



Board of Directors (held in Public)
27 April 2023
National NHS Staff Survey 2022

Item 4.5

Presented for:	Information
Accountable Director:	Mandy Wilcock, Director of Workforce and Organisational Development
Presented by:	Suzanne Hartshorne, Deputy Director of People & OD
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Previous Committees:	None
Legal / Regulatory:	Supports delivery of NHS Constitution

Key Priorities/Goals	Embed an ethos of continuous improvement and innovation, that has the voice of patients, communities and our people at its heart Create a safe and high performing organisation based on openness, ownership and accountability Attract, develop and retain a highly skilled, engaged and diverse workforce All
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Strategic Ambition	(✓)	BAF Strategic Risk
1. Patients and communities experience fully joined-up care responsive to their needs		
2. Our people feel empowered, valued and engaged to perform at their best	✓	2c Ability to promote and embed positive workplace culture
3. We achieve excellence in everything we do		
4. We use resources wisely to invest in and sustain services		

Key points	Information
<p>This paper provides the Trust Board with the results for the 2022 National NHS Staff Survey (NSS22). In addition to strategic priorities for action.</p> <p>The Trust Board is asked to note the contents of this report and support the next steps and the strategic priorities, which aim to improve working life at the Trust.</p>	

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National NHS Staff Survey 2022
**Report of the Director of Workforce and Organisational
Development**

1.0 Summary

- 1.1 This paper provides the Trust Board with the results for the 2022 National NHS Staff Survey (NSS22). The strategic priorities, for improving working life at YAS are also included.
- 1.2 The Board are asked to note the contents of the paper and support the strategic priorities as set out in Section 8.

2.0 Background/Context

- 2.1 The NHS Staff Survey collects the views and experiences of staff working in the NHS and is administered annually during the autumn by NHS England. Participation is not compulsory, although NHS Trusts are strongly encouraged to use it as an opportunity to canvass staff for their opinions and views and encourage as many employees as possible complete the questionnaire.
- 2.2 All the results are derived from weighted data, which allows for fair comparisons between organisations of different sizes. The results are presented in the context of the best, average, and worst results for similar organisations, i.e., other Ambulance Trusts.
- 2.3 NSS22 was held from 03 October 2022 to 25 November 2022. All staff (except for those on maternity/paternity/adoption leave and long-term sick <90 days who receive paper copies) receive their surveys online.
- 2.4 To support response rates, managers were encouraged where possible, to give staff 15 minutes stand-down time to allow completion of the survey.
- 2.5 The Leadership & Organisational Development team concentrated on areas with the lowest response rates in the final two weeks of the survey and visited these areas at peak times to speak to colleagues about the benefits of completing the survey.

3.0 Highlights of the 2022 Staff Survey results

- 3.1 A summary of the survey results can be seen in Appendix 1, with benchmarking results in Appendix 2 and Directorate results in Appendix 3. However, the Board should note the following:
- YAS 3rd most improved in England ambulance services for the engagement score.
 - YAS scored higher than sector average in the following themes:
 - We are compassionate and inclusive.
 - We each have a voice that counts.

- We are always learning.
- We work flexibly.
- We are a team.
- Staff Engagement.
- YAS scored the same as sector average in the following themes:
 - We are recognised and rewarded.
 - We are safe and healthy.
 - Morale.

3.2 The Trust has seen a marked increase in areas such as compassionate culture, compassionate leadership and Diversity and Inclusion since the 2021 results.

3.3 An area of concern for the Trust is the decrease in score for Motivation being 0.1 below the sector average. The response rate of 34% is also an area for focus.

4.0 Our work since the NSS 2021 – ‘You Said, Together We Did’

4.1 Since the 2021 NSS we implemented many key changes and initiatives. Based on the results and the priorities, we created a ‘you said together we did’ to show changes based on staff feedback (Appendix 4).

