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.

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<tr>
<th>Time Line</th>
<th>2015</th>
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<tbody>
<tr>
<td>Staff Engagement score</td>
<td>63%</td>
<td>69%</td>
<td>73%</td>
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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.
1.1 I look forward to going to work

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1.2 I am enthusiastic about my job

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1.3 Time passes quickly when I am working

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2.1 I have clear, planned goals and objectives for my job

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### 2.2 I always know what my work responsibilities are

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### 2.3 I am trusted to do my job

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### 2.4 I am able to do my job to a standard I am personally pleased with

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### 3.1 There are frequent opportunities for me to show initiative in my role

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### 3.2 I am able to make suggestions to improve the work of my team / directorate

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### 3.3 I am involved in deciding on changes introduced that affect my work area / team / directorate

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### 3.4 I am able to make improvements that happen in my area of work

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### 4.1 The recognition I get for good work

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<td>Very dissatisfied</td>
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### 4.2 The support I get from my immediate manager

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### 4.3 The freedom I have to choose my own method of working

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### 4.4 The support I get from my work colleagues

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### 4.5 The amount of responsibility I am given

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**4.6 The opportunity I get to use my skills**

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**4.7 The extent to which my organisation values my work**

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**4.8 My level of pay**

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**5.1 Care of patients / service users is my organisation's top priority**

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<td>5.2 My organisation acts on concerns raised by patients and service users</td>
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<td>Neither agree or disagree</td>
<td>28%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

| 5.3 I would recommend my organisation as a place to work               |       |       |       |
| 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%   |

| 6.1 We prioritise patients in every decision we make                    |       |       |       |
| 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%    |

| 6.2 We listen and learn, everybody has good ideas                       |       |       |       |
| 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%    |
### 6.3 We use evidence to guide important decisions

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>8%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Agree</td>
<td>46%</td>
<td>37%</td>
<td>42%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>32%</td>
<td>32%</td>
<td>31%</td>
</tr>
<tr>
<td>Disagree</td>
<td>11%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
<td>7%</td>
<td>4%</td>
</tr>
</tbody>
</table>

### 6.4 We are open and transparent in our decision making

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Agree</td>
<td>37%</td>
<td>26%</td>
<td>29%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>33%</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>6%</td>
<td>12%</td>
<td>8%</td>
</tr>
</tbody>
</table>

### 6.5 We are inclusive and work well with our partners

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Agree</td>
<td>43%</td>
<td>37%</td>
<td>42%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>36%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### 6.6 We constantly strive for improvement

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
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<td>10%</td>
</tr>
<tr>
<td>Agree</td>
<td>49%</td>
<td>40%</td>
<td>47%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>28%</td>
<td>31%</td>
<td>29%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>
6.7 We learn from our mistakes

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
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<td>Strongly agree</td>
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<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Agree</td>
<td>35%</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>36%</td>
<td>31%</td>
<td>36%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>

7.1 I have regular opportunities to talk with my manager about how organisational changes may affect me

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
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<td>21%</td>
<td>N/A</td>
</tr>
<tr>
<td>Agree</td>
<td>N/A</td>
<td>47%</td>
<td>N/A</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>N/A</td>
<td>16%</td>
<td>N/A</td>
</tr>
<tr>
<td>Disagree</td>
<td>N/A</td>
<td>10%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>6%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

7.2 I have access to the advice, help and support I need when organisation change affects me

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
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<td>12%</td>
<td>N/A</td>
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<tr>
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<tr>
<td>Disagree</td>
<td>N/A</td>
<td>11%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>6%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

7.3 My manager is concerned for my health and wellbeing

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
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<td>Strongly agree</td>
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<td>25%</td>
<td>N/A</td>
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<tr>
<td>Agree</td>
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<td>N/A</td>
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<tr>
<td>Disagree</td>
<td>N/A</td>
<td>7%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>6%</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### 8.1 My organisation takes action to ensure that staff do not suffer discrimination at work

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
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<tr>
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<td>N/A</td>
</tr>
<tr>
<td>Disagree</td>
<td>N/A</td>
<td>6%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>4%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### 8.2 My organisation takes effective action if allegations of discrimination are raised

