

TECHNICAL GUIDE TO THE 2021 STAFF SURVEY DATA

NHS STAFF SURVEY COORDINATION CENTRE

Version 1

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1 Introduction

The NHS Staff Survey provides an opportunity for organisations to survey their staff in a consistent and systematic manner. This makes it possible to build up a picture of staff experience and, with care, to compare and monitor change over time and to identify variations between different staff groups. Obtaining feedback from staff, and taking account of their views and priorities, is vital for driving real service improvements in the NHS.

In March 2022 the Survey Coordination Centre published the national outputs for the 2021 Staff Survey. The results are primarily intended to be used by organisations to help review and improve staff experience. The Care Quality Commission will use the results from the survey to monitor ongoing compliance with essential standards of quality and safety. The survey will also support accountability of the Secretary of State for Health and Social Care to Parliament for delivery of the NHS Constitution.

This guide contains detailed, technical information on how results are calculated and what data are presented in each output file. For a brief overview of the Staff Survey data and the reports produced, please refer to the 'Basic Guide to the Staff Survey Data', which is also available to download from www.nhsstaffsurveys.com.

This document only relates to results in the outputs produced by the Survey Coordination Centre. A full list and details of these outputs can be found in [Section 7](#). Organisations referring to the results produced by their contractors should note that certain details in this document will not be applicable to those results (e.g. weighting).

Please note that there have been several changes to the questionnaire since 2020. A summary of these changes is available to download from the [Guidance section](#) of the NHS Staff Survey website.

In addition, some changes have been made to the reporting this year:

- The calculation of seven new summary scores designed to track progress against the seven elements of the People Promise (see [section 3](#)).
- As a result of the realignment of the survey to the People Promise, just two of the ten theme scores previously reported are retained in the 2021 survey reporting – *Staff Engagement* and *Morale* (see [section 3.2](#)).
- Reporting on 21 sub-scores which feed into the People Promise elements and the two theme scores, with trend data where appropriate (see [section 3.2](#)).
- The inclusion of detailed reporting of question-level results to show the full breakdown of responses.
- A single consolidated local benchmark report is provided for each organisation, rather than a separate Benchmark Report and Summary Benchmark Report (see [section 7.2](#)).
- Regional and ICS/STP aggregate results for 2020 and 2021, designed to represent staff experience across a given region, ICS or STP.

Data from previous years published as part of the 2021 survey have been re-calculated where necessary to enable fair historical comparisons.

Details of the criteria used by NHS organisations to determine staff eligibility for inclusion in the survey are provided in [Appendix A](#).

2 Data cleaning

2.1 Cleaning by contractors

Before submitting their data to the Survey Coordination Centre, contractors carry out data cleaning according to instructions in the contractor guidance. The cleaning process carried out by contractors is outlined below.

For most questions that require a single answer only, the data is treated as missing (i.e. left blank) if respondents have ticked more than one response option. There are a few exceptions to this general rule, as specified below.

For the occupational group question in the core questionnaire (q31), priority coding applies to multiple responses:

- Within the Registered Nurses and Midwives section, Midwives, Health Visitors or District/Community options are prioritised over Adult/General, Mental Health, Learning Disabilities and Children.
- Other types of multiple responses in the Registered Nurses and Midwives section are recoded as Other Registered Nurses.
- If General Management and another occupational group are ticked, the latter is prioritised.

For the questions on reporting physical violence (q13d) and reporting harassment, bullying and abuse (q14d), the following cleaning is applied to multiple responses:

1. If the respondent has ticked either “Yes, I reported it” **OR** “Yes, a colleague reported it” and also “Don’t know” then the former two responses are prioritised.
2. If the respondent has ticked either “Yes, I reported it” **OR** “Yes, a colleague reported it” and also “No” then this question is coded as **missing** (i.e. blank).

2.2 Cleaning of the national dataset

Data collected and cleaned by survey contractors (as outlined in [Section 2.1](#)) is submitted to the Survey Coordination Centre that carries out additional cleaning as described below.

Out of range responses (e.g. a value of ‘4’ for a question that only has 3 response options) are cleaned out for all questions.

For q16c, if a respondent has entered a free text comment for response option 7 (‘Other’) but did not tick the response box, this is set to ticked in cleaning.

There are also a number of filtered questions in the core questionnaire, i.e. questions which should not have been answered if a certain response is ticked on a preceding routing question. The Survey Coordination Centre applies a common set of editing instructions to clean these filtered questions, as detailed below:

- If the response to q11d is “No” or missing then q11e is set to missing.
- If the respondent did not select any of codes 2, 3, 4 or 5 at q13a **OR** q13b **OR** q13c then their response to q13d is set to missing.

- If the respondent did not select any of codes 2, 3, 4 or 5 at q14a OR q14b OR q14c then their response to q14d is set to missing.
- If the response to both q16a and q16b is “No” or missing then q16c is set to missing.
- If the respondent did not select code 1 at q19a then their responses to q19b, q19c and q19d are set to missing.
- If the response to q28a is “No” or missing then q26b is set to missing.

Data cleaning rules are applied retrospectively, so all historical data reported in 2021 will be cleaned according to the current rules, rendering the trend results comparable.

3 People Promise elements and theme scores

For 2021 summary indicators have been introduced to provide an overview of staff experience in relation to the seven elements of the People Promise:

1. *We are compassionate and inclusive*
2. *We are recognised and rewarded*
3. *We each have a voice that counts*
4. *We are safe and healthy*
5. *We are always learning*
6. *We work flexibly*
7. *We are a team*

Summary scores are also calculated for two of the ten themes previously reported:

- Staff Engagement
- Morale

Each People Promise element score and theme score is based on between two and four sub-scores¹, with each sub-score calculated from the responses to between one and nine questions (see [Section 3.1](#)).

All summary indicators - the People Promise element scores, theme scores and sub-scores - are scored on a 0-10pt scale and reported as mean scores. A higher score always indicates a more favourable result.

In order to achieve a 0-10pt scale for these measures, all responses for the contributing questions are rescored to fit this scale. Details of how the responses are scored for each of the questions feeding into the summary indicators can be found in [Section 3.1](#).

¹ With the exception of People Promise element 2 “We are recognised and rewarded” where the score is calculated directly from the question responses.

3.1 Contributing questions

The questions contributing to each People Promise element and theme are shown in Table 1 below, along with the sub-scores they feed into.

PP element 1: *We are compassionate and inclusive*

Compassionate culture

- Q6a - "I feel that my role makes a difference to patients / service users."
- Q21a - "Care of patients / service users is my organisation's top priority."
- Q21b - "My organisation acts on concerns raised by patients / service users."
- Q21c - "I would recommend my organisation as a place to work."
- Q21d - "If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation."

Compassionate leadership

- Q9f - "My immediate manager works together with me to come to an understanding of problems."
- Q9g - "My immediate manager is interested in listening to me when I describe challenges I face."
- Q9h - "My immediate manager cares about my concerns."
- Q9i - "My immediate manager takes effective action to help me with any problems I face."

Diversity and equality

- Q15 - "Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?"
- Q16a - "In the last 12 months have you personally experienced discrimination at work from patients / service users, their relatives or other members of the public?"
- Q16b - "In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?"
- Q18 - "I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc)."

Inclusion

- Q7h - "I feel valued by my team."
- Q7i - "I feel a strong personal attachment to my team."
- Q8b - "The people I work with are understanding and kind to one another."
- Q8c - "The people I work with are polite and treat each other with respect."

PP element 2: *We are recognised and rewarded*

- Q4a - "The recognition I get for good work."
- Q4b - "The extent to which my organisation values my work."
- Q4c - "My level of pay."
- Q8d - "The people I work with show appreciation to one another."
- Q9e - "My immediate manager values my work."

PP element 3: *We each have a voice that counts*

Autonomy and control

- Q3a - "I always know what my work responsibilities are."
- Q3b - "I am trusted to do my job."

Q3c - "There are frequent opportunities for me to show initiative in my role."

Q3d - "I am able to make suggestions to improve the work of my team / department."

Q3e - "I am involved in deciding on changes introduced that affect my work area / team / department."

Q3f - "I am able to make improvements happen in my area of work."

Q5b - "I have a choice in deciding how to do my work."

Raising concerns

Q17a - "I would feel secure raising concerns about unsafe clinical practice."

Q17b - "I am confident that my organisation would address my concern."

Q21e - "I feel safe to speak up about anything that concerns me in this organisation."

Q21f - "If I spoke up about something that concerned me I am confident my organisation would address my concern."

PP element 4: *We are safe and healthy*

Health and safety climate

Q3g - "I am able to meet all the conflicting demands on my time at work."

Q3h - "I have adequate materials, supplies and equipment to do my work."

Q3i - "There are enough staff at this organisation for me to do my job properly."

Q5a - "I have unrealistic time pressures."

