements, themes and sub-scores: Trends

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

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



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

People Promise elements, themes and sub-scores: Questions

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

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

Questions not linked to People Promise

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

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

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

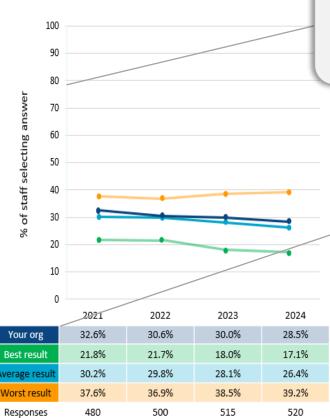
Using the report





Note this is example data Question number and text (or

Key features



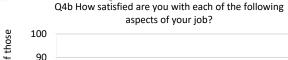
Tips on how to read, interpret and use

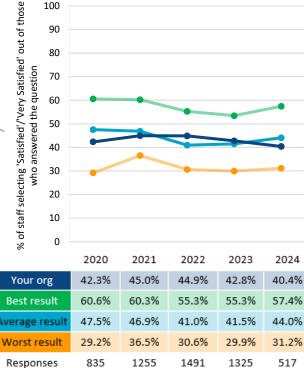
the data are included in the Appendices

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

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

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





the given question.

Number of responses for the organisation for

summary measure) specified at

the top of each slide.

Note: Charts will only display data for the years where an organisation has data. For example, an organisation with three years of trend data will see charts such as q4b with data only in the 2022, 2023 and 2024 portions of the chart and table.





Organisation details

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.



Organisation details





Harrogate and District NHS Foundation Trust

Organisation details

Completed questionnaires 2463

2024 response rate

49%

2024 NHS Staff Survey



This organisation is benchmarked against:

Acute and Acute & Community Trusts



2024 benchmarking group details

Organisations in group: 122

Median response rate: 49%

No. of completed questionnaires: 532587

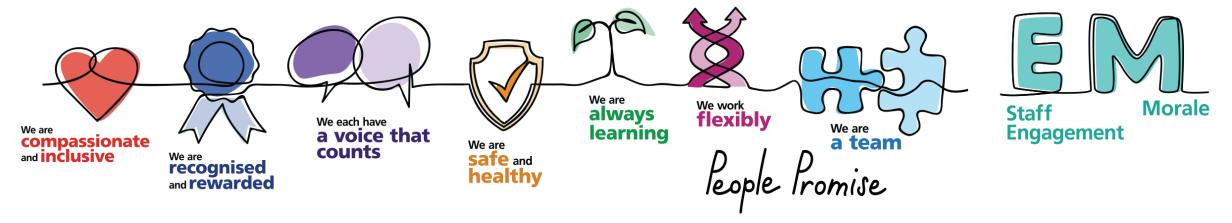
Survey details

Survey mode

Mixed







People Promise elements, themes and sub-score results

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.

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People Promise elements, themes and sub-scores: Overview

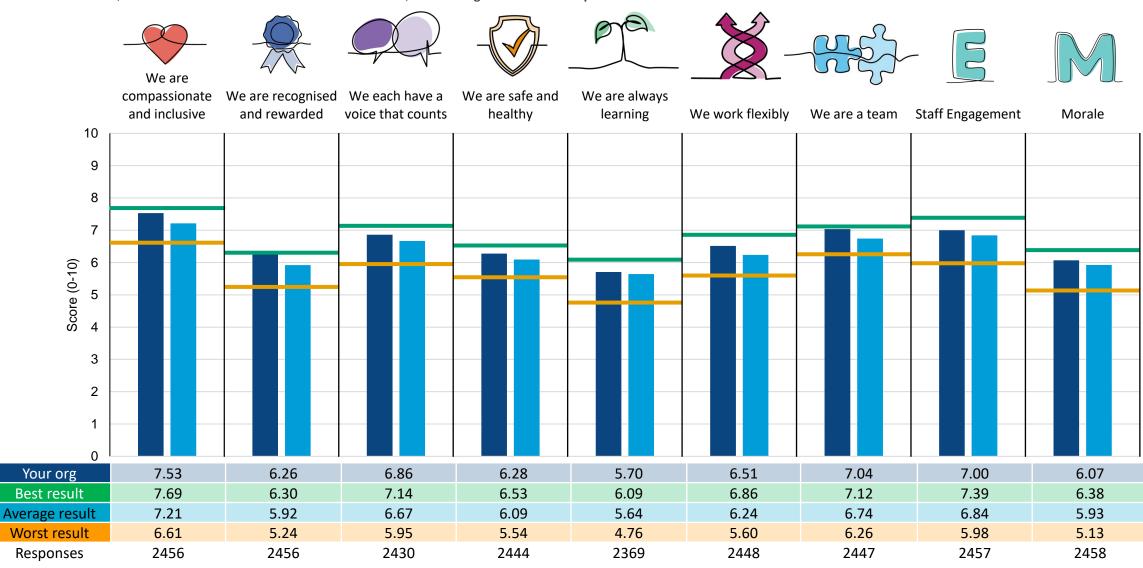
Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

People Promise elements and themes: Overview





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





Best result

Average result

Worst result

Responses

7.91

7.05

5.89

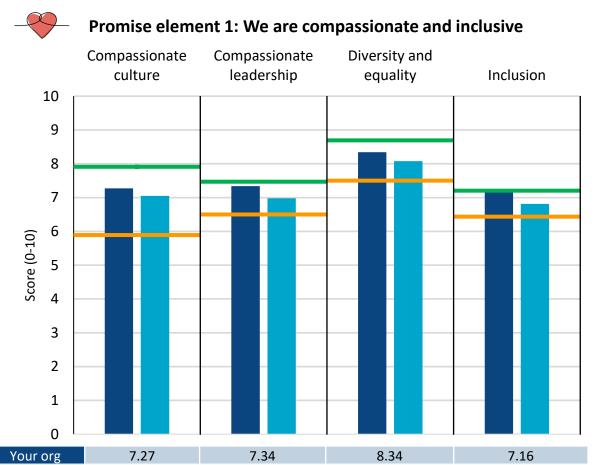
2447

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





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



7.47

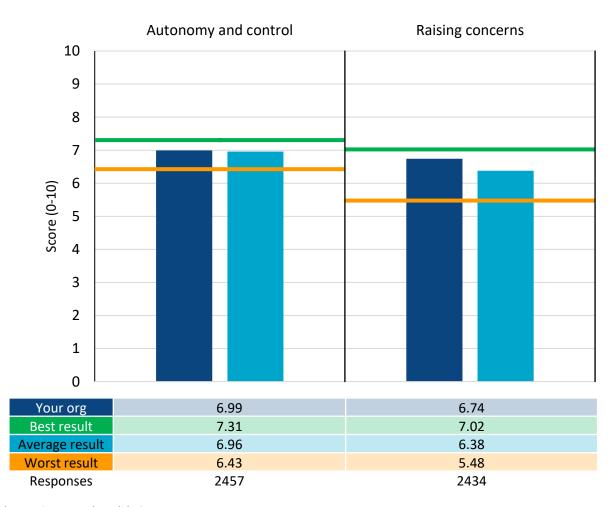
6.98

6.50

2453



Promise element 3: We each have a voice that counts



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

8.69

8.08

7.50

2447

7.20

6.81

6.44

2446







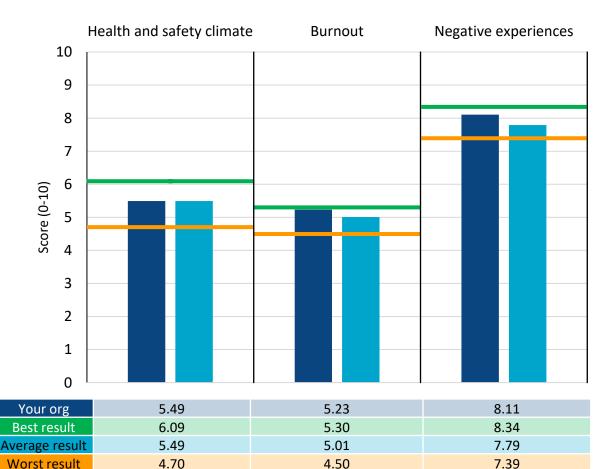
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Responses

Promise element 4: We are safe and healthy

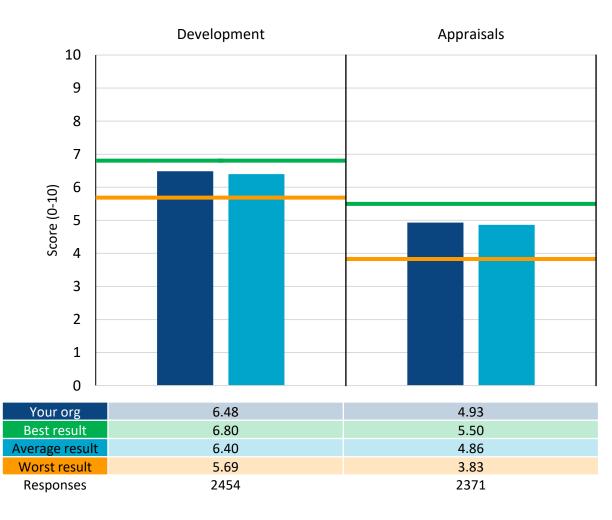
2456



2455



Promise element 5: We are always learning



2451







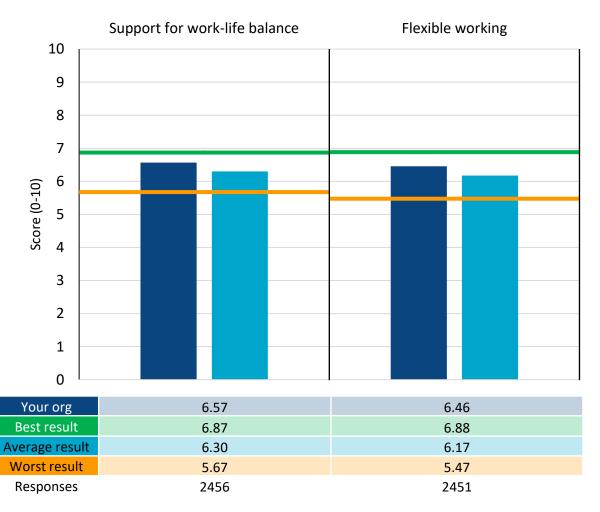
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

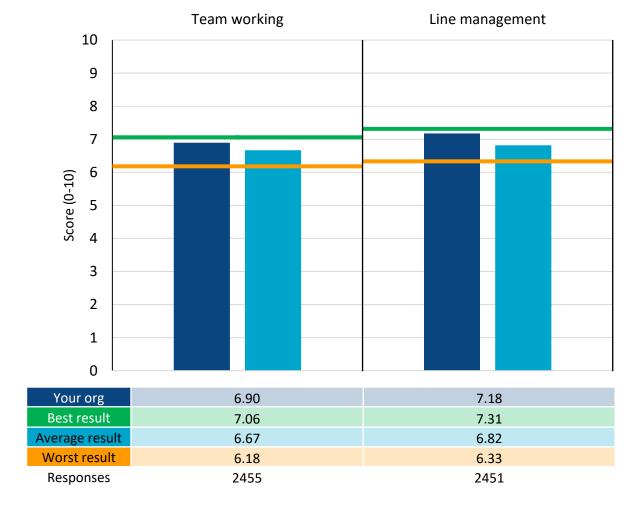


Promise element 6: We work flexibly



Promise element 7: We are a team



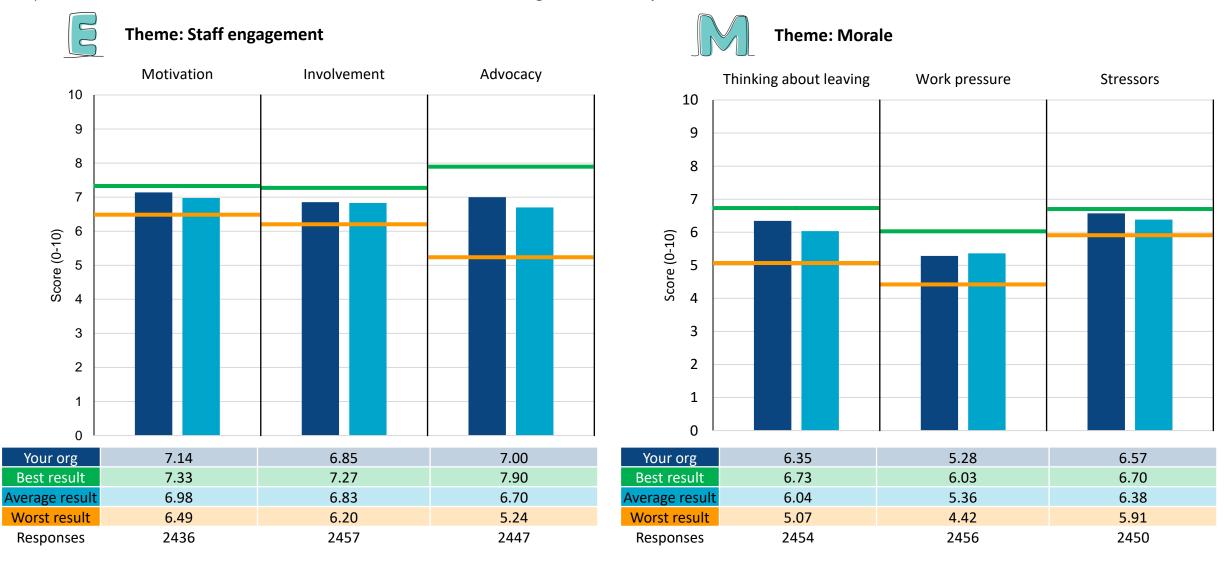








People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



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People Promise elements, themes and sub-scores: Trends

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.





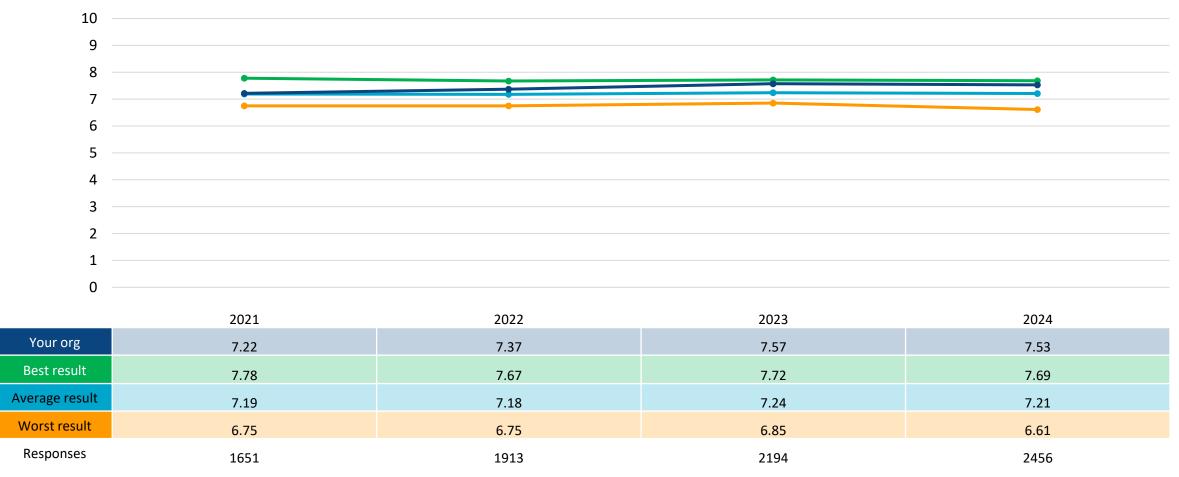


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive







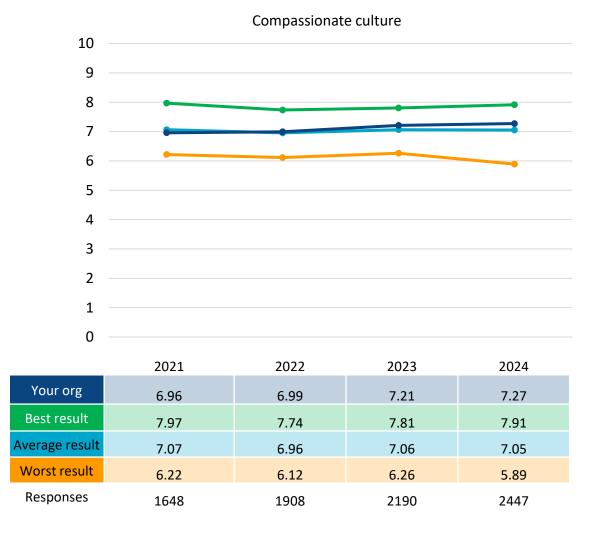


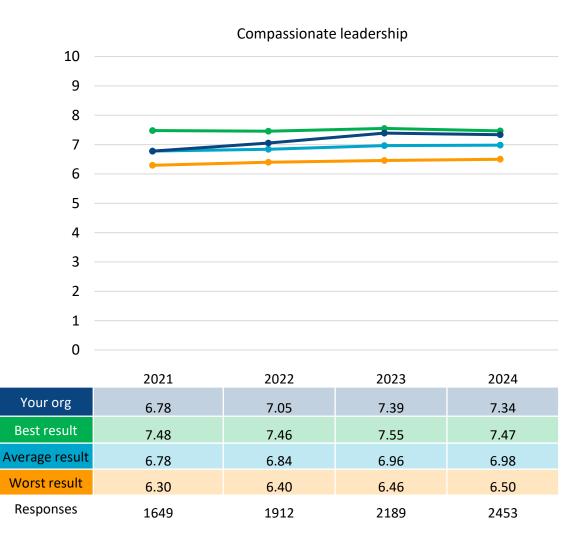


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



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







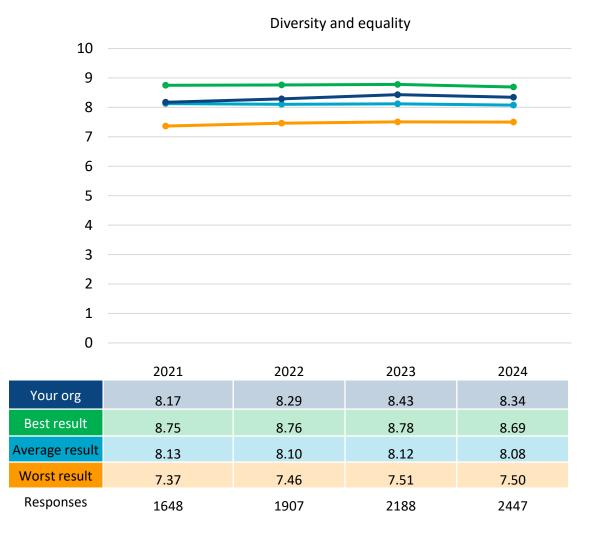




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



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









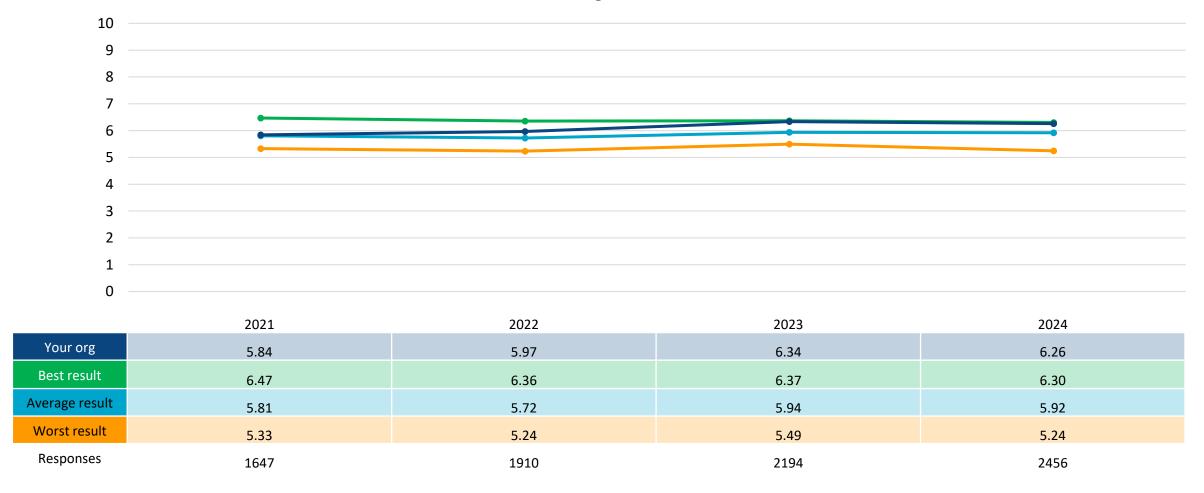


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 2: We are recognised and rewarded







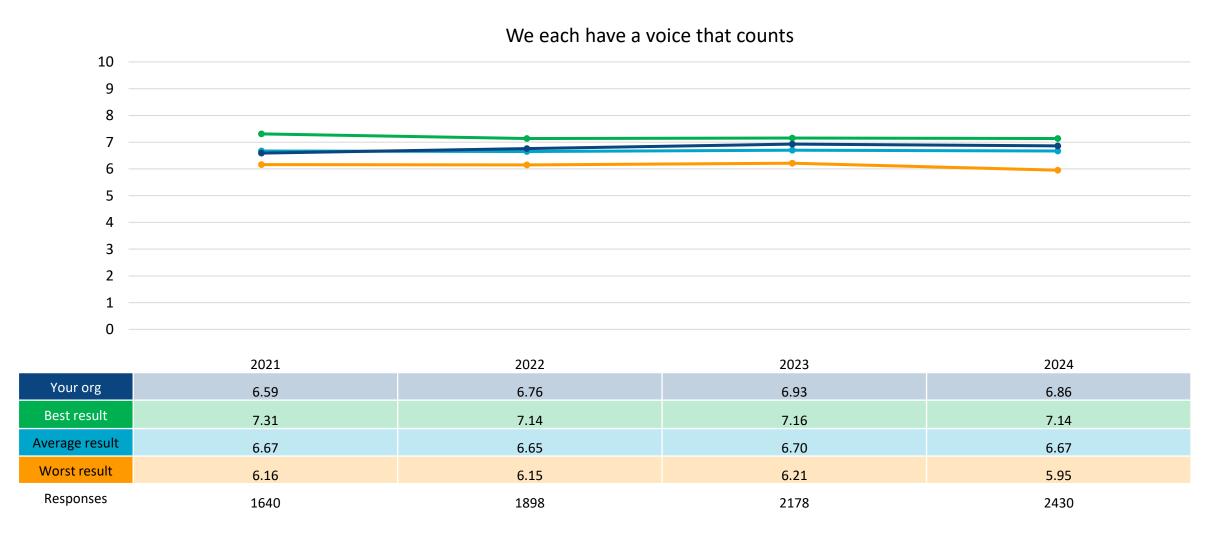




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts





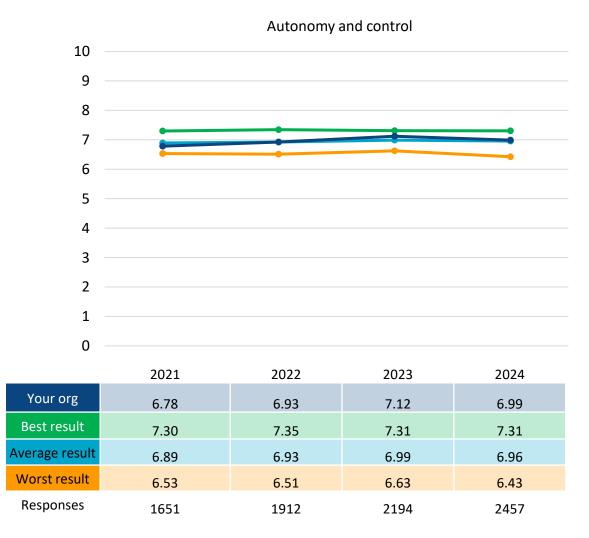


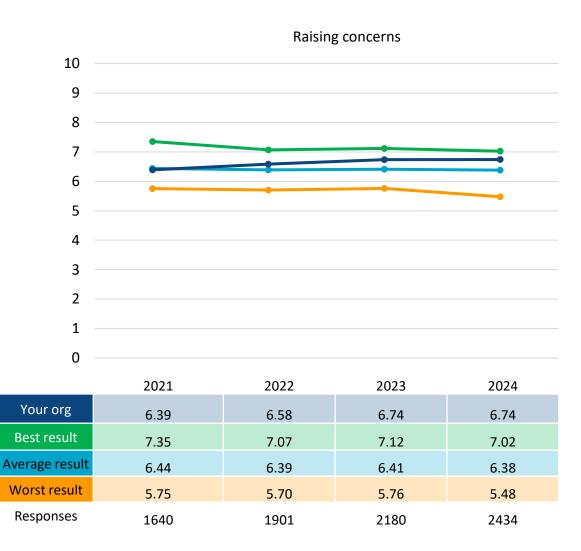


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 3: We each have a voice that counts







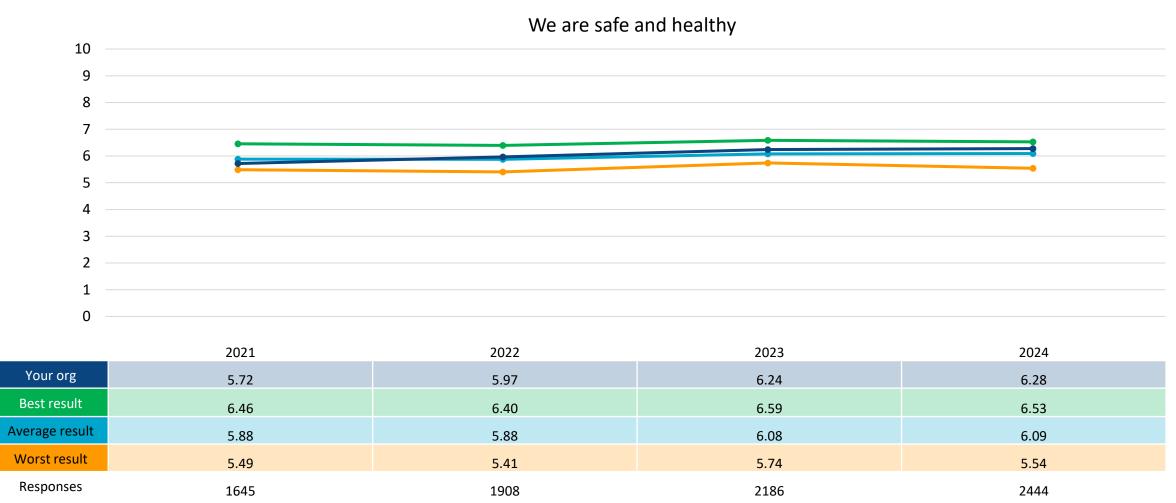




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



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







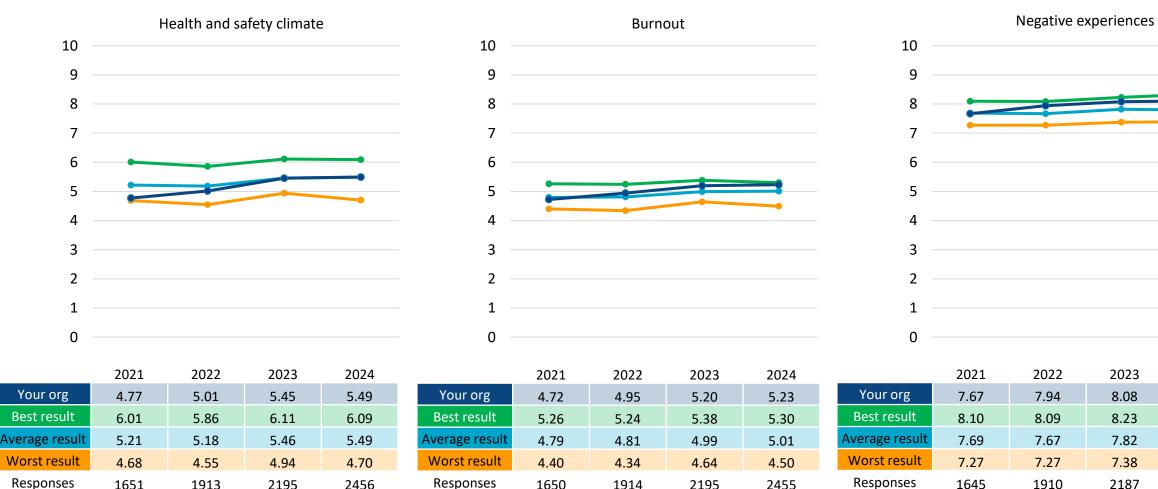
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



