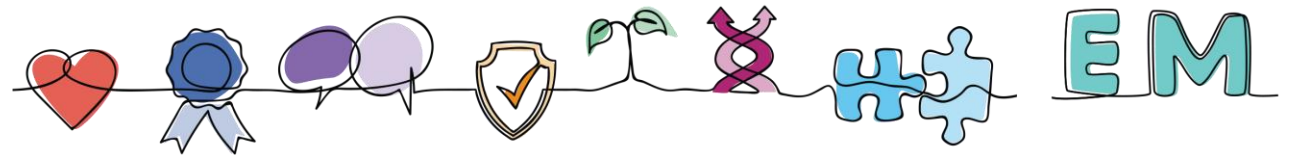


North East London ICS Benchmark report

General Practice Staff Survey 2024



Please note, not all of the PCNs and practices in your ICS may have participated in this survey, therefore results may only represent part of your ICS. This should be considered when interpreting the results.

| | | | |
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Introduction

About this report

This benchmark report for your Integrated Care System (ICS) contains the results for the General Practice Staff Survey. These results are presented in the context of best, average and worst results for other Integrated Care Systems where appropriate*. Data used to calculate survey averages in this report have been weighted to adjust for the differences in ICS size. **The average, best, and worst scores are based on the 33 ICSs that took part in this survey**.** Results may not be representative of all organisations across England.

Results for the questions that do not contribute to the result for any People Promise element or theme are included in this section. Results for Q1, Q9a, Q10a – Q10c, Q11e, Q16c, Q18, Q19a – Q19d, Q26d, Q33 are not weighted or benchmarked because these questions ask for demographic or factual information.

How results are reported

Questions in the General Practice 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 General Practice 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.

*For more information on benchmarking please see [appendix C](#)

**Please see slide 9 for further details on the participating organisations. Note that all ICSs participated only on a partial basis.

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 | Q9b-f, Q9b-g, Q9b-h, Q9b-i (please note - this sub-score excludes staff who do not have an immediate manager). |
| | Diversity and equality | Q15, Q16a, Q16b, Q21 |
| | Inclusion | Q7h, Q7i, Q8b, Q8c |
| We are recognised and rewarded | No sub-score | Q4a, Q4b, Q4c, Q8d, Q9b-e (please note – Q9b-e excludes staff who do not have an immediate manager). |
| We each have a voice that counts | Autonomy and control | Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b |
| | Raising concerns | Q20a, Q20b, Q25e, Q25f |
| We are safe and healthy | Health and safety climate | Q3g, Q3h, Q3i, Q5a, Q11a, Q13d, Q14d |
| | Burnout | Q12a, Q12b, Q12c, Q12d, Q12e, Q12f, Q12g |
| | Negative experiences | Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c |
| | Other questions [Not scored] | Q17a*, Q17b*, Q22* *Q17a, 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, Q24f |
| | Appraisals | Q23a, Q23b, Q23c, Q23d |
| We work flexibly | Support for work-life balance | Q6b, Q6c, Q6d (please note – Q6d excludes staff who do not have an immediate manager). |
| | Flexible working | Q4d |
| We are a team | Team working | Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a |
| | Line management | Q9b-a, Q9b-b, Q9b-c, Q9b-d (please note – this sub-score excludes staff who do not have an immediate manager). |
| 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, Q9b-a |



People Promise elements, sub-scores and themes cannot be compared directly to the NHS Staff Survey, due to question differences. Please see [appendix G](#) for more detail.

Introduction

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

Integrated Care System details

This slide contains **key information** about the Integrated Care Systems (ICSs) participating in this survey and details for your own ICS, such as response rate and the PCNs and practices that participated in the survey.

Best and least well performing scores relative to survey average

This section details the top and bottom scoring People Promise elements and sub-scores in relation to the survey average. It also highlights areas of improvement and where your ICS is scoring well.

People Promise element and theme results

This section provides a high-level **overview** of the results for the seven People Promise elements 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 are scored on a 0-10 scale, where a higher score is more positive than a lower score. For example, the Burnout sub-score, a higher score (closer to 10) means fewer staff are experiencing burnout from work. These scores are created by scoring questions linked to these areas of experience and grouping these results together. Your ICS results are benchmarked against the survey average, the best scoring ICS and the worst scoring ICS. The questions that feed into each sub-score are detailed on slides 20 to 73. These graphs are reported as percentages. The meaning of the value is outlined along the y axis.



People Promise elements, sub-scores and themes cannot be directly compared to the NHS Staff Survey, due to question differences. Please see [appendix G](#) for more detail.

Questions not linked to People Promise

Results for the questions that do not contribute to the result for any People Promise element or theme are included in this section. Results for Q1, Q9a, Q10a, Q26d, Q27a – Q31a, Q32a – Q35 are not weighted or benchmarked because these questions ask for demographic or factual information.

Workforce Equality Standards

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

About your respondents

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

Appendices

Here you will find:

- Response rates.
- Tips on action planning and interpreting the results.
- Details on how this survey compares to NHS Staff Survey.



Please 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.

Using the report

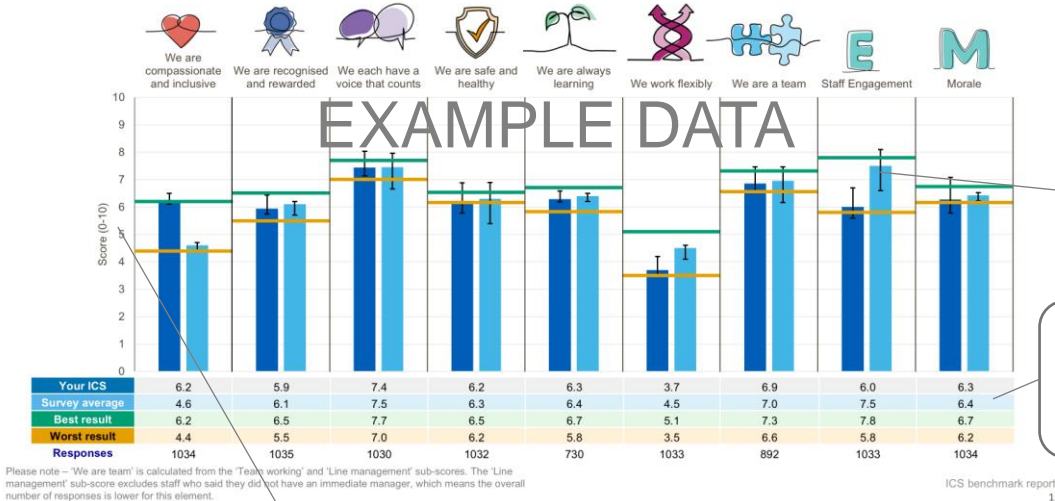
This report shows the results for your ICS. Staff from 33 ICSs across England took part in the survey. Staff completed an online survey after receiving an email or paper invitation. Your ICS results are benchmarked against the survey average, the best scoring ICS and the worst scoring ICS to provide your scores with context. Please see below an explanation of how to use the graphs displayed in this report.

! Please note, not all PCNs and practices within all the ICSs took part in the survey. Therefore, results may only represent part of your ICS. This should be taken into consideration when interpreting the results.

Key features

People Promise elements and theme results: Overview

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



Please note - 'We are team' is calculated from the 'Team working' and 'Line management' sub-scores. The 'Line management' sub-score excludes staff who said they did not have an immediate manager, which means the overall number of responses is lower for this element.

Summary measures and sub-scores are always on a **0-10pt scale** where 10 is best score attainable.

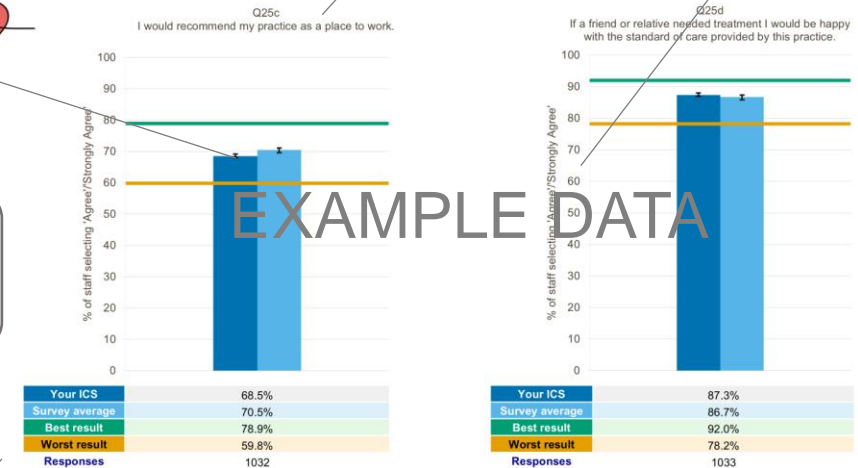
'Average', 'Best result', and 'Worst result' refer to the best, average and worst results out of all participating ICSs.

People Promise element and **sub-score** detailed at the top of each slide

Question number and **text** specified at the top of each graph.

Question-level results are always reported as percentages, the **meaning of the value** is outlined along the axis.

We are compassionate and inclusive: Compassionate culture



The **black bars** display confidence intervals. More information is available in Appendix F.

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

Number of responses for the ICS for the given question.

! Please 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.

Integrated Care System details

Integrated Care Systems participating in the survey

Participating organisations

33 ICSs participated in the survey, which represents four fifths of the 42 ICSs in England. This slide compares the participating ICSs to all ICSs nationally by region, and PCN and practice size.

Not all the PCNs and practices within these 33 ICSs took part in the survey (see [appendix A](#)). Therefore, results may only represent part of your ICS. This should be taken into consideration when interpreting the results.

Regional participation

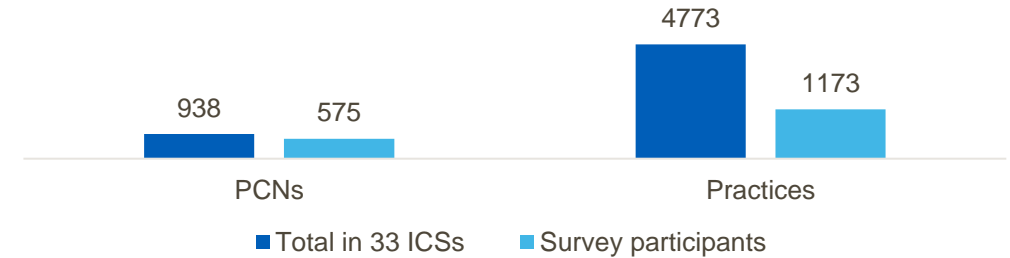
Below details the number of participating ICSs from each English region. 'Number of ICSs' shows the breakdown of all ICSs across England and 'Participating ICSs' shows the number of ICSs that took part in the survey.

| NHS England Region | Number of ICSs | Participating ICSs |
|--------------------------|----------------|--------------------|
| East of England | 6 | 3 |
| London | 5 | 4 |
| Midlands | 11 | 11 |
| North East and Yorkshire | 4 | 3 |
| North West | 3 | 2 |
| South East | 6 | 4 |
| South West | 7 | 6 |



PCN and practice participation

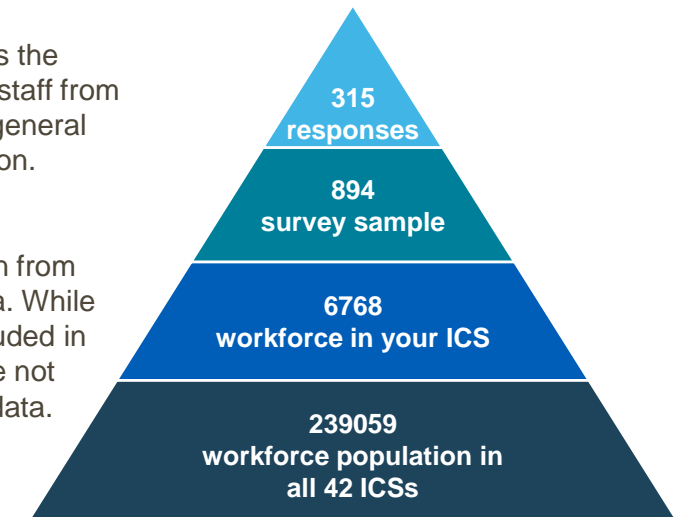
For their staff to be able to participate in the survey, PCNs and practices needed to submit a staff list. Below details the number of PCNs and practices with staff participating in the survey, compared to the total number PCNs and practices in the 33 participating ICSs.



Staff participation in your ICS

The chart to the right details the breakdown of participating staff from your ICS compared to the general practice workforce population.

Please note that workforce population figures are taken from NHS Digital Workforce data. While federation workers are included in the survey sample, they are not included in the population data.



North East London ICS

General Practice Staff Survey



Response rate



895 number of staff invited to take part



315 completed questionnaires

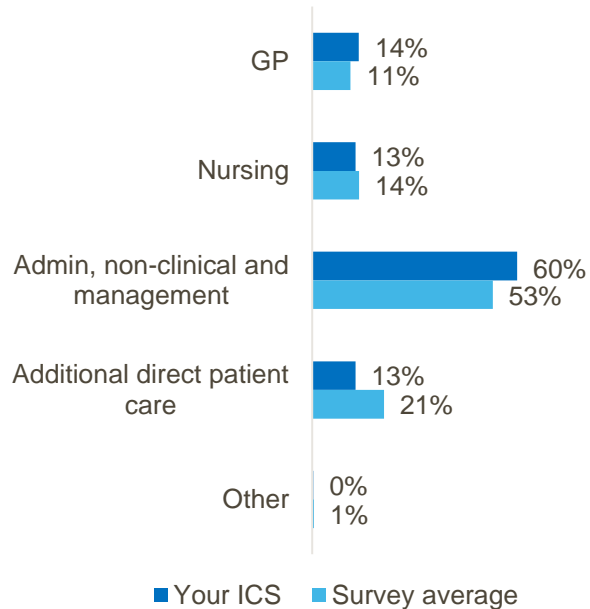


35.2% response rate

Survey response rate: **38.0%**

Occupational group

Proportion of your ICS staff that responded from each occupational group, compared to the survey average

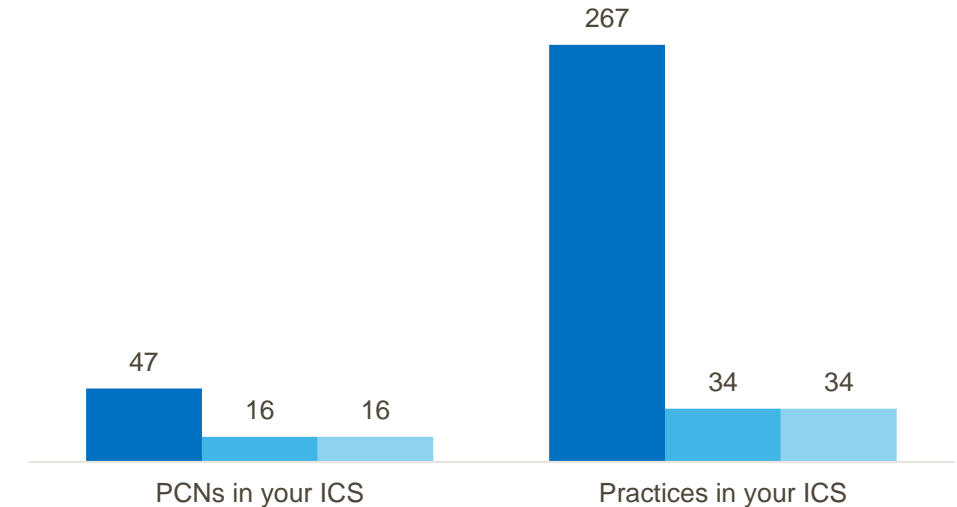


Participation by organisations in your ICS

Number of PCNs and practices with staff that participated in the survey, compared to the total number in your ICS

Please note, not all staff in PCNs or in practices may have participated in this survey. Therefore, results may only represent part of your ICS. This should be considered when interpreting the results.

- All organisations in your ICS
- Organisations with staff information returned
- Organisations with survey responses



Best and least well performing scores relative to the survey average



People Promise elements, sub-scores and themes cannot be compared directly to the NHS Staff Survey, due to question differences. Please see [appendix G](#) for more detail.

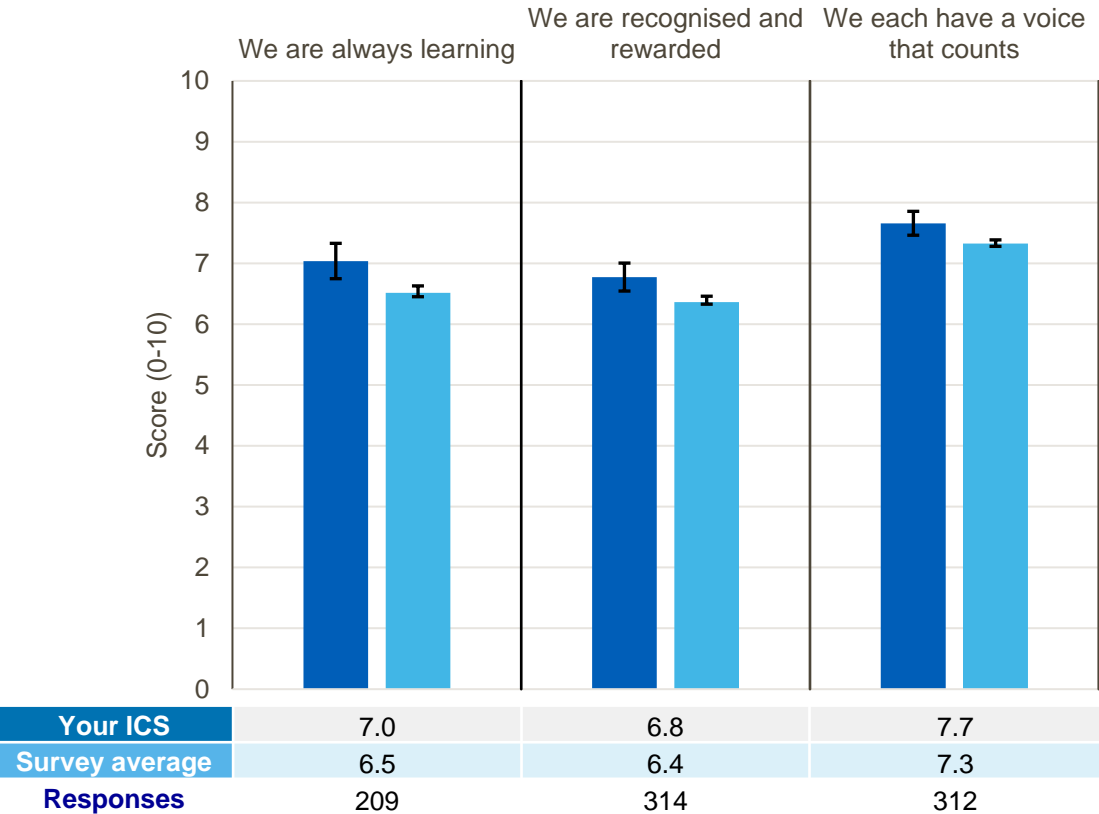


Best and least well performing scores relative to the survey average: People Promise elements

This slide shows a summary of your top and bottom 3 scoring People Promise elements when compared to the survey average.

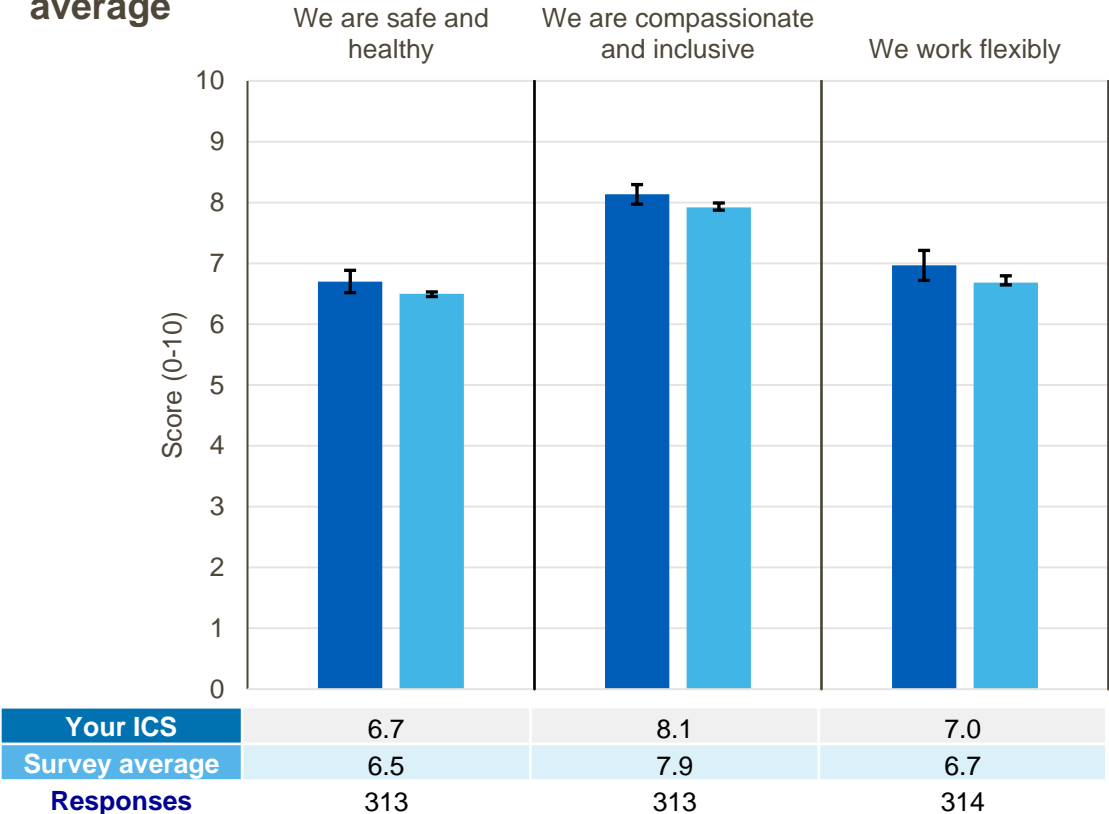
Top 3 scores: These are the 3 People Promise element scores for your ICS that are the highest compared with the survey average. They highlight where your ICS is performing better than the survey average. If none of the scores for your ICS are above the survey average, then the scores that are closest to the survey average have been chosen, meaning an ICS's best performance may be worse than the survey average.

Top 3 People Promise elements compared with survey average



Bottom 3 scores: These are the 3 People Promise element scores for your ICS that are the lowest compared with the survey average. They highlight where your ICS is scoring least well to the survey average. If none of the scores for your ICS are below the survey average, then scores that are closest to the survey average have been chosen, meaning an ICS's worst performance may be better than the survey average.

Bottom 3 People Promise elements compared with survey average



For more information on how to interpret this slide please see [appendix E](#).

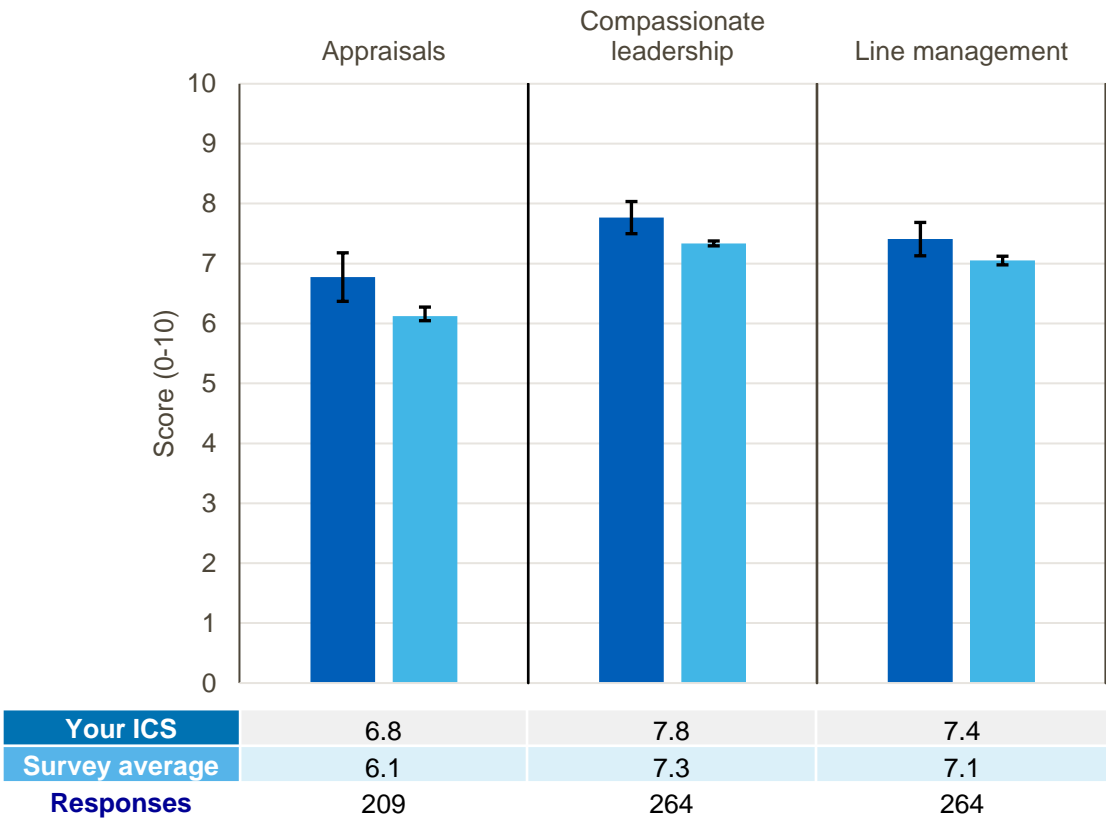


Best and least well performing scores relative to the survey average: sub-scores

This slide shows a summary of your top and bottom 3 sub-scores compared to the survey average.

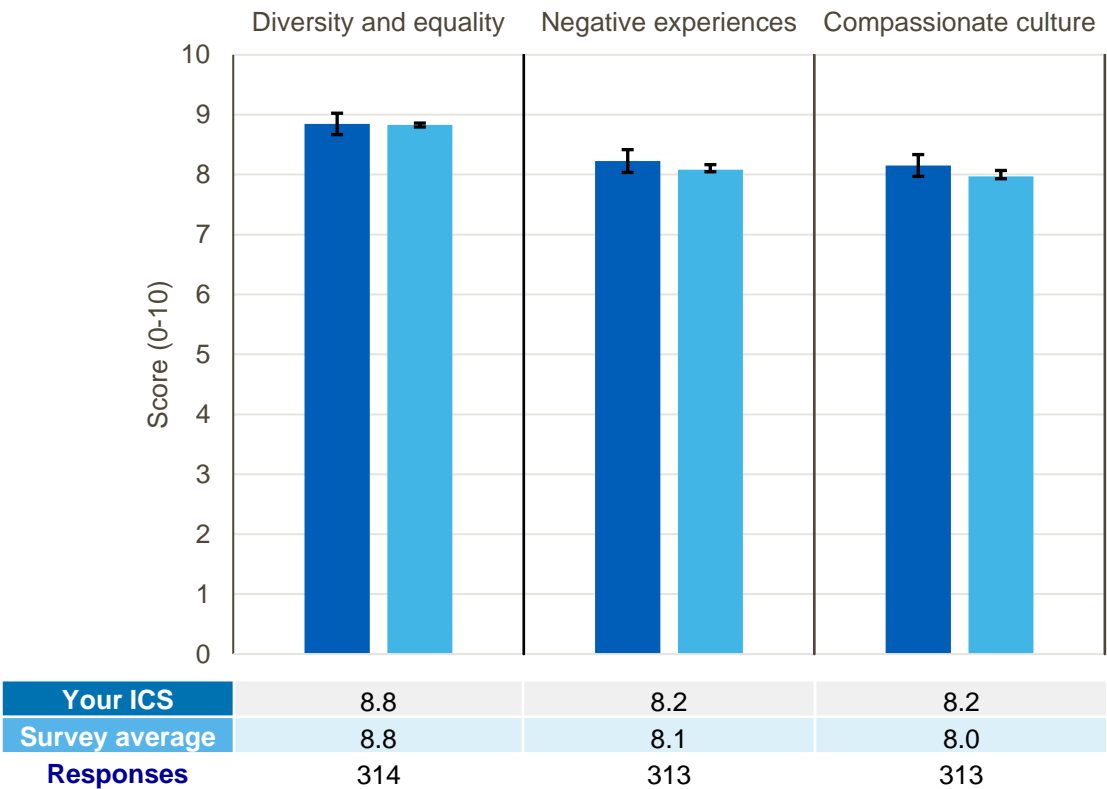
Top 3 scores: These are the 3 sub-scores for your ICS that are highest compared with the survey average. They highlight where your ICS is performing better than the survey average. If none of the scores for your ICS are above the survey average, then the scores that are closest to the survey average have been chosen, meaning an ICS's best performance may be worse than the survey average.

Top 3 sub-scores compared with survey average



Bottom 3 scores: These are the 3 sub-scores for your ICS that are lowest compared with the survey average. They highlight where your ICS is scoring least well to the survey average. If none of the scores for your ICS are below the survey average, then scores that are closest to the survey average have been chosen, meaning an ICS's worst performance may be better than the survey average.

Bottom 3 sub-scores compared with survey average



For more information on how to interpret this slide please see [appendix E](#).

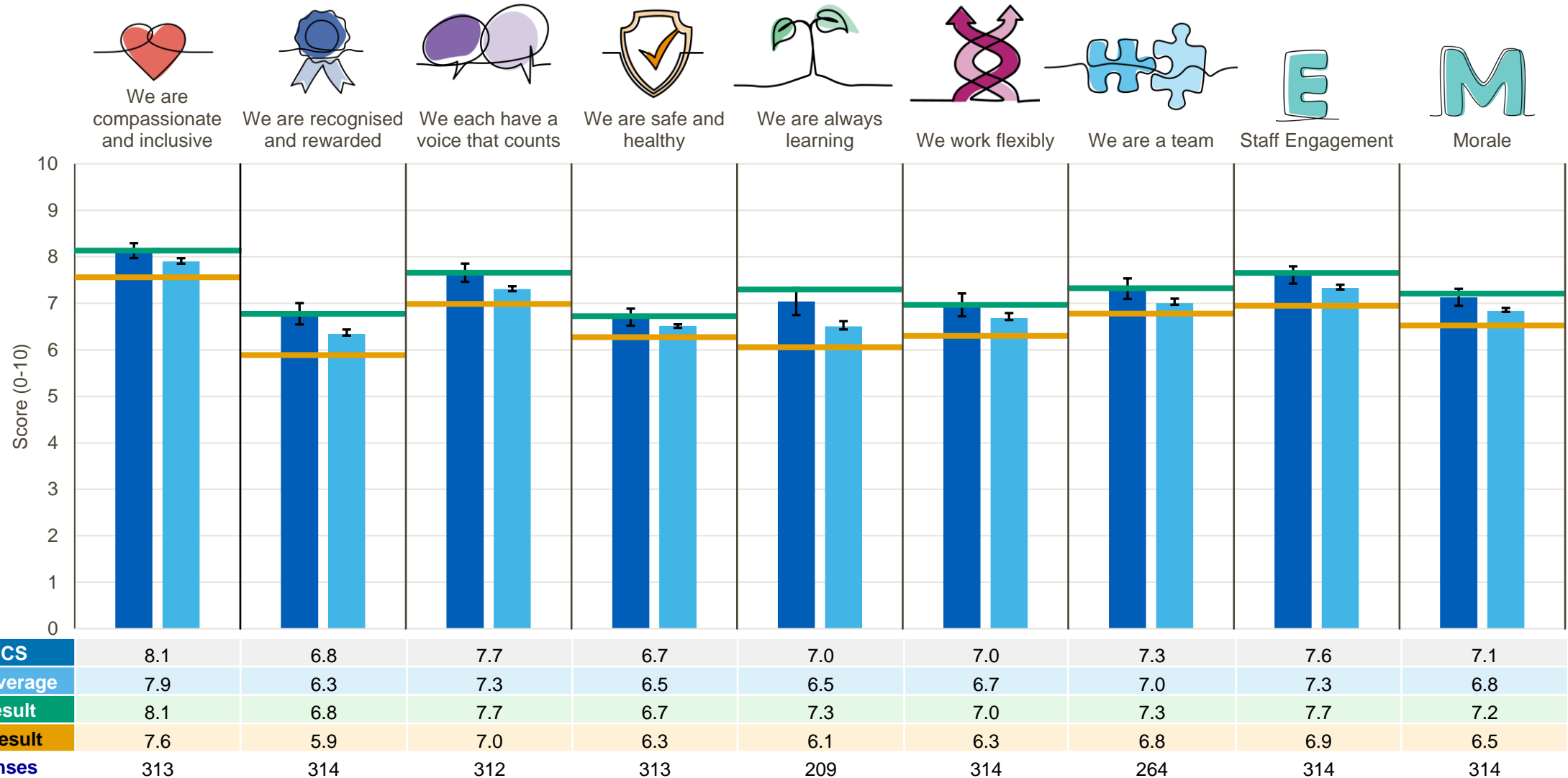
People Promise elements, themes and sub-score results



Not all People Promise elements, sub-scores and themes can be compared directly to the NHS Staff Survey, due to question differences. Please see [appendix G](#) for more detail.

People Promise elements and theme results: Overview

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



Please note – 'We are team' is calculated from the 'Team working' and 'Line management' sub-scores. The 'Line management' sub-score excludes staff who said they did not have an immediate manager, which means the overall number of responses is lower for this element.

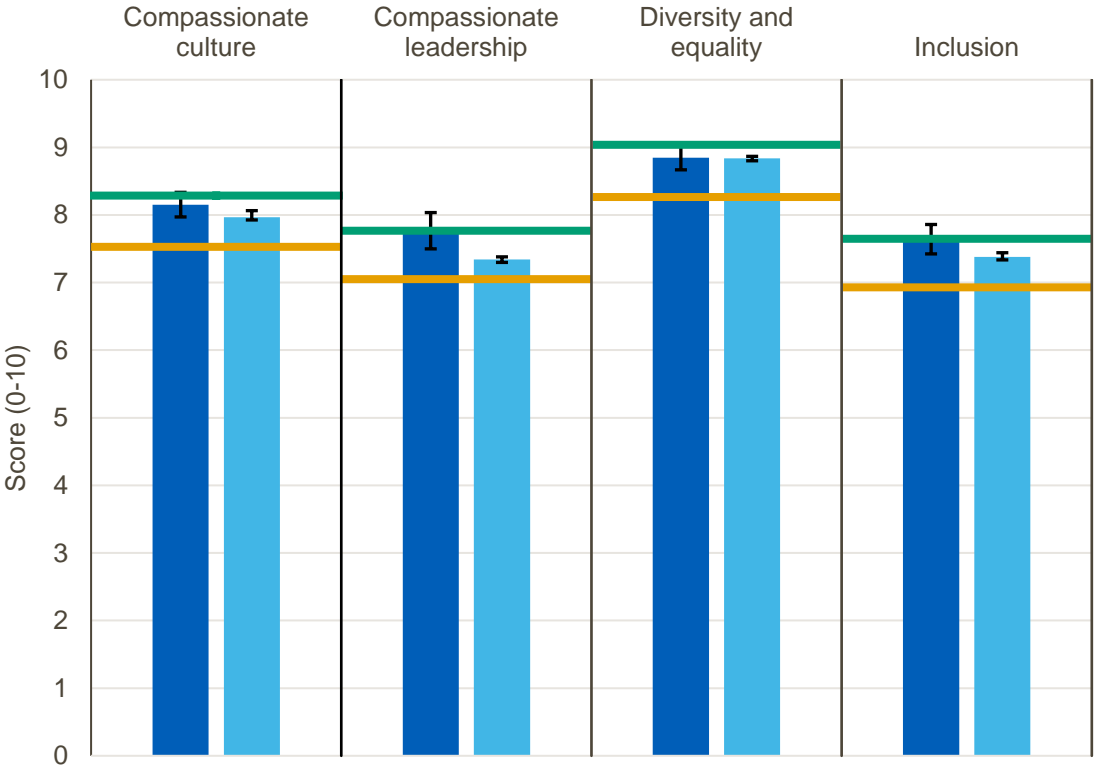


People Promise elements and theme results: Sub-score results

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



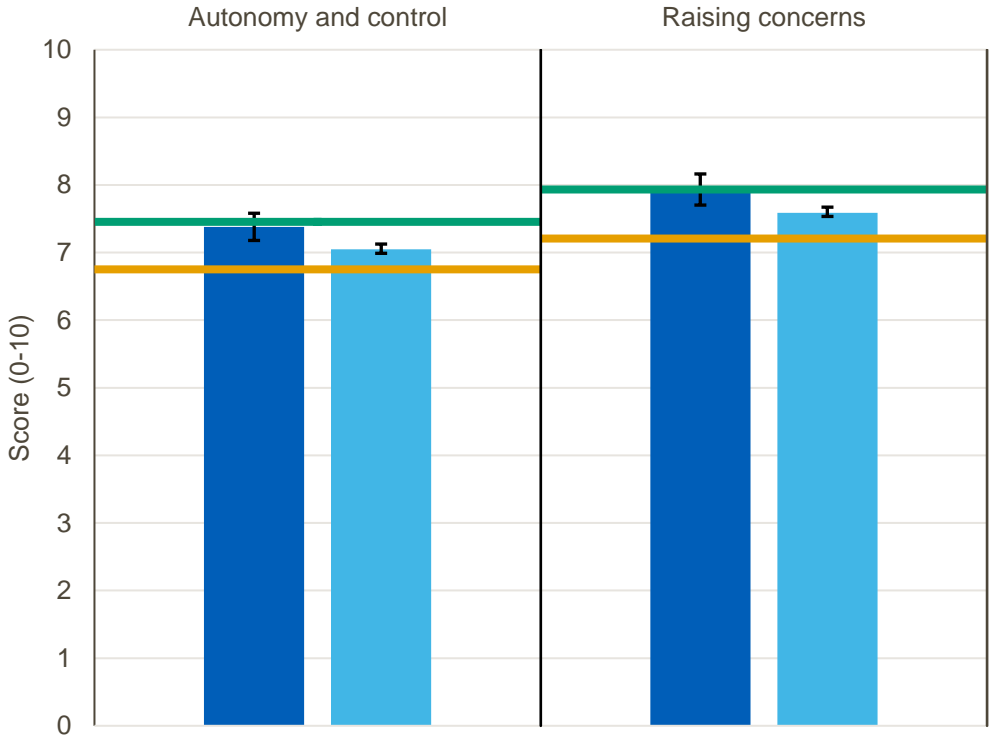
Promise element 1: We are compassionate and inclusive



| | | | | |
|----------------|-----|-----|-----|-----|
| Your ICS | 8.2 | 7.8 | 8.8 | 7.6 |
| Survey average | 8.0 | 7.3 | 8.8 | 7.4 |
| Best result | 8.3 | 7.8 | 9.0 | 7.6 |
| Worst result | 7.5 | 7.1 | 8.3 | 6.9 |
| Responses | 313 | 264 | 314 | 314 |



Promise element 3: We each have a voice that counts



| | | |
|----------------|-----|-----|
| Your ICS | 7.4 | 7.9 |
| Survey average | 7.0 | 7.6 |
| Best result | 7.5 | 7.9 |
| Worst result | 6.8 | 7.2 |
| Responses | 313 | 313 |

People Promise element 2 is not displayed as this element does not have any sub-scores.
Please note - Compassionate leadership sub-score excludes staff who did not have an immediate manager.

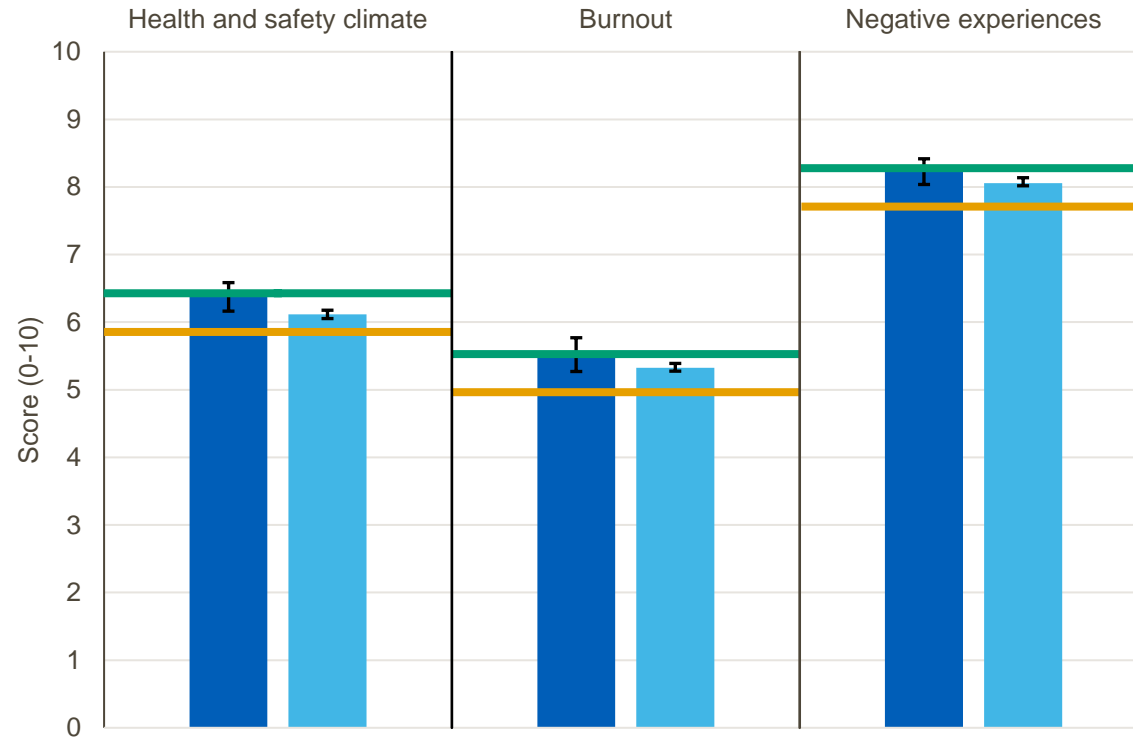


People Promise elements and theme results: Sub-score results

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



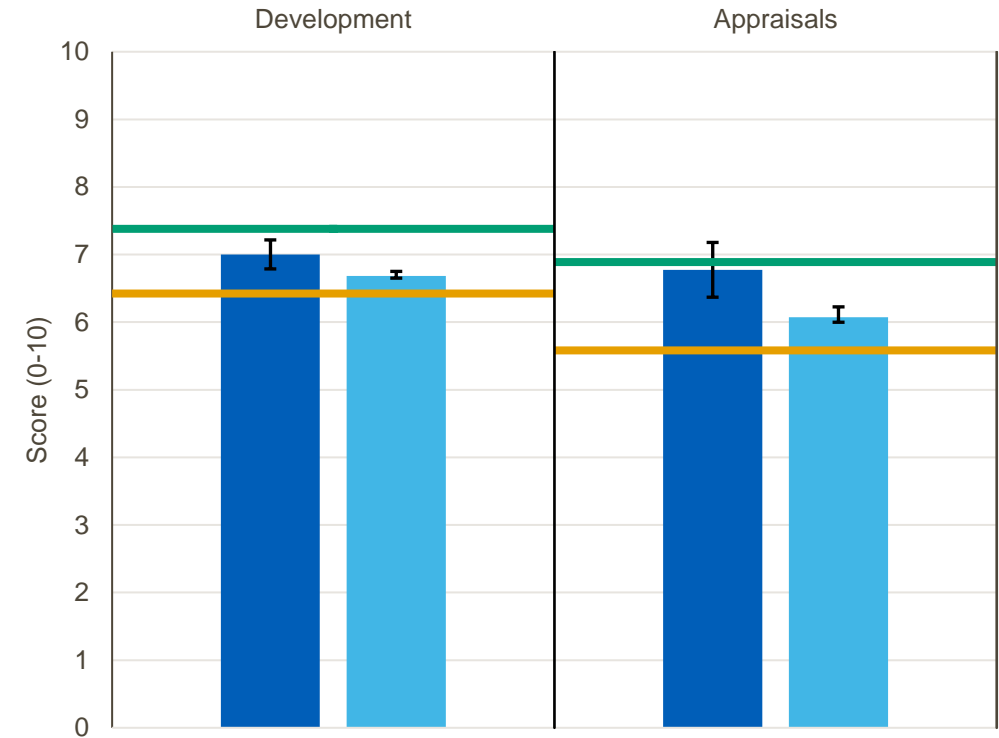
Promise element 4: We are safe and healthy



| | | | |
|----------------|-----|-----|-----|
| Your ICS | 6.4 | 5.5 | 8.2 |
| Survey average | 6.1 | 5.3 | 8.1 |
| Best result | 6.4 | 5.5 | 8.3 |
| Worst result | 5.9 | 5.0 | 7.7 |
| Responses | 314 | 314 | 313 |



Promise element 5: We are always learning



| | | |
|----------------|-----|-----|
| Your ICS | 7.0 | 6.8 |
| Survey average | 6.7 | 6.1 |
| Best result | 7.4 | 6.9 |
| Worst result | 6.4 | 5.6 |
| Responses | 314 | 209 |

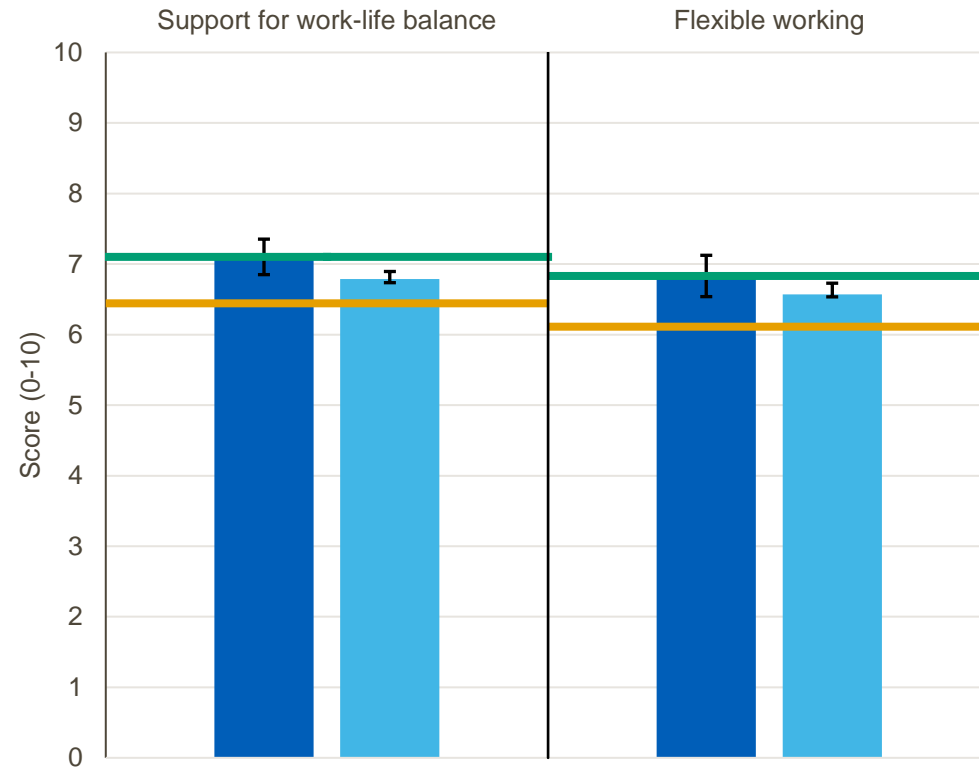


People Promise elements and theme results: Sub-score results

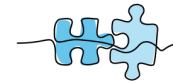
People Promise elements, themes and sub-scores are scored on a 0-10 scale, where a higher score is more positive than a lower score.



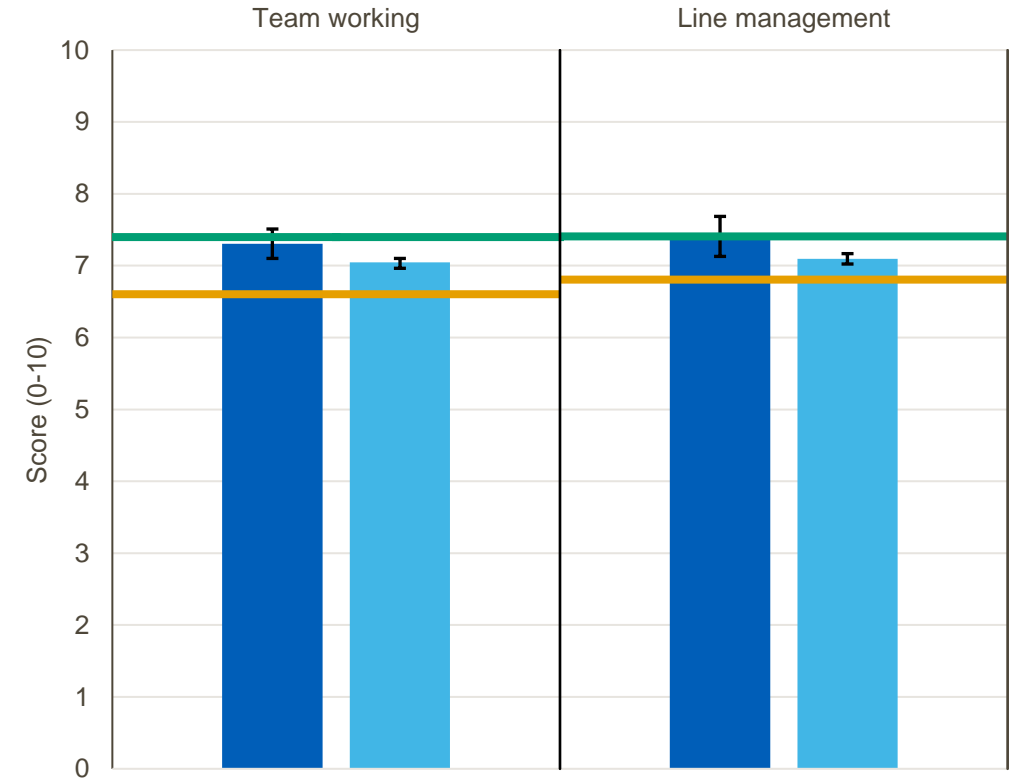
Promise element 6: We work flexibly



| | | |
|----------------|-----|-----|
| Your ICS | 7.1 | 6.8 |
| Survey average | 6.8 | 6.6 |
| Best result | 7.1 | 6.8 |
| Worst result | 6.4 | 6.1 |
| Responses | 314 | 314 |



Promise element 7: We are a team



| | | |
|----------------|-----|-----|
| Your ICS | 7.3 | 7.4 |
| Survey average | 7.0 | 7.1 |
| Best result | 7.4 | 7.4 |
| Worst result | 6.6 | 6.8 |
| Responses | 314 | 264 |

Please note – the line management sub-score and one question (Q6d) from the flexible working sub-score excludes staff who do not have an immediate manager.

