

Harrogate and District NHS Foundation Trust

2025 NHS Staff Survey Benchmark Report



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Introduction

About this report

This benchmark report for Harrogate and District NHS Foundation Trust contains results for the 2025 NHS Staff Survey, and historical results back to 2021 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, Q34, Q35 , Q36, Q37, Q38, Q39a-b and Q40 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 [People Promise](#). This sets out, in the words of NHS staff, the things that would most improve their working experience, and is made up of seven elements:



In support of this, the results of the NHS Staff Survey are measured against the seven People Promise elements and against two 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 *Due to changes in the Q15 question wording in 2025, Q15 is not included in the score calculation for this theme or sub-score.
	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 **Due to changes in the Q11b question wording in 2025, Q11b is not included in the score calculation for this theme or sub-score.
	Other questions [Not scored]	Q17a***, Q17b***, Q22*** ***Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.
We are always learning	Development	Q24a, Q24b, Q24c, Q24d, Q24e
	Appraisals	Q23a****, Q23b, Q23c, Q23d ****Q23a is a filter question and therefore influences the sub-score without being a directly scored question.
We work flexibly	Support for work-life balance	Q6b, Q6c, Q6d
	Flexible working	Q4d
We are a team	Team working	Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a
	Line management	Q9a, Q9b, Q9c, Q9d
Themes	Sub-scores	Questions
Staff Engagement	Motivation	Q2a, Q2b, Q2c
	Involvement	Q3c, Q3d, Q3f
	Advocacy	Q25a, Q25c, Q25d
Morale	Thinking about leaving	Q26a, Q26b, Q26c
	Work pressure	Q3g, Q3h, Q3i
	Stressors	Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9a

Questions not linked to the People Promise elements or themes

Introduction

This section provides a brief introduction to the report, including how questions map to the People Promise elements, 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**. It also includes the socio-economic background questions.

Appendices

Here you will find:

- Response rate.
- Significance testing of the People Promise element and theme results for 2024 vs 2025.
- Tips on action planning and interpreting the results.
- Information about the socio-economic background questions.
- Additional reporting outputs.

Key features

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

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

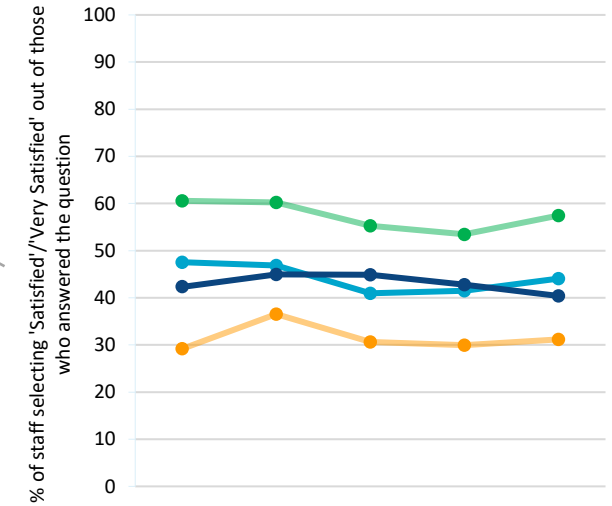
Note this is example data



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.

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



Number of responses for the organisation for the given question.

	2020	2021	2022	2023	2024
Your org	42.3%	45.0%	44.9%	42.8%	40.4%
Best result	60.6%	60.3%	55.3%	55.3%	57.4%
Average result	47.5%	46.9%	41.0%	41.5%	44.0%
Worst result	29.2%	36.5%	30.6%	29.9%	31.2%
Responses	835	1255	1491	1325	517

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

Organisation details

Harrogate and District NHS Foundation Trust

2025 NHS Staff Survey



Organisation details

Completed questionnaires **3341**

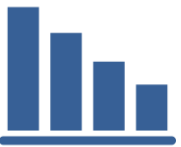
2025 response rate **62%**

Survey details

Survey mode **Mixed**

◀ This organisation is benchmarked against:

Acute and Acute & Community Trusts



2025 benchmarking group details

Organisations in group: 121

Median response rate: 47%

No. of completed questionnaires: 524528

For more information on benchmarking group definitions please see the [Technical Guide](#).

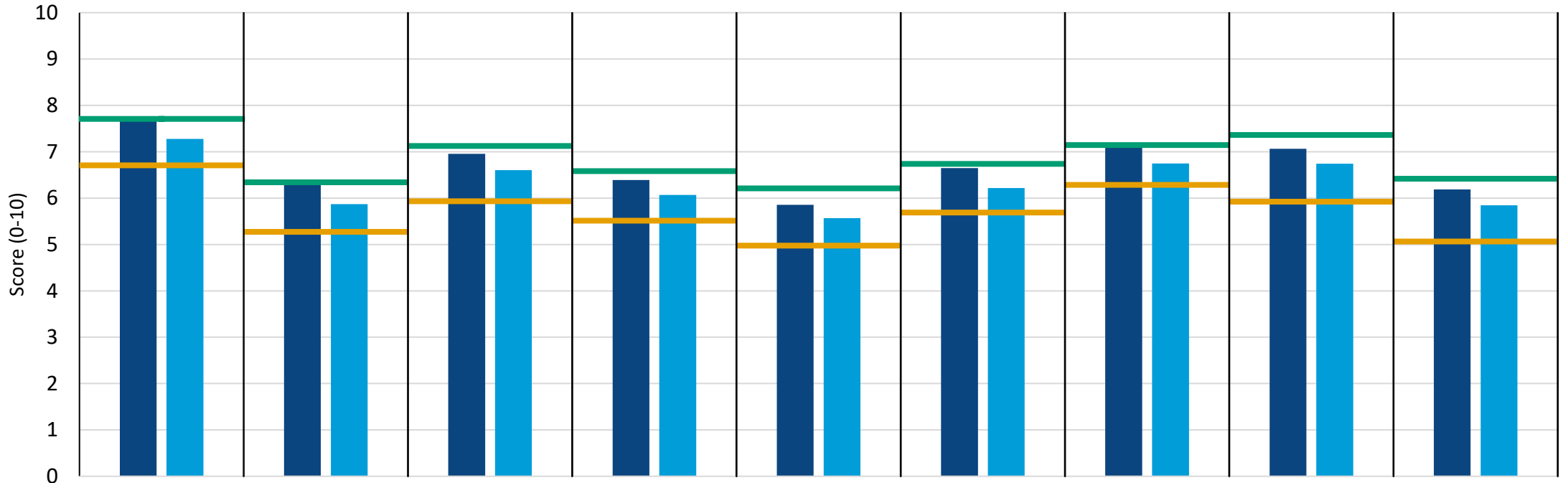


People Promise elements, themes and sub-score results

People Promise elements, themes and sub-scores: Overview

People Promise elements and themes: Overview

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

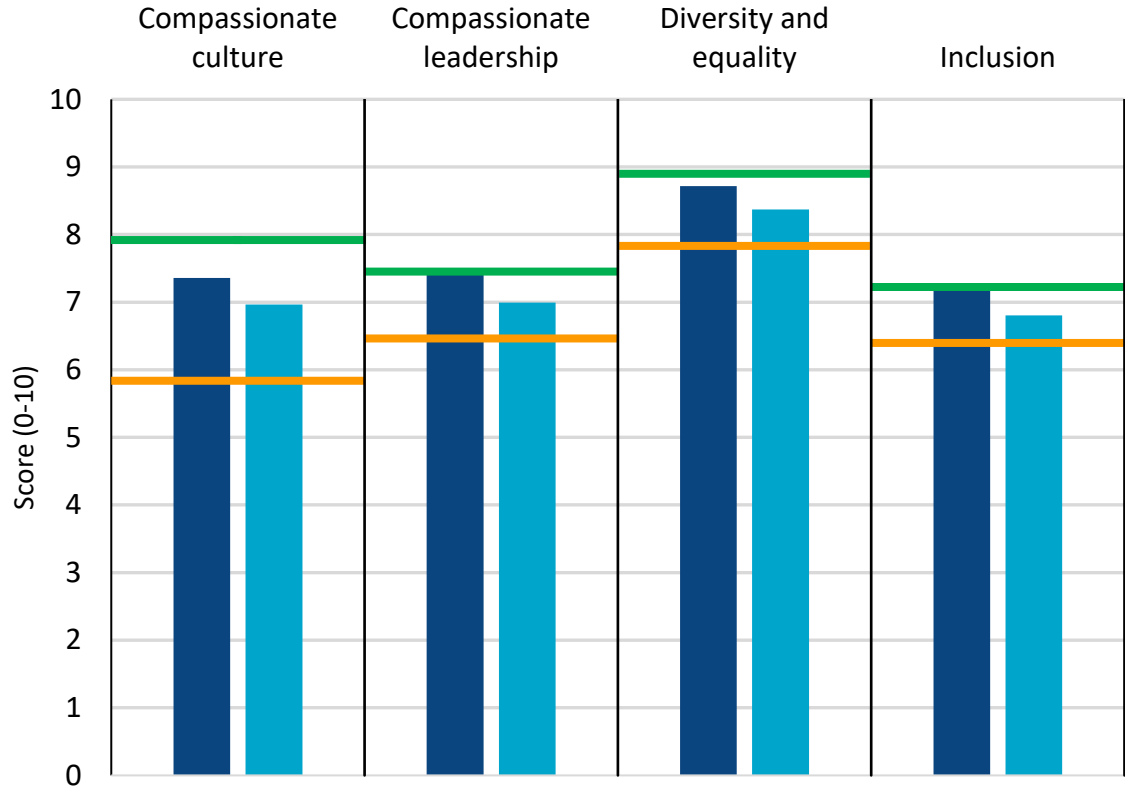


Your org	7.68	6.34	6.96	6.39	5.86	6.65	7.13	7.07	6.19
Best result	7.71	6.34	7.12	6.58	6.21	6.74	7.14	7.36	6.42
Average result	7.28	5.87	6.60	6.07	5.57	6.22	6.75	6.74	5.84
Worst result	6.71	5.27	5.93	5.51	4.98	5.69	6.29	5.92	5.06
Responses	3334	3329	3308	3306	3242	3316	3331	3331	3332

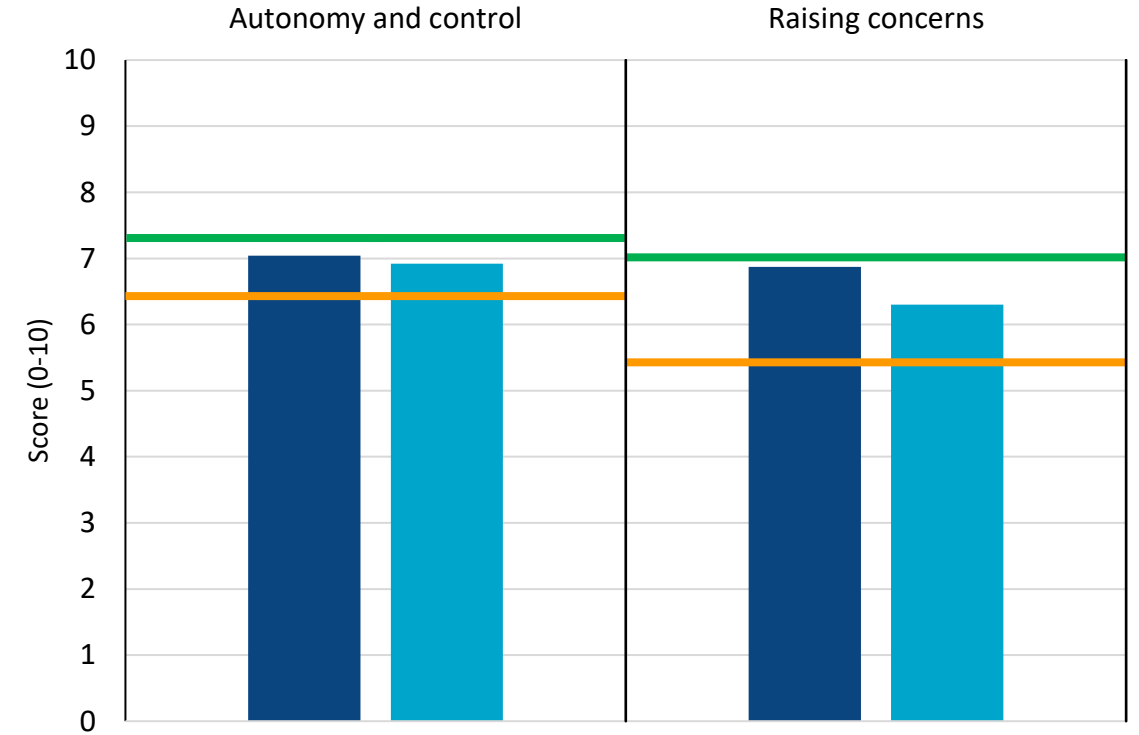
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.36	7.42	8.72	7.22
Best result	7.92	7.45	8.90	7.22
Average result	6.97	6.99	8.37	6.80
Worst result	5.84	6.46	7.83	6.40
Responses	3328	3332	3325	3324

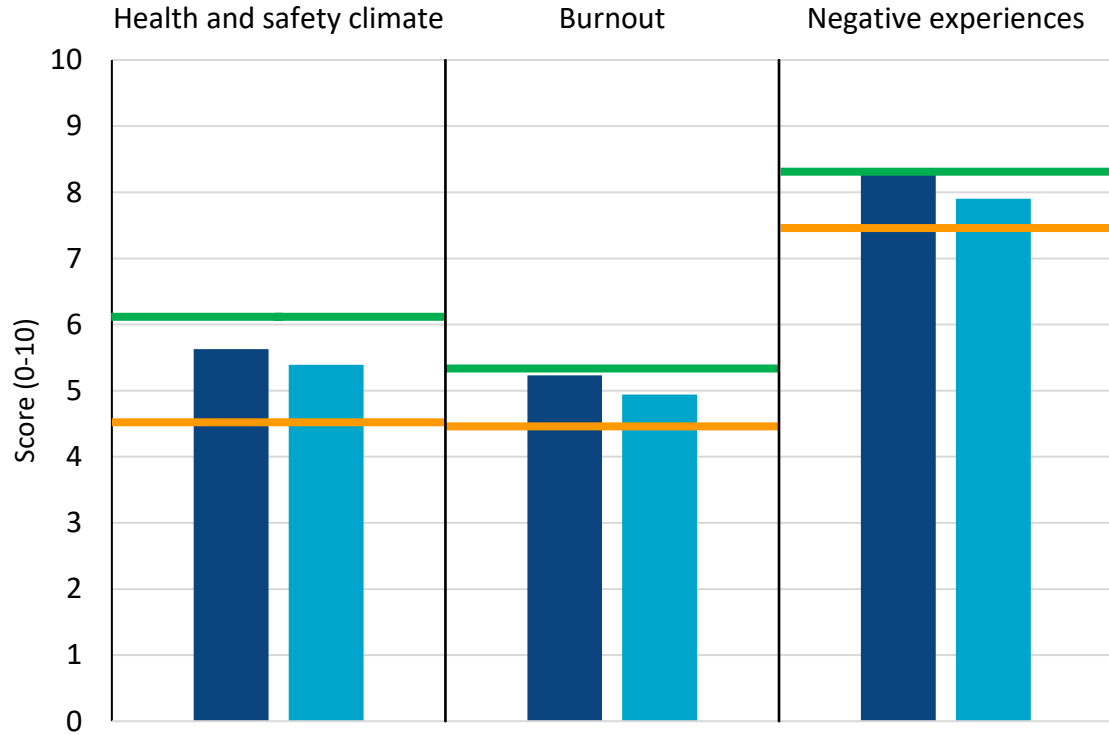
Your org	7.04	6.87
Best result	7.31	7.02
Average result	6.92	6.30
Worst result	6.43	5.43
Responses	3325	3322

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

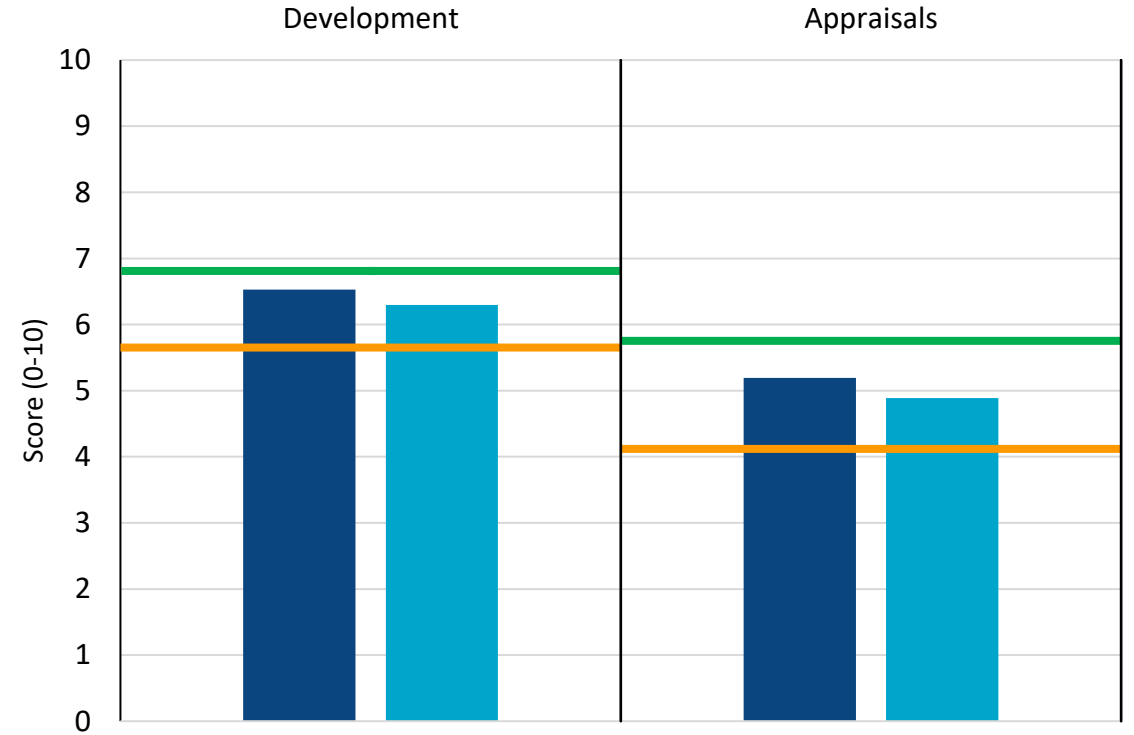
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Your org	5.63	5.23	8.31
Best result	6.12	5.33	8.31
Average result	5.39	4.94	7.90
Worst result	4.52	4.46	7.46
Responses	3328	3330	3325

Your org	6.53	5.19
Best result	6.81	5.75
Average result	6.29	4.89
Worst result	5.65	4.12
Responses	3334	3243

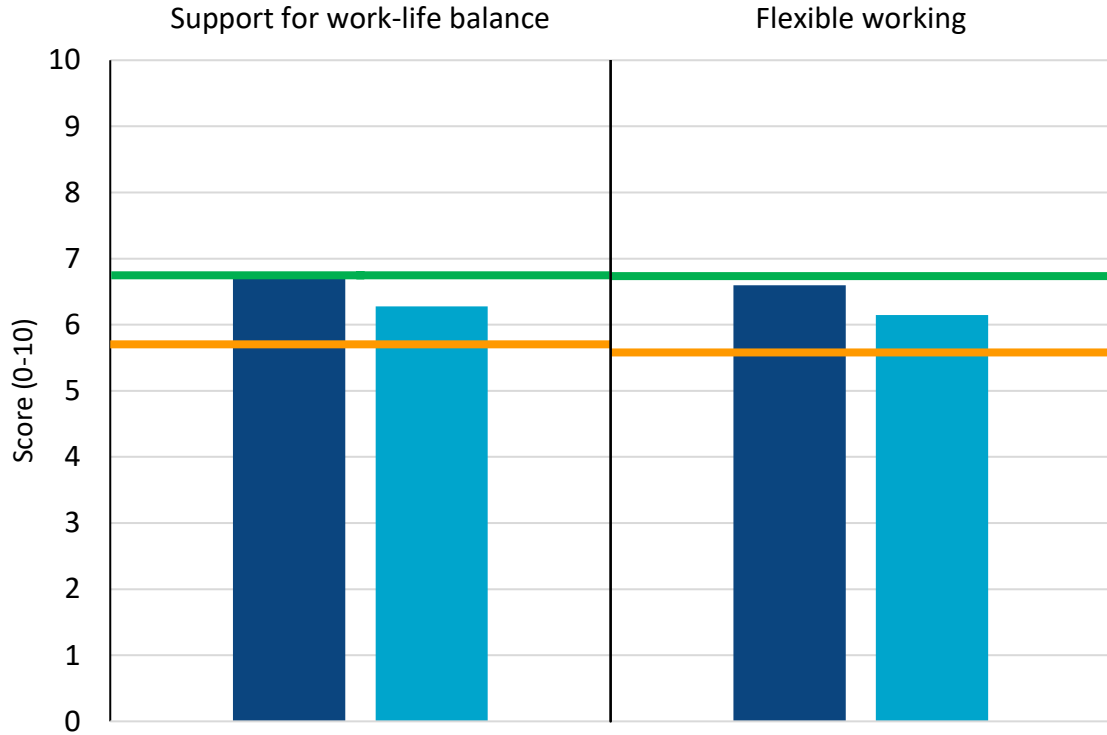
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Category	Your org	Best result	Average result	Worst result	Responses
Support for work-life balance	6.69	6.75	6.28	5.70	3331
Flexible working	6.59	6.73	6.15	5.58	3319

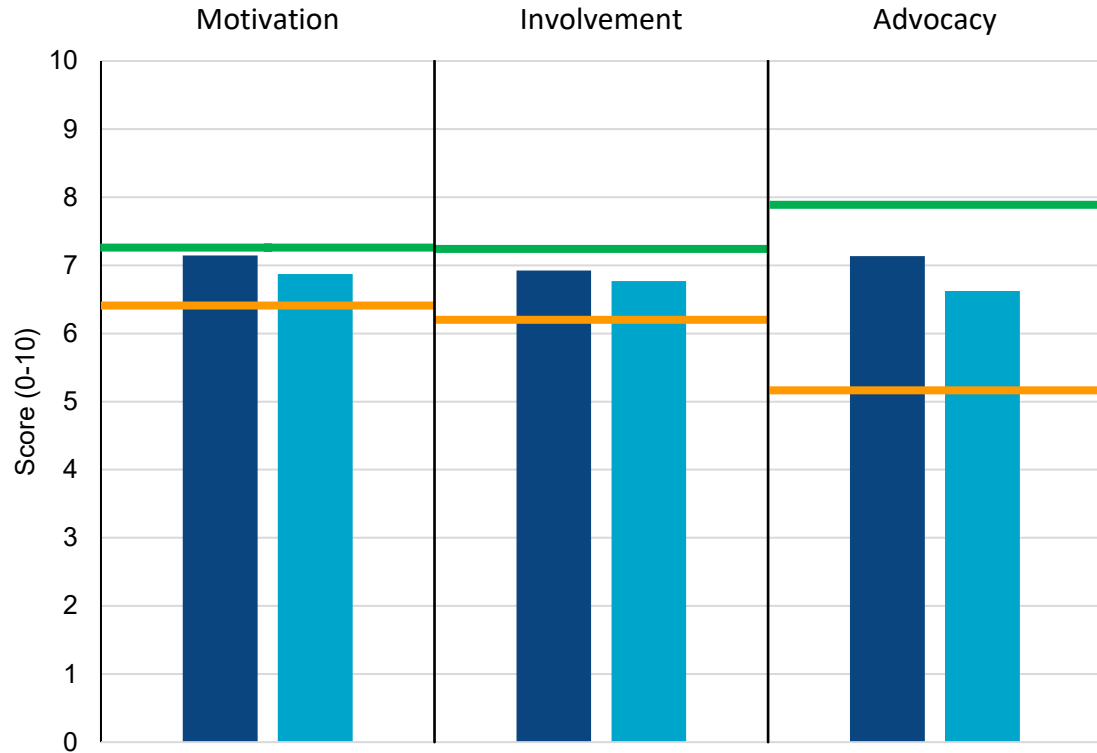


Category	Your org	Best result	Average result	Worst result	Responses
Team working	7.00	7.07	6.64	6.23	3337
Line management	7.26	7.31	6.82	6.34	3332

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.



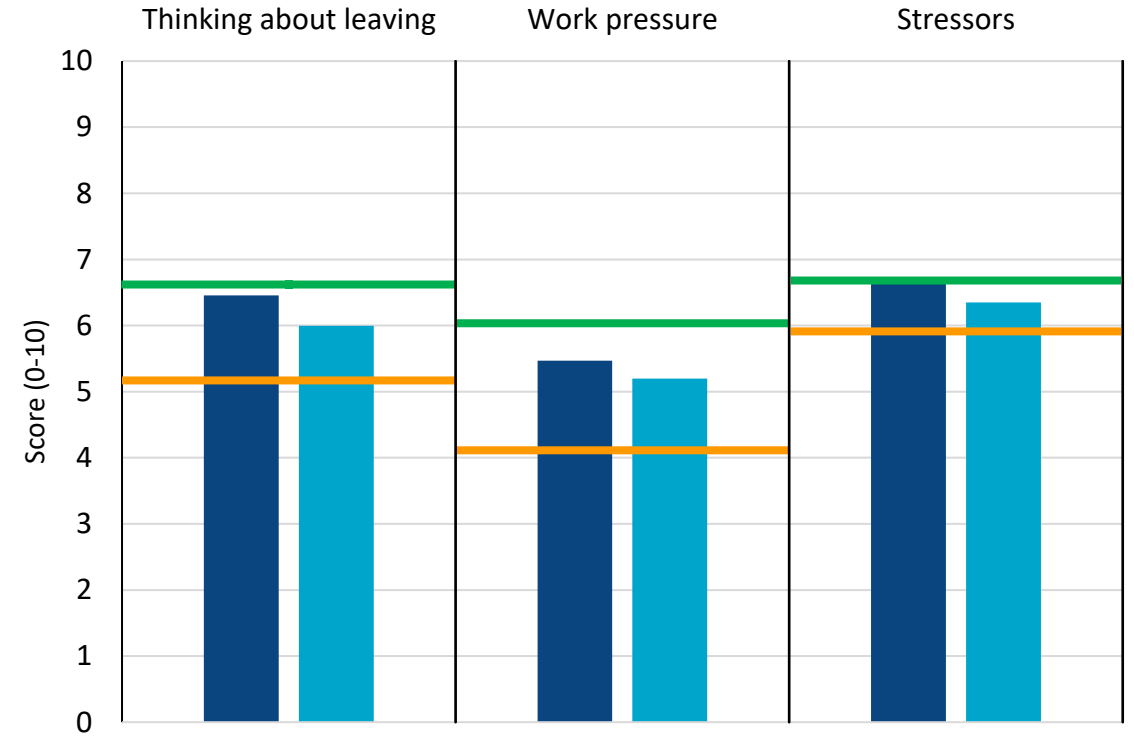
Theme: Staff engagement



Element	Score (0-10)	Responses
Your org	7.15	3298
Best result	7.26	
Average result	6.87	
Worst result	6.41	
Your org	6.92	3324
Best result	7.24	
Average result	6.77	
Worst result	6.20	
Your org	7.14	3327
Best result	7.89	
Average result	6.63	
Worst result	5.17	




Theme: Morale



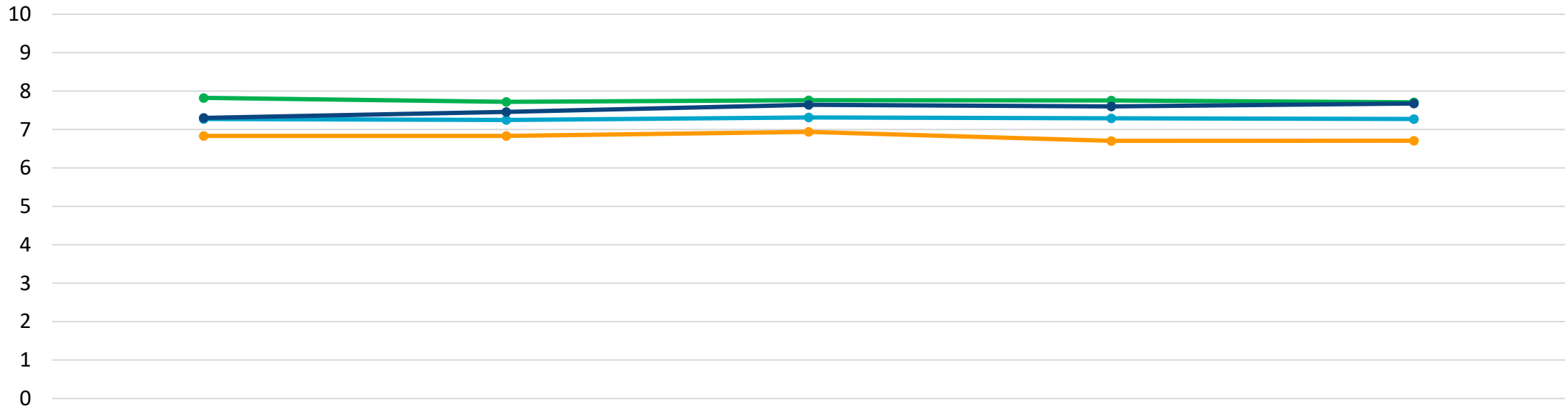
Element	Score (0-10)	Responses
Your org	6.46	3329
Best result	6.62	
Average result	6.00	
Worst result	5.17	
Your org	5.47	3326
Best result	6.03	
Average result	5.20	
Worst result	4.11	
Your org	6.63	3327
Best result	6.68	
Average result	6.35	
Worst result	5.91	

People Promise elements, themes and sub-scores: Trends

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

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

We are compassionate and inclusive



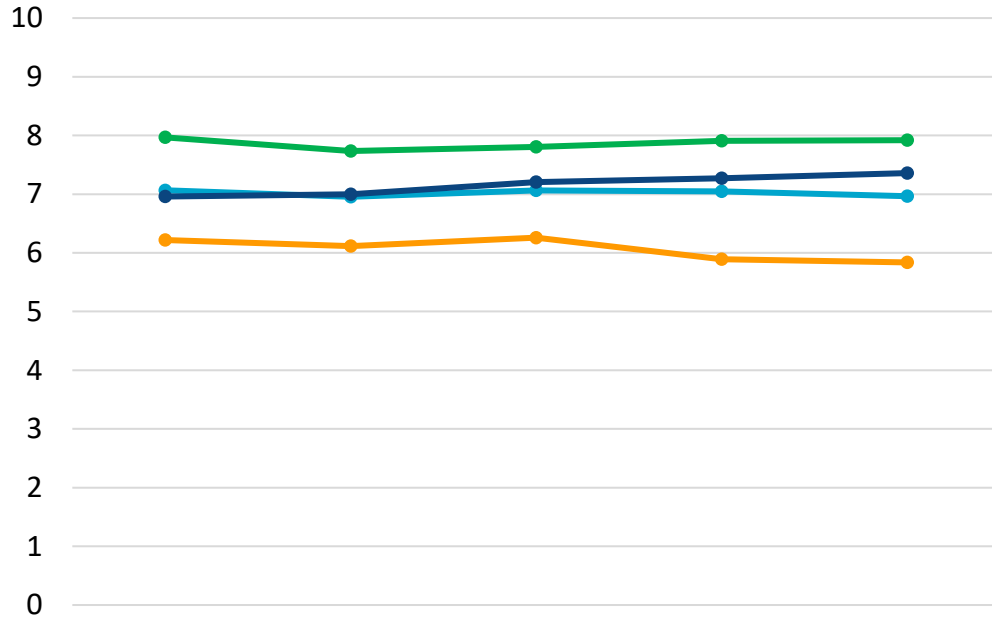
	2021	2022	2023	2024	2025
Your org	7.30	7.46	7.64	7.60	7.68
Best result	7.82	7.72	7.76	7.76	7.71
Average result	7.27	7.25	7.31	7.29	7.28
Worst result	6.83	6.83	6.94	6.71	6.71
Responses	1651	1913	2195	2456	3334

Note: Due to changes in the Q15 question wording in 2025, reported results for 'We are compassionate and inclusive' have been recalculated to exclude Q15 for all years. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

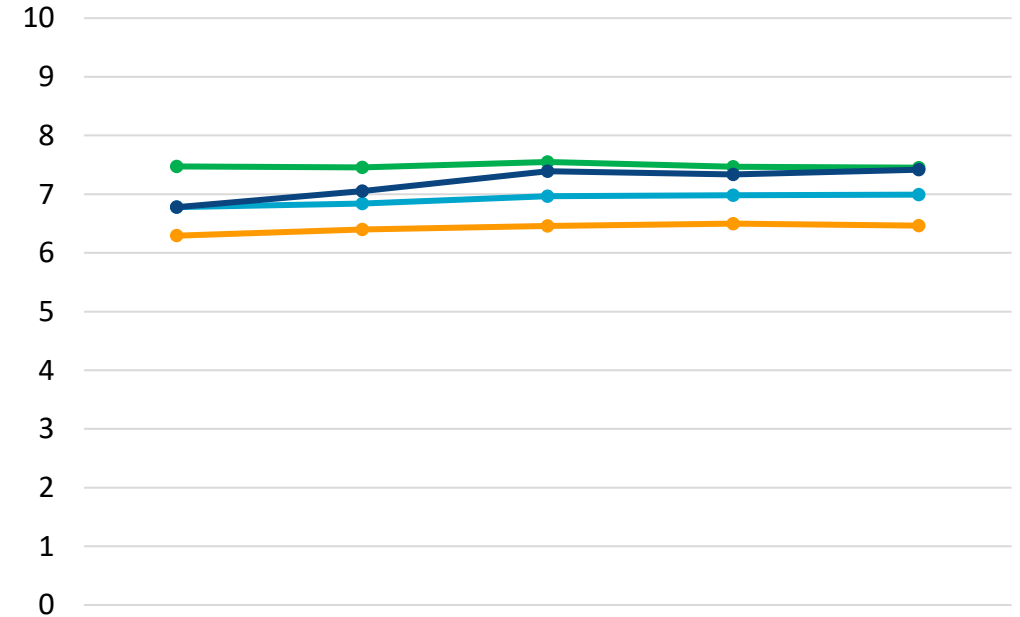
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



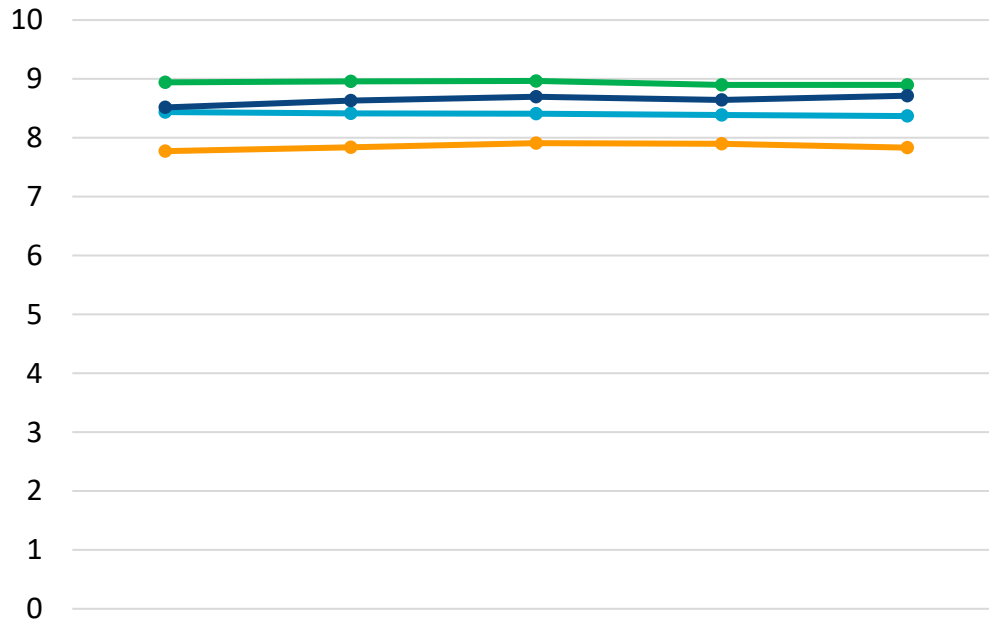
	2021	2022	2023	2024	2025
Your org	6.96	7.00	7.21	7.27	7.36
Best result	7.97	7.73	7.81	7.91	7.92
Average result	7.07	6.96	7.06	7.05	6.97
Worst result	6.22	6.12	6.26	5.89	5.84
Responses	1648	1908	2190	2447	3328

	2021	2022	2023	2024	2025
Your org	6.78	7.05	7.39	7.34	7.42
Best result	7.48	7.46	7.55	7.47	7.45
Average result	6.78	6.84	6.96	6.98	6.99
Worst result	6.29	6.40	6.46	6.50	6.46
Responses	1649	1912	2189	2453	3332

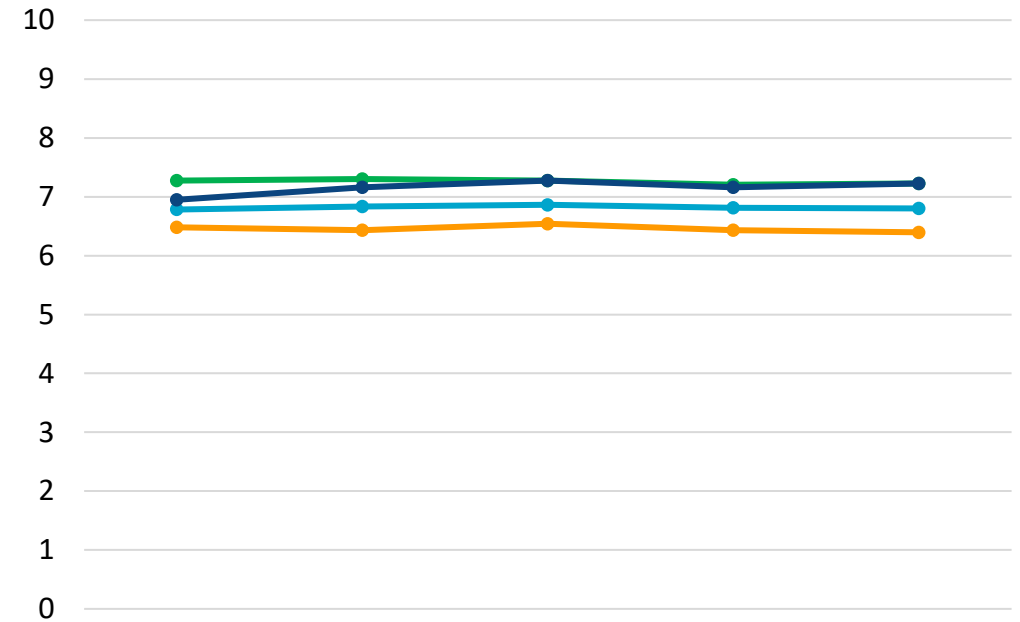
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.52	8.63	8.70	8.64	8.72
Best result	8.94	8.96	8.97	8.90	8.90
Average result	8.44	8.41	8.41	8.39	8.37
Worst result	7.77	7.84	7.91	7.90	7.83
Responses	1648	1907	2190	2449	3325

	2021	2022	2023	2024	2025
Your org	6.95	7.16	7.27	7.16	7.22
Best result	7.28	7.30	7.27	7.20	7.22
Average result	6.78	6.84	6.86	6.81	6.80
Worst result	6.48	6.43	6.54	6.43	6.40
Responses	1634	1908	2186	2446	3324

Note: Due to changes in the Q15 question wording in 2025, reported results for 'Diversity and equality' have been recalculated to exclude Q15 for all years. For more information, please refer to the *Technical Guide*:

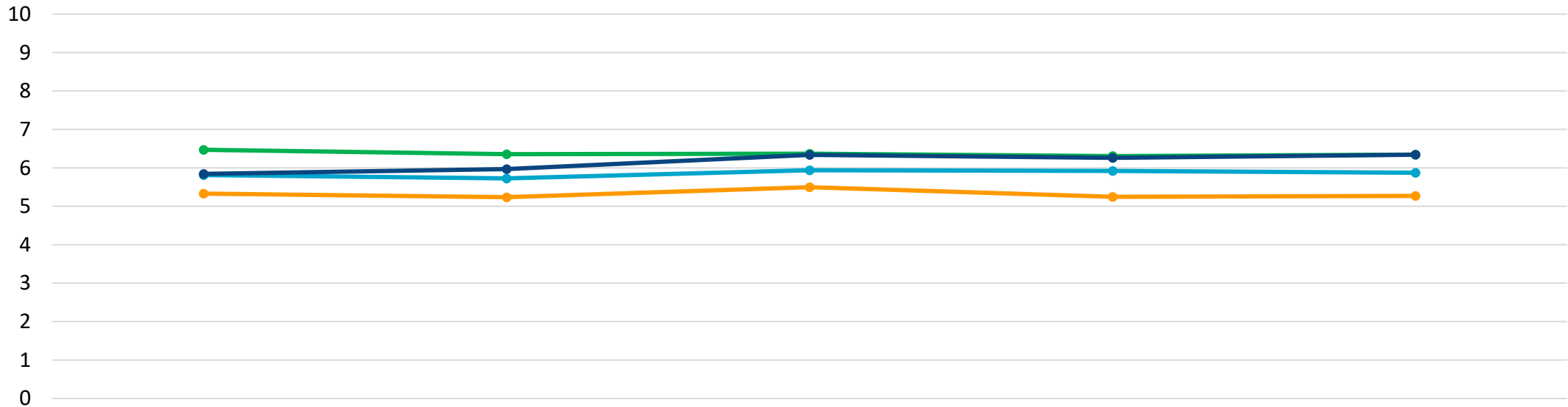
<https://www.nhsstaffsurveys.com/survey-documents/>

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



Promise element 2: We are recognised and rewarded

We are recognised and rewarded



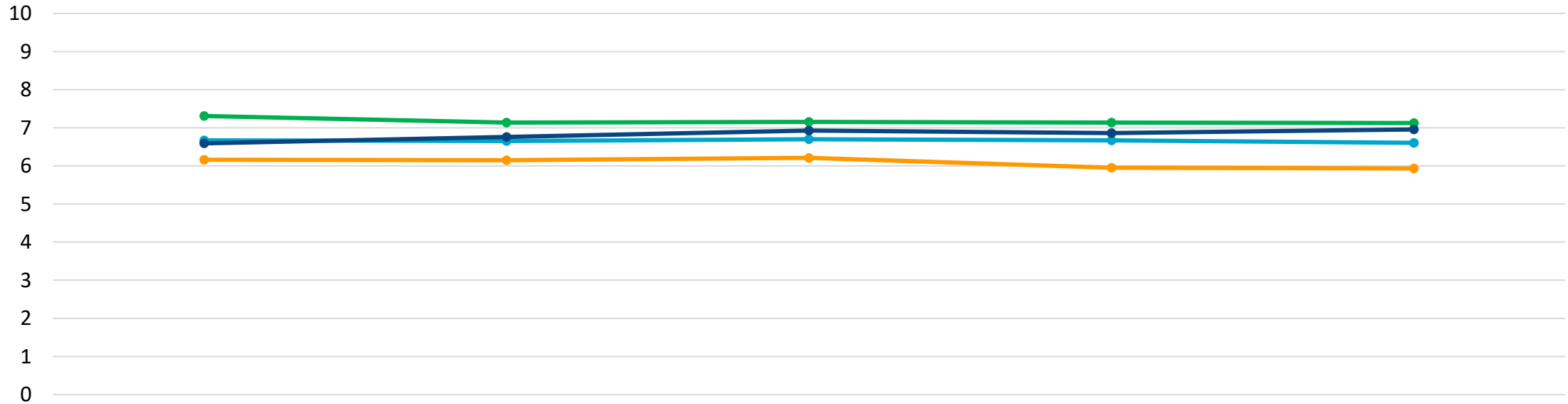
	2021	2022	2023	2024	2025
Your org	5.84	5.97	6.34	6.26	6.34
Best result	6.47	6.36	6.37	6.31	6.34
Average result	5.81	5.73	5.94	5.92	5.87
Worst result	5.33	5.24	5.50	5.25	5.27
Responses	1647	1910	2194	2456	3329

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



Promise element 3: We each have a voice that counts

We each have a voice that counts



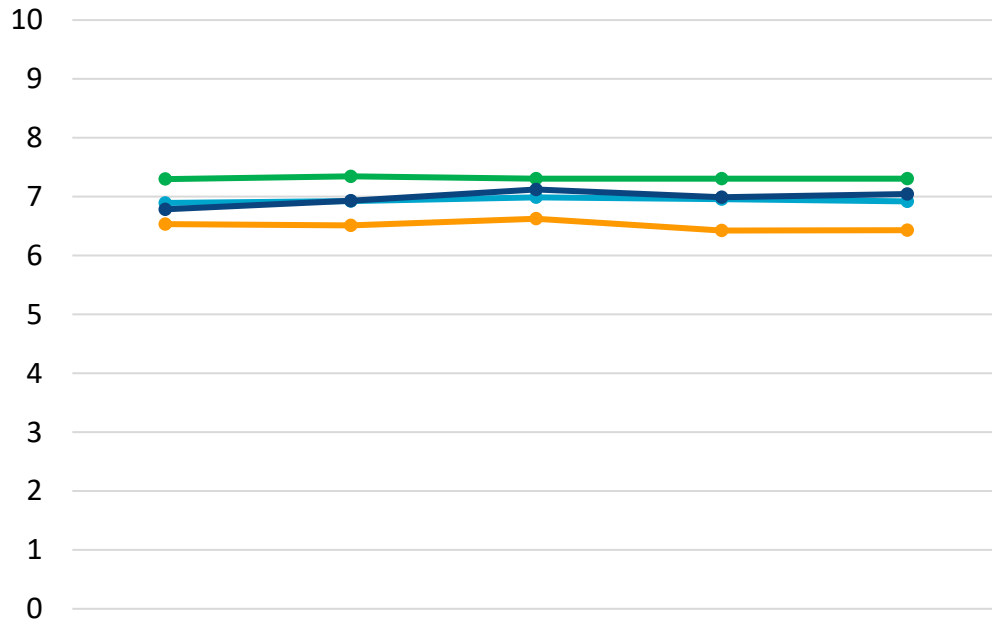
	2021	2022	2023	2024	2025
Your org	6.59	6.76	6.93	6.86	6.96
Best result	7.31	7.14	7.16	7.14	7.12
Average result	6.67	6.65	6.70	6.67	6.60
Worst result	6.16	6.15	6.21	5.95	5.93
Responses	1640	1898	2178	2430	3308

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

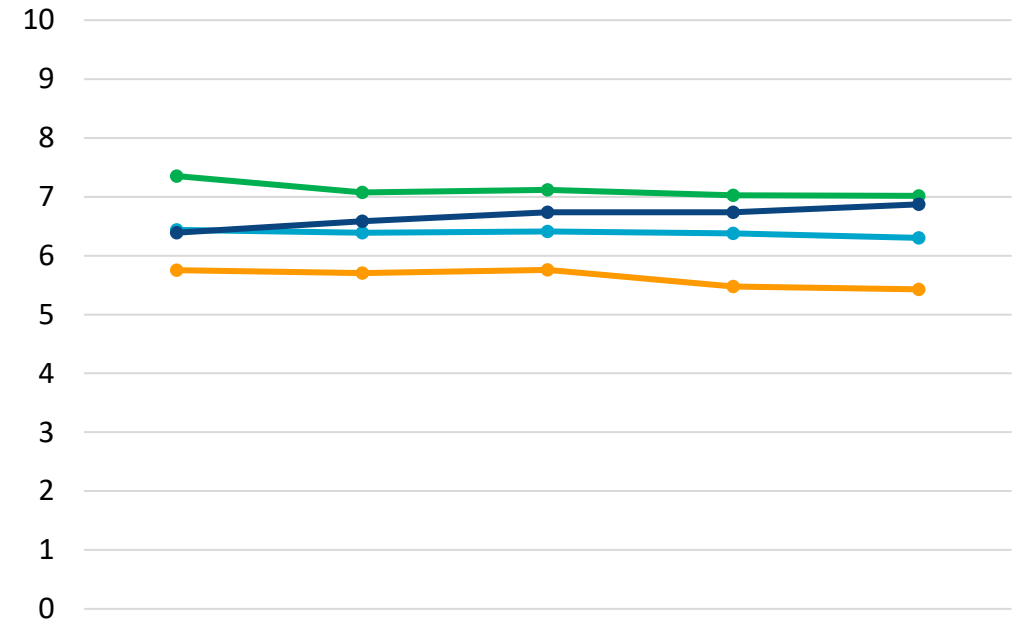


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024	2025
Your org	6.79	6.93	7.12	6.99	7.04
Best result	7.30	7.35	7.31	7.31	7.31
Average result	6.89	6.93	6.99	6.96	6.92
Worst result	6.53	6.51	6.63	6.42	6.43
Responses	1651	1912	2194	2457	3325

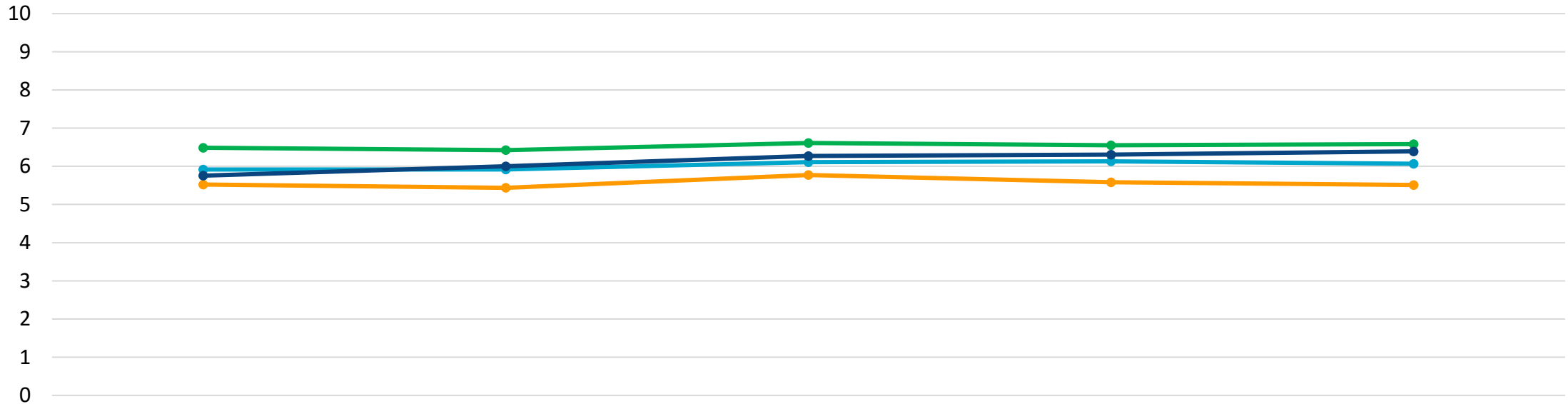
	2021	2022	2023	2024	2025
Your org	6.39	6.58	6.74	6.74	6.87
Best result	7.35	7.07	7.12	7.02	7.02
Average result	6.44	6.39	6.41	6.38	6.30
Worst result	5.75	5.70	5.76	5.48	5.43
Responses	1640	1901	2180	2434	3322

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



Promise element 4: We are safe and healthy

We are safe and healthy



	2021	2022	2023	2024	2025
Your org	5.76	6.00	6.27	6.31	6.39
Best result	6.48	6.42	6.61	6.55	6.58
Average result	5.92	5.92	6.11	6.13	6.07
Worst result	5.52	5.44	5.77	5.58	5.51
Responses	1645	1908	2186	2444	3306

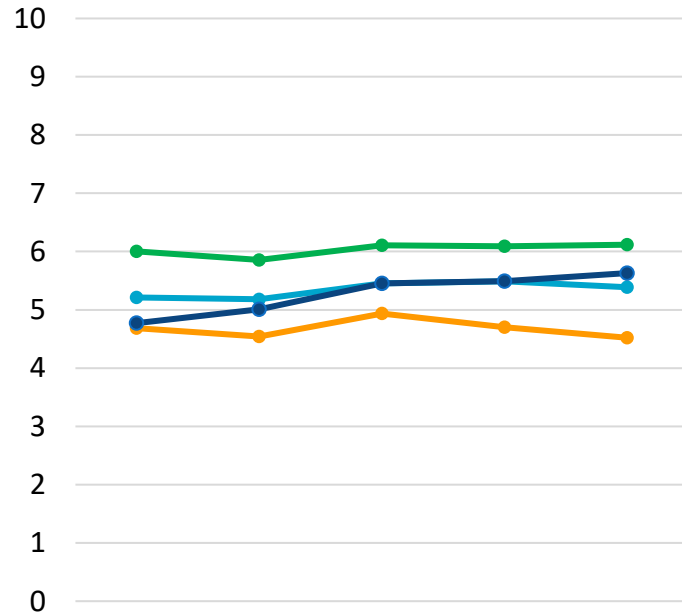
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23 data collection issue* and *Technical Guide* at <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.



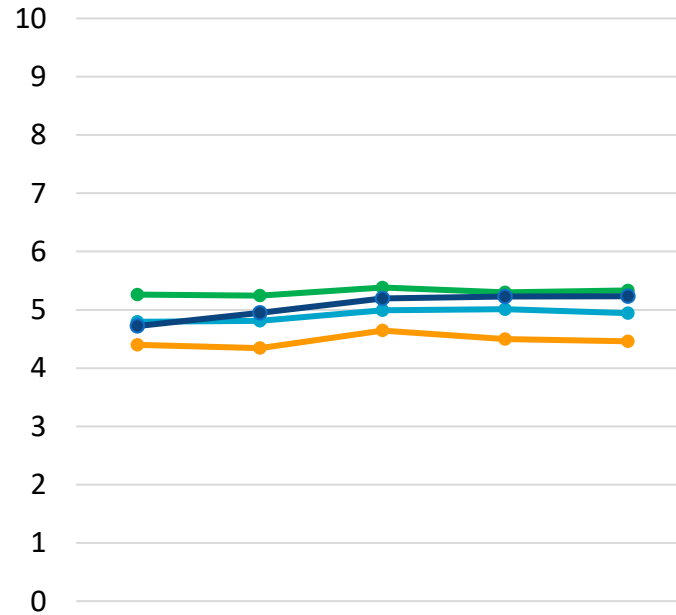
Promise element 4: We are safe and healthy

Health and safety climate



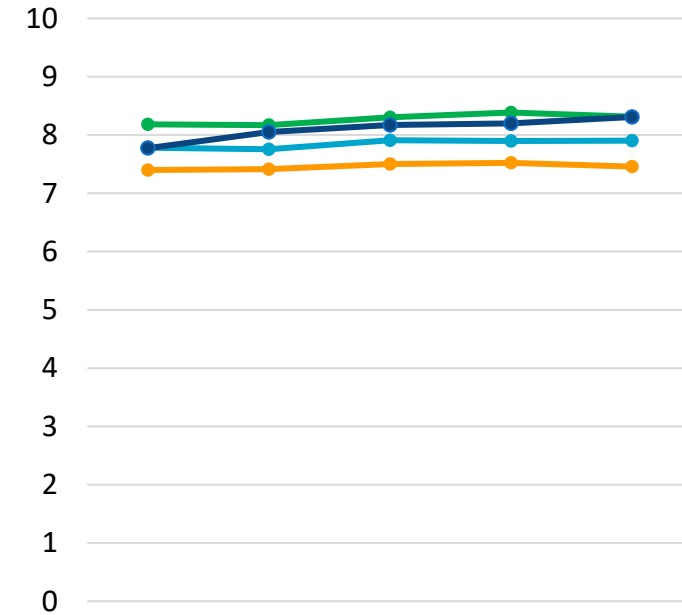
	2021	2022	2023	2024	2025
Your org	4.77	5.01	5.45	5.49	5.63
Best result	6.01	5.86	6.11	6.09	6.12
Average result	5.21	5.18	5.45	5.49	5.39
Worst result	4.68	4.54	4.94	4.70	4.52
Responses	1651	1913	2195	2456	3328

Burnout



	2021	2022	2023	2024	2025
Your org	4.72	4.95	5.20	5.23	5.23
Best result	5.26	5.24	5.38	5.30	5.33
Average result	4.79	4.81	4.99	5.01	4.94
Worst result	4.40	4.34	4.64	4.50	4.46
Responses	1650	1914	2195	2455	3330

Negative experiences



	2021	2022	2023	2024	2025
Your org	7.77	8.05	8.17	8.20	8.31
Best result	8.18	8.17	8.30	8.39	8.31
Average result	7.78	7.76	7.91	7.90	7.90
Worst result	7.40	7.41	7.50	7.52	7.46
Responses	1645	1910	2187	2451	3325

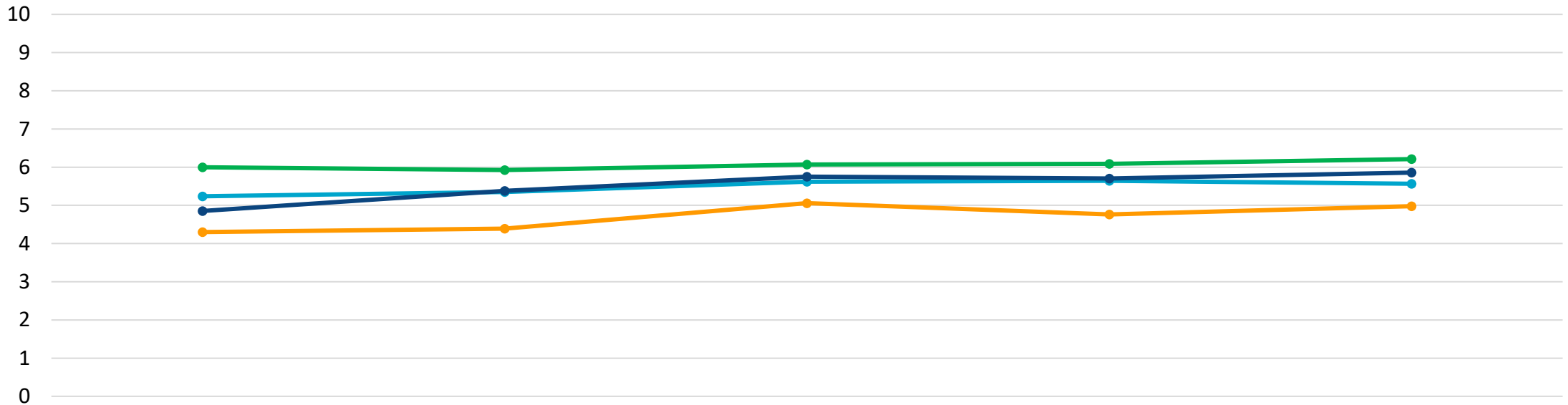
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23 data collection issue* and *Technical Guide* at <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.