Q11a - "My organisation takes positive action on health and well-being."

Q13d - "The last time you experienced physical violence at work, did you or a colleague report it?"

Q14d - "The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?"

Burnout

Q12a - "How often, if at all, do you find your work emotionally exhausting?"

Q12b - "How often, if at all, do you feel burnt out because of your work?"

Q12c - "How often, if at all, does your work frustrate you?"

Q12d - "How often, if at all, are you exhausted at the thought of another day/shift at work?"

Q12e - "How often, if at all, do you feel worn out at the end of your working day/shift?"

Q12f - "How often, if at all, do you feel that every working hour is tiring for you?"

Q12g - "How often, if at all, do you not have enough energy for family and friends during leisure time?"

Negative experiences

Q11b - "In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?"

Q11c - "During the last 12 months have you felt unwell as a result of work related stress?"

Q11d - "In the last three months have you ever come to work despite not feeling well enough to perform your duties?"

Q13a - "In the last 12 months how many times have you personally experienced physical violence at work from...Patients / service users, their relatives or other members of the public?"

Q13b - "In the last 12 months how many times have you personally experienced physical violence at work from...Managers?"

Q13c - "In the last 12 months how many times have you personally experienced physical violence at work from...Other colleagues?"

Q14a - "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?"

Q14b – “In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...Managers?”

Q14c – “In the last 12 months how many times have you personally experienced harassment, bullying or abuse at work from...Other colleagues?”

PP element 5: *We are always learning*

Development

Q20a – “This organisation offers me challenging work.”

Q20b – “There are opportunities for me to develop my career in this organisation.”

Q20c – “I have opportunities to improve my knowledge and skills.”

Q20d – “I feel supported to develop my potential.”

Q20e – “I am able to access the right learning and development opportunities when I need to.”

Appraisals

Q19a - In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skill Framework (KSF development review)?

Q19b – “It helped me to improve how I do my job.”

Q19c – “It helped me agree clear objectives for my work.”

Q19d – “It left me feeling that my work is valued by my organisation.”

PP element 6: *We work flexibly*

Support for work-life balance

Q6b – “My organisation is committed to helping me balance my work and home life.”

Q6c – “I achieve a good balance between my work life and my home life.”

Q6d – “I can approach my immediate manager to talk openly about flexible working.”

Flexible working

Q4d – “The opportunities for flexible working patterns.”

PP element 7: *We are a team*

Team working

Q7a – “The team I work in has a set of shared objectives.”

Q7b – “The team I work in often meets to discuss the team’s effectiveness.”

Q7c – “I receive the respect I deserve from my colleagues at work.”

Q7d – “Team members understand each other’s roles.”

Q7e – “I enjoy working with the colleagues in my team.”

Q7f – “My team has enough freedom in how to do its work.”

Q7g – “In my team disagreements are dealt with constructively.”

Q8a – “Teams within this organisation work well together to achieve their objectives.”

Line management

Q9a – “My immediate manager encourages me at work.”

Q9b – “My immediate manager gives me clear feedback on my work.”

Q9c – “My immediate manager asks for my opinion before making decisions that affect my work.”

Q9d – “My immediate manager takes a positive interest in my health and well-being.”

Staff Engagement (theme)

Motivation

- Q2a – “I look forward to going to work.”
- Q2b – “I am enthusiastic about my job.”
- Q2c – “Time passes quickly when I am working.”

Involvement

- Q3c – “There are frequent opportunities for me to show initiative in my role.”
- Q3d – “I am able to make suggestions to improve the work of my team / department.”
- Q3f – “I am able to make improvements happen in my area of work.”

Advocacy

- Q21a – “Care of patients / service users is my organisation's top priority.”
- Q21c – “I would recommend my organisation as a place to work.”
- Q21d – “If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.”

Morale (theme)

Thinking about leaving

- Q22a – “I often think about leaving this organisation.”
- Q22b – “I will probably look for a job at a new organisation in the next 12 months.”
- Q22c – “As soon as I can find another job, I will leave this organisation.”

Work pressure

- Q3g – “I am able to meet all the conflicting demands on my time at work.”
- Q3h – “I have adequate materials, supplies and equipment to do my work.”
- Q3i – “There are enough staff at this organisation for me to do my job properly.”

Stressors

- Q3a – “I always know what my work responsibilities are”
- Q3e – “I am involved in deciding on changes introduced that affect my work area / team / department”
- Q5a – “I have unrealistic time pressures.”
- Q5b – “I have a choice in deciding how to do my work.”
- Q5c – “Relationships at work are strained.”
- Q7c – “I receive the respect I deserve from my colleagues at work.”
- Q9a – “My immediate manager encourages me at work.”

3.2 Calculation of summary indicators (PP elements, themes and sub-scores) from the contributing questions

As mentioned earlier, responses for all questions contributing to the summary indicators are rescored to achieve a scale of 0-10. Table 2 below details the scores allocated to each response option. The scores are assigned based on outcome, so the most favourable response will be scored 10, while the least favourable will be scored 0. This means that scoring is different depending on how the question is phrased. For example a response of “Strongly agree” can either be the most positive result (for example in response to “*I feel valued by my team*”) or the least

positive result (e.g. in response to “*I often think about leaving this organisation*”). Where a participant selects a response option which does not have a score assigned (labelled ‘ns’), when reporting results they will not be included in the base size for that particular question, i.e. they are treated as if they had not answered the question.

Table 2 also details how the sub-scores, People Promise elements and themes are calculated from the question scores. Sub-scores are calculated where an individual has answered sufficient contributing questions. People Promise element and theme scores are calculated where sufficient sub-scores have been calculated for that individual.

Table 2: Response scoring for People Promise elements, themes and sub-scores

People Promise Element / Theme	Sub-score	Q no.	Score for response option...					9
			1	2	3	4	5	
<p style="text-align: center;"><i>Element 1</i></p> <p>We are compassionate and inclusive</p> <p>Calculated as the mean of the sub-scores where at least three of the four sub-scores have been assigned.</p>	<p>Compassionate culture</p> <p>Calculated as the mean of the question scores where at least three of the five questions are answered.</p>	q6a	0	2.5	5	7.5	10	ns
		q21a	0	2.5	5	7.5	10	
		q21b	0	2.5	5	7.5	10	
		q21c	0	2.5	5	7.5	10	
		q21d	0	2.5	5	7.5	10	
	<p>Compassionate leadership</p> <p>Calculated as the mean where at least three of the four questions are answered.</p>	q9f	0	2.5	5	7.5	10	
		q9g	0	2.5	5	7.5	10	
		q9h	0	2.5	5	7.5	10	
		q9i	0	2.5	5	7.5	10	
	<p>Diversity and equality</p> <p>Calculated as the mean where at least three of the four questions are answered.</p>	q18	0	2.5	5	7.5	10	
		q15	10	0				5
		q16a	0	10				
		q16b	0	10				
	<p>Inclusion</p> <p>Calculated as the mean where at least three of the four questions are answered</p>	q7h	0	2.5	5	7.5	10	
		q7i	0	2.5	5	7.5	10	
		q8b	0	2.5	5	7.5	10	
q8c		0	2.5	5	7.5	10		
<p style="text-align: center;"><i>Element 2</i></p> <p>We are recognised and rewarded</p> <p>Score calculated as a mean where at least three of the five questions are answered.</p>	None	q4a	0	2.5	5	7.5	10	
		q4b	0	2.5	5	7.5	10	
		q4c	0	2.5	5	7.5	10	
		q8d	0	2.5	5	7.5	10	
		q9e	0	2.5	5	7.5	10	

People Promise Element / Theme	Sub-score	Q no.	Score for response option...					
			1	2	3	4	5	9
<p style="text-align: center;"><i>Element 3</i></p> <p>We each have a voice that counts</p> <p>Calculated as the mean of the sub-scores where both of the sub-scores have been assigned.</p>	<p><i>Autonomy and control</i></p> <p>Calculated as the mean where at least five of the seven questions are answered</p>	q3a	0	2.5	5	7.5	10	
		q3b	0	2.5	5	7.5	10	
		q3c	0	2.5	5	7.5	10	
		q3d	0	2.5	5	7.5	10	
		q3e	0	2.5	5	7.5	10	
		q3f	0	2.5	5	7.5	10	
	<p><i>Raising concerns</i></p> <p>Calculated as the mean where at least three of the four questions are answered</p>	q5b	0	2.5	5	7.5	10	
		q17a	0	2.5	5	7.5	10	
		q17b	0	2.5	5	7.5	10	
		q21e	0	2.5	5	7.5	10	
<p style="text-align: center;"><i>Element 4</i></p> <p>We are safe and healthy</p> <p>Calculated as the mean of the sub-scores where all of the sub-scores have been assigned.</p>	<p><i>Health and safety climate</i></p> <p>Calculated as the mean across seven questions, but only scored where at least three of the first five questions are answered.</p>	q21f	0	2.5	5	7.5	10	
		q3g	0	2.5	5	7.5	10	
		q3h	0	2.5	5	7.5	10	
		q3i	0	2.5	5	7.5	10	
		q11a	0	2.5	5	7.5	10	
		q13d	10	10	0	ns		ns
	q14d	10	10	0	ns		ns	
	q5a	10	7.5	5	2.5	0		
	<p><i>Burnout</i></p> <p>Calculated as the mean where at least five of the seven questions are answered.</p>	q12a	10	7.5	5	2.5	0	
		q12b	10	7.5	5	2.5	0	
		q12c	10	7.5	5	2.5	0	
		q12d	10	7.5	5	2.5	0	
		q12e	10	7.5	5	2.5	0	
		q12f	10	7.5	5	2.5	0	
		q12g	10	7.5	5	2.5	0	
	<p><i>Negative experiences</i></p> <p>Calculated as the mean where at least six of the nine questions are answered.</p>	q13a	10	0	0	0	0	
q13b		10	0	0	0	0		
q13c		10	0	0	0	0		
q14a		10	0	0	0	0		
q14b		10	0	0	0	0		
q11b		0	10					
q11c		0	10					
q11d		0	10					
q14c	10	0	0	0	0			