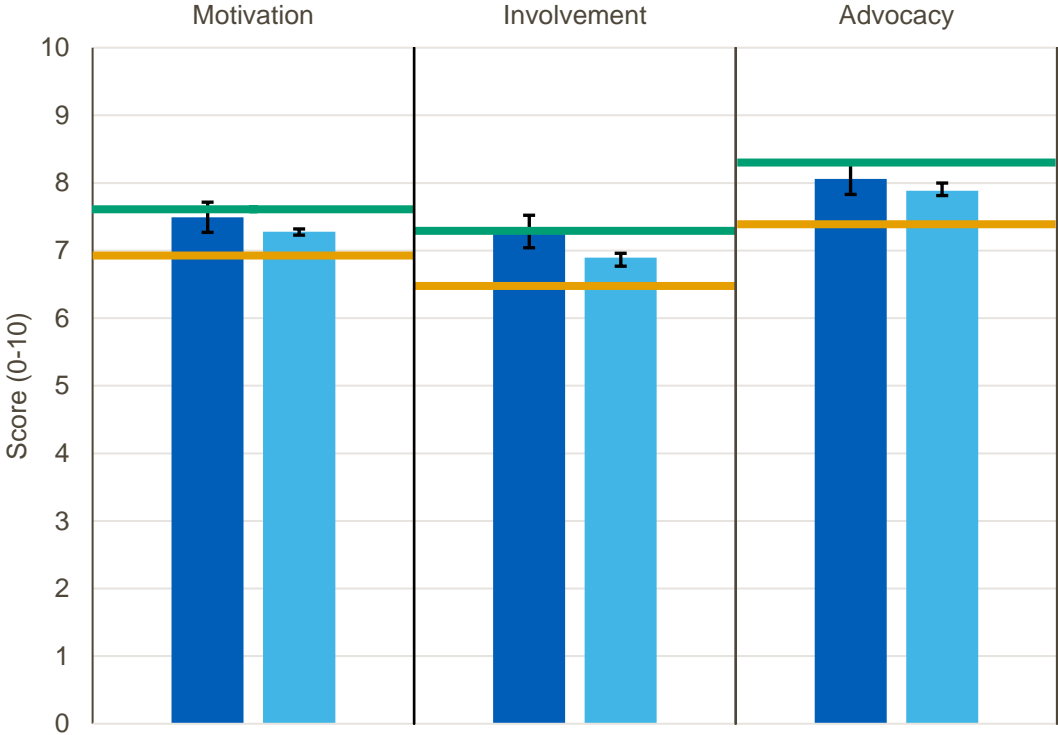


People Promise elements and theme results: Sub-score results

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



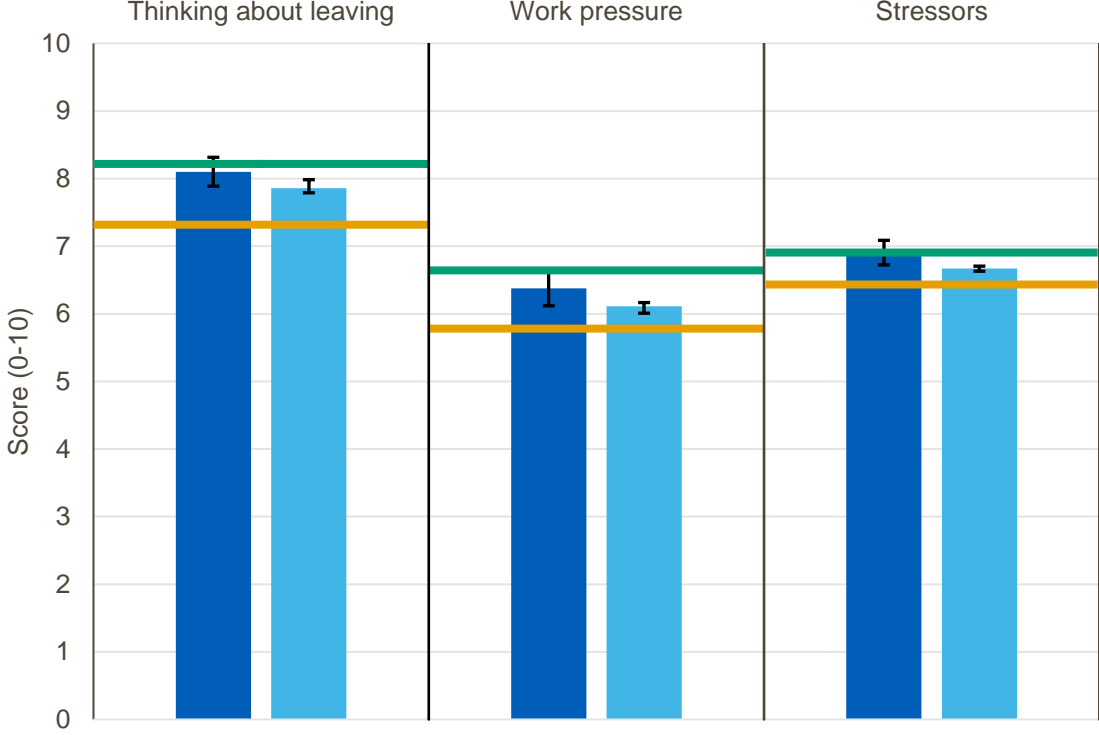
Theme: Staff Engagement



| | | | |
|----------------|-----|-----|-----|
| Your ICS | 7.5 | 7.3 | 8.1 |
| Survey average | 7.3 | 6.9 | 7.9 |
| Best result | 7.6 | 7.3 | 8.3 |
| Worst result | 6.9 | 6.5 | 7.4 |
| Responses | 311 | 313 | 313 |



Theme: Morale



| | | | |
|----------------|-----|-----|-----|
| Your ICS | 8.1 | 6.4 | 6.9 |
| Survey average | 7.9 | 6.1 | 6.7 |
| Best result | 8.2 | 6.6 | 6.9 |
| Worst result | 7.3 | 5.8 | 6.4 |
| Responses | 313 | 313 | 314 |



People Promise element – We are compassionate and inclusive

Questions included:

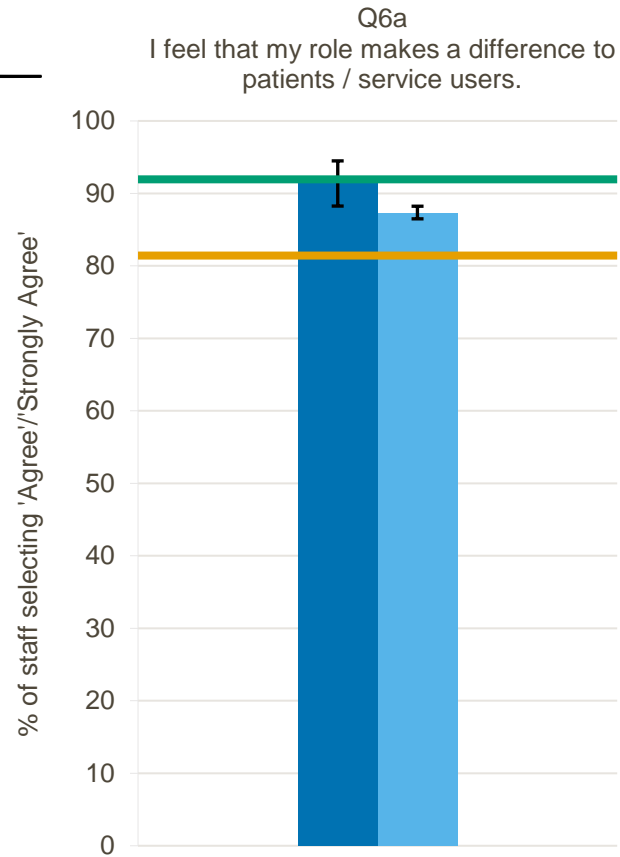
Compassionate culture – Q6a, Q25a, Q25b, Q25c, Q25d

Compassionate leadership – Q9b-f, Q9b-g, Q9b-h, Q9b-i (please note – this sub-score excludes staff who do not have an immediate manager).

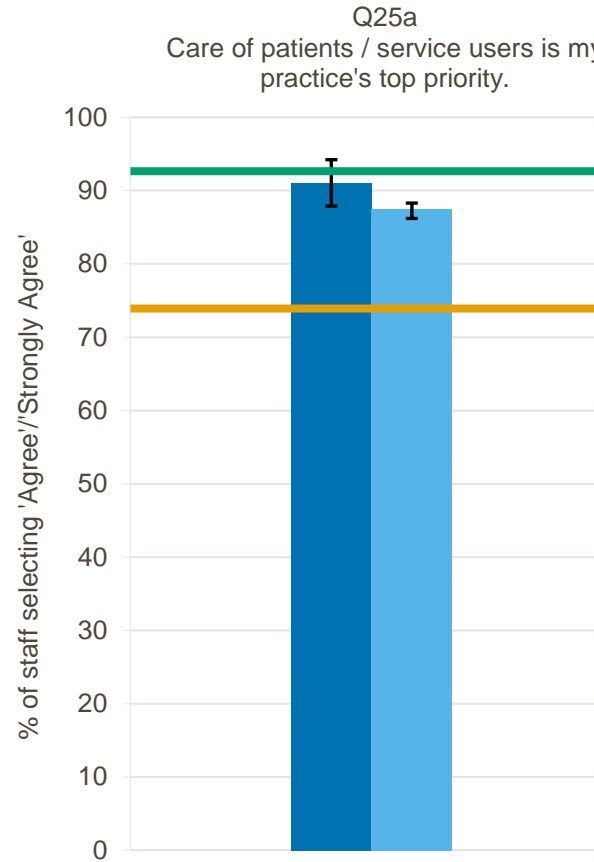
Diversity and equality – Q15, Q16a, Q16b, Q21

Inclusion – Q7h, Q7i, Q8b, Q8c

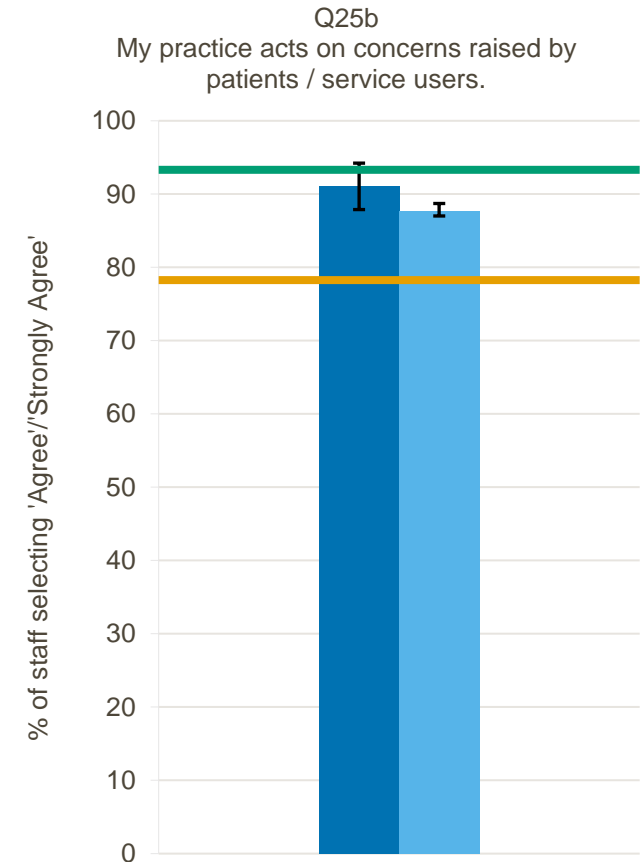
➤ We are compassionate and inclusive: Compassionate culture



| | |
|----------------|-------|
| Your ICS | 91.4% |
| Survey average | 87.3% |
| Best result | 91.9% |
| Worst result | 81.4% |
| Responses | 313 |



| | |
|----------------|-------|
| Your ICS | 91.1% |
| Survey average | 87.5% |
| Best result | 92.6% |
| Worst result | 73.9% |
| Responses | 313 |



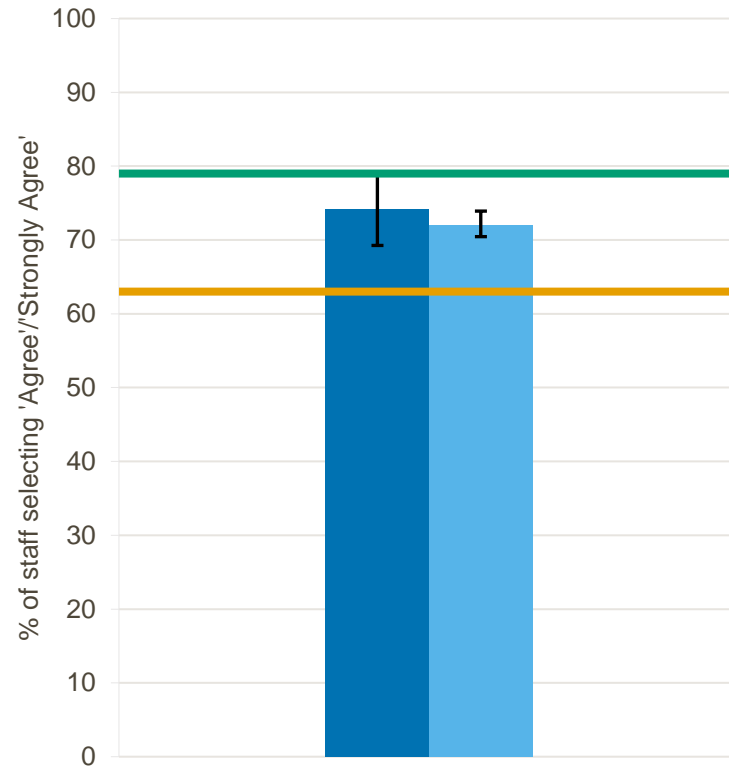
| | |
|----------------|-------|
| Your ICS | 91.1% |
| Survey average | 87.8% |
| Best result | 93.3% |
| Worst result | 78.3% |
| Responses | 313 |

➤ We are compassionate and inclusive: Compassionate culture



Q25c

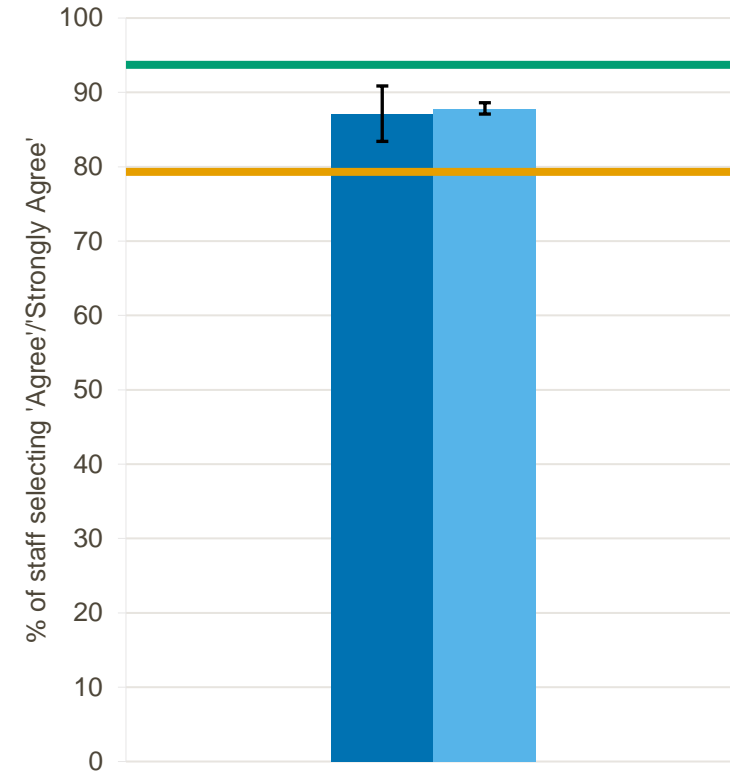
I would recommend my practice as a place to work.



| | |
|-----------------------|-------|
| Your ICS | 74.1% |
| Survey average | 71.9% |
| Best result | 79.0% |
| Worst result | 63.0% |
| Responses | 313 |

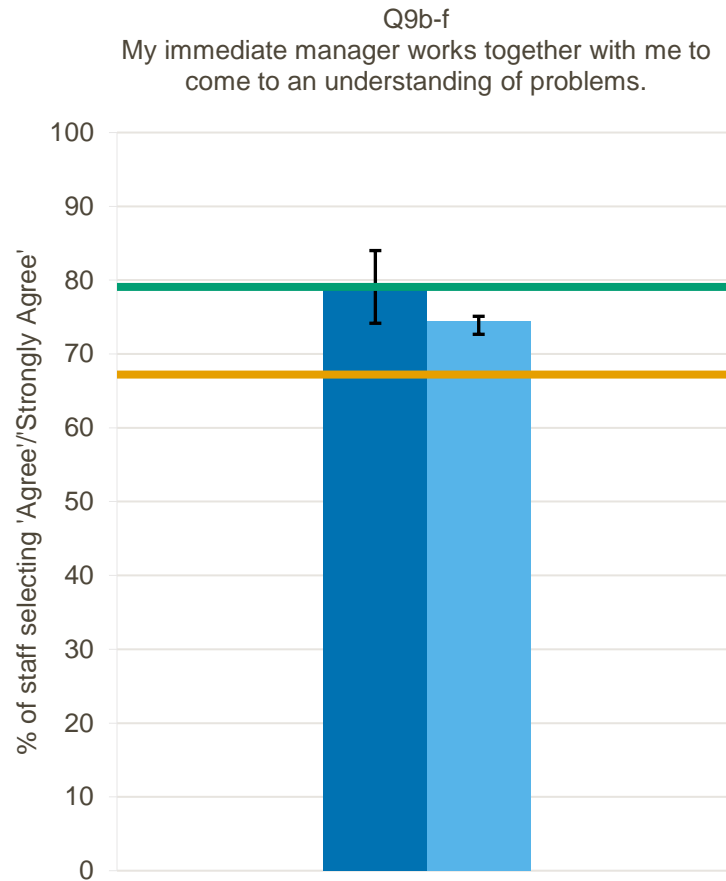
Q25d

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

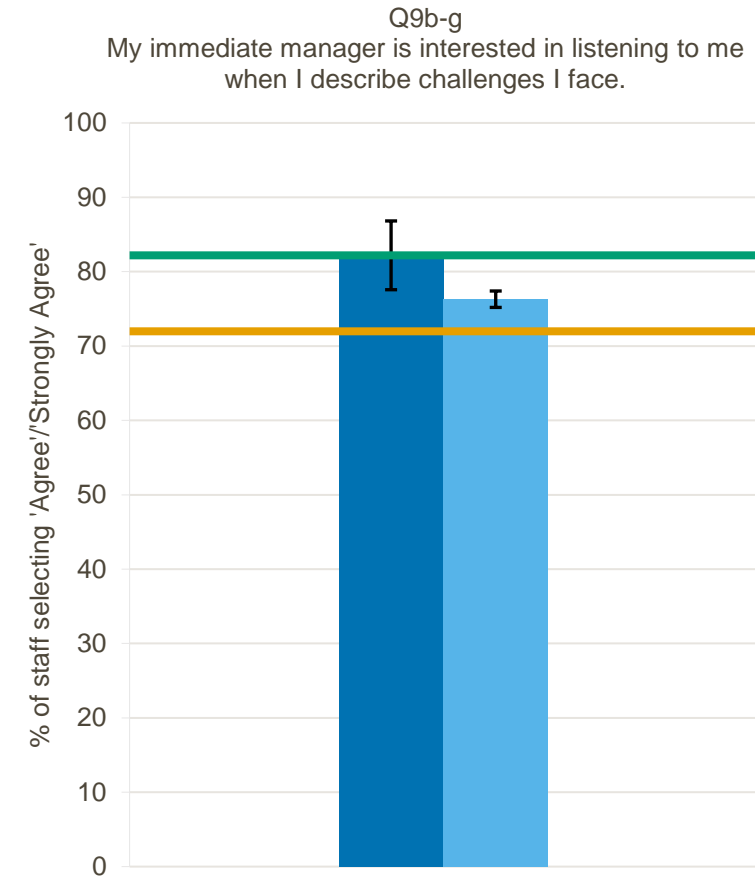


| | |
|-----------------------|-------|
| Your ICS | 87.1% |
| Survey average | 87.8% |
| Best result | 93.7% |
| Worst result | 79.3% |
| Responses | 311 |

➤ We are compassionate and inclusive: Compassionate leadership

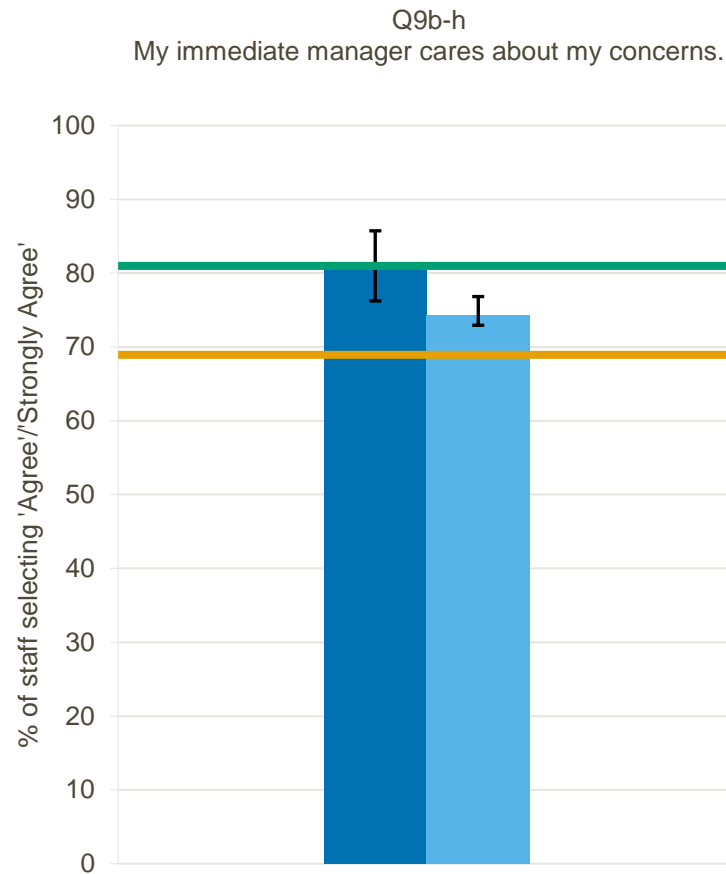


| | |
|----------------|-------|
| Your ICS | 79.1% |
| Survey average | 74.4% |
| Best result | 79.1% |
| Worst result | 67.2% |
| Responses | 263 |

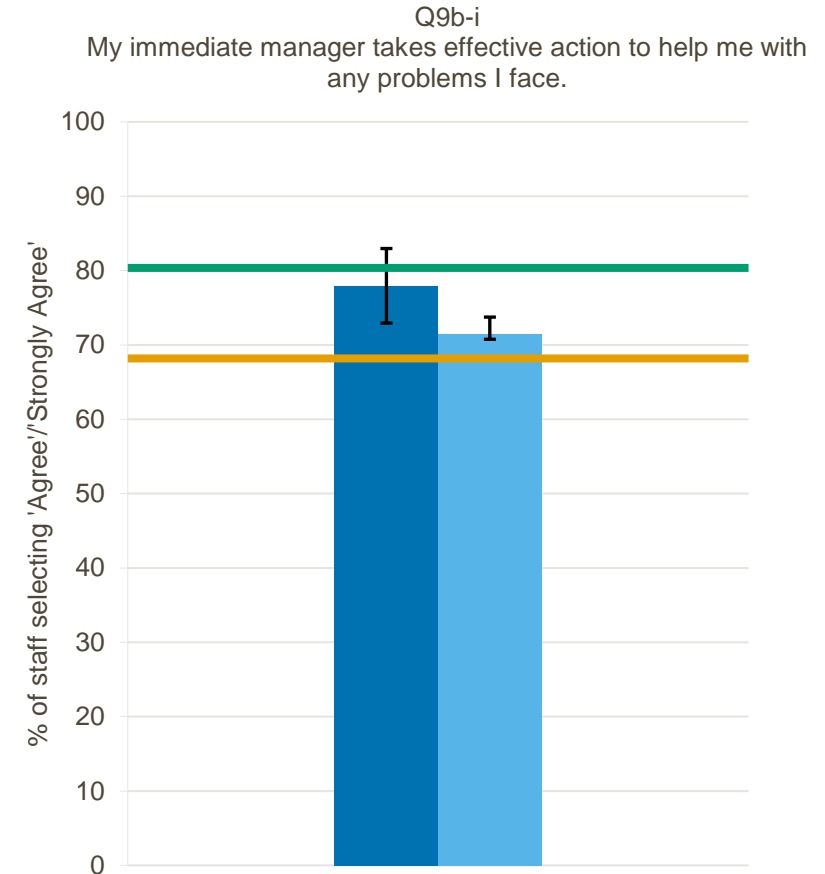


| | |
|----------------|-------|
| Your ICS | 82.2% |
| Survey average | 76.3% |
| Best result | 82.2% |
| Worst result | 72.0% |
| Responses | 264 |

➤ We are compassionate and inclusive: Compassionate leadership

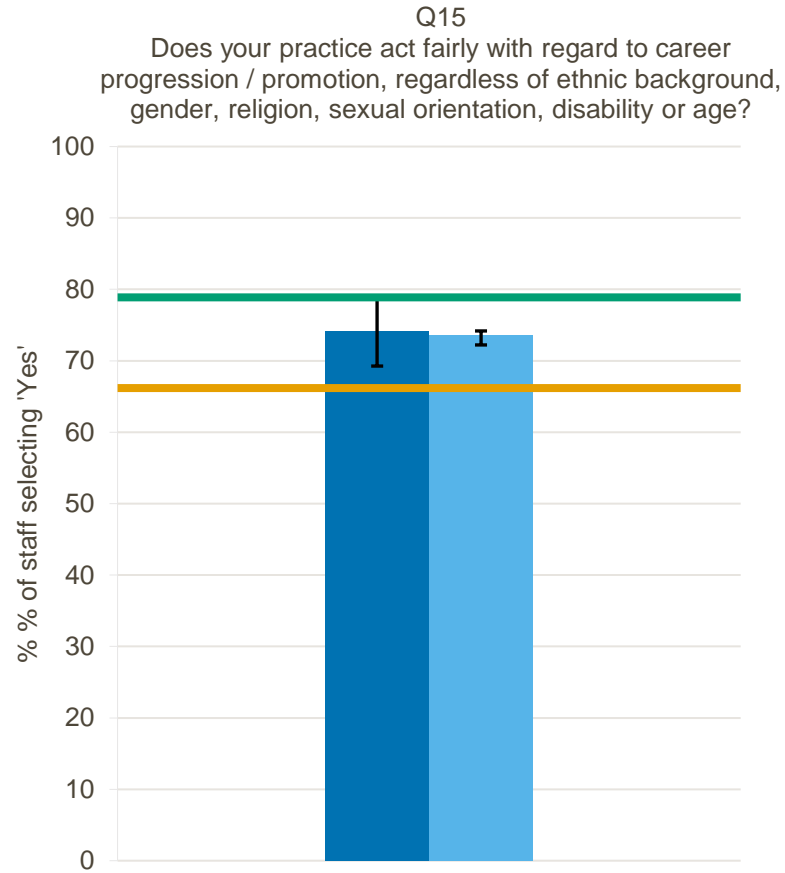


| Your ICS | 81.0% |
|----------------|-------|
| Survey average | 74.3% |
| Best result | 81.0% |
| Worst result | 68.9% |
| Responses | 263 |

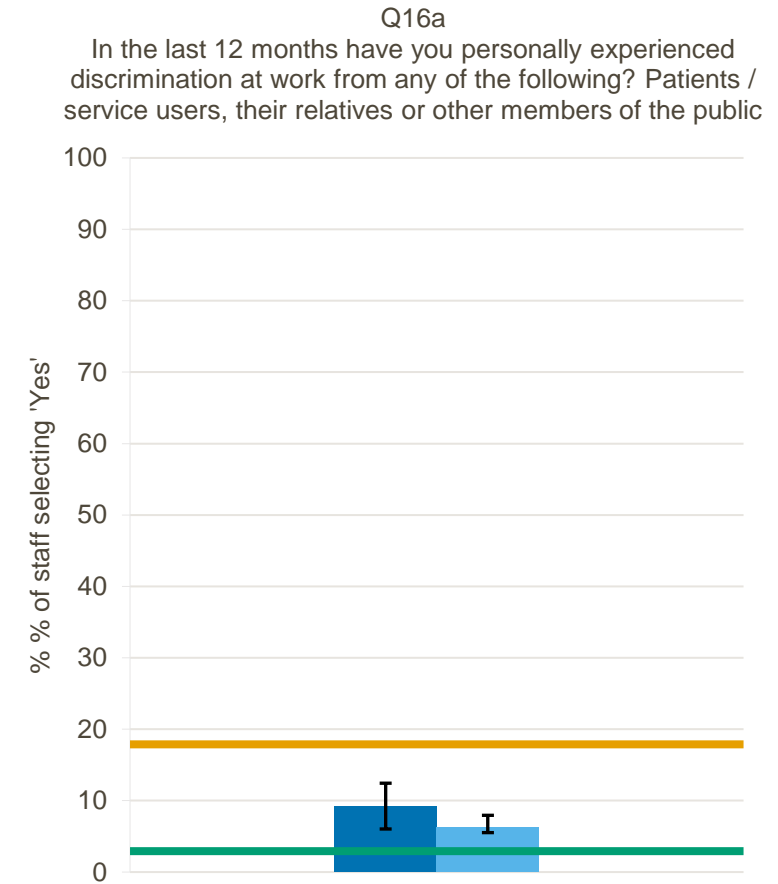


| Your ICS | 77.9% |
|----------------|-------|
| Survey average | 71.5% |
| Best result | 80.4% |
| Worst result | 68.2% |
| Responses | 263 |

➤ We are compassionate and inclusive: Diversity and equality



| | |
|-----------------------|-------|
| Your ICS | 74.1% |
| Survey average | 73.5% |
| Best result | 78.9% |
| Worst result | 66.2% |
| Responses | 313 |



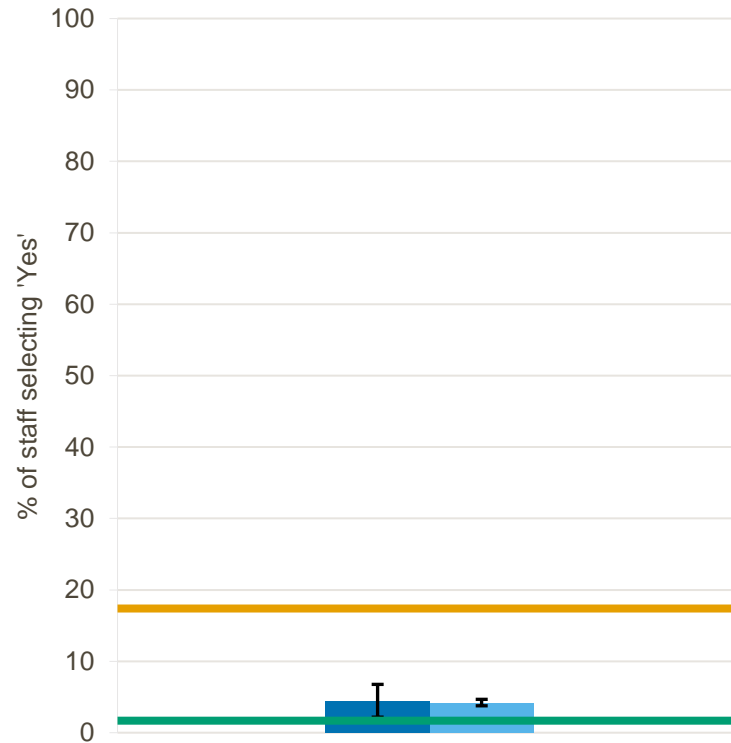
| | |
|-----------------------|-------|
| Your ICS | 9.2% |
| Survey average | 6.3% |
| Best result | 2.9% |
| Worst result | 17.9% |
| Responses | 314 |

➤ We are compassionate and inclusive: Diversity and equality



Q16b

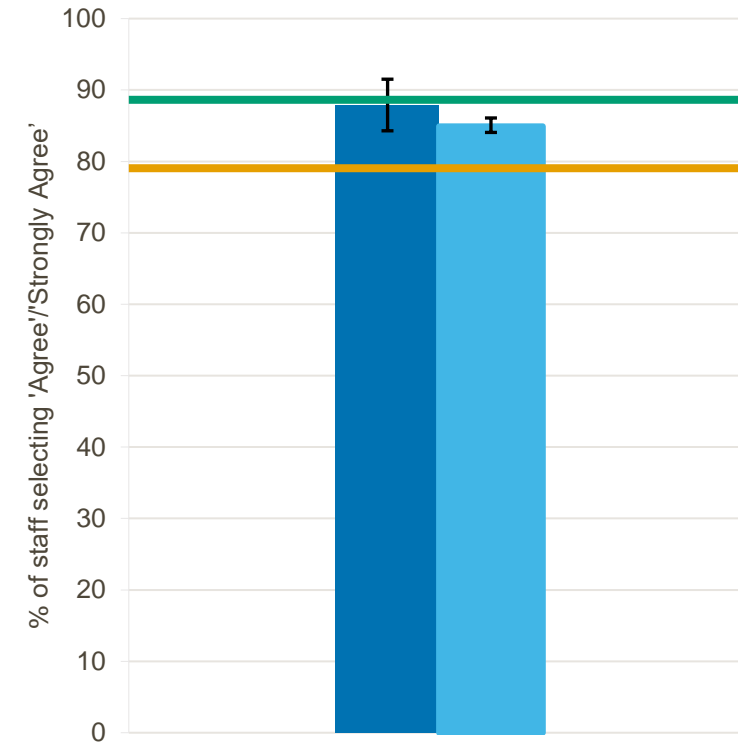
In the last 12 months have you personally experienced discrimination at work from any of the following? Manager / team leader or other colleagues



| | |
|----------------|-------|
| Your ICS | 4.5% |
| Survey average | 4.1% |
| Best result | 1.7% |
| Worst result | 17.4% |
| Responses | 313 |

Q21

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

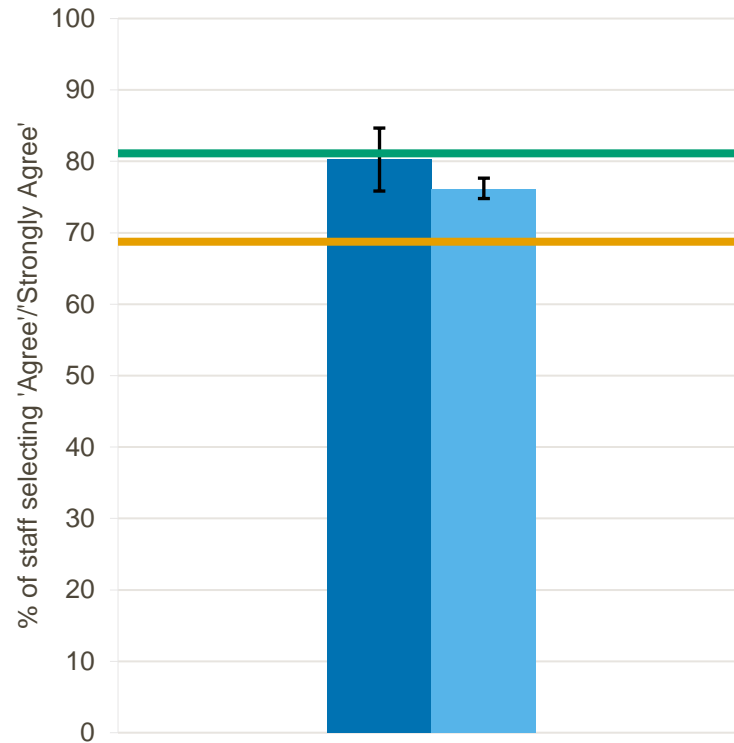


| | |
|----------------|-------|
| Your ICS | 87.9% |
| Survey average | 84.9% |
| Best result | 88.6% |
| Worst result | 79.0% |
| Responses | 314 |

➤ We are compassionate and inclusive: Inclusion

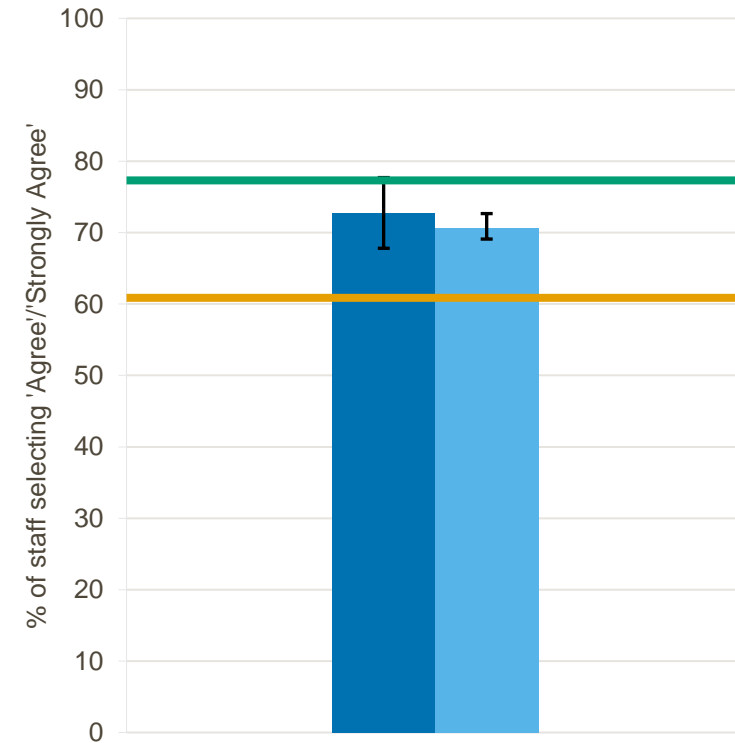


Q7h
I feel valued by my team.



| | |
|-----------------------|-------|
| Your ICS | 80.3% |
| Survey average | 76.1% |
| Best result | 81.1% |
| Worst result | 68.8% |
| Responses | 314 |

Q7i
I feel a strong personal attachment to my team.



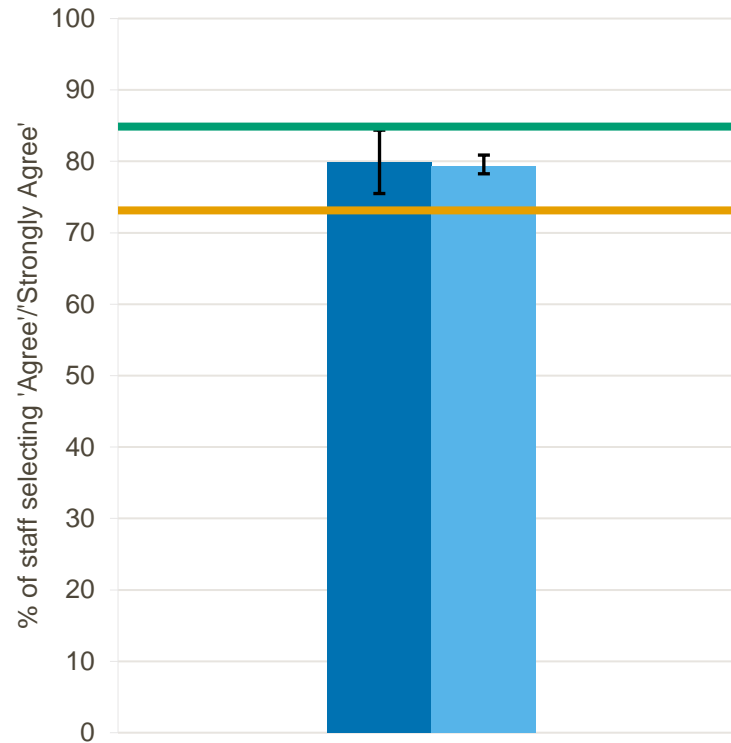
| | |
|-----------------------|-------|
| Your ICS | 72.8% |
| Survey average | 70.6% |
| Best result | 77.3% |
| Worst result | 60.9% |
| Responses | 312 |

➤ We are compassionate and inclusive: Inclusion



Q8b

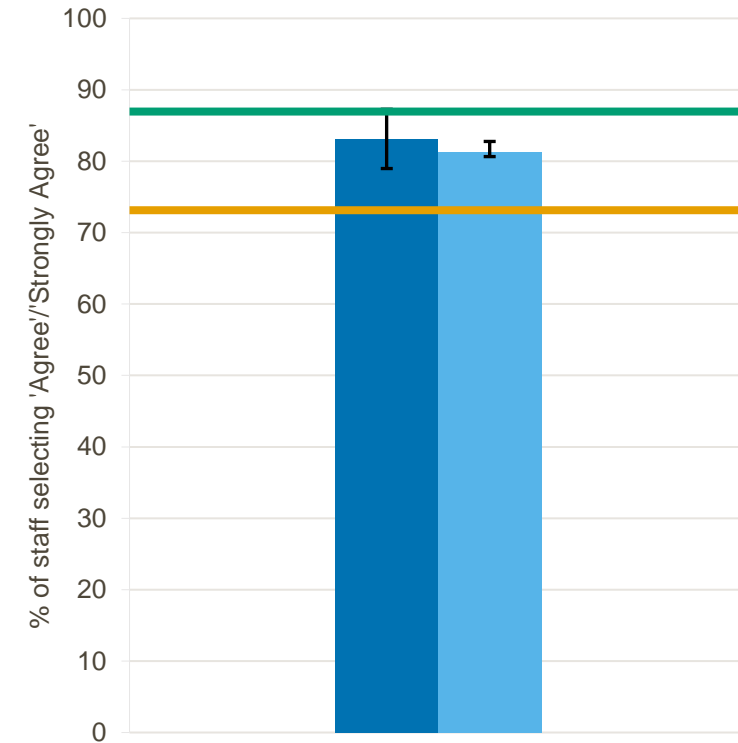
The people I work with are understanding and kind to one another.



| | |
|----------------|-------|
| Your ICS | 79.9% |
| Survey average | 79.3% |
| Best result | 84.9% |
| Worst result | 73.1% |
| Responses | 314 |

Q8c

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



| | |
|----------------|-------|
| Your ICS | 83.1% |
| Survey average | 81.4% |
| Best result | 87.0% |
| Worst result | 73.1% |
| Responses | 314 |



People Promise element – We are recognised and rewarded

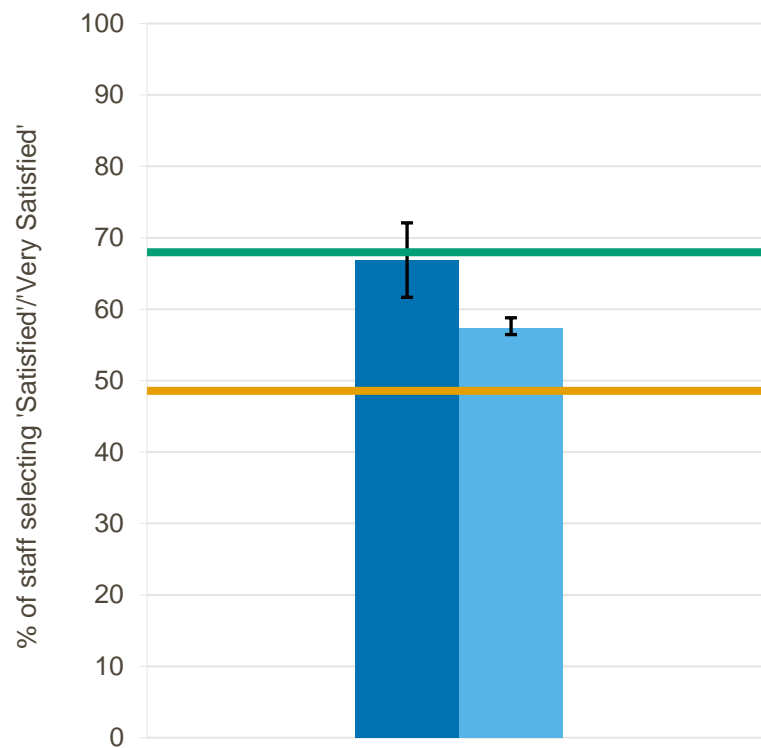
Questions included:

Q4a, Q4b, Q4c, Q8d, Q9b-e (Q9b-e is only answered by staff who have an immediate manager).

➤ We are recognised and rewarded

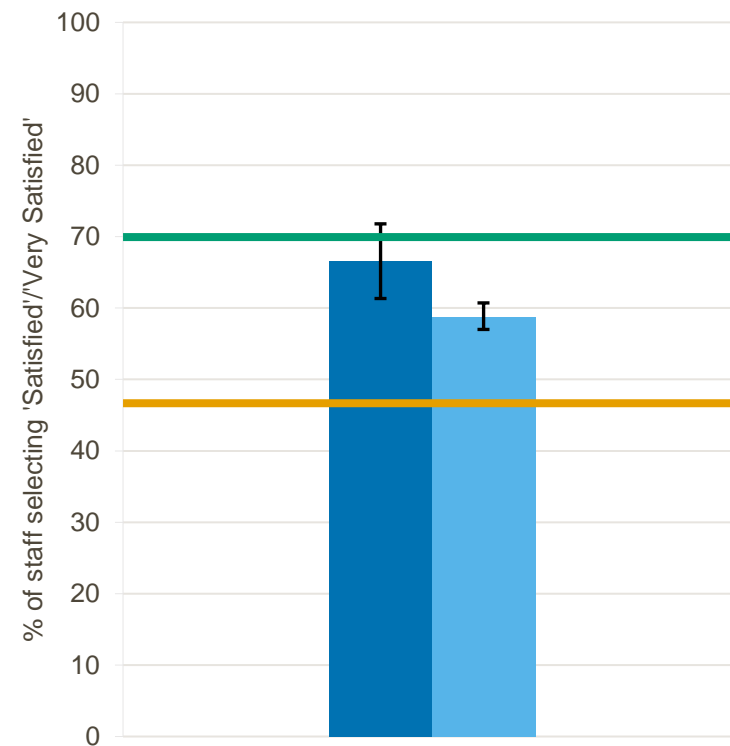


Q4a
The recognition I get for good work.



| | |
|----------------|-------|
| Your ICS | 66.9% |
| Survey average | 57.4% |
| Best result | 68.0% |
| Worst result | 48.6% |
| Responses | 314 |

Q4b
The extent to which my practice values my work.

