

## NHS England progress on staff engagement March 2018

### Purpose

1. This paper provides an overview of the progress made in NHS England on staff engagement during the last three years.

### Overview of the latest results

2. Our latest survey results for NHS England as a whole reveal the following:
  - Overall response rate: **74%**. This is a 10% increase since the pulse survey 2017
  - Employee Engagement Index: **76%**. This is an increase of 13% over the past three years
  - Variance in percentage of people experiencing bullying and harassment since last census survey: **-1%**
  - Percentage of people experiencing discrimination from a line manager or colleagues: **7%**. This is a **decrease of 1%** since the last survey
3. There have been improvements across all questions in the line management section, a focus area from the census 2016 survey results. Improvements include a 5% increase in colleagues receiving regular feedback, and a 4% increase in colleagues feeling their line manager enables opportunities for their professional growth.

4. We have been tracking overall staff engagement scores and a number of key indicators reasonably robustly over the last three years (from 2015) and we are able to spot a number of clear trends in the data.

Time Line	2015	2016	2016	2017
Staff Engagement score	63%	69%	73%	76%

5. **During this time we have seen a 13% rise in employee engagement scores. We have also seen an 18% increase in the number of staff who would recommend NHS England as an employer (up to 63%).**
6. Over the last year we have also seen significant increases in the number of staff proud to work for NHS England 71% up 10% and believing in our purpose 82% up 7%.
7. Results suggest that our Respect at Work Initiative has encouraged more openness about bullying, harassment and discrimination and that action to tackle these issues is beginning to have some traction. Scores on all these measures have improved year-over-year.
8. Work with our BME, LGBT+, DAWN, Women and Careers Staff Networks, the establishment of and work of the NHS England Diversity and Inclusion Group, and the focus EGM has placed on diversity is also helping to reinforce that we are serious about building a diverse and inclusive work place.
9. Our Line Management development programme is having an impact as we continue to see improvements in relation to key areas such as managing poor performance, performance reviews and job design. However, there are still further improvements to be made in these areas.

## Benchmarking against other organisations

### National NHS Staff Survey

10. Overall, in comparison to the National NHS Staff Survey:
- **82% of employees within NHS England feel their line manager takes an interest in their health and wellbeing, compared to 68% of employee in the wider NHS**
  - **23% of employees within NHS England reported being bullied or harassed in the past 12 months, compared to 24% of employees in the wider NHS**
  - **62% of employees within NHS England would recommend the organisation as a place to work, compared to 60% of employees in the wider NHS**
11. These results also generally compare quiet favorably with other ALBs and the Department of Health and Social Care. Areas of good performance compared to

other organisations in the UK included: health and wellbeing, team-working and motivation to do a good job.

## Conclusions

12. The results of our latest survey show improvements in many areas, importantly, the trend of increasing staff engagement at each survey continues.
13. The majority of our key indicators on staff engagement are pointing in the right direction, even in the areas requiring the most improvement we are making steady gains.
14. These results suggest our strategy pursued over the last three years is successful and we should continue to
  - use data at local level to inform and target action, and hold Directors to account for improvements through local Organisation development plans
  - Implement a limited number of corporate initiatives to tackle specific areas, maintaining our respect at work initiative and improvement targets to reduce bullying and harassment, rolling out line management development, sustaining a focus on diversity and inclusion and networking staff engagement groups to connect local and national activity.
15. Work to date has provided a solid foundation for the organisation as we enter a further period of organisational change. It will be important that focus is maintained on staff engagement and motivation.