People Promise Element / Theme	Sub-score	Q no.	Score for response option...						
			1	2	3	4	5	9	
<p style="text-align: center;"><i>Element 5</i> We are always learning</p> <p>Calculated as the mean of the sub-scores where both of the sub-scores have been assigned.</p>	<p style="text-align: center;">Development</p> <p>Calculated as the mean where at least three of the five questions are answered.</p>	q20a	0	2.5	5	7.5	10		
		q20b	0	2.5	5	7.5	10		
		q20c	0	2.5	5	7.5	10		
		q20d	0	2.5	5	7.5	10		
		q20e	0	2.5	5	7.5	10		
	<p style="text-align: center;">Appraisals*</p> <p>Calculated as the mean where at least two of the three questions are answered</p>	q19b	10	5	0				
		q19c	10	5	0				
		q19d	10	5	0				
	*Note: If a respondent has not received an appraisal ('no' at Q19a) an Appraisals sub-score of 0 (zero) is assigned.								
	<p style="text-align: center;"><i>Element 6</i> We work flexibly</p> <p>Calculated as the mean of the sub-scores where both of the sub-scores have been assigned.</p>	<p style="text-align: center;">Support for work-life balance</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>	q6b	0	2.5	5	7.5	10	
q6c			0	2.5	5	7.5	10		
q6d			0	2.5	5	7.5	10		
<p style="text-align: center;">Flexible working</p> <p>Calculated as the mean where the single question is answered.</p>		q4d	0	2.5	5	7.5	10		
<p style="text-align: center;"><i>Element 7</i> We are a team</p> <p>Calculated as the mean of the sub-scores where both of the sub-scores have been assigned.</p>	<p style="text-align: center;">Teamworking</p> <p>Calculated as the mean where at least five of the eight questions are answered.</p>	q7a	0	2.5	5	7.5	10		
		q7b	0	2.5	5	7.5	10		
		q7c	0	2.5	5	7.5	10		
		q7d	0	2.5	5	7.5	10		
		q7e	0	2.5	5	7.5	10		
		q7f	0	2.5	5	7.5	10		
		q7g	0	2.5	5	7.5	10		
		q8a	0	2.5	5	7.5	10		
	<p style="text-align: center;">Line management</p> <p>Calculated as the mean where at least three of the four questions are answered.</p>	q9a	0	2.5	5	7.5	10		
		q9b	0	2.5	5	7.5	10		
		q9c	0	2.5	5	7.5	10		
		q9d	0	2.5	5	7.5	10		

People Promise Element / Theme	Sub-score	Q no.	Score for response option...					
			1	2	3	4	5	9
<p style="text-align: center;"><i>Theme</i> Staff engagement</p> <p>Calculated as the mean of the sub-scores where at least three of the four sub-scores have been assigned.</p>	<p style="text-align: center;">Motivation</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>	q2a	0	2.5	5	7.5	10	
		q2b	0	2.5	5	7.5	10	
		q2c	0	2.5	5	7.5	10	
	<p style="text-align: center;">Involvement</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>	q3c	0	2.5	5	7.5	10	
		q3d	0	2.5	5	7.5	10	
		q3f	0	2.5	5	7.5	10	
	<p style="text-align: center;">Advocacy</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>	q21a	0	2.5	5	7.5	10	
		q21c	0	2.5	5	7.5	10	
		q21d	0	2.5	5	7.5	10	
	<p style="text-align: center;"><i>Theme</i> Morale*</p> <p>Calculated as the mean of the sub-scores where at least three of the four sub-scores have been assigned.</p>	<p style="text-align: center;">Thinking about leaving</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>	q22a	10	7.5	5	2.5	0
q22b			10	7.5	5	2.5	0	
q22c			10	7.5	5	2.5	0	
<p style="text-align: center;">Work pressure</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>		q3g	0	2.5	5	7.5	10	
		q3h	0	2.5	5	7.5	10	
		q3i	0	2.5	5	7.5	10	
<p style="text-align: center;">Stressors</p> <p>Calculated as the mean where at least two of the three questions are answered.</p>		q3a	0	2.5	5	7.5	10	
		q3e	0	2.5	5	7.5	10	
		q5a	10	7.5	5	2.5	0	
		q5b	0	2.5	5	7.5	10	
		q5c	10	7.5	5	2.5	0	
		q7c	0	2.5	5	7.5	10	
		q9a	0	2.5	5	7.5	10	

*Note: The calculation for the Morale theme has changed in 2021. Previously the score was calculated as the average of two sub-scores: *Stress* and *Intention to leave*. For 2021 the theme is calculated from the average of three sub-scores:

- *Thinking about leaving* (identical to the previous *Intention to leave* sub-score)
- *Work pressure* (new)
- *Stressors* (similar to the previous *Stress* sub-score but incorporating an additional question)

4 Question level results

The reporting outputs contain question level results for each question included in the questionnaire. The online dashboards show the full breakdown of all response options for each question. However, in much of the reporting question level results are reported as a single percentage. While the meaning of the percentage reported for a given question is specified in the reporting outputs, a more detailed explanation of how the reported percentage is calculated for each question is provided in the table below.

Note: Certain questions are never weighted or benchmarked in the reports, either because a higher or lower value does not relate to a better or worse result or because they are demographic or factual questions. The questions which are not weighted or benchmarked are: q1, q10a, q22d, q23a-c, q24a-q28a, and q29a-q31.

Question number	Calculation of results reported	Values reported (Response code in questionnaire)
q1	% of staff that have contact with patients / service users out of those who answered the question	1 & 2
q2a-c	% of staff selecting 'Often'/'Always' out of those who answered the question	4 & 5
q3a-i	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q4a-d	% of staff selecting 'Satisfied'/'Very Satisfied' out of those who answered the question	4 & 5
q5a	% of staff selecting 'Never'/'Rarely' out of those who answered the question	1 & 2
q5b	% of staff selecting 'Often'/'Always' out of those who answered the question	4 & 5
q5c	% of staff selecting 'Never'/'Rarely' out of those who answered the question	1 & 2
q6a	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question, but excluding those who selected 'Not applicable to me'	4 & 5
q6b-d	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q7a-i	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q8a-d	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q9a-i	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q10a	% of staff working part-time out of those who answered the question	1
q10b*	% of staff working additional paid hours out of those who answered the question	2 to 4
q10c*	% of staff working additional unpaid hours out of those who answered the question	2 to 4
q11a	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q11b-e*	% of staff selecting 'Yes' out of those who answered the question	1

Question number	Calculation of results reported	Values reported (Response code in questionnaire)
q12a-g*	% of staff selecting 'Often'/'Always' out of those who answered the question	4 & 5
q13a-c*	% of staff saying they experienced at least one incident of violence out of those who answered the question	2 to 5
q13d	% of staff saying they, or a colleague, reported it, out of those who answered the question excluding those who selected 'DK' or 'NA'	1, 2 & 6 ²
q14a-c*	% of staff saying they experienced at least one incident of bullying, harassment or abuse out of those who answered the question	2 to 5
q14d	% of staff saying they, or a colleague, reported it, out of those who answered the question excluding those who selected 'DK' or 'NA'	1, 2 & 6 ²
15	% of staff selecting 'Yes' out of those who answered the question ³	1
q16a-b*	% of staff selecting 'Yes' out of those who answered the question	1
q16c*	% of staff saying they have experienced discrimination on each basis out of those who answered the question	1 (for each code)
q17a-b	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q18	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q19a	% of staff selecting 'Yes' out of those who answered the question excluding those who selected 'Can't remember'	1
q19b-d	% of staff selecting 'Yes, definitely' out of those who answered the question	1
q20a-e	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q21a-f	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q22a-c*	% of staff selecting 'Agree'/'Strongly Agree' out of those who answered the question	4 & 5
q22d	% of staff saying this would be their most likely destination out of those who answered the question	1/2/3/4/5/9
q23a-c	% of staff selecting 'Yes' out of those who answered the question	1
q24a-c	% of staff selecting each response option out of those who answered the question	each code
q25	% of staff selecting a response falling into each of the following categories, out of those who answered the question Categories:	White: 1 to 4 Mixed/Multiple ethnic background: 5 to 8

² See [Section 2.1](#) for how code 6 is assigned

³ Note that the calculation of this result has changed in 2021. Previously the reporting showed the % of staff saying 'Yes' out of those who answered the question excluding those who selected 'Don't know'.