Promise element 5: We are always learning

We are always learning



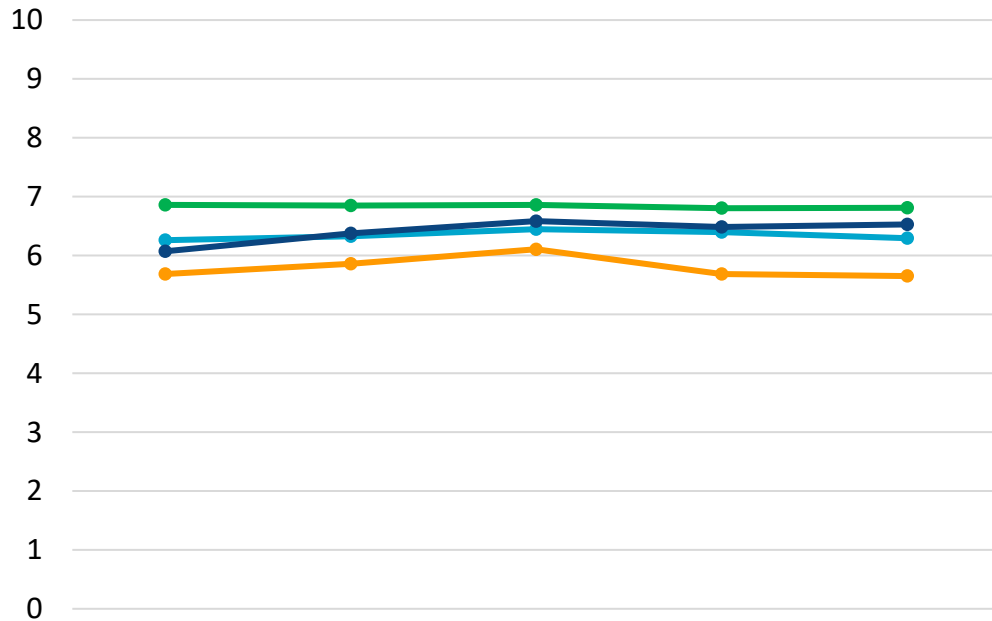
	2021	2022	2023	2024	2025
Your org	4.85	5.38	5.75	5.70	5.86
Best result	6.00	5.92	6.07	6.09	6.21
Average result	5.24	5.35	5.62	5.64	5.57
Worst result	4.30	4.39	5.06	4.76	4.98
Responses	1575	1846	2127	2369	3242

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

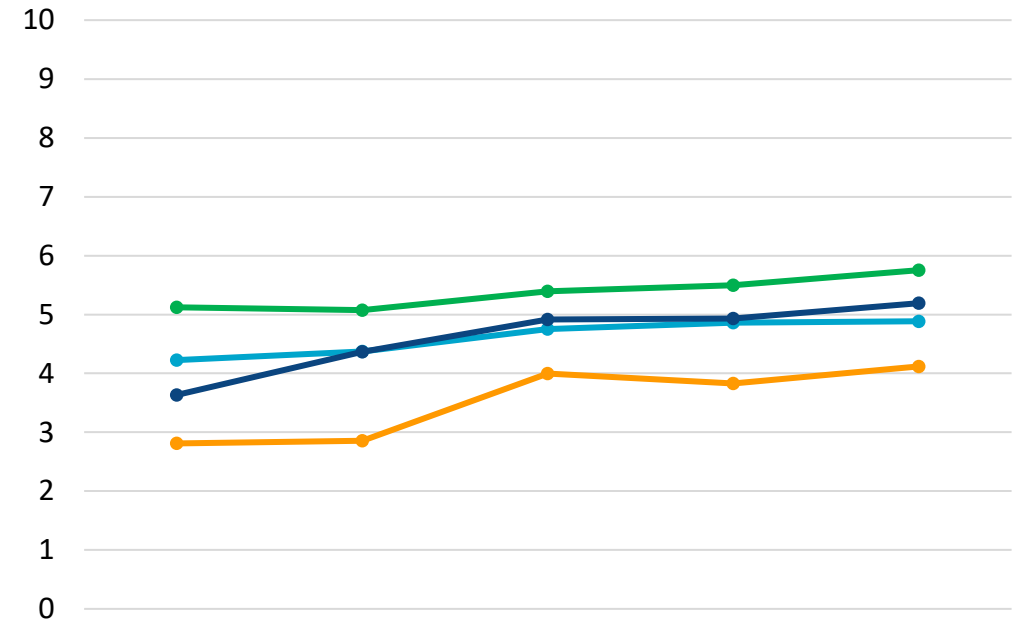


Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.07	6.38	6.59	6.48	6.53
Best result	6.86	6.85	6.86	6.80	6.81
Average result	6.26	6.33	6.45	6.40	6.29
Worst result	5.68	5.86	6.11	5.69	5.65
Responses	1645	1908	2191	2454	3334

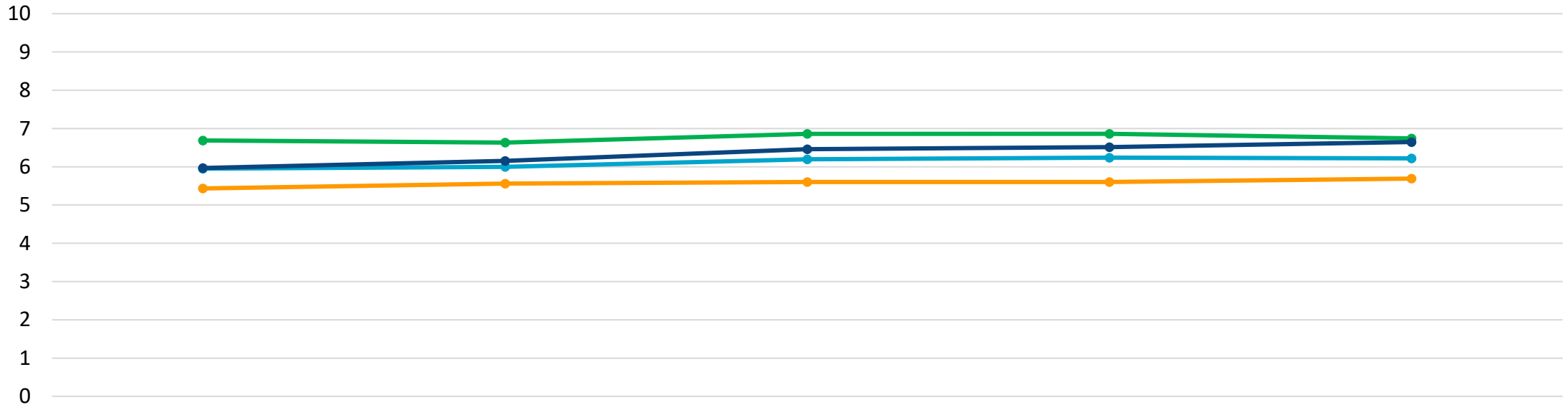
	2021	2022	2023	2024	2025
Your org	3.63	4.37	4.91	4.93	5.19
Best result	5.12	5.07	5.39	5.50	5.75
Average result	4.23	4.37	4.75	4.86	4.89
Worst result	2.81	2.86	3.99	3.83	4.12
Responses	1580	1849	2130	2371	3243

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



Promise element 6: We work flexibly

We work flexibly



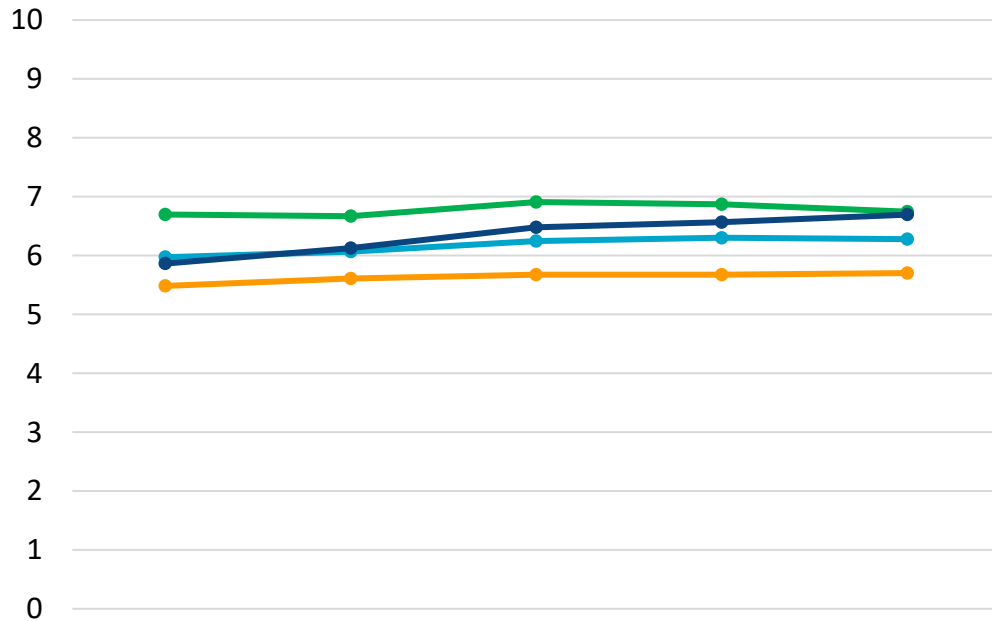
	2021	2022	2023	2024	2025
Your org	5.97	6.15	6.46	6.51	6.65
Best result	6.69	6.63	6.86	6.86	6.74
Average result	5.95	6.00	6.20	6.24	6.22
Worst result	5.43	5.56	5.60	5.60	5.69
Responses	1638	1906	2183	2448	3316

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

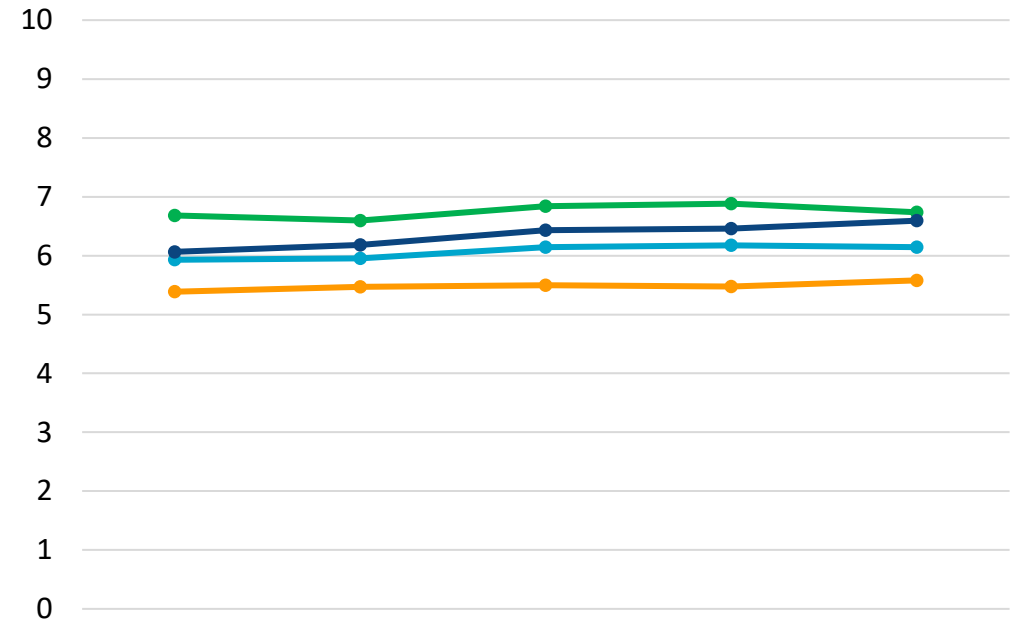


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



2021 2022 2023 2024 2025

2021 2022 2023 2024 2025

Your org	5.86	6.13	6.48	6.57	6.69
Best result	6.70	6.67	6.91	6.87	6.75
Average result	5.97	6.07	6.25	6.30	6.28
Worst result	5.48	5.61	5.67	5.67	5.70
Responses	1650	1915	2193	2456	3331

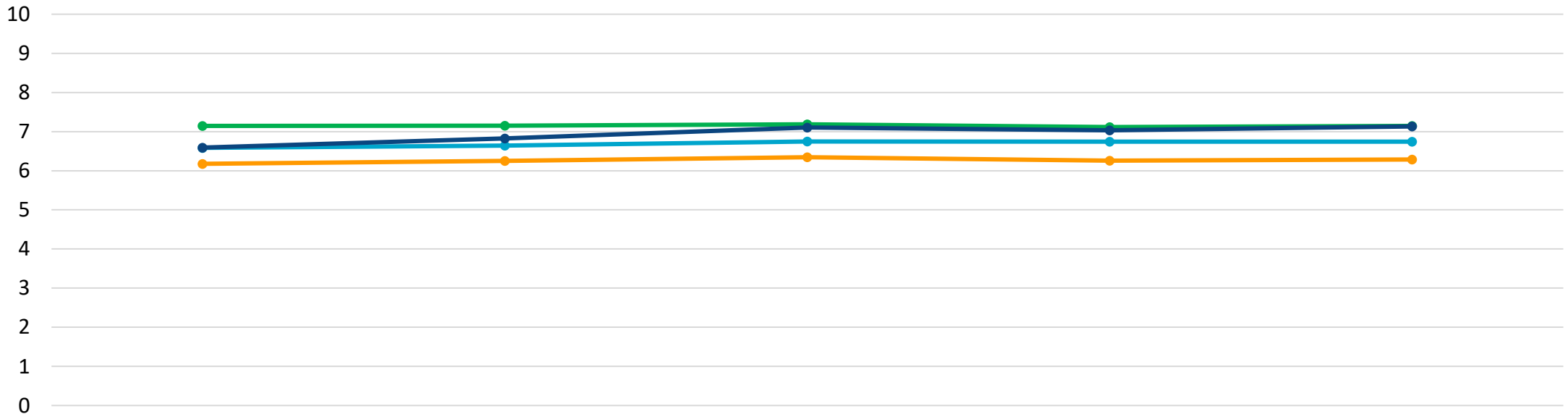
Your org	6.06	6.18	6.43	6.46	6.59
Best result	6.68	6.60	6.84	6.88	6.73
Average result	5.93	5.95	6.15	6.17	6.15
Worst result	5.39	5.47	5.50	5.48	5.58
Responses	1639	1906	2186	2451	3319

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



Promise element 7: We are a team

We are a team



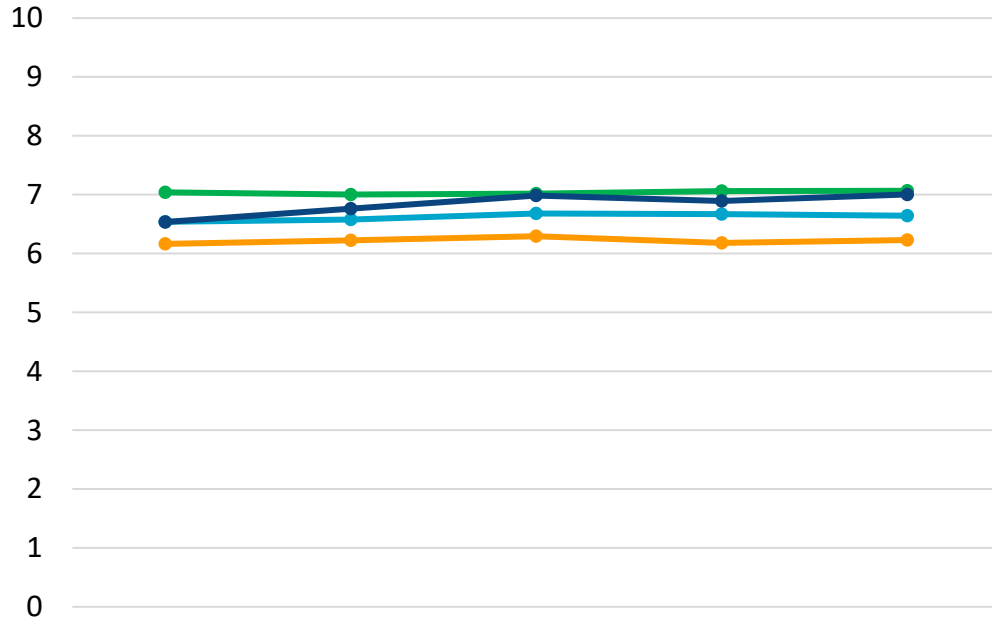
	2021	2022	2023	2024	2025
Your org	6.59	6.82	7.11	7.04	7.13
Best result	7.15	7.15	7.19	7.12	7.14
Average result	6.58	6.64	6.75	6.75	6.75
Worst result	6.18	6.25	6.34	6.25	6.29
Responses	1646	1908	2185	2447	3331

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

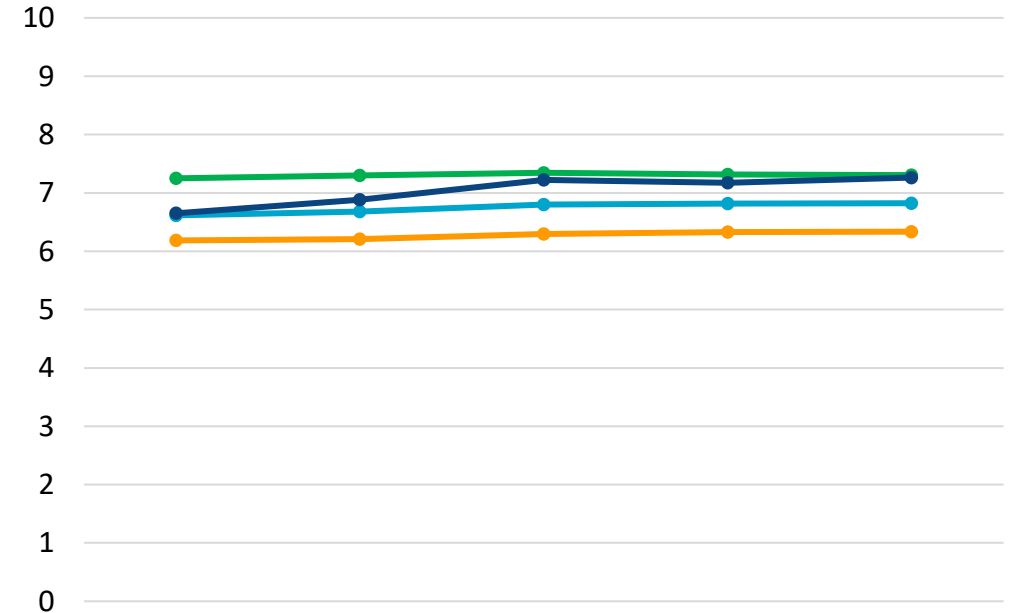


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024	2025
Your org	6.54	6.76	6.99	6.90	7.00
Best result	7.04	7.00	7.02	7.06	7.07
Average result	6.54	6.58	6.68	6.67	6.64
Worst result	6.16	6.22	6.29	6.18	6.23
Responses	1647	1911	2191	2455	3337

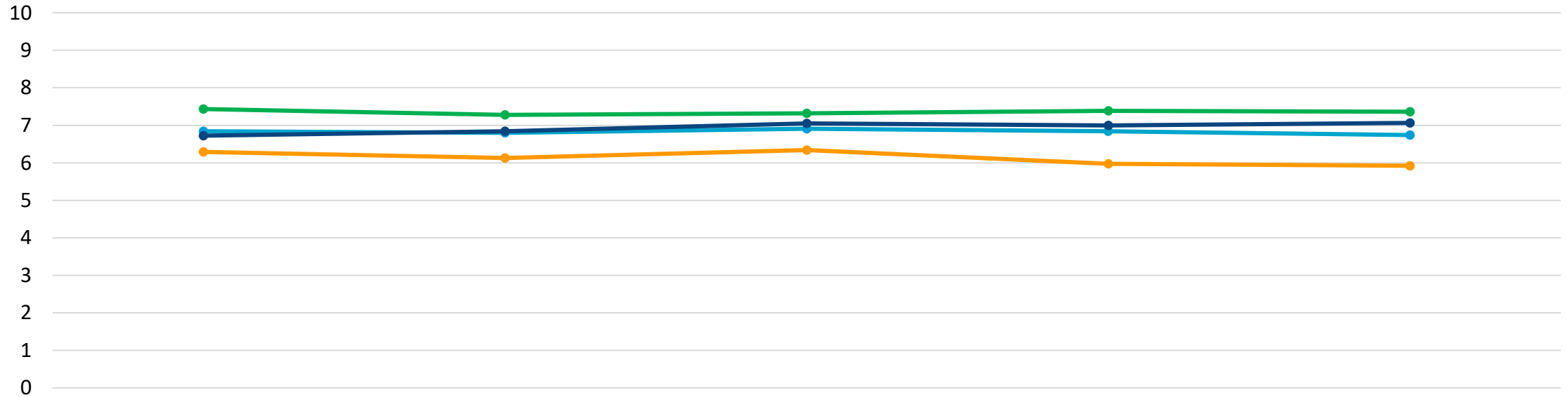
	2021	2022	2023	2024	2025
Your org	6.65	6.88	7.22	7.18	7.26
Best result	7.25	7.30	7.35	7.31	7.31
Average result	6.62	6.68	6.80	6.82	6.82
Worst result	6.19	6.21	6.30	6.33	6.34
Responses	1650	1911	2190	2451	3332

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



Theme: Staff Engagement

Staff Engagement



	2021	2022	2023	2024	2025
Your org	6.72	6.85	7.05	7.00	7.07
Best result	7.43	7.28	7.32	7.39	7.36
Average result	6.84	6.80	6.91	6.84	6.74
Worst result	6.29	6.13	6.34	5.98	5.92
Responses	1651	1914	2194	2457	3331



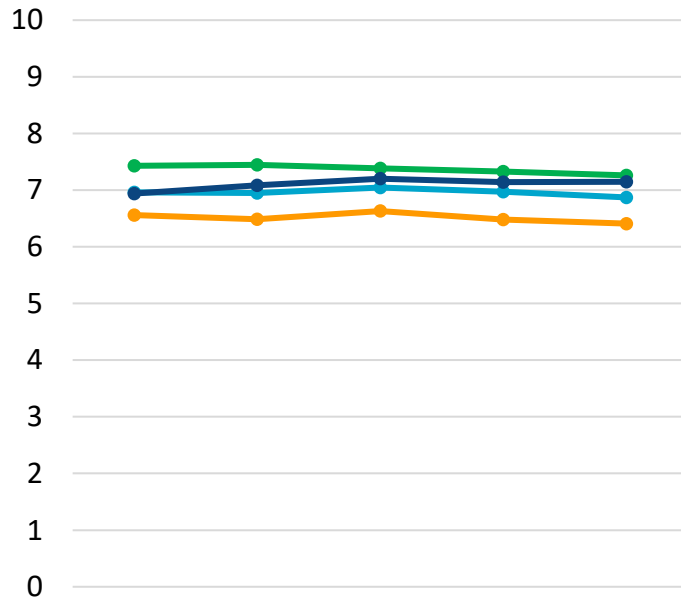
People Promise elements, themes and sub-scores: Sub-score trends

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



Theme: Staff Engagement

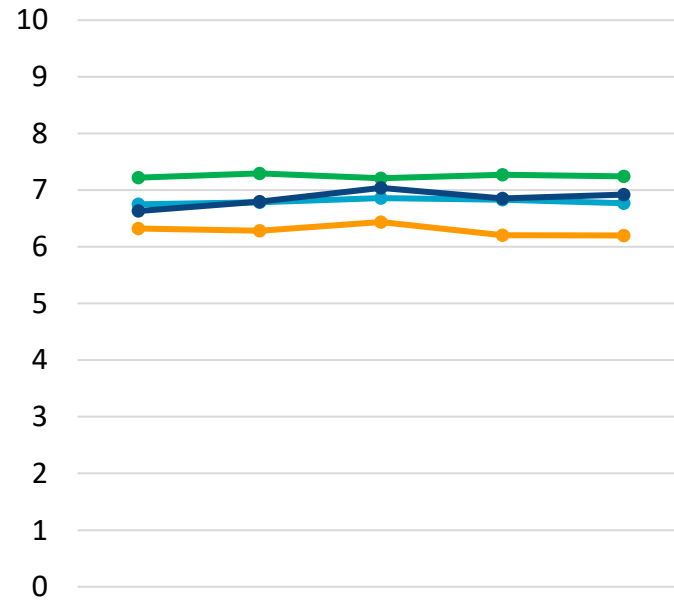
Motivation



2021 2022 2023 2024 2025

Your org	6.94	7.09	7.20	7.14	7.15
Best result	7.43	7.45	7.39	7.33	7.26
Average result	6.96	6.95	7.05	6.98	6.87
Worst result	6.56	6.48	6.63	6.48	6.41
Responses	1644	1907	2183	2436	3298

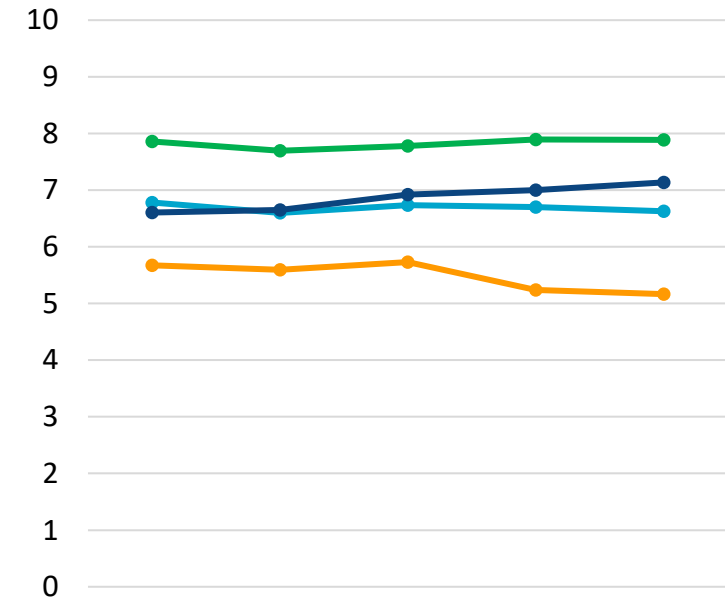
Involvement



2021 2022 2023 2024 2025

Your org	6.63	6.80	7.04	6.85	6.92
Best result	7.22	7.30	7.21	7.27	7.24
Average result	6.75	6.78	6.86	6.83	6.77
Worst result	6.32	6.28	6.44	6.20	6.20
Responses	1651	1912	2194	2457	3324

Advocacy



2021 2022 2023 2024 2025

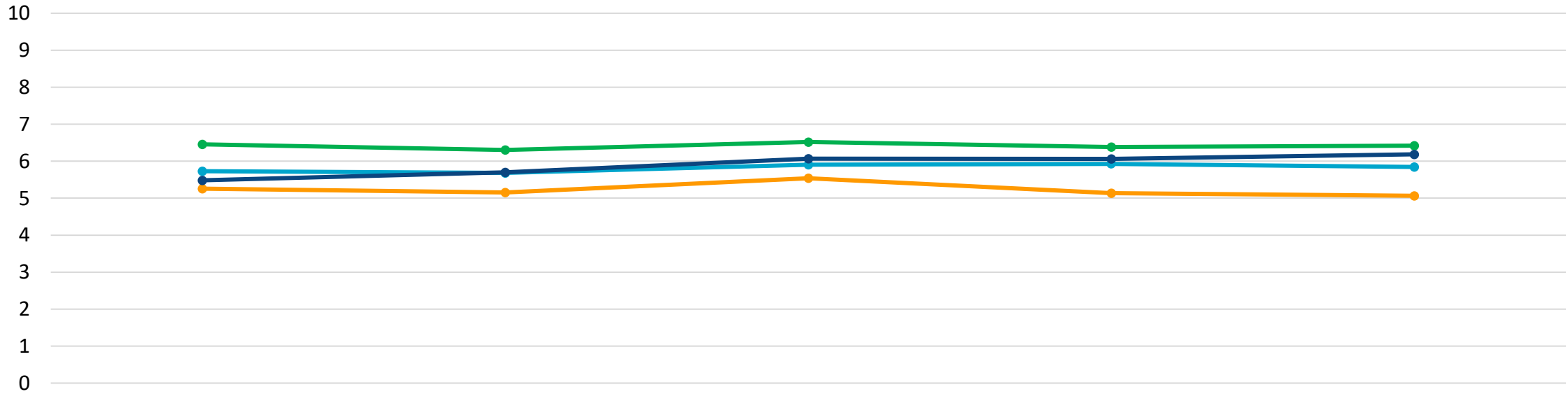
Your org	6.60	6.65	6.92	7.00	7.14
Best result	7.86	7.70	7.78	7.89	7.89
Average result	6.78	6.60	6.74	6.70	6.63
Worst result	5.67	5.60	5.73	5.24	5.17
Responses	1646	1908	2190	2447	3327

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



Theme: Morale

Morale



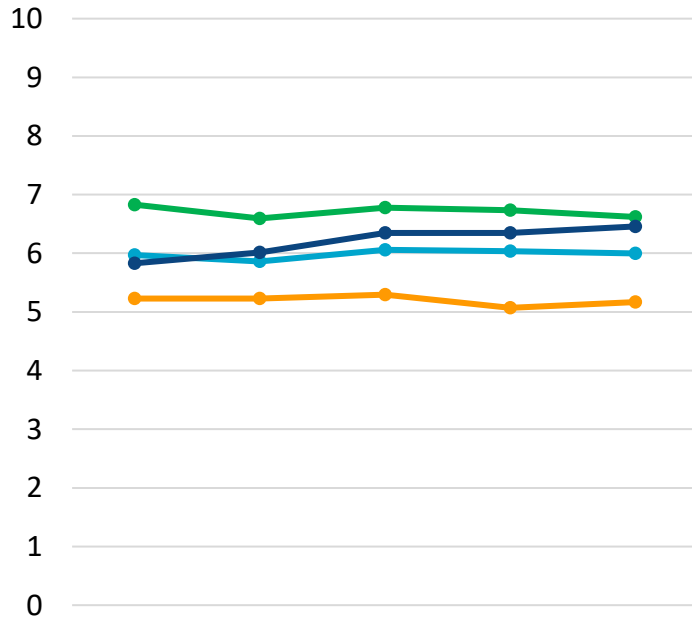
	2021	2022	2023	2024	2025
Your org	5.48	5.70	6.07	6.07	6.19
Best result	6.45	6.30	6.52	6.38	6.42
Average result	5.73	5.68	5.90	5.93	5.84
Worst result	5.26	5.16	5.54	5.13	5.06
Responses	1651	1915	2195	2458	3332

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



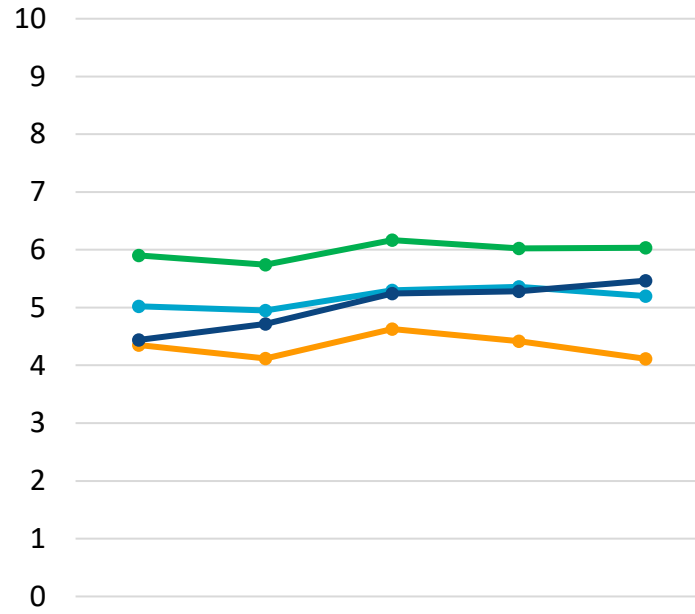
Theme: Morale

Thinking about leaving



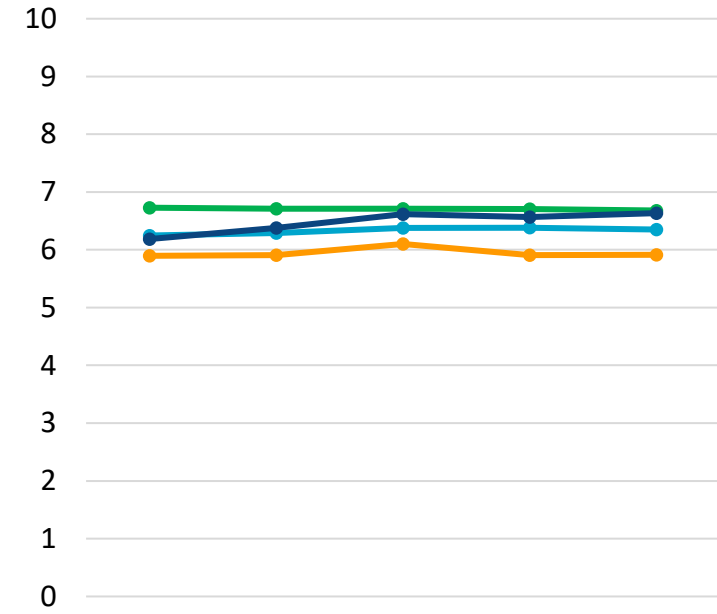
	2021	2022	2023	2024	2025
Your org	5.83	6.02	6.35	6.34	6.46
Best result	6.83	6.59	6.78	6.73	6.62
Average result	5.97	5.86	6.06	6.04	6.00
Worst result	5.23	5.23	5.29	5.07	5.17
Responses	1647	1911	2191	2454	3329

Work pressure



	2021	2022	2023	2024	2025
Your org	4.44	4.72	5.24	5.28	5.47
Best result	5.90	5.74	6.17	6.03	6.03
Average result	5.02	4.95	5.30	5.36	5.20
Worst result	4.35	4.12	4.63	4.42	4.11
Responses	1650	1913	2194	2456	3326

Stressors



	2021	2022	2023	2024	2025
Your org	6.19	6.38	6.62	6.57	6.63
Best result	6.73	6.71	6.71	6.70	6.68
Average result	6.25	6.29	6.38	6.38	6.35
Worst result	5.90	5.91	6.10	5.91	5.91
Responses	1644	1908	2193	2450	3327

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

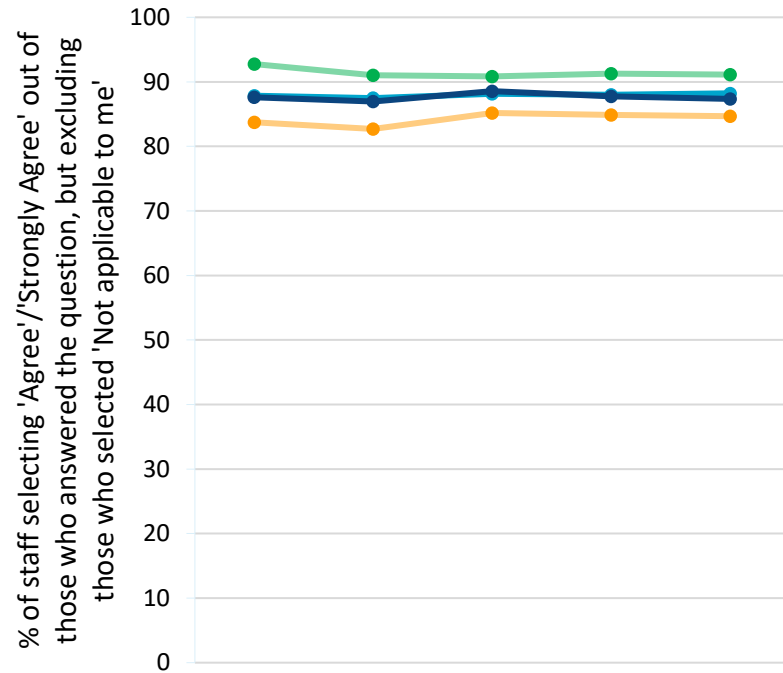
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

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

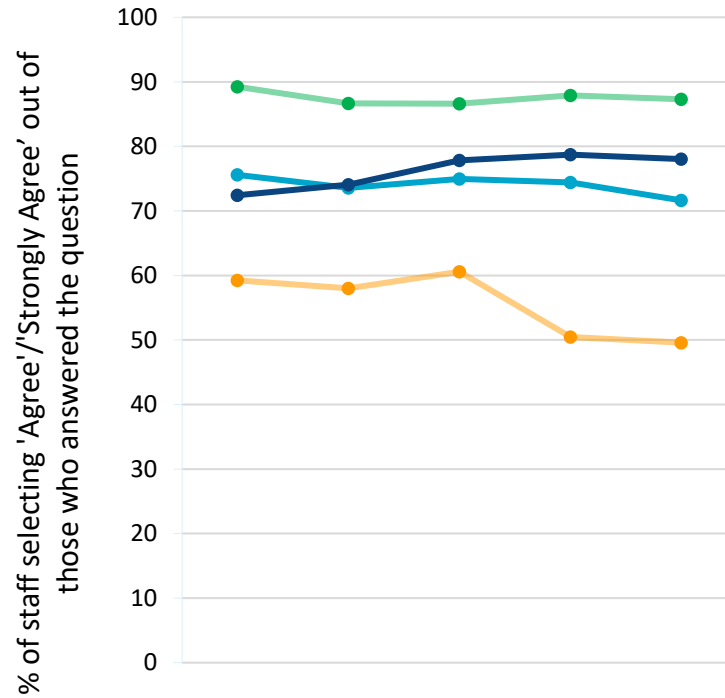


Q6a I feel that my role makes a difference to patients / service users.



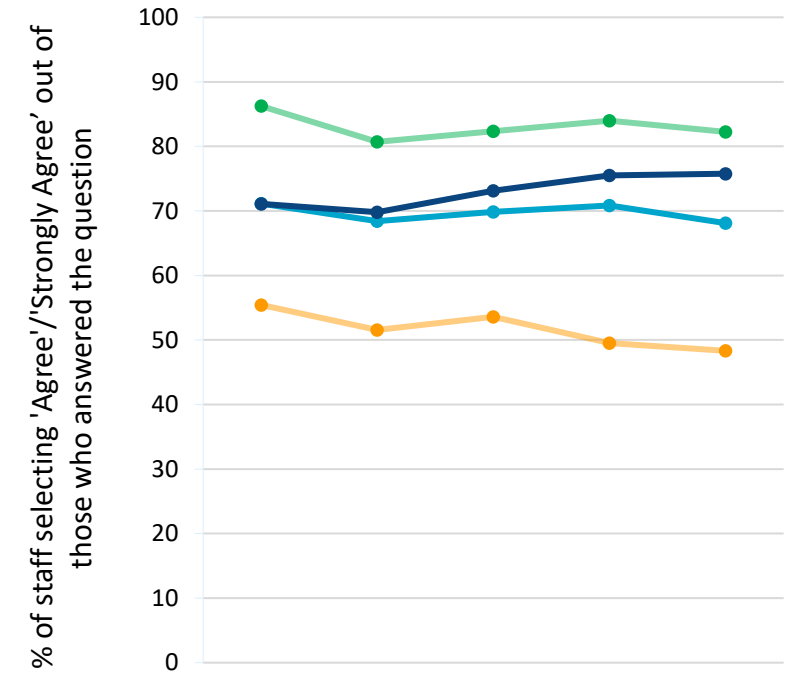
	2021	2022	2023	2024	2025
Your org	87.60%	86.95%	88.56%	87.74%	87.36%
Best result	92.75%	91.05%	90.85%	91.30%	91.11%
Average result	87.85%	87.48%	88.14%	88.02%	88.22%
Worst result	83.75%	82.70%	85.18%	84.88%	84.67%
Responses	1606	1881	2140	2392	3249

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



	2021	2022	2023	2024	2025
Your org	72.43%	74.04%	77.82%	78.72%	78.03%
Best result	89.24%	86.64%	86.62%	87.88%	87.31%
Average result	75.58%	73.58%	74.95%	74.42%	71.63%
Worst result	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	1647	1907	2188	2444	3325

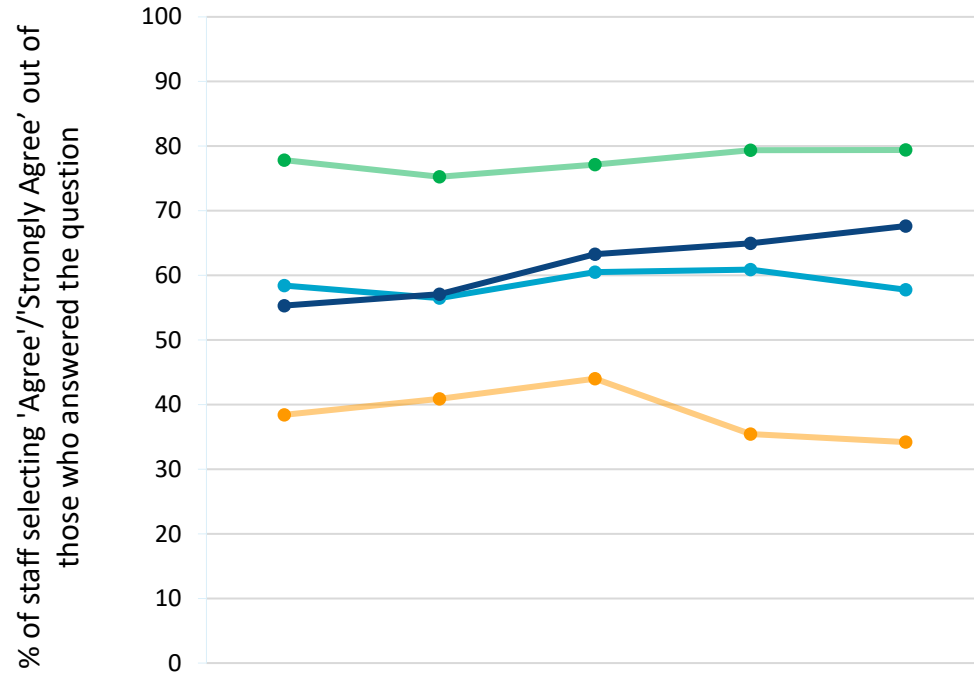
Q25b My organisation acts on concerns raised by patients / service users.



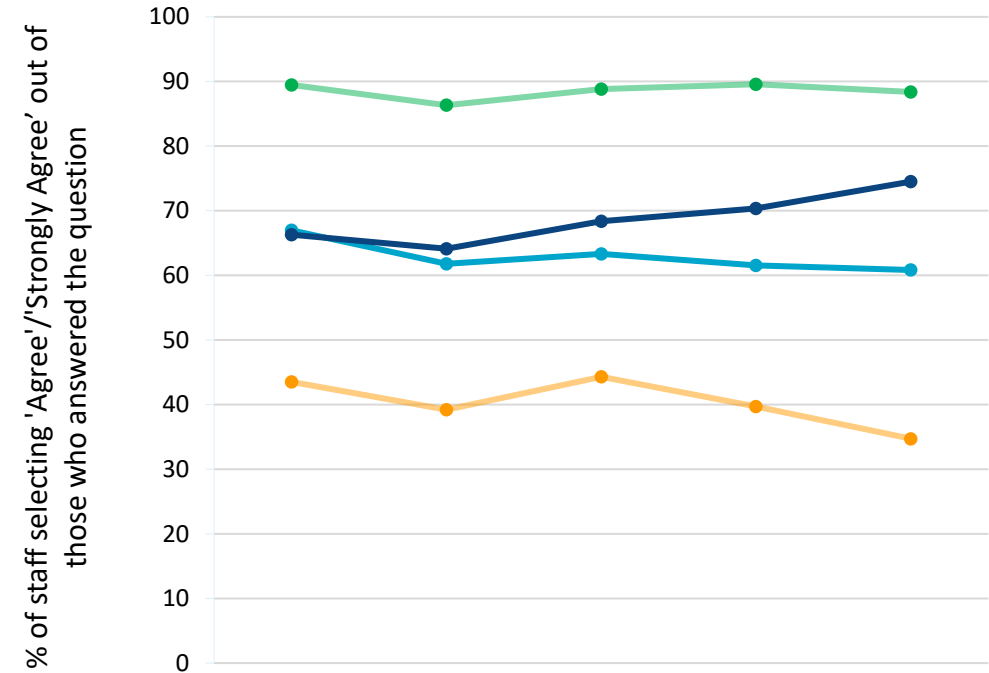
	2021	2022	2023	2024	2025
Your org	71.07%	69.81%	73.12%	75.52%	75.76%
Best result	86.24%	80.70%	82.35%	83.97%	82.23%
Average result	71.13%	68.39%	69.84%	70.86%	68.11%
Worst result	55.43%	51.54%	53.61%	49.53%	48.33%
Responses	1644	1905	2184	2438	3318



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.

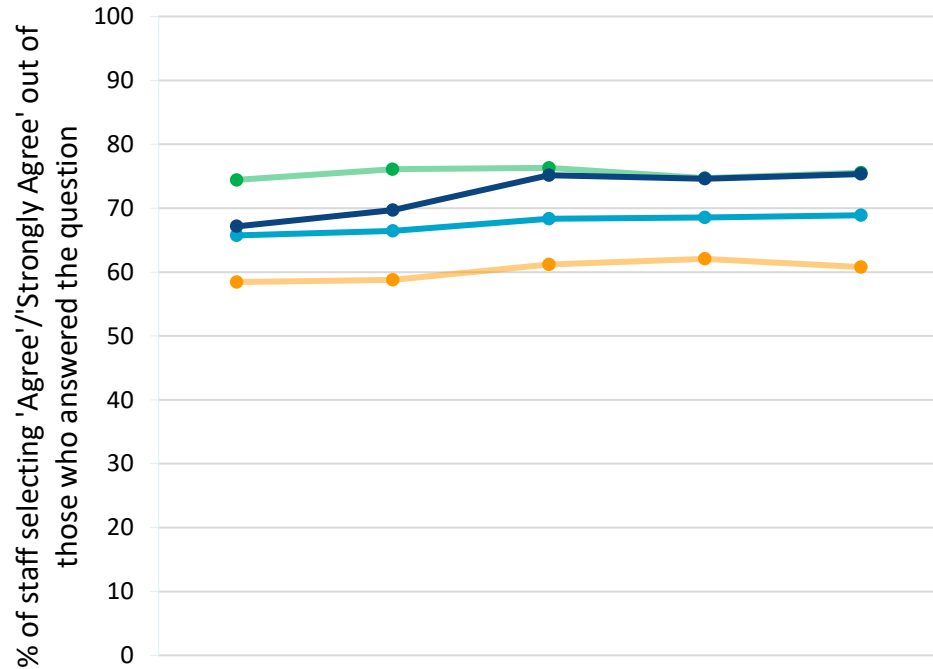


	2021	2022	2023	2024	2025
Your org	55.33%	57.11%	63.29%	64.97%	67.63%
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	1644	1907	2184	2442	3322

	2021	2022	2023	2024	2025
Your org	66.32%	64.12%	68.38%	70.34%	74.51%
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	1637	1900	2189	2439	3321

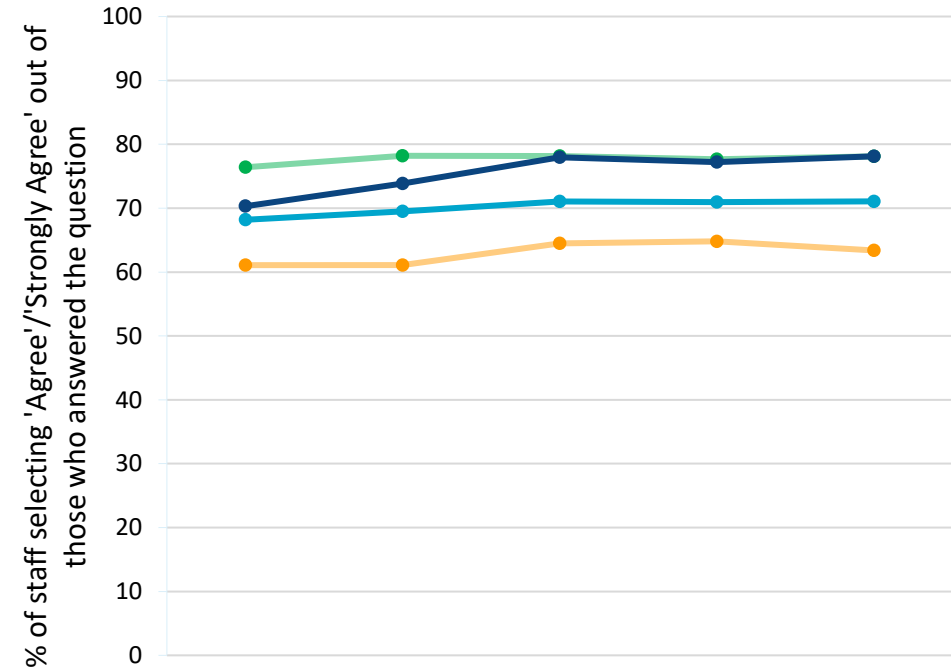


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
Your org	67.14%	69.68%	75.14%	74.59%	75.34%
Best result	74.43%	76.09%	76.31%	74.72%	75.54%
Average result	65.73%	66.46%	68.37%	68.54%	68.89%
Worst result	58.44%	58.76%	61.17%	62.06%	60.79%
Responses	1645	1905	2185	2450	3326

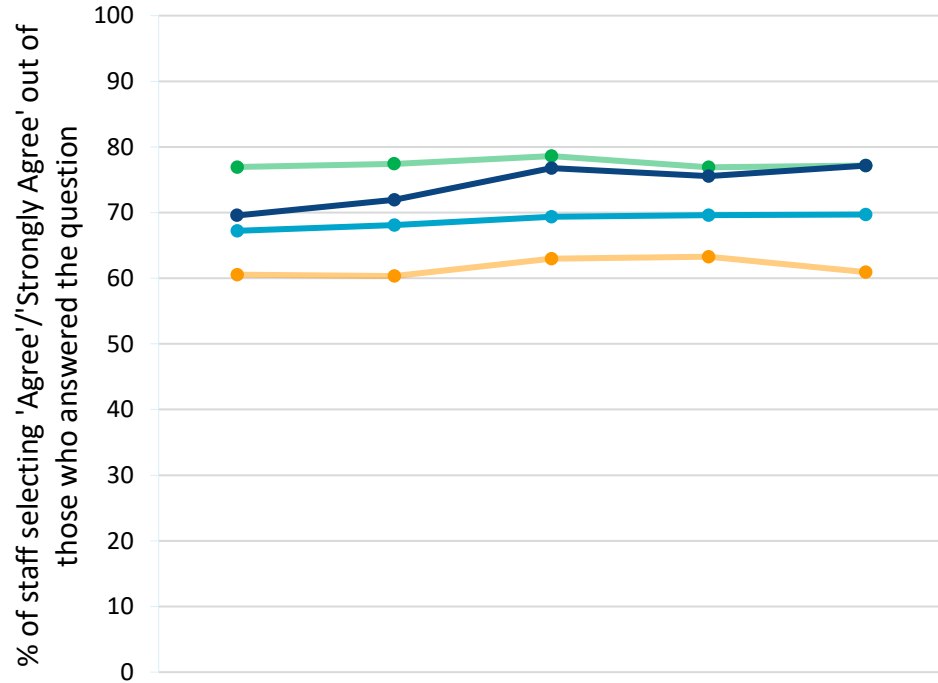
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
Your org	70.31%	73.87%	77.95%	77.19%	78.12%
Best result	76.40%	78.20%	78.14%	77.64%	78.12%
Average result	68.18%	69.47%	71.04%	70.96%	71.07%
Worst result	61.09%	61.09%	64.49%	64.81%	63.37%
Responses	1648	1910	2188	2449	3328

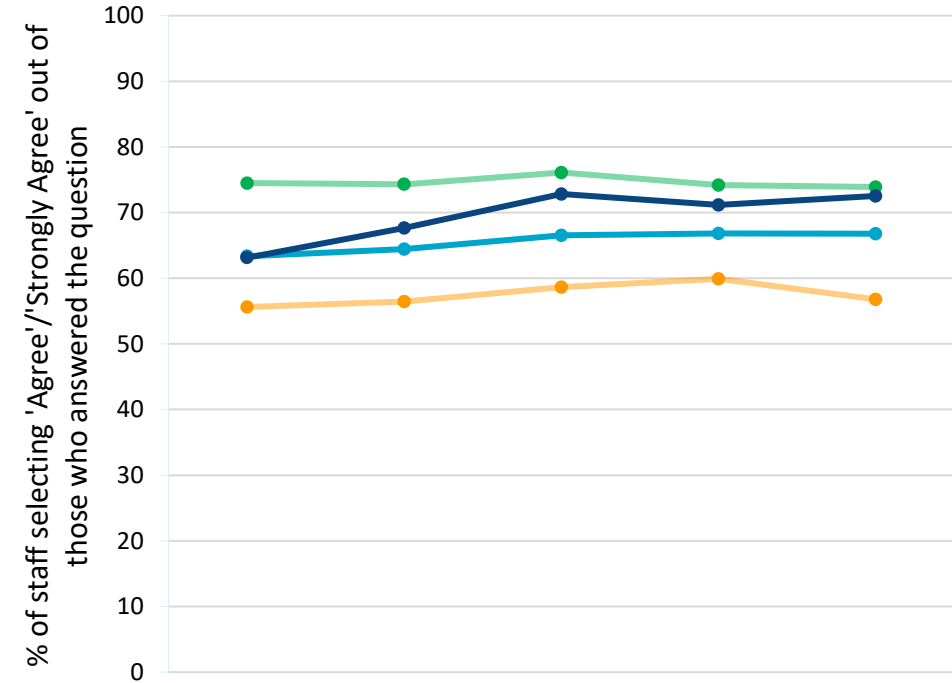


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
Your org	69.56%	71.95%	76.77%	75.54%	77.15%
Best result	76.94%	77.42%	78.60%	76.90%	77.15%
Average result	67.22%	68.07%	69.38%	69.63%	69.71%
Worst result	60.56%	60.33%	62.96%	63.28%	60.93%
Responses	1647	1906	2182	2434	3323

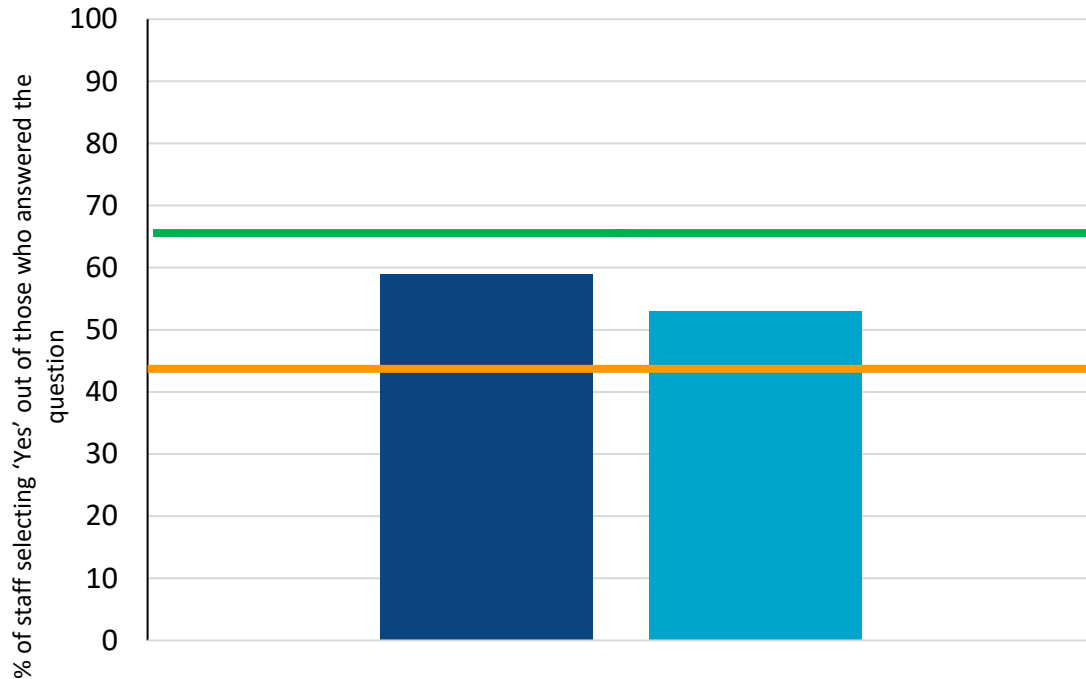
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
Your org	63.13%	67.65%	72.83%	71.19%	72.55%
Best result	74.50%	74.31%	76.10%	74.19%	73.90%
Average result	63.35%	64.44%	66.52%	66.82%	66.79%
Worst result	55.62%	56.43%	58.66%	59.92%	56.79%
Responses	1647	1910	2188	2448	3325

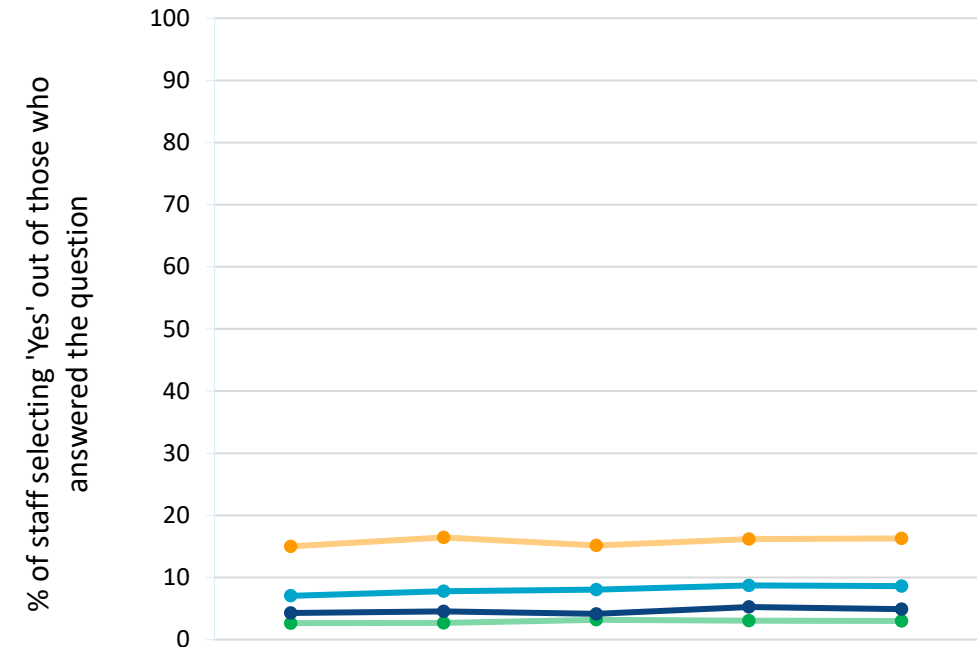


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	58.92%
Best result	65.57%
Average result	53.05%
Worst result	43.72%
Responses	3310

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?

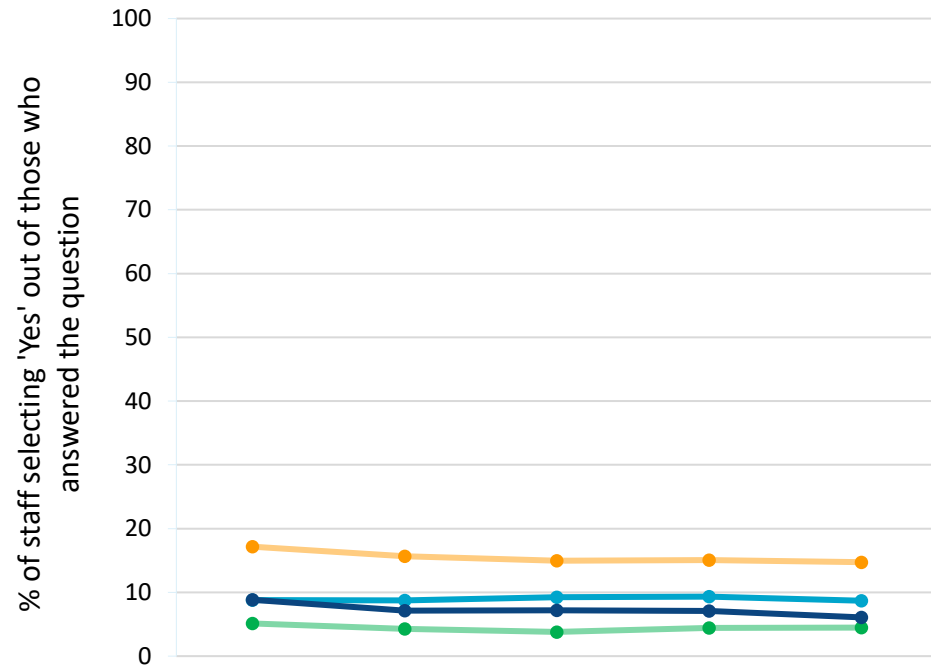


	2021	2022	2023	2024	2025
Your org	4.26%	4.54%	4.15%	5.24%	4.88%
Best result	2.65%	2.70%	3.17%	3.02%	2.97%
Average result	7.04%	7.76%	8.06%	8.72%	8.58%
Worst result	15.00%	16.44%	15.14%	16.17%	16.28%
Responses	1644	1904	2187	2440	3314

Note: Due to changes in the question wording in 2025, previous years' results for Q15 are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

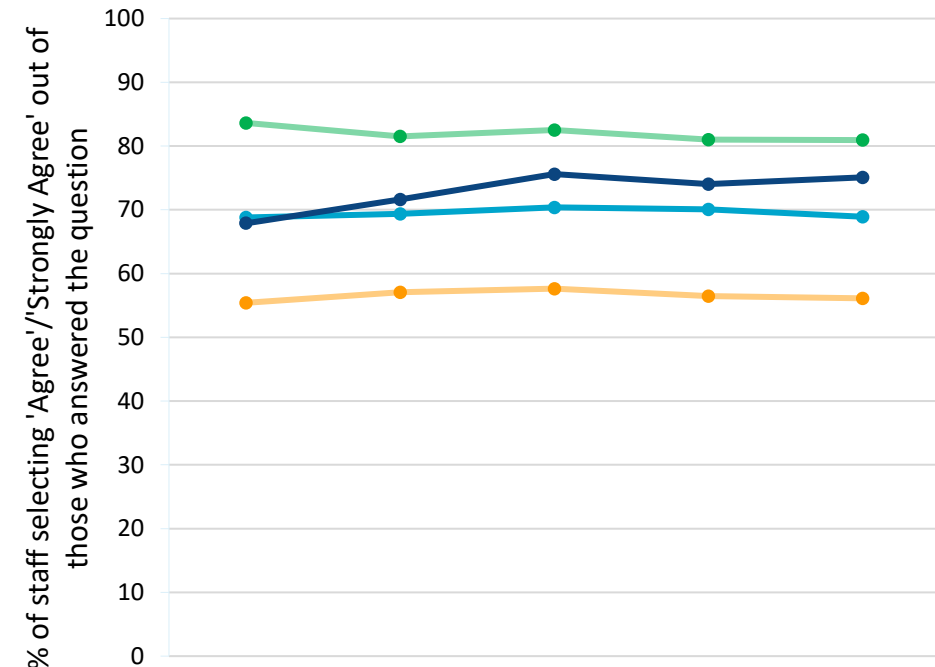


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	8.83%	7.15%	7.19%	7.11%	6.08%
Best result	5.12%	4.25%	3.80%	4.45%	4.46%
Average result	8.81%	8.73%	9.24%	9.33%	8.69%
Worst result	17.16%	15.67%	14.95%	15.07%	14.74%
Responses	1636	1898	2180	2425	3292

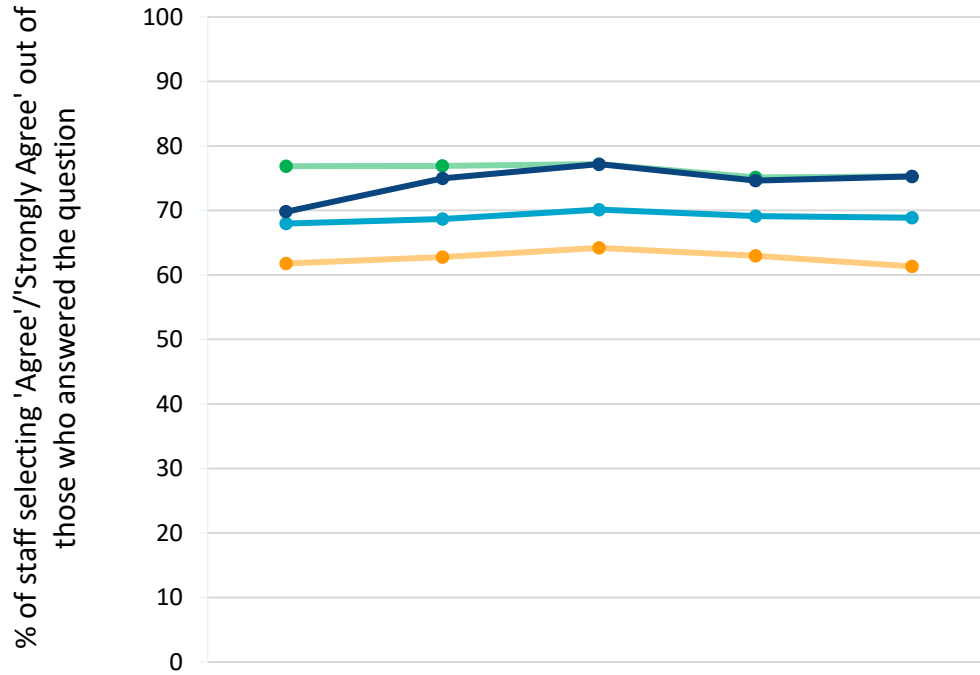
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	67.88%	71.62%	75.61%	74.02%	75.07%
Best result	83.63%	81.52%	82.54%	81.00%	80.94%
Average result	68.80%	69.36%	70.39%	70.09%	68.91%
Worst result	55.41%	57.05%	57.64%	56.48%	56.12%
Responses	1646	1912	2178	2437	3318

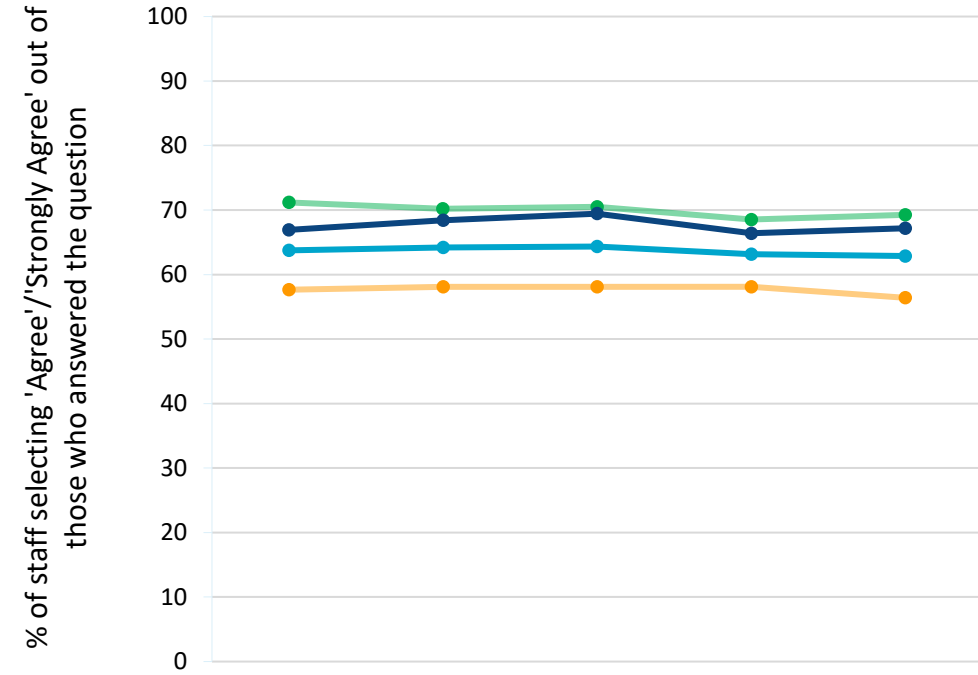


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
Your org	69.79%	74.99%	77.18%	74.63%	75.29%
Best result	76.87%	76.89%	77.18%	75.13%	75.29%
Average result	67.97%	68.70%	70.14%	69.10%	68.86%
Worst result	61.78%	62.75%	64.19%	62.95%	61.33%
Responses	1638	1909	2185	2445	3319

Q7i I feel a strong personal attachment to my team.

