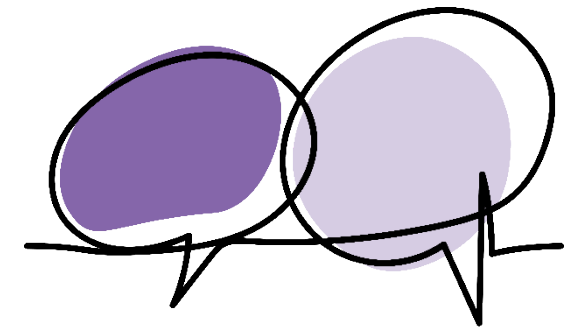




NHS Staff Survey update: YAS Voice

Presentation to People Committee



We each have
**a voice that
counts**

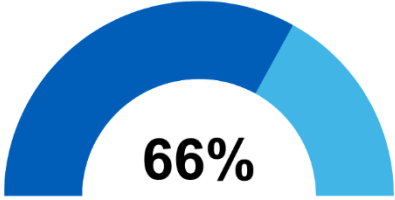


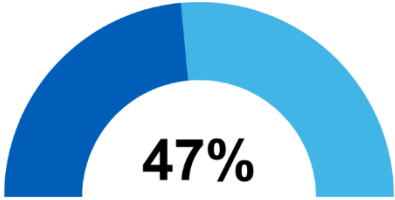


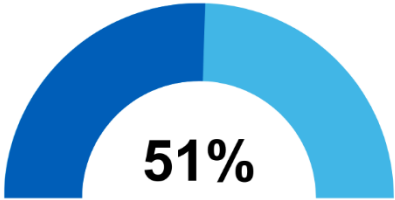


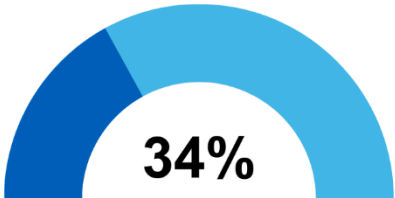



Executive Summary

- The 2025 NHS Staff Survey shows strong, organisation wide improvement for YAS, with all People Promise themes rising and the highest response rate in the Trust's history.
- Key gains include better perceptions of staffing levels, stronger cross team working, improved line manager support, reduced burnout indicators and progress in inclusion and discrimination outcomes. Staff feel safer speaking up, more valued by managers and more positive about recommending YAS as a place to work.
- However, involvement in change has declined, violence and unwanted behaviours from the public remain high, reporting confidence has softened, and perceptions of career progression and team cohesion have dipped.
- Overall, the Trust is moving in a positive direction, but further focus is needed on staff influence, workforce sustainability, and visible development and progression.

NHS Staff Survey introduction

- The NHS Staff Survey was conducted in YAS between 6 October – 28 November 2025
- The embargo lifted on 12 March 2026 full detailed results can now be shared across the organisation and engagement, listening can commence with stakeholders.
- Organisational changes have been represented in the 2024 and 2025 data allowing for meaningful comparisons
- Three questions had wording changed from 2024-2025 which has impacted the ability to compare these YoY
- 2023 was the first year the NHS Staff Survey has been open to bank colleagues, although these results are not reported here. These results are due in April 2026, exact date TBC
- Free text comments to be interwoven into results
- Benchmarking data received 24 Feb.

Our response rates

	Response rate	% difference	Respondents	Number difference
2025	 <p>66%</p>	 <p>19%</p>	 <p>4,698</p>	 <p>1,518</p>
2024	 <p>47%</p>	 <p>-4%</p>	 <p>3,180</p>	 <p>52</p>
2023	 <p>51%</p>	 <p>17%</p>	 <p>3,128</p>	 <p>1,136</p>
2022	 <p>34%</p>	 <p>no change</p>	 <p>1,992</p>	 <p>75</p>

People Promise Score



- Improvements across all People Promise themes
- We are compassionate and inclusive highest scoring
- We are always learning is lowest scoring
- 58.3% of respondents would recommend YAS as a place to work
- 70.9% of respondents agree that care of patients/service users is 'my organisation's top priority'.