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<b>1.1 I look forward to going to work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Always	11%	10%	12%
Often	40%	34%	40%
Sometimes	34%	36%	35%
Rarely	11%	16%	12%
Never	3%	4%	3%

<b>1.2 I am enthusiastic about my job</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Always	22%	18%	22%
Often	42%	36%	41%
Sometimes	27%	32%	28%
Rarely	8%	11%	8%
Never	2%	3%	1%

<b>1.3 Time passes quickly when I am working</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Always	40%	34%	36%
Often	34%	35%	37%
Sometimes	19%	21%	20%
Rarely	5%	7%	5%
Never	2%	2%	1%

<b>2.1 I have clear, planned goals and objectives for my job</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	9%	13%	13%
Agree	43%	46%	50%
Neither agree or disagree	21%	19%	18%
Disagree	20%	16%	14%
Strongly disagree	7%	7%	4%

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<b>2.2 I always know what my work responsibilities are</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	11%	14%	14%
Agree	45%	47%	50%
Neither agree or disagree	19%	19%	18%
Disagree	20%	16%	15%
Strongly disagree	4%	4%	3%

<b>2.3 I am trusted to do my job</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	30%	32%	33%
Agree	47%	45%	48%
Neither agree or disagree	13%	11%	11%
Disagree	7%	7%	6%
Strongly disagree	3%	4%	2%

<b>2.4 I am able to do my job to a standard I am personally pleased with</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	15%	17%	16%
Agree	47%	44%	48%
Neither agree or disagree	17%	16%	17%
Disagree	15%	17%	15%
Strongly disagree	5%	5%	4%

<b>3.1 There are frequent opportunities for me to show initiative in my role</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	20%	19%	20%
Agree	46%	45%	47%
Neither agree or disagree	18%	16%	15%
Disagree	13%	14%	14%
Strongly disagree	4%	6%	4%

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<b>3.2 I am able to make suggestions to improve the work of my team / directorate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	23%	21%	23%
Agree	52%	49%	52%
Neither agree or disagree	13%	15%	13%
Disagree	9%	10%	9%
Strongly disagree	3%	5%	4%

<b>3.3 I am involved in deciding on changes introduced that affect my work area / team / directorate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	16%	13%	14%
Agree	38%	34%	37%
Neither agree or disagree	21%	21%	21%
Disagree	18%	21%	19%
Strongly disagree	7%	11%	9%

<b>3.4 I am able to make improvements that happen in my area of work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	16%	14%	16%
Agree	44%	42%	45%
Neither agree or disagree	23%	22%	21%
Disagree	13%	15%	12%
Strongly disagree	5%	6%	5%

<b>4.1 The recognition I get for good work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	14%	16%	17%
Satisfied	48%	43%	46%
Neither satisfied or dissatisfied	22%	22%	22%
Dissatisfied	11%	14%	11%
Very dissatisfied	5%	6%	4%

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<b>4.2 The support I get from my immediate manager</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	31%	32%	35%
Satisfied	40%	38%	40%
Neither satisfied or dissatisfied	17%	16%	14%
Dissatisfied	8%	8%	8%
Very dissatisfied	4%	6%	4%

<b>4.3 The freedom I have to choose my own method of working</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	24%	26%	28%
Satisfied	47%	46%	47%
Neither satisfied or dissatisfied	16%	15%	15%
Dissatisfied	9%	9%	8%
Very dissatisfied	4%	4%	3%

<b>4.4 The support I get from my work colleagues</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	27%	28%	30%
Satisfied	53%	49%	51%
Neither satisfied or dissatisfied	15%	16%	14%
Dissatisfied	4%	6%	4%
Very dissatisfied	1%	2%	1%

<b>4.5 The amount of responsibility I am given</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	17%	17%	18%
Satisfied	46%	45%	48%
Neither satisfied or dissatisfied	20%	19%	18%
Dissatisfied	12%	13%	12%
Very dissatisfied	5%	5%	3%

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<b>4.6 The opportunity I get to use my skills</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	14%	14%	14%
Satisfied	43%	41%	43%
Neither satisfied or dissatisfied	20%	20%	21%
Dissatisfied	16%	17%	16%
Very dissatisfied	7%	8%	6%

<b>4.7 The extent to which my organisation values my work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	9%	9%	9%
Satisfied	37%	29%	33%
Neither satisfied or dissatisfied	30%	28%	29%
Dissatisfied	17%	21%	20%
Very dissatisfied	8%	13%	9%