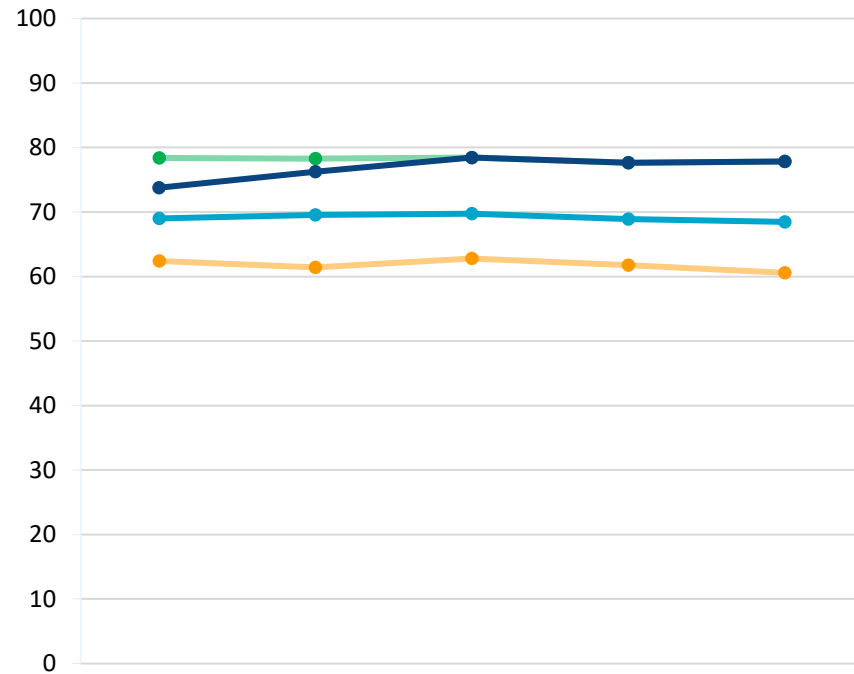


	2021	2022	2023	2024	2025
Your org	66.92%	68.43%	69.43%	66.40%	67.18%
Best result	71.18%	70.19%	70.51%	68.53%	69.25%
Average result	63.76%	64.19%	64.34%	63.17%	62.88%
Worst result	57.67%	58.08%	58.09%	58.10%	56.40%
Responses	1637	1907	2189	2445	3323



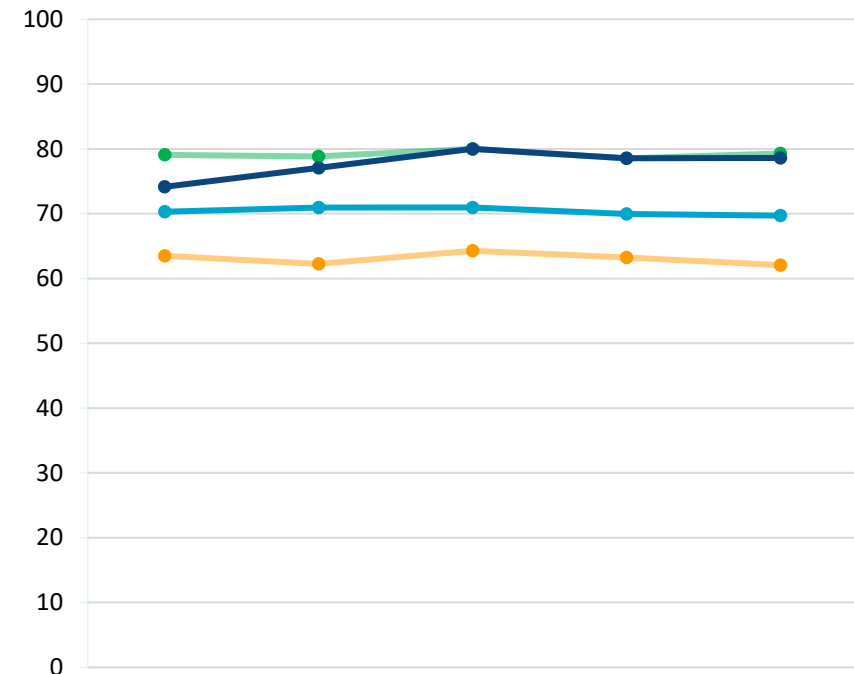
Q8b The people I work with are understanding and kind to one another.

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



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

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



	2021	2022	2023	2024	2025
Your org	73.77%	76.26%	78.45%	77.62%	77.85%
Best result	78.39%	78.27%	78.45%	77.62%	77.85%
Average result	69.03%	69.58%	69.74%	68.91%	68.48%
Worst result	62.41%	61.43%	62.79%	61.79%	60.58%
Responses	1636	1909	2184	2446	3326

	2021	2022	2023	2024	2025
Your org	74.16%	77.06%	80.01%	78.54%	78.59%
Best result	79.08%	78.83%	80.01%	78.54%	79.30%
Average result	70.33%	70.95%	70.97%	69.96%	69.71%
Worst result	63.50%	62.24%	64.28%	63.25%	62.07%
Responses	1634	1903	2178	2440	3321

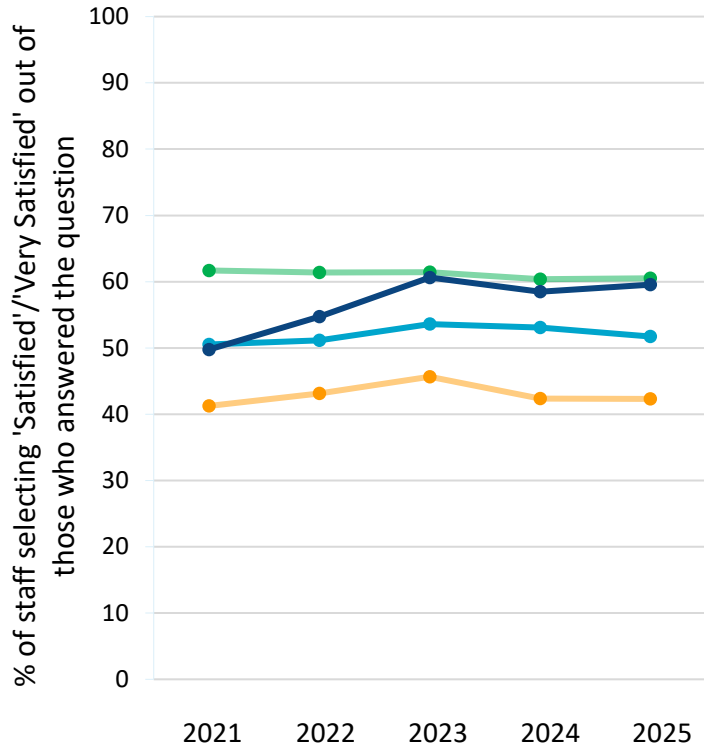
People Promise element – We are recognised and rewarded



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

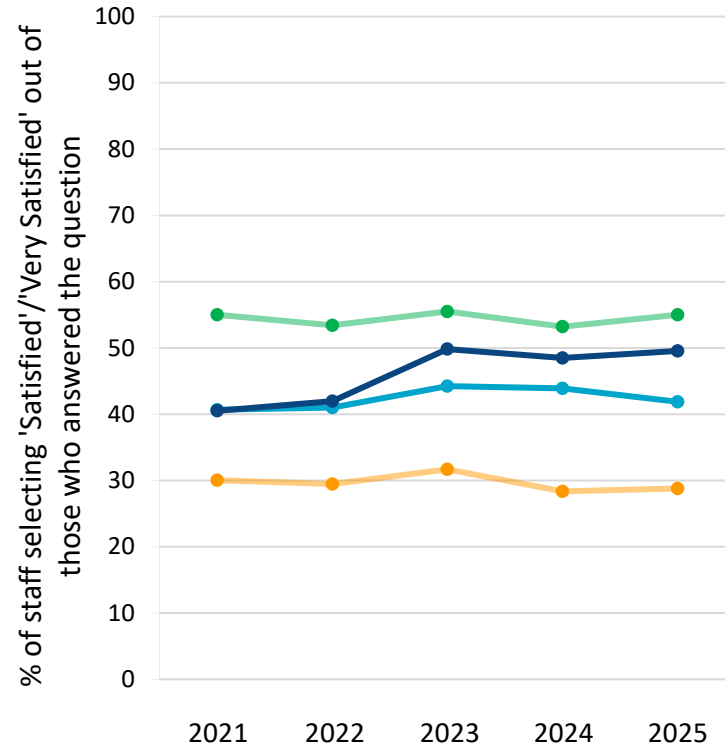


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



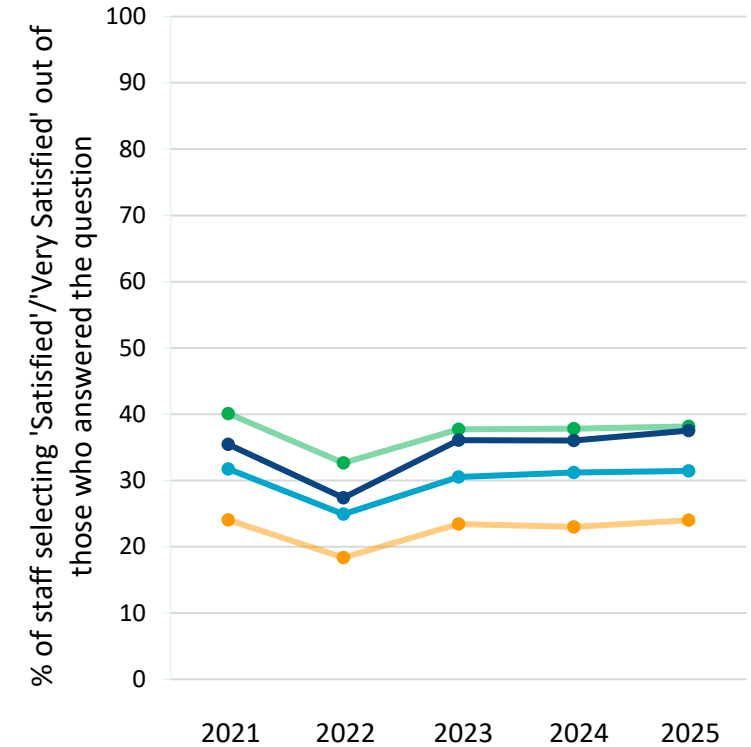
	2021	2022	2023	2024	2025
Your org	49.76%	54.74%	60.63%	58.50%	59.53%
Best result	61.69%	61.38%	61.41%	60.38%	60.51%
Average result	50.53%	51.13%	53.60%	53.06%	51.72%
Worst result	41.25%	43.14%	45.66%	42.36%	42.31%
Responses	1647	1909	2193	2454	3328

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



	2021	2022	2023	2024	2025
Your org	40.52%	41.97%	49.83%	48.47%	49.56%
Best result	55.03%	53.44%	55.51%	53.21%	55.01%
Average result	40.68%	41.02%	44.24%	43.91%	41.90%
Worst result	30.03%	29.48%	31.68%	28.36%	28.77%
Responses	1644	1907	2190	2450	3318

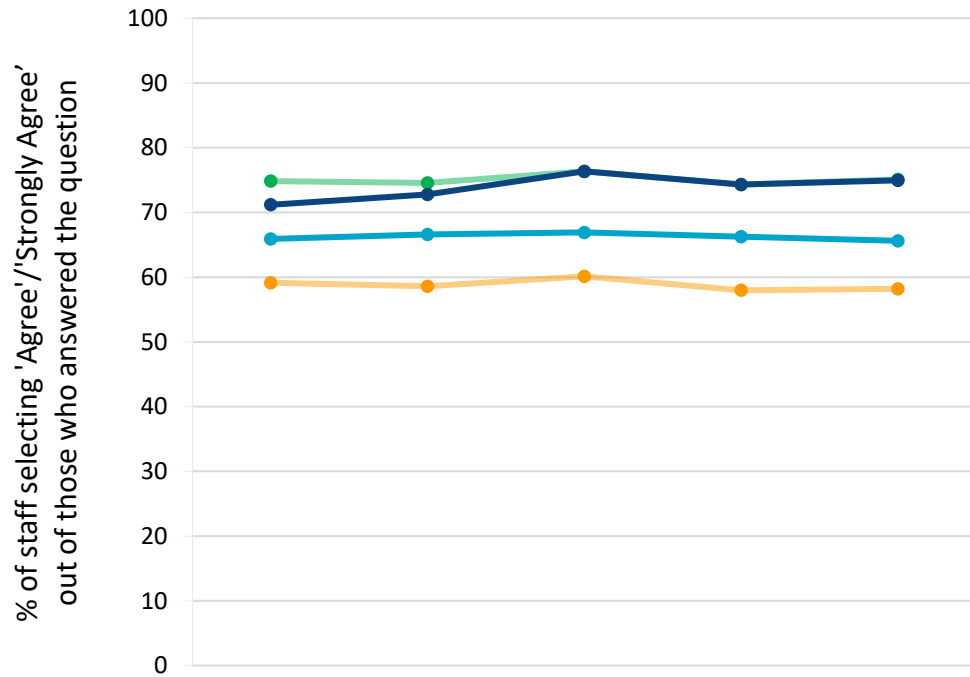
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2021	2022	2023	2024	2025
Your org	35.44%	27.38%	36.09%	36.04%	37.54%
Best result	40.11%	32.64%	37.73%	37.83%	38.14%
Average result	31.75%	24.92%	30.54%	31.19%	31.45%
Worst result	24.05%	18.36%	23.42%	22.97%	24.01%
Responses	1642	1909	2187	2451	3318

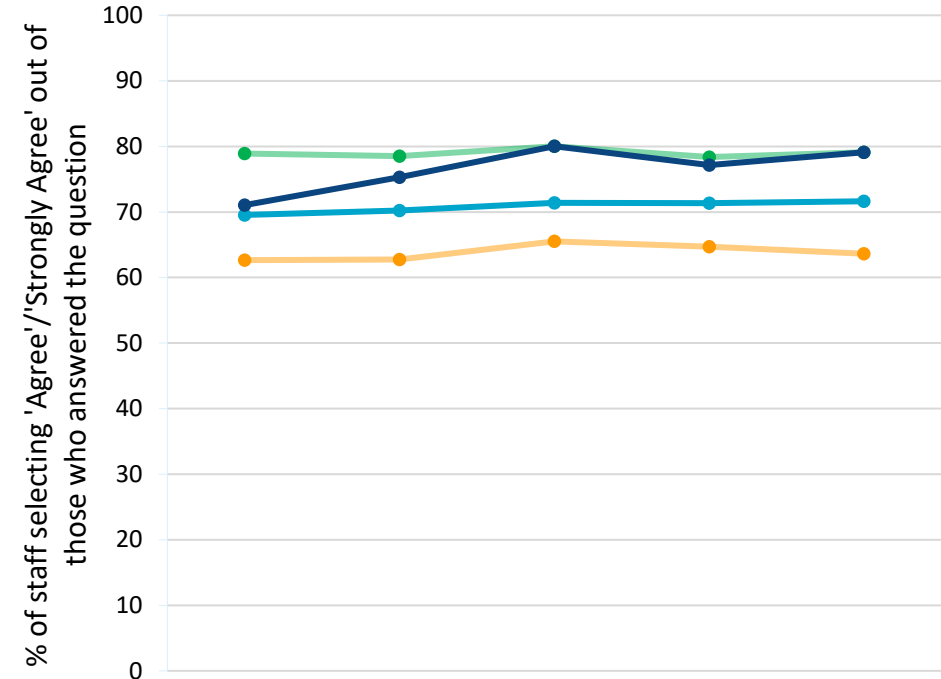


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
Your org	71.18%	72.79%	76.35%	74.30%	74.97%
Best result	74.84%	74.56%	76.35%	74.30%	75.09%
Average result	65.91%	66.62%	66.92%	66.23%	65.62%
Worst result	59.15%	58.58%	60.13%	57.98%	58.20%
Responses	1634	1905	2178	2441	3315

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
Your org	71.04%	75.28%	80.02%	77.14%	79.12%
Best result	78.90%	78.53%	80.02%	78.38%	79.12%
Average result	69.55%	70.22%	71.41%	71.32%	71.63%
Worst result	62.65%	62.75%	65.51%	64.72%	63.64%
Responses	1646	1907	2186	2449	3321

People Promise element – We each have a voice that counts



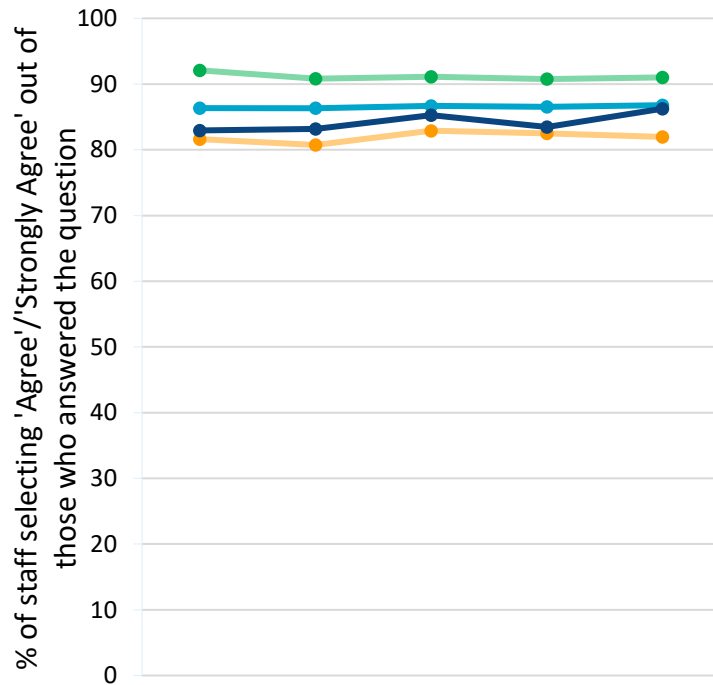
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

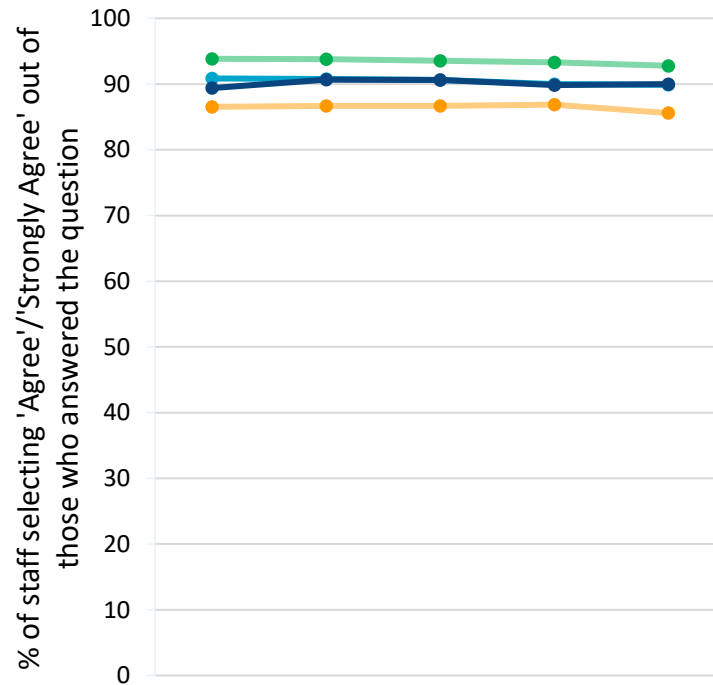


Q3a I always know what my work responsibilities are.



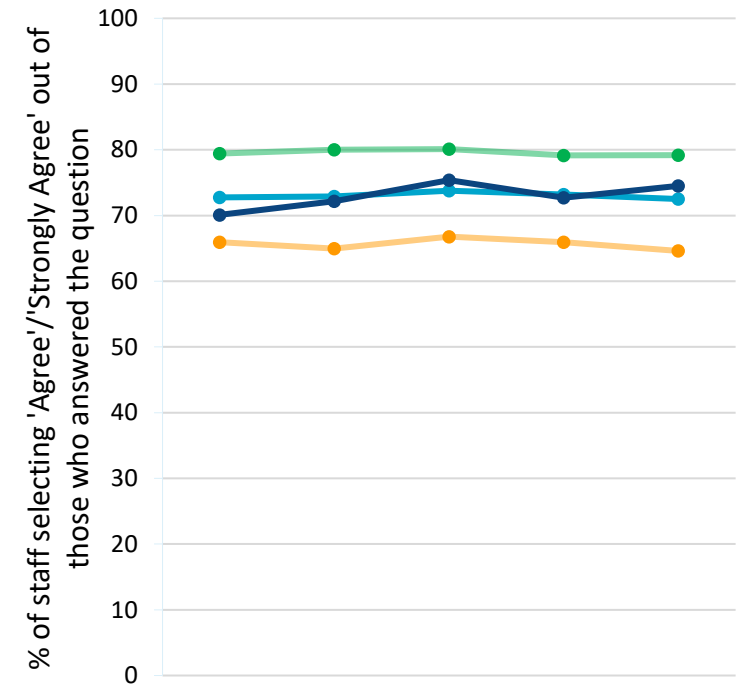
	2021	2022	2023	2024	2025
Your org	82.94%	83.17%	85.24%	83.44%	86.25%
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	1648	1909	2193	2456	3328

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
Your org	89.39%	90.66%	90.61%	89.85%	90.01%
Best result	93.84%	93.80%	93.54%	93.29%	92.78%
Average result	90.85%	90.77%	90.61%	89.98%	89.88%
Worst result	86.54%	86.65%	86.66%	86.87%	85.58%
Responses	1651	1912	2193	2447	3324

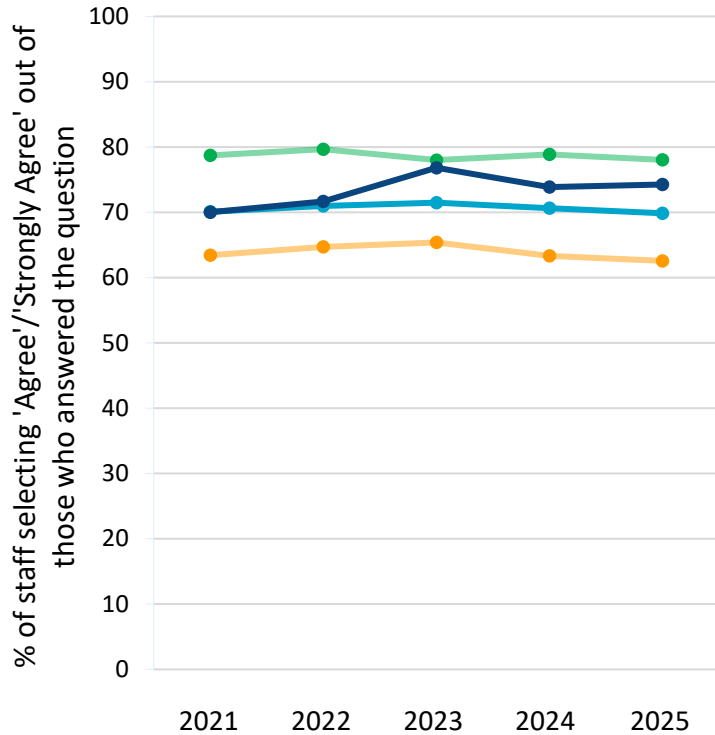
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
Your org	70.10%	72.19%	75.38%	72.69%	74.48%
Best result	79.41%	80.01%	80.10%	79.15%	79.17%
Average result	72.75%	72.91%	73.77%	73.20%	72.51%
Worst result	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	1644	1908	2189	2454	3315

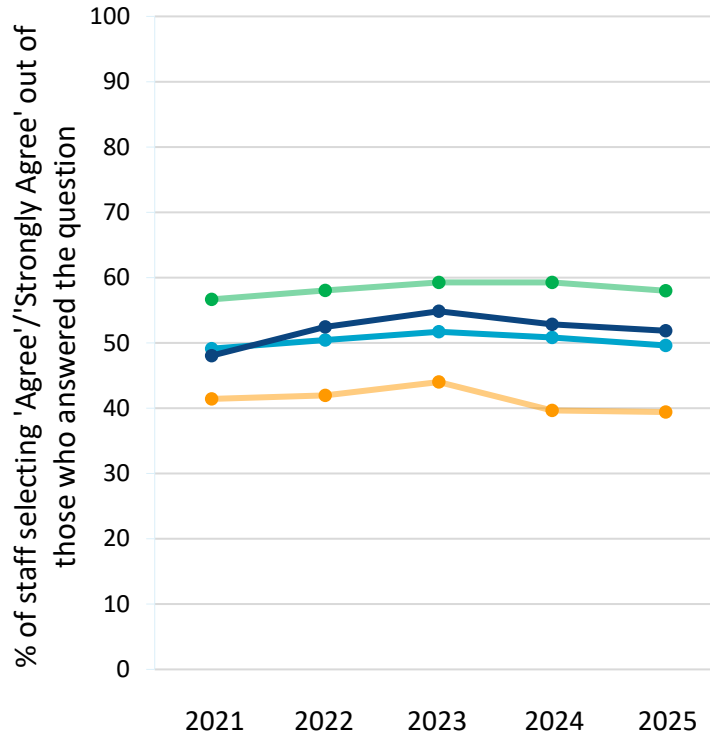


Q3d I am able to make suggestions to improve the work of my team / department.



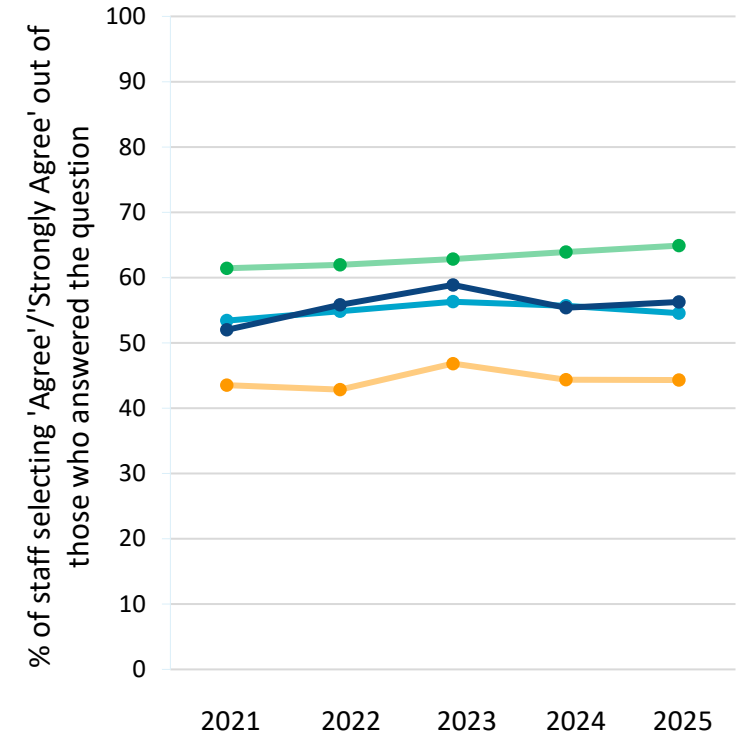
Responses	1649	1901	2189	2450	3311
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Q3e I am involved in deciding on changes introduced that affect my work area / team / department.



Responses	1647	1903	2183	2452	3317
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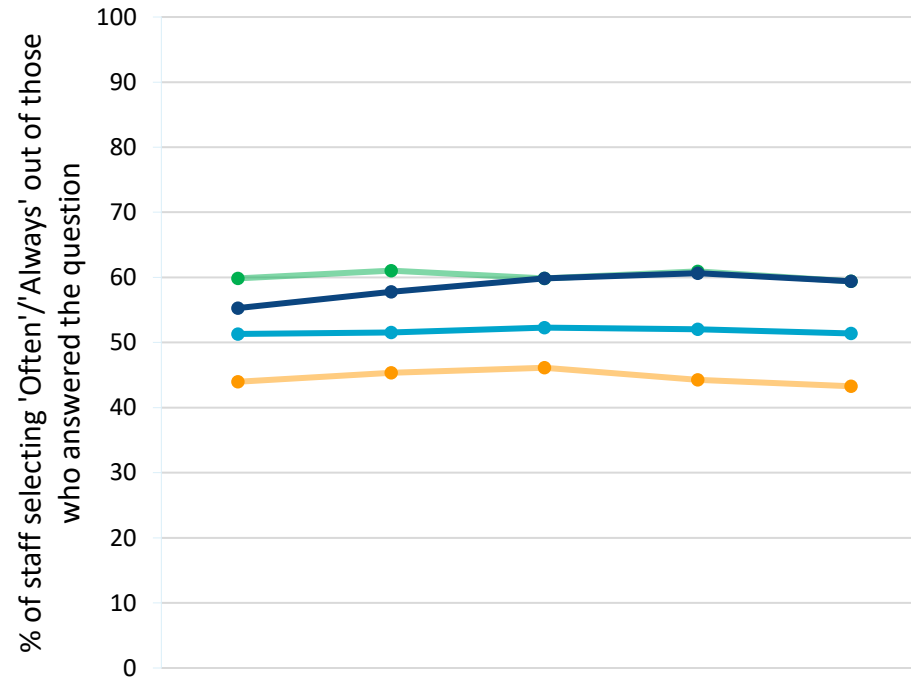
Q3f I am able to make improvements happen in my area of work.



Responses	1643	1901	2181	2440	3314
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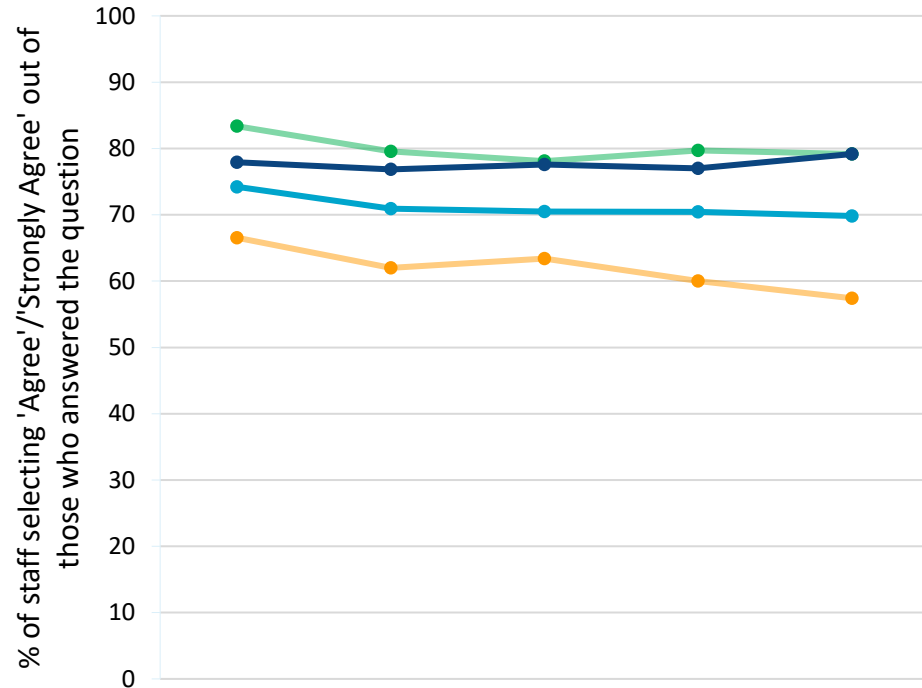
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
Your org	55.29%	57.77%	59.83%	60.65%	59.39%
Best result	59.84%	61.04%	59.83%	60.94%	59.39%
Average result	51.31%	51.54%	52.28%	52.02%	51.37%
Worst result	43.95%	45.34%	46.12%	44.25%	43.28%
Responses	1635	1905	2187	2440	3313

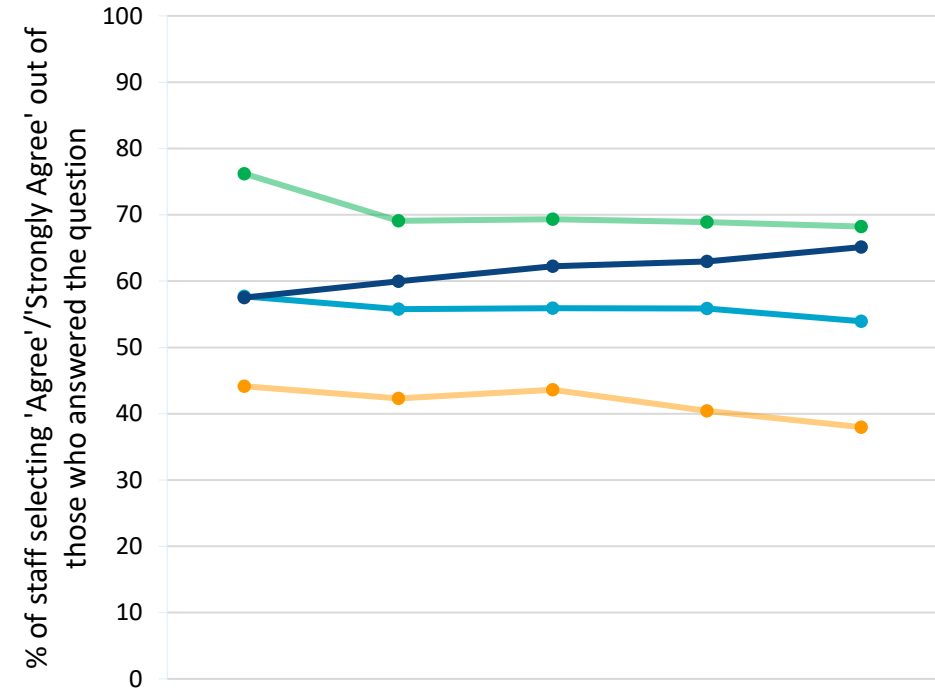


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
Your org	77.91%	76.85%	77.57%	77.01%	79.16%
Best result	83.36%	79.55%	78.09%	79.72%	79.16%
Average result	74.22%	70.95%	70.47%	70.44%	69.82%
Worst result	66.54%	61.98%	63.38%	60.04%	57.41%
Responses	1644	1902	2184	2441	3332

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

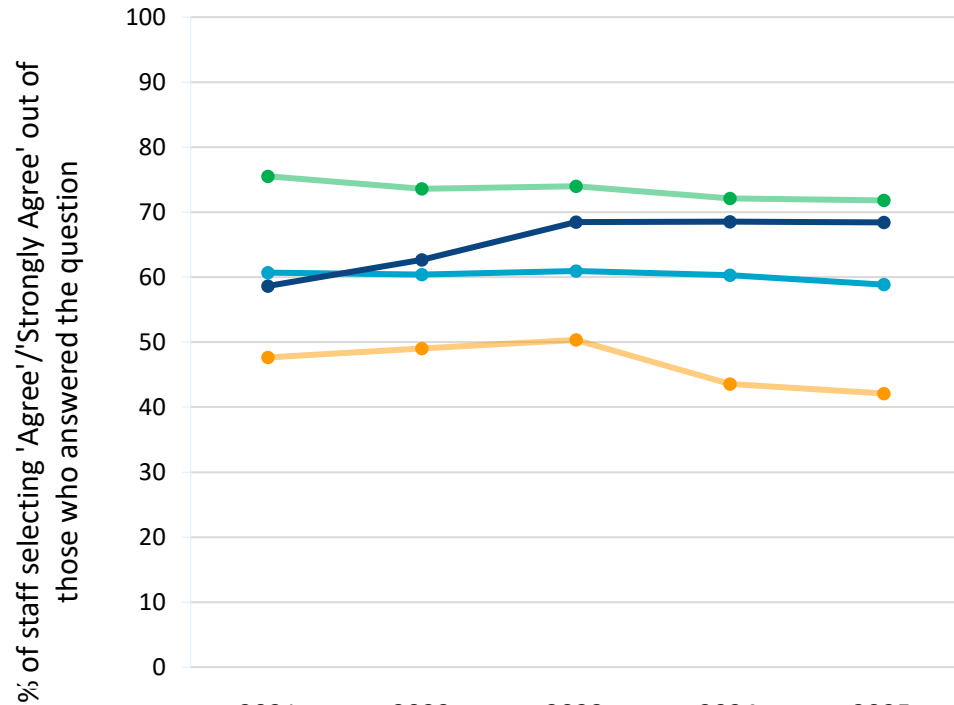


	2021	2022	2023	2024	2025
Your org	57.51%	59.96%	62.25%	62.96%	65.13%
Best result	76.20%	69.10%	69.34%	68.88%	68.23%
Average result	57.69%	55.78%	55.93%	55.88%	53.94%
Worst result	44.15%	42.28%	43.60%	40.40%	37.97%
Responses	1640	1897	2181	2432	3323

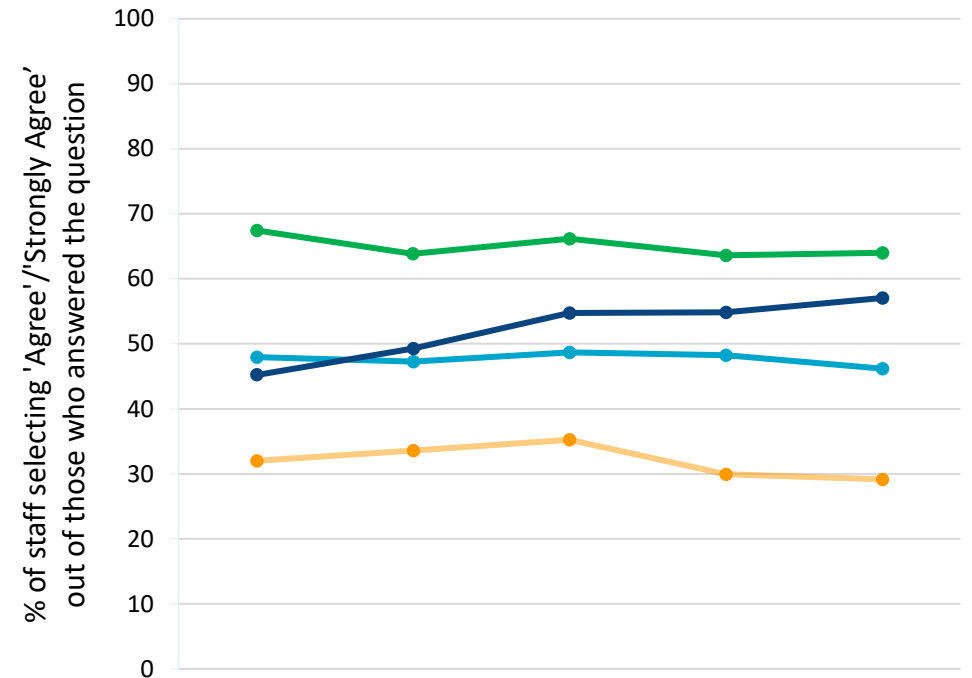


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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



	2021	2022	2023	2024	2025
Your org	58.64%	62.67%	68.45%	68.54%	68.43%
Best result	75.53%	73.59%	73.99%	72.14%	71.81%
Average result	60.69%	60.38%	60.95%	60.31%	58.85%
Worst result	47.63%	49.02%	50.35%	43.57%	42.11%
Responses	1639	1903	2176	2439	3316



	2021	2022	2023	2024	2025
Your org	45.21%	49.29%	54.75%	54.85%	57.05%
Best result	67.44%	63.83%	66.16%	63.62%	63.99%
Average result	47.96%	47.24%	48.68%	48.24%	46.18%
Worst result	32.01%	33.60%	35.23%	29.95%	29.15%
Responses	1636	1903	2184	2438	3313

People Promise element – We are safe and healthy



Questions included:

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

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

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

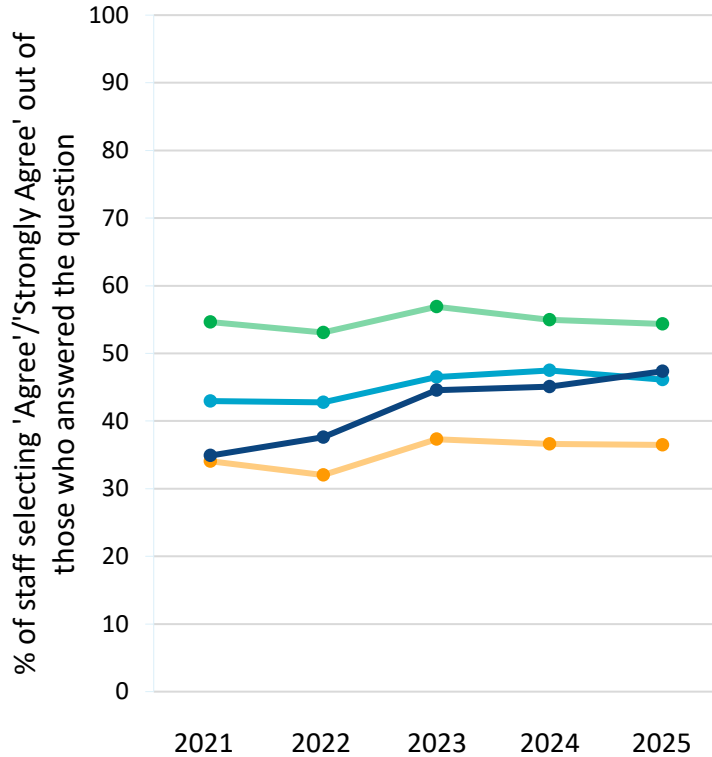
Other questions:* Q17a, Q17b, Q22

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

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

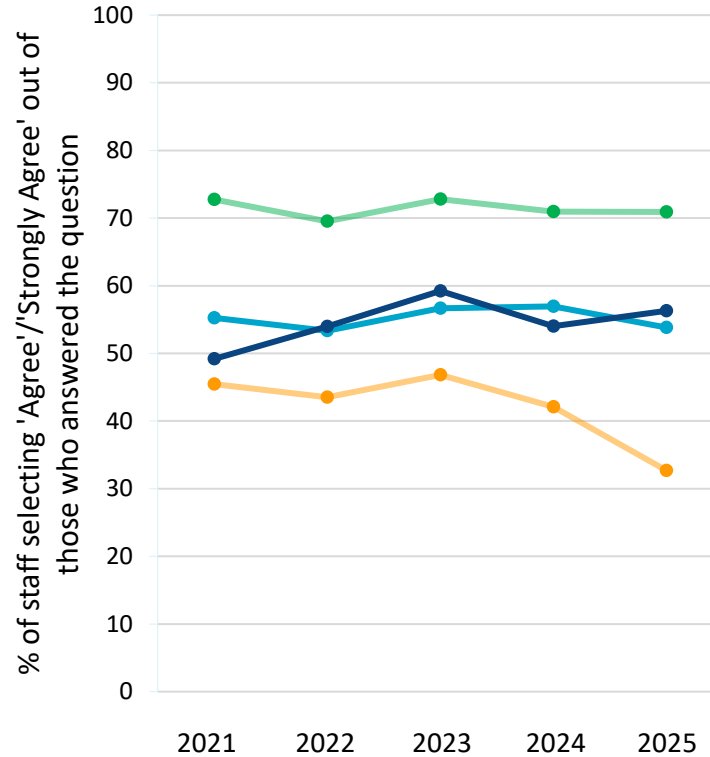


Q3g I am able to meet all the conflicting demands on my time at work.



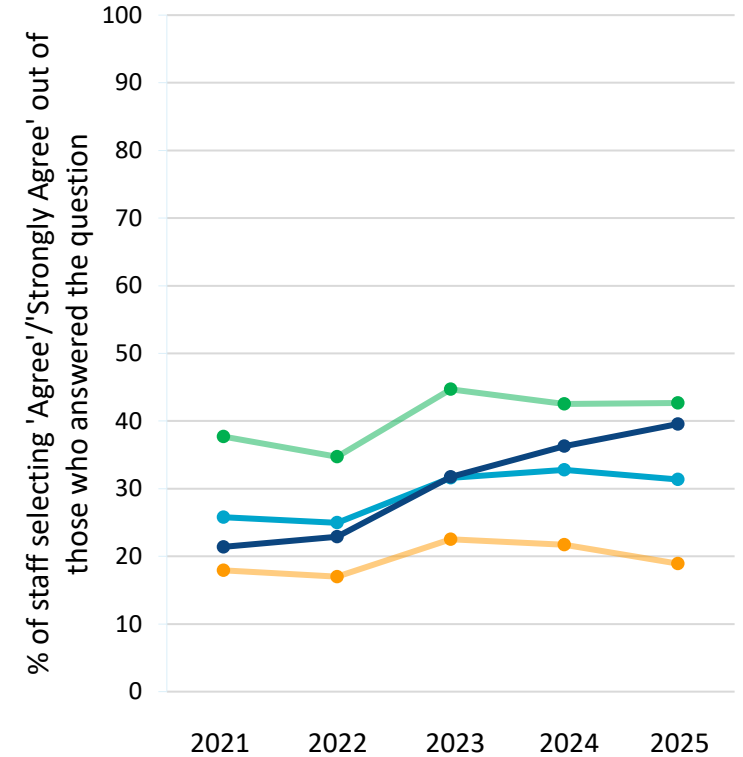
Responses	1634	1907	2187	2442	3320
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Q3h I have adequate materials, supplies and equipment to do my work.



Responses	1638	1903	2178	2438	3306
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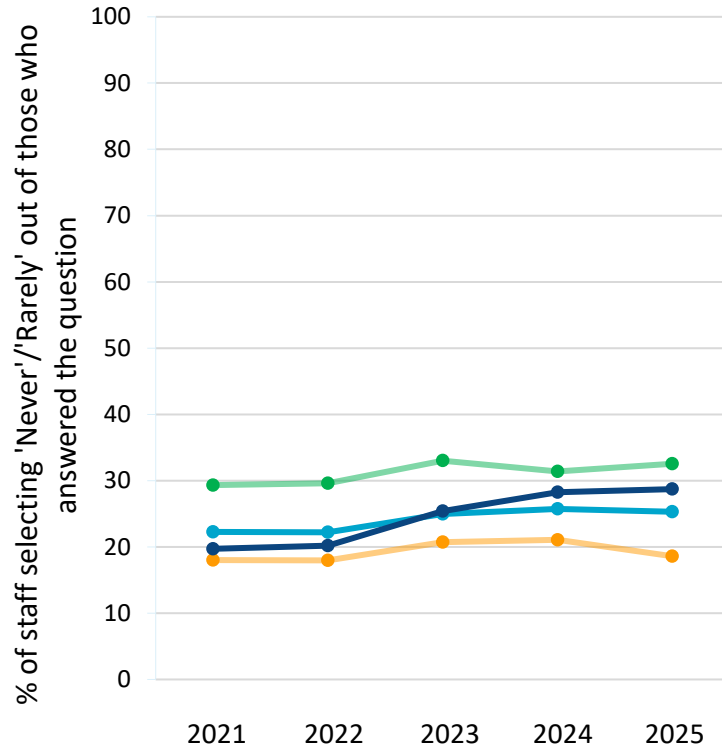
Q3i There are enough staff at this organisation for me to do my job properly.



Responses	1644	1910	2187	2452	3320
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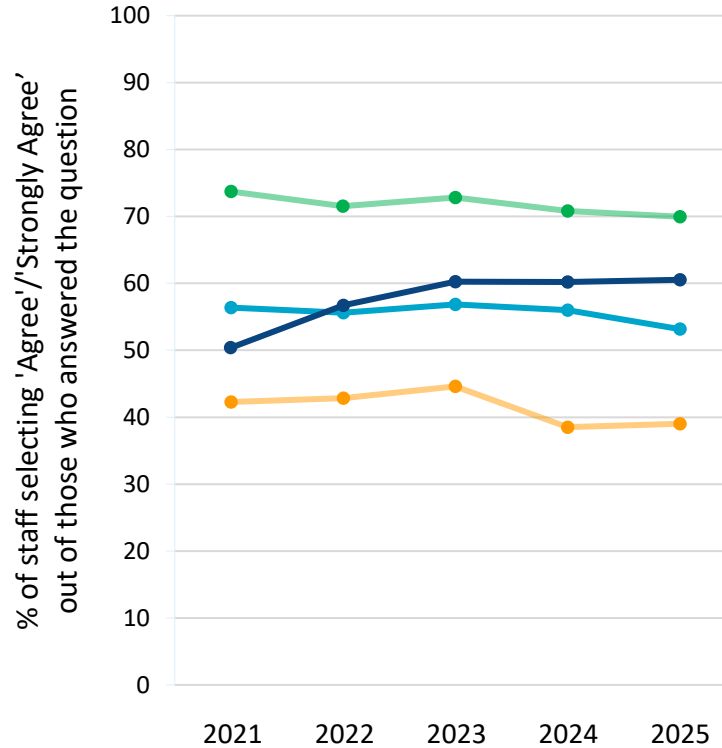


Q5a I have unrealistic time pressures.



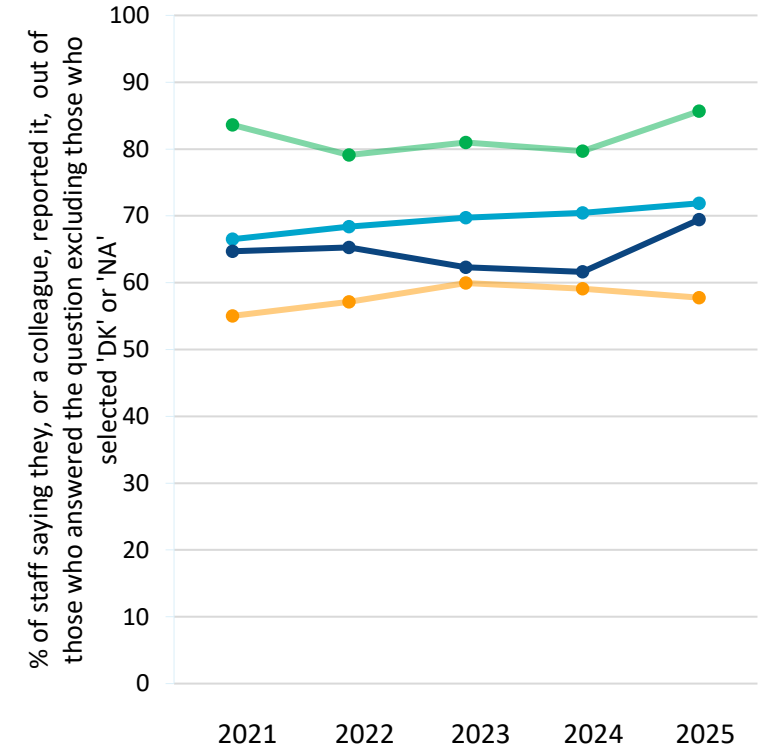
Your org	19.72%	20.17%	25.40%	28.27%	28.72%
Best result	29.33%	29.60%	33.01%	31.38%	32.55%
Average result	22.28%	22.20%	24.97%	25.73%	25.30%
Worst result	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	1643	1905	2188	2449	3326

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



Your org	50.39%	56.73%	60.26%	60.21%	60.54%
Best result	73.72%	71.53%	72.84%	70.83%	69.96%
Average result	56.37%	55.63%	56.85%	56.02%	53.16%
Worst result	42.30%	42.86%	44.61%	38.52%	39.02%
Responses	1623	1898	2171	2426	3287

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

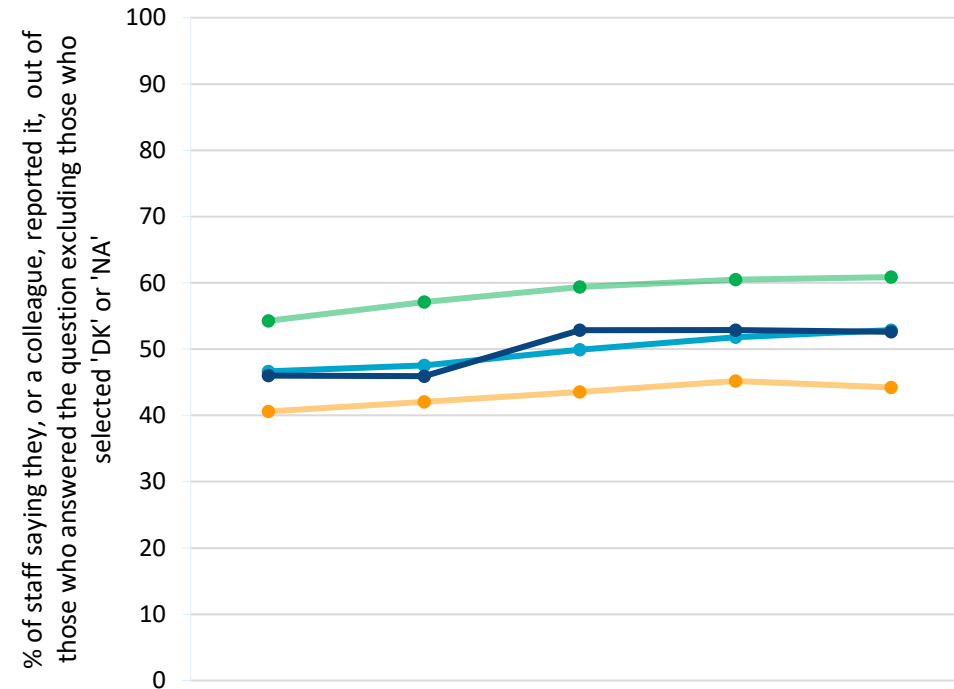


Your org	64.68%	65.27%	62.31%	61.62%	69.44%
Best result	83.62%	79.11%	80.97%	79.69%	85.67%
Average result	66.50%	68.40%	69.72%	70.46%	71.88%
Worst result	55.03%	57.15%	59.94%	59.09%	57.77%
Responses	139	147	164	201	278

Note: 2023 results for Q13d are 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?

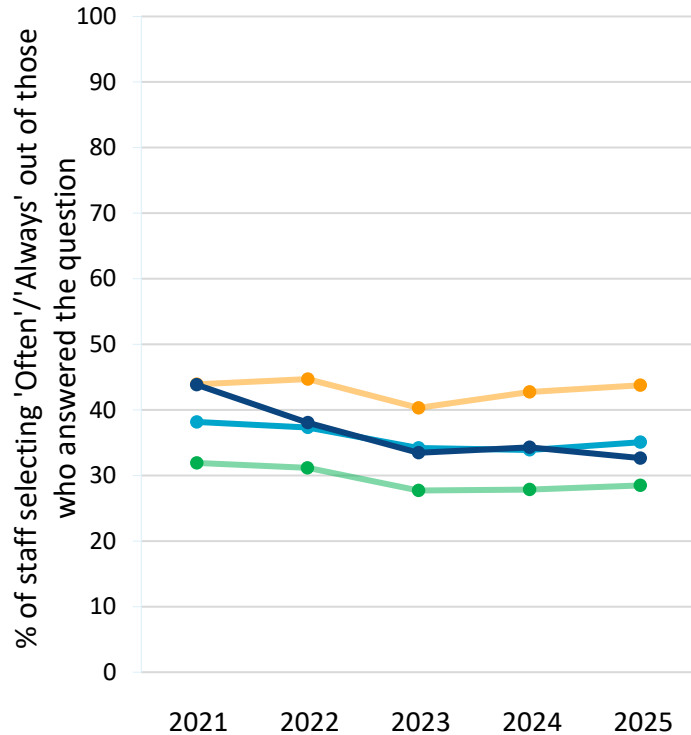


	2021	2022	2023	2024	2025
Your org	45.99%	45.93%	52.86%	52.88%	52.63%
Best result	54.28%	57.12%	59.37%	60.49%	60.86%
Average result	46.65%	47.56%	49.90%	51.81%	52.88%
Worst result	40.60%	42.04%	43.56%	45.19%	44.24%
Responses	605	616	669	663	850

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

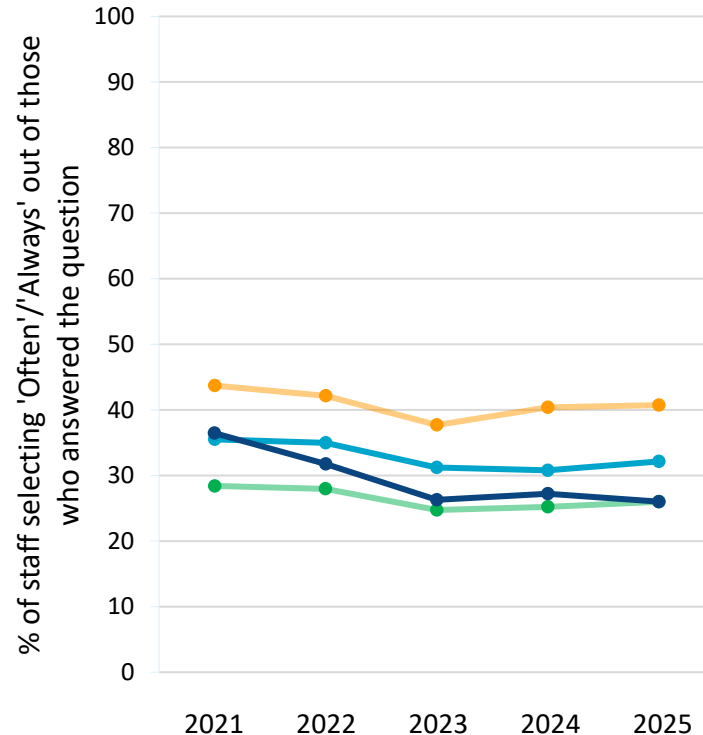


Q12a How often, if at all, do you find your work emotionally exhausting?