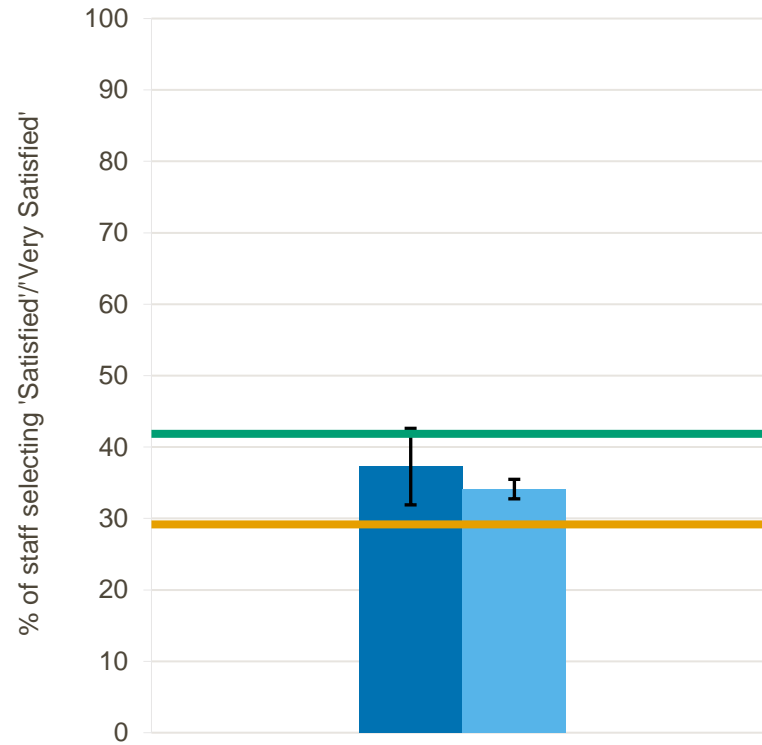


| | |
|----------------|-------|
| Your ICS | 66.6% |
| Survey average | 58.7% |
| Best result | 69.9% |
| Worst result | 46.7% |
| Responses | 314 |

➤ We are recognised and rewarded

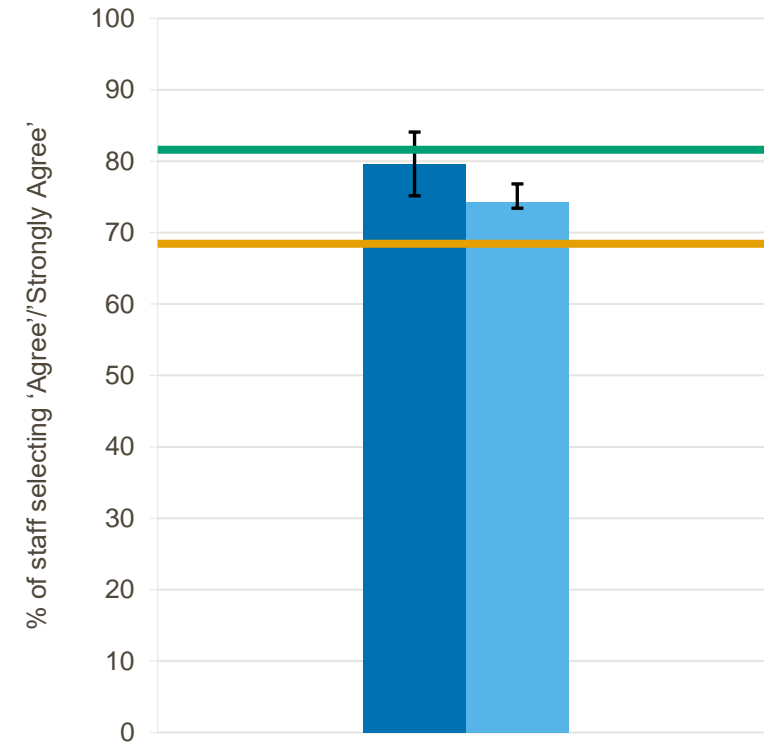


Q4c
My level of pay.



| | |
|-----------------------|-------|
| Your ICS | 37.3% |
| Survey average | 34.0% |
| Best result | 41.9% |
| Worst result | 29.2% |
| Responses | 314 |

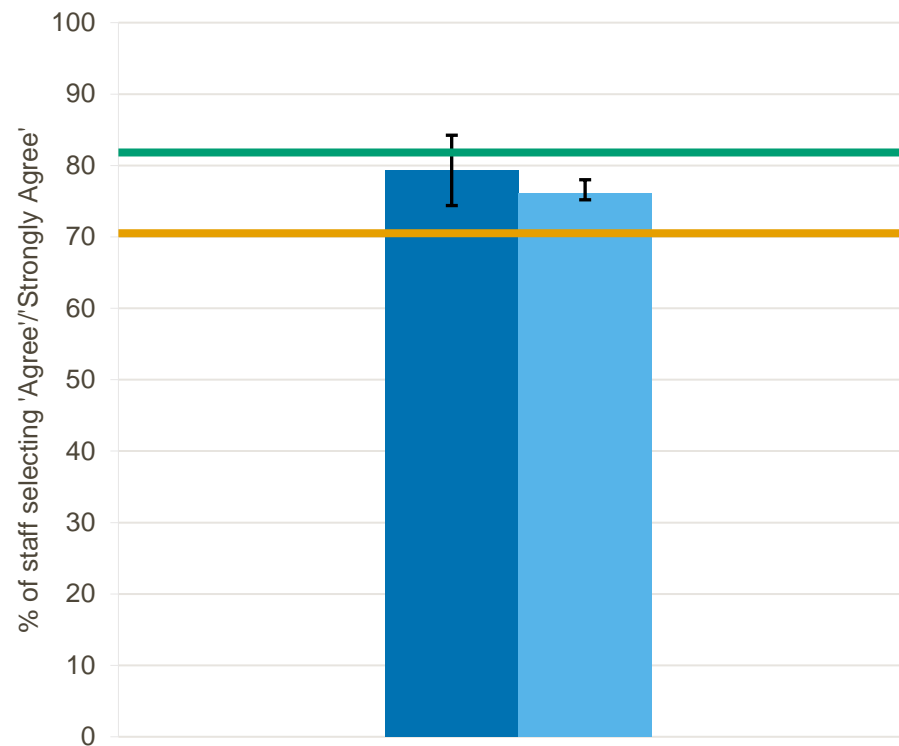
Q8d
The people I work with show appreciation to one another.



| | |
|-----------------------|-------|
| Your ICS | 79.6% |
| Survey average | 74.3% |
| Best result | 81.6% |
| Worst result | 68.4% |
| Responses | 314 |



Q9b-e
My immediate manager values my work.



| | |
|----------------|-------|
| Your ICS | 79.3% |
| Survey average | 76.1% |
| Best result | 81.8% |
| Worst result | 70.5% |
| Responses | 261 |



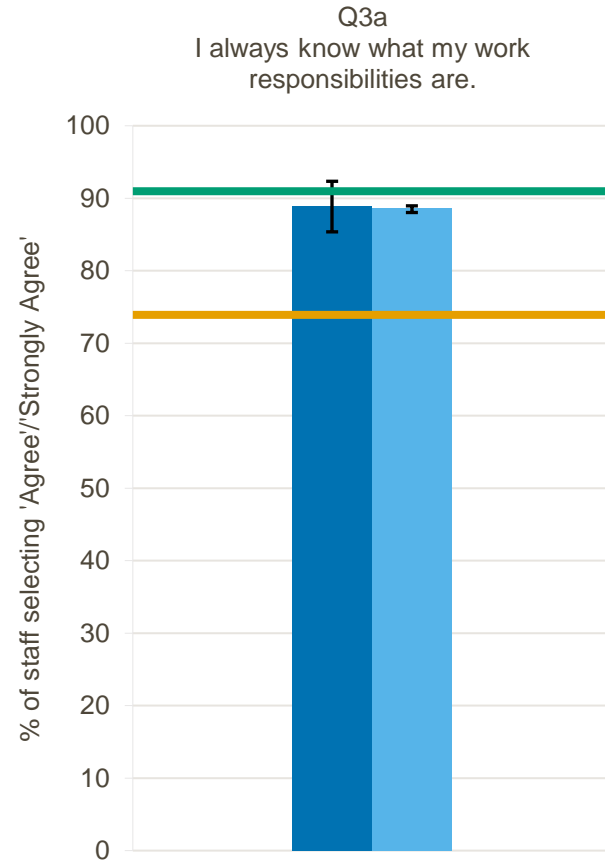
People Promise element – We each have a voice that counts

Questions included:

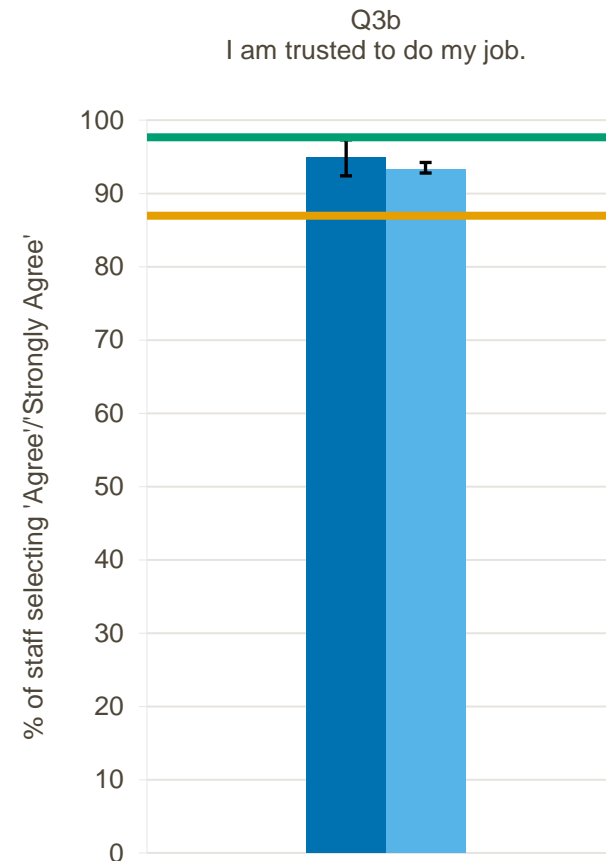
Autonomy and control – Q3a, Q3b, Q3c, Q3d, Q3e, Q3f, Q5b

Raising concerns – Q20a, Q20b, Q25e, Q25f

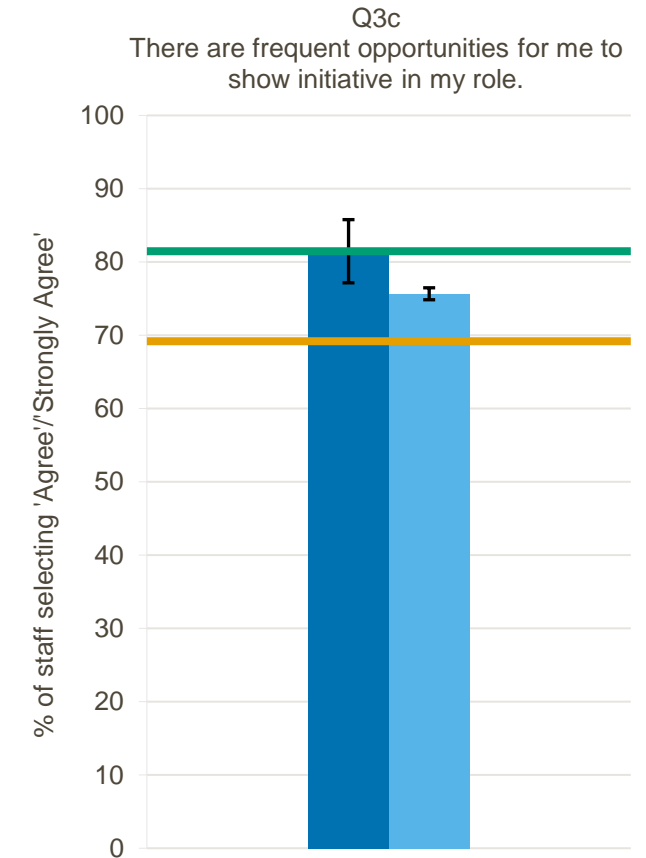
➤ We each have a voice that counts: Autonomy and control



| | |
|----------------|-------|
| Your ICS | 88.9% |
| Survey average | 88.7% |
| Best result | 91.0% |
| Worst result | 73.9% |
| Responses | 314 |

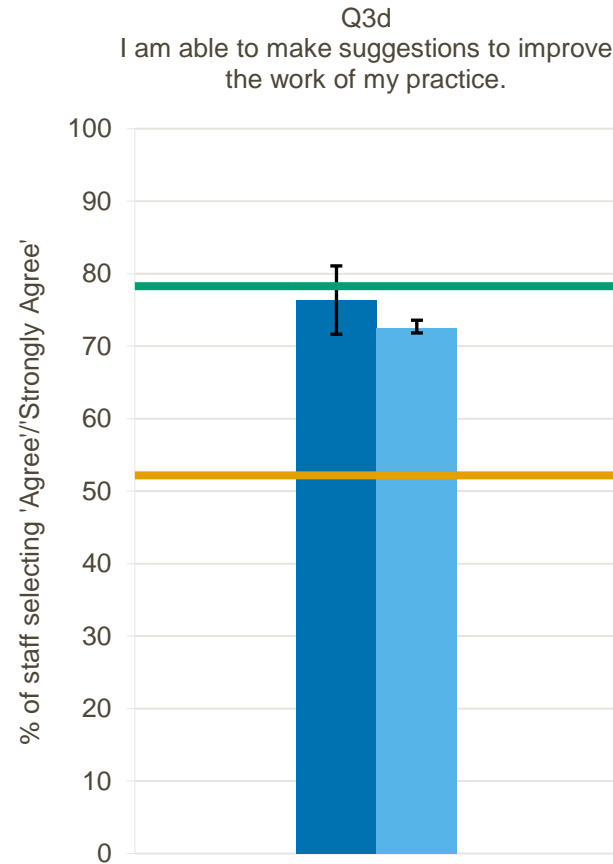


| | |
|----------------|-------|
| Your ICS | 94.9% |
| Survey average | 93.2% |
| Best result | 97.7% |
| Worst result | 87.0% |
| Responses | 311 |

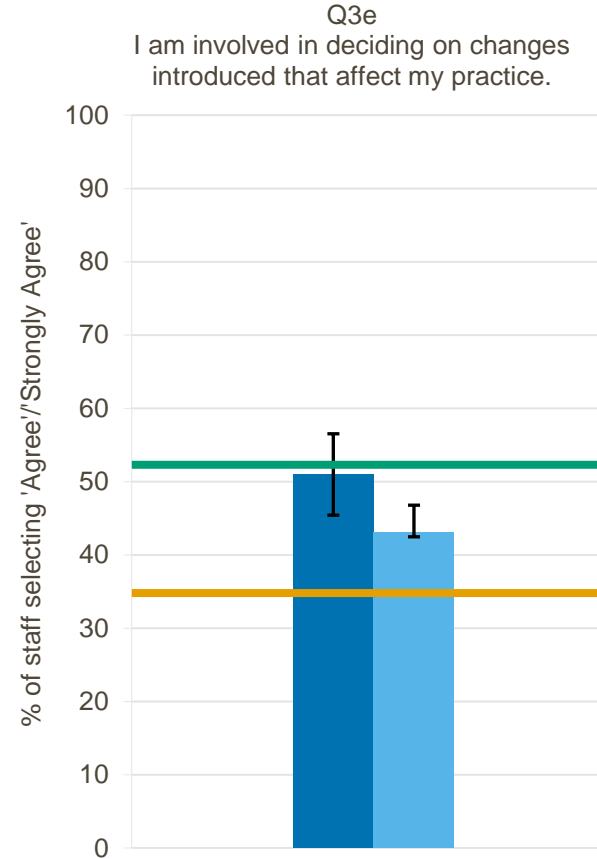


| | |
|----------------|-------|
| Your ICS | 81.5% |
| Survey average | 75.6% |
| Best result | 81.5% |
| Worst result | 69.2% |
| Responses | 313 |

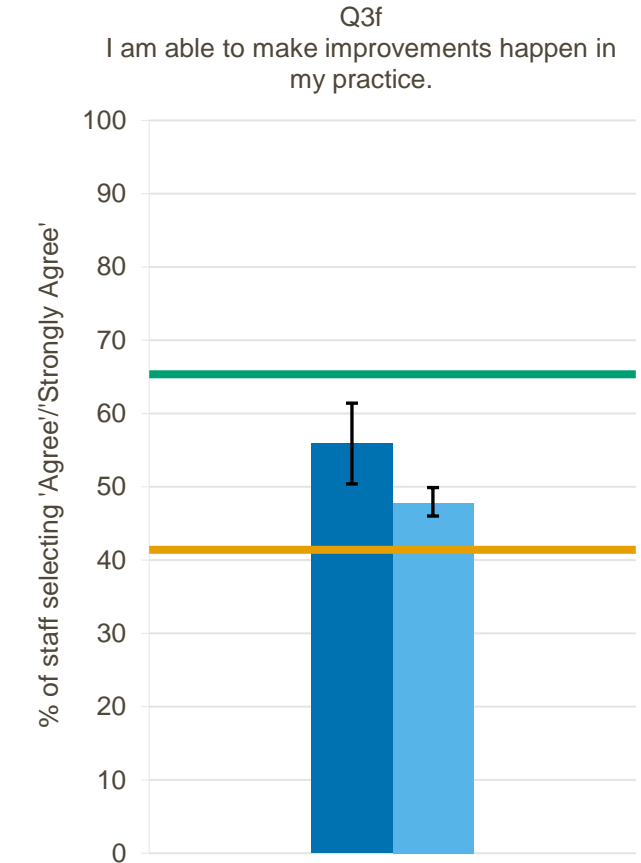
➤ We each have a voice that counts: Autonomy and control



| | |
|----------------|-------|
| Your ICS | 76.4% |
| Survey average | 72.4% |
| Best result | 78.3% |
| Worst result | 52.2% |
| Responses | 313 |



| | |
|----------------|-------|
| Your ICS | 51.0% |
| Survey average | 43.1% |
| Best result | 52.3% |
| Worst result | 34.8% |
| Responses | 312 |

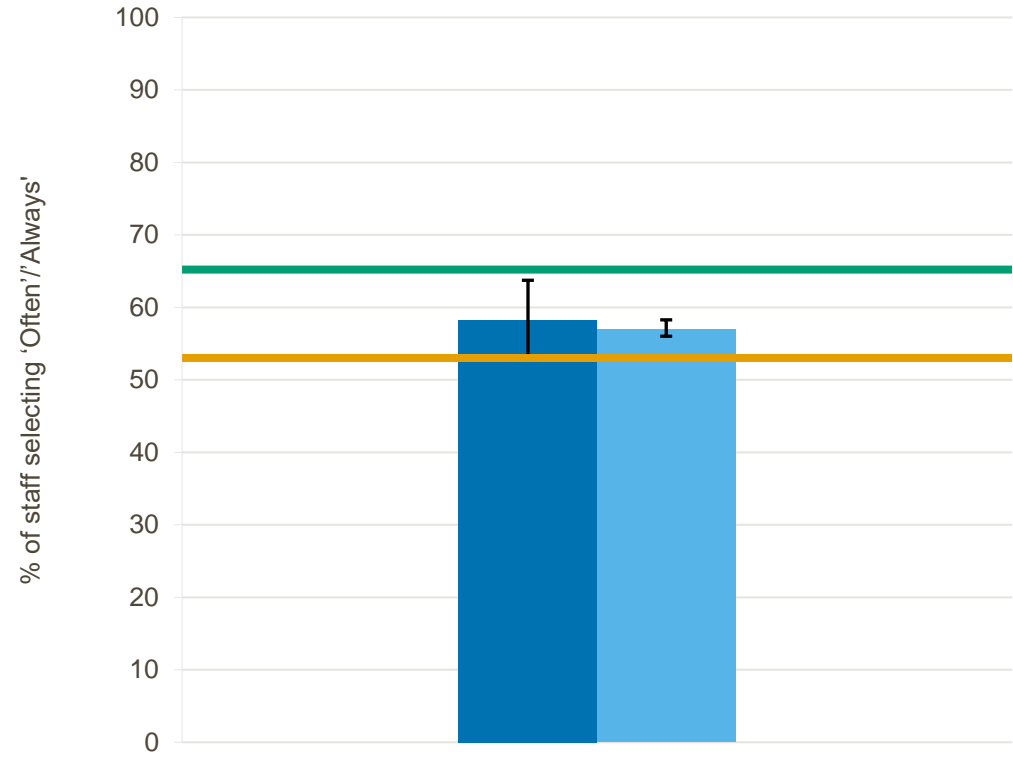


| | |
|----------------|-------|
| Your ICS | 55.9% |
| Survey average | 47.8% |
| Best result | 65.4% |
| Worst result | 41.4% |
| Responses | 313 |

➤ We each have a voice that counts: Autonomy and control

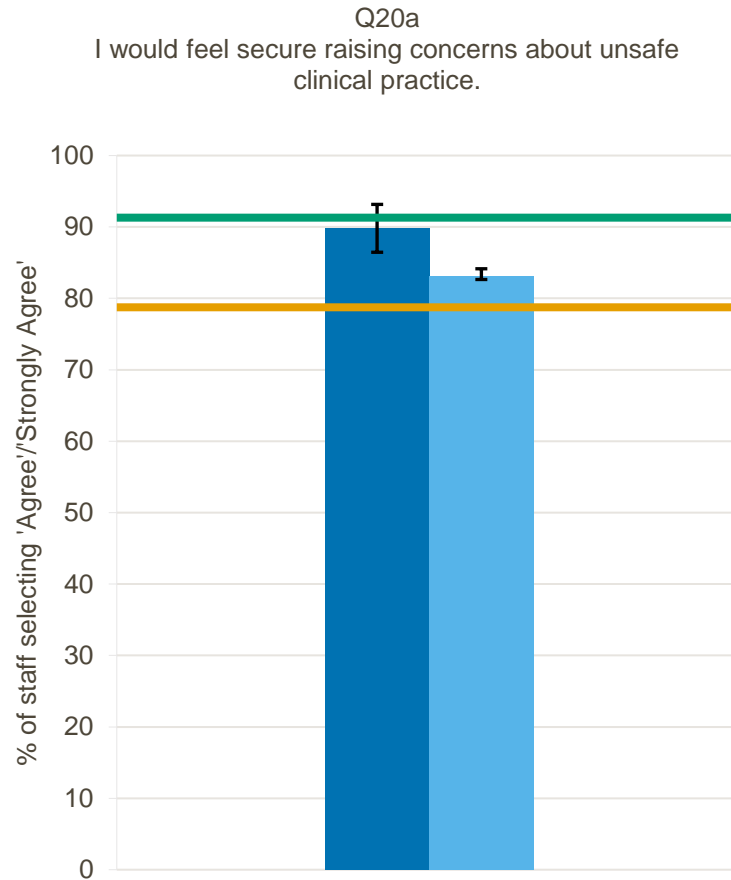


Q5b
I have a choice in deciding how to do my work.

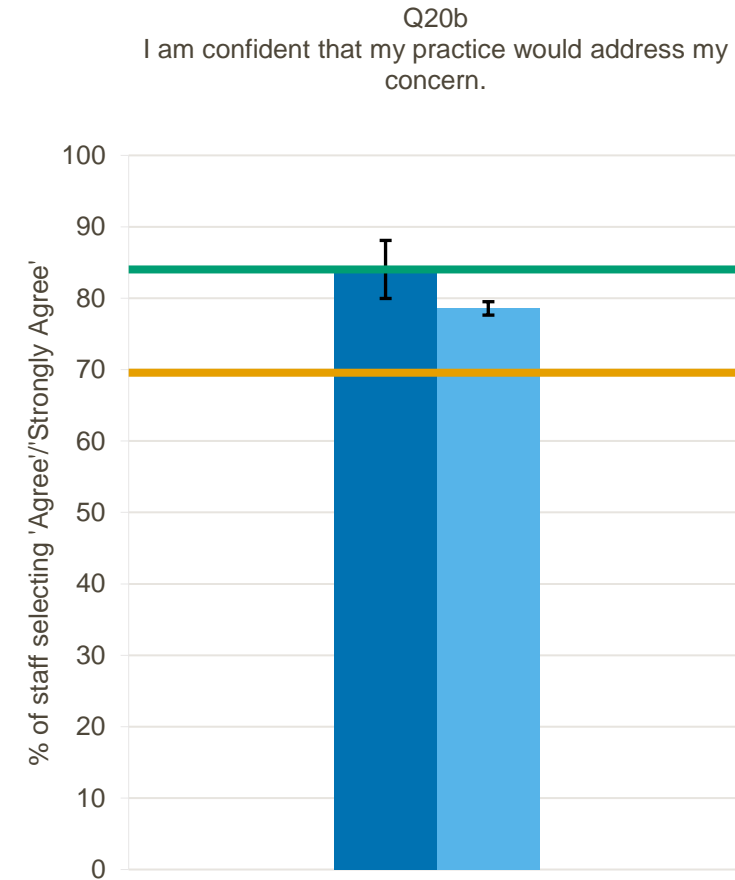


| | |
|----------------|-------|
| Your ICS | 58.3% |
| Survey average | 57.0% |
| Best result | 65.2% |
| Worst result | 53.0% |
| Responses | 314 |

➤ We each have a voice that counts: Raising concerns



| | |
|----------------|-------|
| Your ICS | 89.8% |
| Survey average | 83.2% |
| Best result | 91.3% |
| Worst result | 78.8% |
| Responses | 314 |



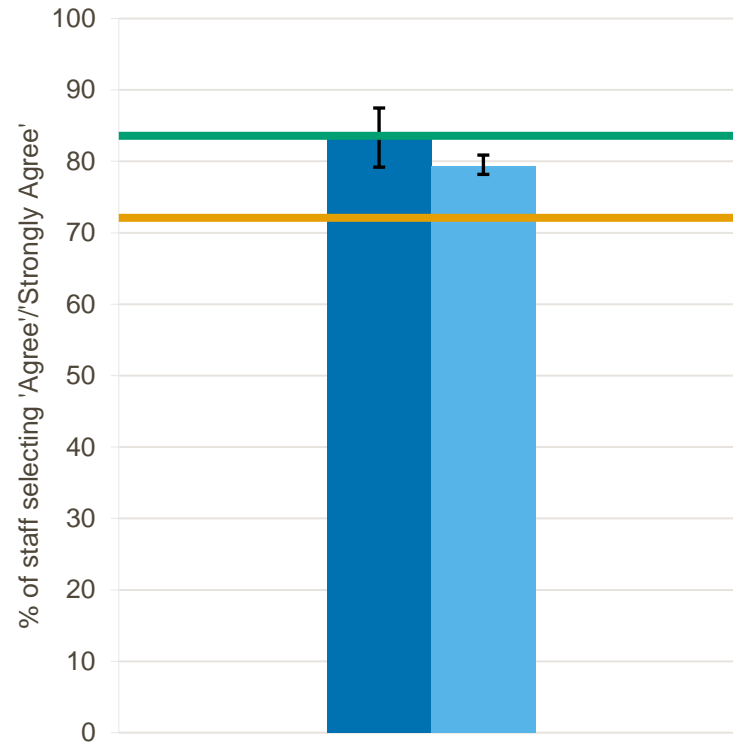
| | |
|----------------|-------|
| Your ICS | 84.0% |
| Survey average | 78.5% |
| Best result | 84.0% |
| Worst result | 69.6% |
| Responses | 313 |

➤ We each have a voice that counts: Raising concerns



Q25e

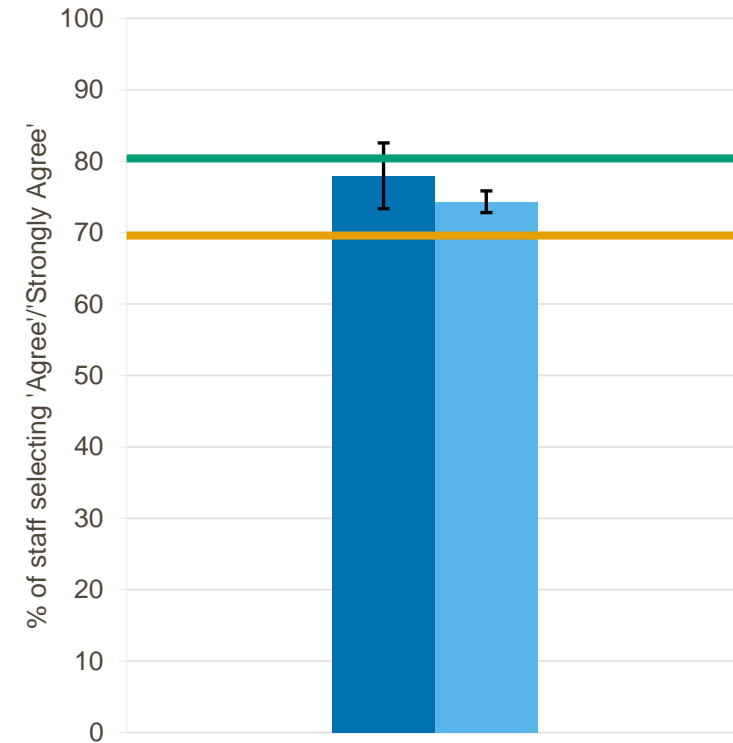
I feel safe to speak up about anything that concerns me in this practice.



| | |
|-----------------------|-------|
| Your ICS | 83.3% |
| Survey average | 79.4% |
| Best result | 83.6% |
| Worst result | 72.1% |
| Responses | 312 |

Q25f

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



| | |
|-----------------------|-------|
| Your ICS | 78.0% |
| Survey average | 74.3% |
| Best result | 80.4% |
| Worst result | 69.6% |
| Responses | 313 |



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

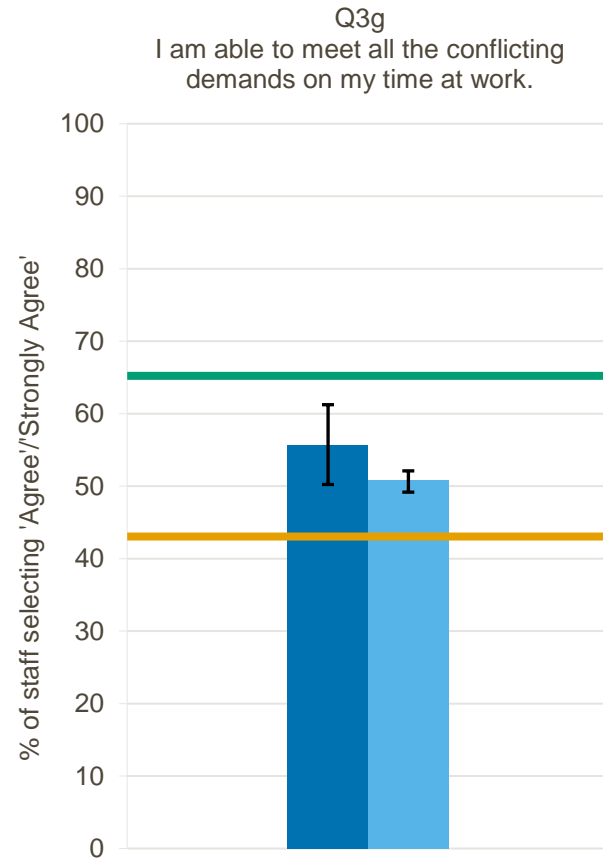
Negative experiences – Q11b, Q11c, Q11d, Q13a, Q13b, Q13c, Q14a, Q14b, Q14c

Other questions:* Q17a, Q17b, Q22

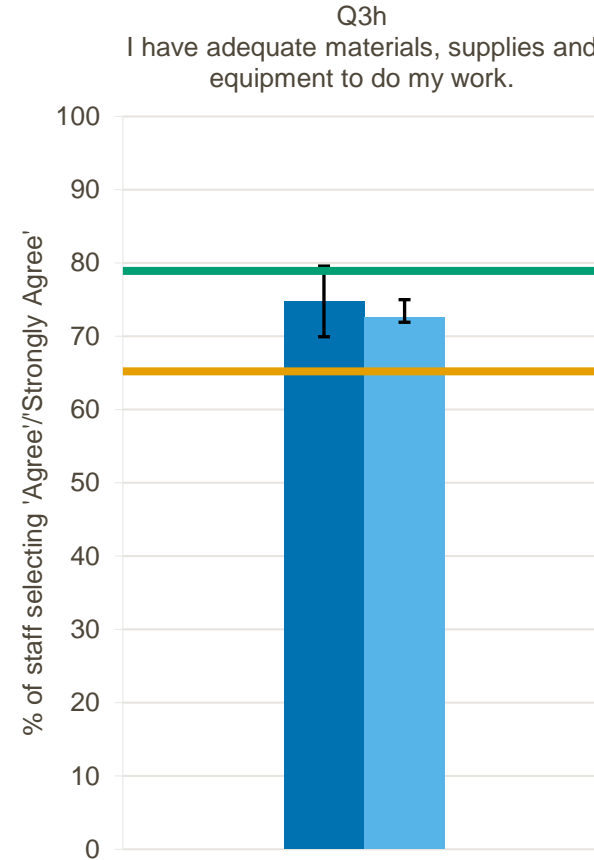
*Q17a, Q17b and Q22 do not contribute to the calculation of any scores or sub-scores.

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.

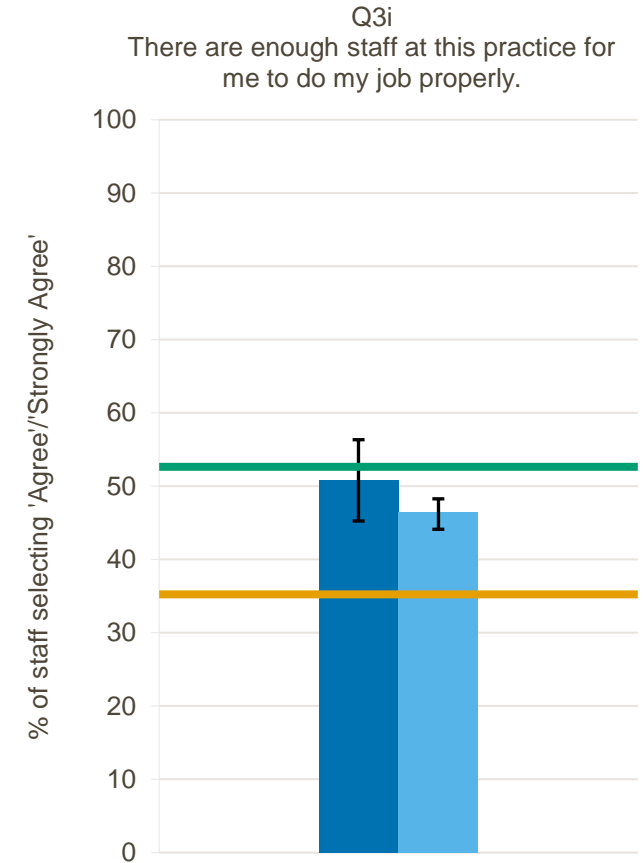
➤ We are safe and healthy: Health and safety climate



| | |
|-----------------------|-------|
| Your ICS | 55.7% |
| Survey average | 50.8% |
| Best result | 65.2% |
| Worst result | 43.0% |
| Responses | 314 |



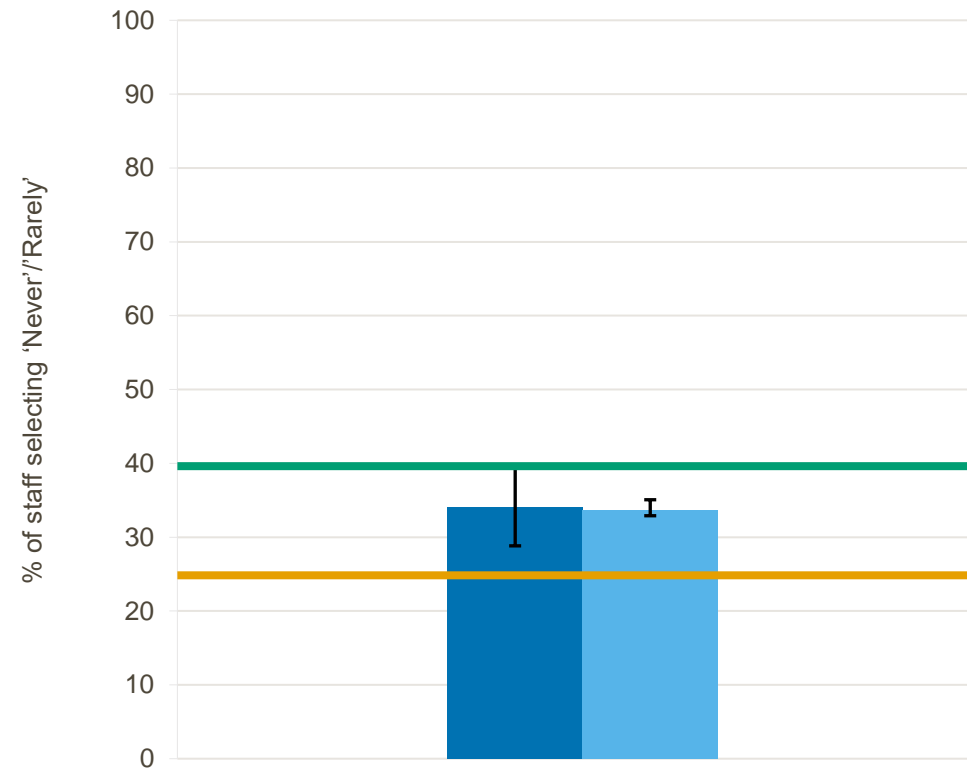
| | |
|-----------------------|-------|
| Your ICS | 74.8% |
| Survey average | 72.6% |
| Best result | 78.9% |
| Worst result | 65.2% |
| Responses | 313 |



| | |
|-----------------------|-------|
| Your ICS | 50.8% |
| Survey average | 46.4% |
| Best result | 52.6% |
| Worst result | 35.2% |
| Responses | 313 |

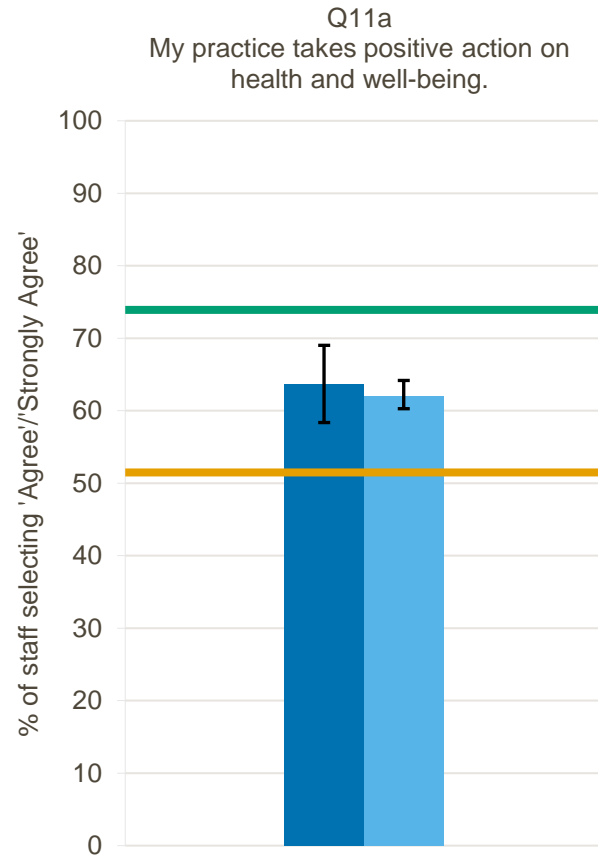


Q5a
I have unrealistic time pressures.

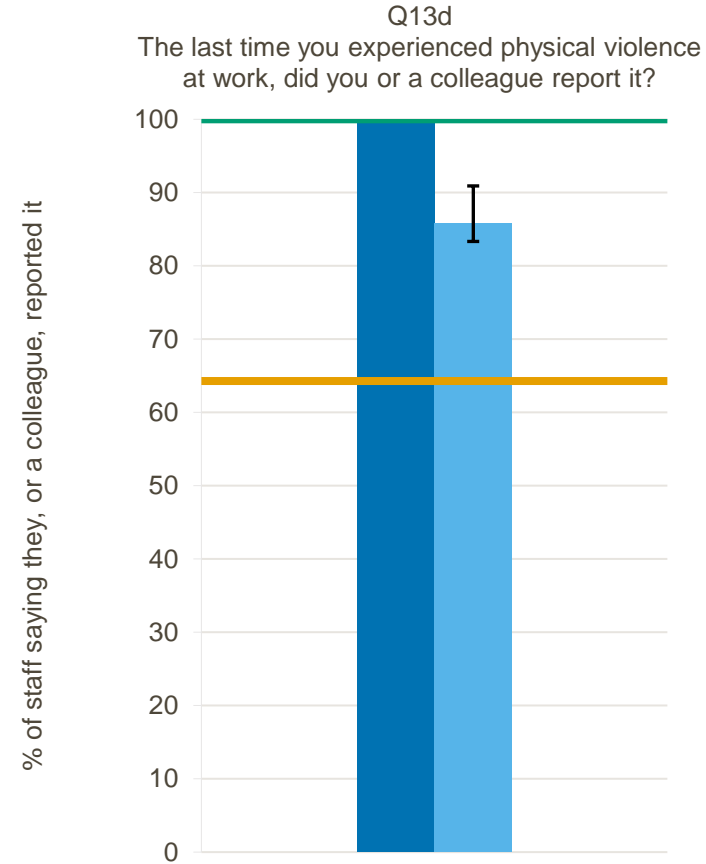


| | |
|----------------|-------|
| Your ICS | 34.1% |
| Survey average | 33.7% |
| Best result | 39.6% |
| Worst result | 24.8% |
| Responses | 314 |

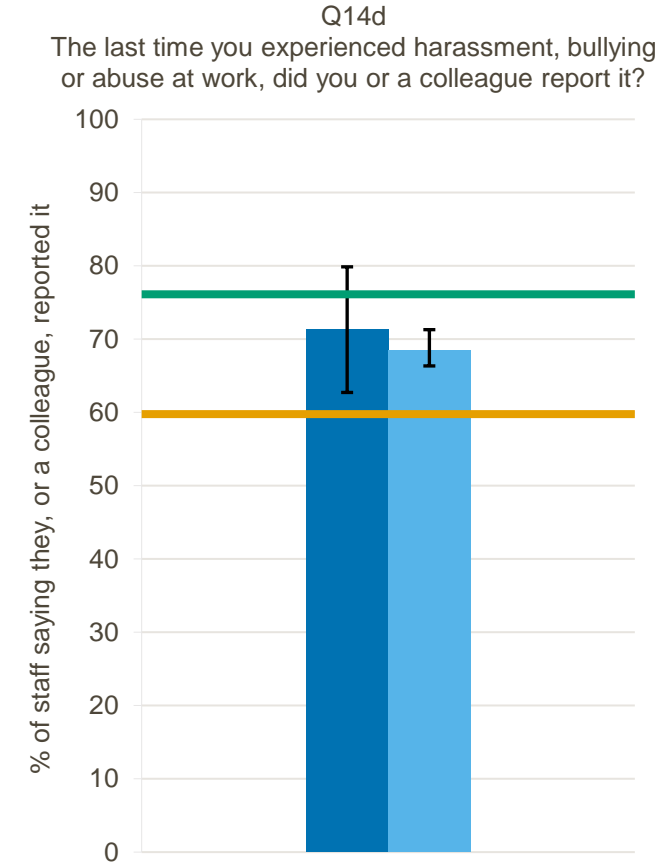
➤ We are safe and healthy: Health and safety climate



| | |
|-----------------------|-------|
| Your ICS | 63.7% |
| Survey average | 62.1% |
| Best result | 73.9% |
| Worst result | 51.5% |
| Responses | 314 |



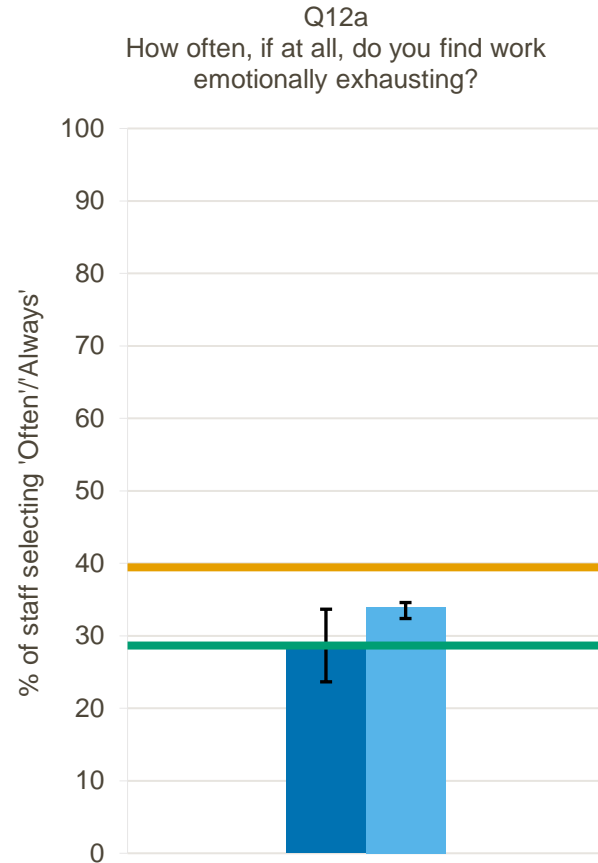
| | |
|-----------------------|--------|
| Your ICS | 100.0% |
| Survey average | 85.7% |
| Best result | 100.0% |
| Worst result | 64.3% |
| Responses | 18 |



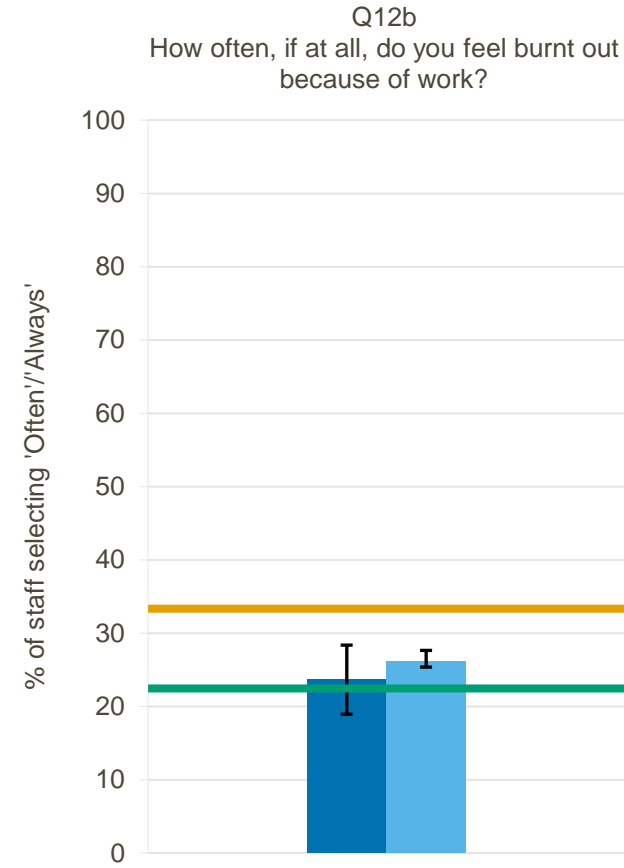
| | |
|-----------------------|-------|
| Your ICS | 71.3% |
| Survey average | 68.4% |
| Best result | 76.1% |
| Worst result | 59.8% |
| Responses | 108 |

Q13d and Q14d are only answered by staff who experienced physical violence or harassment, bullying or abuse at work.