<b>4.8 My level of pay</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Very satisfied	11%	12%	10%
Satisfied	44%	40%	41%
Neither satisfied or dissatisfied	24%	24%	26%
Dissatisfied	15%	17%	17%
Very dissatisfied	6%	8%	6%

<b>5.1 Care of patients / service users is my organisations top priority</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	20%	17%	16%
Agree	47%	40%	44%
Neither agree or disagree	21%	25%	25%
Disagree	9%	13%	12%
Strongly disagree	3%	5%	3%



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<b>5.2 My organisation acts on concerns raised by patients and service users</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	19%	16%	15%
Agree	46%	41%	45%
Neither agree or disagree	28%	31%	31%
Disagree	5%	8%	7%
Strongly disagree	2%	3%	2%

<b>5.3 I would recommend my organisation as a place to work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	14%	10%	11%
Agree	37%	27%	34%
Neither agree or disagree	27%	26%	28%
Disagree	14%	22%	17%
Strongly disagree	8%	15%	10%

<b>6.1 We prioritise patients in every decision we make</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	8%	9%	8%
Agree	38%	31%	35%
Neither agree or disagree	35%	33%	33%
Disagree	15%	22%	20%
Strongly disagree	4%	6%	4%

<b>6.2 We listen and learn, everybody has good ideas</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	5%	7%	7%
Agree	39%	29%	33%
Neither agree or disagree	35%	32%	33%
Disagree	16%	24%	21%
Strongly disagree	5%	9%	6%

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<b>6.3 We use evidence to guide important decisions</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	8%	8%	9%
Agree	46%	37%	42%
Neither agree or disagree	32%	32%	31%
Disagree	11%	16%	15%
Strongly disagree	4%	7%	4%

<b>6.4 We are open and transparent in our decision making</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	7%	7%	7%
Agree	37%	26%	29%
Neither agree or disagree	33%	31%	33%
Disagree	17%	23%	23%
Strongly disagree	6%	12%	8%

<b>6.5 We are inclusive and work well with our partners</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	7%	7%	7%
Agree	43%	37%	42%
Neither agree or disagree	36%	36%	36%
Disagree	10%	15%	12%
Strongly disagree	3%	6%	3%

<b>6.6 We constantly strive for improvement</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	12%	11%	10%
Agree	49%	40%	47%
Neither agree or disagree	28%	31%	29%
Disagree	7%	13%	11%
Strongly disagree	4%	6%	3%

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<b>6.7 We learn from our mistakes</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	7%	7%	6%
Agree	35%	25%	28%
Neither agree or disagree	36%	31%	36%
Disagree	15%	23%	20%
Strongly disagree	7%	13%	9%

<b>7.1 I have regular opportunities to talk with my manager about how organisational changes may affect me</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	21%	N/A
Agree	N/A	47%	N/A
Neither agree or disagree	N/A	16%	N/A
Disagree	N/A	10%	N/A
Strongly disagree	N/A	6%	N/A

<b>7.2 I have access to the advice, help and support I need when organisation change affects me</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	12%	N/A
Agree	N/A	43%	N/A
Neither agree or disagree	N/A	27%	N/A
Disagree	N/A	11%	N/A
Strongly disagree	N/A	6%	N/A

<b>7.3 My manager is concerned for my health and wellbeing</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	25%	N/A
Agree	N/A	43%	N/A
Neither agree or disagree	N/A	19%	N/A
Disagree	N/A	7%	N/A
Strongly disagree	N/A	6%	N/A

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<b>8.1 My organisation takes action to ensure that staff do not suffer discrimination at work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	12%	N/A
Agree	N/A	39%	N/A
Neither agree or disagree	N/A	39%	N/A
Disagree	N/A	6%	N/A
Strongly disagree	N/A	4%	N/A

<b>8.2 My organisation takes effective action if allegations of discrimination are raised</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	11%	N/A
Agree	N/A	30%	N/A
Neither agree or disagree	N/A	53%	N/A
Disagree	N/A	3%	N/A
Strongly disagree	N/A	3%	N/A