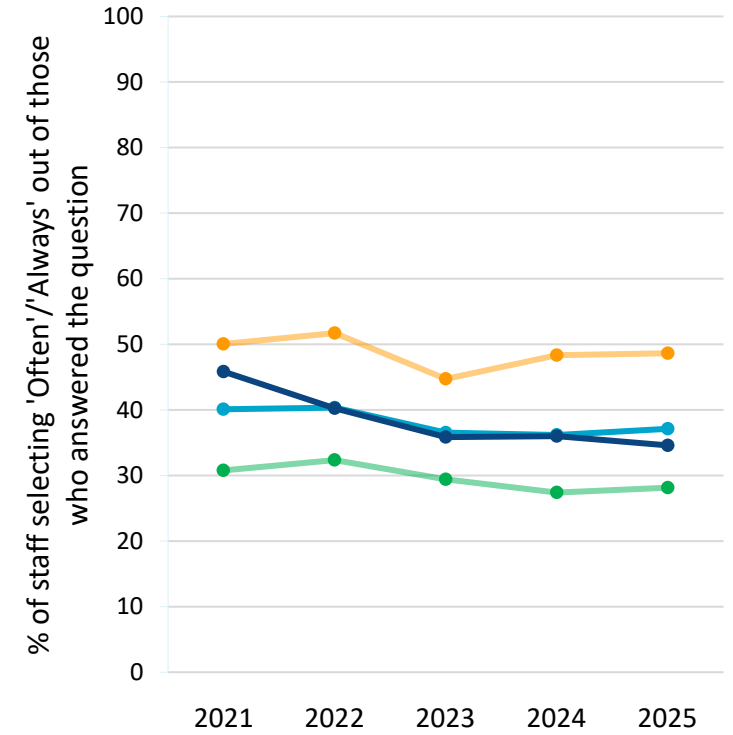
	2021	2022	2023	2024	2025
Your org	43.83%	38.05%	33.46%	34.30%	32.65%
Best result	31.92%	31.17%	27.71%	27.83%	28.48%
Average result	38.17%	37.33%	34.18%	33.89%	35.08%
Worst result	43.92%	44.70%	40.31%	42.73%	43.76%
Responses	1649	1914	2193	2455	3329

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



	2021	2022	2023	2024	2025
Your org	36.45%	31.75%	26.30%	27.23%	26.01%
Best result	28.41%	27.95%	24.74%	25.23%	26.01%
Average result	35.51%	34.97%	31.21%	30.79%	32.12%
Worst result	43.71%	42.17%	37.70%	40.37%	40.74%
Responses	1645	1910	2190	2450	3324

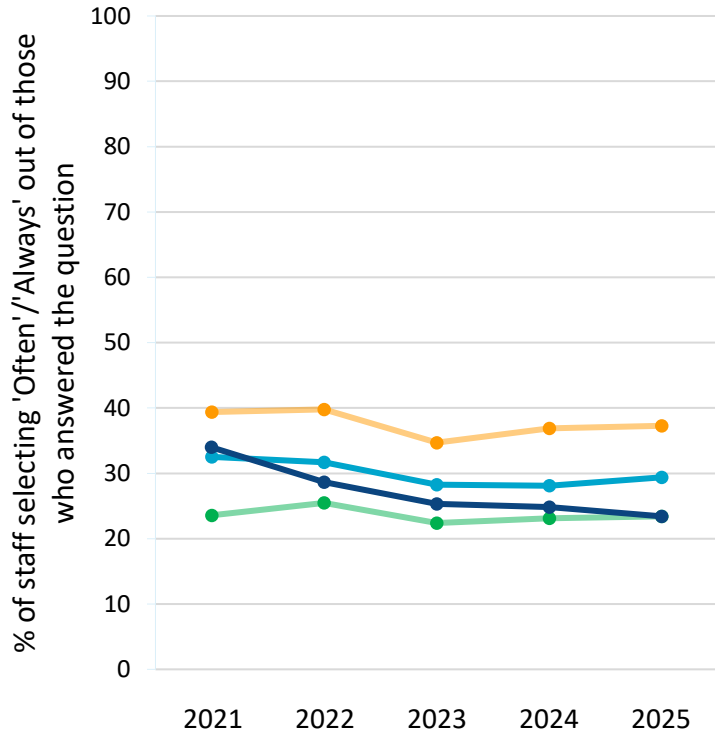
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024	2025
Your org	45.84%	40.23%	35.83%	35.97%	34.59%
Best result	30.78%	32.35%	29.42%	27.39%	28.16%
Average result	40.10%	40.35%	36.55%	36.17%	37.11%
Worst result	50.03%	51.71%	44.72%	48.35%	48.62%
Responses	1649	1913	2191	2451	3322

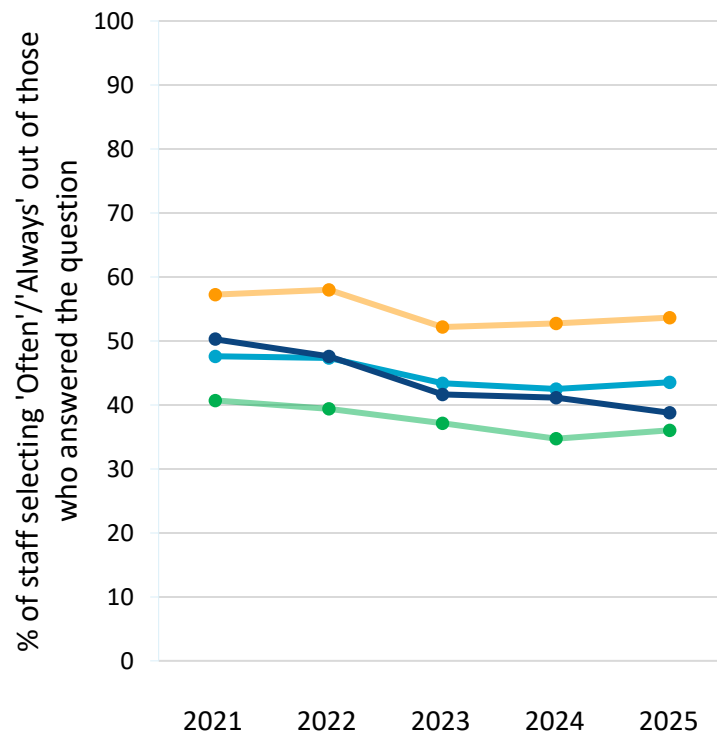


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



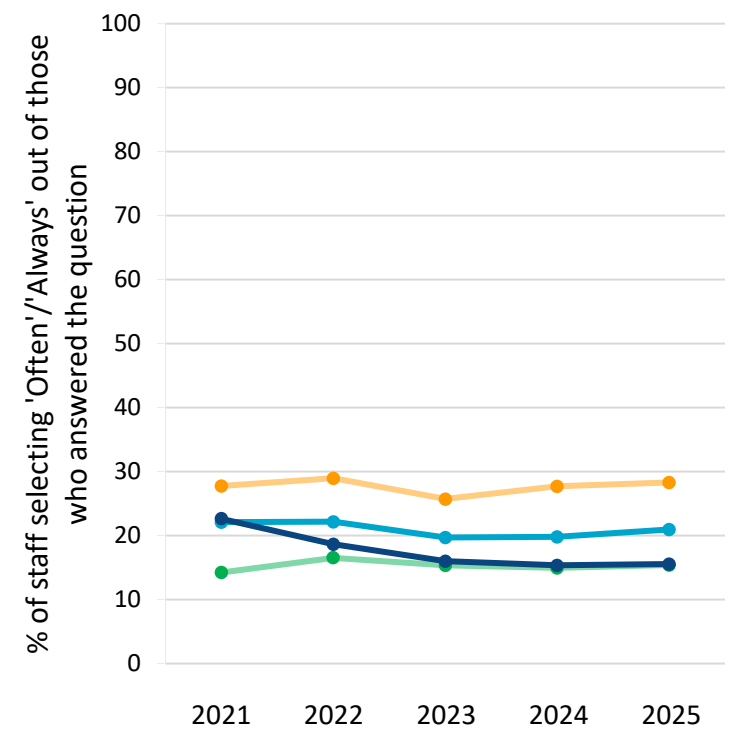
	2021	2022	2023	2024	2025
Your org	33.97%	28.64%	25.35%	24.85%	23.42%
Best result	23.58%	25.47%	22.39%	23.14%	23.42%
Average result	32.51%	31.67%	28.24%	28.10%	29.40%
Worst result	39.40%	39.79%	34.70%	36.90%	37.26%
Responses	1644	1908	2193	2450	3317

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



	2021	2022	2023	2024	2025
Your org	50.25%	47.61%	41.63%	41.14%	38.77%
Best result	40.70%	39.38%	37.14%	34.72%	36.06%
Average result	47.60%	47.34%	43.37%	42.49%	43.54%
Worst result	57.24%	58.00%	52.17%	52.73%	53.62%
Responses	1645	1910	2183	2447	3319

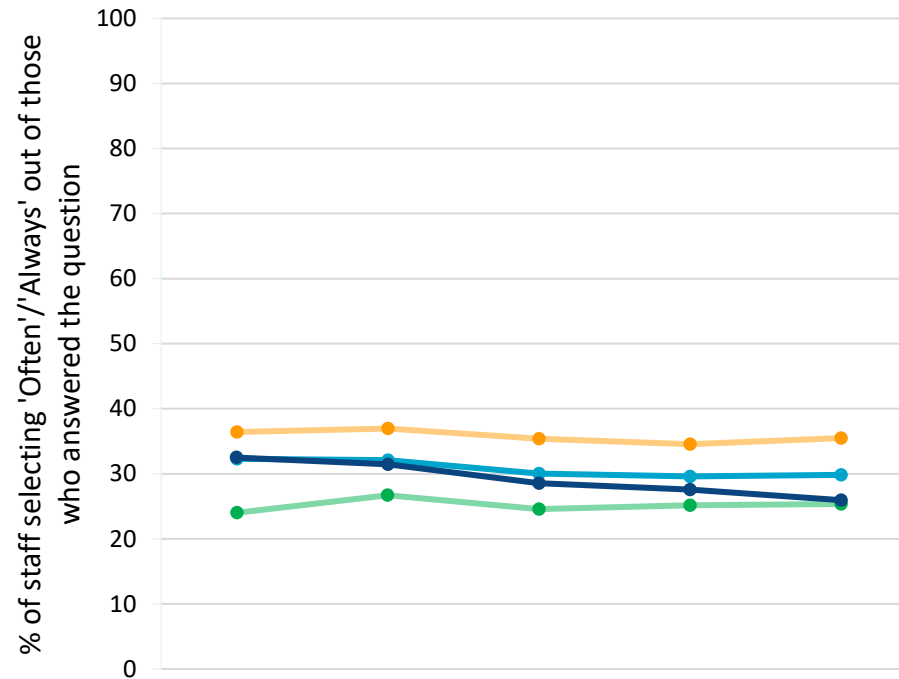
Q12f How often, if at all, do you feel that every working hour is tiring for you?



	2021	2022	2023	2024	2025
Your org	22.60%	18.66%	16.02%	15.36%	15.56%
Best result	14.23%	16.51%	15.35%	14.92%	15.41%
Average result	22.08%	22.17%	19.70%	19.78%	20.95%
Worst result	27.73%	28.96%	25.73%	27.72%	28.30%
Responses	1637	1905	2188	2436	3309



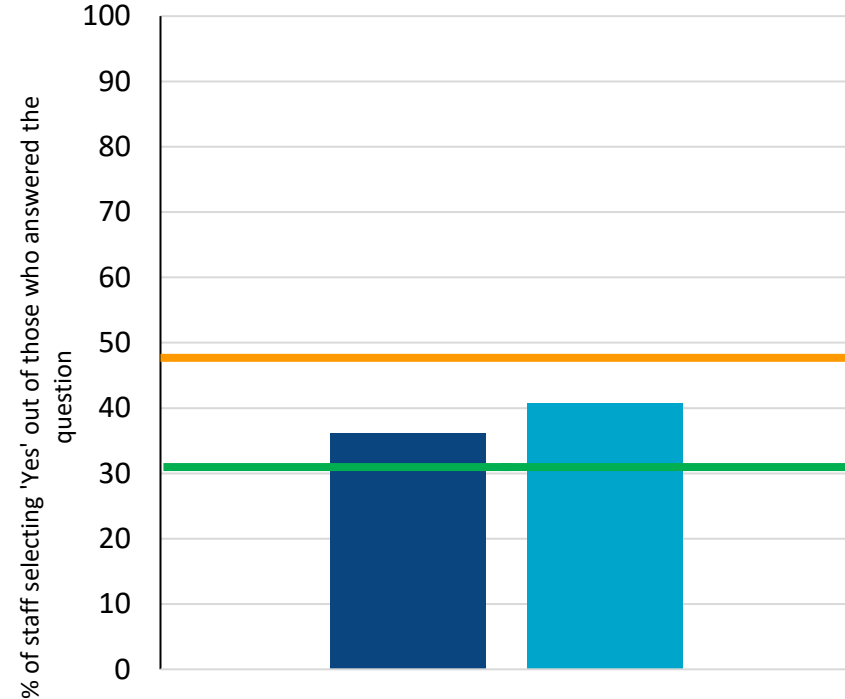
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
Your org	32.49%	31.47%	28.57%	27.56%	25.95%
Best result	24.01%	26.70%	24.58%	25.16%	25.35%
Average result	32.30%	32.10%	30.03%	29.60%	29.85%
Worst result	36.45%	36.95%	35.41%	34.55%	35.50%
Responses	1645	1913	2191	2449	3321

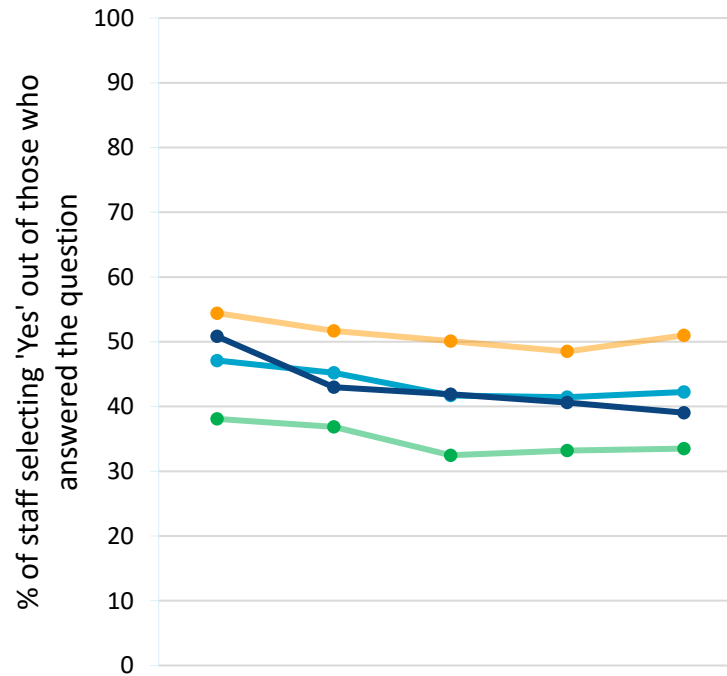


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



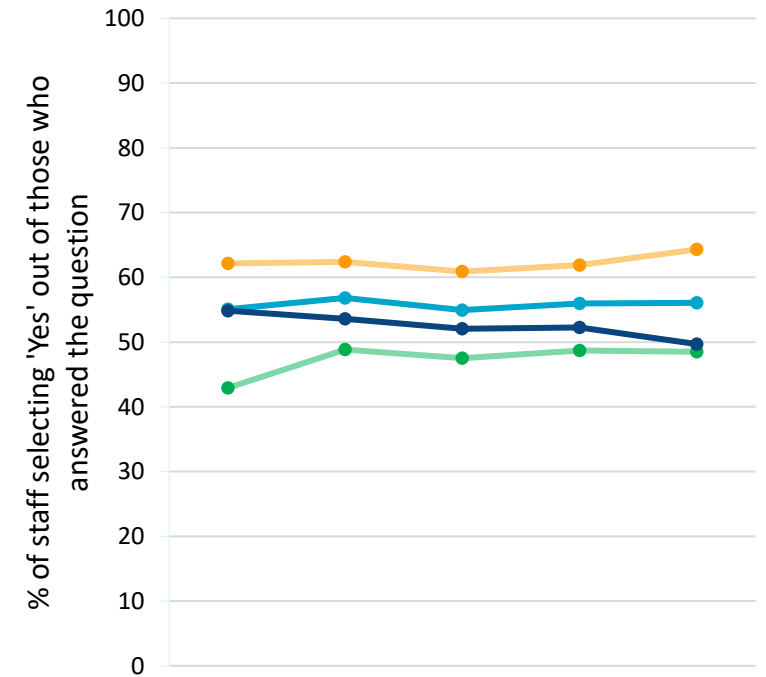
	2025
Your org	36.17%
Best result	30.97%
Average result	40.70%
Worst result	47.69%
Responses	3315

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



	2021	2022	2023	2024	2025
Your org	50.83%	42.99%	41.88%	40.61%	39.05%
Best result	38.09%	36.86%	32.48%	33.18%	33.51%
Average result	47.11%	45.20%	41.72%	41.44%	42.26%
Worst result	54.42%	51.68%	50.08%	48.50%	50.97%
Responses	1640	1903	2181	2450	3315

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

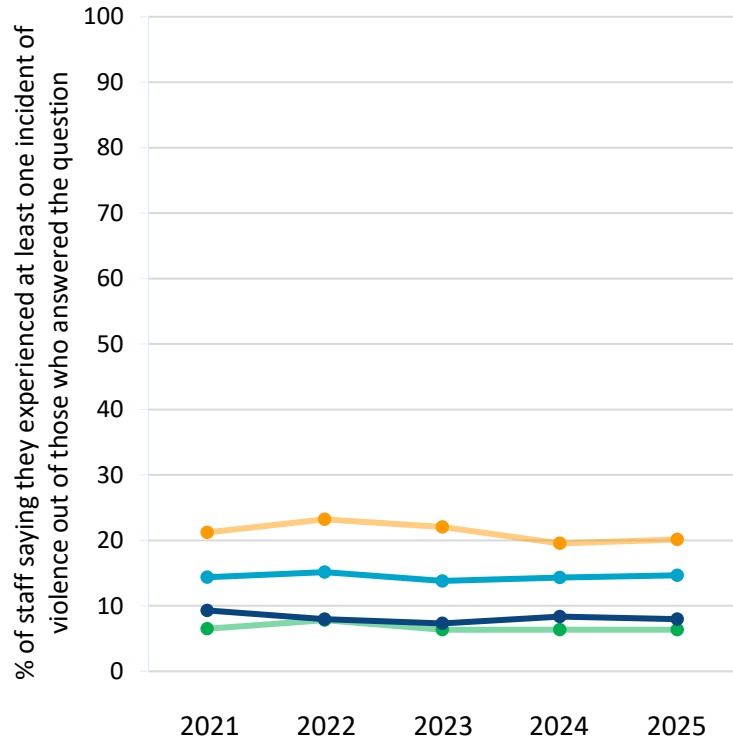


	2021	2022	2023	2024	2025
Your org	54.85%	53.61%	52.07%	52.28%	49.69%
Best result	42.92%	48.84%	47.51%	48.71%	48.53%
Average result	55.08%	56.82%	54.94%	55.96%	56.08%
Worst result	62.16%	62.39%	60.90%	61.90%	64.31%
Responses	1640	1906	2185	2446	3319

Note: Due to changes in the question wording in 2025, previous years' results for Q11b are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

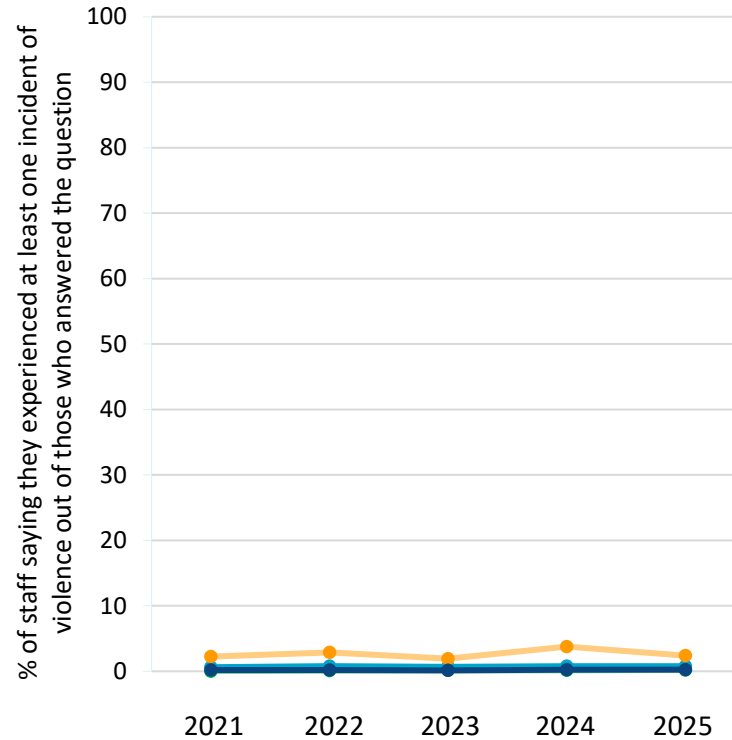


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



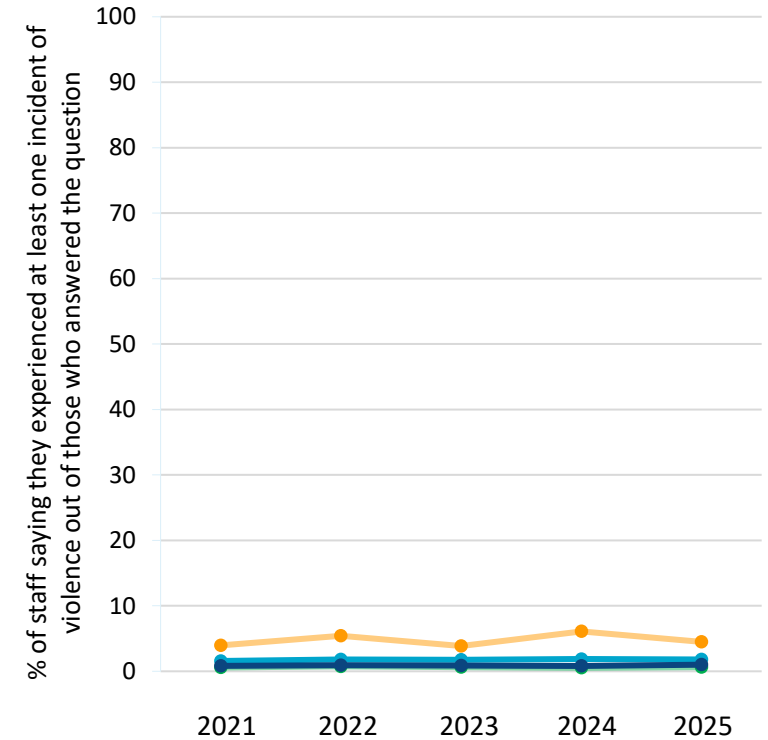
Responses	1644	1907	2187	2445	3323
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	1638	1905	2184	2437	3311
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

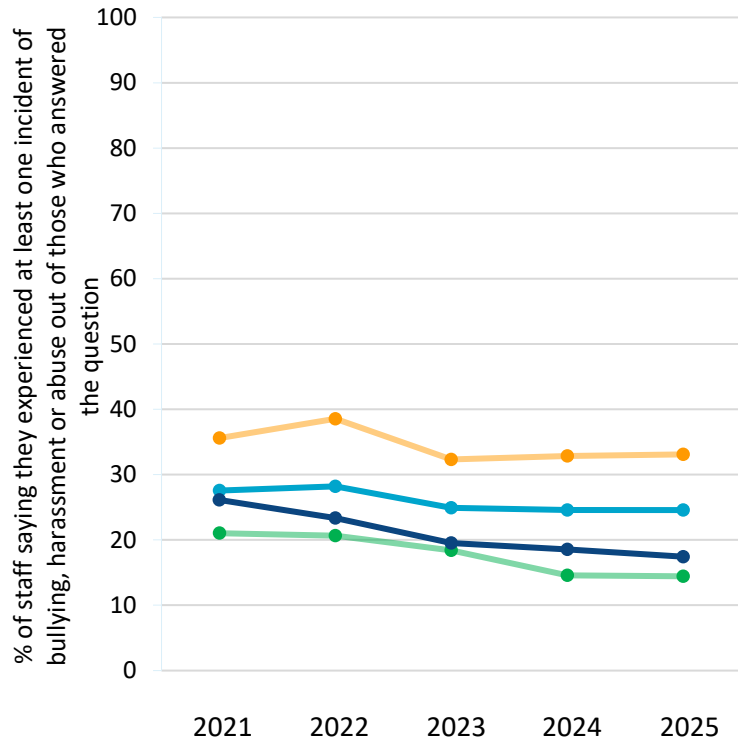


Responses	1622	1889	2170	2419	3298
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Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.

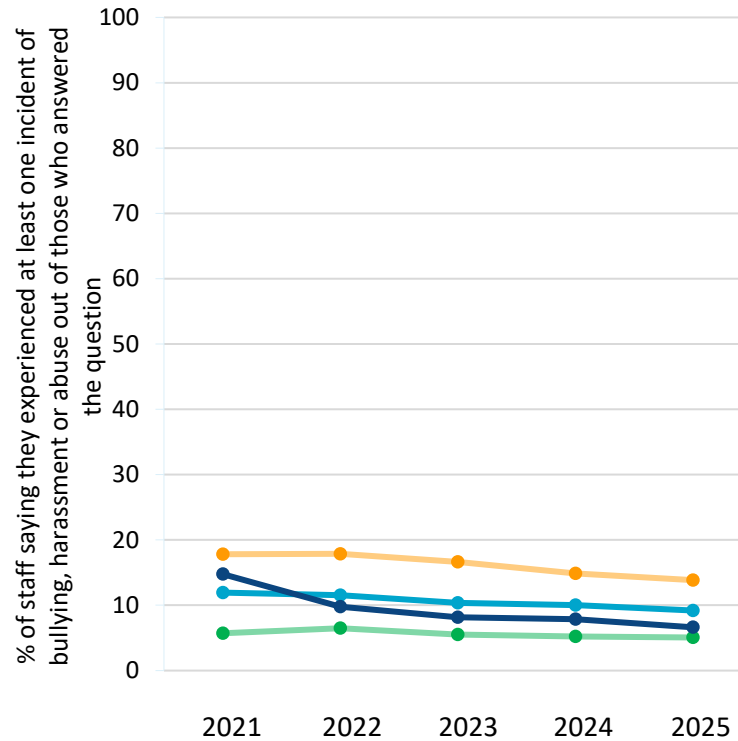


Q14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...? Patients / service users, their relatives or other members of the public.



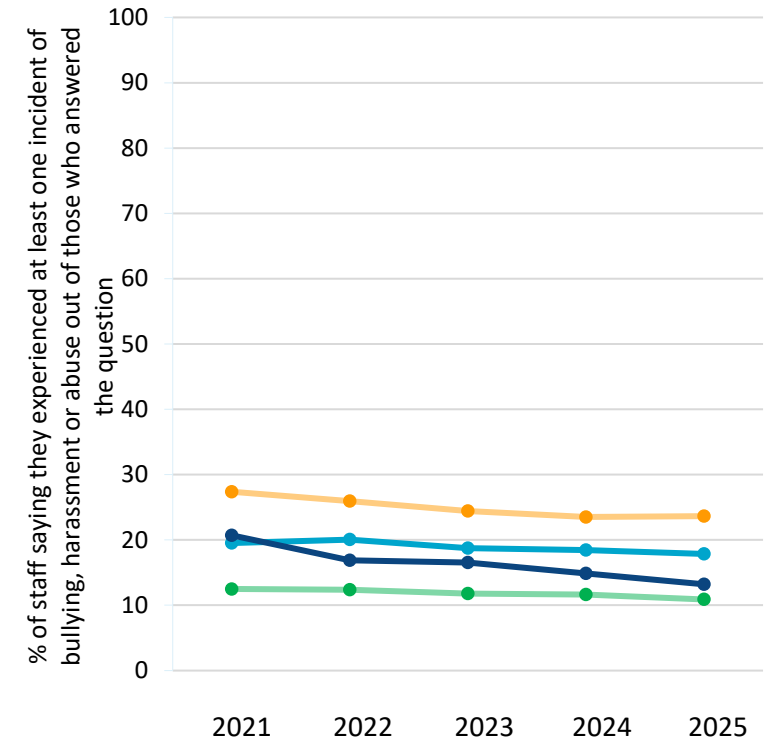
Your org	26.12%	23.37%	19.55%	18.54%	17.44%
Best result	21.03%	20.65%	18.41%	14.57%	14.44%
Average result	27.56%	28.20%	24.91%	24.59%	24.59%
Worst result	35.57%	38.56%	32.33%	32.84%	33.08%
Responses	1633	1898	2184	2447	3312

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



Your org	14.77%	9.79%	8.14%	7.87%	6.63%
Best result	5.72%	6.48%	5.50%	5.22%	5.07%
Average result	11.94%	11.52%	10.35%	10.00%	9.20%
Worst result	17.83%	17.88%	16.64%	14.86%	13.85%
Responses	1628	1898	2178	2444	3307

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

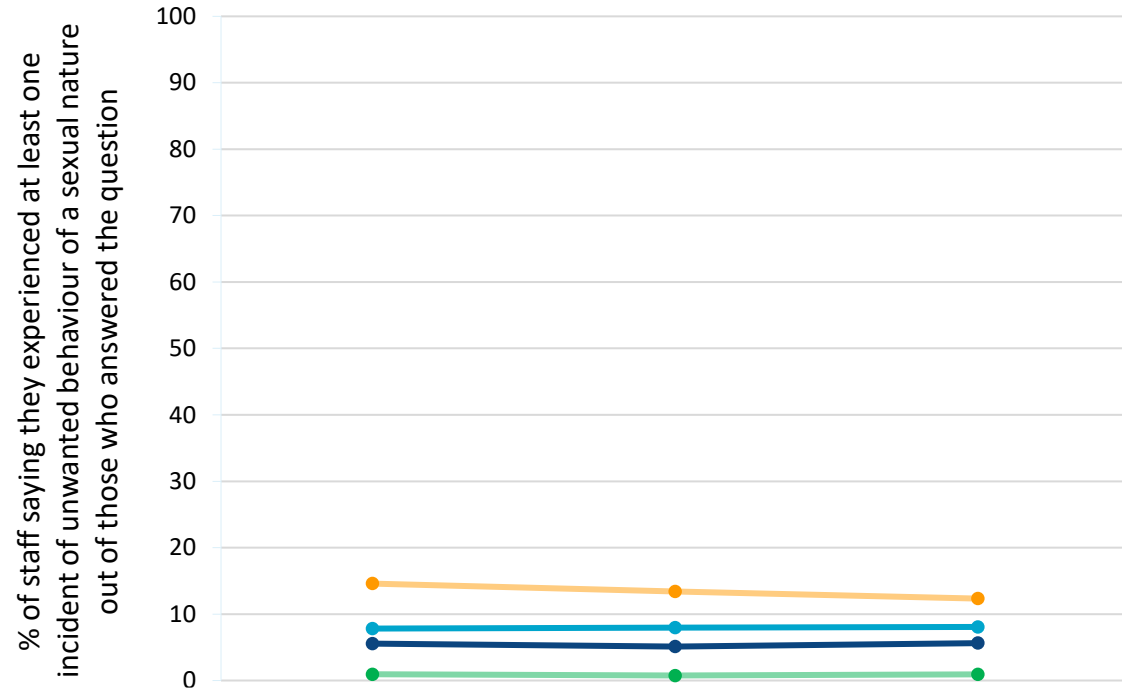


Your org	20.71%	16.90%	16.56%	14.86%	13.21%
Best result	12.50%	12.35%	11.78%	11.65%	10.89%
Average result	19.54%	20.05%	18.74%	18.47%	17.86%
Worst result	27.38%	25.97%	24.43%	23.52%	23.63%
Responses	1622	1887	2174	2442	3312

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



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

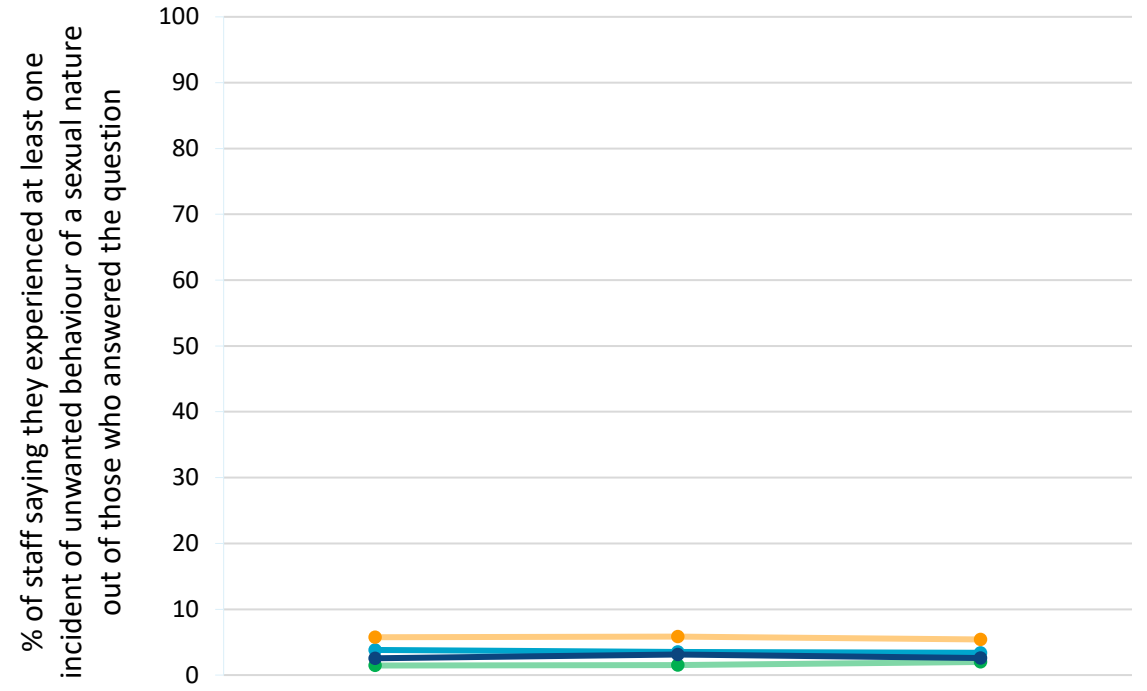


2023 2024 2025

Your org	5.55%	5.11%	5.62%
Best result	0.94%	0.76%	0.92%
Average result	7.82%	7.97%	8.07%
Worst result	14.59%	13.40%	12.33%

Responses 2185 2454 3322

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



2023 2024 2025

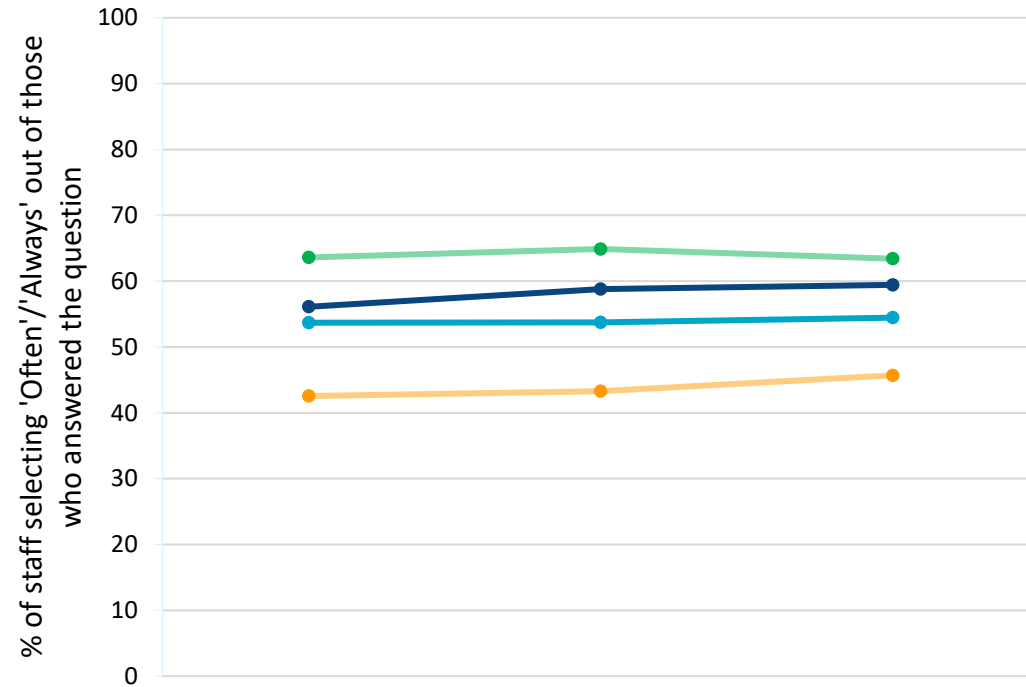
Your org	2.55%	3.12%	2.58%
Best result	1.45%	1.53%	1.99%
Average result	3.82%	3.53%	3.39%
Worst result	5.74%	5.85%	5.41%

Responses 2183 2448 3315

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



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



	2023	2024	2025
Your org	56.10%	58.78%	59.43%
Best result	63.60%	64.89%	63.41%
Average result	53.68%	53.75%	54.45%
Worst result	42.55%	43.27%	45.69%
Responses	2191	2450	3330

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

People Promise element – We are always learning



Questions included:

Development – Q24a, Q24b, Q24c, Q24d, Q24e

Appraisals – Q23a*, Q23b, Q23c, Q23d

Other questions** - Q24f

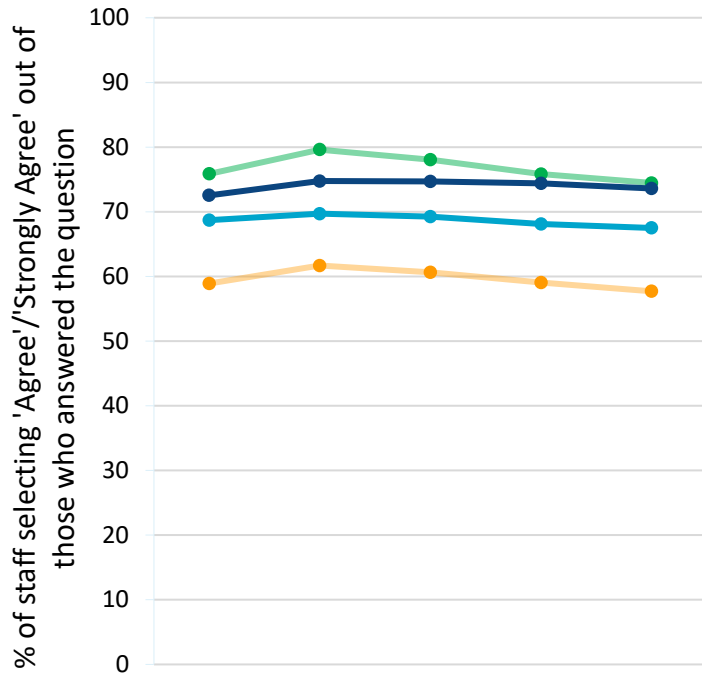
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

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

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

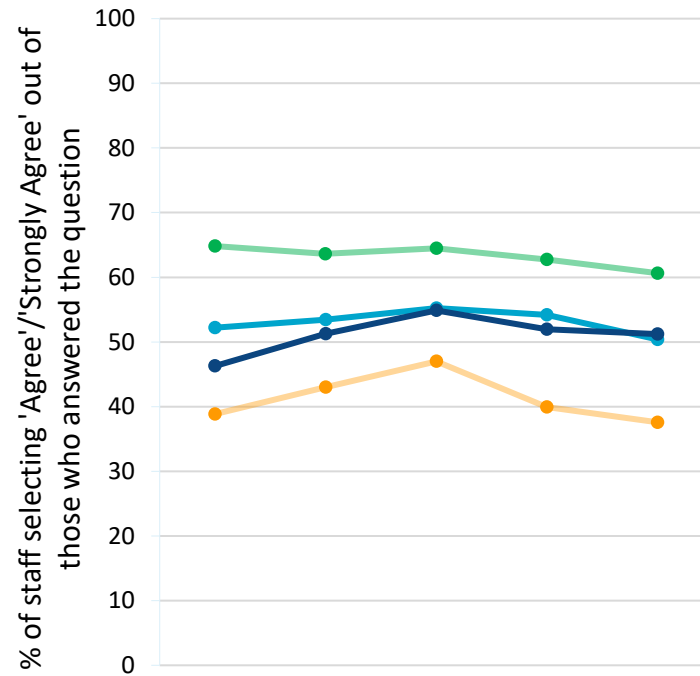


Q24a This organisation offers me challenging work.



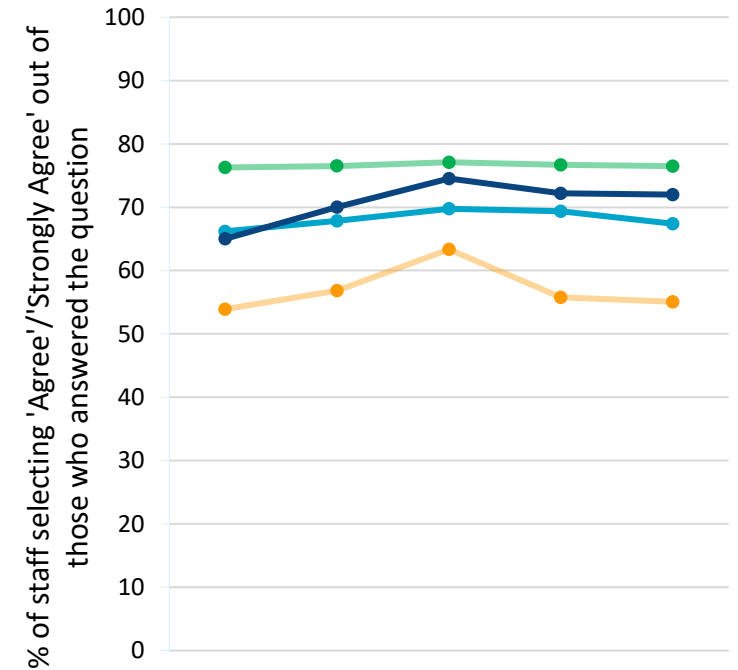
	2021	2022	2023	2024	2025
Your org	72.53%	74.75%	74.70%	74.40%	73.58%
Best result	75.85%	79.60%	78.03%	75.85%	74.46%
Average result	68.69%	69.71%	69.25%	68.11%	67.49%
Worst result	58.89%	61.69%	60.64%	59.07%	57.70%
Responses	1645	1904	2188	2449	3330

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



	2021	2022	2023	2024	2025
Your org	46.28%	51.25%	54.87%	51.96%	51.22%
Best result	64.83%	63.62%	64.46%	62.76%	60.64%
Average result	52.20%	53.45%	55.24%	54.21%	50.39%
Worst result	38.86%	43.01%	46.99%	39.92%	37.58%
Responses	1644	1907	2189	2451	3332

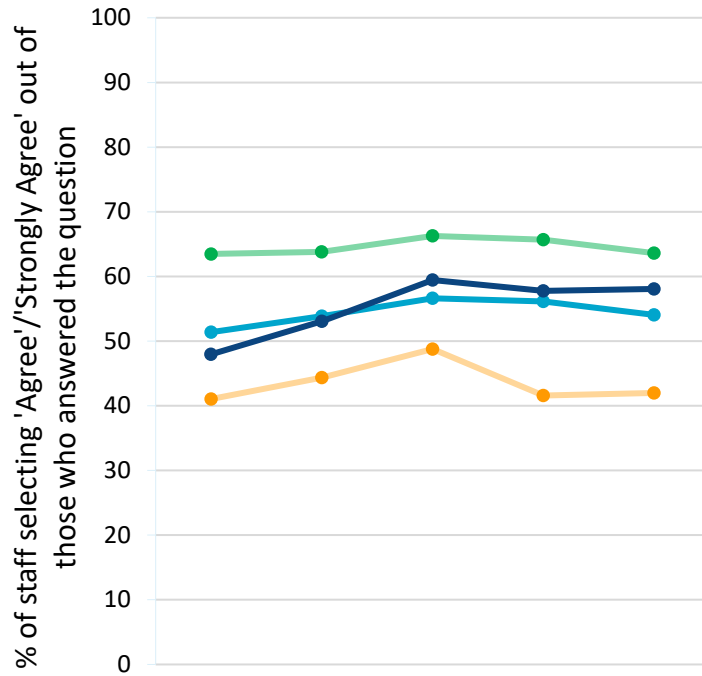
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024	2025
Your org	65.02%	70.04%	74.54%	72.20%	72.02%
Best result	76.28%	76.50%	77.10%	76.67%	76.47%
Average result	66.20%	67.85%	69.75%	69.36%	67.41%
Worst result	53.91%	56.82%	63.34%	55.77%	55.05%
Responses	1642	1907	2190	2447	3330

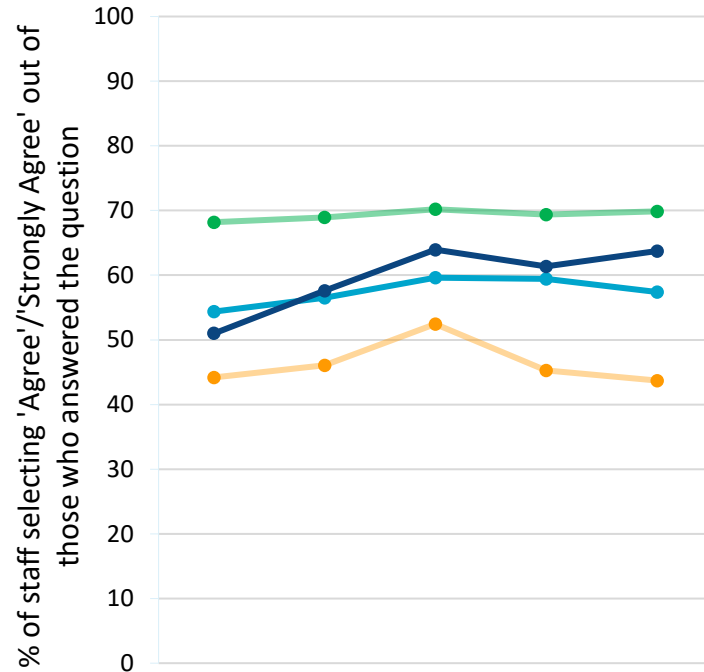


Q24d I feel supported to develop my potential.



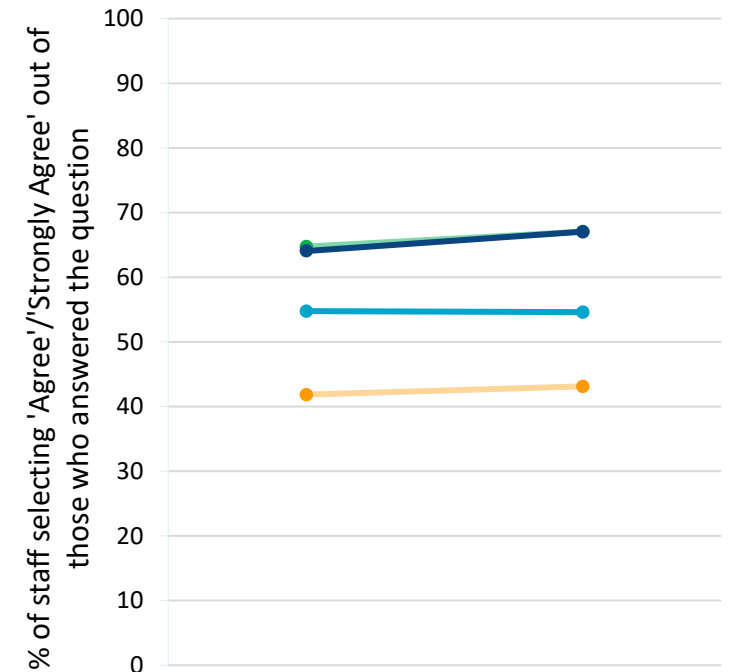
	2021	2022	2023	2024	2025
Your org	47.95%	53.09%	59.44%	57.76%	58.05%
Best result	63.48%	63.80%	66.26%	65.67%	63.62%
Average result	51.38%	53.86%	56.62%	56.16%	54.06%
Worst result	41.05%	44.35%	48.78%	41.57%	41.97%
Responses	1640	1902	2184	2441	3324

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



	2021	2022	2023	2024	2025
Your org	50.98%	57.60%	63.95%	61.35%	63.72%
Best result	68.20%	68.93%	70.19%	69.39%	69.85%
Average result	54.36%	56.52%	59.61%	59.41%	57.42%
Worst result	44.17%	46.07%	52.44%	45.25%	43.71%
Responses	1643	1906	2191	2419	3303

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

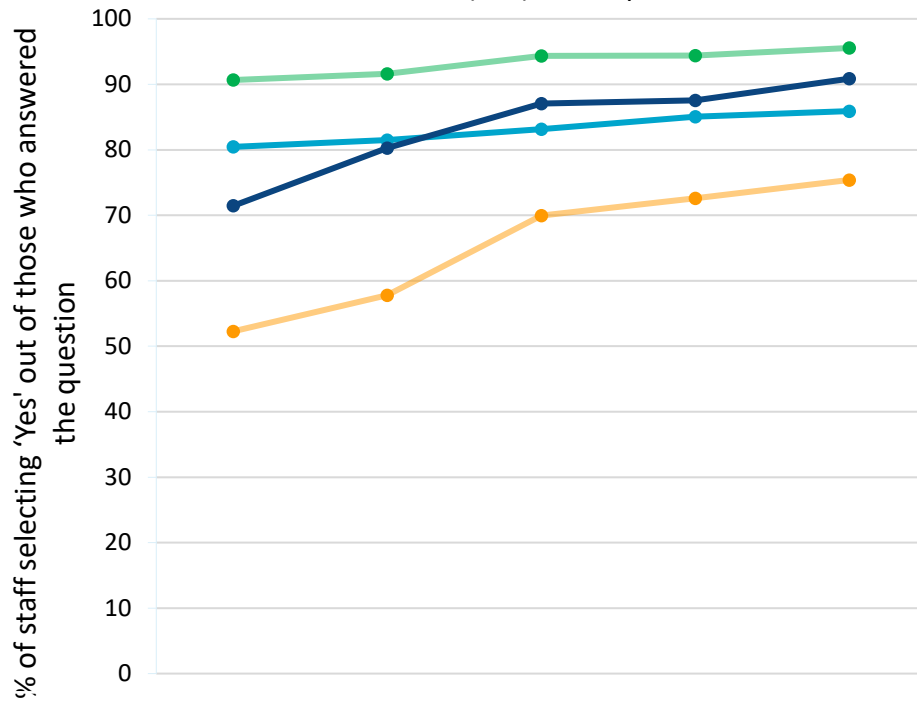


	2024	2025
Your org	64.05%	67.04%
Best result	64.74%	67.04%
Average result	54.76%	54.60%
Worst result	41.85%	43.13%
Responses	1946	2651

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

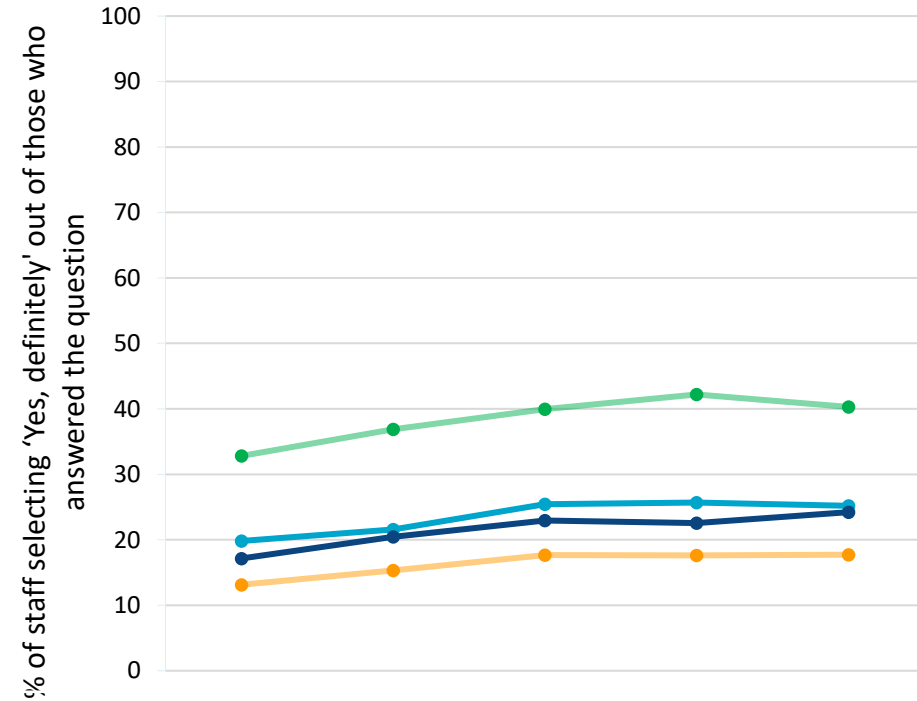


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	71.45%	80.25%	87.08%	87.54%	90.86%
Best result	90.66%	91.61%	94.34%	94.40%	95.55%
Average result	80.45%	81.49%	83.18%	85.05%	85.91%
Worst result	52.28%	57.78%	69.95%	72.59%	75.40%
Responses	1635	1896	2177	2441	3312

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

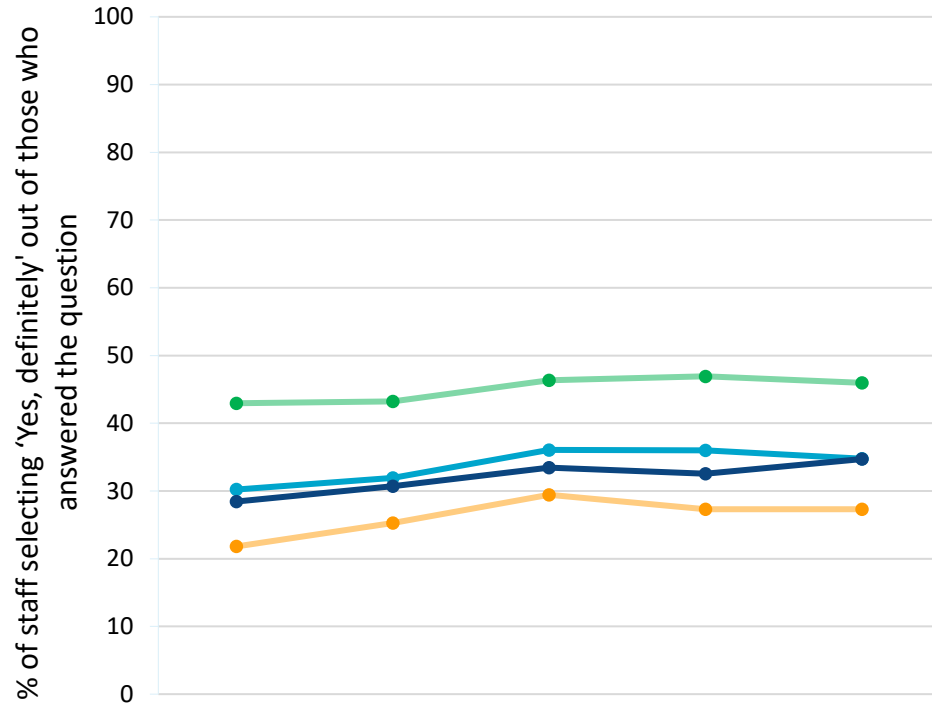


	2021	2022	2023	2024	2025
Your org	17.15%	20.47%	22.94%	22.56%	24.22%
Best result	32.81%	36.90%	39.96%	42.20%	40.32%
Average result	19.82%	21.57%	25.45%	25.69%	25.20%
Worst result	13.14%	15.33%	17.68%	17.62%	17.73%
Responses	1162	1526	1900	2135	3012

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

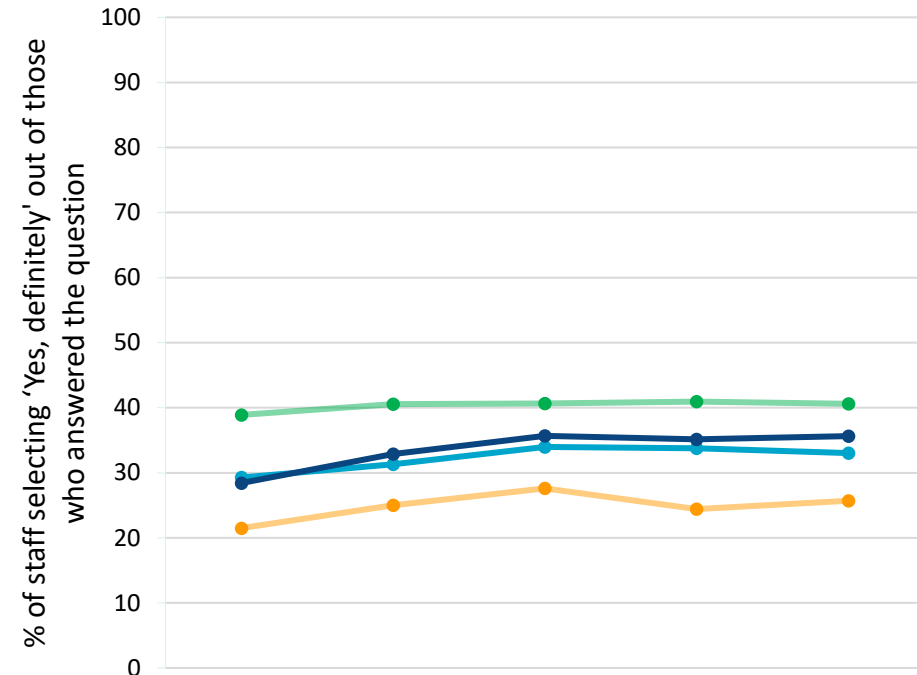


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
Your org	28.44%	30.72%	33.44%	32.54%	34.71%
Best result	42.95%	43.23%	46.32%	46.93%	45.99%
Average result	30.21%	31.94%	36.06%	36.01%	34.79%
Worst result	21.81%	25.28%	29.43%	27.29%	27.28%
Responses	1159	1527	1901	2136	3006

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



	2021	2022	2023	2024	2025
Your org	28.42%	32.87%	35.67%	35.15%	35.62%
Best result	38.89%	40.56%	40.66%	40.93%	40.58%
Average result	29.26%	31.28%	33.97%	33.76%	33.02%
Worst result	21.49%	24.98%	27.60%	24.42%	25.69%
Responses	1159	1522	1903	2131	3005

People Promise element – We work flexibly



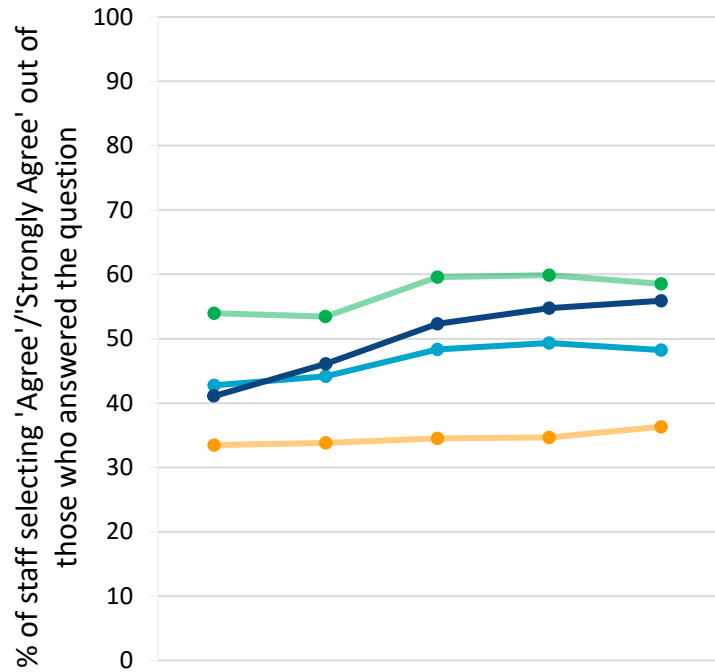
Questions included:

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

Flexible working – Q4d



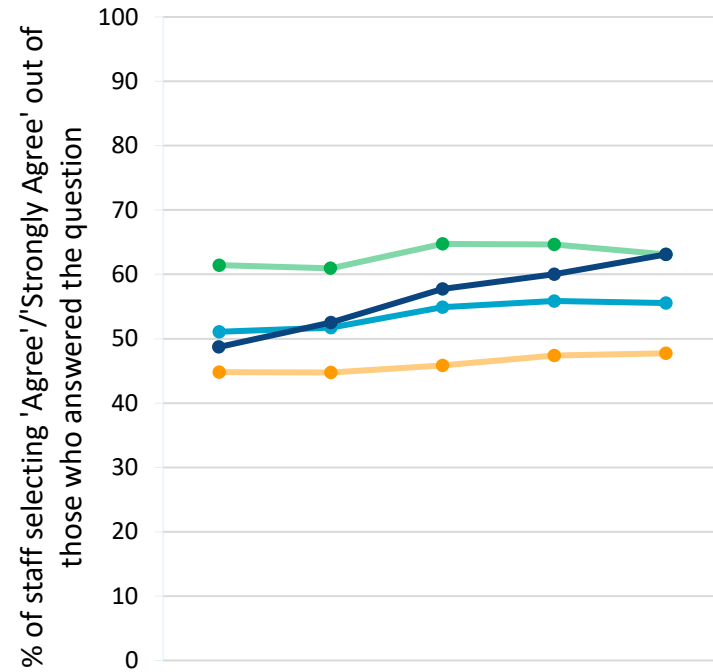
Q6b My organisation is committed to helping me balance my work and home life.



2021 2022 2023 2024 2025

Your org	41.08%	46.07%	52.29%	54.75%	55.90%
Best result	53.96%	53.44%	59.57%	59.88%	58.52%
Average result	42.75%	44.15%	48.33%	49.34%	48.24%
Worst result	33.47%	33.80%	34.49%	34.65%	36.31%
Responses	1648	1911	2189	2455	3326

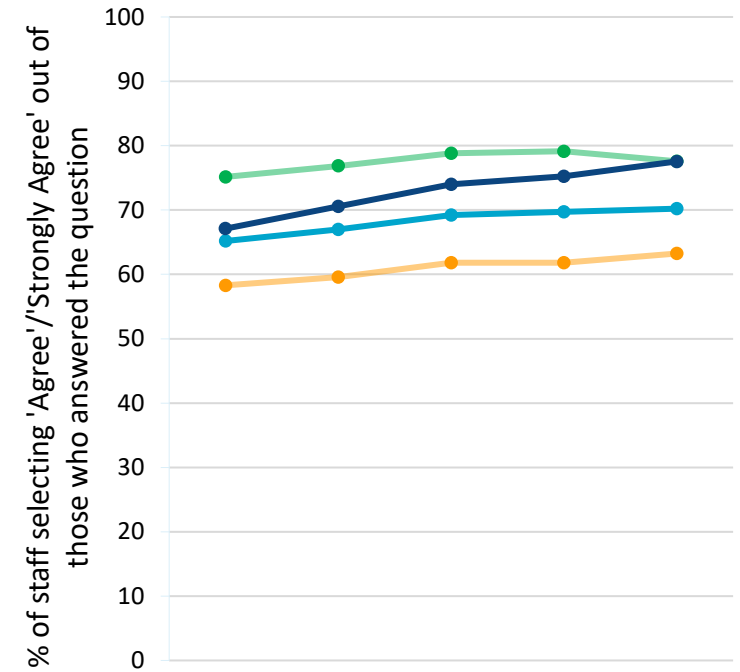
Q6c I achieve a good balance between my work life and my home life.