Question number	Calculation of results reported	Values reported (Response code in questionnaire)
	White Mixed/Multiple ethnic background Asian/Asian British Black/African/Caribbean/Black British Other ethnic group	Asian/Asian British: 9 to 13 Black/African/Caribbean/Black British: 14 to 16 Other ethnic group: 17 & 18
q26	% of staff selecting each response option out of those who answered the question	each code
q27	% of staff selecting each response option out of those who answered the question	each code
q28a	% of staff selecting 'Yes' out of those who answered the question	1
q28b	% of staff selecting 'Yes' out of those who answered the question excluding those who select 'No adjustment required'	1
q29a-b	% of staff selecting 'Yes' out of those who answered the question	1
q30a-b	% of staff selecting each response option out of those who answered the question	each code
q31	% of staff selecting a response falling into each of the following categories, out of those who answered the question Categories: Registered nurses & midwives Nursing or healthcare assistants Medical or dental Allied health professionals (AHP) Scientific and technical Social care Public health Commissioning Admin and clerical Central functions Maintenance General management Other Emergency care practitioner Paramedic Emergency care assistant (ECA) Ambulance technician	Reg.Nurses&Midwives: 24 to 31 Nursing or HA: 32 Med. or dent.: 12 to 15 AHP: 1 to 3 & 5 to 9 Sci. & techn.: 4 & 10 to 11 Social care: 33 to 35 Public health: 22 Commissioning: 23 Admin & clerical: 36 Central functions:37 Maintenance: 38 General management: 39 Other: 40 Emergency care pract.: 16 Paramedic: 17 ECA: 18 Ambulance techn: 19 Ambulance contr: 20 PTS: 21

Question number	Calculation of results reported	Values reported (Response code in questionnaire)
	Ambulance control staff Patient transport service (PTS)	

* Questions marked with one asterisk are reverse scored, i.e. a lower percentage indicates a better result.

5 Benchmarking groups

Each organisation that participates in the survey is assigned to a benchmarking group that includes organisations of a similar type, based on the services they offer, which ensures that any comparisons made between organisations are as fair and as reasonable as possible, recognising that some variation across organisations likely exists even within benchmarking groups. Such comparisons use weighted data. In the benchmark reports, organisations' results are presented in the context of their benchmarking group's best, average and worst results.

Five benchmarking groups are used for trusts, one for CCGs and four for other types of organisations (whose participation is voluntary) that do not fit into the first five categories.

The benchmarking groups for 2021 are:

- Acute and Acute & Community Trusts
- Acute Specialist Trusts
- Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts⁴
- Community Trusts
- Ambulance Trusts
- Clinical Commissioning Groups (CCGs)
- Commissioning Support Units (CSUs)
- Social Enterprises – Mental Health
- Social Enterprises – Community
- Community Surgical Services

In the benchmark reports, the results for social enterprises are benchmarked against the most relevant trust benchmarking groups (Community Trusts or Mental Health & Learning Disability and Mental Health, Learning Disability & Community Trusts as appropriate). Data for the single Community Surgical Services organisation is benchmarked against the Community Trusts group.

⁴ For the purposes of reporting in the dashboards, benchmark data excel and detailed spreadsheets, this benchmarking group will be abbreviated to 'MH & LD, MH, LD & Community Trusts'. It is written in full in the benchmark reports.

6 Methods used for weighting scores

In order to allow for reasonable comparisons between organisations and to account for trust size when calculating national results, the Staff Survey data are weighted. Three types of weights are used in the outputs produced by the Survey Coordination Centre:

- The **occupational group weight** is used for the benchmarking groups, and allows for a fair comparison between organisations of a similar type.
- The **trust size weight** is used to account for trust size in the national breakdowns, to ensure trust results have an impact according to the number of staff working at each trust.
- Finally, the **combined weight** combines the two above weights, thus allowing for a fair comparison between organisations of a similar type, whilst also accounting for trust size in the national results.

Details of each of these three weights and how they are calculated are provided below.

Note: Certain questions are never weighted or benchmarked in the reports as they ask for demographic or factual information. These questions which are not weighted or benchmarked are: q1, q10a, q22d, q23a-c, q24a-q28a, and q29a-q31.

6.1 Occupational group weight

NHS organisations of the same type are likely to have different numbers of employees in each occupational group. This can be due to a number of reasons, for example, some organisations issue contracts for services such as catering and cleaning, while other organisations supply them in-house. These differences can have a significant effect on organisation results, as it is known that different occupational groups tend to answer some questions in different ways. For instance, managers are known to respond more positively than other groups to some questions, and an organisation that has a particularly large number of managers may have more positive results overall due to this imbalance. This is why the data are weighted. The weighting procedure described below ensures that no organisation will appear better or worse than others of a comparable type because of any occupational group differences.

In order to make one organisation's scores comparable with other organisations of the same type, individuals' scores within each organisation (with the exception of CCGs, CSUs and community surgical services) are weighted so that the occupational group profile of the organisation reflects that of a typical organisation of its type. Occupational groups are collapsed into thirteen broad categories,⁵ where 'All Nurses' includes all types of registered and unregistered nurses and midwives, and 'Medical / Dental' includes consultants and other medical and dental staff, including those in training.

⁵ The thirteen occupational categories used for weighting are: All Nurses, Medical/Dental, Allied Health Professionals, General Management, Other Scientific and Technical including pharmacy, Admin and Clerical, Paramedics, Ambulance Technician, Ambulance Control, Patient Transport Service, Central Functions, Social Care Staff, and Other.

The weights applied for each type of organisation are determined by the frequency of responses in an average organisation of that type. The calculations are conducted in three steps:

1. First, the proportion of each occupational group within each trust is calculated; this is the **'trust proportion'**.
2. Next, the average proportion of each occupational group within each benchmark group is calculated; this is the **'benchmark group proportion'**.
3. Finally, the benchmark group proportion (step 2) is divided by the trust proportion (step 1) for each occupational group at each trust, to create the occupational group weight.

For example, if 25% of eligible staff at an acute trust are nurses, but the average proportion of nurses across acute trusts as a whole is 40% then the weight for the nurses at this trust would be calculated as follows: $40 / 25 = 1.6$. This means that all nurses' responses at this given acute trust would be weighted by 1.6.

Please note that occupational group weights are capped at 5.

The occupational group weight is only applied to social enterprises and the five trust benchmarking groups.

Data for organisations in the 'Social enterprises – mental health' group are weighted using the average occupational group proportions from the 'Mental health/learning disability trusts' group.

Data for organisations in the 'Social enterprises – community' group are weighted using the average occupational group proportions from the 'Community trusts' group.

For **CCGs, CSUs and community surgical services the data reported in the organisation benchmark reports are unweighted** (i.e. their occupational group weight is one). This is because of the relatively small size and nature of the occupational group profile within these organisations.

For historical trend data (2017 to 2020), the data are re-weighted according to the 2021 benchmark group proportions.

6.2 Trust size weight

In order to account for trusts' *size* in the national results, another weight called the 'trust size weight' is also calculated, and is applied to the national outputs. This is particularly important given that not all trusts run a census (inviting all their eligible staff to participate).

The trust size weight is calculated for all trusts that participate in the survey. The calculation for this weight is: total number of eligible staff / number of respondents.

For example, if a trust had a total eligible population of 11,000 staff and received 6,500 responses then the trust size weight that would be applied to each respondent at this trust would be:

$$11,000 / 6,500 = 1.69$$

Trust size weights are uncapped.

6.3 Combined weight

National level outputs which also contain results for benchmarking groups need a combined weight applied to the data, utilising both the occupational group weight and the trust size weight. This means that both occupational group differences within benchmarking groups and differences in trust size are accounted for, allowing for a representative national overview of the results.

The combined weight is produced using the following calculation: trust size weight x occupational group weight.

For example, if a case had a trust size weight of 2.1 and an occupational group weight of 1.6 then the combined weight for this case would be: $2.1 \times 1.6 = 3.36$.

The combined weight is uncapped, but the occupational group weight that is used to create it is capped at 5.