Question	2023 Score	2024 Score	2025 Score	Diff YoY	Sector Position
PP1 We are compassionate and inclusive	7.0	7.12	7.27	+0.15	Top
PP2 We are recognised and rewarded	5.4	5.48	5.64	+0.16	Top
PP3 We each have a voice that counts	6.1	6.14	6.24	+0.10	Top
PP4 We are safe and healthy	5.7	5.84	5.94	+0.10	Top
PP5 We are always learning	5.1	5.16	5.32	+0.15	Top
PP6 We work flexibly	5.5	5.72	5.87	+0.15	Above average
PP7 We are a team	6.3	6.36	6.58	+0.22	Above average
E Staff engagement	6.2	6.25	6.30	+0.05	Top
M Morale	5.7	5.90	6.08	+0.17	Top



Where did we improve most in 2025?

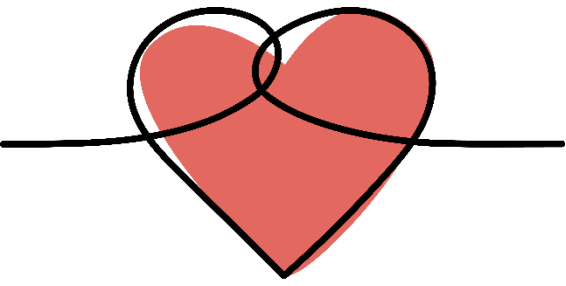


+/-	Question	Rank	2024 Score	2025 Score	Diff Score
+	3i There are enough staff at this organisation for me to do my job properly (Agree/Strongly agree).	1	35.8%	42.2%	6.4%
+	8a Teams within this organisation work well together to achieve their objectives (Agree/Strongly agree).	2	47.4%	53.8%	6.4%
-	10c On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours (More than 0 hours).	3	38.8%	33.7%	5.1%
+	9d My immediate manager takes a positive interest in my health and well-being (Agree/Strongly agree).	4	67.7%	72.3%	4.6%
+	31b Has your employer made reasonable adjustment(s) to enable you to carry out your work (Yes).	5	70.3%	74.6%	4.2%

Where have our scores declined in 2025?



+/-	Question	Rank	2024 Score	2025 Score	Diff Score
+	3e I am involved in deciding on changes introduced that affect my work area / team / department (Agree/Strongly agree).	1	30.3%	27.6%	-2.7%
+	13d The last time you experienced physical violence at work, did you or a colleague report it (Yes).	2	75.1%	72.9%	-2.2%
+	7i I feel a strong personal attachment to my team (Agree/Strongly agree).	3	52.1%	50.0%	-2.1%
+	24a This organisation offers me challenging work (Agree/Strongly agree).	4	66.5%	64.7%	-1.8%
-	17a In the last 12 months, how many times have you been the target of unwanted behaviour of a sexual nature in the workplace from patients / service users, their relatives or other members of the public (One or more times).	5	25.1%	26.6%	-1.6%



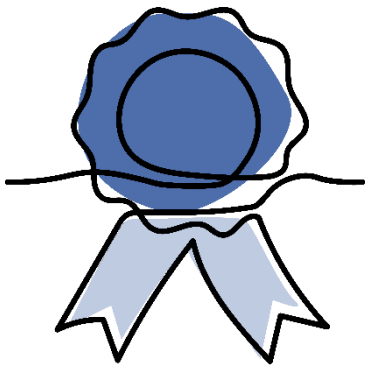
We are
compassionate
and **inclusive**



Question	2024	2025	Difference
6a I feel that my role makes a difference to patients / service users (Agree/Strongly agree).	84.3%	85.6%	1.3%
25c I would recommend my organisation as a place to work (Agree/Strongly agree).	57.6%	59.1%	1.5%
9f My immediate manager works together with me to come to an understanding of problems (Agree/Strongly agree).	68.3%	71.4%	3.0%
7i I feel a strong personal attachment to my team (Agree/Strongly agree).	52.5%	50.5%	-2.0%
21 I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc) (Agree/Strongly agree).	68.4%	71.1%	2.7%

Key themes

- Compassionate leadership is strengthening
- Inclusion indicators are improving
- Team attachment and public-facing behaviours remain risks.



