

Norfolk Community Health and Care NHS Trust

2025 NHS Staff Survey Benchmark Report



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Introduction

About this report

This benchmark report for Norfolk Community Health and Care NHS 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.

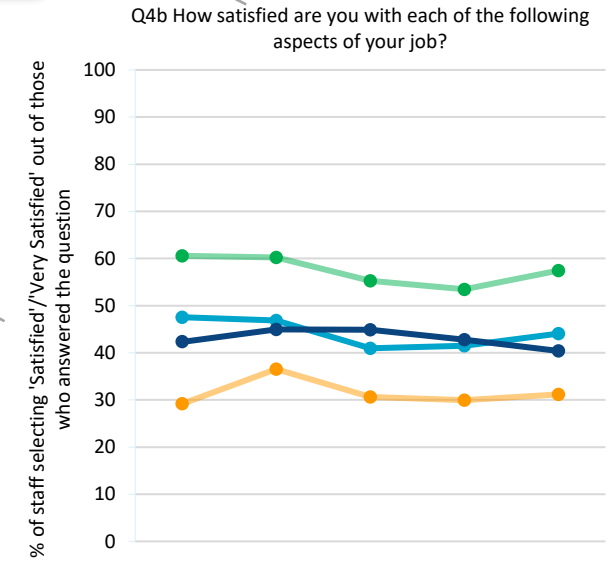
Note this is example data



	2021	2022	2023	2024
Your org	32.6%	30.6%	30.0%	28.5%
Best result	21.8%	21.7%	18.0%	17.1%
Average result	30.2%	29.8%	28.1%	26.4%
Worst result	37.6%	36.9%	38.5%	39.2%
Responses	480	500	515	520

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.



	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

Number of responses for the organisation for the given question.

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

Organisation details

Norfolk Community Health and Care NHS Trust

2025 NHS Staff Survey



Organisation details

Completed questionnaires **1678**

2025 response rate **62%**

Survey details

Survey mode **Mixed**

◀ This organisation is benchmarked against:

Community Trusts



2025 benchmarking group details

Organisations in group: 13

Median response rate: 62%

No. of completed questionnaires: 28256

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

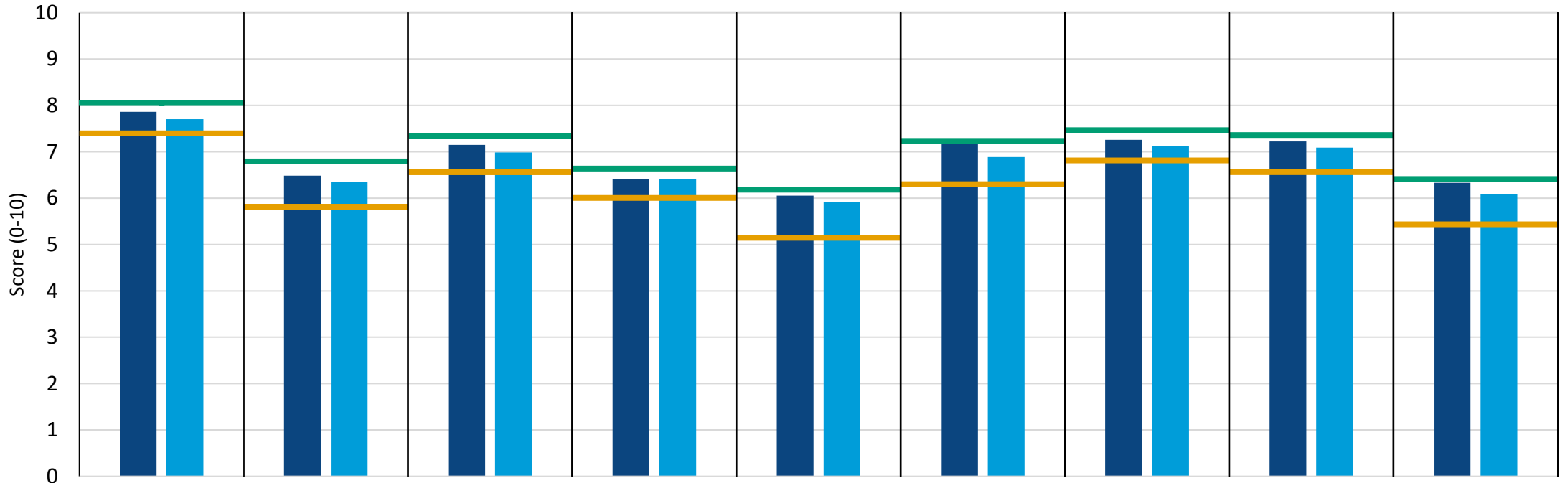


People Promise elements, themes and sub-score results

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	7.86	6.48	7.15	6.41	6.05	7.23	7.26	7.22	6.33
Best result	8.05	6.79	7.34	6.64	6.18	7.23	7.47	7.36	6.41
Average result	7.70	6.36	6.98	6.41	5.92	6.89	7.12	7.09	6.09
Worst result	7.40	5.82	6.56	6.00	5.14	6.30	6.81	6.56	5.44
Responses	1676	1675	1658	1663	1625	1668	1673	1676	1675

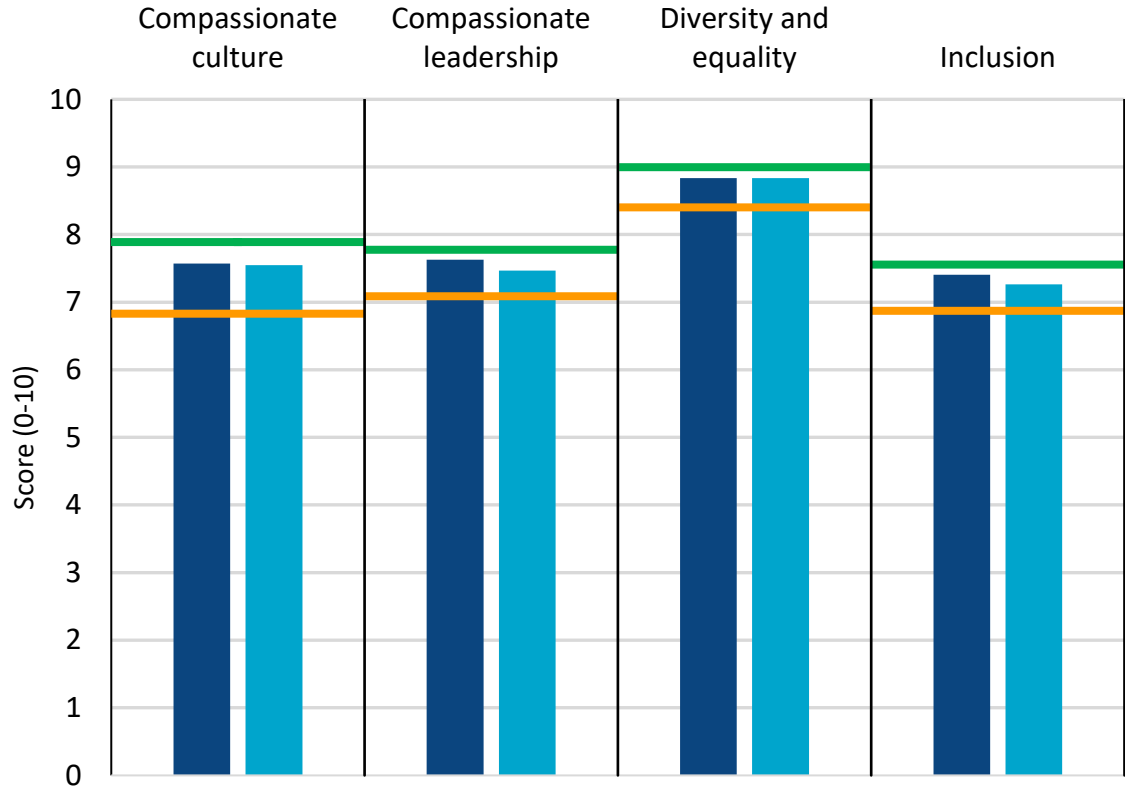


People Promise elements, themes and sub-scores: Sub-score overview

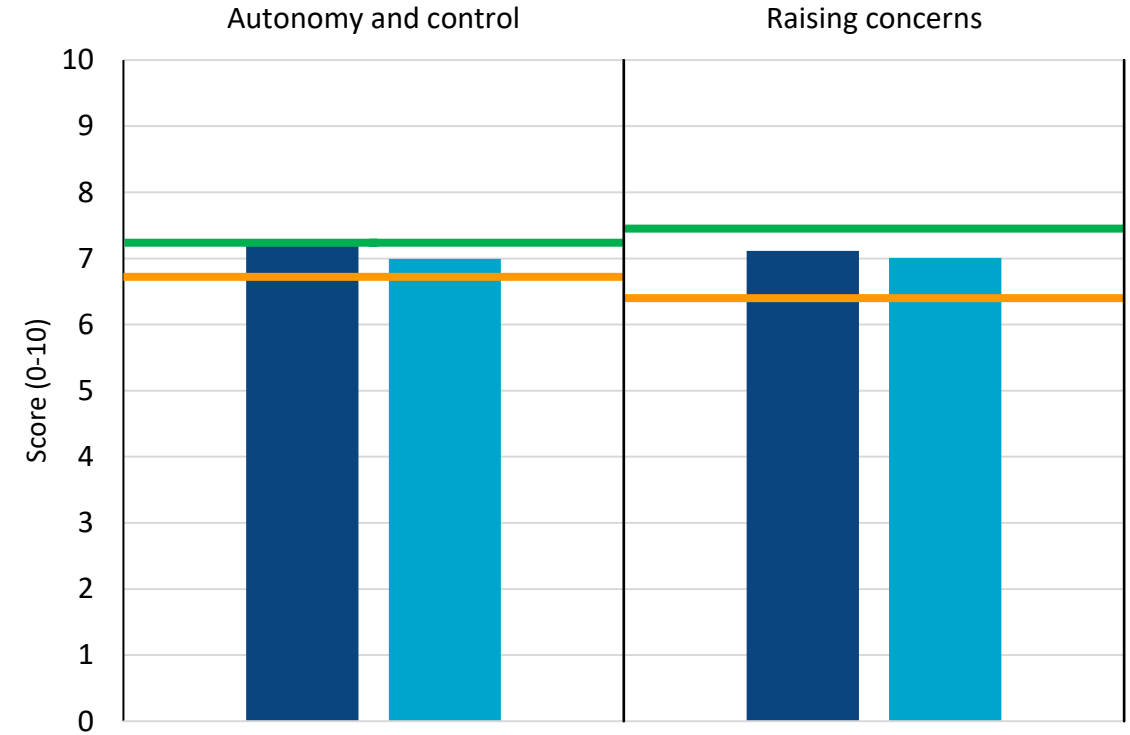
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 1: We are compassionate and inclusive



Promise element 3: We each have a voice that counts



Your org	7.18	7.11
Best result	7.24	7.45
Average result	6.99	7.01
Worst result	6.72	6.40
Responses	1672	1663

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.

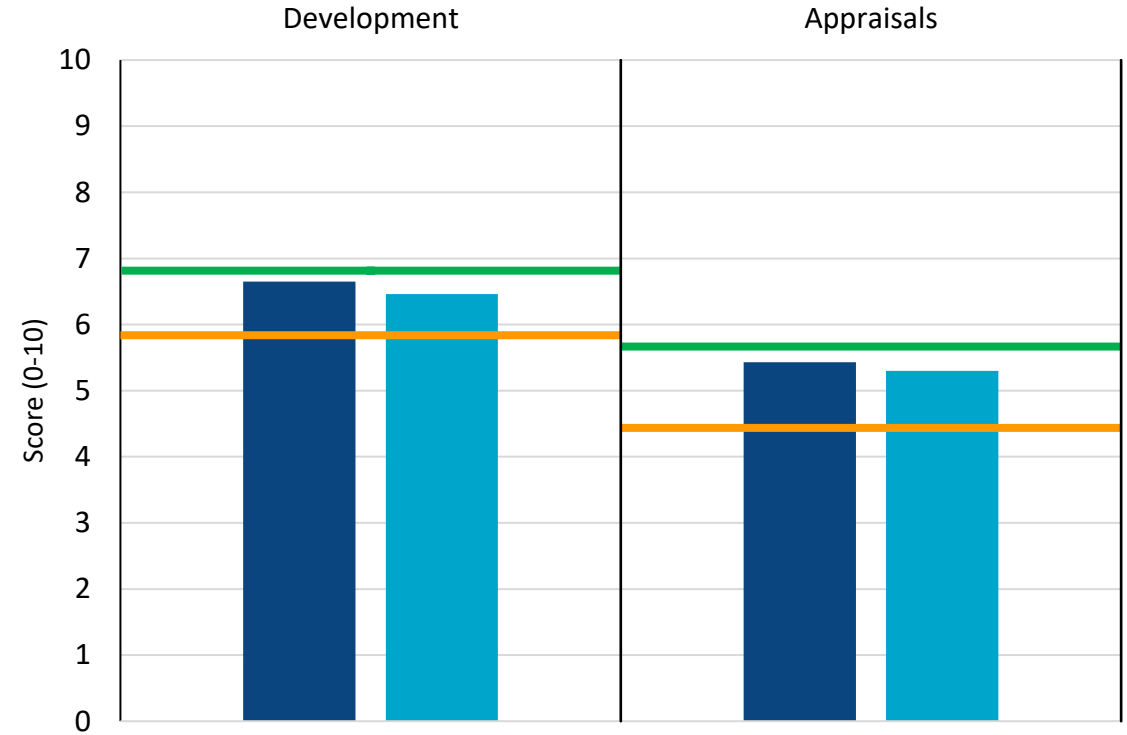
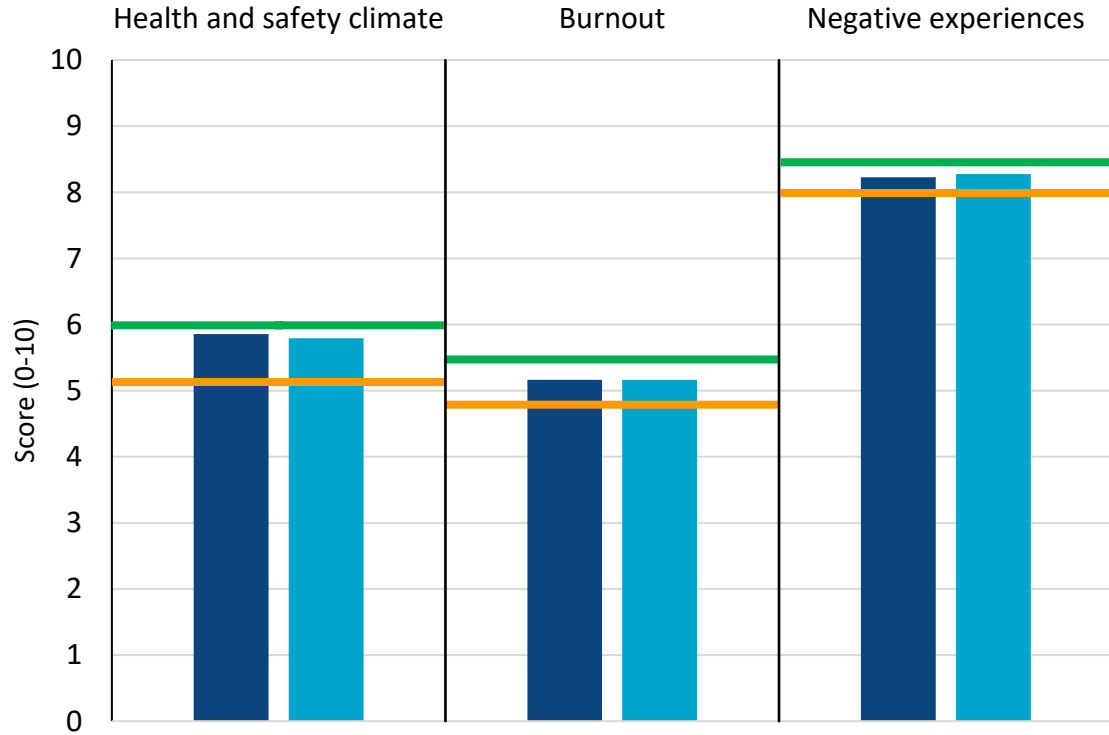
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 4: We are safe and healthy



Promise element 5: We are always learning



Your org	5.86	5.16	8.23
Best result	5.99	5.47	8.45
Average result	5.79	5.16	8.27
Worst result	5.13	4.79	7.99
Responses	1669	1677	1672

Your org	6.65	5.43
Best result	6.81	5.67
Average result	6.46	5.30
Worst result	5.84	4.44
Responses	1672	1628

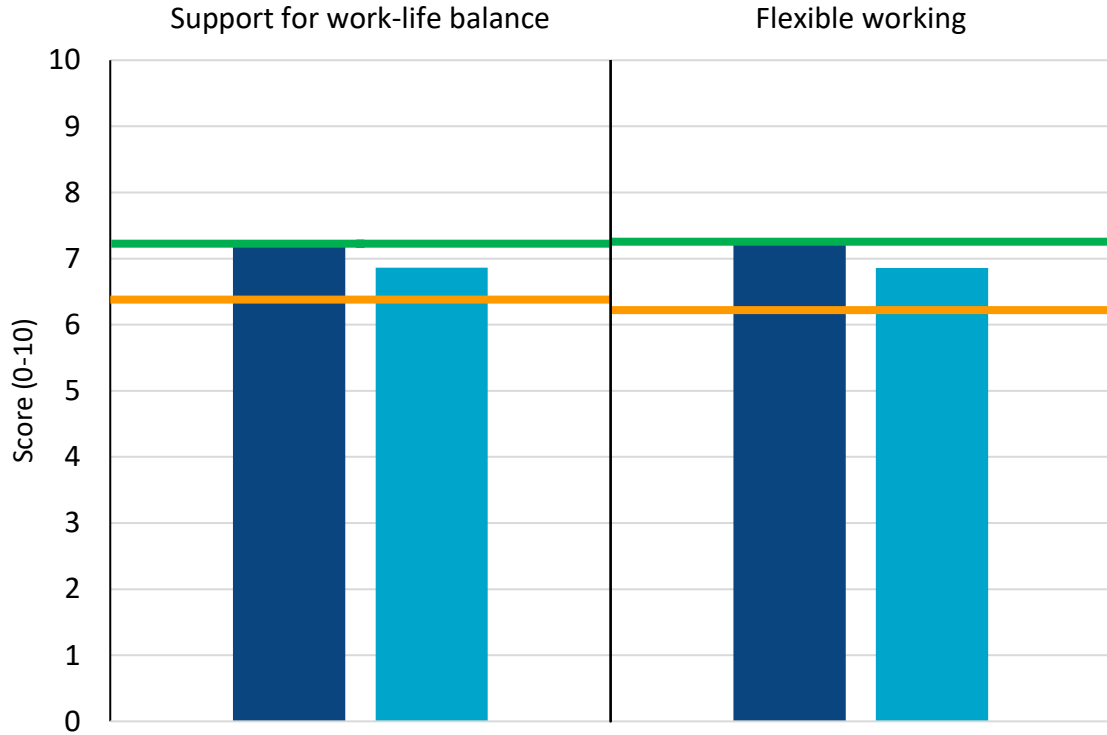
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



Promise element 6: We work flexibly



Promise element 7: We are a team



Your org	7.23	7.24
Best result	7.23	7.26
Average result	6.86	6.86
Worst result	6.38	6.22
Responses	1676	1669

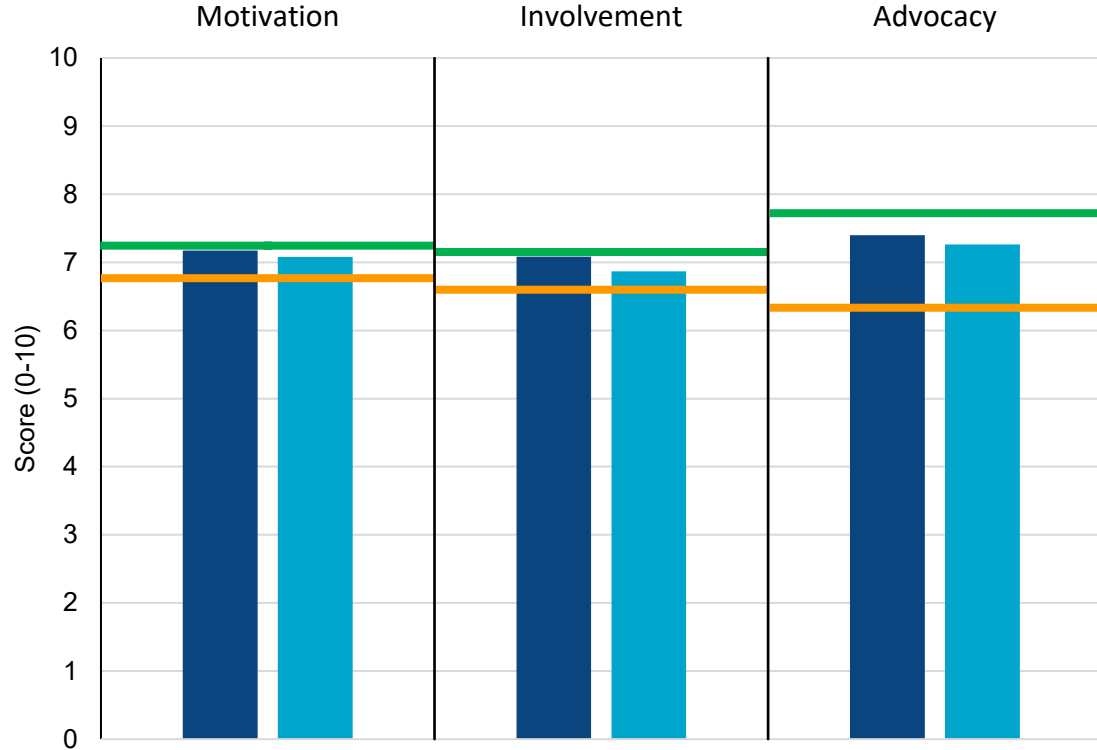


Your org	7.10	7.42
Best result	7.27	7.66
Average result	6.95	7.27
Worst result	6.62	6.90
Responses	1675	1675

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



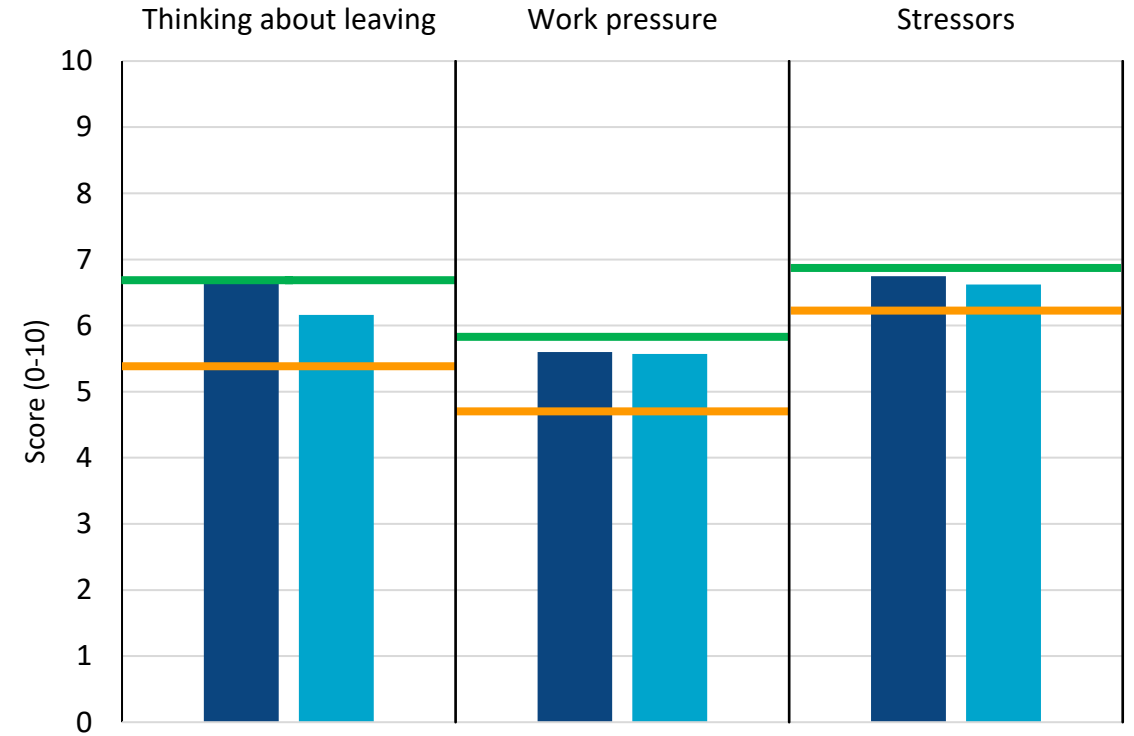
Theme: Staff engagement



Your org	7.17	7.08	7.40
Best result	7.24	7.15	7.72
Average result	7.08	6.87	7.26
Worst result	6.77	6.60	6.33
Responses	1653	1673	1671



Theme: Morale



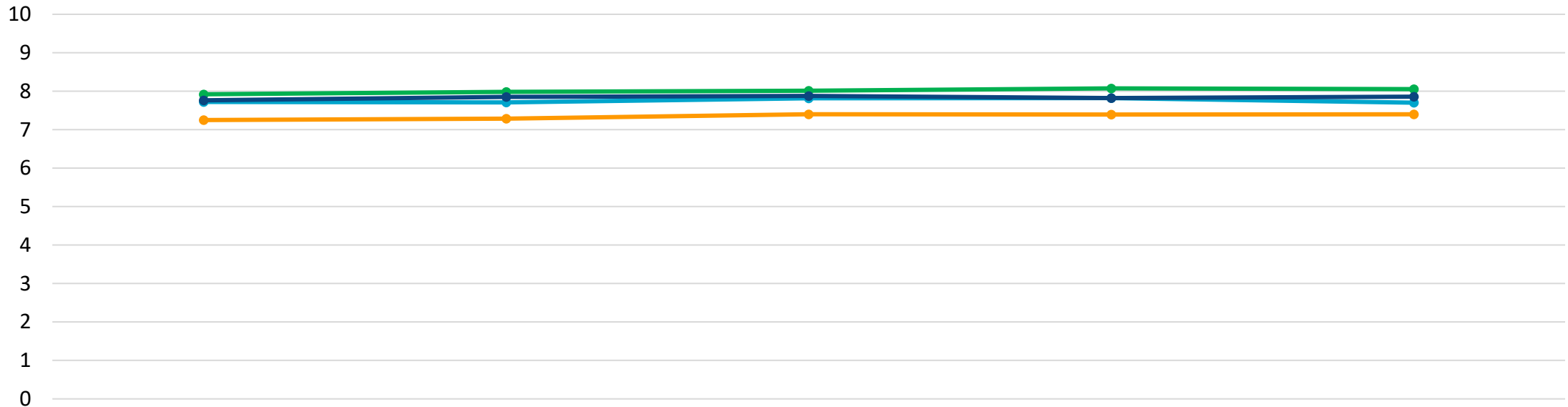
Your org	6.64	5.60	6.74
Best result	6.69	5.83	6.87
Average result	6.16	5.57	6.62
Worst result	5.38	4.70	6.23
Responses	1670	1669	1673

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



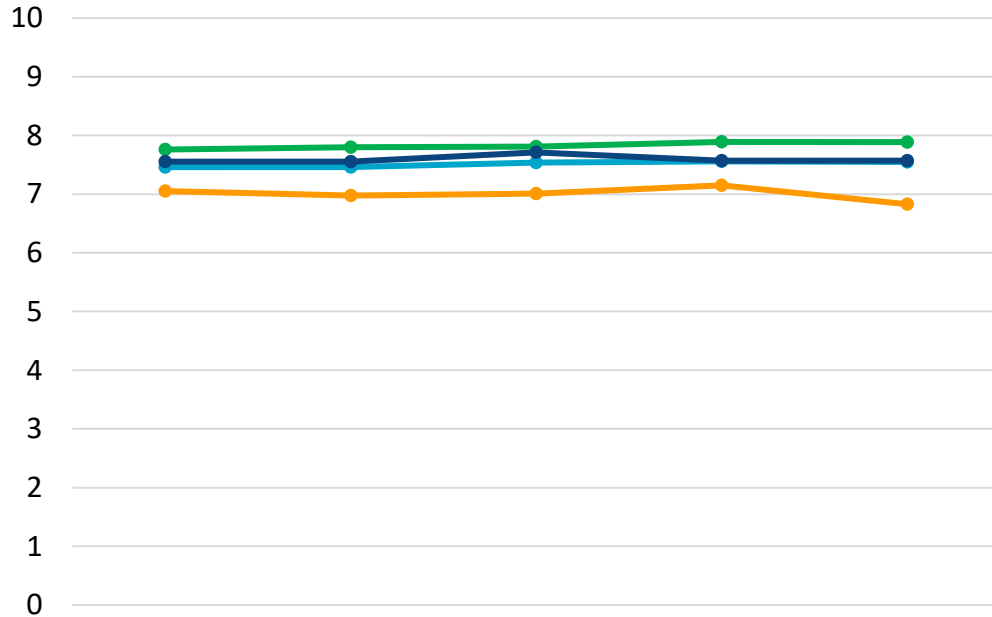
	2021	2022	2023	2024	2025
Your org	7.76	7.85	7.88	7.82	7.86
Best result	7.92	7.98	8.02	8.07	8.05
Average result	7.72	7.71	7.82	7.82	7.70
Worst result	7.25	7.29	7.40	7.40	7.40
Responses	1405	1454	1565	1745	1676

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/>

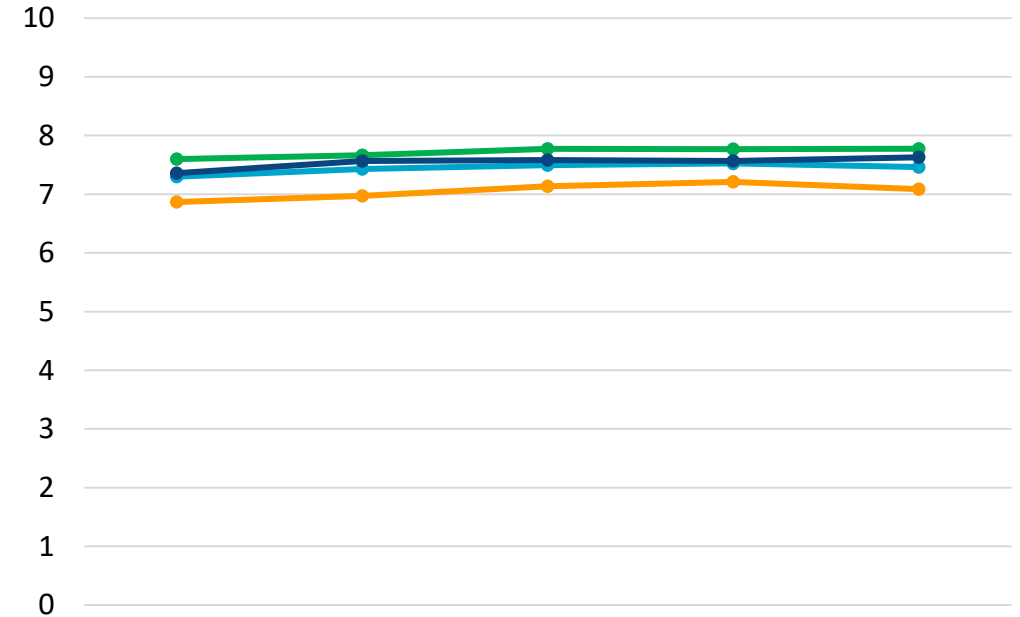
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Compassionate culture



Compassionate leadership



2021 2022 2023 2024 2025

2021 2022 2023 2024 2025

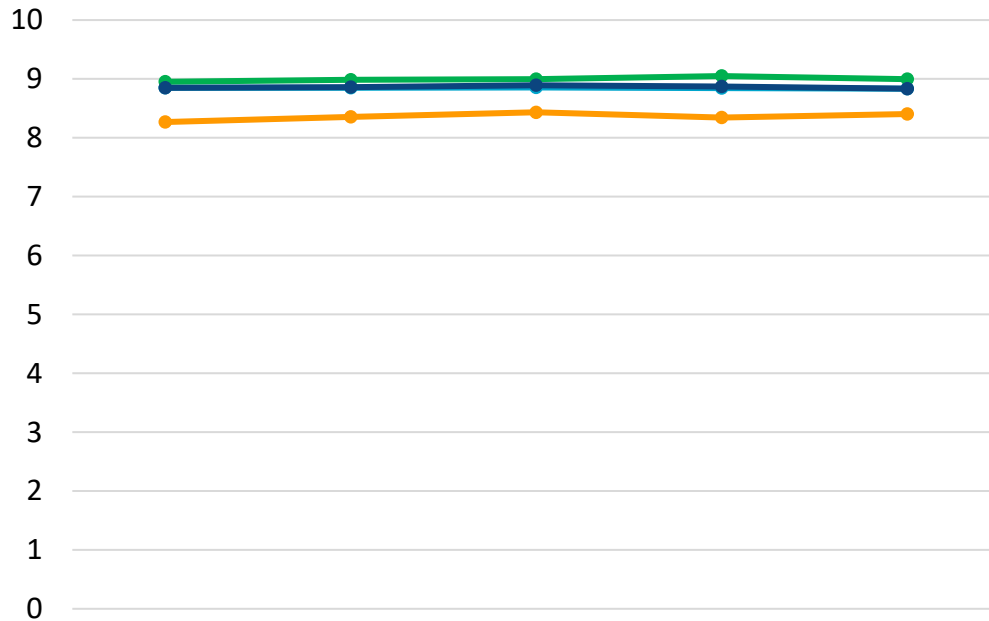
Your org	7.55	7.55	7.71	7.57	7.57
Best result	7.76	7.80	7.81	7.89	7.89
Average result	7.46	7.46	7.54	7.56	7.55
Worst result	7.05	6.98	7.01	7.15	6.83
Responses	1403	1454	1560	1742	1672

Your org	7.36	7.56	7.58	7.57	7.63
Best result	7.60	7.66	7.77	7.77	7.77
Average result	7.30	7.43	7.49	7.52	7.47
Worst result	6.87	6.97	7.14	7.21	7.09
Responses	1404	1453	1565	1743	1675

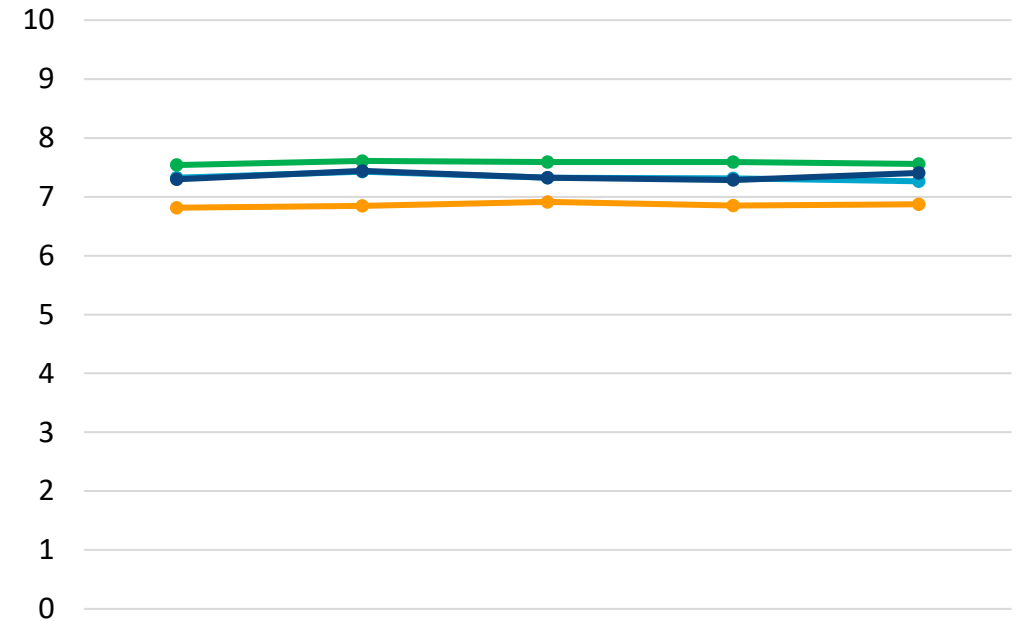
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.

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

Diversity and equality



Inclusion



	2021	2022	2023	2024	2025
Your org	8.85	8.86	8.89	8.87	8.83
Best result	8.95	8.99	9.00	9.05	9.00
Average result	8.85	8.85	8.85	8.84	8.83
Worst result	8.27	8.35	8.43	8.34	8.40
Responses	1406	1449	1557	1740	1676

	2021	2022	2023	2024	2025
Your org	7.30	7.44	7.33	7.28	7.40
Best result	7.54	7.61	7.59	7.59	7.56
Average result	7.32	7.43	7.32	7.31	7.26
Worst result	6.81	6.85	6.91	6.85	6.87
Responses	1402	1451	1561	1742	1669

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*:

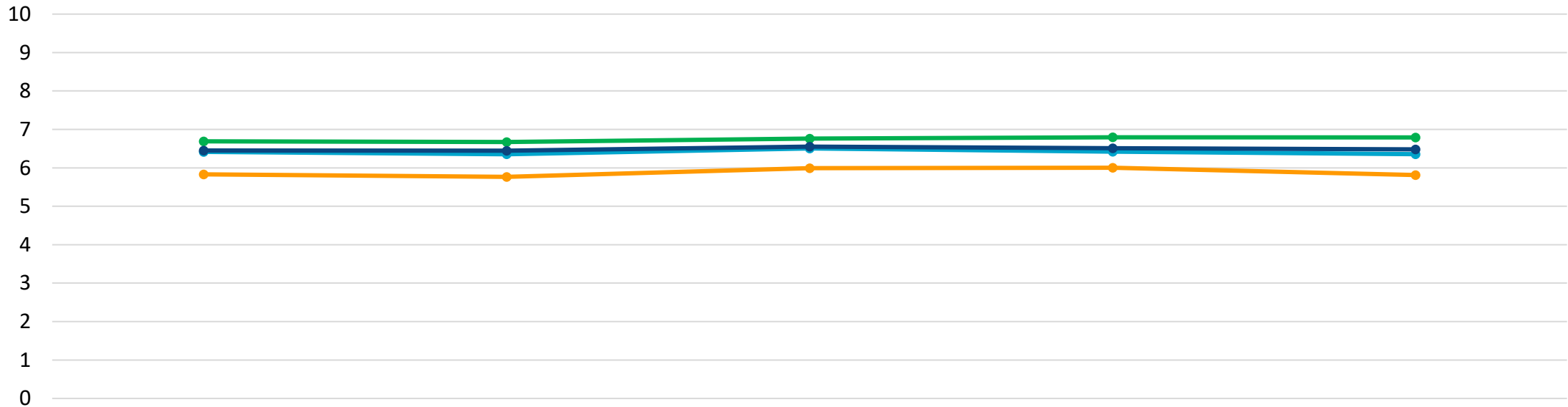
<https://www.nhsstaffsurveys.com/survey-documents/>

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



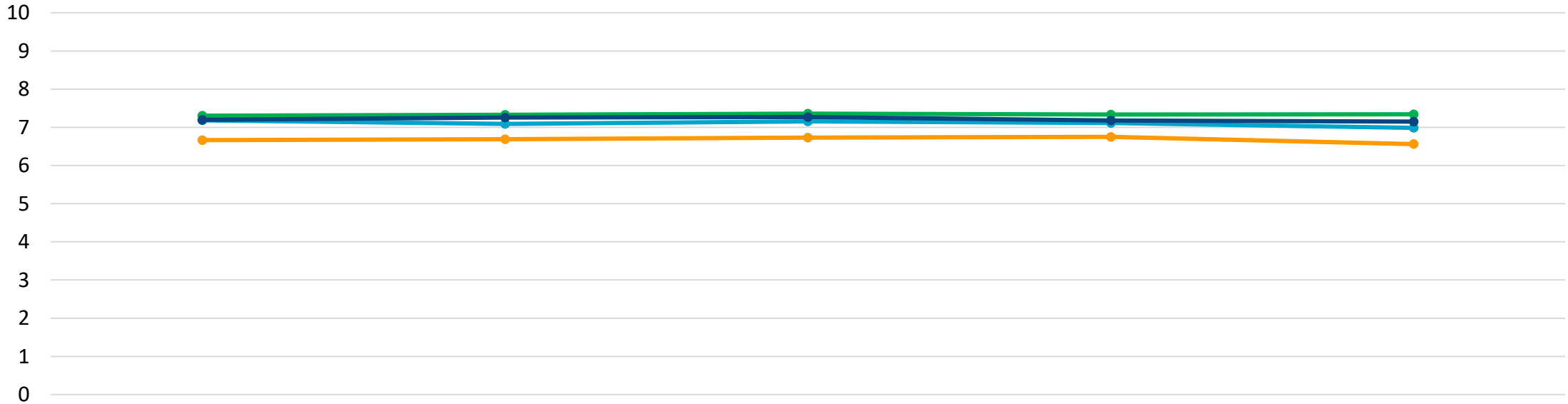
	2021	2022	2023	2024	2025
Your org	6.45	6.45	6.55	6.51	6.48
Best result	6.69	6.67	6.76	6.79	6.79
Average result	6.41	6.35	6.50	6.42	6.36
Worst result	5.83	5.77	5.99	6.00	5.82
Responses	1403	1455	1562	1742	1675

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



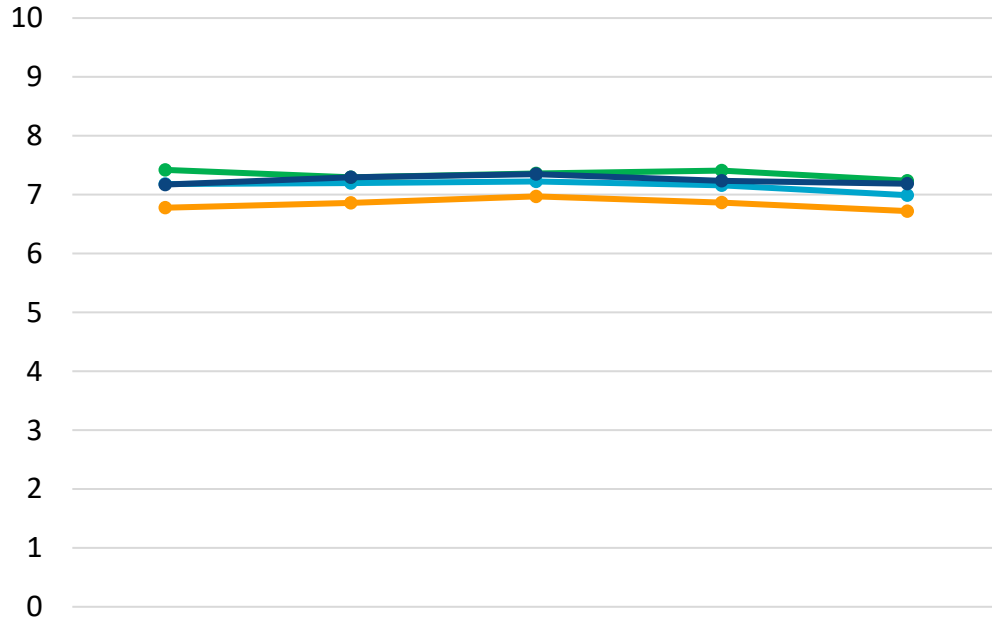
	2021	2022	2023	2024	2025
Your org	7.20	7.26	7.27	7.18	7.15
Best result	7.30	7.33	7.36	7.34	7.34
Average result	7.18	7.09	7.16	7.11	6.98
Worst result	6.67	6.69	6.73	6.75	6.56
Responses	1398	1449	1555	1736	1658

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.

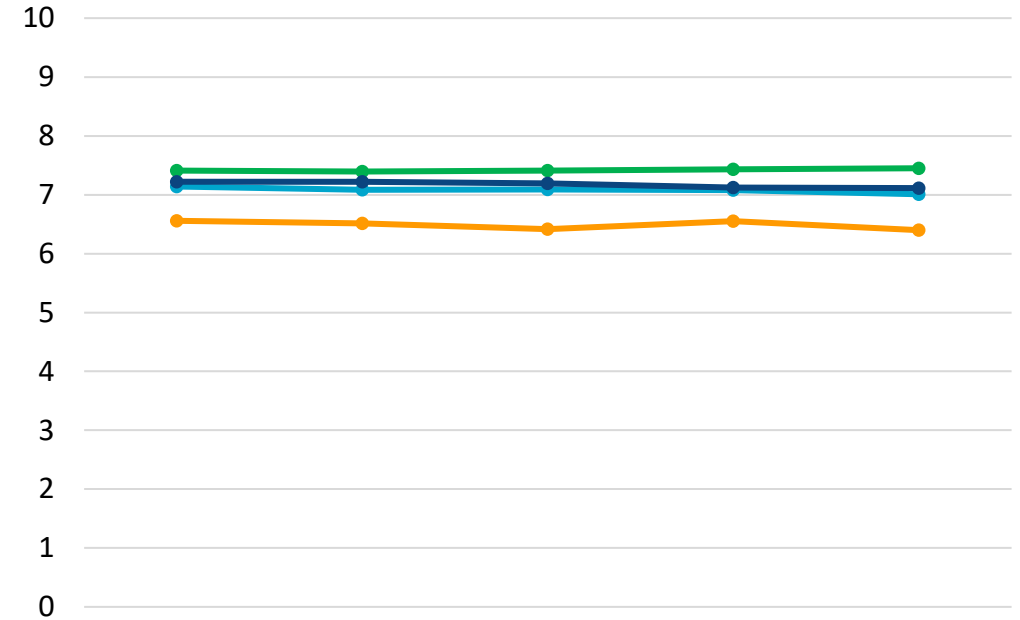


Promise element 3: We each have a voice that counts

Autonomy and control



Raising concerns



	2021	2022	2023	2024	2025
Your org	7.17	7.29	7.35	7.23	7.18
Best result	7.42	7.29	7.36	7.41	7.24
Average result	7.18	7.20	7.22	7.16	6.99
Worst result	6.78	6.86	6.97	6.86	6.72
Responses	1406	1457	1566	1743	1672

	2021	2022	2023	2024	2025
Your org	7.22	7.22	7.20	7.12	7.11
Best result	7.41	7.39	7.41	7.43	7.45
Average result	7.14	7.09	7.09	7.08	7.01
Worst result	6.56	6.51	6.42	6.55	6.40
Responses	1398	1449	1555	1738	1663

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	6.19	6.34	6.44	6.41	6.41
Best result	6.46	6.53	6.67	6.62	6.64
Average result	6.28	6.31	6.46	6.52	6.41
Worst result	5.95	5.90	6.09	6.15	6.00
Responses	1403	1452	1561	1736	1663

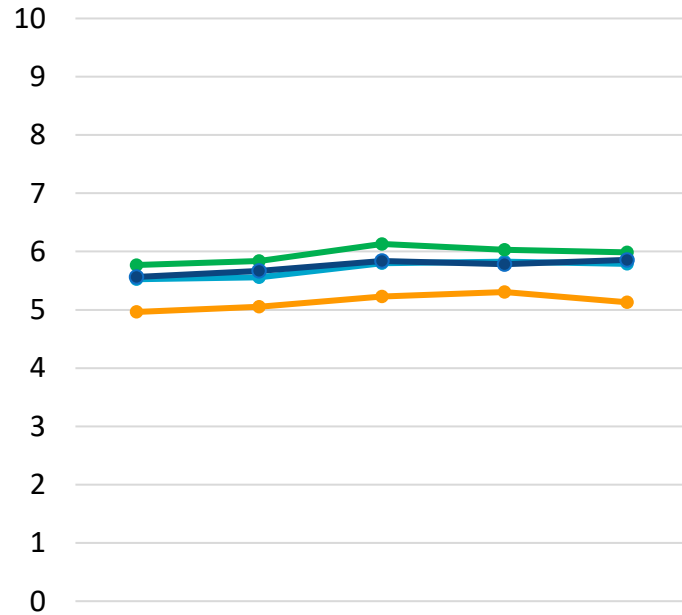
Note: 2023 results for 'We are safe and healthy' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'We are safe and healthy' have been recalculated to exclude Q11b for all years. Please see *Additional Information regarding NSS23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



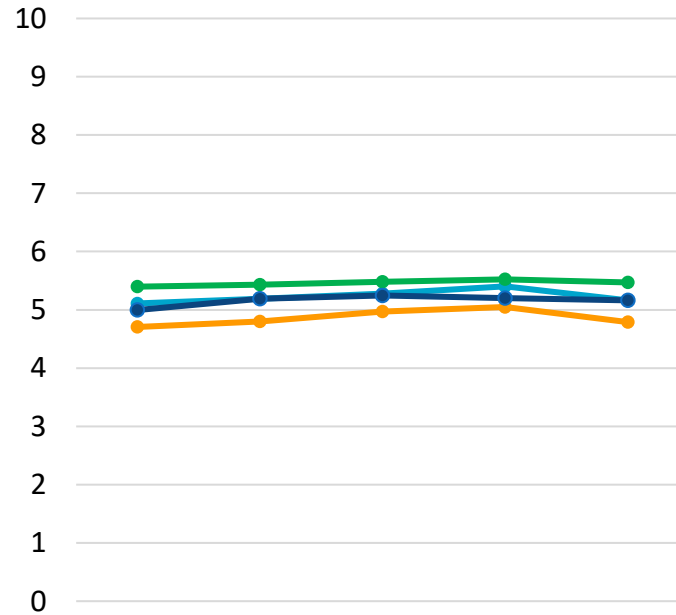
Promise element 4: We are safe and healthy

Health and safety climate



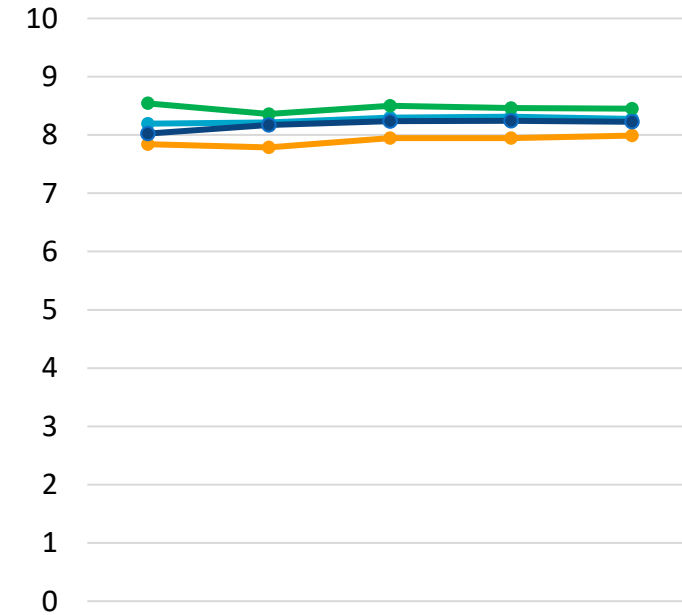
	2021	2022	2023	2024	2025
Your org	5.56	5.67	5.84	5.78	5.86
Best result	5.77	5.84	6.13	6.03	5.99
Average result	5.53	5.56	5.80	5.83	5.79
Worst result	4.96	5.05	5.23	5.30	5.13
Responses	1406	1457	1565	1741	1669

Burnout



	2021	2022	2023	2024	2025
Your org	5.00	5.19	5.25	5.20	5.16
Best result	5.40	5.43	5.48	5.52	5.47
Average result	5.11	5.19	5.28	5.40	5.16
Worst result	4.71	4.80	4.97	5.05	4.79
Responses	1406	1455	1565	1742	1677

Negative experiences



	2021	2022	2023	2024	2025
Your org	8.02	8.17	8.24	8.24	8.23
Best result	8.54	8.36	8.50	8.46	8.45
Average result	8.19	8.22	8.30	8.31	8.27
Worst result	7.84	7.79	7.94	7.95	7.99
Responses	1405	1453	1564	1743	1672

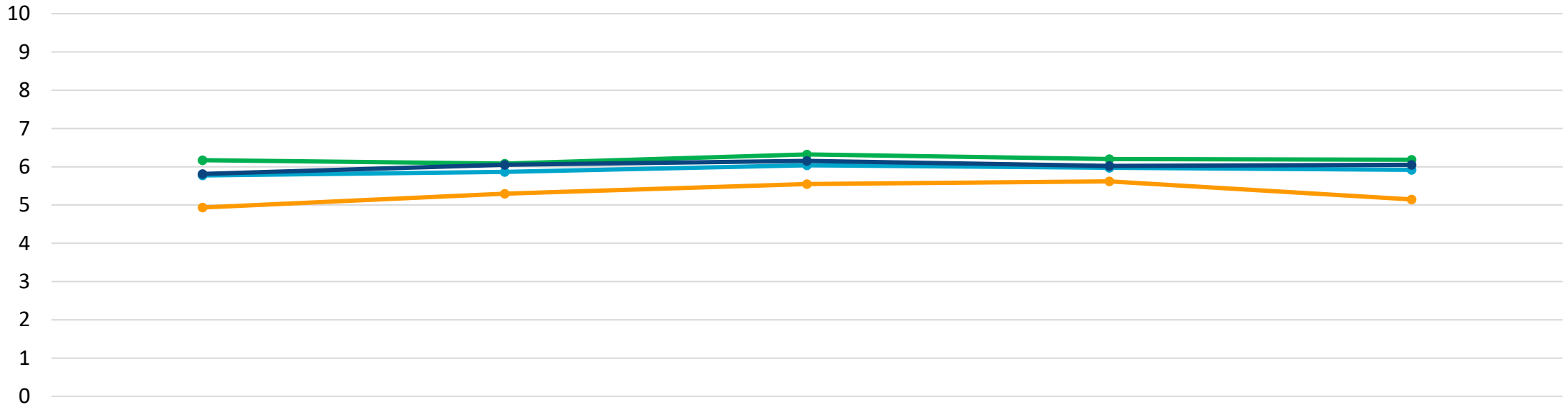
Note: 2023 results for 'Health and safety climate' and 'Negative experiences' are reported using corrected data. In addition, due to changes in the Q11b question wording in 2025, reported results for 'Negative experiences' have been recalculated to exclude Q11b for all years. Please see *Additional Information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



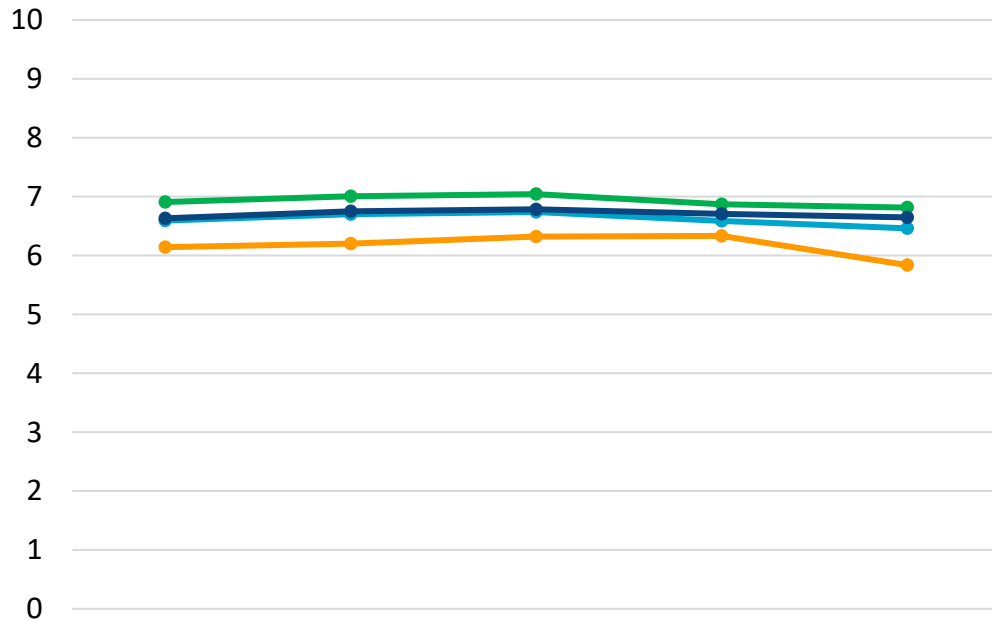
	2021	2022	2023	2024	2025
Your org	5.81	6.05	6.15	6.02	6.05
Best result	6.17	6.08	6.32	6.20	6.18
Average result	5.77	5.87	6.04	5.97	5.92
Worst result	4.93	5.29	5.55	5.62	5.14
Responses	1362	1423	1521	1697	1625

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.

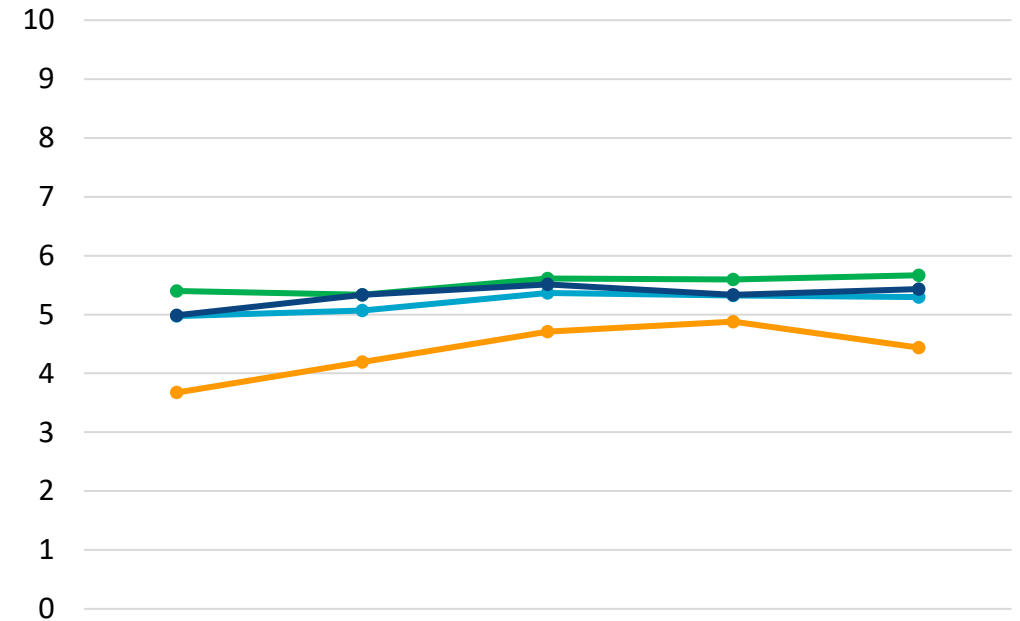


Promise element 5: We are always learning

Development



Appraisals



	2021	2022	2023	2024	2025
Your org	6.63	6.75	6.79	6.71	6.65
Best result	6.91	7.00	7.04	6.87	6.81
Average result	6.59	6.70	6.74	6.59	6.46
Worst result	6.14	6.20	6.32	6.33	5.84
Responses	1404	1455	1563	1744	1672

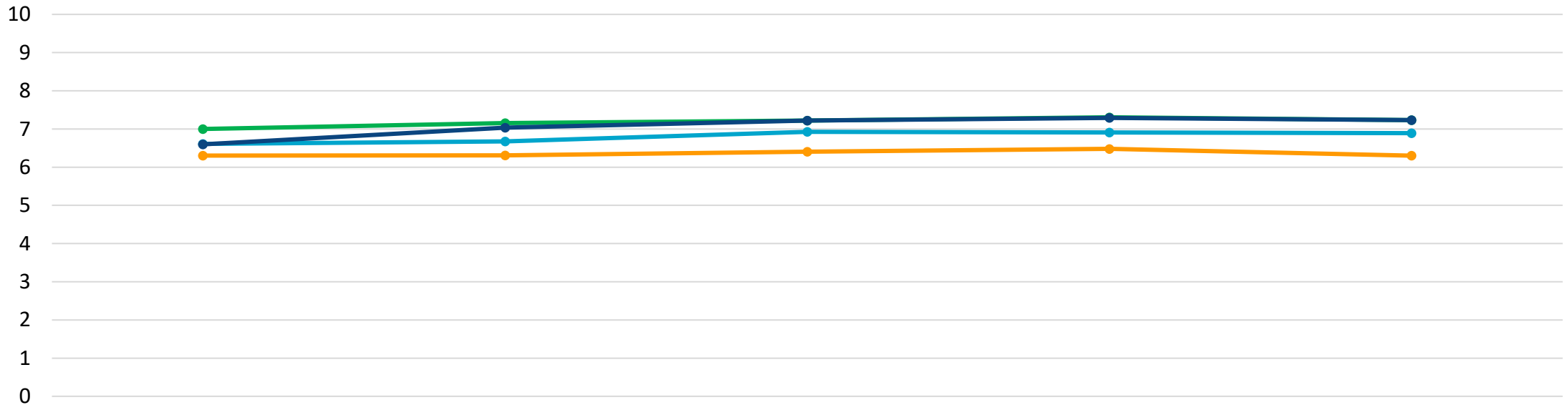
	2021	2022	2023	2024	2025
Your org	4.99	5.34	5.51	5.34	5.43
Best result	5.40	5.34	5.61	5.60	5.67
Average result	4.97	5.07	5.37	5.33	5.30
Worst result	3.67	4.19	4.71	4.88	4.44
Responses	1364	1424	1522	1697	1628

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



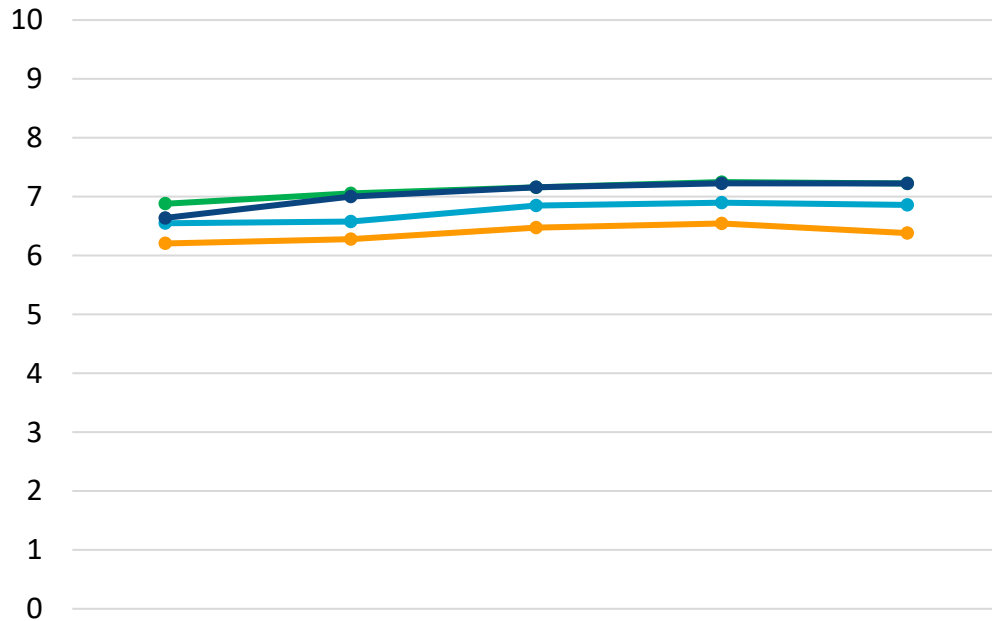
	2021	2022	2023	2024	2025
Your org	6.60	7.03	7.22	7.29	7.23
Best result	7.00	7.15	7.22	7.31	7.23
Average result	6.61	6.67	6.92	6.91	6.89
Worst result	6.30	6.31	6.41	6.48	6.30
Responses	1398	1453	1560	1735	1668

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.