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>N/A</td>
<td>11%</td>
<td>N/A</td>
</tr>
<tr>
<td>Agree</td>
<td>N/A</td>
<td>30%</td>
<td>N/A</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>N/A</td>
<td>53%</td>
<td>N/A</td>
</tr>
<tr>
<td>Disagree</td>
<td>N/A</td>
<td>3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>3%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### 8.3 My organisation takes action to ensure that staff do not suffer harassment and bullying at work

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
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<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>N/A</td>
<td>11%</td>
<td>N/A</td>
</tr>
<tr>
<td>Agree</td>
<td>N/A</td>
<td>32%</td>
<td>N/A</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>N/A</td>
<td>44%</td>
<td>N/A</td>
</tr>
<tr>
<td>Disagree</td>
<td>N/A</td>
<td>8%</td>
<td>N/A</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>N/A</td>
<td>5%</td>
<td>N/A</td>
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</table>

### 8.4 My organisation takes effective action if allegations of bullying and harassment are raised

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>N/A</td>
<td>10%</td>
<td>N/A</td>
</tr>
<tr>
<td>Agree</td>
<td>N/A</td>
<td>28%</td>
<td>N/A</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>N/A</td>
<td>51%</td>
<td>N/A</td>
</tr>
<tr>
<td>Disagree</td>
<td>N/A</td>
<td>6%</td>
<td>N/A</td>
</tr>
</tbody>
</table>
### 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?

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Never</td>
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<td>N/A</td>
<td>79%</td>
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<tr>
<td>1-2</td>
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<td>13%</td>
</tr>
<tr>
<td>3-5</td>
<td>N/A</td>
<td>N/A</td>
<td>5%</td>
</tr>
<tr>
<td>6-10</td>
<td>N/A</td>
<td>N/A</td>
<td>1%</td>
</tr>
<tr>
<td>More than 10</td>
<td>N/A</td>
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</tbody>
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2016 and 2017 Survey

#### I have clear, planned goals and objectives for my job

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Agree</td>
<td>51%</td>
<td>54%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Disagree</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

#### I have the tools I need to do my job effectively

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Agree</td>
<td>51%</td>
<td>54%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Disagree</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5%</td>
<td>5%</td>
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</tbody>
</table>

#### I can meet the requirements of my job without regularly working excess hours

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>Agree</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>Statement</td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Disagree</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>My performance development review (PDR) conversations help me to improve how I do my job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Agree</td>
<td>38%</td>
<td>39%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>30%</td>
<td>31%</td>
</tr>
<tr>
<td>Disagree</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>I am trusted and empowered to carry out my job effectively</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>27%</td>
<td>31%</td>
</tr>
<tr>
<td>Agree</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Considering my duties and responsibilities, I feel my pair is fair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>50%</td>
<td>48%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>The people in my team are encouraged to come up with new and better ways of working</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>21%</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td><strong>I have good working relationships with the people in my immediate teams</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>43%</td>
<td>44%</td>
</tr>
<tr>
<td>Agree</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>There is good co-operation between the different teams I work with</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>53%</td>
<td>56%</td>
</tr>
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<td>Neither agree or disagree</td>
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<td>17%</td>
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<tr>
<td>Disagree</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Poor performance is dealt with effectively in my team</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Agree</td>
<td>29%</td>
<td>32%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>39%</td>
<td>36%</td>
</tr>
<tr>
<td>Disagree</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>My immediate line manager treats me with dignity and respect</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Agree</td>
<td>38%</td>
<td>38%</td>
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<tr>
<td>----------------</td>
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<td>-----</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### My immediate line manager takes an active and positive interest in my health and wellbeing

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<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
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<td>42%</td>
<td>45%</td>
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<tr>
<td>Agree</td>
<td>37%</td>
<td>36%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### My immediate line manager keeps me informed about what is happening in NHS England

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>28%</td>
<td>31%</td>
</tr>
<tr>
<td>Agree</td>
<td>42%</td>
<td>41%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
<td>16%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### My immediate line manager recognises and acknowledges when I have done my job well