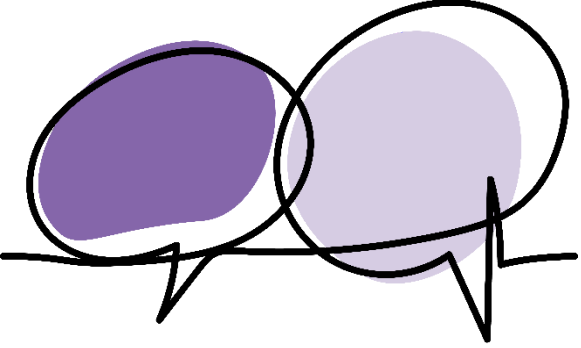
We are **recognised** and **rewarded**



Question	2024	2025	Difference
4a The recognition I get for good work (Satisfied/Very satisfied).	38.7%	39.5%	0.8%
4b The extent to which my organisation values my work (Satisfied/Very satisfied).	32.3%	33.4%	1.1%
4c My level of pay (Satisfied/Very satisfied).	31.5%	31.0%	-0.4%
8d The people I work with show appreciation to one another (Agree/Strongly agree).	63.2%	66.4%	3.3%
9e My immediate manager values my work (Agree/Strongly agree).	66.1%	68.8%	2.7%

Key themes

- Recognition is improving locally through managers and teams
- Systemic reward and pay satisfaction remain constraints.



We each have **a voice that counts**



Question	2024	2025	Difference
3a I always know what my work responsibilities are (Agree/Strongly agree).	86.1%	88.4%	2.3%
25f If I spoke up about something that concerned me I am confident my organisation would address my concern (Agree/Strongly agree).	45.5%	49.0%	3.5%
3e I am involved in deciding on changes introduced that affect my work area / team / department (Agree/Strongly agree).	31.6%	28.3%	-3.3%
3f I am able to make improvements happen in my area of work (Agree/Strongly agree).	34.4%	32.8%	-1.7%
3c There are frequent opportunities for me to show initiative in my role (Agree/Strongly agree).	64.3%	66.0%	1.7%

Key themes

- Staff feel safer speaking up
- Staff feel less involved in shaping change.



We are **safe** and **healthy**



Question	2024	2025	Difference
3i There are enough staff at this organisation for me to do my job properly (Agree/Strongly agree).	36.0%	42.9%	6.9%
3g I am able to meet all the conflicting demands on my time at work (Agree/Strongly agree).	44.2%	48.2%	4.0%
12c How often, if at all, does your work frustrate you (Often/Always).	46.6%	42.5%	-4.1%
12g How often, if at all, do you not have enough energy for family and friends during leisure time (Often/Always).	36.6%	33.7%	-2.9%
11d In the last three months have you ever come to work despite not feeling well enough to perform your duties (Yes).	63.4%	62.8%	-0.5%
14a In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public (One or more times).	41.9%	42.0%	0.1%

Key themes

- Workforce pressure indicators are easing
- Violence, harassment and presenteeism remain significant operational risks.