1651

1913

Promise element 4: We are safe and healthy



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

Responses

2456

2195

2024

8.11

8.34

7.79

7.39

2451

2187

1910

1914

2195

2455

Responses

1645

1650



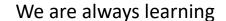


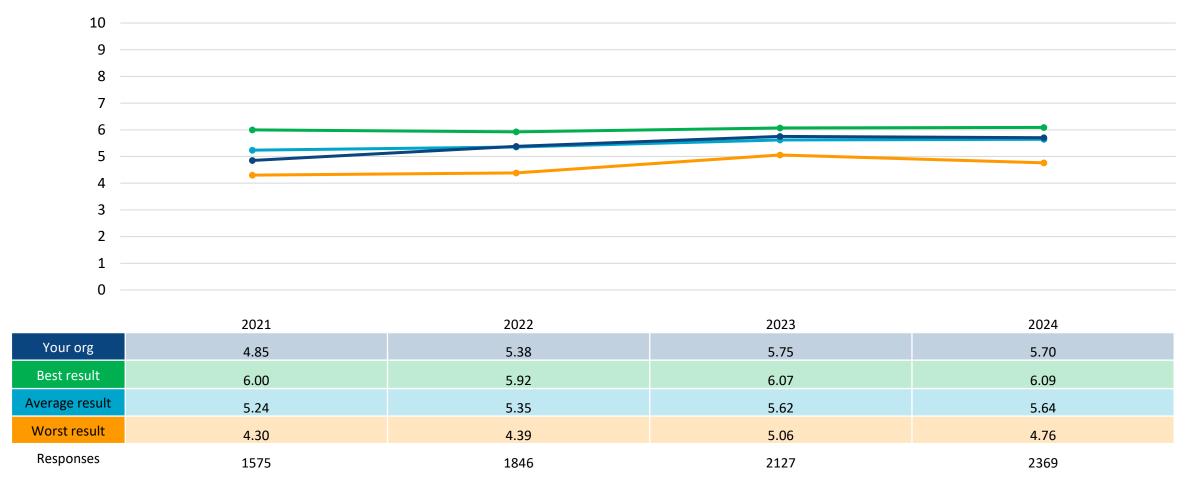


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning







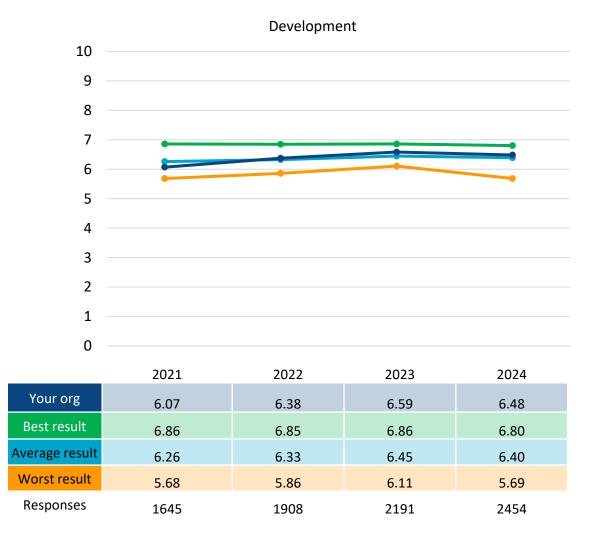


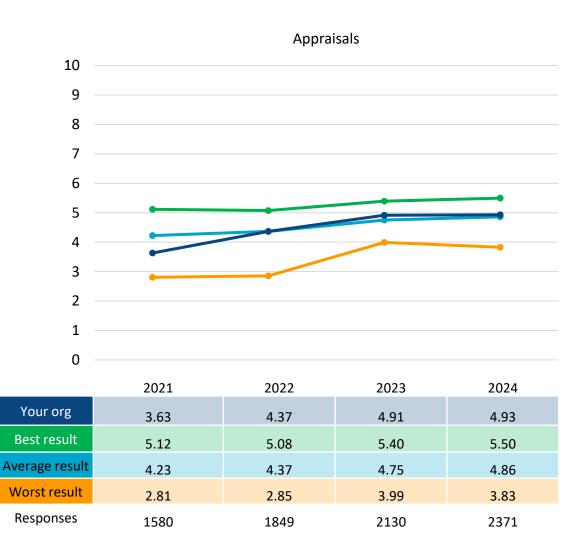


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 5: We are always learning







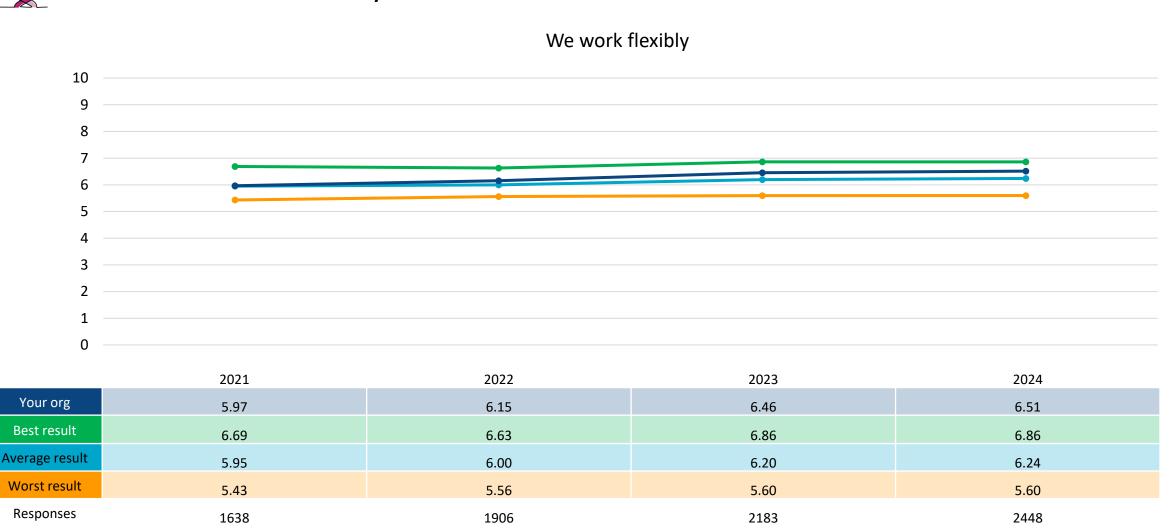




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly





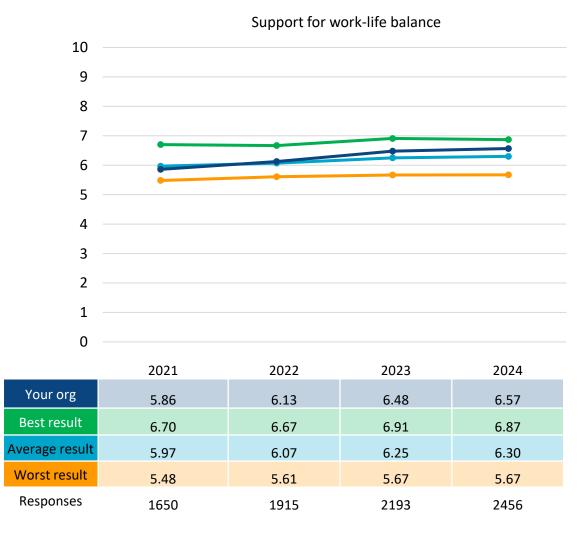




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly







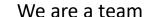


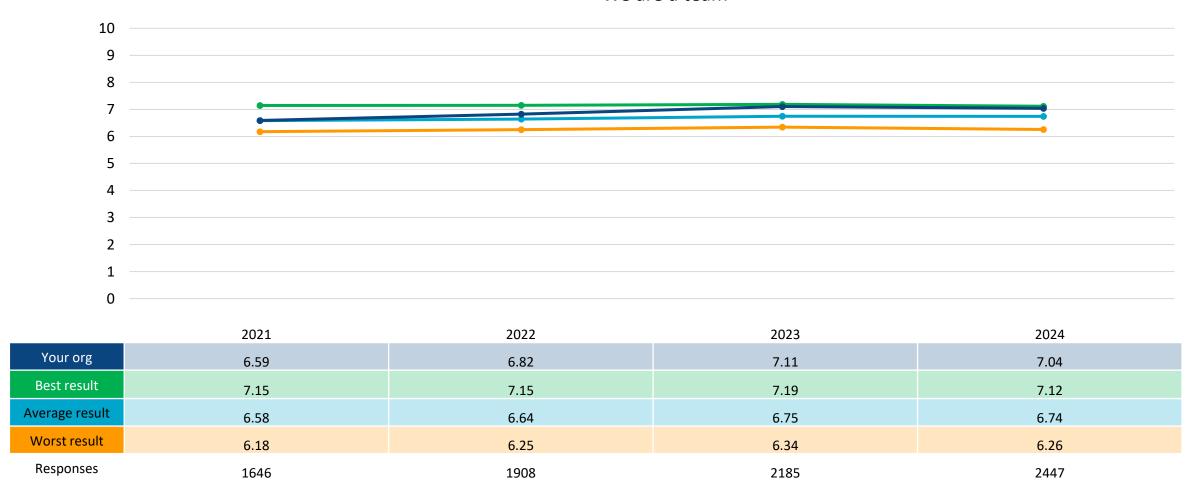


People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 7: We are a team











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







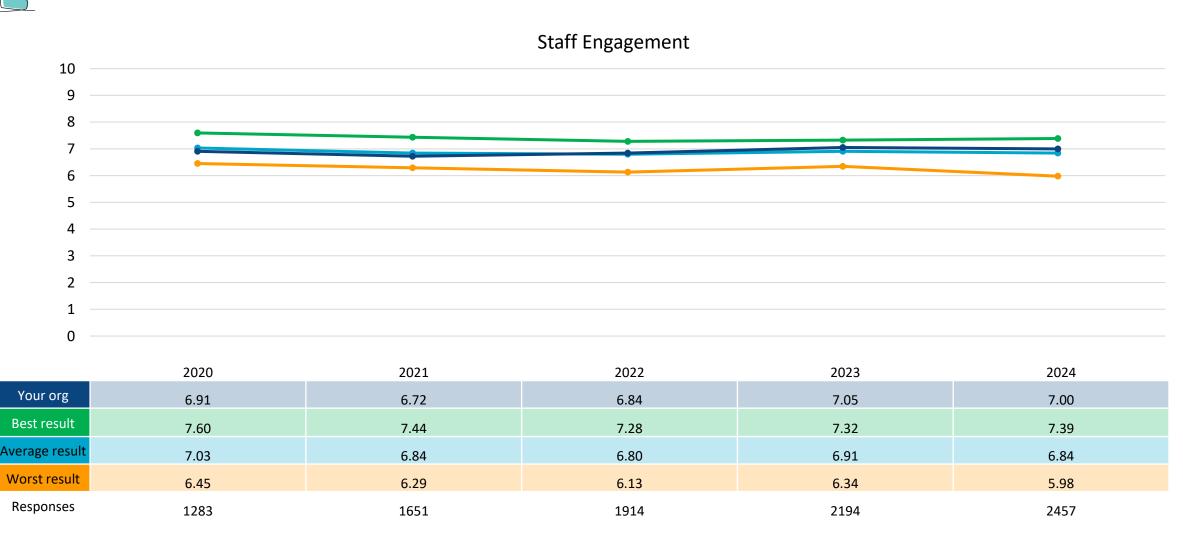




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Theme: Staff Engagement





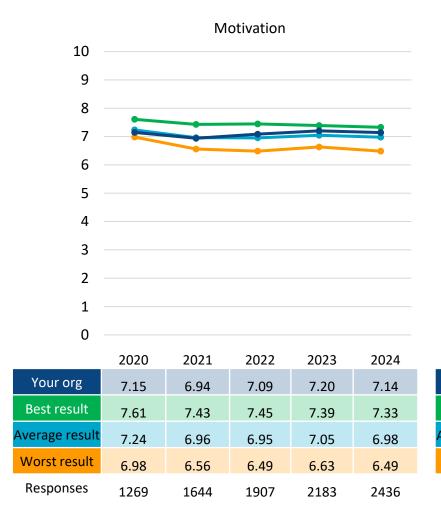




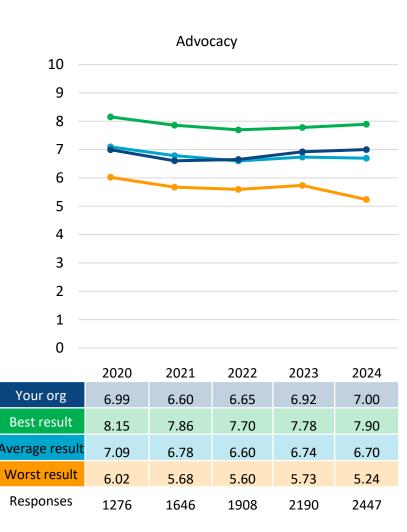
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Theme: Staff Engagement









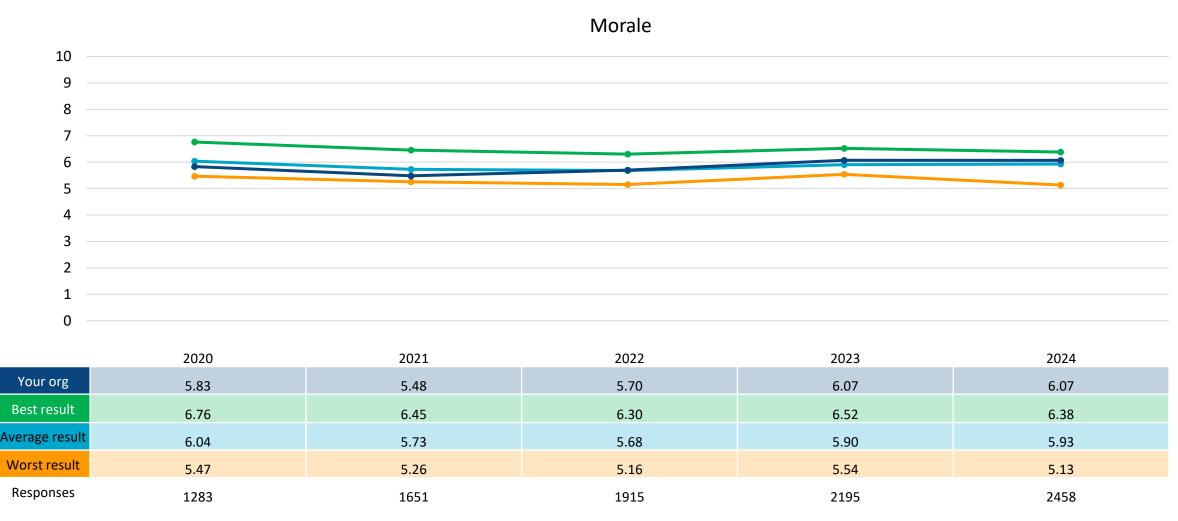




People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Theme: Morale





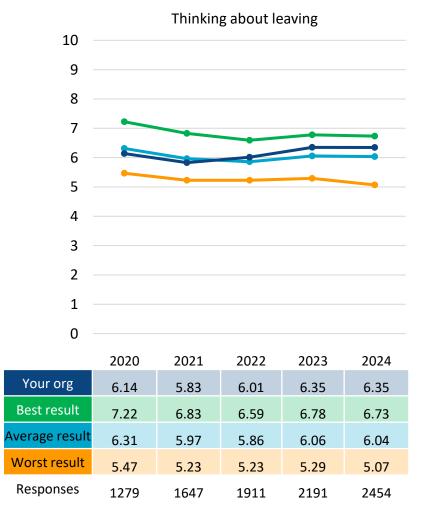


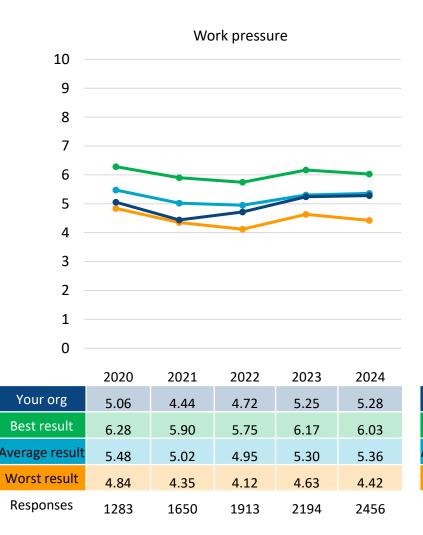


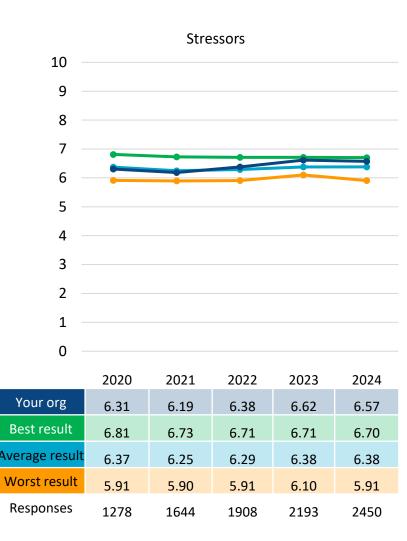
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Theme: Morale







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People Promise element – We are compassionate and inclusive



Questions included:

Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d Compassionate leadership – Q9f, Q9g, Q9h, Q9i Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

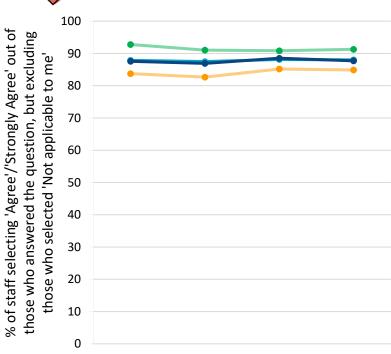
People Promise elements and theme results — We are compassionate and inclusive: Compassionate culture





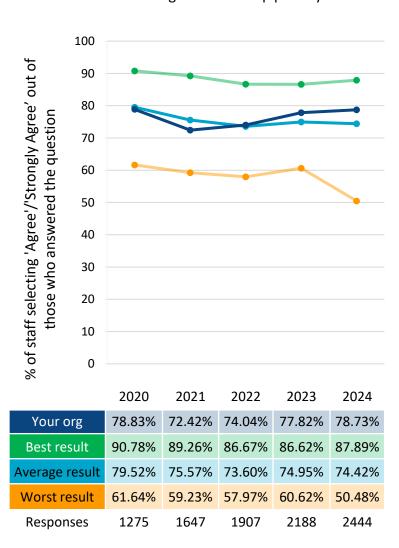


Q6a I feel that my role makes a difference to patients / service users.

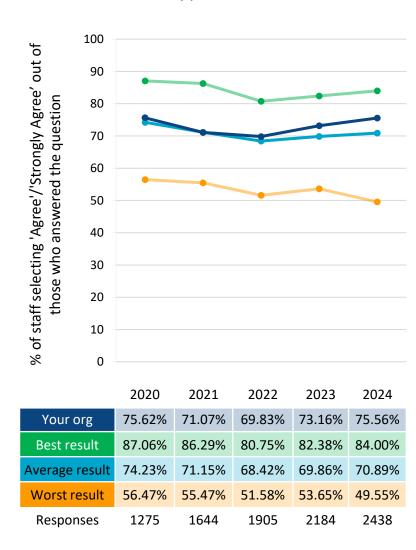


	2021	2022	2023	2024
Your org	87.54%	86.92%	88.52%	87.72%
Best result	92.76%	91.05%	90.84%	91.30%
Average result	87.85%	87.48%	88.13%	88.00%
Worst result	83.73%	82.67%	85.17%	84.88%
Responses	1606	1881	2140	2392

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



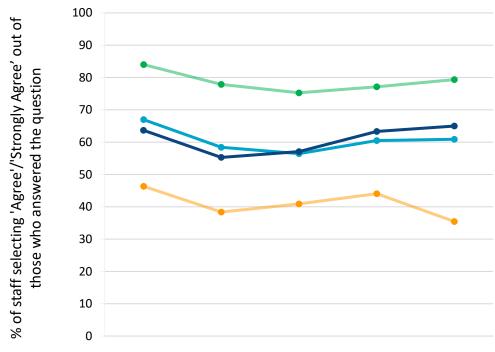
Q25b My organisation acts on concerns raised by patients / service users.



People Promise elements and theme results – We are compassionate and inclusive: Compassionate culture

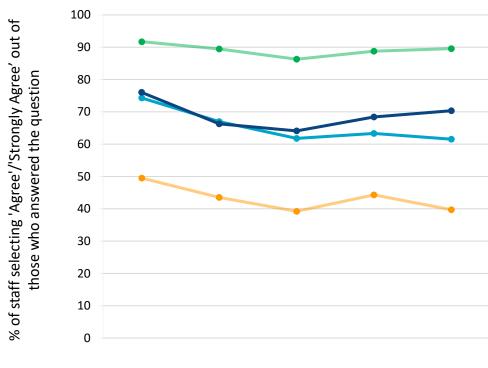


Q25c I would recommend my organisation as a place to work.



	2020	2021	2022	2023	2024
Your org	63.67%	55.29%	57.11%	63.32%	64.99%
Best result	84.01%	77.87%	75.29%	77.14%	79.38%
Average result	66.98%	58.40%	56.46%	60.53%	60.90%
Worst result	46.35%	38.38%	40.89%	44.05%	35.43%
Responses	1274	1644	1907	2184	2442

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	76.02%	66.29%	64.11%	68.42%	70.35%
	Best result	91.73%	89.48%	86.30%	88.79%	89.59%
	Average result	74.30%	67.01%	61.79%	63.34%	61.54%
	Worst result	49.51%	43.50%	39.23%	44.30%	39.72%
	Responses	1274	1637	1900	2189	2439

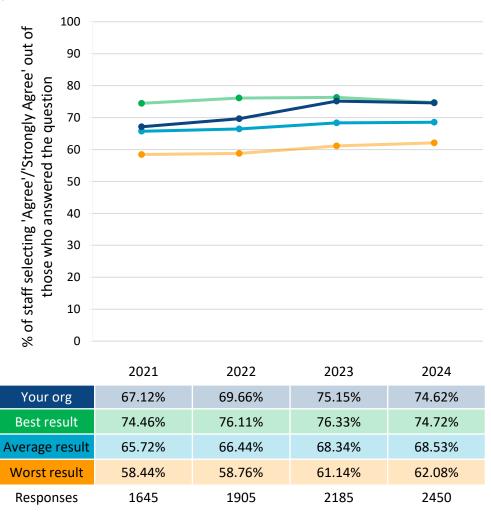




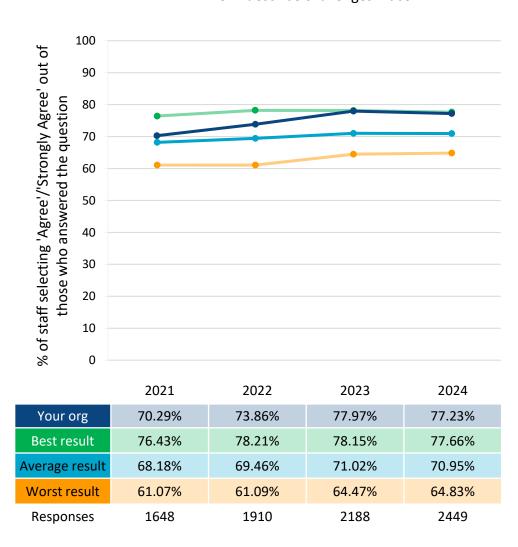




Q9f My immediate manager works together with me to come to an understanding of problems.



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



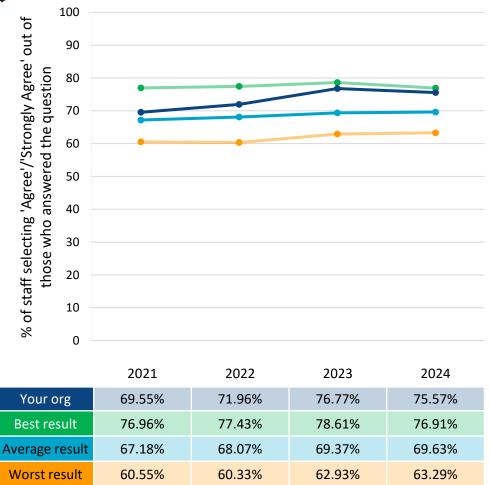








Q9h My immediate manager cares about my concerns.



1906

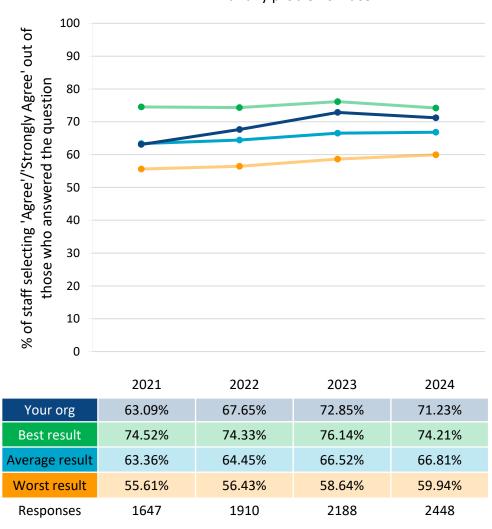
2182

2434

1647

Responses

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



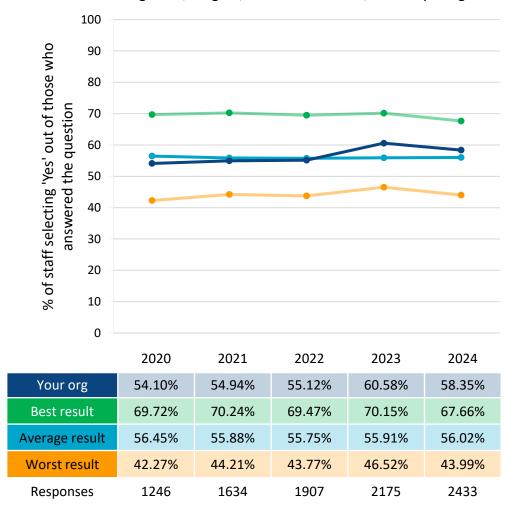




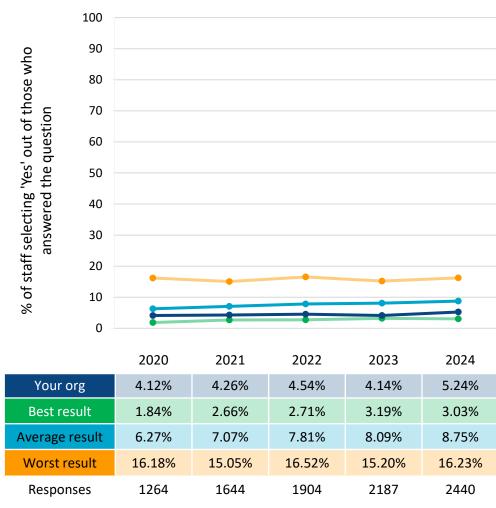




Q15 Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?