2021 2022 2023 2024 2025

Your org	48.71%	52.52%	57.74%	60.02%	63.10%
Best result	61.44%	60.94%	64.73%	64.67%	63.10%
Average result	51.08%	51.70%	54.92%	55.86%	55.53%
Worst result	44.80%	44.75%	45.84%	47.38%	47.73%
Responses	1643	1909	2193	2448	3317

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

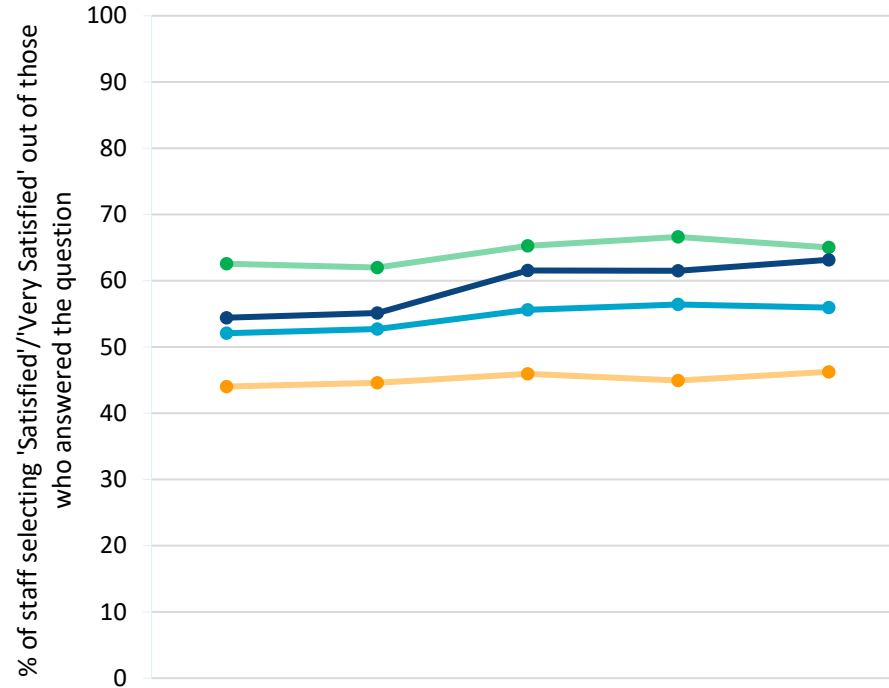


2021 2022 2023 2024 2025

Your org	67.11%	70.57%	74.01%	75.26%	77.55%
Best result	75.15%	76.83%	78.81%	79.14%	77.58%
Average result	65.19%	66.98%	69.20%	69.72%	70.21%
Worst result	58.30%	59.56%	61.83%	61.82%	63.24%
Responses	1647	1914	2192	2451	3328

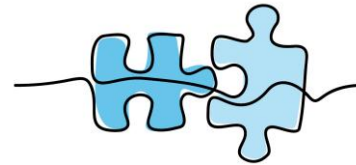


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2021	2022	2023	2024	2025
Your org	54.42%	55.10%	61.54%	61.48%	63.16%
Best result	62.56%	62.00%	65.26%	66.61%	65.03%
Average result	52.07%	52.73%	55.60%	56.41%	55.94%
Worst result	44.02%	44.60%	45.93%	44.94%	46.25%
Responses	1639	1906	2186	2451	3319

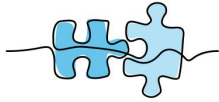
People Promise element – We are a team



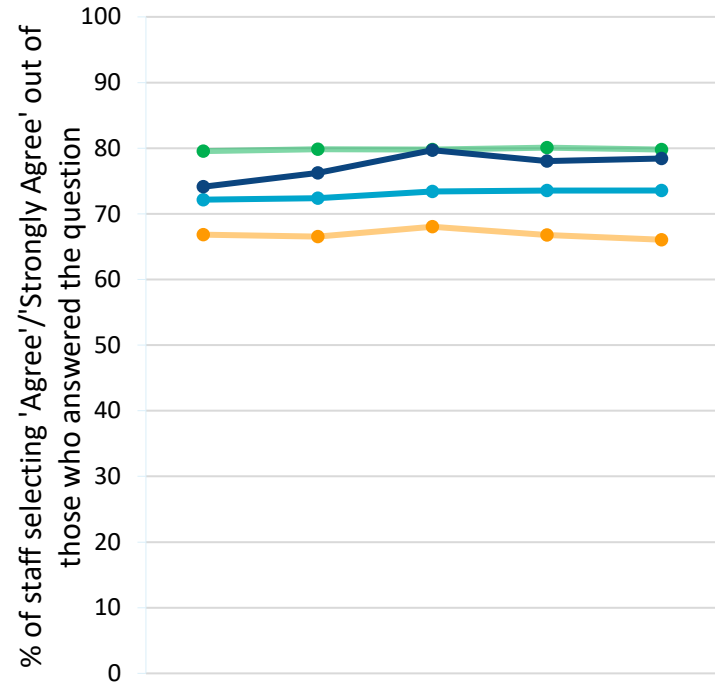
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d



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

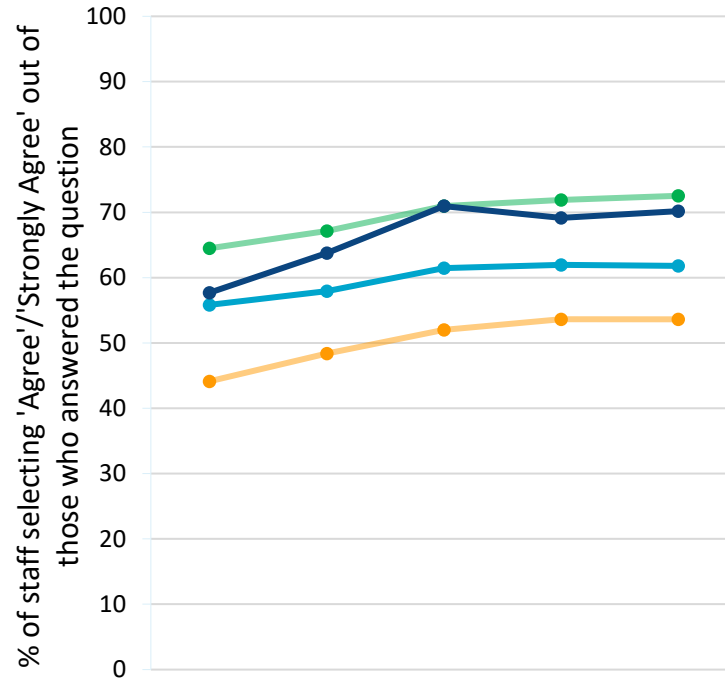


2021 2022 2023 2024 2025

Your org	74.13%	76.23%	79.69%	78.04%	78.42%
Best result	79.56%	79.85%	79.81%	80.08%	79.77%
Average result	72.16%	72.38%	73.39%	73.54%	73.53%
Worst result	66.82%	66.53%	68.03%	66.79%	66.06%

Responses 1646 1910 2187 2451 3332

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

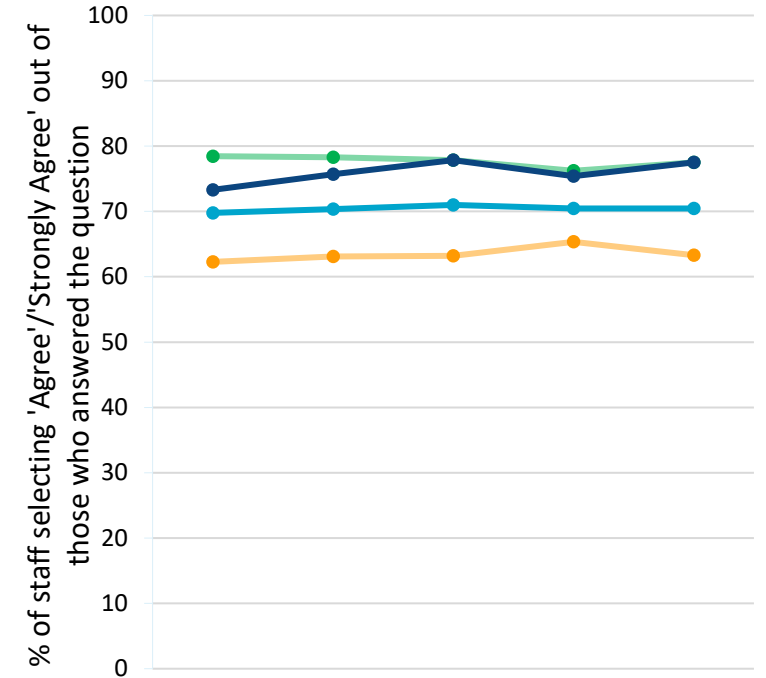


2021 2022 2023 2024 2025

Your org	57.69%	63.76%	70.95%	69.14%	70.17%
Best result	64.49%	67.15%	70.95%	71.90%	72.53%
Average result	55.83%	57.91%	61.47%	61.95%	61.78%
Worst result	44.13%	48.38%	52.03%	53.63%	53.60%

Responses 1644 1907 2186 2449 3331

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



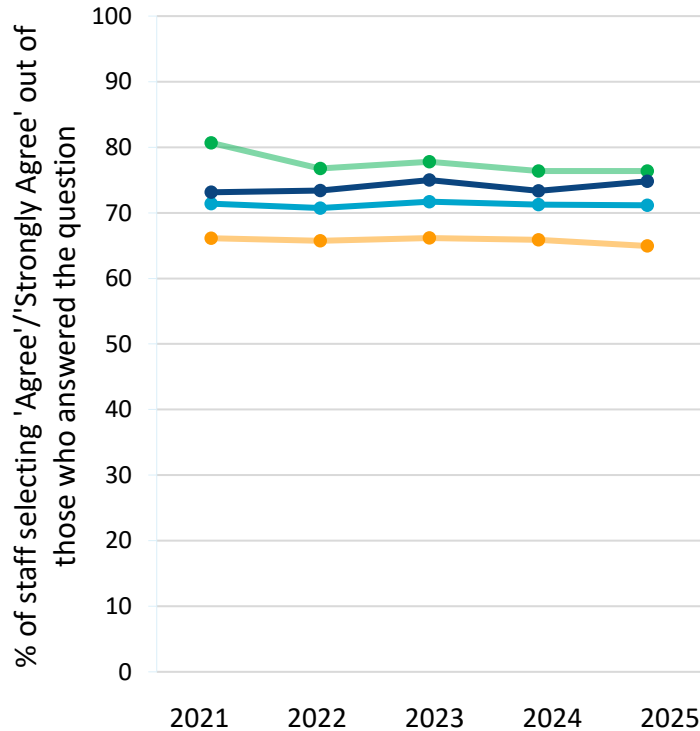
2021 2022 2023 2024 2025

Your org	73.30%	75.69%	77.85%	75.38%	77.49%
Best result	78.46%	78.30%	77.85%	76.23%	77.49%
Average result	69.78%	70.35%	71.00%	70.47%	70.43%
Worst result	62.28%	63.13%	63.18%	65.35%	63.28%

Responses 1645 1907 2189 2452 3331

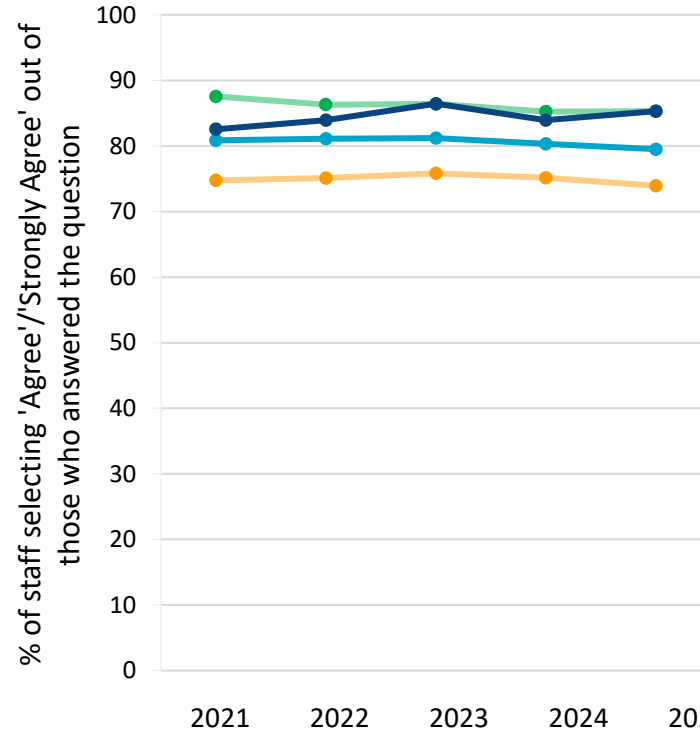


Q7d Team members understand each other's roles.



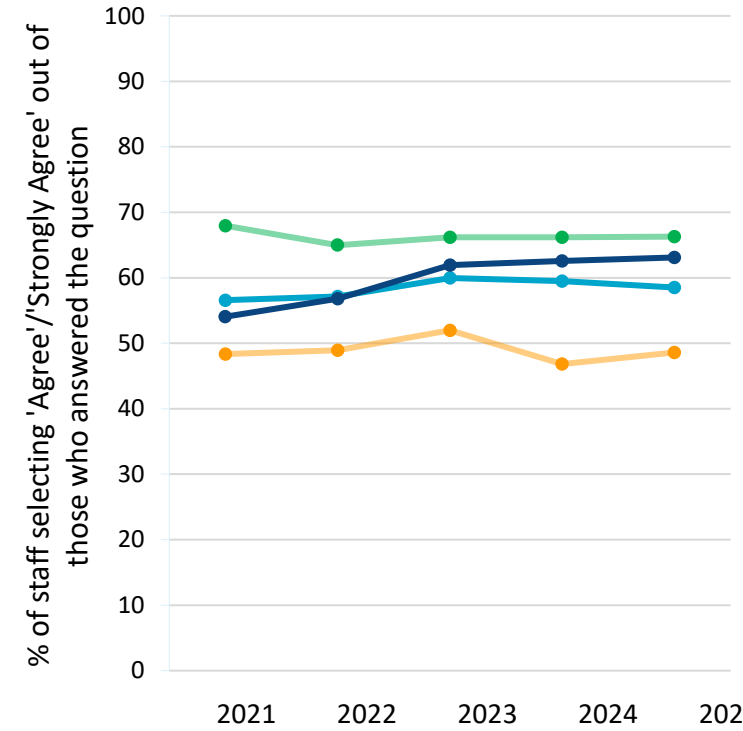
	2021	2022	2023	2024	2025
Your org	73.13%	73.38%	74.99%	73.37%	74.81%
Best result	80.67%	76.74%	77.77%	76.37%	76.38%
Average result	71.40%	70.73%	71.70%	71.27%	71.18%
Worst result	66.12%	65.71%	66.15%	65.90%	64.94%
Responses	1643	1907	2189	2448	3332

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
Your org	82.55%	83.94%	86.45%	83.93%	85.30%
Best result	87.56%	86.31%	86.45%	85.24%	85.30%
Average result	80.87%	81.11%	81.20%	80.33%	79.52%
Worst result	74.78%	75.10%	75.82%	75.15%	73.93%
Responses	1645	1906	2186	2446	3322

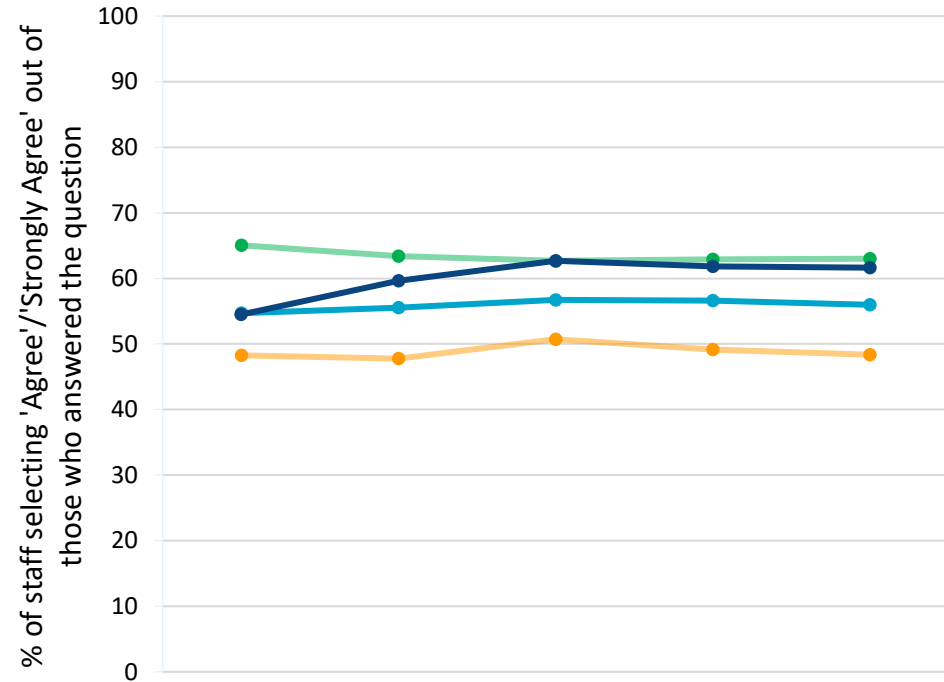
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
Your org	54.06%	56.80%	61.92%	62.55%	63.11%
Best result	67.96%	64.97%	66.19%	66.17%	66.26%
Average result	56.58%	57.13%	59.97%	59.48%	58.51%
Worst result	48.34%	48.92%	51.98%	46.82%	48.57%
Responses	1636	1907	2184	2449	3328

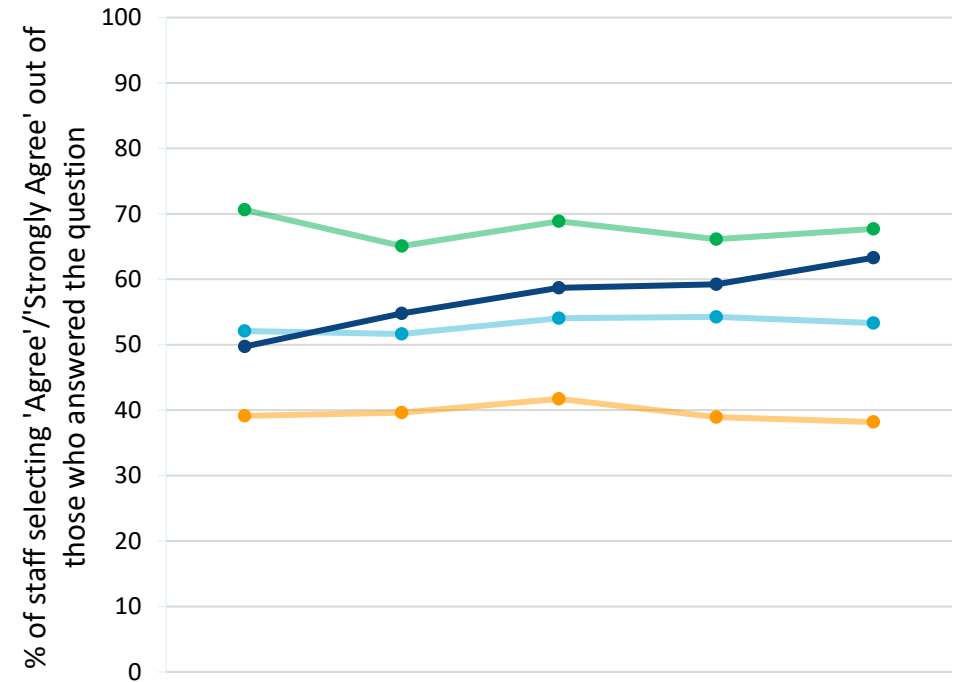


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
Your org	54.50%	59.62%	62.68%	61.84%	61.66%
Best result	65.05%	63.39%	62.68%	62.92%	63.01%
Average result	54.69%	55.52%	56.73%	56.61%	55.99%
Worst result	48.27%	47.76%	50.72%	49.15%	48.38%
Responses	1637	1905	2185	2442	3323

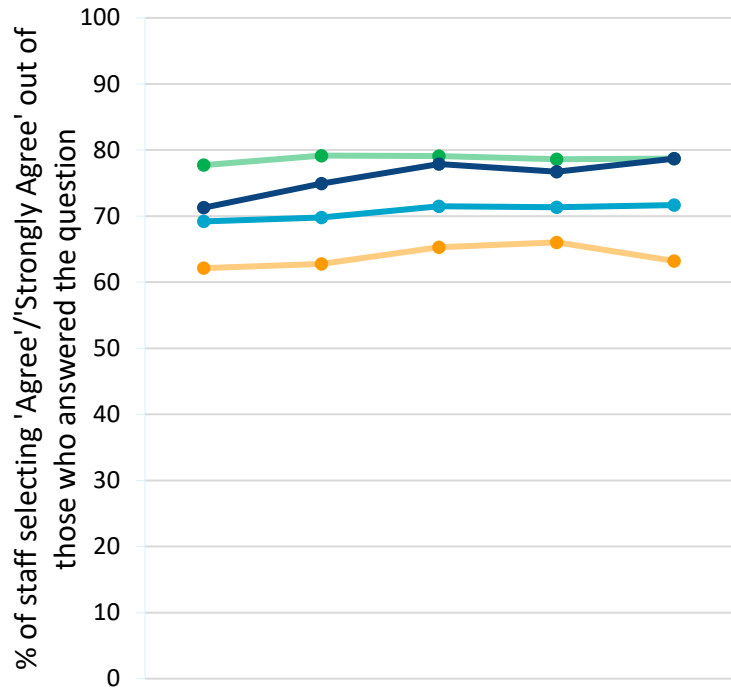
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
Your org	49.73%	54.79%	58.67%	59.22%	63.29%
Best result	70.61%	65.08%	68.87%	66.14%	67.71%
Average result	52.10%	51.64%	54.07%	54.26%	53.30%
Worst result	39.15%	39.64%	41.73%	38.96%	38.19%
Responses	1634	1907	2185	2450	3325

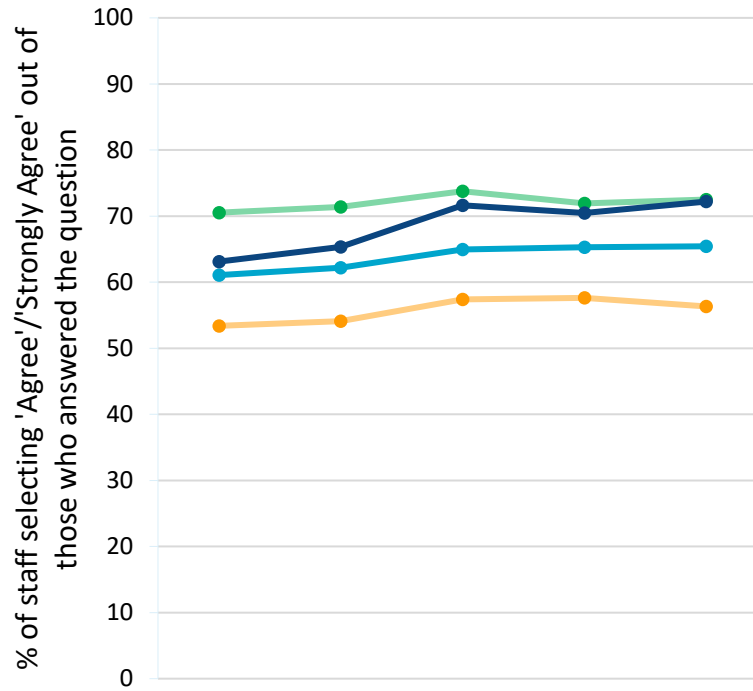


Q9a My immediate manager encourages me at work.



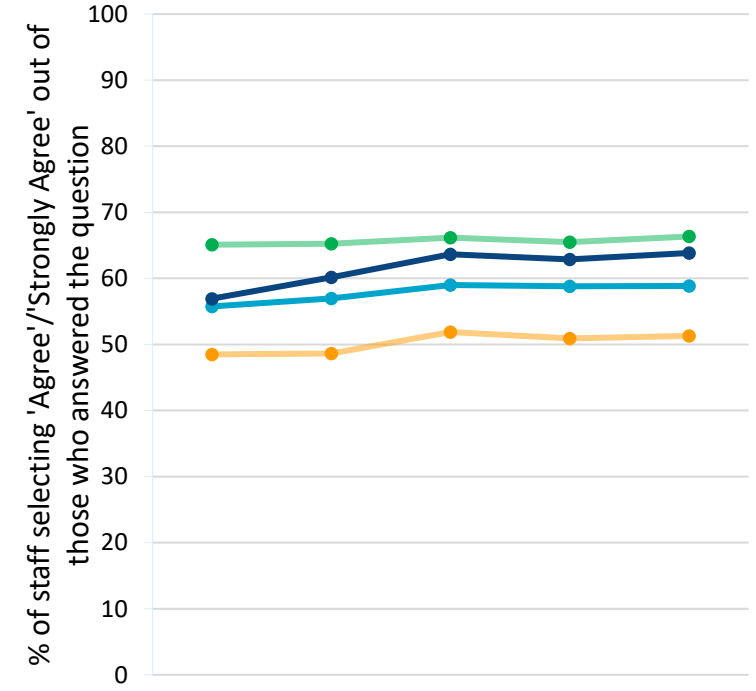
	2021	2022	2023	2024	2025
Your org	71.27%	74.92%	77.88%	76.71%	78.70%
Best result	77.71%	79.16%	79.07%	78.62%	78.70%
Average result	69.20%	69.81%	71.47%	71.36%	71.67%
Worst result	62.12%	62.77%	65.31%	66.03%	63.21%
Responses	1649	1910	2190	2448	3332

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



	2021	2022	2023	2024	2025
Your org	63.12%	65.36%	71.62%	70.45%	72.20%
Best result	70.52%	71.41%	73.77%	71.91%	72.48%
Average result	61.07%	62.18%	64.95%	65.31%	65.43%
Worst result	53.39%	54.10%	57.39%	57.63%	56.34%
Responses	1646	1910	2184	2444	3330

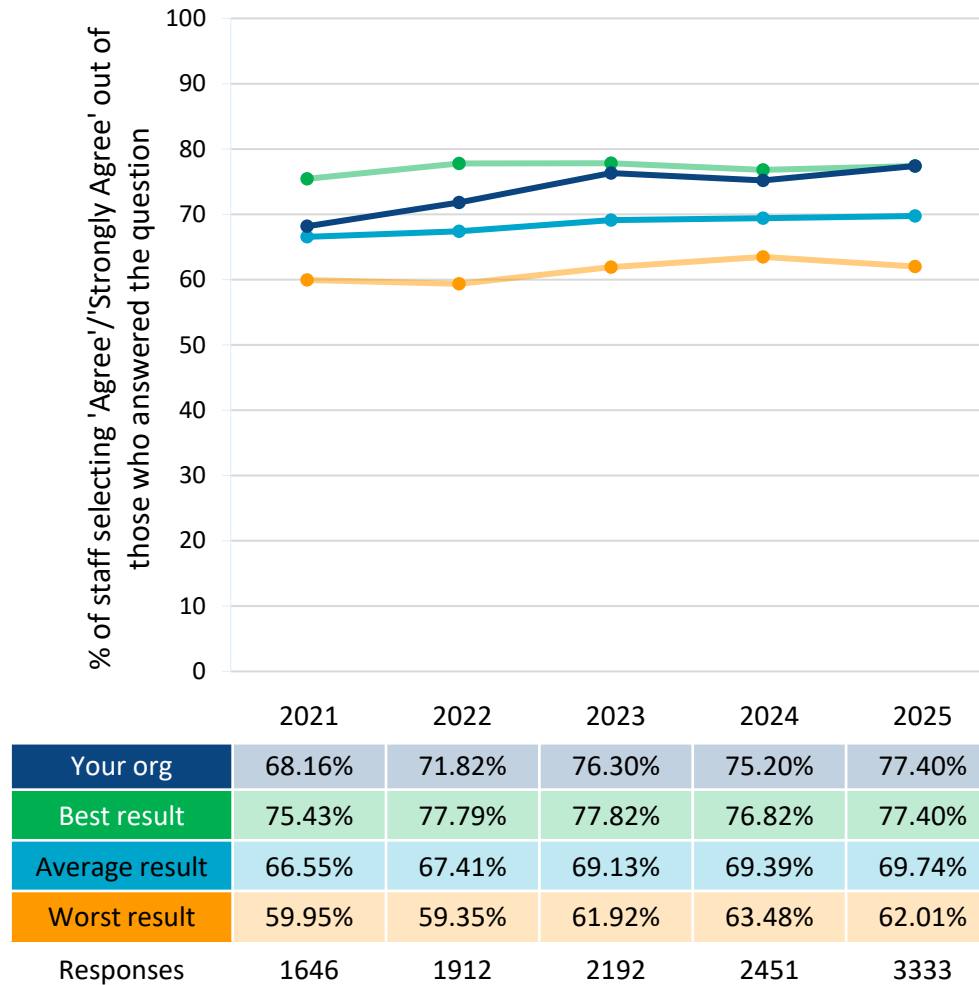
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
Your org	56.94%	60.14%	63.64%	62.88%	63.85%
Best result	65.10%	65.24%	66.18%	65.48%	66.34%
Average result	55.76%	56.95%	59.00%	58.82%	58.84%
Worst result	48.50%	48.63%	51.89%	50.94%	51.30%
Responses	1647	1909	2192	2444	3328



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



Theme – Staff engagement



Questions included:

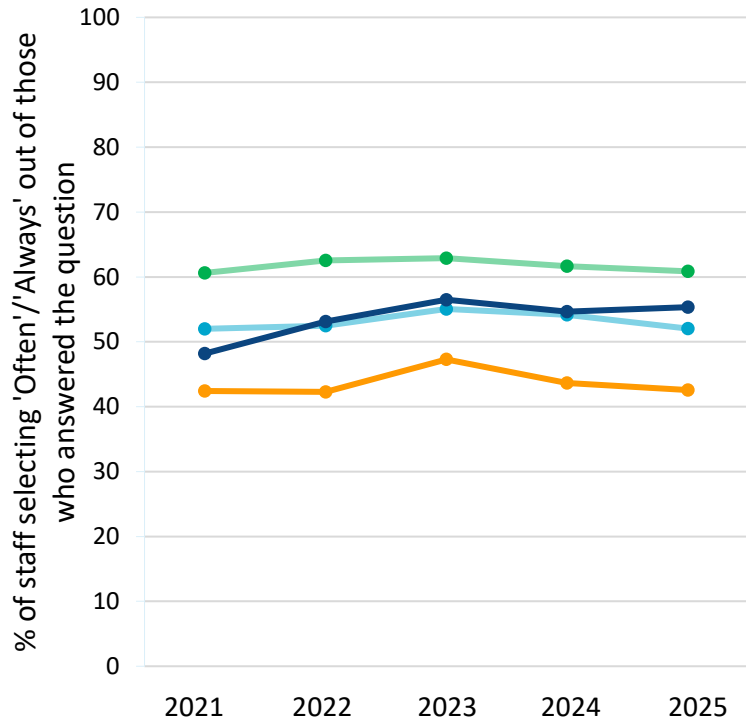
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

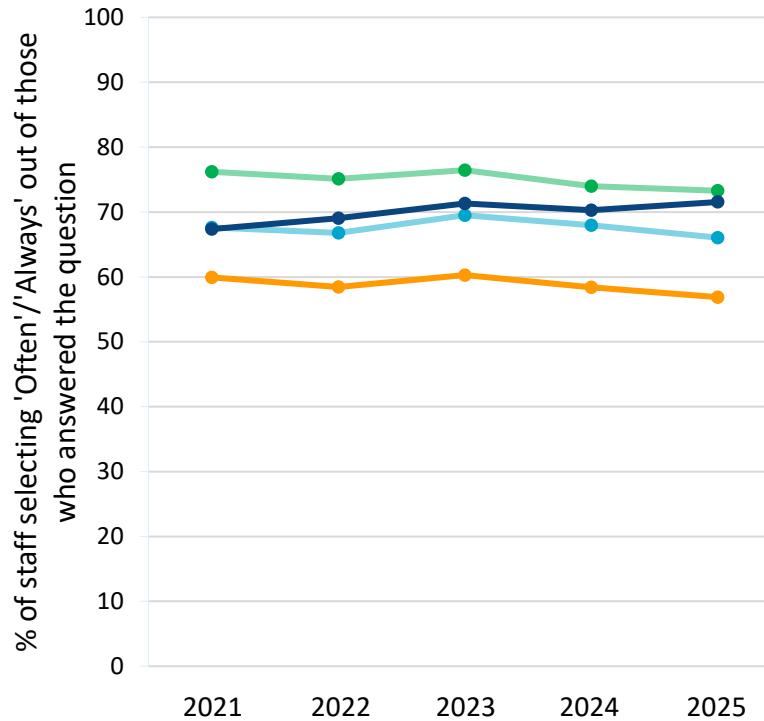
Advocacy – Q25a, Q25c, Q25d



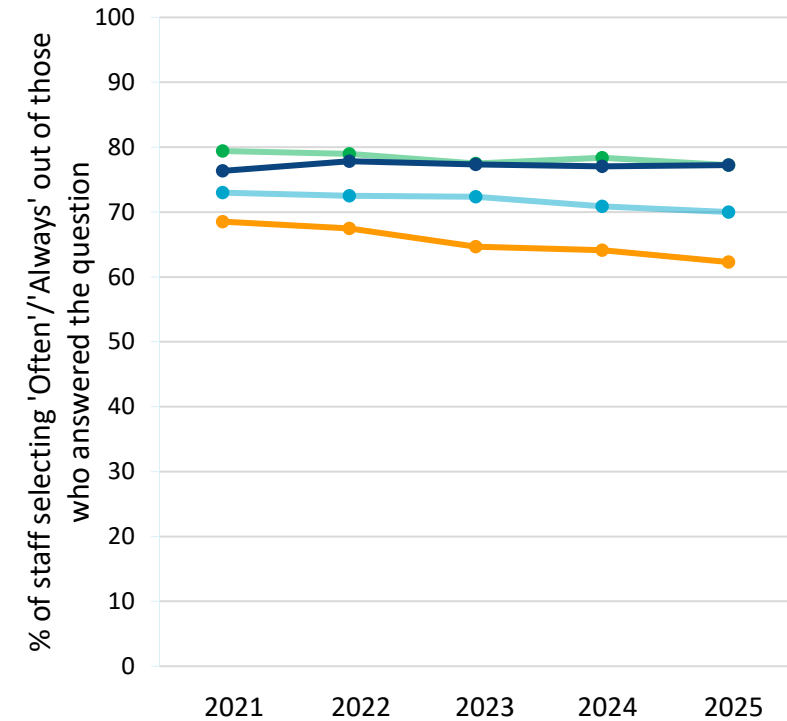
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



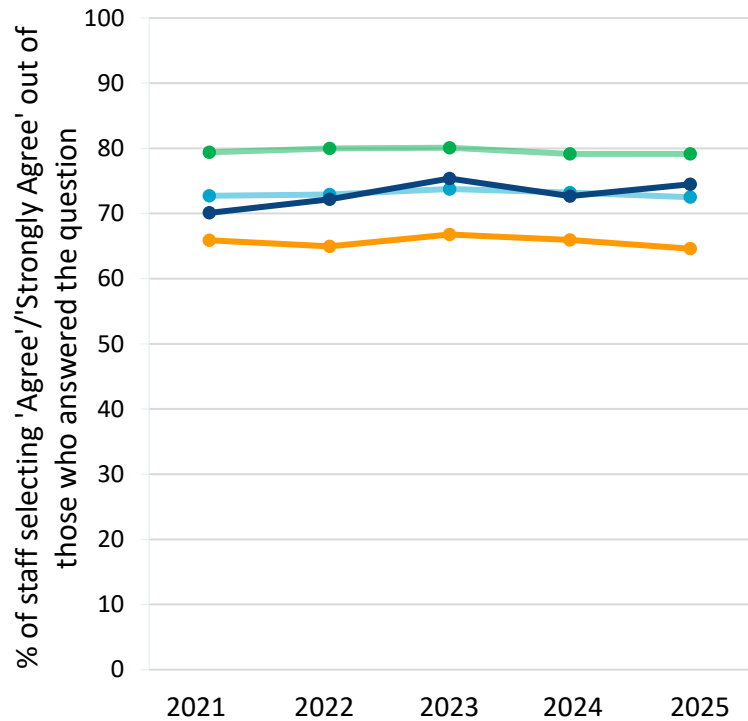
Year	2021	2022	2023	2024	2025
Your org	48.19%	53.12%	56.49%	54.64%	55.36%
Best result	60.62%	62.54%	62.89%	61.67%	60.88%
Average result	52.00%	52.48%	55.06%	54.17%	52.04%
Worst result	42.40%	42.29%	47.28%	43.67%	42.57%
Responses	1646	1911	2184	2444	3308

Year	2021	2022	2023	2024	2025
Your org	67.37%	69.03%	71.32%	70.29%	71.54%
Best result	76.21%	75.11%	76.45%	73.98%	73.28%
Average result	67.62%	66.77%	69.51%	67.95%	66.05%
Worst result	59.95%	58.47%	60.29%	58.42%	56.88%
Responses	1642	1906	2182	2433	3302

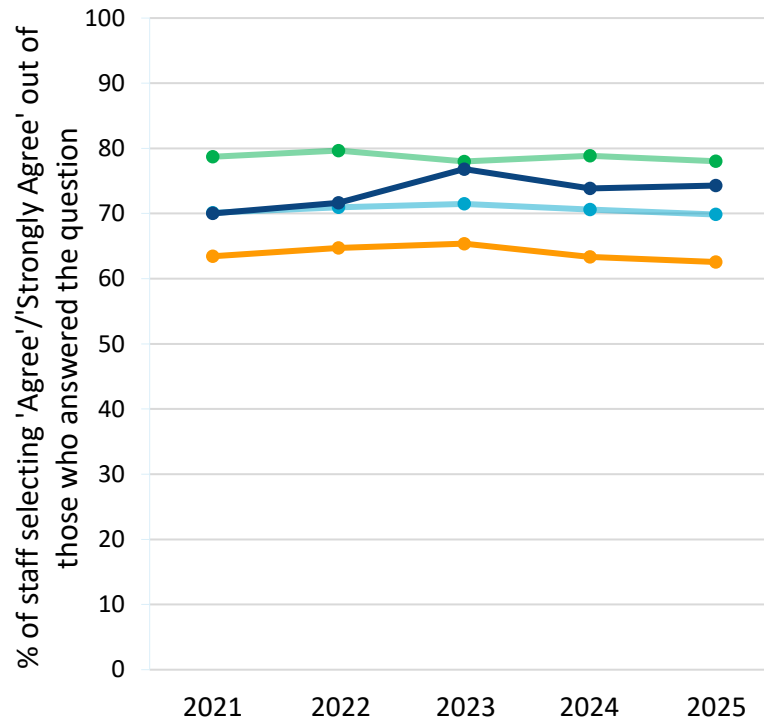
Year	2021	2022	2023	2024	2025
Your org	76.34%	77.83%	77.31%	77.06%	77.22%
Best result	79.40%	78.98%	77.46%	78.39%	77.22%
Average result	72.98%	72.52%	72.34%	70.90%	70.00%
Worst result	68.52%	67.46%	64.64%	64.12%	62.29%
Responses	1636	1905	2184	2437	3290



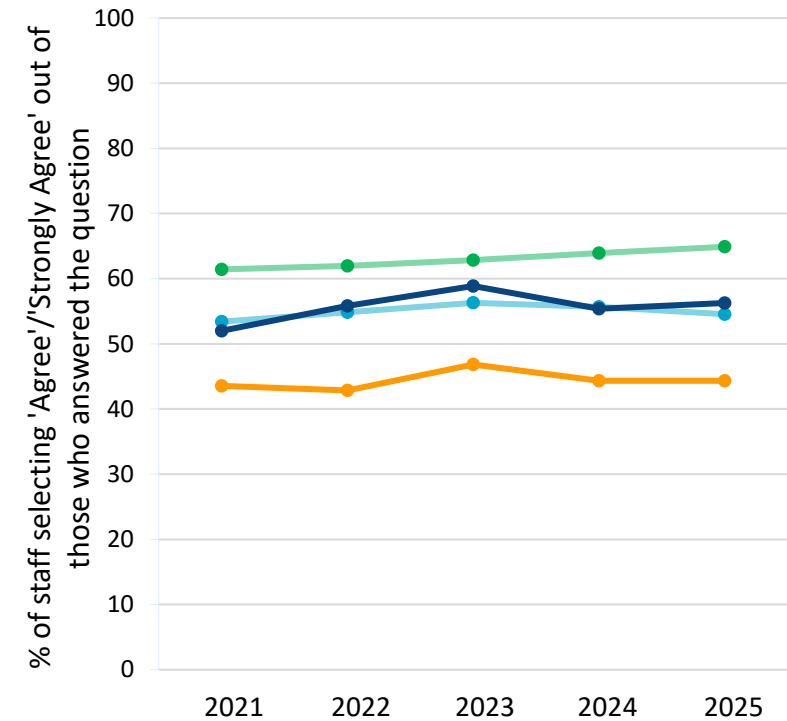
Q3c There are frequent opportunities for me to show initiative in my role.



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.



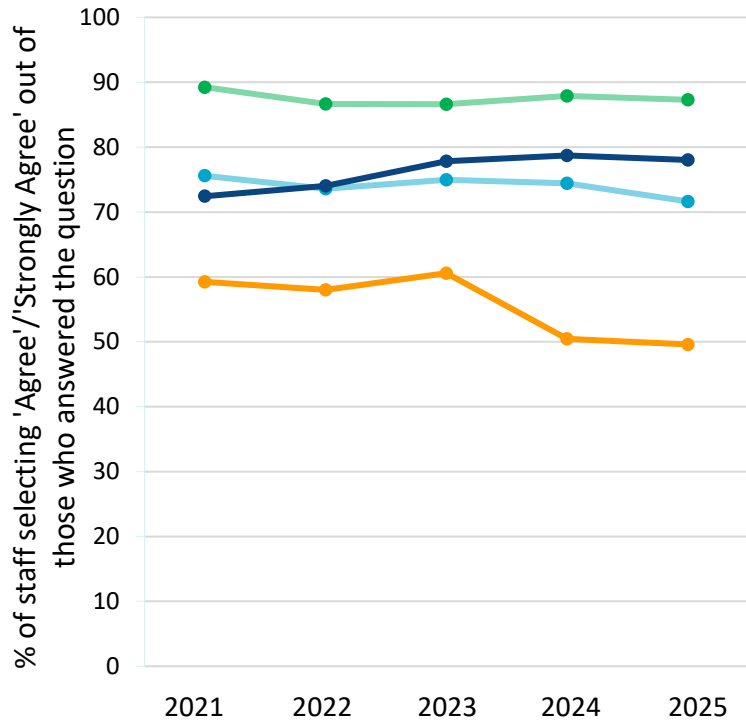
Your org	2021	2022	2023	2024	2025
Best result	79.41%	80.01%	80.10%	79.15%	79.17%
Average result	72.75%	72.91%	73.77%	73.20%	72.51%
Worst result	65.92%	64.98%	66.78%	65.94%	64.60%
Responses	1644	1908	2189	2454	3315

Your org	2021	2022	2023	2024	2025
Best result	78.70%	79.67%	78.00%	78.84%	78.03%
Average result	70.10%	70.97%	71.47%	70.61%	69.85%
Worst result	63.42%	64.70%	65.38%	63.33%	62.56%
Responses	1649	1901	2189	2450	3311

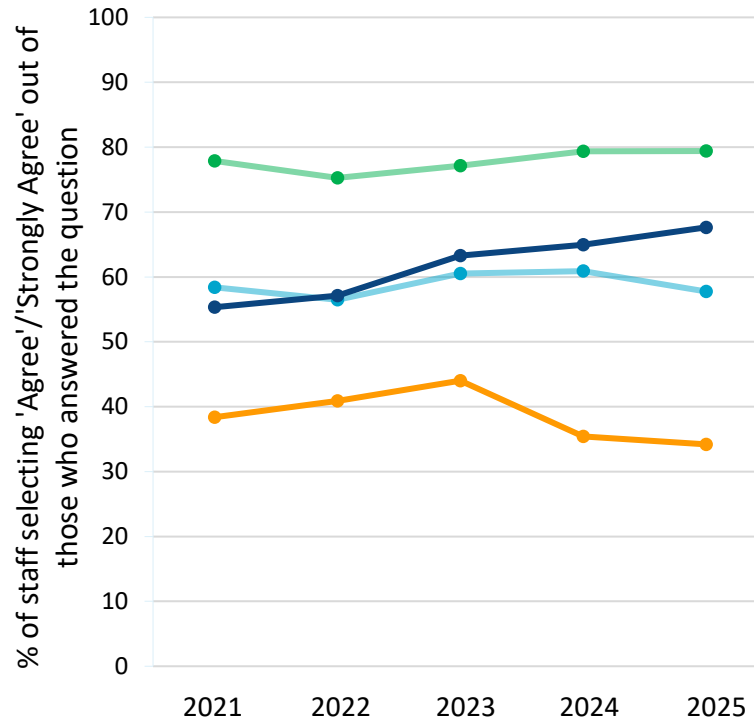
Your org	2021	2022	2023	2024	2025
Best result	61.43%	61.98%	62.84%	63.94%	64.90%
Average result	53.41%	54.86%	56.30%	55.71%	54.54%
Worst result	43.54%	42.85%	46.84%	44.35%	44.33%
Responses	1643	1901	2181	2440	3314



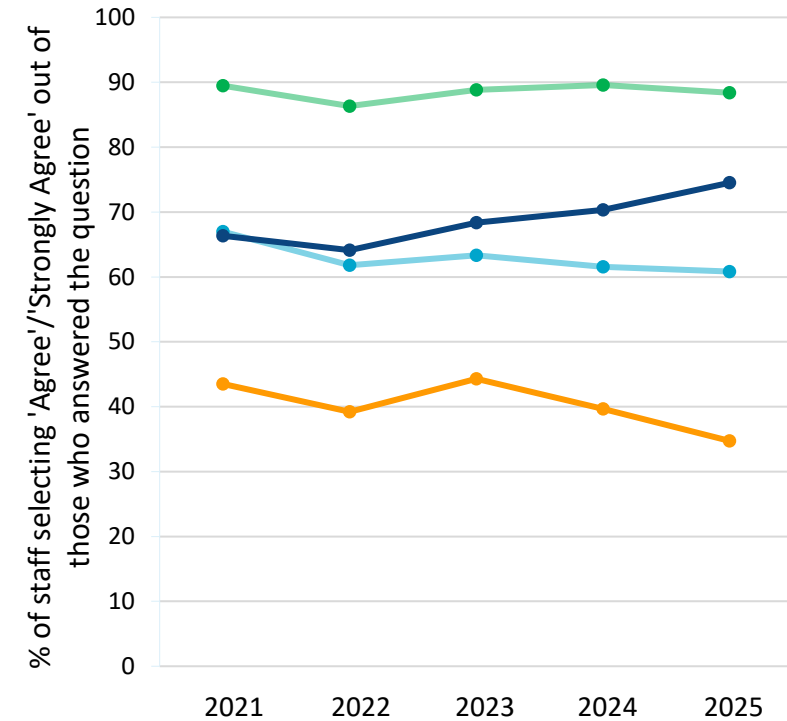
Q25a Care of patients / service users is my organisation's top priority.



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.



Your org	2021	2022	2023	2024	2025
Best result	89.24%	86.64%	86.62%	87.88%	87.31%
Average result	75.58%	73.58%	74.95%	74.42%	71.63%
Worst result	59.25%	57.99%	60.58%	50.48%	49.59%
Responses	1647	1907	2188	2444	3325

Your org	2021	2022	2023	2024	2025
Best result	77.86%	75.26%	77.14%	79.37%	79.40%
Average result	58.41%	56.47%	60.52%	60.89%	57.77%
Worst result	38.40%	40.90%	44.01%	35.43%	34.20%
Responses	1644	1907	2184	2442	3322

Your org	2021	2022	2023	2024	2025
Best result	89.49%	86.33%	88.81%	89.58%	88.41%
Average result	66.97%	61.78%	63.32%	61.55%	60.83%
Worst result	43.50%	39.20%	44.30%	39.68%	34.73%
Responses	1637	1900	2189	2439	3321

Theme - Morale



Questions included:

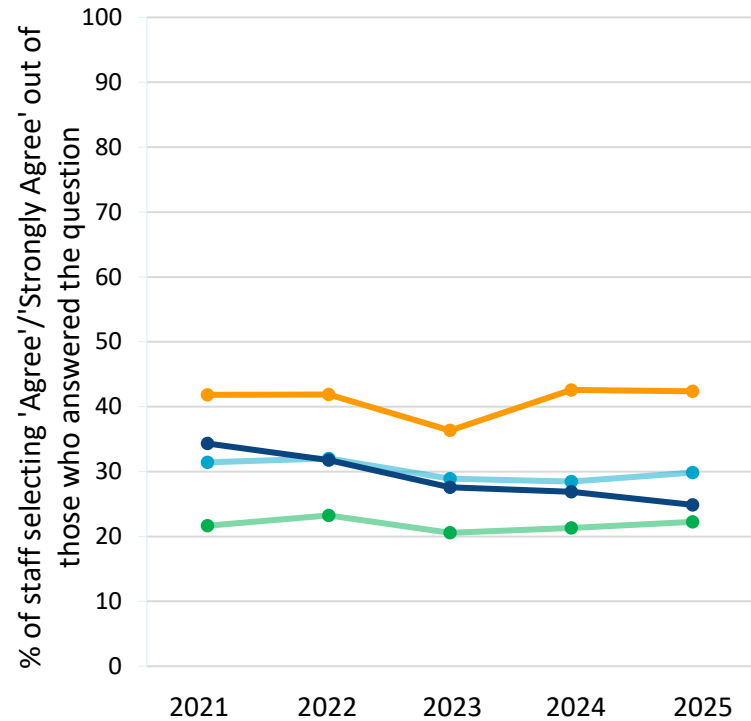
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

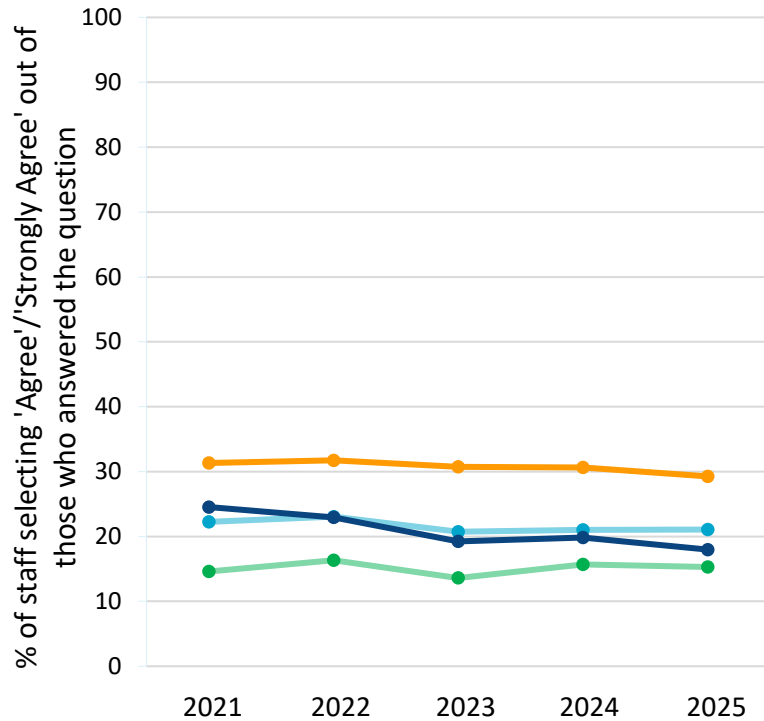


Q26a I often think about leaving this organisation.



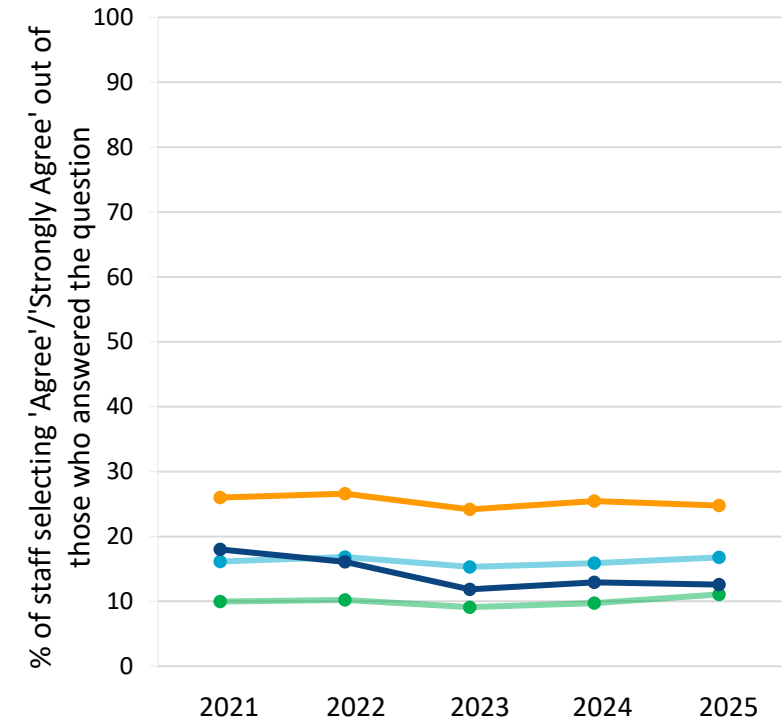
Your org	34.33%	31.75%	27.56%	26.87%	24.87%
Best result	21.67%	23.25%	20.56%	21.31%	22.27%
Average result	31.44%	32.02%	28.90%	28.46%	29.83%
Worst result	41.82%	41.89%	36.33%	42.59%	42.38%
Responses	1647	1911	2191	2451	3331

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



Your org	24.53%	22.92%	19.23%	19.81%	17.98%
Best result	14.63%	16.33%	13.60%	15.69%	15.29%
Average result	22.24%	23.06%	20.73%	21.00%	21.07%
Worst result	31.33%	31.73%	30.75%	30.62%	29.26%
Responses	1645	1906	2185	2451	3322

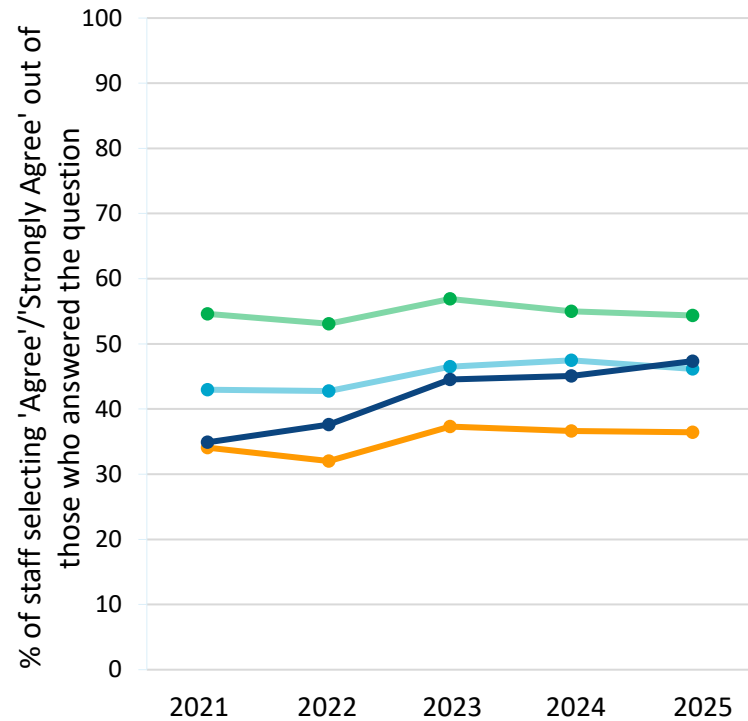
Q26c As soon as I can find another job, I will leave this organisation.



Your org	18.00%	16.08%	11.85%	12.94%	12.59%
Best result	9.95%	10.19%	9.11%	9.75%	11.07%
Average result	16.15%	16.84%	15.32%	15.87%	16.77%
Worst result	25.98%	26.59%	24.17%	25.47%	24.76%
Responses	1639	1898	2178	2441	3314

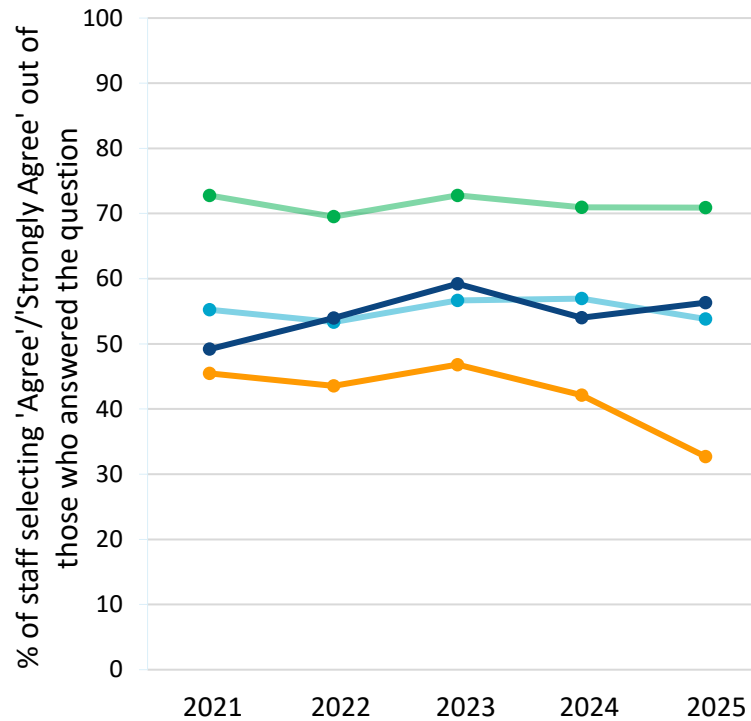


Q3g I am able to meet all the conflicting demands on my time at work.



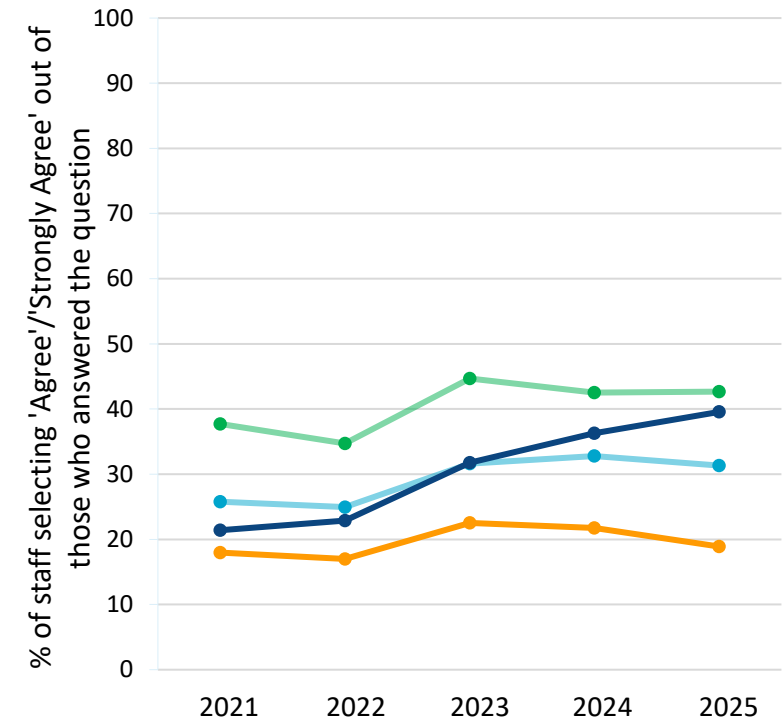
Your org	34.89%	37.61%	44.54%	45.07%	47.35%
Best result	54.61%	53.09%	56.89%	54.99%	54.34%
Average result	42.96%	42.76%	46.52%	47.47%	46.14%
Worst result	34.06%	32.02%	37.31%	36.63%	36.45%
Responses	1634	1907	2187	2442	3320

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



Your org	49.18%	53.98%	59.23%	54.03%	56.31%
Best result	72.77%	69.52%	72.79%	70.96%	70.92%
Average result	55.26%	53.34%	56.68%	56.94%	53.84%
Worst result	45.45%	43.54%	46.82%	42.11%	32.70%
Responses	1638	1903	2178	2438	3306

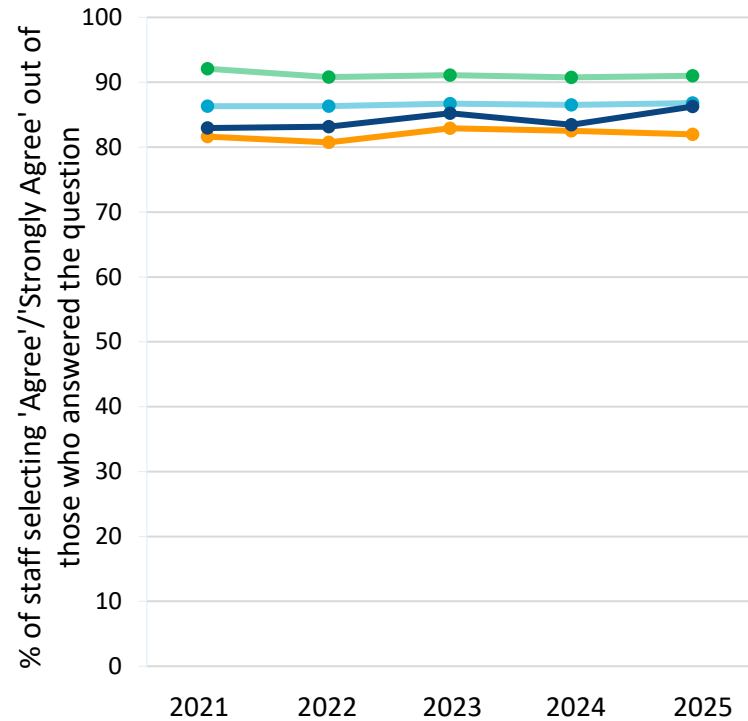
Q3i There are enough staff at this organisation for me to do my job properly.