<b>8.3 My organisation takes action to ensure that staff do not suffer harassment and bullying at work</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	11%	N/A
Agree	N/A	32%	N/A
Neither agree or disagree	N/A	44%	N/A
Disagree	N/A	8%	N/A
Strongly disagree	N/A	5%	N/A

<b>8.4 My organisation takes effective action if allegations of bullying and harassment are raised</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Strongly agree	N/A	10%	N/A
Agree	N/A	28%	N/A
Neither agree or disagree	N/A	51%	N/A
Disagree	N/A	6%	N/A

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Strongly disagree	N/A	4%	N/A
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<b>In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from managers / team leader or other colleagues?</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Never	N/A	N/A	79%
1-2	N/A	N/A	13%
3-5	N/A	N/A	5%
6-10	N/A	N/A	1%
More than 10	N/A	N/A	2%

2016 and 2017 Survey

<b>I have clear, planned goals and objectives for my job</b>	<b>2016</b>	<b>2017</b>
Strongly agree	17%	17%
Agree	51%	54%
Neither agree or disagree	16%	14%
Disagree	11%	10%
Strongly disagree	5%	5%

<b>I have the tools I need to do my job effectively</b>	<b>2016</b>	<b>2017</b>
Strongly agree	11%	12%
Agree	51%	54%
Neither agree or disagree	17%	15%
Disagree	16%	14%
Strongly disagree	5%	5%

<b>I can meet the requirements of my job without regularly working excess hours</b>	<b>2016</b>	<b>2017</b>
Strongly agree	9%	10%
Agree	38%	42%

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Neither agree or disagree	17%	16%
Disagree	23%	21%
Strongly disagree	13%	11%

<b>My performance development review (PDR) conversations help me to improve how I do my job</b>	<b>2016</b>	<b>2017</b>
Strongly agree	9%	9%
Agree	38%	39%
Neither agree or disagree	30%	31%
Disagree	16%	14%
Strongly disagree	8%	7%

<b>I am trusted and empowered to carry out my job effectively</b>	<b>2016</b>	<b>2017</b>
Strongly agree	27%	31%
Agree	50%	49%
Neither agree or disagree	12%	10%
Disagree	8%	6%
Strongly disagree	3%	3%

<b>Considering my duties and responsibilities, I feel my pair is fair</b>	<b>2016</b>	<b>2017</b>
Strongly agree	13%	15%
Agree	50%	48%
Neither agree or disagree	16%	15%
Disagree	14%	15%
Strongly disagree	7%	6%

<b>The people in my team are encouraged to come up with new and better ways of working</b>	<b>2016</b>	<b>2017</b>
Strongly agree	21%	20%

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Agree	52%	54%
Neither agree or disagree	16%	15%
Disagree	8%	8%
Strongly disagree	3%	3%

<b>I have good working relationships with the people in my immediate teams</b>	<b>2016</b>	<b>2017</b>
Strongly agree	43%	44%
Agree	48%	48%
Neither agree or disagree	6%	5%
Disagree	2%	2%
Strongly disagree	1%	1%

<b>There is good co-operation between the different teams I work with</b>	<b>2016</b>	<b>2017</b>
Strongly agree	14%	15%
Agree	53%	56%
Neither agree or disagree	21%	17%
Disagree	10%	10%
Strongly disagree	3%	2%

<b>Poor performance is dealt with effectively in my team</b>	<b>2016</b>	<b>2017</b>
Strongly agree	6%	7%
Agree	29%	32%
Neither agree or disagree	39%	36%
Disagree	18%	17%
Strongly disagree	9%	9%

<b>My immediate line manager treats me with dignity and respect</b>	<b>2016</b>	<b>2017</b>
Strongly agree	49%	51%

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Agree	38%	38%
Neither agree or disagree	7%	7%
Disagree	3%	3%
Strongly disagree	2%	2%