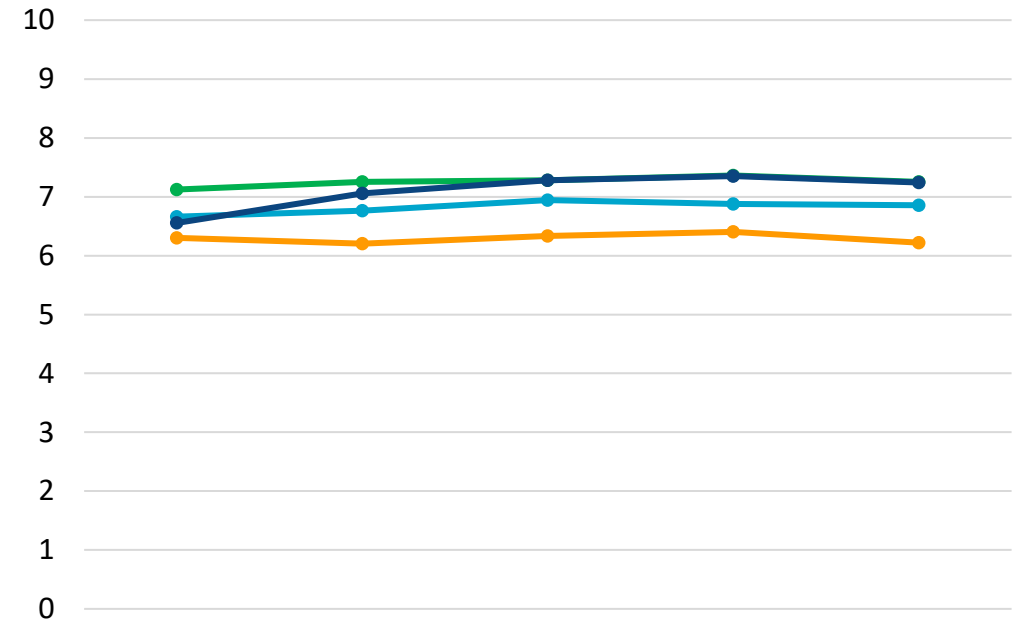


Promise element 6: We work flexibly

Support for work-life balance



Flexible working



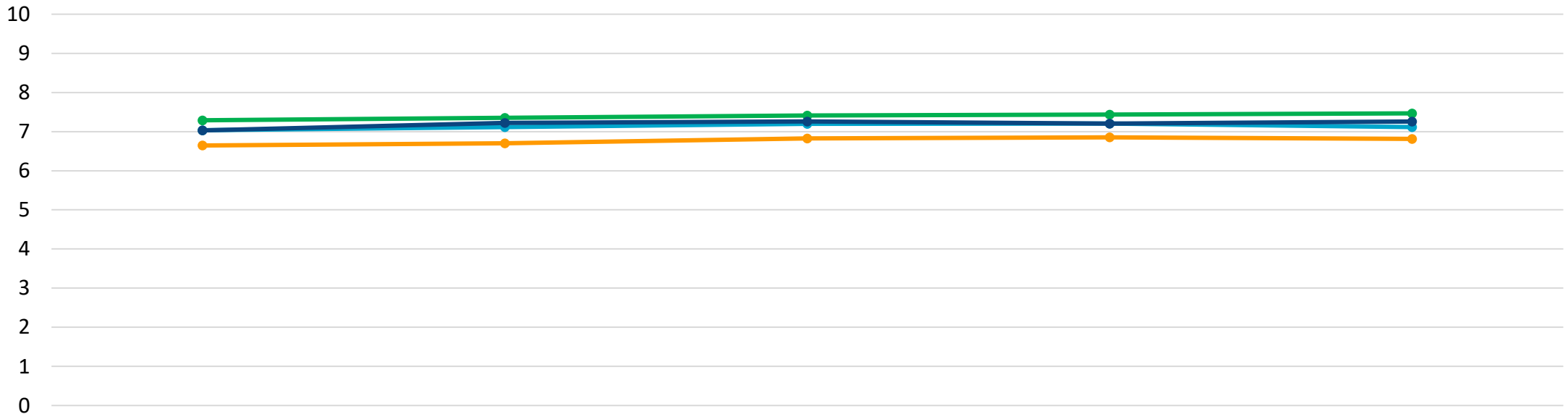
	2021	2022	2023	2024	2025
Your org	6.64	7.00	7.16	7.23	7.23
Best result	6.88	7.05	7.16	7.25	7.23
Average result	6.55	6.58	6.85	6.90	6.86
Worst result	6.21	6.28	6.47	6.54	6.38
Responses	1406	1457	1566	1744	1676

	2021	2022	2023	2024	2025
Your org	6.56	7.06	7.28	7.35	7.24
Best result	7.12	7.25	7.28	7.36	7.26
Average result	6.66	6.76	6.94	6.88	6.86
Worst result	6.30	6.20	6.33	6.40	6.22
Responses	1398	1453	1560	1736	1669

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.

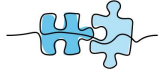
 **Promise element 7: We are a team**

We are a team



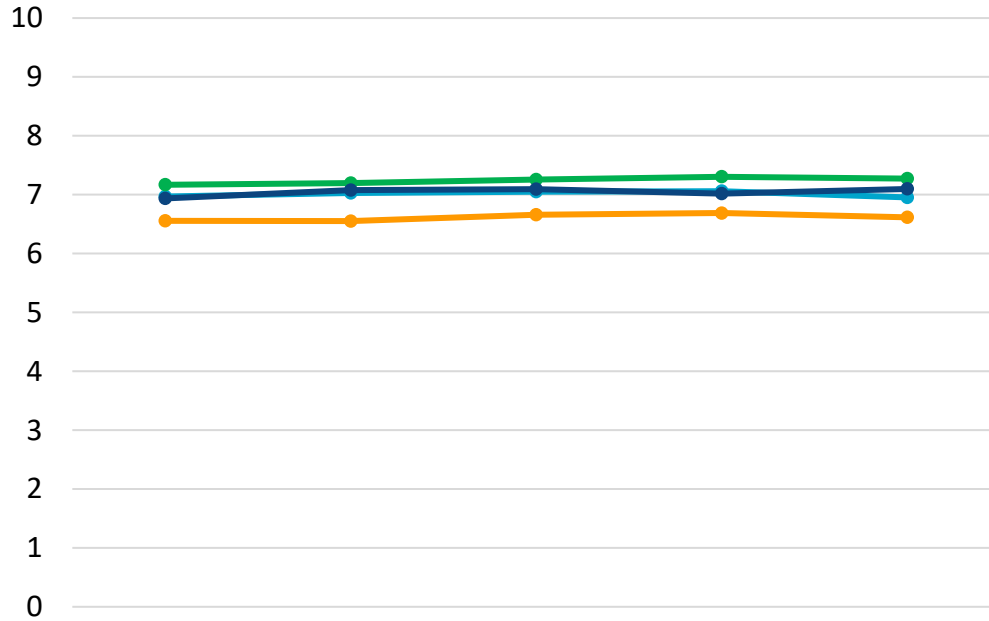
	2021	2022	2023	2024	2025
Your org	7.03	7.22	7.26	7.21	7.26
Best result	7.29	7.35	7.41	7.44	7.47
Average result	7.04	7.12	7.20	7.21	7.12
Worst result	6.65	6.70	6.82	6.85	6.81
Responses	1404	1453	1565	1742	1673

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.

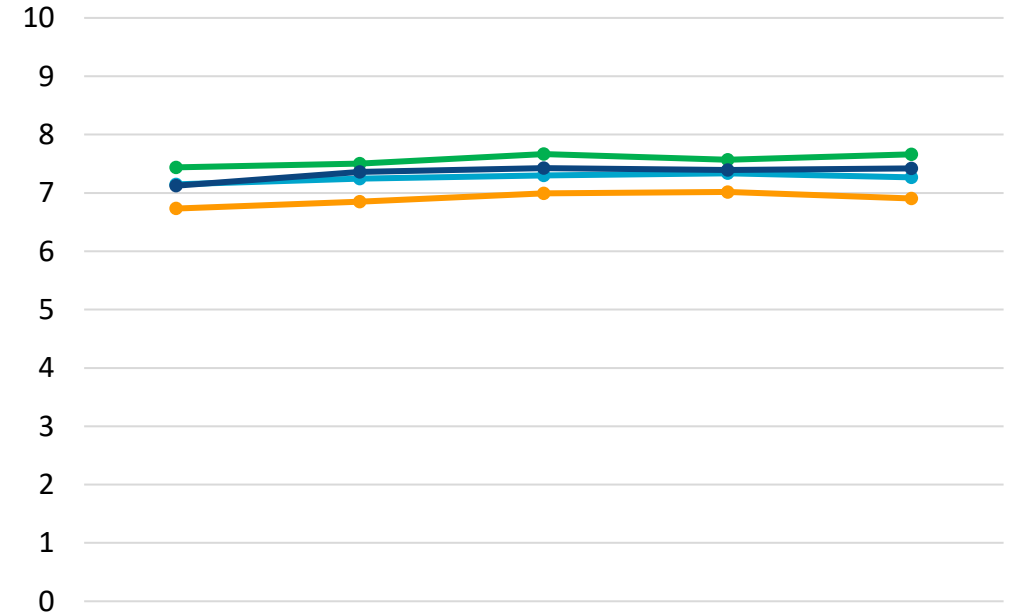


Promise element 7: We are a team

Team working



Line management



	2021	2022	2023	2024	2025
Your org	6.94	7.08	7.09	7.02	7.10
Best result	7.17	7.20	7.26	7.30	7.27
Average result	6.97	7.03	7.05	7.06	6.95
Worst result	6.56	6.55	6.66	6.69	6.62
Responses	1405	1455	1566	1744	1675

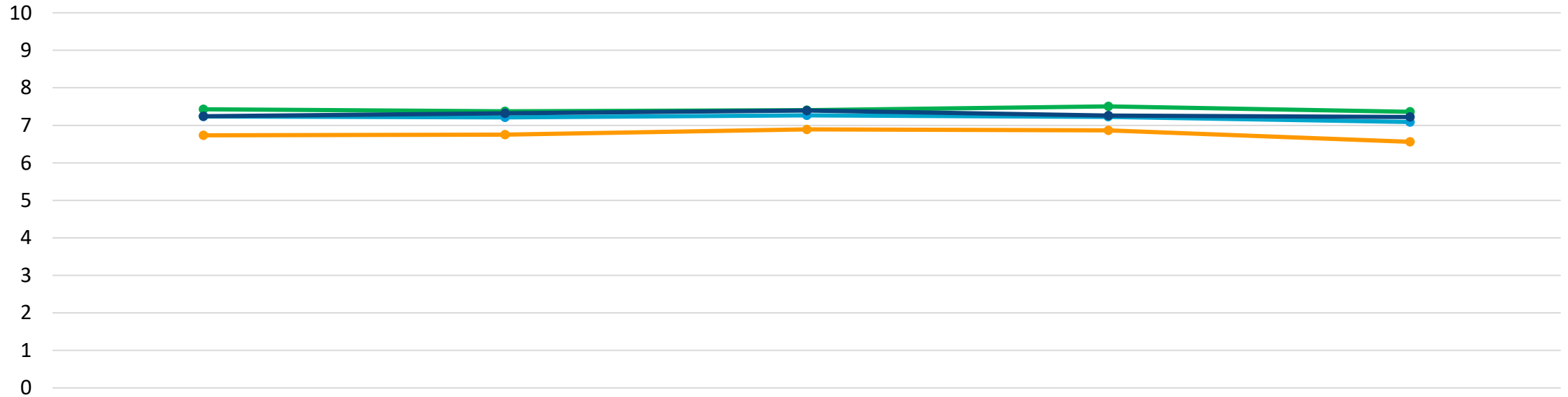
	2021	2022	2023	2024	2025
Your org	7.12	7.36	7.43	7.39	7.42
Best result	7.44	7.50	7.67	7.57	7.66
Average result	7.15	7.25	7.30	7.34	7.27
Worst result	6.73	6.85	6.99	7.02	6.90
Responses	1405	1453	1565	1743	1675

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	7.24	7.32	7.40	7.26	7.22
Best result	7.43	7.38	7.40	7.50	7.36
Average result	7.24	7.21	7.27	7.23	7.09
Worst result	6.73	6.75	6.89	6.87	6.56
Responses	1406	1457	1566	1744	1676



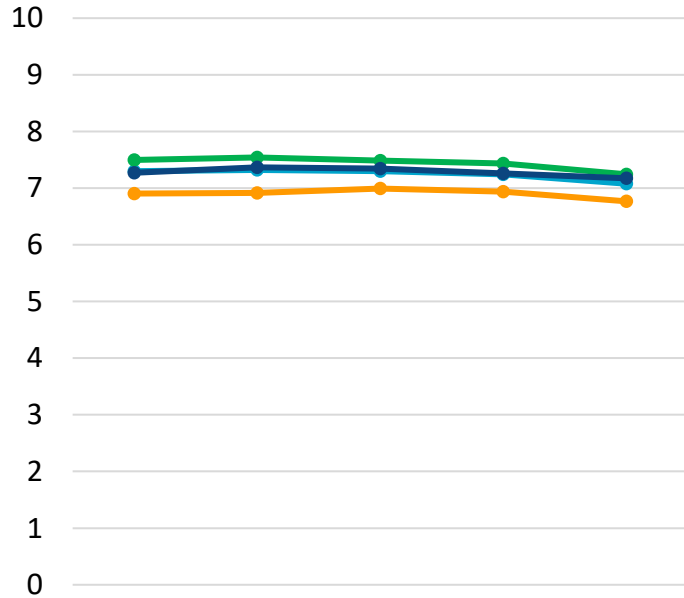
People Promise elements, themes and sub-scores: Sub-score trends

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

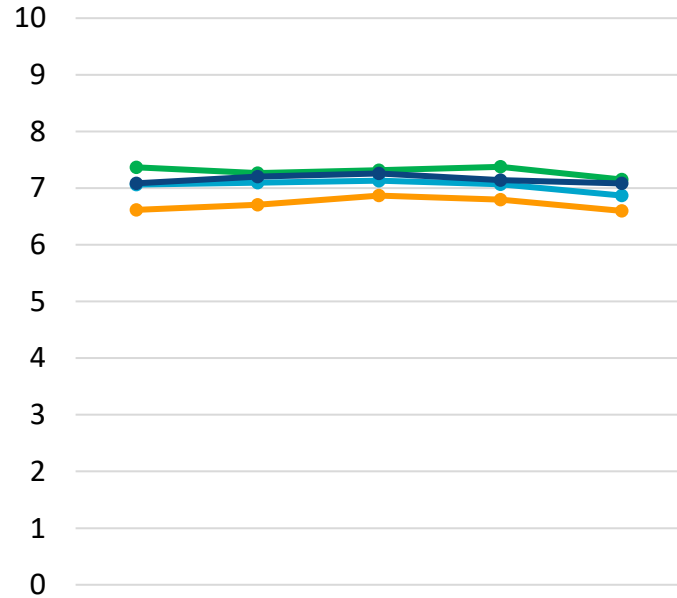


Theme: Staff Engagement

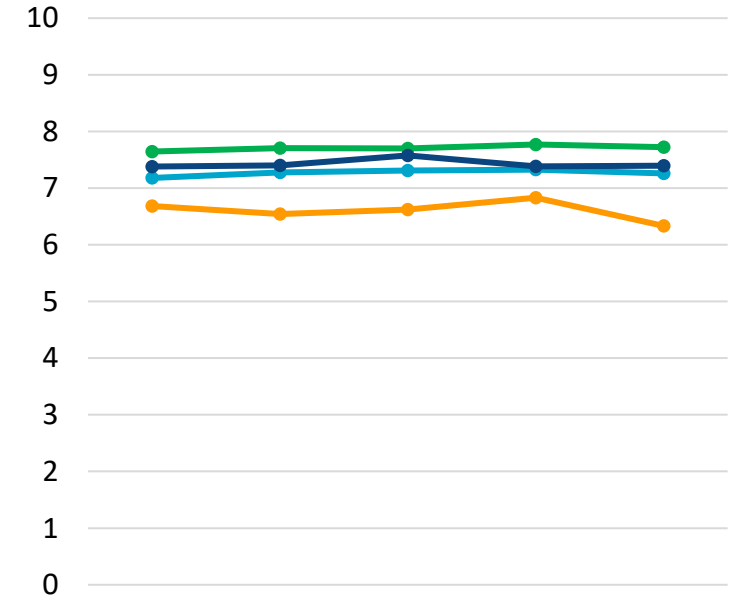
Motivation



Involvement



Advocacy



	2021	2022	2023	2024	2025
Your org	7.27	7.37	7.34	7.26	7.17
Best result	7.50	7.54	7.49	7.44	7.24
Average result	7.30	7.32	7.30	7.24	7.08
Worst result	6.90	6.92	6.99	6.94	6.77
Responses	1397	1447	1553	1734	1653

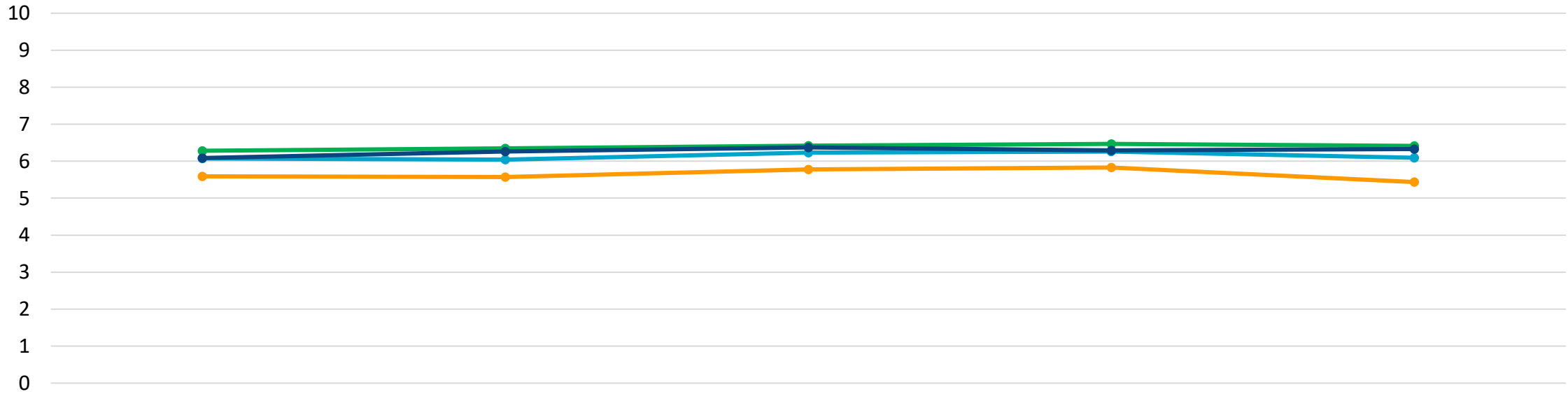
	2021	2022	2023	2024	2025
Your org	7.09	7.20	7.26	7.14	7.08
Best result	7.37	7.27	7.31	7.38	7.15
Average result	7.06	7.10	7.13	7.07	6.87
Worst result	6.62	6.71	6.87	6.80	6.60
Responses	1406	1457	1565	1742	1673

	2021	2022	2023	2024	2025
Your org	7.38	7.40	7.58	7.39	7.40
Best result	7.65	7.71	7.70	7.77	7.72
Average result	7.18	7.28	7.31	7.33	7.26
Worst result	6.68	6.55	6.62	6.83	6.33
Responses	1403	1454	1560	1742	1671

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	6.09	6.26	6.37	6.29	6.33
Best result	6.28	6.35	6.42	6.47	6.41
Average result	6.07	6.04	6.23	6.26	6.09
Worst result	5.59	5.57	5.78	5.83	5.44
Responses	1406	1457	1566	1745	1675



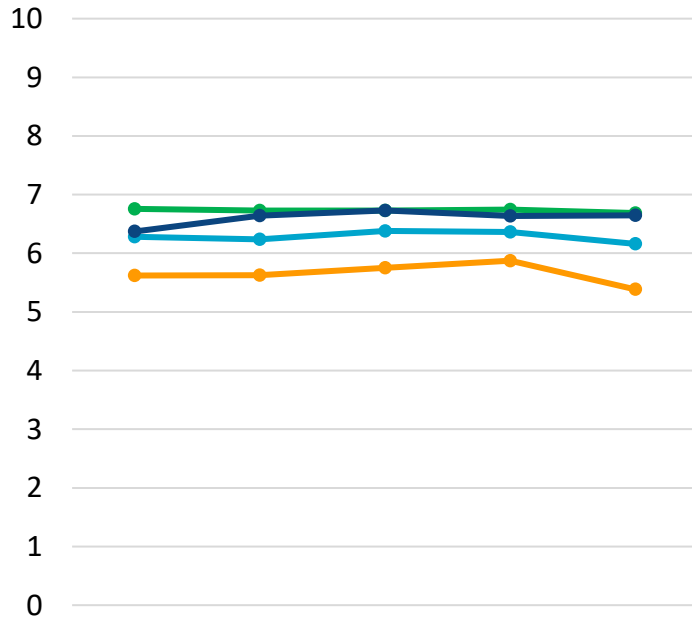
People Promise elements, themes and sub-scores: Sub-score trends

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



Theme: Morale

Thinking about leaving

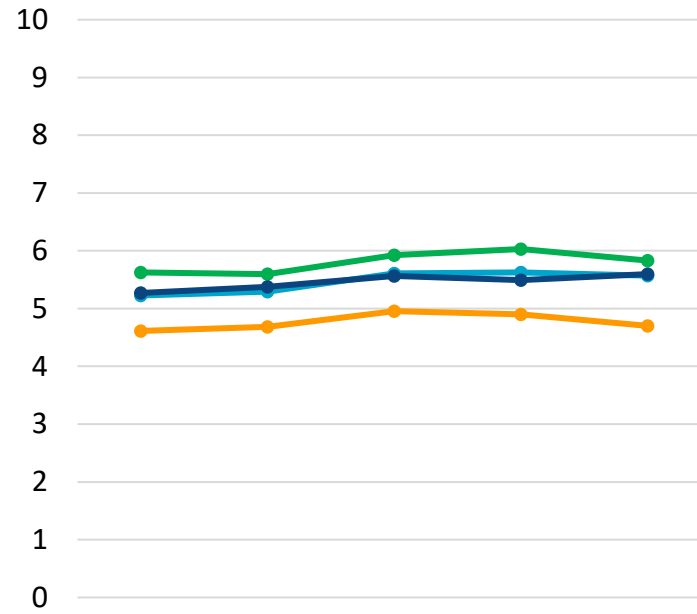


2021 2022 2023 2024 2025

Your org	6.37	6.64	6.73	6.64	6.64
Best result	6.76	6.73	6.73	6.75	6.69
Average result	6.28	6.24	6.38	6.36	6.16
Worst result	5.62	5.63	5.75	5.87	5.38

Responses 1403 1453 1563 1741 1670

Work pressure

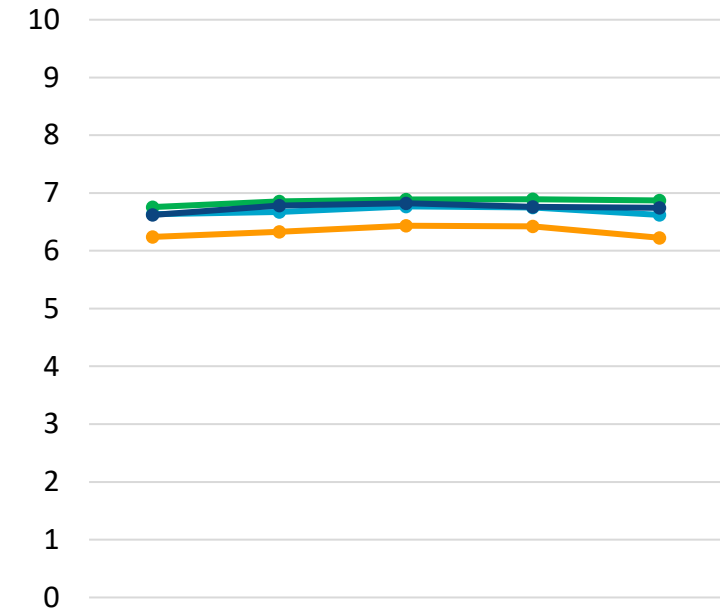


2021 2022 2023 2024 2025

Your org	5.27	5.37	5.57	5.49	5.60
Best result	5.63	5.60	5.92	6.03	5.83
Average result	5.23	5.30	5.61	5.63	5.57
Worst result	4.61	4.69	4.96	4.90	4.70

Responses 1406 1456 1564 1740 1669

Stressors



2021 2022 2023 2024 2025

Your org	6.62	6.78	6.82	6.76	6.74
Best result	6.76	6.85	6.89	6.89	6.87
Average result	6.63	6.67	6.77	6.75	6.62
Worst result	6.24	6.33	6.43	6.42	6.23

Responses 1401 1452 1566 1744 1673

People Promise element – We are compassionate and inclusive



Questions included:

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

Compassionate leadership – Q9f, Q9g, Q9h, Q9i

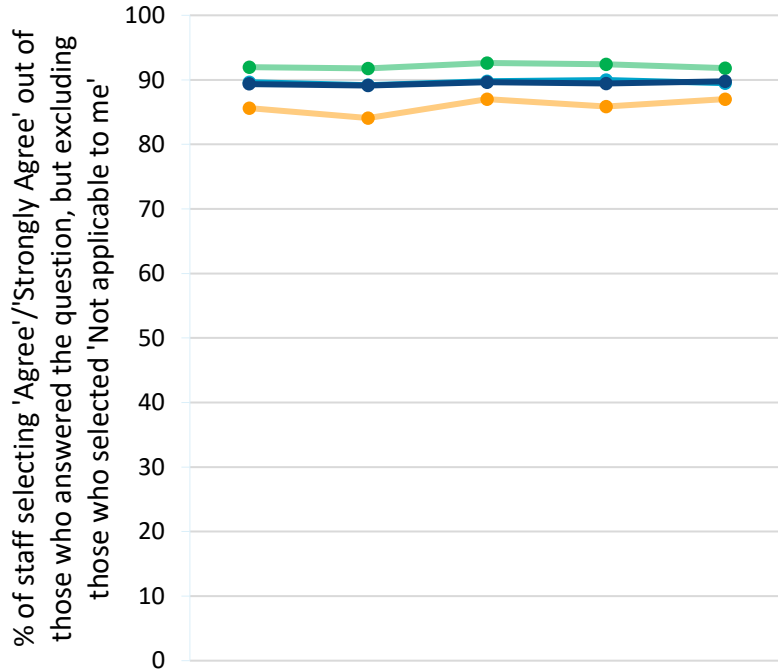
Diversity and equality – Q15, Q16a, Q16b, Q21

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.

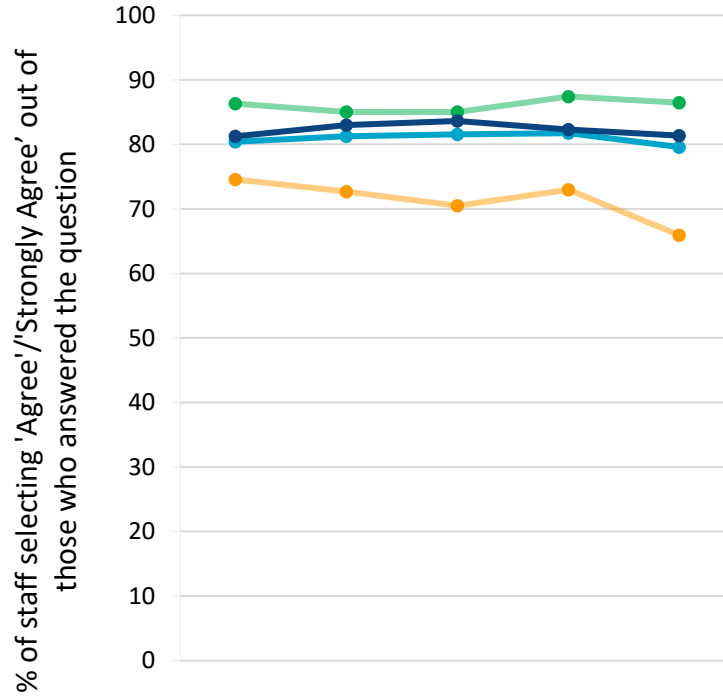


Q6a I feel that my role makes a difference to patients / service users.



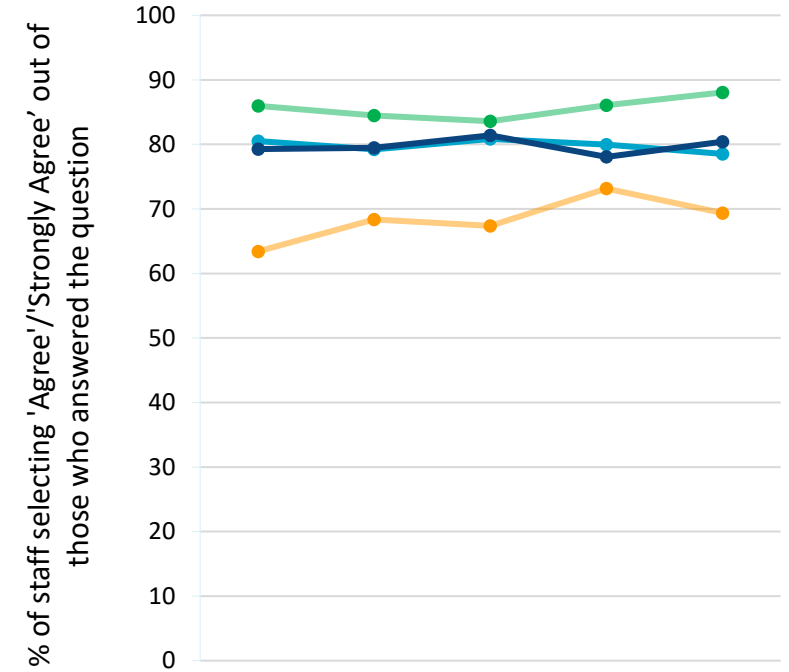
	2021	2022	2023	2024	2025
Your org	89.35%	89.12%	89.64%	89.46%	89.78%
Best result	91.94%	91.78%	92.62%	92.41%	91.83%
Average result	89.61%	89.17%	89.76%	89.97%	89.48%
Worst result	85.64%	84.08%	86.99%	85.86%	87.02%
Responses	1378	1428	1536	1718	1632

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



	2021	2022	2023	2024	2025
Your org	81.25%	82.98%	83.63%	82.32%	81.35%
Best result	86.32%	85.04%	85.02%	87.41%	86.47%
Average result	80.40%	81.27%	81.55%	81.74%	79.58%
Worst result	74.57%	72.68%	70.50%	72.96%	65.93%
Responses	1402	1454	1560	1741	1669

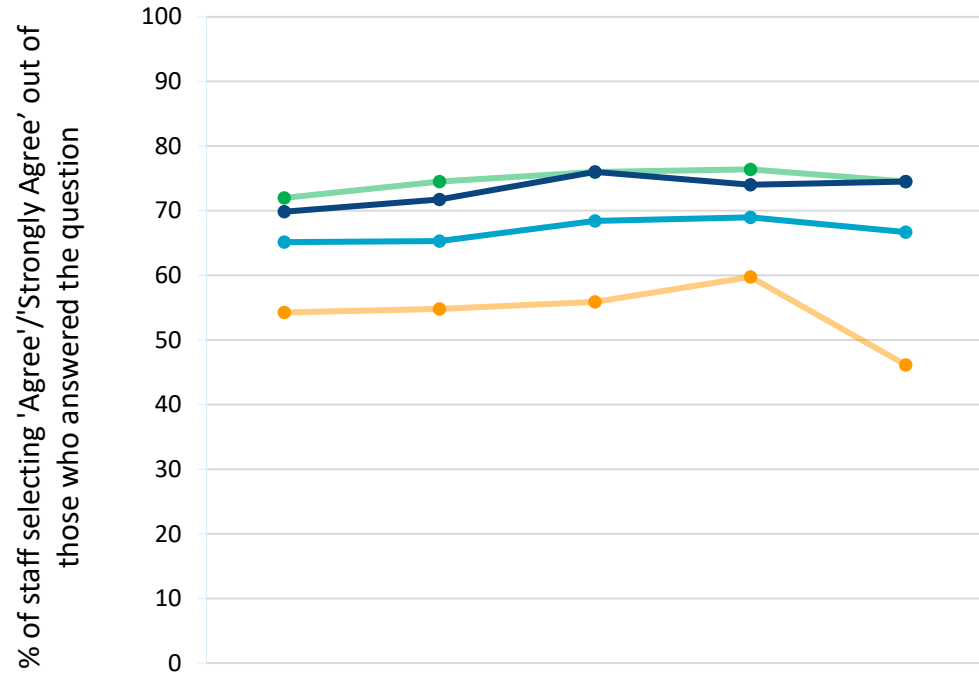
Q25b My organisation acts on concerns raised by patients / service users.



	2021	2022	2023	2024	2025
Your org	79.30%	79.47%	81.40%	78.07%	80.44%
Best result	85.99%	84.49%	83.59%	86.04%	88.05%
Average result	80.51%	79.23%	80.85%	79.97%	78.53%
Worst result	63.43%	68.38%	67.40%	73.15%	69.36%
Responses	1400	1454	1556	1734	1667

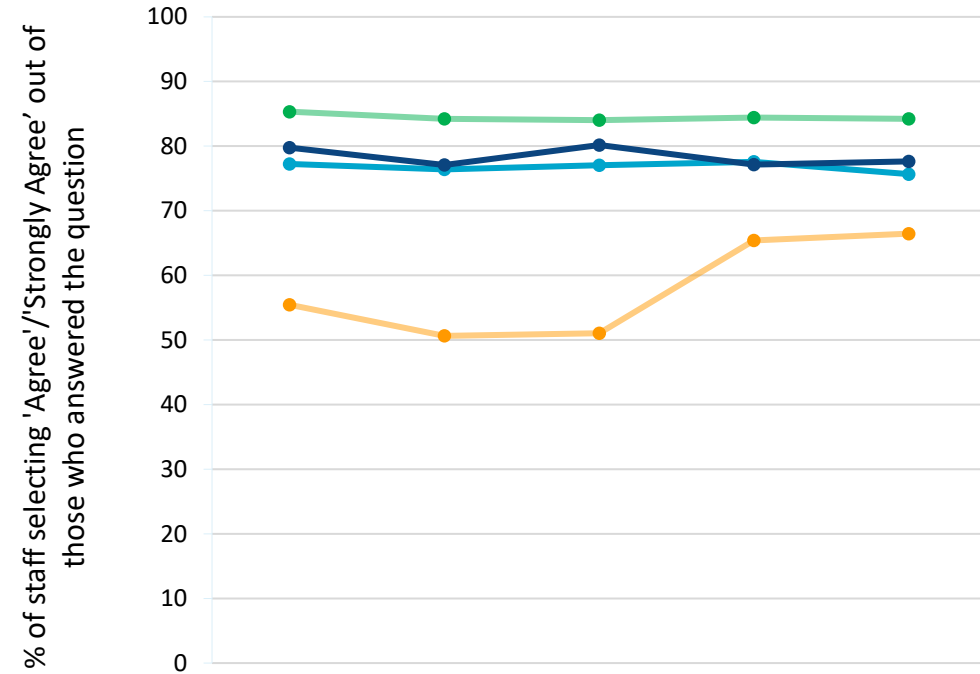


Q25c I would recommend my organisation as a place to work.



	2021	2022	2023	2024	2025
Your org	69.85%	71.74%	76.01%	74.03%	74.52%
Best result	71.99%	74.51%	76.01%	76.41%	74.52%
Average result	65.14%	65.33%	68.41%	68.98%	66.68%
Worst result	54.25%	54.83%	55.90%	59.76%	46.14%
Responses	1399	1453	1559	1736	1669

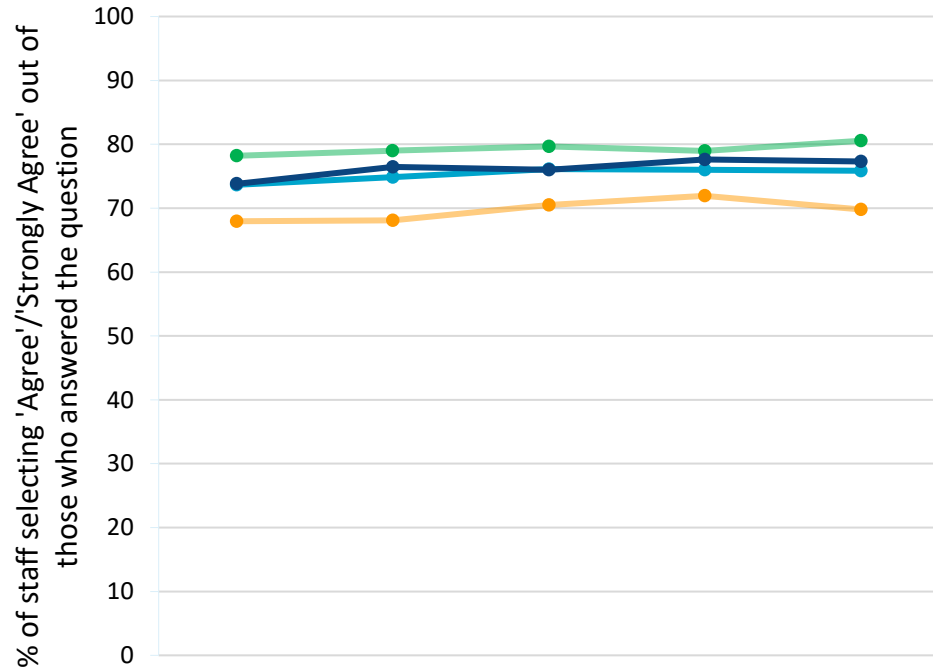
Q25d If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.



	2021	2022	2023	2024	2025
Your org	79.75%	77.08%	80.17%	77.16%	77.62%
Best result	85.33%	84.21%	84.02%	84.44%	84.24%
Average result	77.25%	76.42%	77.04%	77.57%	75.67%
Worst result	55.44%	50.63%	51.06%	65.41%	66.46%
Responses	1400	1453	1554	1737	1668

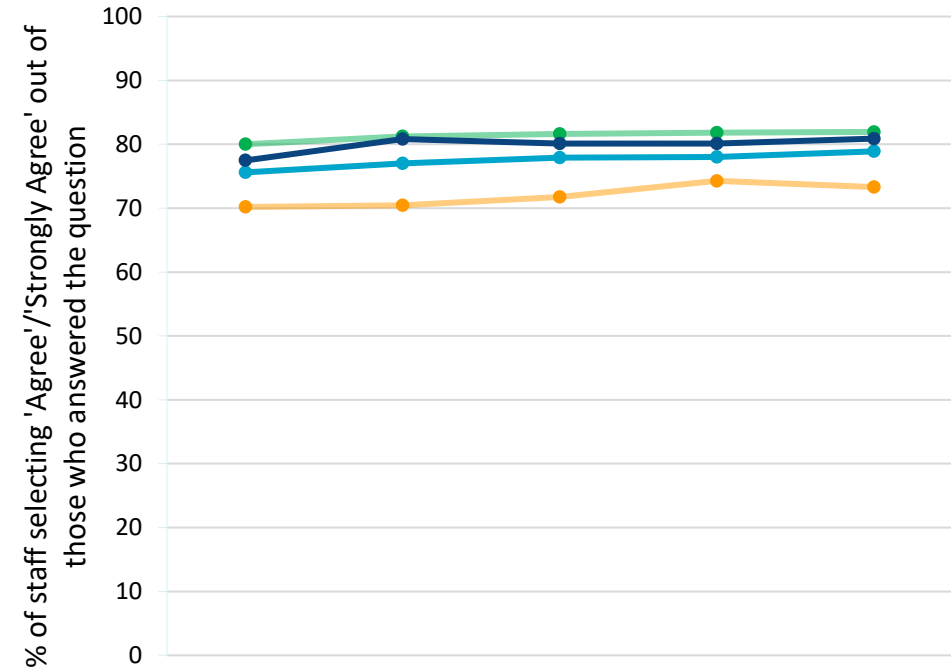


Q9f My immediate manager works together with me to come to an understanding of problems.



	2021	2022	2023	2024	2025
Your org	73.81%	76.45%	76.00%	77.62%	77.32%
Best result	78.20%	78.99%	79.67%	78.94%	80.55%
Average result	73.66%	74.83%	76.12%	76.00%	75.83%
Worst result	67.96%	68.10%	70.49%	71.93%	69.81%
Responses	1396	1450	1558	1740	1674

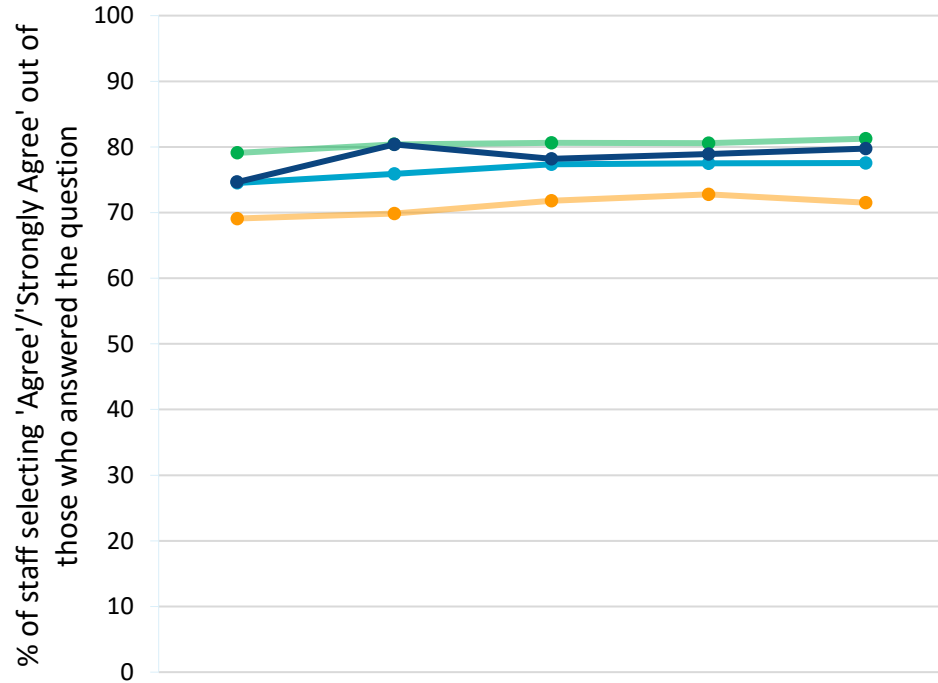
Q9g My immediate manager is interested in listening to me when I describe challenges I face.



	2021	2022	2023	2024	2025
Your org	77.47%	80.83%	80.13%	80.13%	80.89%
Best result	80.00%	81.24%	81.64%	81.83%	81.94%
Average result	75.60%	77.02%	77.90%	78.00%	78.89%
Worst result	70.19%	70.46%	71.75%	74.28%	73.29%
Responses	1406	1453	1562	1743	1672

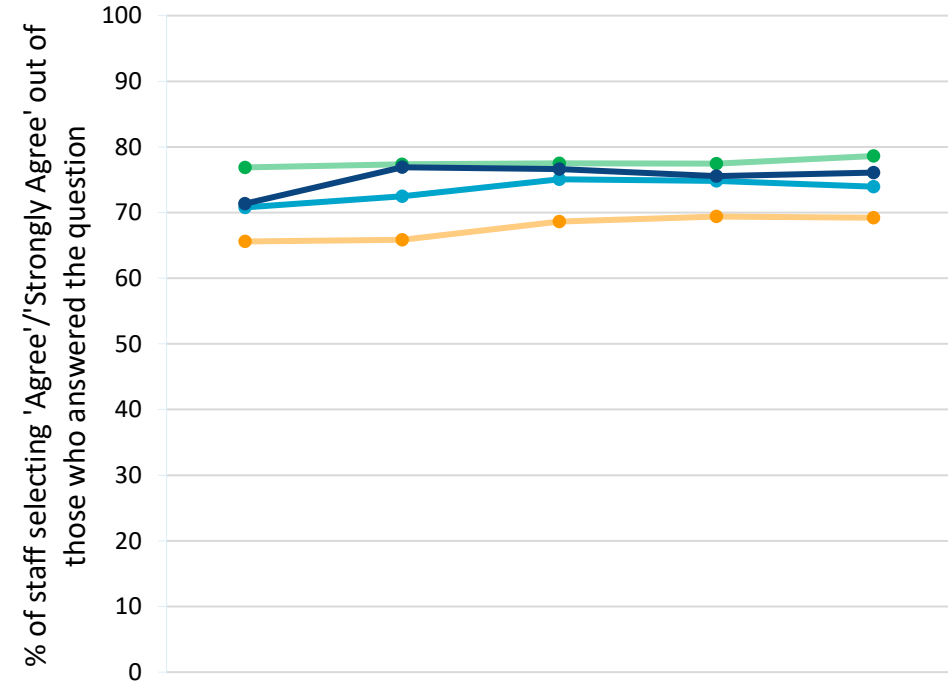


Q9h My immediate manager cares about my concerns.



	2021	2022	2023	2024	2025
Your org	74.64%	80.38%	78.20%	78.90%	79.74%
Best result	79.09%	80.38%	80.61%	80.58%	81.25%
Average result	74.51%	75.88%	77.37%	77.50%	77.55%
Worst result	69.09%	69.83%	71.82%	72.77%	71.51%
Responses	1400	1448	1561	1739	1665

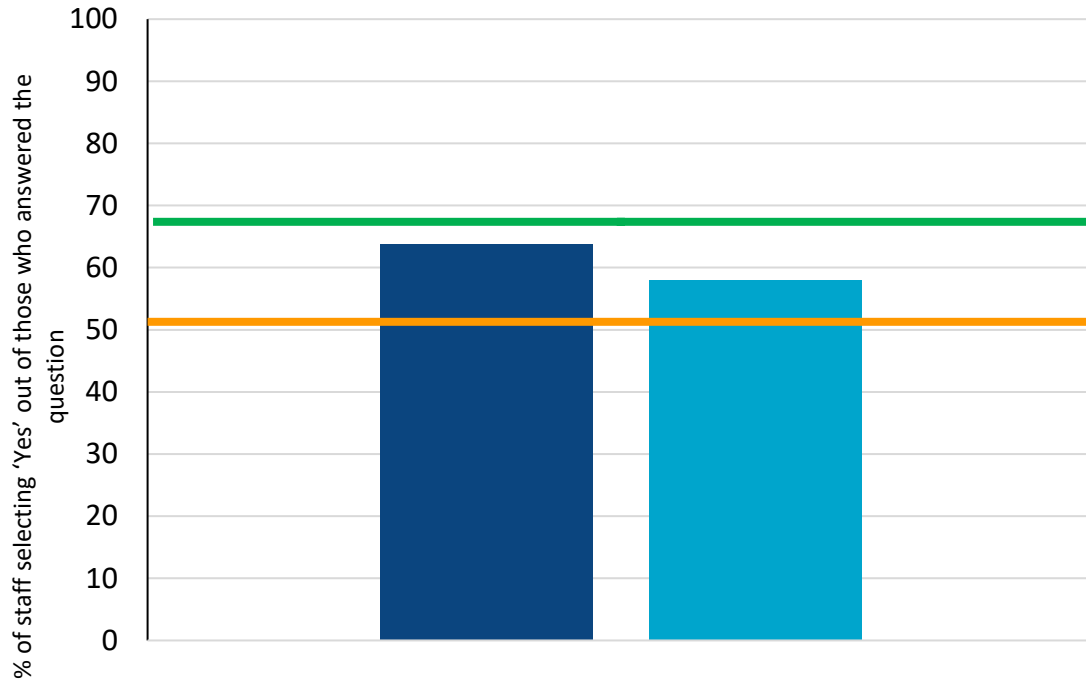
Q9i My immediate manager takes effective action to help me with any problems I face.



	2021	2022	2023	2024	2025
Your org	71.36%	76.90%	76.62%	75.56%	76.09%
Best result	76.88%	77.35%	77.49%	77.47%	78.61%
Average result	70.79%	72.46%	75.07%	74.82%	73.94%
Worst result	65.60%	65.83%	68.62%	69.39%	69.24%
Responses	1402	1450	1561	1738	1673

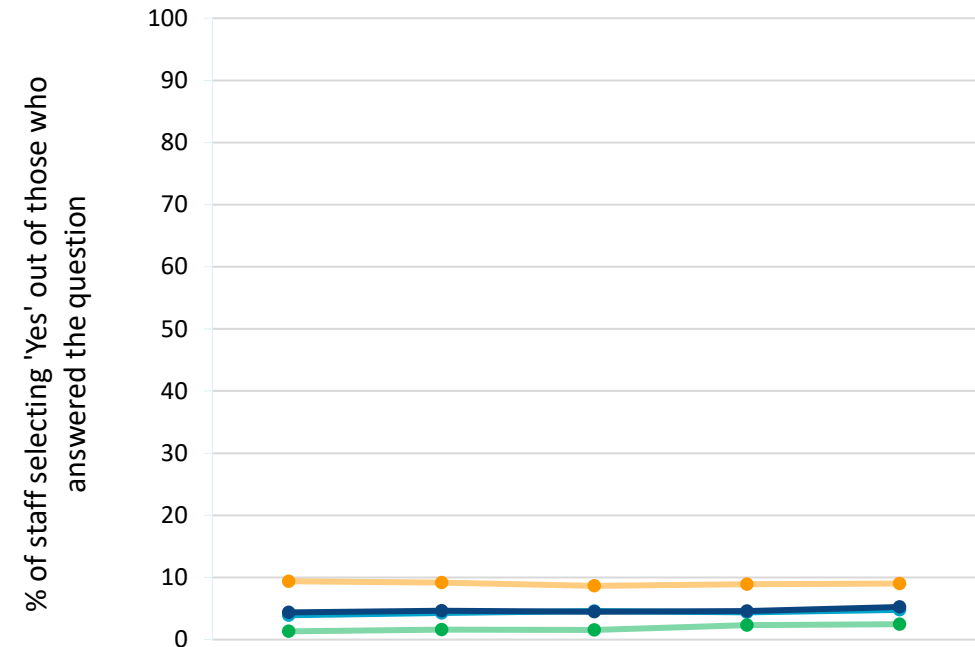


Q15 Does your organisation act fairly with regard to career progression/promotion, regardless of e.g. age, disability, ethnic background, gender reassignment, religion, sex, or sexual orientation?



	2025
Your org	63.83%
Best result	67.38%
Average result	58.05%
Worst result	51.29%
Responses	1662

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?

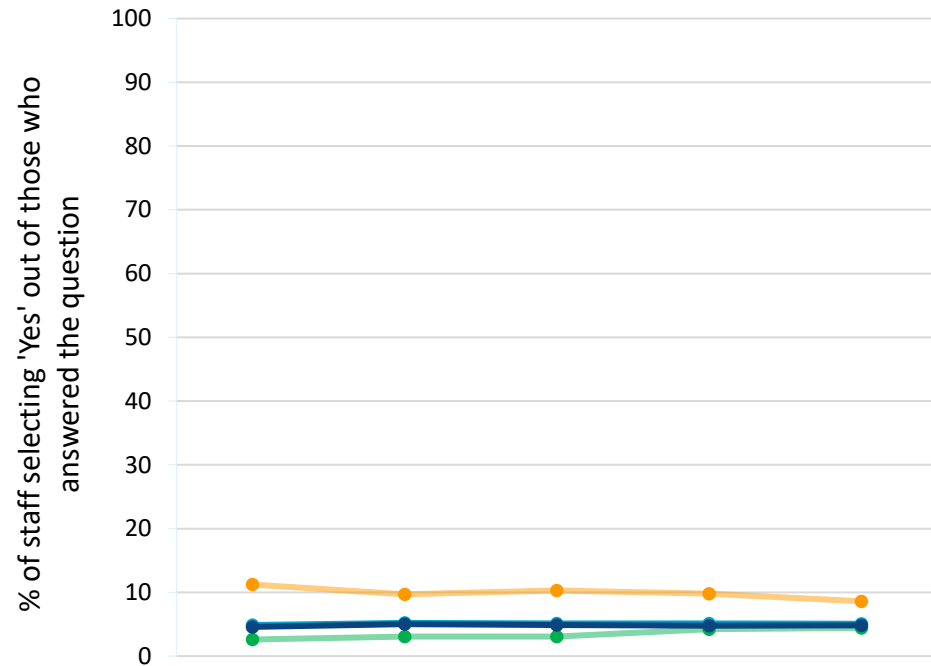


	2021	2022	2023	2024	2025
Your org	4.38%	4.66%	4.50%	4.59%	5.24%
Best result	1.32%	1.60%	1.57%	2.30%	2.48%
Average result	3.91%	4.25%	4.61%	4.39%	4.78%
Worst result	9.38%	9.18%	8.64%	8.90%	9.01%
Responses	1403	1447	1551	1734	1672

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/>

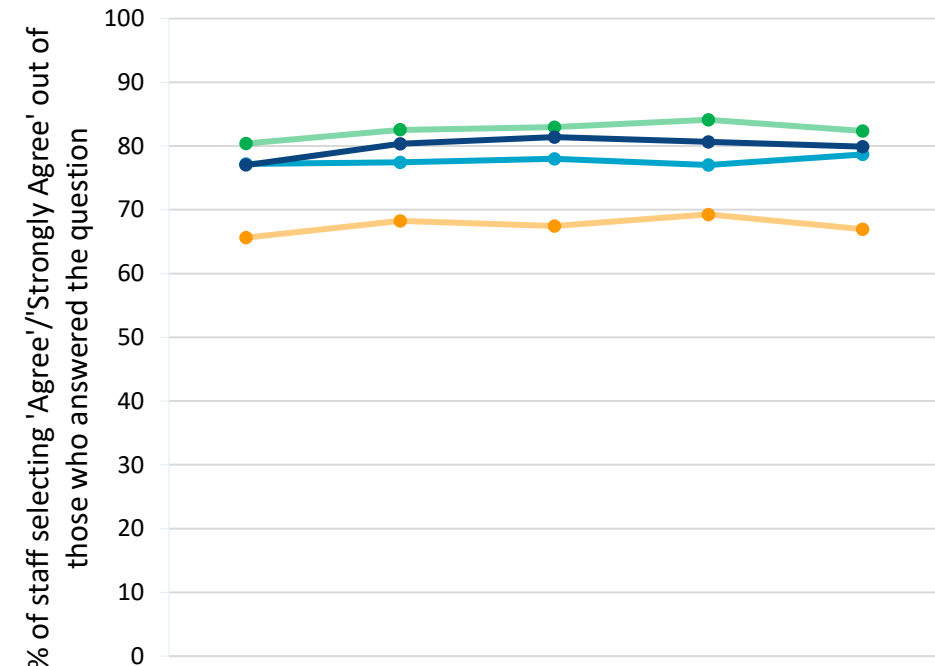


Q16b In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?



	2021	2022	2023	2024	2025
Your org	4.59%	5.02%	4.88%	4.80%	4.81%
Best result	2.60%	3.05%	3.08%	4.23%	4.44%
Average result	4.88%	5.21%	5.15%	5.12%	5.10%
Worst result	11.23%	9.69%	10.31%	9.79%	8.60%
Responses	1398	1438	1545	1731	1667

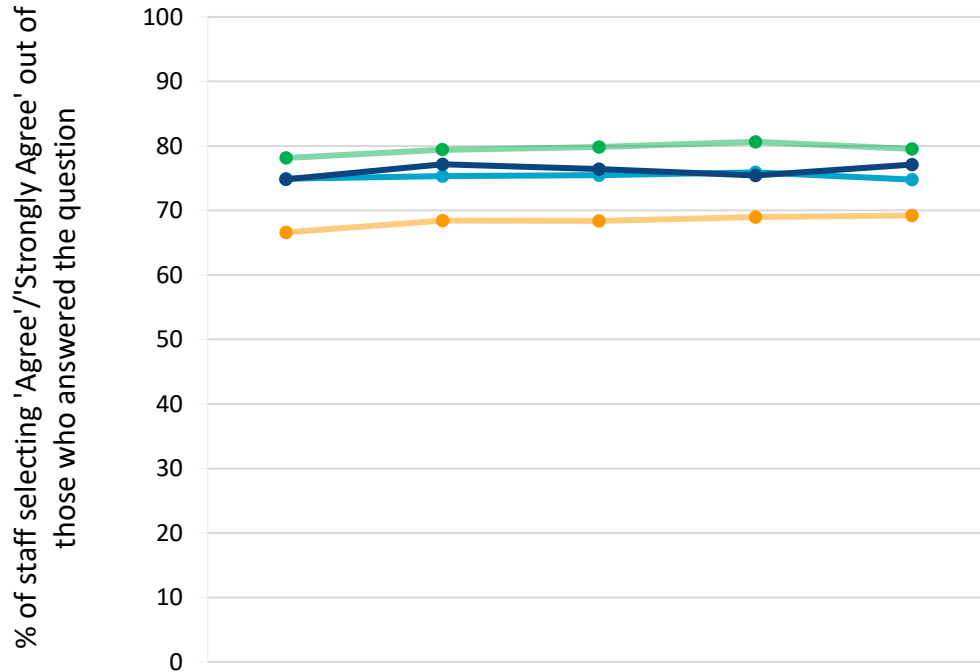
Q21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).



	2021	2022	2023	2024	2025
Your org	77.01%	80.39%	81.41%	80.64%	79.89%
Best result	80.40%	82.54%	83.00%	84.12%	82.39%
Average result	77.20%	77.47%	78.01%	77.03%	78.69%
Worst result	65.64%	68.25%	67.47%	69.29%	66.94%
Responses	1404	1455	1556	1735	1665

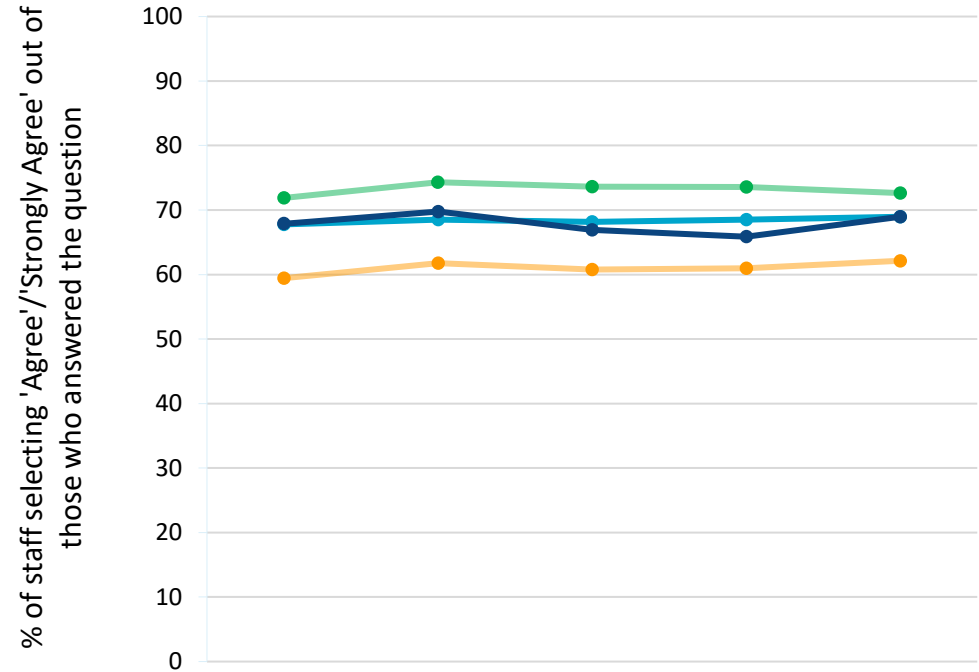


Q7h I feel valued by my team.