Your org	21.40%	22.88%	31.75%	36.27%	39.56%
Best result	37.72%	34.72%	44.68%	42.50%	42.65%
Average result	25.79%	24.95%	31.62%	32.78%	31.34%
Worst result	17.94%	17.00%	22.52%	21.73%	18.91%
Responses	1644	1910	2187	2452	3320

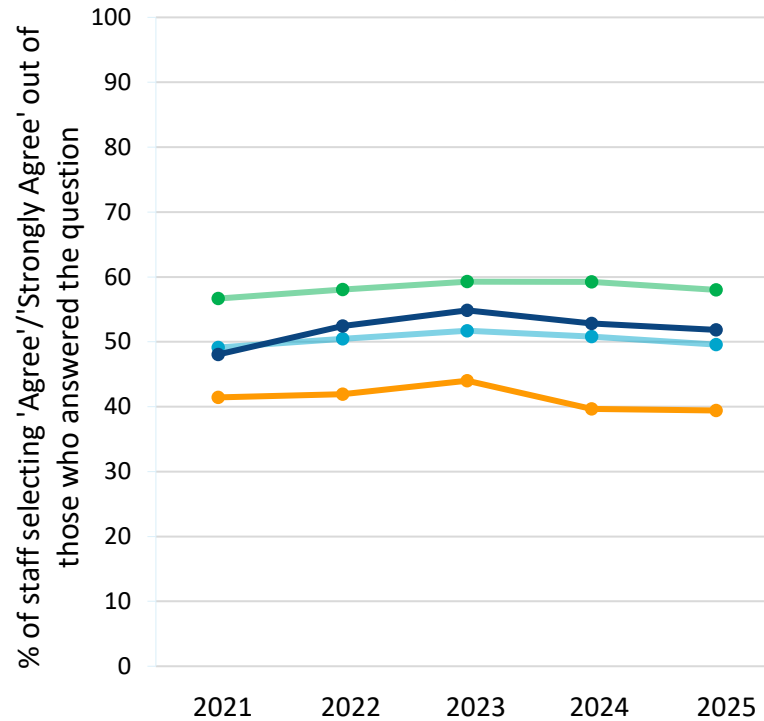


Q3a I always know what my work responsibilities are.



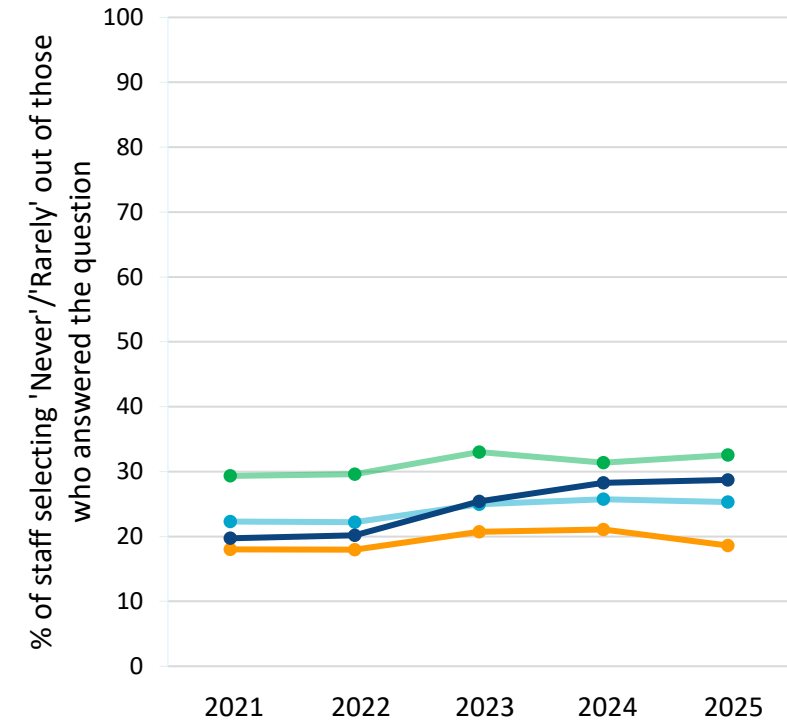
Your org	2021	2022	2023	2024	2025
Best result	92.09%	90.81%	91.10%	90.75%	91.00%
Average result	86.33%	86.32%	86.69%	86.53%	86.79%
Worst result	81.63%	80.73%	82.90%	82.49%	81.95%
Responses	1648	1909	2193	2456	3328

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



Your org	2021	2022	2023	2024	2025
Best result	56.66%	58.05%	59.27%	59.26%	58.01%
Average result	49.12%	50.45%	51.71%	50.82%	49.59%
Worst result	41.44%	41.94%	44.00%	39.68%	39.41%
Responses	1647	1903	2183	2452	3317

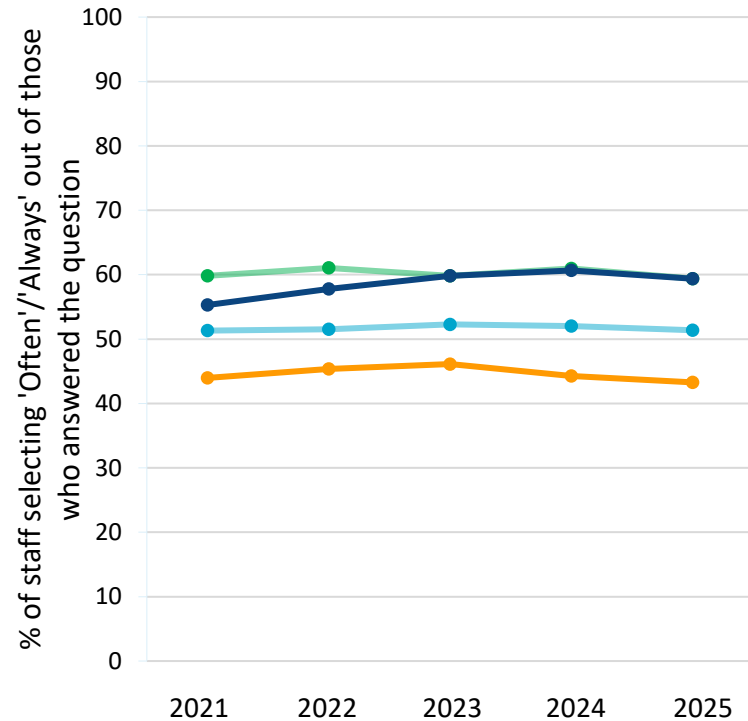
Q5a I have unrealistic time pressures.



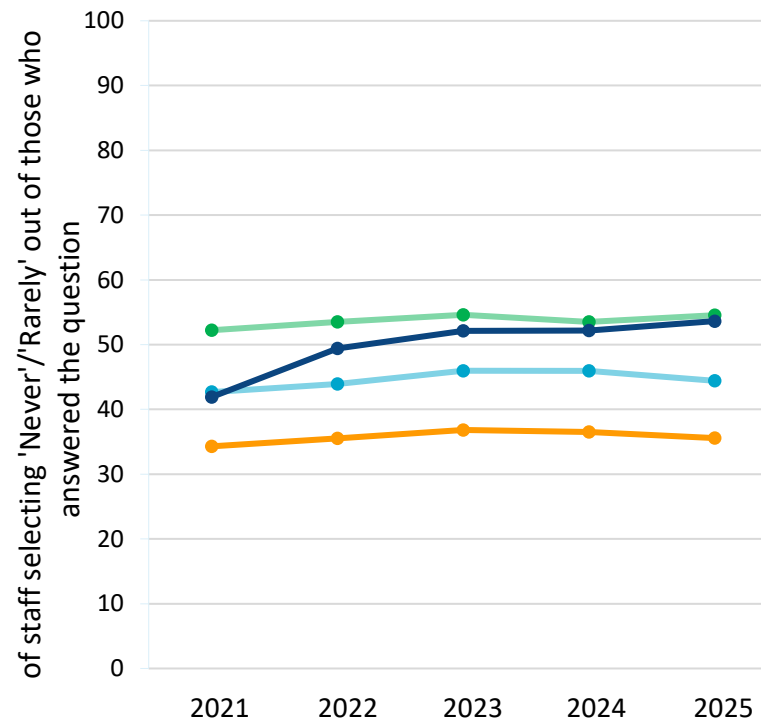
Your org	2021	2022	2023	2024	2025
Best result	29.33%	29.60%	33.01%	31.38%	32.55%
Average result	22.28%	22.20%	24.97%	25.73%	25.30%
Worst result	18.03%	17.97%	20.72%	21.07%	18.61%
Responses	1643	1905	2188	2449	3326



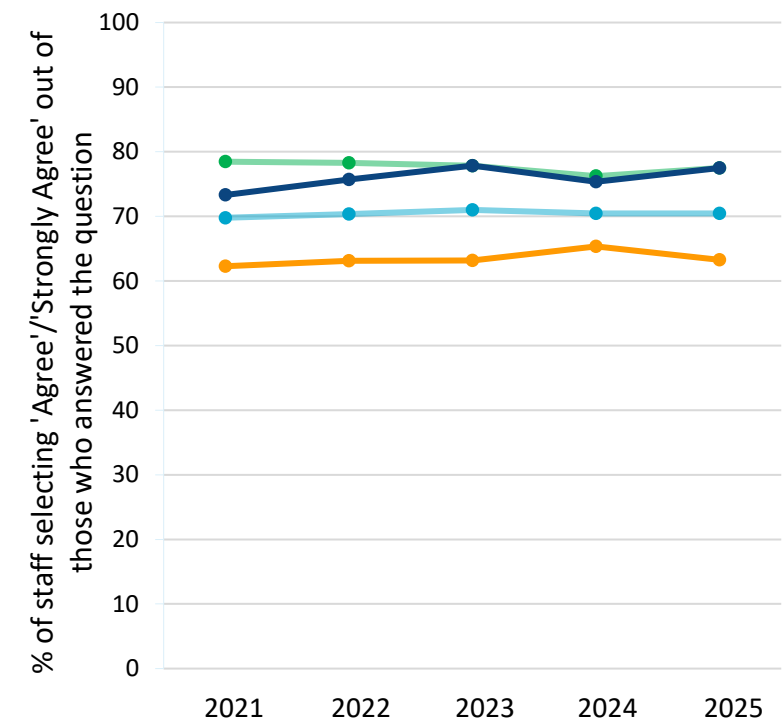
Q5b I have a choice in deciding how to do my work.



Q5c Relationships at work are strained.



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



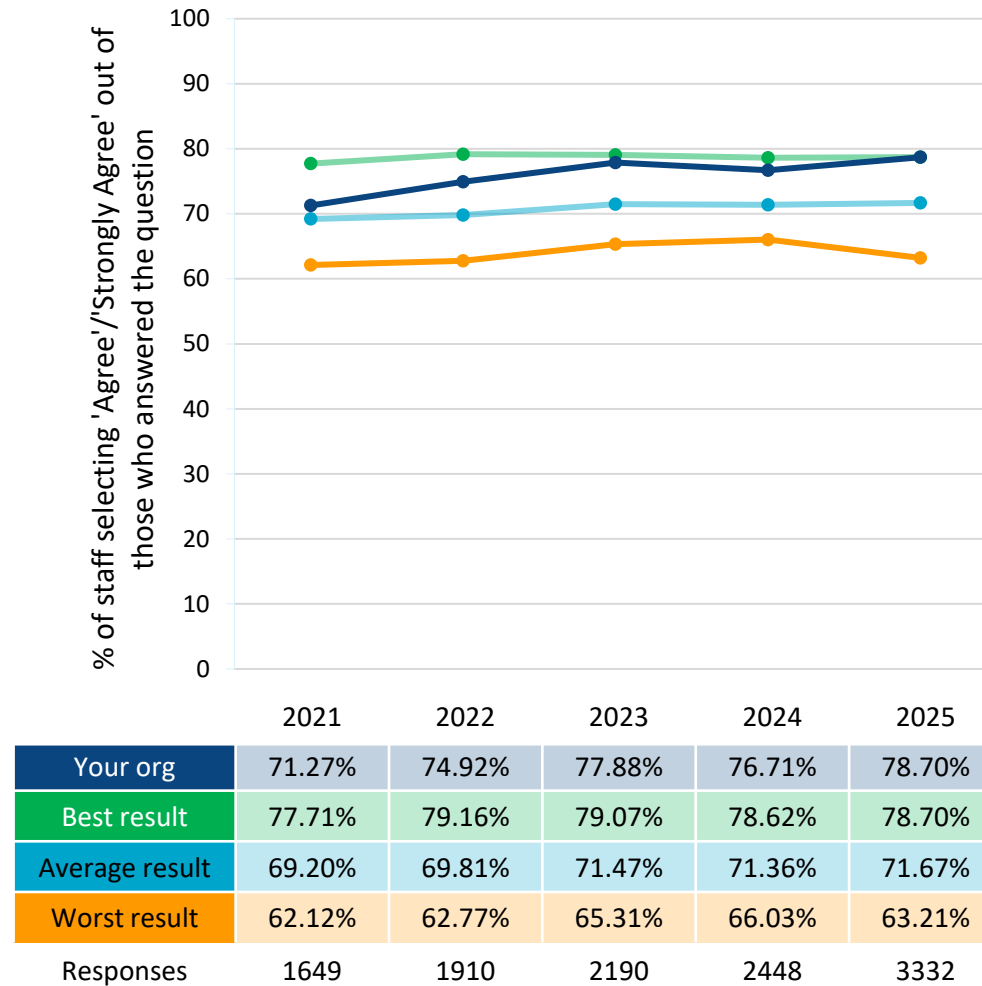
Year	2021	2022	2023	2024	2025
Your org	55.29%	57.77%	59.83%	60.65%	59.39%
Best result	59.84%	61.04%	59.83%	60.94%	59.39%
Average result	51.31%	51.54%	52.28%	52.02%	51.37%
Worst result	43.95%	45.34%	46.12%	44.25%	43.28%
Responses	1635	1905	2187	2440	3313

Year	2021	2022	2023	2024	2025
Your org	41.91%	49.40%	52.11%	52.17%	53.63%
Best result	52.22%	53.50%	54.61%	53.52%	54.55%
Average result	42.67%	43.93%	45.97%	45.95%	44.43%
Worst result	34.29%	35.52%	36.82%	36.49%	35.57%
Responses	1638	1906	2187	2442	3322

Year	2021	2022	2023	2024	2025
Your org	73.30%	75.69%	77.85%	75.38%	77.49%
Best result	78.46%	78.30%	77.85%	76.23%	77.49%
Average result	69.78%	70.35%	71.00%	70.47%	70.43%
Worst result	62.28%	63.13%	63.18%	65.35%	63.28%
Responses	1645	1907	2189	2452	3331



Q9a My immediate manager encourages me at work.



Questions not linked to People Promise elements or themes

Questions included:*

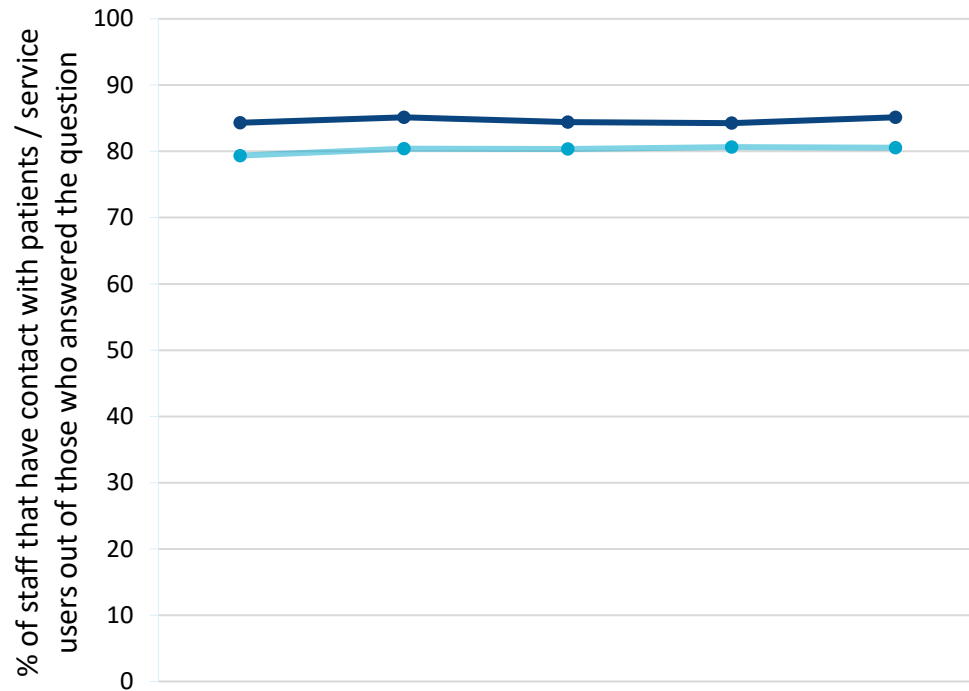
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

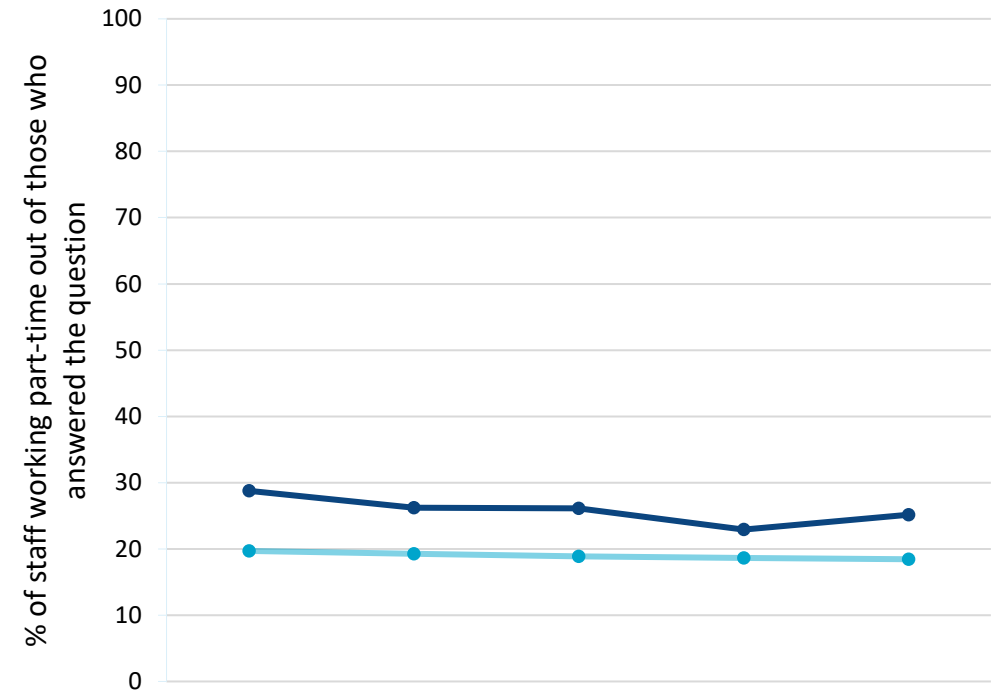


2021 2022 2023 2024 2025

Your org	84.34%	85.12%	84.39%	84.26%	85.14%
Average	79.36%	80.42%	80.37%	80.65%	80.54%

Responses 1641 1909 2185 2446 3325

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



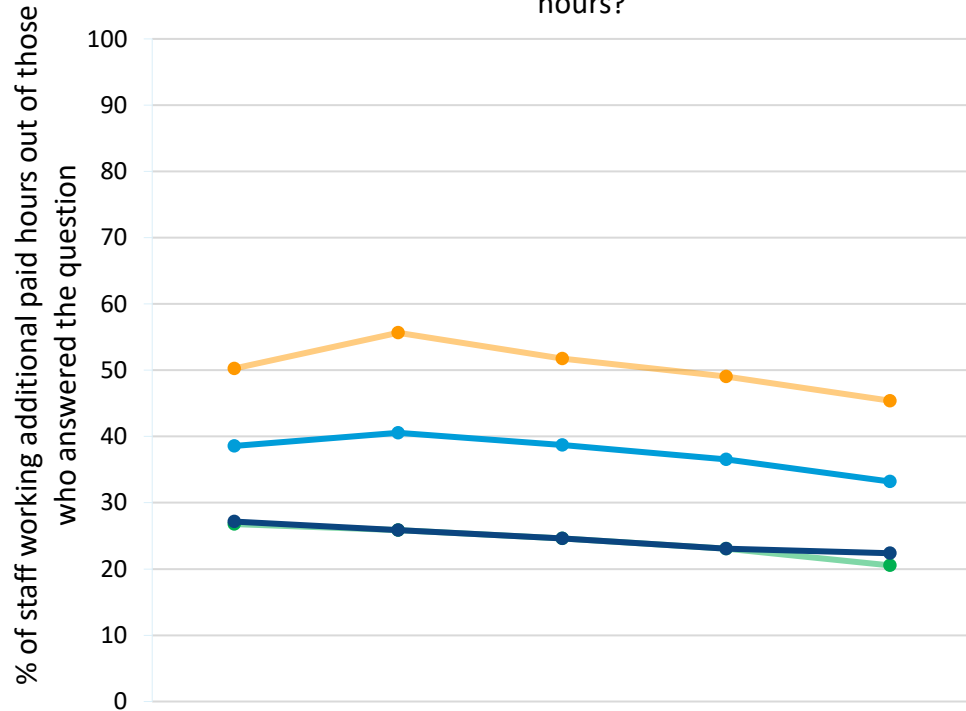
2021 2022 2023 2024 2025

Your org	28.77%	26.21%	26.14%	22.92%	25.16%
Average	19.69%	19.24%	18.88%	18.64%	18.44%

Responses 1547 1770 2043 2317 3112



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

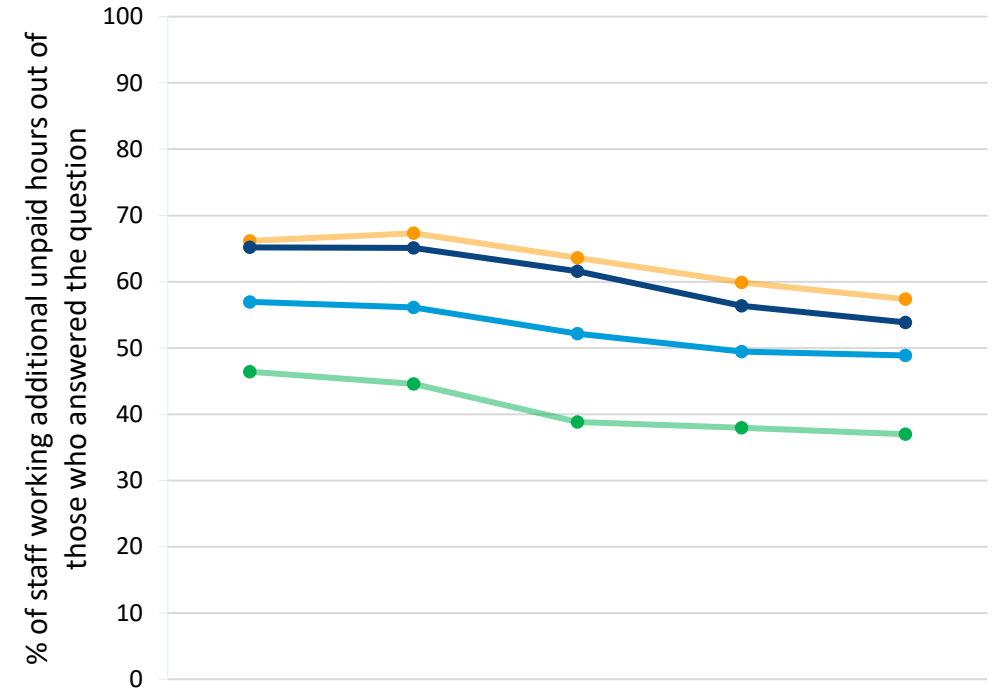


2021 2022 2023 2024 2025

Your org	27.16%	25.89%	24.62%	23.04%	22.38%
Lowest	26.78%	25.89%	24.62%	23.04%	20.54%
Average	38.55%	40.56%	38.69%	36.54%	33.20%
Highest	50.26%	55.65%	51.73%	49.05%	45.40%

Responses 1578 1862 2114 2388 3245

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



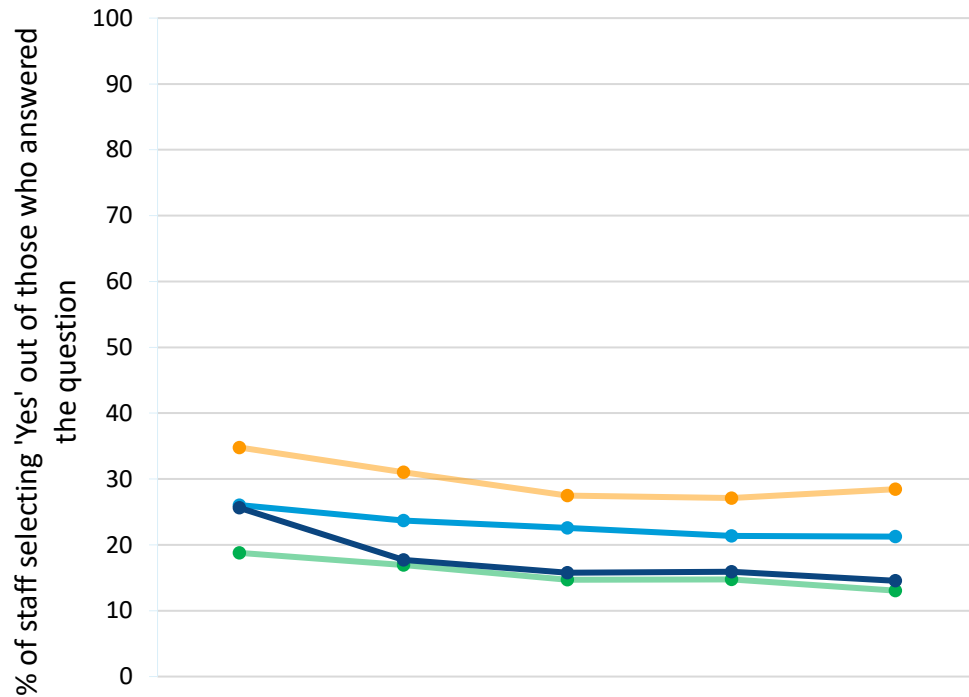
2021 2022 2023 2024 2025

Your org	65.18%	65.11%	61.58%	56.37%	53.86%
Lowest	46.42%	44.57%	38.81%	37.94%	36.98%
Average	56.96%	56.11%	52.13%	49.47%	48.87%
Highest	66.17%	67.31%	63.58%	59.88%	57.36%

Responses 1603 1865 2136 2410 3263

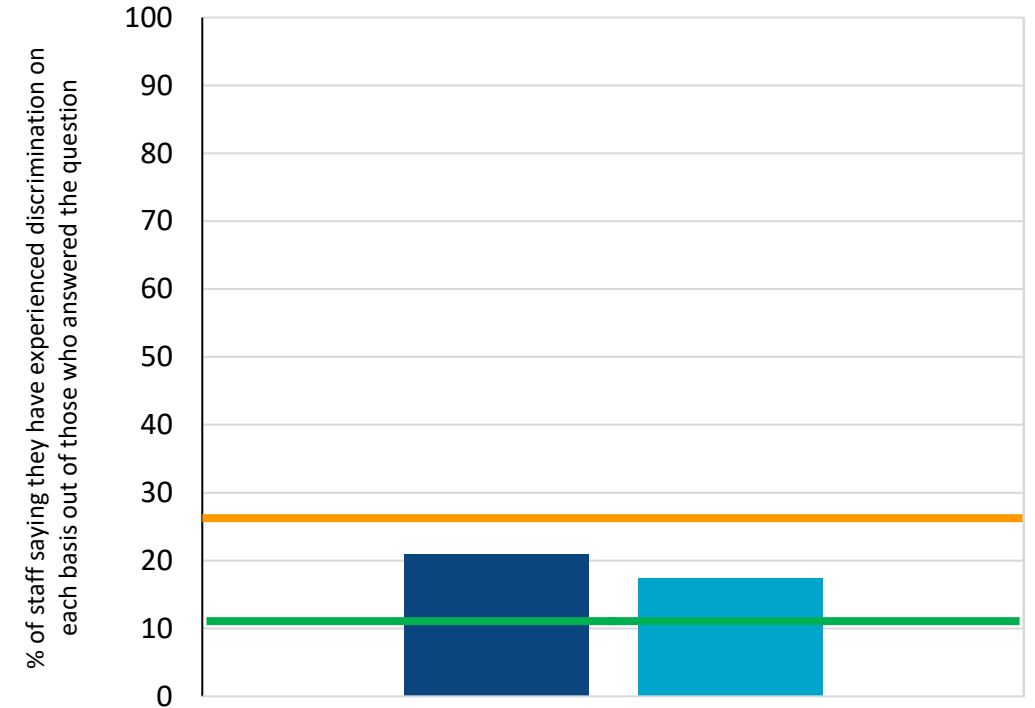


Q11e* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	25.62%	17.71%	15.78%	15.93%	14.55%
Best result	18.79%	16.95%	14.72%	14.76%	13.05%
Average result	26.04%	23.70%	22.58%	21.34%	21.25%
Worst result	34.79%	31.04%	27.49%	27.11%	28.45%
Responses	887	1018	1132	1275	1638

Q16c.1 On what grounds have you experienced discrimination? – Age.



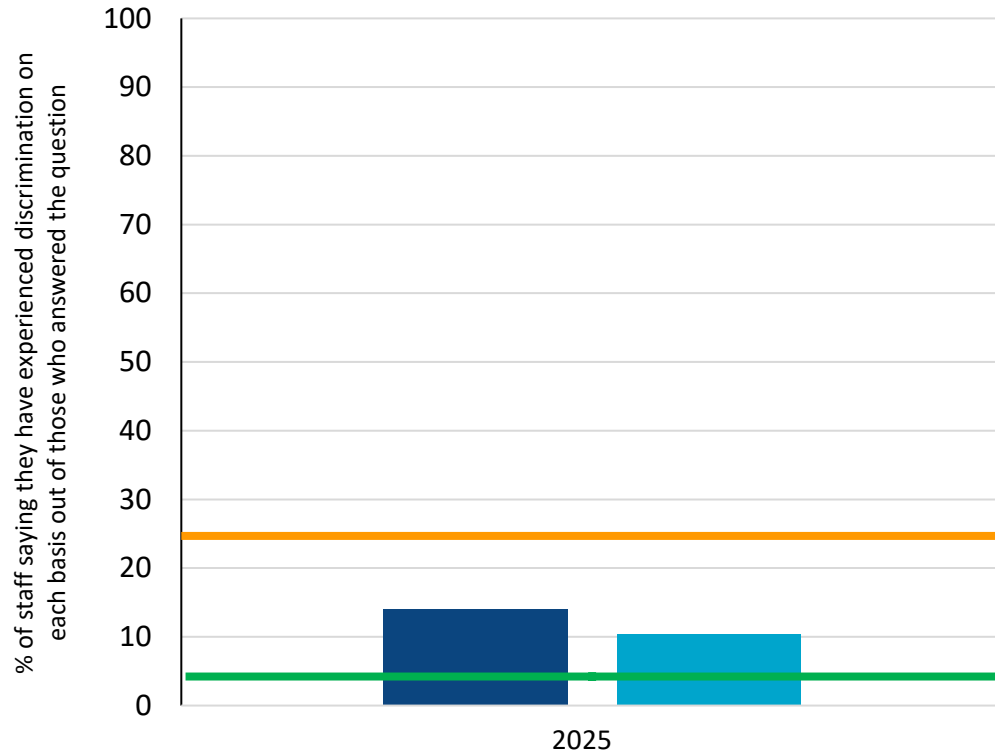
	2025
Your org	20.91%
Best result	11.08%
Average result	17.46%
Worst result	26.25%
Responses	310

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

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

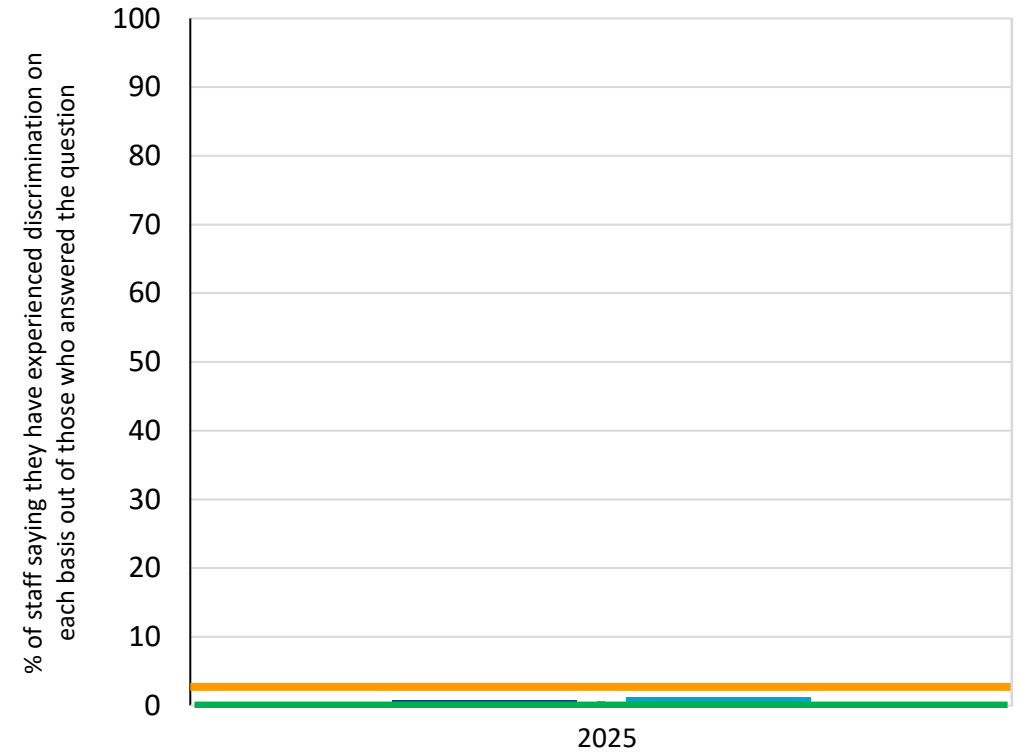


Q16c.2 On what grounds have you experienced discrimination? – Disability.



2025	
Your org	14.11%
Best result	4.23%
Average result	10.47%
Worst result	24.69%
Responses	310

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

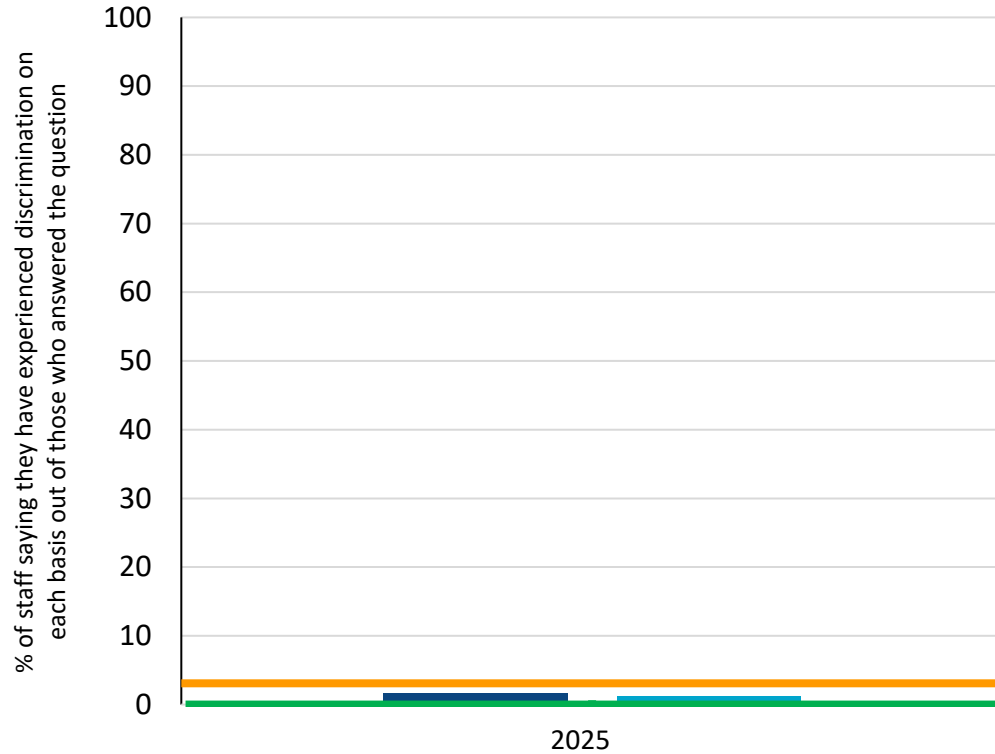


2025	
Your org	0.79%
Best result	0.00%
Average result	1.25%
Worst result	2.73%
Responses	310

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

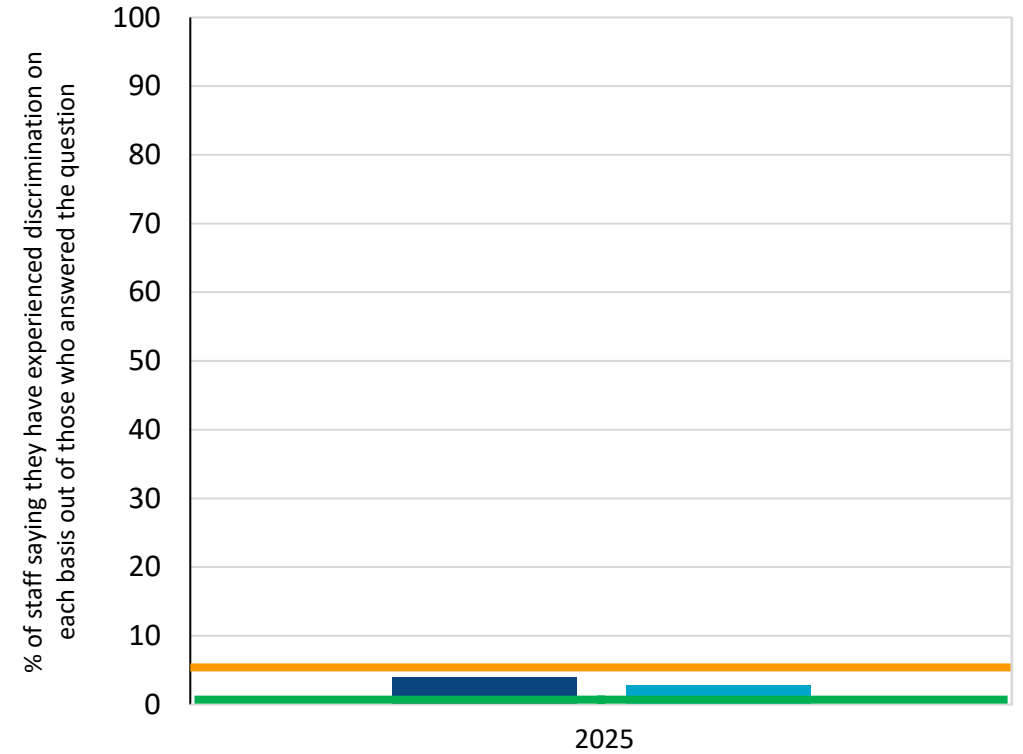


Q16c.4 On what grounds have you experienced discrimination?
– Marriage and civil partnership.



2025	
Your org	1.72%
Best result	0.00%
Average result	1.23%
Worst result	3.09%
Responses	310

Q16c.5 On what grounds have you experienced discrimination?
– Pregnancy and maternity.

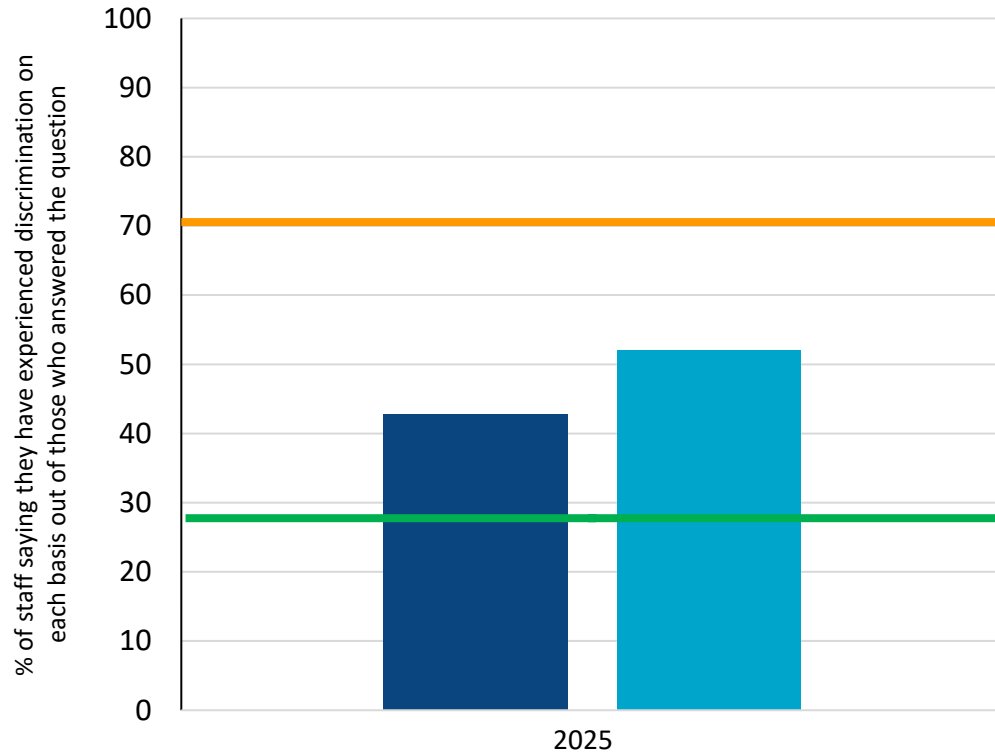


2025	
Your org	4.02%
Best result	0.72%
Average result	2.83%
Worst result	5.41%
Responses	310

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

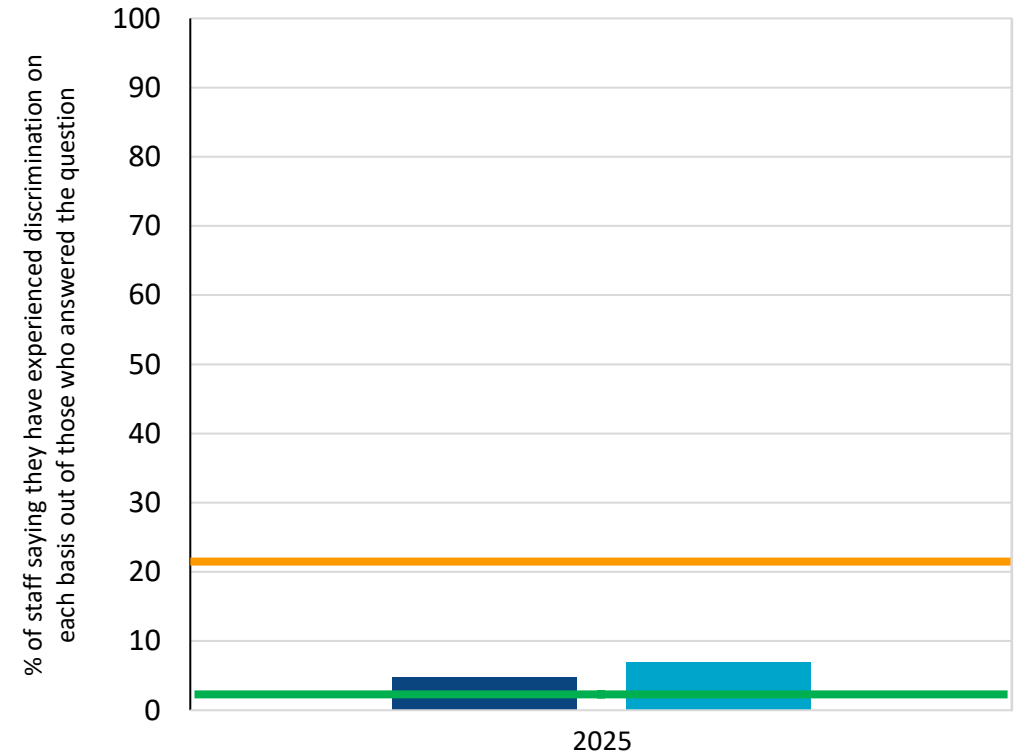


Q16c.6 On what grounds have you experienced discrimination?
– Race.



Your org	42.80%
Best result	27.76%
Average result	52.00%
Worst result	70.56%
Responses	310

Q16c.7 On what grounds have you experienced discrimination?
– Religion or belief.

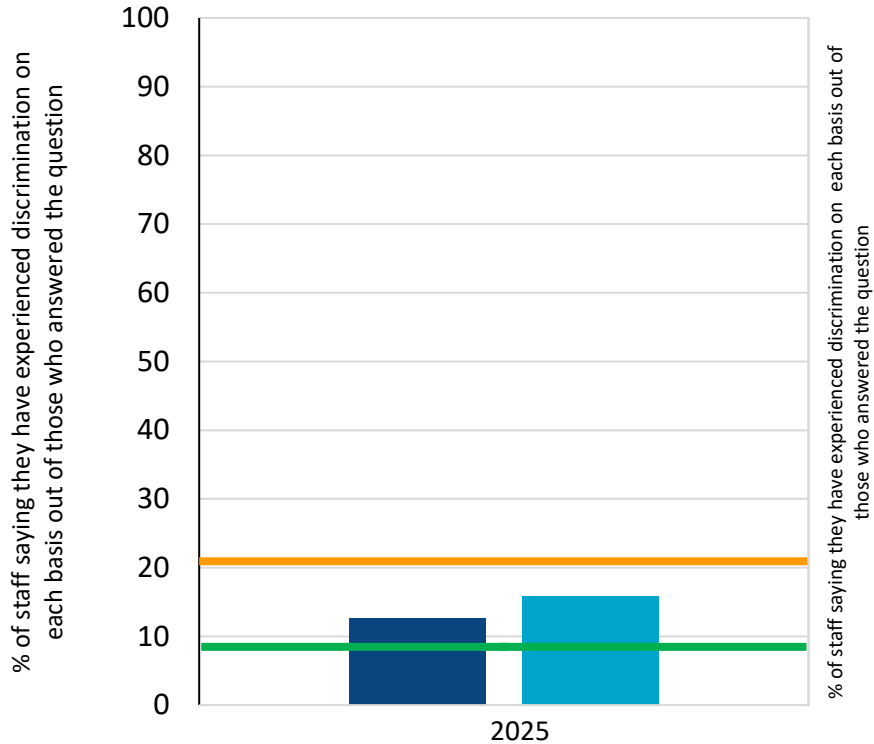


Your org	4.69%
Best result	2.29%
Average result	6.87%
Worst result	21.49%
Responses	310

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

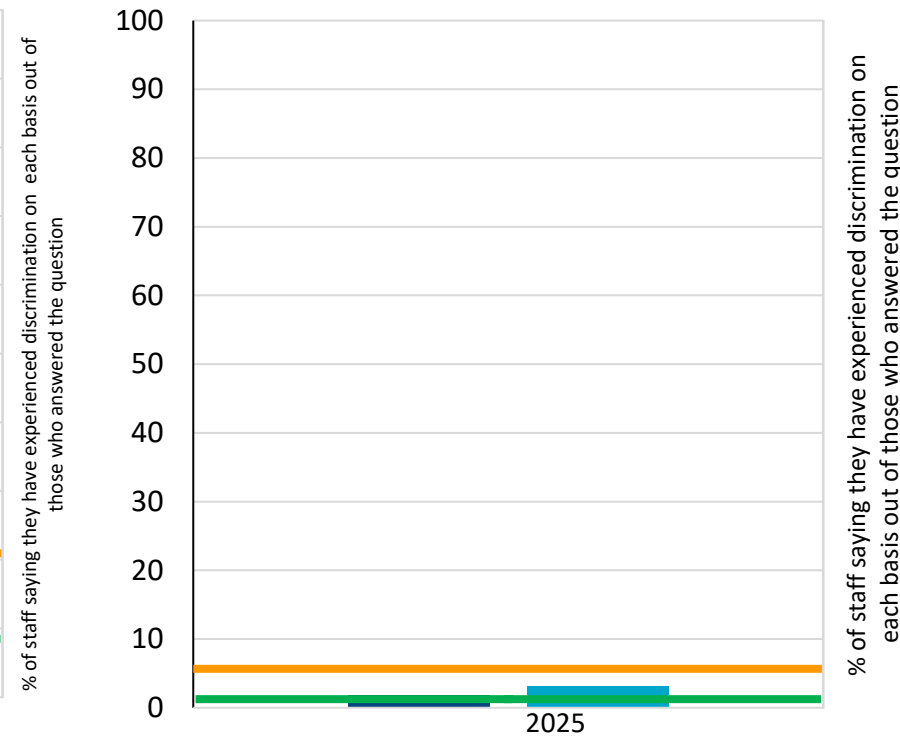


Q16c.8 On what grounds have you experienced discrimination? -- Sex.



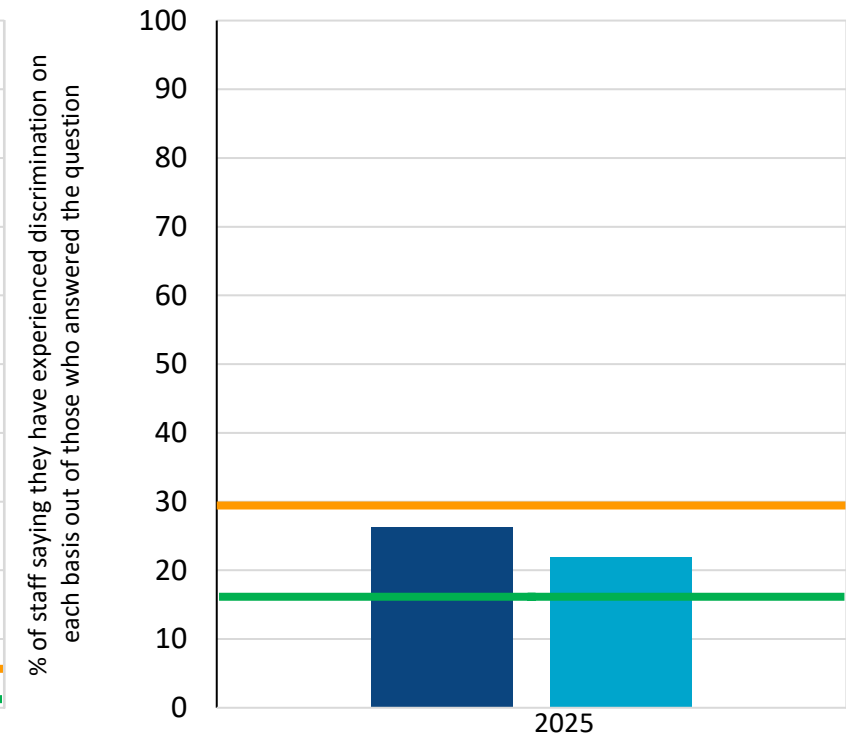
Your org	12.60%
Best result	8.47%
Average result	15.75%
Worst result	20.93%
Responses	310

Q16c.9 On what grounds have you experienced discrimination? -- Sexual orientation.



Your org	1.86%
Best result	1.25%
Average result	3.12%
Worst result	5.67%
Responses	310

Q16c.10 On what grounds have you experienced discrimination? -- Other.

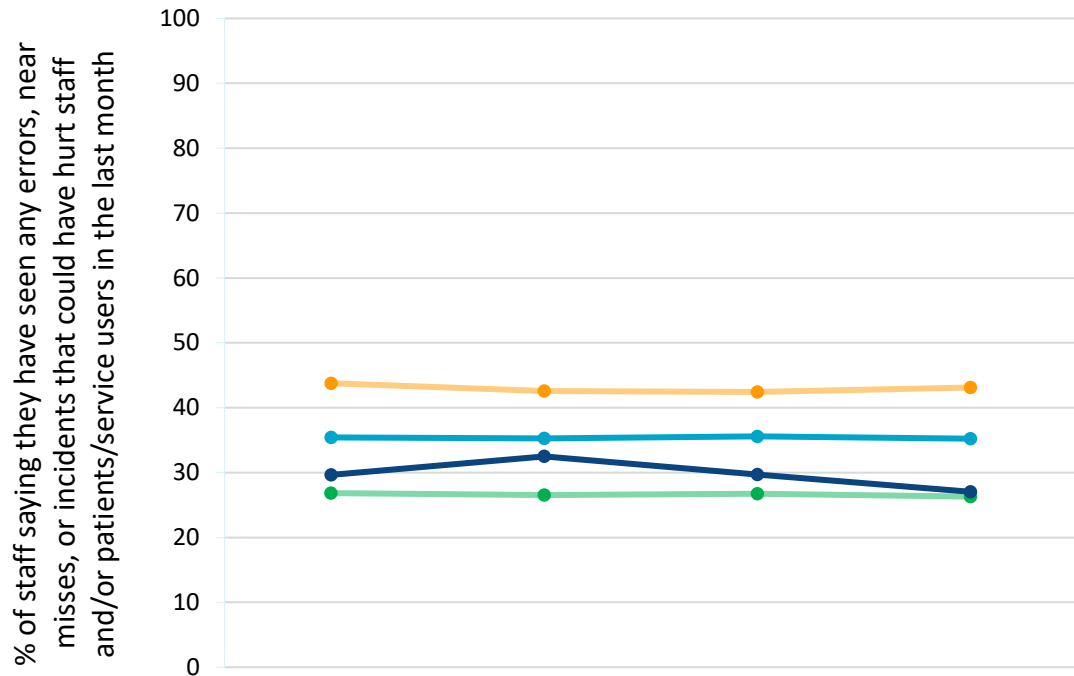


Your org	26.32%
Best result	16.16%
Average result	21.87%
Worst result	29.43%
Responses	310

Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



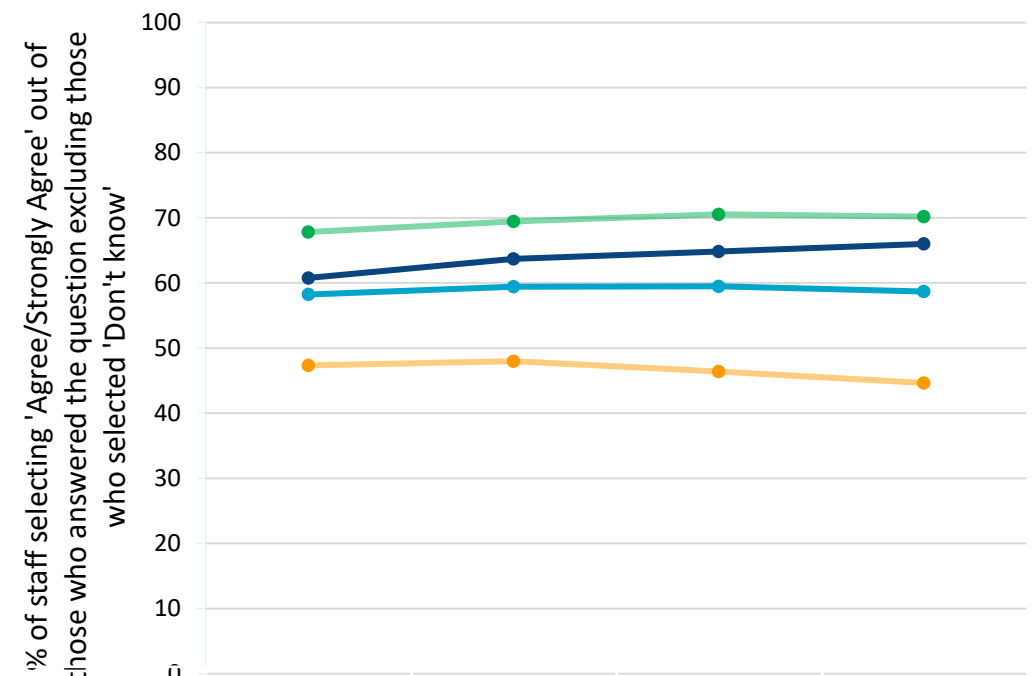
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
Your org	29.64%	32.49%	29.72%	27.04%
Best result	26.83%	26.55%	26.76%	26.30%
Average result	35.40%	35.27%	35.58%	35.22%
Worst result	43.77%	42.55%	42.43%	43.10%

Responses 1900 2158 2409 3272

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

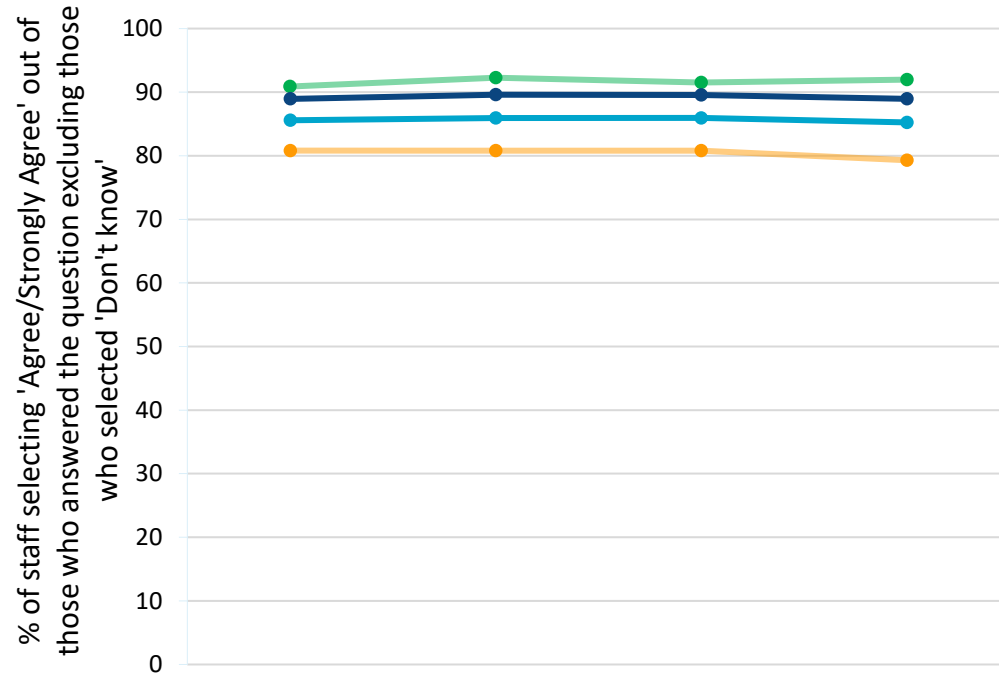


	2022	2023	2024	2025
Your org	60.78%	63.72%	64.83%	66.00%
Best result	67.83%	69.44%	70.55%	70.22%
Average result	58.23%	59.41%	59.50%	58.69%
Worst result	47.33%	47.99%	46.42%	44.65%

Responses 1358 1626 1798 2463

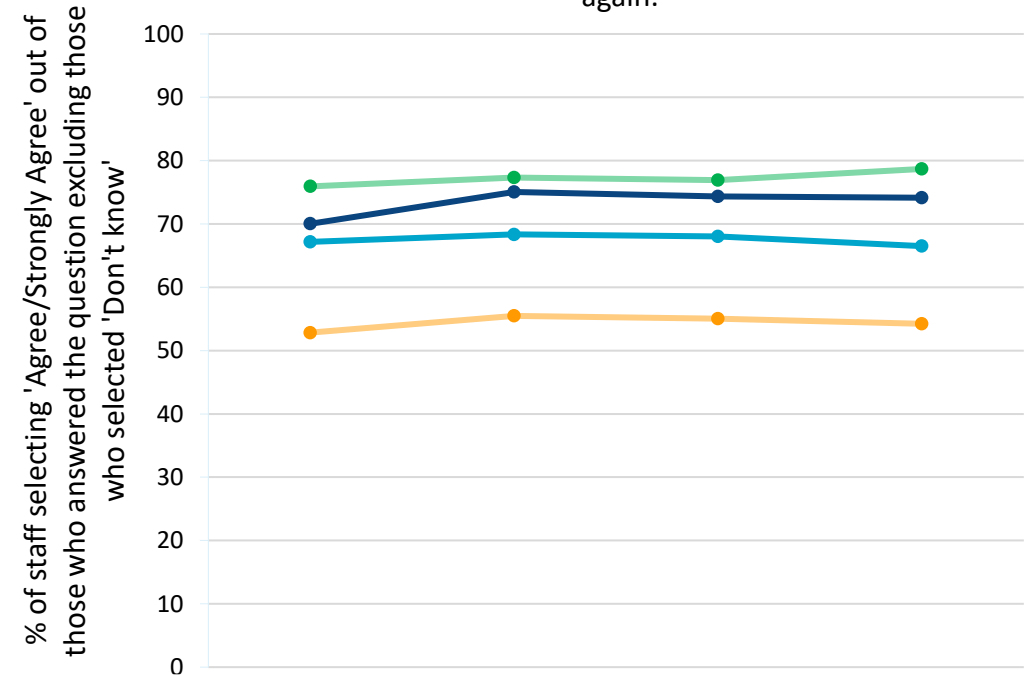


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
Your org	88.93%	89.59%	89.58%	88.94%
Best result	90.89%	92.27%	91.54%	91.95%
Average result	85.58%	85.93%	85.95%	85.24%
Worst result	80.81%	80.78%	80.79%	79.29%
Responses	1820	2110	2344	3195

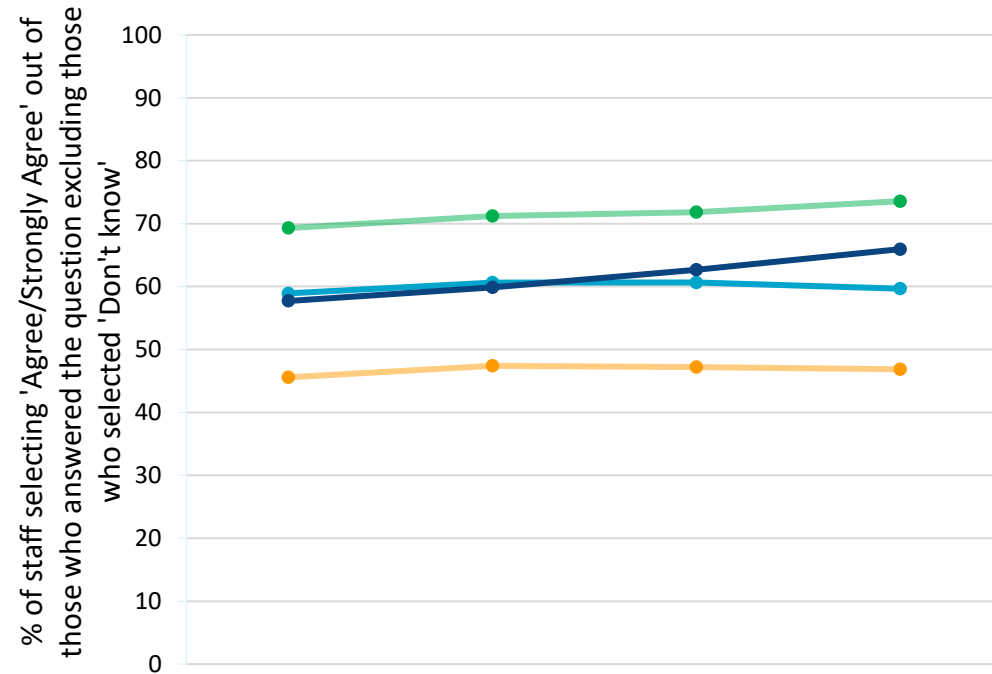
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024	2025
Your org	70.02%	75.05%	74.33%	74.13%
Best result	75.93%	77.33%	76.90%	78.69%
Average result	67.15%	68.35%	68.04%	66.50%
Worst result	52.84%	55.47%	55.03%	54.21%
Responses	1592	1874	2072	2851

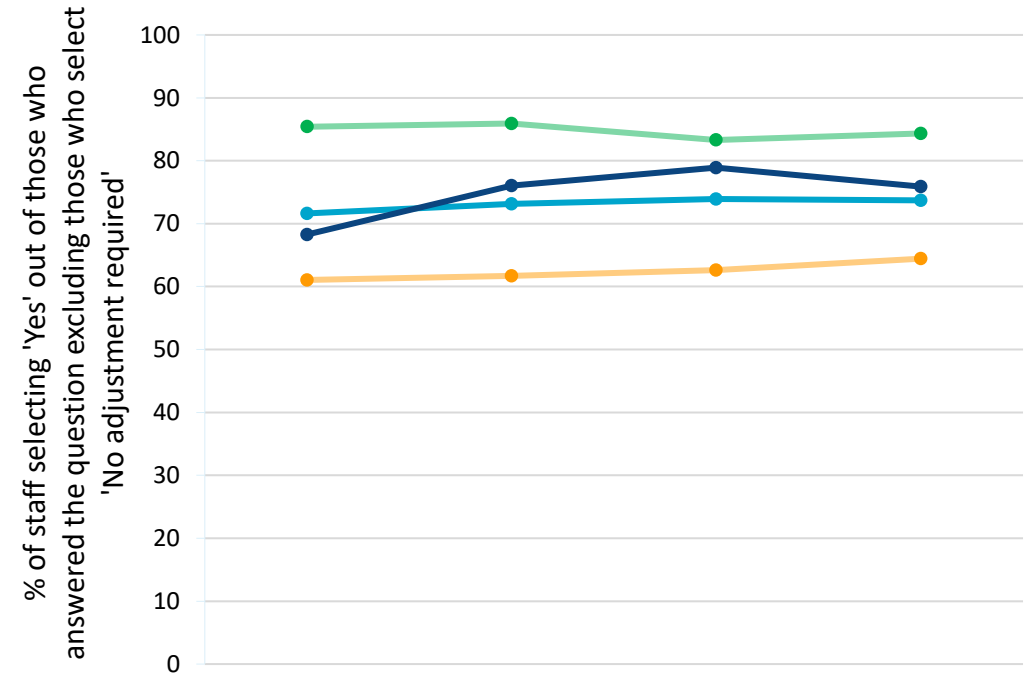


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024	2025
Your org	57.71%	59.87%	62.69%	65.95%
Best result	69.30%	71.19%	71.81%	73.58%
Average result	58.93%	60.62%	60.66%	59.69%
Worst result	45.58%	47.41%	47.19%	46.87%
Responses	1652	1932	2138	2942

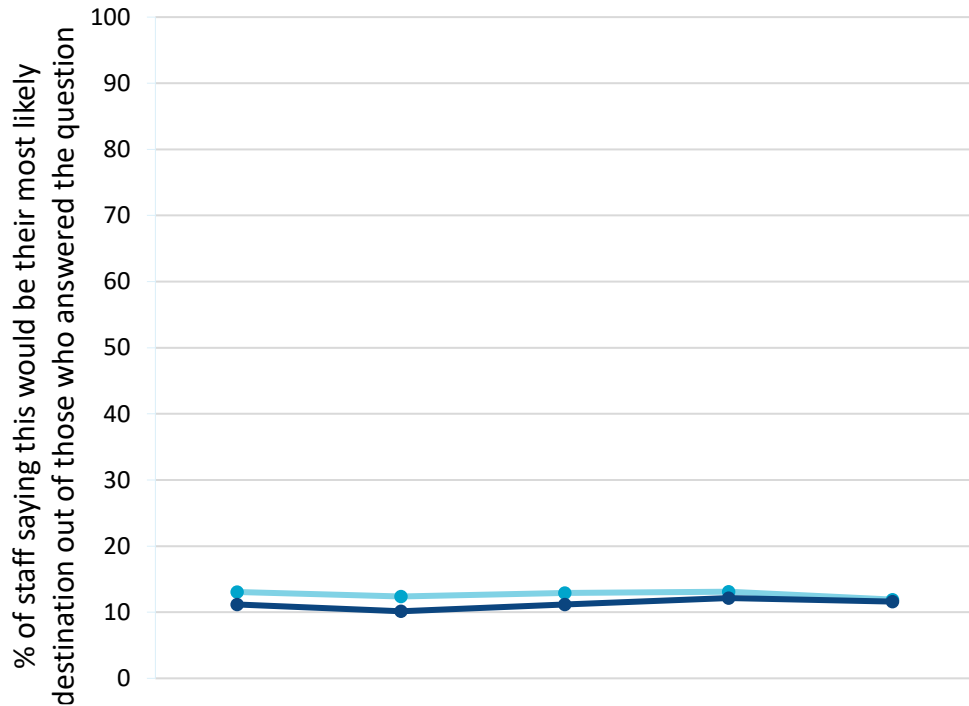
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024	2025
Your org	68.28%	76.03%	78.91%	75.90%
Best result	85.42%	85.92%	83.30%	84.36%
Average result	71.63%	73.15%	73.92%	73.70%
Worst result	61.05%	61.73%	62.61%	64.44%
Responses	255	320	397	542



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.