<b>My immediate line manager takes an active and positive interest in my health and wellbeing</b>	<b>2016</b>	<b>2017</b>
Strongly agree	42%	45%
Agree	37%	36%
Neither agree or disagree	13%	11%
Disagree	5%	4%
Strongly disagree	3%	2%

<b>My immediate line manager keeps me informed about what is happening in NHS England</b>	<b>2016</b>	<b>2017</b>
Strongly agree	28%	31%
Agree	42%	41%
Neither agree or disagree	17%	16%
Disagree	10%	8%
Strongly disagree	3%	3%

<b>My immediate line manager recognises and acknowledges when I have done my job well</b>	<b>2016</b>	<b>2017</b>
Strongly agree	37%	41%
Agree	40%	39%
Neither agree or disagree	14%	12%
Disagree	6%	5%
Strongly disagree	3%	3%

<b>I receive regular feedback on my performance (for example monthly 1:1s)</b>	<b>2016</b>	<b>2017</b>
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Strongly agree	18%	22%
Agree	40%	42%
Neither agree or disagree	18%	17%
Disagree	16%	15%
Strongly disagree	7%	5%

<b>The feedback I receive motivates and helps me to improve my performance</b>	<b>2016</b>	<b>2017</b>
Strongly agree	19%	21%
Agree	39%	40%
Neither agree or disagree	27%	24%
Disagree	10%	10%
Strongly disagree	5%	5%

<b>My immediate line manager enables opportunities for my professional growth</b>	<b>2016</b>	<b>2017</b>
Strongly agree	24%	25%
Agree	39%	40%
Neither agree or disagree	22%	21%
Disagree	10%	8%
Strongly disagree	6%	5%

<b>I am able to access the right learning and development opportunities when I need to</b>	<b>2016</b>	<b>2017</b>
Strongly agree	11%	12%
Agree	44%	47%
Neither agree or disagree	28%	25%
Disagree	13%	12%
Strongly disagree	4%	4%

<b>Learning and development activities I have completed in the past 12 months have helped to</b>	<b>2016</b>	<b>2017</b>
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<b>improve my performance</b>		
Strongly agree	11%	12%
Agree	37%	38%
Neither agree or disagree	36%	36%
Disagree	13%	11%
Strongly disagree	4%	4%

<b>There are opportunities for me to develop in my career</b>	<b>2016</b>	<b>2017</b>
Strongly agree	10%	11%
Agree	33%	37%
Neither agree or disagree	29%	28%
Disagree	18%	16%
Strongly disagree	10%	8%

<b>Senior managers in my Directorate/Region are sufficiently visible</b>	<b>2016</b>	<b>2017</b>
Strongly agree	15%	17%
Agree	47%	48%
Neither agree or disagree	16%	14%
Disagree	15%	15%
Strongly disagree	7%	6%

<b>I can challenge the way things are done in my Directorate/Region</b>	<b>2016</b>	<b>2017</b>
Strongly agree	9%	8%
Agree	37%	37%
Neither agree or disagree	28%	28%
Disagree	17%	20%
Strongly disagree	9%	8%

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<b>NHS England does a good job of keeping me informed about matters affecting me</b>	<b>2016</b>	<b>2017</b>
Strongly agree	7%	6%
Agree	48%	50%
Neither agree or disagree	28%	28%
Disagree	12%	12%
Strongly disagree	4%	4%

<b>I am involved in deciding on decisions and changes introduced that affect my team, region or directorate</b>	<b>2016</b>	<b>2017</b>
Strongly agree	6%	6%
Agree	30%	35%
Neither agree or disagree	30%	28%
Disagree	24%	22%
Strongly disagree	10%	9%

<b>I understand how my work contributes to NHS England's objectives</b>	<b>2016</b>	<b>2017</b>
Strongly agree	17%	18%
Agree	63%	64%
Neither agree or disagree	13%	12%
Disagree	5%	5%
Strongly disagree	2%	2%