	2021	2022	2023	2024	2025
Your org	74.83%	77.16%	76.43%	75.40%	77.11%
Best result	78.14%	79.41%	79.83%	80.65%	79.54%
Average result	74.94%	75.30%	75.45%	75.90%	74.78%
Worst result	66.61%	68.43%	68.40%	68.98%	69.22%
Responses	1399	1447	1559	1735	1669

Q7i I feel a strong personal attachment to my team.

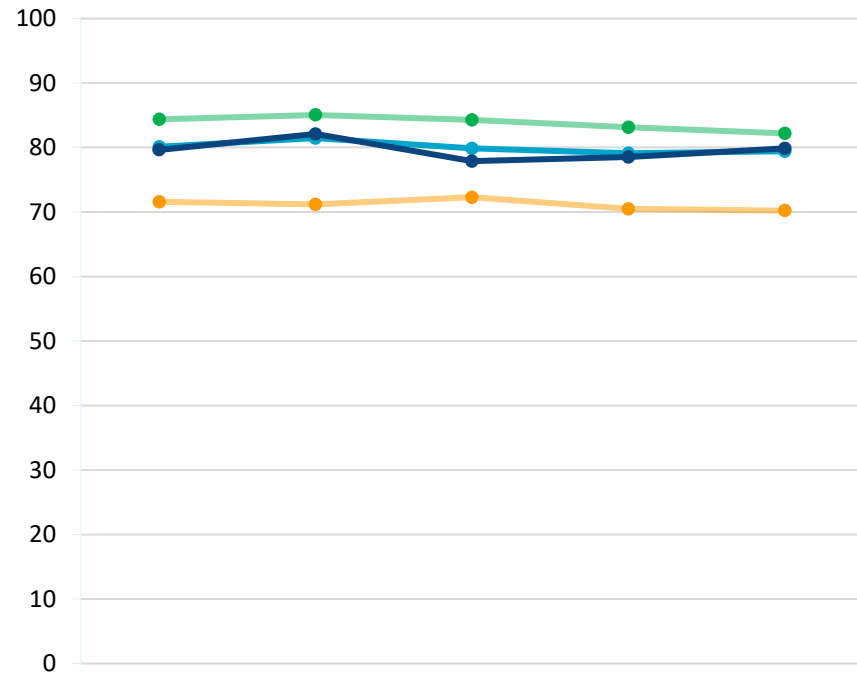


	2021	2022	2023	2024	2025
Your org	67.88%	69.77%	66.92%	65.87%	68.96%
Best result	71.88%	74.31%	73.63%	73.59%	72.63%
Average result	67.78%	68.51%	68.16%	68.50%	68.96%
Worst result	59.44%	61.78%	60.80%	60.97%	62.14%
Responses	1397	1450	1564	1738	1669



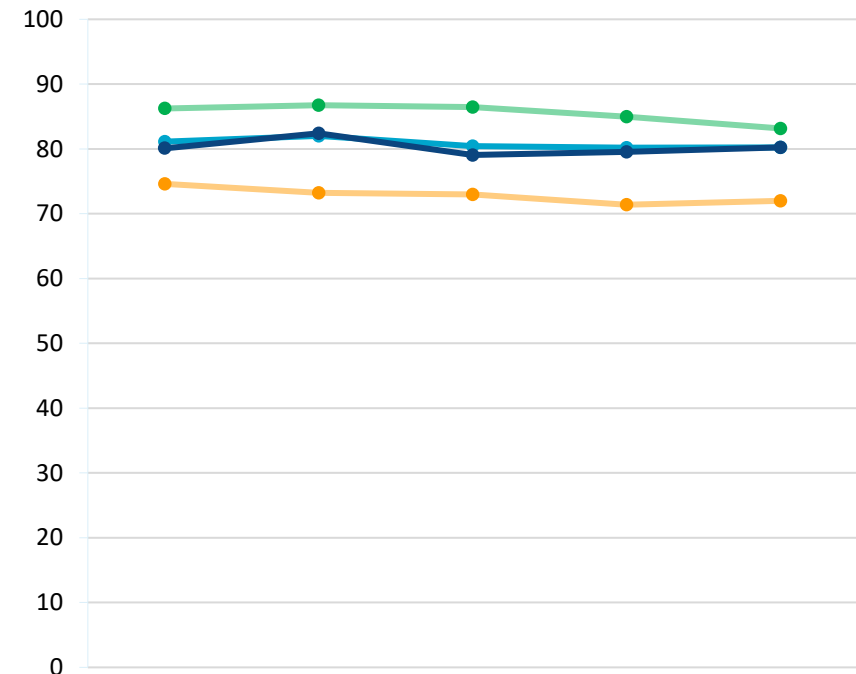
Q8b The people I work with are understanding and kind to one another.

% 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.

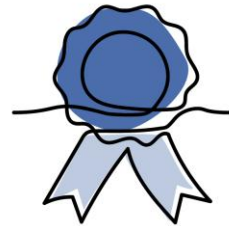
% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question



	2021	2022	2023	2024	2025
Your org	79.64%	82.11%	77.90%	78.54%	79.86%
Best result	84.38%	85.05%	84.29%	83.14%	82.20%
Average result	80.13%	81.47%	79.89%	79.12%	79.41%
Worst result	71.59%	71.17%	72.31%	70.51%	70.23%
Responses	1399	1452	1560	1740	1672

	2021	2022	2023	2024	2025
Your org	80.11%	82.41%	79.07%	79.53%	80.22%
Best result	86.24%	86.74%	86.44%	84.96%	83.16%
Average result	81.11%	82.01%	80.44%	80.19%	80.22%
Worst result	74.61%	73.24%	72.96%	71.39%	71.97%
Responses	1400	1447	1559	1740	1668

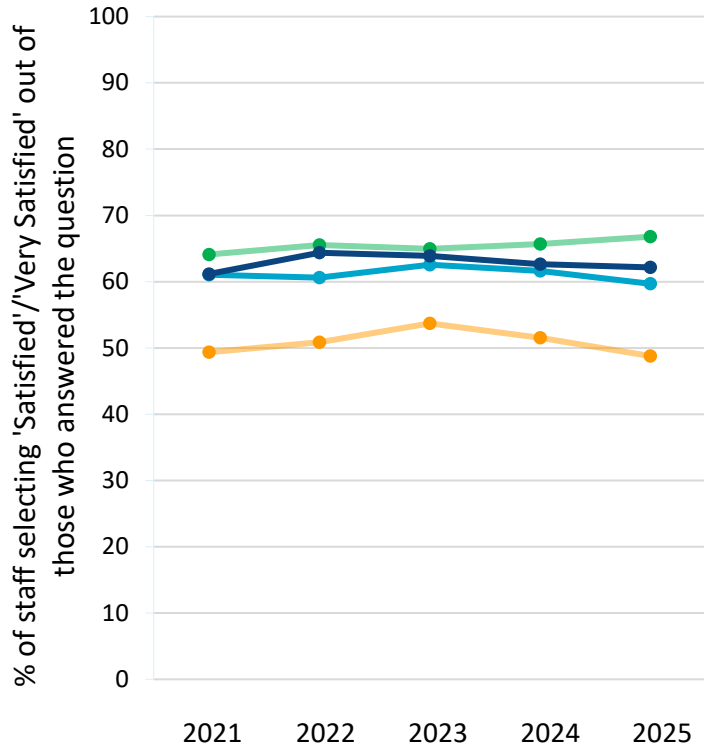
People Promise element – We are recognised and rewarded



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

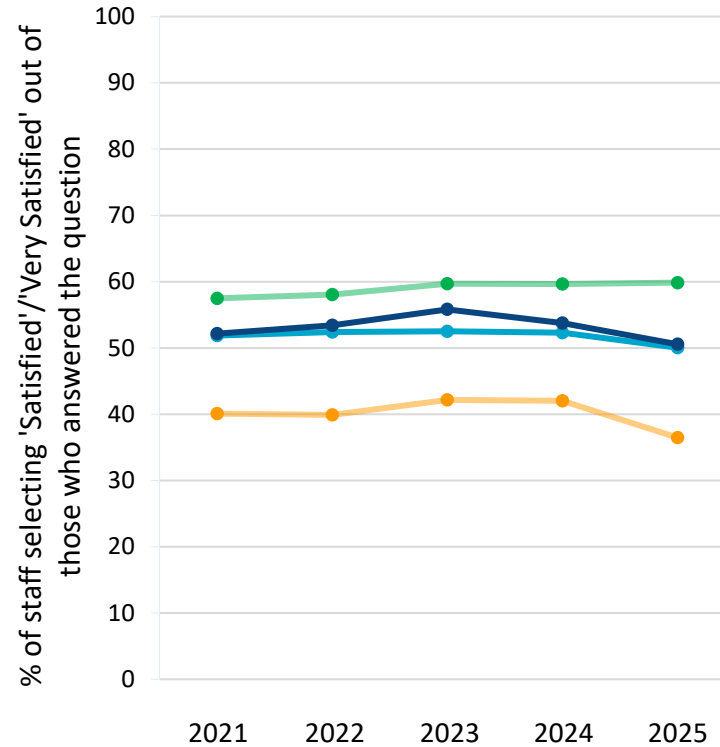


Q4a How satisfied are you with each of the following aspects of your job? The recognition I get for good work.



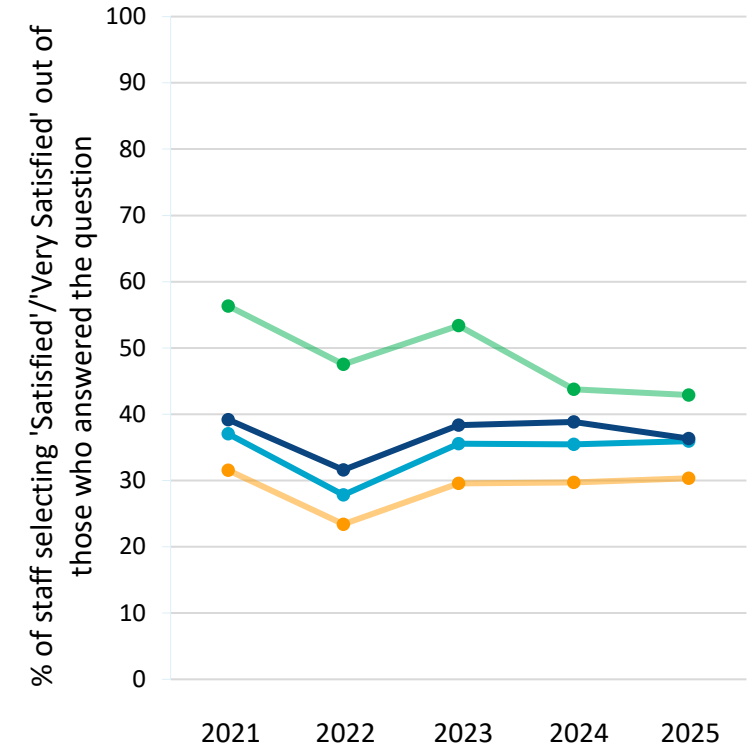
	2021	2022	2023	2024	2025
Your org	61.16%	64.37%	63.88%	62.64%	62.16%
Best result	64.10%	65.52%	64.98%	65.68%	66.79%
Average result	61.07%	60.59%	62.56%	61.61%	59.68%
Worst result	49.36%	50.84%	53.71%	51.53%	48.78%
Responses	1402	1455	1562	1741	1673

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	52.18%	53.44%	55.81%	53.75%	50.55%
Best result	57.49%	58.05%	59.70%	59.67%	59.86%
Average result	51.85%	52.42%	52.52%	52.29%	50.03%
Worst result	40.09%	39.91%	42.16%	42.03%	36.46%
Responses	1395	1448	1558	1735	1672

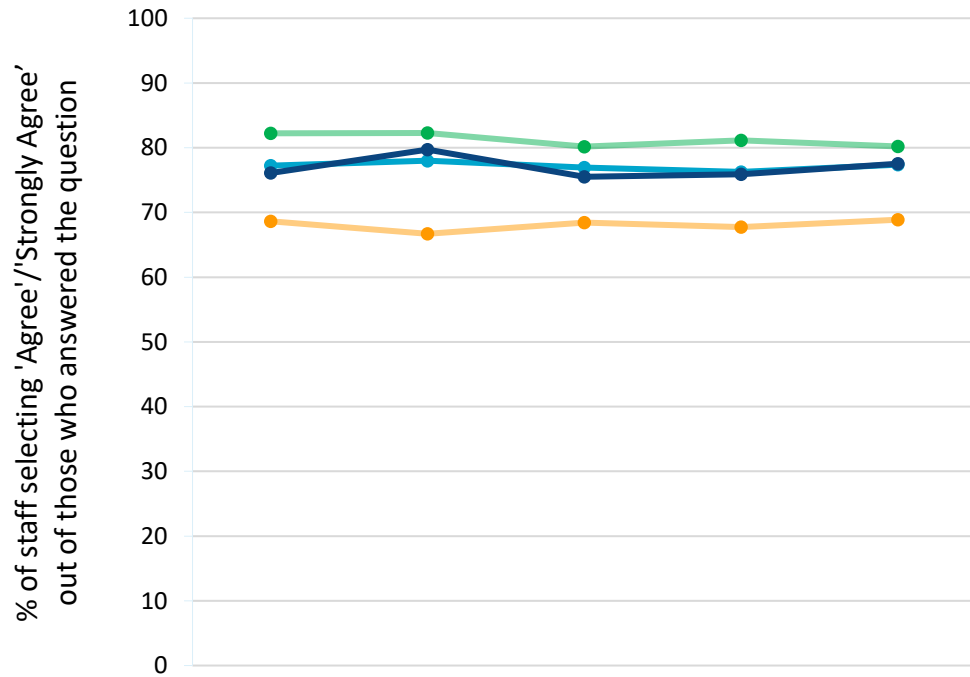
Q4c How satisfied are you with each of the following aspects of your job? My level of pay.



	2021	2022	2023	2024	2025
Your org	39.19%	31.59%	38.36%	38.84%	36.31%
Best result	56.33%	47.52%	53.36%	43.77%	42.90%
Average result	37.03%	27.82%	35.57%	35.45%	35.95%
Worst result	31.54%	23.41%	29.57%	29.71%	30.32%
Responses	1401	1454	1560	1736	1668

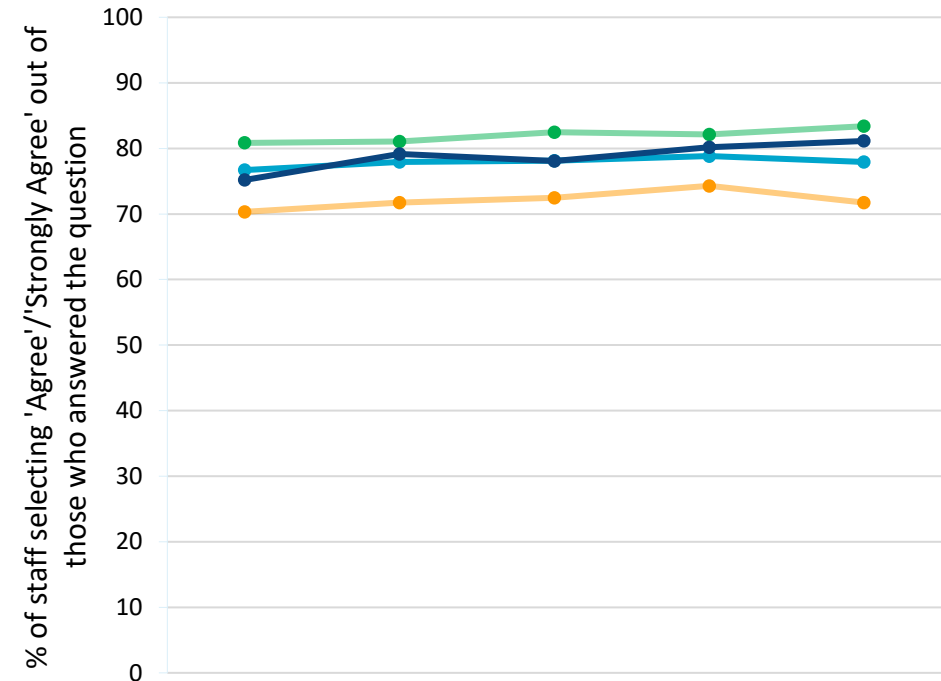


Q8d The people I work with show appreciation to one another.



	2021	2022	2023	2024	2025
Your org	76.08%	79.70%	75.51%	75.88%	77.54%
Best result	82.22%	82.27%	80.17%	81.13%	80.19%
Average result	77.25%	78.00%	76.95%	76.26%	77.38%
Worst result	68.62%	66.70%	68.41%	67.75%	68.87%
Responses	1398	1450	1554	1736	1670

Q9e My immediate manager values my work.



	2021	2022	2023	2024	2025
Your org	75.19%	79.14%	78.06%	80.19%	81.13%
Best result	80.84%	81.07%	82.49%	82.15%	83.38%
Average result	76.69%	77.94%	78.11%	78.83%	77.93%
Worst result	70.33%	71.72%	72.46%	74.29%	71.74%
Responses	1403	1449	1562	1740	1675

People Promise element – We each have a voice that counts



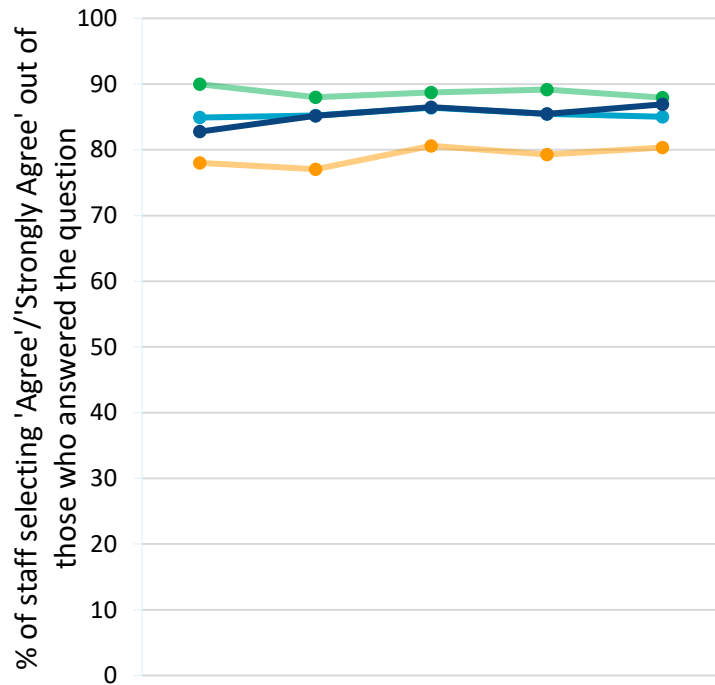
Questions included:

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

Raising concerns – Q20a, Q20b, Q25e, Q25f

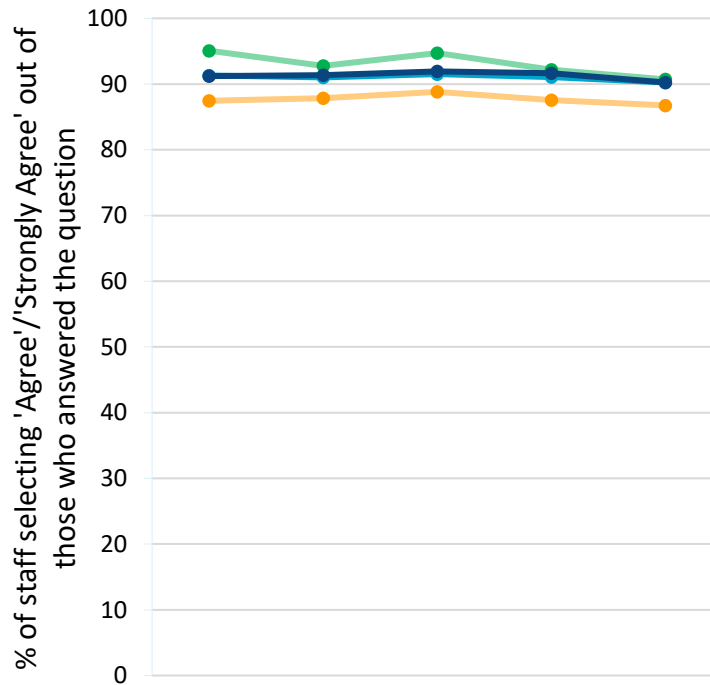


Q3a I always know what my work responsibilities are.



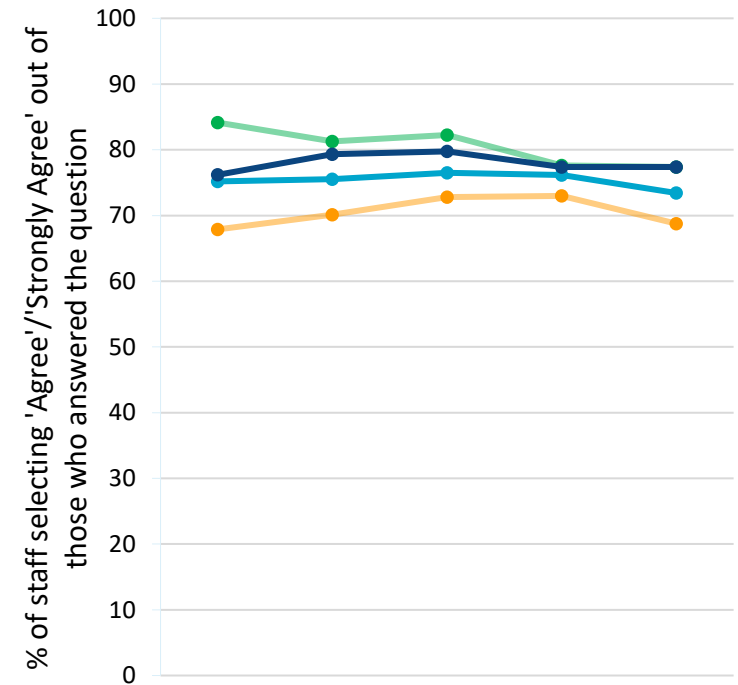
	2021	2022	2023	2024	2025
Your org	82.76%	85.15%	86.47%	85.46%	86.92%
Best result	89.97%	88.01%	88.73%	89.14%	87.93%
Average result	84.90%	85.21%	86.40%	85.48%	85.02%
Worst result	78.03%	77.04%	80.60%	79.28%	80.34%
Responses	1404	1456	1564	1743	1673

Q3b I am trusted to do my job.



	2021	2022	2023	2024	2025
Your org	91.22%	91.35%	91.92%	91.67%	90.24%
Best result	95.07%	92.79%	94.73%	92.17%	90.71%
Average result	91.32%	91.02%	91.51%	91.06%	90.24%
Worst result	87.47%	87.85%	88.81%	87.56%	86.75%
Responses	1403	1453	1564	1738	1673

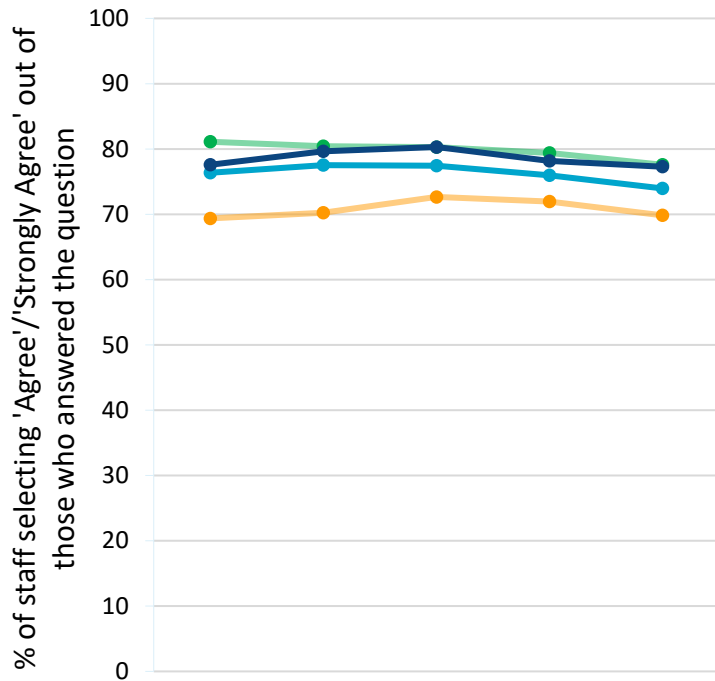
Q3c There are frequent opportunities for me to show initiative in my role.



	2021	2022	2023	2024	2025
Your org	76.19%	79.32%	79.75%	77.39%	77.38%
Best result	84.13%	81.25%	82.24%	77.62%	77.38%
Average result	75.19%	75.54%	76.49%	76.16%	73.42%
Worst result	67.88%	70.13%	72.78%	72.98%	68.76%
Responses	1403	1451	1565	1737	1667

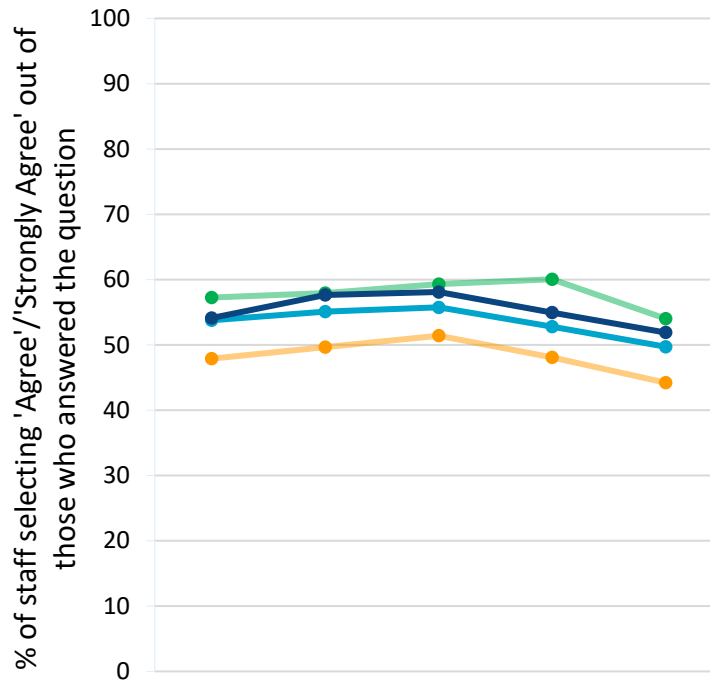


Q3d I am able to make suggestions to improve the work of my team / department.



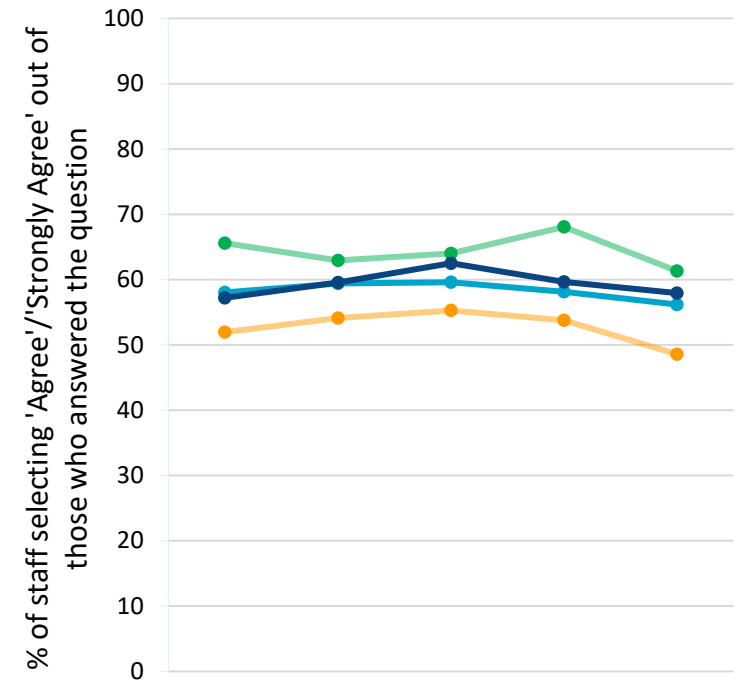
	2021	2022	2023	2024	2025
Your org	77.58%	79.66%	80.30%	78.16%	77.29%
Best result	81.11%	80.42%	80.30%	79.41%	77.59%
Average result	76.35%	77.53%	77.45%	75.99%	73.97%
Worst result	69.37%	70.24%	72.66%	71.96%	69.87%
Responses	1395	1454	1561	1731	1668

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



	2021	2022	2023	2024	2025
Your org	54.14%	57.64%	58.10%	54.97%	51.89%
Best result	57.25%	57.94%	59.32%	60.06%	54.02%
Average result	53.79%	55.10%	55.76%	52.78%	49.72%
Worst result	47.87%	49.66%	51.41%	48.09%	44.21%
Responses	1403	1452	1556	1732	1668

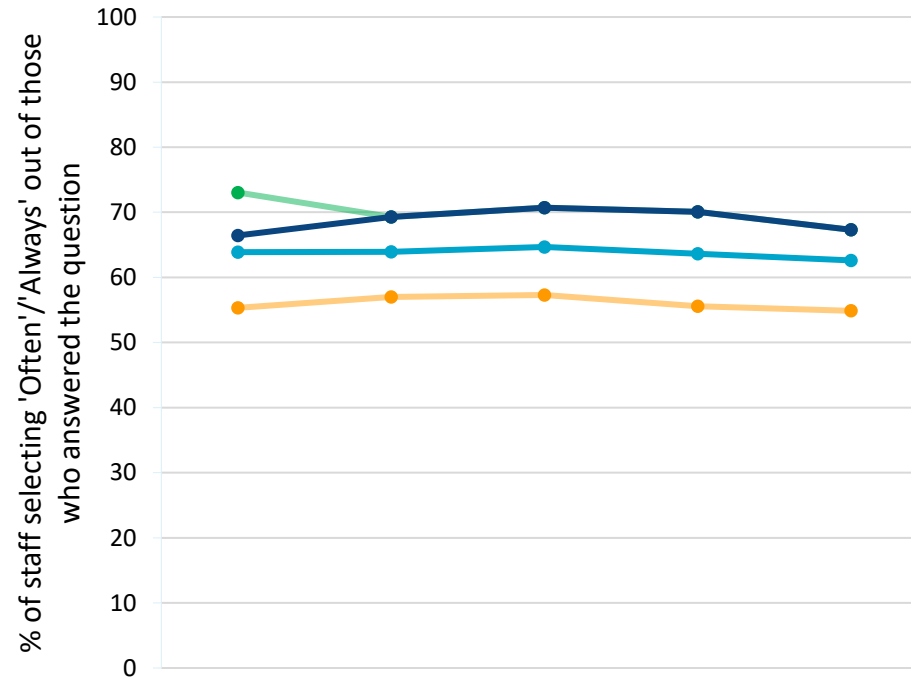
Q3f I am able to make improvements happen in my area of work.



	2021	2022	2023	2024	2025
Your org	57.21%	59.57%	62.51%	59.64%	57.91%
Best result	65.58%	62.95%	64.00%	68.06%	61.33%
Average result	58.01%	59.41%	59.59%	58.15%	56.18%
Worst result	51.96%	54.09%	55.27%	53.78%	48.58%
Responses	1396	1452	1554	1730	1660



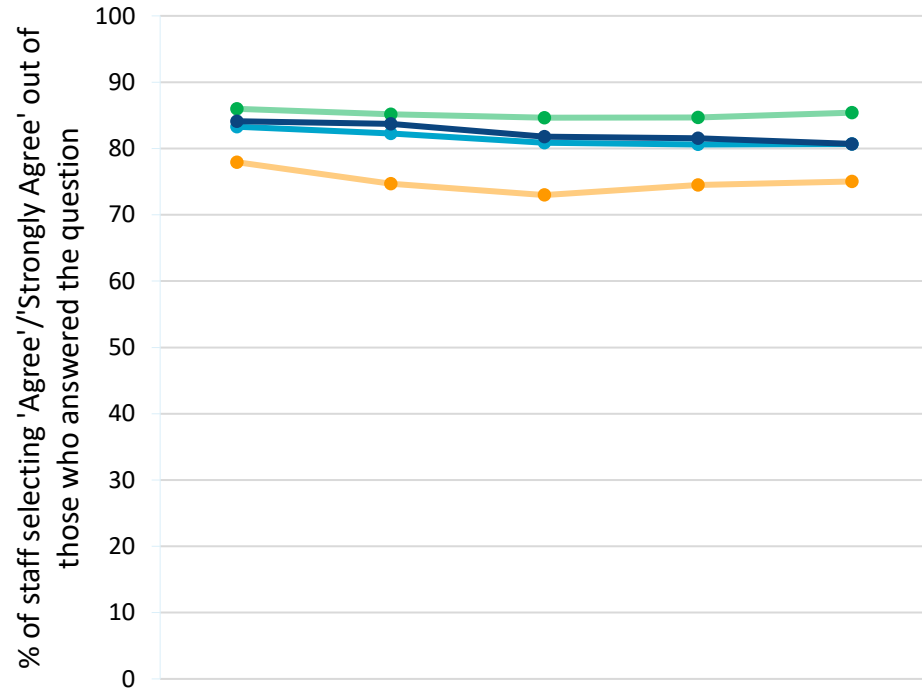
Q5b I have a choice in deciding how to do my work.



	2021	2022	2023	2024	2025
Your org	66.45%	69.27%	70.71%	70.10%	67.31%
Best result	73.04%	69.27%	70.71%	70.10%	67.31%
Average result	63.86%	63.91%	64.68%	63.63%	62.61%
Worst result	55.34%	57.01%	57.30%	55.58%	54.86%
Responses	1397	1448	1556	1736	1668

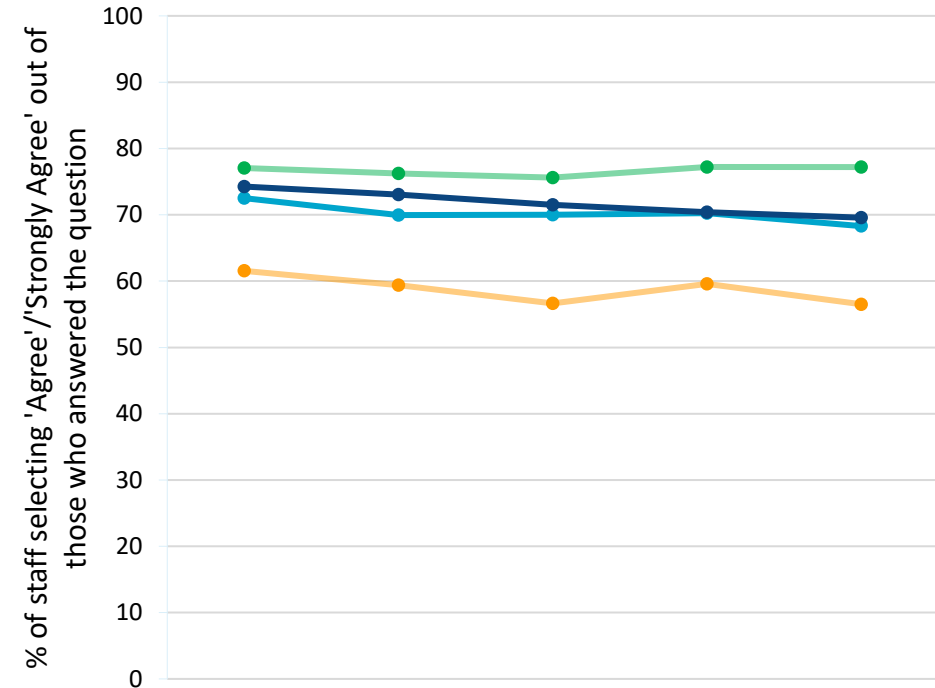


Q20a I would feel secure raising concerns about unsafe clinical practice.



	2021	2022	2023	2024	2025
Your org	84.11%	83.72%	81.79%	81.52%	80.70%
Best result	85.98%	85.16%	84.65%	84.68%	85.40%
Average result	83.28%	82.27%	80.88%	80.61%	80.70%
Worst result	77.93%	74.68%	72.98%	74.49%	75.02%
Responses	1401	1451	1559	1742	1673

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

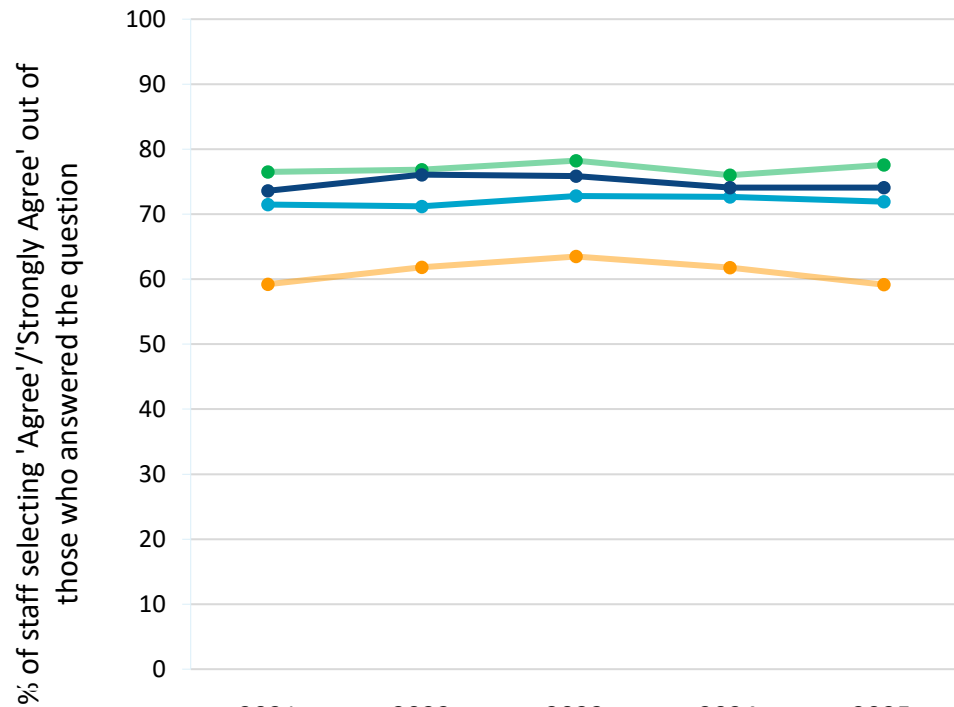


	2021	2022	2023	2024	2025
Your org	74.26%	73.03%	71.50%	70.39%	69.57%
Best result	77.04%	76.22%	75.61%	77.21%	77.18%
Average result	72.51%	69.96%	70.02%	70.23%	68.29%
Worst result	61.54%	59.38%	56.63%	59.58%	56.51%
Responses	1396	1450	1553	1732	1668

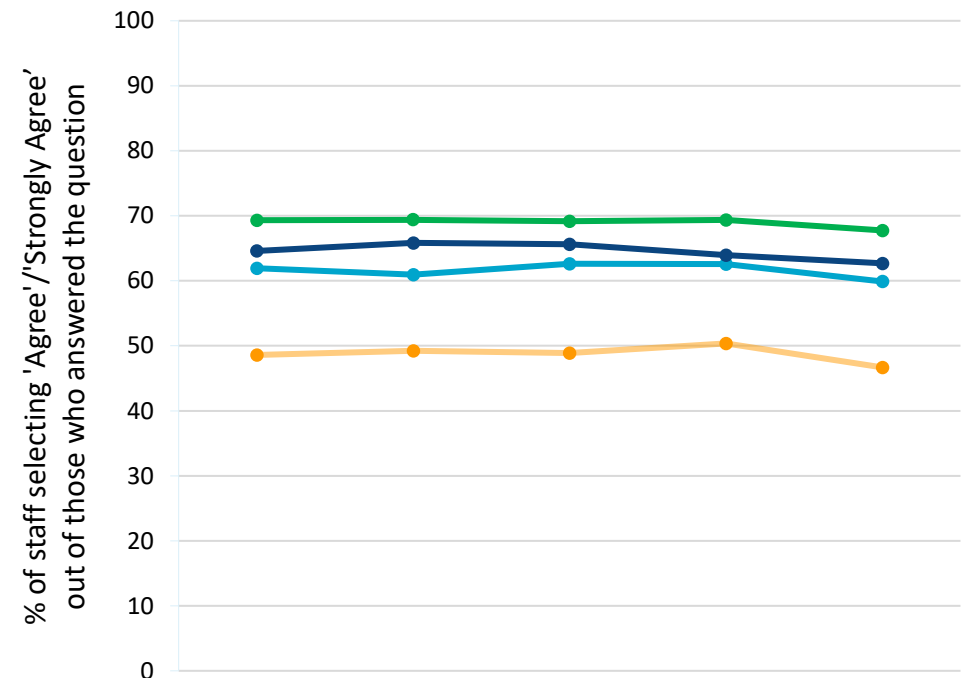


Q25e I feel safe to speak up about anything that concerns me in this organisation.

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	73.59%	76.08%	75.86%	74.09%	74.07%
Best result	76.51%	76.84%	78.24%	75.99%	77.56%
Average result	71.46%	71.21%	72.79%	72.64%	71.93%
Worst result	59.23%	61.82%	63.48%	61.79%	59.15%
Responses	1394	1453	1553	1736	1664



	2021	2022	2023	2024	2025
Your org	64.57%	65.84%	65.65%	63.98%	62.70%
Best result	69.33%	69.37%	69.17%	69.36%	67.75%
Average result	61.91%	60.97%	62.62%	62.59%	59.90%
Worst result	48.60%	49.22%	48.91%	50.37%	46.68%
Responses	1398	1452	1559	1734	1662

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

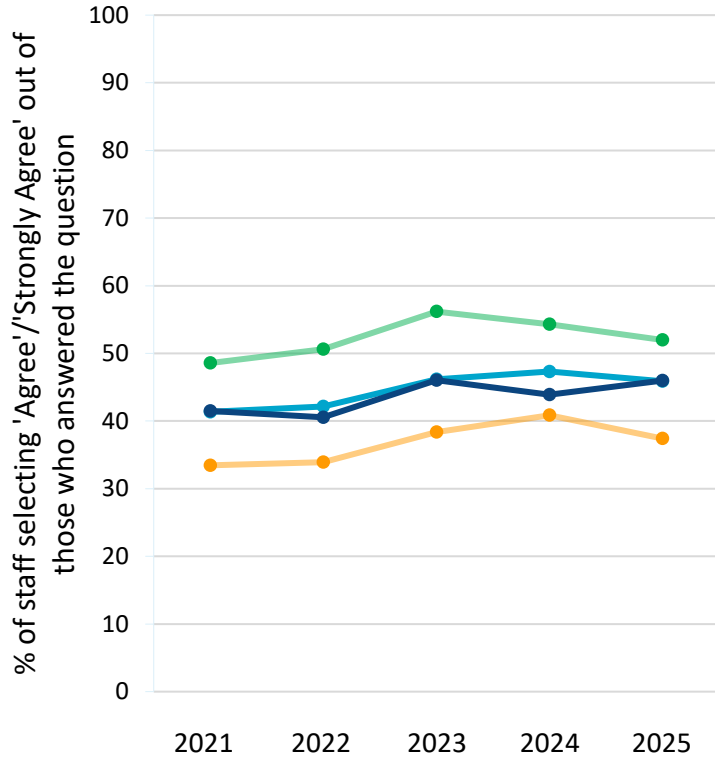
Other questions:* Q17a, Q17b, Q22

*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.



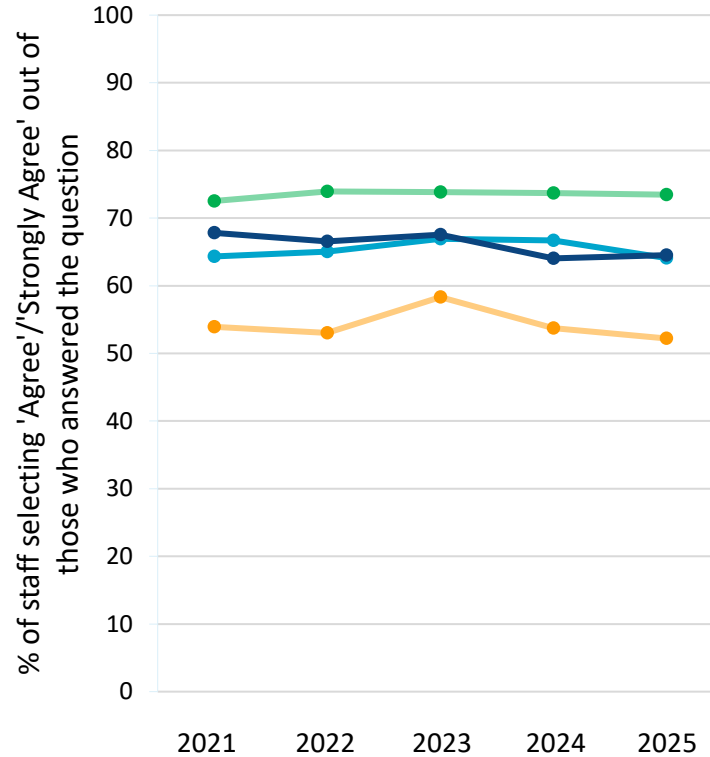
Q3g I am able to meet all the conflicting demands on my time at work.



Year	Best result	Average result	Your org	Worst result
2021	48.57%	41.37%	41.48%	33.45%
2022	50.60%	42.15%	40.55%	33.92%
2023	56.18%	46.14%	46.04%	38.35%
2024	54.31%	47.32%	43.90%	40.85%
2025	52.00%	45.88%	45.98%	37.43%

Responses: 1401, 1449, 1556, 1732, 1664

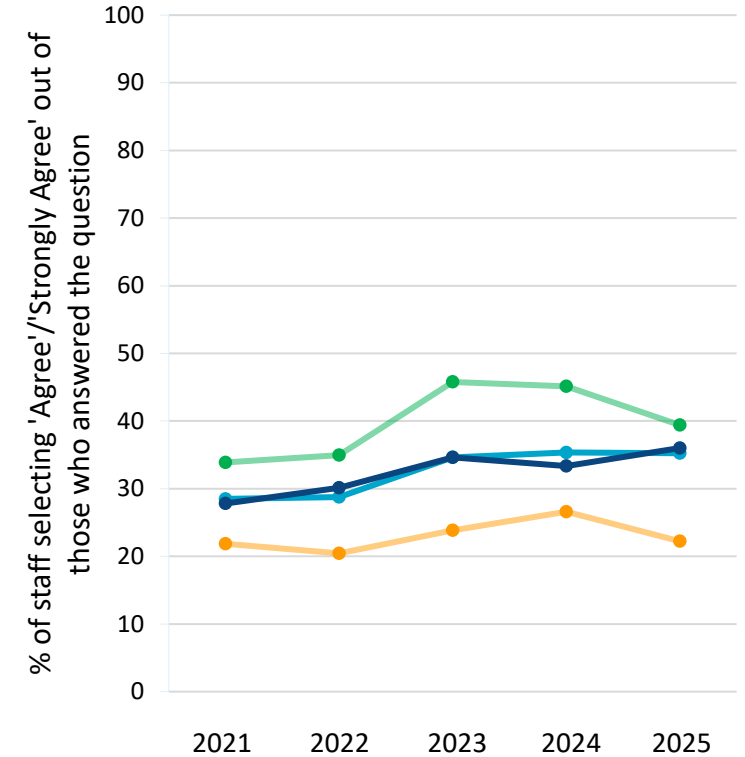
Q3h I have adequate materials, supplies and equipment to do my work.



Year	Best result	Average result	Your org	Worst result
2021	72.52%	64.35%	67.82%	53.93%
2022	73.94%	65.04%	66.54%	53.00%
2023	73.86%	66.94%	67.54%	58.31%
2024	73.72%	66.69%	64.04%	53.74%
2025	73.45%	64.09%	64.52%	52.21%

Responses: 1385, 1451, 1552, 1723, 1659

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

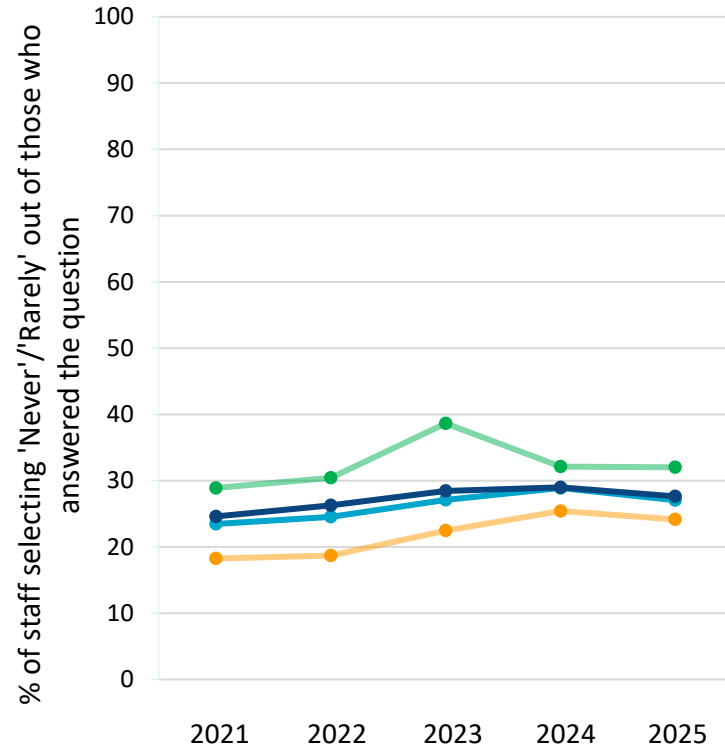


Year	Best result	Average result	Your org	Worst result
2021	33.88%	28.49%	27.81%	21.83%
2022	34.98%	28.74%	30.13%	20.44%
2023	45.77%	34.61%	34.63%	23.85%
2024	45.15%	35.36%	33.36%	26.60%
2025	39.40%	35.22%	36.01%	22.24%

Responses: 1404, 1453, 1560, 1737, 1666



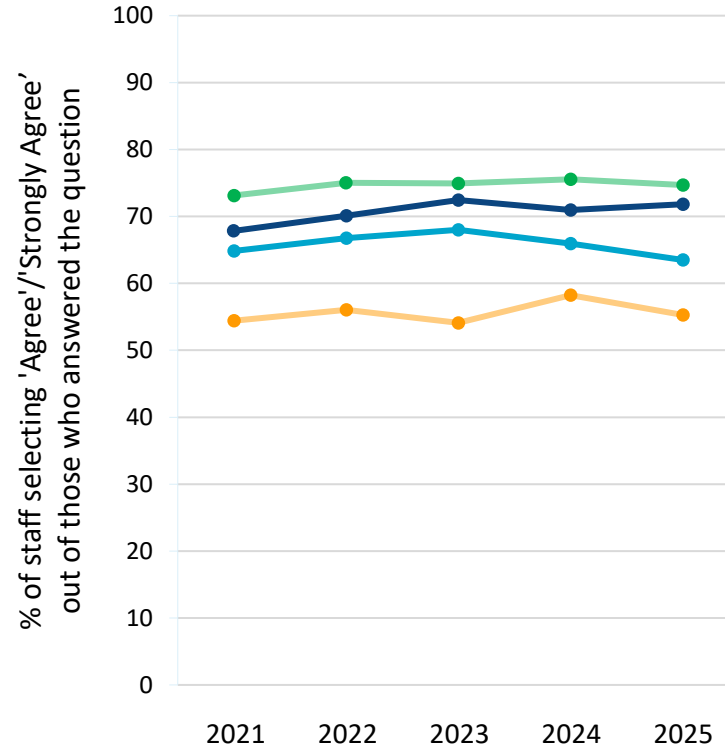
Q5a I have unrealistic time pressures.



Your org	24.60%	26.29%	28.46%	28.99%	27.64%
Best result	28.90%	30.41%	38.64%	32.10%	32.03%
Average result	23.47%	24.52%	27.08%	28.90%	27.03%
Worst result	18.25%	18.67%	22.45%	25.42%	24.13%

Responses 1397 1451 1565 1740 1672

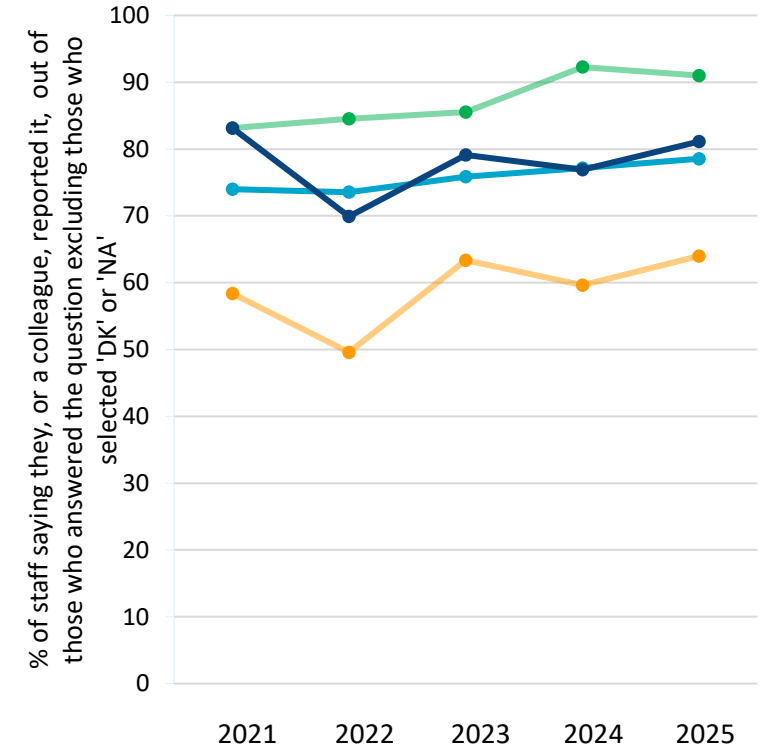
Q11a My organisation takes positive action on health and well-being.



Your org	67.84%	70.11%	72.45%	70.97%	71.81%
Best result	73.13%	75.02%	74.91%	75.56%	74.70%
Average result	64.86%	66.75%	68.01%	65.94%	63.50%
Worst result	54.40%	56.07%	54.11%	58.24%	55.29%

Responses 1391 1444 1552 1717 1652

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



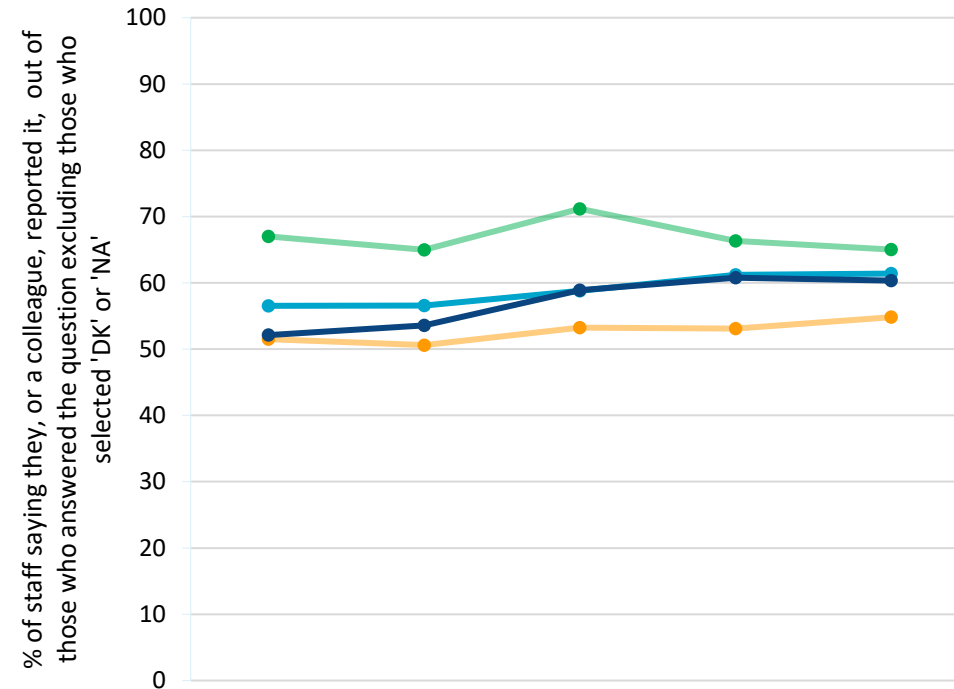
Your org	83.14%	69.91%	79.10%	76.92%	81.14%
Best result	83.14%	84.54%	85.51%	92.26%	91.01%
Average result	73.98%	73.54%	75.88%	77.16%	78.55%
Worst result	58.39%	49.59%	63.37%	59.62%	64.00%

Responses 113 141 142 155 177

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?

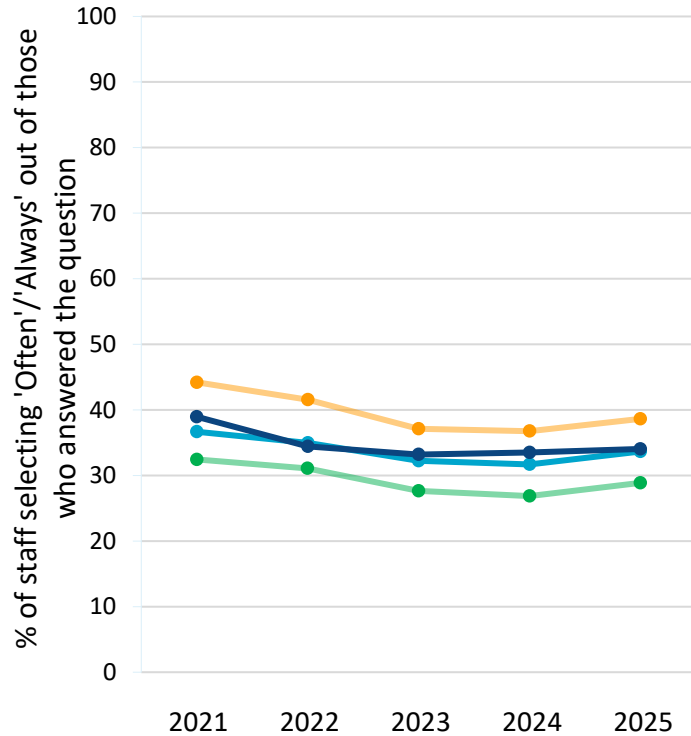


	2021	2022	2023	2024	2025
Your org	52.12%	53.58%	58.87%	60.78%	60.37%
Best result	67.02%	64.99%	71.17%	66.31%	65.05%
Average result	56.54%	56.57%	58.79%	61.21%	61.40%
Worst result	51.51%	50.61%	53.22%	53.11%	54.82%
Responses	426	410	407	432	451

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

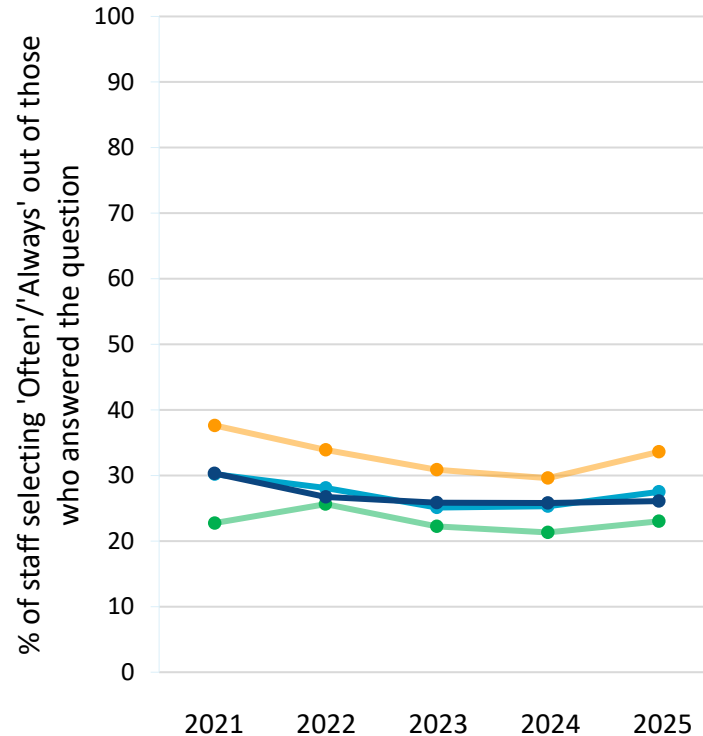


Q12a How often, if at all, do you find your work emotionally exhausting?