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?



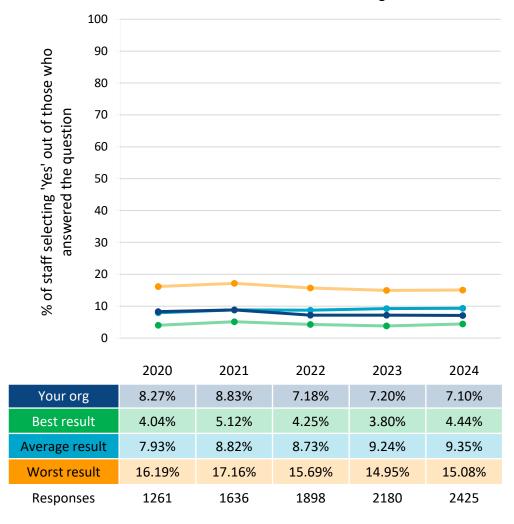




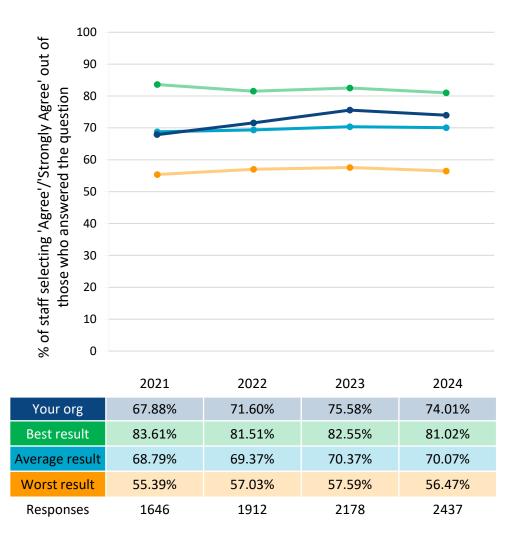




Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



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





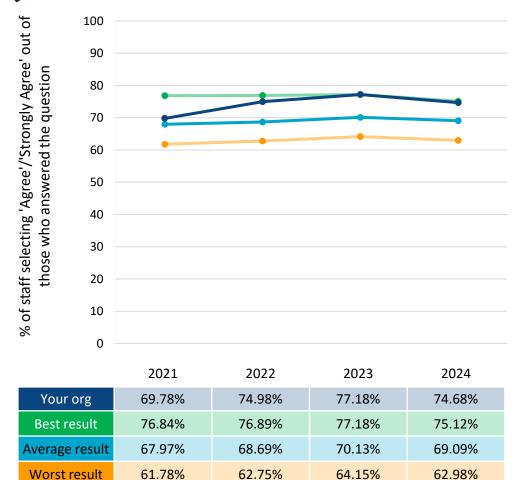






Q7h I feel valued by my team.

Q7i I feel a strong personal attachment to my team.



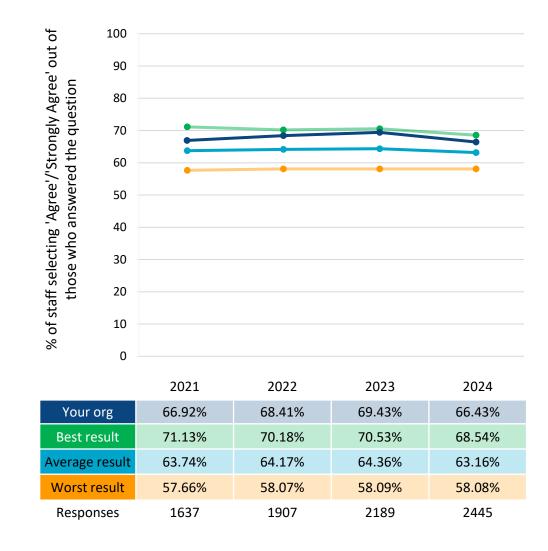
1909

2185

2445

1638

Responses



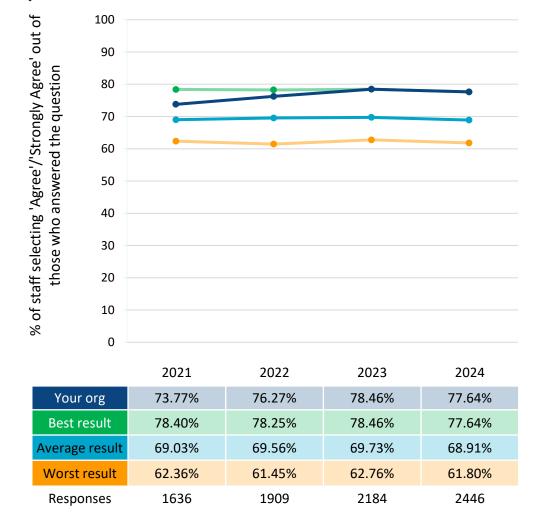




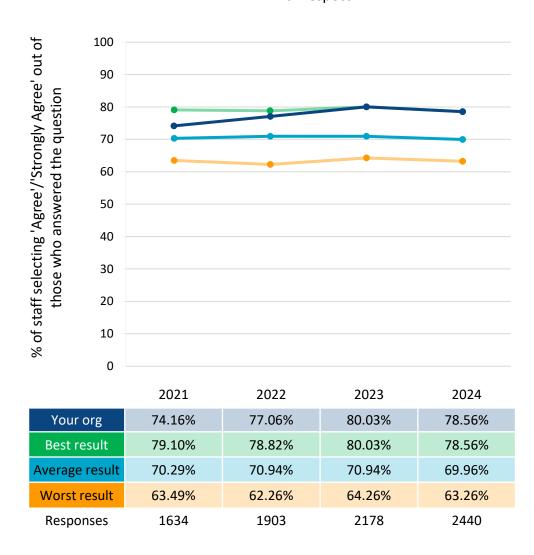




Q8b The people I work with are understanding and kind to one another.



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







People Promise element – We are recognised and rewarded



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

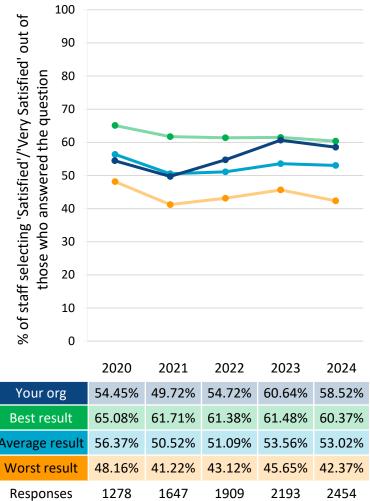
People Promise elements and theme results – We are recognised and rewarded



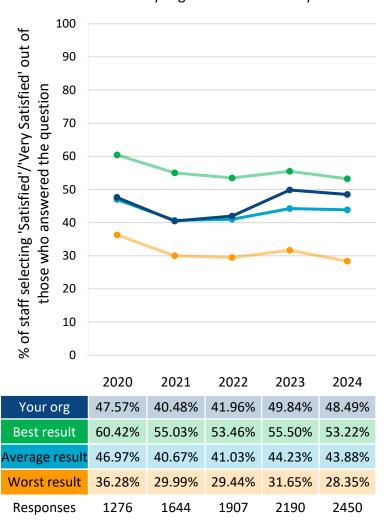




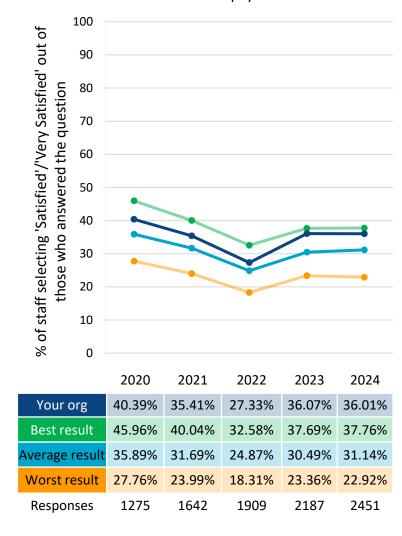
Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



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



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



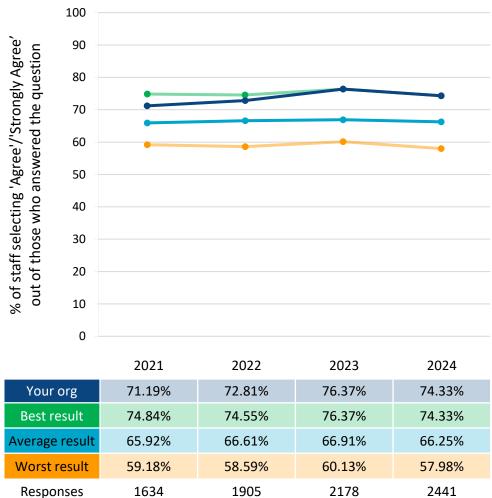




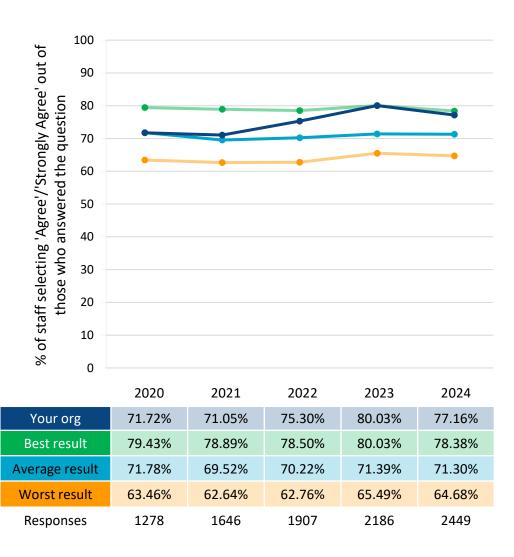




Q8d The people I work with show appreciation to one another.



Q9e My immediate manager values my work.



Survey Coordination Centre



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

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.

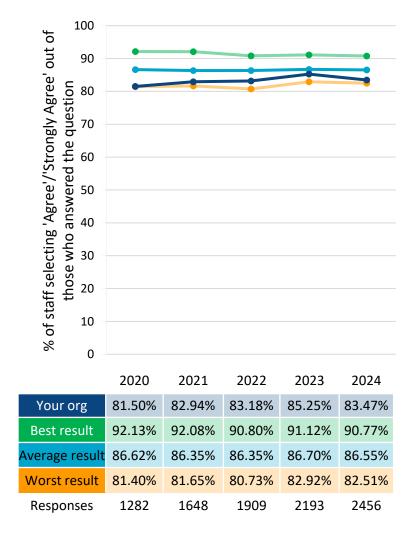
People Promise elements and theme results — We each have a voice that counts: Autonomy and control



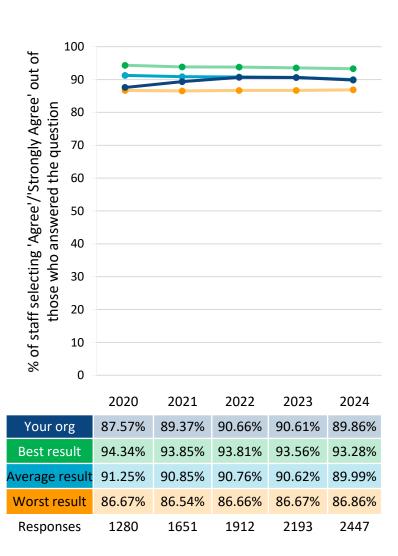




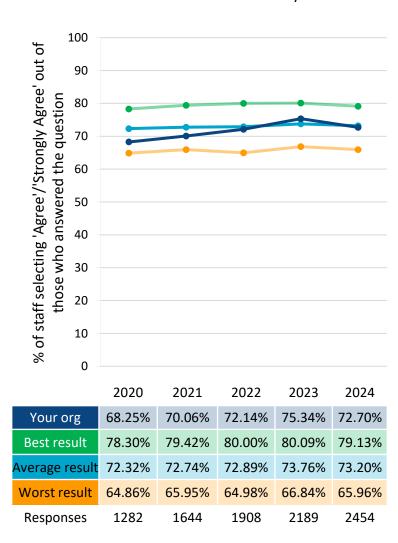
Q3a I always know what my work responsibilities are.



Q3b I am trusted to do my job.



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



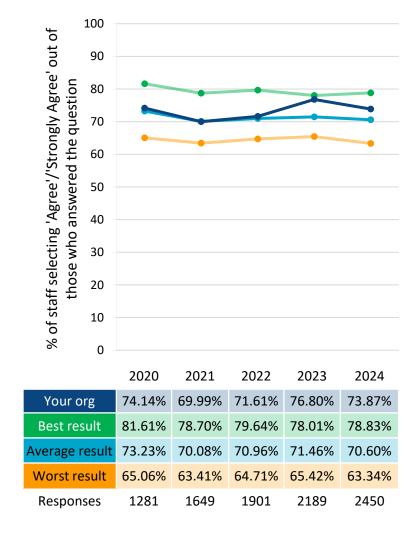
People Promise elements and theme results — We each have a voice that counts: Autonomy and control



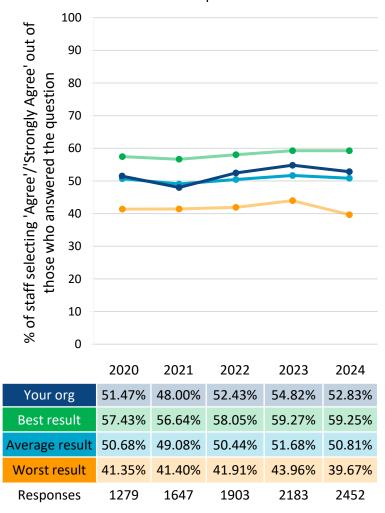




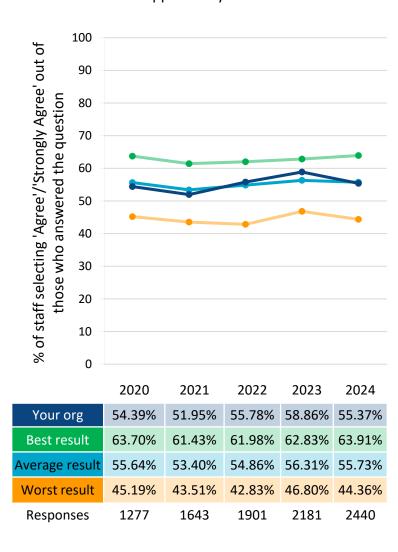
Q3d I am able to make suggestions to improve the work of my team / department.



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



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

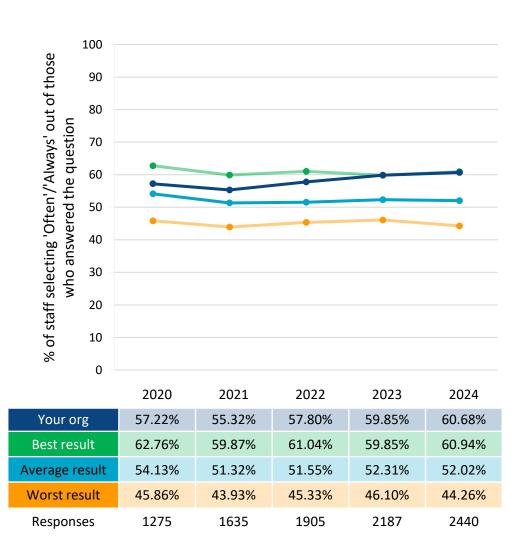








Q5b I have a choice in deciding how to do my work.



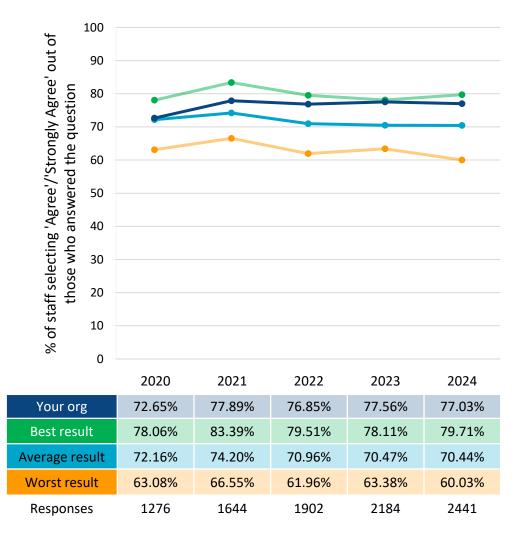




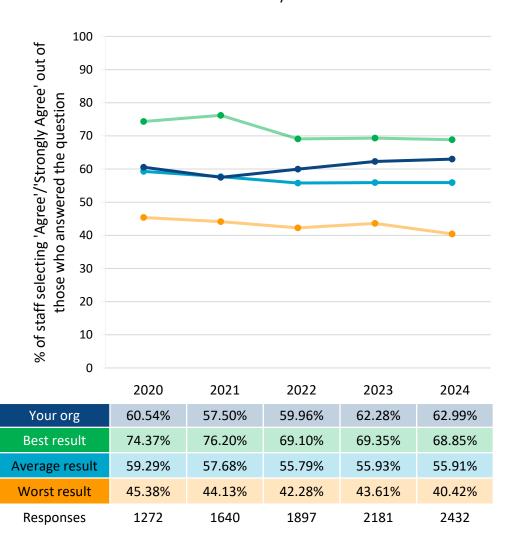




Q20a I would feel secure raising concerns about unsafe clinical practice.



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



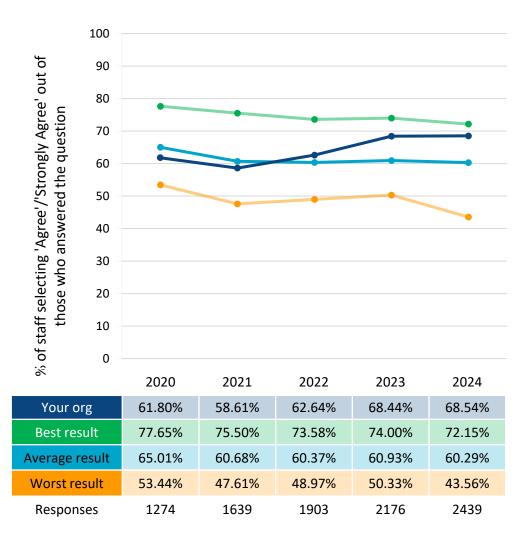




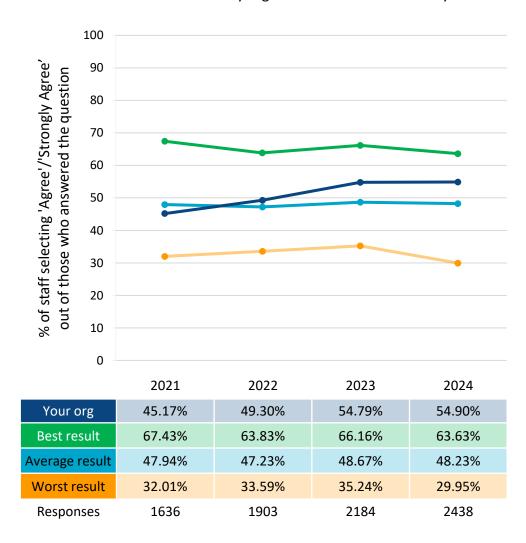




Q25e I feel safe to speak up about anything that concerns me in this organisation.



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



Survey Coordination Centre



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.

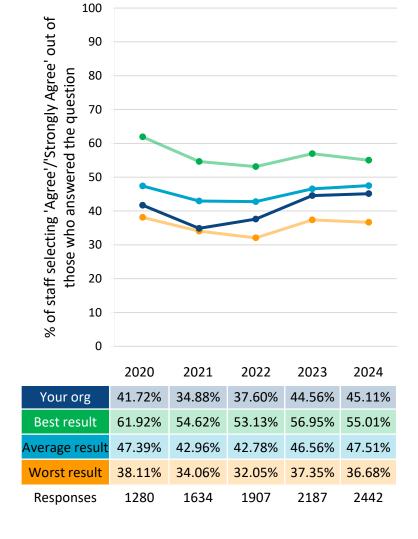
People Promise elements and theme results – We are safe and healthy: Health and safety climate



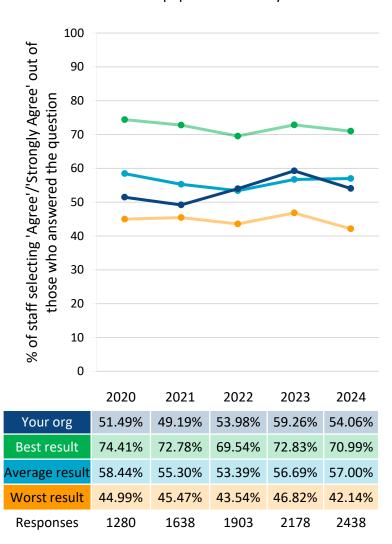




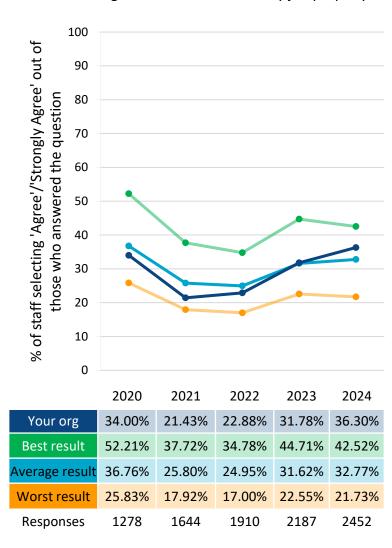
Q3g I am able to meet all the conflicting demands on my time at work.



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



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



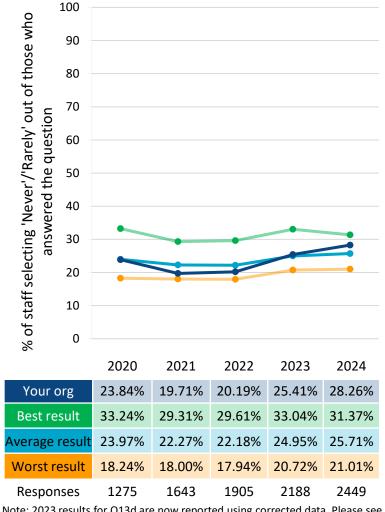
People Promise elements and theme results – We are safe and healthy: Health and safety climate



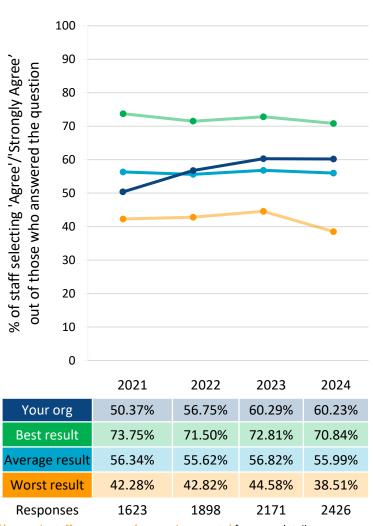




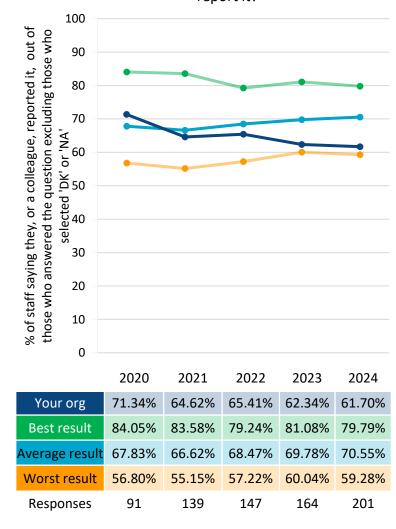
Q5a I have unrealistic time pressures.



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

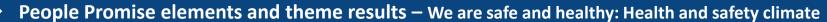


Q13d The last time you experienced physical violence at work, did you or a colleague report it?



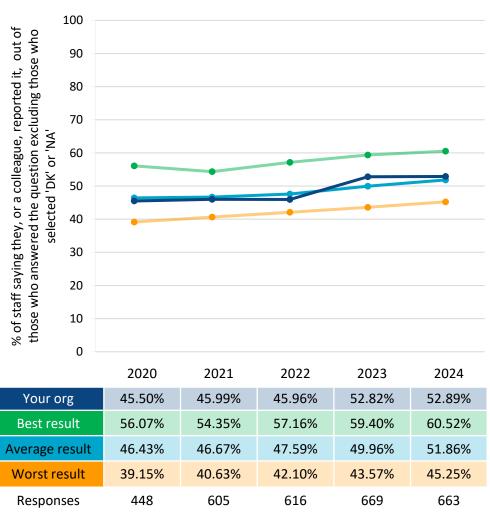
Note: 2023 results for Q13d are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.







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



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

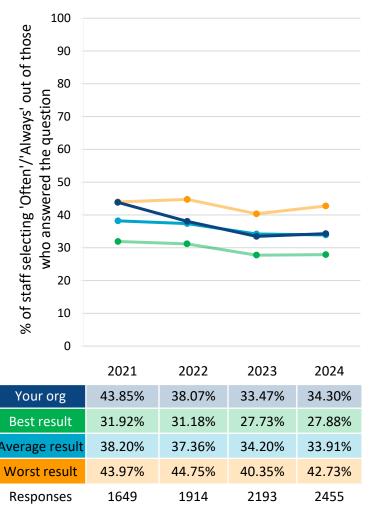




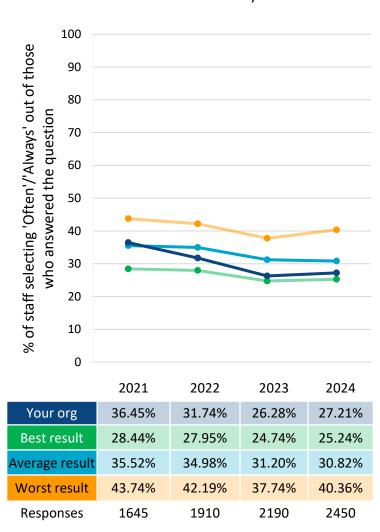




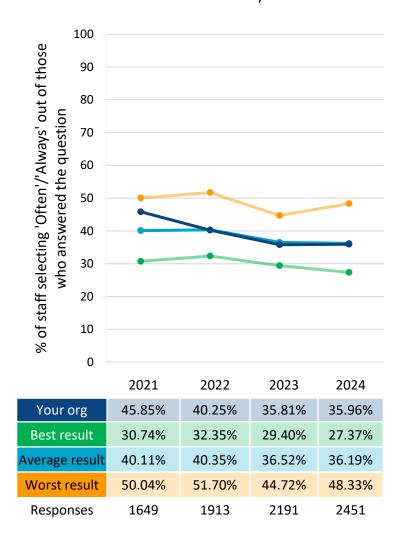
Q12a How often, if at all, do you find your work emotionally exhausting?



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



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





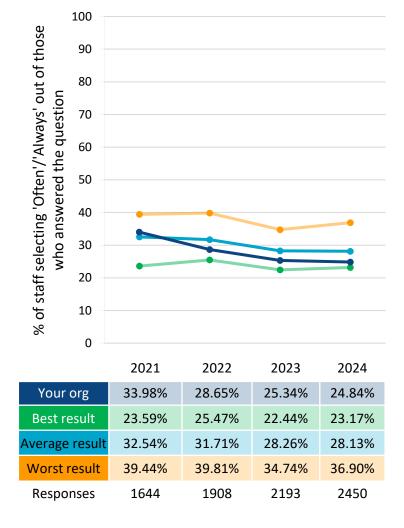




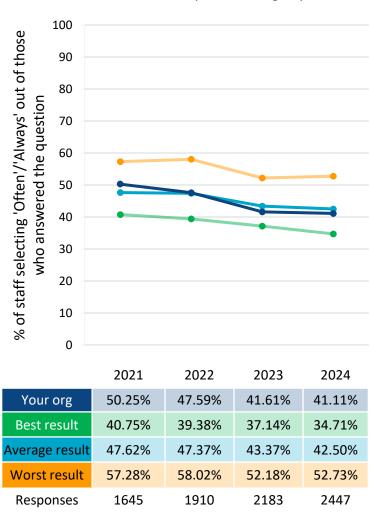


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?