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>Agree</td>
<td>40%</td>
<td>39%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Disagree</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### I receive regular feedback on my performance (for example monthly 1:1s)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response</td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Agree</td>
<td>40%</td>
<td>42%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Disagree</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

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

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

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

<table>
<thead>
<tr>
<th>Learning and development activities I have completed in the past 12 months have helped to</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
</table>

Page 17 of 27
<table>
<thead>
<tr>
<th><strong>improve my performance</strong></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Agree</td>
<td>37%</td>
<td>38%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Disagree</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th><strong>Senior managers in my Directorate/Region are sufficiently visible</strong></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Agree</td>
<td>47%</td>
<td>48%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>I can challenge the way things are done in my Directorate/Region</strong></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Agree</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Disagree</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>9%</td>
<td>8%</td>
</tr>
</tbody>
</table>
**NHS England does a good job of keeping me informed about matters affecting me**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Agree</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Disagree</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>

**I am involved in deciding on decisions and changes introduced that affect my team, region or directorate**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Agree</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Disagree</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10%</td>
<td>9%</td>
</tr>
</tbody>
</table>

**I understand how my work contributes to NHS England’s objectives**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>17%</td>
<td>18%</td>
</tr>
<tr>
<td>Agree</td>
<td>63%</td>
<td>64%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**I believe in the difference that we make to the NHS**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>24%</td>
<td>25%</td>
</tr>
<tr>
<td>Agree</td>
<td>51%</td>
<td>54%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
<td>14%</td>
</tr>
<tr>
<td>Disagree</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### 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?

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>76%</td>
</tr>
<tr>
<td>1-2</td>
<td>16%</td>
</tr>
<tr>
<td>3-5</td>
<td>5%</td>
</tr>
<tr>
<td>6-10</td>
<td>1%</td>
</tr>
<tr>
<td>More than 10</td>
<td>2%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### In the last 12 months have you personally experienced discrimination at work from a line manager or other colleague?

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12%</td>
</tr>
<tr>
<td>No</td>
<td>88%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Does NHS England act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>52%</td>
</tr>
<tr>
<td>No</td>
<td>14%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>34%</td>
</tr>
</tbody>
</table>

### I would feel able to report discrimination without worrying that it would have a negative impact on me

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>17%</td>
</tr>
<tr>
<td>Agree</td>
<td>42%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>If I have an issue with being treated fairly in the workplace, I am confident that my organisation will take appropriate action</strong></td>
<td><strong>2016</strong></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11%</td>
</tr>
<tr>
<td>Agree</td>
<td>36%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>31%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>7%</th>
<th>6%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I feel NHS England takes positive action to promote diversity across the organisation</strong></td>
<td><strong>2016</strong></td>
<td><strong>2017</strong></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Agree</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>6%</th>
<th>4%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I would recommend NHS England, as an employer, to other people to work at</strong></td>
<td><strong>2016</strong></td>
<td><strong>2017</strong></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>Disagree</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Question</td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>I am proud to work for NHS England</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Agree</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Disagree</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>I intend to still be working for NHS England in 12 months’ time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Agree</td>
<td>41%</td>
<td>44%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>I believe in the purpose of NHS England</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Agree</td>
<td>53%</td>
<td>55%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>16%</td>
<td>14%</td>
</tr>
<tr>
<td>Disagree</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Working here makes me want to do the best work I can</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>26%</td>
<td>28%</td>
</tr>
<tr>
<td>Agree</td>
<td>50%</td>
<td>52%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Disagree</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Statement</td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>I am willing to go the ‘extra mile” at work when required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>46%</td>
<td>44%</td>
</tr>
<tr>
<td>Agree</td>
<td>48%</td>
<td>50%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>2016 - I am able to discuss ways of working that suit my individual needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>2017 – I would like more flexibility to choose between elements of my pay and other terms and conditions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>2017 – I am satisfied with the opportunities for flexible working</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly agree</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Agree</td>
<td>51%</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>
### 2017 – Which of the following best describe the aspects of flexible working you are dissatisfied with?