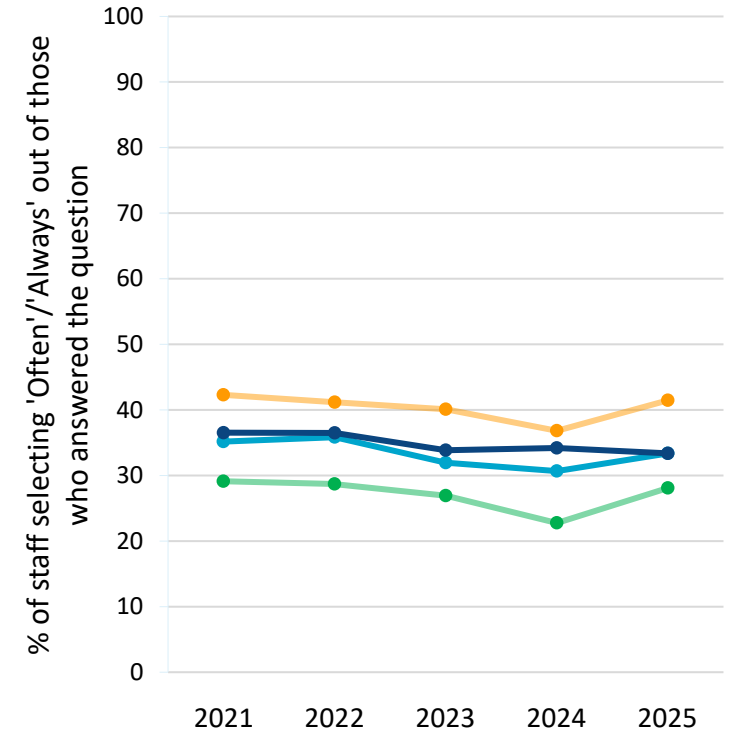
	2021	2022	2023	2024	2025
Your org	38.96%	34.43%	33.19%	33.51%	34.04%
Best result	32.45%	31.08%	27.64%	26.86%	28.86%
Average result	36.67%	34.95%	32.24%	31.69%	33.67%
Worst result	44.21%	41.54%	37.14%	36.75%	38.63%
Responses	1406	1454	1565	1743	1677

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



	2021	2022	2023	2024	2025
Your org	30.31%	26.73%	25.85%	25.80%	26.09%
Best result	22.74%	25.63%	22.24%	21.32%	23.01%
Average result	30.20%	28.09%	25.11%	25.29%	27.51%
Worst result	37.63%	33.91%	30.87%	29.59%	33.59%
Responses	1403	1453	1564	1742	1670

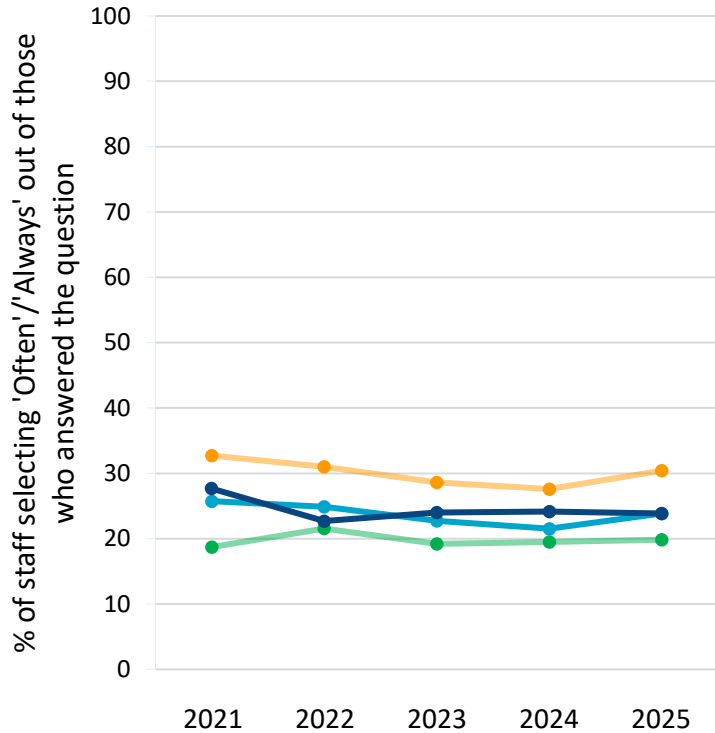
Q12c How often, if at all, does your work frustrate you?



	2021	2022	2023	2024	2025
Your org	36.53%	36.49%	33.87%	34.18%	33.37%
Best result	29.12%	28.70%	26.90%	22.75%	28.09%
Average result	35.15%	35.84%	31.95%	30.67%	33.37%
Worst result	42.30%	41.15%	40.11%	36.82%	41.47%
Responses	1402	1454	1563	1741	1673

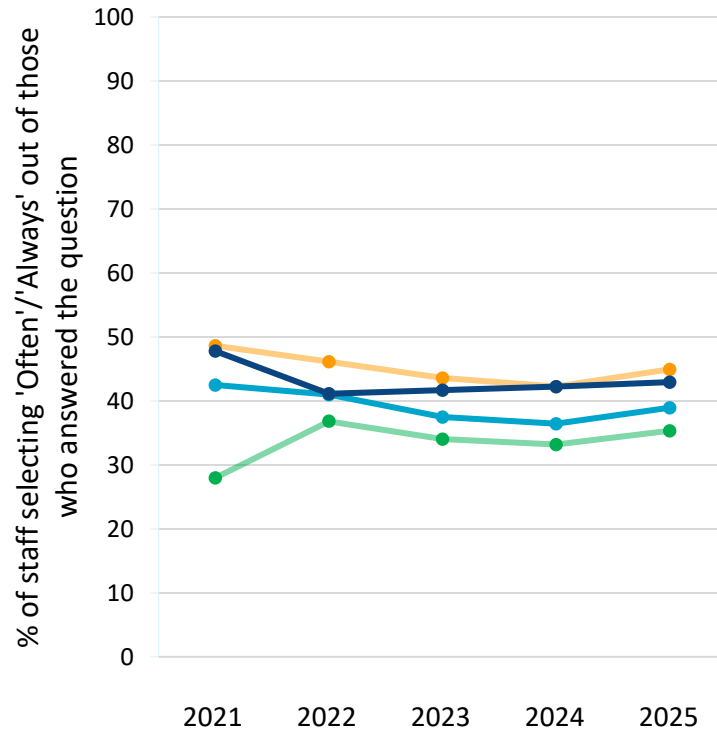


Q12d How often, if at all, are you exhausted at the thought of another day/shift at work?



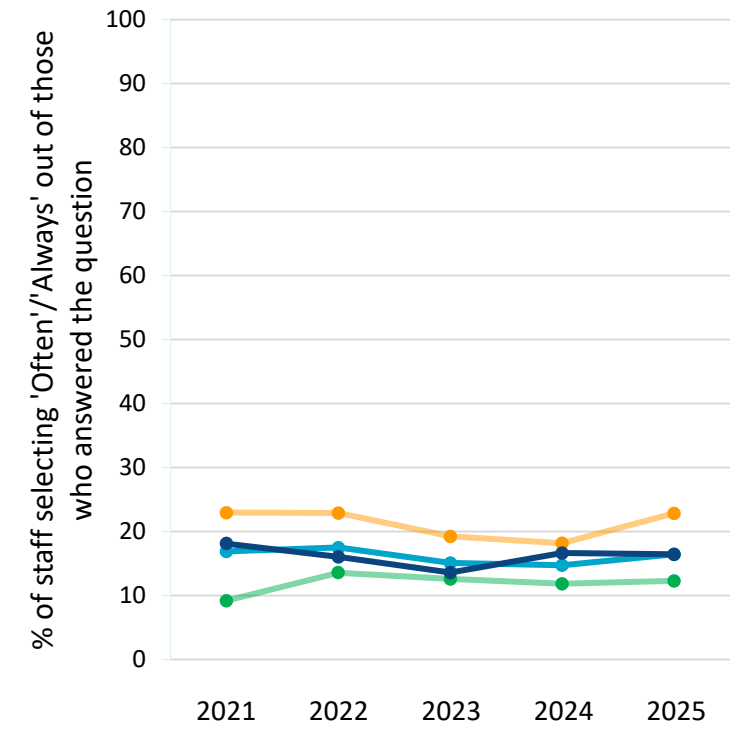
Responses	1400	1452	1560	1738	1671
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Q12e How often, if at all, do you feel worn out at the end of your working day/shift?



Responses	1400	1453	1558	1737	1671
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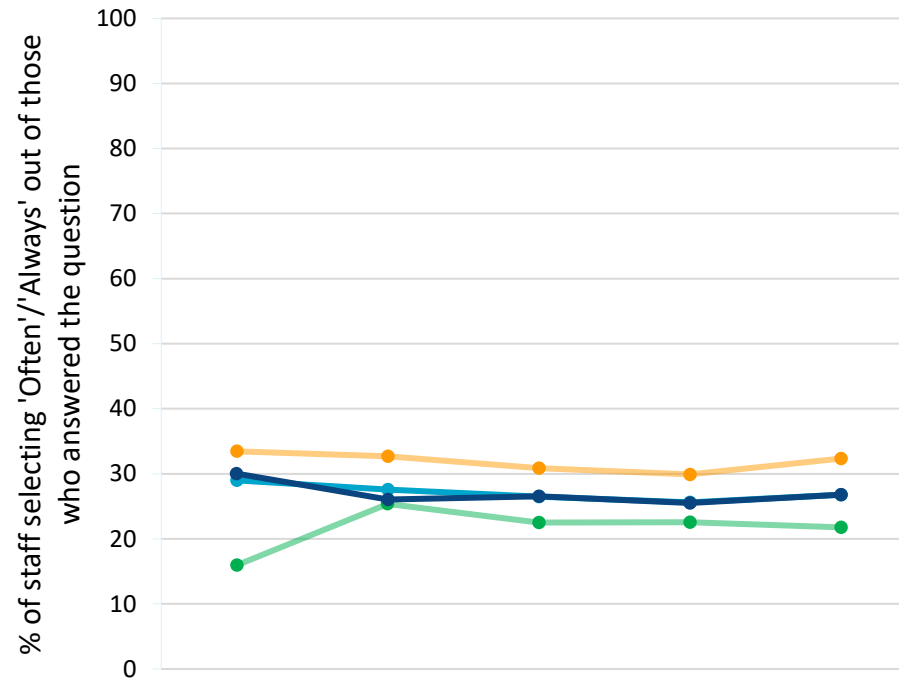
Q12f How often, if at all, do you feel that every working hour is tiring for you?



Responses	1399	1450	1554	1734	1671
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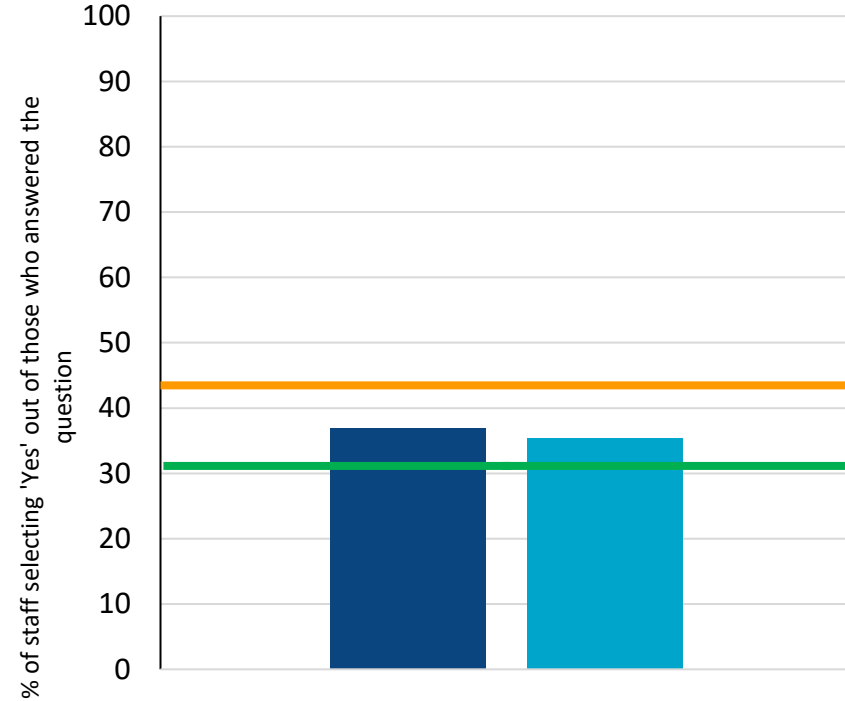
Q12g How often, if at all, do you not have enough energy for family and friends during leisure time?



	2021	2022	2023	2024	2025
Your org	30.02%	26.06%	26.53%	25.51%	26.80%
Best result	15.94%	25.36%	22.50%	22.54%	21.77%
Average result	28.99%	27.59%	26.48%	25.60%	26.80%
Worst result	33.45%	32.66%	30.84%	29.91%	32.34%
Responses	1400	1451	1561	1741	1676

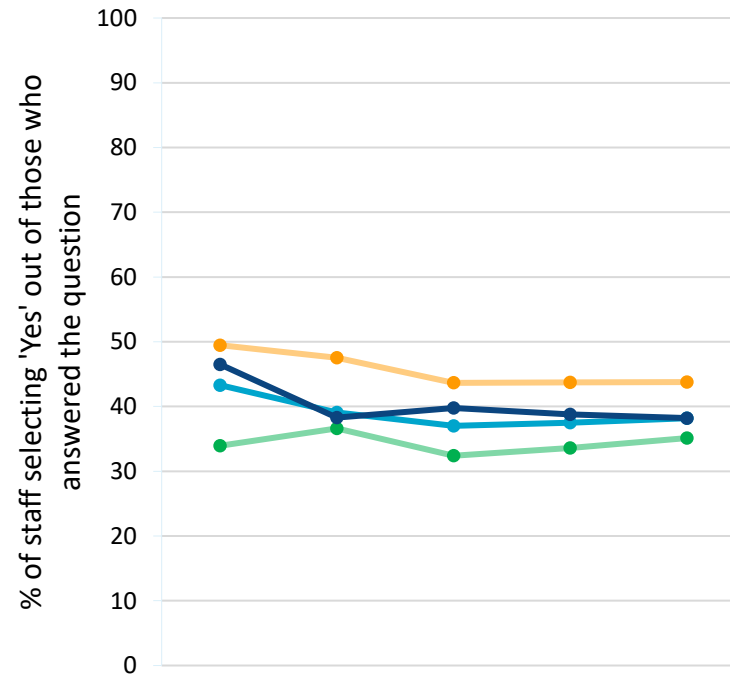


Q11b In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Examples may include back pain, neck or arm strains, and joint pain.



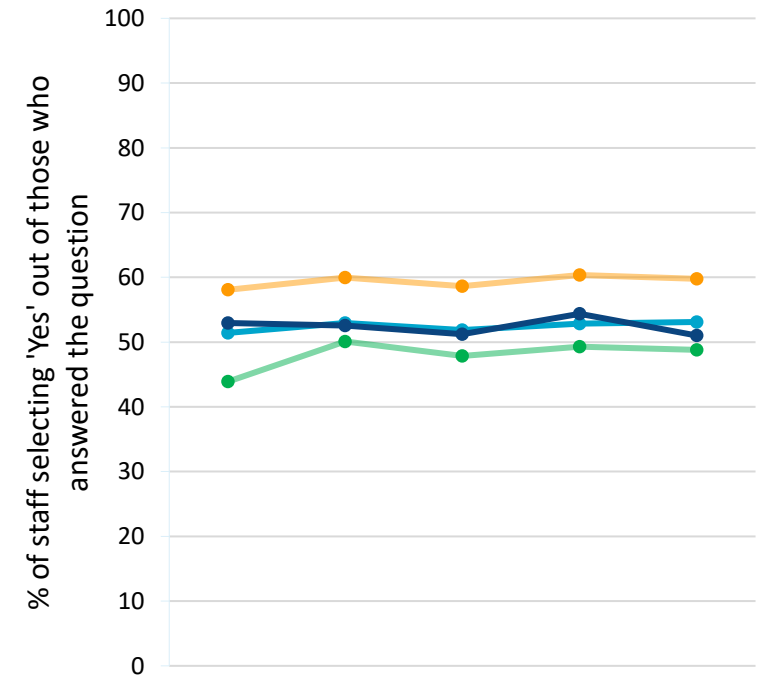
	2025
Your org	36.83%
Best result	31.14%
Average result	35.36%
Worst result	43.47%
Responses	1669

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



	2021	2022	2023	2024	2025
Your org	46.51%	38.27%	39.78%	38.79%	38.21%
Best result	33.92%	36.62%	32.40%	33.58%	35.14%
Average result	43.30%	39.10%	37.02%	37.48%	38.21%
Worst result	49.48%	47.52%	43.65%	43.71%	43.80%
Responses	1403	1450	1557	1732	1662

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

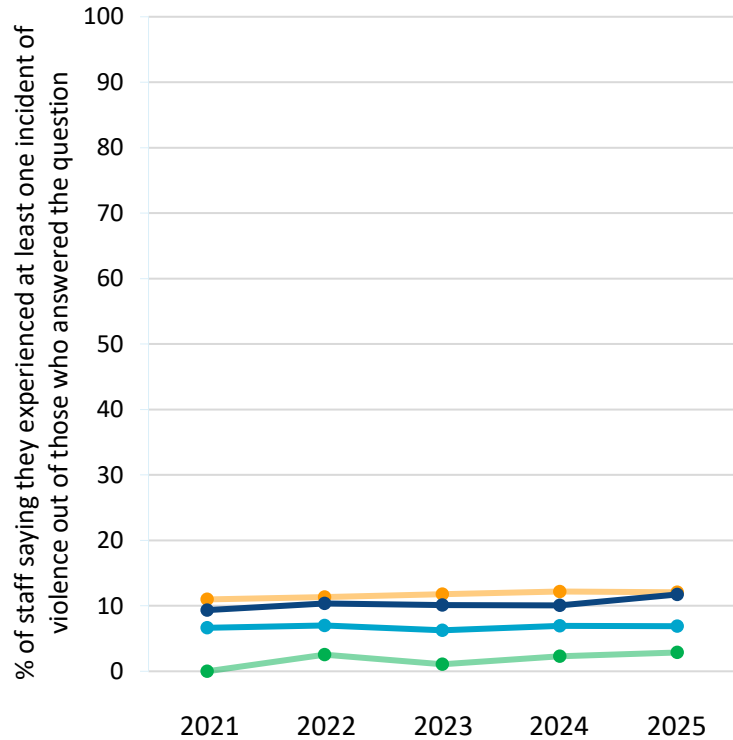


	2021	2022	2023	2024	2025
Your org	52.96%	52.57%	51.22%	54.37%	51.01%
Best result	43.89%	50.10%	47.88%	49.28%	48.81%
Average result	51.42%	52.97%	51.86%	52.88%	53.11%
Worst result	58.07%	59.96%	58.63%	60.36%	59.78%
Responses	1402	1449	1559	1735	1667

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/>

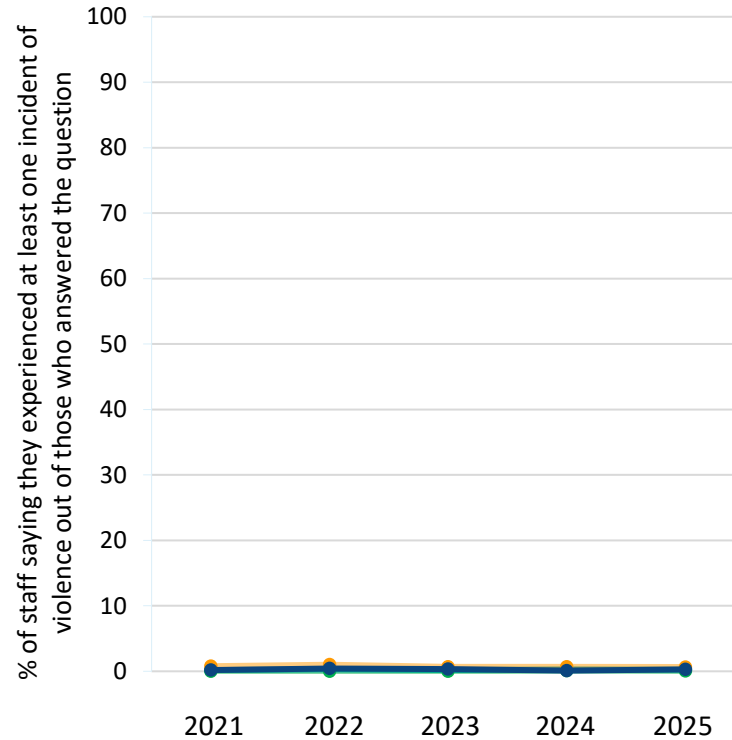


Q13a In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



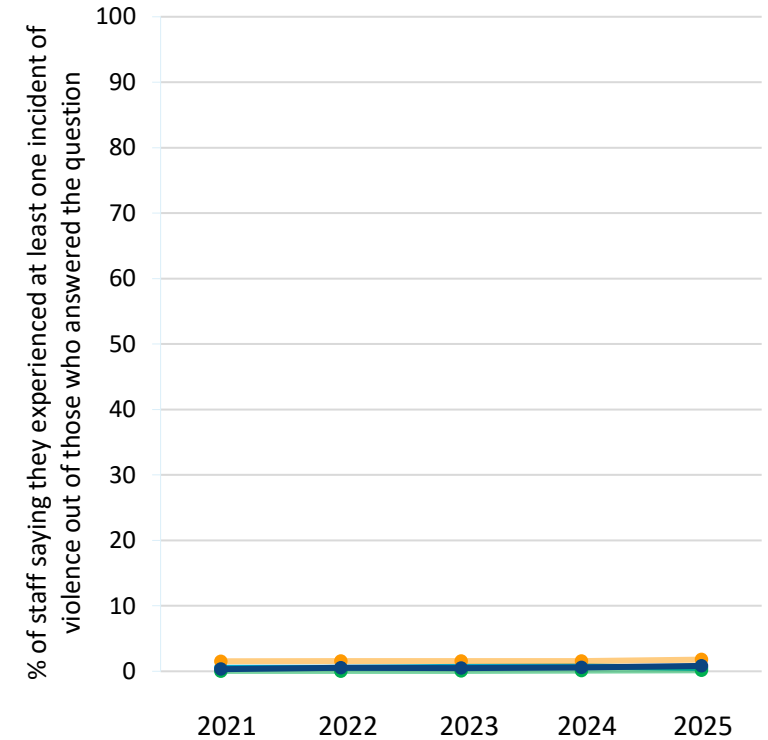
Responses	1403	1453	1560	1738	1670
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Q13b In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



Responses	1402	1449	1557	1729	1664
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Q13c In the last 12 months how many times have you personally experienced physical violence at work from...? Other colleagues.

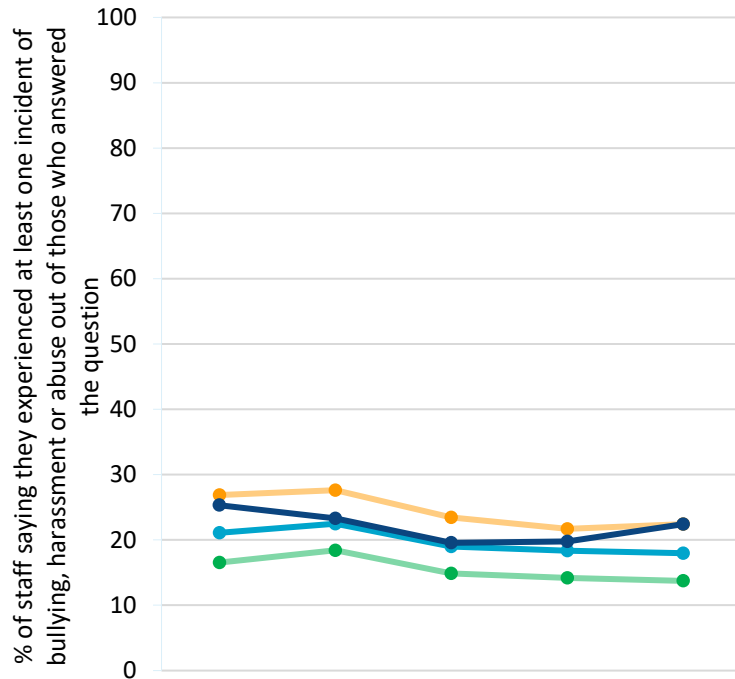


Responses	1386	1423	1549	1722	1657
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Note: 2023 results for Q13a-c are reported using corrected data. Please see <https://www.nhsstaffsurveys.com/survey-documents/> for more details.



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.

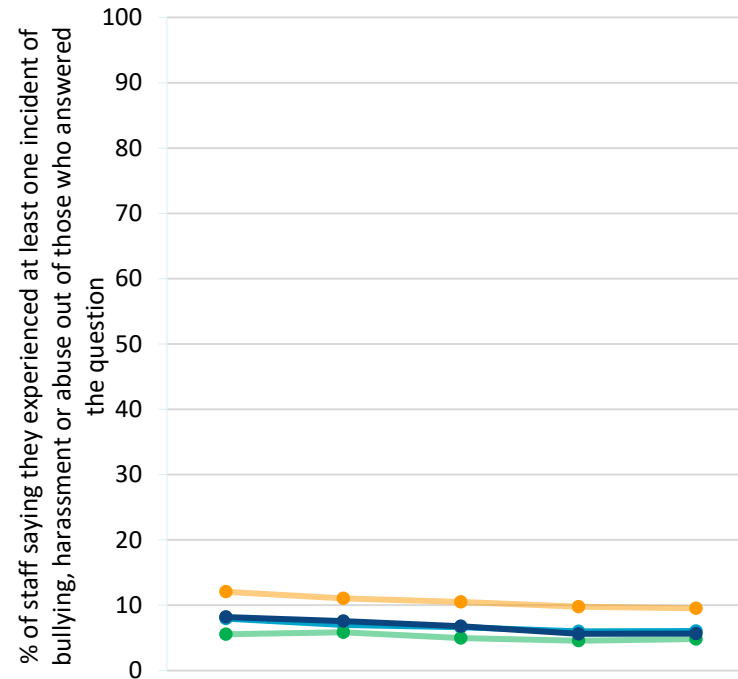


2021 2022 2023 2024 2025

Your org	25.31%	23.30%	19.56%	19.76%	22.44%
Best result	16.54%	18.42%	14.88%	14.17%	13.73%
Average result	21.09%	22.49%	18.98%	18.35%	17.97%
Worst result	26.87%	27.62%	23.47%	21.70%	22.44%

Responses 1401 1451 1561 1741 1672

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

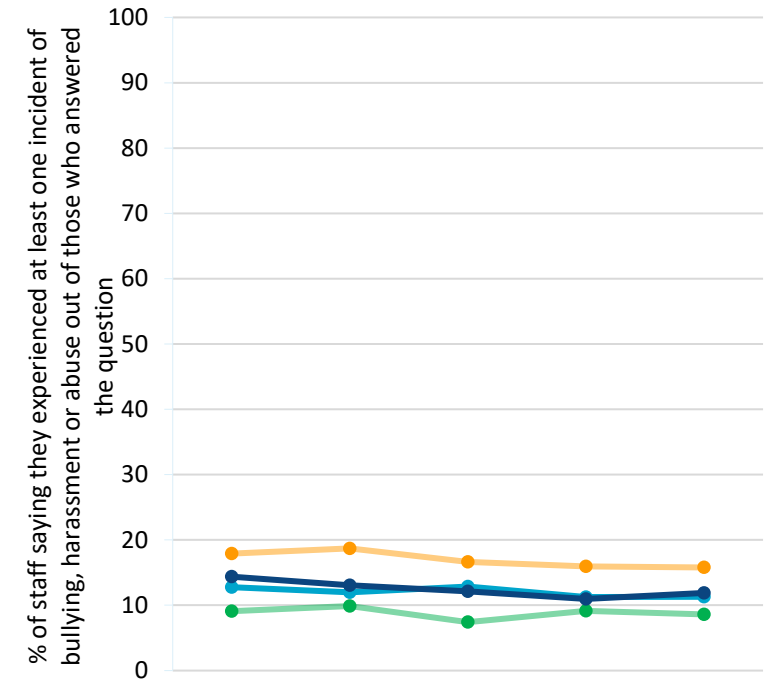


2021 2022 2023 2024 2025

Your org	8.19%	7.58%	6.80%	5.63%	5.65%
Best result	5.59%	5.86%	4.96%	4.57%	4.84%
Average result	7.96%	7.01%	6.64%	6.01%	6.05%
Worst result	12.06%	11.04%	10.52%	9.80%	9.53%

Responses 1398 1447 1555 1737 1662

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



2021 2022 2023 2024 2025

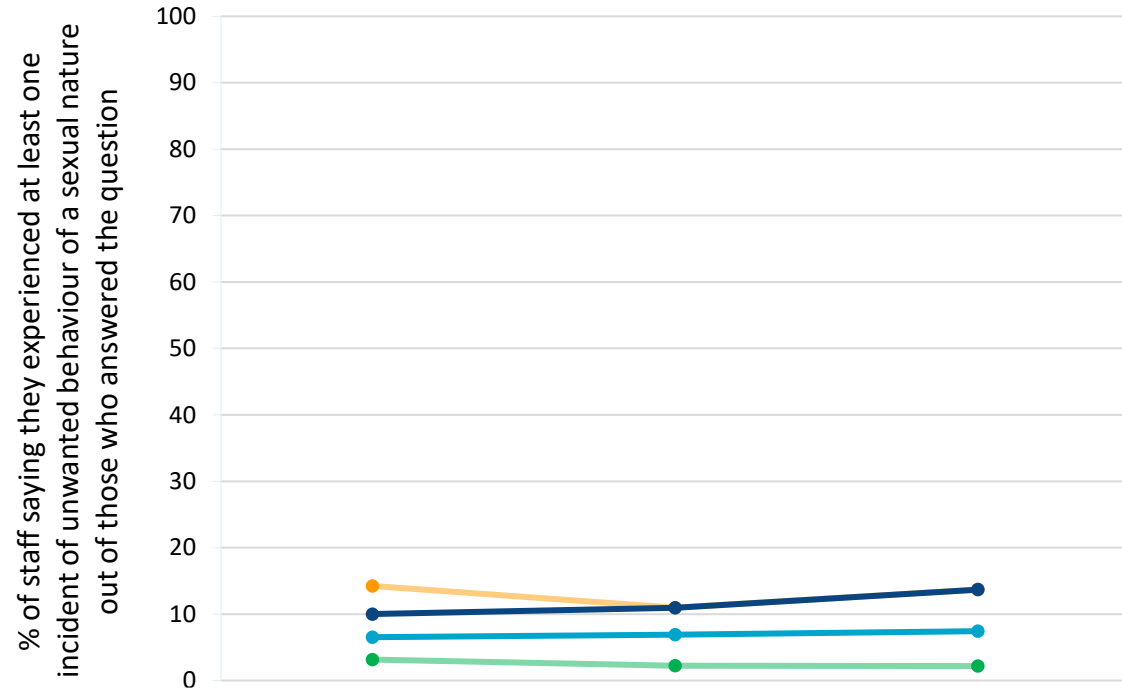
Your org	14.38%	13.07%	12.15%	10.97%	11.87%
Best result	9.10%	9.89%	7.41%	9.14%	8.61%
Average result	12.78%	11.99%	12.86%	11.26%	11.28%
Worst result	17.90%	18.71%	16.64%	15.94%	15.79%

Responses 1382 1435 1546 1735 1664

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

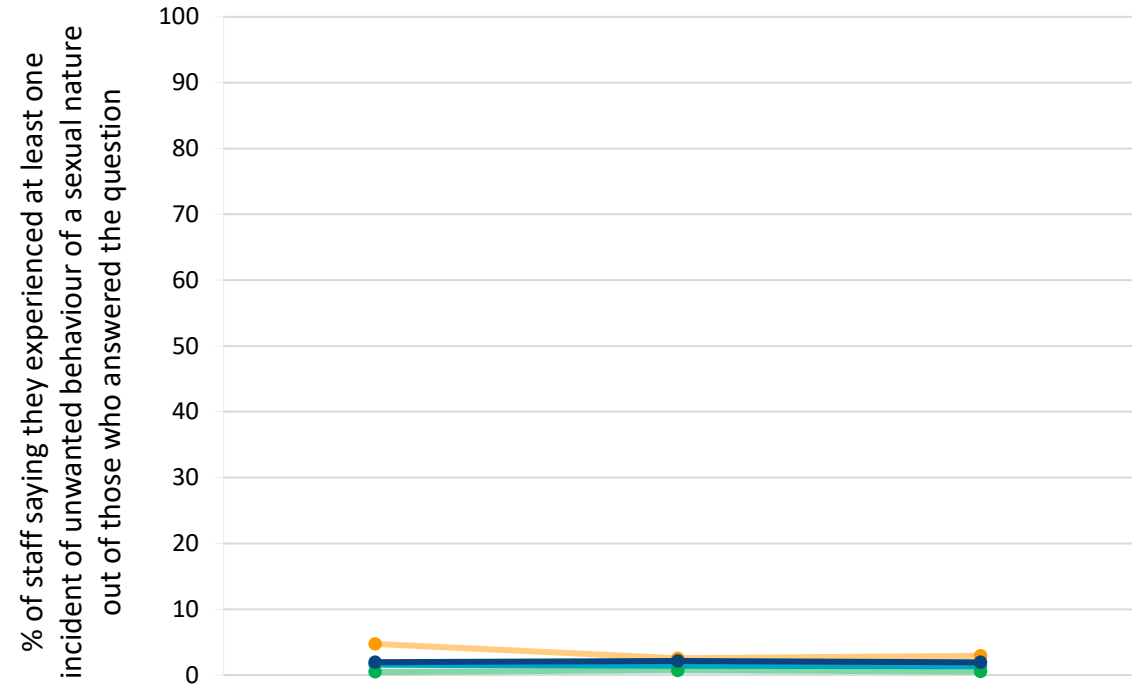


2023 2024 2025

Your org	10.01%	10.96%	13.68%
Best result	3.15%	2.22%	2.17%
Average result	6.52%	6.88%	7.43%
Worst result	14.24%	10.96%	13.68%

Responses 1562 1743 1676

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

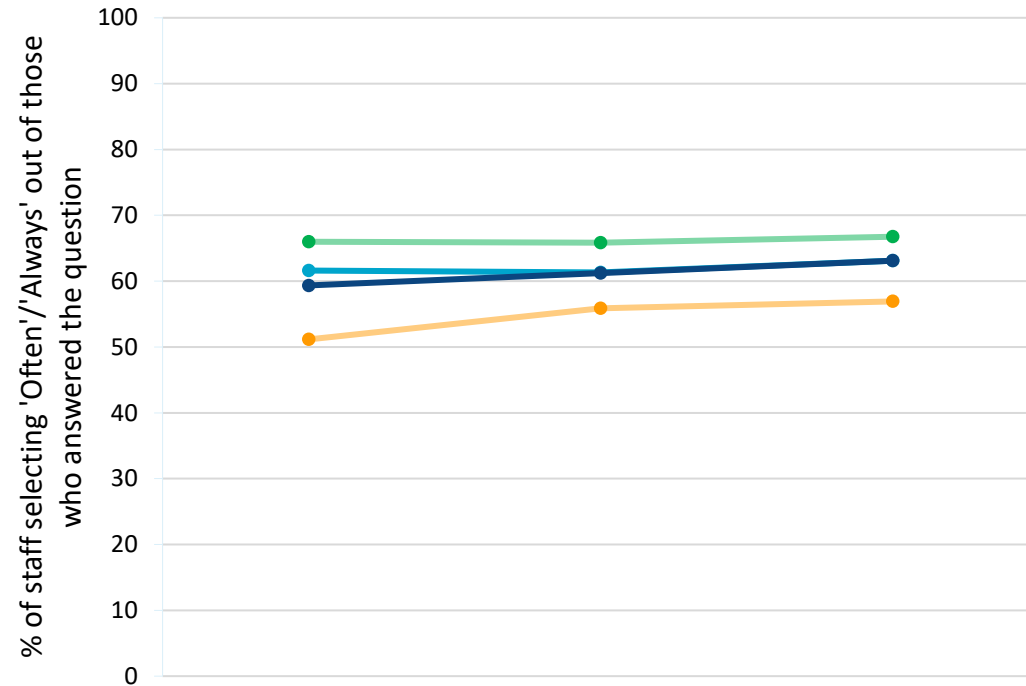
Your org	1.94%	2.14%	1.93%
Best result	0.50%	0.72%	0.53%
Average result	1.58%	1.43%	1.34%
Worst result	4.73%	2.56%	2.92%

Responses 1559 1740 1674

*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	59.35%	61.23%	63.10%
Best result	66.01%	65.84%	66.74%
Average result	61.61%	61.33%	63.10%
Worst result	51.15%	55.88%	56.92%
Responses	1559	1740	1675

*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

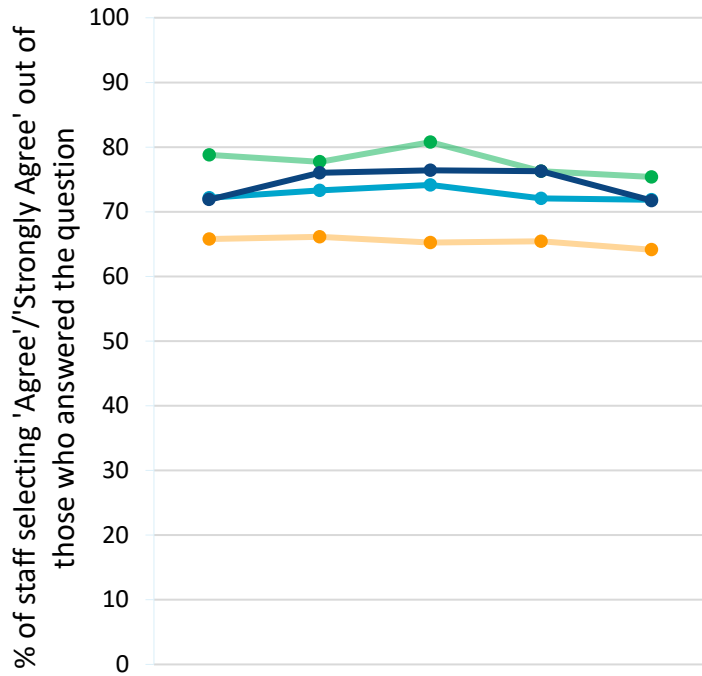
*Q23a is a filter question and therefore influences the sub-score without being a directly scored question.

**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.

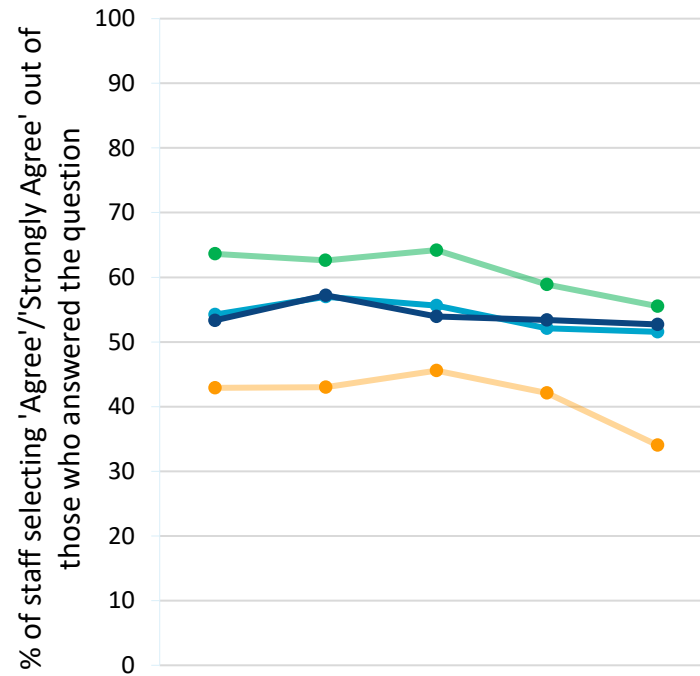


Q24a This organisation offers me challenging work.



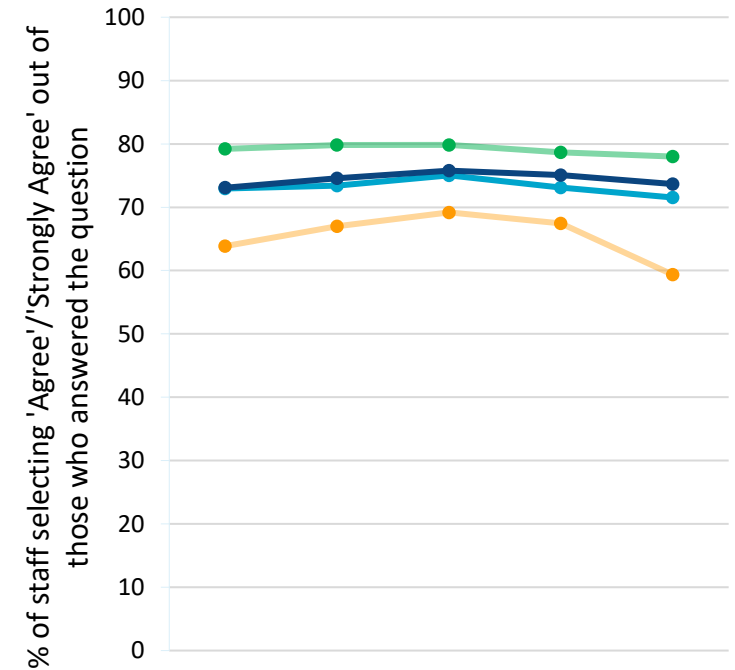
	2021	2022	2023	2024	2025
Your org	71.87%	76.05%	76.40%	76.29%	71.74%
Best result	78.79%	77.72%	80.76%	76.29%	75.38%
Average result	72.18%	73.28%	74.15%	72.09%	71.85%
Worst result	65.77%	66.12%	65.23%	65.45%	64.12%
Responses	1400	1454	1563	1742	1666

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



	2021	2022	2023	2024	2025
Your org	53.34%	57.22%	53.95%	53.41%	52.71%
Best result	63.62%	62.62%	64.21%	58.90%	55.53%
Average result	54.23%	56.99%	55.63%	52.12%	51.57%
Worst result	42.92%	43.00%	45.57%	42.12%	34.05%
Responses	1401	1453	1562	1743	1669

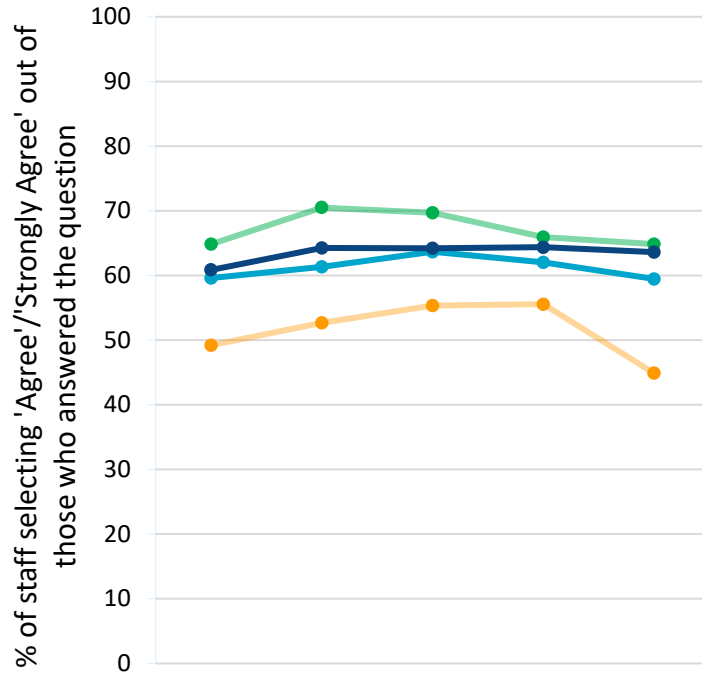
Q24c I have opportunities to improve my knowledge and skills.



	2021	2022	2023	2024	2025
Your org	73.08%	74.56%	75.78%	75.10%	73.68%
Best result	79.21%	79.82%	79.85%	78.68%	78.01%
Average result	72.94%	73.42%	75.03%	73.11%	71.54%
Worst result	63.84%	66.99%	69.19%	67.46%	59.36%
Responses	1400	1451	1557	1742	1670

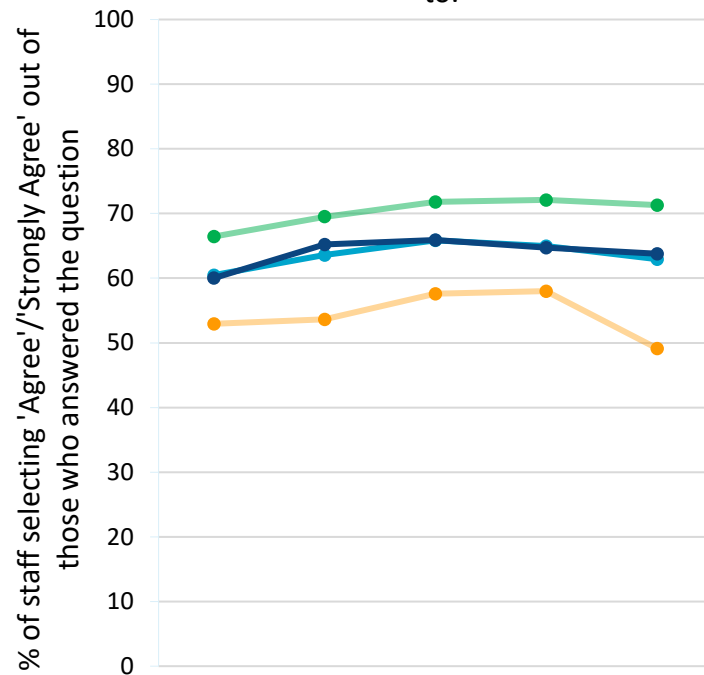


Q24d I feel supported to develop my potential.



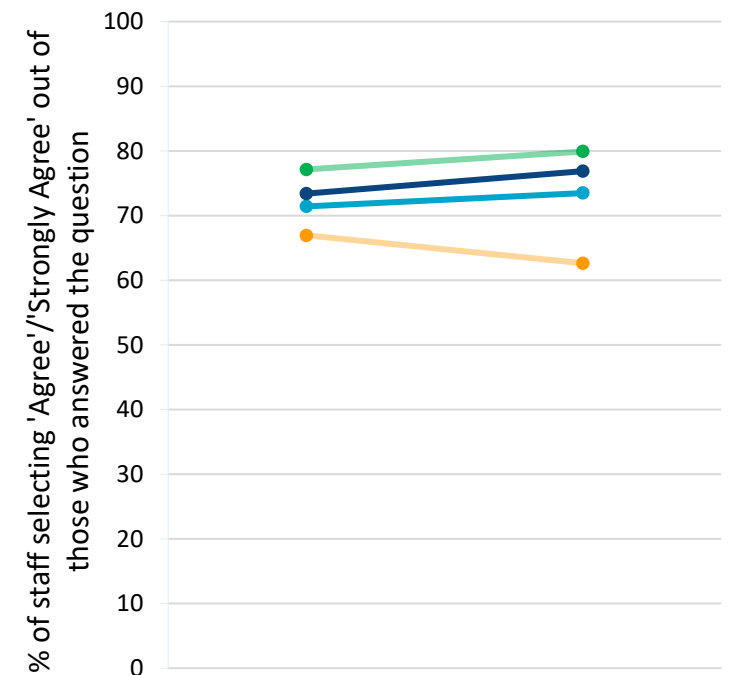
	2021	2022	2023	2024	2025
Your org	60.85%	64.27%	64.20%	64.38%	63.59%
Best result	64.83%	70.49%	69.72%	65.95%	64.85%
Average result	59.59%	61.34%	63.67%	62.03%	59.47%
Worst result	49.20%	52.65%	55.36%	55.56%	44.89%
Responses	1402	1451	1559	1735	1664

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



	2021	2022	2023	2024	2025
Your org	60.01%	65.22%	65.90%	64.73%	63.77%
Best result	66.44%	69.48%	71.81%	72.11%	71.31%
Average result	60.49%	63.57%	65.84%	64.97%	62.95%
Worst result	52.96%	53.65%	57.61%	58.00%	49.16%
Responses	1401	1452	1562	1727	1660

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

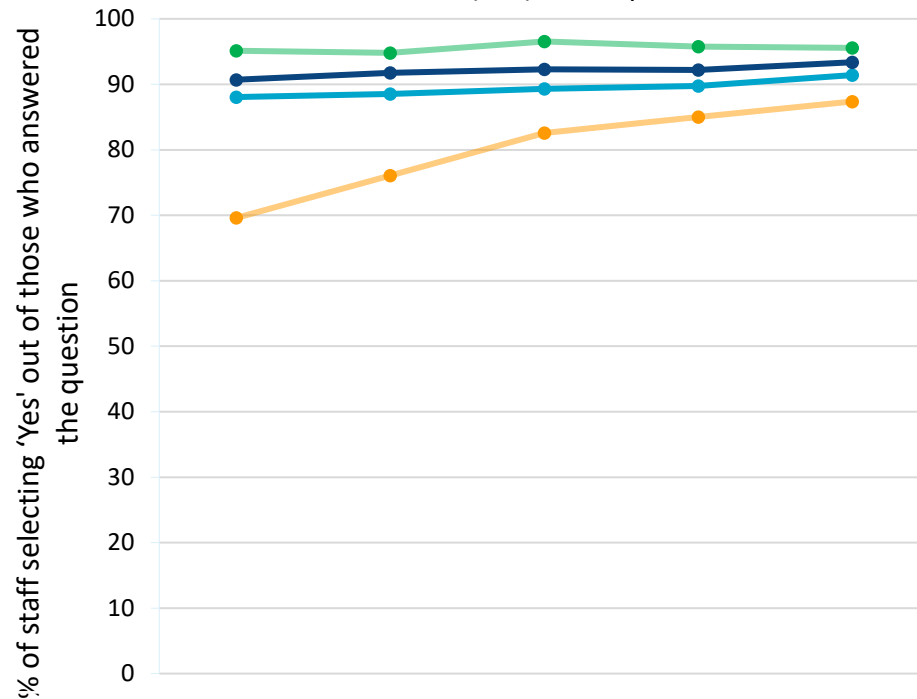


	2024	2025
Your org	73.39%	76.87%
Best result	77.13%	79.91%
Average result	71.41%	73.48%
Worst result	66.94%	62.62%
Responses	1463	1401

*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.

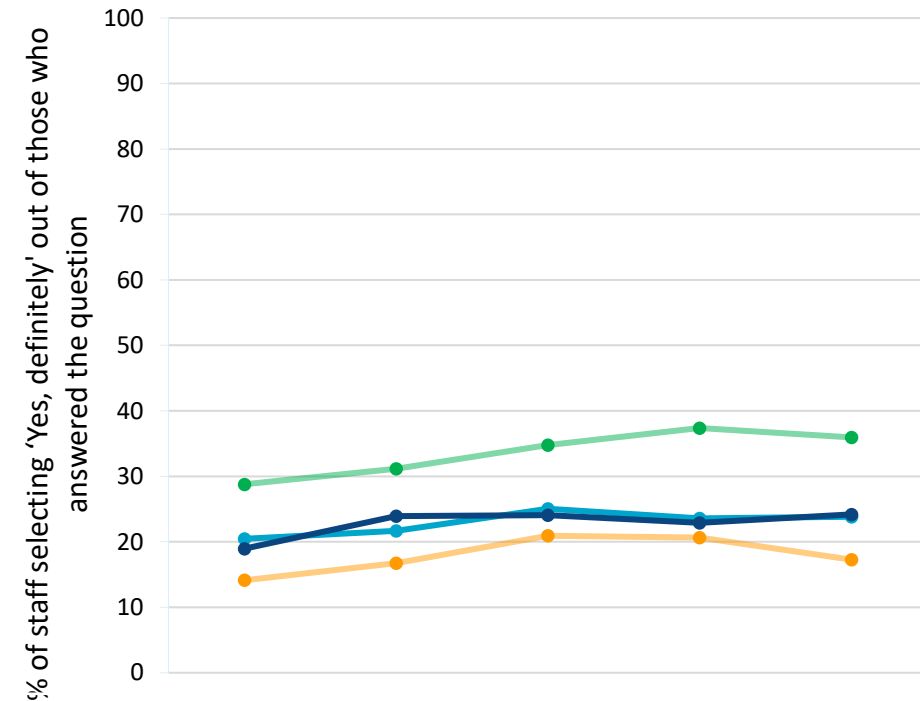


Q23a* In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



	2021	2022	2023	2024	2025
Your org	90.71%	91.75%	92.27%	92.18%	93.37%
Best result	95.15%	94.81%	96.55%	95.75%	95.54%
Average result	88.06%	88.53%	89.29%	89.75%	91.42%
Worst result	69.60%	76.06%	82.55%	84.99%	87.38%
Responses	1399	1445	1559	1735	1658

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

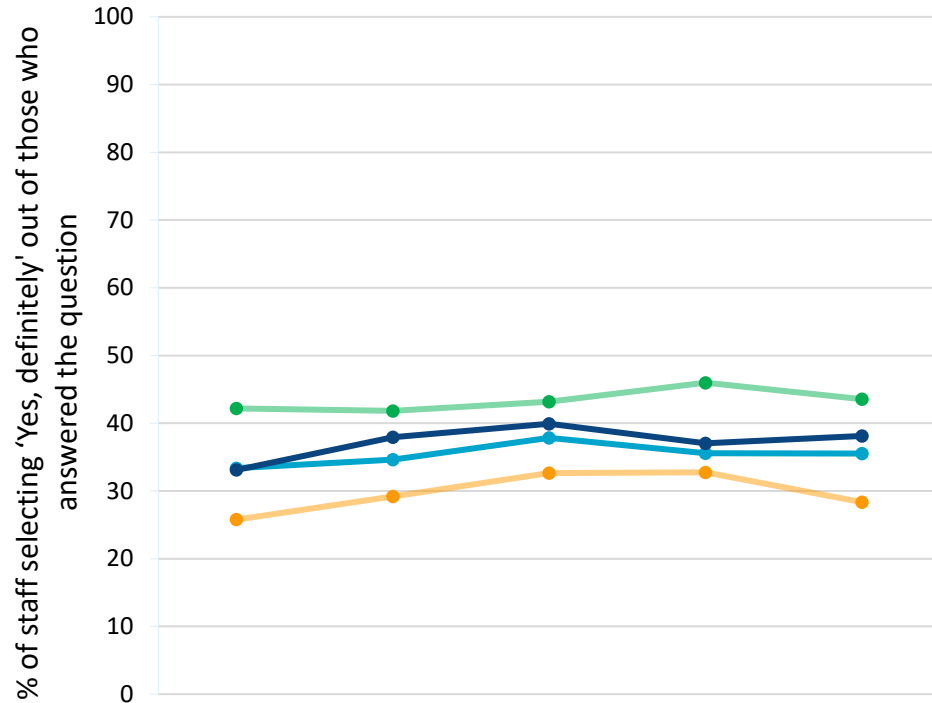


	2021	2022	2023	2024	2025
Your org	18.95%	23.94%	24.06%	22.91%	24.19%
Best result	28.78%	31.18%	34.78%	37.38%	35.96%
Average result	20.46%	21.66%	25.04%	23.61%	23.81%
Worst result	14.13%	16.72%	20.92%	20.66%	17.28%
Responses	1271	1325	1438	1598	1548

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

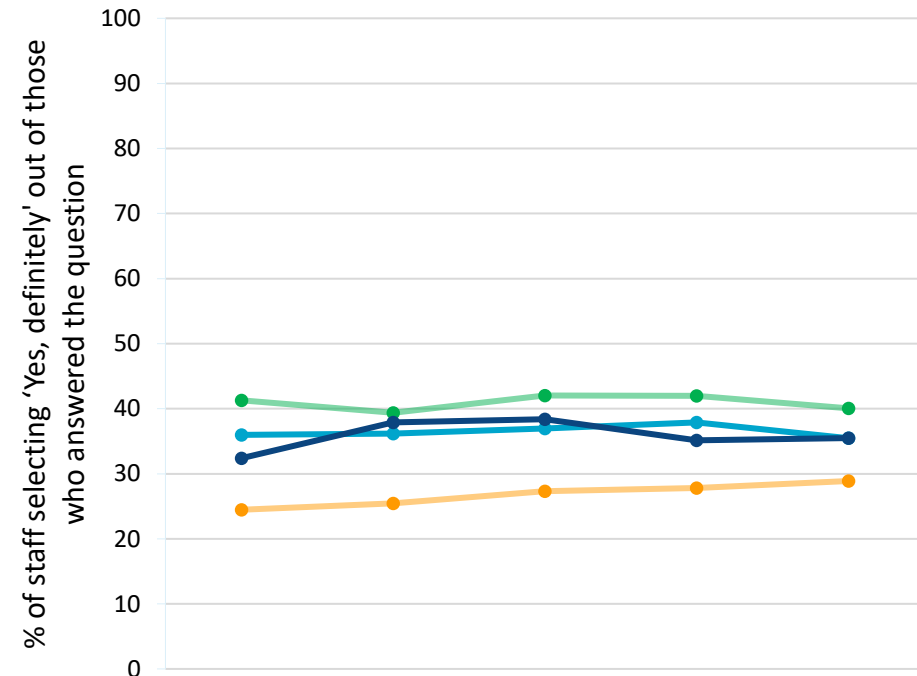


Q23c It helped me agree clear objectives for my work.



	2021	2022	2023	2024	2025
Your org	33.10%	37.94%	39.92%	37.06%	38.12%
Best result	42.19%	41.83%	43.18%	45.98%	43.53%
Average result	33.37%	34.63%	37.84%	35.56%	35.53%
Worst result	25.77%	29.19%	32.64%	32.75%	28.36%
Responses	1270	1324	1434	1596	1549

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



	2021	2022	2023	2024	2025
Your org	32.38%	37.87%	38.38%	35.15%	35.47%
Best result	41.29%	39.37%	42.03%	41.98%	40.04%
Average result	35.96%	36.20%	36.95%	37.89%	35.47%
Worst result	24.47%	25.43%	27.30%	27.81%	28.88%
Responses	1271	1322	1433	1592	1544

People Promise element – We work flexibly



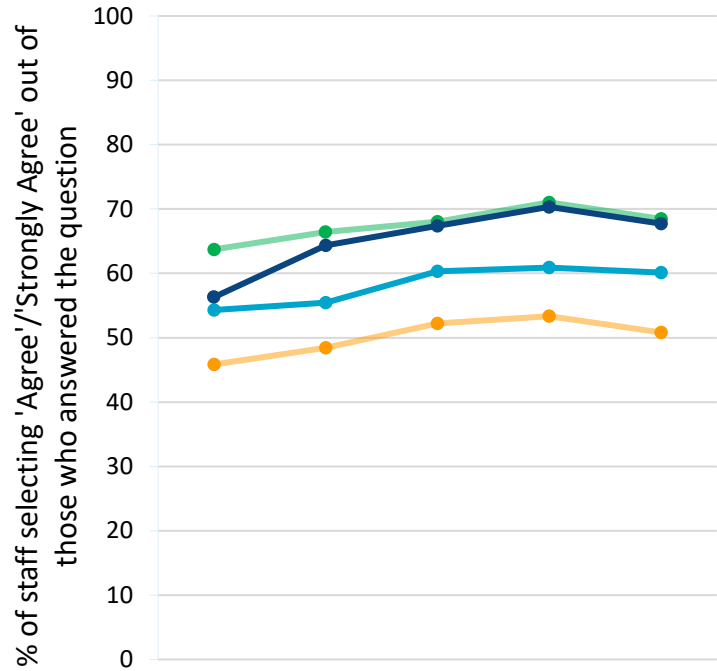
Questions included:

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

Flexible working – Q4d

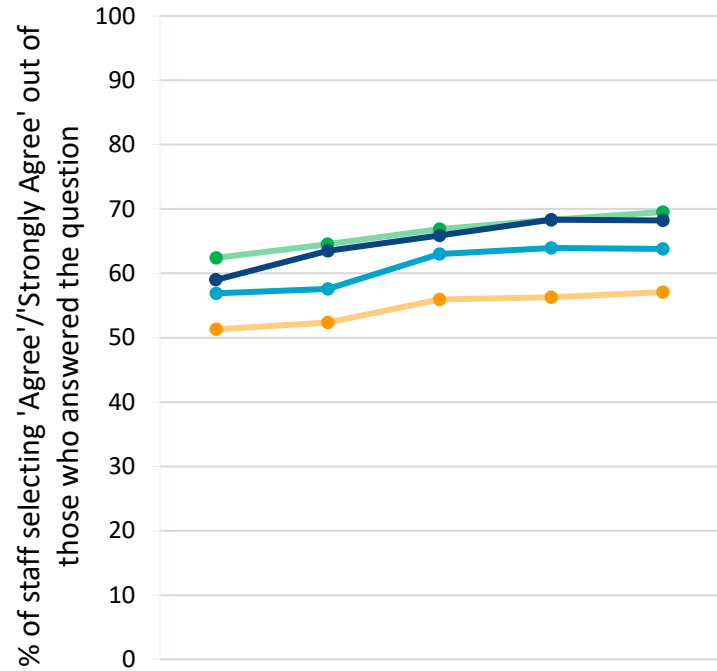


Q6b My organisation is committed to helping me balance my work and home life.