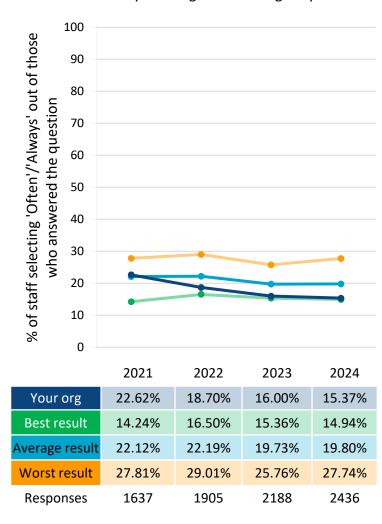
People Promise elements and theme results – We are safe and healthy: Burnout



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



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



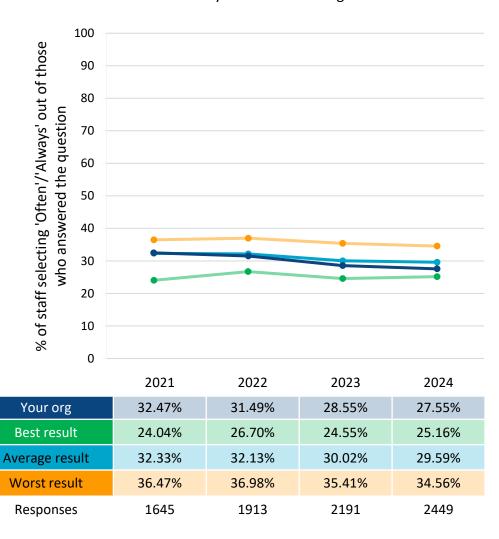








Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



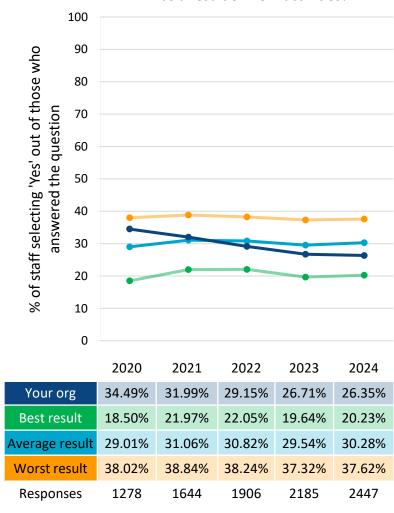




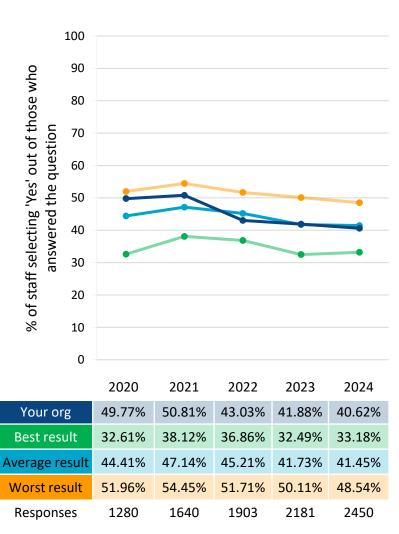




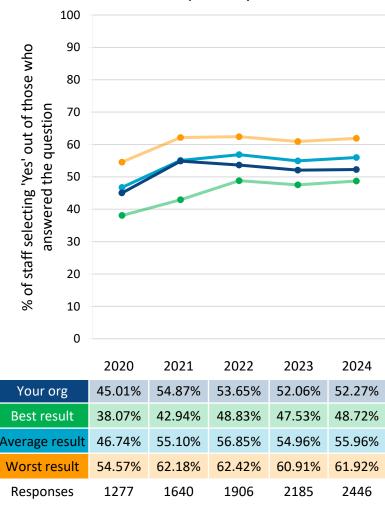
Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?



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



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



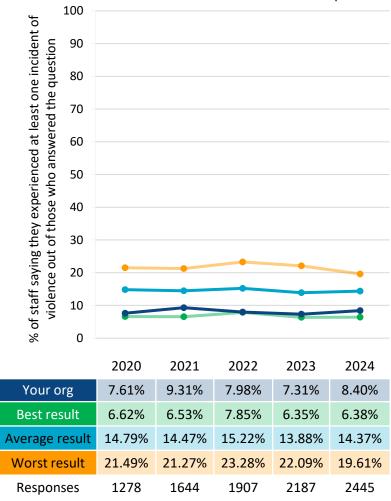
People Promise elements and theme results – We are safe and healthy: Negative experiences



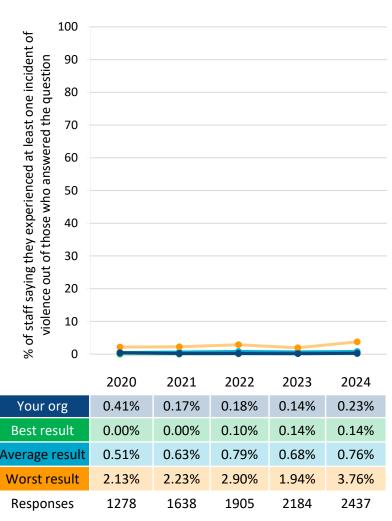




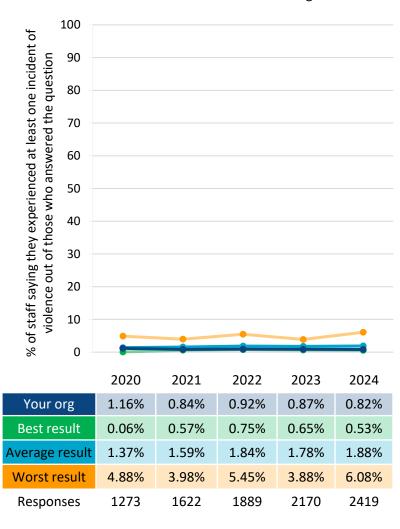
Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



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



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



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

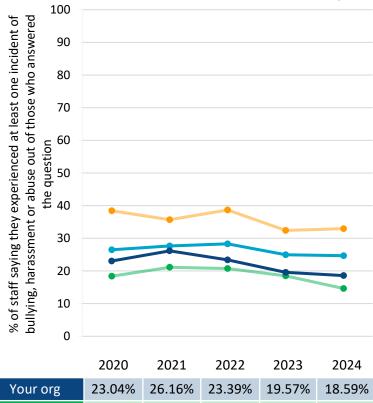
People Promise elements and theme results – We are safe and healthy: Negative experiences





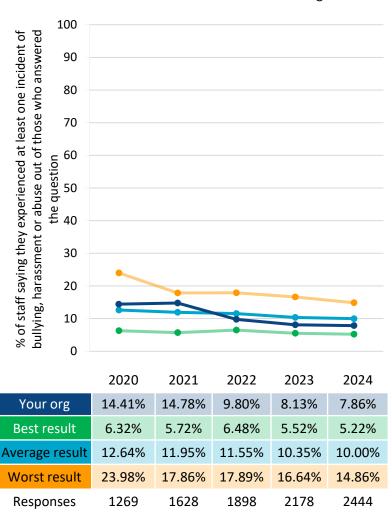


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.

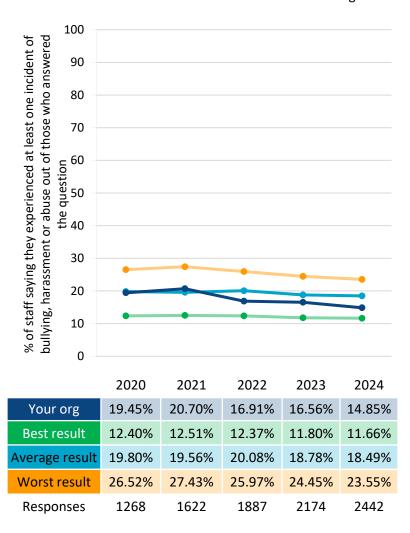




Q14b In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Managers.



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



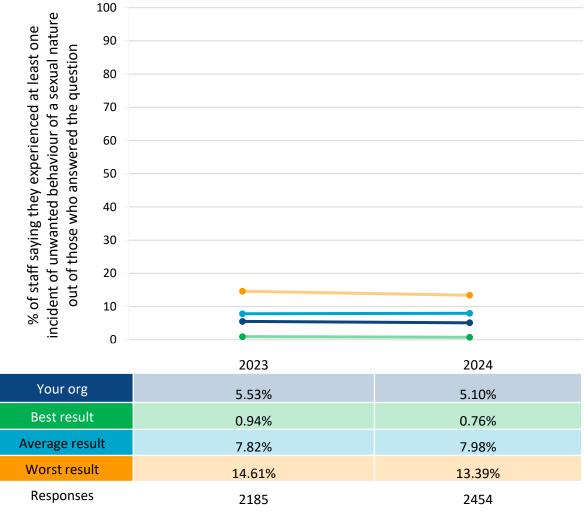
Note: 2023 results for Q14a-c are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

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

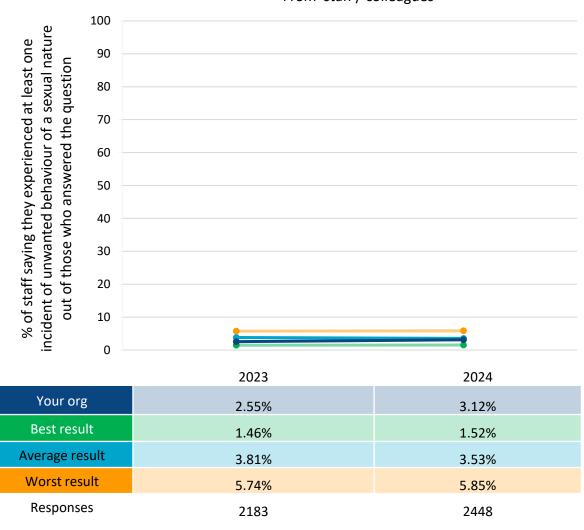




Q17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace? From patients / service users, their relatives or other members of the public



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

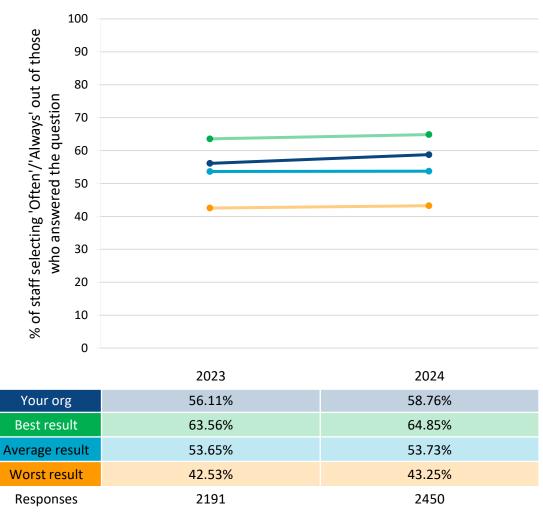


^{*}These questions do not contribute towards any People Promise element score, theme score or sub-score





Q22 I can eat nutritious and affordable food while I am working

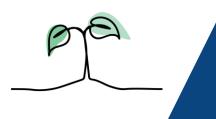


^{*}These questions do not contribute towards any People Promise element score, theme score or sub-score

Survey Coordination Centre



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.

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.

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

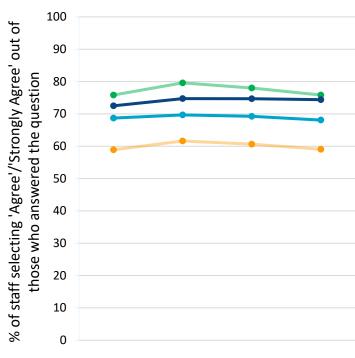
People Promise elements and theme results – We are always learning: Development





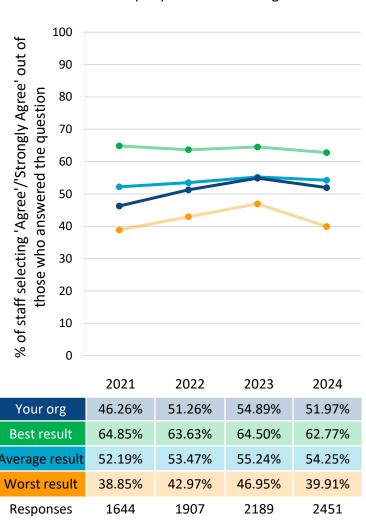


Q24a This organisation offers me challenging work.

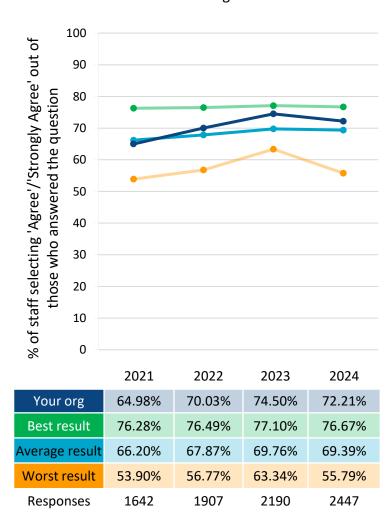


	2021	2022	2023	2024
Your org	72.50%	74.72%	74.69%	74.39%
Best result	75.83%	79.59%	78.00%	75.84%
Average result	68.68%	69.68%	69.23%	68.08%
Worst result	58.89%	61.62%	60.63%	59.05%
Responses	1645	1904	2188	2449

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



Q24c I have opportunities to improve my knowledge and skills.



People Promise elements and theme results – We are always learning: Development



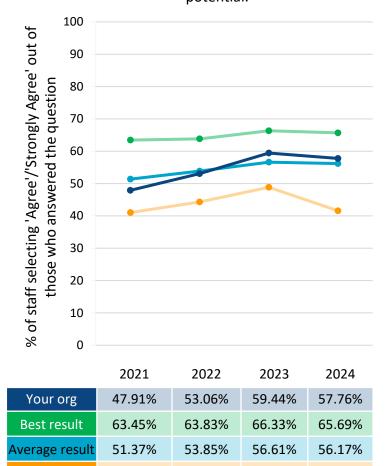




Worst result

Responses

Q24d I feel supported to develop my potential.



44.31%

1902

41.03%

1640

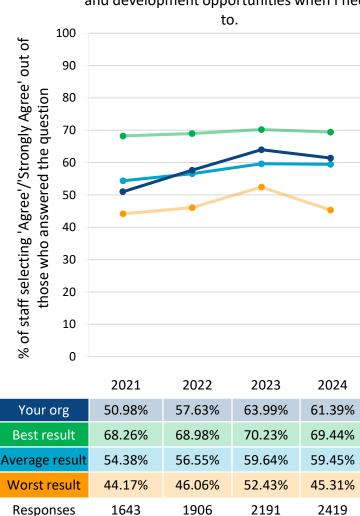
48.84%

2184

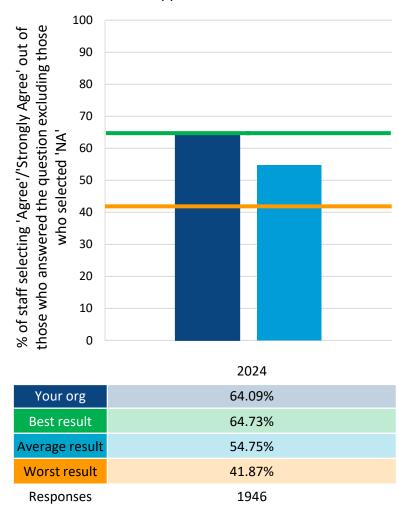
41.60%

2441

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



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



^{*}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.

People Promise elements and theme results – We are always learning: Appraisals

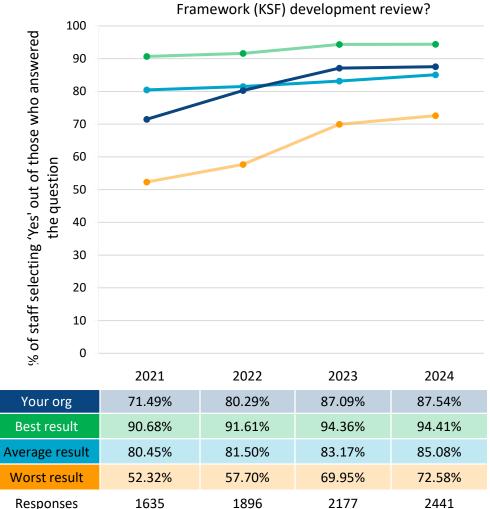




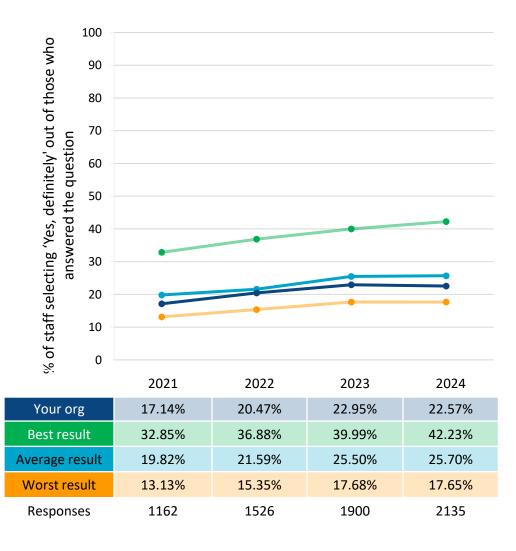


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills

Framework (KSE) development review?



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



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

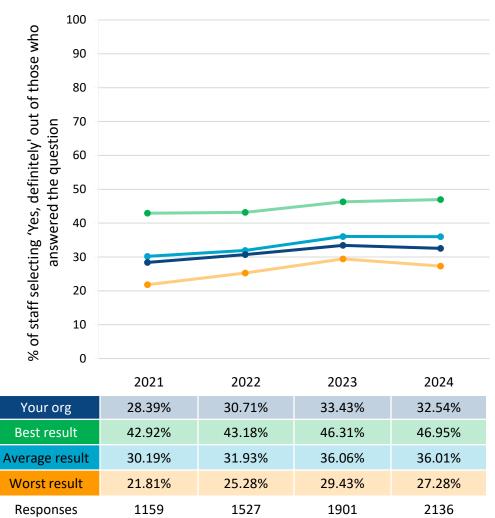




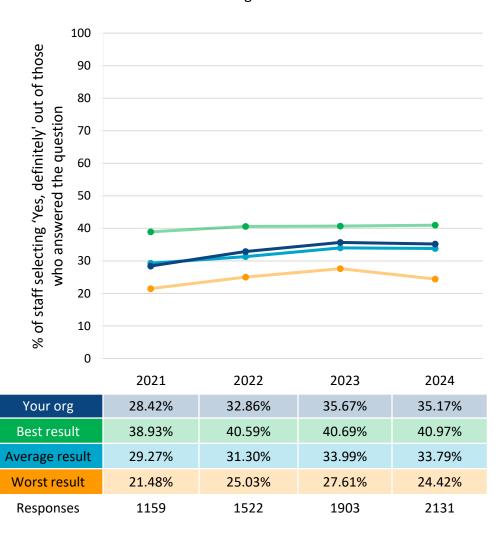




Q23c It helped me agree clear objectives for my work.



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







People Promise element – We work flexibly



Questions included: Support for work-life balance – Q6b, Q6c, Q6d Flexible working – Q4d

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

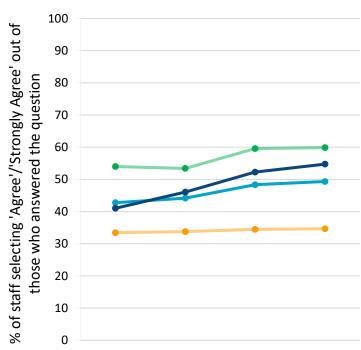
People Promise elements and theme results — We work flexibly: Support for work-life balance





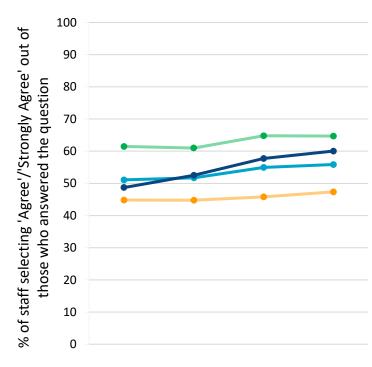


Q6b My organisation is committed to helping me balance my work and home life.



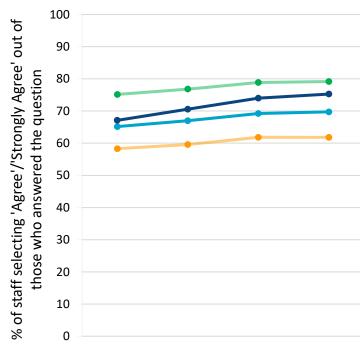
	2021	2022	2023	2024
Your org	41.02%	46.05%	52.28%	54.73%
Best result	53.99%	53.39%	59.57%	59.88%
Average result	42.75%	44.14%	48.33%	49.34%
Worst result	33.43%	33.74%	34.44%	34.64%
Responses	1648	1911	2189	2455

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



	2021	2022	2023	2024
Your org	48.69%	52.51%	57.75%	60.04%
Best result	61.48%	60.97%	64.79%	64.71%
Average result	51.09%	51.73%	54.93%	55.86%
Worst result	44.80%	44.75%	45.81%	47.36%
Responses	1643	1909	2193	2448

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



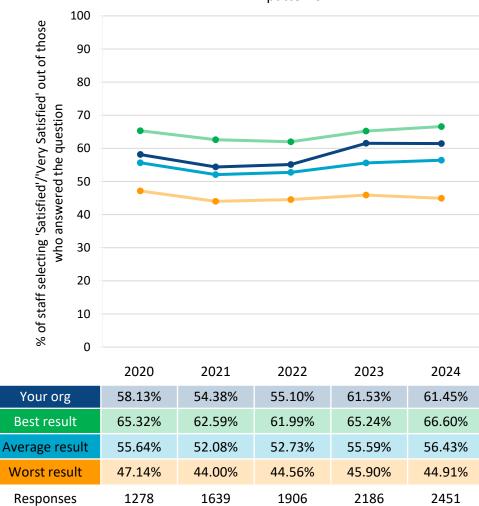
	2021	2022	2023	2024
Your org	67.10%	70.58%	74.00%	75.26%
Best result	75.16%	76.80%	78.85%	79.16%
Average result	65.17%	66.99%	69.24%	69.74%
Worst result	58.30%	59.57%	61.83%	61.80%
Responses	1647	1914	2192	2451







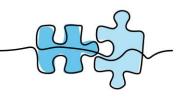
Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



Survey Coordination Centre



People Promise element – We are a team



Questions included:

Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a Line management – Q9a, Q9b, Q9c, Q9d

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

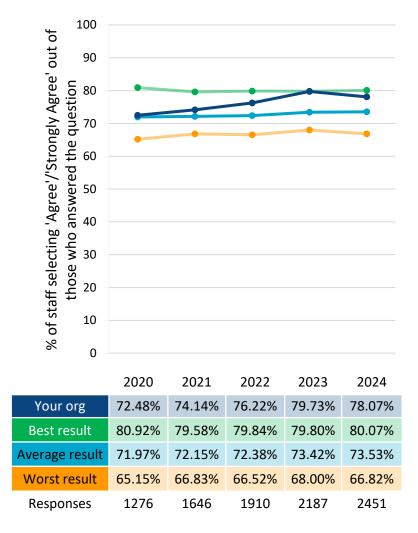
People Promise elements and theme results – We are a team: Team working



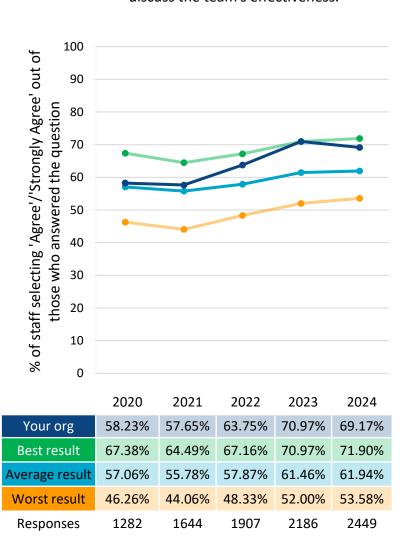




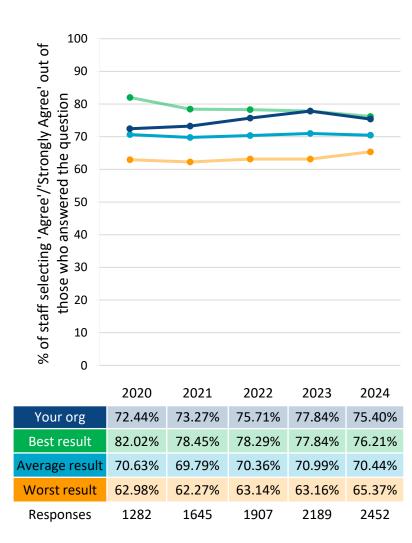
Q7a The team I work in has a set of shared objectives.



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



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



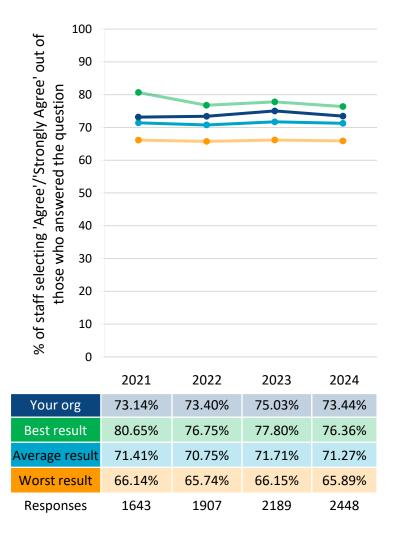
People Promise elements and theme results – We are a team: Team working



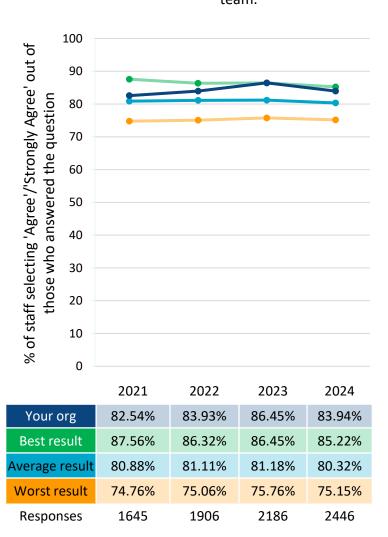




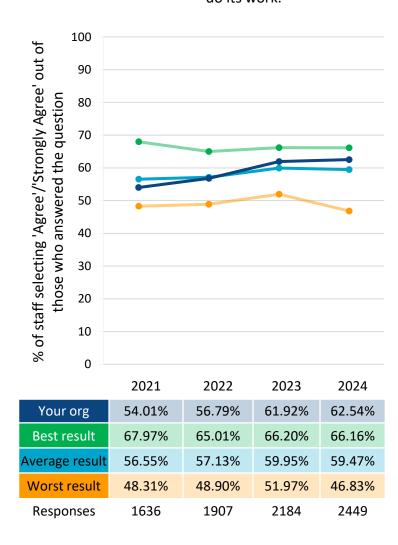
Q7d Team members understand each other's roles.