<b>I believe in the difference that we make to the NHS</b>	<b>2016</b>	<b>2017</b>
Strongly agree	24%	25%
Agree	51%	54%
Neither agree or disagree	17%	14%
Disagree	6%	5%

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Strongly disagree	3%	2%
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<b>In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from a line manager or other colleague?</b>	<b>2016</b>	<b>2017</b>
Never	76%	73%
1-2	16%	14%
3-5	5%	5%
6-10	1%	2%
More than 10	2%	2%
Prefer not to say	N/A	4%

<b>In the last 12 months have you personally experienced discrimination at work from a line manager or other colleague?</b>	<b>2016</b>	<b>2017</b>
Yes	12%	7%
No	88%	86%
Prefer not to say	N/A	6%

<b>Does NHS England act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?</b>	<b>2016</b>	<b>2017</b>
Yes	52%	54%
No	14%	14%
Don't know	34%	32%

<b>I would feel able to report discrimination without worrying that it would have a negative impact on me</b>	<b>2016</b>	<b>2017</b>
Strongly agree	17%	18%
Agree	42%	44%
Neither agree or disagree	20%	20%
Disagree	15%	13%

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Strongly disagree	7%	5%
<b>If I have an issue with being treated fairly in the workplace, I am confident that my organisation will take appropriate action</b>	<b>2016</b>	<b>2017</b>
Strongly agree	11%	12%
Agree	36%	37%
Neither agree or disagree	31%	31%
Disagree	15%	14%
Strongly disagree	7%	6%

<b>I feel NHS England takes positive action to promote diversity across the organisation</b>	<b>2016</b>	<b>2017</b>
Strongly agree	15%	16%
Agree	48%	50%
Neither agree or disagree	29%	25%
Disagree	5%	6%
Strongly disagree	3%	3%

<b>NHS England does a good job of promoting health and wellbeing</b>	<b>2016</b>	<b>2017</b>
Strongly agree	17%	12%
Agree	42%	51%
Neither agree or disagree	20%	23%
Disagree	15%	10%
Strongly disagree	7%	3%

<b>I would recommend NHS England, as an employer, to other people to work at</b>	<b>2016</b>	<b>2017</b>
Strongly agree	13%	15%
Agree	45%	48%
Neither agree or disagree	24%	23%
Disagree	12%	11%
Strongly disagree	6%	4%

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<b>I am proud to work for NHS England</b>	<b>2016</b>	<b>2017</b>
Strongly agree	22%	23%
Agree	45%	48%
Neither agree or disagree	23%	21%
Disagree	7%	5%
Strongly disagree	3%	2%

<b>I intend to still be working for NHS England in 12 months' time</b>	<b>2016</b>	<b>2017</b>
Strongly agree	24%	24%
Agree	41%	44%
Neither agree or disagree	22%	20%
Disagree	8%	8%
Strongly disagree	5%	5%

<b>I believe in the purpose of NHS England</b>	<b>2016</b>	<b>2017</b>
Strongly agree	26%	27%
Agree	53%	55%
Neither agree or disagree	16%	14%
Disagree	3%	3%
Strongly disagree	1%	1%

<b>Working here makes me want to do the best work I can</b>	<b>2016</b>	<b>2017</b>
Strongly agree	26%	28%
Agree	50%	52%
Neither agree or disagree	17%	15%
Disagree	5%	4%
Strongly disagree	2%	2%

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<b>I am willing to go the ‘extra mile’ at work when required</b>	<b>2016</b>	<b>2017</b>
Strongly agree	46%	44%
Agree	48%	50%
Neither agree or disagree	5%	4%
Disagree	1%	1%
Strongly disagree	1%	1%

<b>2016 - I am able to discuss ways of working that suit my individual needs</b>	<b>2016</b>
Strongly agree	23%
Agree	54%
Neither agree or disagree	14%
Disagree	7%
Strongly disagree	3%

<b>2017 – I would like more flexibility to choose between elements of my pay and other terms and conditions</b>	<b>2017</b>
Strongly agree	9%
Agree	26%
Neither agree or disagree	46%
Disagree	16%
Strongly disagree	2%