7 Outputs

Outputs produced by the Survey Coordination Centre fall into three categories: national results, local results and regional/system-level results.

National outputs:

- National trends
- National breakdowns
- National briefing

Local outputs:

- Benchmark reports
- Benchmark data
- Local breakdowns
- WRES/WDES indicators
- Detailed spreadsheets

Region and system-level outputs:

- Region/system benchmark data (organisation-level data grouped by geography)
- Region/system overview
- Region/system breakdowns

The content of each of these outputs is outlined below.

7.1 National outputs

Please note national outputs are based on data from participating *trusts* only. They exclude organisations that participate voluntarily (i.e. CCGs, CSUs etc.).

National dashboards

Published online, these dashboards provide the national results for all participating trusts on all People Promise elements, themes, sub-scores and questions, including trend data for 2017-2021 where available.

Results are presented for all trusts combined (national average) as well as for each individual trust benchmarking group.

Data points reported are mean scores for all the case level (individual) data that feeds into a given result. The exception to this is the response rate, which is the mean score of trusts' overall response rates.

The data are weighted, except for the response rates and those questions where weighting does not apply (see [Section 6](#)).

This group of outputs consists of six dashboards, as follows:

Name	Description	Weights applied
2021 Summary – scores	Summary view of the 2021 People Promise element and theme scores	Combined weight
Overview - scores	Overview of the results for each People Promise element, theme and sub-score.	Combined weight
Breakdown - scores	<p>People Promise elements, themes and sub-scores down by the following background information variables:</p> <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. International recruitment 15. Worked in a Covid-19 specific ward or area 16. Redeployed due to the Covid-19 pandemic <p>Required to work remotely/from home due to the Covid-19 pandemic</p>	Trust size weight only ⁶
Overview - questions	Overview of the results for each question, showing the summary result, e.g. '% agreeing', which includes staff selecting both "Agree" and "Strongly agree".	Combined weight
Detailed - questions	Results for each question showing the proportion of staff selecting each individual response option.	Combined weight
Breakdown - questions	<p>People Promise elements, themes and sub-scores down by the following background information variables:</p> <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 	Trust size weight only ⁶

⁶ The purpose of the occupation weight is for benchmarking purposes (i.e. to allow organisation's scores to be comparable with other organisations of the same type). There is no benchmarking in the national breakdowns so this weight is not necessary.

Name	Description	Weights applied
	9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. International recruitment 15. Worked in a Covid-19 specific ward or area 16. Redeployed due to the Covid-19 pandemic 17. Required to work remotely/from home due to the Covid-19 pandemic	
Response rates	Average (mean) of the trusts' response rates.	None

Please note that these dashboards include the unweighted base size on the tooltip for relevant data points (e.g. “[n=1,024]”). The base size is the number of staff that responded to the question within that group, not the number of staff that selected a particular response option.

National briefing

Published in PDF format, these slides provide a summary of the key national results (trusts only) with commentary.

Results included in the National briefing are based on results published in the National dashboards. The base size for the questions and themes included is not specified in the briefing, but the number of responses each result is based on can be found in the National dashboards. Results are weighted as in the dashboards.

The only exceptions are the response rates reported in the briefing, which are based on the total number of eligible responses divided by the total number of eligible staff invited to participate, rather than averaging organisation response rates.

7.2 Local outputs

Local results are produced for all participating organisations.

Local reports

Reports are provided for each participating organisation as follows:

- Benchmark report
- Directorate report (optional)

Benchmark reports

A PDF report is produced for every organisation and contains organisation results for People Promise elements, themes, sub-scores & questions. Five-year trends are shown for the two themes, sub-scores relating to these themes and any questions where comparative trend data are

available. All results are weighted & benchmarked where appropriate (i.e. non-evaluative questions are not weighted or benchmarked).

People Promise element, theme, and sub-score results are also presented broken down by the Covid-19 classification questions (q23a-c). Results relating to WRES/WDES indicators are shown towards the end of the report (see Appendix B).

The theme results for 2020 vs 2021 are tested for statistical significance and included in the appendix of the report.

Values reported in the benchmark reports:

- Organisation results:
 - **'Your org'**: the organisation mean score based on all the individual responses to a given question, or based on all the individual scores for a given summary indicator (People Promise element, theme or sub-score).
 - **'Responses'**: the number of responses from which a result is calculated. When there are less than 11 responses for the organisation, results are suppressed to protect staff confidentiality.

- Benchmarking group results:
 - **'Average'**: the median score from all the organisation mean scores within the given benchmarking group.
 - **'Best'**: the best organisational mean score from all organisation mean scores in the given benchmarking group.
 - **'Worst'**: the worst organisational mean score from all organisation mean scores in the given benchmarking group.

- People Promise elements, themes and sub-scores – Covid-19 classification breakdowns:
 - **'Average'**: the median score from all the organisation mean scores within the given benchmarking group.
 - **'Highest'**: the highest organisational mean score from all organisation mean scores in the given benchmarking group.
 - **'Lowest'**: the lowest organisational mean score from all organisation mean scores in the given benchmarking group.

The occupational group weight is applied in the benchmark reporting for organisations where applicable, except for questions where weighting does not apply (see [Section 6](#)), including the response rate and WRES/WDES indicators.

Directorate reports

An additional directorate report, with up to two directorate breakdowns for People Promise elements and theme scores, is optional for every organisation. The optional directorate reports include unweighted data. They provide the following results:

- **'Directorate'**: the mean score for each People Promise element and theme by directorate.

- **'Responses'**: the number of responses from which a result is calculated. When there are less than 11 responses in a group, results are suppressed to protect staff confidentiality.
- **'Your org'**: the unweighted organisation mean score, based on all the individual scores for a given People Promise element or theme.

Benchmark report Excel data

The 2017-2021 datasets used to create the benchmark reports are available in Excel format. This includes the list of organisations within each benchmarking group. Each tab shows the question and summary score results for each organisation within the different benchmarking groups.

Local dashboards

Published online, these dashboards provide the results for each participating organisation and benchmark data on all People Promise elements, themes, sub-scores and questions, including trend data for 2017-2021 where available.

The occupation group weight is applied, except for those questions where weighting does not apply (see [Section 6](#)), the response rates, and where no benchmark data are shown (in the breakdowns dashboards).

This output consists of six dashboards, as follows:

Name	Description	Weights applied
2021 Summary – scores	Summary view of the 2021 People Promise element and theme scores	Occupation group weight
Overview – scores	Overview of the results for each People Promise element, theme and sub-score.	Occupation group weight
Breakdowns –scores	People Promise elements, themes and sub-scores down by the following background information variables: <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. Worked in a Covid-19 specific ward or area 15. Redeployed due to the Covid-19 pandemic Required to work remotely/from home due to the Covid-19 pandemic	None

Name	Description	Weights applied
Overview - questions	Overview of the results for each question, showing the summary result, e.g. '% agreeing', which includes staff selecting both "Agree" and "Strongly agree".	Occupation group weight
Detailed - questions	Results for each question showing the proportion of staff selecting each individual response option.	Occupation group weight
Breakdowns - questions	People Promise elements, themes and sub-scores down by the following background information variables: <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. Worked in a Covid-19 specific ward or area 15. Redeployed due to the Covid-19 pandemic 16. Required to work remotely/from home due to the Covid-19 pandemic 	None
Response rates	Average (mean) of the trusts' response rates.	None

Please note that these dashboards include the unweighted base size on the tooltip for relevant data points (e.g. "[n=1,024]"). The base size is the number of staff that responded to the question within that group, not the number of staff that selected a particular response option.

WRES data

This dashboard contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017-2021 results for indicators 5, 6, 7 and 8 split by ethnicity (by white / BME staff). These results are reported as four indicators which are detailed, along with their calculation, in [Appendix B](#).

Data are presented unweighted.

WDES data

This dashboard contains data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes 2018-2021 results for indicators 4a, 4b, 5, 6, 7, 8 and 9a split by staff with a long-lasting health condition or illness/staff without a long-lasting health condition or illness. It also shows results for q28b (for staff with a long-lasting health condition or illness), and the staff engagement score for disabled staff, compared to non-disabled staff and the overall engagement score for the organisation. These results are reported as seven indicators which are detailed, along with their calculation in [Appendix B](#).

Data are presented unweighted.

Detailed spreadsheets

These are a series of spreadsheets that contain question results broken down by individual response options (split by questionnaire section), People Promise element, theme and sub-score results.

The sheets contain the results for each organisation, the results for each benchmarking group (the mean of all the constituent organisation results), and the results for all trusts (the mean of all trust responses). In addition, they also contains breakdowns by all of the demographic variables across organisations and within the benchmarking groups.

Results included in these spreadsheets are weighted to match those reported in the outputs detailed above. Please note, in previous years data in these outputs were presented unweighted.