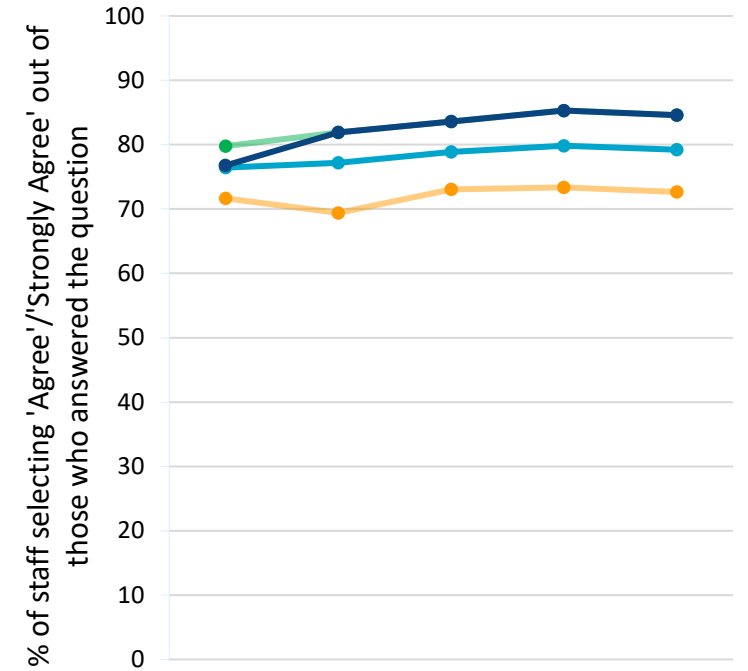
	2021	2022	2023	2024	2025
Your org	56.30%	64.34%	67.36%	70.33%	67.73%
Best result	63.72%	66.43%	68.04%	71.03%	68.50%
Average result	54.31%	55.45%	60.31%	60.90%	60.12%
Worst result	45.85%	48.41%	52.23%	53.34%	50.81%
Responses	1404	1454	1563	1740	1673

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



	2021	2022	2023	2024	2025
Your org	58.99%	63.51%	65.91%	68.34%	68.23%
Best result	62.41%	64.52%	66.86%	68.34%	69.54%
Average result	56.90%	57.57%	63.02%	63.94%	63.82%
Worst result	51.30%	52.35%	55.95%	56.28%	57.09%
Responses	1402	1454	1560	1740	1674

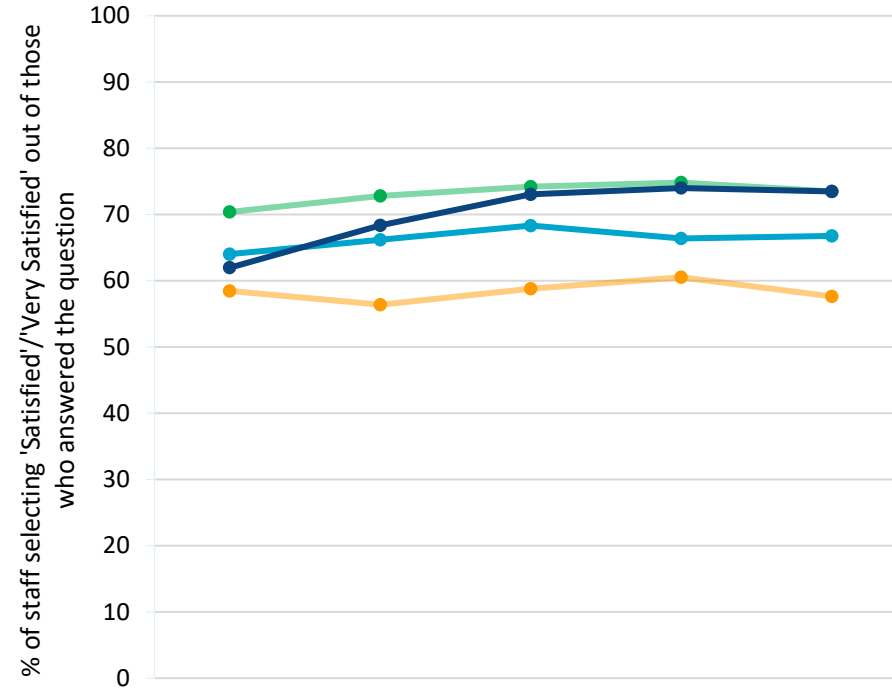
Q6d I can approach my immediate manager to talk openly about flexible working.



	2021	2022	2023	2024	2025
Your org	76.77%	81.90%	83.62%	85.31%	84.61%
Best result	79.77%	81.90%	83.62%	85.31%	84.61%
Average result	76.44%	77.16%	78.88%	79.84%	79.21%
Worst result	71.68%	69.40%	73.07%	73.36%	72.67%
Responses	1405	1455	1565	1741	1674

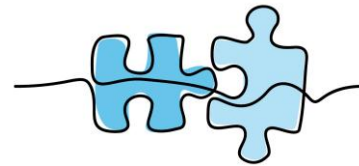


Q4d How satisfied are you with each of the following aspects of your job? The opportunities for flexible working patterns.



	2021	2022	2023	2024	2025
Your org	61.97%	68.35%	73.06%	73.99%	73.46%
Best result	70.39%	72.80%	74.18%	74.82%	73.46%
Average result	64.02%	66.16%	68.33%	66.38%	66.75%
Worst result	58.47%	56.38%	58.80%	60.52%	57.63%
Responses	1398	1453	1560	1736	1669

People Promise element – We are a team



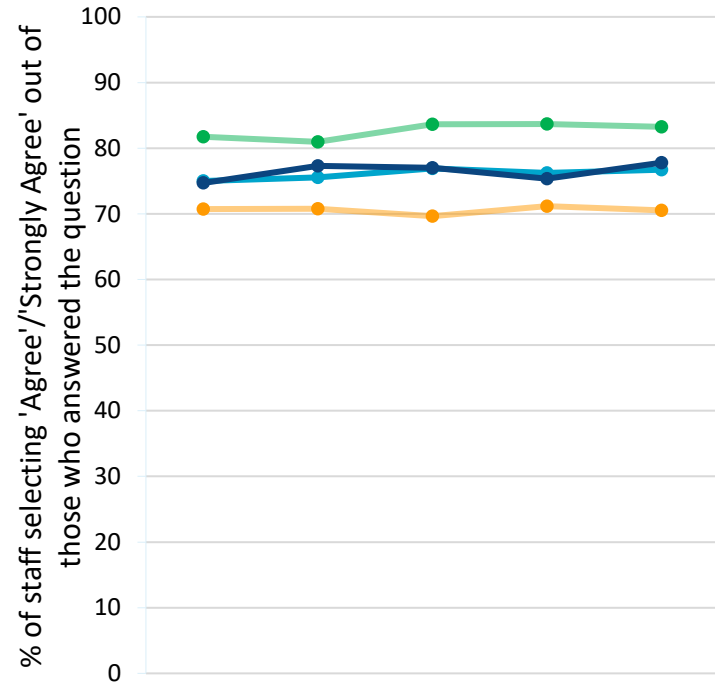
Questions included:

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

Line management – Q9a, Q9b, Q9c, Q9d

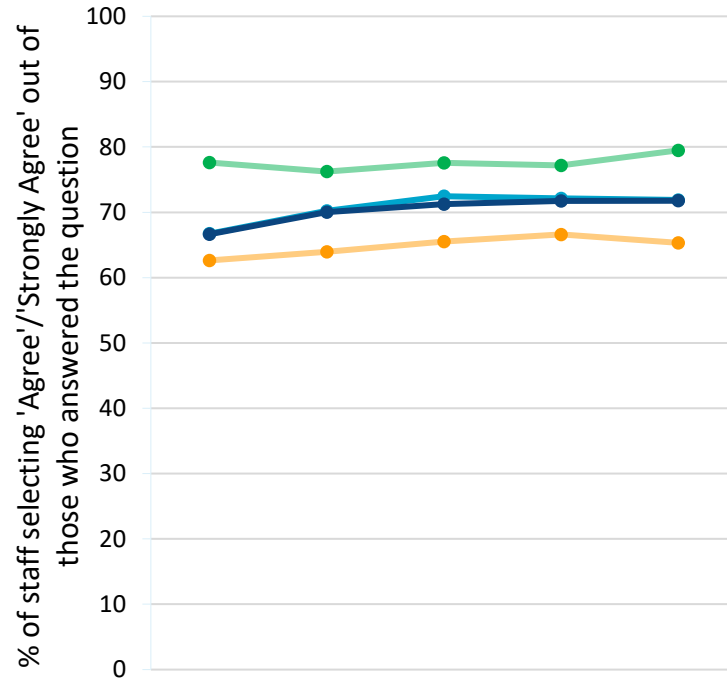


Q7a The team I work in has a set of shared objectives.



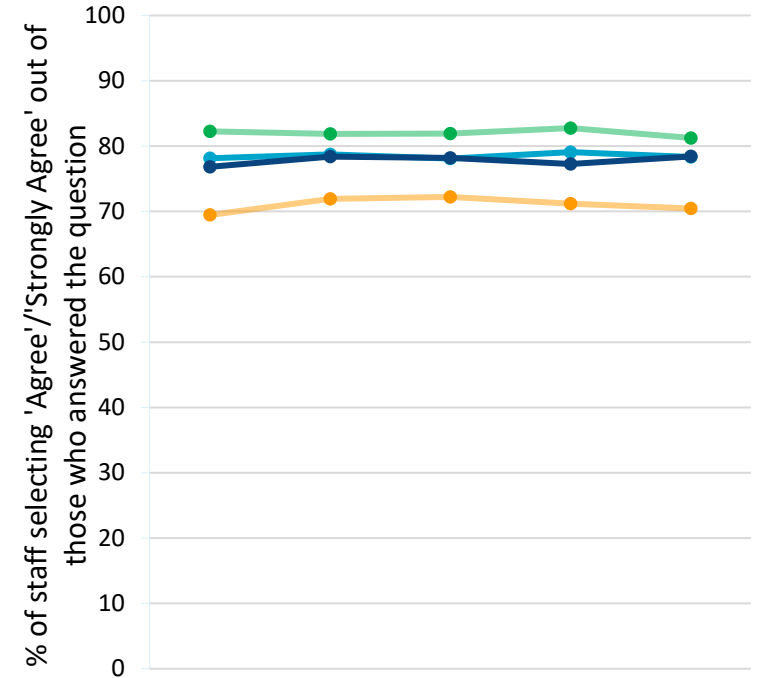
	2021	2022	2023	2024	2025
Your org	74.70%	77.30%	76.99%	75.34%	77.79%
Best result	81.74%	80.97%	83.66%	83.68%	83.25%
Average result	75.00%	75.55%	76.91%	76.21%	76.70%
Worst result	70.73%	70.80%	69.64%	71.17%	70.51%
Responses	1405	1454	1564	1737	1673

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



	2021	2022	2023	2024	2025
Your org	66.64%	70.02%	71.28%	71.77%	71.77%
Best result	77.62%	76.24%	77.59%	77.17%	79.49%
Average result	66.72%	70.22%	72.46%	72.14%	71.91%
Worst result	62.63%	63.95%	65.52%	66.62%	65.30%
Responses	1401	1454	1559	1742	1674

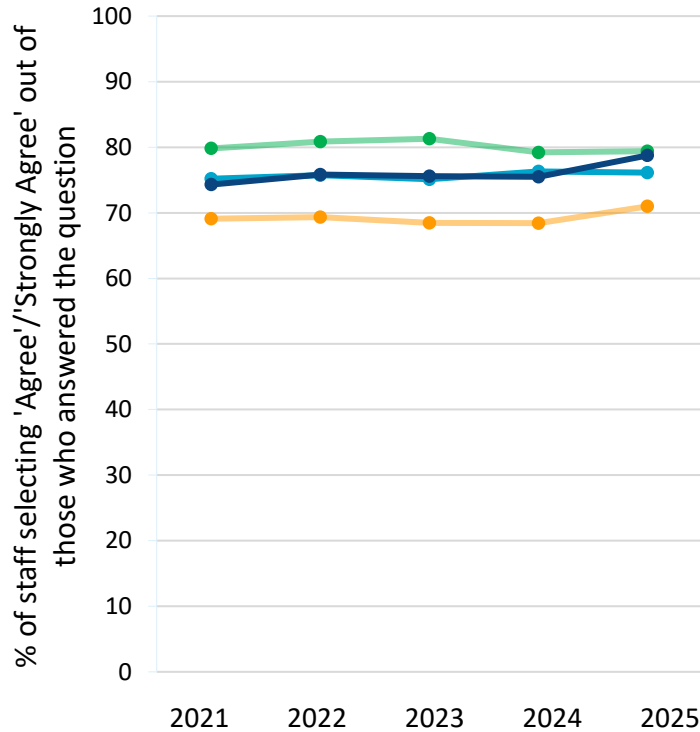
Q7c I receive the respect I deserve from my colleagues at work.



	2021	2022	2023	2024	2025
Your org	76.83%	78.39%	78.19%	77.26%	78.42%
Best result	82.24%	81.86%	81.90%	82.76%	81.25%
Average result	78.13%	78.72%	78.09%	79.08%	78.33%
Worst result	69.45%	71.92%	72.23%	71.19%	70.45%
Responses	1402	1452	1564	1738	1672

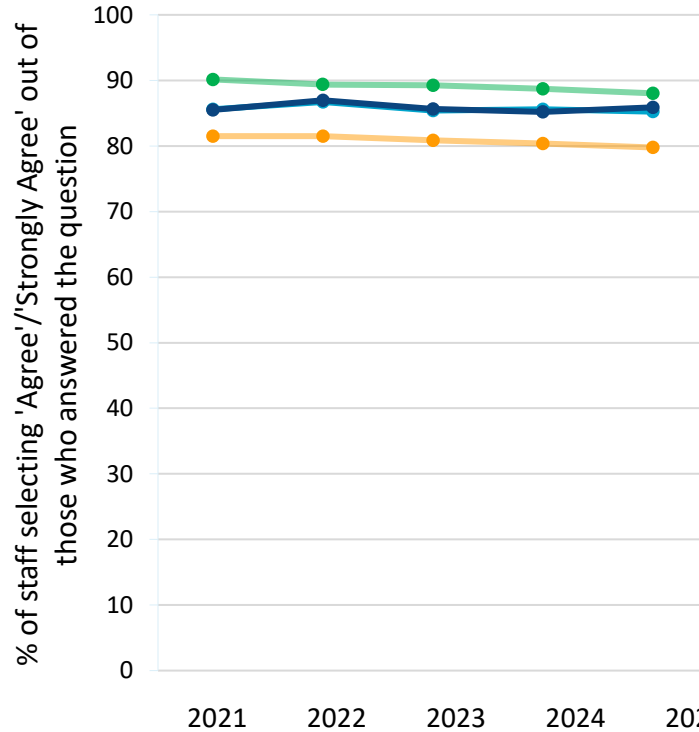


Q7d Team members understand each other's roles.



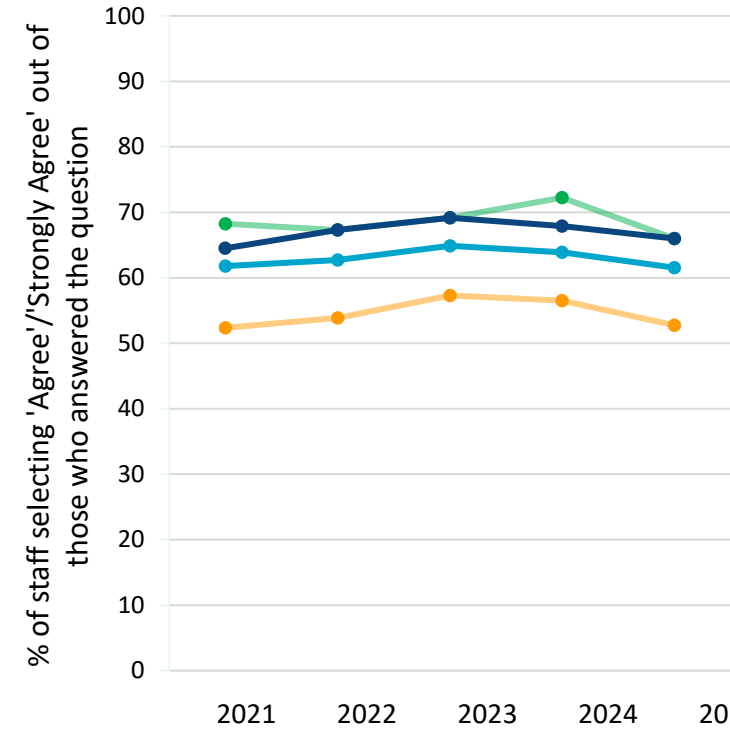
	2021	2022	2023	2024	2025
Your org	74.31%	75.85%	75.57%	75.48%	78.75%
Best result	79.82%	80.85%	81.29%	79.22%	79.39%
Average result	75.20%	75.76%	75.13%	76.31%	76.12%
Worst result	69.08%	69.32%	68.49%	68.43%	70.99%
Responses	1405	1451	1566	1741	1673

Q7e I enjoy working with the colleagues in my team.



	2021	2022	2023	2024	2025
Your org	85.48%	86.97%	85.64%	85.20%	85.87%
Best result	90.15%	89.38%	89.25%	88.72%	88.03%
Average result	85.60%	86.71%	85.41%	85.59%	85.24%
Worst result	81.51%	81.48%	80.85%	80.39%	79.77%
Responses	1400	1452	1565	1742	1670

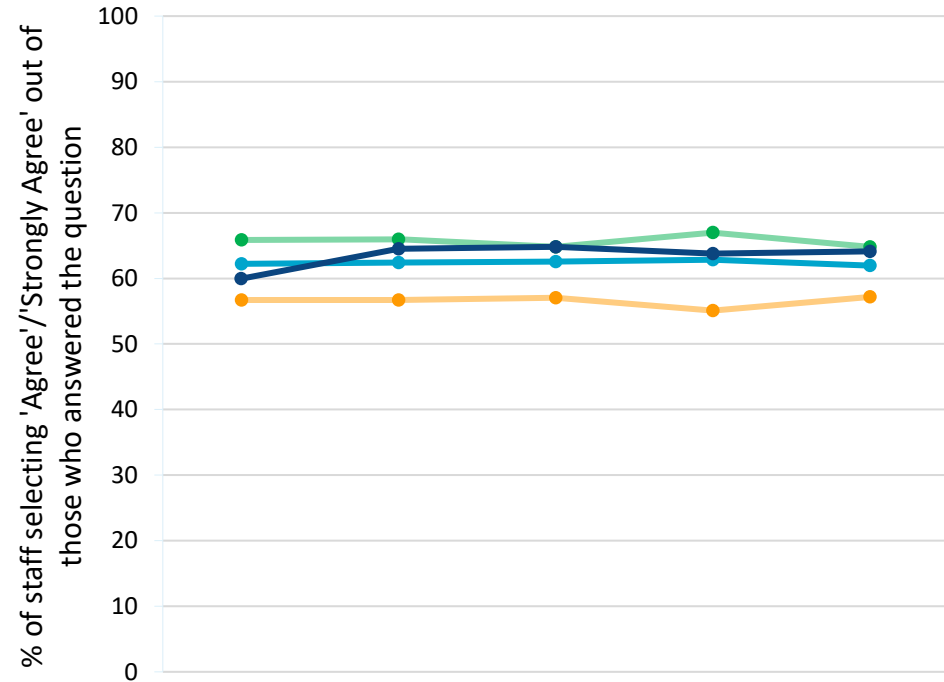
Q7f My team has enough freedom in how to do its work.



	2021	2022	2023	2024	2025
Your org	64.51%	67.29%	69.17%	67.90%	65.98%
Best result	68.26%	67.29%	69.17%	72.24%	65.98%
Average result	61.77%	62.71%	64.89%	63.89%	61.55%
Worst result	52.37%	53.85%	57.30%	56.52%	52.73%
Responses	1400	1449	1560	1736	1668

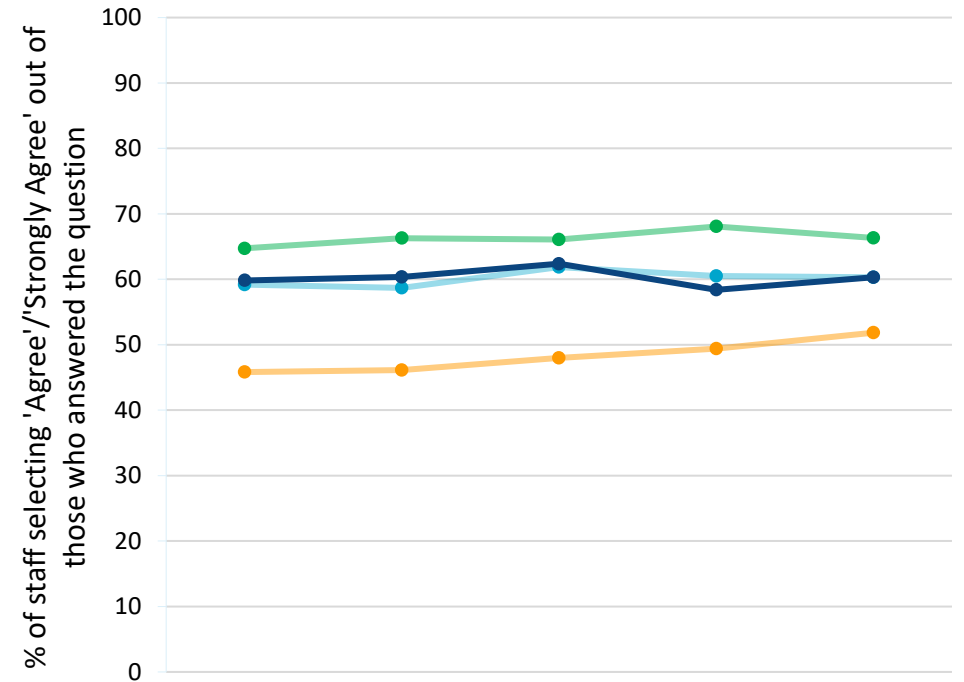


Q7g In my team disagreements are dealt with constructively.



	2021	2022	2023	2024	2025
Your org	59.96%	64.49%	64.81%	63.80%	64.12%
Best result	65.86%	65.95%	64.81%	66.98%	64.83%
Average result	62.24%	62.42%	62.57%	62.85%	61.95%
Worst result	56.68%	56.72%	57.06%	55.09%	57.17%
Responses	1400	1451	1563	1738	1667

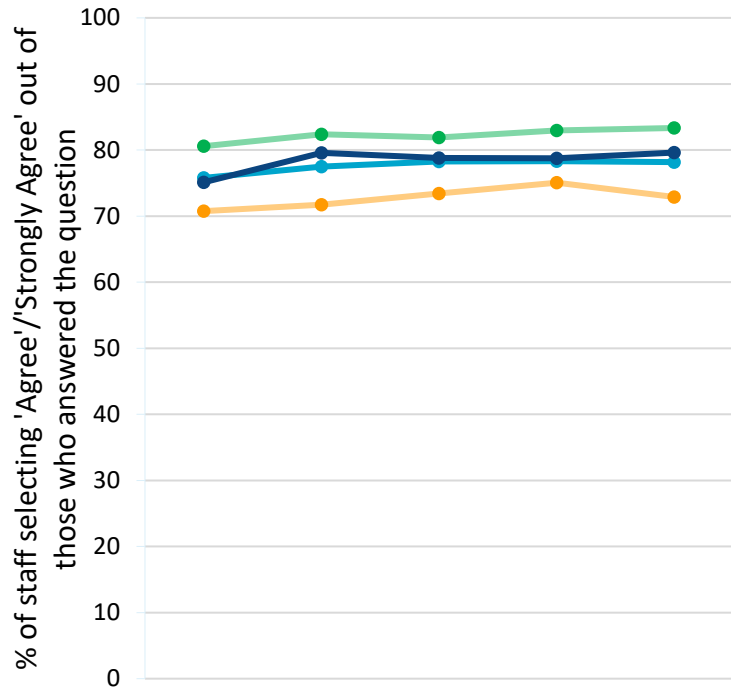
Q8a Teams within this organisation work well together to achieve their objectives.



	2021	2022	2023	2024	2025
Your org	59.83%	60.36%	62.39%	58.39%	60.30%
Best result	64.74%	66.29%	66.09%	68.07%	66.32%
Average result	59.18%	58.69%	61.86%	60.50%	60.29%
Worst result	45.82%	46.13%	47.98%	49.42%	51.84%
Responses	1402	1451	1561	1741	1674

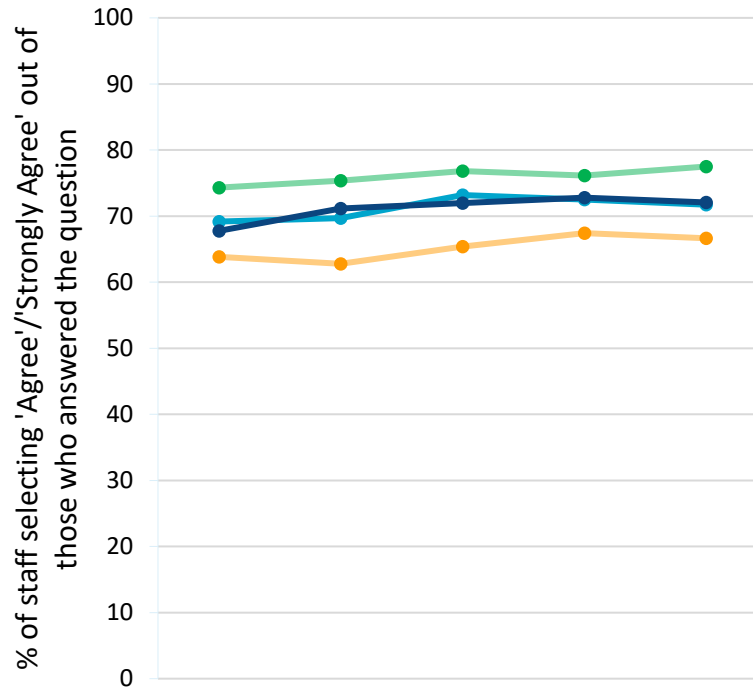


Q9a My immediate manager encourages me at work.



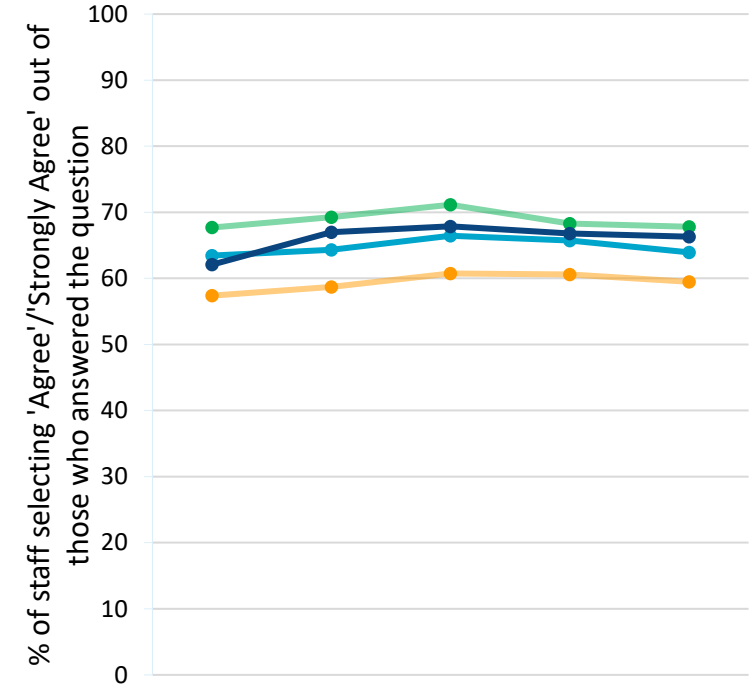
	2021	2022	2023	2024	2025
Your org	75.12%	79.59%	78.79%	78.74%	79.62%
Best result	80.58%	82.40%	81.88%	82.96%	83.34%
Average result	75.79%	77.51%	78.26%	78.31%	78.18%
Worst result	70.75%	71.74%	73.44%	75.06%	72.90%
Responses	1406	1453	1564	1742	1671

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



	2021	2022	2023	2024	2025
Your org	67.77%	71.14%	71.98%	72.79%	72.05%
Best result	74.31%	75.34%	76.80%	76.15%	77.51%
Average result	69.18%	69.68%	73.19%	72.50%	71.74%
Worst result	63.82%	62.78%	65.39%	67.42%	66.63%
Responses	1404	1450	1564	1742	1672

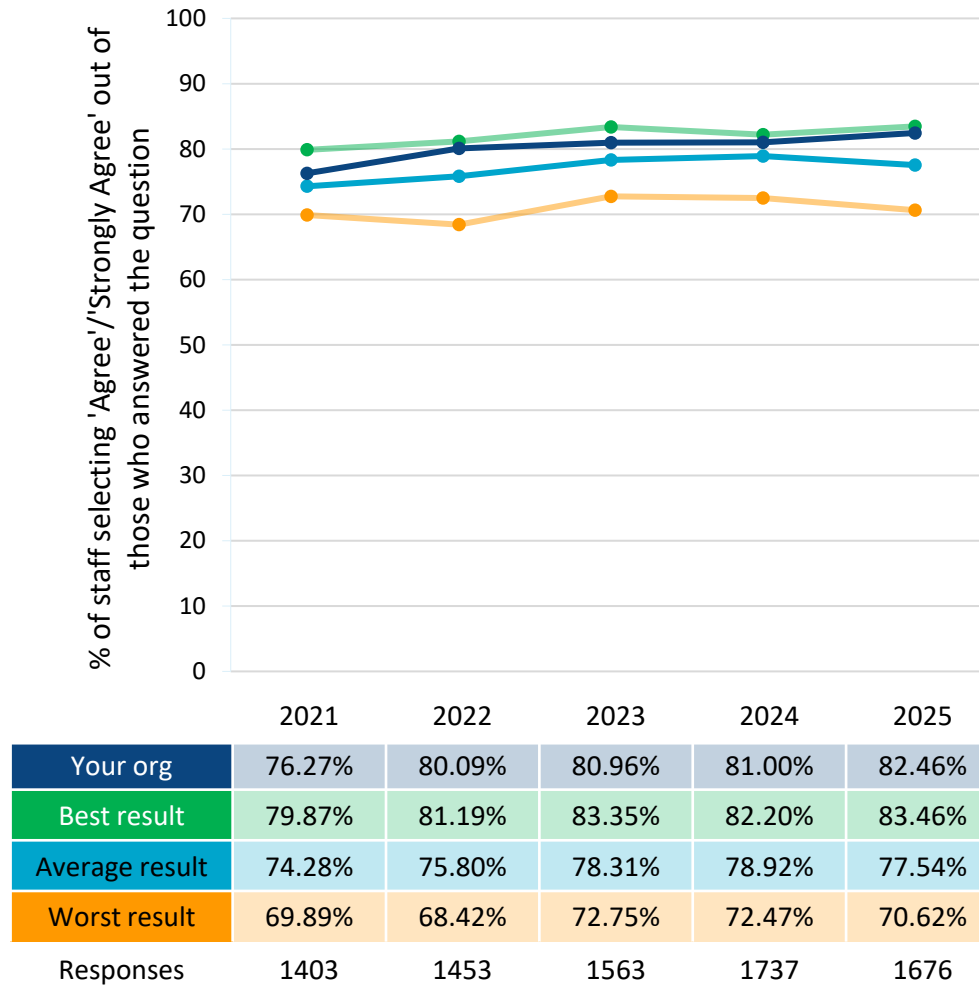
Q9c My immediate manager asks for my opinion before making decisions that affect my work.



	2021	2022	2023	2024	2025
Your org	62.09%	67.01%	67.88%	66.81%	66.32%
Best result	67.70%	69.28%	71.15%	68.31%	67.81%
Average result	63.46%	64.35%	66.45%	65.72%	63.94%
Worst result	57.39%	58.73%	60.75%	60.60%	59.49%
Responses	1405	1453	1564	1736	1671



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



Theme – Staff engagement



Questions included:

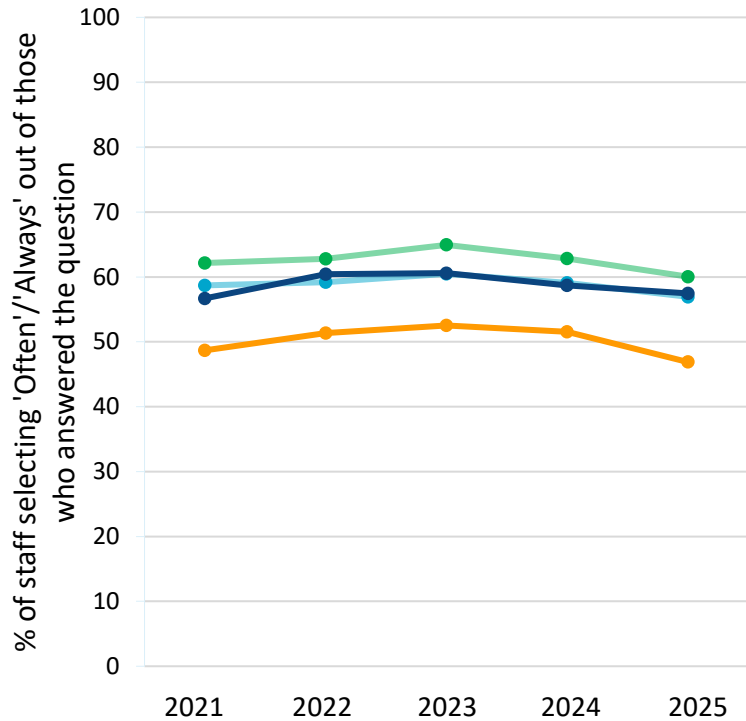
Motivation – Q2a, Q2b, Q2c

Involvement – Q3c, Q3d, Q3f

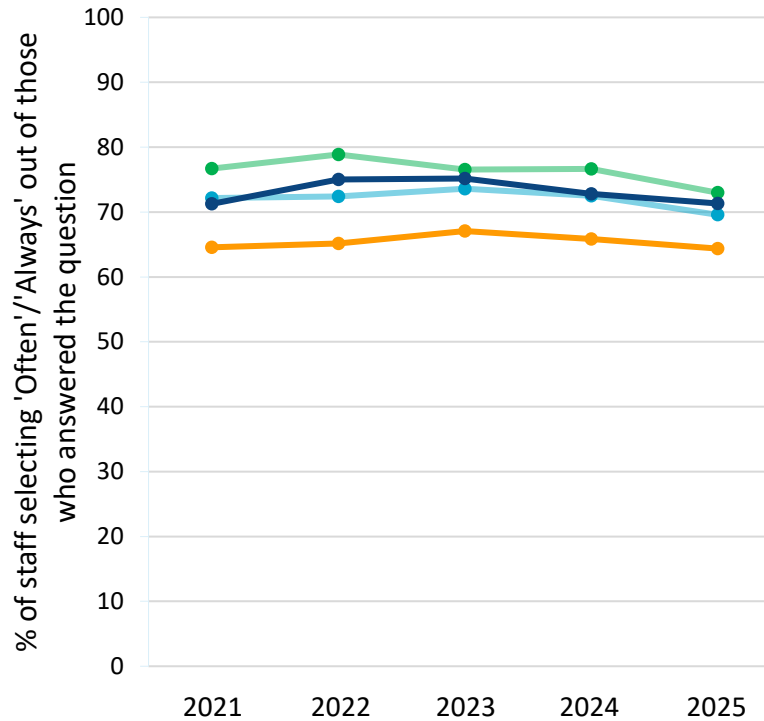
Advocacy – Q25a, Q25c, Q25d



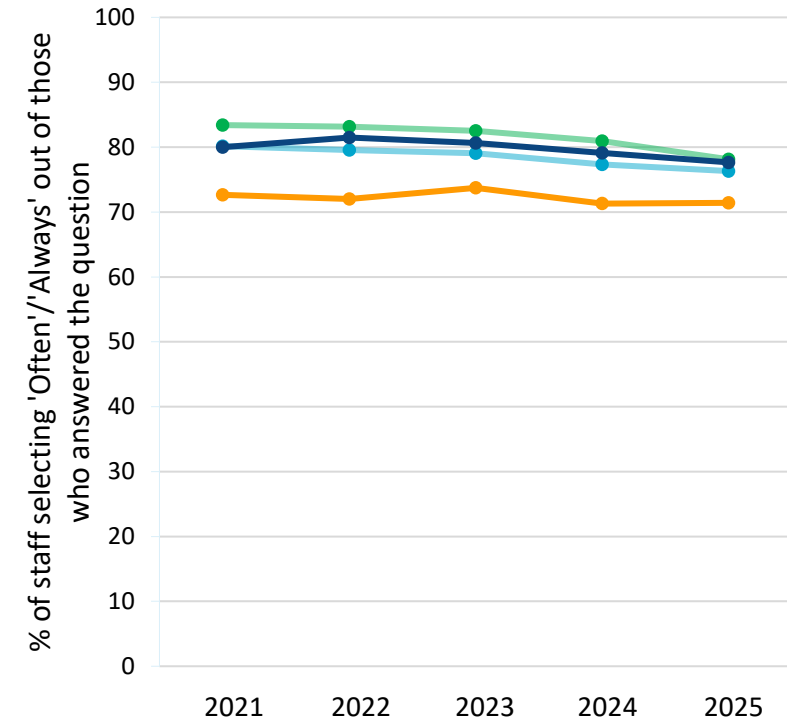
Q2a I look forward to going to work.



Q2b I am enthusiastic about my job.



Q2c Time passes quickly when I am working.



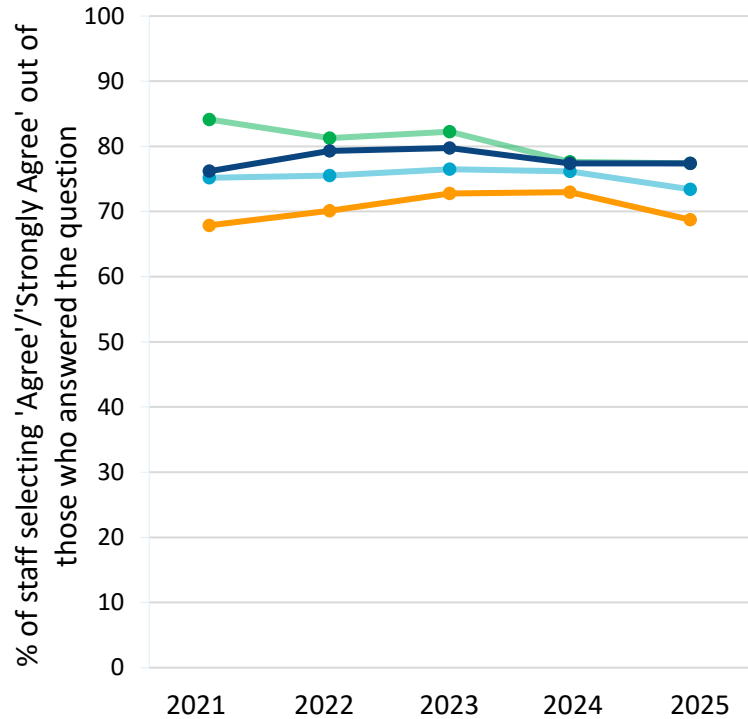
	2021	2022	2023	2024	2025
Your org	56.69%	60.41%	60.59%	58.71%	57.48%
Best result	62.17%	62.78%	64.93%	62.85%	60.04%
Average result	58.69%	59.19%	60.47%	59.07%	56.94%
Worst result	48.70%	51.36%	52.52%	51.55%	46.88%
Responses	1401	1453	1561	1739	1664

	2021	2022	2023	2024	2025
Your org	71.26%	75.03%	75.16%	72.80%	71.33%
Best result	76.67%	78.87%	76.53%	76.66%	72.97%
Average result	72.14%	72.42%	73.59%	72.48%	69.57%
Worst result	64.55%	65.16%	67.07%	65.86%	64.36%
Responses	1396	1445	1554	1733	1653

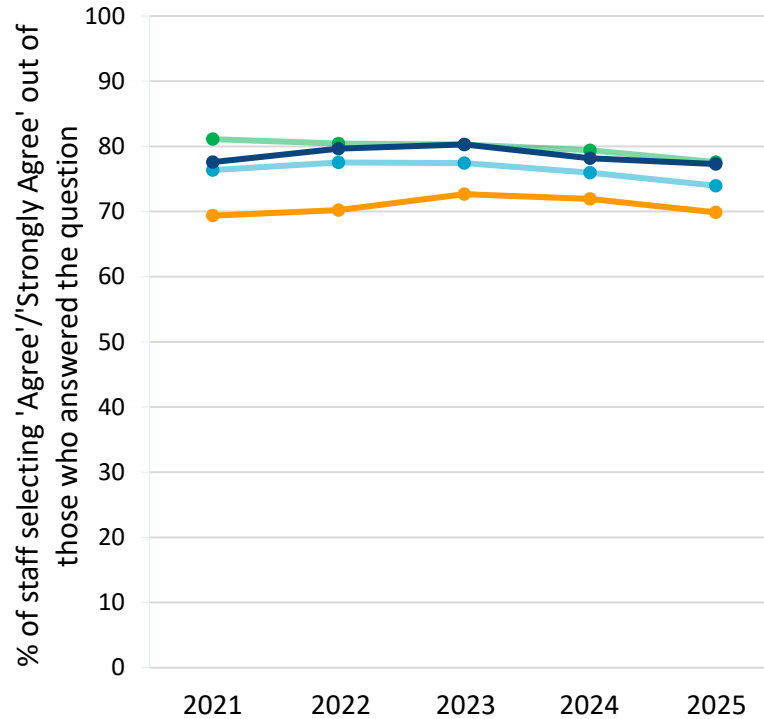
	2021	2022	2023	2024	2025
Your org	80.00%	81.48%	80.64%	79.13%	77.65%
Best result	83.40%	83.13%	82.50%	80.94%	78.13%
Average result	80.14%	79.56%	79.05%	77.35%	76.31%
Worst result	72.67%	72.00%	73.72%	71.30%	71.44%
Responses	1396	1444	1551	1729	1650



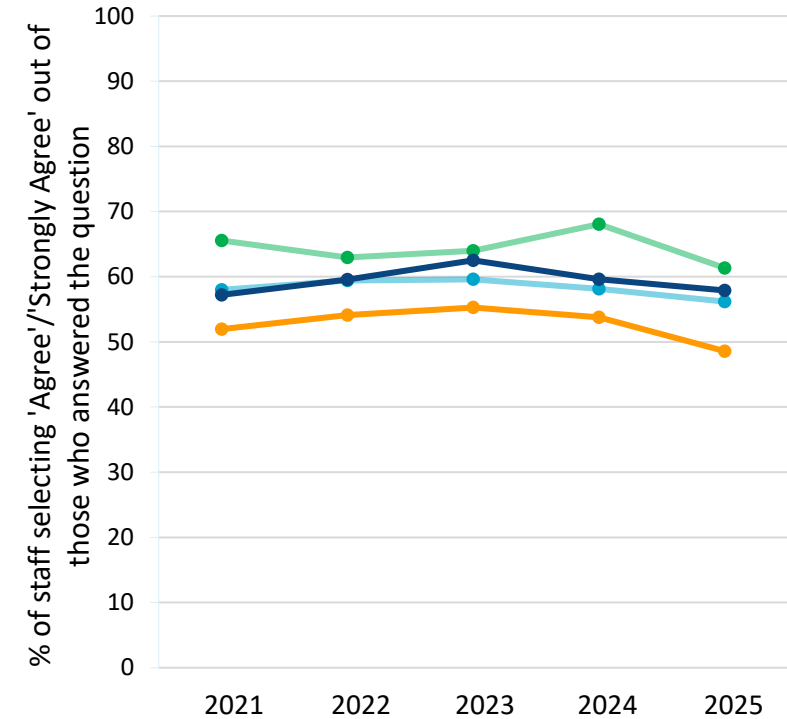
Q3c There are frequent opportunities for me to show initiative in my role.



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.



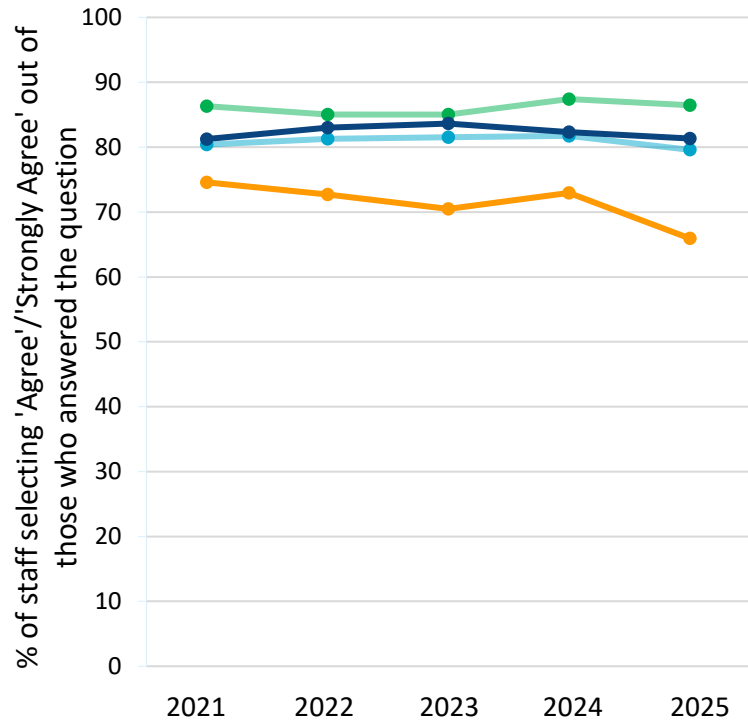
Your org	2021	2022	2023	2024	2025
Best result	84.13%	81.25%	82.24%	77.62%	77.38%
Average result	75.19%	75.54%	76.49%	76.16%	73.42%
Worst result	67.88%	70.13%	72.78%	72.98%	68.76%
Responses	1403	1451	1565	1737	1667

Your org	2021	2022	2023	2024	2025
Best result	81.11%	80.42%	80.30%	79.41%	77.59%
Average result	76.35%	77.53%	77.45%	75.99%	73.97%
Worst result	69.37%	70.24%	72.66%	71.96%	69.87%
Responses	1395	1454	1561	1731	1668

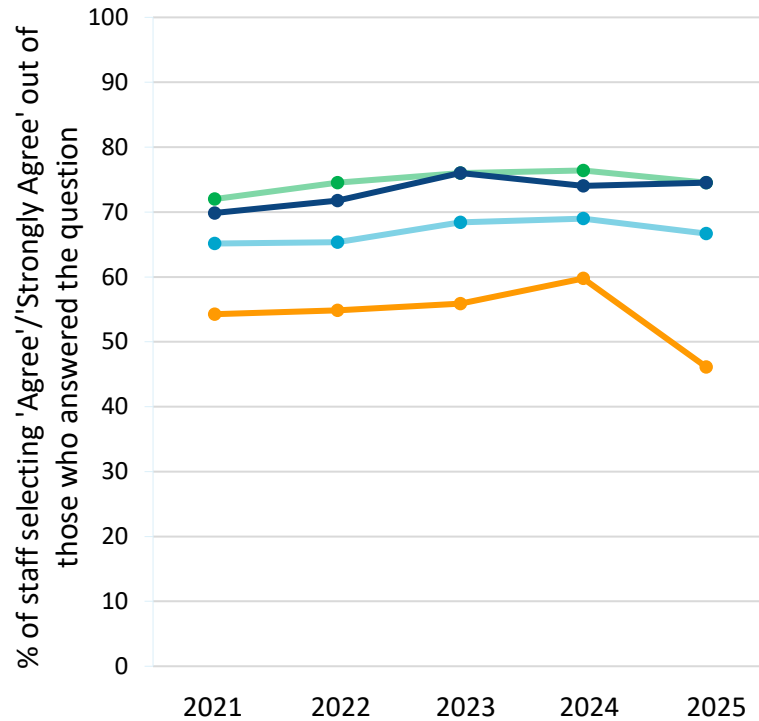
Your org	2021	2022	2023	2024	2025
Best result	65.58%	62.95%	64.00%	68.06%	61.33%
Average result	58.01%	59.41%	59.59%	58.15%	56.18%
Worst result	51.96%	54.09%	55.27%	53.78%	48.58%
Responses	1396	1452	1554	1730	1660



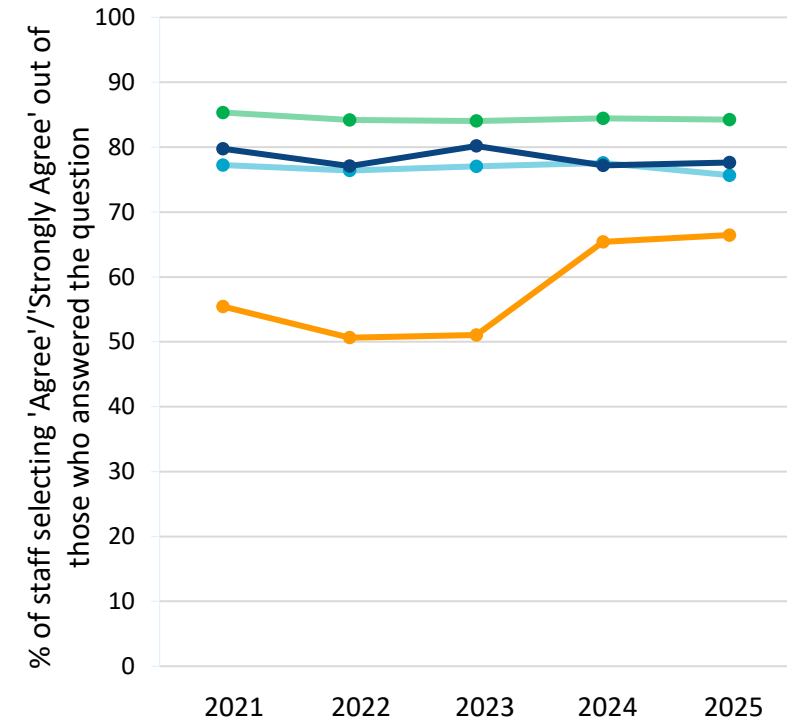
Q25a Care of patients / service users is my organisation's top priority.



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	86.32%	85.04%	85.02%	87.41%	86.47%
Average result	80.40%	81.27%	81.55%	81.74%	79.58%
Worst result	74.57%	72.68%	70.50%	72.96%	65.93%
Responses	1402	1454	1560	1741	1669

Your org	2021	2022	2023	2024	2025
Best result	71.99%	74.51%	76.01%	76.41%	74.52%
Average result	65.14%	65.33%	68.41%	68.98%	66.68%
Worst result	54.25%	54.83%	55.90%	59.76%	46.14%
Responses	1399	1453	1559	1736	1669

Your org	2021	2022	2023	2024	2025
Best result	85.33%	84.21%	84.02%	84.44%	84.24%
Average result	77.25%	76.42%	77.04%	77.57%	75.67%
Worst result	55.44%	50.63%	51.06%	65.41%	66.46%
Responses	1400	1453	1554	1737	1668

Theme - Morale



Questions included:

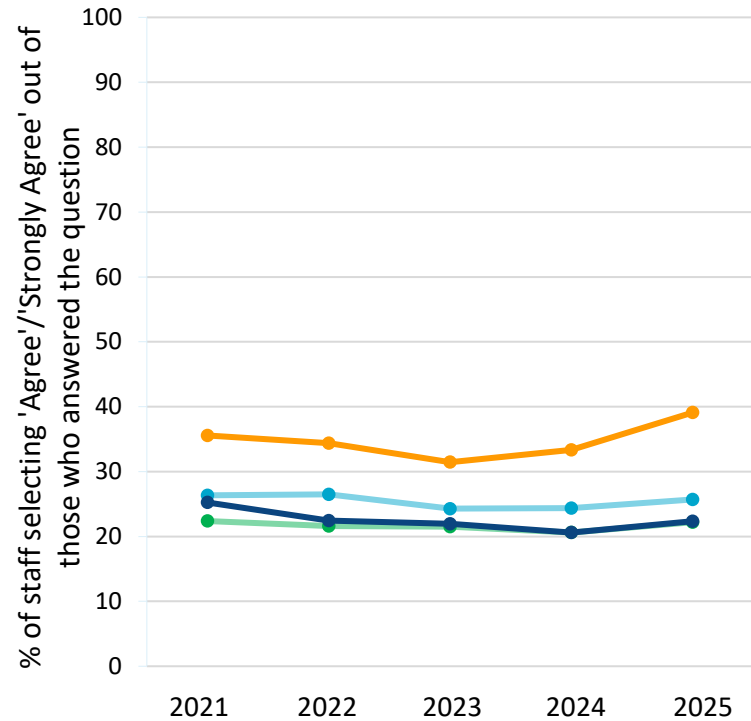
Thinking about leaving – Q26a, Q26b, Q26c

Work pressure – Q3g, Q3h, Q3i

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

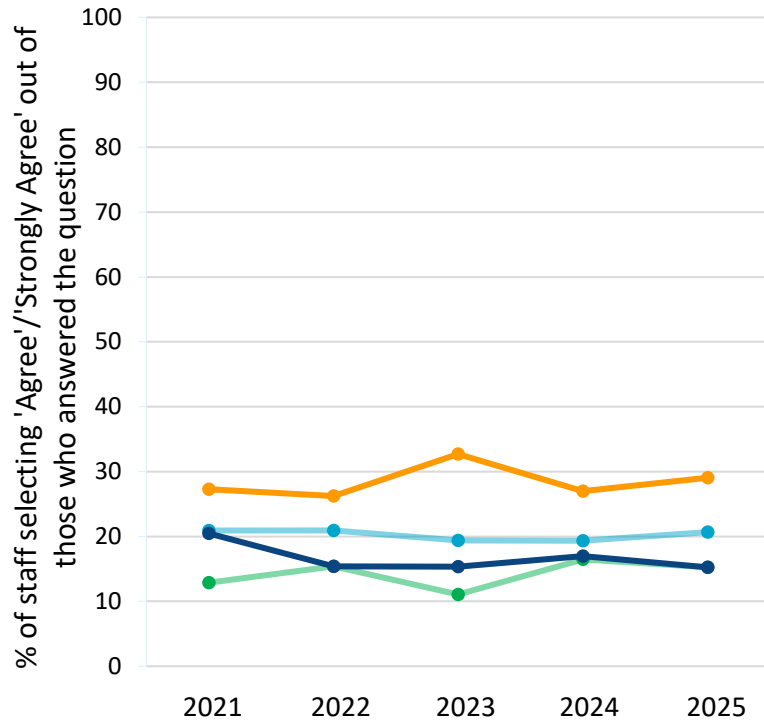


Q26a I often think about leaving this organisation.



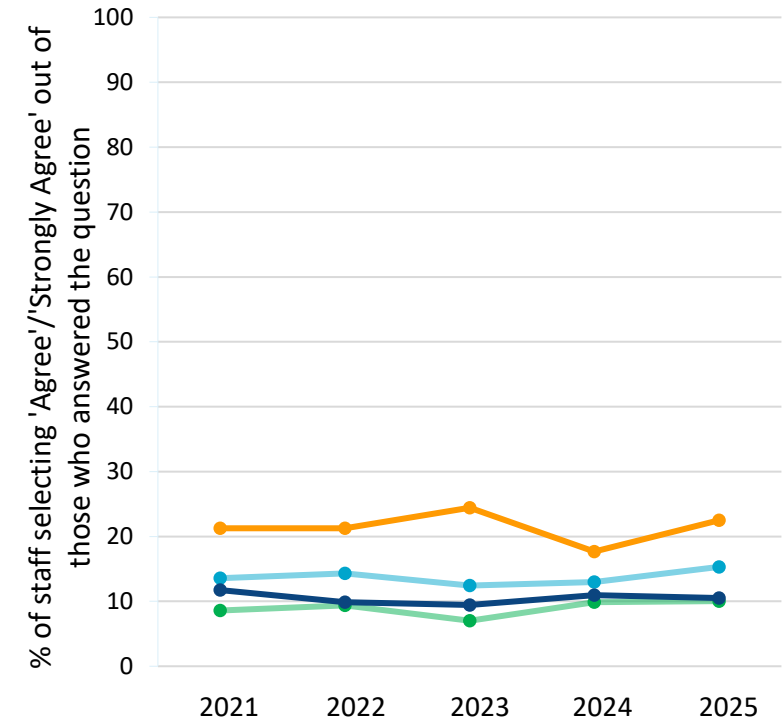
Your org	25.24%	22.46%	21.94%	20.60%	22.34%
Best result	22.38%	21.58%	21.49%	20.60%	22.19%
Average result	26.36%	26.49%	24.30%	24.35%	25.70%
Worst result	35.55%	34.40%	31.45%	33.33%	39.09%
Responses	1403	1454	1564	1743	1670

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



Your org	20.46%	15.40%	15.34%	16.96%	15.24%
Best result	12.88%	15.38%	11.06%	16.46%	15.24%
Average result	20.90%	20.93%	19.38%	19.34%	20.68%
Worst result	27.28%	26.23%	32.70%	26.98%	29.05%
Responses	1401	1451	1560	1734	1668

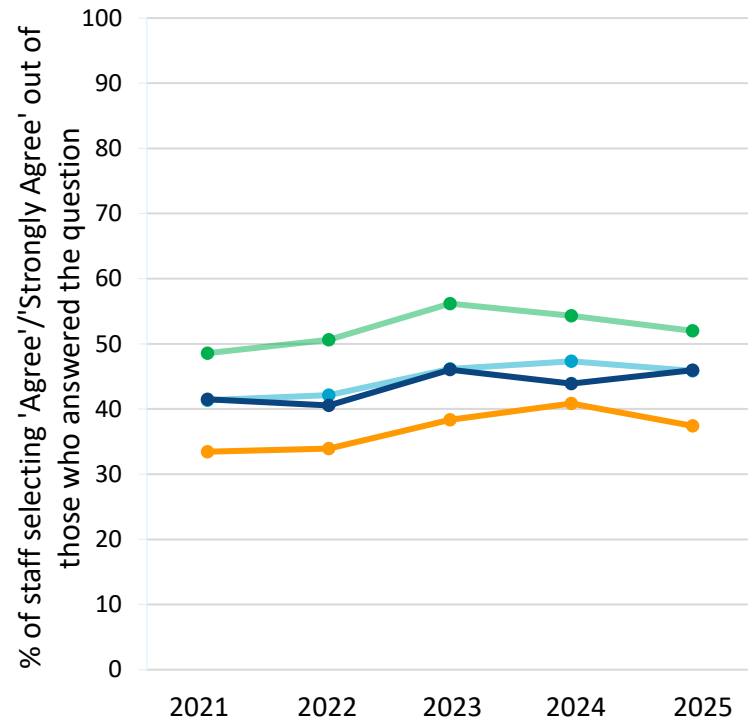
Q26c As soon as I can find another job, I will leave this organisation.



Your org	11.73%	9.88%	9.44%	10.94%	10.49%
Best result	8.56%	9.40%	7.02%	9.89%	10.04%
Average result	13.56%	14.30%	12.44%	12.97%	15.31%
Worst result	21.29%	21.25%	24.43%	17.68%	22.49%
Responses	1393	1444	1555	1731	1660

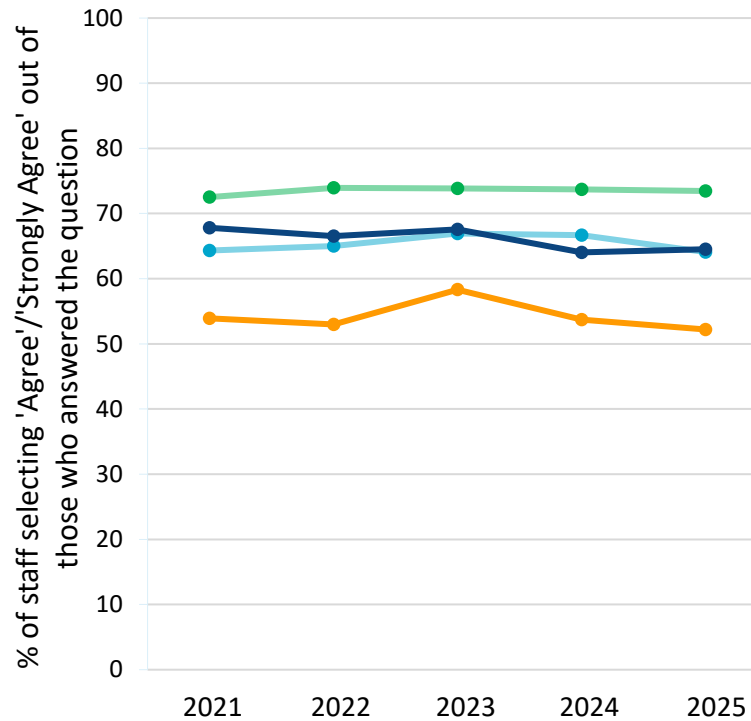


Q3g I am able to meet all the conflicting demands on my time at work.



