



Report Title	National NHS Staff Survey 2024
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Accountable Director	Mandy Wilcock, Director of People and Organisational Development
Previous committees/groups	Trust Executive Group 19 February 2025 People Committee 18 March 2025
Recommended action(s) Approval, Assurance, Information	Information
Purpose of the paper	To provide the results of the National Staff Survey 2024
Recommendation(s)	Note content of the report

Executive summary (overview of main points)

The paper introduces the structure and overview of the National Staff Survey with details of the response rates year-on-year as well as a comparison to the Ambulance sector. A focus on the People Promise themes shows YAS scores top of sector in 'We are compassionate and inclusive' and 'Engagement' themes. 'Morale' and 'We each have a voice that counts' are themes that also score well and are very close to the top of sector. For each People Promise themes key outcomes are shown to illustrate improvements and where there could be improvements.

The new questions introduced in 2023 for sexual safety show a negative increase and in 2024 for clinical supervision provide us with baseline data for future improvements.

Based on a thorough analysis of data, there are 3 identified key organisational priorities:

- creating an inclusive workplace
- reducing physical violence, harassment, bullying or abuse at work particularly from patients, service users, relatives and members of the public
- improving sexual safety, providing a secure and supportive environment.

With two further areas for consideration of: opportunities for appraisal and career conversations and teamwork.

The paper sets out the next steps for the playback of the outcomes at organisational local levels and engagement with stakeholders to develop local commitments to improving engagement and the high level of objectives derived from the data.

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Trust Strategy Bold Ambitions Select the most relevant points from the bold ambitions.	Our Patients	
	Our People	Ensure our culture is one where our people are listened to, encouraged and enabled to speak up when they have concerns about patient or colleague safety and wellbeing, or when they have suggestions for how the Trust might be better run. Become a great place to work and volunteer, with staff survey engagement and feedback scores above average for the NHS.
	Our Partners	
	Our Planet and Pounds	
Link to Board Assurance Framework Risks (board and level 2 committees only)		6. Develop and sustain an open and positive workplace culture.

Board of Directors (in Public)
27 March 2025

National NHS Staff Survey 2024
Paul Whitehouse, Head of Leadership and
Organisational Development

1.0 Summary

- 1.1 This paper provides the Trust Board with the results for the 2024 National NHS Staff Survey. The strategic priorities for improving working life at YAS are also highlighted.

2.0 Background/Context









- 2.1 The NHS Staff Survey collects the views and experiences of staff working in the NHS and is administered annually during the autumn by NHS England. Participation is not compulsory, although NHS Trusts are strongly encouraged to use it as an opportunity to canvass staff for their opinions and views and encourage as many employees as possible complete the questionnaire.
- 2.2 All benchmarking results are derived from weighted data to ensure fair comparisons across organisations of varying sizes and occupational group compositions. The results are presented in the context of sector-specific benchmarking, comparing YAS with other Ambulance Trusts and highlighting performance relative to the best, average, and lowest scores within the sector.
- 2.3 The National Staff Survey was conducted from 16 September to 29 November 2024, extending beyond the standard eight-week fieldwork period. The survey was primarily distributed online to all staff, except those on maternity, paternity, or adoption leave, as well as those on long-term sick leave (less than 90 days), who received paper copies to ensure full participation.
- 2.4 To support response rates, managers were encouraged where possible, to allow people 15 minutes stand-down or protected time to allow completion of the survey.
- 2.5 A comprehensive engagement strategy to maximise staff participation in the National Staff Survey was implemented. This included site visits across multiple locations to promote the survey, integration of the National Staff Survey awareness with the seasonal flu campaign visits to A&E departments with the welfare vehicle, and the introduction of participation incentives. Weekly voucher prizes and four major prizes were offered, with winners selected anonymously by the survey provider. Additionally, regular communications were maintained with key stakeholders and all staff to reinforce the importance of participation and ensure broad engagement.
- 2.6 The survey included one new question for 2024 on the ability of staff to access clinical supervision opportunities when required.

3.0 NHS Staff Survey Results

- 3.1 A summary of the National Staff Survey results is available at [NSS Benchmarking Report](#). These findings provide valuable insights into staff experience, celebrating areas of improvement and success, and highlighting areas of improvement with opportunities for further development.
- 3.2 YAS achieved a 47% response rate, which is 4% lower than 2023. However, there were 52 more respondents in 2024, marking the highest number of participants in over a decade.
- 3.3 YAS scored highest in the Ambulance sector in the following themes:
- We are Compassionate and Inclusive
 - Staff Engagement
- 3.4 YAS scored above the sector average in the following themes:
- We Are Recognised and Rewarded
 - We Each Have a Voice That Counts
 - We Are Safe and Healthy
 - We Are Always Learning
 - We Work Flexibly
 - We Are a Team
 - Staff Morale

These results reflect YAS's commitment to fostering a positive and inclusive workplace culture, continuous learning, and staff wellbeing.