Q7e I enjoy working with the colleagues in my team.



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



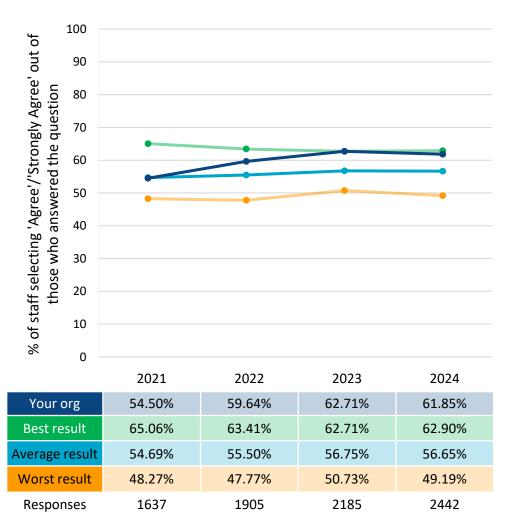




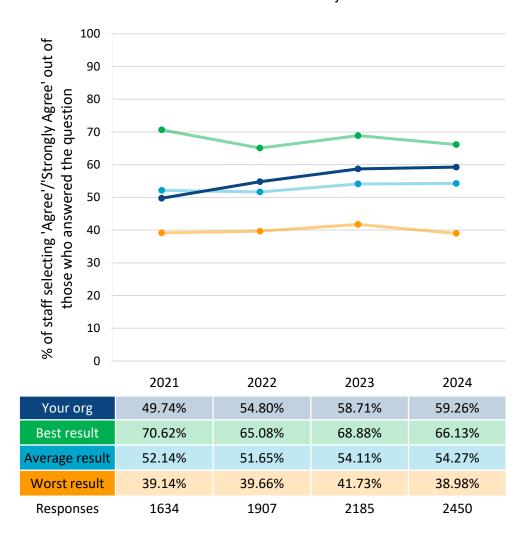




Q7g In my team disagreements are dealt with constructively.



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



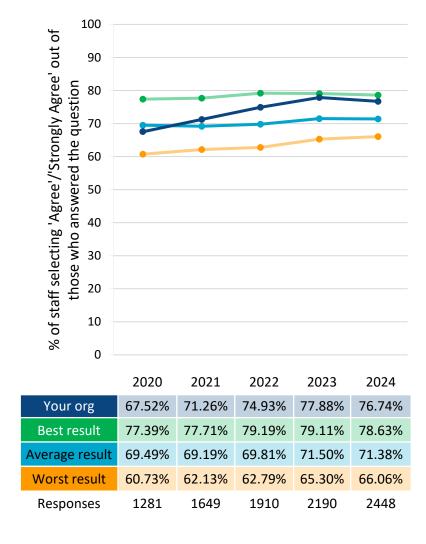
People Promise elements and theme results – We are a team: Line management



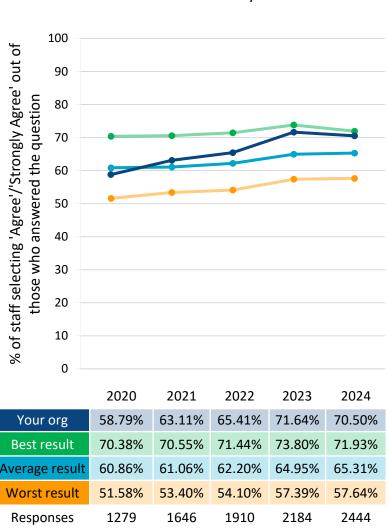




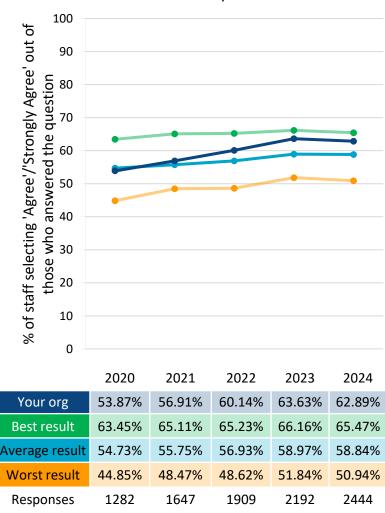
Q9a My immediate manager encourages me at work.



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



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



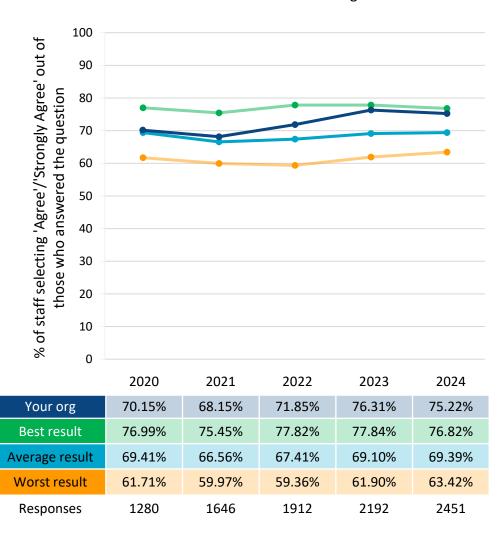








Q9d My immediate manager takes a positive interest in my health and well-being.







Theme – Staff engagement



Questions included:

Motivation – Q2a, Q2b, Q2c Involvement – Q3c, Q3d, Q3f Advocacy – Q25a, Q25c, Q25d

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.

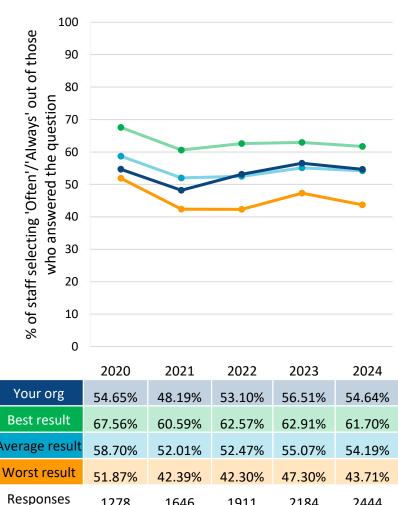
People Promise elements and theme results – Staff engagement: Motivation







Q2a I look forward to going to work.



1278

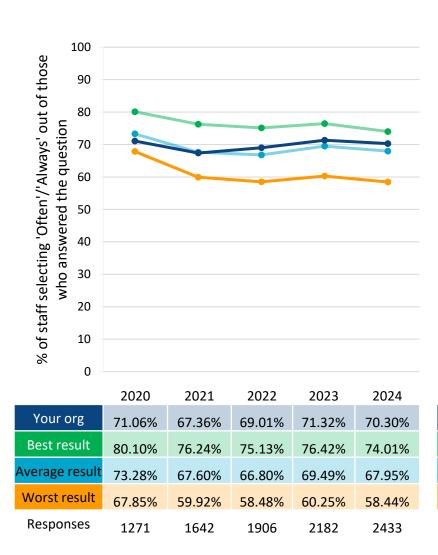
1646

1911

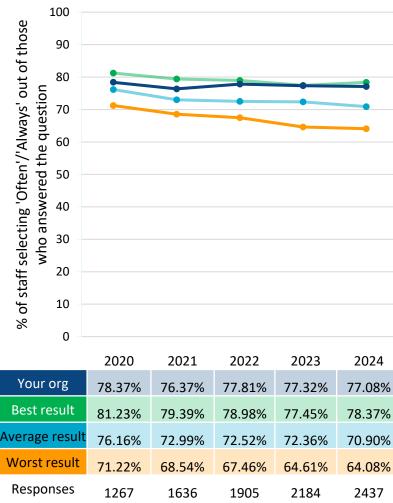
2184

2444

Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



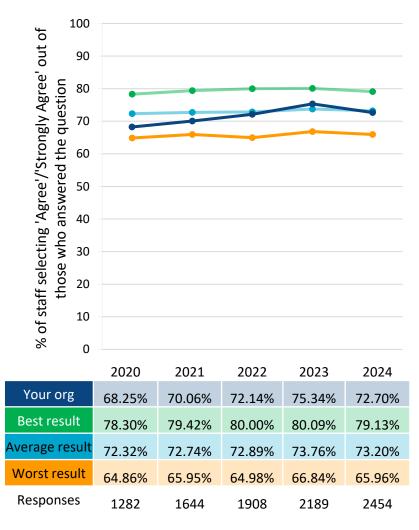
People Promise elements and theme results – Staff engagement: Involvement



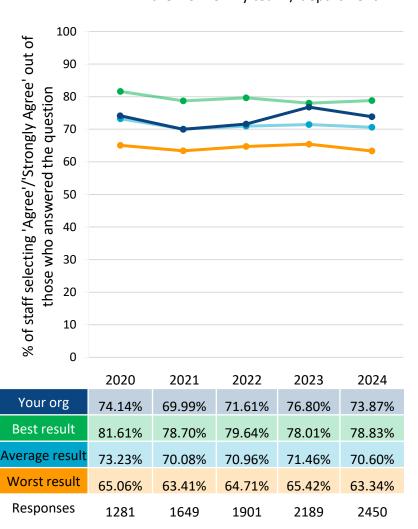




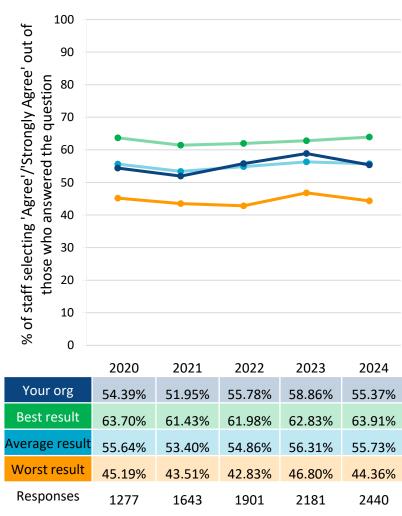
Q3c There are frequent opportunities for me to show initiative in my role.



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



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



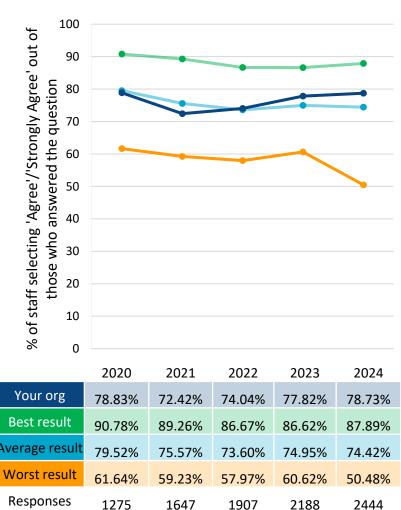
People Promise elements and theme results — Staff engagement: Advocacy



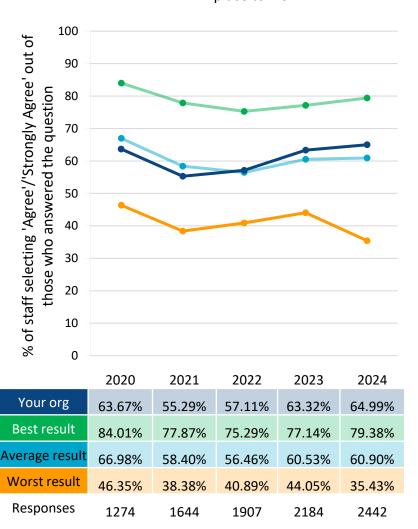




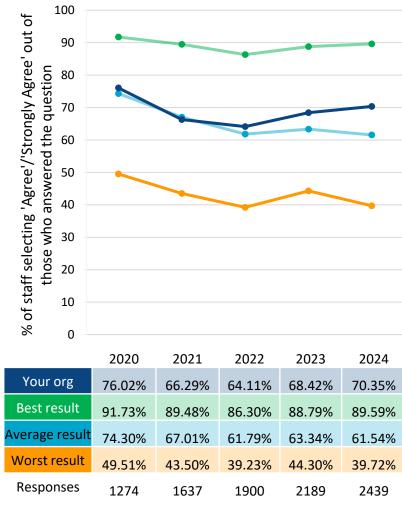
Q25a Care of patients / service users is my organisation's top priority.



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



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





Theme - Morale



Questions included:

Thinking about leaving – Q26a, Q26b, Q26c Work pressure – Q3g, Q3h, Q3i Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

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

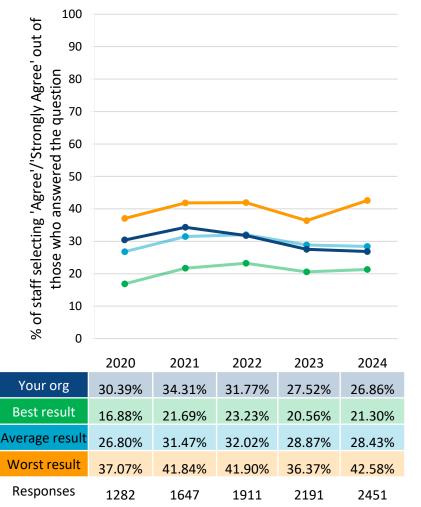
People Promise elements and theme results - Morale: Thinking about leaving



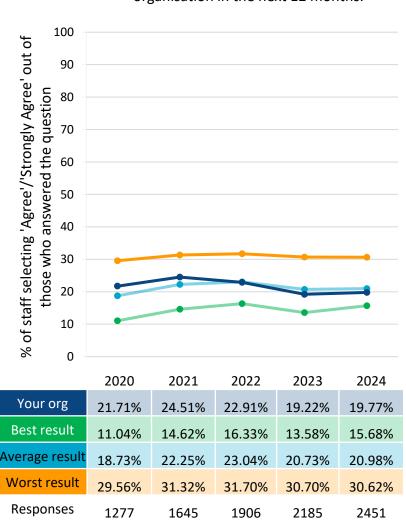




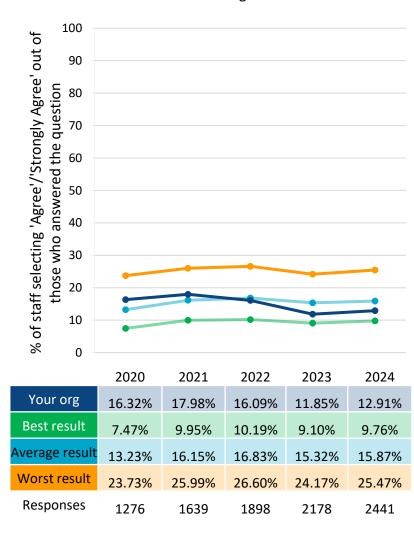
Q26a I often think about leaving this organisation.



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



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



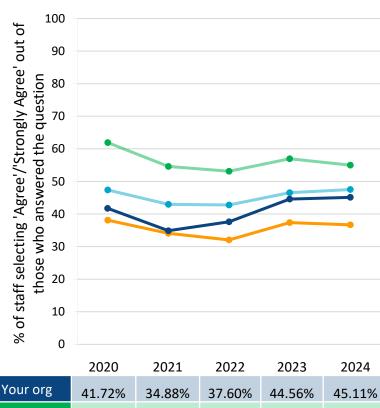
People Promise elements and theme results – Morale: Work pressure





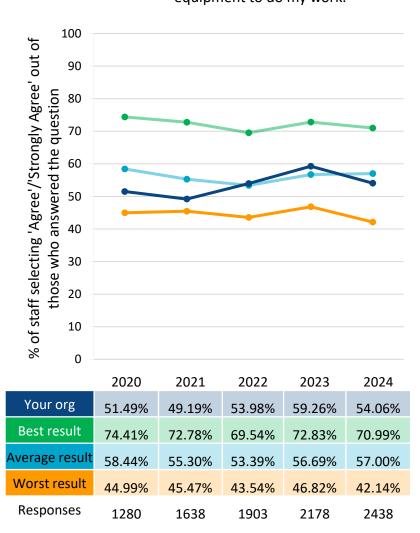


Q3g I am able to meet all the conflicting demands on my time at work.

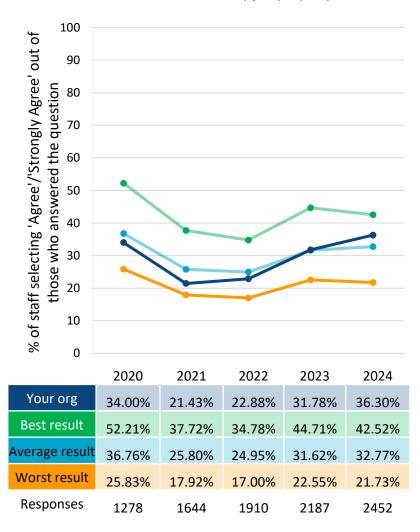


Your org Best result 61.92% 54.62% 56.95% 55.01% 53.13% Average resu 47.39% 42.96% 42.78% 46.56% 47.51% Worst result 38.11% 34.06% 37.35% 36.68% 32.05% Responses 1280 1634 1907 2187 2442

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



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



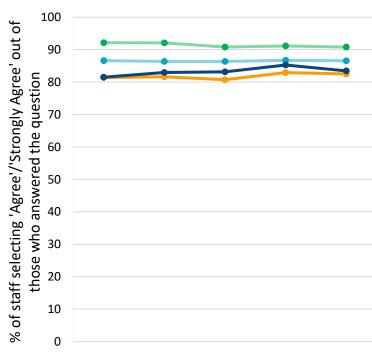






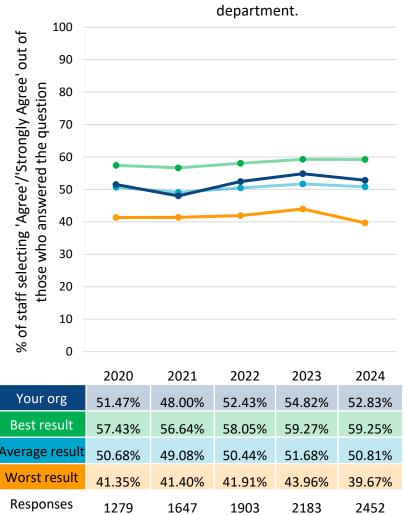


Q3a I always know what my work responsibilities are.

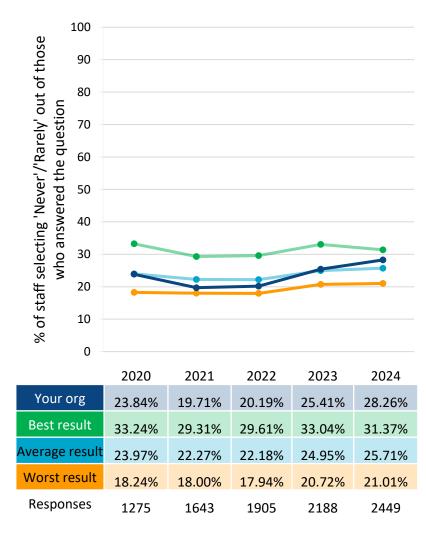


2020 2021 2022 2023 2024 Your org 83.18% 81.50% 82.94% 85.25% 83.47% Best result 92.13% 92.08% 90.80% 91.12% 90.77% Average resu 86.62% 86.35% 86.35% 86.70% 86.55% Worst result 81.40% 81.65% 82.92% 82.51% 80.73% Responses 1282 1648 1909 2193 2456

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



Q5a I have unrealistic time pressures.



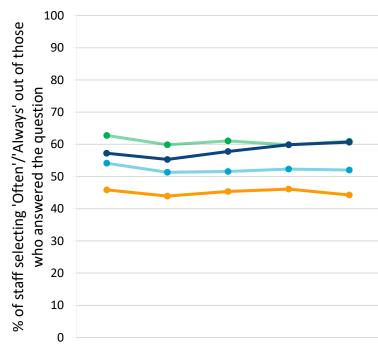






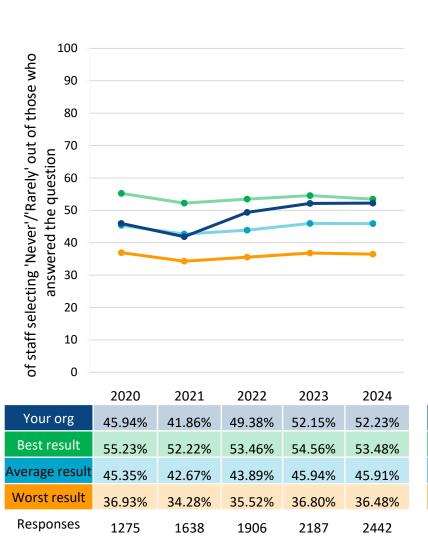


Q5b I have a choice in deciding how to do my work.

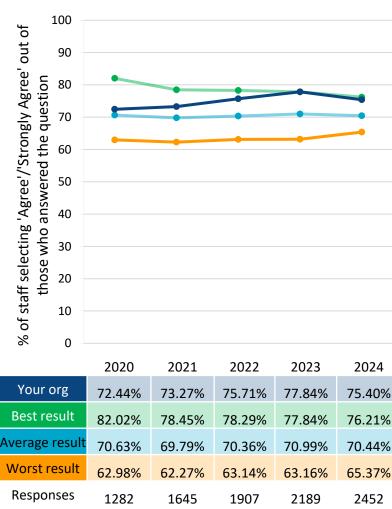


2020 2021 2022 2023 2024 Your org 57.22% 55.32% 57.80% 59.85% 60.68% Best result 62.76% 59.85% 60.94% 59.87% 61.04% Average resu 54.13% 51.32% 51.55% 52.31% 52.02% Worst result 45.86% 43.93% 46.10% 44.26% 45.33% Responses 1275 1635 1905 2187 2440

Q5c Relationships at work are strained.



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

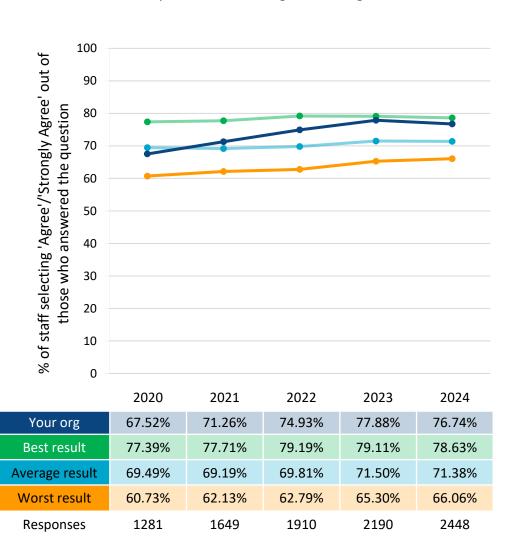








Q9a My immediate manager encourages me at work.





Questions not linked to People Promise elements or themes

Questions included:*

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

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

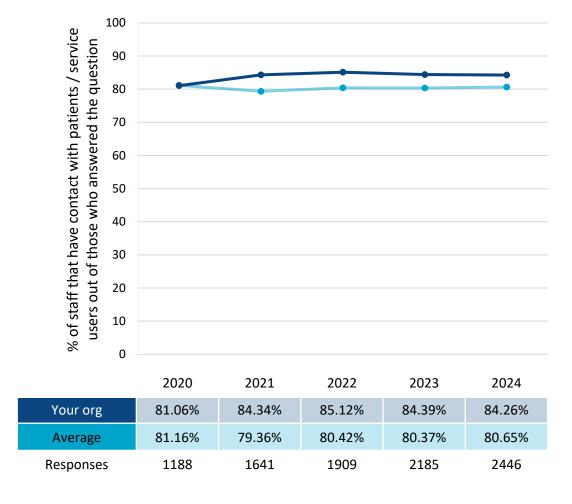
Note where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.



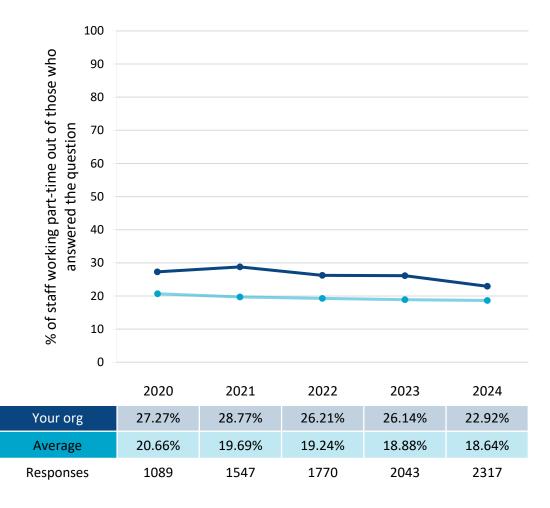




Q1 Do you have face-to-face, video or telephone contact with patients / service users as part of your job?



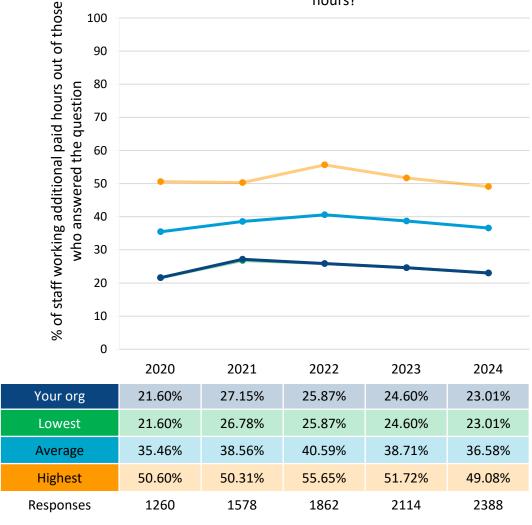
Q10a How many hours a week are you contracted to work?



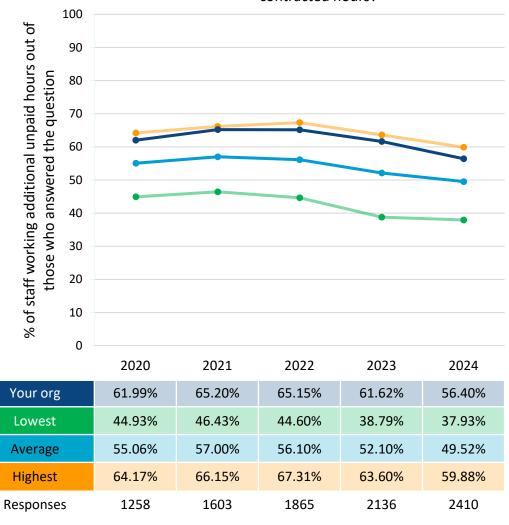
Survey Coordination Centre



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



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

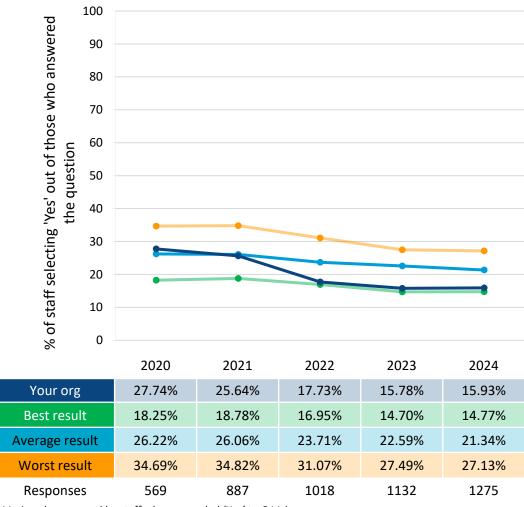




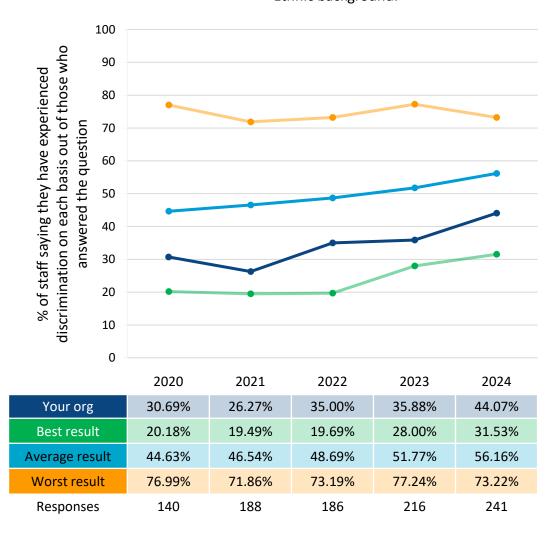




Q11e* Have you felt pressure from your manager to come to work?