7.3 Region/system-level outputs

Region/system organisation benchmarking dashboards

Two Tableau dashboards:

1. Region dashboard - comparison of People Promise element scores, theme scores and sub-scores for individual trusts within each NHS England and Improvement region.
2. ICS/STP dashboard tab – comparison of People Promise element scores, theme scores and sub-scores for individual trusts (except ambulance trusts) within each ICS/STP.

Occupational group weighting is applied to the data, which shows the results for each trust, the relevant benchmark group average and the best and worst trust results for the appropriate benchmark group, as reported in the benchmark reports.

Note data for organisations that complete the survey voluntarily (CCGs, CSUs, other non-trust organisations) are not included.

Region/system aggregated dashboards

Published through online dashboards, this output provides the results aggregated by region and ICS/STP. Regional aggregate data is based on all participating trusts, while the ICS/STP data is based on all trusts except ambulance trusts. This is as ambulance trusts can cover more than one

ICS/STP. Note that data for organisations that complete the survey voluntarily (CCGs, CSUs, other non-trust organisations) are not included.

Trend data for 2020-2021 are presented where appropriate.

Data points reported are mean scores for all the case level (individual) data which qualifies for a given group.

The data are weighted where appropriate using the Trust size weight only, except for the response rates and for those questions where weighting does not apply (see [Section 6](#)).

The regional output consists of six dashboards, as follows:

Name	Description	Weights applied
Overview - scores	Overview of the results for each People Promise element, theme and sub-score.	Trust size weight
Breakdowns - scores	People Promise elements, themes and sub-scores down by the following background information variables: <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. International recruitment 15. Worked in a Covid-19 specific ward or area 16. Redeployed due to the Covid-19 pandemic Required to work remotely/from home due to the Covid-19 pandemic	None
Overview - questions	Overview of the results for each question, showing the summary result, e.g. '% agreeing', which includes staff selecting both "Agree" and "Strongly agree".	Trust size weight
Detailed - questions	Results for each question showing the proportion of staff selecting each individual response option.	Trust size weight
Breakdowns - questions	People Promise elements, themes and sub-scores down by the following background information variables: <ol style="list-style-type: none"> 1. Gender 2. Age 3. Ethnicity – summary (white / BME) 	None

Name	Description	Weights applied
	<ul style="list-style-type: none"> 4. Ethnicity – all responses 5. Sexuality 6. Gender identity 7. Religion 8. Long-lasting health condition or illness 9. Occupational group – summary 10. Occupational group – all responses 11. Part-time / full-time 12. Patient facing role 13. Caring responsibilities 14. International recruitment 15. Worked in a Covid-19 specific ward or area 16. Redeployed due to the Covid-19 pandemic 17. Required to work remotely/from home due to the Covid-19 pandemic 	
Response rates	Average (mean) of the trusts' response rates.	None

Please note that these dashboards include the unweighted base size on the tooltip for relevant data points (e.g. “[n=1,024]”). The base size is the number of staff that responded to the question within that group, not the number of staff that selected a particular response option.

8 Organisation historical comparability

As part of Staff Survey reporting, historical comparisons are provided for most organisations (i.e. 2017–2021 figures are provided so that trusts can understand how their performance has changed over time). However, it is not appropriate or possible for some organisations to receive historical comparisons due to changes in their circumstances (e.g. mergers) or because they have not participated in the survey before. Organisations which will not be receiving historical comparisons for the 2021 survey are listed in [Section 8.1](#) below.

Also outlined in this section are CCG mergers that will receive historical data ([Section 8.2](#)) and changes to the reporting of historical data this year ([Section 8.3](#))

8.1 Organisations with no historical comparisons

Mergers

Organisation code	Organisation name	Reason for non-comparability
R0D	University Hospitals Dorset NHS Trust	Organisation did not exist in prior years. Formed by the merger of Poole Hospital Foundation Trust (RD3) and The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust (RDZ).
RJ1	Guy's and St Thomas' NHS Foundation Trust	Organisation did not exist in prior years. Formed by the merger Royal Brompton and Harefield NHS Foundation Trust (RT3) and Guy's and St Thomas' NHS Foundation Trust (RJ1).
RW4	Mersey Care NHS Foundation Trust	Organisation did not exist in prior years. Formed by the merger of North West Boroughs Healthcare NHS Foundation Trust (RTV) and Mersey Care NHS Foundation Trust (RW4).
RYR	University Hospitals Sussex NHS Foundation Trust	Organisation did not exist in prior years. Formed by the merger of Western Sussex Hospitals NHS Foundation Trust (RYR) and Brighton and Sussex University Hospitals NHS Trust (RXH).

Other new organisations

Organisation code	Organisation name	Reason for non-comparability
RYK	Dudley Integrated Health and Care Trust	This organisation is new to the survey in 2021.

04Y/05D/05G/05Q/05V/05W	NHS Cannock Chase CCG, NHS East Staffordshire CCG, NHS North Staffordshire CCG, NHS South East Staffordshire and Seisdon Peninsula CCG, NHS Stafford and Surrounds CCG & NHS Stoke on Trent CCG	Organisations did not take part, or did not take part as a group, in 2020
06L/06T/07K	NHS West Suffolk CCG, NHS North East Essex CCG & NHS Ipswich and East Suffolk CCG	Organisations did not take part, or did not take part as a group, in 2020
06Q/07G/99E/99F/99G	NHS Mid Essex CCG, NHS Thurrock CCG, NHS Basildon and Brentwood CCG, NHS Castlepoint & Rochford CCG & NHS Southend CCG	Organisations did not take part, or did not take part as a group, in 2020
09D/70F/97R	NHS Brighton and Hove CCG, NHS West Sussex CCG & NHS East Sussex CCG	Organisations did not take part, or did not take part as a group, in 2020
18C	NHS Herefordshire and Worcestershire CCG	Organisation did not take part in 2020.
71E	NHS Lincolnshire CCG	Organisation did not take part in 2020.
0DE	NHS Arden and Greater East Midlands Commissioning Support Unit	Organisation did not take part in 2020.
26A	NHS Norfolk and Waveney CCG	Organisation did not take part in 2020.
10R	NHS Portsmouth CCG	Organisation did not take part in 2020.
B2M3M	NHS Coventry and Rugby CCG	New organisation this year, formed by a merger. Constituent CCGs did not take part as a group in 2020.
D9Y0V	NHS Hampshire, Southampton and Isle of Wight CCG	New organisation this year, formed by a merger. Constituent CCGs did not take part as a group in 2020.

M1J4Y	NHS Bedfordshire, Luton and Milton Keynes CCG	New organisation this year, formed by a merger. Constituent CCGs did not take part as a group in 2020.
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8.2 CCG mergers that will receive historical data

Some CCGs have merged to form single organisations. In circumstances where the CCGs that merged took part in the survey *as a group* in the past, we will provide comparable historical data.

The table below outlines where newly merged CCGs will receive historical comparisons.

Organisation code	Organisation name	Details on the merger
A3A8R	NHS North East London CCG	Previously took part as North East London Commissioning Alliance (07L/07T/08F/08M/08N/08V/08W)
D4U1Y	NHS Frimley CCG	Previously took part as Frimley Collaborative CCGs (10C/15D/99M)
X2C4Y	NHS Kirklees CCG	Previously took part as NHS Greater Huddersfield CCG & NHS North Kirklees CCG (03A/03J)

9 Changes to historical data

Two changes to historical data have been made for 2021:

1. The calculation of the Morale theme score has changed
2. There has also been a change to how the results are reported for Q15. This change impacts WRES indicator 7 and WDES indicator 5, which are based on this question.

These changes have been applied retrospectively, so that data reported in 2021 for all years 2017-2021 are calculated and reported consistently and are therefore comparable. However, the results reported in 2021 for the Morale theme, Q15 and the associated WRES/WDES indicators are not directly comparable to those previously published.

9.1 Morale theme

This theme score has been recalculated to include additional questions in the measure. Previously the score was calculated as the average of two sub-scores: *Stress* and *Intention to leave*. For 2021 the theme is calculated from the average of three sub-scores:

- *Stressors* (similar to the previous *Stress* sub-score but incorporating one additional question)

- *Thinking about leaving* (identical to the previous *Intention to leave* sub-score)
- *Work pressure* (new)

Full details of the how the Morale theme is now calculated are provided in [Section 3.2](#).

9.2 Reporting of the results for Q15

Q15 asks “Does your organisation act fairly with regard to career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?”

In previous reporting, the results of this question have most commonly been reported as the percentage of staff who selected ‘Yes’ out of those who answered the question *excluding those who answered ‘Don’t know’*. The exception to this was where all three response options (Yes, No and Don’t know) were shown in the more detailed reporting of this question.

For the 2021 reporting, this inconsistency has been removed and the results of this question are consistently reported as the percentage of staff who selected ‘Yes’ out of all those who answered the question, *including* those who answered ‘Don’t know’.