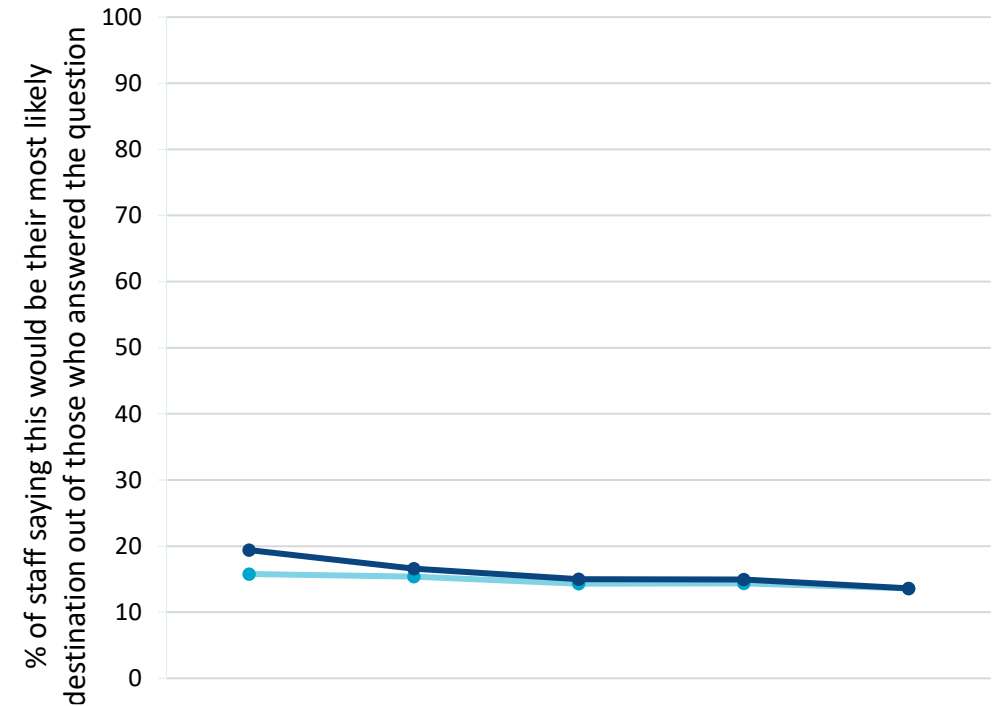


2021 2022 2023 2024 2025

Your org	11.17%	10.14%	11.15%	12.14%	11.61%
Average	13.04%	12.40%	12.94%	13.10%	11.91%

Responses 1459 1696 1919 2174 2946

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.



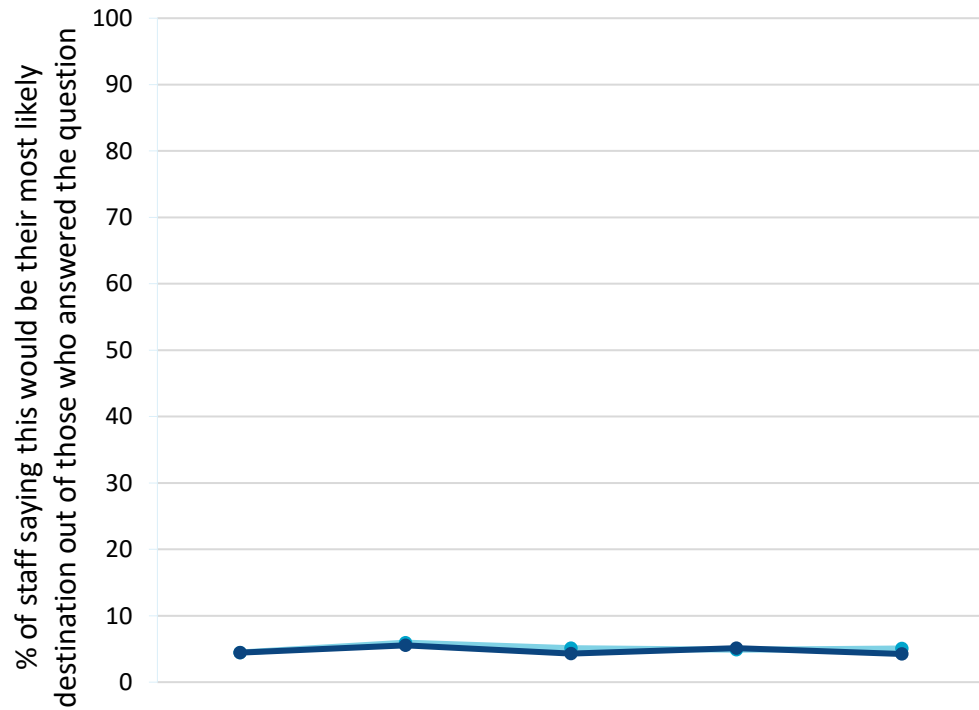
2021 2022 2023 2024 2025

Your org	19.40%	16.57%	15.01%	14.95%	13.61%
Average	15.78%	15.37%	14.32%	14.36%	13.61%

Responses 1459 1696 1919 2174 2946

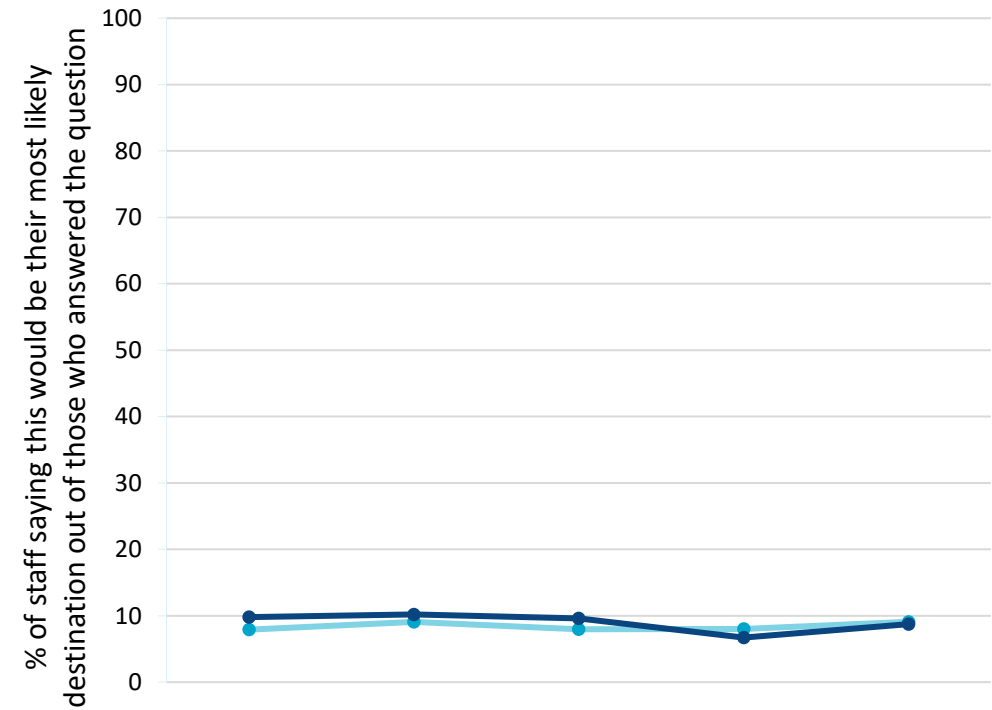


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
Your org	4.46%	5.54%	4.33%	5.11%	4.24%
Average	4.47%	5.95%	5.12%	4.90%	5.07%
Responses	1459	1696	1919	2174	2946

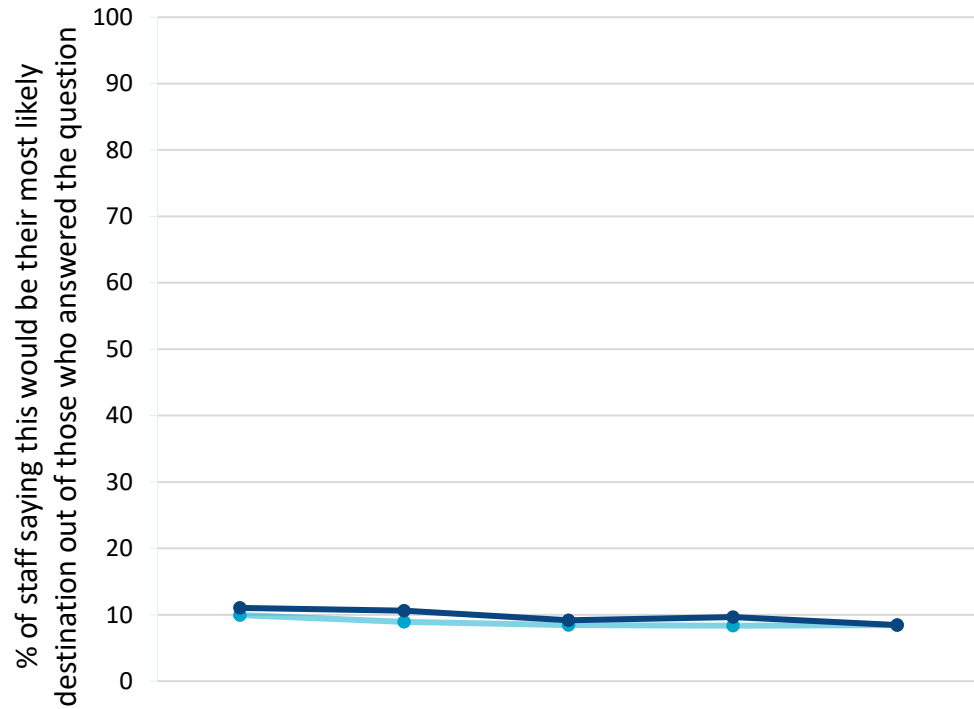
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
Your org	9.80%	10.20%	9.59%	6.72%	8.72%
Average	7.91%	9.06%	7.96%	8.00%	9.09%
Responses	1459	1696	1919	2174	2946



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.

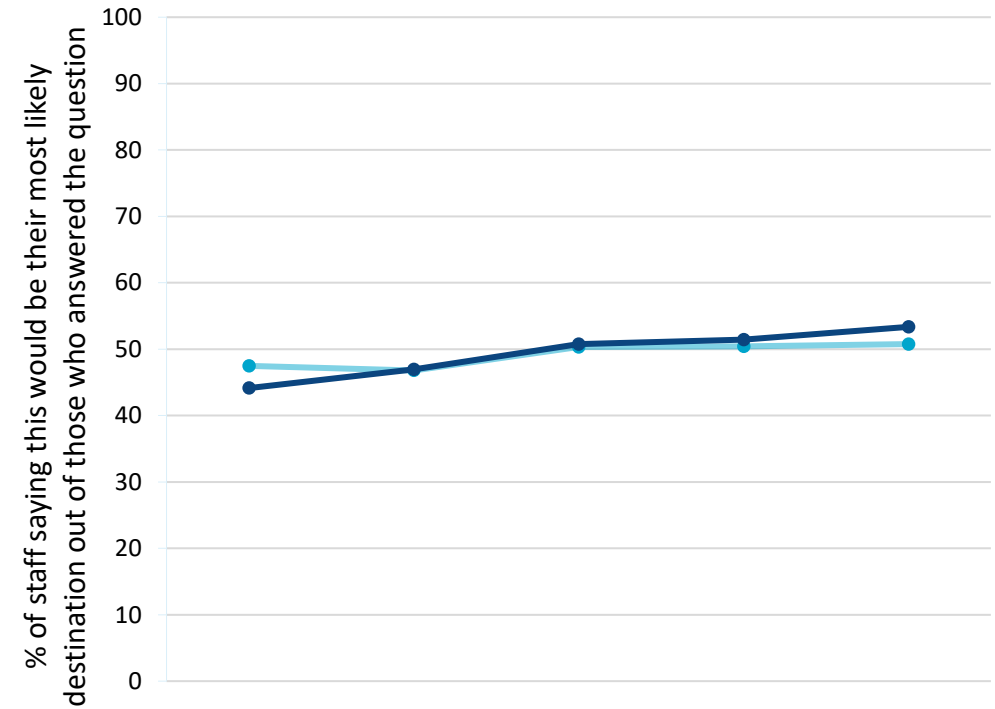


2021 2022 2023 2024 2025

Your org	11.03%	10.61%	9.17%	9.66%	8.45%
Average	9.95%	8.94%	8.46%	8.35%	8.42%

Responses 1459 1696 1919 2174 2946

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.



2021 2022 2023 2024 2025

Your org	44.14%	46.93%	50.76%	51.43%	53.36%
Average	47.46%	46.79%	50.34%	50.41%	50.77%

Responses 1459 1696 1919 2174 2946

Workforce Equality Standards

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

Workforce Race Equality Standards (WRES)

This section contains data for the organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2021-2025 organisation and benchmarking group median results for q13a, q13b&c combined, and q16b split by ethnicity (by white staff / staff from all other ethnic groups combined). Organisation and benchmarking group median results for q15 are included for 2025 only*.

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 2021-2025 organisation and benchmarking group median results for q4b, q11e, and q14a-d split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness. Organisation and benchmarking group median results for q15 split by staff with a long lasting health condition or illness compared to staff without a long lasting health condition or illness are shown for 2025 only*. It also shows results for q31b (for staff with a long lasting health condition or illness only), and the staff engagement score for staff with a long lasting health condition or illness, compared to staff without a long lasting health condition or illness and the overall engagement score for the organisation.

In 2022, the text for q31b was updated and the word 'adequate' was 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?

*Due to changes in the question wording in 2025, previous years' results for WRES indicator 7 and WDES metric 5 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

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 (2025 only)
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 (2025 only)
6	Q11e	Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7	Q4b	Percentage staff saying that they are satisfied with the extent to which their organisation values their work
8	Q31b	Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work
9a	theme_engagement	The staff engagement score for staff with LTC or illness vs staff without a LTC or illness

*Staff with a long term condition

Workforce Race Equality Standards (WRES)

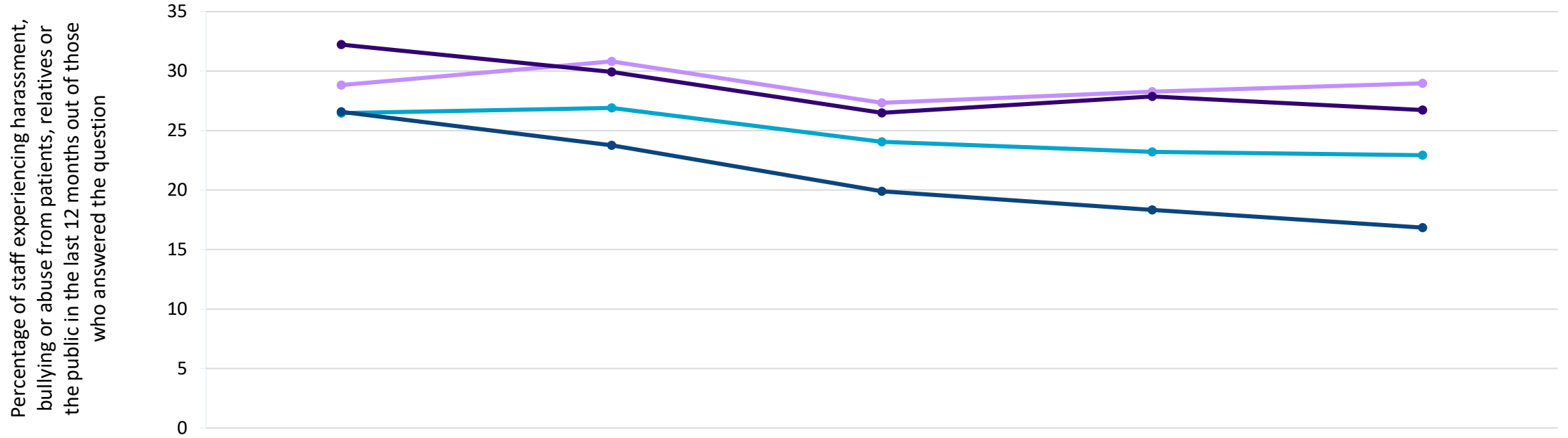
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

Data shown in the WRES charts are unweighted.

Averages are calculated as the median for the benchmark group.

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

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

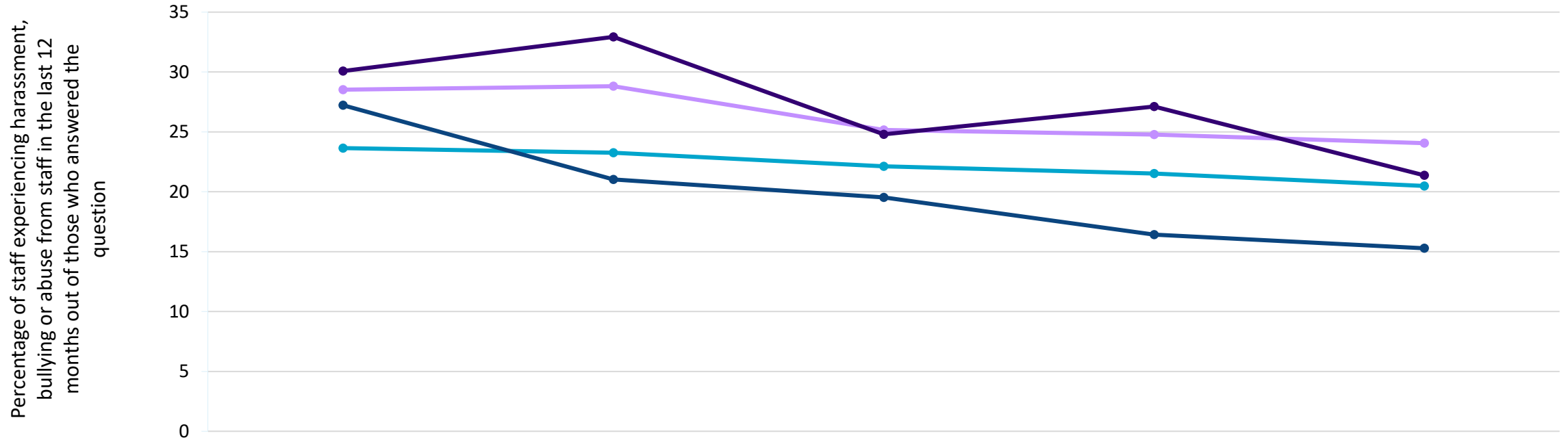


	2021	2022	2023	2024	2025
White staff: Your org	26.58%	23.77%	19.90%	18.34%	16.84%
All other ethnic groups*: Your org	32.23%	29.94%	26.50%	27.87%	26.72%
White staff: Average	26.47%	26.91%	24.05%	23.21%	22.93%
All other ethnic groups*: Average	28.84%	30.82%	27.34%	28.27%	28.98%
White staff: Responses	1490	1712	1925	2110	2808
All other ethnic groups*: Responses	121	167	234	305	464

*Staff from all other ethnic groups combined

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

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



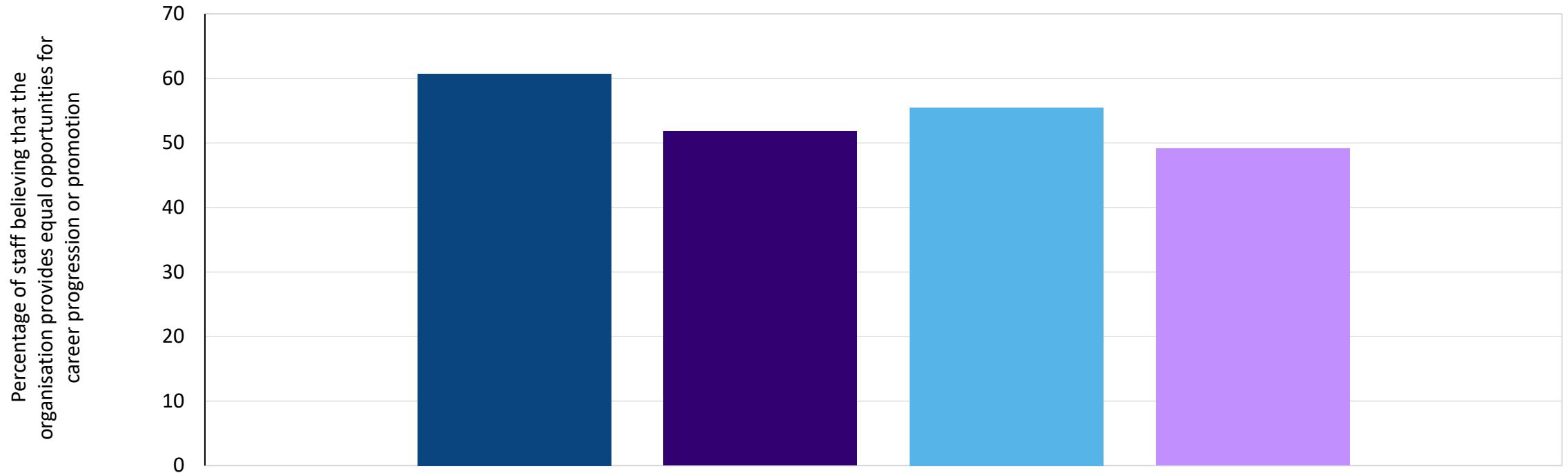
	2021	2022	2023	2024	2025
White staff: Your org	27.22%	21.03%	19.52%	16.42%	15.28%
All other ethnic groups*: Your org	30.08%	32.93%	24.79%	27.12%	21.37%
White staff: Average	23.65%	23.25%	22.12%	21.53%	20.48%
All other ethnic groups*: Average	28.53%	28.81%	25.16%	24.78%	24.06%

White staff: Responses	1495	1717	1926	2113	2814
All other ethnic groups*: Responses	123	167	234	306	468

*Staff from all other ethnic groups combined

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

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



2025

White staff: Your org	60.71%
All other ethnic groups*: Your org	51.82%
White staff: Average	55.46%
All other ethnic groups*: Average	49.11%

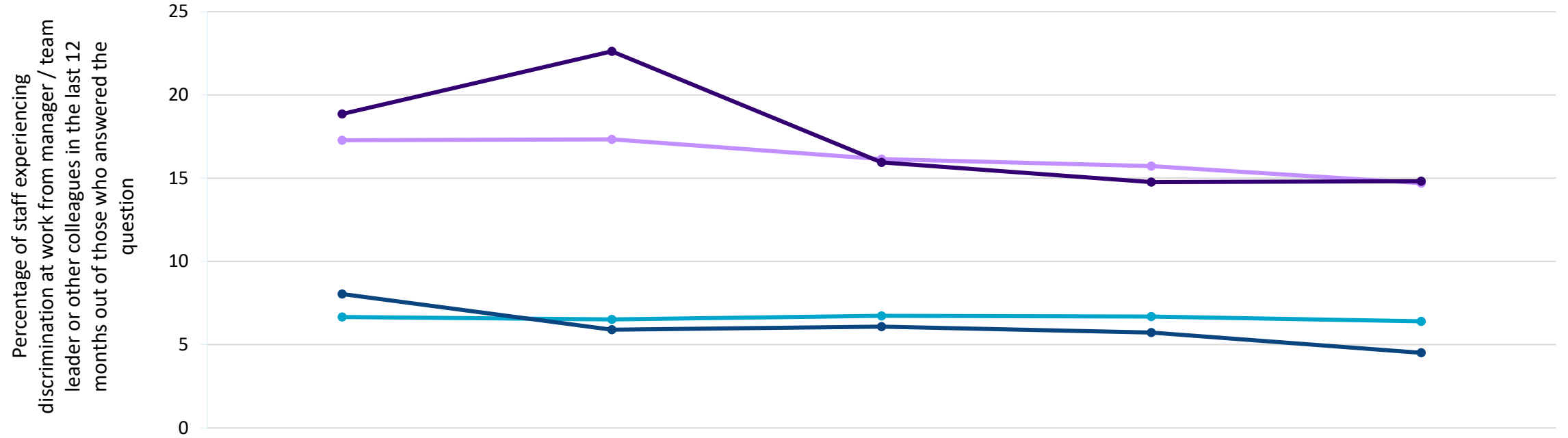
White staff: Responses 2802

All other ethnic groups*: Responses 467

*Staff from all other ethnic groups combined.

Note: Due to changes in the question wording in 2025, previous years' results for WRES indicator 7 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

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



	2021	2022	2023	2024	2025
White staff: Your org	8.04%	5.90%	6.08%	5.73%	4.51%
All other ethnic groups*: Your org	18.85%	22.62%	15.95%	14.77%	14.81%
White staff: Average	6.67%	6.52%	6.73%	6.69%	6.40%
All other ethnic groups*: Average	17.28%	17.33%	16.14%	15.72%	14.70%
White staff: Responses	1492	1711	1924	2095	2792
All other ethnic groups*: Responses	122	168	232	298	459

*Staff from all other ethnic groups combined

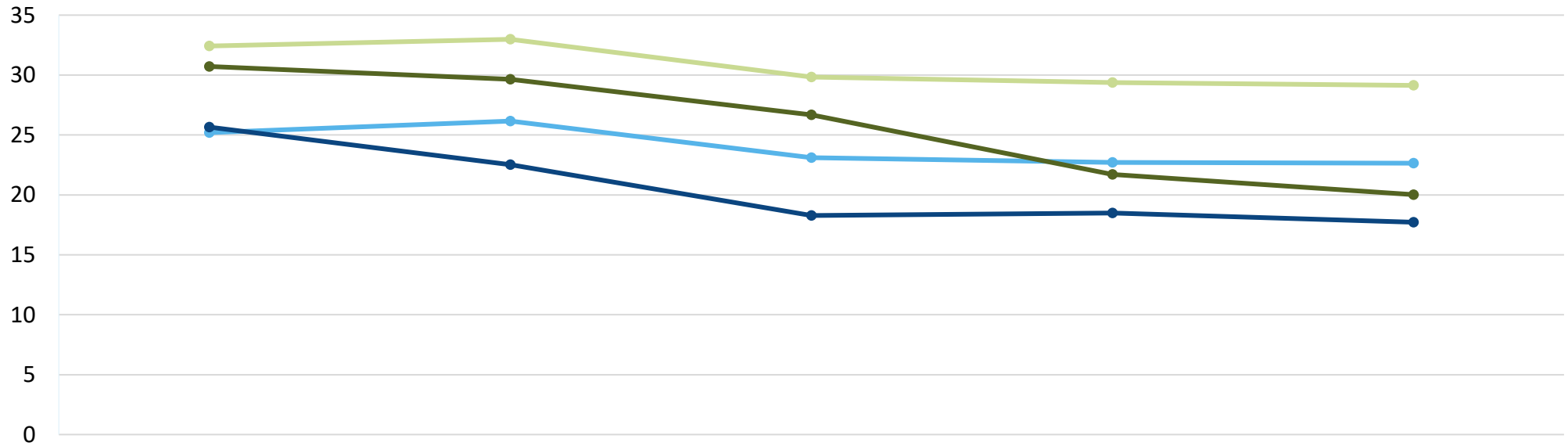
Workforce Disability Equality Standards (WDES)

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

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

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

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

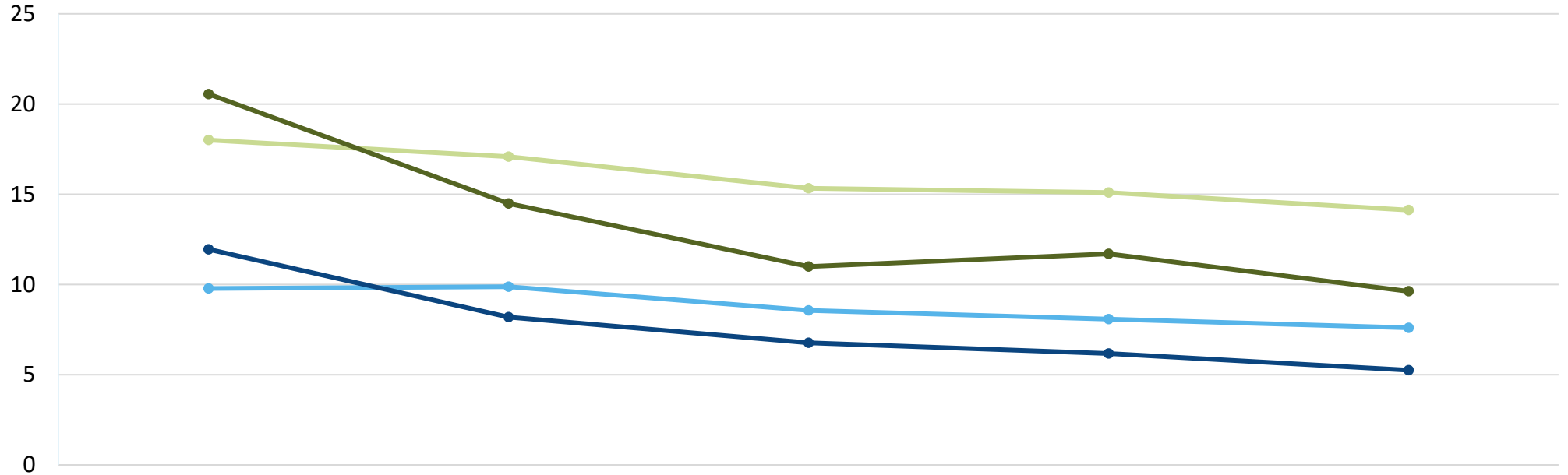


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	30.72%	29.65%	26.68%	21.70%	20.02%
Staff without a LTC or illness: Your org	25.65%	22.53%	18.27%	18.49%	17.72%
Staff with a LTC or illness: Average	32.43%	32.98%	29.83%	29.37%	29.14%
Staff without a LTC or illness: Average	25.19%	26.16%	23.11%	22.71%	22.64%
Staff with a LTC or illness: Responses	433	489	581	659	894
Staff without a LTC or illness: Responses	1185	1394	1560	1752	2348

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

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

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

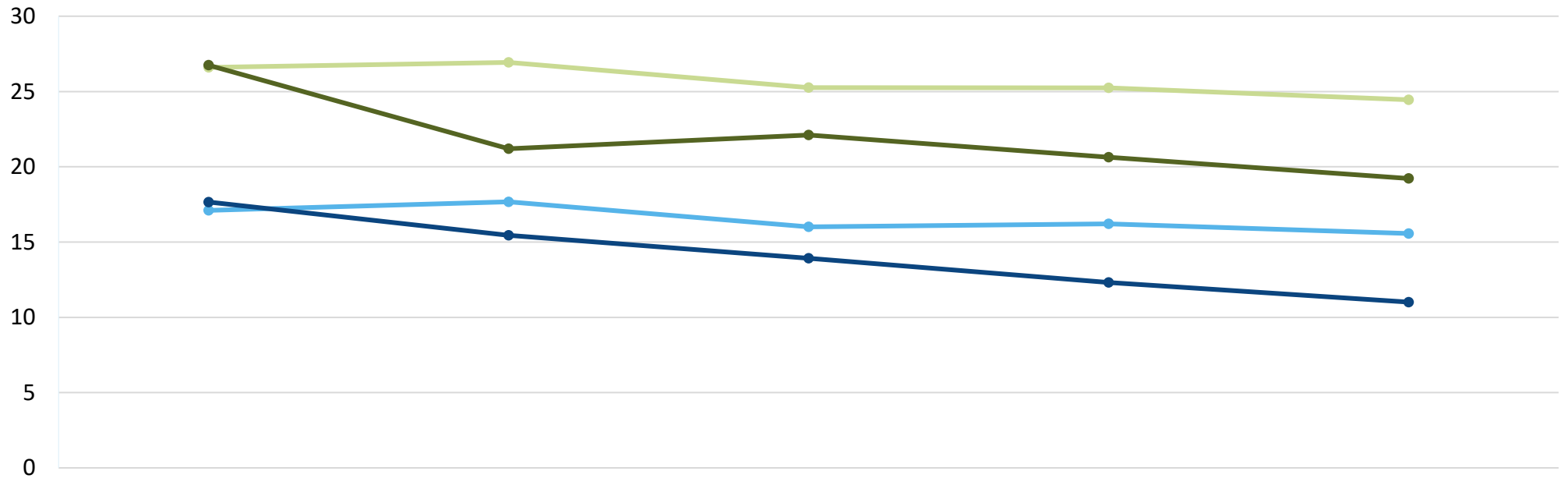


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	20.55%	14.49%	11.00%	11.70%	9.62%
Staff without a LTC or illness: Your org	11.95%	8.18%	6.76%	6.17%	5.25%
Staff with a LTC or illness: Average	18.00%	17.09%	15.33%	15.10%	14.12%
Staff without a LTC or illness: Average	9.77%	9.88%	8.56%	8.08%	7.60%
Staff with a LTC or illness: Responses	433	490	582	658	894
Staff without a LTC or illness: Responses	1180	1393	1553	1749	2343

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

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

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

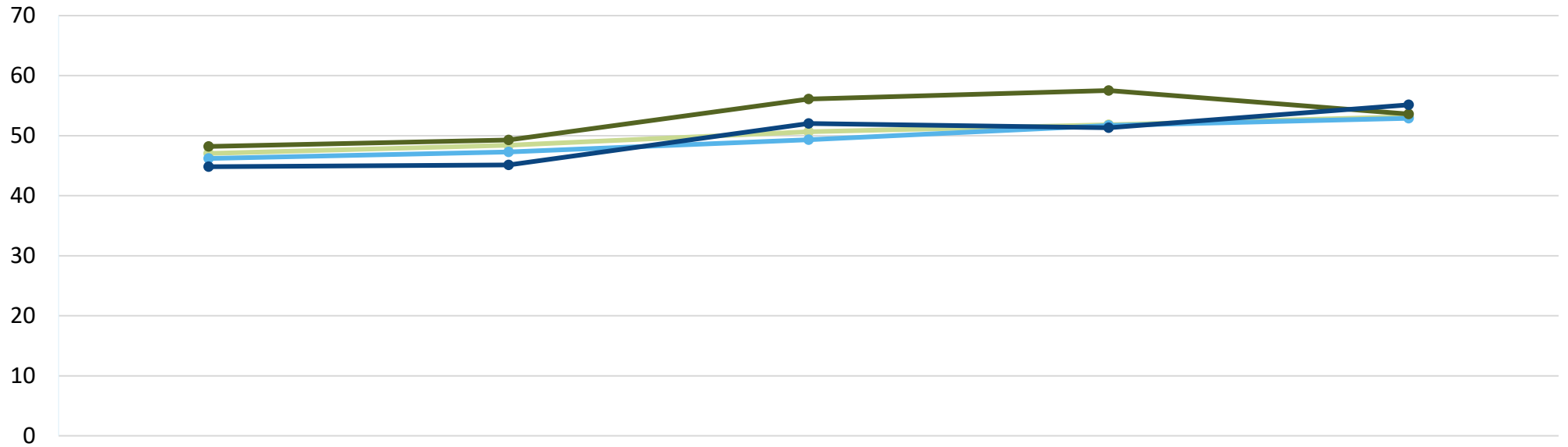


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	26.74%	21.19%	22.11%	20.64%	19.22%
Staff without a LTC or illness: Your org	17.66%	15.44%	13.92%	12.31%	11.01%
Staff with a LTC or illness: Average	26.60%	26.93%	25.26%	25.24%	24.45%
Staff without a LTC or illness: Average	17.11%	17.67%	16.01%	16.22%	15.57%
Staff with a LTC or illness: Responses	430	486	579	659	900
Staff without a LTC or illness: Responses	1178	1386	1552	1747	2343

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

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

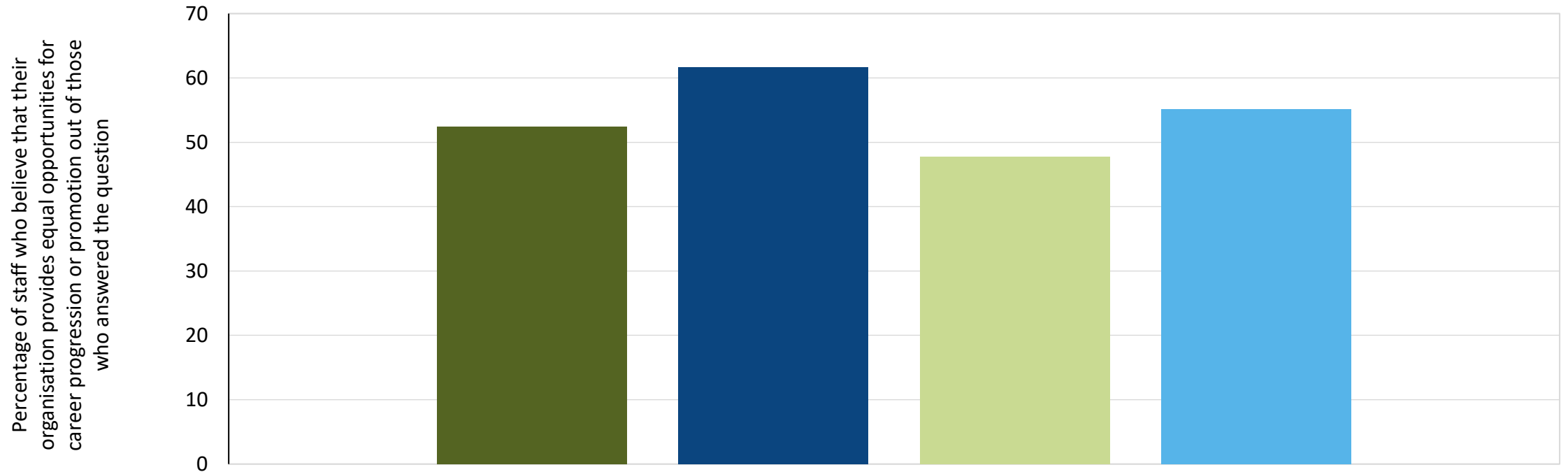
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	48.21%	49.30%	56.09%	57.52%	53.60%
Staff without a LTC or illness: Your org	44.83%	45.11%	52.01%	51.30%	55.14%
Staff with a LTC or illness: Average	47.03%	48.43%	50.64%	51.82%	53.16%
Staff without a LTC or illness: Average	46.20%	47.30%	49.31%	51.71%	52.89%
Staff with a LTC or illness: Responses	195	213	230	226	278
Staff without a LTC or illness: Responses	406	399	423	423	555

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

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



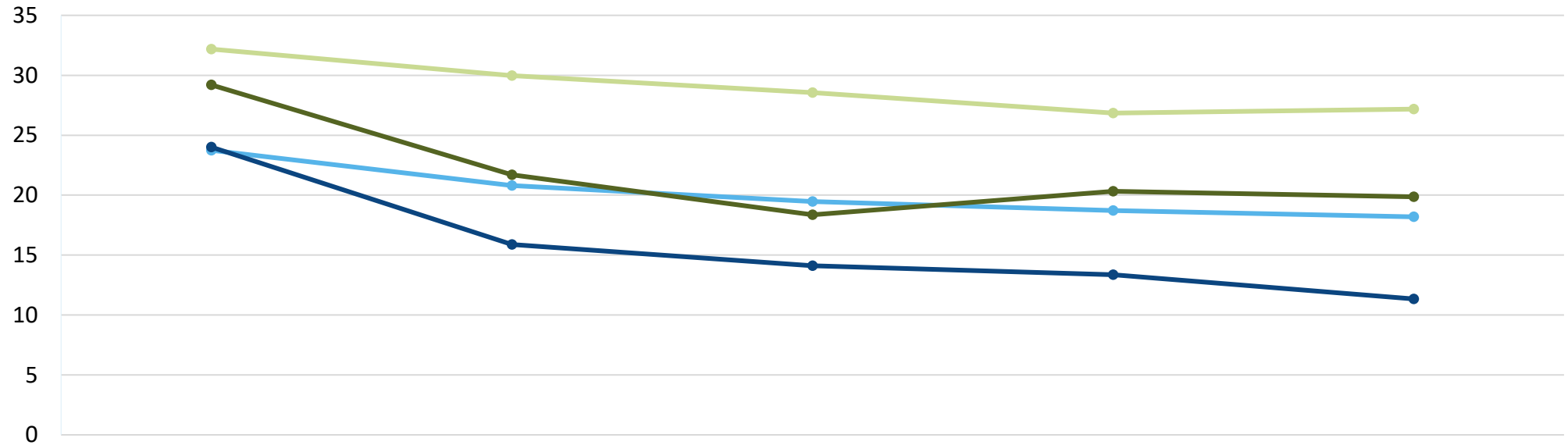
2025

Staff with a LTC or illness: Your org	52.39%
Staff without a LTC or illness: Your org	61.70%
Staff with a LTC or illness: Average	47.79%
Staff without a LTC or illness: Average	55.09%
Staff with a LTC or illness: Responses	899
Staff without a LTC or illness: Responses	2342

Note: Due to changes in the question wording in 2025, previous years' results for WDES metric 5 (Q15) are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>

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

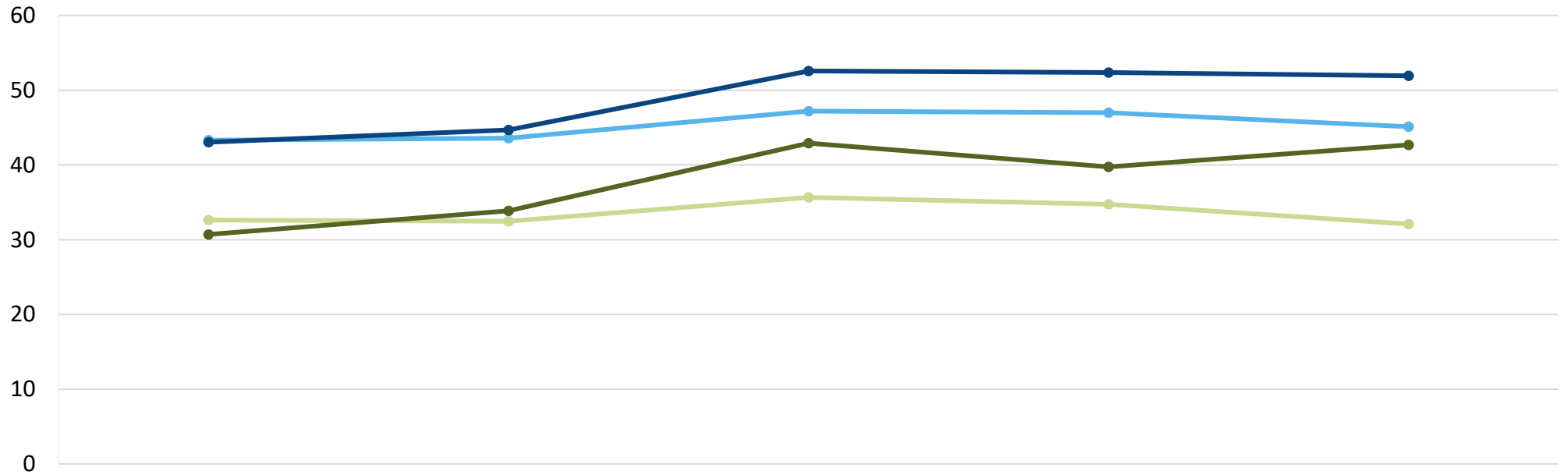
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	29.19%	21.69%	18.36%	20.32%	19.86%
Staff without a LTC or illness: Your org	24.01%	15.88%	14.10%	13.36%	11.34%
Staff with a LTC or illness: Average	32.18%	29.97%	28.55%	26.85%	27.19%
Staff without a LTC or illness: Average	23.74%	20.80%	19.46%	18.71%	18.19%
Staff with a LTC or illness: Responses	298	332	403	443	589
Staff without a LTC or illness: Responses	579	680	709	816	1014

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

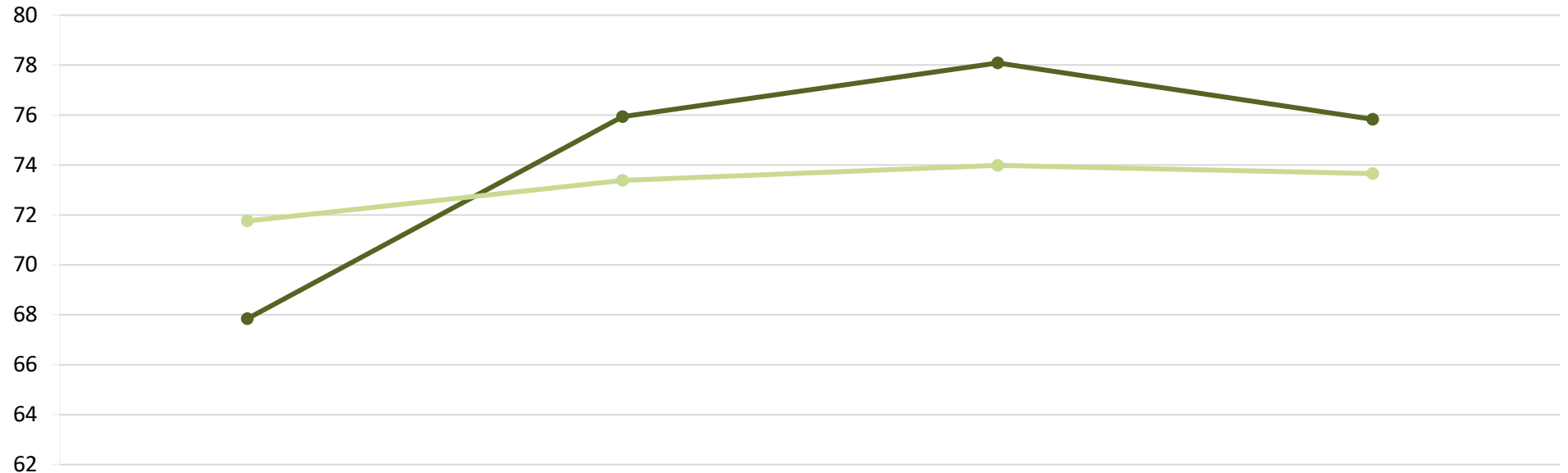
Percentage of staff satisfied with the extent to which their organisation values their work.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	30.70%	33.87%	42.91%	39.73%	42.68%
Staff without a LTC or illness: Your org	43.04%	44.66%	52.56%	52.37%	51.93%
Staff with a LTC or illness: Average	32.62%	32.46%	35.66%	34.73%	32.09%
Staff without a LTC or illness: Average	43.30%	43.56%	47.19%	46.98%	45.10%
Staff with a LTC or illness: Responses	430	496	585	662	895
Staff without a LTC or illness: Responses	1199	1395	1562	1751	2353

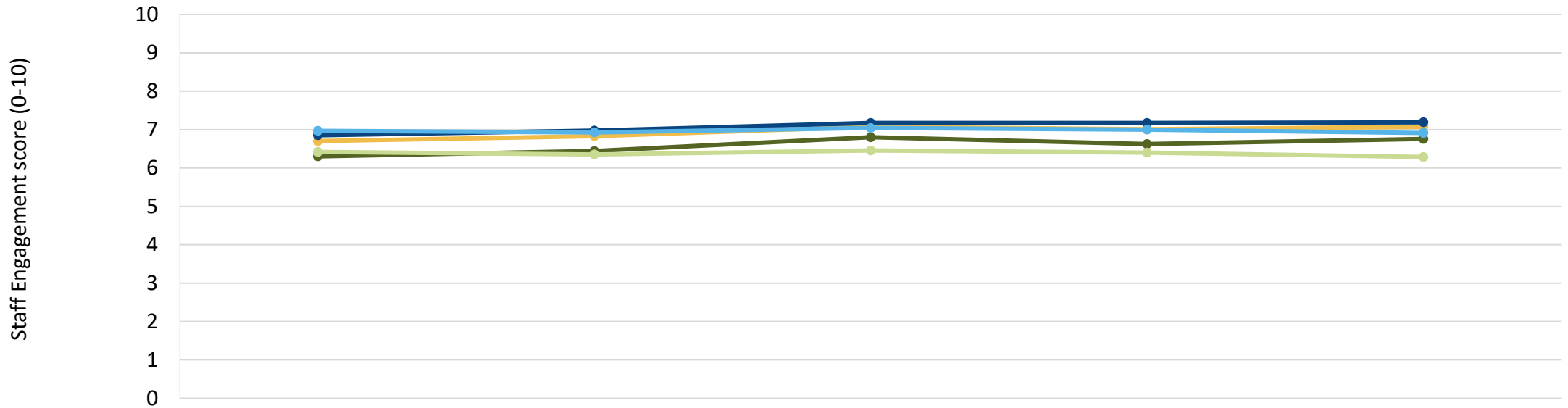
Percentage of staff with a long lasting health condition or illness saying their employer has made reasonable adjustment(s) to enable them to carry out their work.

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



	2022	2023	2024	2025
Staff with a LTC or illness: Your org	67.84%	75.94%	78.09%	75.83%
Staff with a LTC or illness: Average	71.76%	73.38%	73.98%	73.65%
Staff with a LTC or illness: Responses	255	320	397	542

Staff engagement score (0-10)



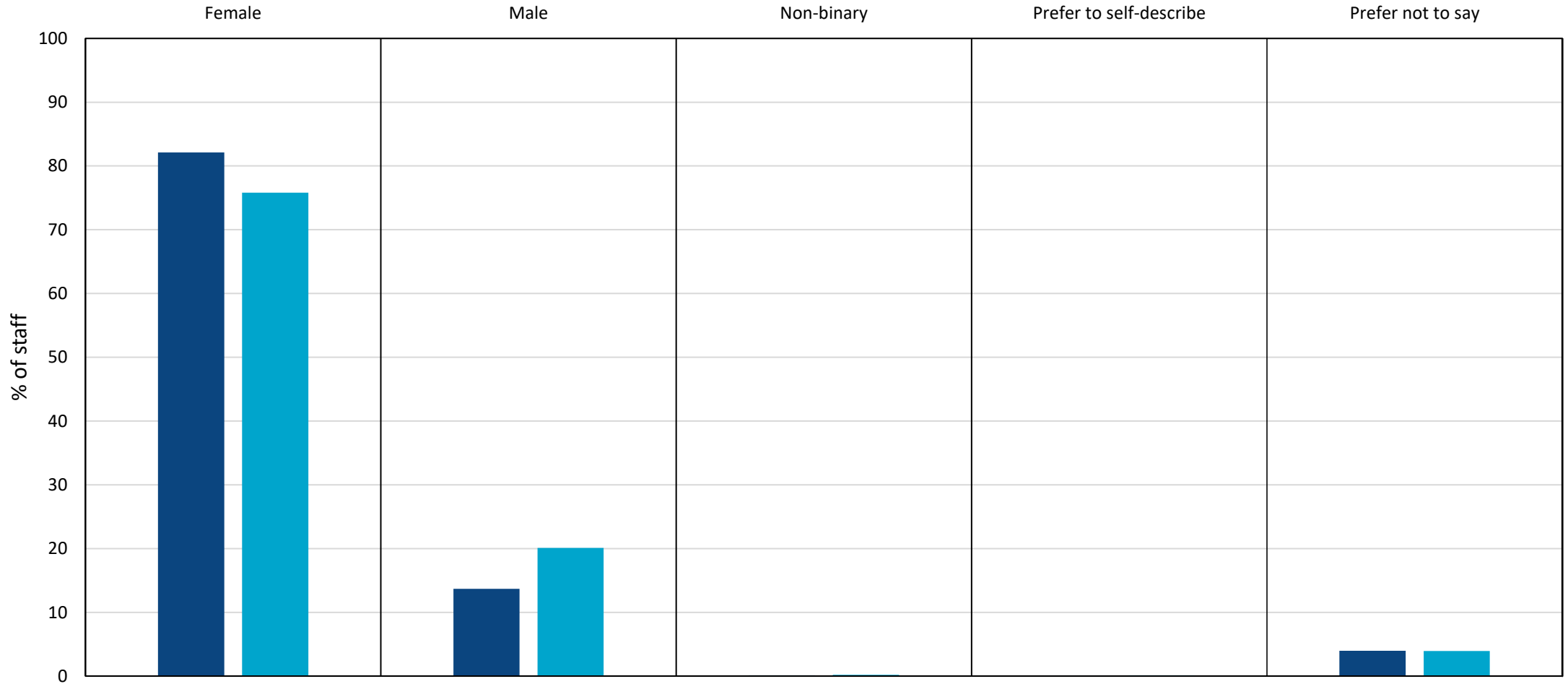
	2021	2022	2023	2024	2025
Organisation average	6.70	6.83	7.07	7.01	7.07
Staff with a LTC or illness: Your org	6.30	6.44	6.80	6.63	6.76
Staff without a LTC or illness: Your org	6.85	6.97	7.18	7.17	7.19
Staff with a LTC or illness: Average	6.42	6.35	6.46	6.40	6.29
Staff without a LTC or illness: Average	6.97	6.92	7.04	7.00	6.91
Staff with a LTC or illness: Responses	434	496	584	664	901
Staff without a LTC or illness: Responses	1202	1402	1567	1757	2358

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 2025.

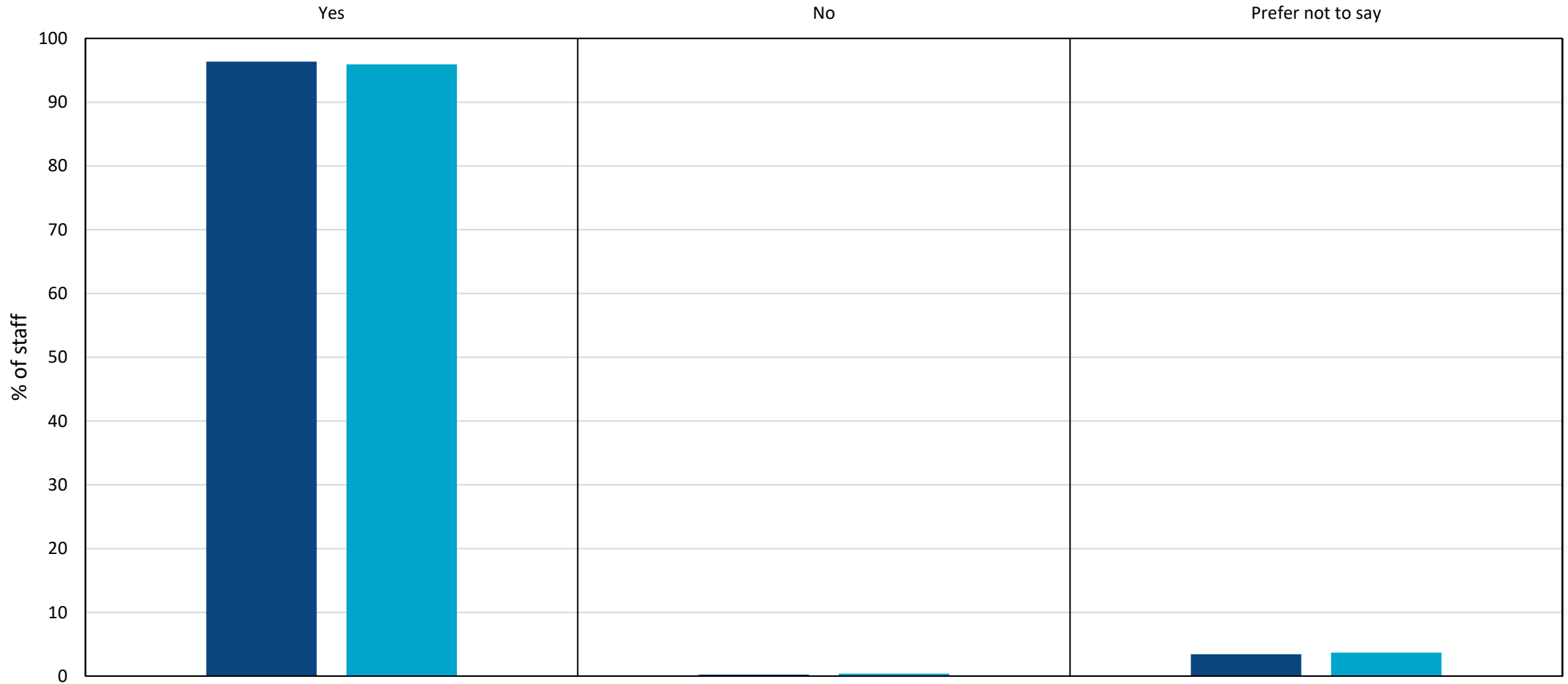
Background details - Which of the following best describes you?