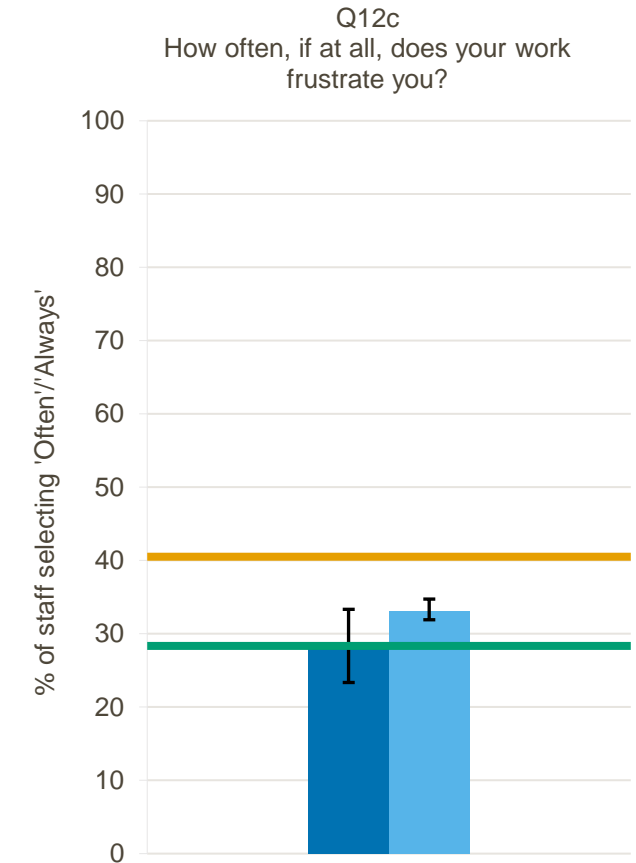
➤ We are safe and healthy: Burnout



| | |
|-----------------------|-------|
| Your ICS | 28.7% |
| Survey average | 34.0% |
| Best result | 28.7% |
| Worst result | 39.4% |
| Responses | 314 |

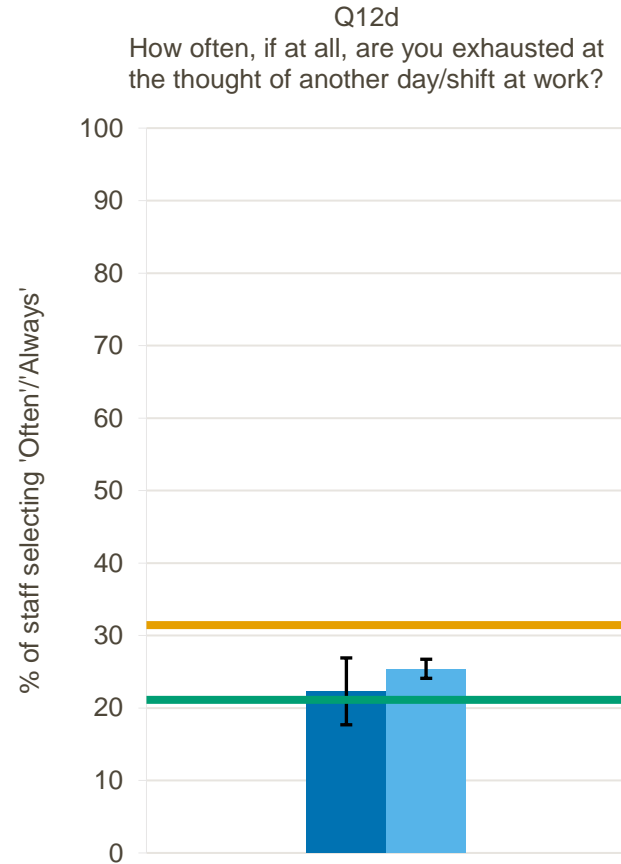


| | |
|-----------------------|-------|
| Your ICS | 23.6% |
| Survey average | 26.1% |
| Best result | 22.4% |
| Worst result | 33.3% |
| Responses | 313 |

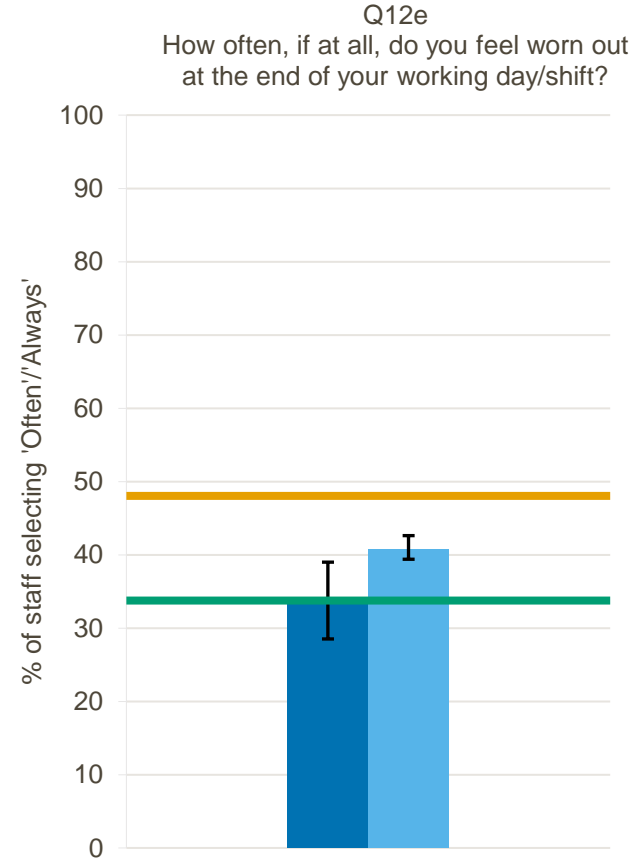


| | |
|-----------------------|-------|
| Your ICS | 28.3% |
| Survey average | 33.1% |
| Best result | 28.3% |
| Worst result | 40.5% |
| Responses | 314 |

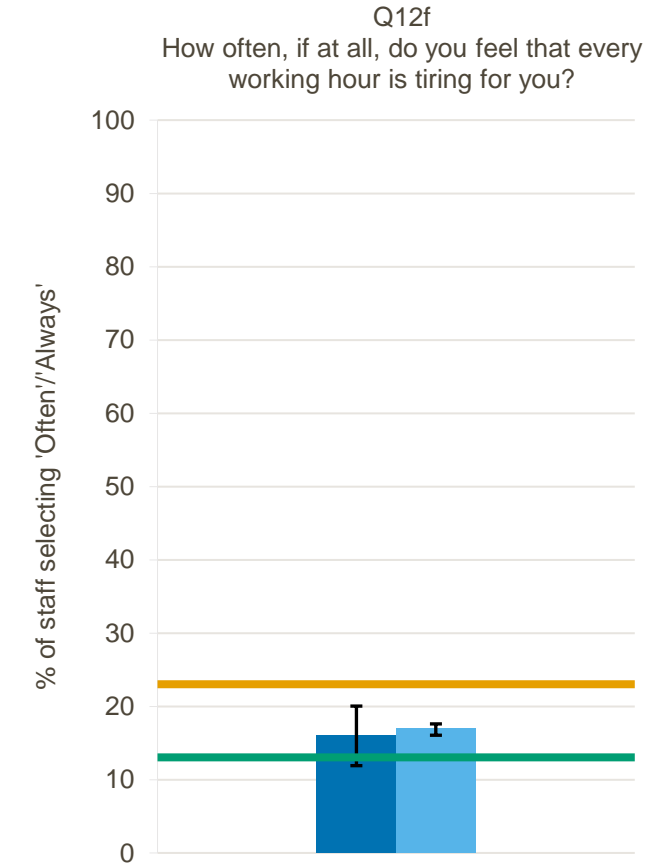
➤ We are safe and healthy: Burnout



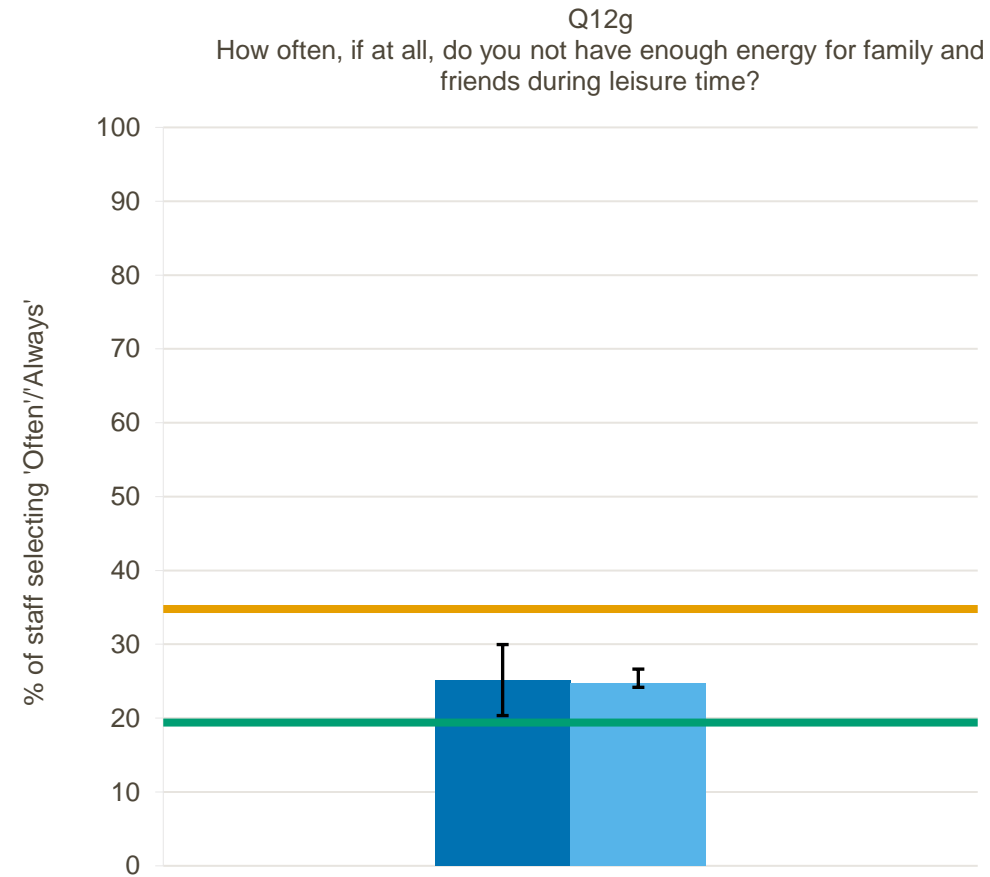
| | |
|-----------------------|-------|
| Your ICS | 22.3% |
| Survey average | 25.4% |
| Best result | 21.1% |
| Worst result | 31.4% |
| Responses | 314 |



| | |
|-----------------------|-------|
| Your ICS | 33.8% |
| Survey average | 40.8% |
| Best result | 33.8% |
| Worst result | 48.0% |
| Responses | 314 |

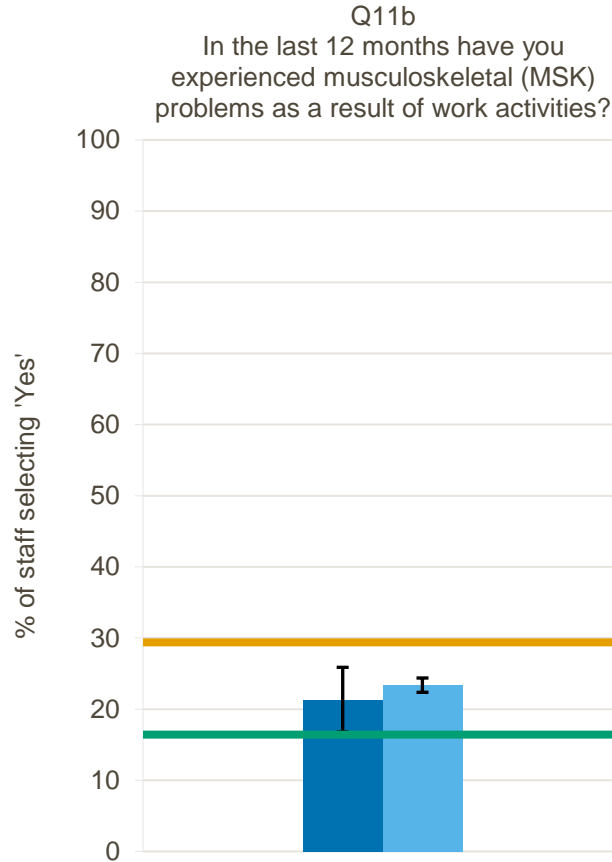


| | |
|-----------------------|-------|
| Your ICS | 16.0% |
| Survey average | 17.1% |
| Best result | 13.0% |
| Worst result | 23.0% |
| Responses | 313 |

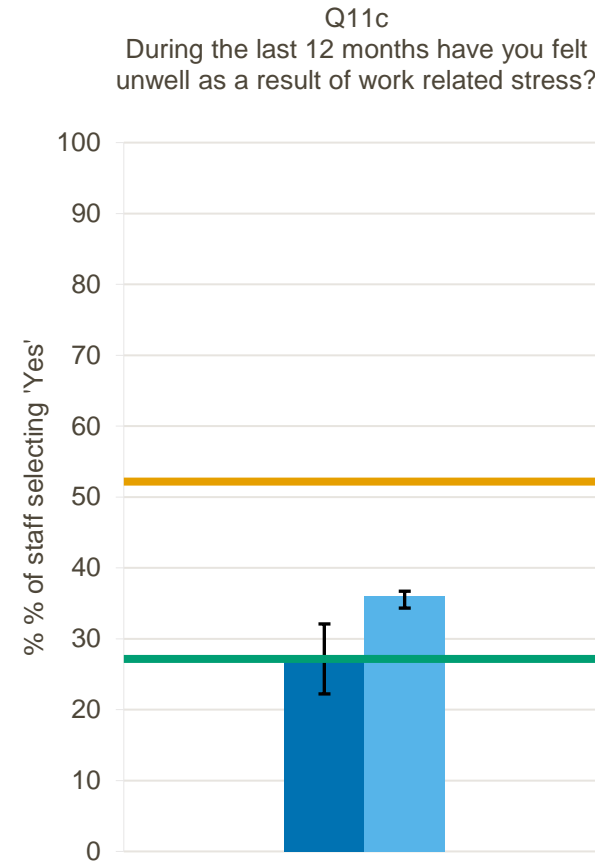


| | |
|----------------|-------|
| Your ICS | 25.2% |
| Survey average | 24.7% |
| Best result | 19.4% |
| Worst result | 34.8% |
| Responses | 314 |

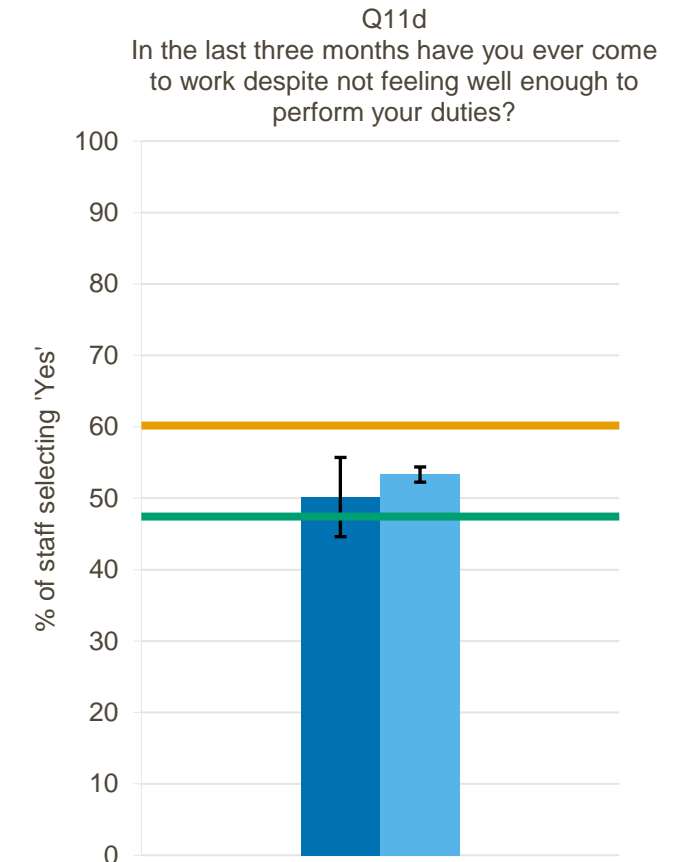
➤ We are safe and healthy: Negative experiences



| | |
|-----------------------|-------|
| Your ICS | 21.3% |
| Survey average | 23.5% |
| Best result | 16.4% |
| Worst result | 29.4% |
| Responses | 314 |



| | |
|-----------------------|-------|
| Your ICS | 27.2% |
| Survey average | 36.1% |
| Best result | 27.2% |
| Worst result | 52.2% |
| Responses | 313 |



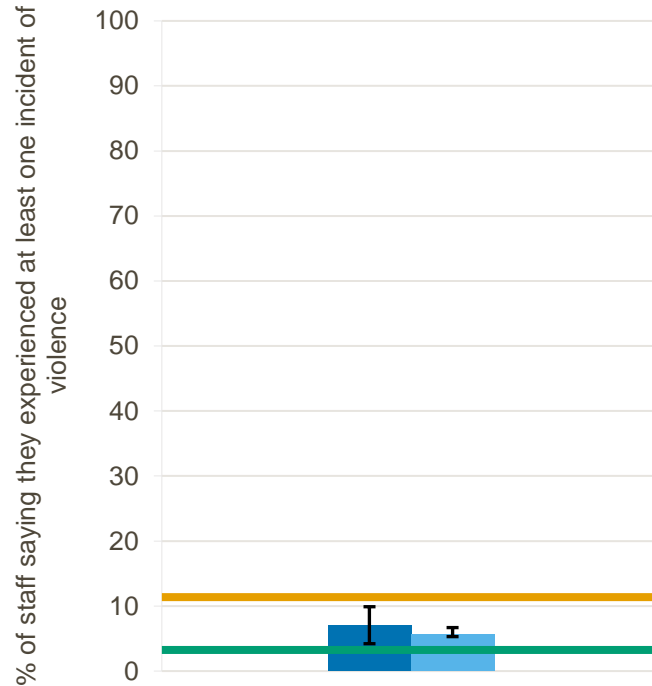
| | |
|-----------------------|-------|
| Your ICS | 50.2% |
| Survey average | 53.4% |
| Best result | 47.4% |
| Worst result | 60.2% |
| Responses | 313 |

➤ We are safe and healthy: Negative experiences



Q13a

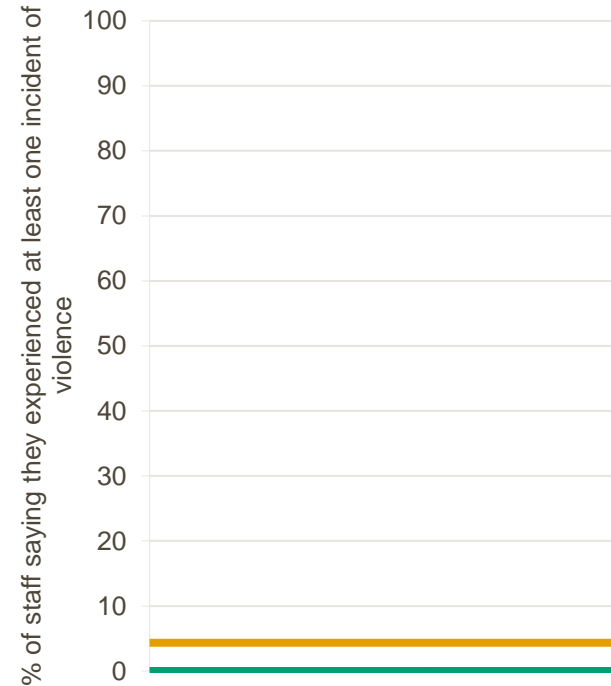
In the last 12 months how many times have you personally experienced physical violence at work from...? Patients / service users, their relatives or other members of the public.



| | |
|-----------------------|-------|
| Your ICS | 7.1% |
| Survey average | 5.6% |
| Best result | 3.2% |
| Worst result | 11.4% |
| Responses | 312 |

Q13b

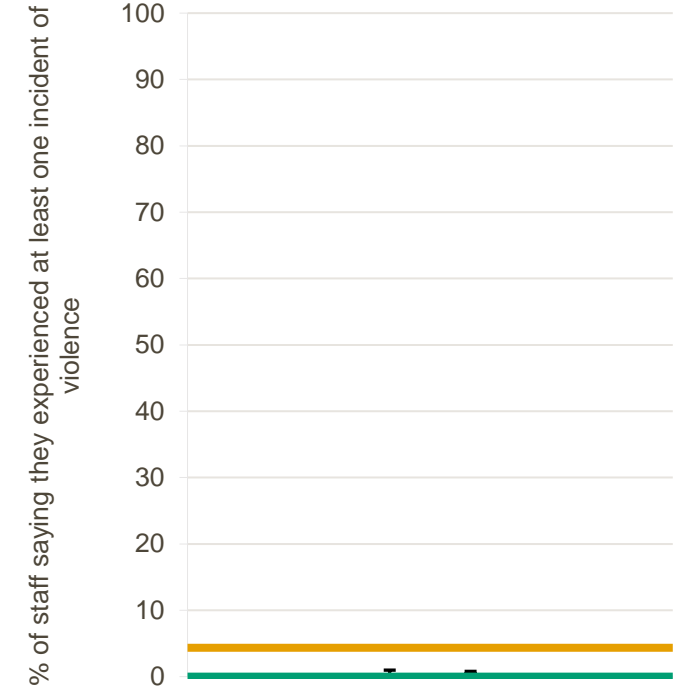
In the last 12 months how many times have you personally experienced physical violence at work from...? Managers.



| | |
|-----------------------|------|
| Your ICS | 0.0% |
| Survey average | 0.2% |
| Best result | 0.0% |
| Worst result | 4.3% |
| Responses | 308 |

Q13c

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



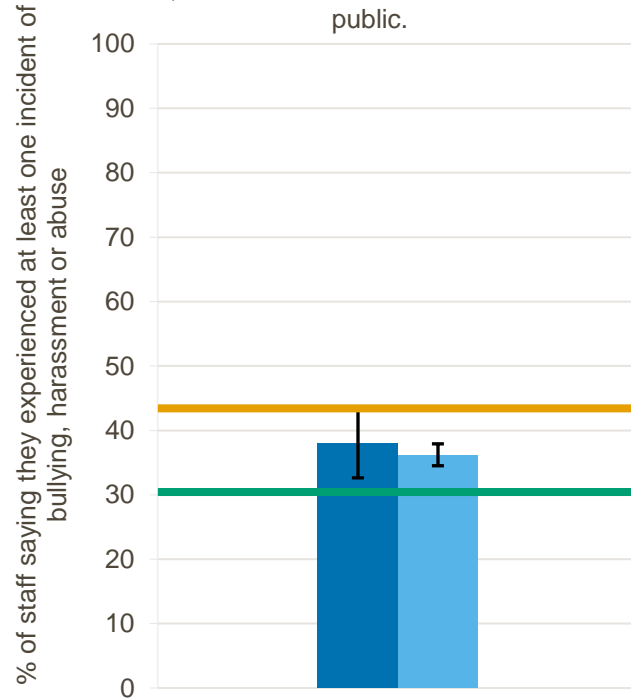
| | |
|-----------------------|------|
| Your ICS | 0.3% |
| Survey average | 0.5% |
| Best result | 0.0% |
| Worst result | 4.3% |
| Responses | 303 |

➤ We are safe and healthy: Negative experiences



Q14a

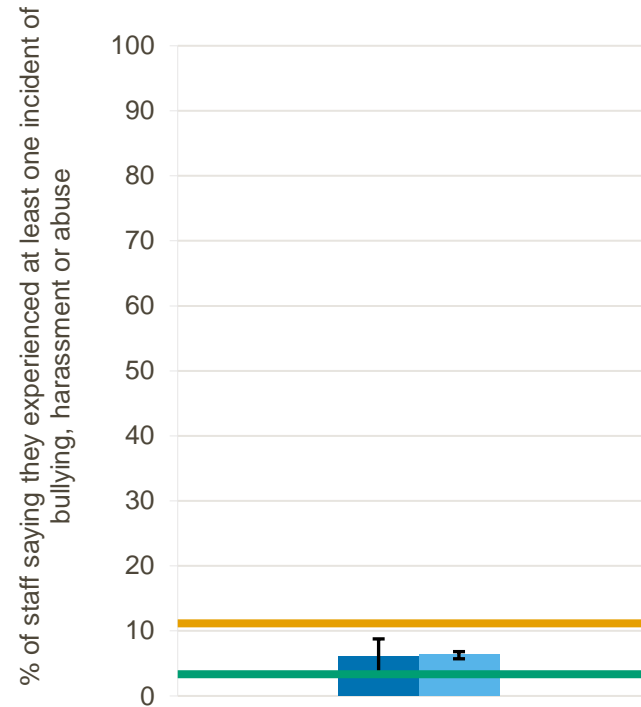
In the last 12 months how many times have you personally experienced harassment, bullying or abuse from...? Patients / service users, their relatives or other members of the public.



| | |
|-----------------------|-------|
| Your ICS | 38.0% |
| Survey average | 36.1% |
| Best result | 30.4% |
| Worst result | 43.4% |
| Responses | 313 |

Q14b

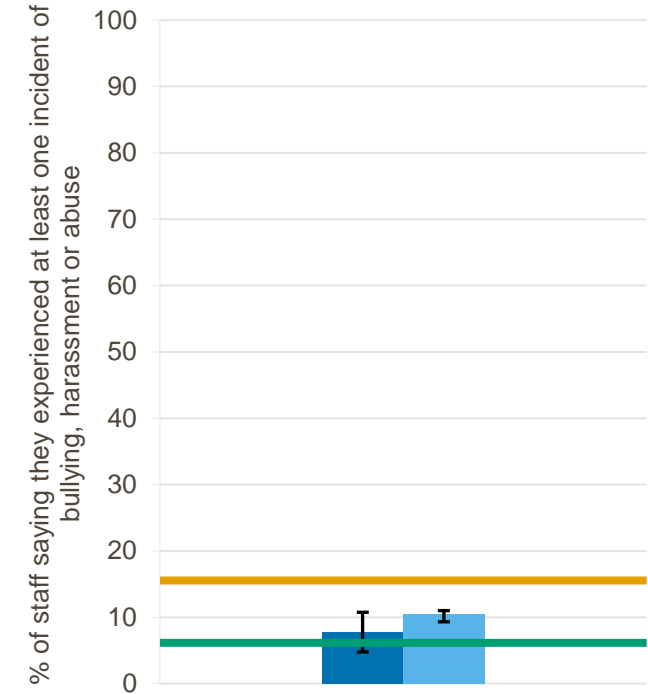
In the last 12 months how many times have you personally experienced harassment, bullying or abuse from...? Managers.



| | |
|-----------------------|-------|
| Your ICS | 6.1% |
| Survey average | 6.4% |
| Best result | 3.3% |
| Worst result | 11.2% |
| Responses | 311 |

Q14c

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



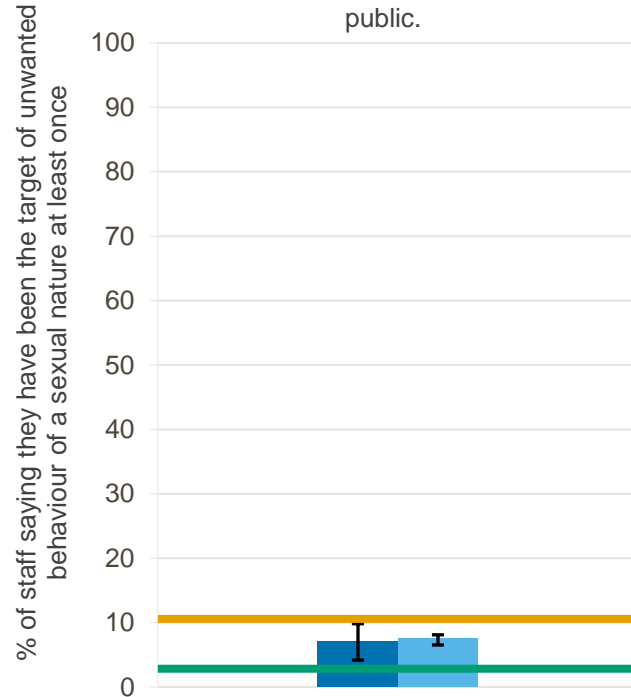
| | |
|-----------------------|-------|
| Your ICS | 7.8% |
| Survey average | 10.5% |
| Best result | 6.1% |
| Worst result | 15.5% |
| Responses | 309 |

➤ We are safe and healthy: Other questions*



Q17a

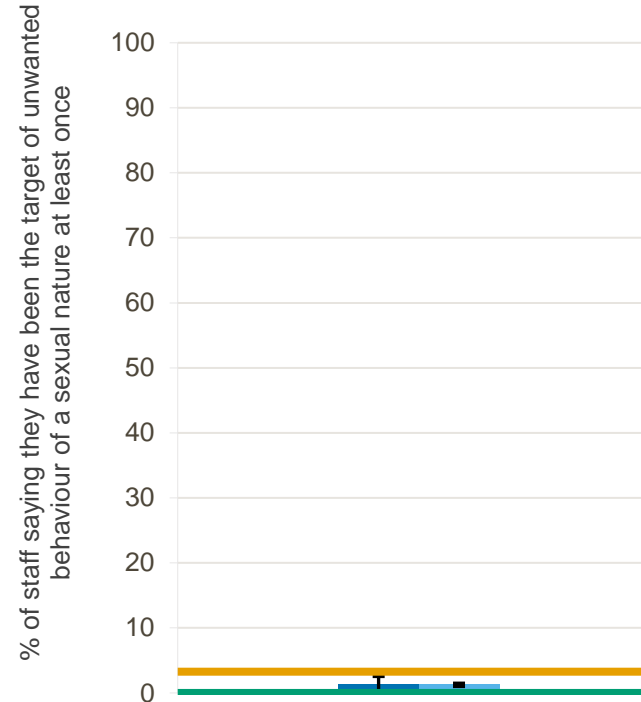
In the last 12 months, have you been the target of unwanted behaviour of a sexual nature in the workplace from... ? Patients / service users, their relatives or other member of the public.



| | |
|----------------|-------|
| Your ICS | 7.0% |
| Survey average | 7.5% |
| Best result | 2.8% |
| Worst result | 10.6% |
| Responses | 314 |

Q17b

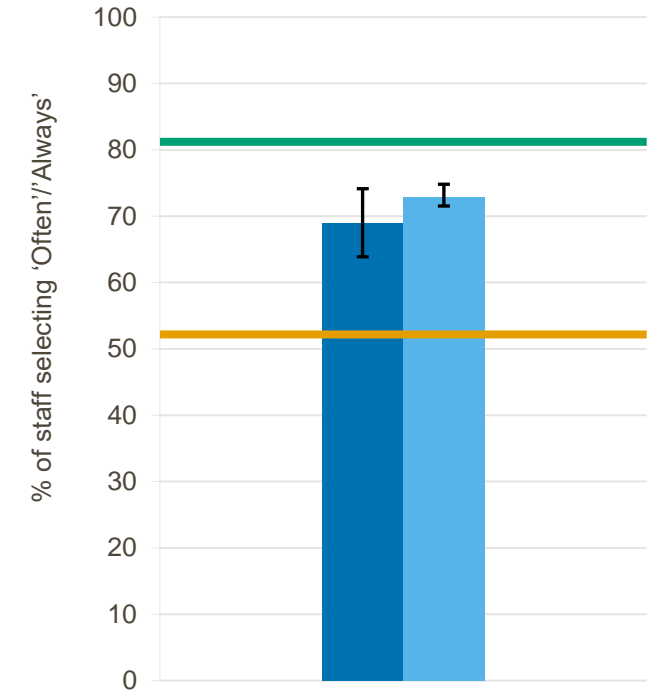
In the last 12 months, have you been the target of unwanted behaviour of a sexual nature in the workplace from... ? Staff / colleagues.



| | |
|----------------|------|
| Your ICS | 1.3% |
| Survey average | 1.3% |
| Best result | 0.0% |
| Worst result | 3.3% |
| Responses | 311 |

Q22

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



| | |
|----------------|-------|
| Your ICS | 69.0% |
| Survey average | 72.9% |
| Best result | 81.2% |
| Worst result | 52.2% |
| Responses | 313 |

*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:

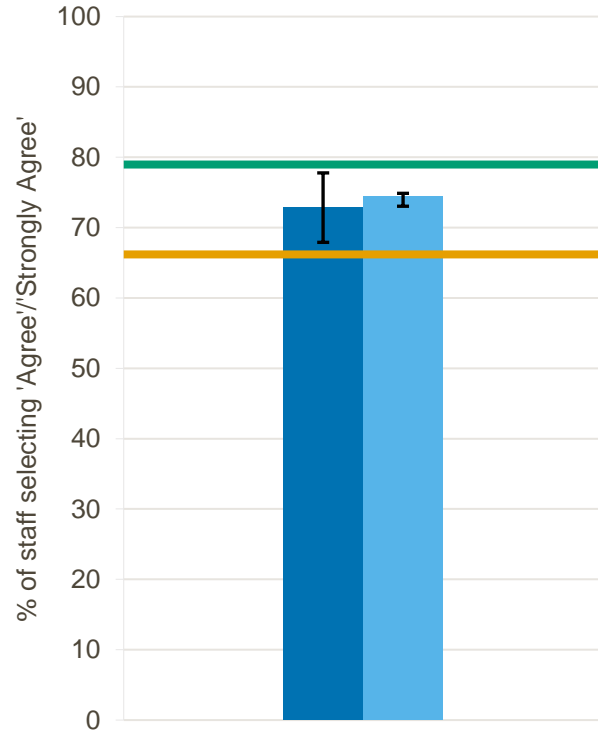
Development – Q24a, Q24b, Q24c, Q24d, Q24e, Q24f

Appraisals – Q23a, Q23b, Q23c, Q23d

➤ We are always learning: Development

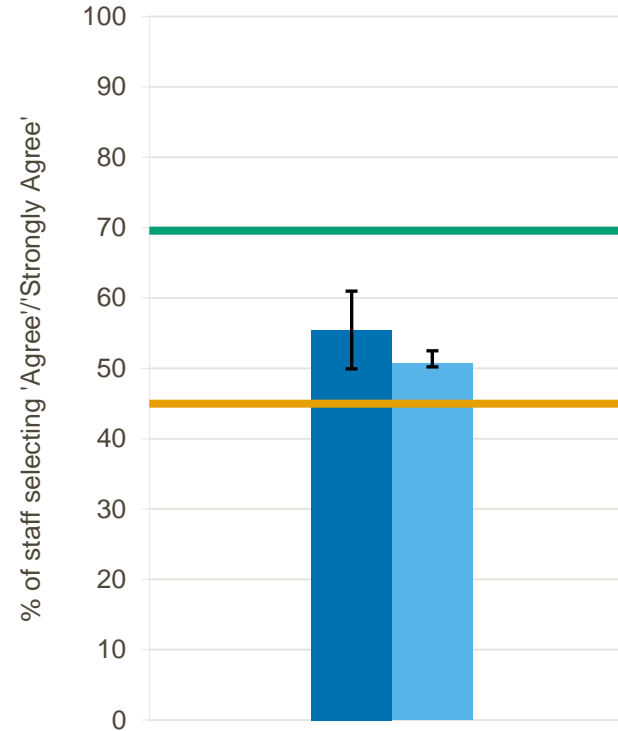


Q24a
This practice offers me challenging work.



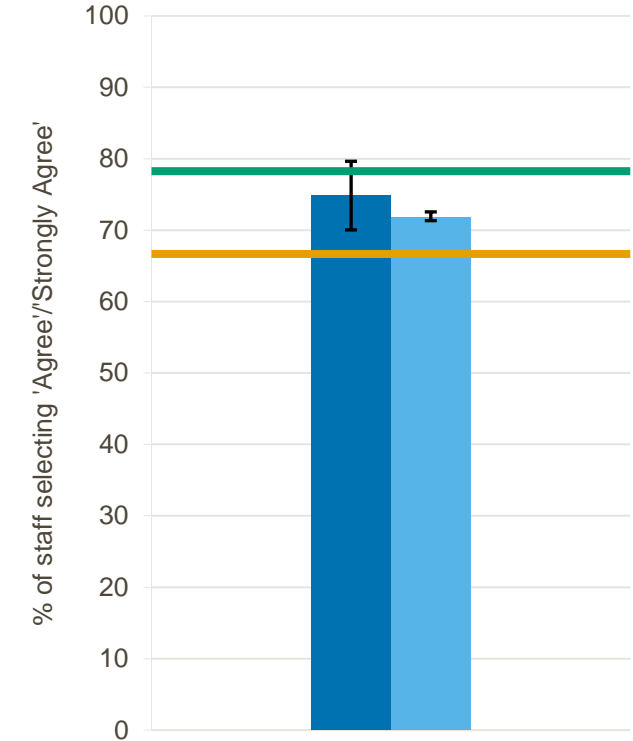
| | |
|----------------|-------|
| Your ICS | 72.8% |
| Survey average | 74.5% |
| Best result | 79.0% |
| Worst result | 66.2% |
| Responses | 313 |

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



| | |
|----------------|-------|
| Your ICS | 55.4% |
| Survey average | 50.7% |
| Best result | 69.6% |
| Worst result | 45.0% |
| Responses | 312 |

Q24c
I have opportunities to improve my knowledge and skills.

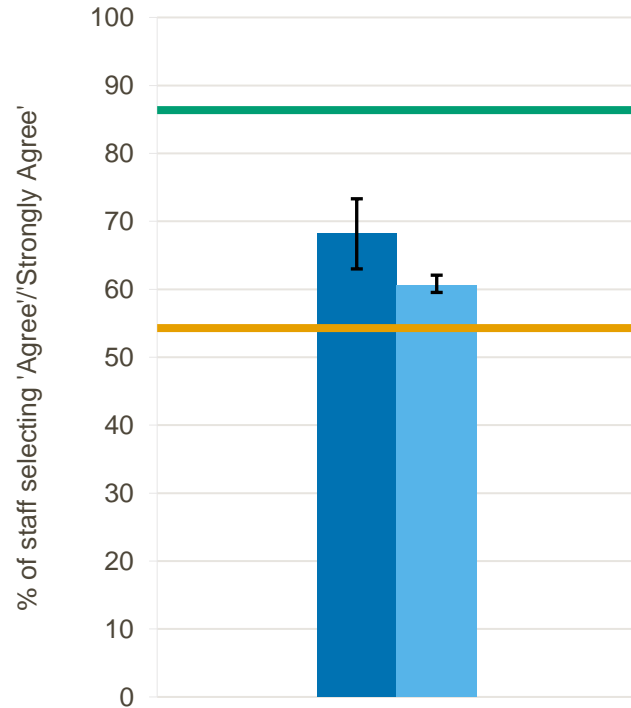


| | |
|----------------|-------|
| Your ICS | 74.8% |
| Survey average | 71.8% |
| Best result | 78.3% |
| Worst result | 66.7% |
| Responses | 314 |

➤ We are always learning: Development

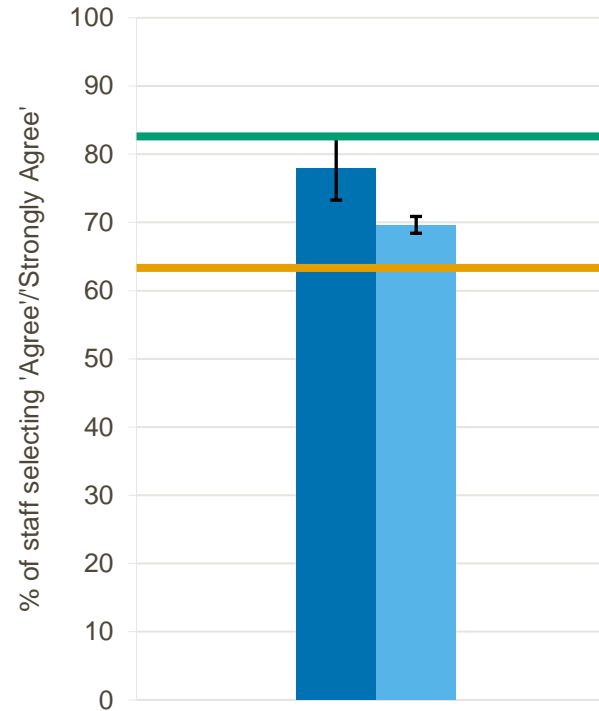


Q24d
I feel supported to develop my potential.



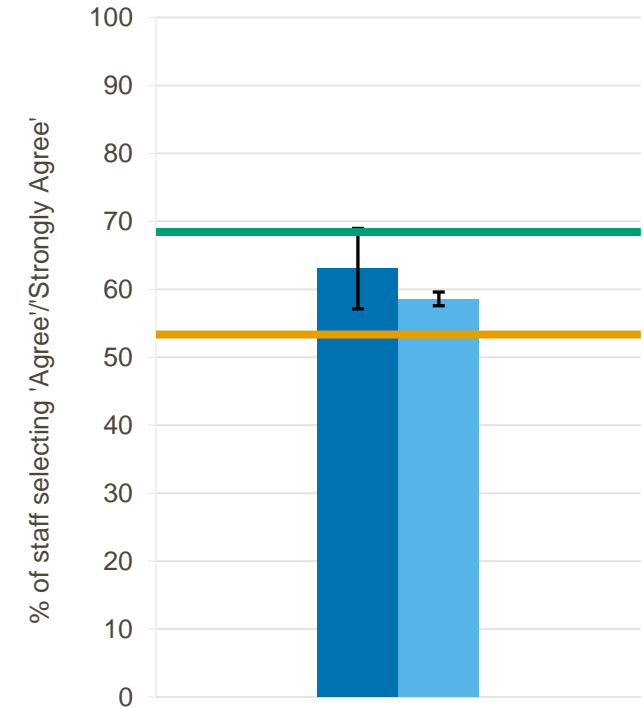
| | |
|----------------|-------|
| Your ICS | 68.2% |
| Survey average | 60.5% |
| Best result | 86.4% |
| Worst result | 54.3% |
| Responses | 314 |

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



| | |
|----------------|-------|
| Your ICS | 77.9% |
| Survey average | 69.5% |
| Best result | 82.6% |
| Worst result | 63.3% |
| Responses | 312 |

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



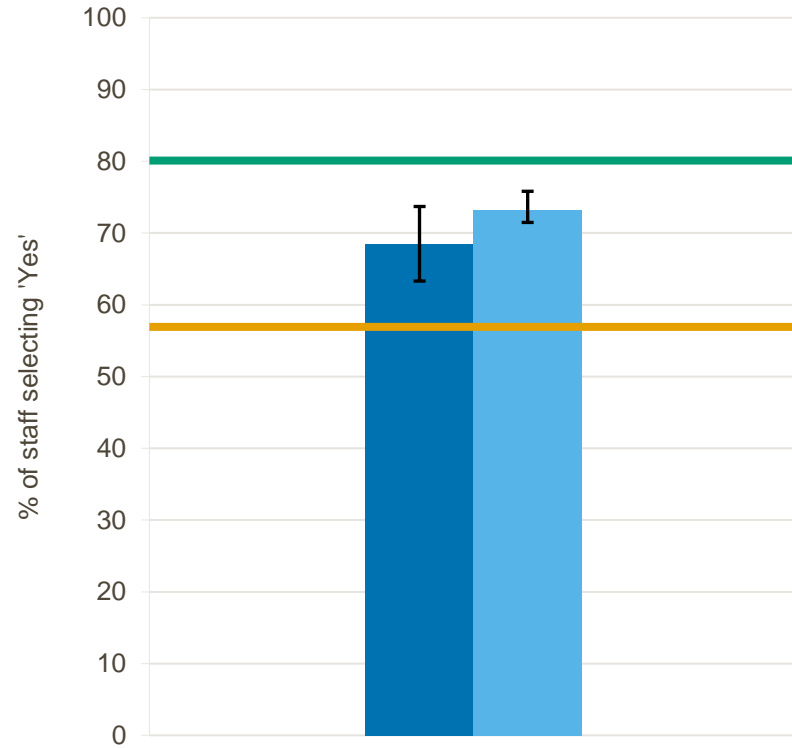
| | |
|----------------|-------|
| Your ICS | 63.0% |
| Survey average | 58.5% |
| Best result | 68.4% |
| Worst result | 53.3% |
| Responses | 257 |

➤ We are always learning: Appraisals



Q23a

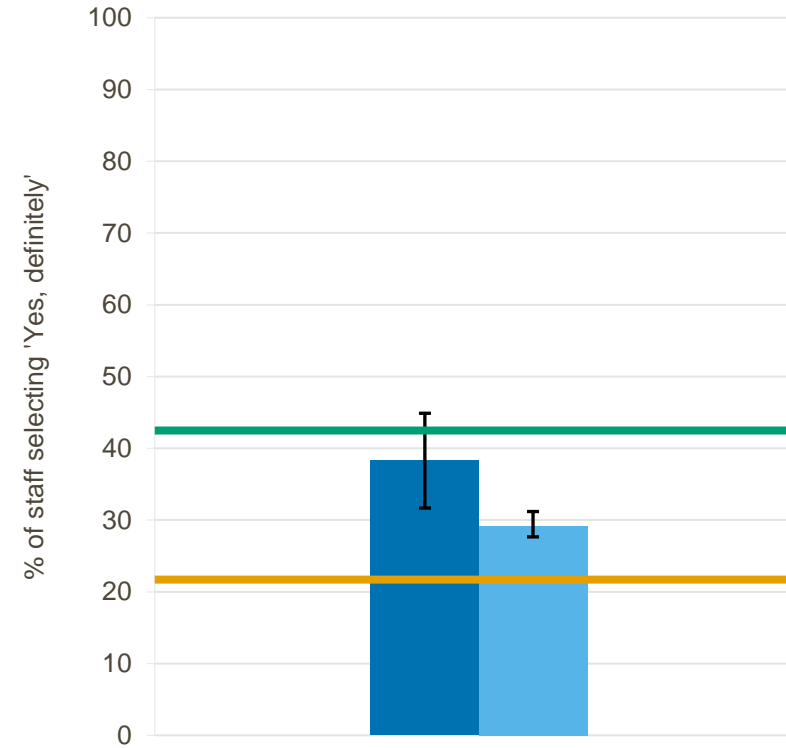
In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?



| | |
|----------------|-------|
| Your ICS | 68.5% |
| Survey average | 73.2% |
| Best result | 80.1% |
| Worst result | 56.9% |
| Responses | 308 |

Q23b

It helped me to improve how I do my job.



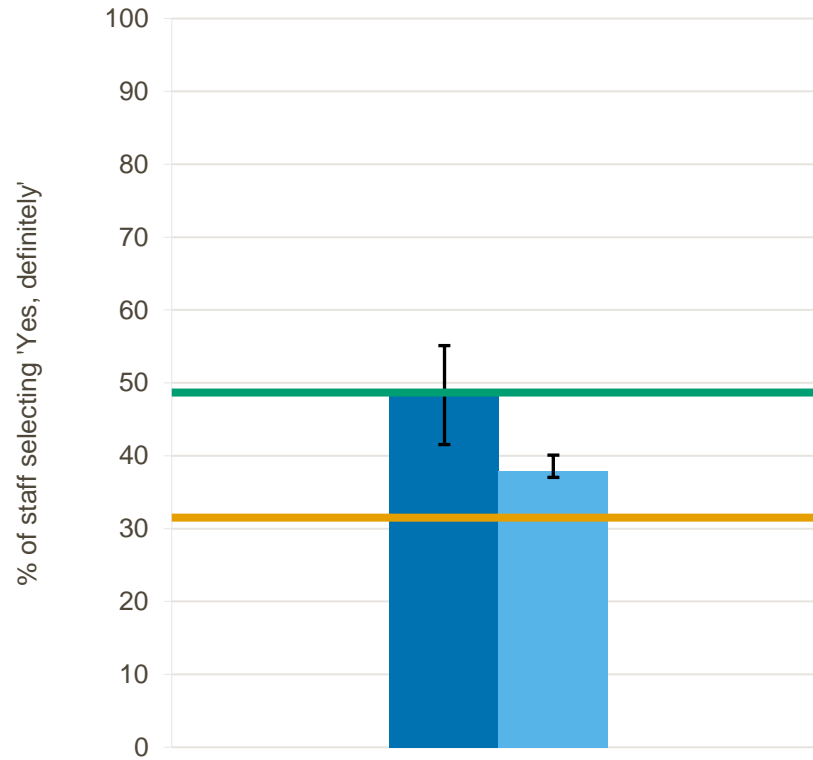
| | |
|----------------|-------|
| Your ICS | 38.3% |
| Survey average | 29.2% |
| Best result | 42.5% |
| Worst result | 21.7% |
| Responses | 209 |

➤ We are always learning: Appraisals



Q23c

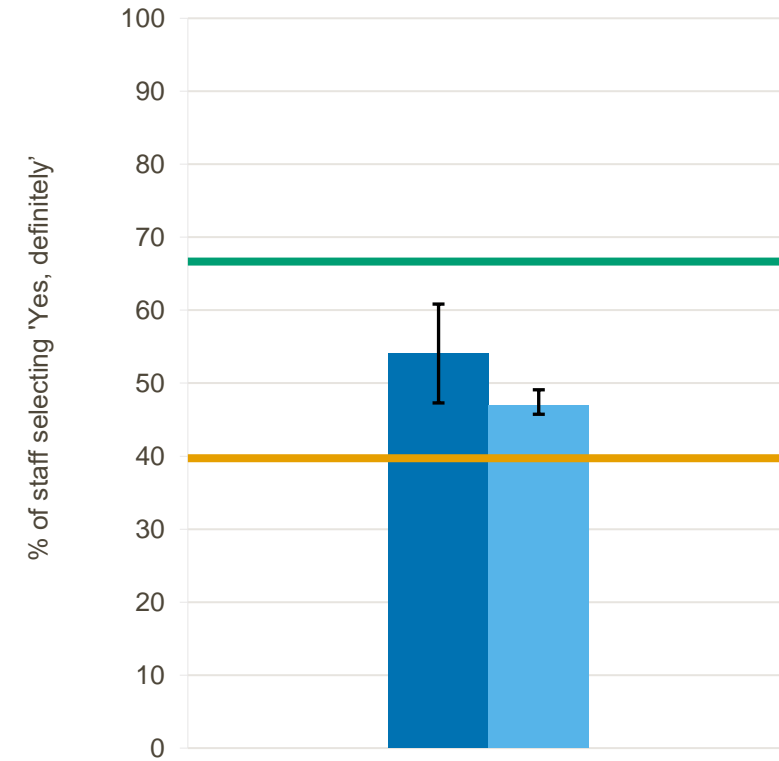
It helped me agree clear objectives for my work.



| | |
|----------------|-------|
| Your ICS | 48.3% |
| Survey average | 37.9% |
| Best result | 48.7% |
| Worst result | 31.5% |
| Responses | 209 |

Q23d

It left me feeling that my work is valued by my practice.



| | |
|----------------|-------|
| Your ICS | 54.1% |
| Survey average | 46.9% |
| Best result | 66.7% |
| Worst result | 39.7% |
| Responses | 209 |



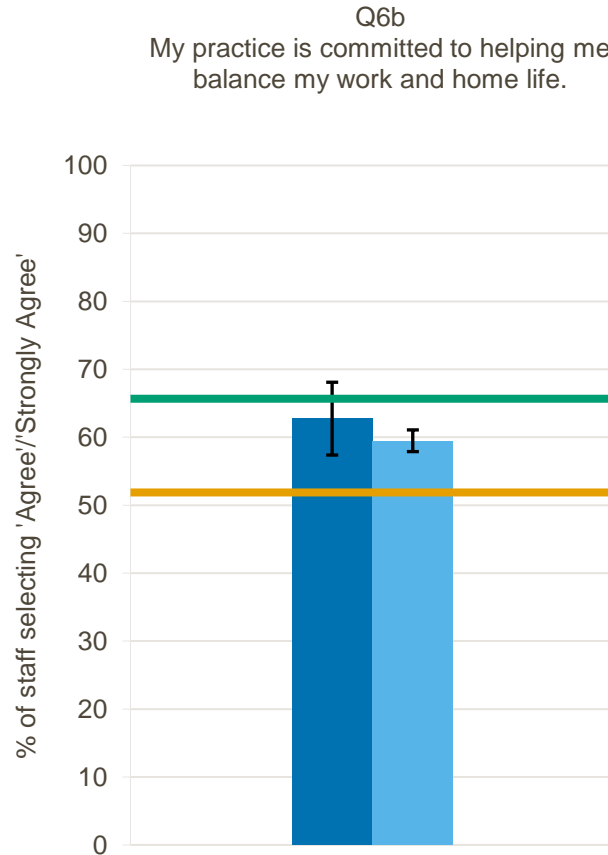
People Promise element – We work flexibly

Questions included:

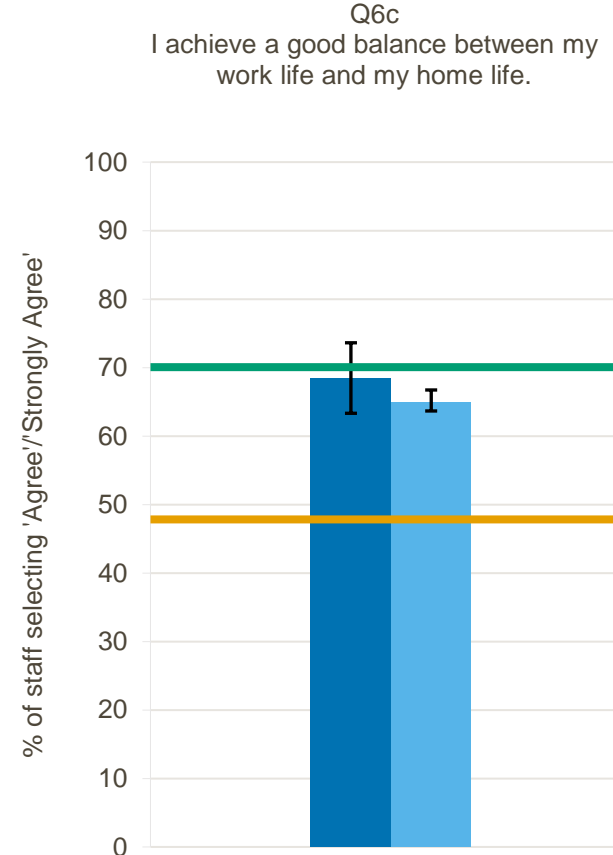
Support for work-life balance – Q6b, Q6c, Q6d (please note – Q6d excludes staff who do not have an immediate manager).

Flexible working – Q4d

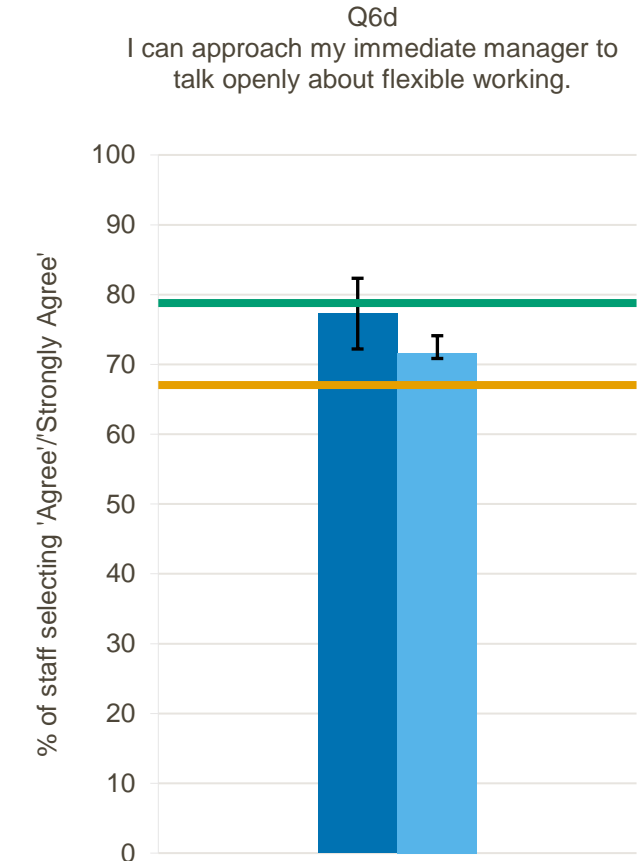
We work flexibly: Support for work-life balance



| | |
|----------------|-------|
| Your ICS | 62.7% |
| Survey average | 59.5% |
| Best result | 65.7% |
| Worst result | 51.9% |
| Responses | 314 |



| | |
|----------------|-------|
| Your ICS | 68.5% |
| Survey average | 64.9% |
| Best result | 70.1% |
| Worst result | 47.8% |
| Responses | 314 |

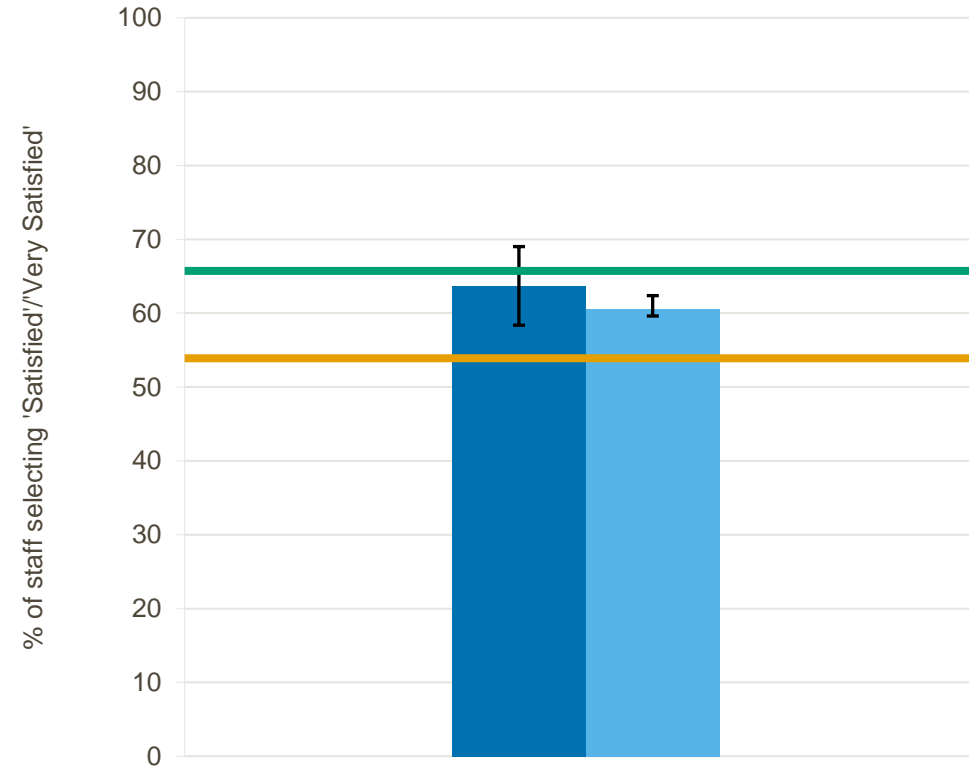


| | |
|----------------|-------|
| Your ICS | 77.3% |
| Survey average | 71.7% |
| Best result | 78.8% |
| Worst result | 67.0% |
| Responses | 264 |

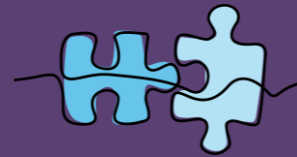
Q6d excludes staff who do not have an immediate manager.