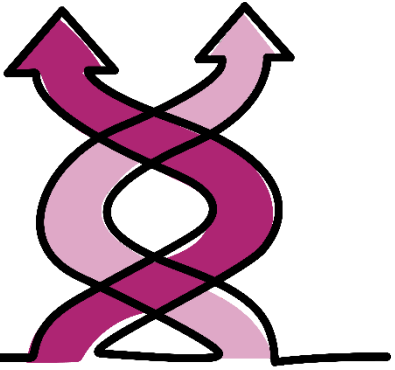
We are **always learning**



Question	2024	2025	Difference
24d I feel supported to develop my potential (Agree/Strongly agree).	51.3%	53.2%	1.9%
24e I am able to access the right learning and development opportunities when I need to (Agree/Strongly agree).	54.6%	55.8%	1.2%
23c It helped me agree clear objectives for my work (Yes, definitely).	28.1%	31.5%	3.3%
23d It left me feeling that my work is valued by my organisation (Yes, definitely).	24.4%	27.2%	2.8%
24a This organisation offers me challenging work (Agree/Strongly agree).	66.4%	64.3%	-2.1%
24b There are opportunities for me to develop my career in this organisation (Agree/Strongly agree).	60.3%	59.4%	-0.9%

Key themes

- Quality of development conversations is improving
- Perceived progression opportunity is weakening.



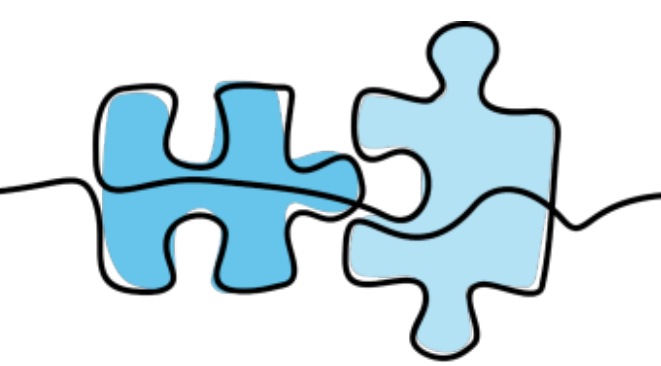
We work **flexibly**



Question	2024	2025	Difference
6b My organisation is committed to helping me balance my work and home life (Agree/Strongly agree).	38.4%	40.6%	2.2%
6c I achieve a good balance between my work life and my home life (Agree/Strongly agree).	45.9%	49.3%	3.5%
6d I can approach my immediate manager to talk openly about flexible working (Agree/Strongly agree).	68.6%	70.6%	2.1%
4d The opportunities for flexible working patterns (Satisfied/Very satisfied).	47.3%	47.8%	0.4%

Key themes

- Manager-led flexibility is strengthening
- Structural flexibility satisfaction remains moderate (47.8%)



We are a team



Question	2024	2025	Difference
9a My immediate manager encourages me at work (Agree/Strongly agree).	69.5%	72.5%	3.0%
9b My immediate manager gives me clear feedback on my work (Agree/Strongly agree).	62.0%	65.2%	3.3%
9d My immediate manager takes a positive interest in my health and well-being (Agree/Strongly agree).	68.2%	72.5%	4.3%
7b The team I work in often meets to discuss the team's effectiveness (Agree/Strongly agree).	31.1%	29.1%	-1.9%
7d Team members understand each other's roles (Agree/Strongly agree).	70.5%	73.6%	3.1%
8a Teams within this organisation work well together to achieve their objectives (Agree/Strongly agree).	47.5%	54.2%	6.7%

Key themes

- Cross-team working has materially improved
- Local team cohesion and structured reflection require attention.

Employee engagement - Score: 6.30 (+0.05)



Motivation	2024	2025	Diff YoY
2a I look forward to going to work (Often/Always).	49.7%	49.8%	0.2%
2b I am enthusiastic about my job (Often/Always).	63.0%	63.6%	0.6%
2c Time passes quickly when I am working (Often/Always).	52.6%	51.6%	-1.1%

Involvement	2024	2025	Diff YoY
3c There are frequent opportunities for me to show initiative in my role (Agree/Strongly agree).	64.3%	66.0%	1.7%
3d I am able to make suggestions to improve the work of my team / department (Agree/Strongly agree).	52.6%	51.6%	-1.0%
3f I am able to make improvements happen in my area of work (Agree/Strongly agree).	34.4%	32.8%	-1.7%

Advocacy	2024	2025	Diff YoY
25a Care of patients / service users is my organisation's top priority (Agree/Strongly agree).	71.4%	71.3%	-0.1%
25b My organisation acts on concerns raised by patients / service users (Agree/Strongly agree).	65.8%	67.1%	1.3%
25c I would recommend my organisation as a place to work (Agree/Strongly agree).	57.6%	59.1%	1.5%

Engagement is steady, not accelerating.