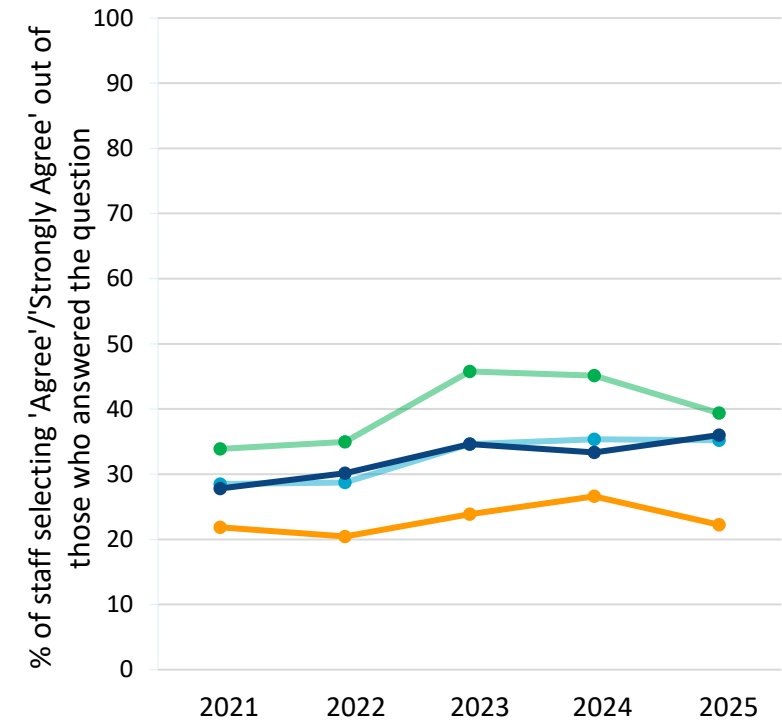
Year	Your org	Best result	Average result	Worst result
2021	41.48%	48.57%	41.37%	33.45%
2022	40.55%	50.60%	42.15%	33.92%
2023	46.04%	56.18%	46.14%	38.35%
2024	43.90%	54.31%	47.32%	40.85%
2025	45.98%	52.00%	45.88%	37.43%

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



Year	Your org	Best result	Average result	Worst result
2021	67.82%	72.52%	64.35%	53.93%
2022	66.54%	73.94%	65.04%	53.00%
2023	67.54%	73.86%	66.94%	58.31%
2024	64.04%	73.72%	66.69%	53.74%
2025	64.52%	73.45%	64.09%	52.21%

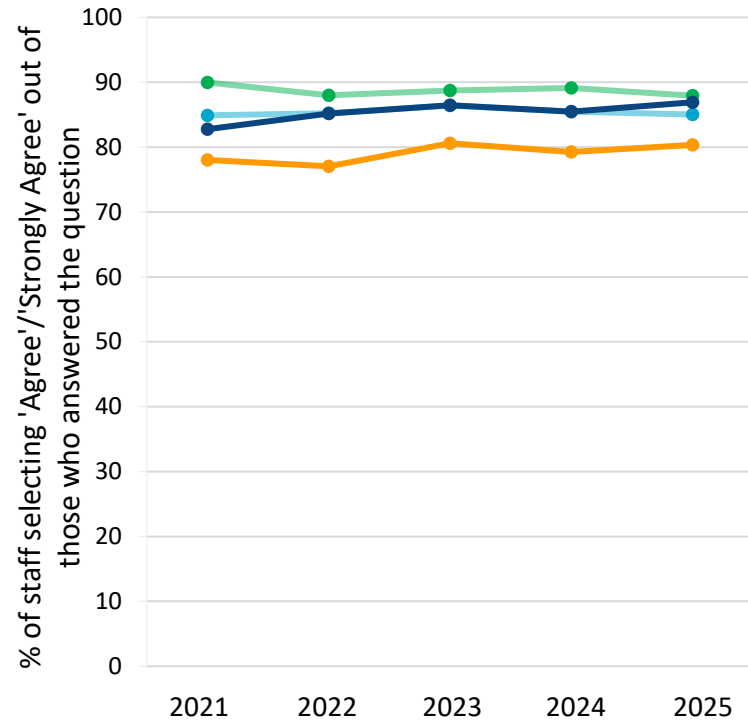
Q3i There are enough staff at this organisation for me to do my job properly.



Year	Your org	Best result	Average result	Worst result
2021	27.81%	33.88%	28.49%	21.83%
2022	30.13%	34.98%	28.74%	20.44%
2023	34.63%	45.77%	34.61%	23.85%
2024	33.36%	45.15%	35.36%	26.60%
2025	36.01%	39.40%	35.22%	22.24%

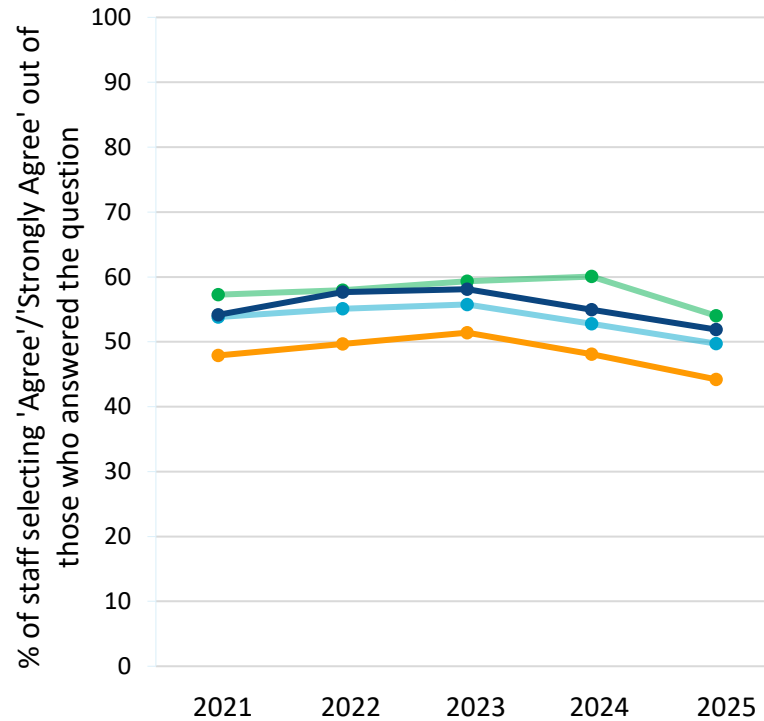


Q3a I always know what my work responsibilities are.



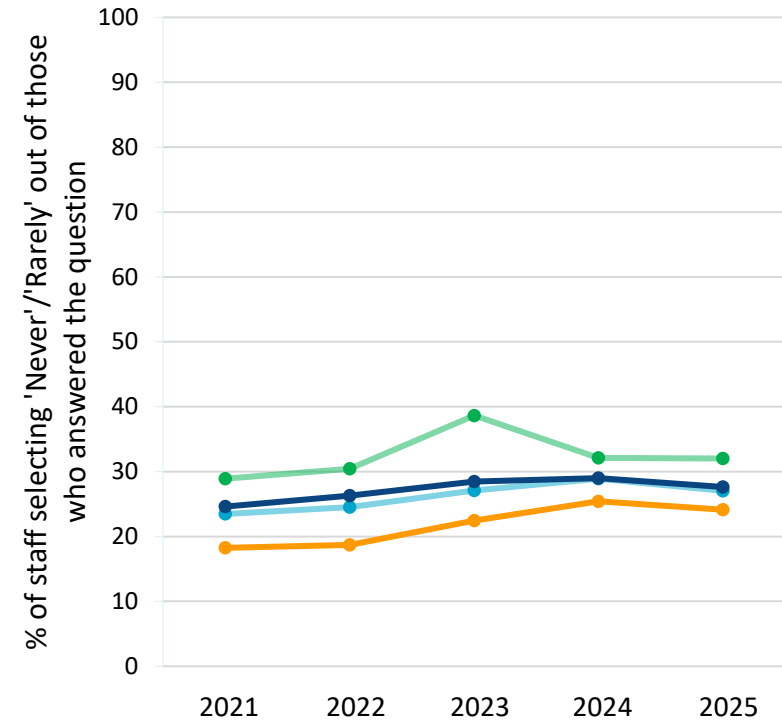
Your org	82.76%	85.15%	86.47%	85.46%	86.92%
Best result	89.97%	88.01%	88.73%	89.14%	87.93%
Average result	84.90%	85.21%	86.40%	85.48%	85.02%
Worst result	78.03%	77.04%	80.60%	79.28%	80.34%
Responses	1404	1456	1564	1743	1673

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



Your org	54.14%	57.64%	58.10%	54.97%	51.89%
Best result	57.25%	57.94%	59.32%	60.06%	54.02%
Average result	53.79%	55.10%	55.76%	52.78%	49.72%
Worst result	47.87%	49.66%	51.41%	48.09%	44.21%
Responses	1403	1452	1556	1732	1668

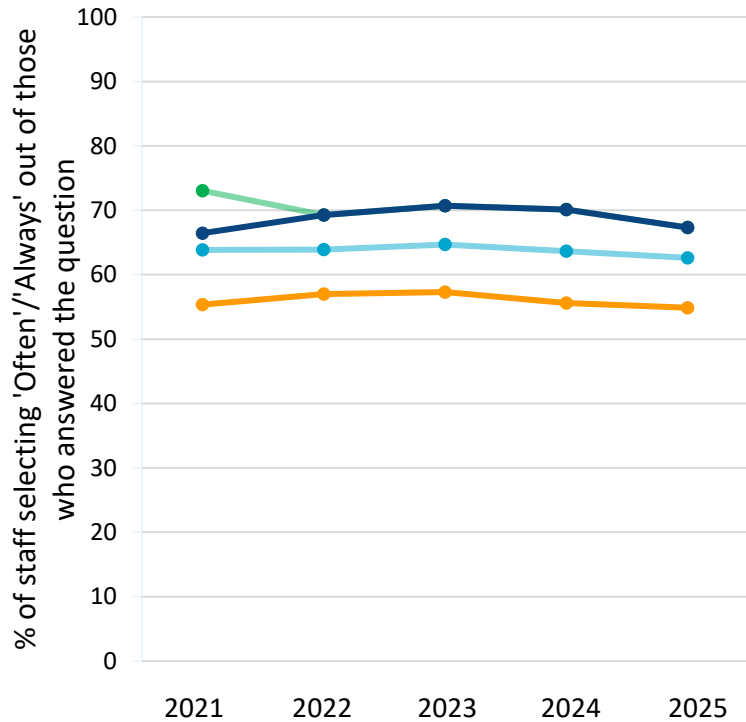
Q5a I have unrealistic time pressures.



Your org	24.60%	26.29%	28.46%	28.99%	27.64%
Best result	28.90%	30.41%	38.64%	32.10%	32.03%
Average result	23.47%	24.52%	27.08%	28.90%	27.03%
Worst result	18.25%	18.67%	22.45%	25.42%	24.13%
Responses	1397	1451	1565	1740	1672

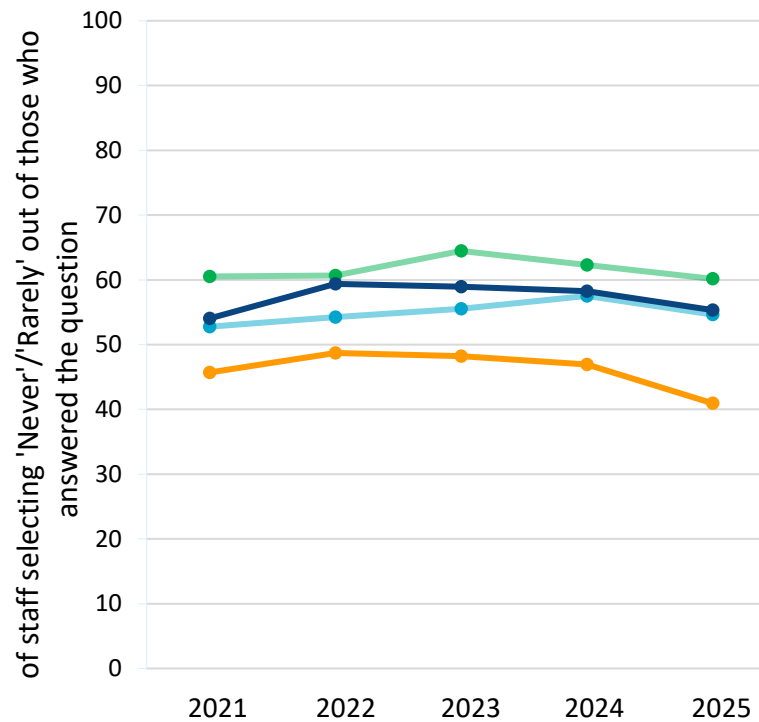


Q5b I have a choice in deciding how to do my work.



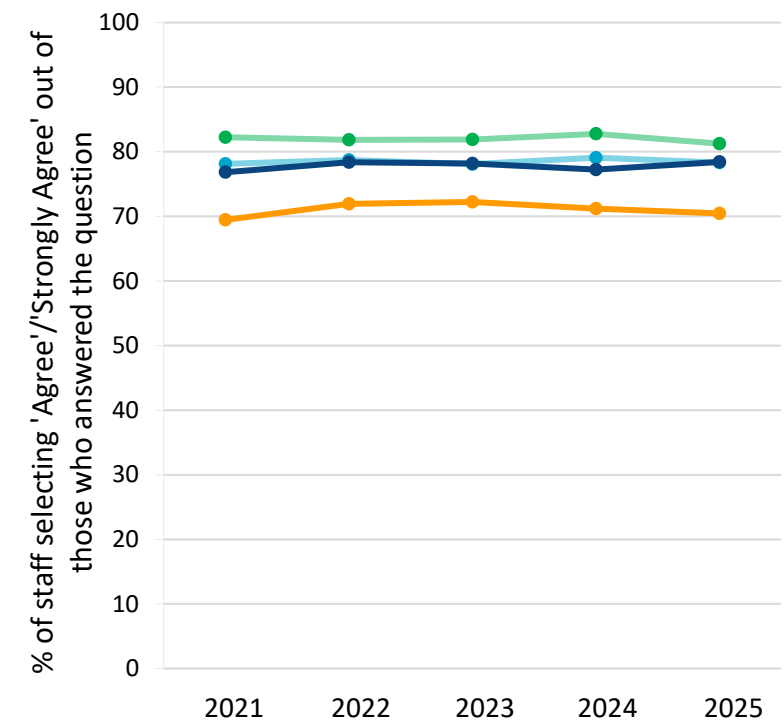
Year	2021	2022	2023	2024	2025
Your org	66.45%	69.27%	70.71%	70.10%	67.31%
Best result	73.04%	69.27%	70.71%	70.10%	67.31%
Average result	63.86%	63.91%	64.68%	63.63%	62.61%
Worst result	55.34%	57.01%	57.30%	55.58%	54.86%
Responses	1397	1448	1556	1736	1668

Q5c Relationships at work are strained.



Year	2021	2022	2023	2024	2025
Your org	54.05%	59.38%	58.97%	58.24%	55.34%
Best result	60.53%	60.67%	64.46%	62.29%	60.16%
Average result	52.77%	54.25%	55.53%	57.52%	54.64%
Worst result	45.72%	48.71%	48.24%	46.96%	40.95%
Responses	1399	1449	1565	1743	1666

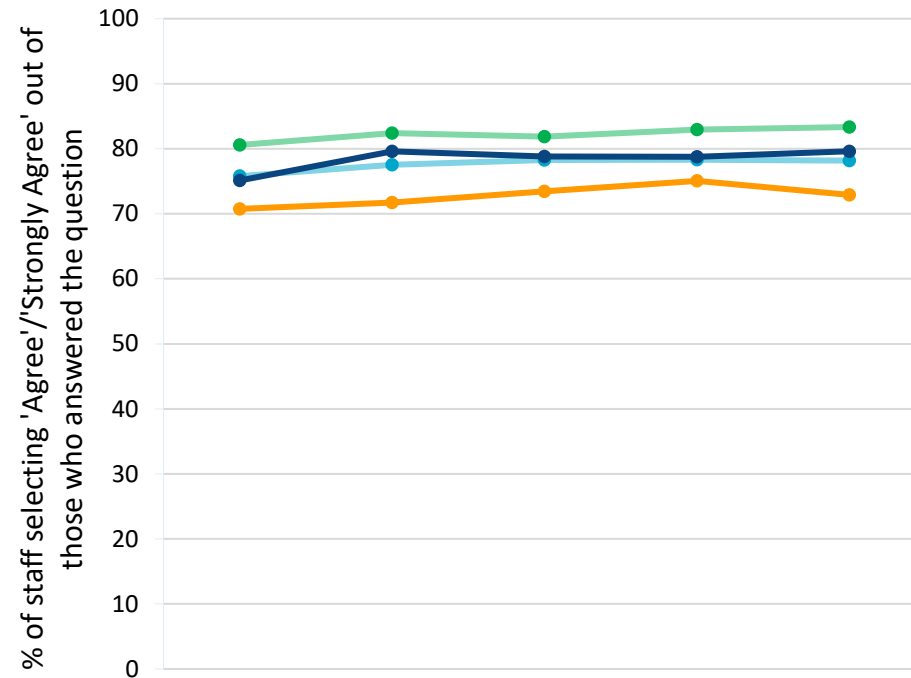
Q7c I receive the respect I deserve from my colleagues at work.



Year	2021	2022	2023	2024	2025
Your org	76.83%	78.39%	78.19%	77.26%	78.42%
Best result	82.24%	81.86%	81.90%	82.76%	81.25%
Average result	78.13%	78.72%	78.09%	79.08%	78.33%
Worst result	69.45%	71.92%	72.23%	71.19%	70.45%
Responses	1402	1452	1564	1738	1672



Q9a My immediate manager encourages me at work.



	2021	2022	2023	2024	2025
Your org	75.12%	79.59%	78.79%	78.74%	79.62%
Best result	80.58%	82.40%	81.88%	82.96%	83.34%
Average result	75.79%	77.51%	78.26%	78.31%	78.18%
Worst result	70.75%	71.74%	73.44%	75.06%	72.90%
Responses	1406	1453	1564	1742	1671

Questions not linked to People Promise elements or themes

Questions included:*

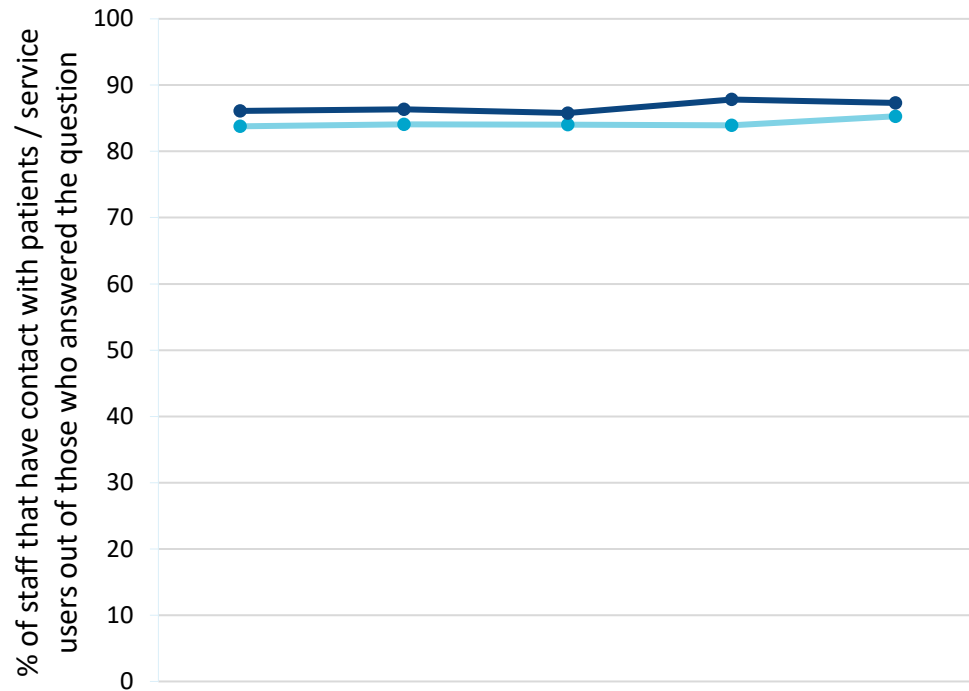
Q1, Q10a, Q10b, Q10c, Q11e, Q16c, Q18, Q19a, Q19b, Q19c, Q19d, Q31b, Q26d

*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?

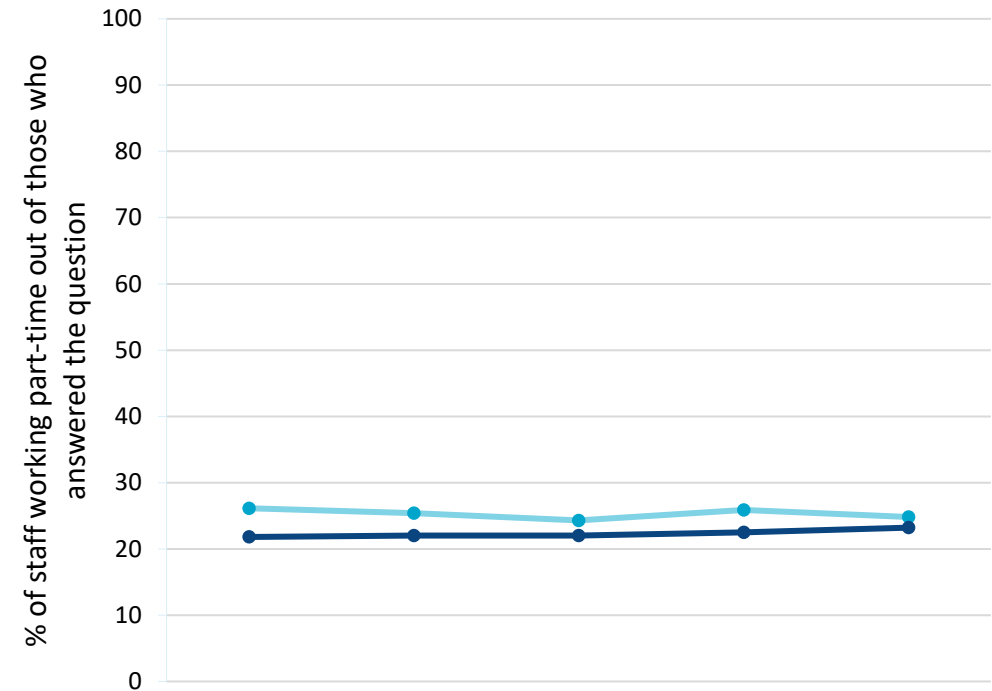


2021 2022 2023 2024 2025

Your org	86.09%	86.34%	85.79%	87.82%	87.30%
Average	83.78%	84.08%	84.05%	83.95%	85.30%

Responses 1402 1449 1562 1733 1662

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



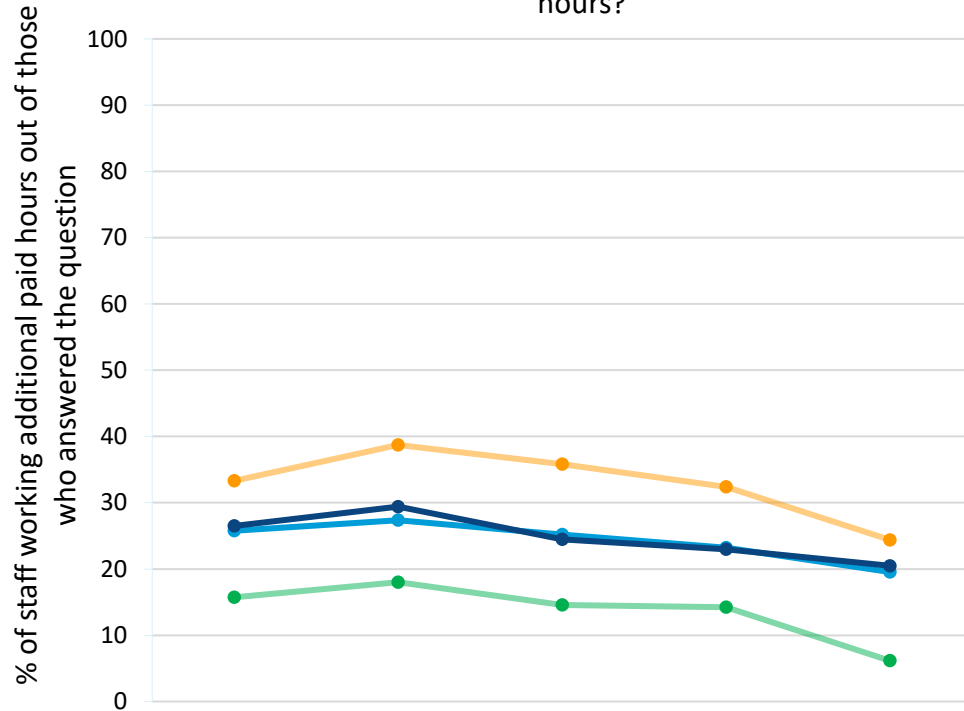
2021 2022 2023 2024 2025

Your org	21.81%	22.02%	22.03%	22.51%	23.21%
Average	26.14%	25.40%	24.30%	25.89%	24.80%

Responses 1307 1358 1448 1599 1564



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

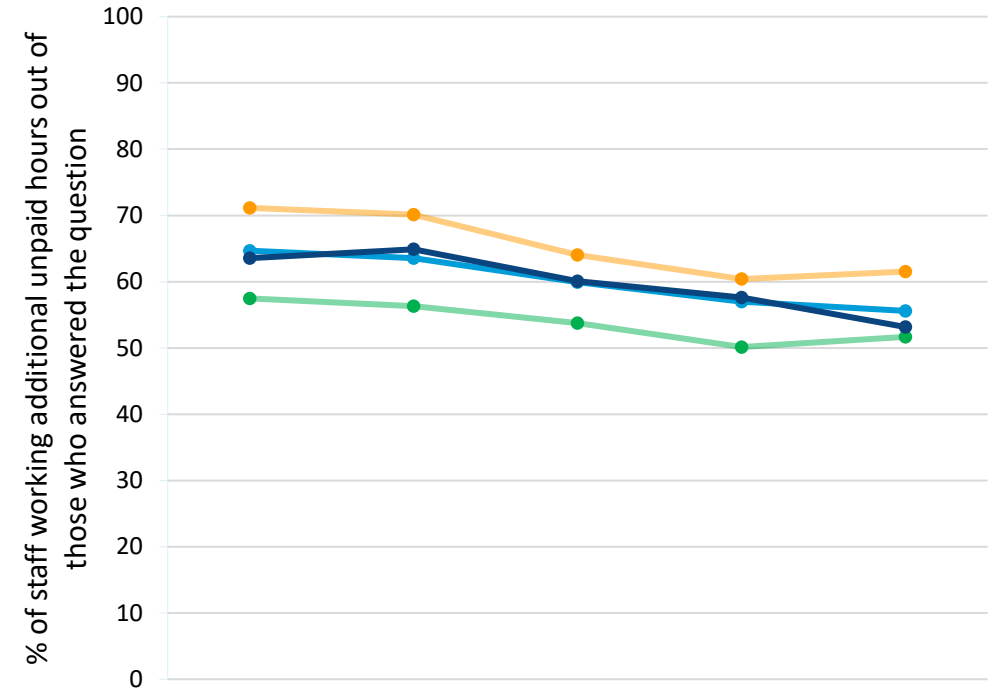


2021 2022 2023 2024 2025

Your org	26.48%	29.41%	24.45%	22.98%	20.48%
Lowest	15.74%	18.01%	14.55%	14.25%	6.15%
Average	25.79%	27.36%	25.21%	23.20%	19.54%
Highest	33.33%	38.72%	35.80%	32.40%	24.39%

Responses 1363 1415 1524 1691 1624

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



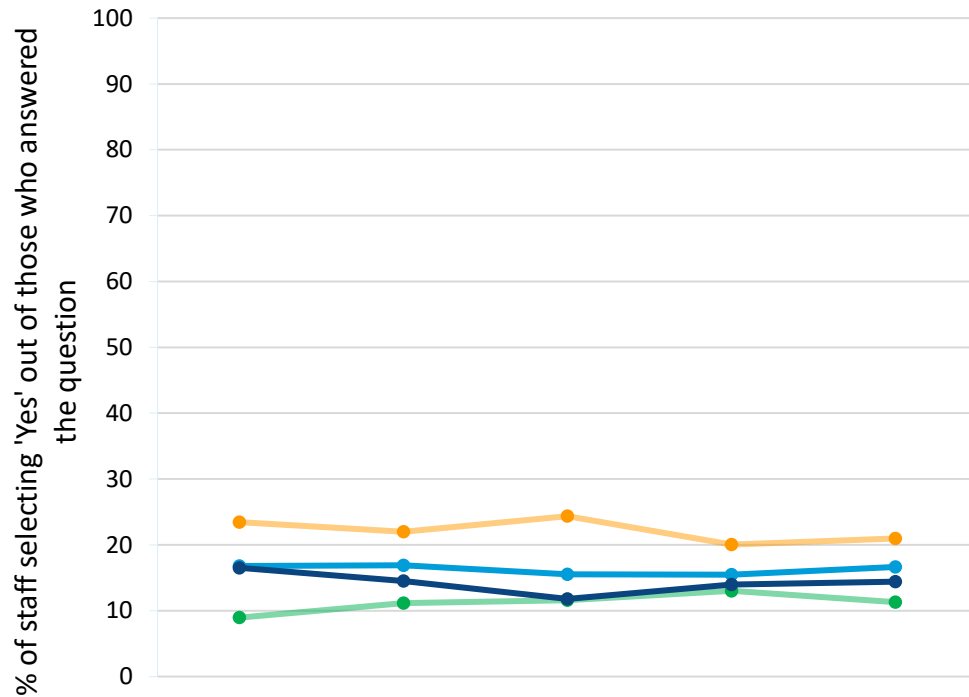
2021 2022 2023 2024 2025

Your org	63.57%	64.88%	60.09%	57.60%	53.16%
Lowest	57.48%	56.33%	53.75%	50.14%	51.66%
Average	64.68%	63.54%	59.95%	56.99%	55.59%
Highest	71.14%	70.13%	64.02%	60.40%	61.53%

Responses 1388 1434 1532 1713 1639

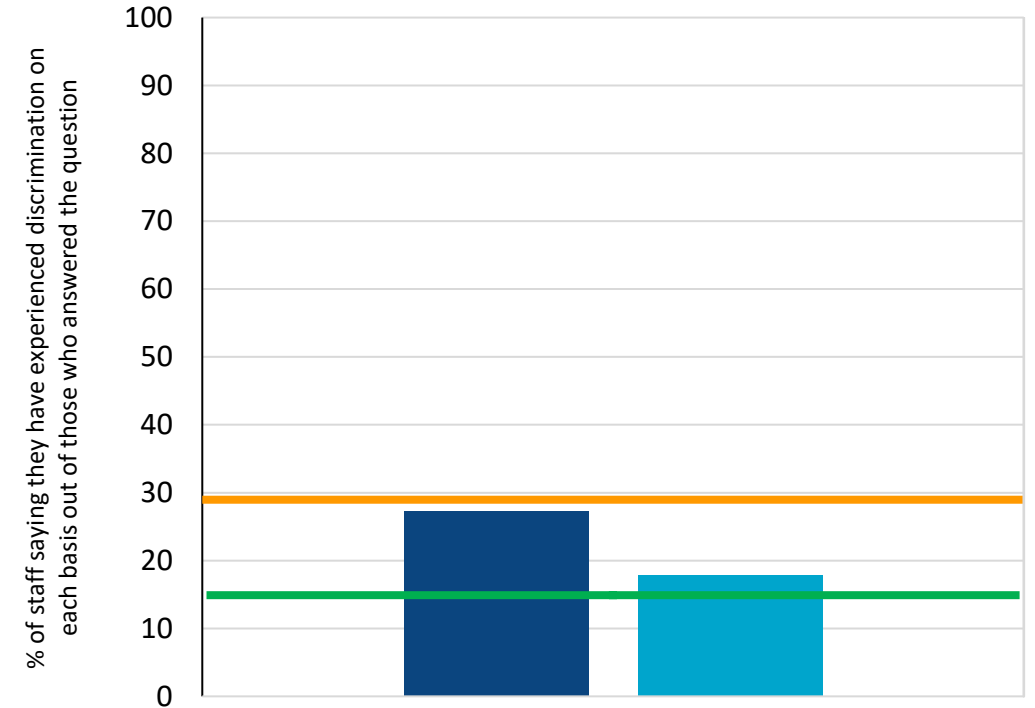


Q11e* Have you felt pressure from your manager to come to work?



	2021	2022	2023	2024	2025
Your org	16.52%	14.50%	11.79%	13.95%	14.43%
Best result	8.95%	11.14%	11.60%	13.02%	11.32%
Average result	16.79%	16.90%	15.55%	15.47%	16.64%
Worst result	23.46%	22.00%	24.35%	20.05%	20.98%
Responses	738	757	797	932	829

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



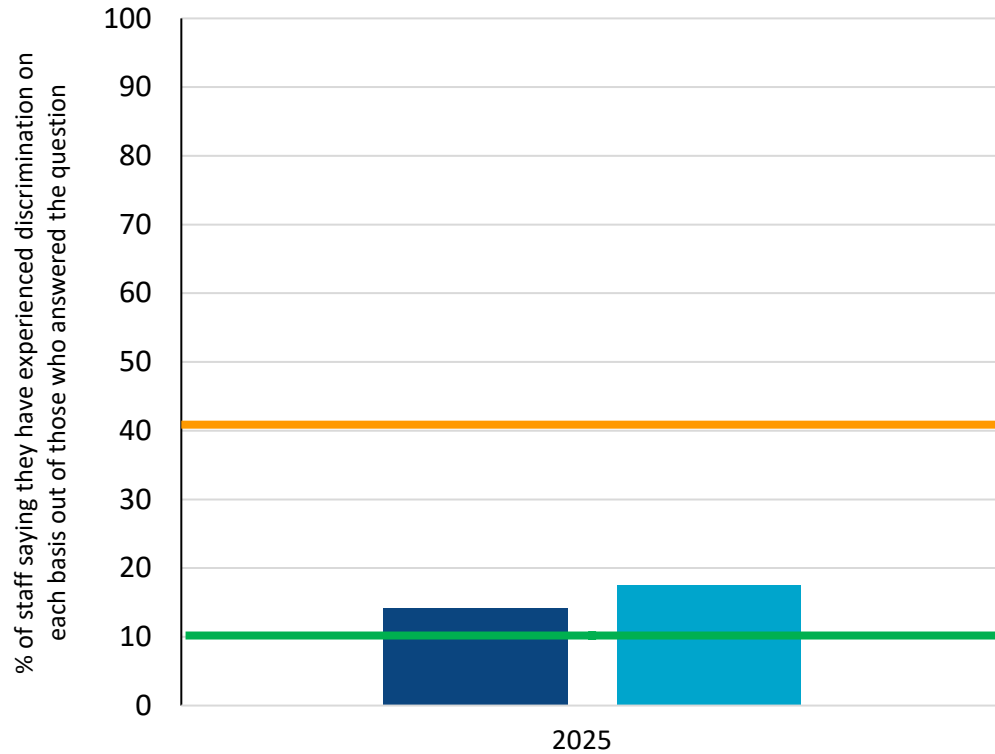
	2025
Your org	27.27%
Best result	14.90%
Average result	17.90%
Worst result	28.97%
Responses	142

*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/>

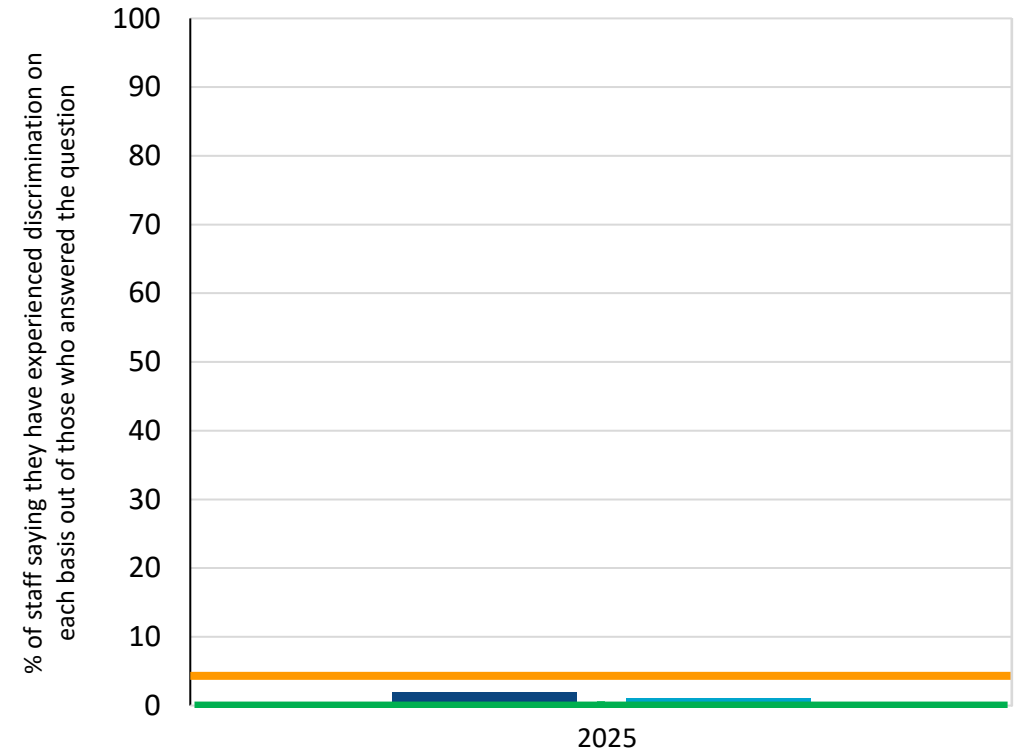


Q16c.2 On what grounds have you experienced discrimination?
– Disability.



Your org	14.20%
Best result	10.19%
Average result	17.60%
Worst result	40.88%
Responses	142

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

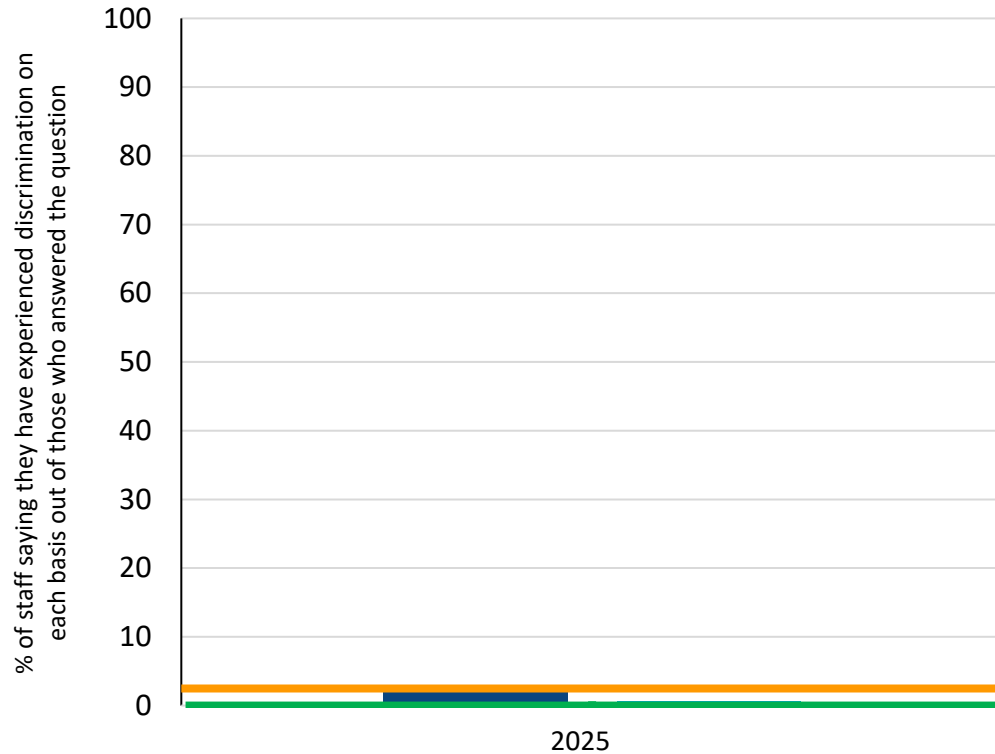


Your org	2.02%
Best result	0.00%
Average result	1.00%
Worst result	4.33%
Responses	142

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/>

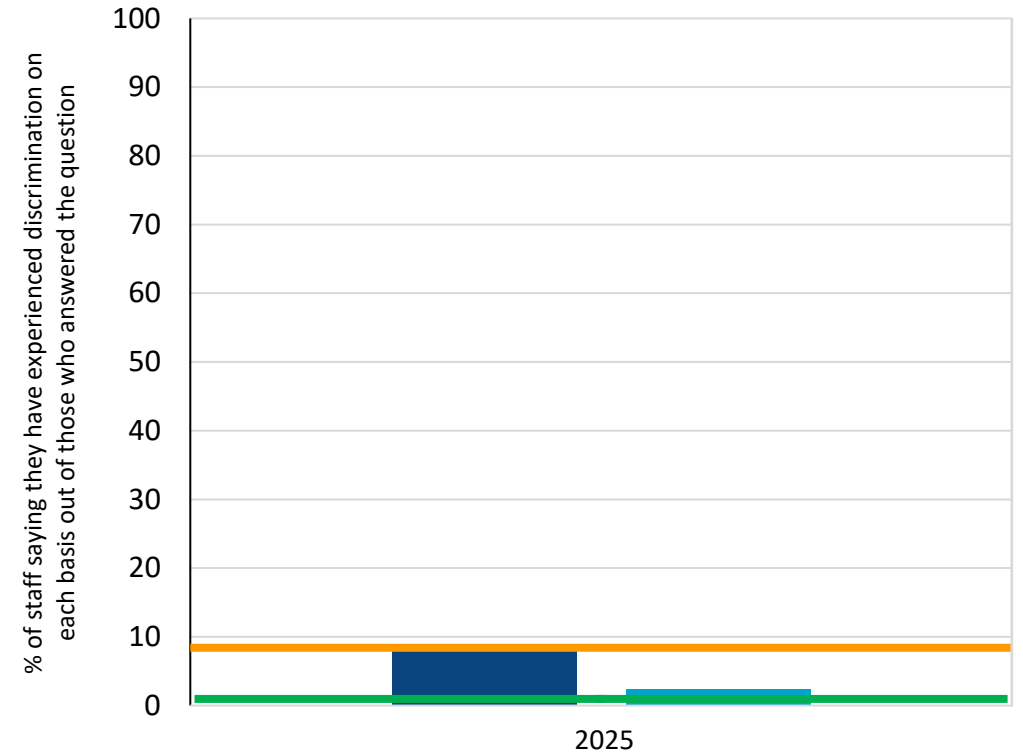


Q16c.4 On what grounds have you experienced discrimination?
– Marriage and civil partnership.



Your org	1.95%
Best result	0.00%
Average result	0.60%
Worst result	2.48%
Responses	142

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

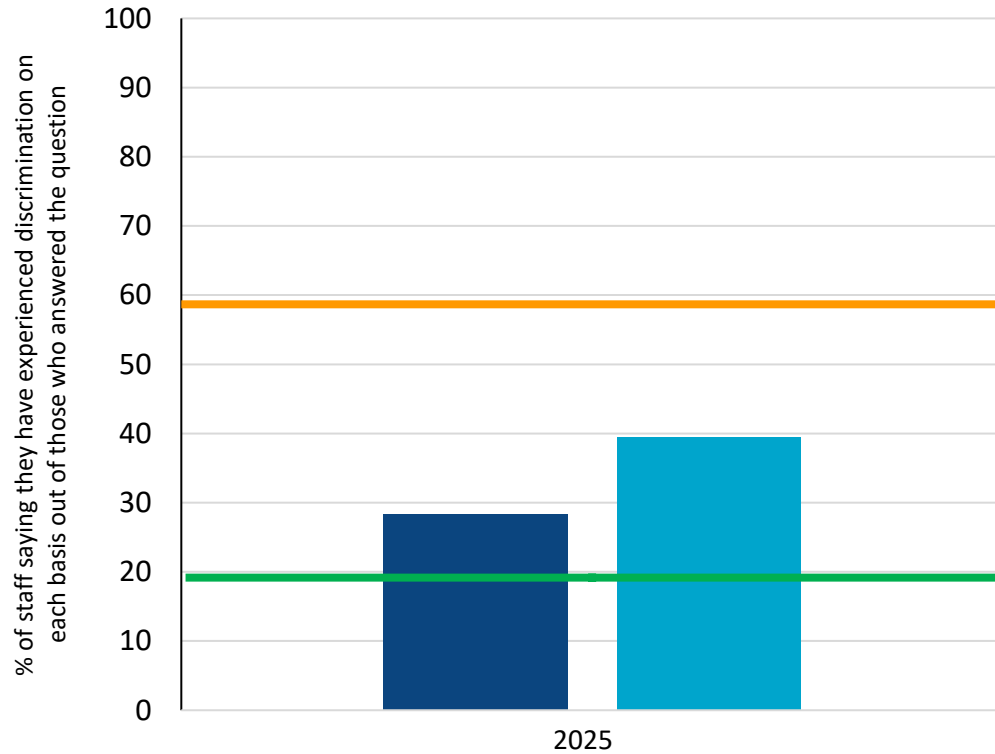


Your org	8.41%
Best result	0.97%
Average result	2.37%
Worst result	8.41%
Responses	142

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/>

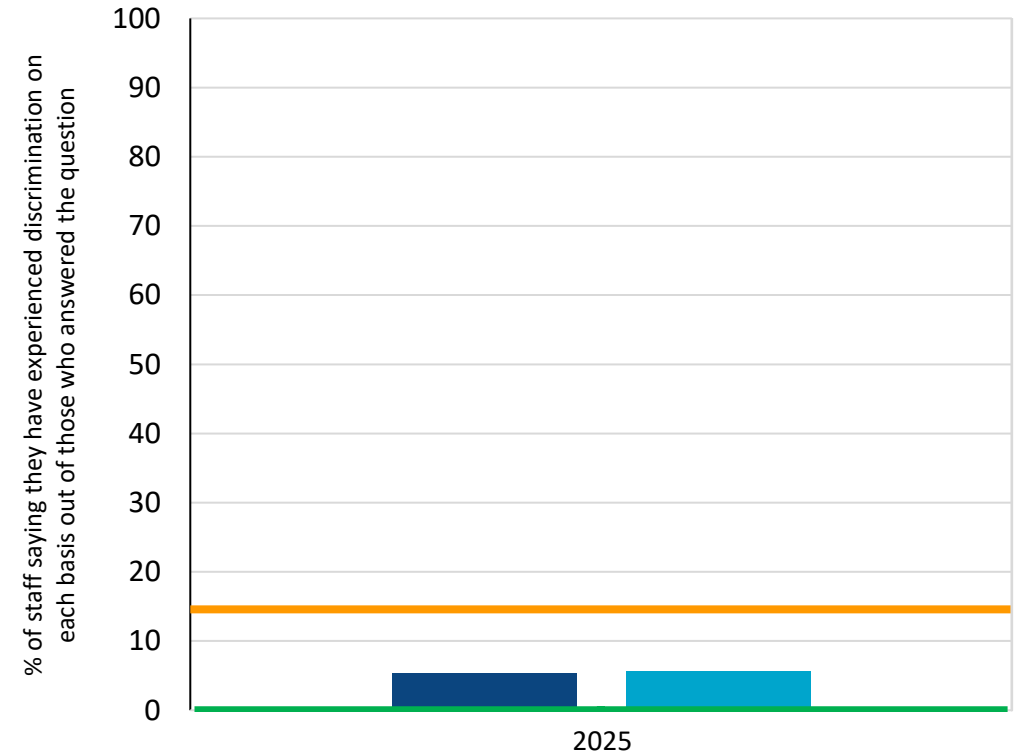


Q16c.6 On what grounds have you experienced discrimination?
– Race.



Your org	28.31%
Best result	19.17%
Average result	39.50%
Worst result	58.67%
Responses	142

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

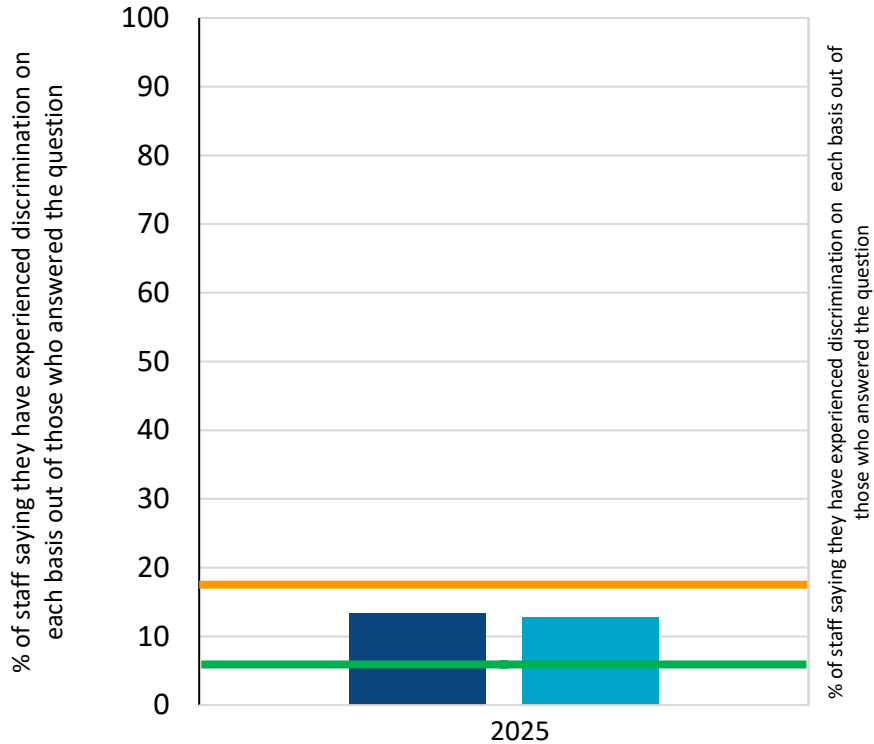


Your org	5.31%
Best result	0.00%
Average result	5.68%
Worst result	14.58%
Responses	142

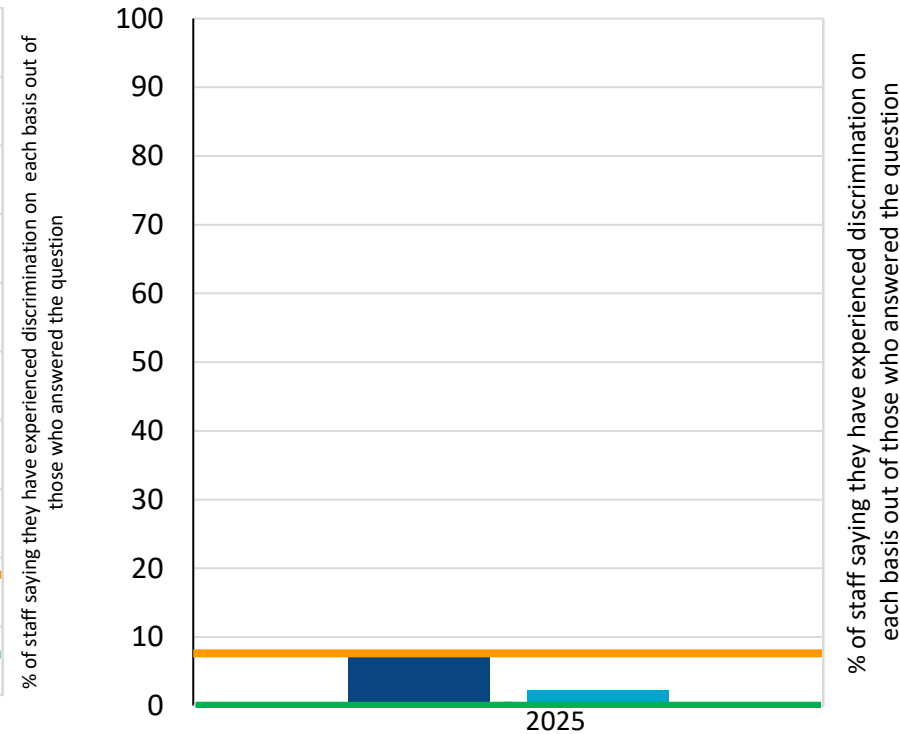
Note: Due to changes in the question options in 2025, previous years' results for Q16c are not reported. For more information, please refer to the *Technical Guide*: <https://www.nhsstaffsurveys.com/survey-documents/>



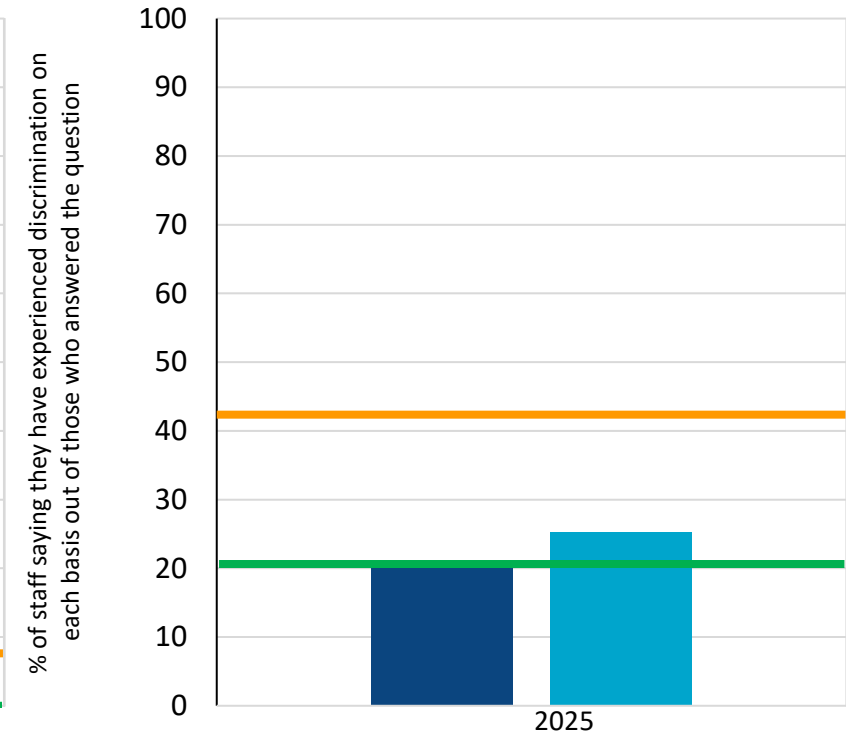
Q16c.8 On what grounds have you experienced discrimination? -- Sex.



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



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



Your org	13.33%
Best result	5.91%
Average result	12.68%
Worst result	17.52%
Responses	142

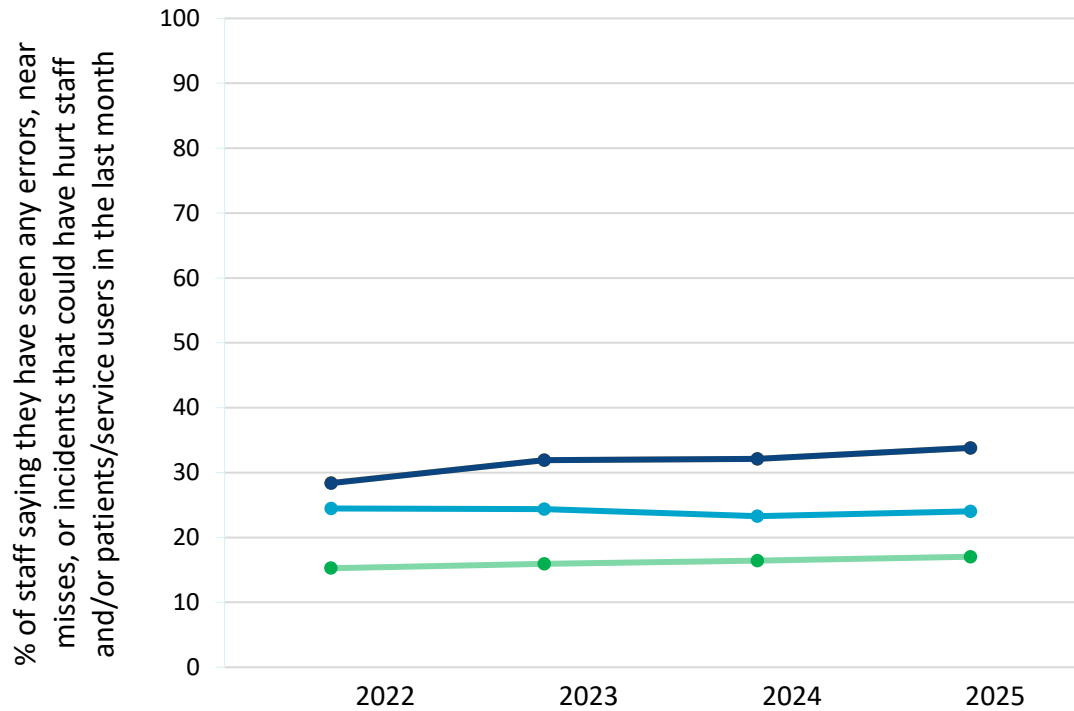
Your org	7.63%
Best result	0.00%
Average result	2.18%
Worst result	7.63%
Responses	142

Your org	20.63%
Best result	20.63%
Average result	25.20%
Worst result	42.36%
Responses	142

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/>



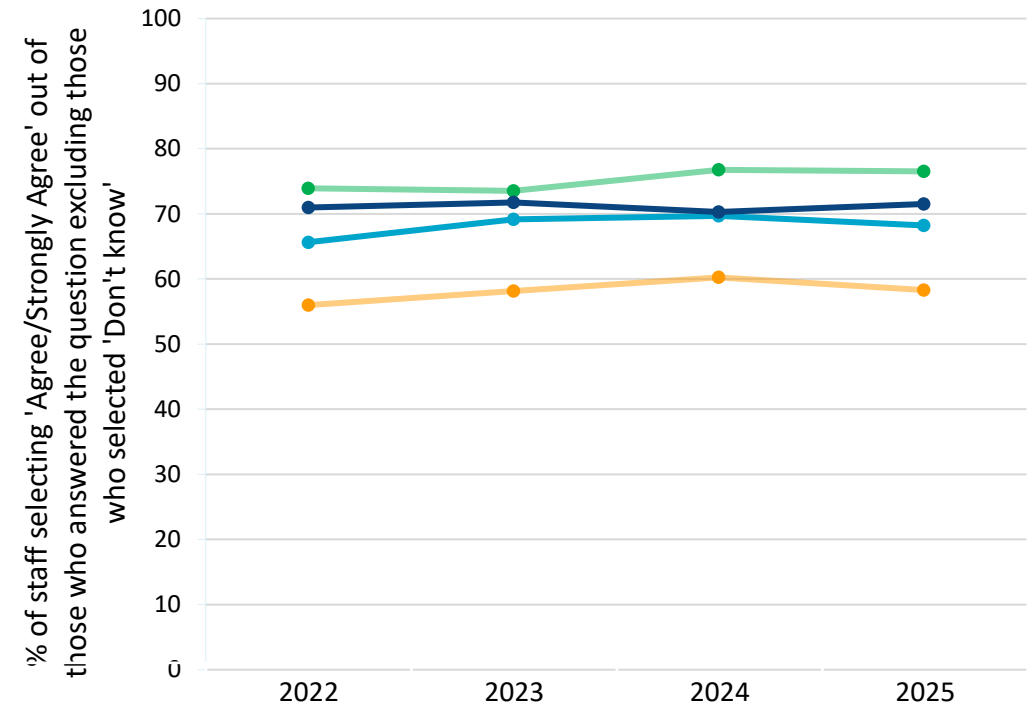
Q18 In the last month have you seen any errors, near misses, or incidents that could have hurt staff and/or patients/service users?



	2022	2023	2024	2025
Your org	28.38%	31.92%	32.10%	33.80%
Best result	15.26%	15.92%	16.42%	17.03%
Average result	24.47%	24.38%	23.28%	24.04%
Worst result	28.42%	31.92%	32.10%	33.80%

Responses 1445 1538 1705 1655

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

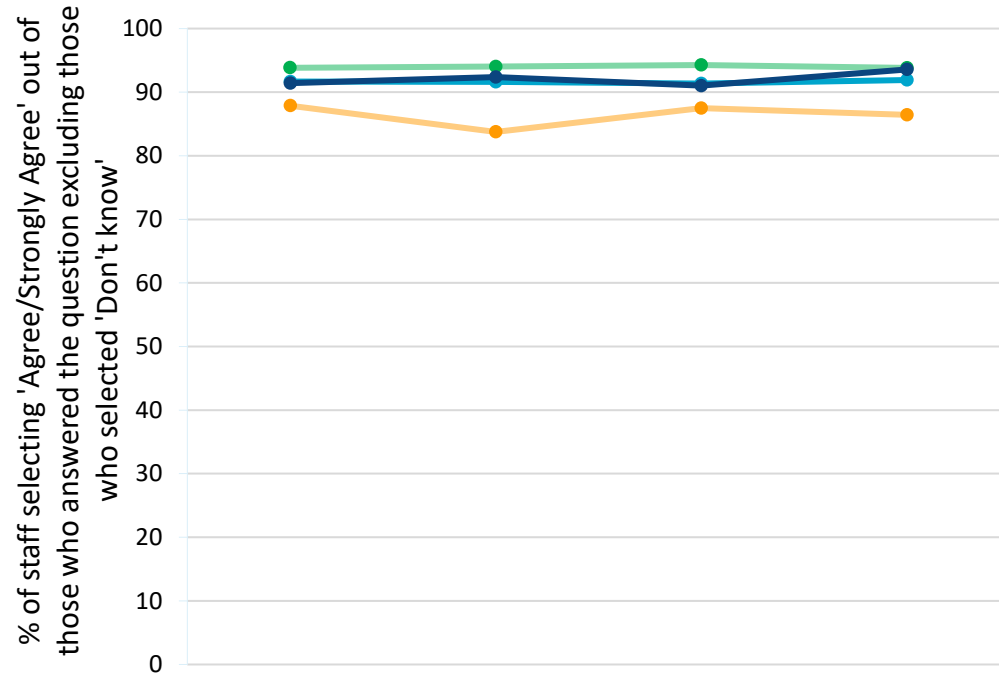


	2022	2023	2024	2025
Your org	70.97%	71.76%	70.30%	71.53%
Best result	73.92%	73.54%	76.76%	76.51%
Average result	65.65%	69.17%	69.69%	68.21%
Worst result	55.99%	58.15%	60.25%	58.28%

Responses 1132 1226 1386 1351

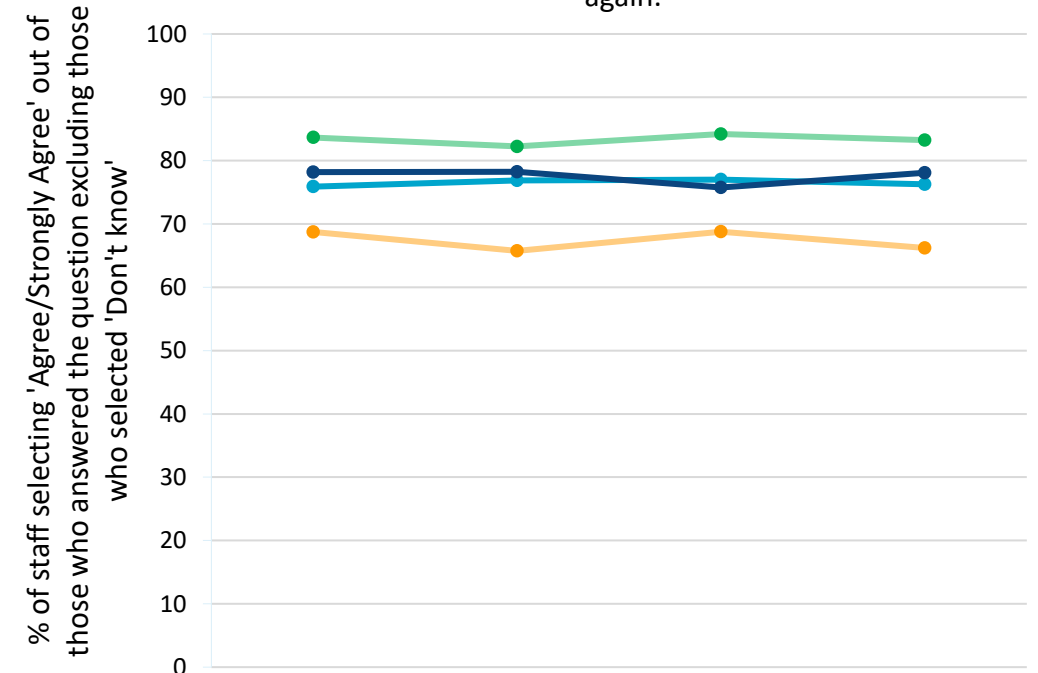


Q19b My organisation encourages us to report errors, near misses or incidents.