10 Questionnaire comparability and survey changes

To view the [changes made to the 2021 core questionnaire](#) please see the document in the guidance section of our website. A full list of comparable questions can be found in table 3.

Whilst the changes to the questionnaire for 2021 may have impacted on longitudinal datasets, the ability to accurately report and analyse against the majority of questions and many key metrics has been retained. For questions that have remained unchanged for 2021 and where trend data is presented, it is possible that, due to context effect, wider questionnaire changes may have had a degree of influence on some results. However, trend data is highly important in facilitating assessments of staff experience, including before and during the Covid-19 pandemic, and the survey’s historical data has been maintained to the highest degree of accuracy where possible in support of this.

Work was undertaken to assess comparability across the survey questions. This found that trends can be presented for the vast majority of questions that had not changed due to the survey’s re-development for 2021.

However, the following caveats should be kept in mind:

- Question 6a (“I feel that my roles makes a difference to patients/service users”) has been impacted by survey change. Despite the question and response option wording remaining consistent for this question in 2021, this question has been impacted by context effect. That is, the removal and change of surrounding questions appears to have changed the profile of staff responding to this question and how they are responding to it. Given this, 2017-2020 trends are not presented for this question.
- Q19a-d (appraisals) have been re-instated for 2021, having last been asked in 2019. Whilst 2017-19 trends are presented for these questions, two caveats should be kept in mind:

1. There is evidence that respondent profiles for these questions have changed over time. However, there is no strong evidence to suggest this is being driven by survey change.
2. These questions were not asked in 2020. Given the effects of the Covid-19 pandemic and wider context surrounding appraisals, interpretation of this missing data and gap between 2019 and 2021 requires careful interpretation when making comparisons back to previous years and assessing changes in staff experience over time.

Table 3: Questionnaire comparability (2020-2021)

2020	2021	2021 Question wording	Comparable?
q1	q1	Do you have face-to-face, video or telephone contact with patients / service users as part of your job?	Yes
q2a	q2a	I look forward to going to work.	Yes
q2b	q2b	I am enthusiastic about my job.	Yes
q2c	q2c	Time passes quickly when I am working.	Yes
q3a	q3a	I always know what my work responsibilities are.	Yes
q3b	q3b	I am trusted to do my job.	Yes
q3c	q3c	There are frequent opportunities for me to show initiative in my role.	Yes
q4b	q3d	I am able to make suggestions to improve the work of my team / department.	Yes
q4c	q3e	I am involved in deciding on changes introduced that affect my work area / team / department.	Yes
q4d	q3f	I am able to make improvements happen in my area of work.	Yes
q4e	q3g	I am able to meet all the conflicting demands on my time at work.	Yes
q4f	q3h	I have adequate materials, supplies and equipment to do my work.	Yes
q4g	q3i	There are enough staff at this organisation for me to do my job properly.	Yes
q5a	q4a	The recognition I get for good work.	Yes
q5f	q4b	The extent to which my organisation values my work.	Yes
q5g	q4c	My level of pay.	Yes
q5h	q4d	The opportunities for flexible working patterns.	Yes
q6a	q5a	I have unrealistic time pressures.	Yes
q6b	q5b	I have a choice in deciding how to do my work.	Yes
q6c	q5c	Relationships at work are strained.	Yes

2020	2021	2021 Question wording	Comparable?
q7b	q6a	I feel that my role makes a difference to patients / service users.	No
-	q6b	My organisation is committed to helping me balance my work and home life.	No (new in 2021)
-	q6c	I achieve a good balance between my work life and my home life.	No (new in 2021)
-	q6d	I can approach my immediate manager to talk openly about flexible working.	No (new in 2021)
q4h	q7a	The team I work in has a set of shared objectives.	Yes
q4i	q7b	The team I work in often meets to discuss the team's effectiveness.	Yes
q4j	q7c	I receive the respect I deserve from my colleagues at work.	Yes
-	q7d	Team members understand each other's roles.	No (new in 2021)
-	q7e	I enjoy working with the colleagues in my team.	No (new in 2021)
-	q7f	My team has enough freedom in how to do its work.	No (new in 2021)
-	q7g	In my team disagreements are dealt with constructively.	No (new in 2021)
-	q7h	I feel valued by my team.	No (new in 2021)
-	q7i	I feel a strong personal attachment to my team.	No (new in 2021)
-	q8a	Teams within this organisation work well together to achieve their objectives.	No (new in 2021)
-	q8b	The people I work with are understanding and kind to one another.	No (new in 2021)
-	q8c	The people I work with are polite and treat each other with respect.	No (new in 2021)
-	q8d	The people I work with show appreciation to one another.	No (new in 2021)
q8a	q9a	My immediate manager encourages me at work.	Yes
q8c	q9b	My immediate manager gives me clear feedback on my work.	Yes
q8d	q9c	My immediate manager asks for my opinion before making decisions that affect my work.	Yes
q8f	q9d	My immediate manager takes a positive interest in my health and well-being.	Yes
q8g	q9e	My immediate manager values my work.	Yes
-	q9f	My immediate manager works together with me to come to an understanding of problems.	No (new in 2021)
-	q9g	My immediate manager is interested in listening to me when I describe challenges I face.	No (new in 2021)

2020	2021	2021 Question wording	Comparable?
-	q9h	My immediate manager cares about my concerns	No (new in 2021)
-	q9i	My immediate manager takes effective action to help me with any problems I face	No (new in 2021)
q10a	q10a	How many hours a week are you contracted to work?	Yes
q10b	q10b	On average, how many additional PAID hours do you work per week for this organisation, over and above your contracted hours?	Yes
q10c	q10c	On average, how many additional UNPAID hours do you work per week for this organisation, over and above your contracted hours?	Yes
q11a	q11a	My organisation takes positive action on health and well-being.	No (change to response options)
q11b	q11b	In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities?	Yes
q11c	q11c	During the last 12 months have you felt unwell as a result of work related stress?	Yes
q11d	q11d	In the last three months have you ever come to work despite not feeling well enough to perform your duties?	Yes
q11e	q11e	Have you felt pressure from your manager to come to work?	Yes
-	q12a	How often, if at all, do you find your work emotionally exhausting?	No (new in 2021)
-	q12b	How often, if at all, do you feel burnt out because of your work?	No (new in 2021)
-	q12c	How often, if at all, does your work frustrate you?	No (new in 2021)
-	q12d	How often, if at all, are you exhausted at the thought of another day/shift at work?	No (new in 2021)
-	q12e	How often, if at all, do you feel worn out at the end of your working day/shift?	No (new in 2021)
-	q12f	How often, if at all, do you feel that every working hour is tiring for you?	No (new in 2021)
-	q12g	How often, if at all, do you not have enough energy for family and friends during leisure time?	No (new in 2021)
q12a	q13a	Patients / service users, their relatives or other members of the public	Yes
q12b	q13b	Managers	Yes
q12c	q13c	Other colleagues	Yes
q12d	q13d	The last time you experienced physical violence at work, did you or a colleague report it?	Yes

2020	2021	2021 Question wording	Comparable?
q13a	q14a	Patients / service users, their relatives or other members of the public	Yes
q13b	q14b	Managers	Yes
q13c	q14c	Other colleagues	Yes
q13d	q14d	The last time you experienced harassment, bullying or abuse at work, did you or a colleague report it?	Yes
q14	q15	Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	Yes
q15a	q16a	Patients / service users, their relatives or other members of the public	Yes
q15b	q16b	Manager / team leader or other colleagues	Yes
q15c	q16c	On what grounds have you experienced discrimination?	Yes
q17b	q17a	I would feel secure raising concerns about unsafe clinical practice.	Yes
q17c	q17b	I am confident that my organisation would address my concern.	Yes
-	q18	I think that my organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc).	No (new in 2021)
-	q19a	In the last 12 months, have you had an appraisal, annual review, development review, or Knowledge and Skills Framework (KSF) development review?	Not asked in 2020. Comparable to 2019 and earlier with caveats
-	q19b	It helped me to improve how I do my job.	Not asked in 2020. Comparable to 2019 and earlier with caveats
-	q19c	It helped me agree clear objectives for my work.	Not asked in 2020. Comparable to 2019 and earlier with caveats
-	q19d	It left me feeling that my work is valued by my organisation.	Not asked in 2020. Comparable to 2019 and earlier with caveats
q23d	q20a	This organisation offers me challenging work.	Yes
-	q20b	There are opportunities for me to develop my career in this organisation.	No (new in 2021)