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



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

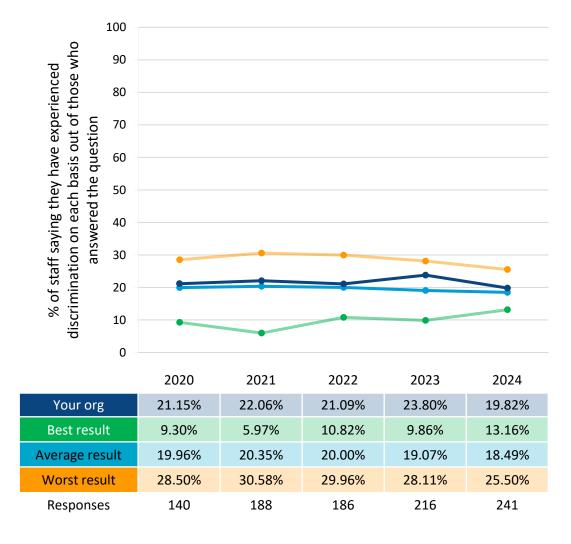






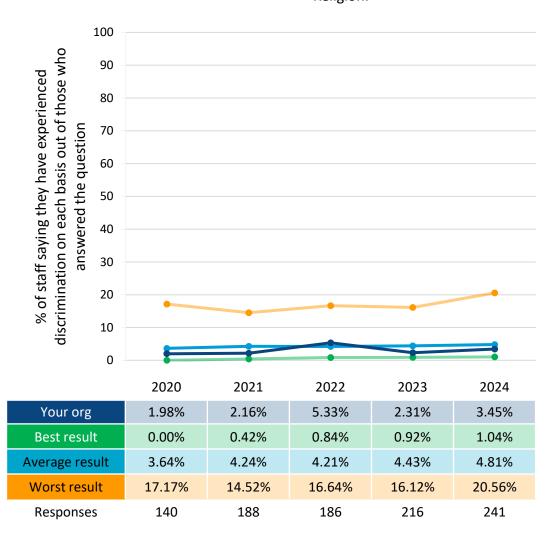
Q16c.2 On what grounds have you experienced discrimination?

— Gender.



Q16c.3 On what grounds have you experienced discrimination?

— Religion.



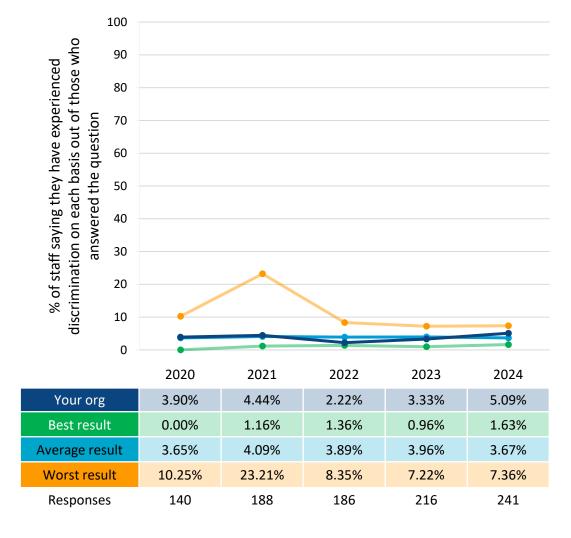






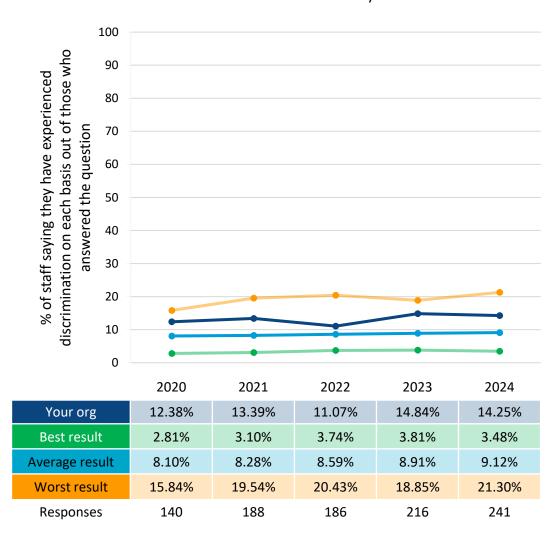
Q16c.4 On what grounds have you experienced discrimination?

— Sexual orientation.



Q16c.5 On what grounds have you experienced discrimination?

— Disability.



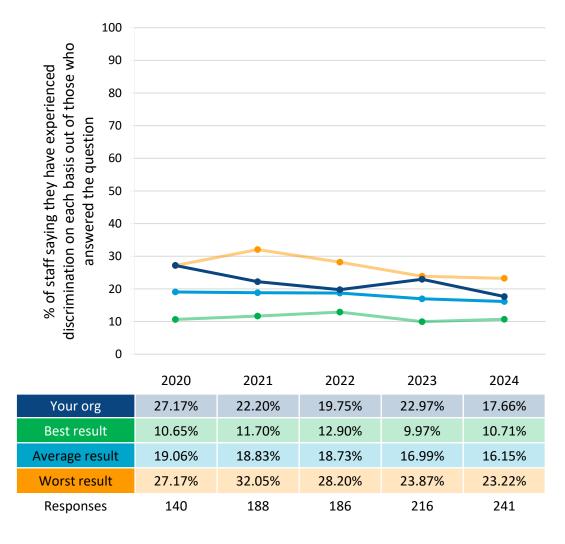






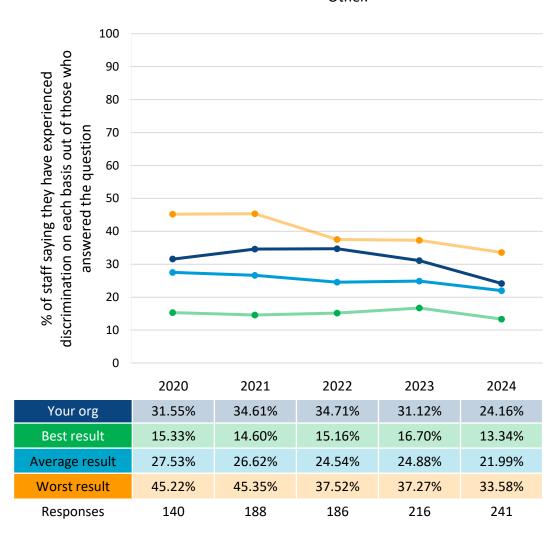
Q16c.6 On what grounds have you experienced discrimination?

— Age.



Q16c.7 On what grounds have you experienced discrimination?

– Other.

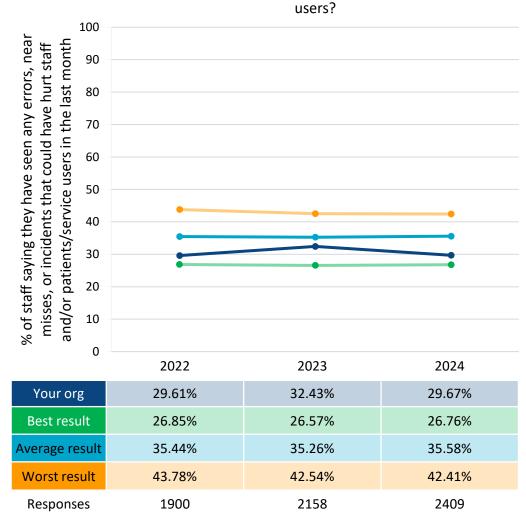




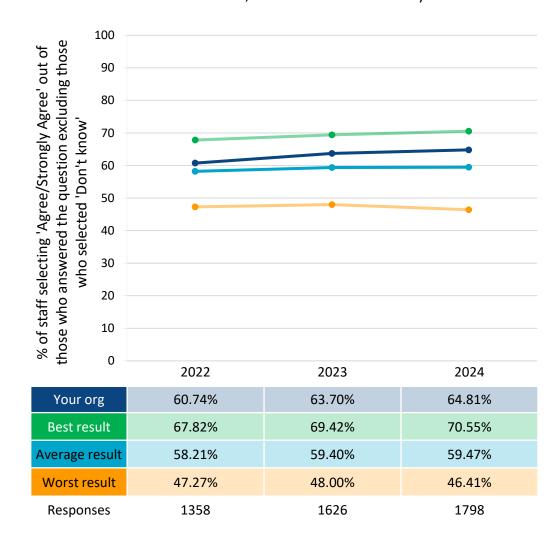




Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service



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

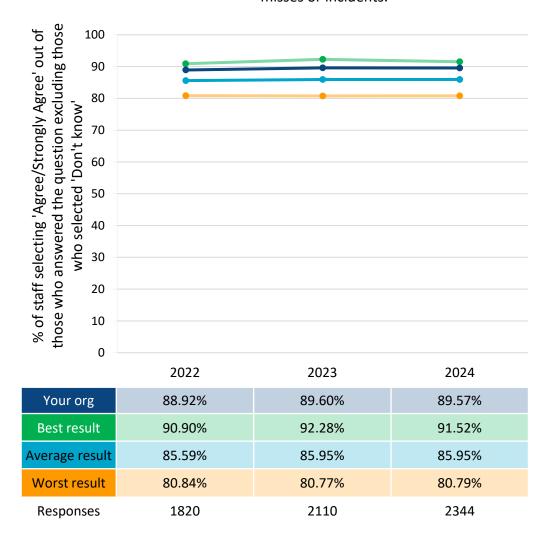




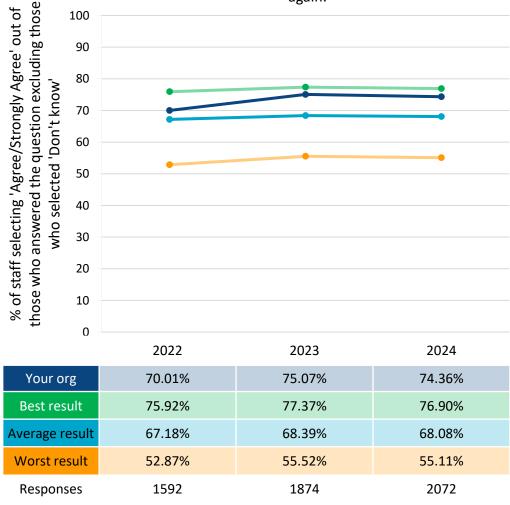




Q19b My organisation encourages us to report errors, near misses or incidents.



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

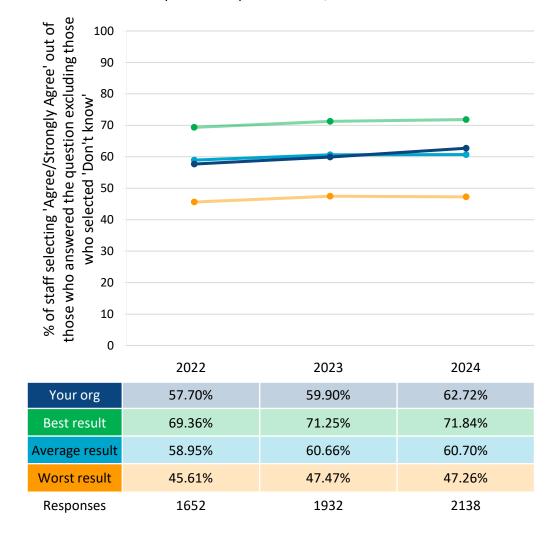




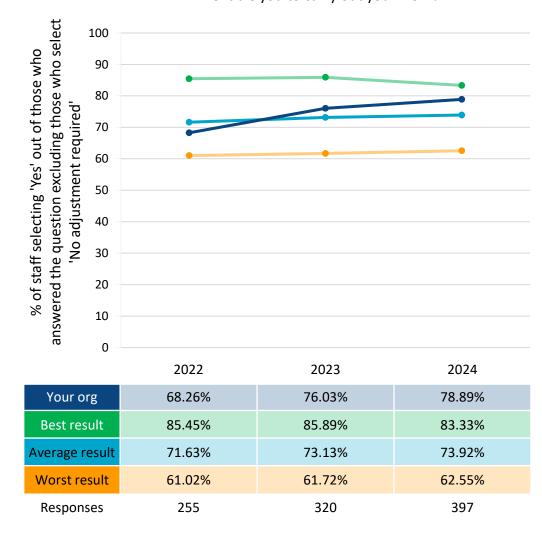




Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



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

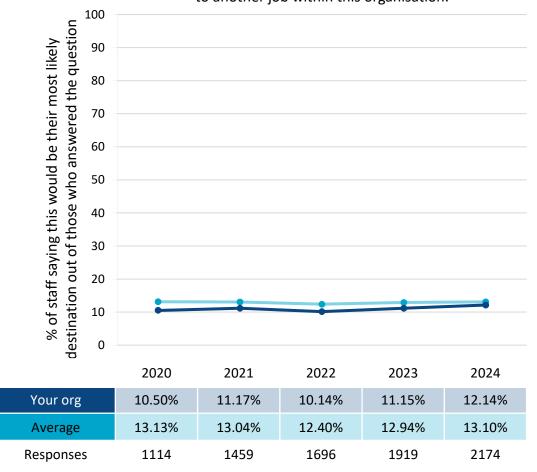




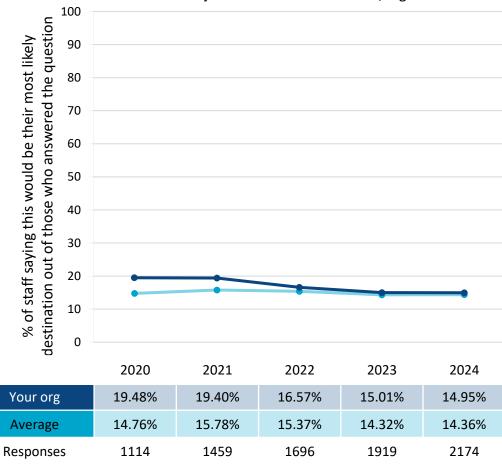




Q26d.1 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job within this organisation.



Q26d.2 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to another job in a different NHS Trust/organisation.

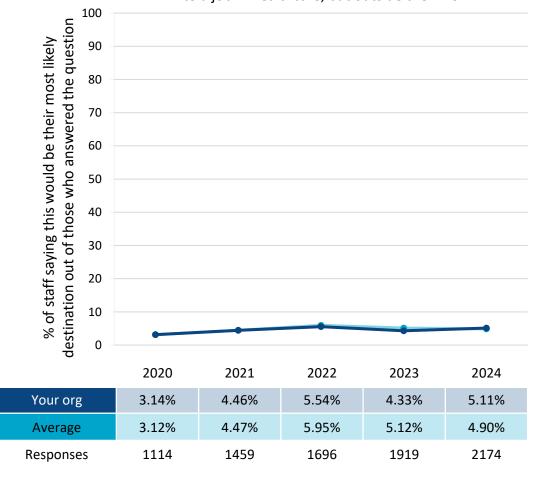




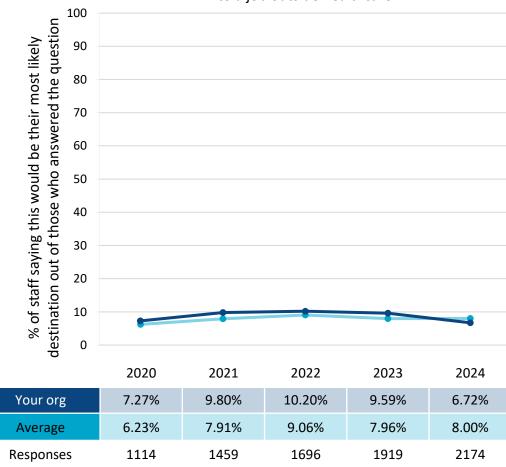




Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



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

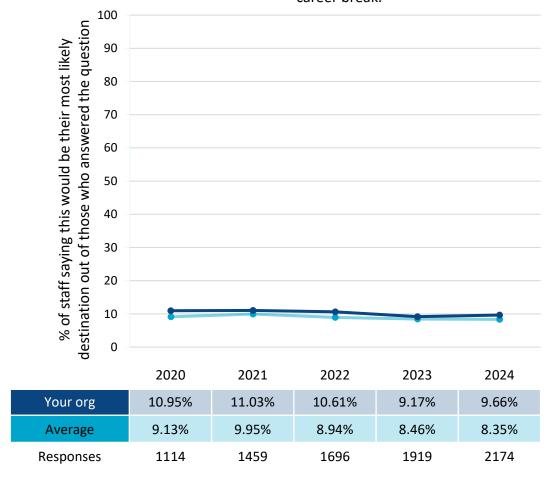




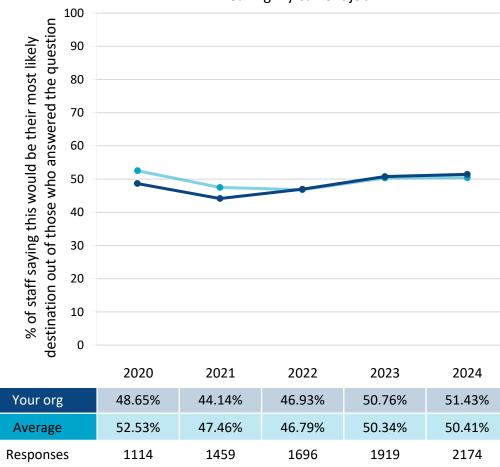




Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



Q26d.9 If you are considering leaving your current job, what would be your most likely destination? - I am not considering leaving my current job.







Workforce Equality Standards

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



Workforce Equality Standards





Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2020-2024 organisation and benchmarking group median results for q13a, q13b&c combined, q15, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined).

Workforce Disability Equality Standards (WDES)

This section contains data for the organisation required for the NHS Staff Survey metrics used in the Workforce Disability Equality Standard (WDES). It includes the 2020-2024 organisation and benchmarking group median results for q4b, q11e, q14a-d, and q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness and the overall engagement score for the organisation.

In 2022, the text for q31b was updated and the word 'adequate' was changed to 'reasonable'.

The WDES breakdowns are based on the responses to q31a Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Workforce Equality Standards





This section contains data required for the staff survey indicators used in the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES). Data presented in this section are unweighted.

Workforce Race Equality Standards (WRES)

Indicator	Qu No	Workforce Race Equality Standard	
For each of the following indicators, compare the outcomes of the responses for white staff and staff from all other ethnic groups combined			
5	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months	
6	Q14b & Q14c	Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months	
7	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion	
8	Q16b	In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues	

Workforce Disability Equality Standards (WDES)

Metric	Qu No	Workforce Disability Equality Standard		
For each of the following metrics, compare the responses for staff with a LTC* or illness vs staff without a LTC or illness				
4a	Q14a	Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public		
4b	Q14b	Percentage of staff experiencing harassment, bullying or abuse from managers		
4c	Q14c	Percentage of staff experiencing harassment, bullying or abuse from other colleagues		
4d	Q14d	Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it		
5	Q15	Percentage believing that their organisation provides equal opportunities for career progression or promotion		
6	Q11e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties		
7	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work		
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work		
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness		

^{*}Staff with a long term condition





Workforce Race Equality Standards (WRES)

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

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

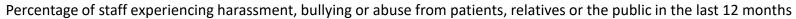
Note: where there are fewer than 10 responses for a question this data is not shown in the chart to protect the confidentiality of staff and reliability of results.

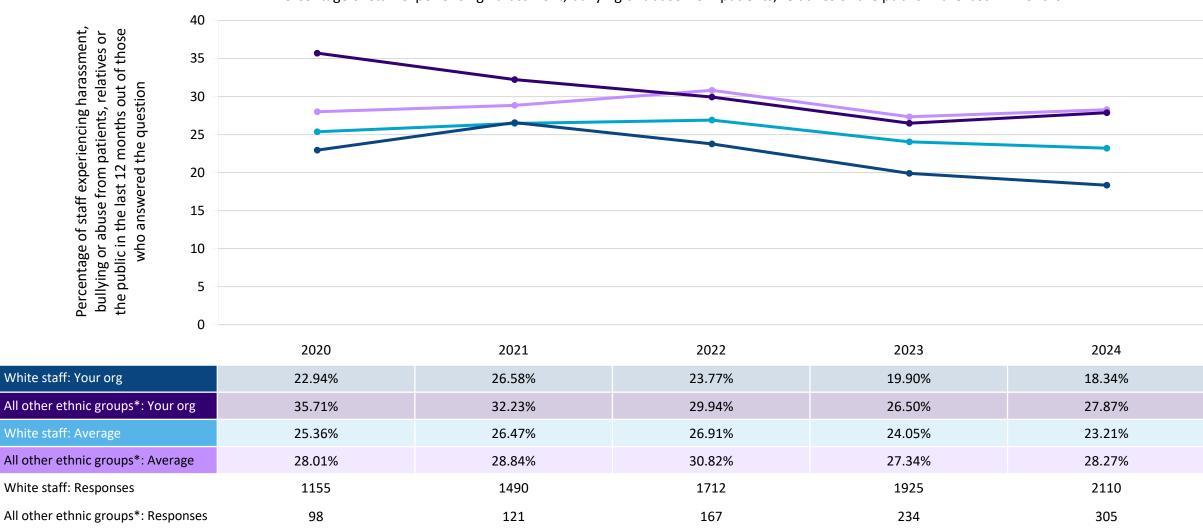


Workforce Race Equality Standard (WRES)









^{*}Staff from all other ethnic groups combined

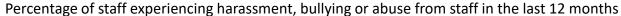
Note: 2023 results for WRES indicator 5 (Q14a) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

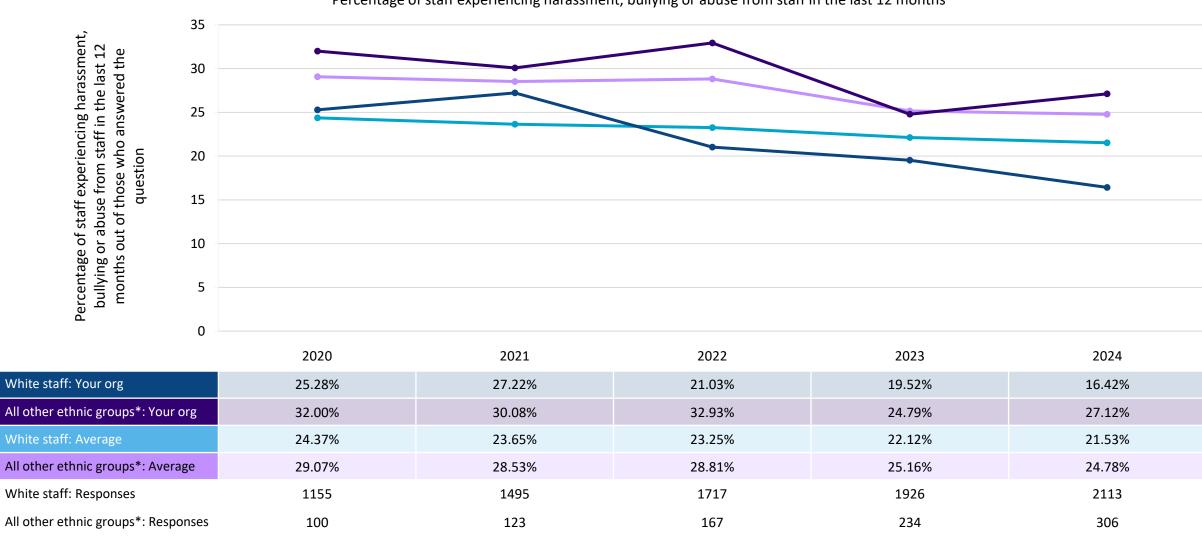


Workforce Race Equality Standard (WRES)









^{*}Staff from all other ethnic groups combined

Note: 2023 results for WRES indicator 6 (Q14b & Q14c) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

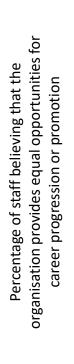


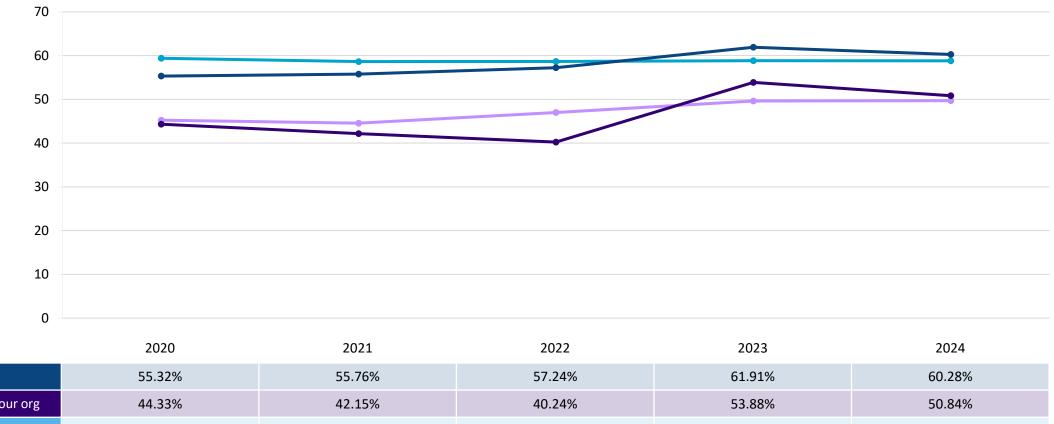
Workforce Race Equality Standard (WRES)





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





White staff: Your org	55.32%	55.76%	57.24%	61.91%	60.28%
All other ethnic groups*: Your org	44.33%	42.15%	40.24%	53.88%	50.84%
White staff: Average	59.39%	58.64%	58.65%	58.84%	58.82%
All other ethnic groups*: Average	45.24%	44.56%	47.00%	49.64%	49.70%
White staff: Responses	1128	1492	1719	1919	2102
All other ethnic groups*: Responses	97	121	169	232	299

^{*}Staff from all other ethnic groups combined

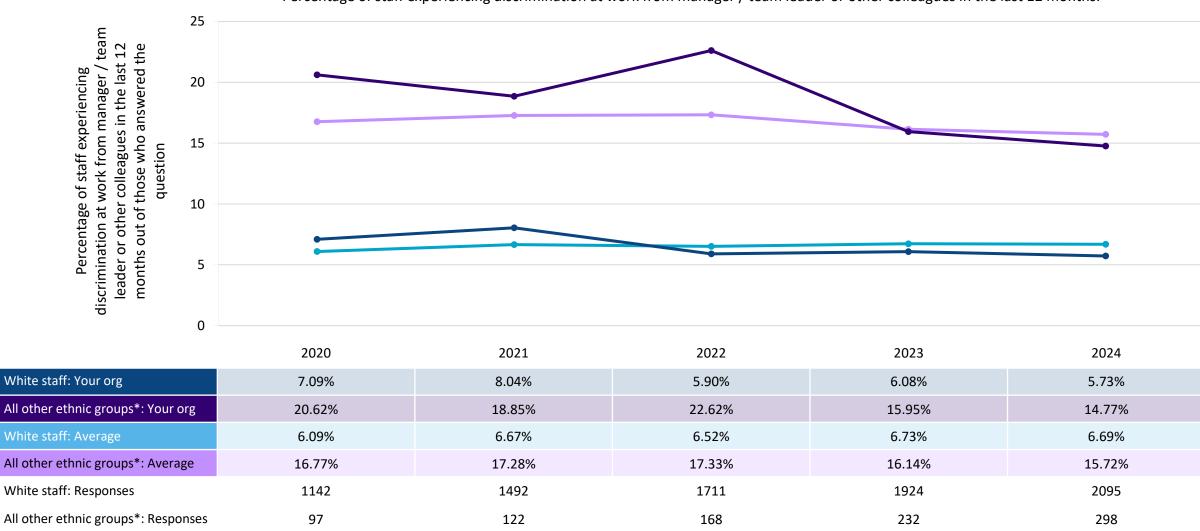


Workforce Race Equality Standard (WRES)





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



^{*}Staff from all other ethnic groups combined





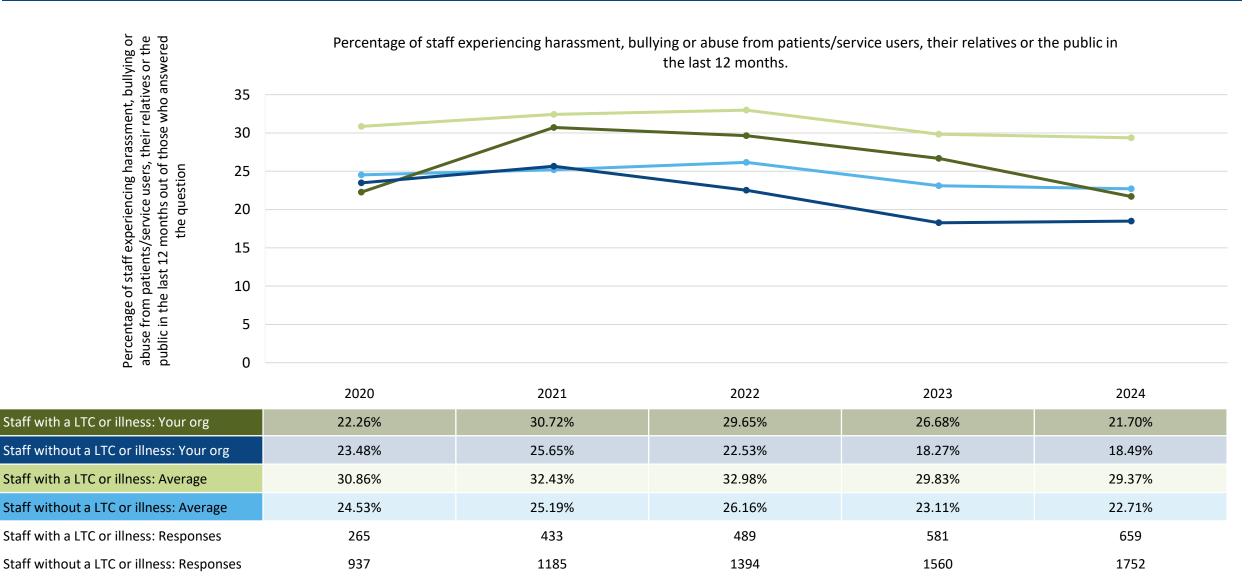
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WDES charts are unweighted.