4.2 Our three priorities from last year were Health and wellbeing, Appraisals and Targeted Culture Work:

4.2.1 **Health and Wellbeing:** many initiatives were introduced, including therapy dogs’ sessions, YAS merchandise such as thermal water bottles, pens, lunch packs and reusable cups, the welfare bus for operational staff was introduced providing snacks and hot drinks for those waiting at hospital sites and financial well-being focus groups and support have been implemented due to the ongoing cost of living crisis.

4.2.2 **Appraisals:** The feedback from the 2021 results showed that satisfaction with appraisals was low. This was selected as one of the Trust main priorities and from October 2021 a new appraisal template was launched, and a refreshed manager training was introduced with the aim of improved appraisal conversations. The results from the 2022 NSS indicates this has been an improvement with 74% stating they had an appraisal in the last 12 months which is up by 12% from 2021.

4.2.3 **Targeted Culture Work:** Several areas have progressed, and this work continues during 2022. We are using the data and intelligence received through the staff survey to measure the impact upon the culture in these areas and will continue to do so as the work progresses, early analysis of the data has shown increase in the indicators relating to Equality, Diversity, and Inclusion and some increased variance in engagement scores in those areas.

5.0 **Communication and Involvement**

- 5.1 This data has been subject to several stakeholder groups, which have included our Trust Executive Group, Trust Management Group, Senior Leadership Teams, Trade Unions and Quality Committee.
- 5.2 A video of the results has been presented at Chief Executive's Team Brief and more in-depth results are available to all staff members on the pulse page. We have also had multiple articles in the weekly Staff Update. Results are also available on the NSS website <https://www.nhsstaffsurveys.com/results/national-results/>
- 5.3 An engagement plan is in development to ensure the National Staff Survey results and any initiatives introduced, to help improve key areas, will be communicated to all staff members.

6.0 **Equality Analysis**

The National Staff Survey provides us with information on staff experience/parity including Workforce Race Equality Standard (WRES) & Workforce Disability Equality Standard (WDES) data. An action plan will be created to address any disparities to help improve staff experience.

7.0 **Publication Under Freedom of Information Act**

This paper has been made available under the Freedom of Information Act 2000

8.0 **Next Steps**

- 8.1 The Trust has received its qualitative feedback given in the free text response section; a thematic analysis being undertaken to be shared once completed.
- 8.2 The data used from the NSS will be used to develop plans both at a Trust and directorate level, such as Equality, Diversity & Inclusion and Health & Wellbeing that will support the required improvement work.
- 8.3 We have started engaging with stakeholders earlier this year from March 2023 sharing results and data, this enables us to have more time to work with this before the next NSS. This year we are planning on having a continuous approach to engagement regarding the NSS, continuously working with stakeholders to ensure that the improvements are made.
- 8.4 We are also looking at updating our engagement and communication plan to all staff members both with the results and the new initiatives or changes that

we have made from the results. The aim of this is to improve engagement with staff and improve response rates for the next NSS.

- 8.5 In addition to the NSS 22 we have been considering our 'Future Ways of Working' supported by Moorhouse utilising a range of staff engagement activities to collate vital data and intelligence to support and further consolidate our priorities and objectives. We have used the NSS and Future ways of Working data to inform our Health and Wellbeing, Diversity, and Inclusion plans and within our data sets for WRES, WDES and Gender Pay Gap. It is important that we utilise all the information our employees are telling us to align our priorities with what we are hearing.
- 8.6 The strategic priorities for this year are below and we will be using the NSS data to help with the implementation and direction of these strategies.
- **Lead Together** - Support and embed YAS Together Strategy, Future Ways of Working, culture work and pillars. We will have a specific focus on leadership development, succession planning, talent management and new ways of working.
 - **Everyone Together** - Equality, Diversity and Inclusion, ambassadors for Say Yes To respect and allyship.
 - **Care Together** - Health and Wellbeing, delivering the plan. Your Health and Wellbeing, Healthy Relationships, Your Environment, Compassionate Managers and Leaders
 - **Grow Together** - Learning and education. Key role in promoting all resources for learning, development, and education. Signposting for all staff, regular targeted communication, marketing all resources.
 - **Excel Together** - Recruitment and resourcing. Continue to use innovative new practices to recruit, retain and train significantly more staff in 23/24. Right staff, right skills, right place, right time.