	2022	2023	2024	2025
Your org	91.44%	92.35%	91.03%	93.57%
Best result	93.84%	94.03%	94.26%	93.82%
Average result	91.68%	91.63%	91.35%	91.90%
Worst result	87.87%	83.74%	87.51%	86.44%
Responses	1421	1520	1702	1633

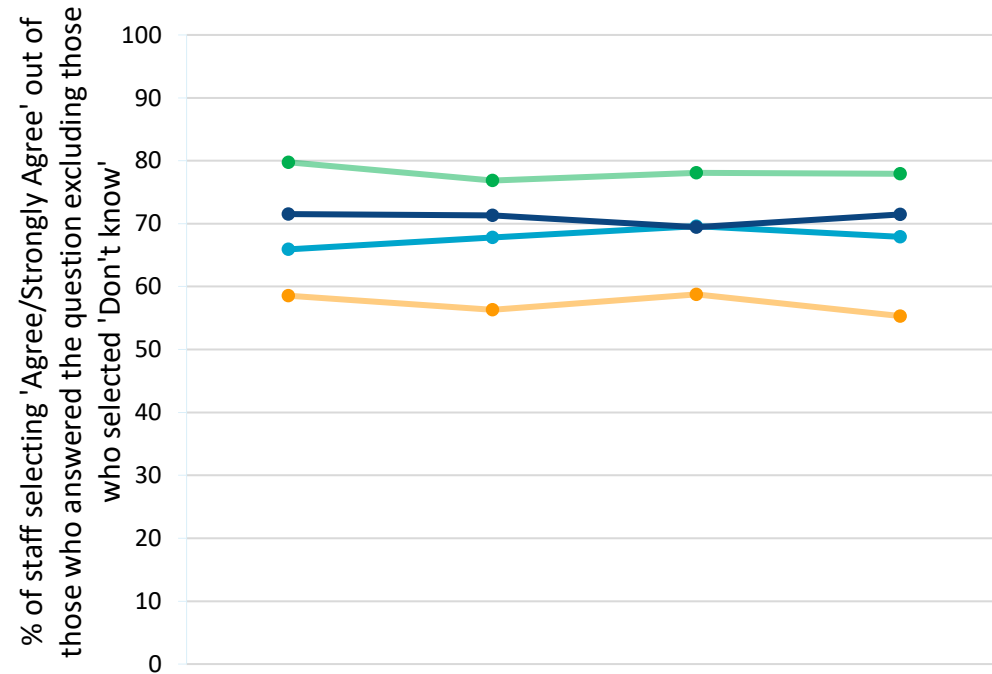
Q19c When errors, near misses or incidents are reported, my organisation takes action to ensure that they do not happen again.



	2022	2023	2024	2025
Your org	78.17%	78.24%	75.76%	78.08%
Best result	83.66%	82.25%	84.20%	83.22%
Average result	75.89%	76.85%	77.00%	76.24%
Worst result	68.72%	65.74%	68.77%	66.20%
Responses	1313	1397	1564	1506

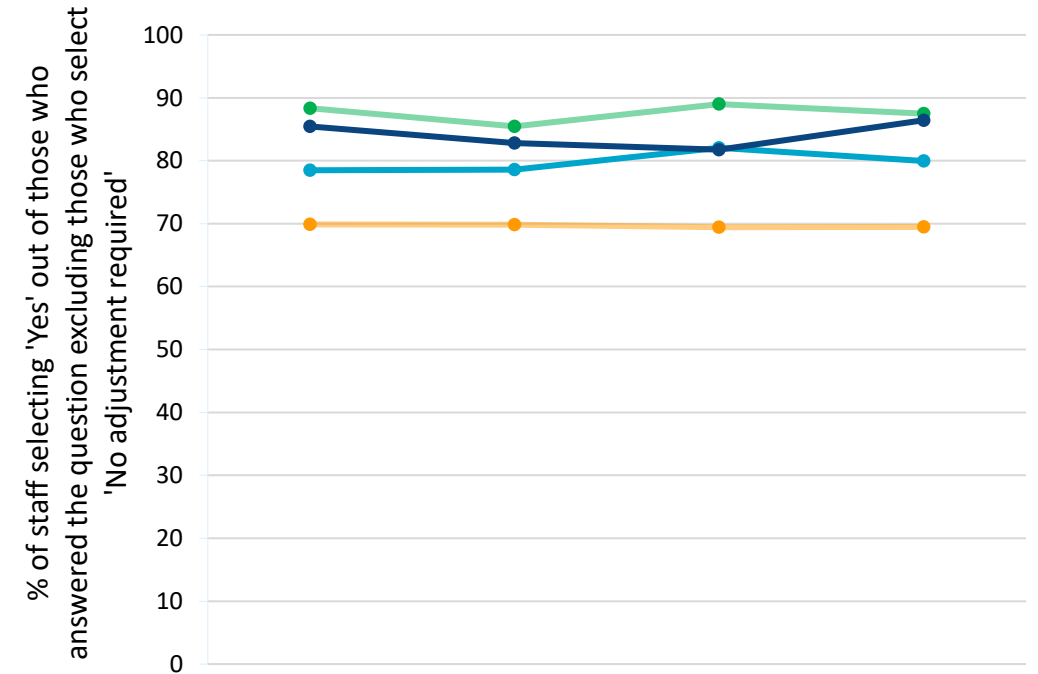


Q19d We are given feedback about changes made in response to reported errors, near misses and incidents.



	2022	2023	2024	2025
Your org	71.53%	71.34%	69.45%	71.45%
Best result	79.76%	76.86%	78.10%	77.93%
Average result	65.92%	67.81%	69.60%	67.92%
Worst result	58.53%	56.29%	58.76%	55.32%
Responses	1328	1428	1587	1533

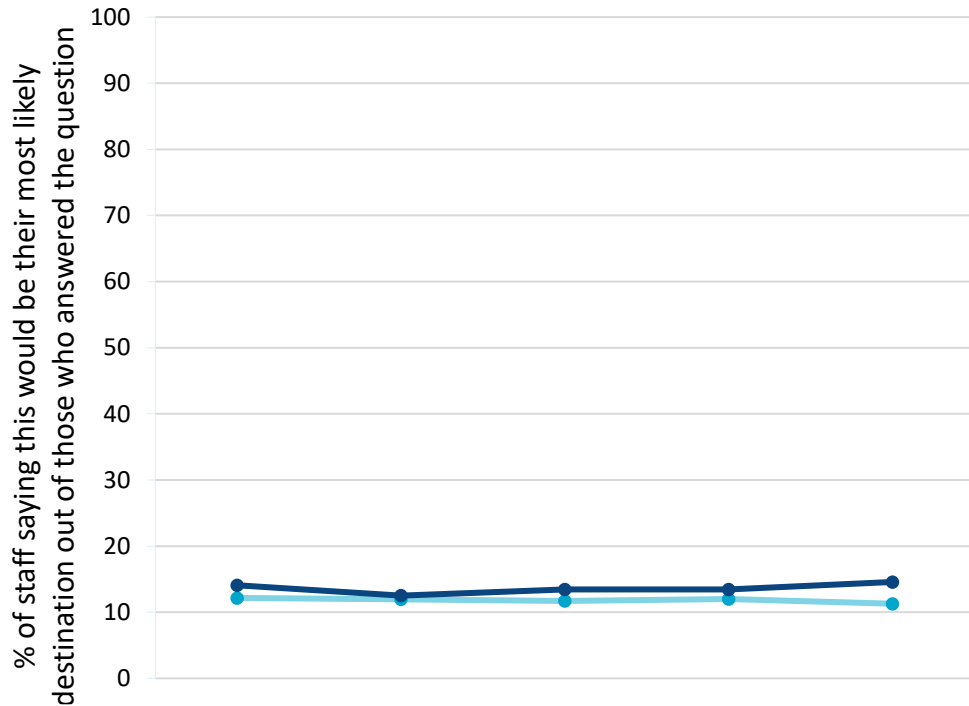
Q31b Has your employer made reasonable adjustment(s) to enable you to carry out your work?



	2022	2023	2024	2025
Your org	85.47%	82.79%	81.77%	86.44%
Best result	88.34%	85.47%	89.00%	87.47%
Average result	78.49%	78.57%	82.06%	79.94%
Worst result	69.88%	69.84%	69.44%	69.51%
Responses	279	330	351	324



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.

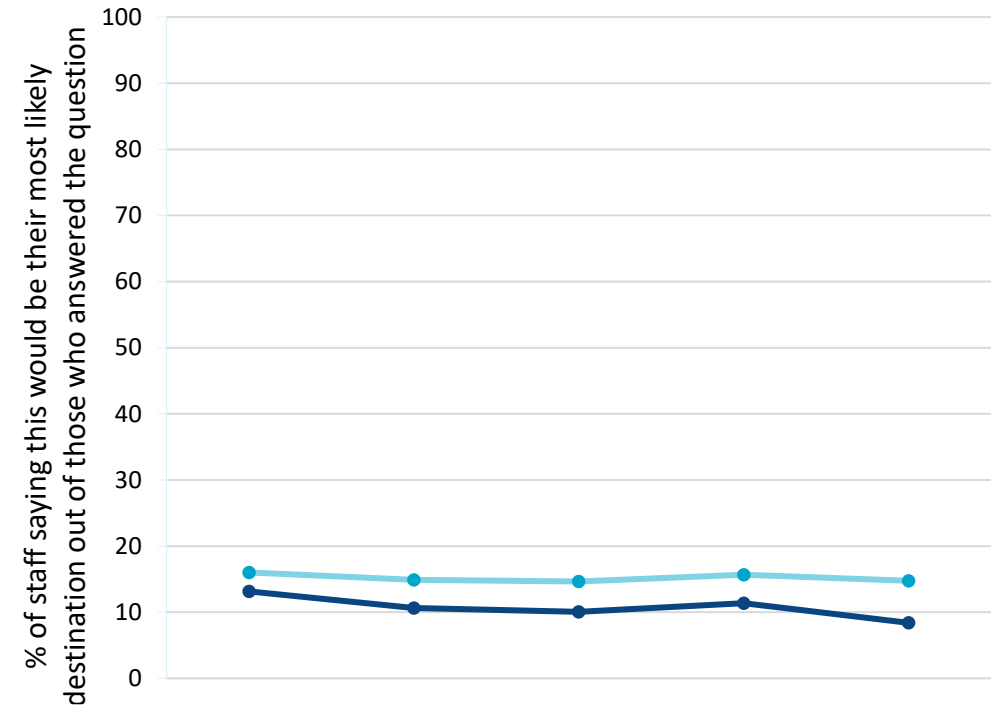


2021 2022 2023 2024 2025

Your org	14.08%	12.51%	13.45%	13.42%	14.57%
Average	12.16%	11.94%	11.68%	12.01%	11.28%

Responses 1278 1295 1375 1557 1489

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.



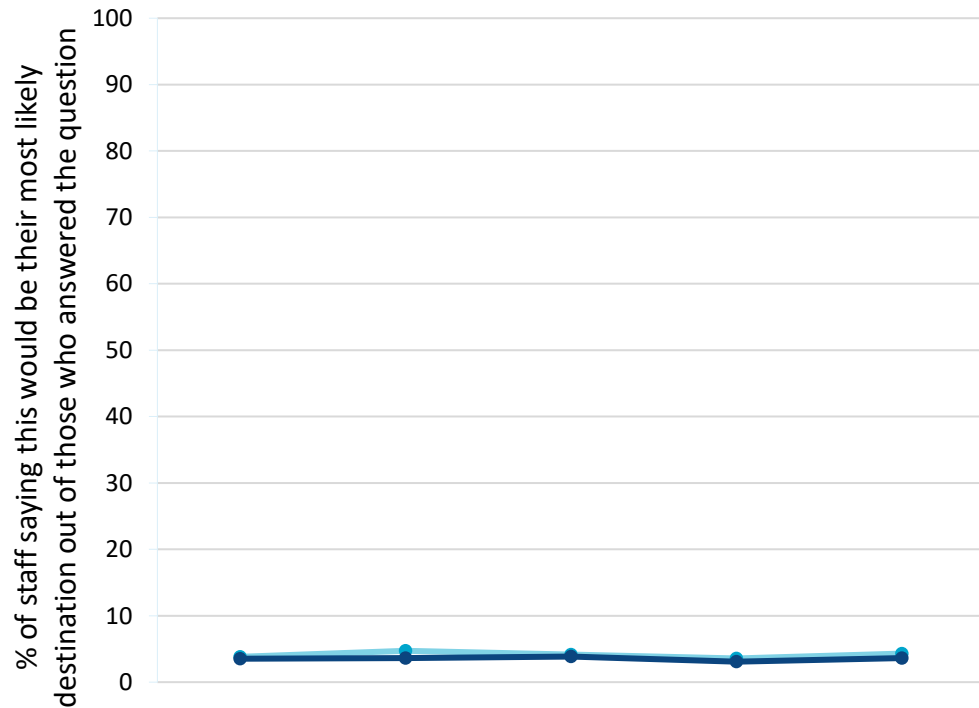
2021 2022 2023 2024 2025

Your org	13.15%	10.66%	10.04%	11.37%	8.39%
Average	16.02%	14.89%	14.65%	15.68%	14.76%

Responses 1278 1295 1375 1557 1489

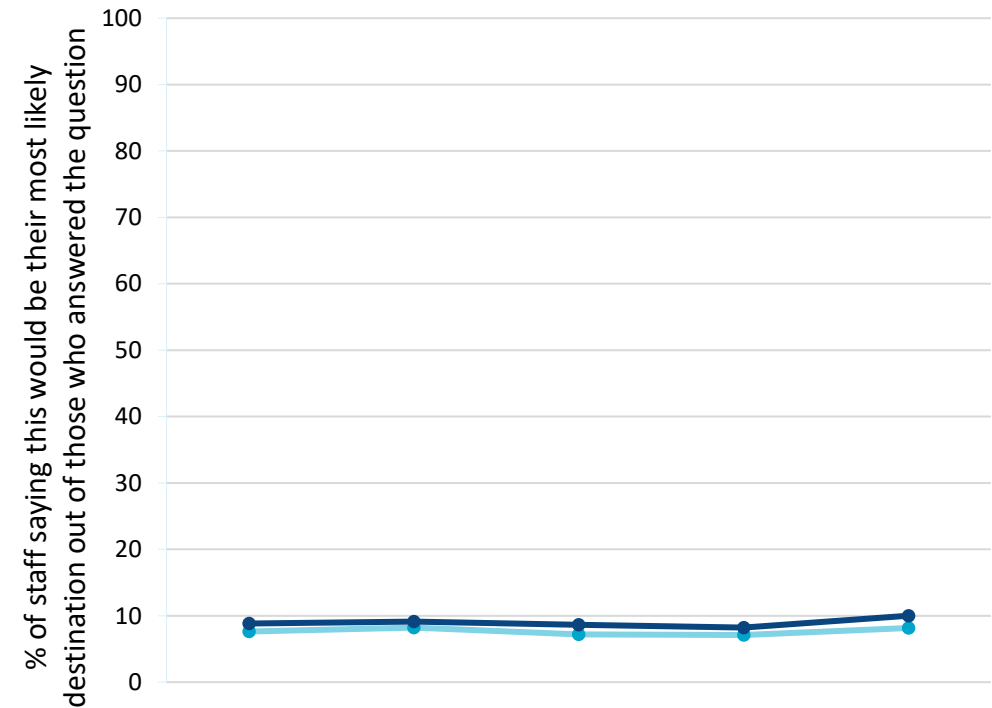


Q26d.3 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job in healthcare, but outside the NHS.



	2021	2022	2023	2024	2025
Your org	3.52%	3.63%	3.85%	3.08%	3.63%
Average	3.84%	4.72%	4.15%	3.57%	4.30%
Responses	1278	1295	1375	1557	1489

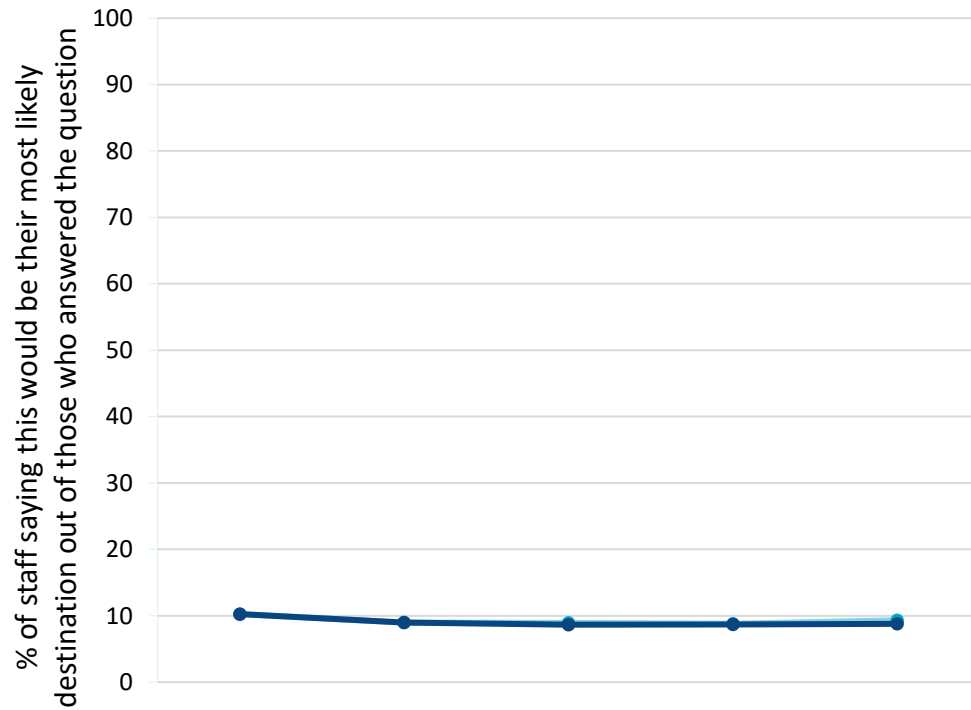
Q26d.4 If you are considering leaving your current job, what would be your most likely destination? - I would want to move to a job outside healthcare.



	2021	2022	2023	2024	2025
Your org	8.84%	9.11%	8.65%	8.22%	10.01%
Average	7.62%	8.22%	7.20%	7.10%	8.15%
Responses	1278	1295	1375	1557	1489

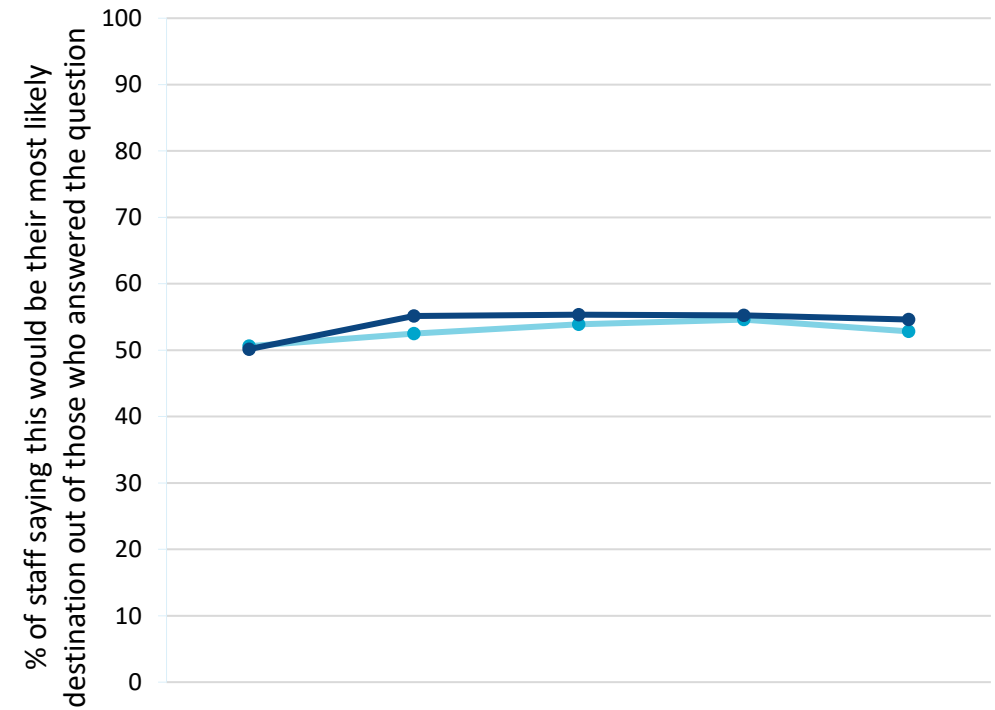


Q26d.5 If you are considering leaving your current job, what would be your most likely destination? - I would retire or take a career break.



	2021	2022	2023	2024	2025
Your org	10.25%	8.96%	8.65%	8.67%	8.80%
Average	10.25%	8.99%	8.91%	8.80%	9.31%
Responses	1278	1295	1375	1557	1489

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	50.16%	55.14%	55.35%	55.23%	54.60%
Average	50.60%	52.49%	53.91%	54.60%	52.82%
Responses	1278	1295	1375	1557	1489

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)

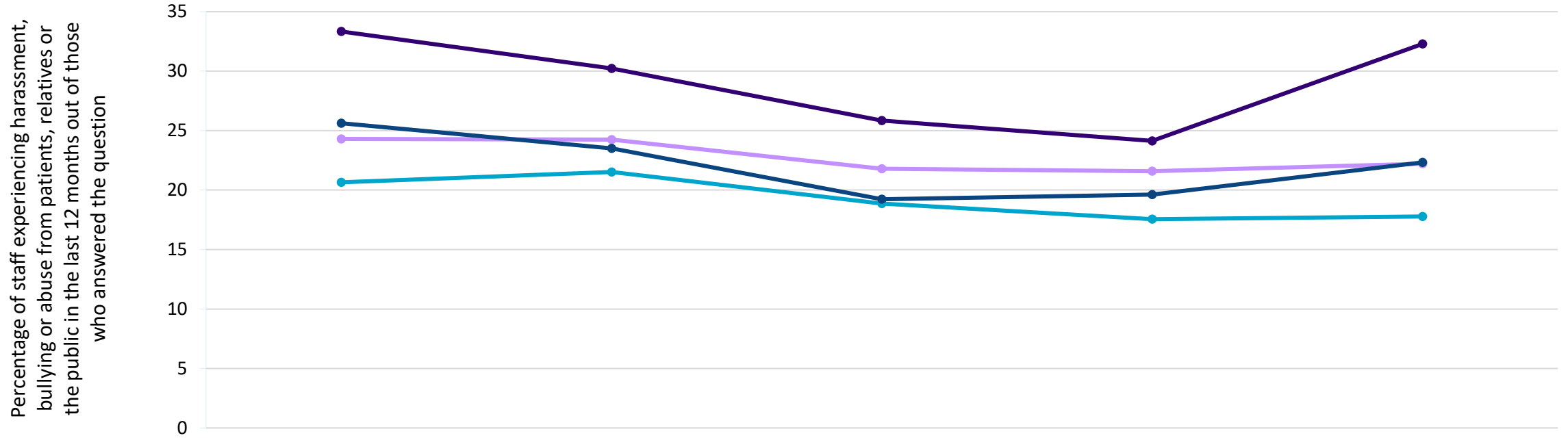
Vertical scales on the following charts vary from slide to slide and this effects how results are displayed. This allows incremental changes and small differences between results for subgroups to be more easily interpreted.

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

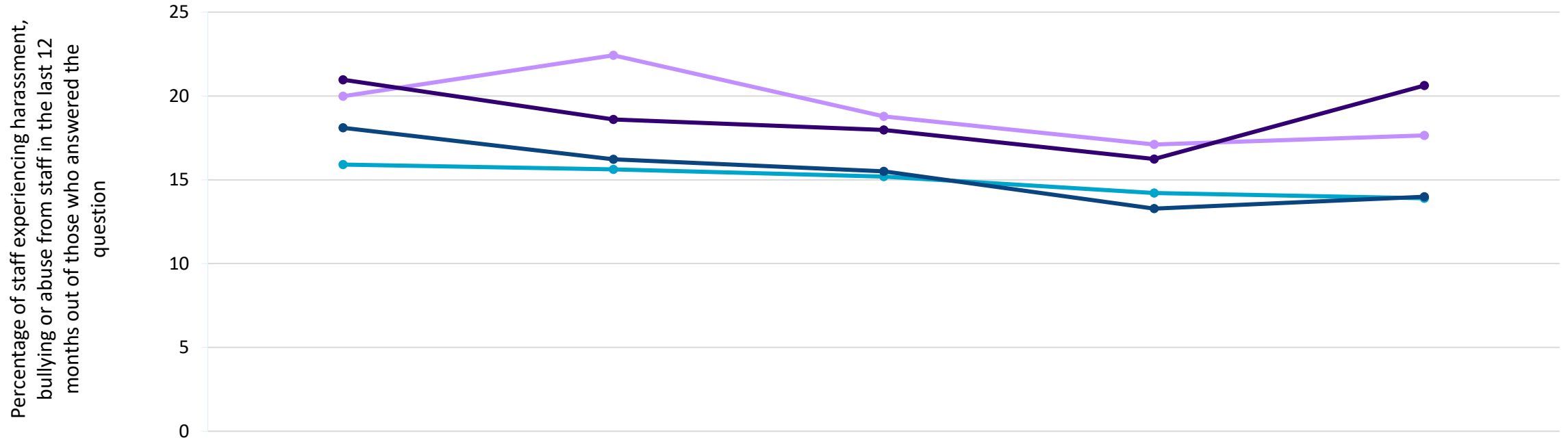


	2021	2022	2023	2024	2025
White staff: Your org	25.62%	23.51%	19.23%	19.63%	22.34%
All other ethnic groups*: Your org	33.33%	30.23%	25.84%	24.14%	32.30%
White staff: Average	20.65%	21.52%	18.86%	17.55%	17.78%
All other ethnic groups*: Average	24.30%	24.24%	21.80%	21.59%	22.22%
White staff: Responses	1323	1357	1451	1605	1473
All other ethnic groups*: Responses	63	86	89	116	161

*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

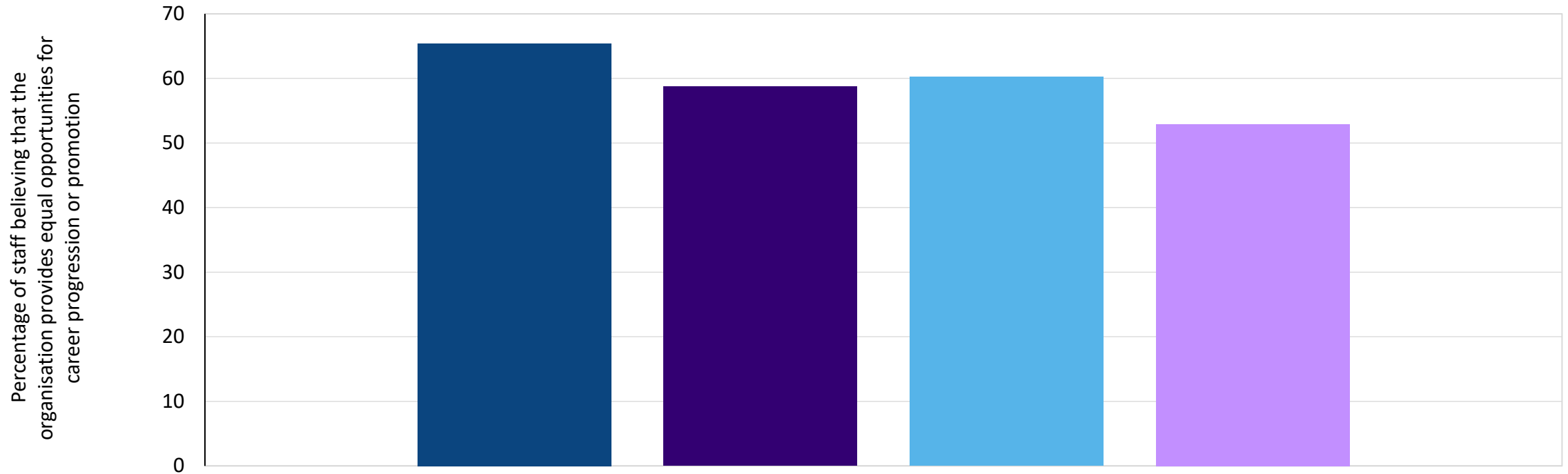


	2021	2022	2023	2024	2025
White staff: Your org	18.10%	16.22%	15.51%	13.28%	13.99%
All other ethnic groups*: Your org	20.97%	18.60%	17.98%	16.24%	20.63%
White staff: Average	15.91%	15.62%	15.19%	14.21%	13.90%
All other ethnic groups*: Average	19.99%	22.42%	18.79%	17.10%	17.65%
White staff: Responses	1326	1356	1451	1604	1473
All other ethnic groups*: Responses	62	86	89	117	160

*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	65.39%
All other ethnic groups*: Your org	58.75%
White staff: Average	60.20%
All other ethnic groups*: Average	52.91%

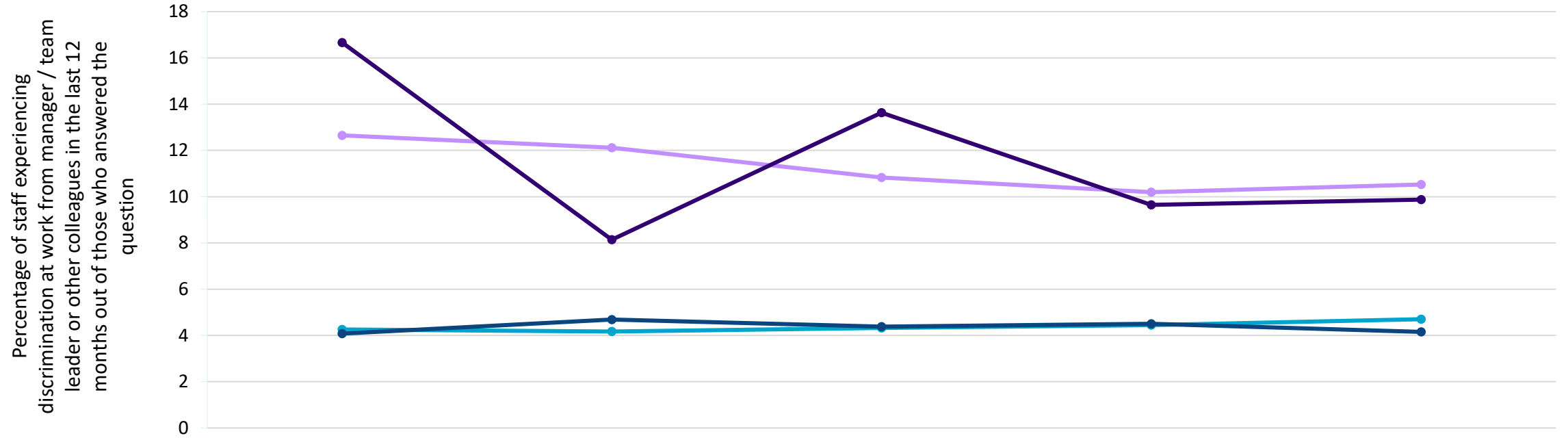
White staff: Responses 1465

All other ethnic groups*: Responses 160

*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	4.08%	4.69%	4.38%	4.51%	4.16%
All other ethnic groups*: Your org	16.67%	8.14%	13.64%	9.65%	9.88%
White staff: Average	4.26%	4.17%	4.33%	4.44%	4.70%
All other ethnic groups*: Average	12.65%	12.12%	10.83%	10.19%	10.53%
White staff: Responses	1324	1344	1437	1597	1468
All other ethnic groups*: Responses	60	86	88	114	162

*Staff from all other ethnic groups combined

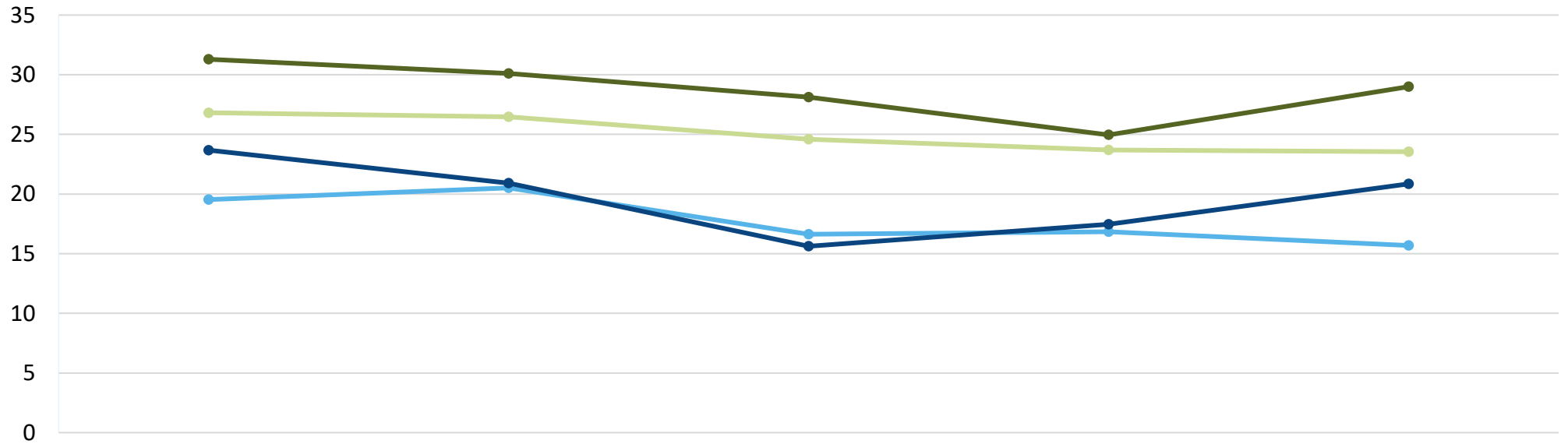
Workforce Disability Equality Standards (WDES)

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.

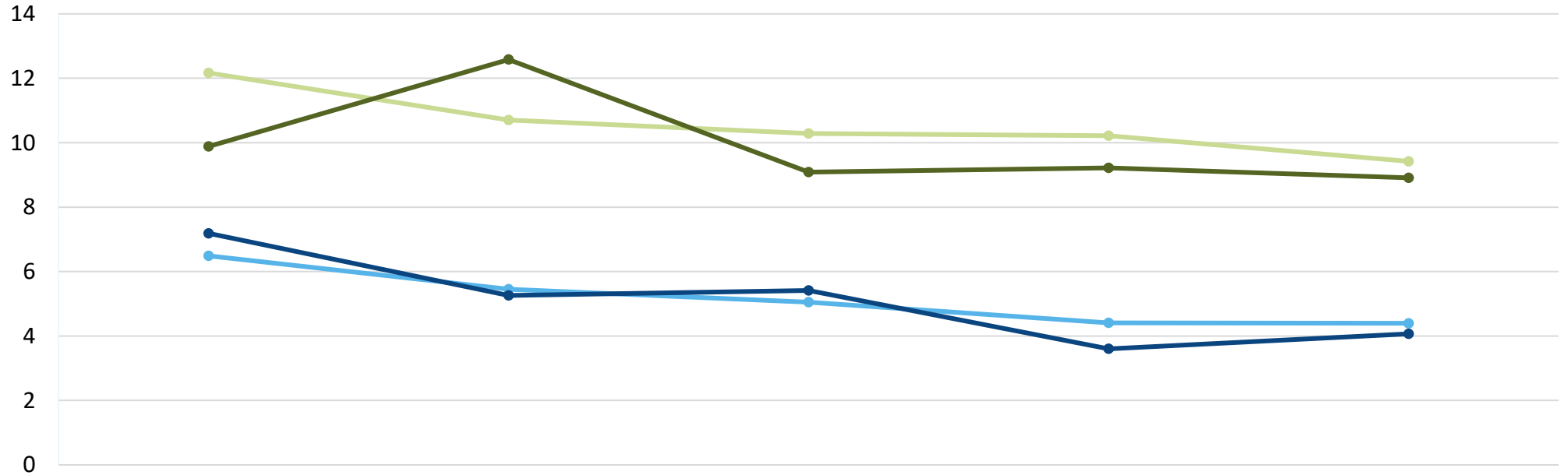


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	31.29%	30.11%	28.11%	24.95%	28.99%
Staff without a LTC or illness: Your org	23.68%	20.91%	15.62%	17.47%	20.84%
Staff with a LTC or illness: Average	26.81%	26.46%	24.59%	23.69%	23.55%
Staff without a LTC or illness: Average	19.53%	20.51%	16.64%	16.83%	15.69%
Staff with a LTC or illness: Responses	425	465	498	553	507
Staff without a LTC or illness: Responses	963	971	1037	1168	1137

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.

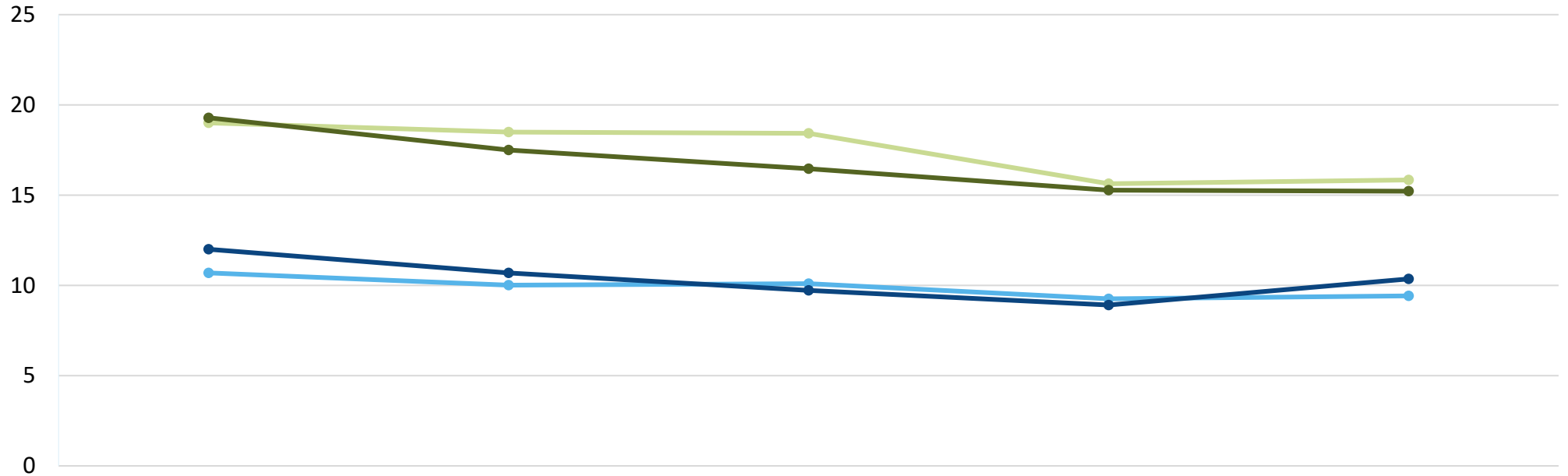


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	9.88%	12.58%	9.09%	9.22%	8.91%
Staff without a LTC or illness: Your org	7.19%	5.26%	5.42%	3.60%	4.07%
Staff with a LTC or illness: Average	12.17%	10.71%	10.28%	10.22%	9.42%
Staff without a LTC or illness: Average	6.49%	5.45%	5.05%	4.41%	4.40%
Staff with a LTC or illness: Responses	425	461	495	553	505
Staff without a LTC or illness: Responses	960	970	1034	1166	1130

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.

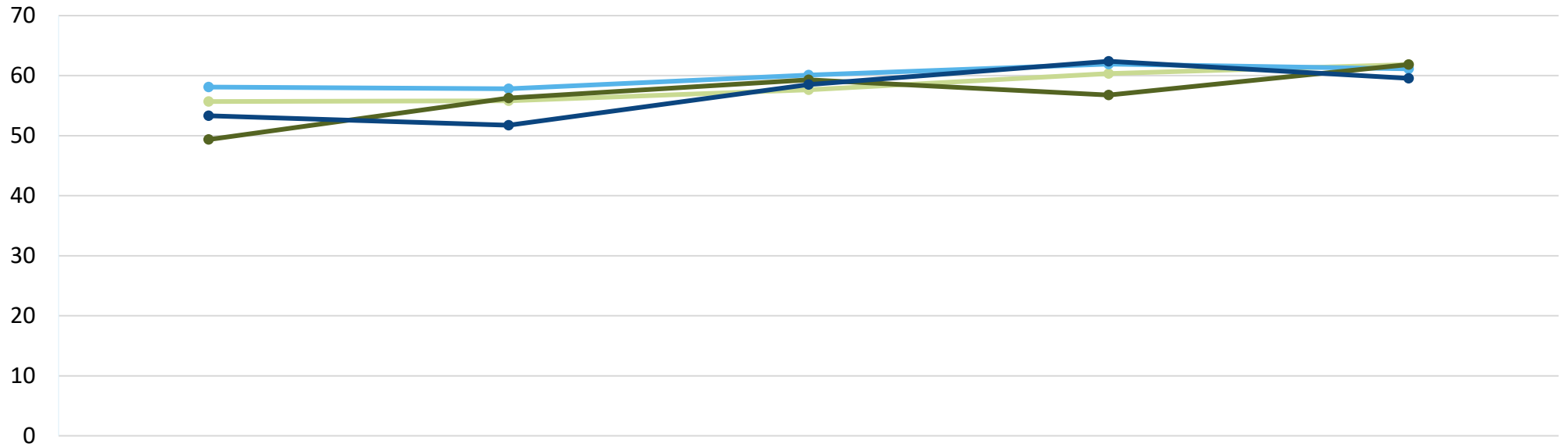


	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	19.29%	17.51%	16.46%	15.27%	15.22%
Staff without a LTC or illness: Your org	12.00%	10.70%	9.72%	8.91%	10.35%
Staff with a LTC or illness: Average	19.00%	18.49%	18.43%	15.63%	15.85%
Staff without a LTC or illness: Average	10.69%	10.01%	10.10%	9.26%	9.42%
Staff with a LTC or illness: Responses	420	457	492	550	506
Staff without a LTC or illness: Responses	950	963	1029	1167	1130

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

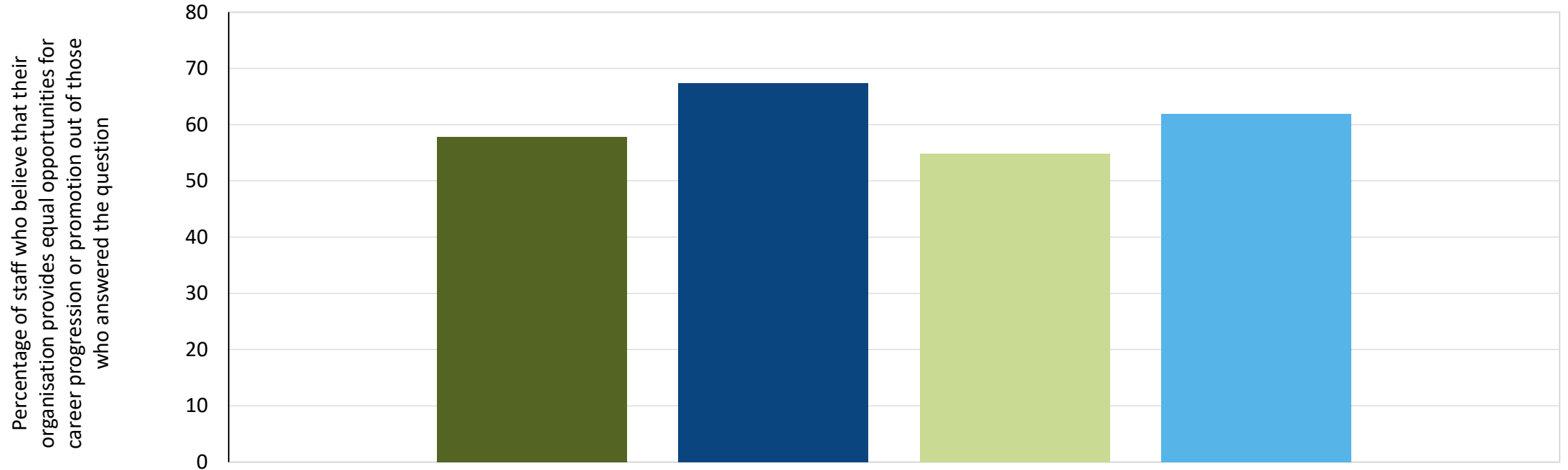
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	49.35%	56.25%	59.30%	56.76%	61.85%
Staff without a LTC or illness: Your org	53.33%	51.74%	58.52%	62.40%	59.56%
Staff with a LTC or illness: Average	55.68%	55.80%	57.63%	60.34%	61.85%
Staff without a LTC or illness: Average	58.08%	57.82%	60.10%	61.93%	61.15%
Staff with a LTC or illness: Responses	154	176	172	185	173
Staff without a LTC or illness: Responses	270	230	229	242	272

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.



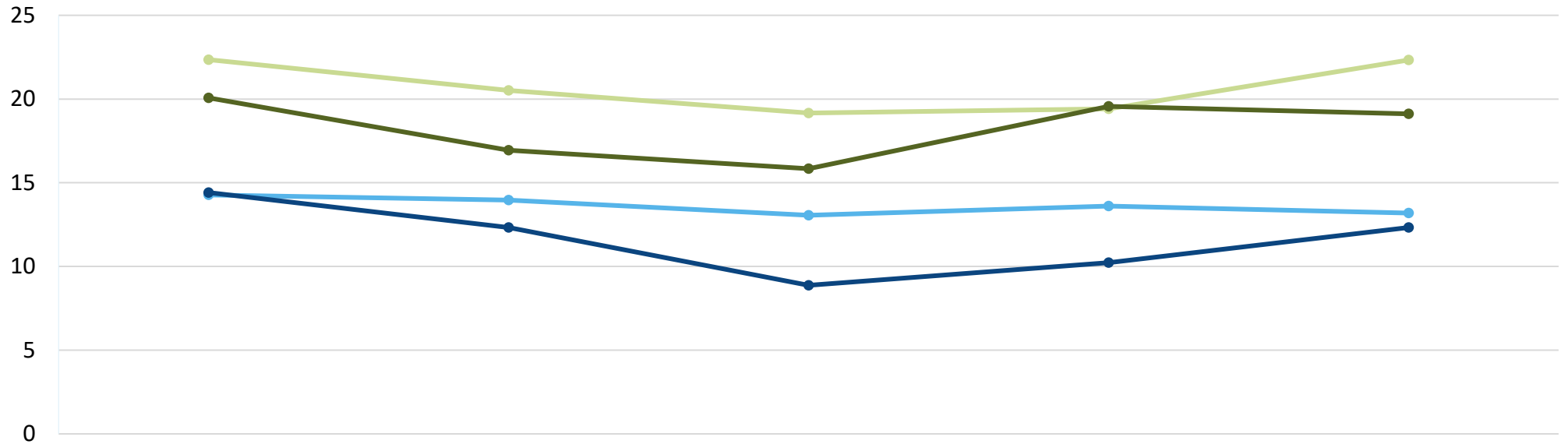
2025

Staff with a LTC or illness: Your org	57.77%
Staff without a LTC or illness: Your org	67.31%
Staff with a LTC or illness: Average	54.82%
Staff without a LTC or illness: Average	61.90%
Staff with a LTC or illness: Responses	502
Staff without a LTC or illness: Responses	1132

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

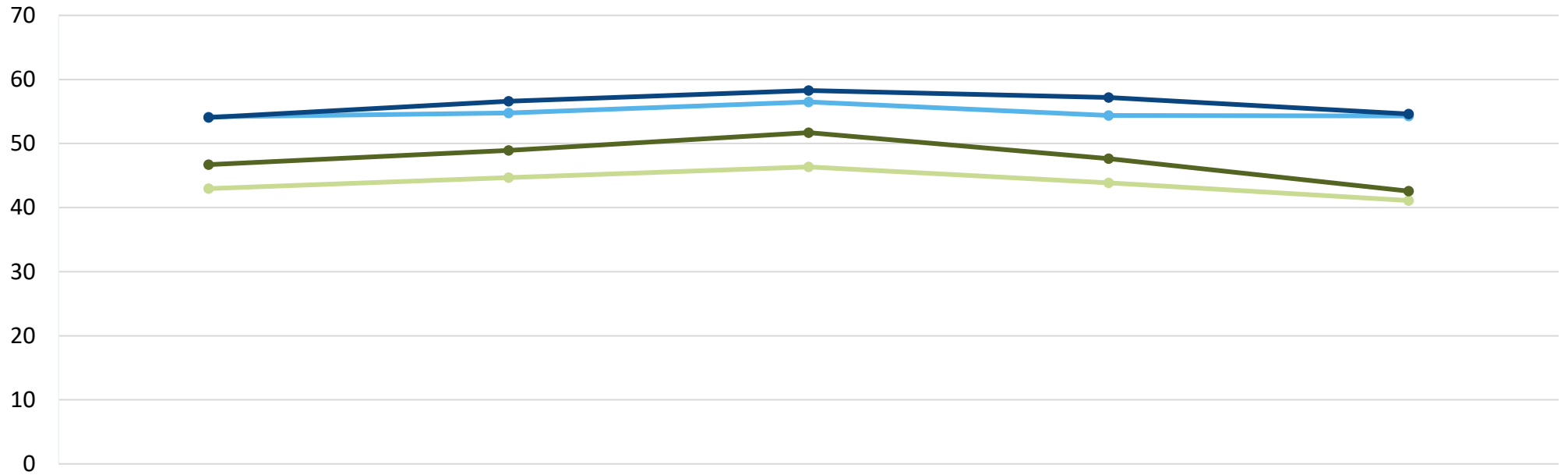
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.



	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	20.07%	16.94%	15.84%	19.56%	19.11%
Staff without a LTC or illness: Your org	14.41%	12.33%	8.87%	10.23%	12.33%
Staff with a LTC or illness: Average	22.35%	20.51%	19.16%	19.41%	22.33%
Staff without a LTC or illness: Average	14.27%	13.97%	13.06%	13.60%	13.19%
Staff with a LTC or illness: Responses	289	301	322	363	314
Staff without a LTC or illness: Responses	444	446	462	557	503

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

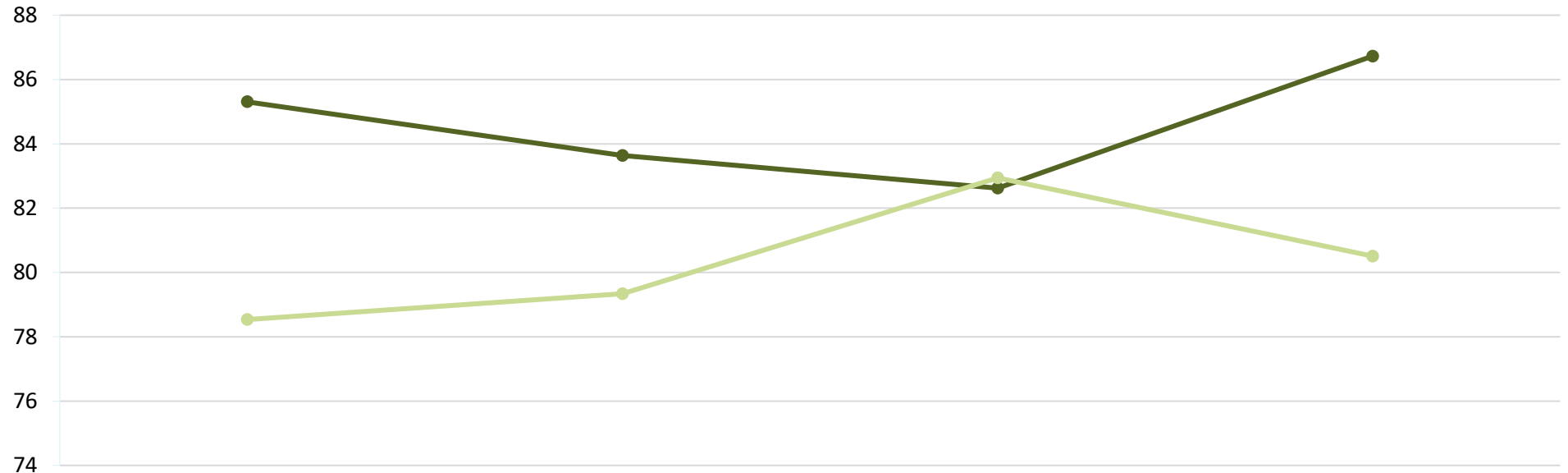
Percentage of staff satisfied with the extent to which their organisation values their work.



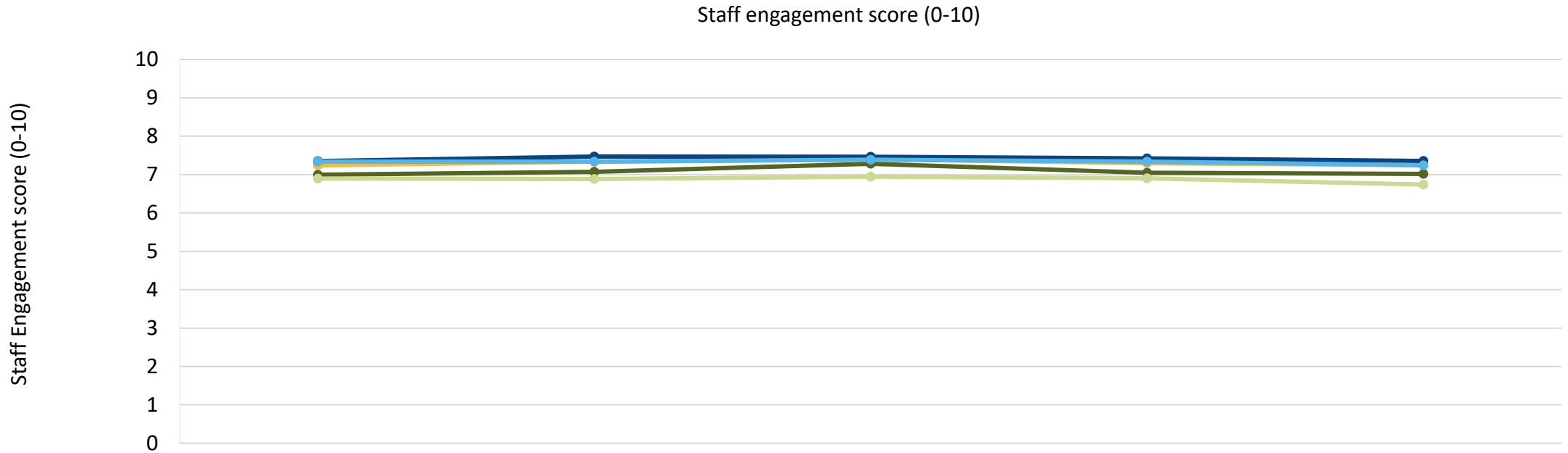
	2021	2022	2023	2024	2025
Staff with a LTC or illness: Your org	46.70%	48.91%	51.70%	47.64%	42.57%
Staff without a LTC or illness: Your org	54.06%	56.58%	58.28%	57.17%	54.61%
Staff with a LTC or illness: Average	42.95%	44.69%	46.35%	43.85%	41.11%
Staff without a LTC or illness: Average	54.16%	54.77%	56.49%	54.36%	54.29%
Staff with a LTC or illness: Responses	424	460	499	550	505
Staff without a LTC or illness: Responses	960	972	1033	1165	1139

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	85.30%	83.64%	82.62%	86.73%
Staff with a LTC or illness: Average	78.54%	79.34%	82.94%	80.51%
Staff with a LTC or illness: Responses	279	330	351	324



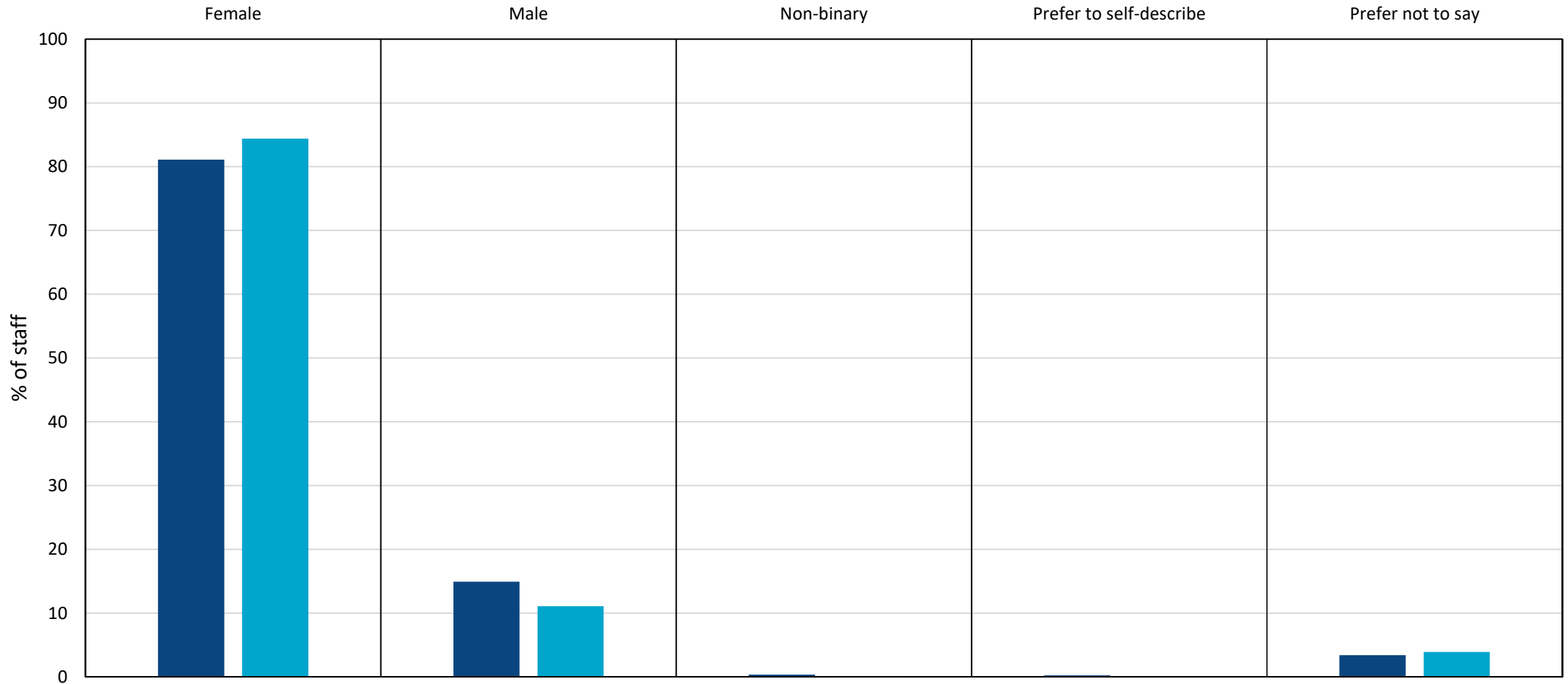
	2021	2022	2023	2024	2025
Organisation average	7.24	7.34	7.40	7.30	7.25
Staff with a LTC or illness: Your org	7.00	7.07	7.28	7.05	7.02
Staff without a LTC or illness: Your org	7.35	7.47	7.46	7.42	7.36
Staff with a LTC or illness: Average	6.89	6.88	6.95	6.90	6.74
Staff without a LTC or illness: Average	7.34	7.34	7.39	7.34	7.24
Staff with a LTC or illness: Responses	428	465	501	553	508
Staff without a LTC or illness: Responses	966	976	1039	1171	1140

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.