Q4d
The opportunities for flexible working patterns.



| | |
|----------------|-------|
| Your ICS | 63.7% |
| Survey average | 60.6% |
| Best result | 65.7% |
| Worst result | 53.9% |
| Responses | 314 |



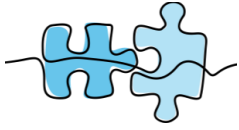
People Promise element – We are a team

Questions included:

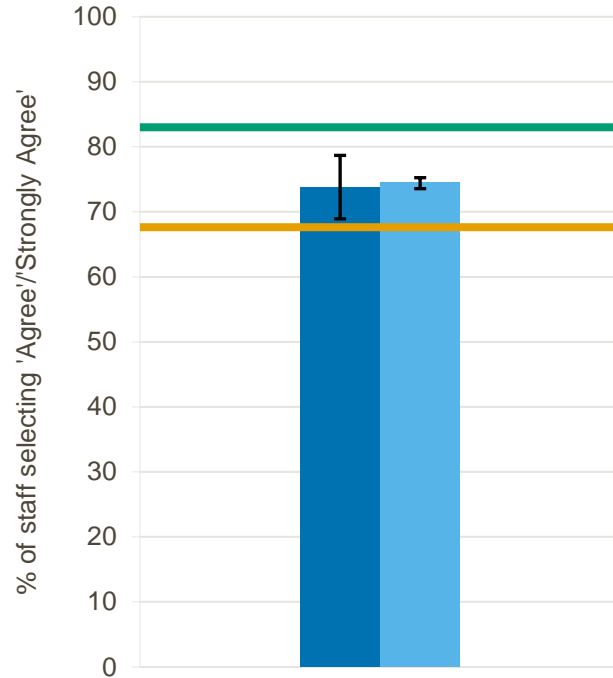
Team working – Q7a, Q7b, Q7c, Q7d, Q7e, Q7f, Q7g, Q8a

Line management – Q9b-a, Q9b-b, Q9b-c, Q9b-d (please note – this sub-score excludes staff who do not have an immediate manager).

➤ We are a team: Teamworking

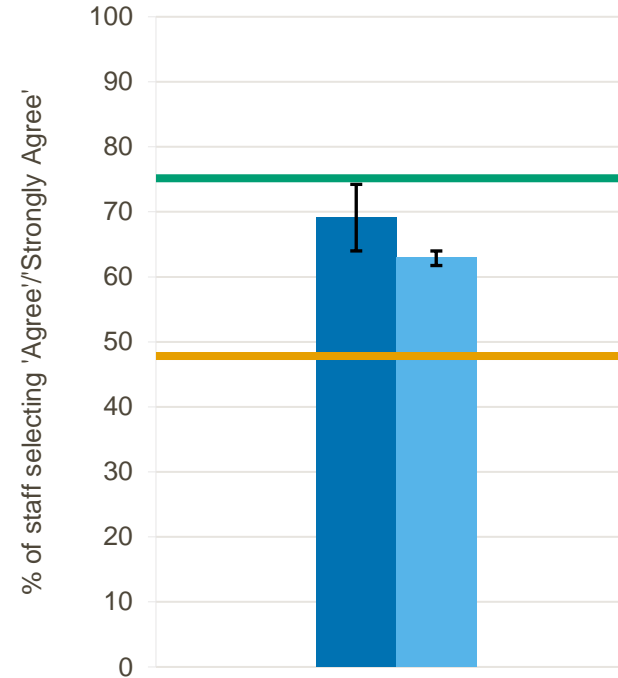


Q7a
The team I work in has a set of shared objectives.



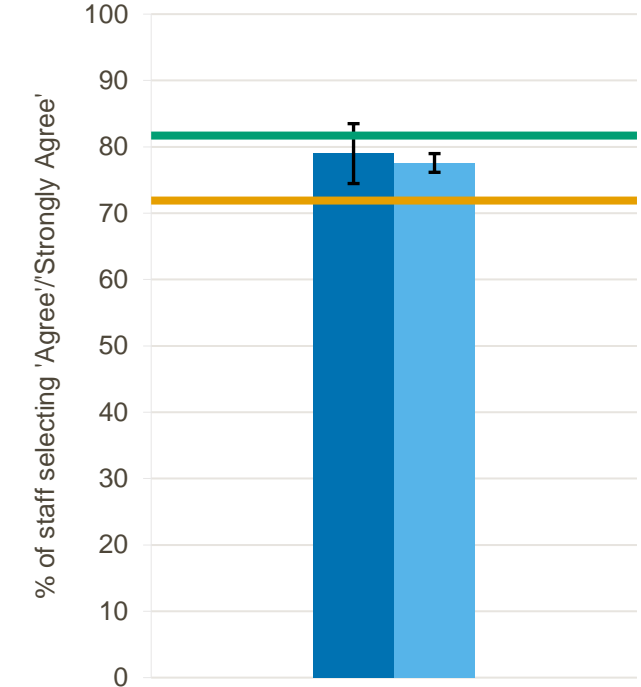
| | |
|-----------------------|-------|
| Your ICS | 73.8% |
| Survey average | 74.6% |
| Best result | 83.0% |
| Worst result | 67.6% |
| Responses | 313 |

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



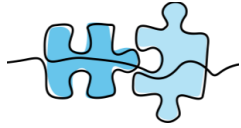
| | |
|-----------------------|-------|
| Your ICS | 69.1% |
| Survey average | 63.0% |
| Best result | 75.2% |
| Worst result | 47.8% |
| Responses | 314 |

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

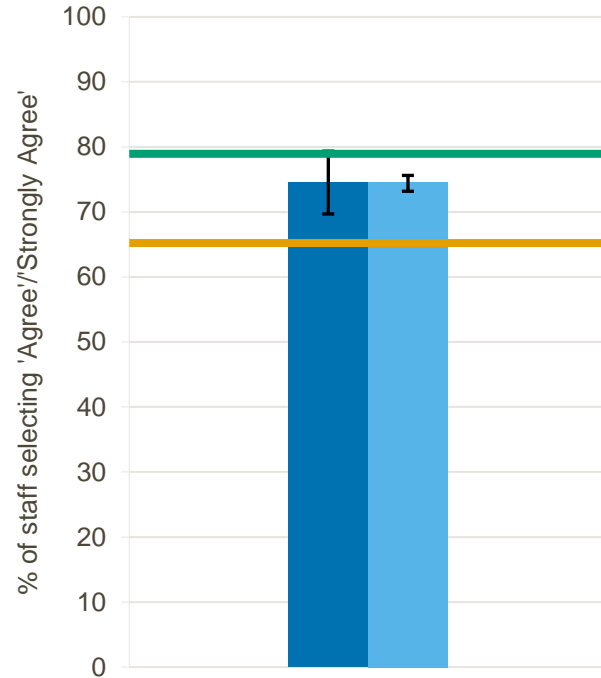


| | |
|-----------------------|-------|
| Your ICS | 79.0% |
| Survey average | 77.6% |
| Best result | 81.7% |
| Worst result | 71.9% |
| Responses | 314 |

We are a team: Teamworking

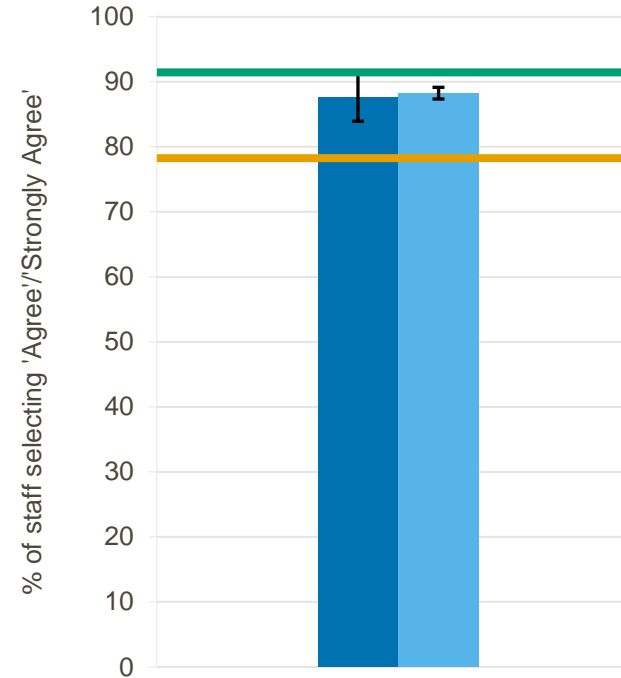


Q7d
Team members understand each other's roles.



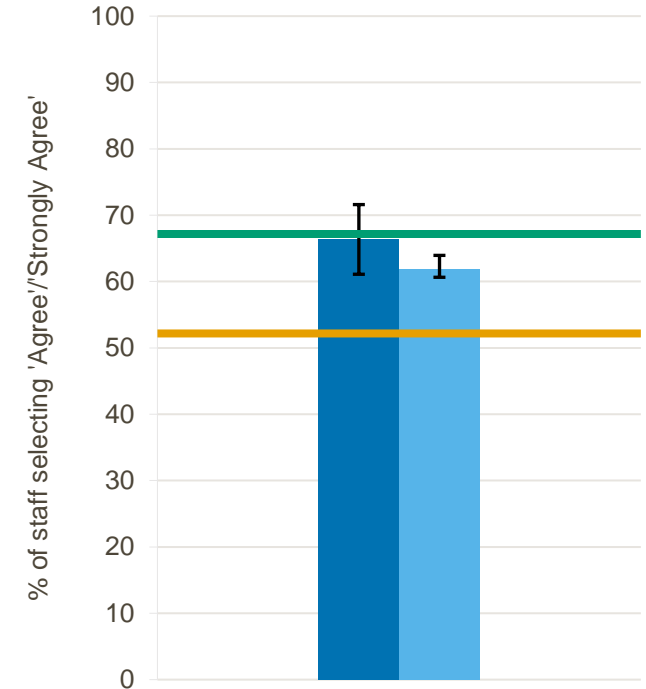
| | |
|----------------|-------|
| Your ICS | 74.5% |
| Survey average | 74.6% |
| Best result | 78.9% |
| Worst result | 65.2% |
| Responses | 314 |

Q7e
I enjoy working with the colleagues in my team.



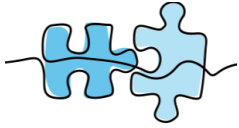
| | |
|----------------|-------|
| Your ICS | 87.6% |
| Survey average | 88.3% |
| Best result | 91.4% |
| Worst result | 78.3% |
| Responses | 314 |

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



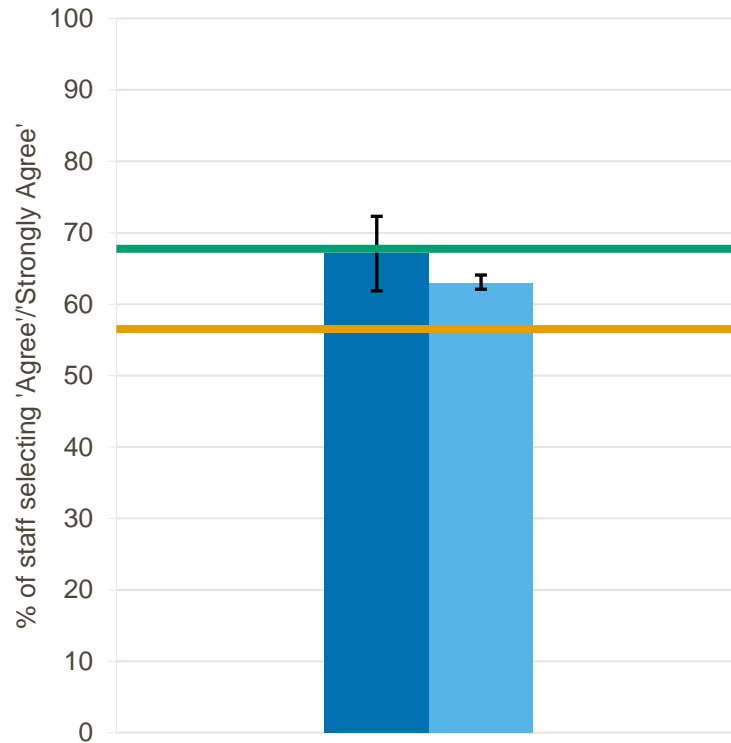
| | |
|----------------|-------|
| Your ICS | 66.3% |
| Survey average | 61.9% |
| Best result | 67.2% |
| Worst result | 52.2% |
| Responses | 312 |

We are a team: Teamworking



Q7g

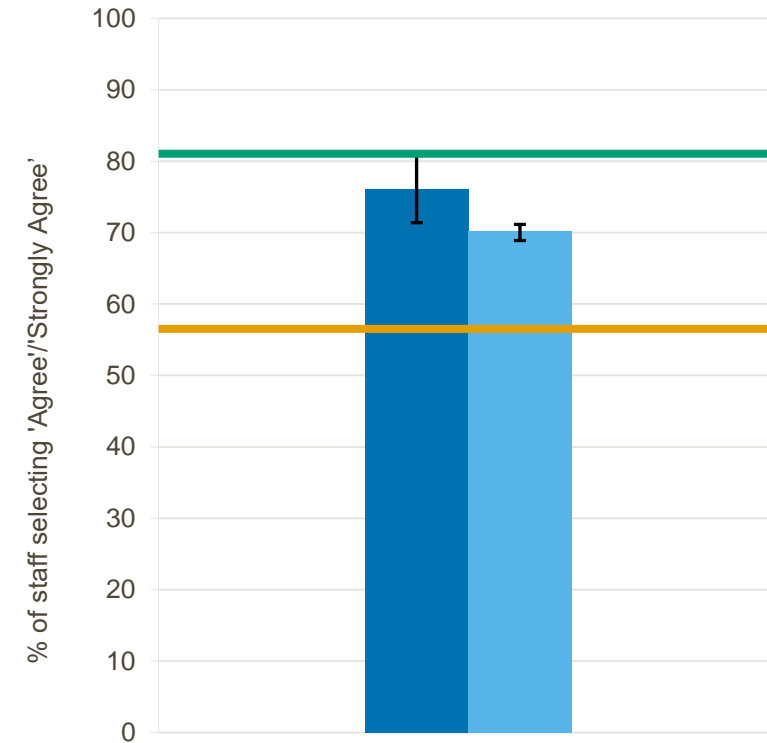
In my team disagreements are dealt with constructively.



| | |
|----------------|-------|
| Your ICS | 67.1% |
| Survey average | 63.0% |
| Best result | 67.8% |
| Worst result | 56.5% |
| Responses | 313 |

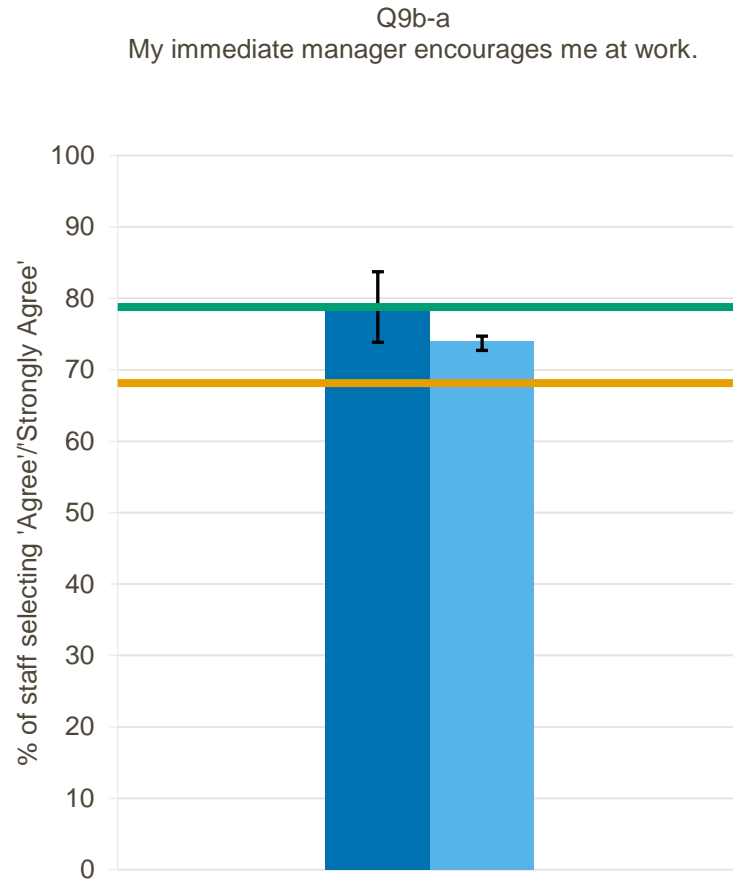
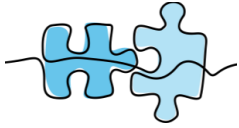
Q8a

Different staff groups at this practice work well together to achieve their objectives.

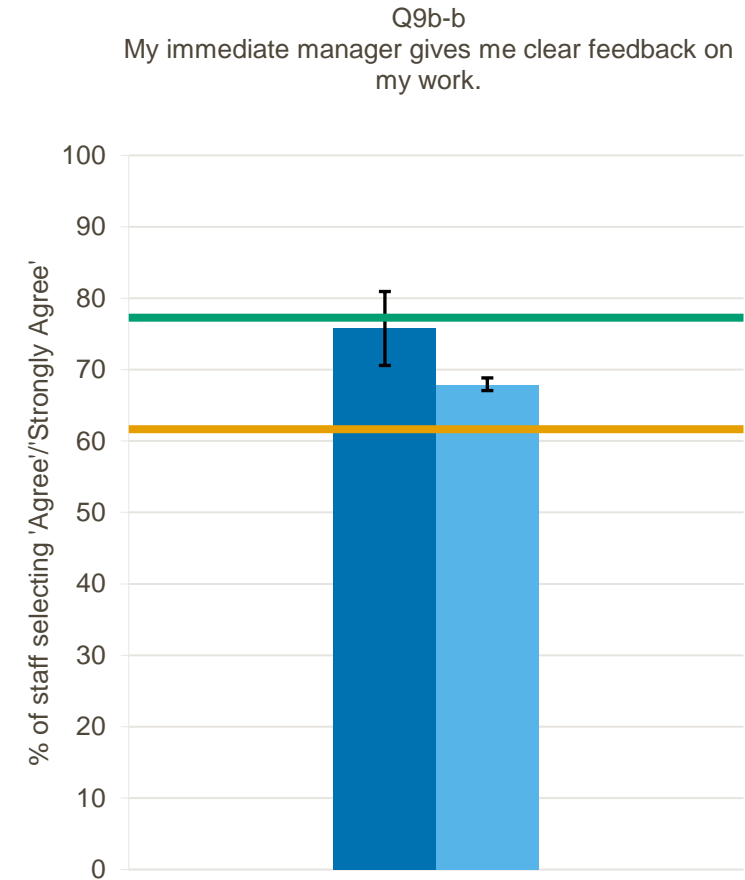


| | |
|----------------|-------|
| Your ICS | 76.1% |
| Survey average | 70.2% |
| Best result | 81.0% |
| Worst result | 56.5% |
| Responses | 314 |

➤ We are a team: Line management

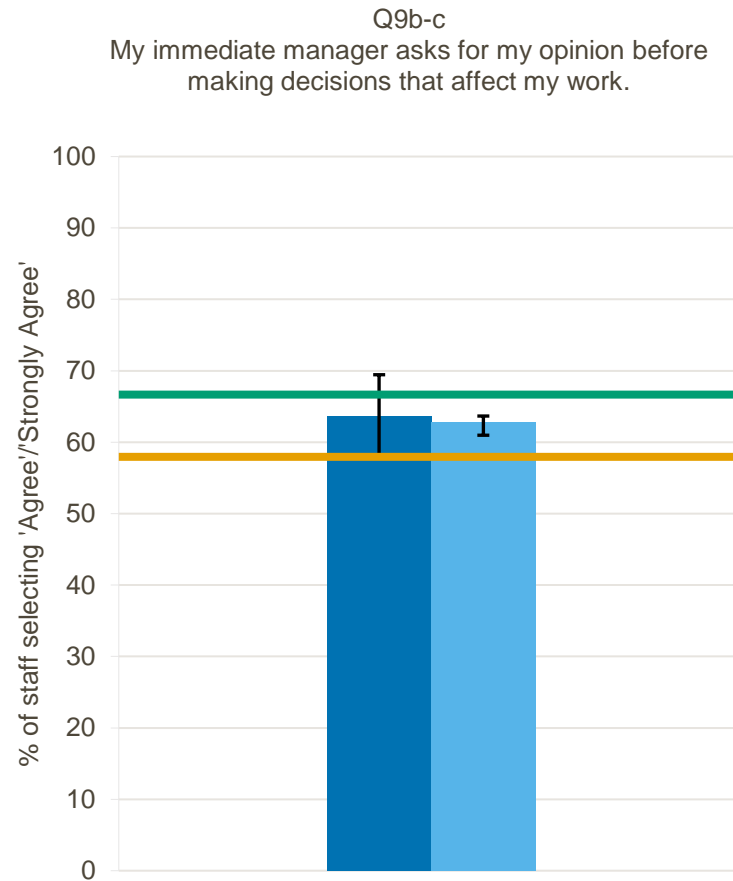
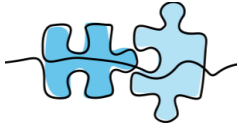


| | |
|----------------|-------|
| Your ICS | 78.8% |
| Survey average | 74.0% |
| Best result | 78.8% |
| Worst result | 68.1% |
| Responses | 264 |

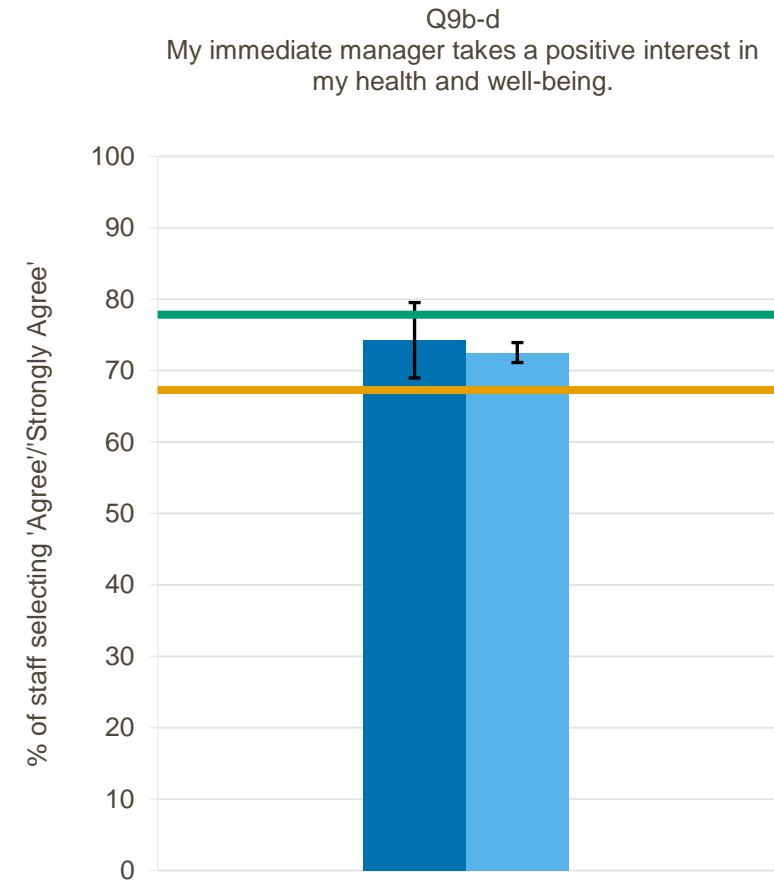


| | |
|----------------|-------|
| Your ICS | 75.8% |
| Survey average | 67.9% |
| Best result | 77.3% |
| Worst result | 61.7% |
| Responses | 264 |

➤ We are a team: Line management



| | |
|----------------|-------|
| Your ICS | 63.6% |
| Survey average | 62.8% |
| Best result | 66.7% |
| Worst result | 58.0% |
| Responses | 264 |



| | |
|----------------|-------|
| Your ICS | 74.2% |
| Survey average | 72.5% |
| Best result | 77.8% |
| Worst result | 67.3% |
| Responses | 264 |



Staff engagement

Questions included:

Motivation – Q2a, Q2b, Q2c

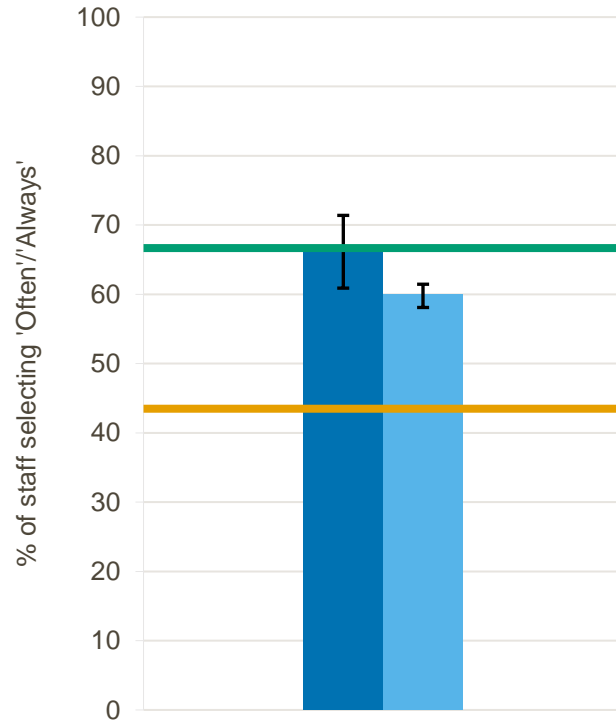
Involvement – Q3c, Q3d, Q3f

Advocacy – Q25a, Q25c, Q25d

Staff Engagement: Motivation

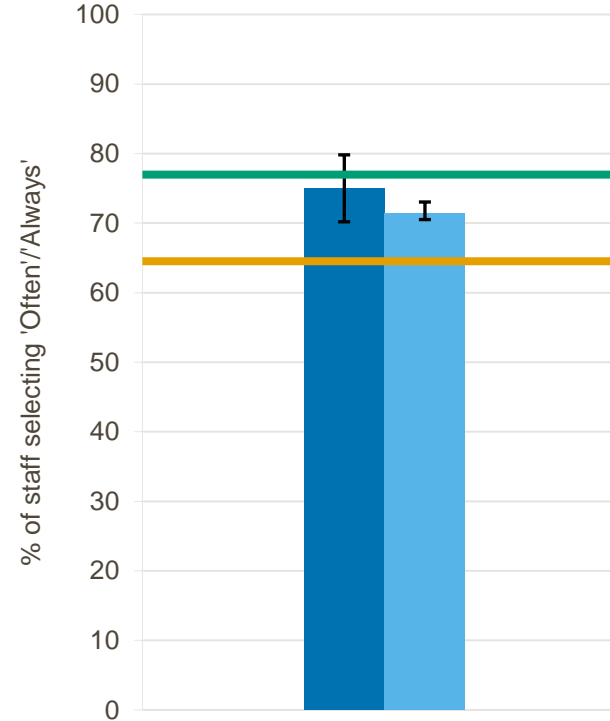


Q2a
I look forward to going to work.



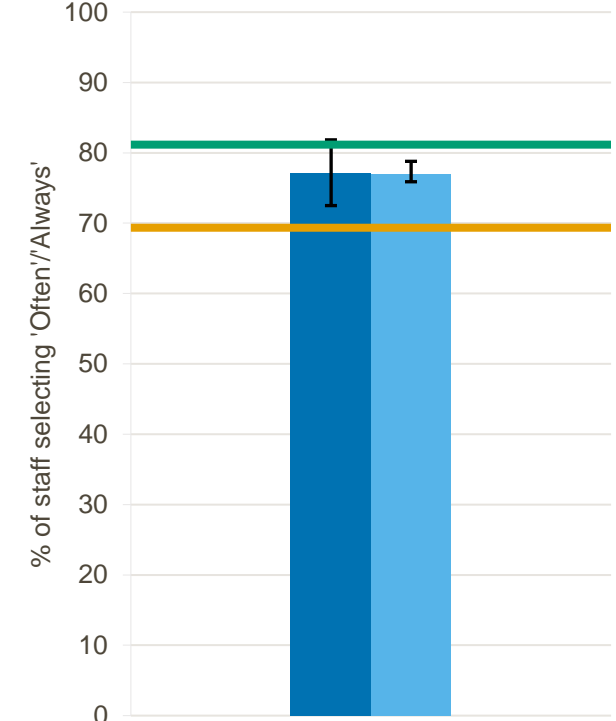
| | |
|----------------|-------|
| Your ICS | 66.1% |
| Survey average | 60.0% |
| Best result | 66.7% |
| Worst result | 43.5% |
| Responses | 313 |

Q2b
I am enthusiastic about my job.



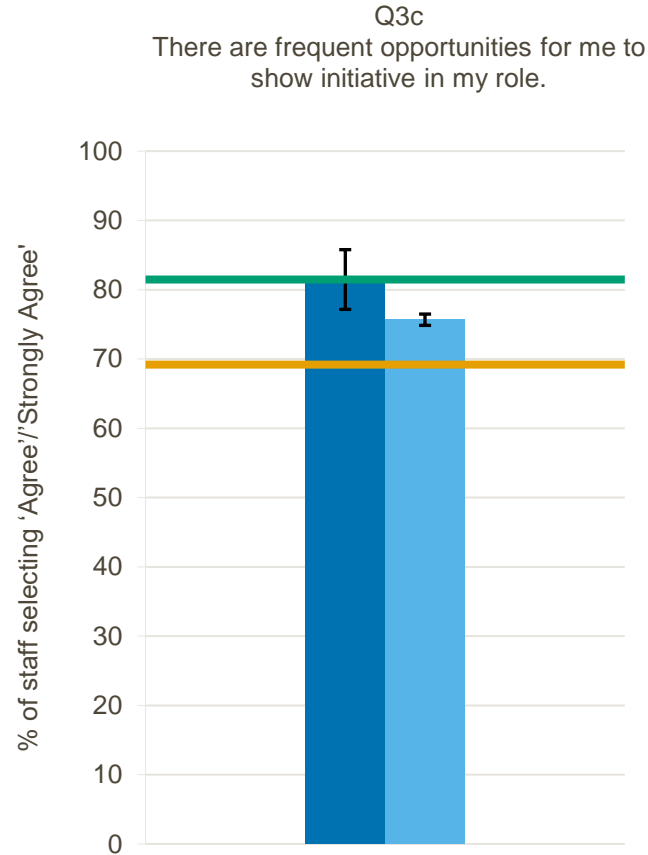
| | |
|----------------|-------|
| Your ICS | 75.0% |
| Survey average | 71.3% |
| Best result | 77.0% |
| Worst result | 64.5% |
| Responses | 312 |

Q2c
Time passes quickly when I am working.

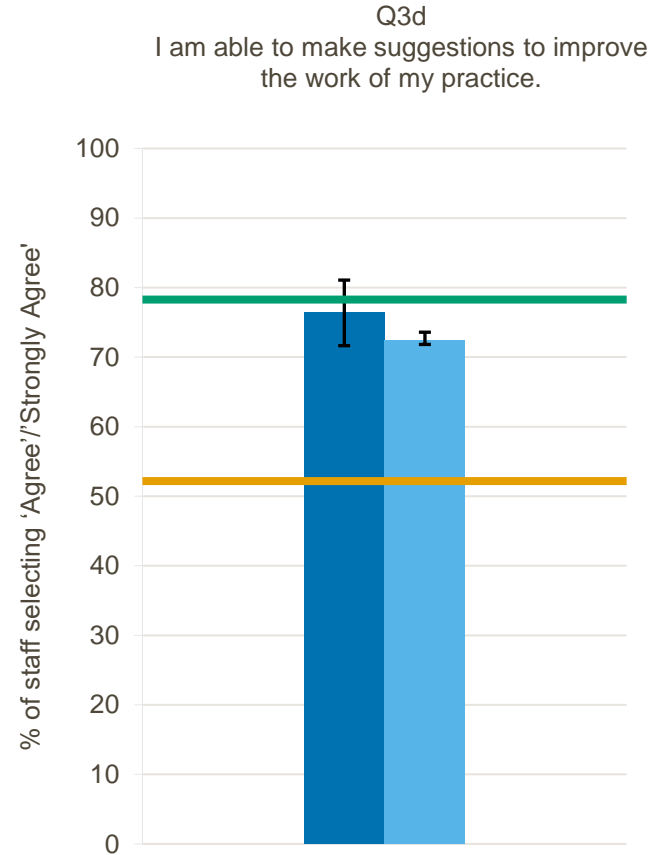


| | |
|----------------|-------|
| Your ICS | 77.2% |
| Survey average | 77.0% |
| Best result | 81.2% |
| Worst result | 69.4% |
| Responses | 311 |

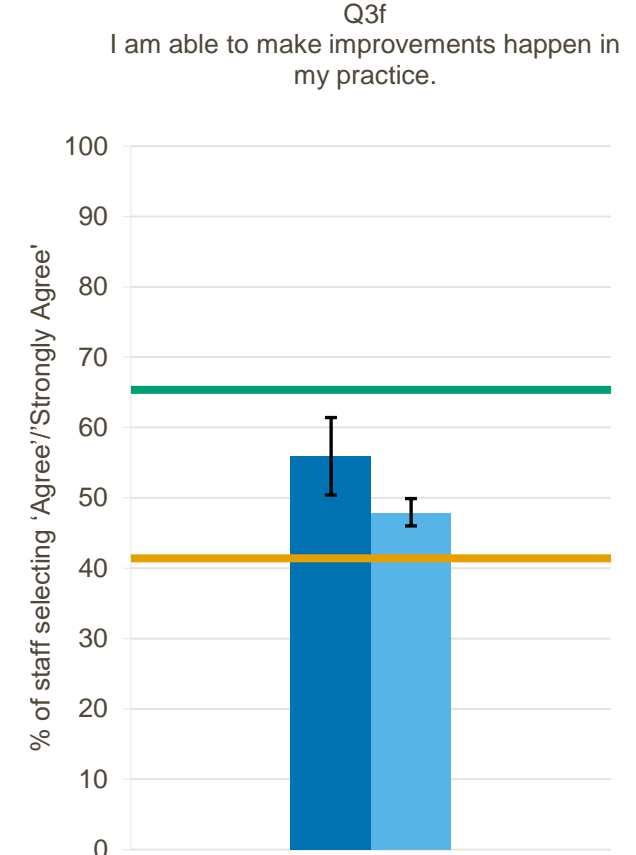
Staff Engagement: Involvement



| | |
|----------------|-------|
| Your ICS | 81.5% |
| Survey average | 75.6% |
| Best result | 81.5% |
| Worst result | 69.2% |
| Responses | 313 |

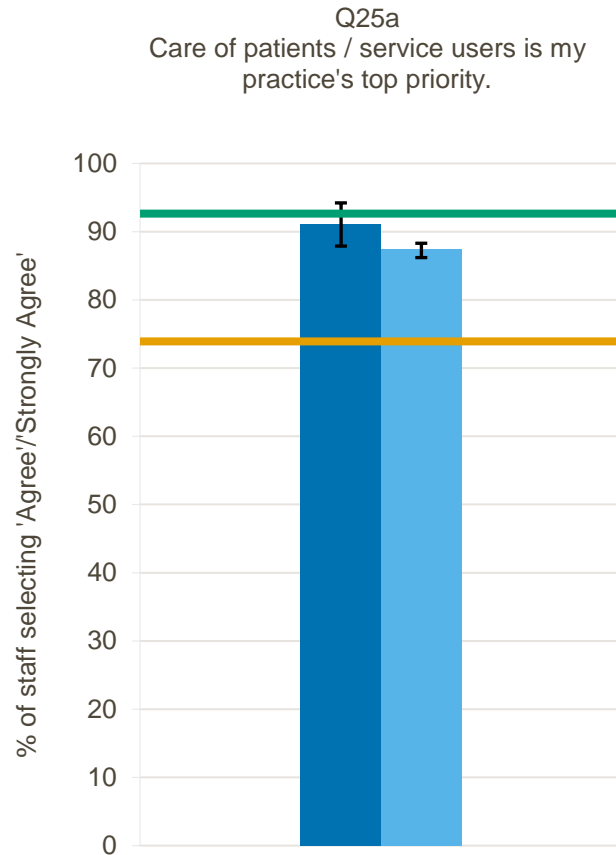


| | |
|----------------|-------|
| Your ICS | 76.4% |
| Survey average | 72.4% |
| Best result | 78.3% |
| Worst result | 52.2% |
| Responses | 313 |

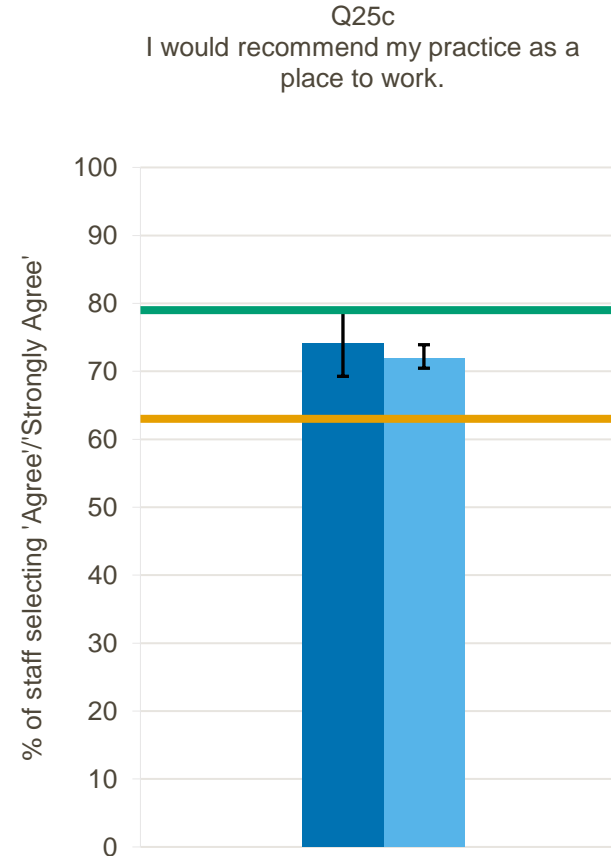


| | |
|----------------|-------|
| Your ICS | 55.9% |
| Survey average | 47.8% |
| Best result | 65.4% |
| Worst result | 41.4% |
| Responses | 313 |

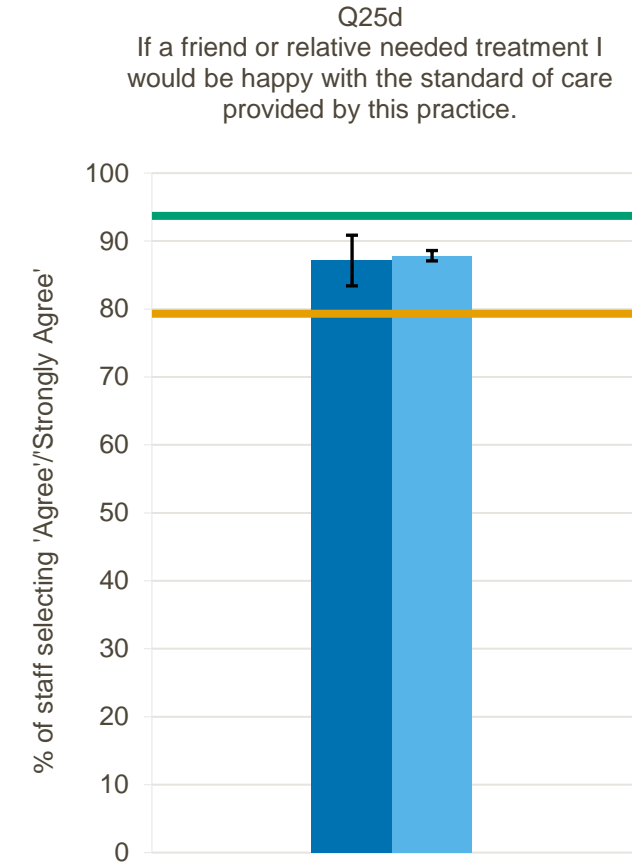
Staff Engagement: Advocacy



| | |
|----------------|-------|
| Your ICS | 91.1% |
| Survey average | 87.5% |
| Best result | 92.6% |
| Worst result | 73.9% |
| Responses | 313 |



| | |
|----------------|-------|
| Your ICS | 74.1% |
| Survey average | 71.9% |
| Best result | 79.0% |
| Worst result | 63.0% |
| Responses | 313 |



| | |
|----------------|-------|
| Your ICS | 87.1% |
| Survey average | 87.8% |
| Best result | 93.7% |
| Worst result | 79.3% |
| Responses | 311 |



Morale

Questions included:

Thinking about leaving – Q26a, Q26b, Q26c

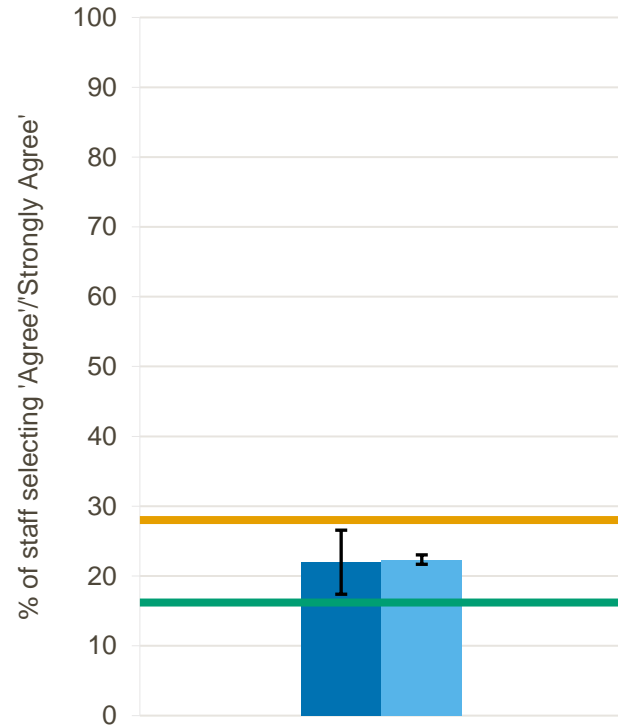
Work pressure – Q3g, Q3h, Q3i

Stressors – Q3a, Q3e, Q5a, Q5b, Q5c, Q7c, Q9b-a

➤ Morale: Thinking about leaving

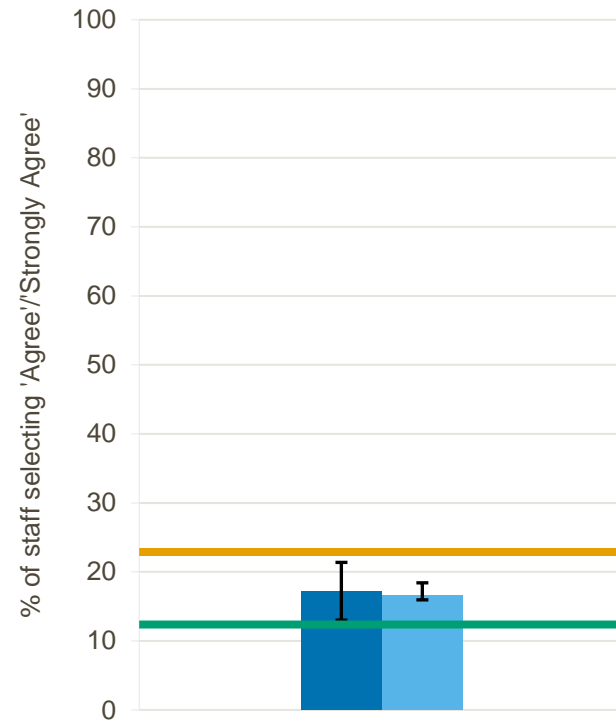


Q26a
I often think about leaving this practice.