Involvement in change is the limiting factor.

Morale - Score: 6.08 (+0.17)

Thinking about leaving	2024	2025	Diff YoY
26a I often think about leaving this organisation (Agree/Strongly agree).	31.3%	28.7%	-2.7%
26b I will probably look for a job at a new organisation in the next 12 months (Agree/Strongly agree).	20.6%	18.9%	-1.8%
26c As soon as I can find another job, I will leave this organisation (Agree/Strongly agree).	15.5%	14.1%	-1.3%
Work pressure	2024	2025	Diff YoY
3g I am able to meet all the conflicting demands on my time at work (Agree/Strongly agree).	44.2%	48.2%	4.0%
3h I have adequate materials, supplies and equipment to do my work (Agree/Strongly agree).	64.1%	65.7%	1.7%
3i There are enough staff at this organisation for me to do my job properly (Agree/Strongly agree).	36.0%	42.9%	6.9%

Stressors (HSE index)	2024	2025	Diff YoY
3a I always know what my work responsibilities are (Agree/Strongly agree).	86.1%	88.4%	2.3%
5a I have unrealistic time pressures (Never/Rarely).	29.2%	28.9%	-0.3%
5b I have a choice in deciding how to do my work (Often/Always).	44.3%	44.2%	-0.1%
5c Relationships at work are strained (Never/Rarely).	47.1%	49.9%	2.8%
7c I receive the respect I deserve from my colleagues at work (Agree/Strongly agree).	67.1%	68.9%	1.9%
9a My immediate manager encourages me at work (Agree/Strongly agree).	69.5%	72.5%	3.0%

Retention risk is reducing. Workforce pressure perception is improving but remains fragile.

In summary

- All People Promise themes improved
- Staffing sufficiency perception has improved
- Burnout indicators are improving across the board
- Compassionate line management is a significant strength
- Staff feel safer to speak up – but less involved in change
- Violence and harassment from the public remains a major concern
- Retention risk indicators are improving.

YAS Voice

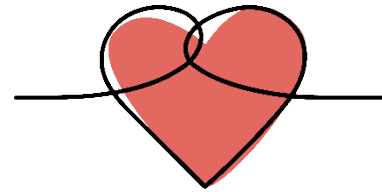
‘Our voice, Our commitment’



Key priorities for 2025-2026 were:

We are compassionate and inclusive

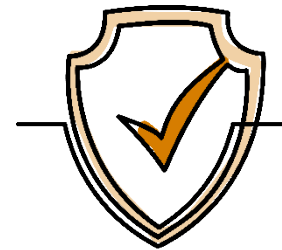
- Equality, diversity and inclusion



We are
compassionate
and **inclusive**

We are safe and healthy

- Physical violence, harassment and abuse from patients, relatives and public towards our people
- Sexual safety and harassment



We are
safe and
healthy

YAS Voice

‘Our voice, Our commitment’



Areas of focus for development 2026-2027

From voice to influence – embed staff in shaping change

Strengthen staff involvement in change and improvement

From resilience to sustainability - tackle violence and presenteeism structurally

Consolidate workforce pressure gains while tackling violence and presenteeism

From stability to progression – make career pathways and team cohesion visible

Rebuild career progression and team cohesion

Organisational Playback

Meeting	Date
Chief Executive	18.02.2026
Trust Executive Group (TEG)	04.03.2026
Board	26.03.2026
People Committee	17.03.2026
People and Culture Group	27.03.2026
Joint Steering Group (JSG)	13.03.2026
Diversity and Inclusion Steering Group (DISG)	16.03.2026
Senior Leadership Community (SLC)	TBC
Team Brief Live	TBC

Engagement Cycle