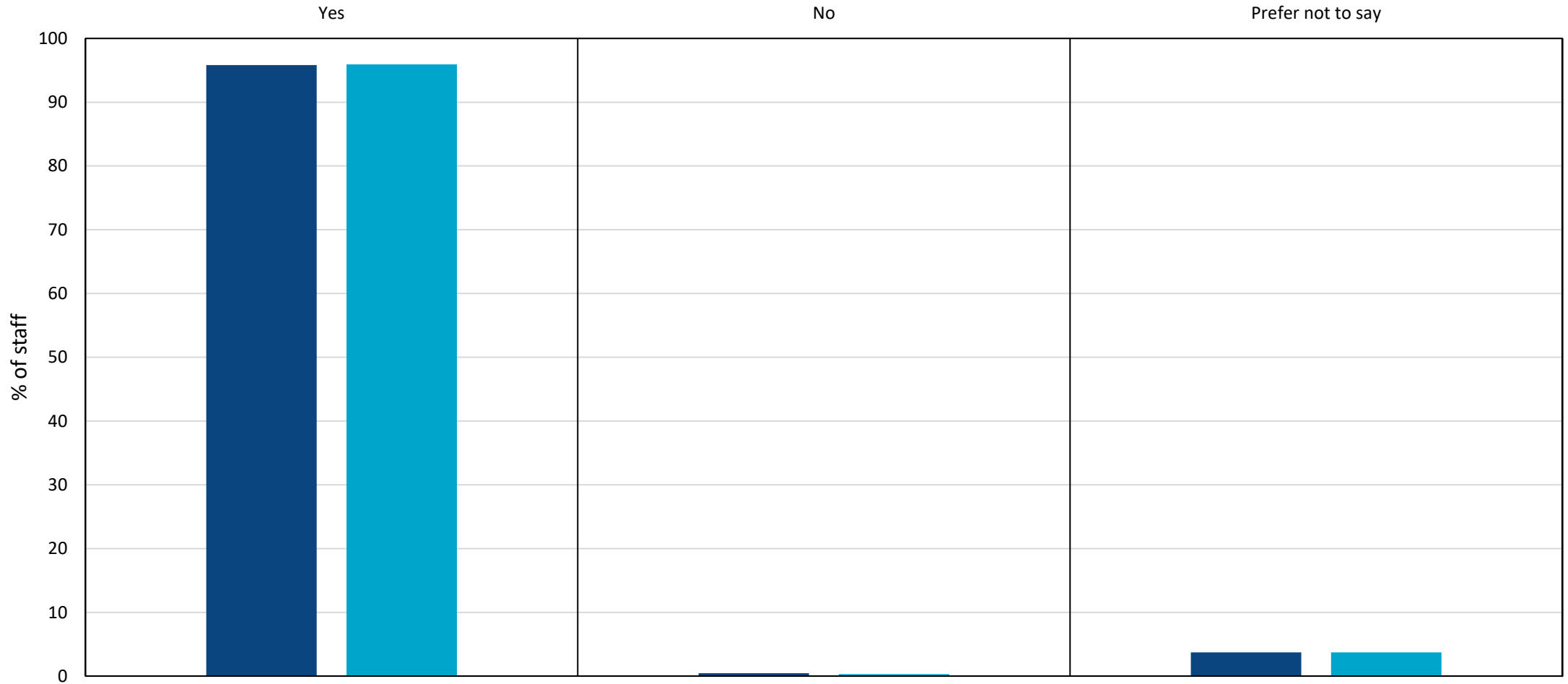
Background details - Which of the following best describes you?



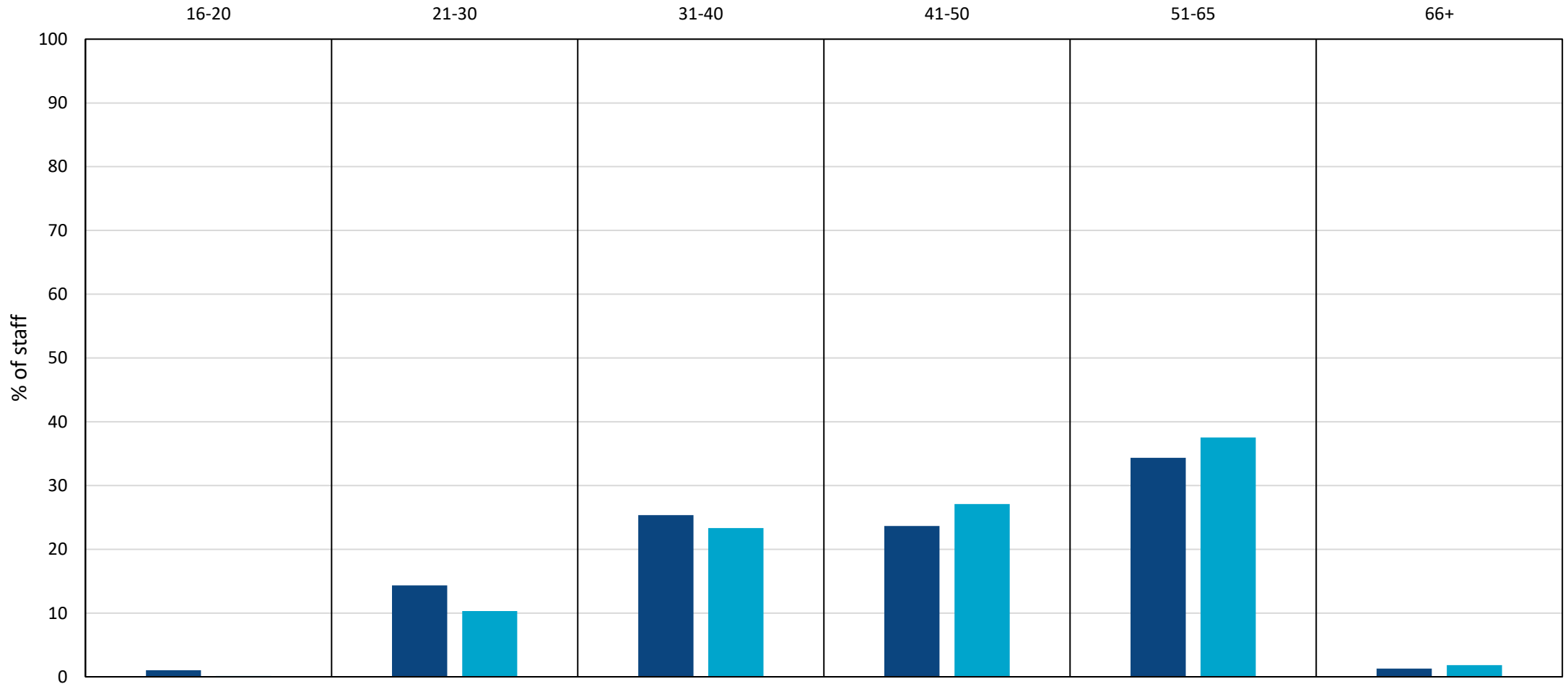
	Female	Male	Non-binary	Prefer to self-describe	Prefer not to say
Your org	81.11%	14.91%	0.36%	0.24%	3.38%
Average	84.39%	11.08%	0.13%	0.00%	3.91%
Responses	1657	1657	1657	1657	1657



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



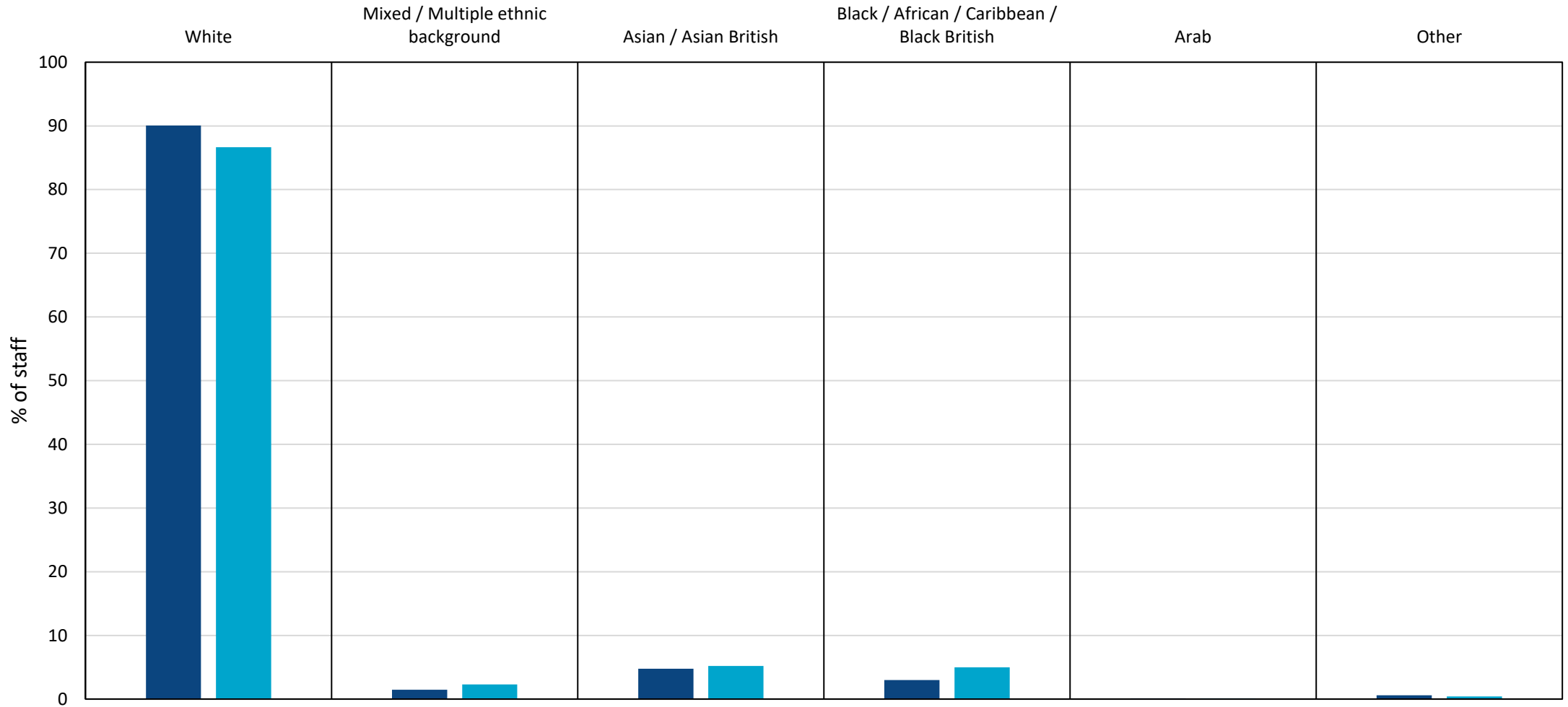
Your org	95.83%	0.45%	3.73%
Average	95.92%	0.30%	3.73%
Responses	1557	1557	1557



	16-20	21-30	31-40	41-50	51-65	66+
Your org	1.04%	14.33%	25.37%	23.66%	34.33%	1.28%
Average	0.12%	10.32%	23.32%	27.09%	37.54%	1.83%
Responses	1640	1640	1640	1640	1640	1640

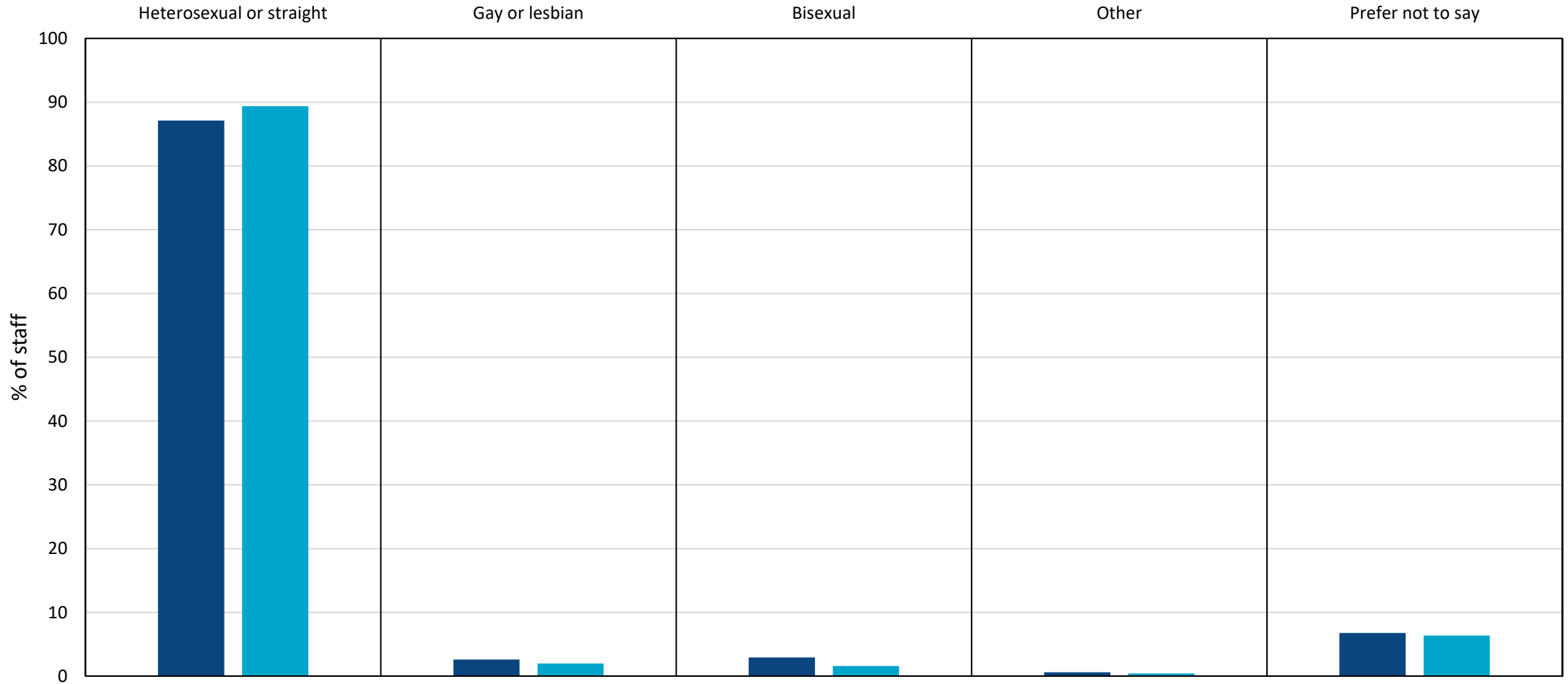


Background details - Ethnic group



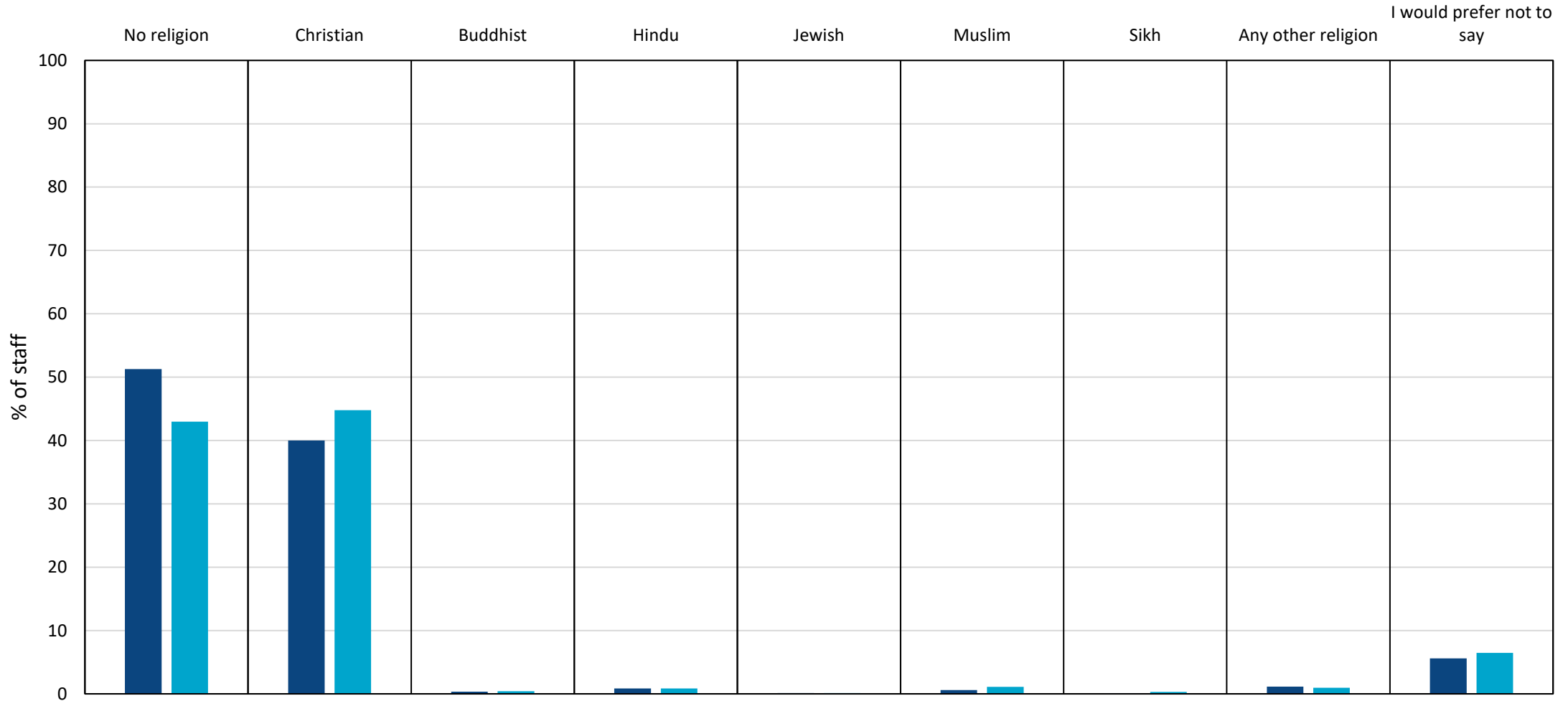
Your org	90.06%	1.46%	4.76%	2.99%	0.12%	0.61%
Average	86.63%	2.31%	5.19%	4.99%	0.12%	0.43%
Responses	1640	1640	1640	1640	1640	1640

Background details - Sexual orientation



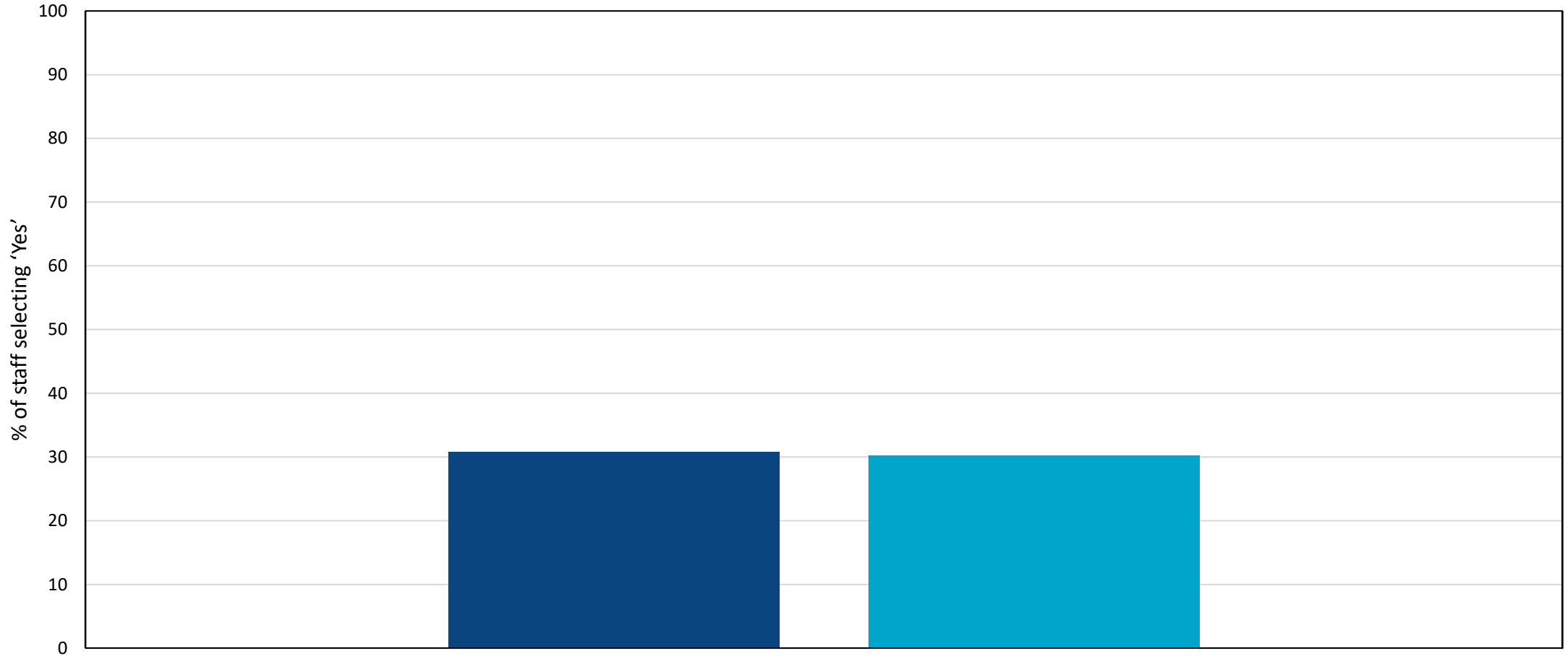
Responses	1654	1654	1654	1654	1654
Your org	87.12%	2.60%	2.90%	0.60%	6.77%
Average	89.36%	1.97%	1.59%	0.43%	6.38%

Background details - Religion or belief



Your org	51.27%	40.00%	0.36%	0.84%	0.12%	0.60%	0.06%	1.14%	5.60%
Average	42.98%	44.79%	0.42%	0.84%	0.12%	1.10%	0.30%	0.96%	6.47%
Responses	1660	1660	1660	1660	1660	1660	1660	1660	1660

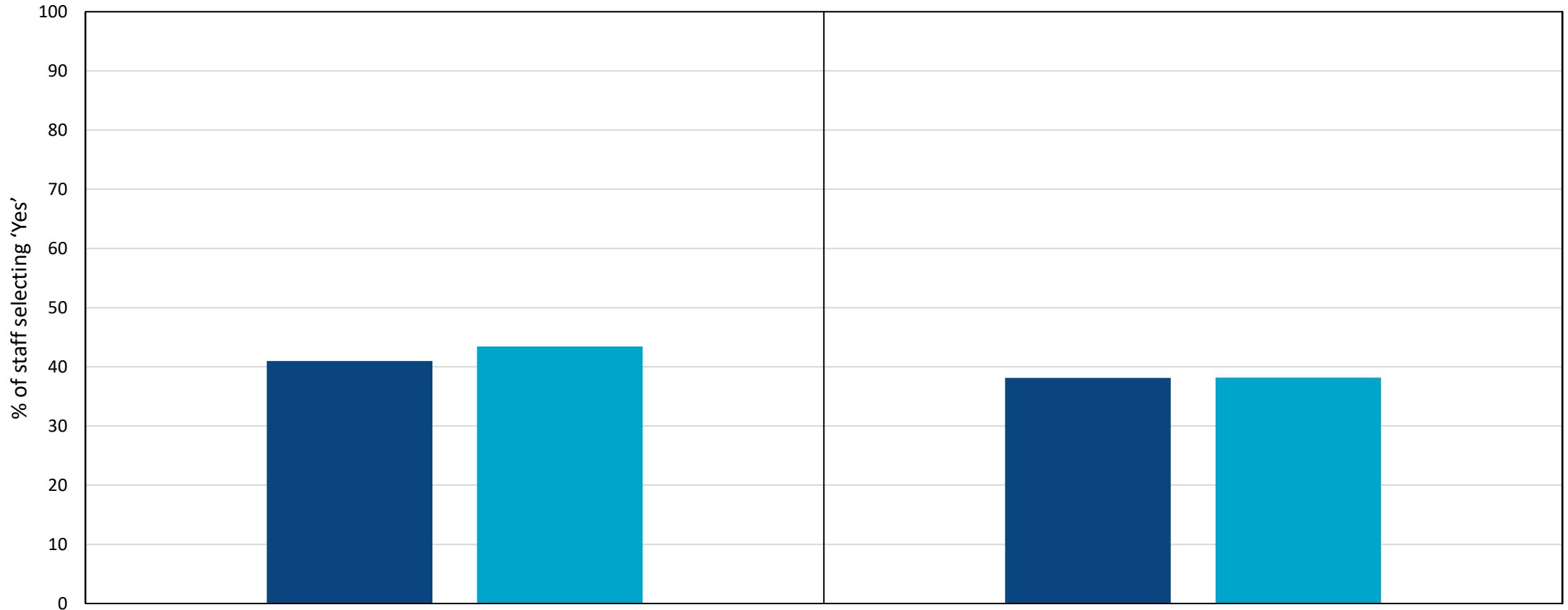
Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?



Your org	30.79%
Average	30.14%
Responses	1650

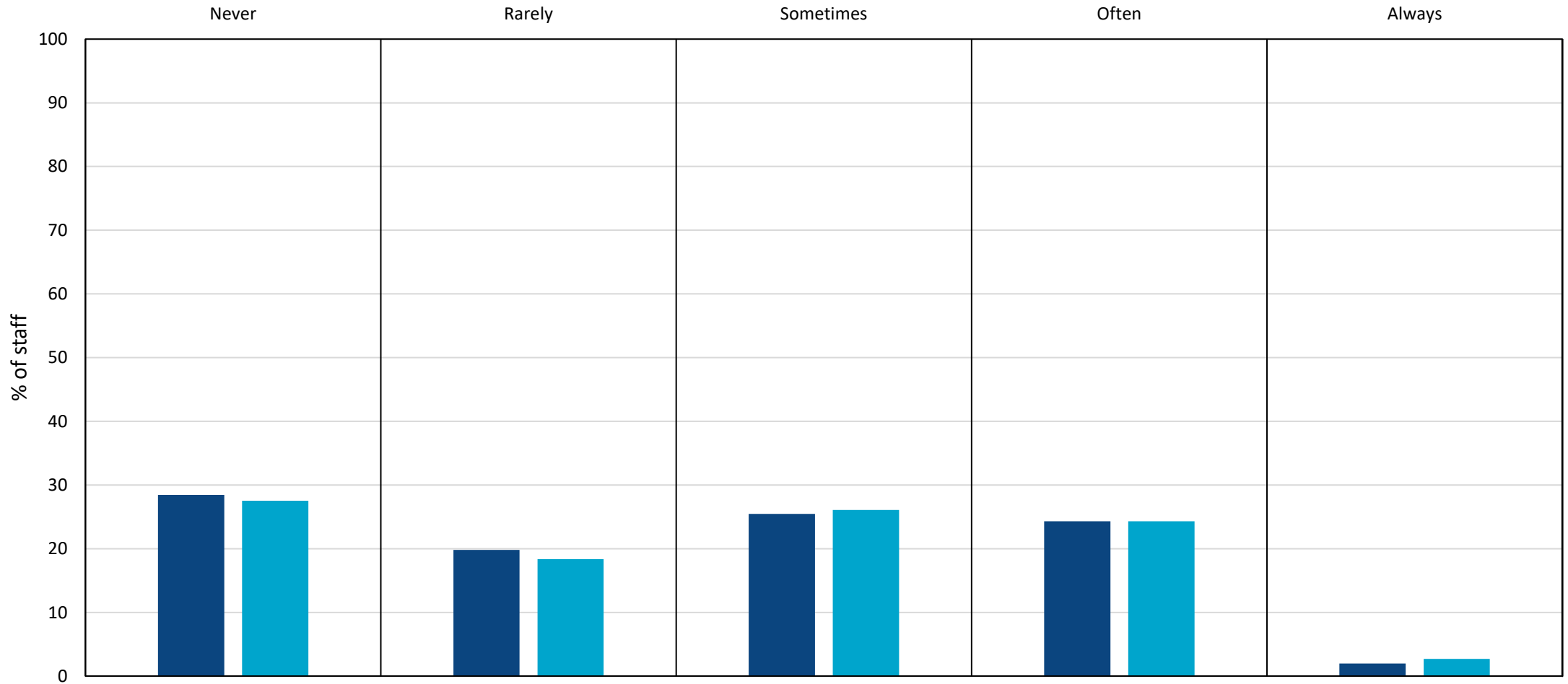
Do you have any children aged from 0 to 17 living at home with you or who you have regular caring responsibility for?

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.



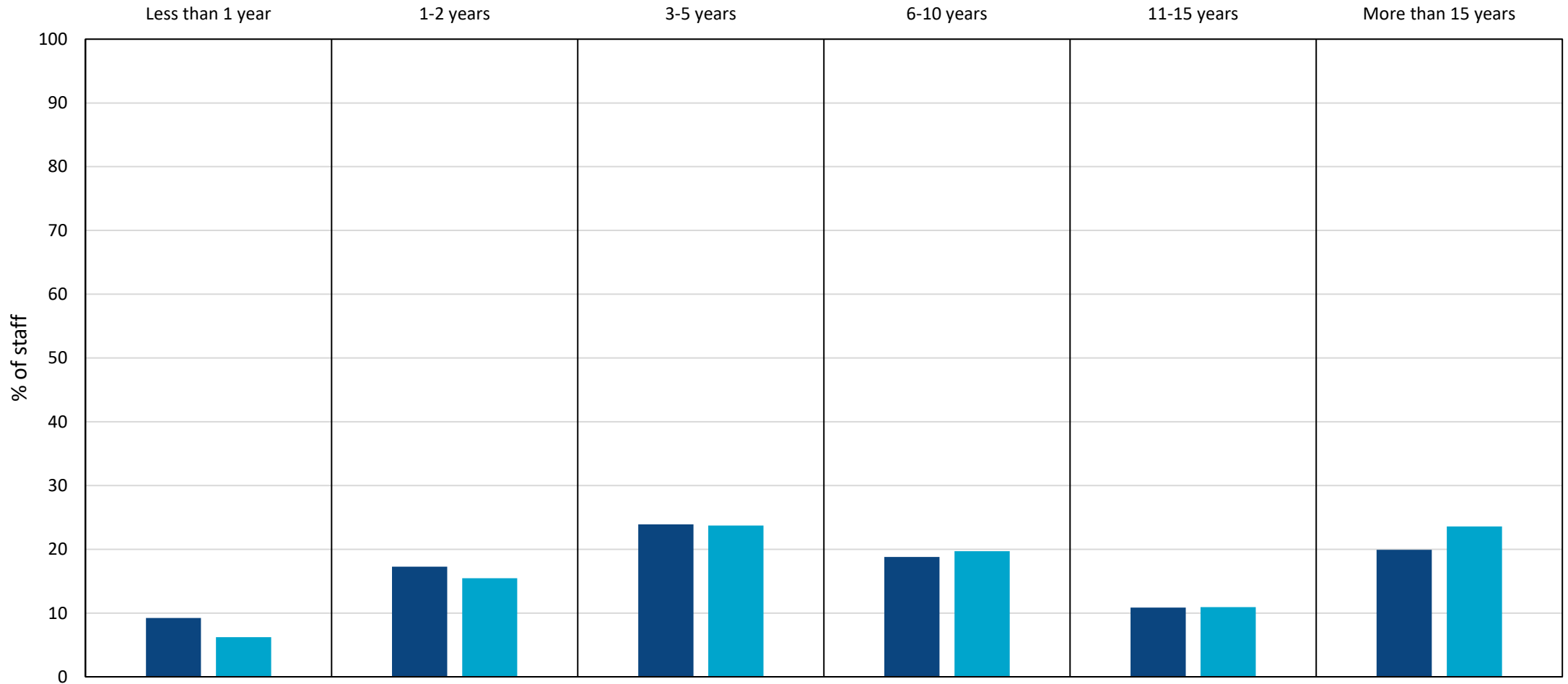
Your org	40.99%	38.14%
Average	43.42%	38.15%
Responses	1649	1652

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



	Never	Rarely	Sometimes	Often	Always
Your org	28.45%	19.81%	25.45%	24.31%	1.98%
Average	27.52%	18.35%	26.07%	24.31%	2.71%
Responses	1666	1666	1666	1666	1666

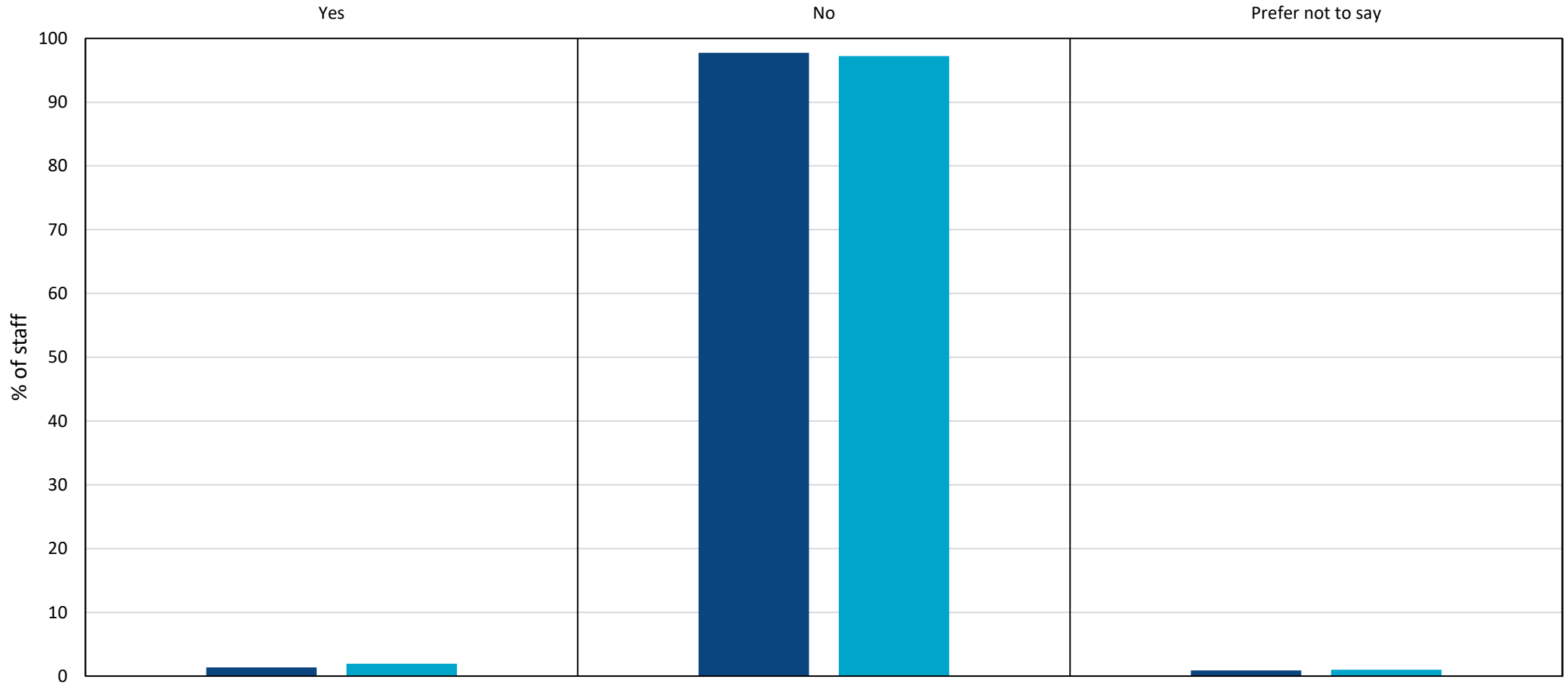
Background details - Length of service



Your org	9.24%	17.29%	23.89%	18.79%	10.86%	19.93%
Average	6.22%	15.47%	23.74%	19.70%	10.95%	23.57%
Responses	1666	1666	1666	1666	1666	1666

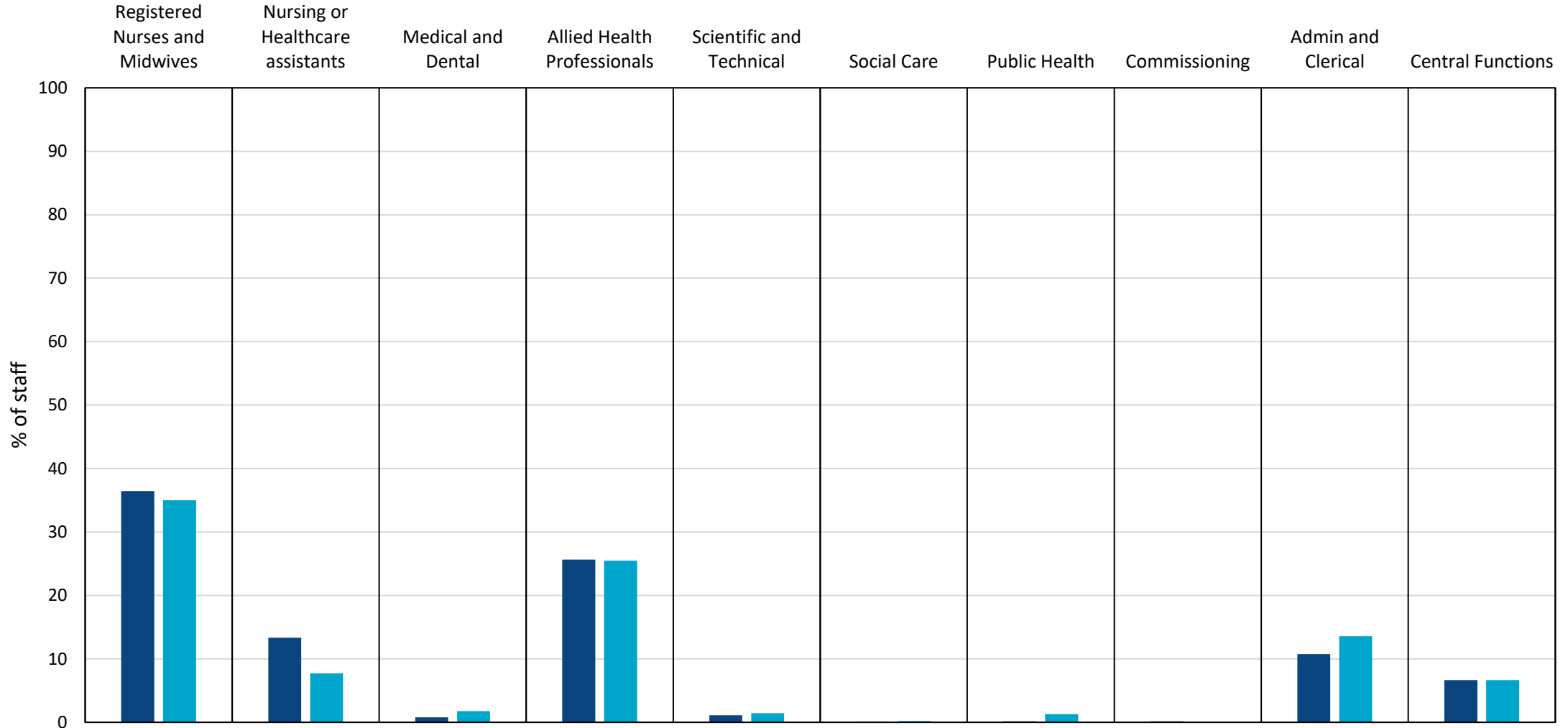


Background details - When you joined this organisation, were you recruited from outside of the UK?



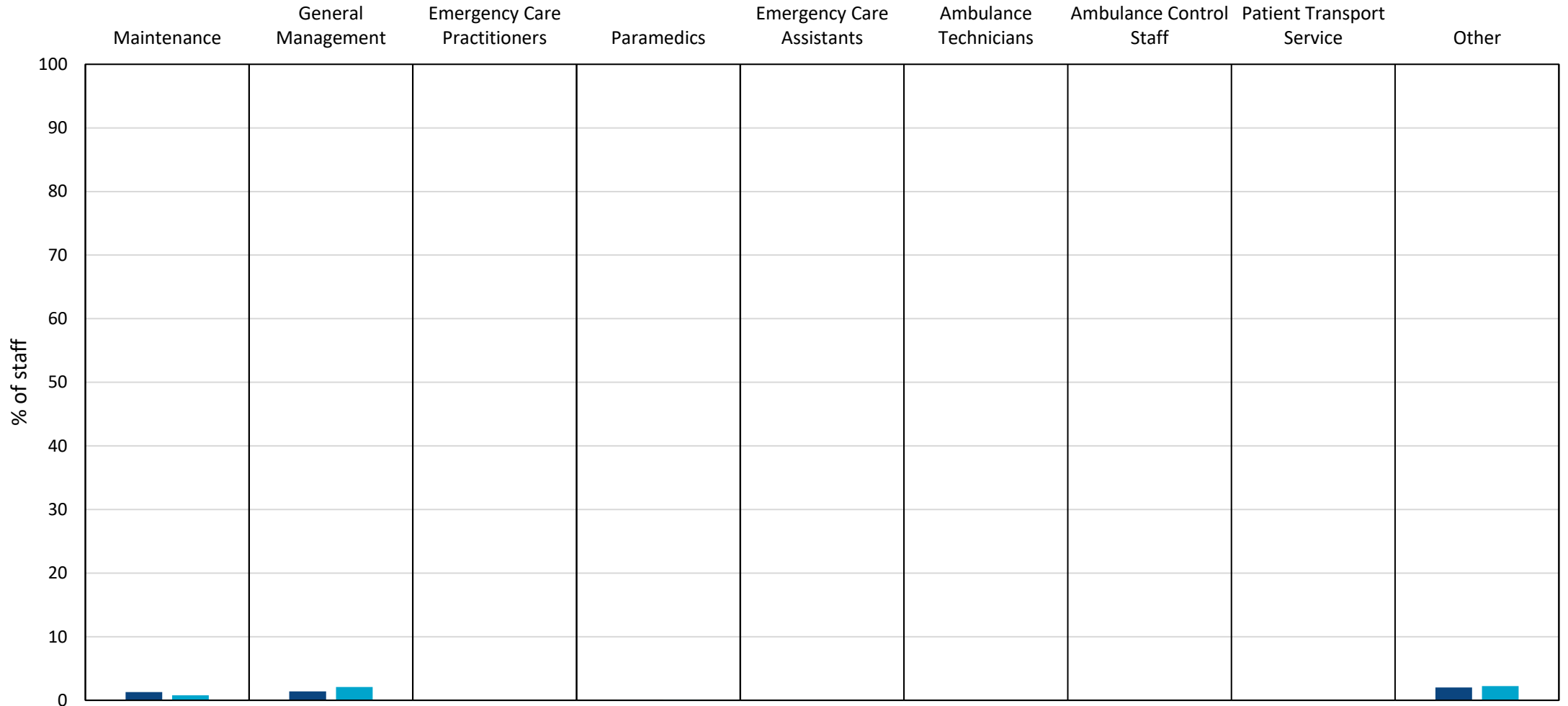
	Yes	No	Prefer not to say
Your org	1.38%	97.75%	0.88%
Average	1.93%	97.22%	0.99%
Responses	1600	1600	1600

Background details - Occupational group



Responses	1649	1649	1649	1649	1649	1649	1649	1649	1649	1649
Your org	36.45%	13.34%	0.79%	25.65%	1.09%	0.12%	0.18%	0.18%	10.73%	6.67%
Average	34.99%	7.71%	1.76%	25.46%	1.42%	0.19%	1.28%	0.07%	13.58%	6.67%

Background details - Occupational group



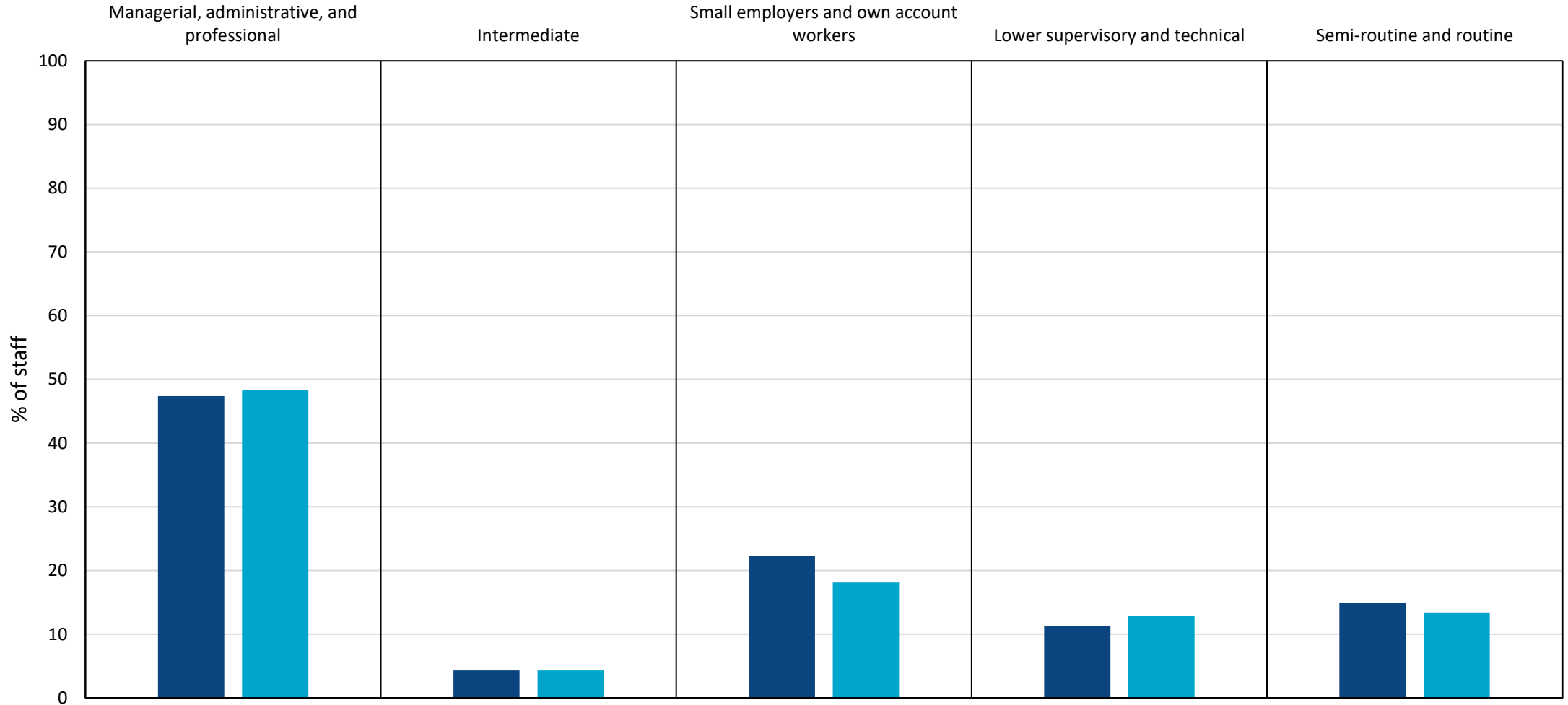
Your org	1.27%	1.39%	0.00%	0.06%	0.06%	0.00%	0.00%	0.00%	2.00%
Average	0.80%	2.08%	0.00%	0.10%	0.00%	0.00%	0.00%	0.00%	2.22%
Responses	1649	1649	1649	1649	1649	1649	1649	1649	1649

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

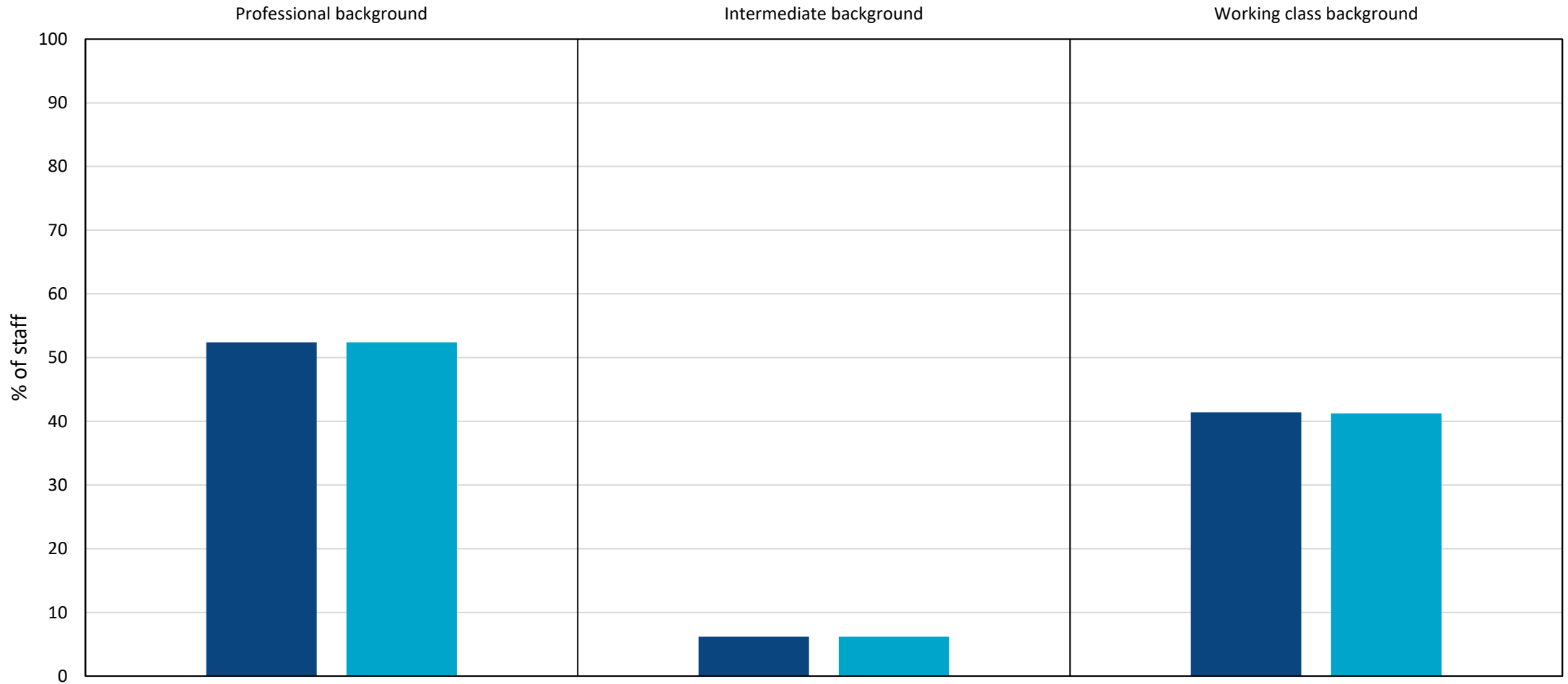


Your org	47.35%	4.29%	22.22%	11.24%	14.90%
Average	48.31%	4.31%	18.10%	12.87%	13.41%
Responses	792	792	792	792	792

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	52.39%	6.19%	41.42%
Average	52.39%	6.19%	41.24%
Responses	1130	1130	1130

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	7.97	6.60	7.25	6.49	6.16	7.28	7.43	7.37	6.46
2 Intermediate	8.02	6.76	7.47	6.69	6.37	7.51	7.25	7.43	6.55
3 Small employers and own account workers	7.99	6.54	7.18	6.38	6.01	7.35	7.28	7.29	6.34
4 Lower supervisory and technical	8.05	6.74	7.35	6.77	6.13	7.44	7.45	7.50	6.72
5 Semi-routine and routine	7.91	6.39	7.25	6.46	5.87	7.18	7.24	7.30	6.26

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	7.94	6.55	7.23	6.46	6.11	7.26	7.37	7.31	6.38
2 Intermediate	8.00	6.75	7.49	6.64	6.41	7.52	7.35	7.50	6.57
3 Working class	8.02	6.57	7.27	6.48	6.09	7.34	7.38	7.37	6.44

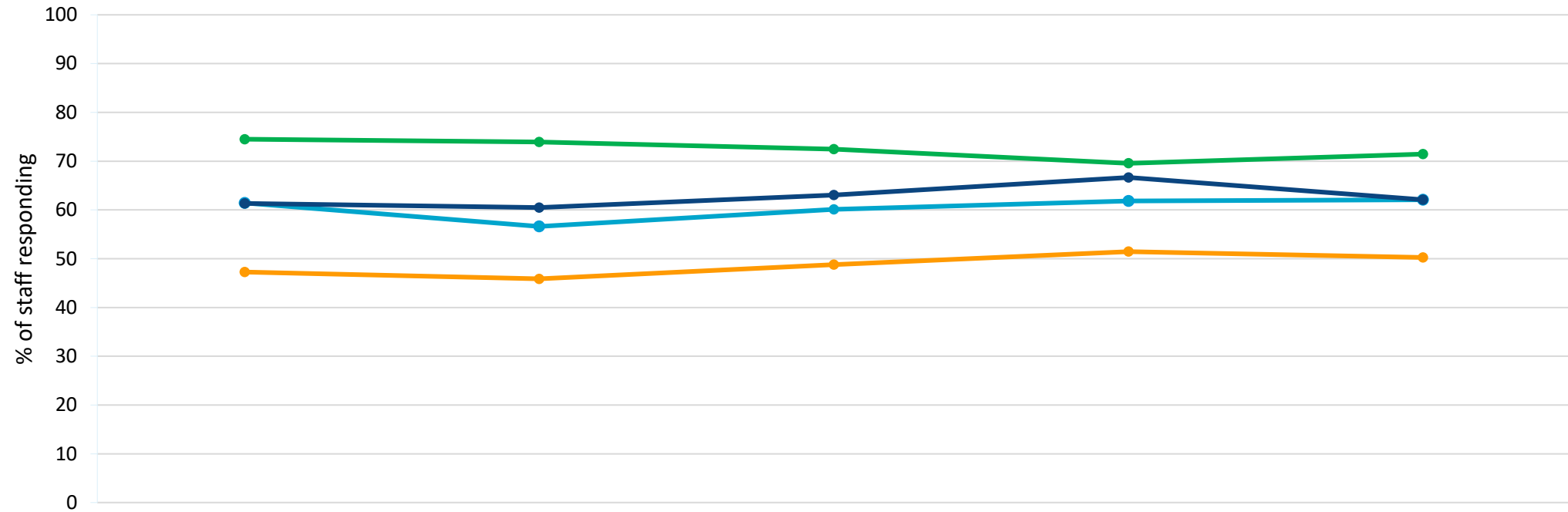
Please note – These questions are online only.

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	61.33%	60.48%	63.03%	66.65%	62.08%
Highest	74.50%	73.93%	72.47%	69.55%	71.42%
Average	61.43%	56.61%	60.10%	61.85%	62.08%
Lowest	47.25%	45.87%	48.80%	51.44%	50.25%
Responses	1407	1457	1567	1745	1678

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	7.82	1745	7.86	1676	Not significant
We are recognised and rewarded	6.51	1742	6.48	1675	Not significant
We each have a voice that counts	7.18	1736	7.15	1658	Not significant
We are safe and healthy	6.41	1736	6.41	1663	Not significant
We are always learning	6.02	1697	6.05	1625	Not significant
We work flexibly	7.29	1735	7.23	1668	Not significant
We are a team	7.21	1742	7.26	1673	Not significant
Themes					
Staff Engagement	7.26	1744	7.22	1676	Not significant
Morale	6.29	1745	6.33	1675	Not significant

* 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.

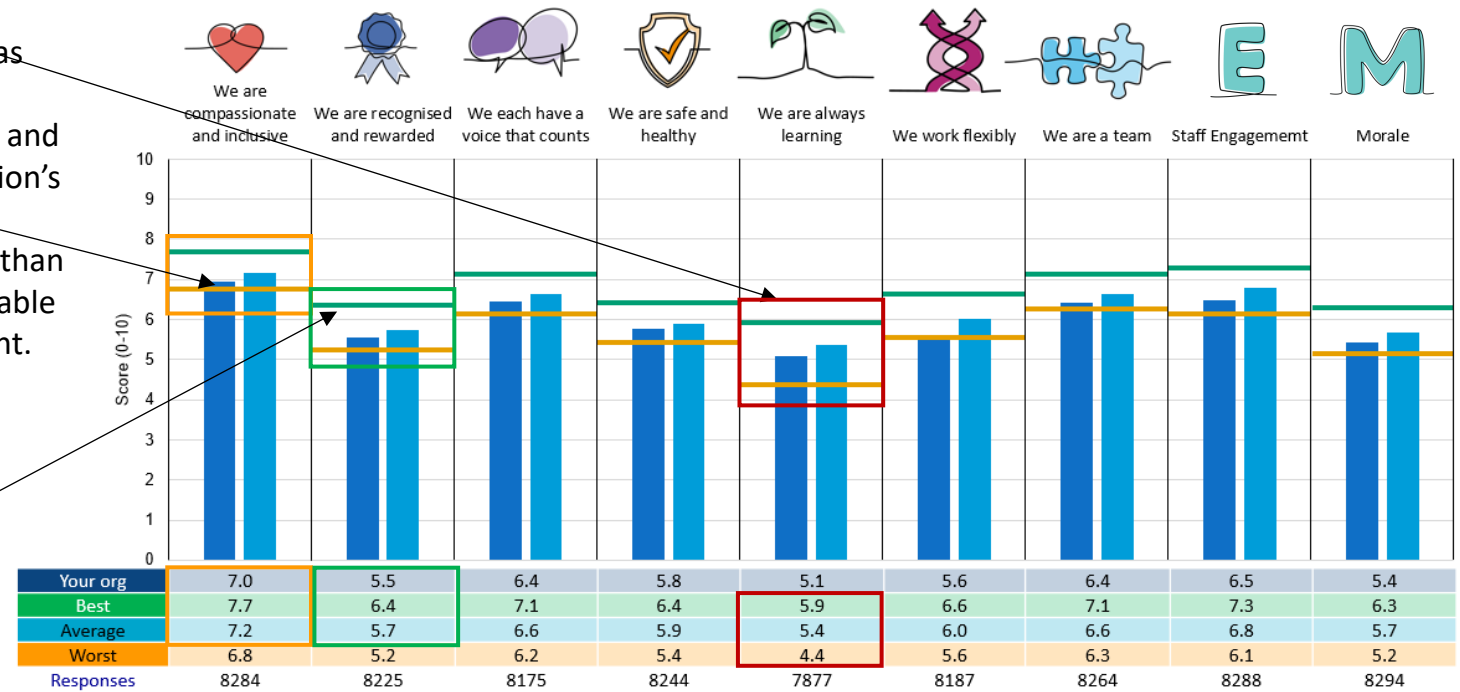
It is important to **consider each result within the range of its benchmarking group 'Best result' and 'Worst result'**, rather than comparing People Promise element and theme results to one another. Comparing organisation results to the benchmarking group average is another point of reference.

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.

Positive outcomes

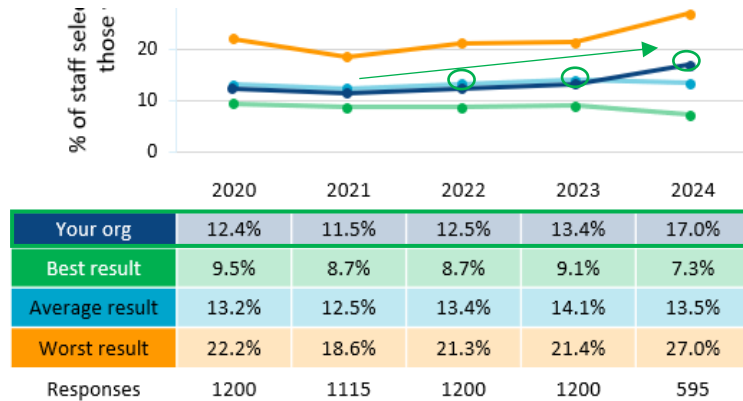
- Similarly, using the overview page it is easy to identify People Promise elements and themes which show a positive outcome for your organisation, where 'Your org' results are distinctly higher than the benchmarking group 'Average result'.
- Positive stories to report could be ones where your organisation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



Only one example is highlighted for each point

Review trend data

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

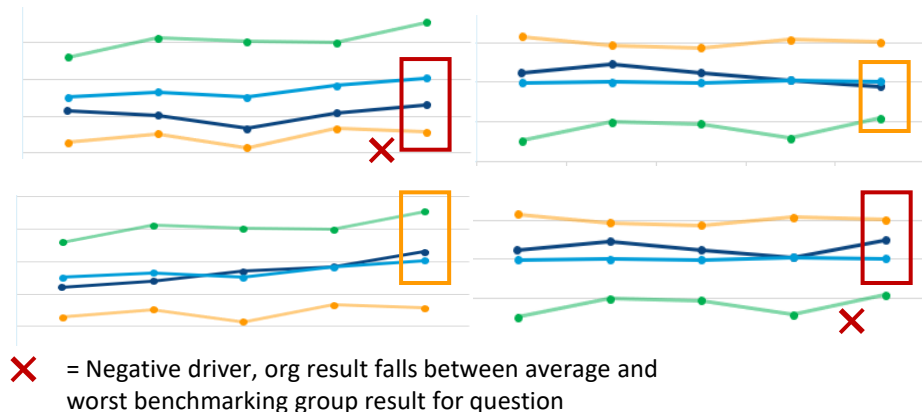


Benchmarked trend data also allows you to review local changes and benchmark comparisons at the same time, allowing for various types of questions to be considered: e.g. how have the results for my organisation changed over time? Is my organisation improving faster than our peers?

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

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

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



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

Identifying questions of interest

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

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

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

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



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

Appendix D: 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 abroad	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 Norfolk Community Health and Care NHS Trust.



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



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