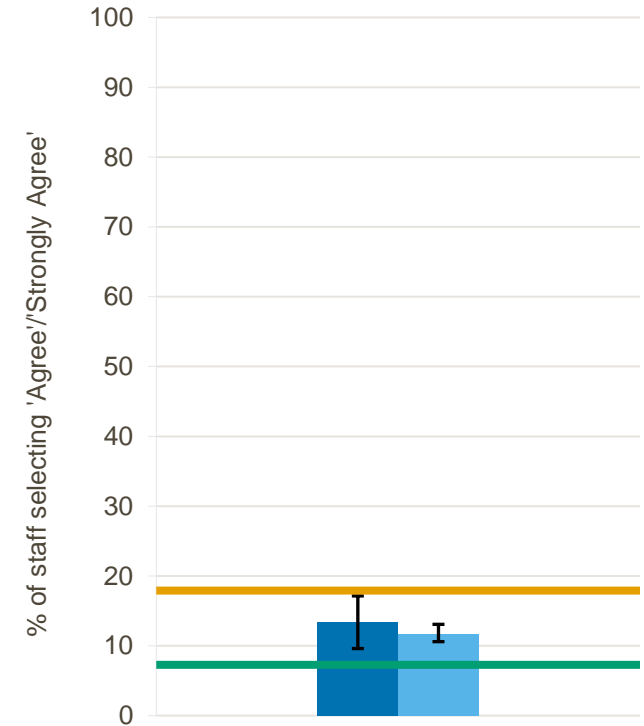
| | |
|-----------------------|-------|
| Your ICS | 22.0% |
| Survey average | 22.3% |
| Best result | 16.2% |
| Worst result | 28.0% |
| Responses | 314 |

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



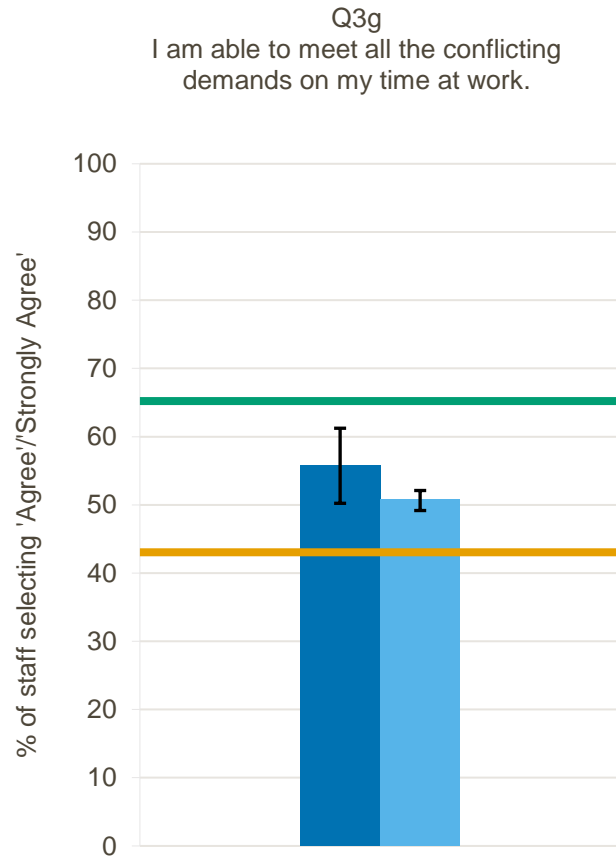
| | |
|-----------------------|-------|
| Your ICS | 17.2% |
| Survey average | 16.6% |
| Best result | 12.4% |
| Worst result | 22.9% |
| Responses | 314 |

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

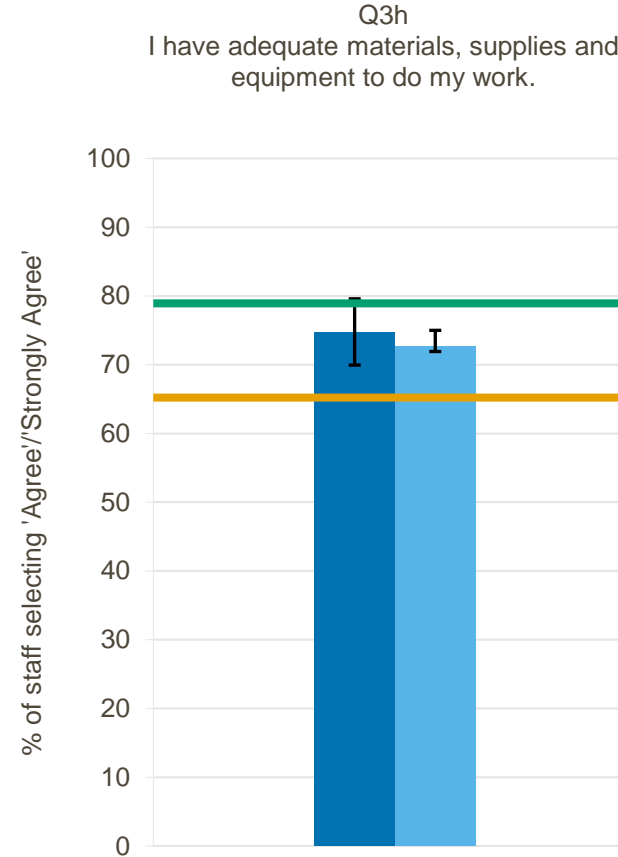


| | |
|-----------------------|-------|
| Your ICS | 13.4% |
| Survey average | 11.6% |
| Best result | 7.3% |
| Worst result | 17.9% |
| Responses | 314 |

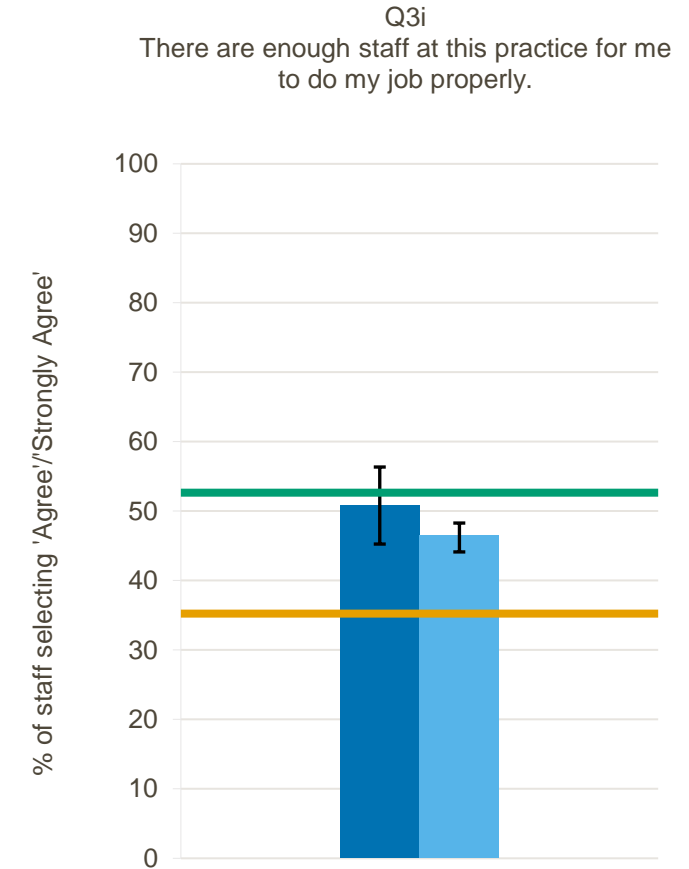
➤ Morale: Work pressure



| | |
|-----------------------|-------|
| Your ICS | 55.7% |
| Survey average | 50.8% |
| Best result | 65.2% |
| Worst result | 43.0% |
| Responses | 314 |

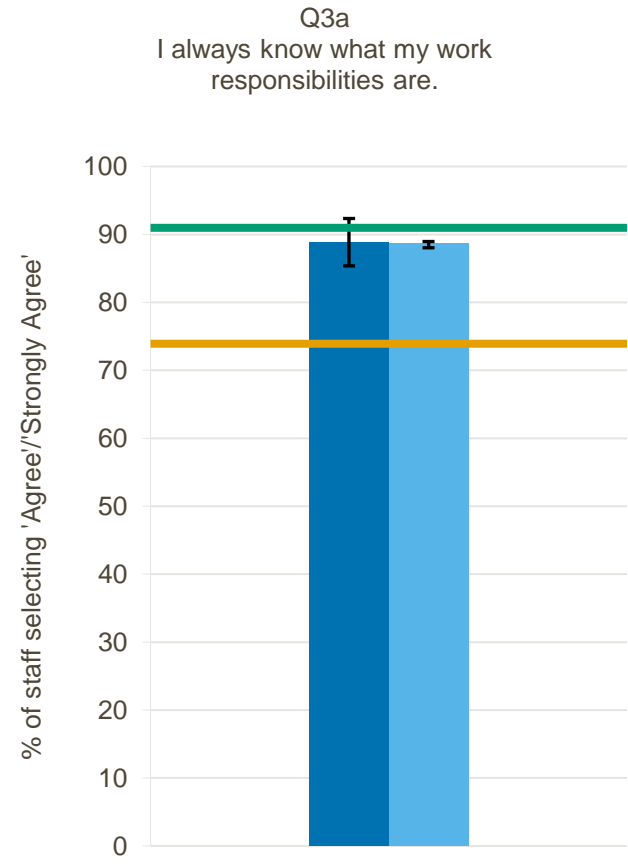


| | |
|-----------------------|-------|
| Your ICS | 74.8% |
| Survey average | 72.6% |
| Best result | 78.9% |
| Worst result | 65.2% |
| Responses | 313 |

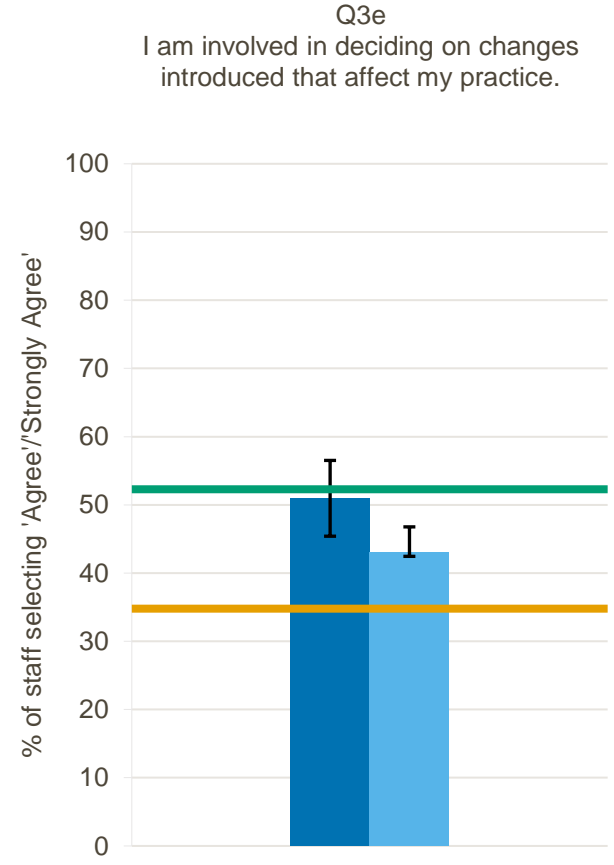


| | |
|-----------------------|-------|
| Your ICS | 50.8% |
| Survey average | 46.4% |
| Best result | 52.6% |
| Worst result | 35.2% |
| Responses | 313 |

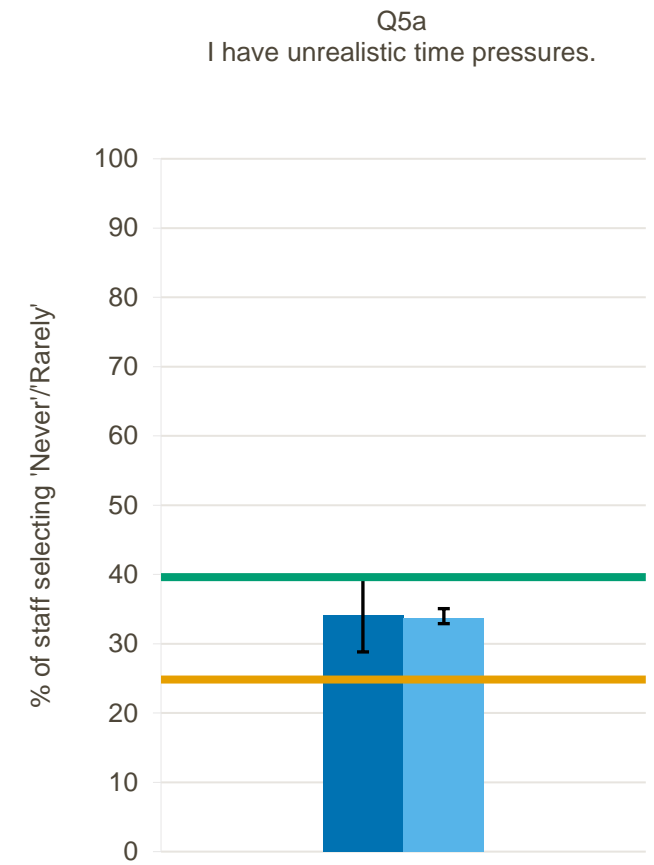
➤ Morale: Stressors



| | |
|----------------|-------|
| Your ICS | 88.9% |
| Survey average | 88.7% |
| Best result | 91.0% |
| Worst result | 73.9% |
| Responses | 314 |

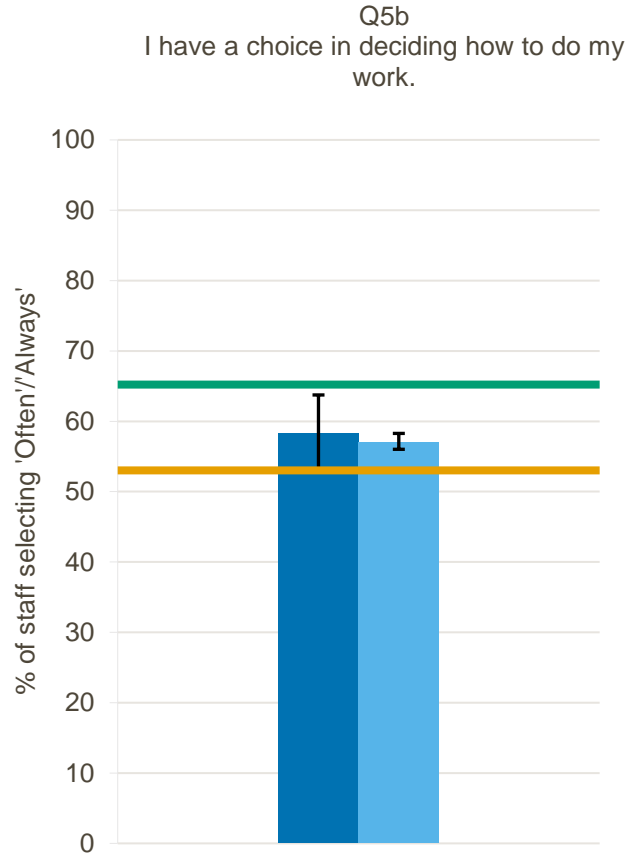


| | |
|----------------|-------|
| Your ICS | 51.0% |
| Survey average | 43.1% |
| Best result | 52.3% |
| Worst result | 34.8% |
| Responses | 312 |

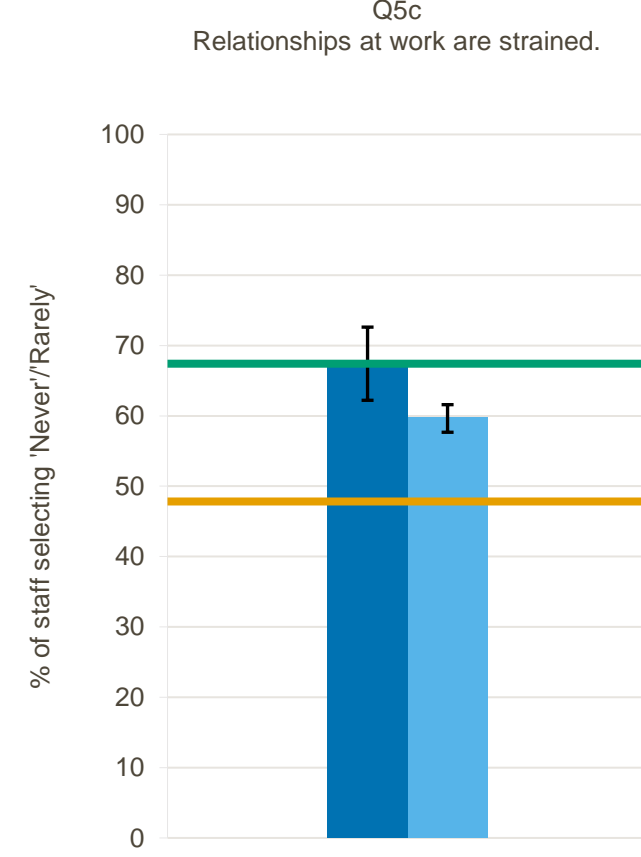


| | |
|----------------|-------|
| Your ICS | 34.1% |
| Survey average | 33.7% |
| Best result | 39.6% |
| Worst result | 24.8% |
| Responses | 314 |

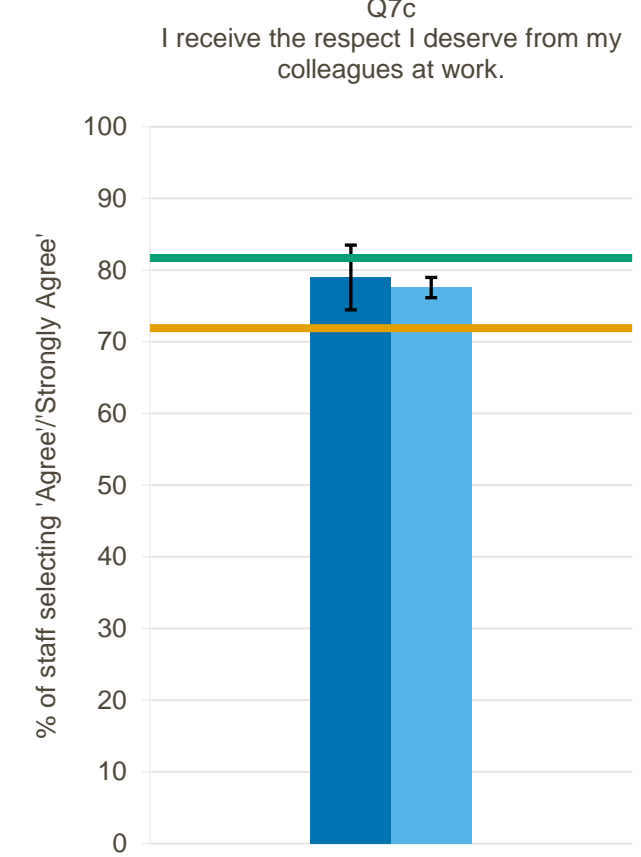
Morale: Stressors



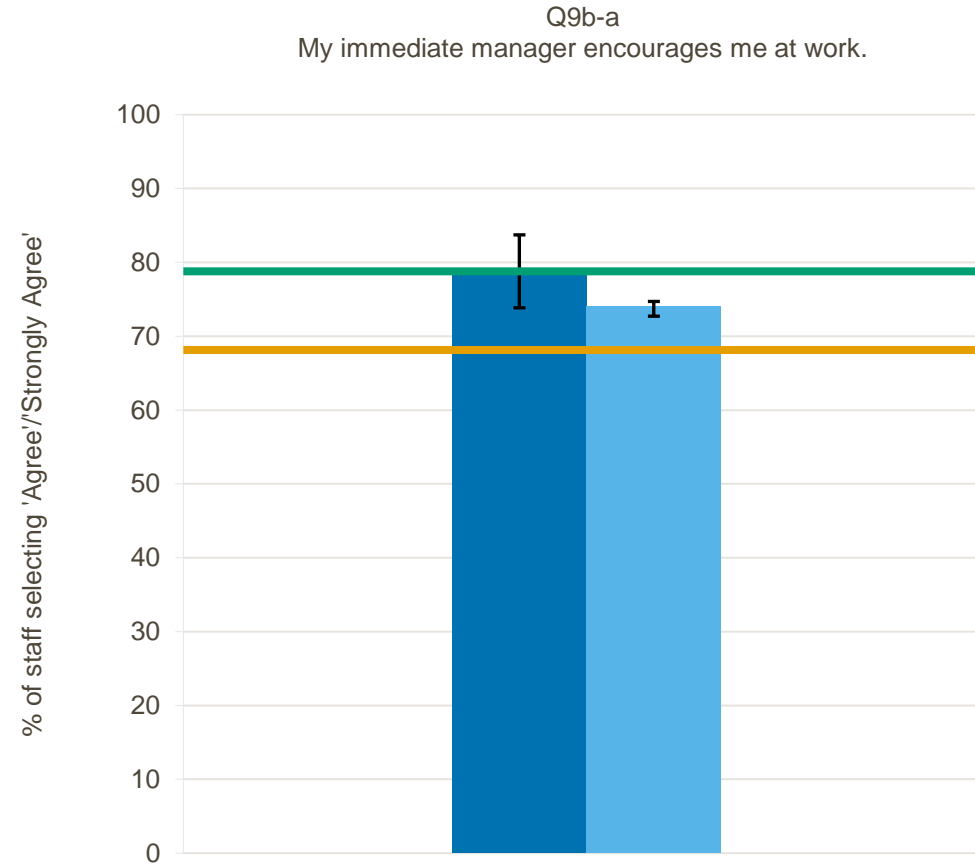
| | |
|----------------|-------|
| Your ICS | 58.3% |
| Survey average | 57.0% |
| Best result | 65.2% |
| Worst result | 53.0% |
| Responses | 314 |



| | |
|----------------|-------|
| Your ICS | 67.4% |
| Survey average | 59.8% |
| Best result | 67.4% |
| Worst result | 47.8% |
| Responses | 313 |



| | |
|----------------|-------|
| Your ICS | 79.0% |
| Survey average | 77.6% |
| Best result | 81.7% |
| Worst result | 71.9% |
| Responses | 314 |



| | |
|----------------|-------|
| Your ICS | 78.8% |
| Survey average | 74.0% |
| Best result | 78.8% |
| Worst result | 68.1% |
| Responses | 264 |

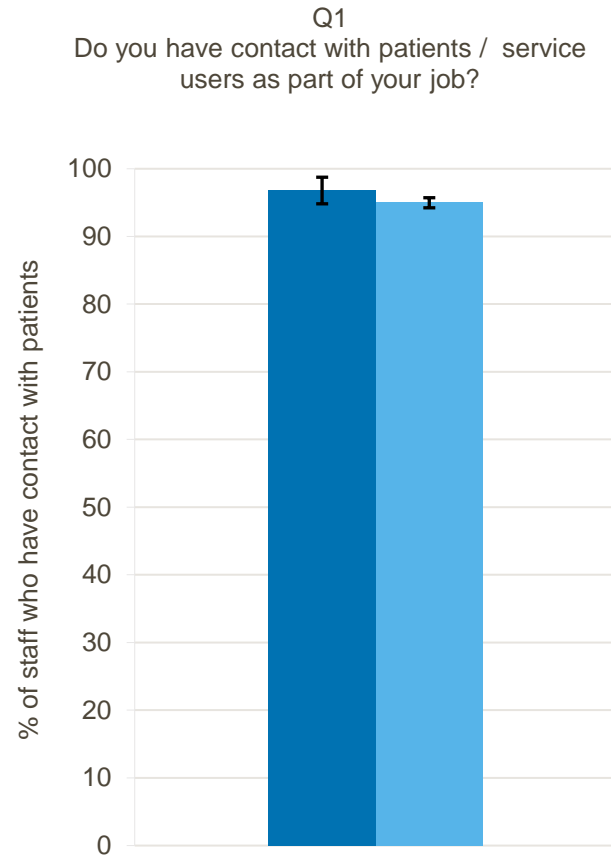
Questions not linked to the People Promise

Questions included:

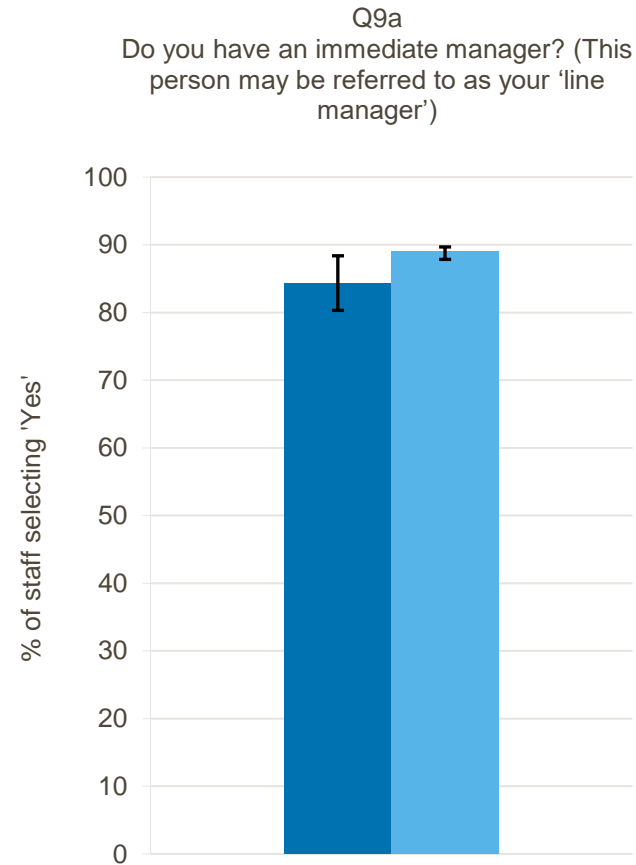
Q1, Q9a, Q10a, Q10b, Q10c, Q11e Q6d (please note – Q11e excludes staff who do not have an immediate manager).
Q16c-1, Q16c-2, Q16c-3, Q16c-4, Q16c-5, Q16c-6, Q16c-7
Q18, Q19a, Q19b, Q19c, Q19d, Q26d, Q31b



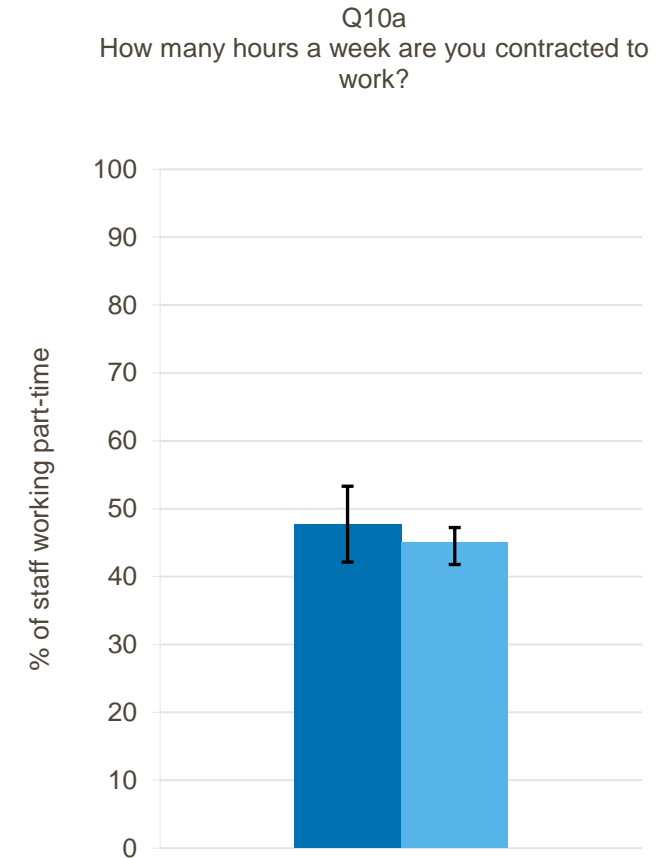
Questions not linked to the People Promise elements or themes



| | |
|----------------|-------|
| Your ICS | 96.8% |
| Survey average | 95.1% |
| Responses | 311 |



| | |
|----------------|-------|
| Your ICS | 84.3% |
| Survey average | 89.0% |
| Responses | 313 |



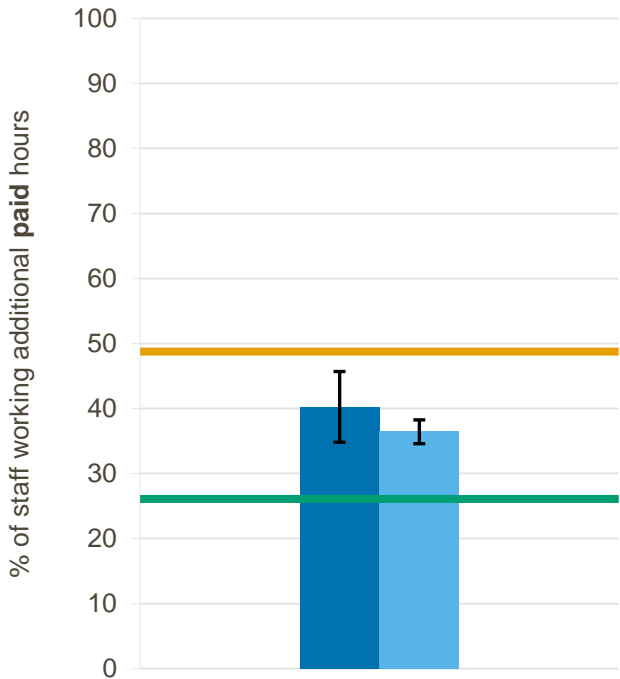
| | |
|----------------|-------|
| Your ICS | 47.7% |
| Survey average | 45.1% |
| Responses | 308 |



Questions not linked to the People Promise elements or themes

Q10b

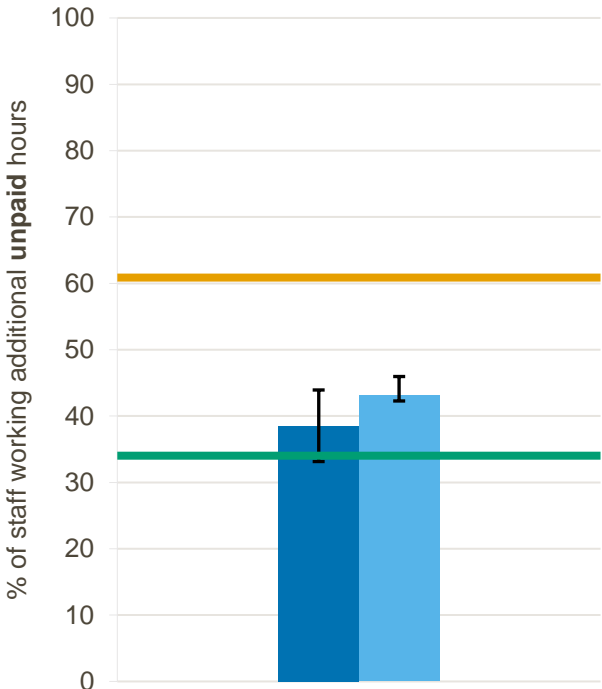
On average, how many additional PAID hours do you work per week for this practice, over and above your contracted hours?



| | |
|-----------------------|-------|
| Your ICS | 40.3% |
| Survey average | 36.5% |
| Highest | 48.8% |
| Lowest | 26.1% |
| Responses | 313 |

Q10c

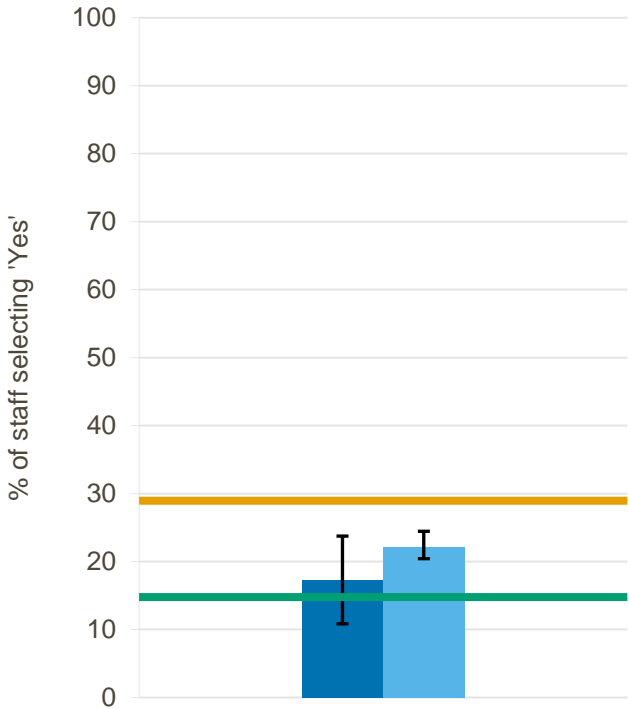
On average, how many additional UNPAID hours do you work per week for this practice, over and above your contracted hours?



| | |
|-----------------------|-------|
| Your ICS | 38.5% |
| Survey average | 43.1% |
| Highest | 60.9% |
| Lowest | 34.0% |
| Responses | 314 |

Q11e

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



| | |
|-----------------------|-------|
| Your ICS | 17.3% |
| Survey average | 22.2% |
| Highest | 28.9% |
| Lowest | 14.8% |
| Responses | 133 |

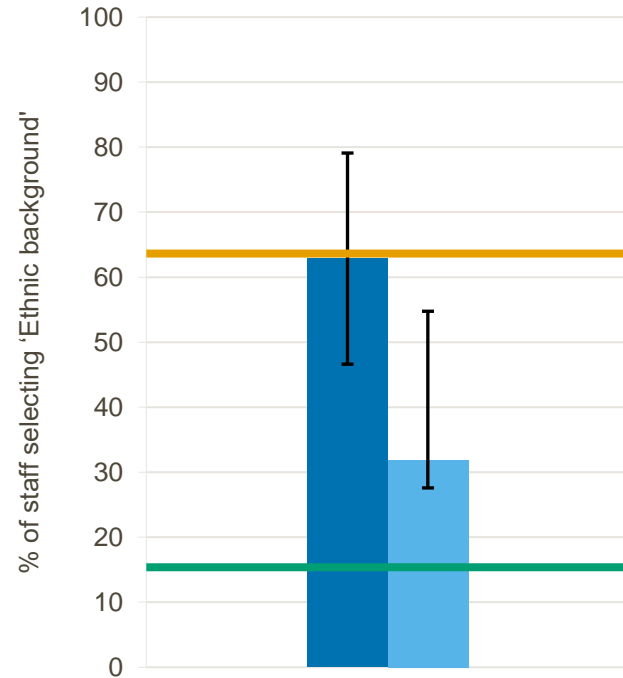
Q11e is only answered by staff with a line manager who have come to work despite not feeling well enough to perform their duties.



Questions not linked to the People Promise elements or themes

Q16c-1

On what grounds have you experienced discrimination? Ethnic background



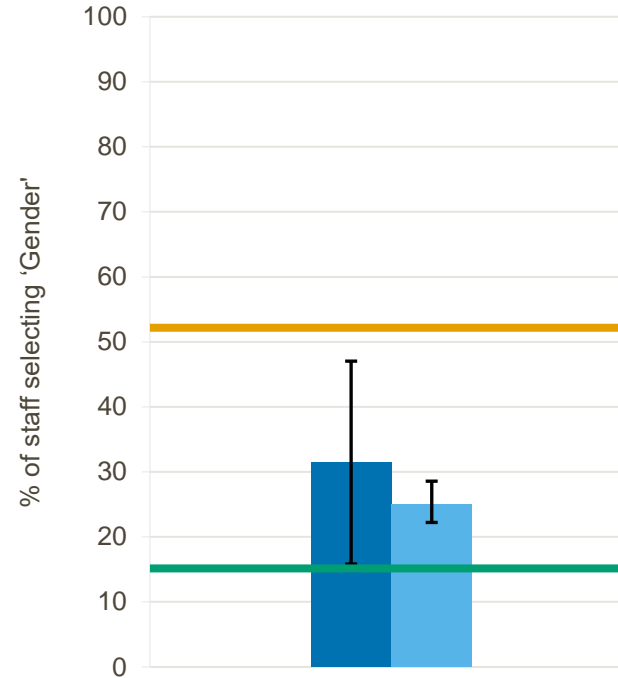
| | |
|-----------------------|-------|
| Your ICS | 62.9% |
| Survey average | 31.9% |
| Best result | 15.4% |
| Worst result | 63.6% |

Responses

35

Q16c-2

On what grounds have you experienced discrimination? Gender



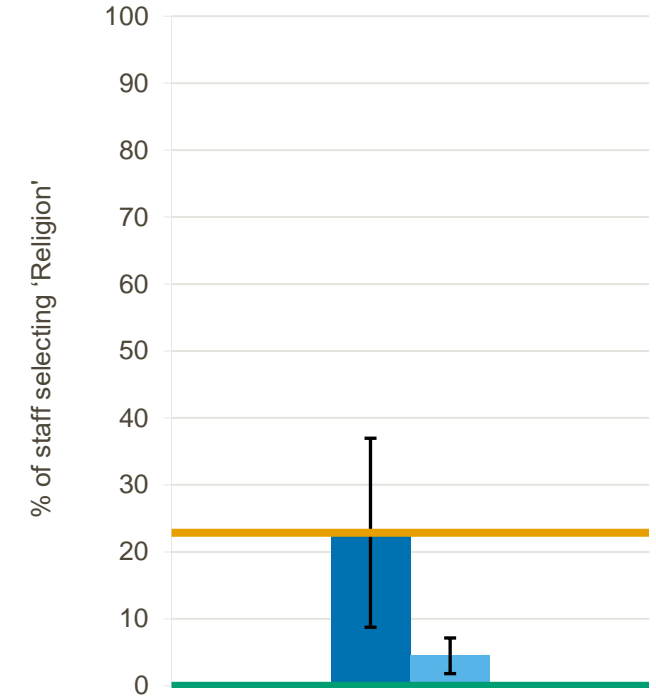
| | |
|-----------------------|-------|
| Your ICS | 31.4% |
| Survey average | 25.0% |
| Best result | 15.2% |
| Worst result | 52.2% |

Responses

35

Q16c-3

On what grounds have you experienced discrimination? Religion



| | |
|-----------------------|-------|
| Your ICS | 22.9% |
| Survey average | 4.5% |
| Best result | 0.0% |
| Worst result | 22.9% |

Responses

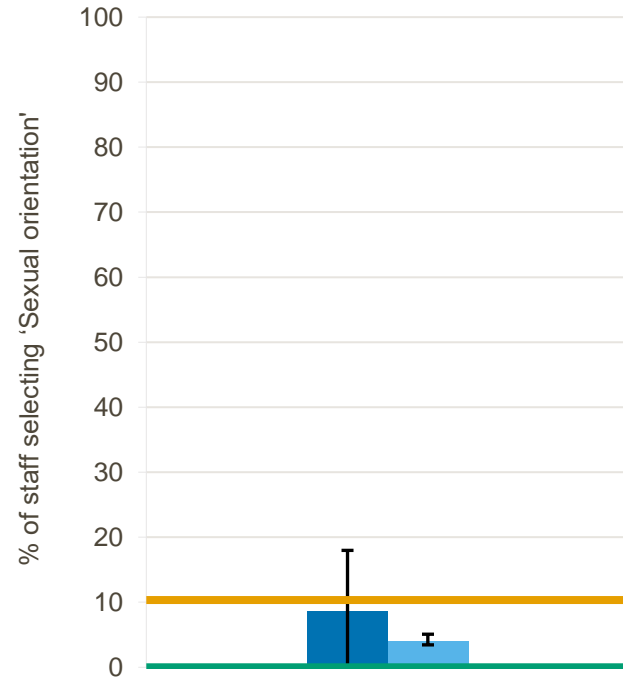
35



Questions not linked to the People Promise elements or themes

Q16c-4

On what grounds have you experienced discrimination? Sexual orientation



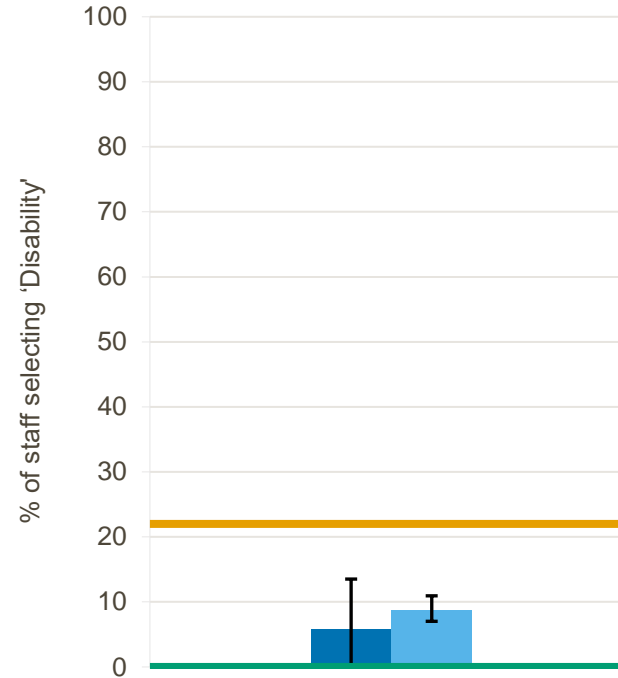
| | |
|-----------------------|-------|
| Your ICS | 8.6% |
| Survey average | 4.0% |
| Best result | 0.0% |
| Worst result | 10.3% |

Responses

35

Q16c-5

On what grounds have you experienced discrimination? Disability



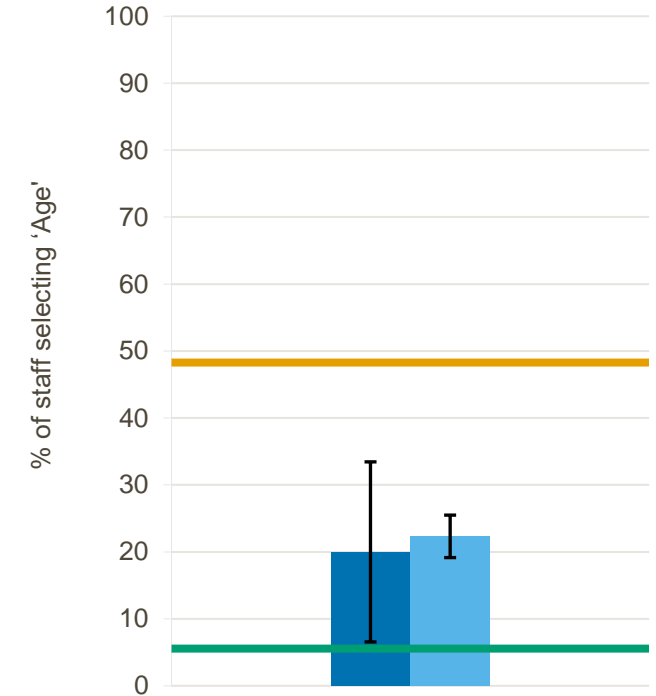
| | |
|-----------------------|-------|
| Your ICS | 5.7% |
| Survey average | 8.7% |
| Best result | 0.0% |
| Worst result | 22.0% |

Responses

35

Q16c-6

On what grounds have you experienced discrimination? Age



| | |
|-----------------------|-------|
| Your ICS | 20.0% |
| Survey average | 22.3% |
| Best result | 5.6% |
| Worst result | 48.3% |

Responses

35

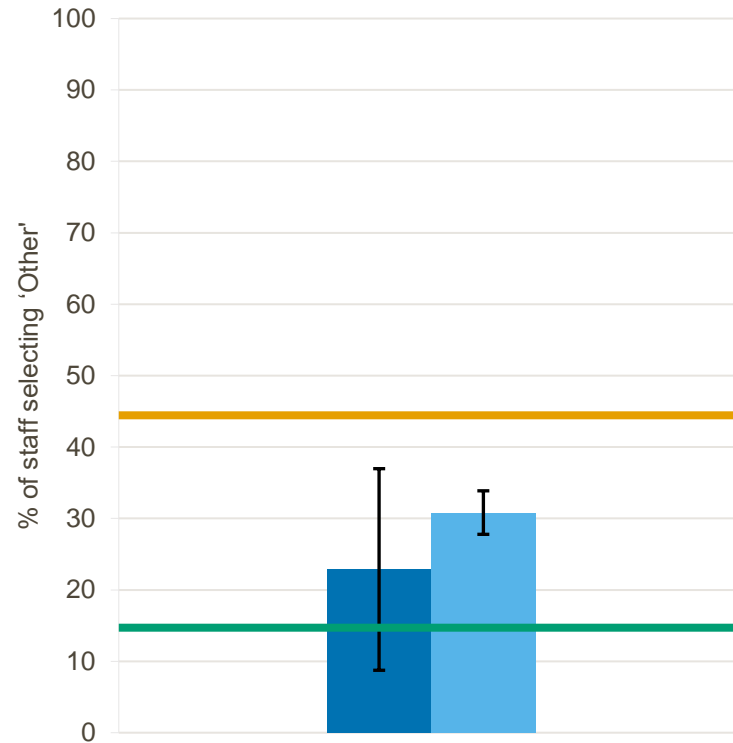
Q16c is only answered by staff who have personally experienced discrimination at work.



Questions not linked to the People Promise elements or themes

Q16c-7

On what grounds have you experienced discrimination?
Other



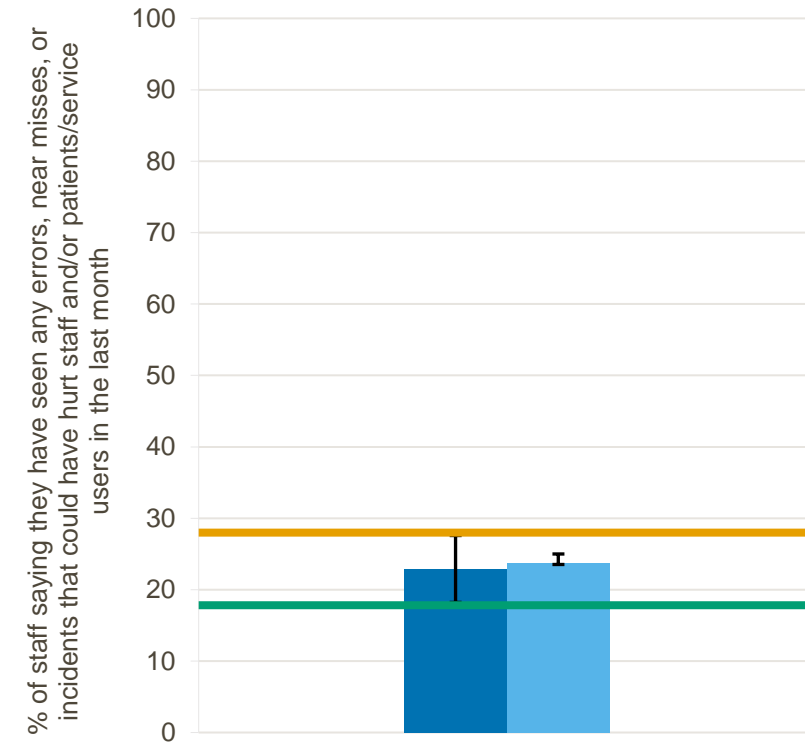
| | |
|----------------|-------|
| Your ICS | 22.9% |
| Survey average | 30.7% |
| Best result | 14.7% |
| Worst result | 44.4% |

Responses

35

Q18

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



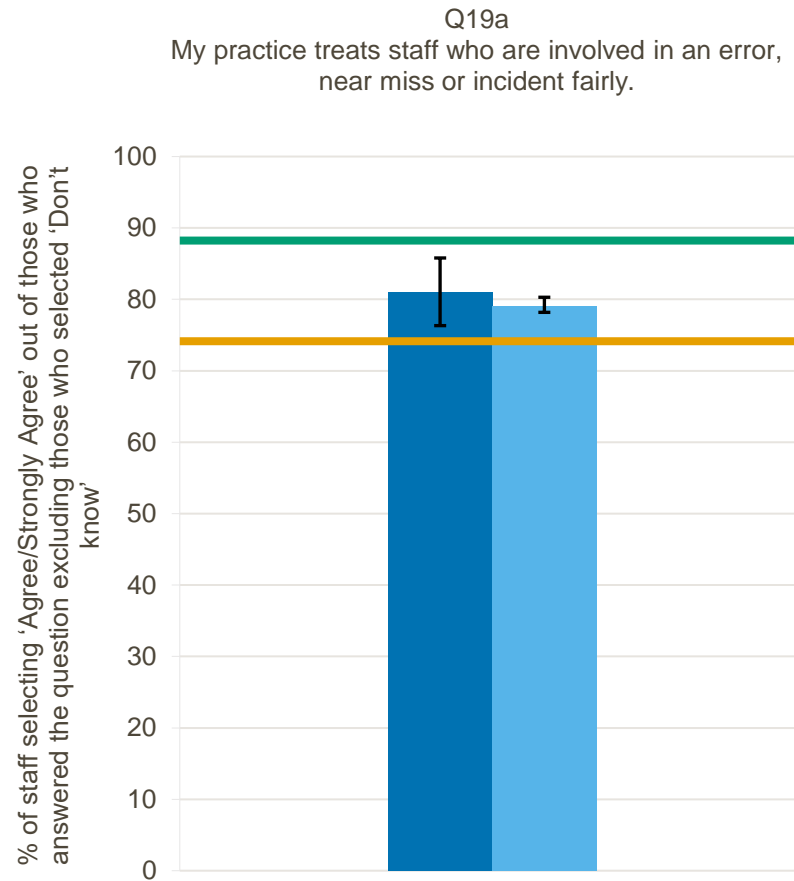
| | |
|----------------|-------|
| Your ICS | 22.9% |
| Survey average | 23.8% |
| Best result | 17.8% |
| Worst result | 28.0% |

Responses

310

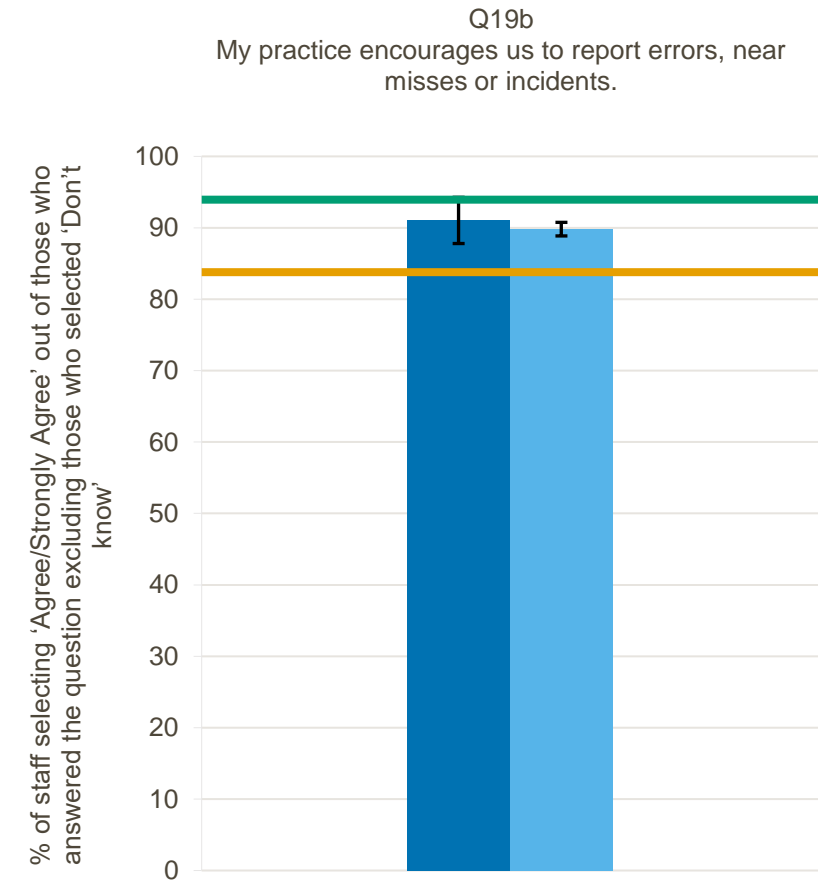


Questions not linked to the People Promise elements or themes



| | |
|-----------------------|-------|
| Your ICS | 81.1% |
| Survey average | 79.1% |
| Best result | 88.2% |
| Worst result | 74.1% |

Responses 264

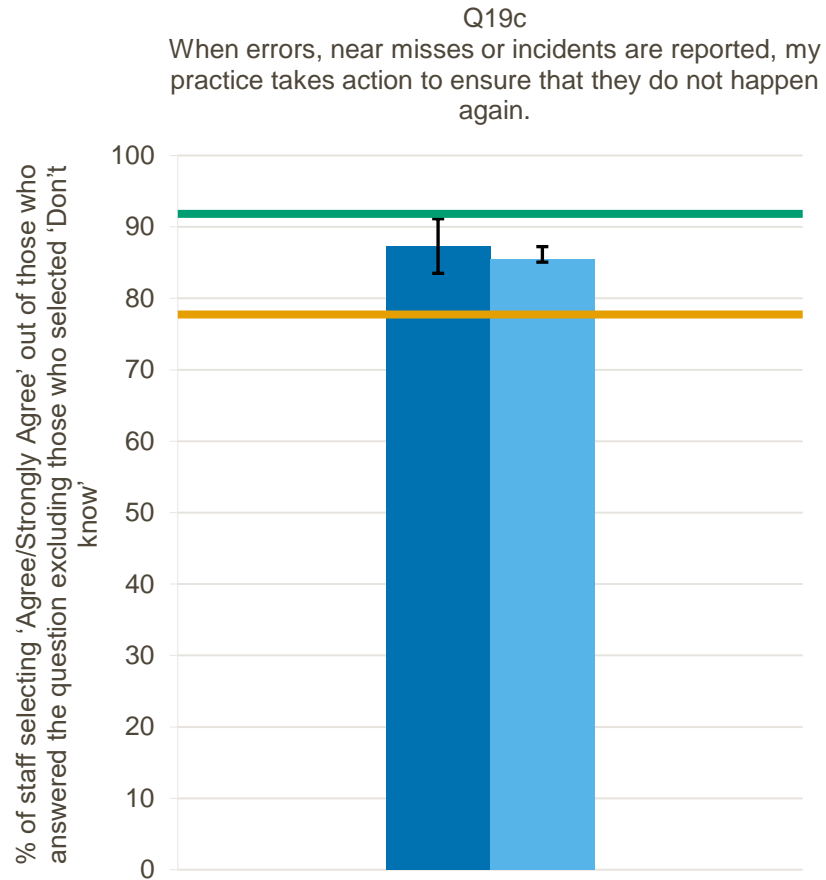


| | |
|-----------------------|-------|
| Your ICS | 91.0% |
| Survey average | 89.8% |
| Best result | 93.9% |
| Worst result | 83.8% |

Responses 301

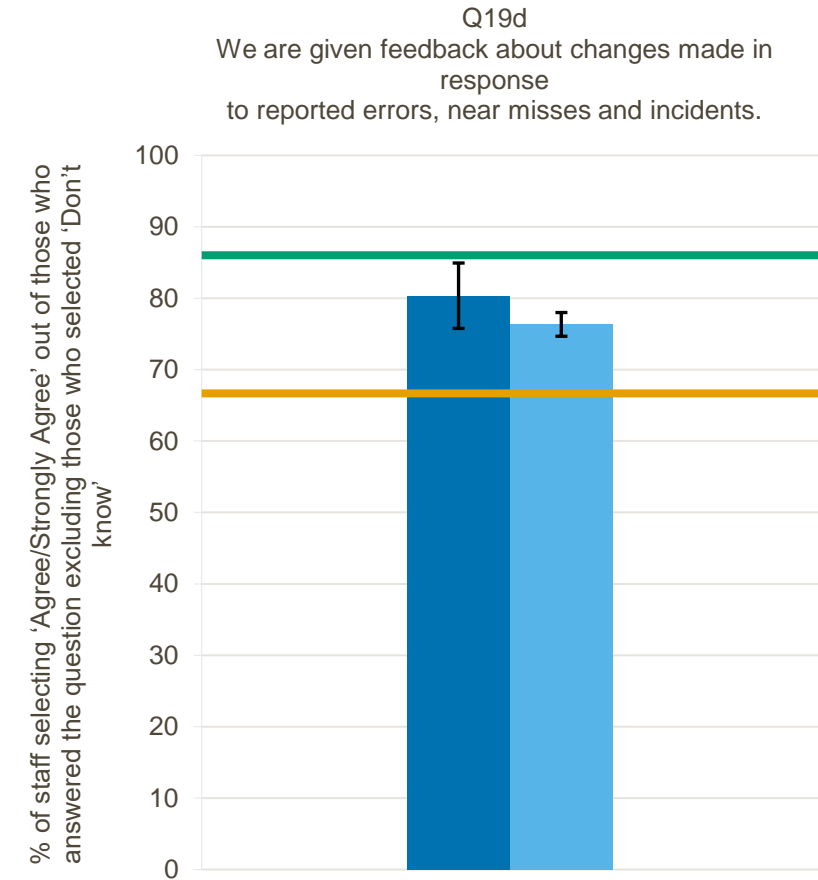


Questions not linked to the People Promise elements or themes



| | |
|-----------------------|-------|
| Your ICS | 87.3% |
| Survey average | 85.5% |
| Best result | 91.8% |
| Worst result | 77.7% |

