



Report Title	National Staff Survey Update: YAS Voice
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Previous committees/groups	Trust Executive Group – 4 March 2026 People Committee - 17 March 2026
Recommended action(s)	Information and Assurance
Purpose of the paper	To provide information and assurance of the outcomes of the NSS and describe the areas of focus for the Trust to further develop.
Executive Summary	
<p>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.</p> <p>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.</p> <p>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.</p> <p>Overall, the Trust is moving in a positive direction, but further focus is needed on staff influence, workforce sustainability, and visible development and progression.</p> <p>Areas of focus for development 2026-2027</p> <p>1. From Voice to Influence: YAS must shift from “safe to speak” to “actively shaping. “This includes embedding staff in change via structured forums, co design, and visible “You said, we did” loops.</p> <p>2. From Resilience to Sustainability: While pressure indicators are easing, violence, harassment, and presenteeism remain high and require structural—not reactive—interventions.</p> <p>3. From Stability to Visible Progression: Career pathways, talent development, and team cohesion need to be strengthened to maintain motivation and retention.</p>	
Recommendation(s)	The Trust Board is asked to note the outcomes of the National Staff Survey and be assured regarding the areas of focus for further development.
Link to Board Assurance Framework Risks (board and level 2 committees only)	6. Develop and sustain an open and positive workplace culture. 7. Support staff health and well-being effectively. 9. Develop and sustain improvements in leadership and staff training and development.