9.0 Recommendations

It is recommended that Trust Board :

- Note the contents of the report.
- Support the strategic priorities, which aim to improve working life at YAS.

10.0 Supporting Information

Appendix 1 – Results Findings

Appendix 2 – NSS22 Benchmark Report - results & trends

Appendix 3 – NSS22 Directorate report – themes

Appendix 4 – You Said, Together We Did' road map.

Appendix 1: Results Findings

NHS STAFF PEOPLE PROMISE 2022

There are 9 People Promise Themes, with results presented as scores (0-10):

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.
8. Staff engagement
9. Morale

The Covid questions (Q25a-c) were present again this year to enable deeper insight into the impact of the pandemic on our staff. However, this year the report only included Trust level data on these questions.

- Staff who worked on a Covid-19 specific ward or area at any time
- Staff who have been redeployed at any time due to the Covid-19 pandemic
- Staff who have been required to work remotely/from home due to the pandemic.

HEADLINE RESULTS FOR YORKSHIRE AMBULANCE SERVICE 2022 2022 response rate

YAS 2022	Sector Average 2022	+/- 2022	YAS 2021	Sector Average 2021	YAS 2020	Sector Average 2020	YAS 2019	Sector Average 2019
34%	50%	-16%	34%	57%	37%	56%	50%	50%

Theme results and trends

Theme	YAS 2022	YAS 2021	YAS 2020	+/- 2022-21	Sector average 2021	Sector Average 2022	YAS vs Sector +/-
1. We are compassionate and inclusive	6.8	6.5	-	+0.3	6.6	6.7	+0.1
2. We are recognised and rewarded	5.0	4.9	-	+0.1	5.1	5.0	=
3. We each have a voice that counts	6.0	5.8	-	+0.2	5.9	5.8	+0.2
4. We are safe and healthy	5.4	5.3	-	+0.1	5.3	5.4	=
5. We are always learning	4.7	4.1	-	+0.6	4.4	4.6	+0.1
6. We work flexibly	5.3	5.2	-	+0.1	4.9	5.0	+0.3
7. We are a team	6.1	5.6	-	+0.5	5.9	6.0	+0.1
8. Staff Engagement	6.0	5.9	6.5	+0.1	5.9	5.9	+0.1
9. Morale	5.4	5.3	6.0	+0.1	5.3	5.4	=

At a local level, the scores have improved in all areas. There have been significant increases in ‘we are compassionate & inclusive’, ‘we are always learning’ and ‘we are a team’. 2021 score in these three themes were below sector average and are now above sector average. We are also equal or above sector average in all themes. However, Staff Engagement and Morale is still lower than 2020.

YAS scored above sector average in the following themes:

- We are compassionate & inclusive
- We each have a voice that counts
- We are always learning
- We work flexibly
- We are a team
- Staff Engagement

YAS scored the same as sector average in the following themes:

- We are recognised and rewarded
- We are safe and healthy
- Morale

YAS does not score below the sector average in any of the themes.

The ‘recognise and reward’ theme has improved slightly and is now in line with the sector average.

SUMMARY ANALYSIS (TRUST LEVEL)

The following summarises how the Trust has performed under each ‘Theme’.

Themes can be considered as ‘summary scores’ for groups of questions which give more information about a particular area.