Responses 292



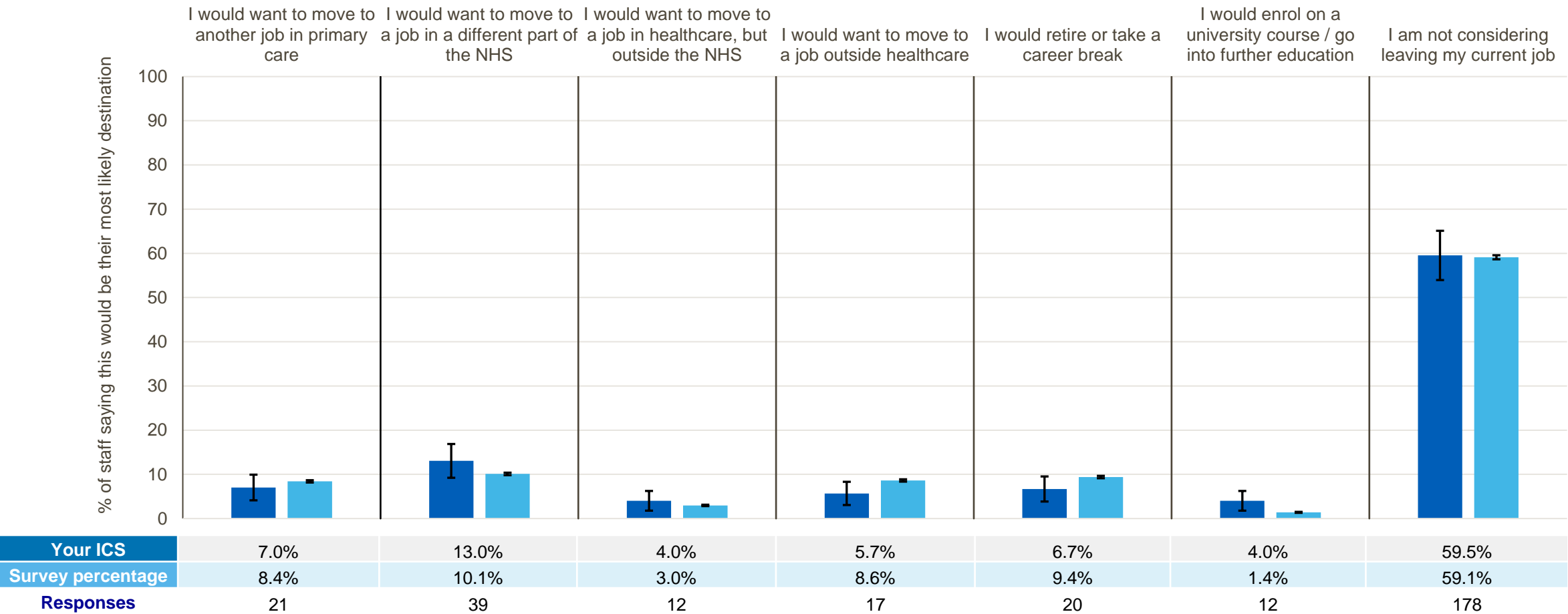
| | |
|-----------------------|-------|
| Your ICS | 80.3% |
| Survey average | 76.4% |
| Best result | 86.0% |
| Worst result | 66.7% |

Responses 290



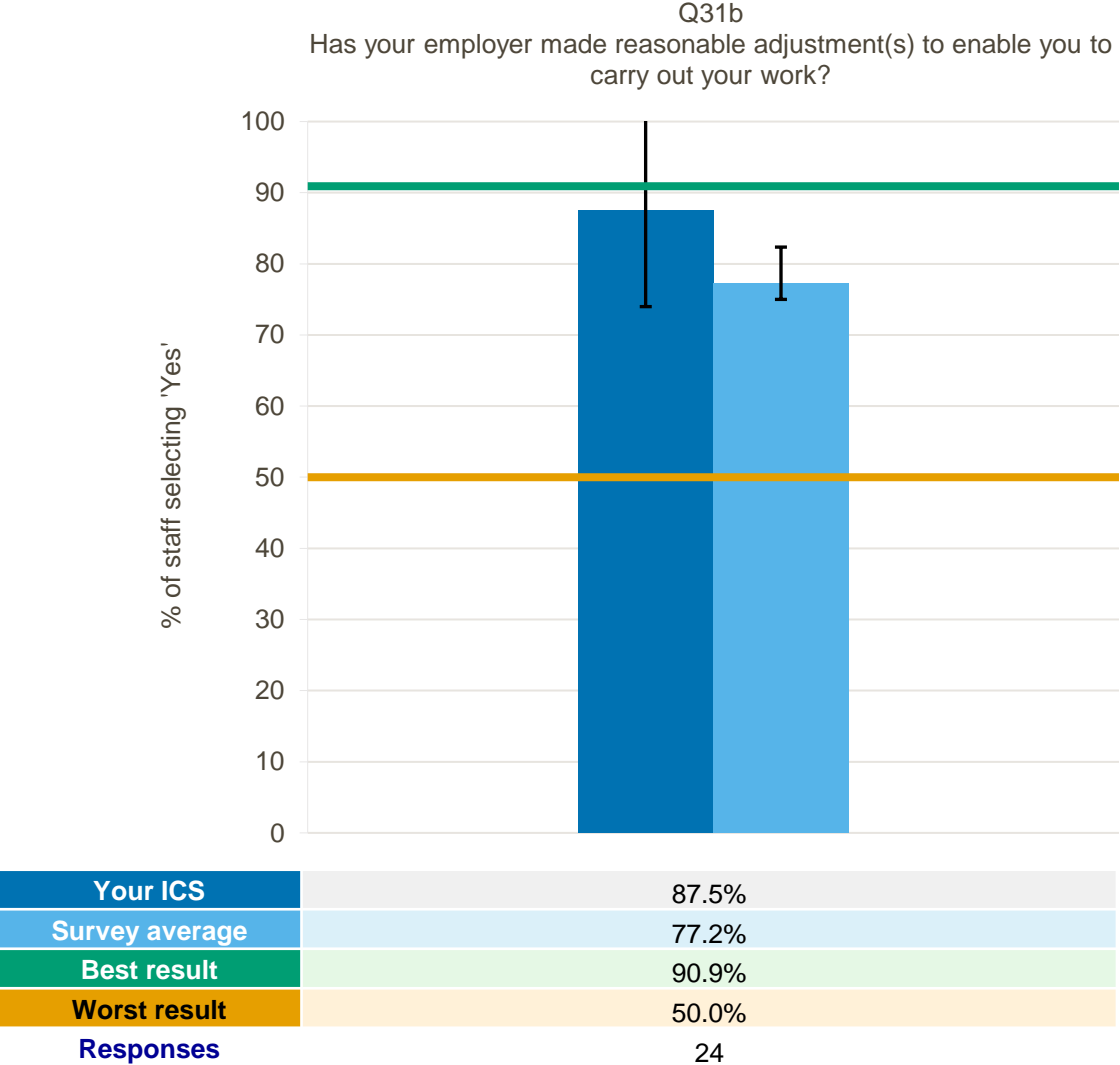
Questions not linked to the People Promise elements or themes

Q26d
If you are considering leaving your current job, what would be your most likely destination?





Questions not linked to the People Promise elements or themes



Q31b is only answered by staff who have have a physical or mental health condition or illness lasting or expected to last for 12 months or more

Workforce equality standards

Workforce equality standards

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

Workforce Race Equality Standard (WRES)

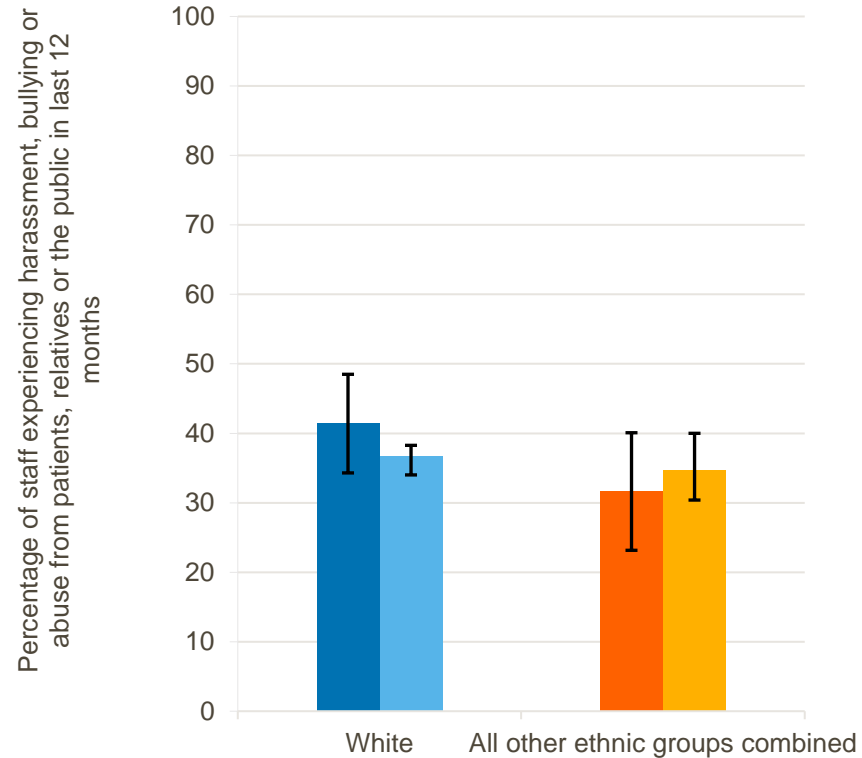
| Indicator | Qu No | Workforce Race Equality Standard |
|--|-------------|--|
| For each of the following indicators, compare the outcomes of the responses for White and All other ethnic groups combined staff | | |
| 5 | 14a | Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months |
| 6 | 14b and 14c | Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months |
| 7 | 15 | Percentage believing that their practice provides equal opportunities for career progression or promotion |
| 8 | 16b | In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager/team leader or other colleagues |

Workforce Disability Equality Standard (WDES)

| Metrics | Qu No | Workforce Disability Equality Standard |
|---|------------------|--|
| For each of the following metrics, compare the responses for staff with a long lasting/long term condition (LTC) or illness vs staff without a LTC or illness | | |
| 4ai | 14a | Percentage of staff experiencing harassment, bullying or abuse from patients/service users, their relatives or other members of the public |
| 4aii | 14b | Percentage of staff experiencing harassment, bullying or abuse from managers |
| 4aiii | 14c | Percentage of staff experiencing harassment, bullying or abuse from other colleagues |
| 4b | 14d | Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it |
| 5 | 15 | Percentage believing that their practice provides equal opportunities for career progression or promotion |
| 6 | 11e | Percentage of staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties |
| 7 | 4b | Percentage staff saying that they are satisfied with the extent to which their organisation values their work |
| 8 | 31b | 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 |

Indicator 5

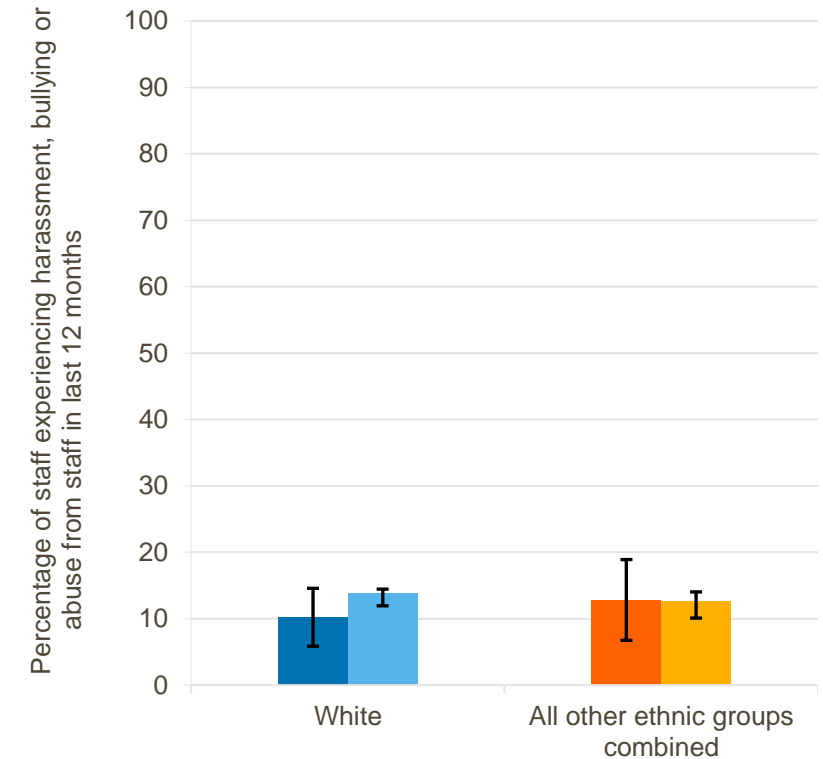
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months



| | |
|--|-------|
| White: Your ICS | 41.4% |
| White: Survey average | 36.8% |
| All other ethnic groups combined: Your ICS | 31.6% |
| All other ethnic groups combined: Survey average | 34.6% |
| White: Responses | 186 |
| All other ethnic groups combined: Responses | 117 |

Indicator 6

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

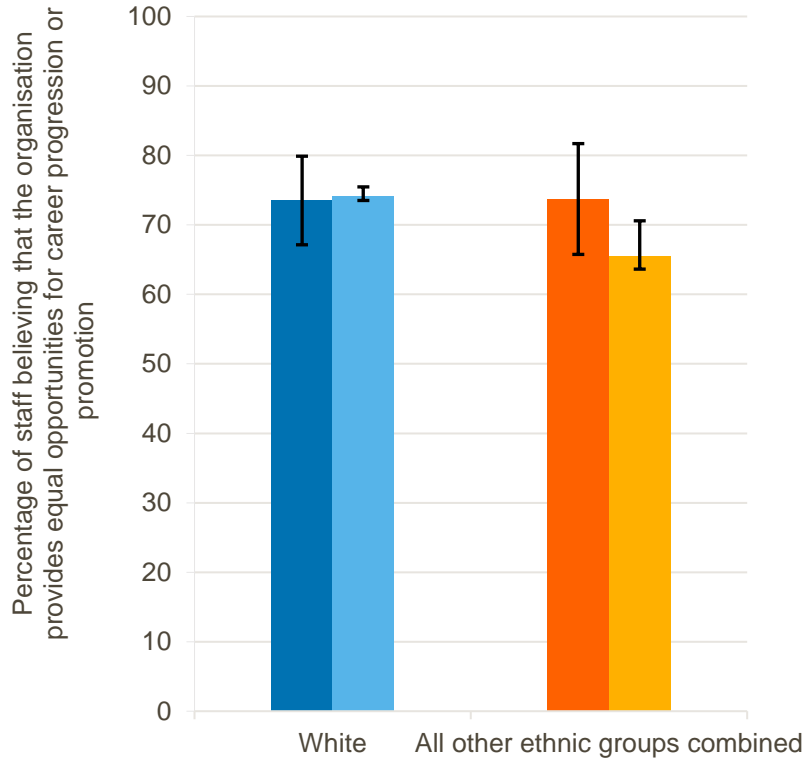


| | |
|--|-------|
| White: Your ICS | 10.2% |
| White: Survey average | 13.8% |
| All other ethnic groups combined: Your ICS | 12.8% |
| All other ethnic groups combined: Survey average | 12.7% |
| White: Responses | 186 |
| All other ethnic groups combined: Responses | 117 |

Please note – the reported value for 'All other ethnic groups combined' may be lower than it should be.
For more information, please see [Appendix H](#).

Indicator 7

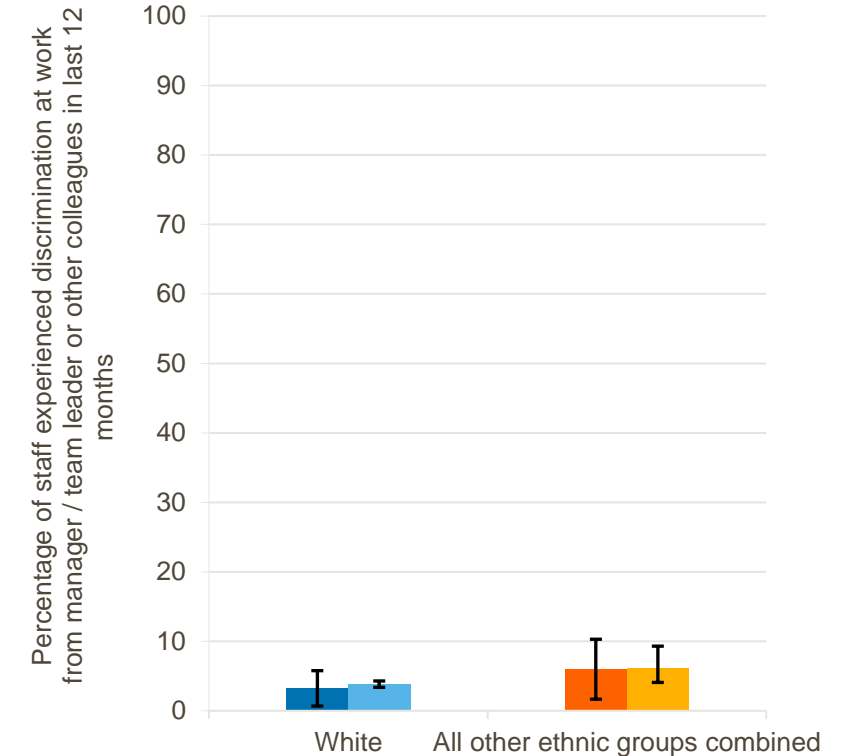
Percentage of staff believing that the organisation provides equal opportunities for career progression or promotion



| | |
|--|-------|
| White: Your ICS | 73.5% |
| White: Survey average | 74.2% |
| All other ethnic groups combined: Your ICS | 73.7% |
| All other ethnic groups combined: Survey average | 65.5% |
| White: Responses | 185 |
| All other ethnic groups combined: Responses | 118 |

Indicator 8

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

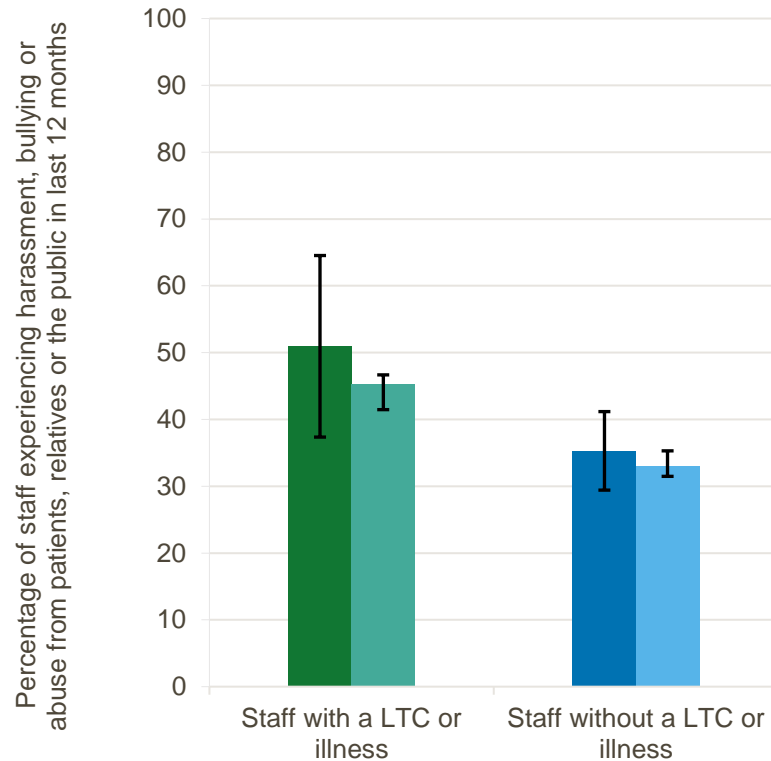


| | |
|--|------|
| White: Your ICS | 3.2% |
| White: Survey average | 3.8% |
| All other ethnic groups combined: Your ICS | 6.0% |
| All other ethnic groups combined: Survey average | 6.1% |
| White: Responses | 186 |
| All other ethnic groups combined: Responses | 117 |

Please note – the reported value for 'All other ethnic groups combined' may be lower than it should be. For more information, please see [Appendix H](#).

Metric 4ai

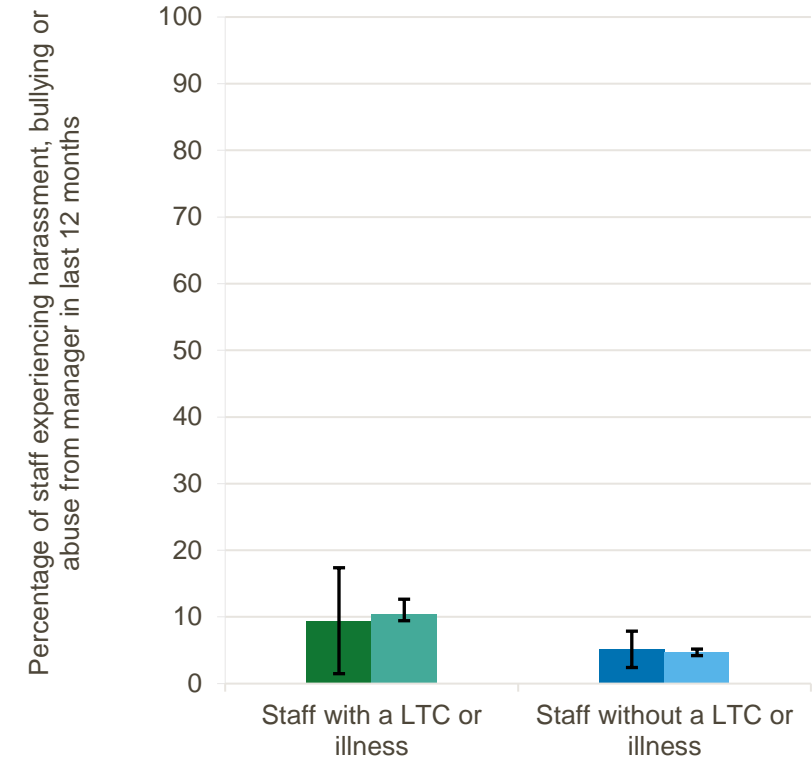
Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 50.9% |
| Staff with a LTC or illness: Average | 45.3% |
| Staff without a LTC or illness: Your ICS | 35.3% |
| Staff without a LTC or illness: Average | 33.0% |
| Staff with a LTC or illness: Responses | 53 |
| Staff without a LTC or illness: Responses | 255 |

Metric 4aii

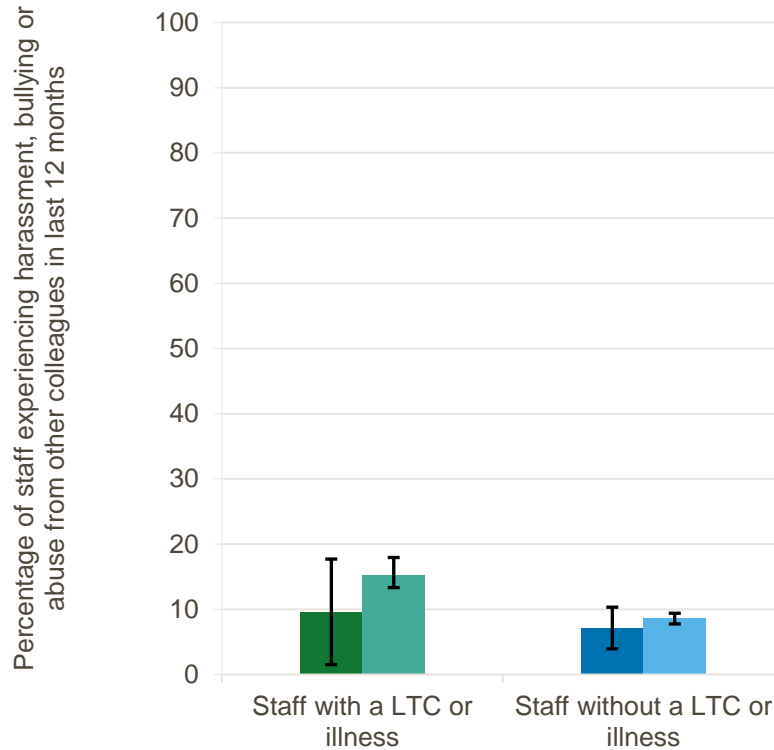
Percentage of staff experiencing harassment, bullying or abuse from manager in last 12 months



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 9.4% |
| Staff with a LTC or illness: Average | 10.4% |
| Staff without a LTC or illness: Your ICS | 5.1% |
| Staff without a LTC or illness: Average | 4.7% |
| Staff with a LTC or illness: Responses | 53 |
| Staff without a LTC or illness: Responses | 253 |

Metric 4aiii

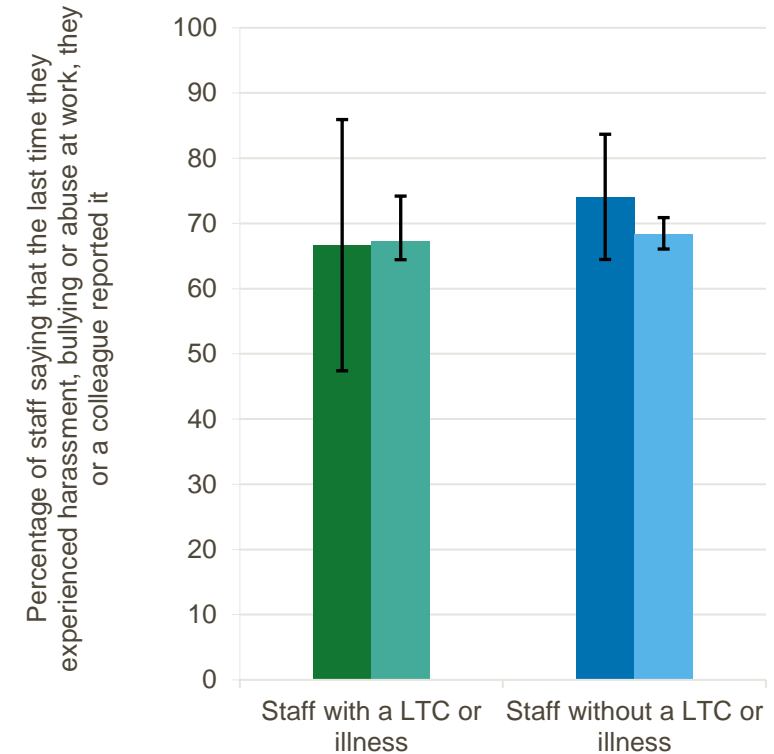
Percentage of staff experiencing harassment, bullying or abuse from other colleagues in last 12 months



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 9.6% |
| Staff with a LTC or illness: Average | 15.3% |
| Staff without a LTC or illness: Your ICS | 7.1% |
| Staff without a LTC or illness: Average | 8.7% |
| Staff with a LTC or illness: Responses | 52 |
| Staff without a LTC or illness: Responses | 252 |

Metric 4b

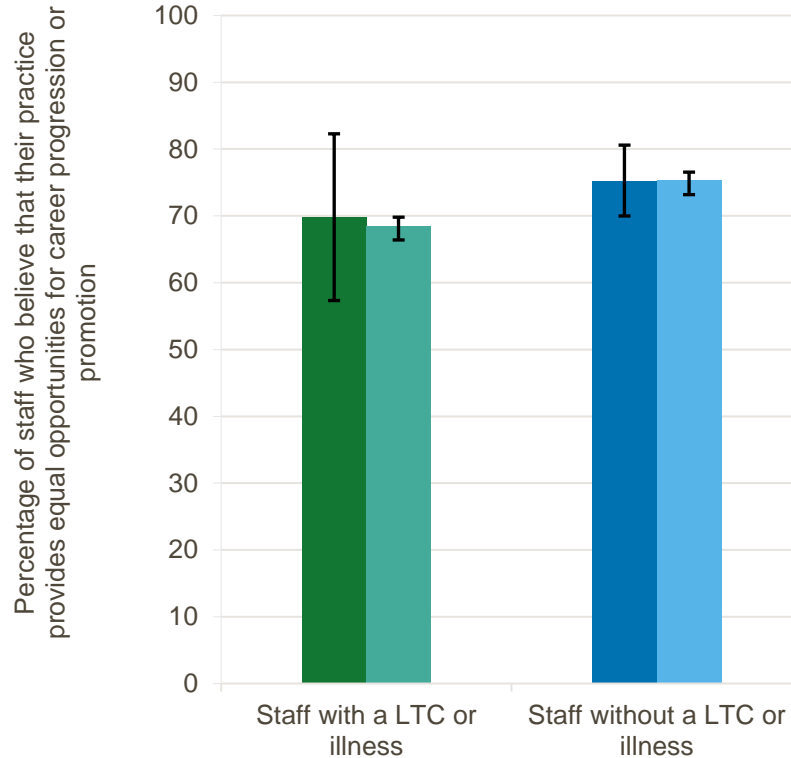
Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 66.7% |
| Staff with a LTC or illness: Average | 67.2% |
| Staff without a LTC or illness: Your ICS | 74.1% |
| Staff without a LTC or illness: Average | 68.4% |
| Staff with a LTC or illness: Responses | 24 |
| Staff without a LTC or illness: Responses | 81 |

Metric 5

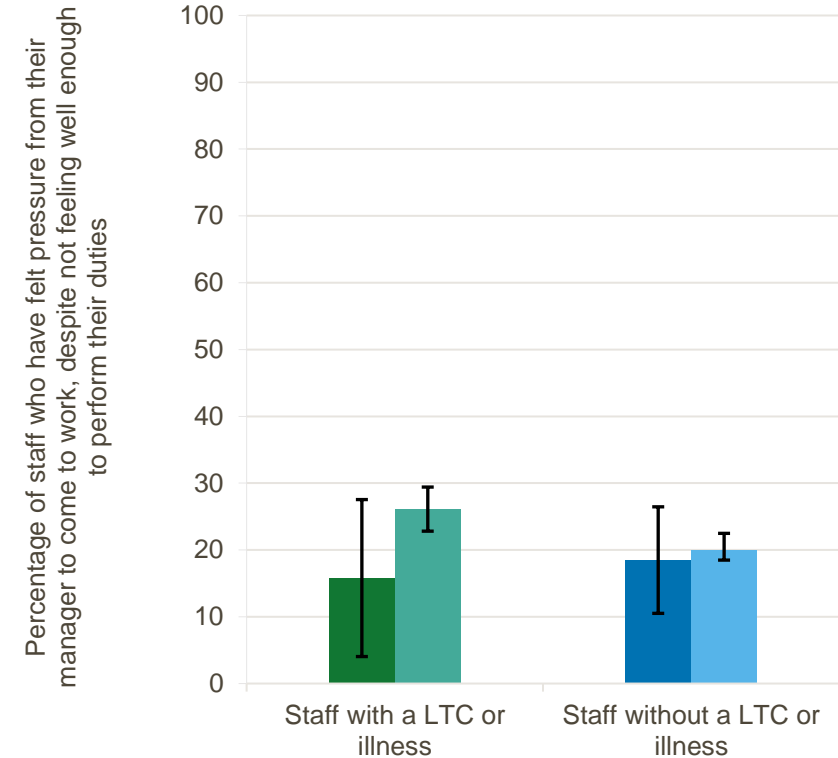
Percentage of staff who believe that their practice provides equal opportunities for career progression or promotion



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 69.8% |
| Staff with a LTC or illness: Average | 68.5% |
| Staff without a LTC or illness: Your ICS | 75.3% |
| Staff without a LTC or illness: Average | 75.3% |
| Staff with a LTC or illness: Responses | 53 |
| Staff without a LTC or illness: Responses | 255 |

Metric 6

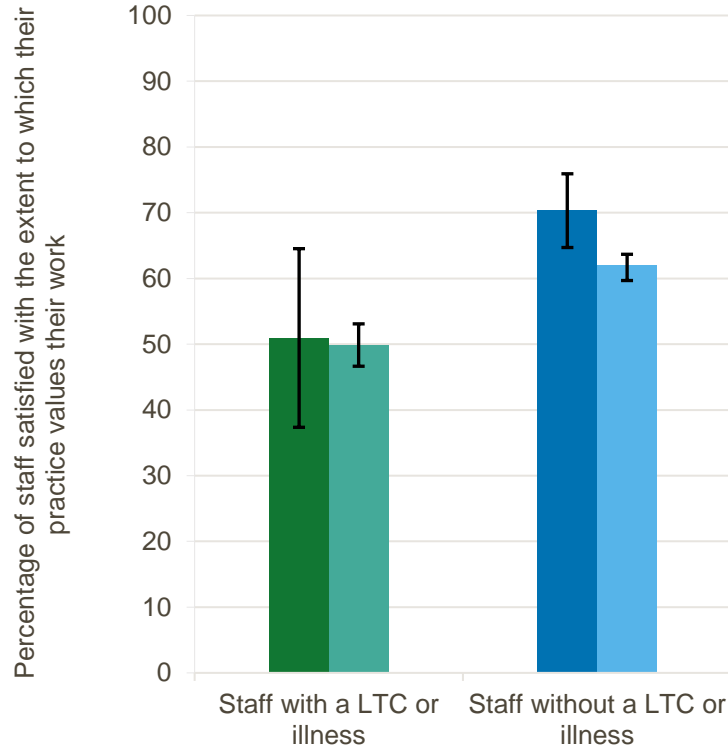
Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 15.8% |
| Staff with a LTC or illness: Average | 26.1% |
| Staff without a LTC or illness: Your ICS | 18.5% |
| Staff without a LTC or illness: Average | 20.0% |
| Staff with a LTC or illness: Responses | 38 |
| Staff without a LTC or illness: Responses | 92 |

Metric 7

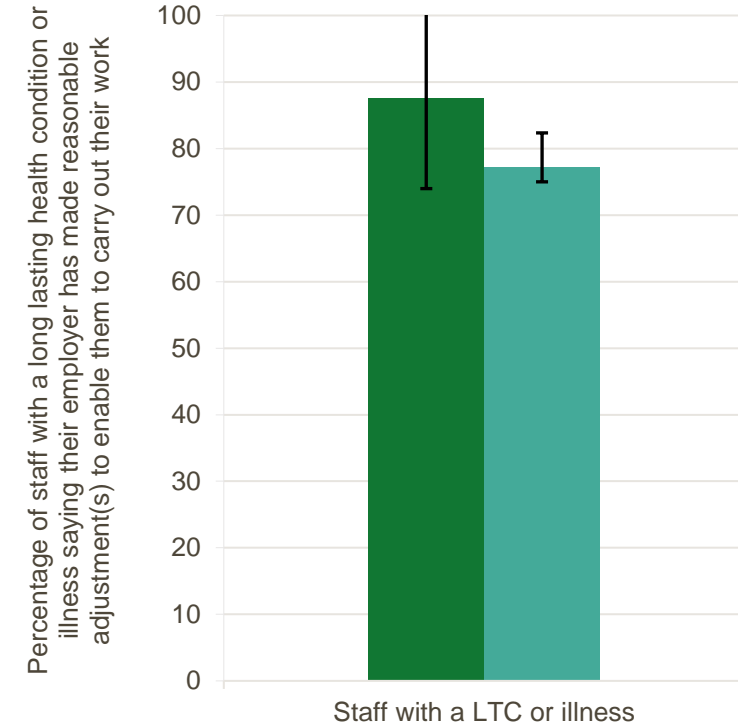
Percentage of staff satisfied with the extent to which their practice values their work



| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 50.9% |
| Staff with a LTC or illness: Average | 49.8% |
| Staff without a LTC or illness: Your ICS | 70.3% |
| Staff without a LTC or illness: Average | 62.1% |
| Staff with a LTC or illness: Responses | 53 |
| Staff without a LTC or illness: Responses | 256 |

Metric 8

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*

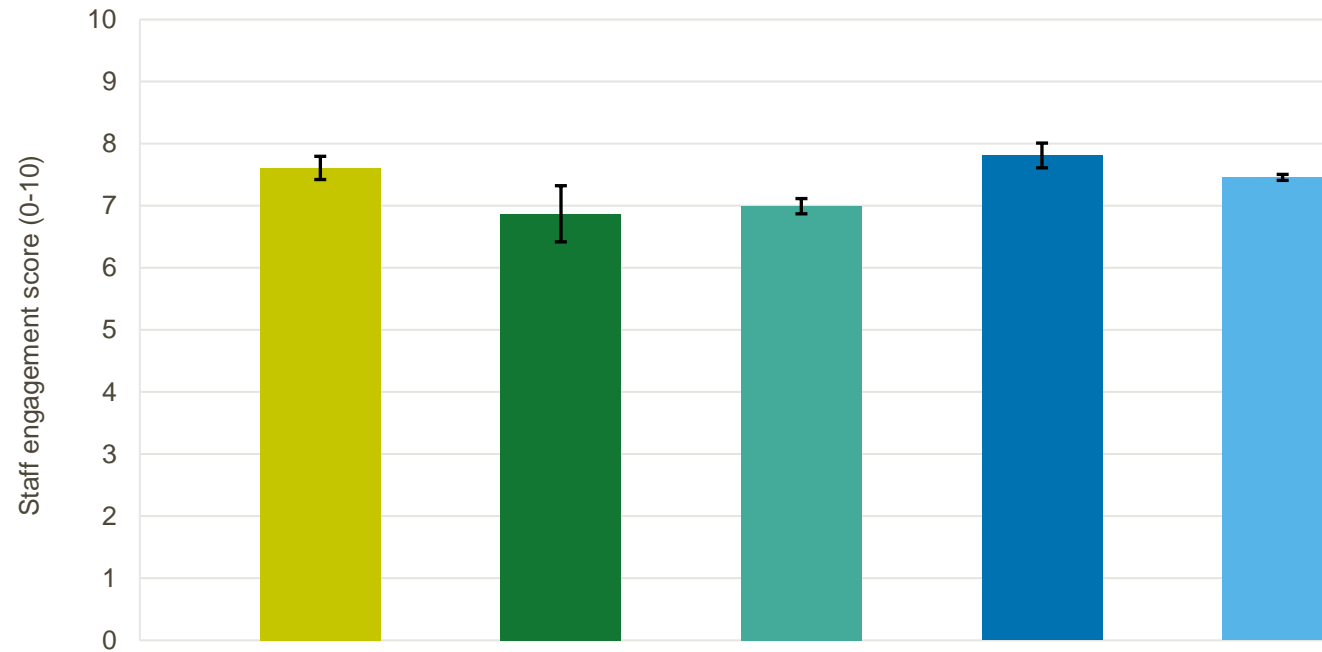


* Asked of staff with an LTC or illness

| | |
|---|-------|
| Staff with a LTC or illness: Your ICS | 87.5% |
| Staff with a LTC or illness: Average | 77.2% |
| Staff without a LTC or illness: Your ICS | - |
| Staff without a LTC or illness: Average | - |
| Staff with a LTC or illness: Responses | 24 |
| Staff without a LTC or illness: Responses | 0 |

Metric 9

Staff engagement score (0-10)



| | |
|---|-----|
| Your ICS score | 7.6 |
| Staff with a LTC or illness: Your ICS | 6.9 |
| Staff with a LTC or illness: Average | 7.0 |
| Staff without a LTC or illness: Your ICS | 7.8 |
| Staff without a LTC or illness: Average | 7.5 |
| Your ICS Responses | 314 |
| Staff with a LTC or illness: Responses | 53 |
| Staff without a LTC or illness: Responses | 256 |

Average calculated as the median of all ICS means

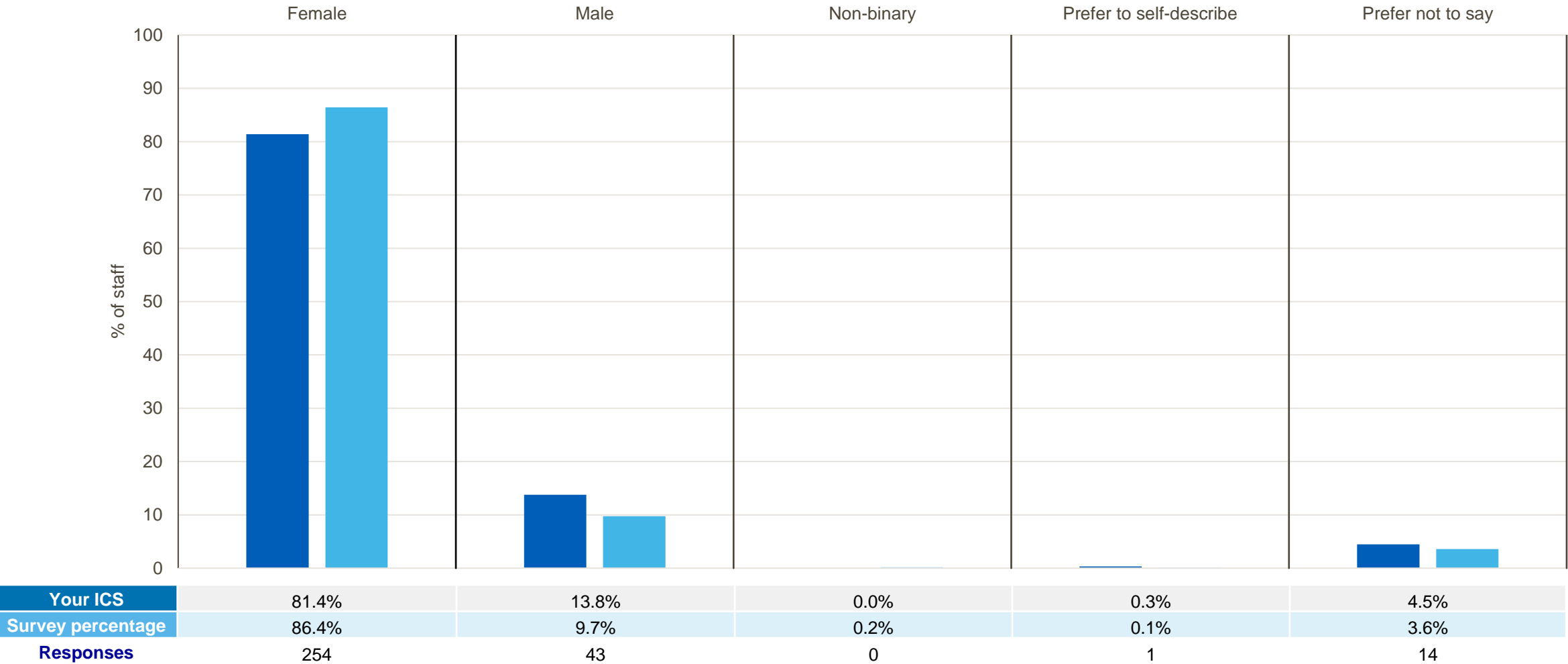
Average calculated as the median of all ICS means

About your respondents

This section shows demographic and other background information for 2024.



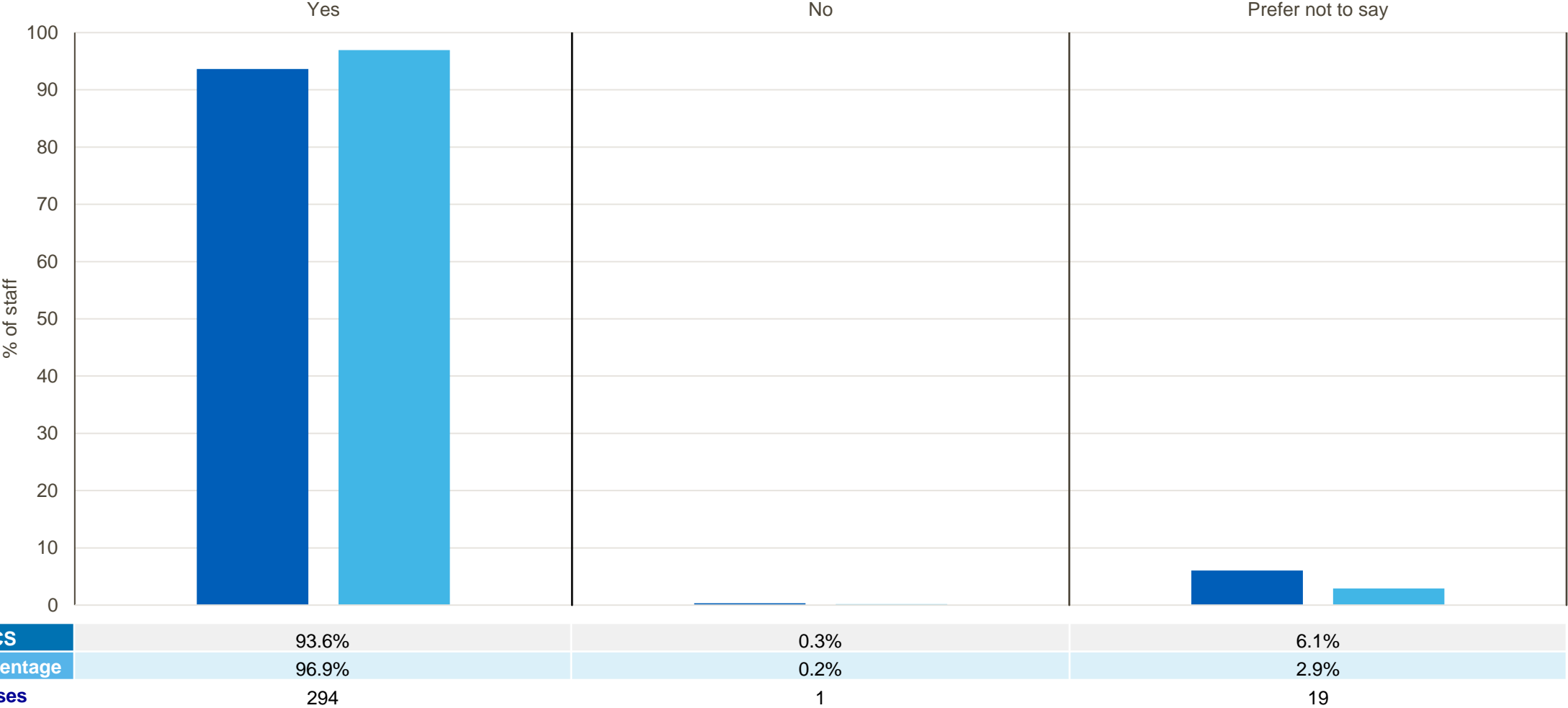
Background details: Gender



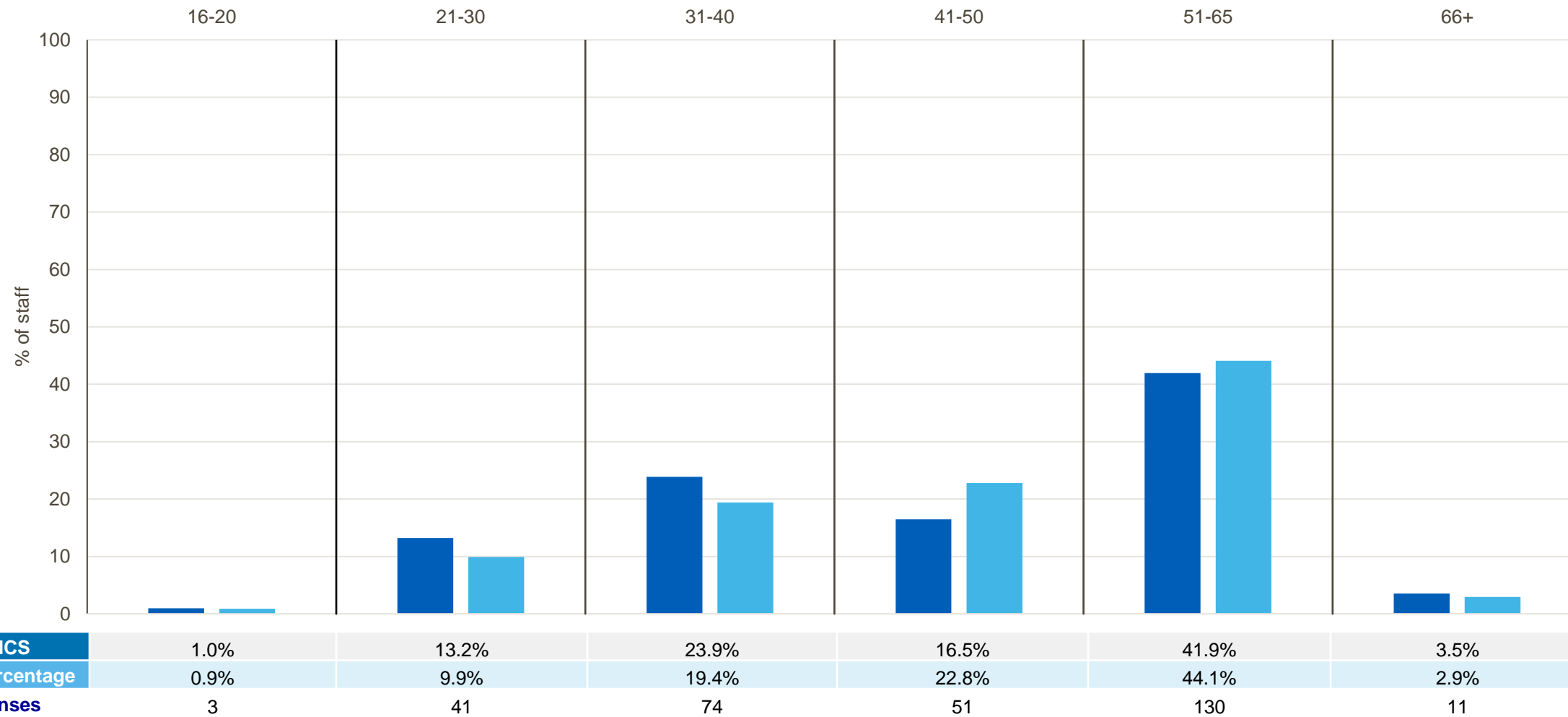
Please note – the reported value for ‘Prefer to self-describe’ may be lower than it should be. For more information, please see [Appendix H](#).