<b>2017 – I am satisfied with the opportunities for flexible working</b>	<b>2017</b>
Strongly agree	22%
Agree	51%
Neither agree or disagree	14%
Disagree	9%

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Strongly disagree	4%
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<b>2017 – Which of the following best describe the aspects of flexible working you are dissatisfied with?</b>	<b>2017</b>
The content of the flexible working policy	12%
The support I receive from my line manager to work flexibly	44%
The way the Flexible Working Policy is applied	52%
The types of flexible working available in my role	43%
The locations to work in available to my role	22%
The nature of my role is seen as limiting flexible working	36%
The tools and support available to enable flexible working	21%
Other aspects	16%
Prefer not to say	3%

<b>2016 – The senior leadership team in my Directorate/Region actively role model NHS England’s values and behaviours</b>	<b>2016</b>
Strongly agree	12%
Agree	40%
Neither agree or disagree	29%
Disagree	11%
Strongly disagree	7%

<b>2016 – I believe leadership decisions are consistent with the organisation’s value and behaviours</b>	<b>2016</b>
Strongly agree	6%
Agree	35%
Neither agree or disagree	38%
Disagree	14%
Strongly disagree	8%



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<b>2017 – Senior management provide effective leadership</b>	<b>2017</b>
Strongly agree	11%
Agree	41%
Neither agree or disagree	27%
Disagree	14%
Strongly disagree	7%

<b>2017 – Overall I have confidence in the leadership of NHS England</b>	<b>2017</b>
Strongly agree	8%
Agree	40%
Neither agree or disagree	30%
Disagree	14%
Strongly disagree	7%

<b>2017 – Our leaders motivate and inspire us around a common goal</b>	<b>2017</b>
Strongly agree	8%
Agree	36%
Neither agree or disagree	33%
Disagree	17%
Strongly disagree	7%

<b>2017 – I believe NHS England speaks up for the NHS</b>	<b>2017</b>
Strongly agree	13%
Agree	47%
Neither agree or disagree	27%
Disagree	9%
Strongly disagree	4%

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<b>2017 – I believe NHS England speaks up for patients in the NHS</b>	<b>2017</b>
Strongly agree	13%
Agree	47%
Neither agree or disagree	27%
Disagree	10%
Strongly disagree	4%

<b>2017 – In relation to joint working between NHS England and NHS Improvement. I think there is</b>	<b>2017</b>
Not enough	38%
Enough	15%
Too much	1%
Don't know	46%

<b>2017 – In relation to joint working between NHS England and other Arms Length Bodies, I think there is</b>	<b>2017</b>
Not enough	37%
Enough	19%
Too much	1%
Don't know	44%

<b>2017 – Who were you bullied and/or harassed by at work in the past 12 months</b>	<b>2017</b>
Direct supervisor or line manager	28%
Another manager within my own team	24%
Another manager within a different team	16%
Someone you manage	6%
Peer(s) within my team	17%

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<b>2017 – Who were you bullied and/or harassed by at work in the past 12 months</b>	<b>2017</b>
Peer(s) within a different team	7%
Member of staff in another NHS England Team	10%
Member of staff in another organisation	7%
Member of the public	3%
Prefer not to say	16%

<b>2017 – Did you report the incident(s) to one or more of the following? – Your line manager, another senior manager, A director. Your local people and organisation development advisory team</b>	<b>2017</b>
Yes	44%
No	42%
Prefer not to say	14%

<b>2017 – I would feel able to report bullying/harassment without worrying that it would have a negative impact on me</b>	<b>2017</b>
Strongly agree	21%
Agree	38%
Neither agree or disagree	17%
Disagree	15%
Strongly disagree	8%

<b>2017 – Did you report the incident(s) to one or more of the following? – Your line manager, another senior manager, A director. Your local people and organisation development advisory team</b>	<b>2017</b>
Yes	36%
No	53%
Prefer not to say	11%