<table>
<thead>
<tr>
<th>Aspect of Flexible Working</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The content of the flexible working policy</td>
<td>12%</td>
</tr>
<tr>
<td>The support I receive from my line manager to work flexibly</td>
<td>44%</td>
</tr>
<tr>
<td>The way the Flexible Working Policy is applied</td>
<td>52%</td>
</tr>
<tr>
<td>The types of flexible working available in my role</td>
<td>43%</td>
</tr>
<tr>
<td>The locations to work in available to my role</td>
<td>22%</td>
</tr>
<tr>
<td>The nature of my role is seen as limiting flexible working</td>
<td>36%</td>
</tr>
<tr>
<td>The tools and support available to enable flexible working</td>
<td>21%</td>
</tr>
<tr>
<td>Other aspects</td>
<td>16%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>3%</td>
</tr>
</tbody>
</table>

### 2016 – The senior leadership team in my Directorate/Region actively role model NHS England’s values and behaviours

<table>
<thead>
<tr>
<th>Agreement Level</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12%</td>
</tr>
<tr>
<td>Agree</td>
<td>40%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>29%</td>
</tr>
<tr>
<td>Disagree</td>
<td>11%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
</tr>
</tbody>
</table>

### 2016 – I believe leadership decisions are consistent with the organisation’s value and behaviours

<table>
<thead>
<tr>
<th>Agreement Level</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>6%</td>
</tr>
<tr>
<td>Agree</td>
<td>35%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>38%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8%</td>
</tr>
<tr>
<td>2017 – Senior management provide effective leadership</td>
<td>2017</td>
</tr>
<tr>
<td>----------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11%</td>
</tr>
<tr>
<td>Agree</td>
<td>41%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>27%</td>
</tr>
<tr>
<td>Disagree</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>7%</td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>2017 – I believe NHS England speaks up for the NHS</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13%</td>
</tr>
<tr>
<td>Agree</td>
<td>47%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>27%</td>
</tr>
<tr>
<td>Disagree</td>
<td>9%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
</tr>
</tbody>
</table>
### 2017 – I believe NHS England speaks up for patients in the NHS

<table>
<thead>
<tr>
<th>Response</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>13%</td>
</tr>
<tr>
<td>Agree</td>
<td>47%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>27%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>4%</td>
</tr>
</tbody>
</table>

### 2017 – In relation to joint working between NHS England and NHS Improvement. I think there is

<table>
<thead>
<tr>
<th>Option</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough</td>
<td>38%</td>
</tr>
<tr>
<td>Enough</td>
<td>15%</td>
</tr>
<tr>
<td>Too much</td>
<td>1%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>46%</td>
</tr>
</tbody>
</table>

### 2017 – In relation to joint working between NHS England and other Arms Length Bodies, I think there is

<table>
<thead>
<tr>
<th>Option</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough</td>
<td>37%</td>
</tr>
<tr>
<td>Enough</td>
<td>19%</td>
</tr>
<tr>
<td>Too much</td>
<td>1%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>44%</td>
</tr>
</tbody>
</table>

### 2017 – Who were you bullied and/or harassed by at work in the past 12 months

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

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer(s) within a different team</td>
<td>7%</td>
</tr>
<tr>
<td>Member of staff in another NHS England Team</td>
<td>10%</td>
</tr>
<tr>
<td>Member of staff in another organisation</td>
<td>7%</td>
</tr>
<tr>
<td>Member of the public</td>
<td>3%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>16%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Response</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44%</td>
</tr>
<tr>
<td>No</td>
<td>42%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>14%</td>
</tr>
</tbody>
</table>

2017 – I would feel able to report bullying/harassment without worrying that it would have a negative impact on me

<table>
<thead>
<tr>
<th>Agreement</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>21%</td>
</tr>
<tr>
<td>Agree</td>
<td>38%</td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td>17%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Response</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36%</td>
</tr>
<tr>
<td>No</td>
<td>53%</td>
</tr>
<tr>
<td>Prefer not to say</td>
<td>11%</td>
</tr>
</tbody>
</table>