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



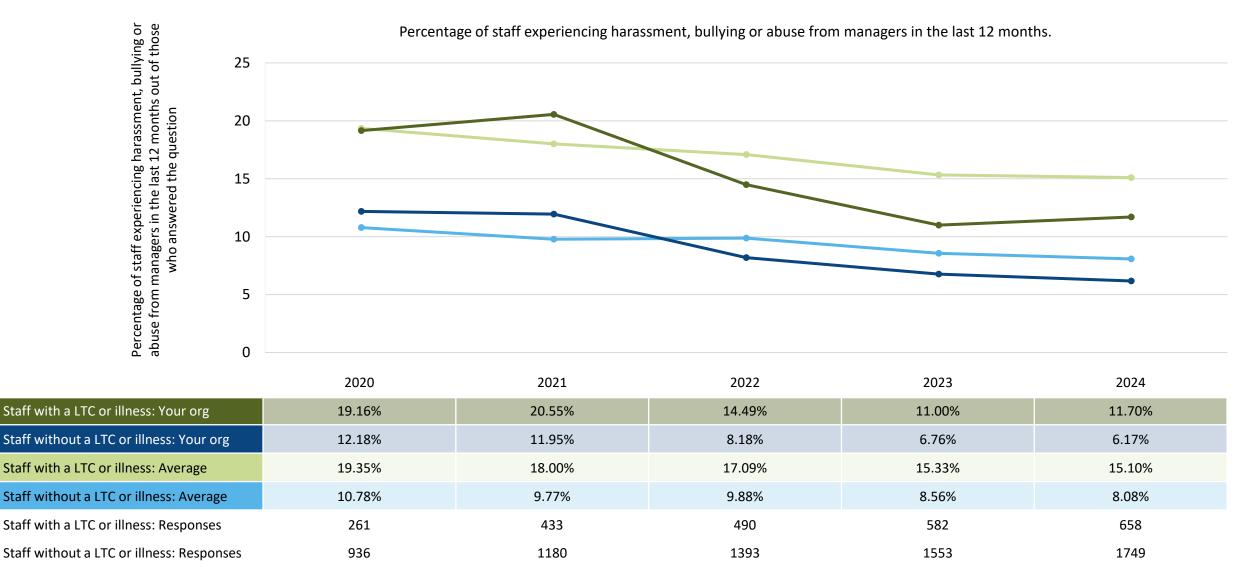




Note: 2023 results for WDES metric 4a (Q14a) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.



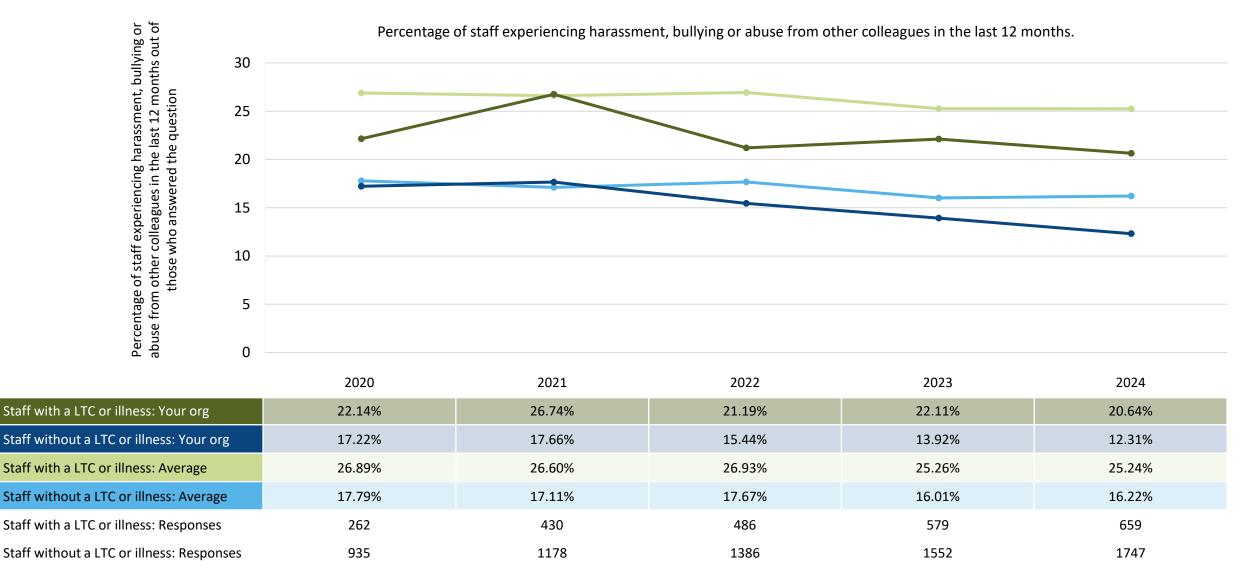




Note: 2023 results for WDES metric 4b (Q14b) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.



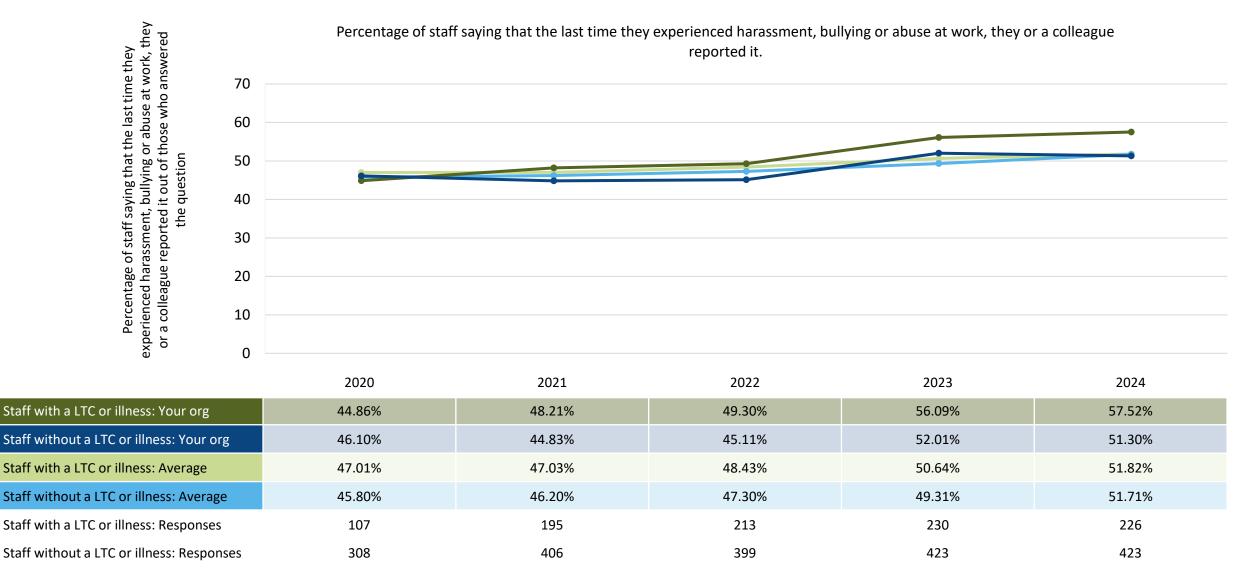




Note: 2023 results for WDES metric 4c (Q14c) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.



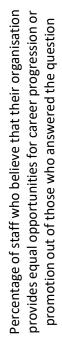




Note: 2023 results for WDES metric 4d (Q14d) are now reported using corrected data. Please see https://www.nhsstaffsurveys.com/survey-documents/ for more details.

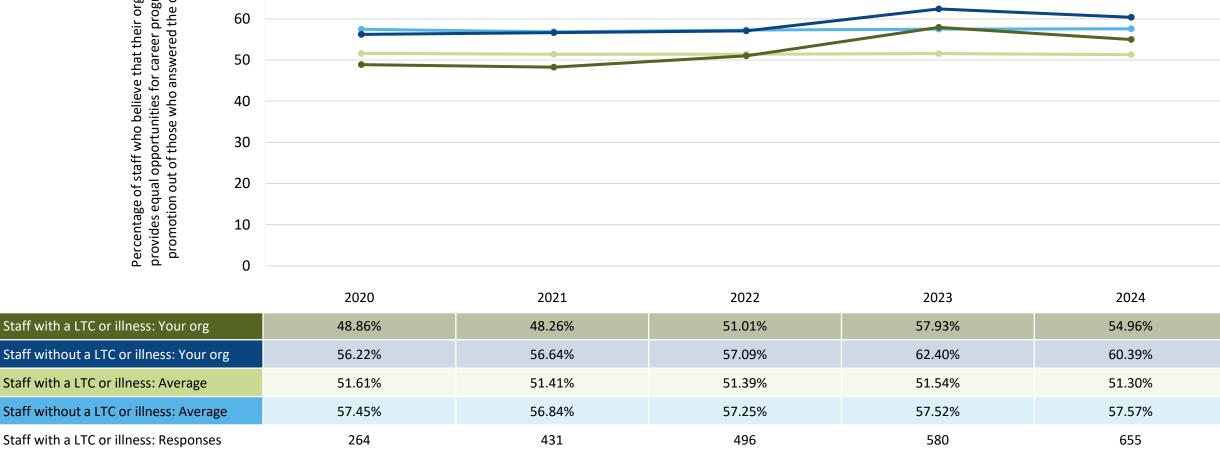






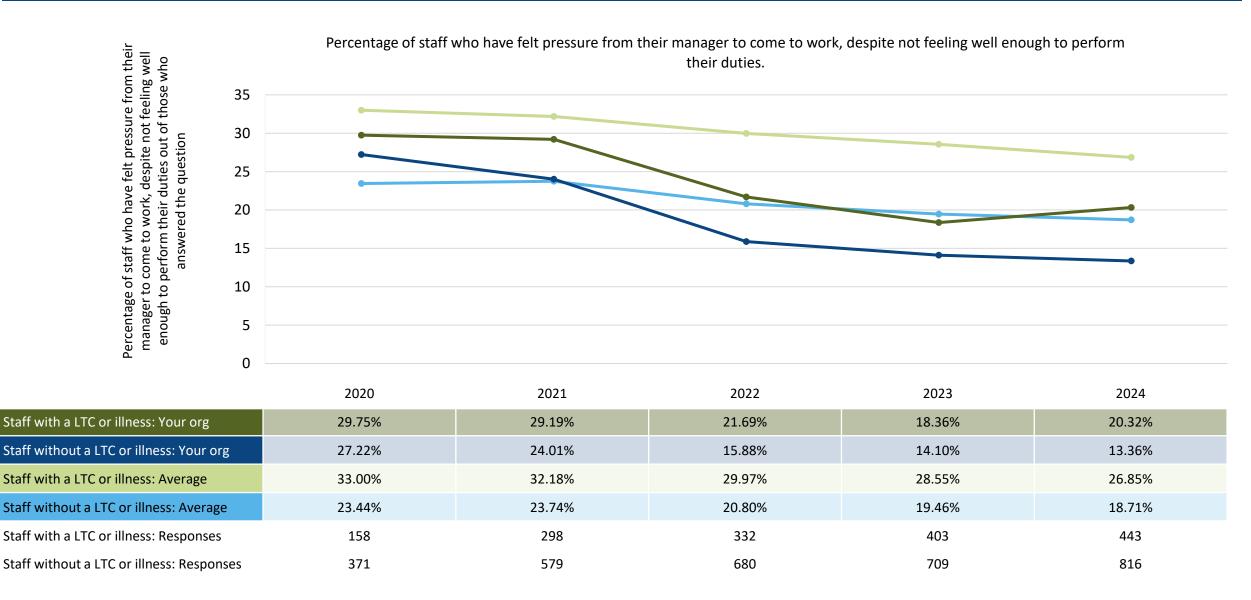
Staff without a LTC or illness: Responses

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



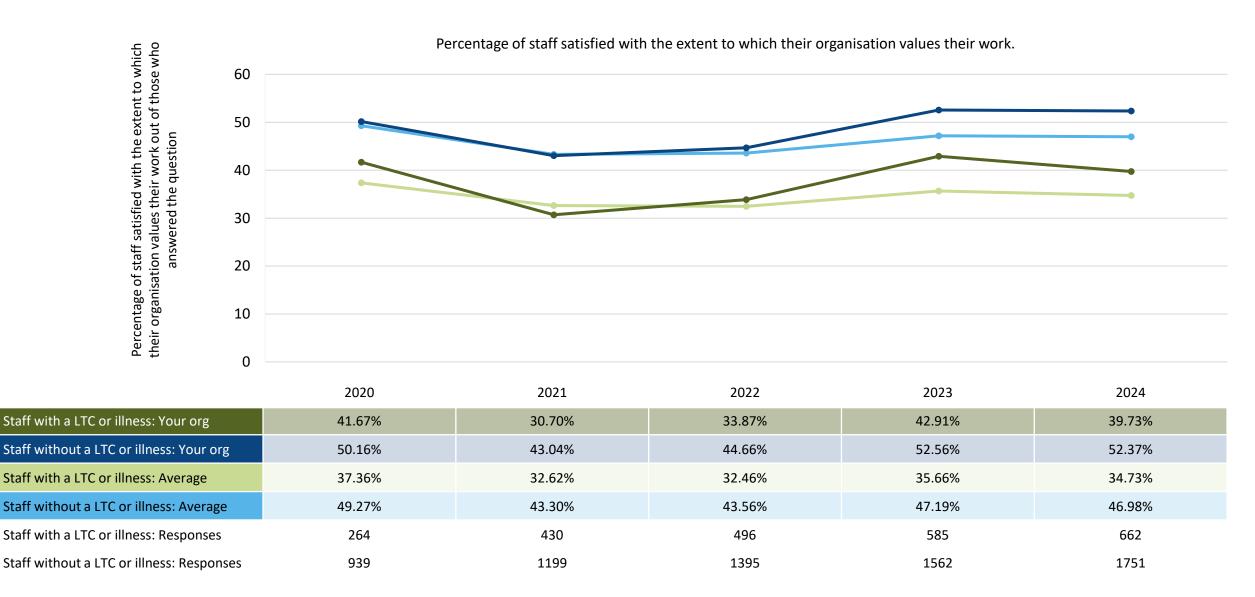








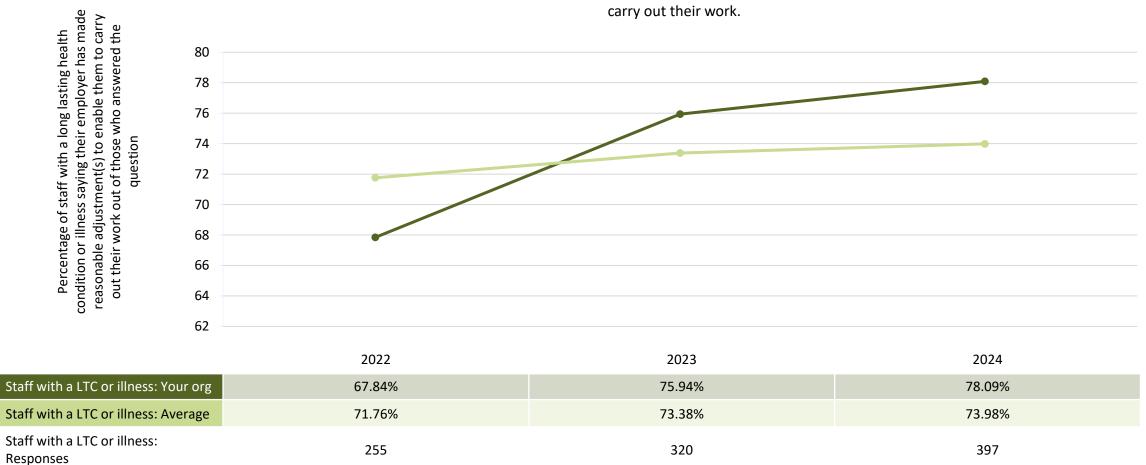








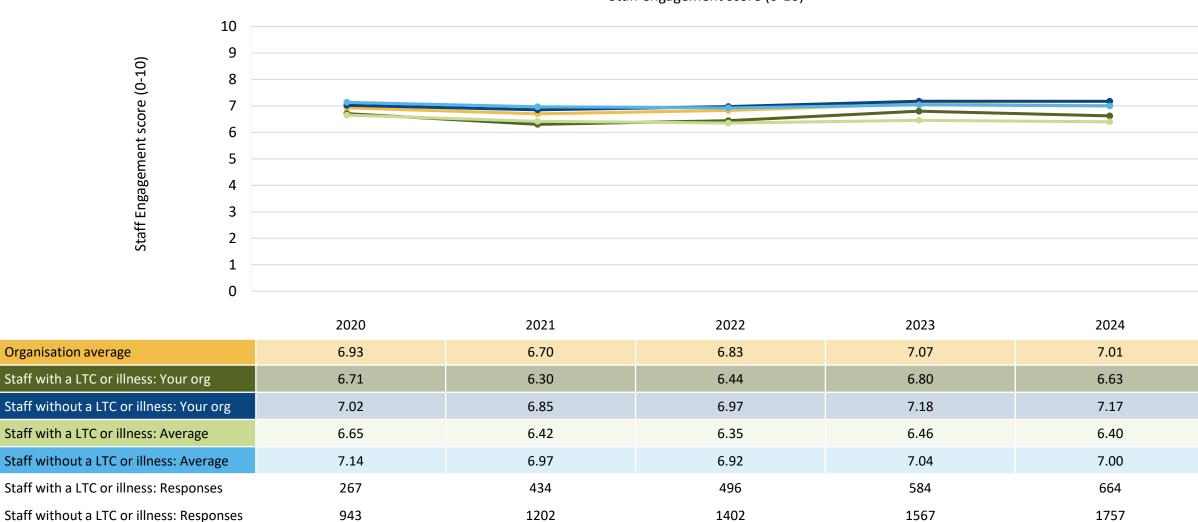
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.







Staff engagement score (0-10)



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





About your respondents

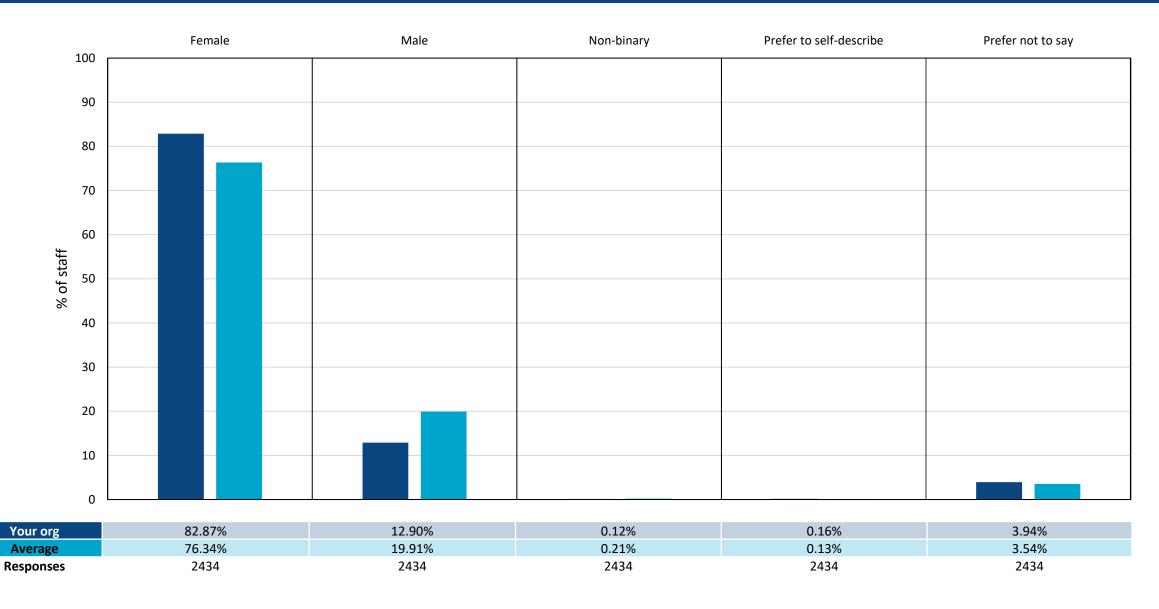
This section shows demographic and other background information for 2024.

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.

Background details - Gender



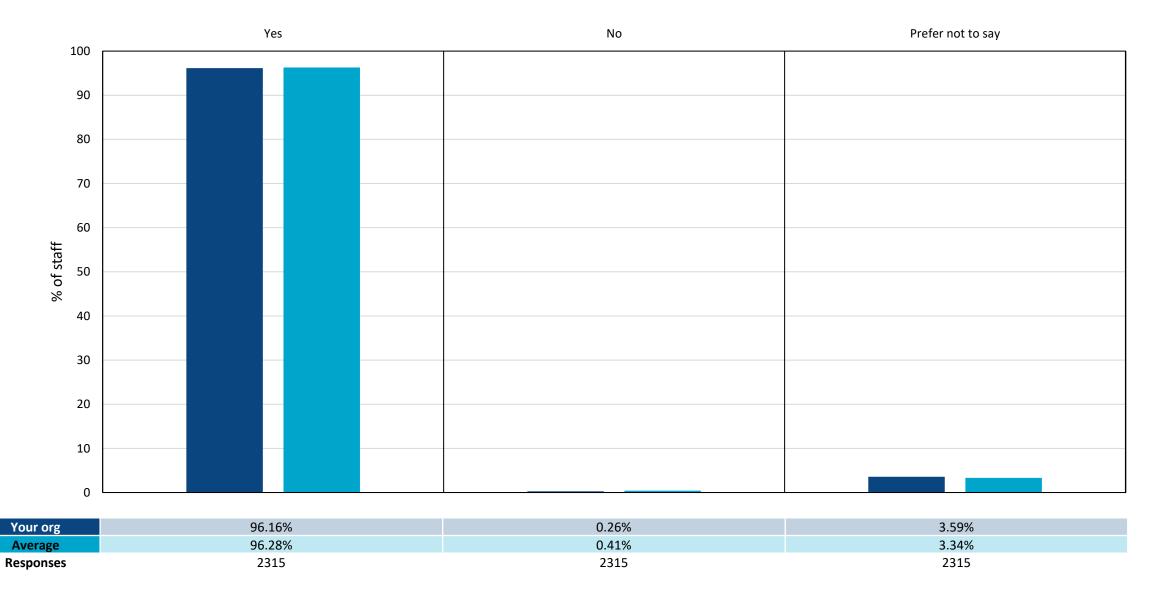




Background details — Is your gender identity the same as the sex you were registered at birth?