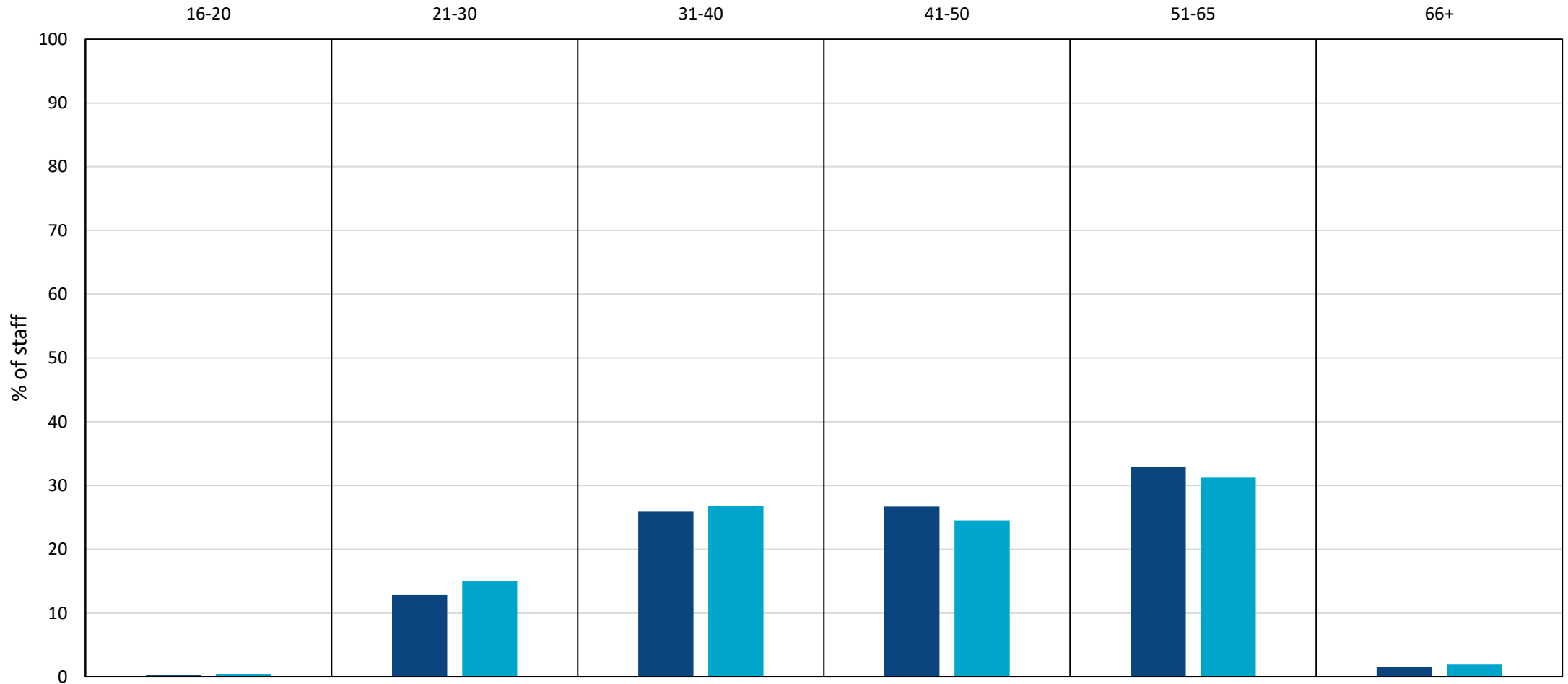
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	82.11%	13.70%	0.12%	0.09%	3.97%
Average	75.82%	20.10%	0.19%	0.12%	3.92%
Responses	3321	3321	3321	3321	3321



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

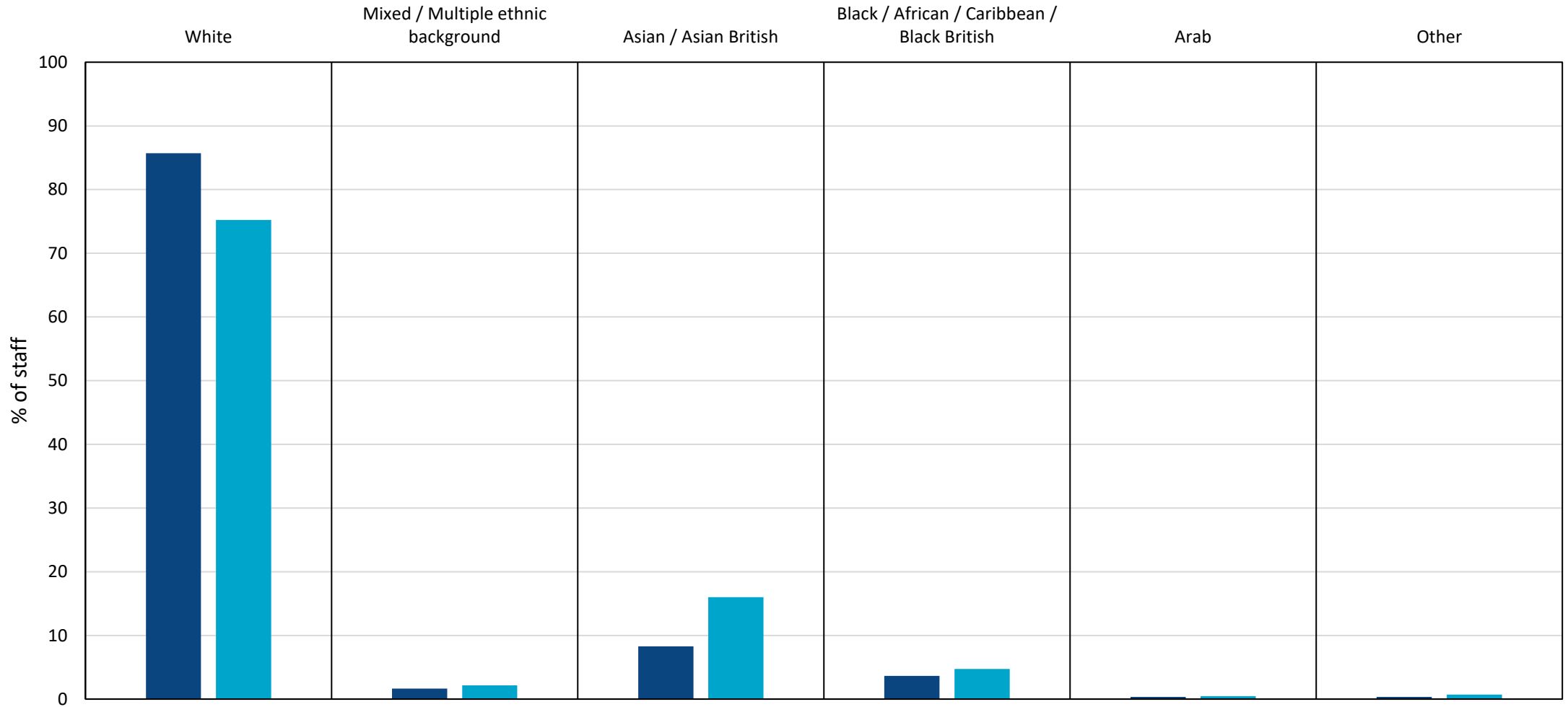


Response	Yes	No	Prefer not to say
Your org	96.35%	0.22%	3.43%
Average	95.94%	0.37%	3.67%
Responses	3175	3175	3175



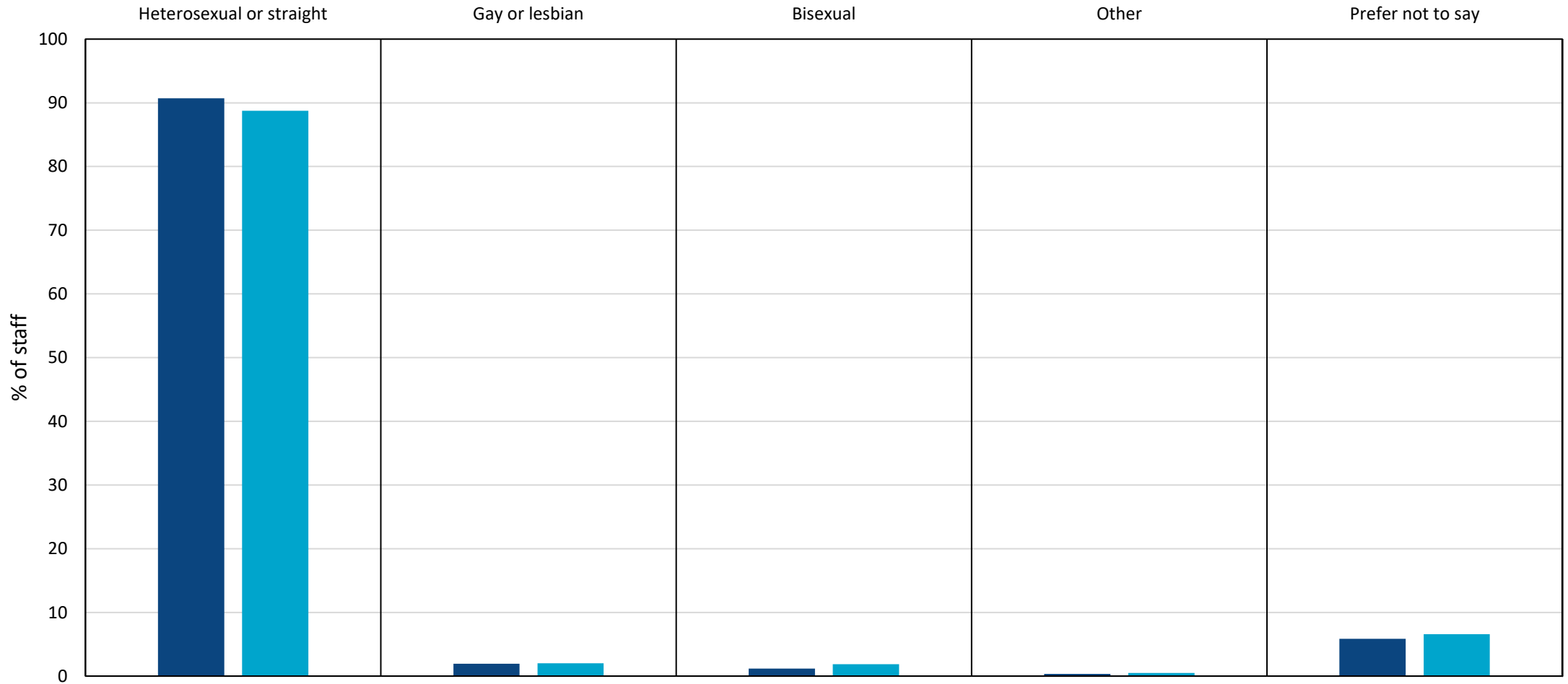
Your org	0.27%	12.80%	25.88%	26.70%	32.85%	1.49%
Average	0.44%	14.95%	26.81%	24.51%	31.23%	1.89%
Responses	3288	3288	3288	3288	3288	3288

Background details - Ethnic group



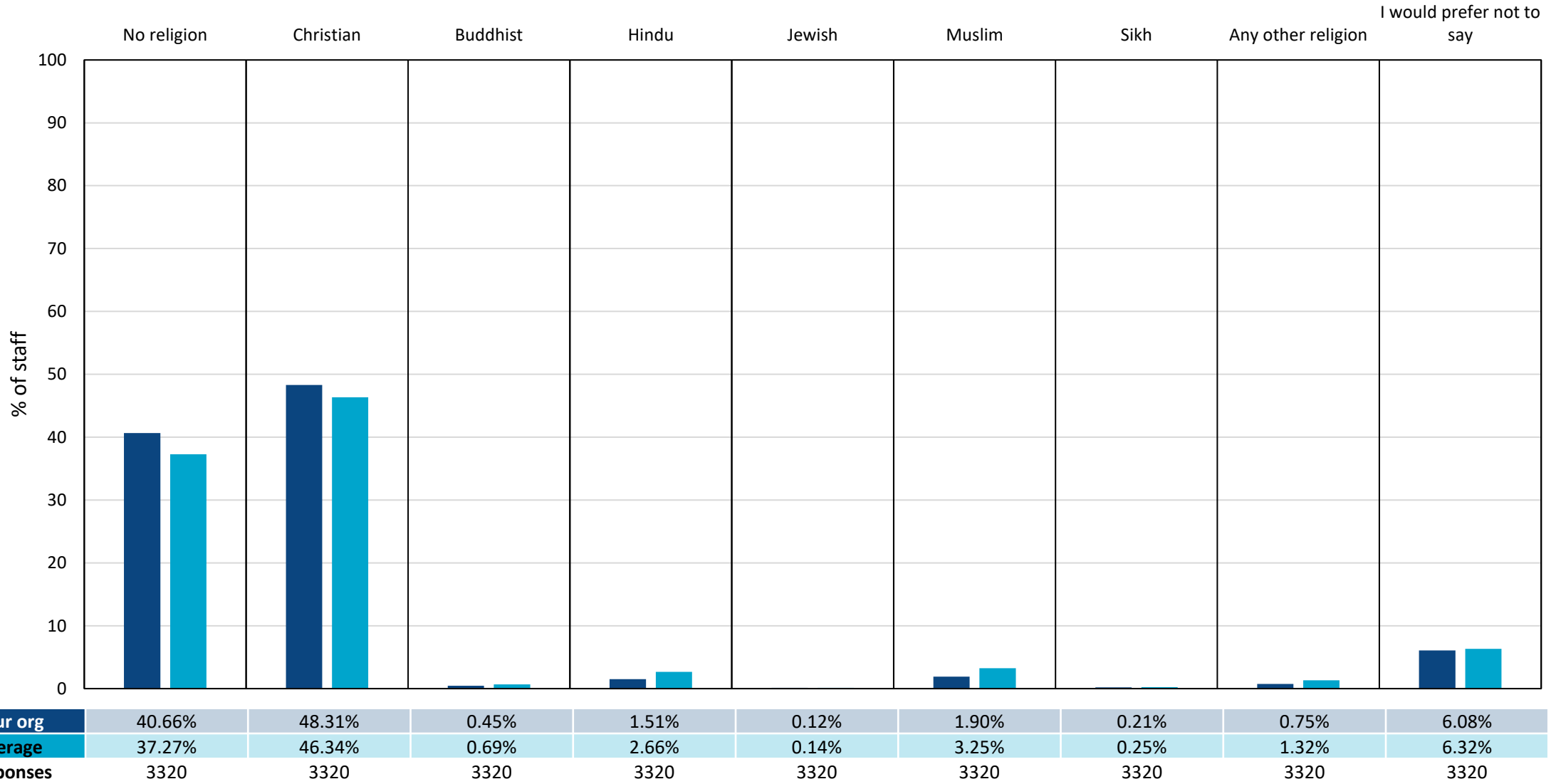
	White	Mixed / Multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Your org	85.72%	1.67%	8.28%	3.64%	0.36%	0.33%
Average	75.23%	2.15%	16.00%	4.74%	0.47%	0.69%
Responses	3298	3298	3298	3298	3298	3298

Background details - Sexual orientation

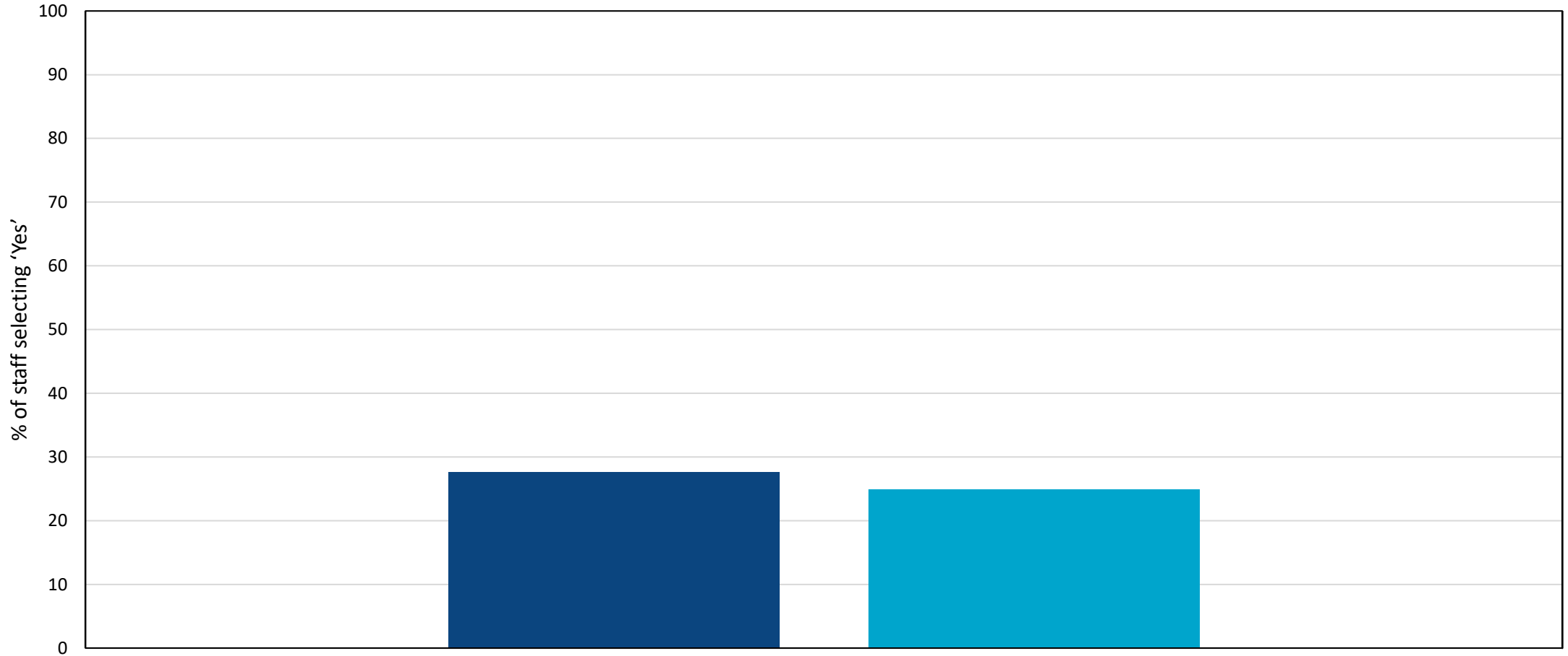


Responses	3313	3313	3313	3313	3313
Your org	90.70%	1.93%	1.18%	0.33%	5.86%
Average	88.76%	2.01%	1.86%	0.49%	6.59%

Background details - Religion or belief



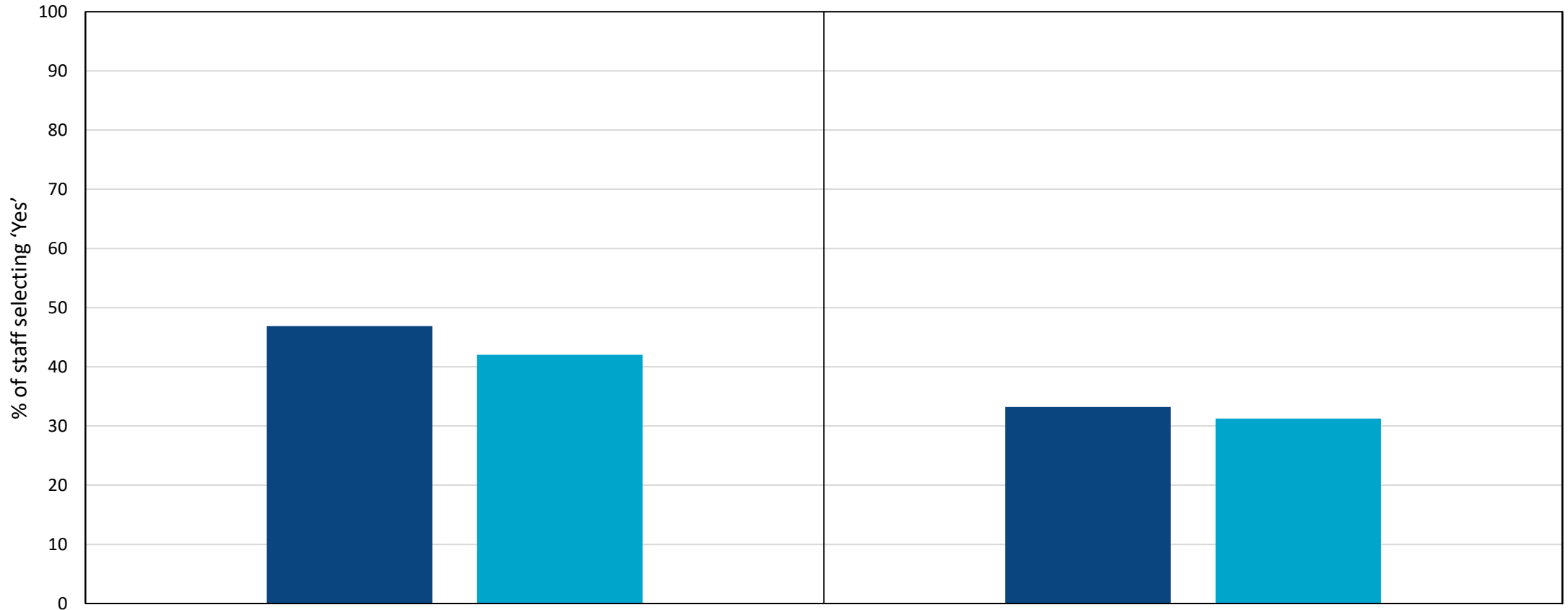
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	27.61%
Average	24.90%
Responses	3267

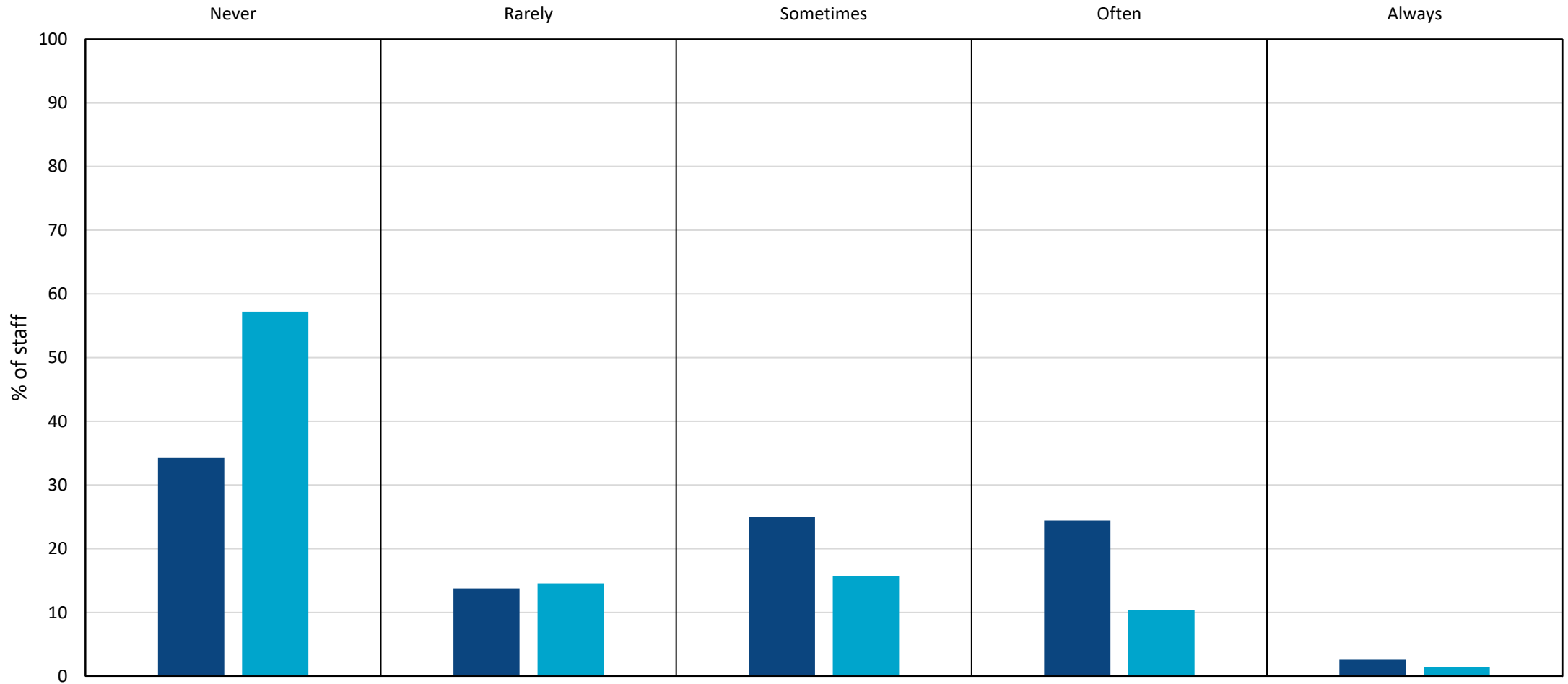
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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



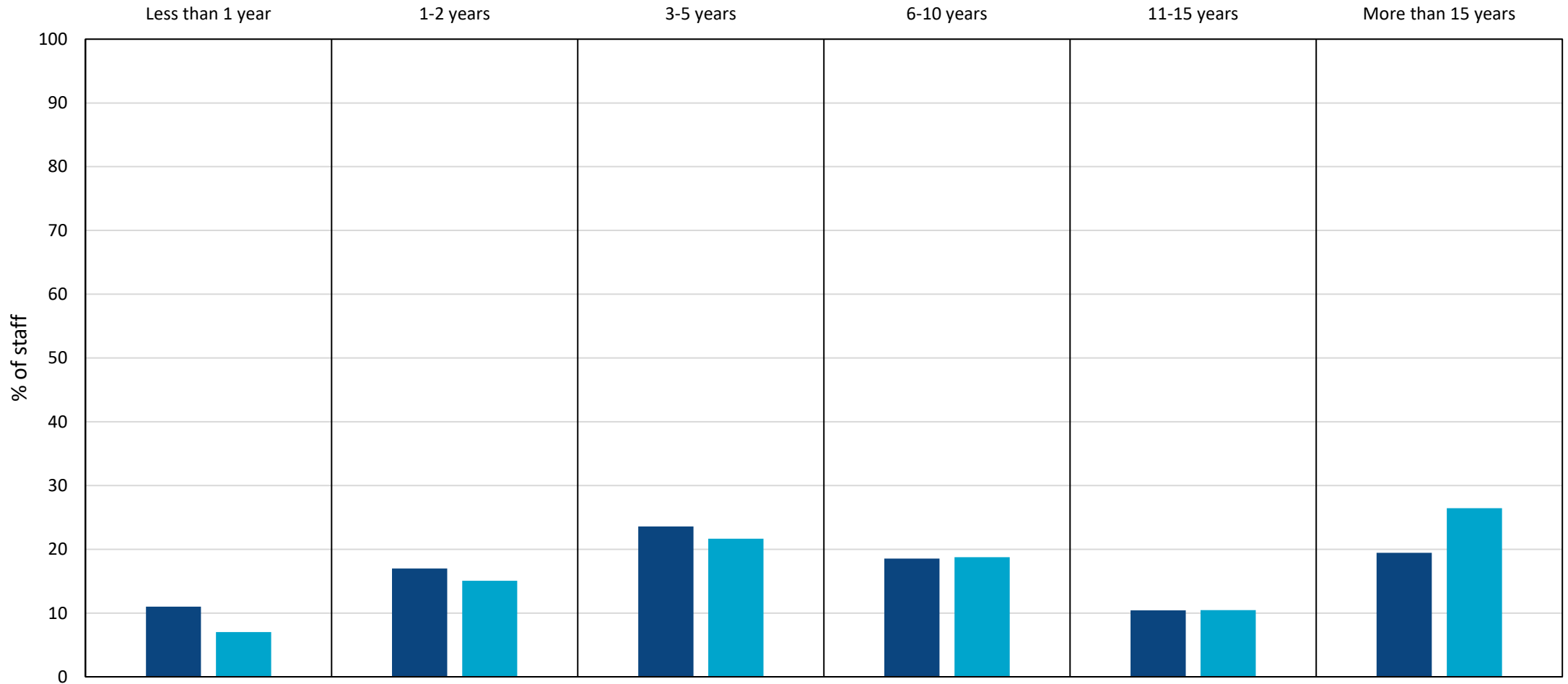
Your org	46.89%	33.21%
Average	42.03%	31.25%
Responses	3308	3309

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



Responses	3310	3310	3310	3310	3310
Your org	34.23%	13.75%	25.05%	24.41%	2.57%
Average	57.23%	14.54%	15.67%	10.40%	1.48%

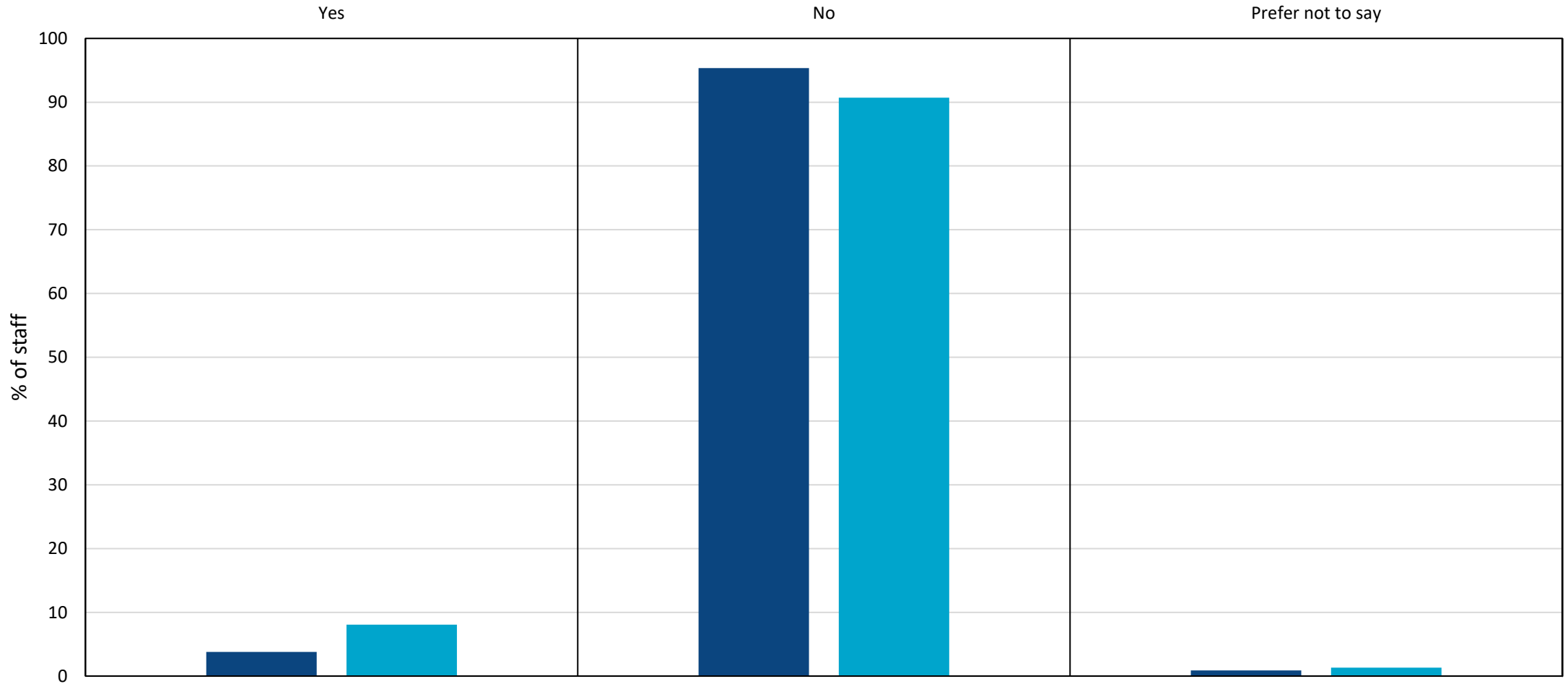
Background details - Length of service



Your org	11.01%	16.99%	23.58%	18.53%	10.44%	19.46%
Average	7.03%	15.07%	21.68%	18.76%	10.47%	26.44%
Responses	3325	3325	3325	3325	3325	3325

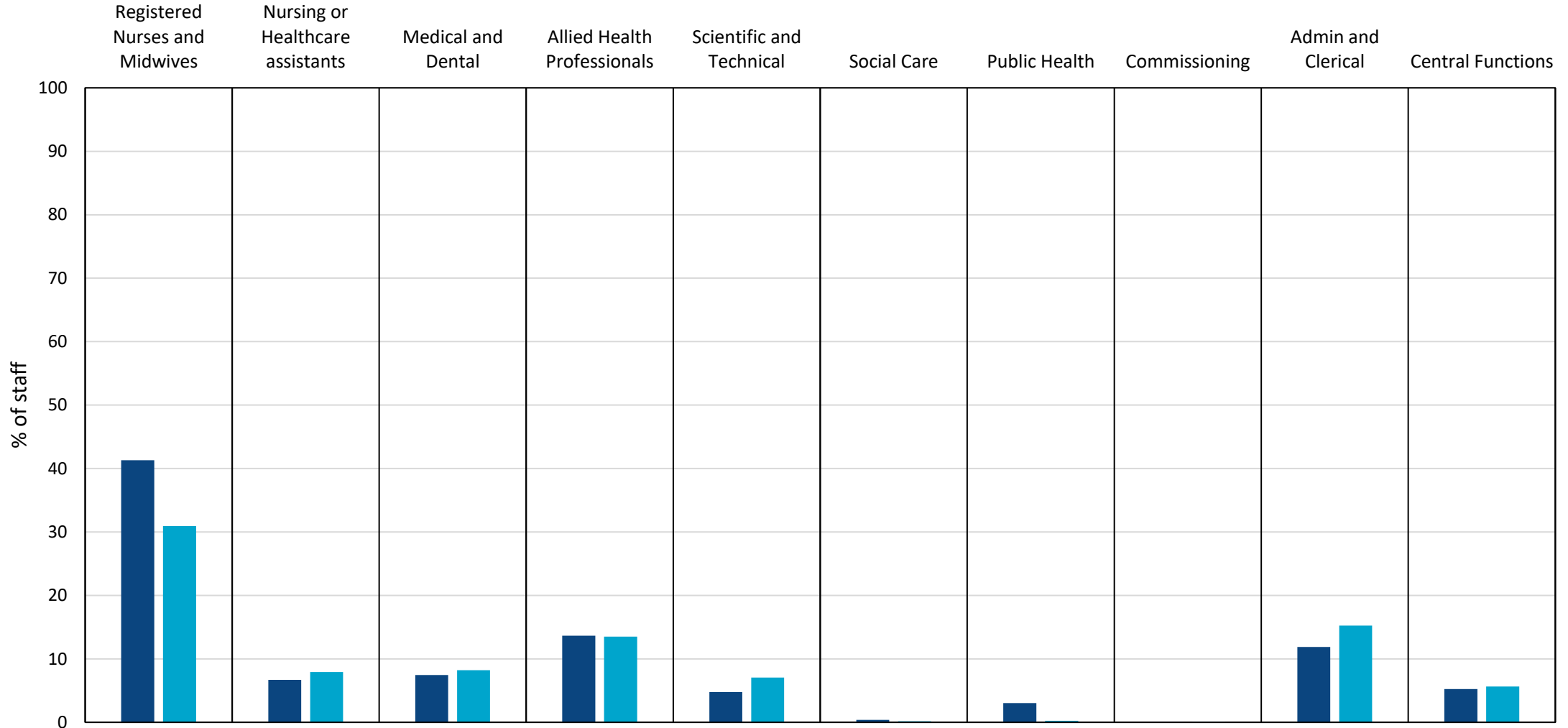


Background details - When you joined this organisation, were you recruited from outside of the UK?



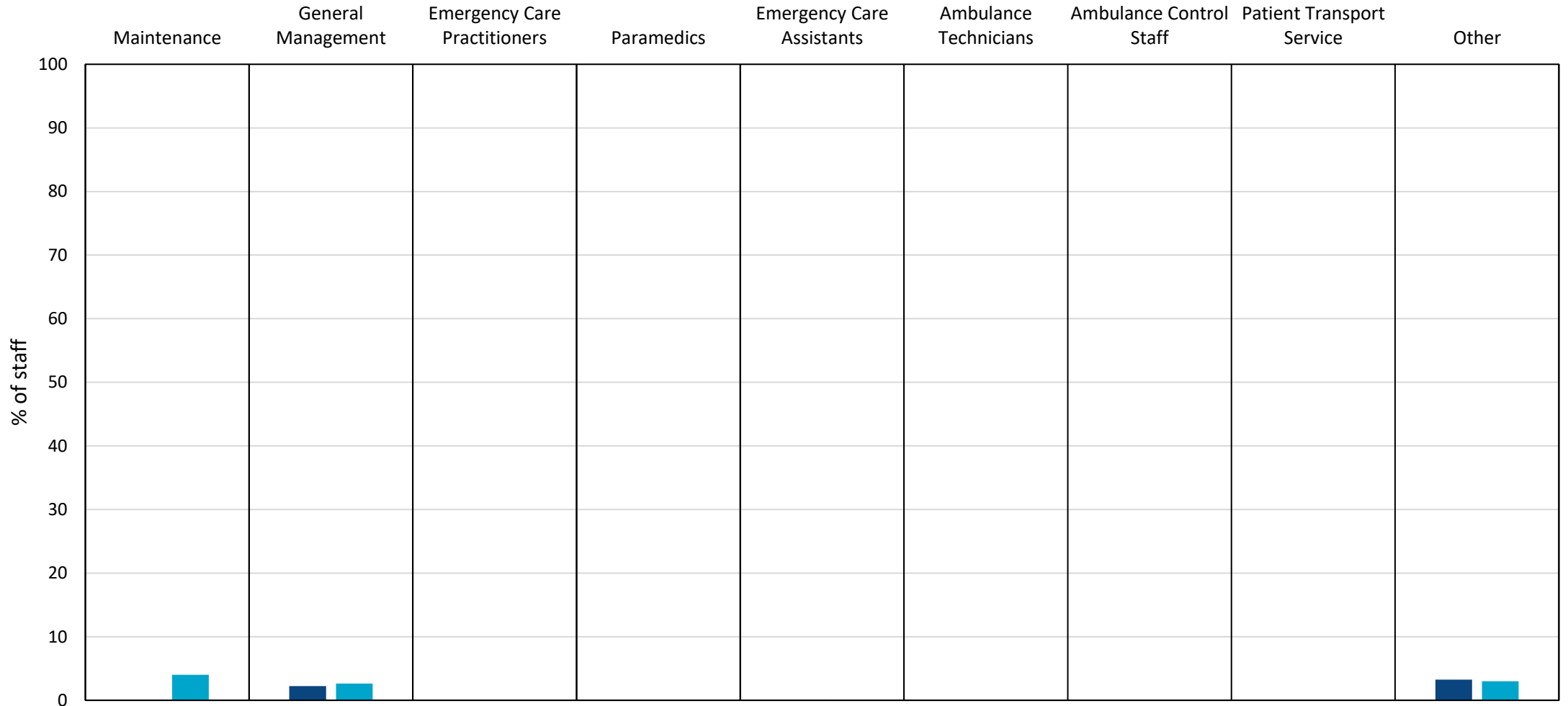
	Yes	No	Prefer not to say
Your org	3.78%	95.34%	0.88%
Average	8.07%	90.72%	1.31%
Responses	3303	3303	3303

Background details - Occupational group



Responses	3289	3289	3289	3289	3289	3289	3289	3289	3289	3289
Your org	41.29%	6.69%	7.45%	13.65%	4.77%	0.40%	3.04%	0.09%	11.86%	5.23%
Average	30.95%	7.91%	8.21%	13.49%	7.06%	0.18%	0.25%	0.08%	15.26%	5.63%

Background details - Occupational group



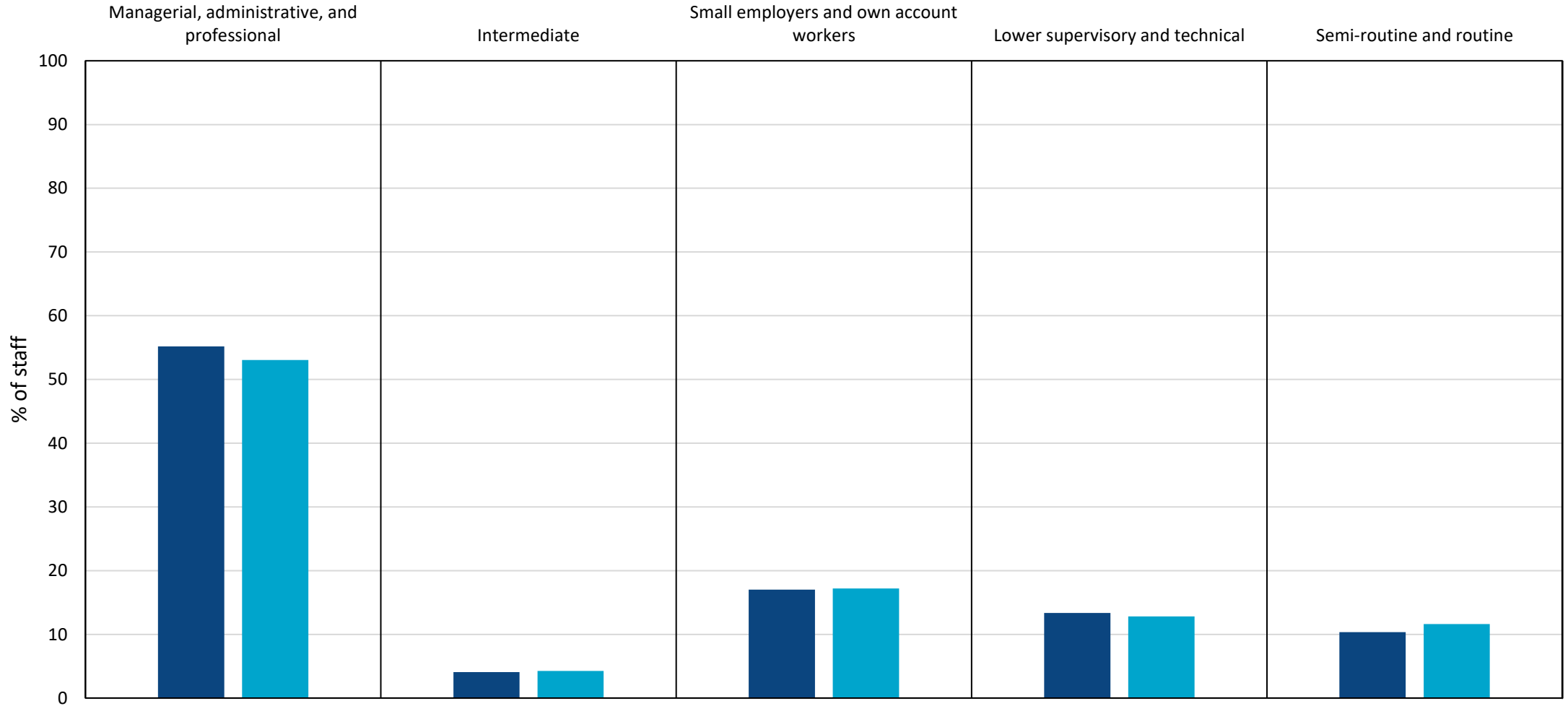
Your org	0.00%	2.22%	0.00%	0.03%	0.00%	0.03%	0.00%	0.00%	3.25%
Average	3.99%	2.62%	0.01%	0.02%	0.04%	0.00%	0.00%	0.01%	2.99%
Responses	3289	3289	3289	3289	3289	3289	3289	3289	3289

Socio-economic Background

This section shows information about the socio-economic background of staff and People Promise scores by socio-economic background. These questions are only included in the online questionnaire and were not answered by those responding to the paper questionnaire.

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.

Socio-economic background: Five classes

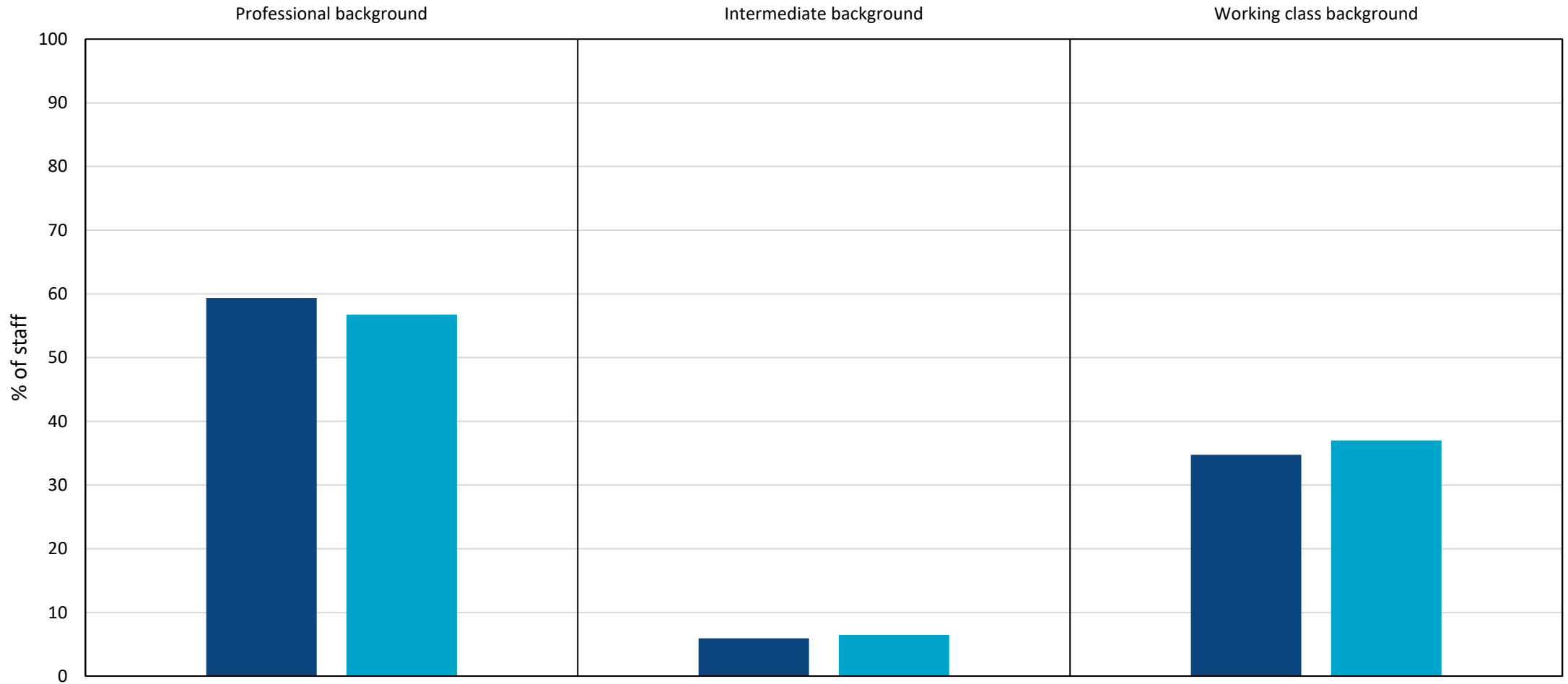


Your org	55.18%	4.08%	17.02%	13.37%	10.36%
Average	53.05%	4.27%	17.19%	12.81%	11.63%
Responses	1863	1863	1863	1863	1863

Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions, which resulted in 48.02% of respondents not receiving a Five class score at the national level. For more information about socio-economic background, please see [appendix D](#).

Socio-economic background: Three classes



Your org	59.34%	5.91%	34.75%
Average	56.73%	6.48%	36.98%
Responses	2538	2538	2538

Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions, which resulted in 28.32% of respondents not receiving a Three class score at the national level. For more information about socio-economic background, please see [appendix D](#).



Socio-economic background: People Promise elements and themes

People Promise elements and themes in your organisation by socio-economic background (Five class)	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff engagement	Morale
1 Managerial, administrative and professional	7.76	6.52	7.08	6.35	5.97	6.68	7.19	7.20	6.23
2 Intermediate	7.87	6.44	7.18	6.47	5.85	6.69	7.17	7.23	6.44
3 Small employers and own account workers	7.86	6.47	7.11	6.42	6.01	6.67	7.35	7.21	6.23
4 Lower supervisory and technical	7.89	6.52	7.10	6.60	5.90	6.88	7.32	7.21	6.35
5 Semi-routine and routine	7.78	6.46	7.03	6.50	5.91	6.82	7.27	7.08	6.37

People Promise elements and themes in your organisation by socio-economic background (Three class)	We are compassionate and inclusive	We are recognised and rewarded	We each have a voice that counts	We are safe and healthy	We are always learning	We work flexibly	We are a team	Staff engagement	Morale
1 Professional	7.78	6.49	7.06	6.36	6.00	6.68	7.22	7.17	6.25
2 Intermediate	7.80	6.49	7.11	6.42	5.80	6.68	7.24	7.15	6.28
3 Working class	7.75	6.37	6.98	6.46	5.85	6.67	7.19	7.06	6.21

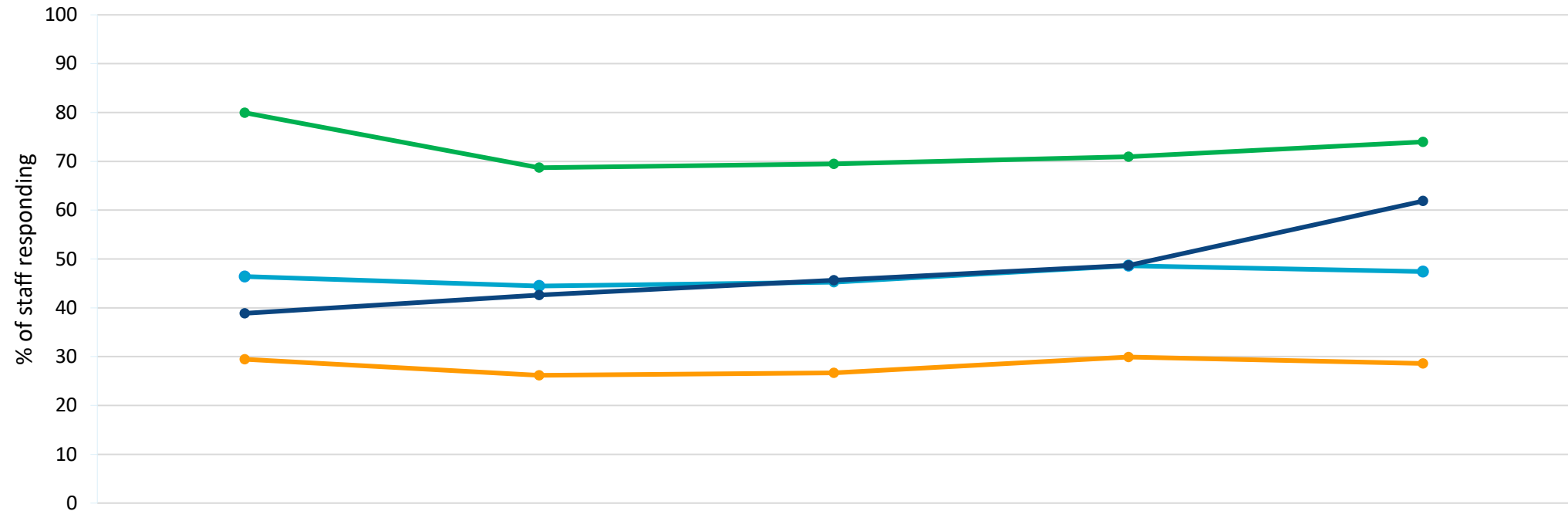
Please note – These questions are online only.

There was a higher than typical level of non-response to the socio-economic background questions. For more information about interpreting socio-economic background data, please see [appendix D](#).

Appendices

Appendix A: Response rate

Response rate



	2021	2022	2023	2024	2025
Your org	38.87%	42.60%	45.66%	48.70%	61.86%
Highest	79.95%	68.69%	69.45%	70.92%	73.97%
Average	46.38%	44.46%	45.23%	48.61%	47.42%
Lowest	29.47%	26.17%	26.65%	29.91%	28.60%
Responses	1651	1915	2196	2463	3341

Appendix B: Significance testing 2024 vs 2025

Appendix B: Significance testing – 2024 vs 2025

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 2024 and 2025*. For more details, please see the [Technical Guide](#).

People Promise elements	2024 score	2024 respondents	2025 score	2025 respondents	Statistically significant change?
We are compassionate and inclusive	7.60	2456	7.68	3334	Not significant
We are recognised and rewarded	6.26	2456	6.34	3329	Not significant
We each have a voice that counts	6.86	2430	6.96	3308	Significantly higher
We are safe and healthy	6.31	2444	6.39	3306	Significantly higher
We are always learning	5.70	2369	5.86	3242	Significantly higher
We work flexibly	6.51	2448	6.65	3316	Significantly higher
We are a team	7.04	2447	7.13	3331	Not significant
Themes					
Staff Engagement	7.00	2457	7.07	3331	Not significant
Morale	6.07	2458	6.19	3332	Significantly higher

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

Appendix C: Tips on using your benchmark report

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

Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. 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 Guide 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.



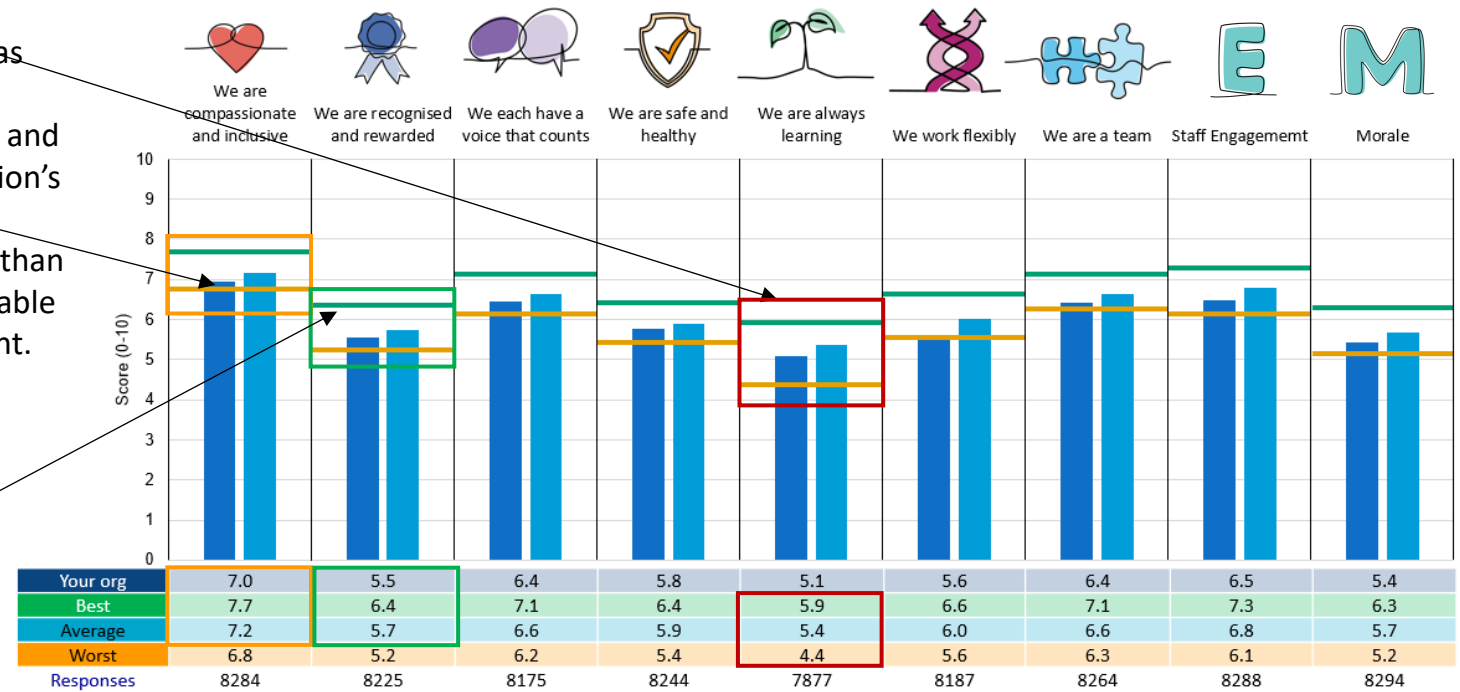
People Promise elements, themes and sub-scores are benchmarked so that organisations can make comparisons to their peers on specific areas of staff experience. Question results provide organisations with more granular data that will help them to identify particular areas of concern. The trend data are 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.

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.



Only one example is highlighted for each point

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'.

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.

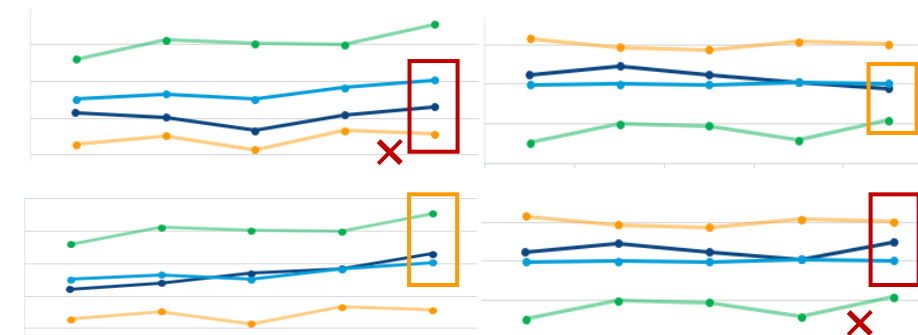


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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.



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

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

Identifying questions of interest

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

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

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

The methods recommended to review your People Promise and theme results can also be applied to pick out question level results of interest. However, **unlike People Promise elements, themes and sub-scores where a higher 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: Socio-economic background

Starting in 2025, the online NHS Staff Survey includes questions on staff members' socio-economic background. The questionnaire included questions (Q33-37) from the [Socio-economic background harmonised standard](#) from the Government Statistical Service (GSS) Harmonisation Team.

What is socio-economic background?

The [Socio-economic background harmonised standard](#) uses the [Social Mobility Commission's definition](#) of socio-economic background, which is:

"[...] the particular set of social and economic circumstances that an individual has come from. It permits objective discussion of the influence of these circumstances on individuals' educational and career trajectories; and it can be objectively measured by capturing information on parental occupation and level of education."

Measuring socio-economic background

The NHS Staff Survey used the self-coded question set designed to place respondents into five classes, the [Five Class System of National Statistics Socio-economic Classification \(NS-SEC\)](#). During quality assurance processes, analysts at the Survey Coordination Centre (SCC) identified a high rate of non-response or non-substantive responses, resulting in 48.02% of respondents from across the country not being allocated a score with the Five Class System. This includes 4.85% that said their parents/guardians were not employed. Using an alternative Three Class System (that is derived only using Q37 - *When you were aged about 14, what was the occupation of the main or highest income earner?*) reduced the proportion without a score to 28.32%.

SCC also found the rate of responses not resulting in a score varied between demographic groups. This occurs with both the Five and Three Class Systems, though to lesser extent for the Three Class System. Groups less likely to produce a score include:

- People from **Mixed / multiple, Asian / Asian British, Black / African / Caribbean / Black British, Arab** or **Other** ethnic backgrounds (as compared to people from **White** backgrounds)
- **Younger people** (particularly those aged 16-30)
- People **recruited from abroad**

National results are shown in more detail on the following page.

Comparison of Three and Five Class approaches

The following tables show the proportion of respondents that are excluded from scoring using the Five and Three Class Systems using national data.

	Total
Five Class (No Score)	48.02%
Three Class (No Score)	28.32%

Ethnic background / group	White	Mixed / multiple ethnic background	Asian / Asian British	Black / African / Caribbean / Black British	Arab	Other
Five Class (No Score)	43.10%	52.19%	61.15%	57.92%	52.65%	63.00%
Three Class (No Score)	22.27%	33.96%	44.78%	39.38%	31.19%	48.15%

Age	16-20	21-30	31-40	41-50	51-65	66+
Five Class (No Score)	59.53%	50.72%	49.32%	46.39%	45.51%	49.12%
Three Class (No Score)	36.00%	29.37%	29.11%	27.12%	26.44%	29.81%

Recruited from aboard	Yes	No
Five Class (No Score)	59.67%	46.42%
Three Class (No Score)	42.17%	26.36%

Appendix E: 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 Guide.

Supporting documents



[Guide to Understanding and Using Results](#): Provides a brief overview of the NHS Staff Survey data and details on what is contained in each of the reporting outputs.



[Technical Guide](#): Contains technical details about the NHS Staff Survey data, including data cleaning, weighting, benchmarking, People Promise, historical comparability of organisations and questions in the survey.

Other reporting outputs



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



[Breakdown reports](#): Reports containing People Promise and theme results split by breakdown (locality) for Harrogate and District NHS Foundation Trust.



[National Briefing Document](#): Report containing the national results for the People Promise elements, themes and sub-scores. Results are shown with trend data for up to five years where possible.



[Detailed spreadsheets](#) Contain detailed weighted results for all participating organisations, all trusts nationally, and for each region and ICS.