THEME 1: WE ARE COMPASSIONATE AND INCLUSIVE

There are four sub-scores that make up the theme ‘We are compassionate and inclusive’:

	2022	2021	2020	+/- 2022-21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Compassionate Culture	6.6	6.6	7.25	=	6.4	6.3	+0.3
Compassionate leadership	6.6	5.9	-	+0.7	6.3	6.5	+0.1
Diversity and Equality	7.6	7.5	-	+0.1	7.5	7.6	=
Inclusion	6.3	6.1	-	+0.2	6.4	6.4	-0.1

Compassionate Culture:

Compassionate Culture sub score has remained the same as last year, and we are currently 0.3 above the sector average in this theme. The questions that make up the Compassionate Culture sub score are:

- Question 6a: I feel that my role makes a difference to patients/service users (-1%)
- Question 23a: Care of patients / service users is my organisation’s top priority (+4%)

- Question 23b: My organisation acts on concerns raised by patient/service users (+1%)
- Question 23c: I would recommend my organisation as a place to work (+1%)
- Question 23d: If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (-2%)

In comparison to 2021 we have slightly improved on question 23a and 23c. However, we have had slight decrease in Question 6a, 23b and 23d.

Compassionate leadership:

Compassionate leadership sub score has increased by 0.7 since 2021 and we are now 0.1 above the sector average. The questions that make up compassionate leadership sub score are:

- Question 9f: My Immediate Manager works together with me to come to an understanding of my problems (+12%)
- Question 9g: My Immediate Manager is interested in listening to me when I describe challenges I face (+9%)
- Question 9h: My immediate Manager cares about my concerns (+10%)
- Question 9i: My immediate Manager take effective action to help me with any problems I face (+10%)

These results show that we have increased significantly on all questions in this sub theme.

Diversity and Equality:

Diversity and inclusion sub score has increase 0.1 from last year but remains equal to the sector average. There are four comparable questions that make up Diversity and Equality sub score.

- Question 15: My organisation acts fairly regarding career progression/promotion, regardless of ethnic background, gender, religion, sexual orientation, disability, or age (+5%)
- Question 16a: In the last 12 months I have personally experienced discrimination at work from patient/service users, their relatives, or other members of the public (-1%)
- Question 16b: In the last 12 months I have personally experienced discrimination at work from a manager/team leader or other colleagues.
- Question 20b: My organisation respects individual differences (e.g. culture, working styles, etc) (+5%)

Inclusion:

Inclusion sub score has increased by 0.2 since 2022. However, we are 0.1 below the sector average. The questions that make up inclusion sub score are:

- Question 7h: I feel valued by my team (+3%)
- Question 7i: I feel a strong personal attachment to my team (+3)
- Question 8b: The people I work with are understanding and kind to one another (+4%)
- Question 8c: The people I work with are polite and treat each other with respect (+4%)

These results show that we have increased on all questions in this sub theme.

THEME 2: WE ARE RECOGNISED AND REWARDED

There are five questions that make up the of 'We are recognised and rewarded.'

These are:

- Question 4a: I am satisfied with the recognition I get for good work (+4%)
- Question 4b: I am satisfied with the extent to which my organisation values my work (+3%)
- Question 9e My immediate manager values my work (10%)
- Question 4c: I am satisfied with my level of pay (-8%)
- Question 8d: The people I work with show appreciation to one another (+8%)

These results show that there has been an increase in all the question, except question 4c: 'I am satisfied with my level of pay'.

THEME 3: WE EACH HAVE A VOICE THAT COUNTS

There are two sub-scores that make up the theme 'We each have a voice that counts':

	2022	2021	2020	+/- 2022- 21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Autonomy and Control	6.0	5.8	6.17	+0.2	5.8	5.8	+0.2
Raising Concerns	6.1	5.9	-	0.2	6.0	5.9	+0.2

Autonomy and Control:

Autonomy and control sub score has increased by 0.2 and we are also above the sector average by 0.2. The local questions that make up the 'Autonomy and Control' sub score are:

- Question 3b: I am trusted to do my job.
- Question 3c: There are frequent opportunities for me to show initiative in my role (+2%)
- Question 3d: I am able to make suggestions to improve the work of my team/department (+5%)
- Question3f: I am able to make improvements happen in my area of work (+4%)
- Question 3a: I always know my work responsibilities (-1%)
- Question 3e: I am involved in deciding on changes introduced that affect my work area / team / department (+4%)
- Question 5b: I have a choice in deciding how to do my work (+2%)

These results show that in comparison to last year they have all increase or remained the same apart from question 3a which has decrease by 1%.