- 3.5 Statistically significant improvements were observed in three key areas compared to the National Staff Survey 2023:
- We Are Safe and Healthy
 - We Work Flexibly
 - Staff Morale

	People Promise Element	2022 score	2022 response	2023 score	2023 response	2024 score	2024 response	Statistical change
	We are compassionate and inclusive	6.8	1991	7.0	3125	7.1	3175	Not significant
	We are recognised and rewarded	5.1	1980	5.4	3125	5.5	3174	Not significant
	We each have a voice that counts	6.0	1984	6.1	3110	6.2	3158	Not significant
	We are safe and healthy	5.4	1986	5.7	3120	5.9	3168	Significantly higher
	We are always learning	4.7	1898	5.1	2948	5.2	3015	Not significant
	We work flexibly	5.4	1974	5.5	3109	5.8	3160	Significantly higher
	We are a team	6.1	1987	6.3	3120	6.4	3177	Not significant
	Themes							
	Staff engagement	6.0	1992	6.2	3128	6.3	3179	Not significant
	Morale	5.4	1992	5.7	3128	5.9	3179	Significantly higher

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

- 3.6 66% of respondents agreed or strongly agreed with the statement: "If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation." This is 6% higher than the sector average, making YAS the highest-performing Trust in this category.
- 3.7 A new question introduced in National Staff Survey asked: "I am able to access clinical supervision opportunities when I need to." 40.9% (2,309 respondents) agreed or strongly agreed that they could access clinical supervision opportunities when needed.
- 3.8 The proportion of staff that indicated that 'they often think about leaving the organisation' has decreased to 32.51%, representing a 1.81% improvement compared to 2023. YAS is the highest performing Trust in the sector for staff that 'would recommend my organisation as a place to work' at 56.62% against a sector average of 49.53%.
- 3.9 An area requiring further focus is inclusion. YAS scored 6.47, which is 0.11 below the sector average but does represent a year-on-year improvement from the 2023 score of 6.41 (+0.06 increase).

4.0 'Our Voice, Our Commitment'

- 4.1 In response to staff feedback received through the NHS Staff Survey, the actions and improvements Trust-wide and in local directorate and teams are actively collated and disseminated to form 'Our Voice, Our Commitment'.
- 4.2 As the survey is conducted annually, the approach in 2024/25 has been to highlight improvements informed by the National Staff Survey data over multiple years rather than those solely made since the previous survey. This ensures that longer-term changes are captured and recognised alongside more recent initiatives.
- 4.3 For the National Staff Survey 2024, Trust-wide results will be disseminated in Q1 of 2025, followed by the development of local commitments and actions. This phased approach allows for comprehensive engagement with local teams and senior leaders to ensure meaningful and effective responses to staff feedback.
- 4.4 Appendix A gives examples of some of the initiatives implemented in response to the NSS feedback over previous years. These initiatives demonstrate the Trust's ongoing commitment to acting on staff feedback, ensuring continuous improvement in workplace culture, staff well-being, and organisational development.

5.0 Communication and Involvement

- 5.1 This data has been shared with several stakeholder groups including, but not limited to, our Trust Executive Group, Senior Leadership Community, Trade Unions and People Committee.

5.2 A video of the results will be presented at Chief Executive's Team Brief and more in-depth results are available to all staff members on Pulse. YAS results can be found at [YAS NSS24 Results](#). National results are also available on the National Staff Survey website [National NSS Results 2024](#).

5.3 Local commitments and actions will be created with service lines, teams and senior leaders to enable a cohesive and robust rollout, including communicating to all staff members.

6.0 Equality Analysis

The National Staff Survey provides information on staff experience and parity including Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) data. The Diversity and Inclusion Team will lead on the review, analysis and action planning of this data with relevant stakeholders to help improve staff experience.

7.0 Next Steps

7.1 The Trust has now received the qualitative feedback given in the free text response section. A thematic analysis is being undertaken to be shared on completion.

7.2 A continuous engagement approach is being adopted regarding YAS Voice, that is, continuously working with stakeholders to ensure that the improvements are made and communicated. A phased and sustainable approach will see:

- Q1: dissemination of the results and formulating actions
- Q2: monitoring actions and commitments
- Q3 launching NSS25 and monitoring and evaluating actions
- Q4 monitoring and evaluating actions.

7.3 Lessons learned from the National Staff Survey 2024 campaign will be used to refine and update the engagement and communication plan to all staff members, both with the results and the new initiatives or improvements actioned. The aim is to improve engagement with staff and improve response rates for the next National Staff Survey.

7.4 The key themes informing the strategic priorities for 2025/26, as approved by the Trust Executive Group, are:

- A. creating an inclusive workplace
- B. reducing physical violence, harassment, bullying or abuse at work particularly from patients, service users, relatives and members of the public
- C. improving sexual safety, providing a secure and supportive environment.

7.5 Two further organisational priorities have been identified as appraisal and career conversations and teamwork, with improvement work already ongoing.

Appendix A: Improvement Initiatives based on National Staff Survey Feedback

People Promise Theme	Sub-Theme	Improvement actions
We Are Safe and Healthy	Safety in the workplace	<ul style="list-style-type: none"> • Introduction of body cameras. • Implementation of violence prevention champions in key areas.
We Are Safe and Healthy	Wellbeing support	<ul style="list-style-type: none"> • Engagement sessions to support staff experiencing burnout.
We Are Compassionate and Inclusive	Training and development	<ul style="list-style-type: none"> • Compassionate and Inclusive Conversations training available to all colleagues, emphasising the importance of compassionate leadership for employee wellbeing.
We Each Have a Voice That Counts	Enhancing staff engagement	<ul style="list-style-type: none"> • Increased focus on National Staff Survey response rates to ensure broad representation in feedback. • Introduction of station surgeries to provide colleagues with accessible forums for feedback. • Regular 1:1 meetings introduced in response to National Staff Survey feedback to strengthen communication between staff and leadership.
We Work Flexibly	Flexible working enhancements	<ul style="list-style-type: none"> • Review and improvement of flexible working processes, including enhanced reporting mechanisms.
We Are Always Learning	Leadership development	<ul style="list-style-type: none"> • Introduction of a leadership development pathway for all levels of leadership from aspiring to board. • Launch of Leadership apprenticeships from level 3 to level 7. • Implementation of mentoring programmes to support professional growth.
We Are Recognised and Rewarded	Recognition initiatives	<ul style="list-style-type: none"> • Pilot of a 'Recognition and Appreciation' scheme. • Development of a comprehensive 'Reward and Recognition' framework to formalise and enhance staff appreciation efforts.