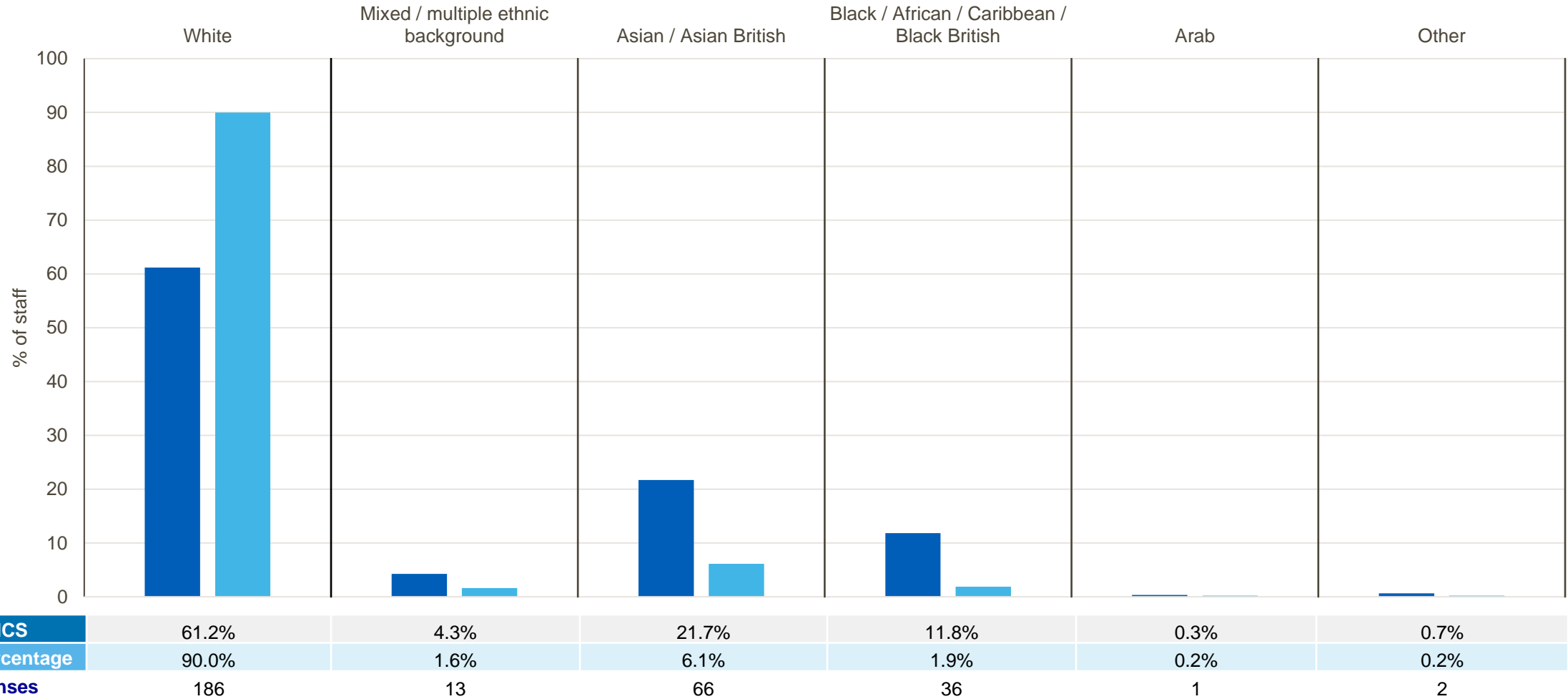
Background details: Is your gender identity the same as the sex you were registered at birth?



> Background details: Age



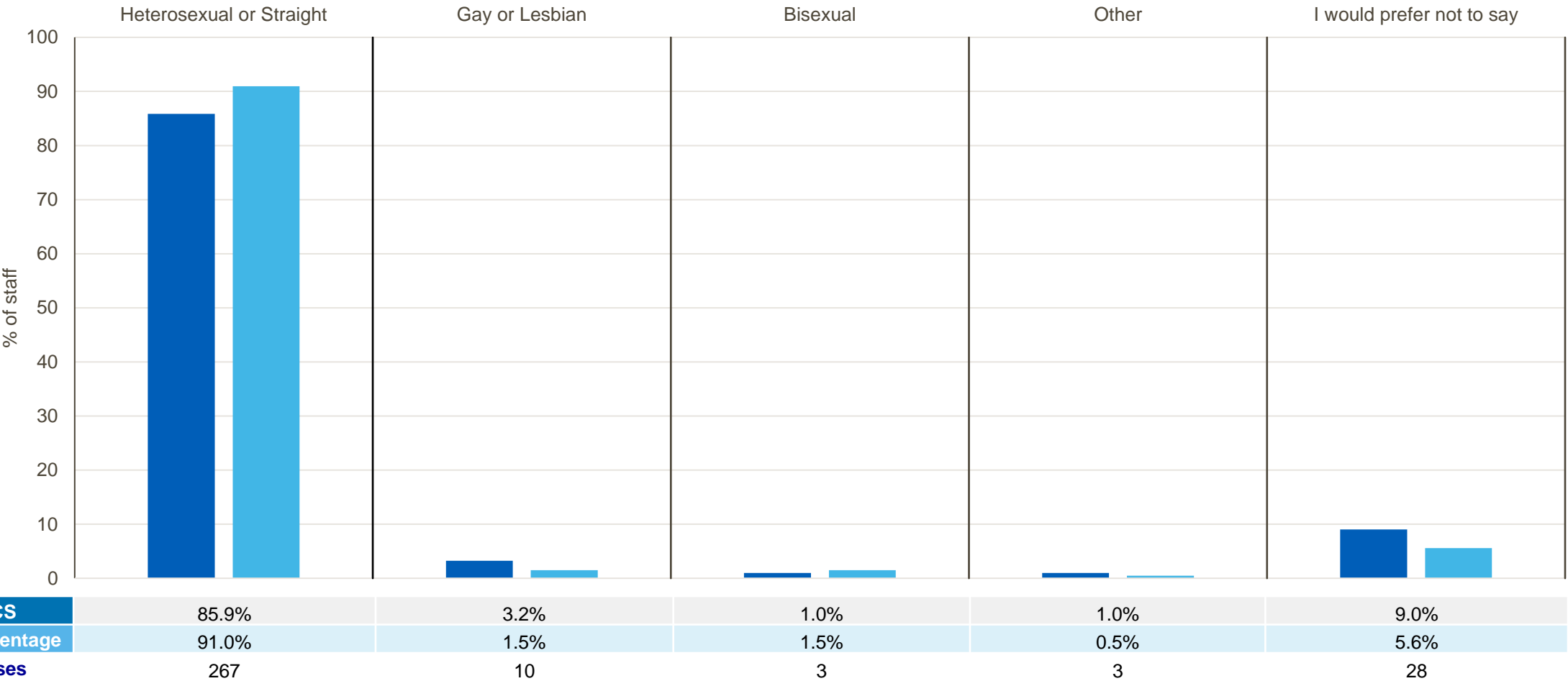
Background details: Ethnicity



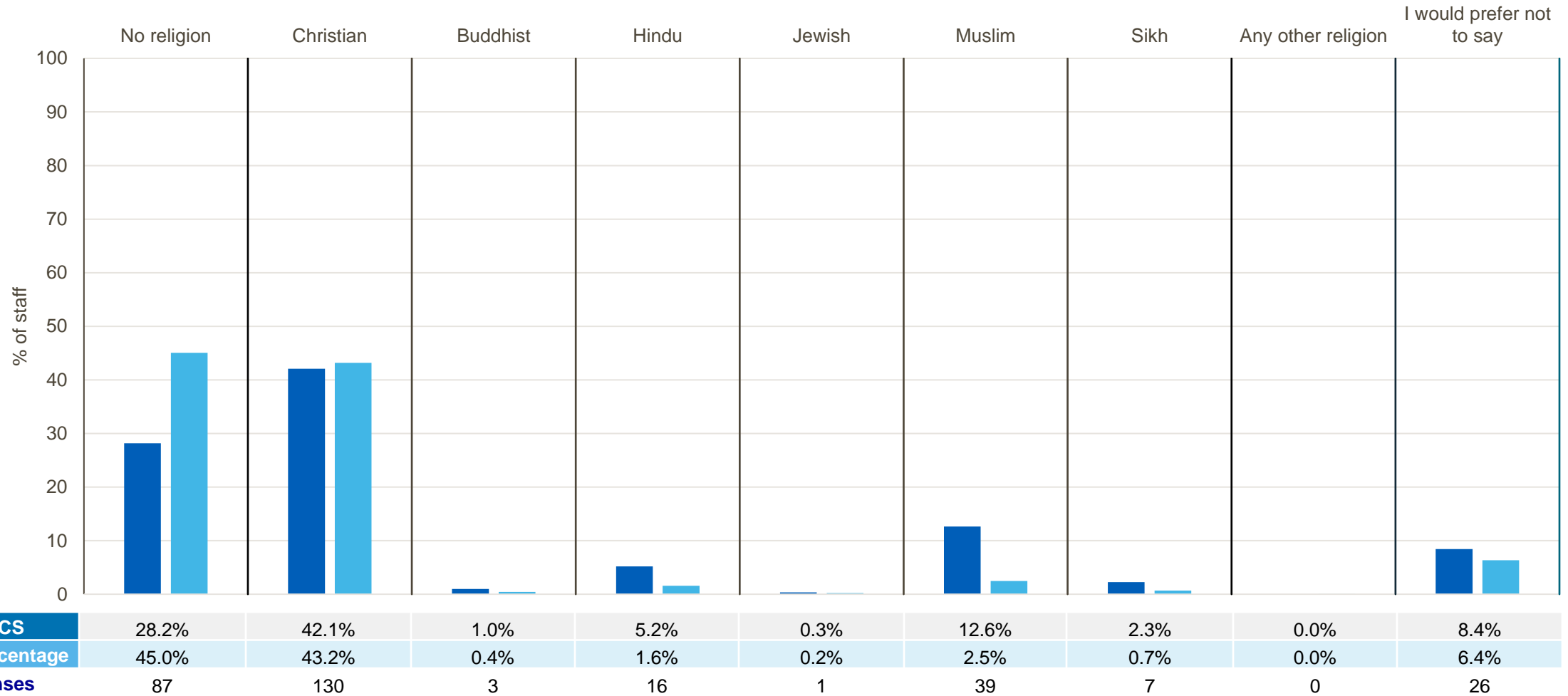
Please note – the reported value for ‘Other’ may be lower than it should be. For more information, please see [Appendix H](#).



Background details: Sexual orientation



➤ Background details: Religion

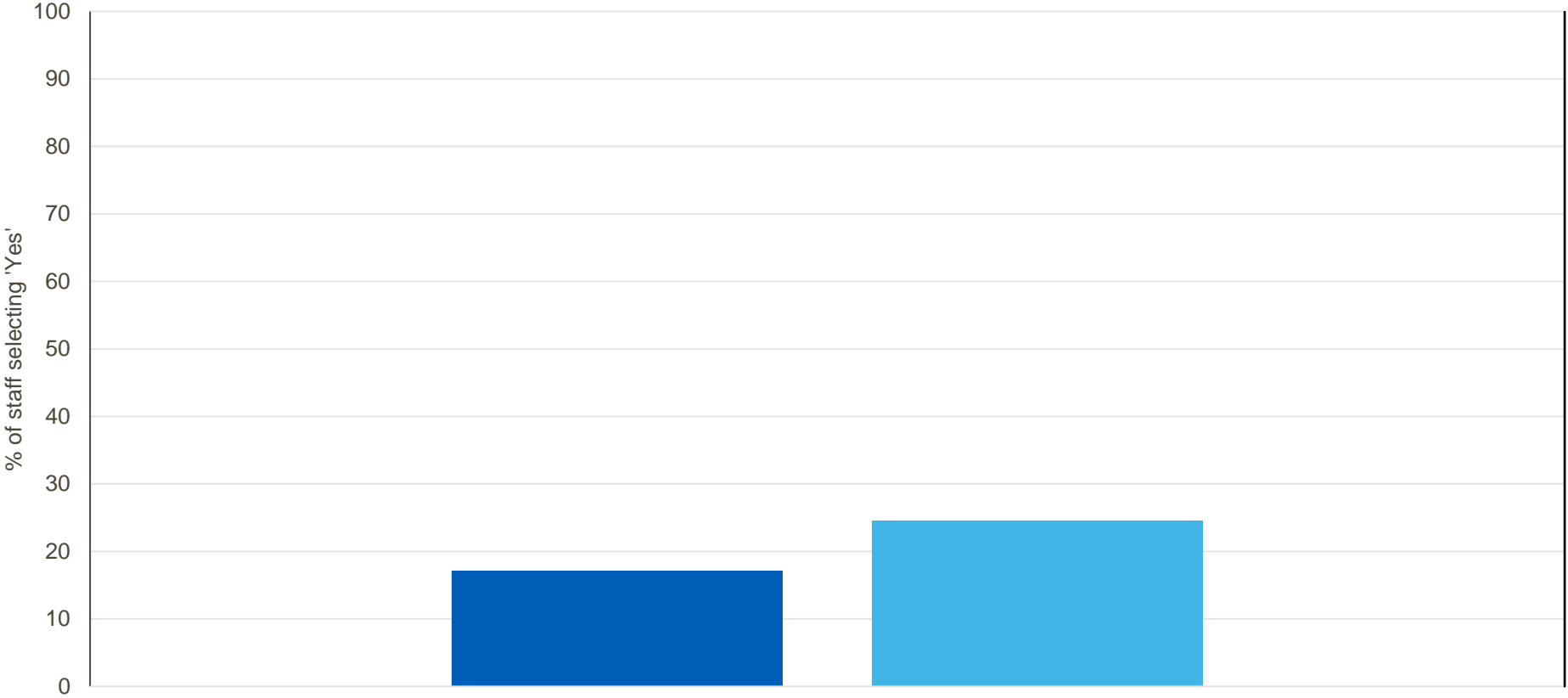


Please note – the reported value for ‘Any other religion’ may be lower than it should be. For more information, please see [Appendix H](#).



Background details: Long lasting health condition or illness

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

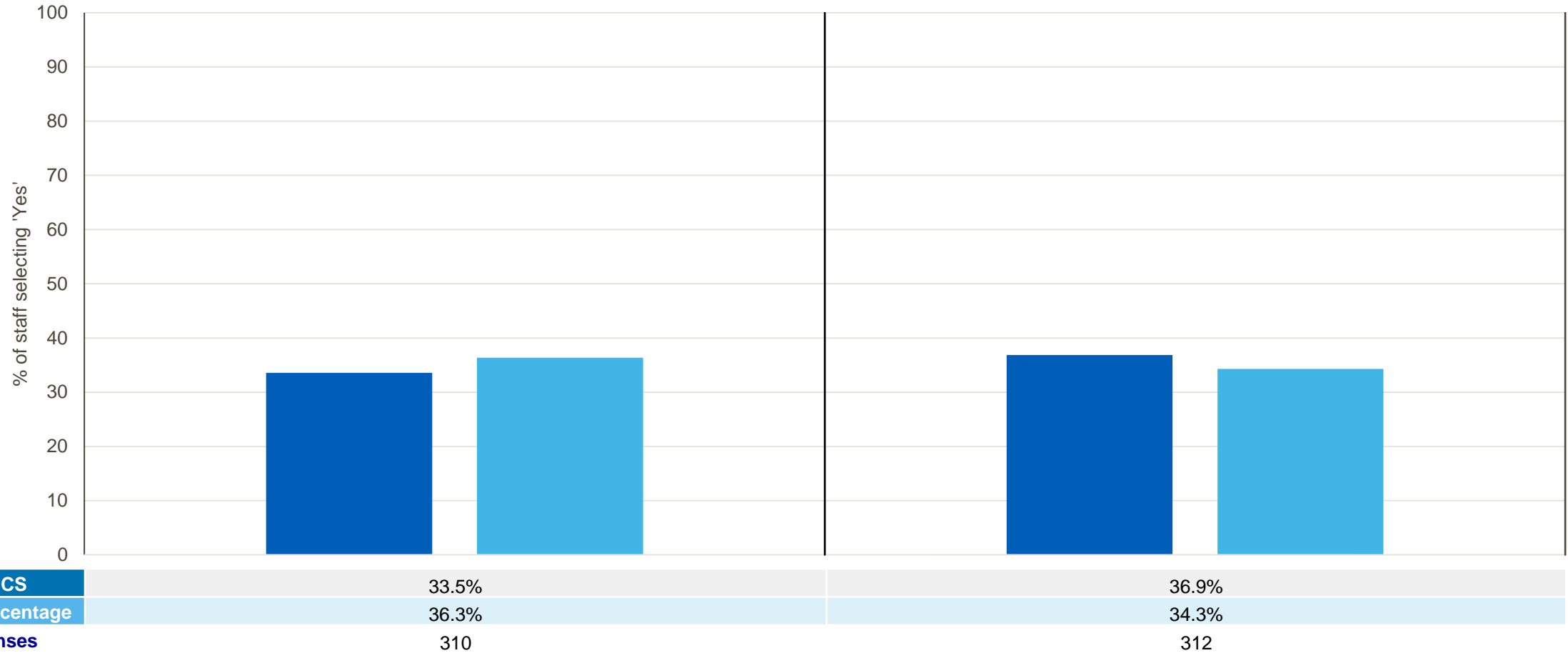


| | |
|-------------------|-------|
| Your ICS | 17.2% |
| Survey percentage | 24.6% |
| Responses | 309 |

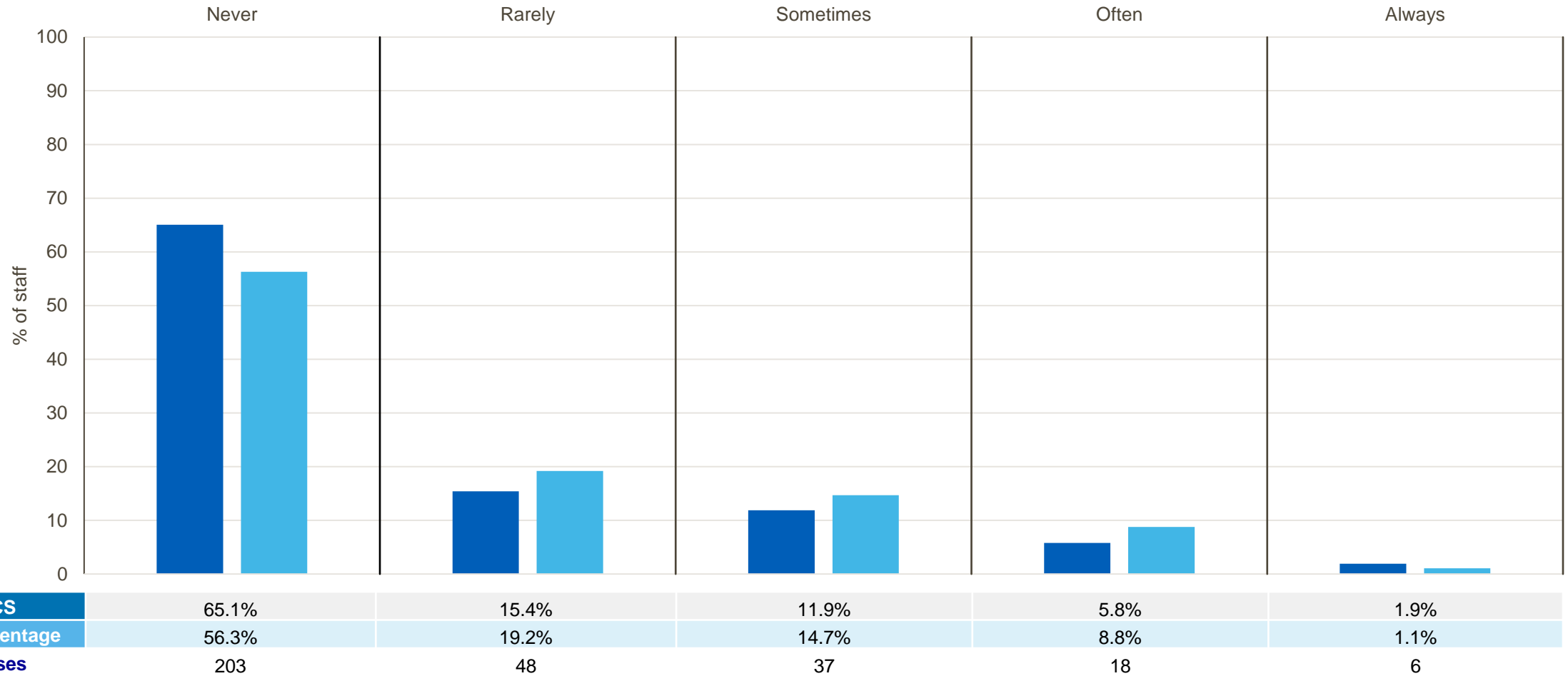
➤ Background details: Parental / caring responsibilities

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

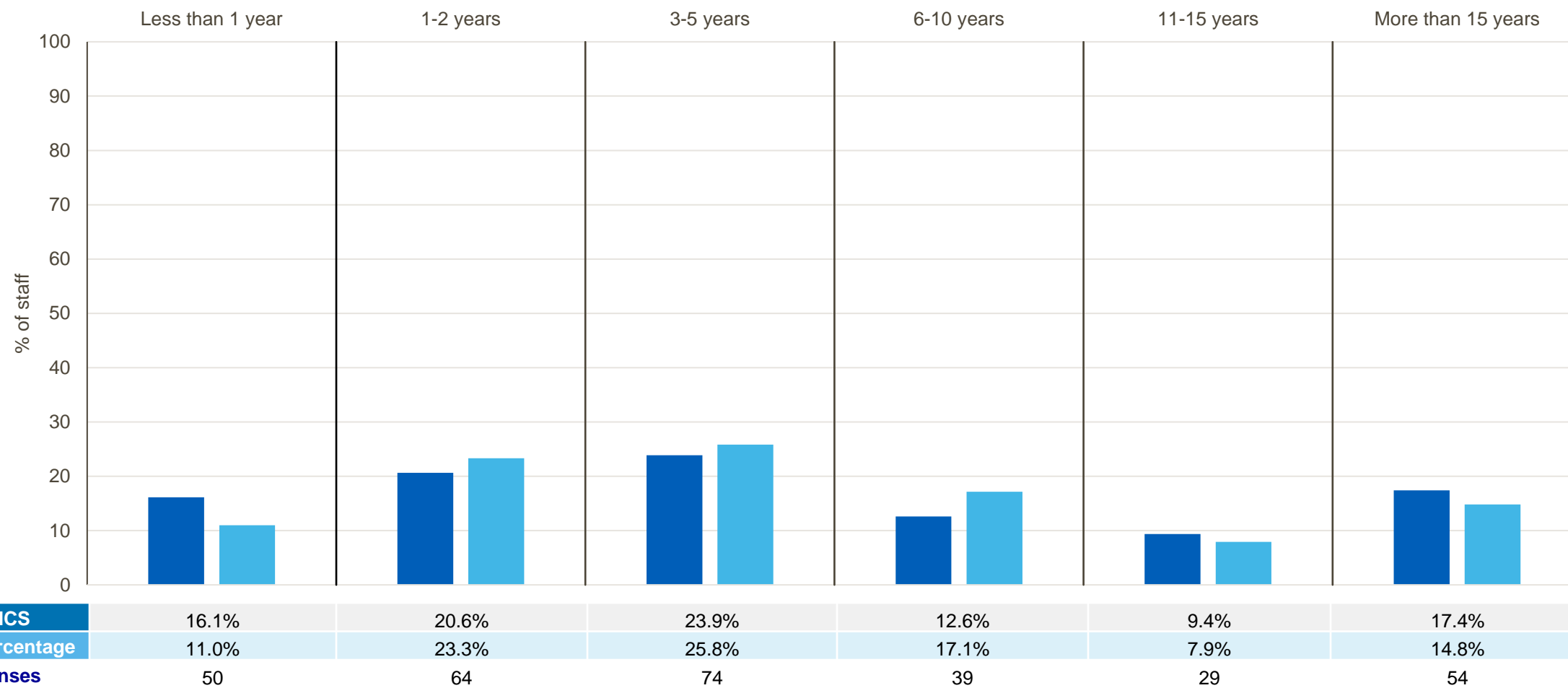
Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?



➤ Background details: Staff working from home

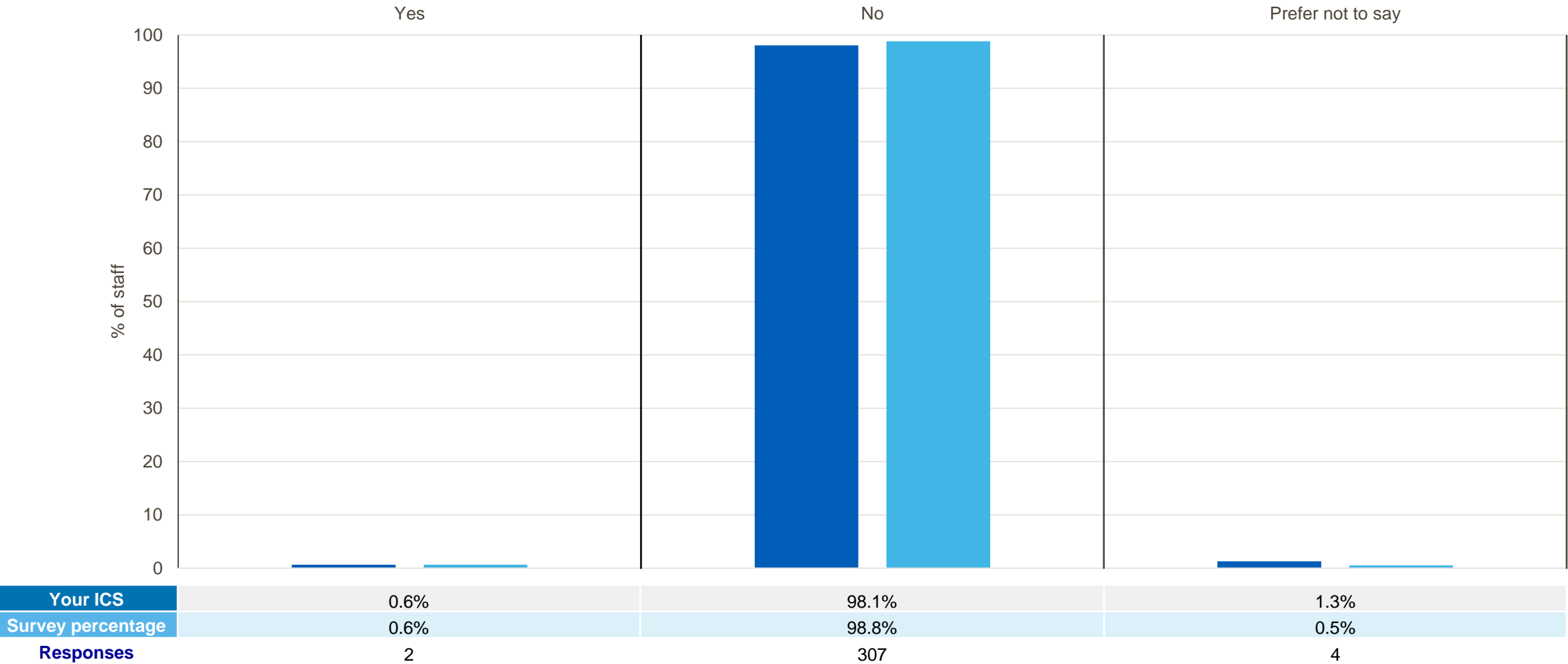


▶ Background details: Length of service

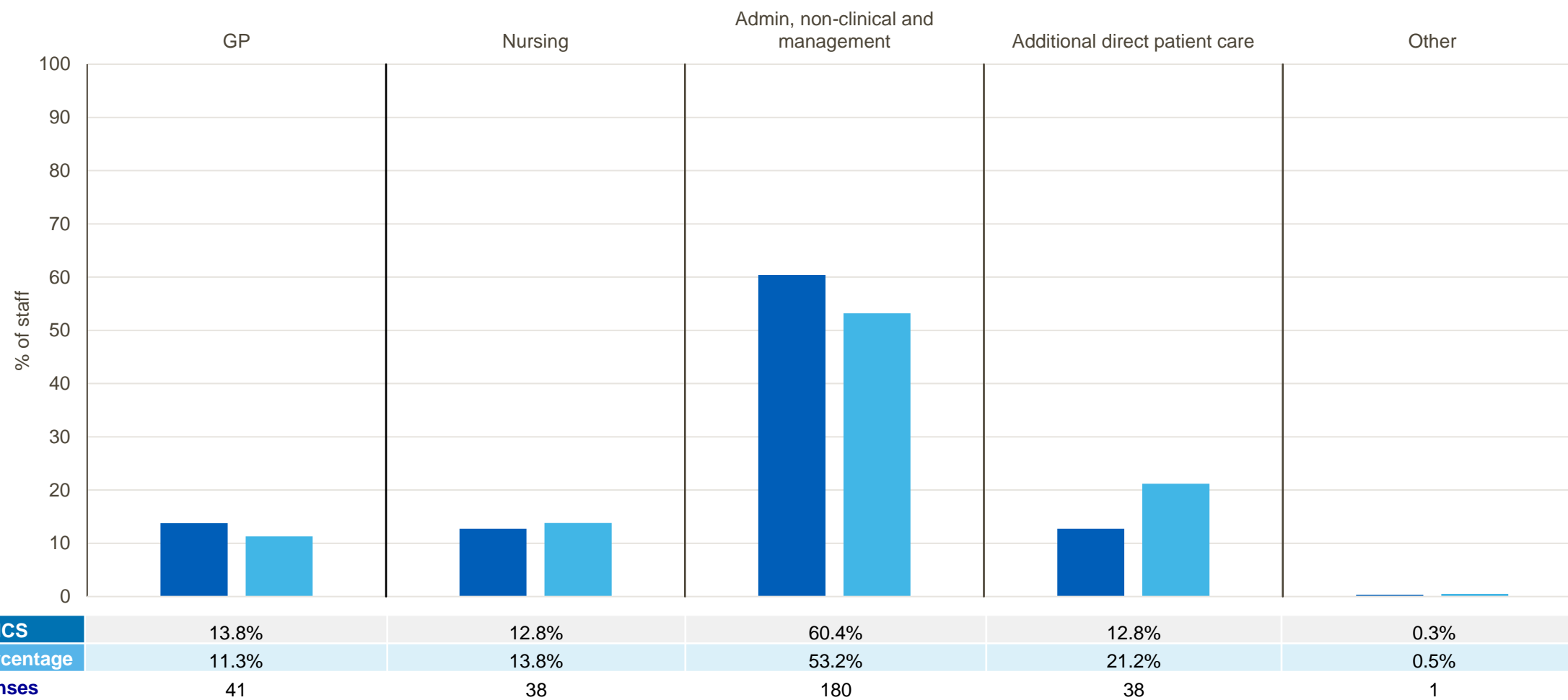




Background details: When you joined this organisation, were you recruited from outside of the UK?



> Background details: Occupational group



Please note – the reported value for ‘Other’ may be lower than it should be. For more information, please see [Appendix H](#).

Appendices



Appendix A: Integrated Care Systems that participated in the survey

| Integrated Care System (ICS) | Region | Number of PCNs | | Number of practices | |
|---------------------------------------|--------------------------|------------------|-------------------------------|---------------------|------------------------------------|
| | | Total population | PCNs with survey participants | Total population | Practices with survey participants |
| Cambridgeshire and Peterborough | East of England | 22 | 18 | 87 | 39 |
| Mid and South Essex | East of England | 26 | 6 | 146 | 6 |
| Norfolk and Waveney | East of England | 20 | 13 | 106 | 19 |
| North Central London | London | 32 | 15 | 176 | 23 |
| North East London | London | 47 | 16 | 267 | 34 |
| North West London | London | 45 | 17 | 342 | 22 |
| South East London | London | 36 | 23 | 193 | 41 |
| Birmingham and Solihull | Midlands | 35 | 19 | 181 | 30 |
| Black Country | Midlands | 27 | 14 | 174 | 26 |
| Coventry and Warwickshire | Midlands | 19 | 13 | 120 | 31 |
| Derby and Derbyshire | Midlands | 18 | 15 | 113 | 45 |
| Herefordshire and Worcestershire | Midlands | 15 | 14 | 78 | 49 |
| Leicester, Leicestershire and Rutland | Midlands | 26 | 2 | 126 | 2 |
| Lincolnshire | Midlands | 14 | 14 | 81 | 25 |
| Northamptonshire | Midlands | 16 | 10 | 69 | 16 |
| Nottingham and Nottinghamshire | Midlands | 23 | 17 | 130 | 29 |
| Shropshire, Telford and Wrekin | Midlands | 9 | 7 | 51 | 14 |
| Staffordshire and Stoke-on-Trent | Midlands | 25 | 14 | 142 | 21 |
| Humber and North Yorkshire | North East and Yorkshire | 43 | 21 | 166 | 37 |
| North East and North Cumbria | North East and Yorkshire | 66 | 42 | 344 | 84 |
| West Yorkshire | North East and Yorkshire | 52 | 31 | 266 | 50 |

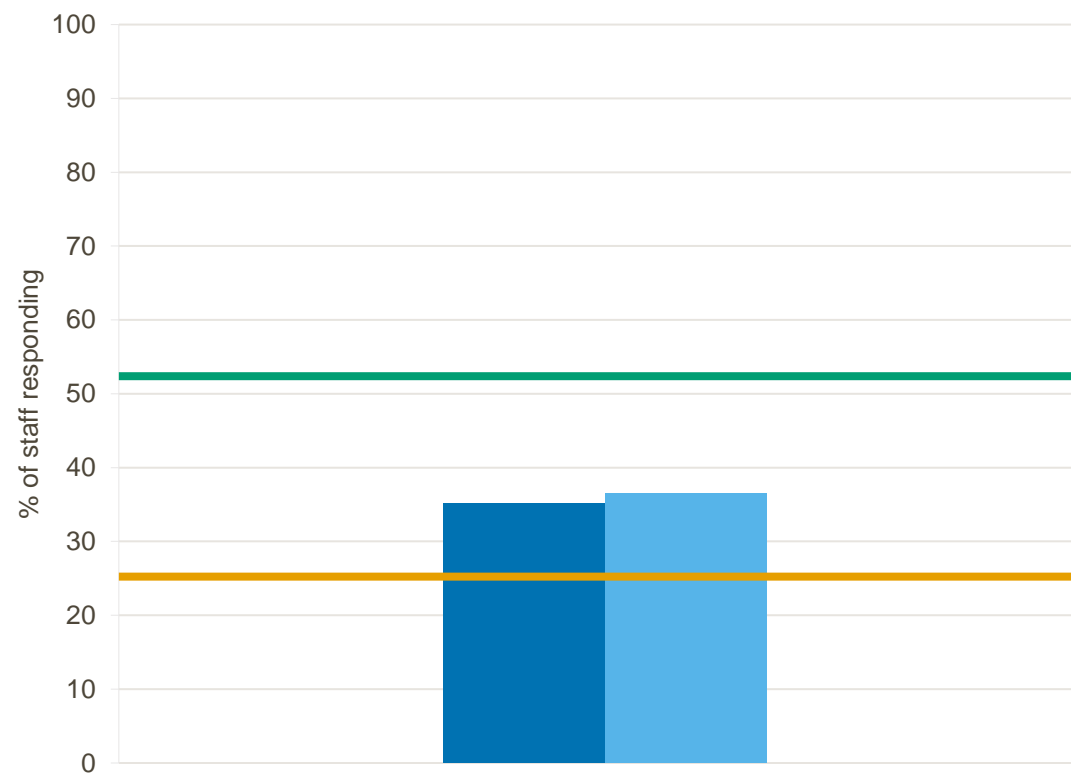


Appendix A: Integrated Care Systems that participated in the survey

| Integrated Care System (ICS) | Region | Number of PCNs | | Number of practices | |
|---|------------|------------------|-------------------------------|---------------------|------------------------------------|
| | | Total population | PCNs with survey participants | Total population | Practices with survey participants |
| Cheshire and Merseyside | North West | 47 | 17 | 345 | 38 |
| Lancashire and South Cumbria | North West | 42 | 40 | 196 | 99 |
| Frimley | South East | 16 | 15 | 68 | 28 |
| Hampshire and Isle of Wight | South East | 43 | 29 | 136 | 39 |
| Surrey Heartlands | South East | 26 | 19 | 102 | 37 |
| Sussex | South East | 39 | 27 | 156 | 47 |
| Bath and North East Somerset, Swindon and Wiltshire | South West | 28 | 23 | 85 | 56 |
| Bristol, North Somerset and South Gloucestershire | South West | 20 | 19 | 74 | 56 |
| Cornwall and The Isles Of Scilly | South West | 15 | 7 | 55 | 16 |
| Dorset | South West | 18 | 14 | 71 | 30 |
| Gloucestershire | South West | 15 | 11 | 65 | 31 |
| Somerset | South West | 13 | 13 | 62 | 53 |
| TOTAL | | 938 | 575 | 4,773 | 1,173 |

Note: not all practices within a PCN participated.

Response rate



| | |
|----------------------------|-------|
| Your ICS | 35.2% |
| Survey average | 36.6% |
| Highest | 52.4% |
| Lowest | 25.2% |
| Staff invited to take part | 895 |

➤ Appendix C: Data in the benchmark reports

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

Key points to note



The seven People Promise elements, the two themes and the sub-scores that feed into them cover key areas of staff experience and present results in these areas in a clear and consistent way. They are scored on a 0-10 scale, where a higher score is more positive than a lower score. These scores are created by scoring questions linked to these areas of experience and grouping these results together.



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 any areas of concern. Displayed on each People Promise element, sub-scores and themes, you'll see five scores shown, 'Your ICS', 'Survey average', 'Best result', 'Worst result' and 'Responses'.

- **'Your ICS'** the Integrated Care System's median score based on all the individual responses to a given question or based on all the individual scores for a given summary indicator (People Promise element, theme, or sub-score).
- **'Survey average'** the weighted median of all survey responses.
- **'Best result'** the best Integrated Care System median score.
- **'Worst result'** the lowest scoring Integrated Care System median score.
- **'Responses'** the number of responses from which a result is calculated. When there are fewer than 10 responses for the organisation, results are suppressed to protect staff confidentiality.

Remember: the average, best, and worst scores are based on only 33 Integrated Care Systems included in this survey. Results may not be representative of all organisations across England.



Appendix D: Reviewing People Promise and theme results

When analysing People Promise element and theme results, it is easiest to start with the [overview](#) page to quickly identify areas which are doing better or worse in comparison to other Integrated Care Systems.

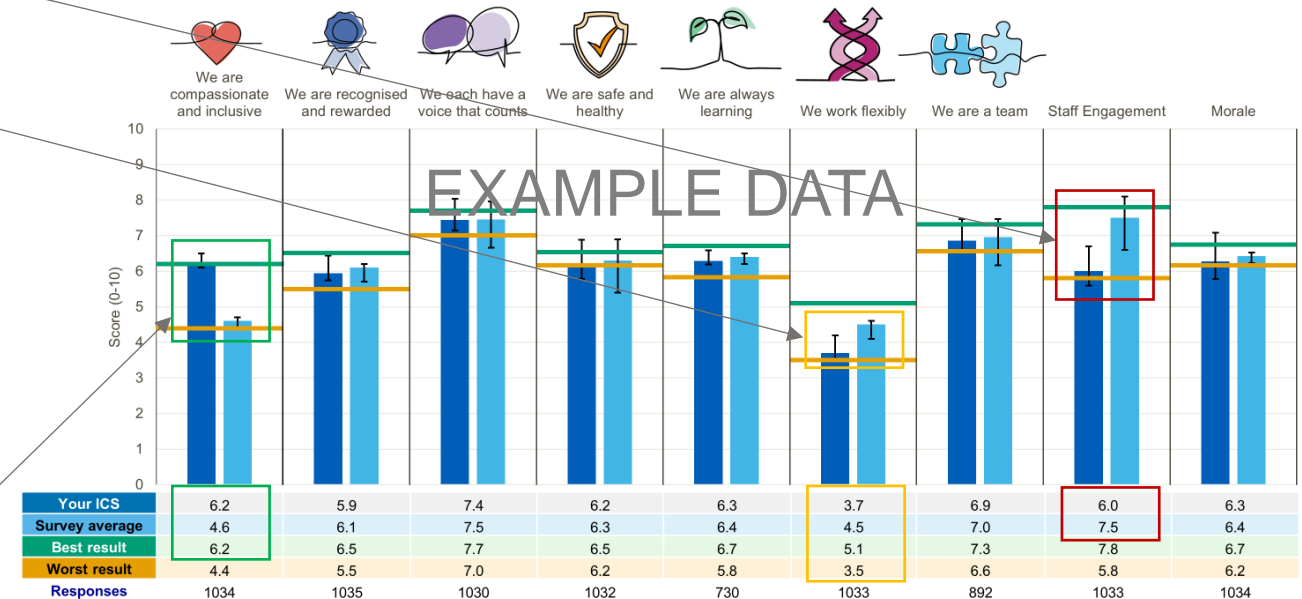
It is important to **consider each result within the range of 'Best result' and 'Worst result' scores**. Comparing organisation scores to the average is another important point of reference. People Promise element and theme scores should not though be compared to one another.

Areas to improve

- By checking where the 'Your ICS' column/value is lower than the 'Average' you can quickly identify areas for improvement.
- It is worth looking at the difference between the 'Your ICS' result and the 'Worst result' score. The closer your ICS's result is to the worst score, the more concerning the result.
- Results where your ICSs score is only marginally better than the 'Average', but still lags behind the best result by a notable margin, could also be considered as areas for further improvement.
- If all scores (ICS, average, best and worst) are overall low, closer to 0 than 10, this highlights an area which all organisations could further improve on.

Please note - this is example data.

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



Positive outcomes

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



Appendix E: Best and least well performing scores relative to survey average

➤ Slides 12 and 13 display the best and least well performing People Promise elements and sub-scores relative to the survey average. These slides highlight the areas your ICS is scoring better and least well when compared to other participating ICSs.

➤ These slides are calculated using the absolute difference between your ICS score and the survey average. Scores with the largest positive difference are where your ICS is performing better than the survey average. Scores with the largest negative difference are where your ICS is performing least well than the survey average.

For example, Your ICS score is 8.8, the survey average is 6.6, your ICS is scoring +2.2 better than the survey average. If your ICS score is 7.4 and survey average is 7.6, your ICS is scoring -0.2 lower than the survey average.

➤ Results are presented this way to provide context to the scores and highlight where an ICS is scoring best and least well in comparison to their peers.

➤ Confidence intervals are also included to describe the uncertainty around these estimates. More information can be found on the next slide.

!

Please note

➤ There may be occasions where your ICS score is lower than the survey average and is reported within the top 3 scores. This is because your ICS does not have 3 scores reporting above the survey average. In this case, the scores that are closest to the survey average have been chosen, meaning an ICS's best performance may be worse than the survey average.

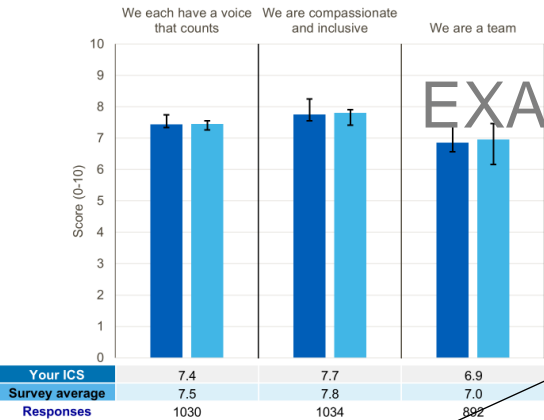
➤ Or vice versa, if your ICS score is higher than the survey average and is reported within the bottom 3 scores. This is because your ICS does not have 3 scores reporting below the survey average. In this case, the scores that are closest to the survey average have been chosen, meaning an ICS's worst performance may be better than the survey average.

This slide shows a summary of your top and bottom 3 scoring People Promise elements when compared to the survey average.

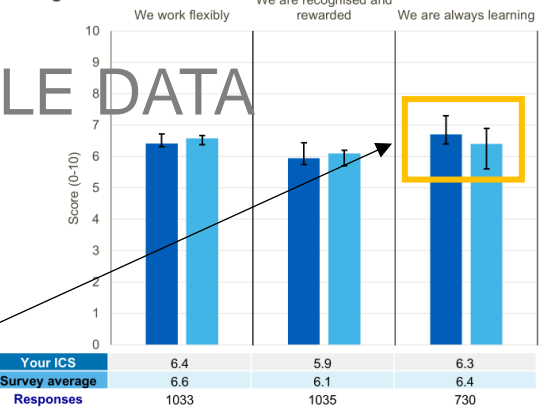
Top 3 scores: These are the 3 People Promise element scores for your ICS that are the highest compared with the survey average. They highlight where your ICS is performing better than the survey average. If none of the scores for your ICS are above the survey average, then the scores that are closest to the survey average have been chosen, meaning an ICS's best performance may be worse than the survey average.

Bottom 3 scores: These are the 3 People Promise element scores for your ICS that are the lowest compared with the survey average. They highlight where your ICS is scoring least well to the survey average. If none of the scores for your ICS are below the survey average, then scores that are closest to the survey average have been chosen, meaning an ICS's worst performance may be better than the survey average.

Top 3 People Promise elements compared with survey average



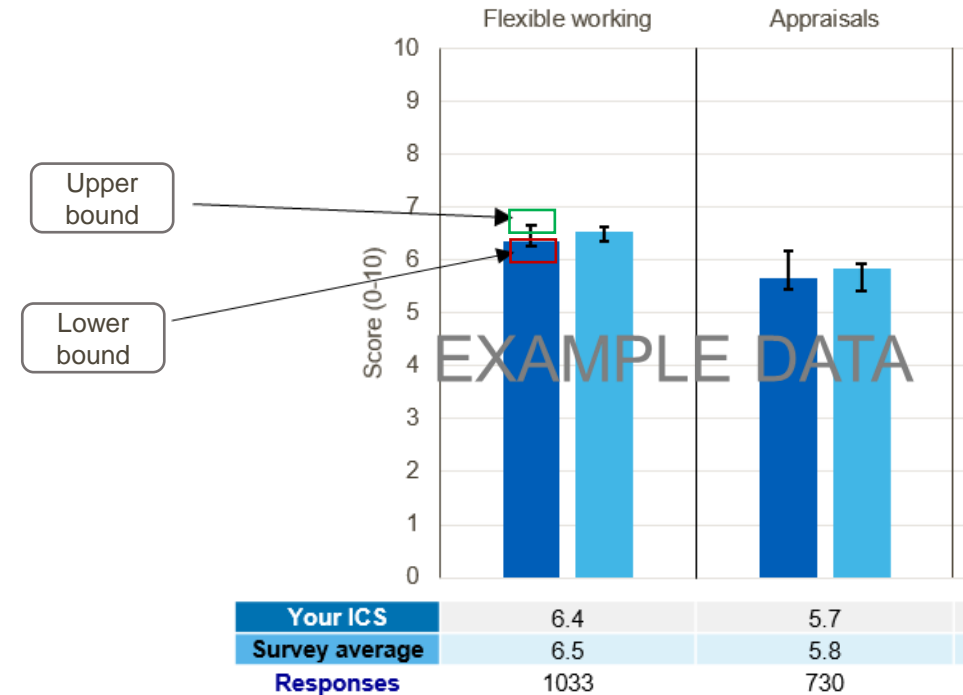
Bottom 3 People Promise elements compared with survey average



EXAMPLE DATA







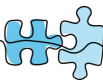


➤ Appendix F: Confidence intervals

- The charts in this report include confidence intervals to help describe how certain we can be about our estimates.
- The scores for each ICS for each question are an estimate of the score from the population, based on the responses received. Assuming the sample is representative of the ICS, confidence intervals are a method of describing the uncertainty around these estimates.
- We report 95% confidence intervals around the results. The 95% confidence interval is a way of describing how certain we can be about our estimates. If we were to repeat the survey 100 times with different groups of people, we would expect the 'true' score to be within the 95% confidence interval 95 times out of 100.
- When a confidence interval is wide (a big difference between the lower and upper bound), there is uncertainty around the true value. If there is an overlap between the intervals around two different scores, it means we cannot be certain whether there is a difference between them.





Appendix G: How elements, themes and sub-scores differ from the NHS Staff Survey

| People Promise elements | Sub-scores | How sections differ to NHS Staff Survey (NSS) |
|---|--|--|
|  We are compassionate and inclusive | Compassionate culture Compassionate leadership Diversity and equality Inclusion | N/A option is included on NSS but is not included in GPSS Q6a. Filtered questions on GPSS, as GPSS includes routing question Q9a. - - |
|  We are recognised and rewarded | No sub-score | Includes one filtered question on GPSS, Q9b-e. |
|  We each have a voice that counts | Autonomy and control Raising concerns | - - |
|  We are safe and healthy | Health and safety climate Burnout Negative experiences | - - - |
|  We are always learning | Development Appraisals | GPSS includes Q24f, but this question is not included for People Promise calculations on NSS. - |
|  We work flexibly | Support for work-life balance Flexible working | - Q6d excludes staff who do not have an immediate line manager. |
|  We are a team | Team working Line management | - Filtered questions on GPSS, as GPSS includes routing question Q9a. |
| Themes | Sub-scores | |
|  Staff engagement | Motivation Involvement Advocacy | - - - |
|  Morale | Thinking about leaving Work pressure Stressors | - - Includes one filtered question on GPSS, Q9b-a. |

Towards the end of the survey fieldwork period, the Survey Coordination Centre (SCC) identified a higher-than-expected rate of missing data for specify/self-describe response options to four questions about respondents' backgrounds. An investigation revealed that a programming issue in the online survey platform prevented any written responses for these questions from being retained.

If a specify/self-describe option was selected and text was entered, both the selection of the specify/self-describe option and the resulting text were lost when proceeding to the next page of the survey. This made it indistinguishable from a deliberate decision to skip the question.

Data from respondents that selected the specify/self-describe option, but who did not provide a written response, are retained in the reported data. For example, responses from people who selected 'Any other ethnic background (please specify)' but did not enter a text response are retained in the data.

The affected questions and response options are:

Q27a. Which of the following best describes you?

- Prefer to self-describe

Q28. What is your ethnic group?

- Any other ethnic background (please specify)

Q30. What is your religion? Are you...?

- Any other religion (please specify)

Q35. What is your occupational group?

- Other occupational group (please specify)

This data is used to provide demographic information about the people who responded.

Responses to these questions are reported as a percentage of total responses to the question. This means that the reported figures for each of the four affected response options may be smaller than they should have been, while figures for unaffected response options may be larger than they should have been.

For example, when looking at responses to 'Q30. What is your religion? Are you...?', the reported percentage of respondents who selected 'Any other religion (please specify)' may be smaller than it should have been. In turn, the reported percentage of respondents who selected any other response, such as 'No religion' or 'Hindu', may be slightly larger than it should have been.

To avoid a reoccurrence of this issue in the future, additional quality assurance checks have been developed for questions with open text response options.