2020	2021	2021 Question wording	Comparable?
-	q20c	I have opportunities to improve my knowledge and skills.	No (new in 2021)
-	q20d	I feel supported to develop my potential.	No (new in 2021)
-	q20e	I am able to access the right learning and development opportunities when I need to.	No (new in 2021)
q18a	q21a	Care of patients / service users is my organisation's top priority.	Yes
q18b	q21b	My organisation acts on concerns raised by patients / service users.	Yes
q18c	q21c	I would recommend my organisation as a place to work.	Yes
q18d	q21d	If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	Yes
q18f	q21e	I feel safe to speak up about anything that concerns me in this organisation.	Yes
-	q21f	If I spoke up about something that concerned me I am confident my organisation would address my concern	No (new in 2021)
q19a	q22a	I often think about leaving this organisation.	Yes
q19b	q22b	I will probably look for a job at a new organisation in the next 12 months.	Yes
q19c	q22c	As soon as I can find another job, I will leave this organisation.	Yes
q19d	q22d	If you are considering leaving your current job, what would be your most likely destination?	Yes
q20a	q23a	In the past 12 months, have you worked on a Covid-19 specific ward or area at any time?	Yes
q20b	q23b	In the past 12 months, have you been redeployed due to the Covid-19 pandemic at any time?	Yes
q20c	q23c	In the past 12 months, have you been required to work remotely/from home due to the Covid-19 pandemic?	Yes
q22a	q24a	What of the following best describes you?	Yes
-	q24b	Is your gender identity the same as the sex you were registered at birth?	No (new in 2021)
q22b	q24c	Age	Yes
q23	q25	What is your ethnic group? (Choose one option that best describes your ethnic group or background)	Yes
q24	q26	Which of the following best describes how you think of yourself?	Yes
q25	q27	What is your religion? Are you...	Yes
q26a	q28a	Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?	Yes

2020	2021	2021 Question wording	Comparable?
26b	q28b	Has your employer made adequate adjustment(s) to enable you to carry out your work?	Yes
q27a	q29a	Do you have any children aged from 0 to 17 living at home with you, or who you have regular caring responsibility for?	Yes
q27b	q29b	Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical or mental ill health / disability, or problems related to old age?	Yes
-	q30a	How many years have you worked for this organisation?	Not asked in 2020. Comparable to 2019 and earlier
-	q30b	When you joined this organisation, were you recruited from outside of the UK?	No (new in 2021)
q28	q31	What is your occupational group?	Yes

11 Respondent burden calculation

The NHS Staff Survey complies with the Code of Practice for Statistics. Within the code, Practice V5.5 requires producers of statistics to monitor the burden on respondents providing their information. In order to achieve this, the following calculation is completed for the NHS Staff Survey:

Number of respondents x Average time spent completing the survey

There were 648,593 responses to the 2021 NHS Staff Survey. The median completion time based on online completions was 15 minutes per survey. Therefore, respondent burden calculation results for the 2021 NHS Staff Survey are:

648,593 respondents x 15 minutes = 162,148 hours spent completing the survey

Appendix A: Eligibility criteria

The following criteria were applied by NHS organisations when drawing the list of staff eligible⁷ for inclusion in the survey. After compiling this list, organisations then either took a random sample of staff, or included all staff on the list if they were conducting a census.

The staff list included:

- All full-time and part-time staff who were directly employed by the organisation on **1 September 2021**;
- Staff on fixed-term contracts;
- Student nurses, as long as they were employed by the organisation on 1 September 2021;
- Staff on secondment to a different organisation, but only if they were still being paid by the participating organisation **and** had been out on secondment for less than one year;
- Hosted staff (staff seconded to the participating organisation from elsewhere) who had a substantive contract with the organisation, but only if they were on the participating organisation's payroll, and were being paid by the participating organisation;
- **NEW FOR 2021** Staff seconded to the participating organisation from another NHS organisation who did not have a substantive contract with the participating organisation and/or were not on the organisation's payroll but had been seconded for at least 12 months.
- **NEW FOR 2021** Any staff member who met the above criteria who was on sickness leave of up to 12 months on 1 September 2021. (Prior to 2021 only those on sickness leave of up to 90 days were eligible to take part.)
- Any staff member who met the above criteria who was on parental leave (maternity or paternity leave).
- Any staff member who met the above criteria who was suspended.

The staff list excluded:

- Staff who started working at the organisation **after** 1 September 2021;
- Staff on **unpaid** career breaks;
- All staff employed by sub-contracted organisations or outside contractors;
- Bank or locum staff (unless they also had substantive organisation contracts);
- Staff who were on long-term sick leave of more than 12 months on 1 September 2021;

⁷ In some cases, survey contractors may have surveyed groups of staff not eligible for the national survey e.g. bank staff, but their results are excluded from the national reporting.

- Seconded staff who were **not** being paid by the participating organisation, unless these staff had been seconded from another NHS organisation and had been working at the participating organisation for at least 12 months;
- Student nurses who were not employed by the organisation on 1 September 2021;
- Non-executive directors;
- Staff who worked under a 'retention of employment' (RoE) model.

Appendix B: Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES)

WRES data

The local reporting includes data for each organisation required for the NHS Staff Survey indicators used in the Workforce Race Equality Standard (WRES). It includes the 2017-2021 trust/CCG and benchmarking group median results for q14a, q14b&c combined, q15, and q16b split by ethnicity (by White / BME staff). These results are reported as four indicators which are outlined below, along with their calculation:

- **Indicator 5:** Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months.
 - Calculation: Those who answered any of “1-2”, “3-5”, “6-10” or “More than 10” to q14a (i.e. any of response options 2-5), out of all those who responded to the question.
- **Indicator 6:** Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months.
 - Calculation: Those who answered any of “1-2”, “3-5”, “6-10” or “More than 10” to q14b or q14c (i.e. any of response options 2-5), out of all those who answered either or both questions.
- **Indicator 7⁸:** Percentage of staff believing that organisation provides equal opportunities for career progression or promotion.
 - Calculation: Those who answered “Yes” to q15, out of all those who answered the question.
- **Indicator 8:** In the last 12 months have you personally experienced discrimination at work from any of the following? – Manager / team leader or other colleagues.
 - Calculation: Those who answered “Yes” to q16b, out of all those who answered the question.

Organisation results presented are unweighted. National results are weighted to account for trust size.

WDES data

The local reporting also includes data for each organisation required for the NHS Staff Survey indicators used in the Workforce Disability Equality Standard (WDES). It includes the 2018-2021 trust/CCG and benchmarking group median results for q5f, q11e, q14a-d, and q15 split by staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness. It also shows results for q28b (for staff with a long-lasting health condition or

⁸ Due to the change in the reporting of Q15 (see [Section 8.3](#)), data previously published for this Indicator 7 will not be comparable to data reported in 2020.

illness only), and the staff engagement score for staff with a long-lasting health condition or illness, compared to staff without a long-lasting health condition or illness and the overall engagement score for the organisation. These results are reported as seven indicators which are outlined below, along with their calculation:

- **Indicator 4a:** Percentage of staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness experiencing harassment, bullying or abuse from:
 - Patients / service users, their relatives or other members of the public (q14a)
 - Managers (q14b)
 - Other colleagues (q14c)
 - Calculation: Those who answered any of “1-2”, “3-5”, “6-10” or “More than 10” to q14a/b/c (i.e. any of response options 2-5) respectively, out of all those who responded to each of the respective questions.
- **Indicator 4b:** Percentage of staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
 - Calculation: Those who answered “Yes, I reported it”, “Yes, a colleague reported it”, or both of those responses to q14d out of all those who answered either “Yes” or “No” to q14d.
- **Indicator 5⁹:** Percentage of staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness believing that their organisation provides equal opportunities for career progression or promotion.
 - Calculation: Those who answered “Yes” to q15, out of all those who answered the question.
- **Indicator 6:** Percentage of staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
 - Calculation: Those who answered “Yes” to q11e, out of all those who answered the question.
- **Indicator 7:** Percentage of staff with a long-lasting health condition or illness compared to staff without a long-lasting health condition or illness saying that they are satisfied with the extent to which their organisation values their work.
 - Calculation: Those who answered “Satisfied” or “Very Satisfied” to q4b, out of those who answered the question.
- **Indicator 8:** Percentage of staff with a long-lasting health condition or illness saying that their employer has made adequate adjustment(s) to enable them to carry out their work.

⁹ Due to the change in the reporting of Q15 (see [Section 8.3](#)), data previously published for Indicator 5 will not be comparable to data reported in 2020.

- Calculation: Those who answered “Yes” to q28b, out of those who answered the question, excluding the “No adjustment required” response.
- **Indicator 9a**: The staff engagement score for staff with a long-lasting health condition or illness, compared to staff without a long-lasting health condition or illness and the overall engagement score for the organisation.
 - Calculation: for the calculation of the staff engagement score, please refer to the details outlined for theme 10 – Staff engagement in [Section 3](#).

Organisation results are presented unweighted. National results are weighted to account for trust size.

Please note the WDES breakdowns are based on the responses to q28a *Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?* In 2020, the question text was shortened and the word ‘disabilities’ was removed but the question and WDES results still remain historically comparable.