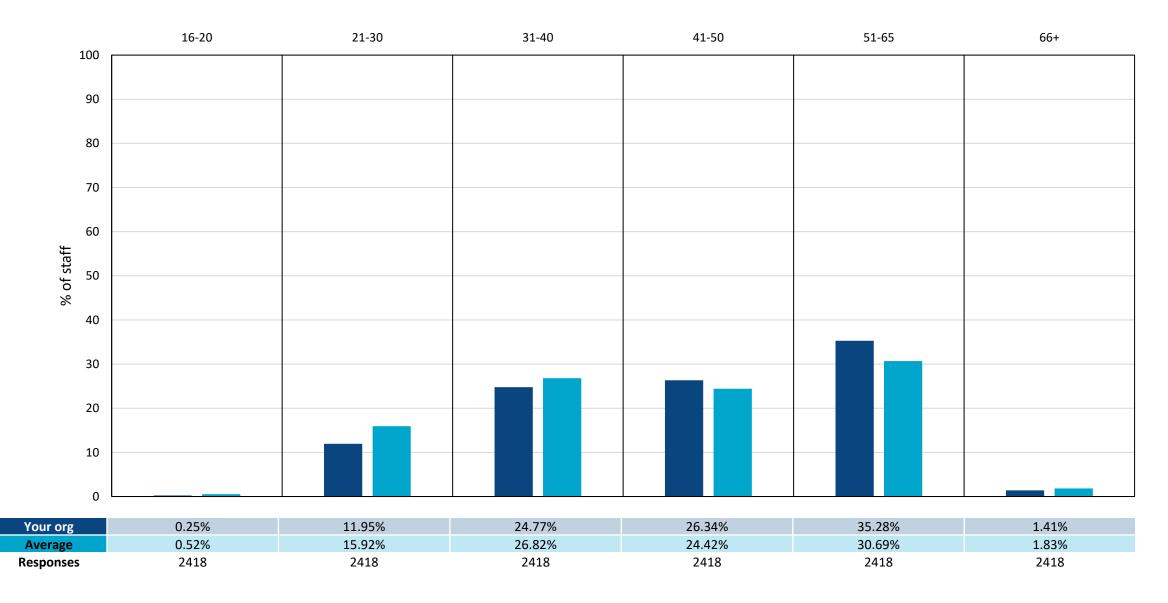




Background details - Age





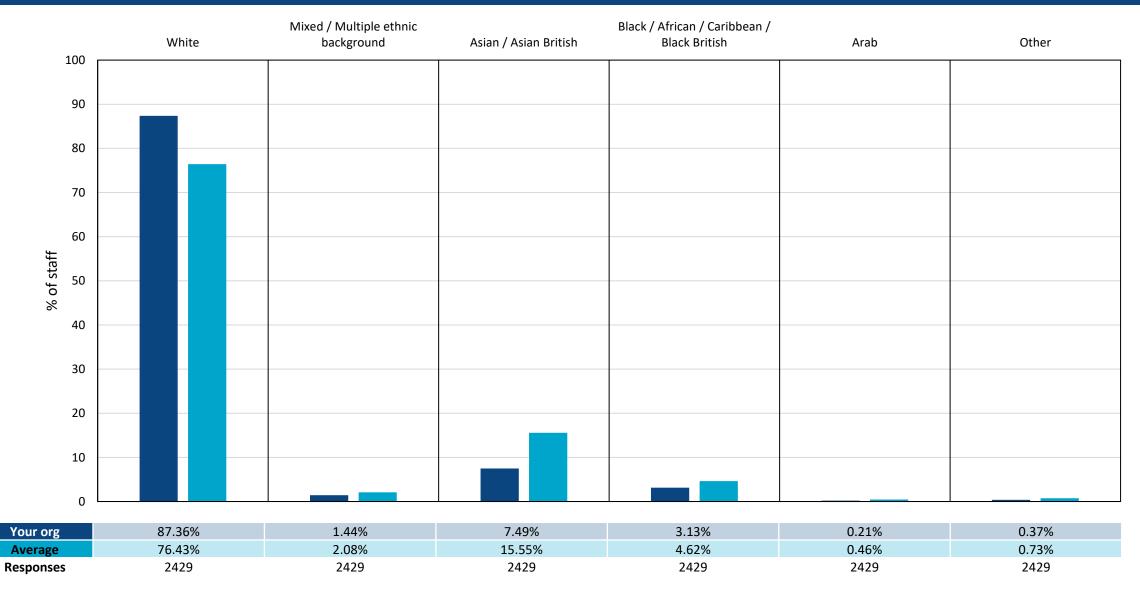




Background details - Ethnicity





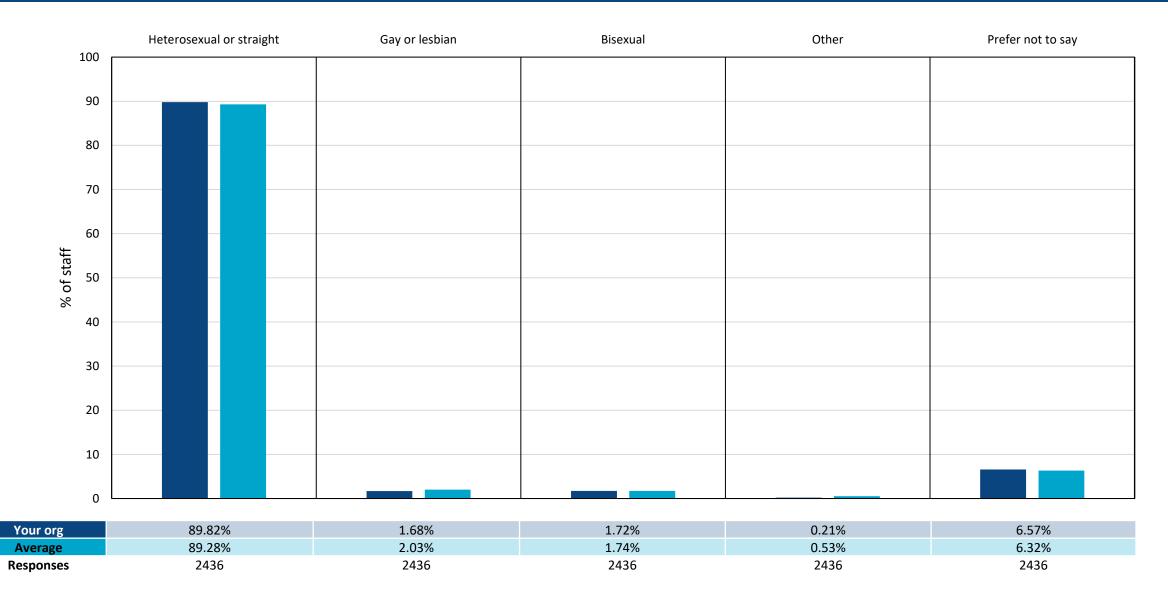




Background details – Sexual orientation



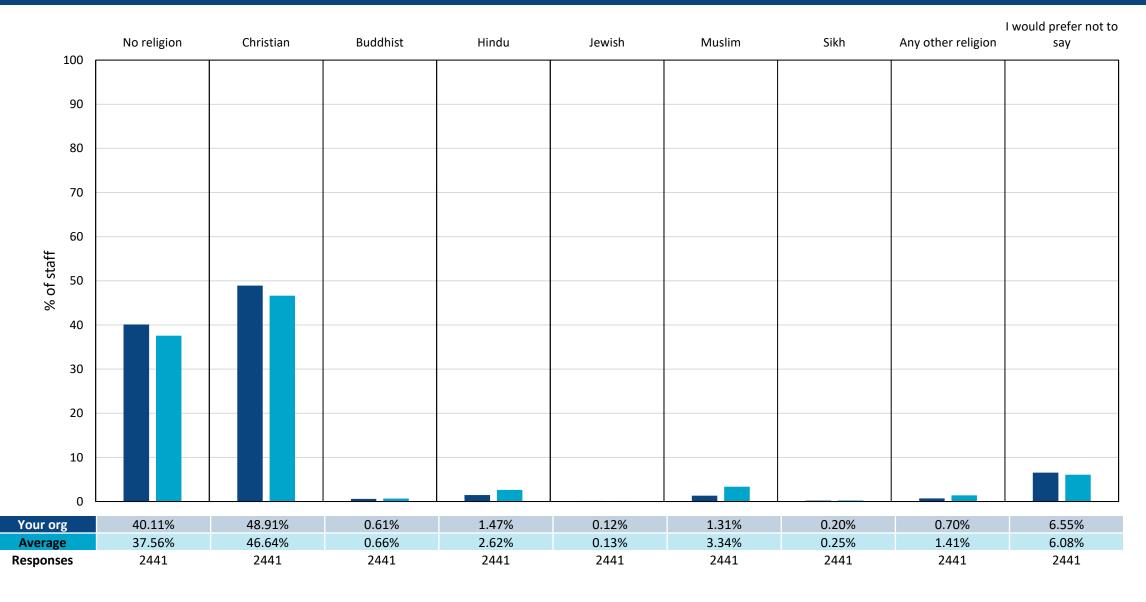




Background details - Religion







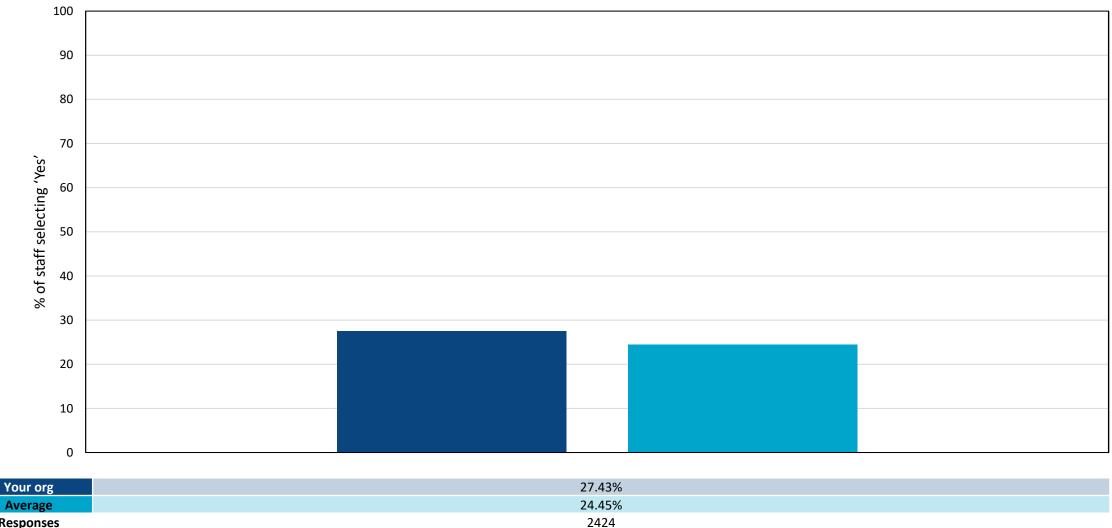
Responses

Background details — Long lasting health condition or illness







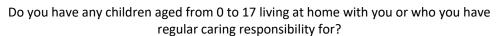


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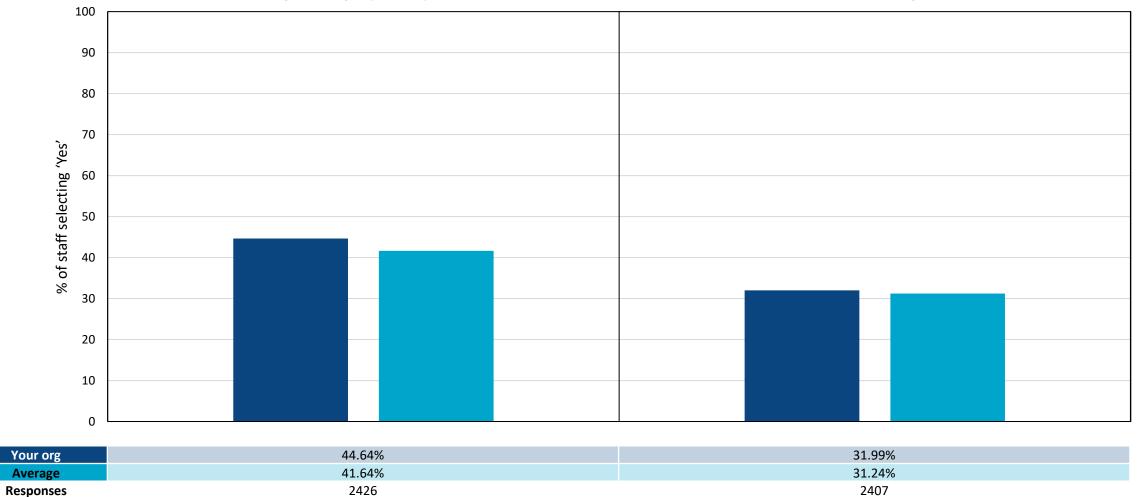
Background details — Parental / caring responsibilities







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.

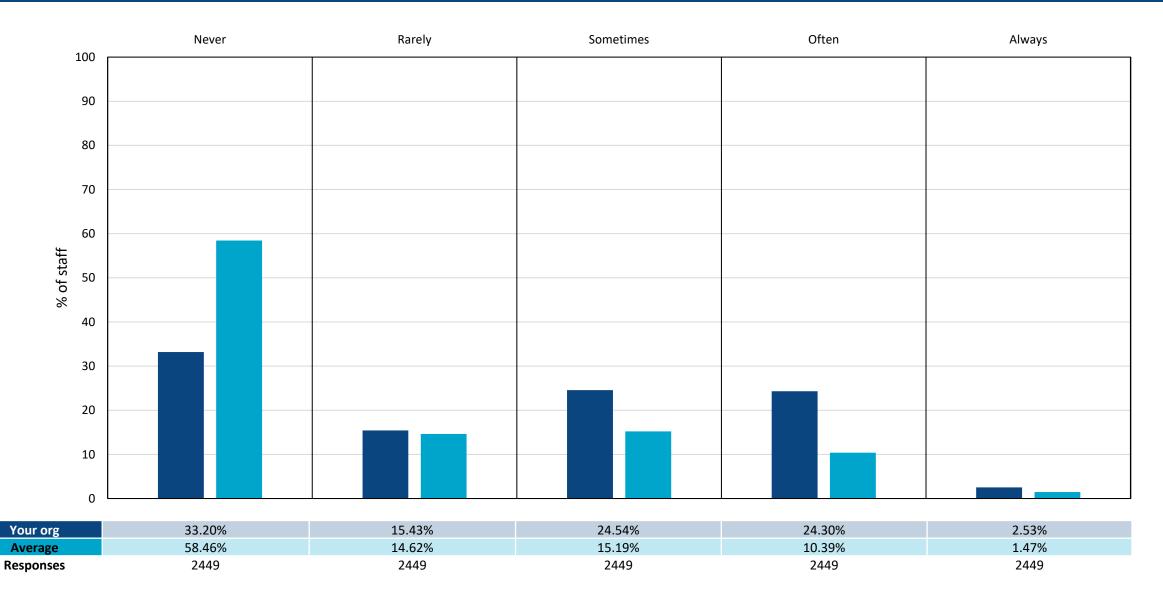




Background details – How often do you work at/from home?





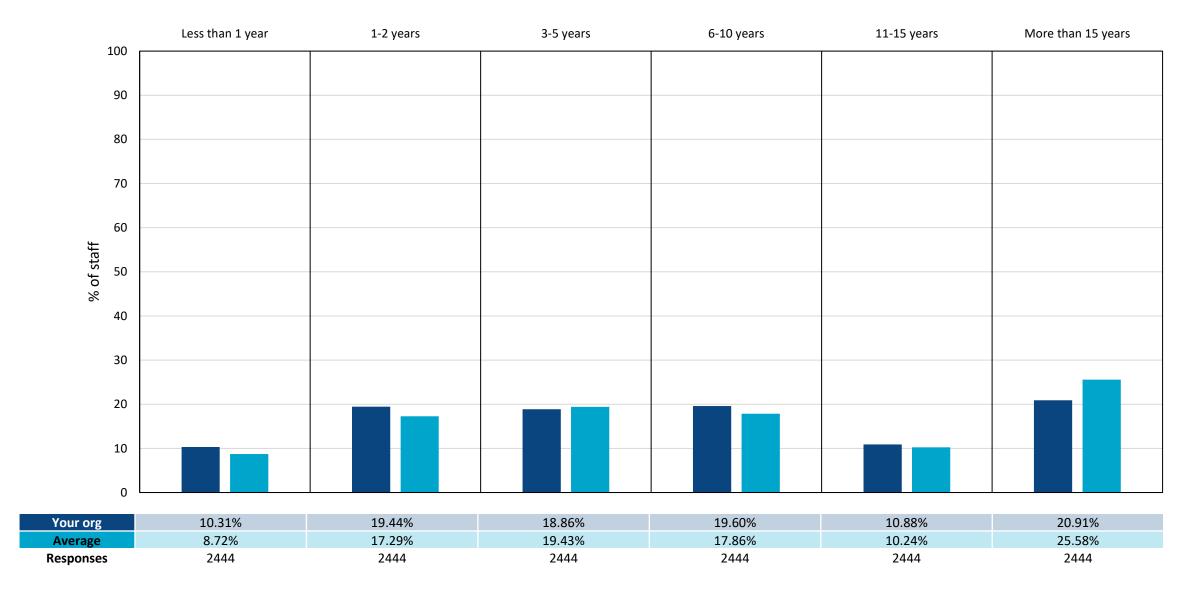




Background details – Length of service



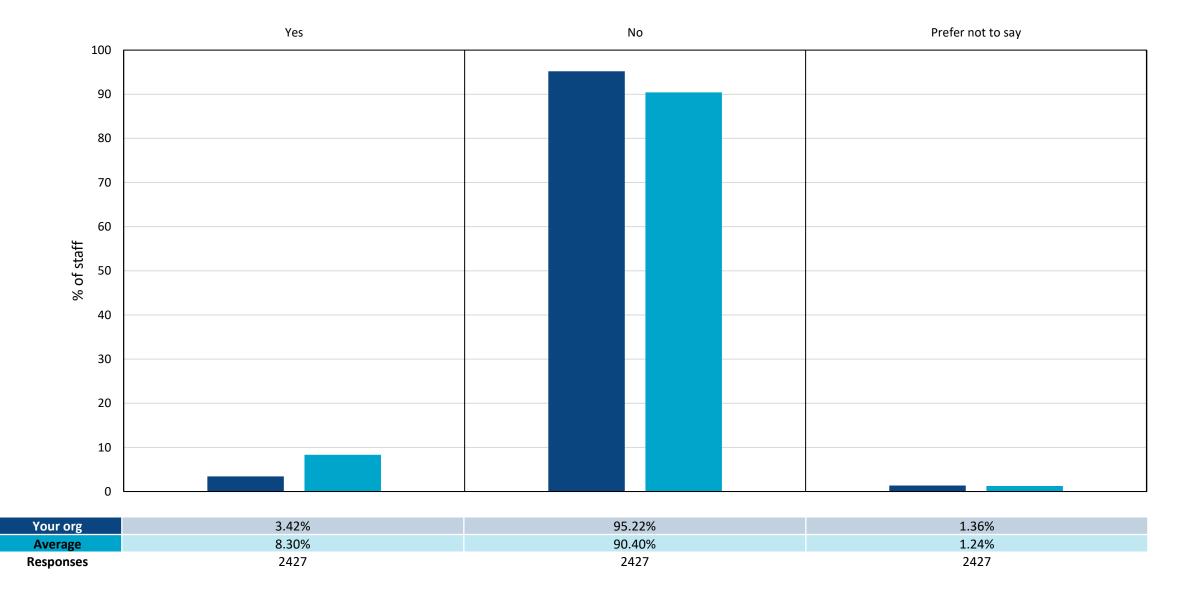




Background details — When you joined this organisation, were you recruited from outside of the UK?





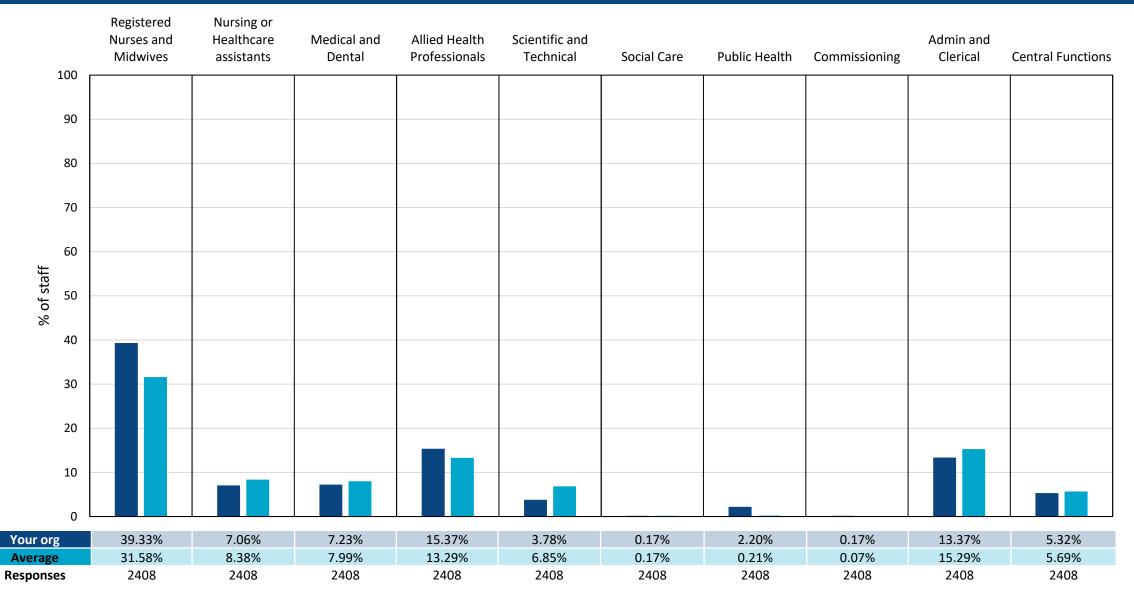




Background details - Occupational group



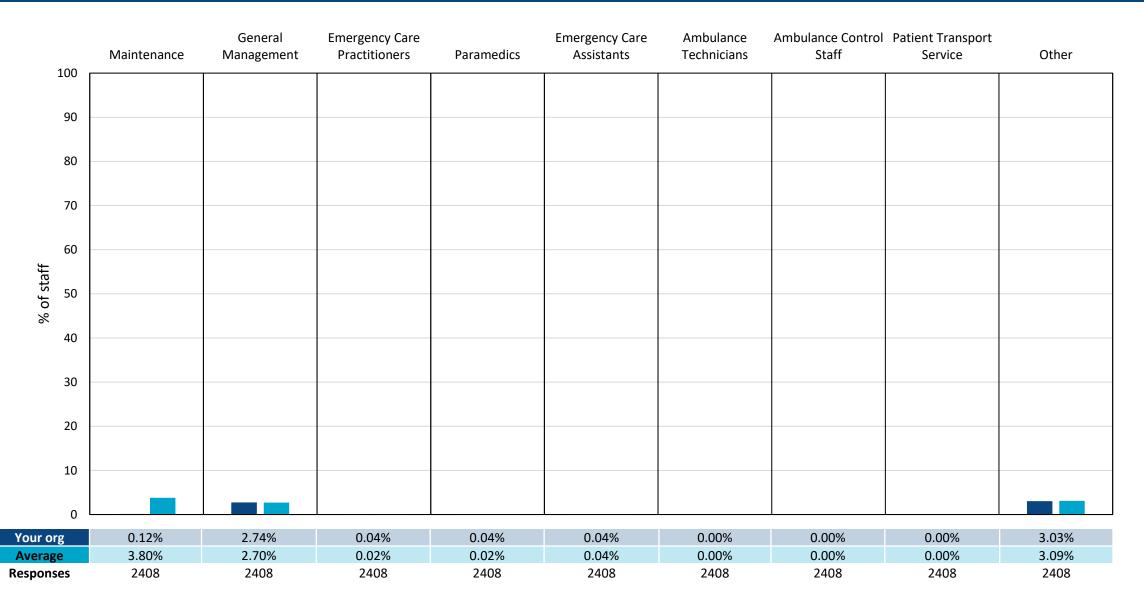




Background details – Occupational group











Appendices

Survey Coordination Centre

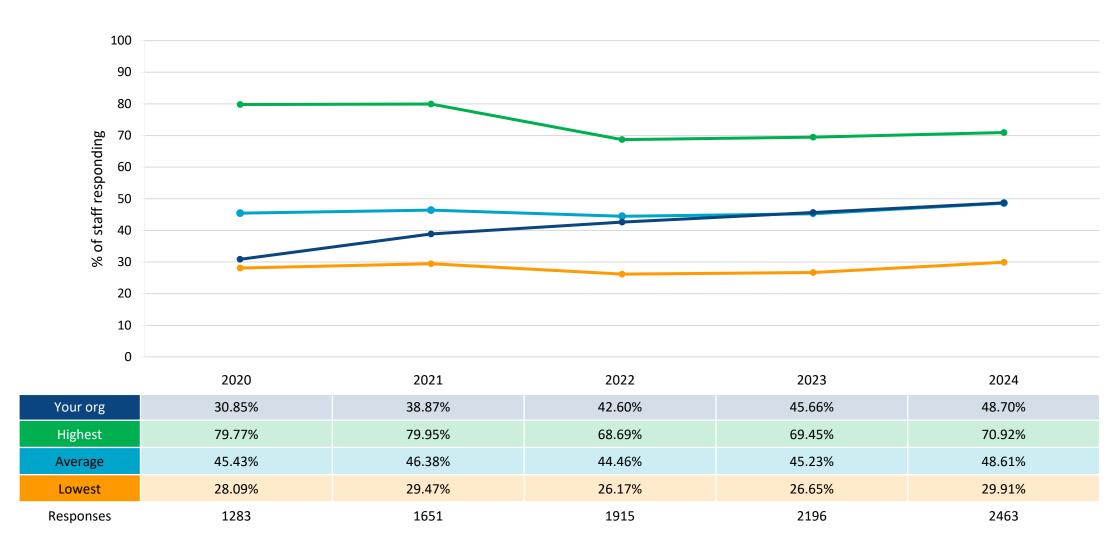


Appendix A: Response rate





Response rate



Survey Coordination Centre



Appendix B: Significance testing 2023 vs 2024



Appendix B: Significance testing – 2023 vs 2024





Statistical significance helps quantify whether a result is likely due to chance or to some factor of interest. The table below presents the results of significance testing conducted on the theme scores calculated in both 2023 and 2024*. For more details, please see the <u>technical document</u>.

People Promise elements	2023 score	2023 respondents	2024 score	2024 respondents	Statistically significant change?
We are compassionate and inclusive	7.57	2194	7.53	2456	Not significant
We are recognised and rewarded	6.34	2194	6.26	2456	Not significant
We each have a voice that counts	6.93	2178	6.86	2430	Not significant
We are safe and healthy	6.24	2186	6.28	2444	Not significant
We are always learning	5.75	2127	5.70	2369	Not significant
We work flexibly	6.46	2183	6.51	2448	Not significant
We are a team	7.11	2185	7.04	2447	Not significant
Themes					
Staff Engagement	7.05	2194	7.00	2457	Not significant
Morale	6.07	2195	6.07	2458	Not significant

 $[\]mbox{*}$ Statistical significance is tested using a two-tailed t-test with a 95% level of confidence.

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

Survey Coordination Centre



Appendix C: Tips on using your benchmark report



Appendix C: Data in the benchmark reports





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

Key points to note



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



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



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



Appendix C: 1. Reviewing People Promise and theme results





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

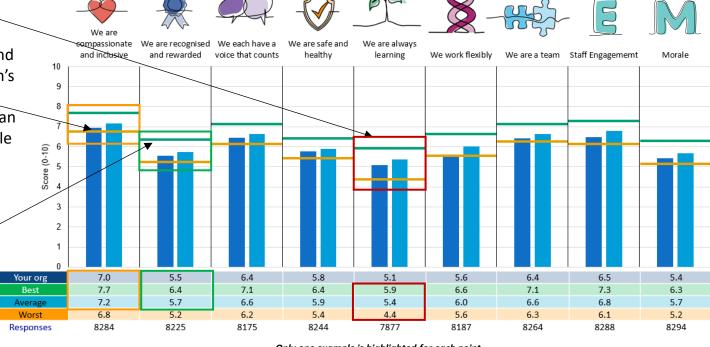
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

Areas to improve

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

Positive outcomes

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



Appendix C: 2. Reviewing results in more detail





Review trend data

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

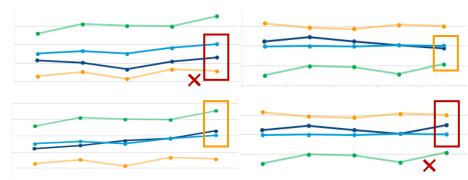


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



Appendix C: 3. Reviewing question results





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

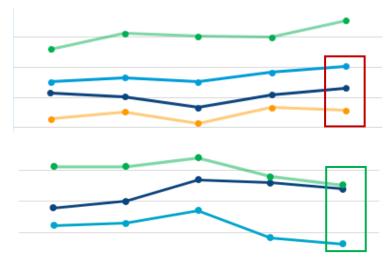
Identifying questions of interest

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

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

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

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



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





Appendix D: Additional reporting outputs



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.



<u>Technical Guide:</u> Contains technical details about the NHS Staff Survey data, including data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

Other reporting outputs



Online Dashboards: Interactive dashboards containing results for all trusts nationally, each participating organisation (local), and for each region and ICS. Results are shown with trend data for up to five years where possible and show the full breakdown of response options for each question.



<u>Breakdown reports:</u> Reports containing People Promise and theme results split by breakdown (locality) for Harrogate and District NHS Foundation Trust.



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



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