Raising Concerns:

Raising concerns sub score has increase by 0.2 and is also now above sector average compared to 2021 where was 0.1 below. The local questions that make up the 'Raising concerns' sub scores are:

- Question 23f: I am confident that my organisation would address my concern (+7%)
- Question 23e: I feel safe to speak up about anything that concerns me in this organisation (+5%)
- Question 19a: I would feel secure raising concerns about unsafe clinical practice (-2%)
- Question 19b: I would feel confident that my organisation would address my concerns (+2%)

These results show an increase from last year in all questions other than question 19a which has decrease by 1%.

THEME 4: WE ARE SAFE AND HEALTHY

There are three sub-scores that make up the theme 'we are safe and healthy':

	2022	2021	2020	+/- 2022-21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Health and safety climate	5.0	4.9	5.49	+0.1	4.7	4.9	+0.1
Burnout	4.2	4.2	-	=	4.2	4.2	=
Negative experiences	7.0	6.9	7.33	+0.1	6.9	7.0	=

Health and safety climate:

Health and safety climate sub score have either remained the same or have increased by 0.1. All sub scores are either equal to or above the sector average.

The local questions that make up the 'Health and safety climate' sub score are:

- Question 3g: I am able to meet all the conflicting demands on my time
- Question 3h: I have adequate materials, supplies and equipment to do my work (+3%)
- Question 3i: There are enough staff at this organisation for me to do my job properly (+2%)
- Question 5a: I have unrealistic time pressures (+1%)
- Question 11a: My organisation takes positive action on my health and wellbeing (+4%)
- Question 13b: The last time you experienced physical violence at work did you or a colleague report it (+2%)
- Question 14b: The last time you experienced harassment, bullying or abuse at work did you or a colleague report it (+5%)

Burnout: Burnout sub score is the same as 2021 and remains equal to the sector average. The local questions that make up the 'burnout' sub score are:

- Question 12d: How often, are you exhausted at work (-2%)
- Question 12e: How often are do you feel worn out at the end of working day or shift (-1%)
- Question 12f: How often do you feel that every working hour is tiring you (+1%)
- Question 12g: How often do, you do not have enough energy for family and friends during leisure time (+4%)

Negative experiences:

Negative experiences sub score has slightly increase in comparison to 2021 and the sub score remains equal to the sector average. The local questions that make up the 'Negative experiences' sub score only on has slightly increased (in a negative way) when compared to 2021 scores:

- Question 11d: In the last three months I have come to work despite not feeling well enough to perform my duties (+1%)

The other questions have either decreased (Positive) or remained the same as 2021.

- Question 11b: In the last 12 months I have experienced musculoskeletal problems (-3%)
- Question 11c: During the last 12 months I have felt unwell as a result of work-related stress (-3%)
- Question 13a: During the last 12 months you have experienced physical violence from a patient/service user (- 1%)
- Question 13b: During the last 12 months you have experience physical violence from Manager (-0.2%)
- Question 13c: During the last 12 month you have experience physical violence from colleagues.
- Question 14a: During last 12 month you have experience harassment, bullying or abuse from patient/service user (+5%)
- Question 14b: During last 12 month you have experience harassment, bullying or abuse from Manager (-1%)
- Question 14c: During last 12 month you have experience harassment, bullying or abuse from colleagues (-2%)

THEME 5: WE ARE ALWAYS LEARNING

There are two sub-scores that make up the theme 'We are always learning':

	2022	2021	2020	+/- 2022- 21	Sector Average 2021	Sector Average 2021	YAS vs Sector +/-
Development	6.1	5.6	-	+0.5	5.8	5.9	+0.2
Appraisals	3.3	2.6	-	+0.7	2.8	3.2	+0.1

Development:

Development sub score has significantly increase since 2021 and is now also 0.2 above the sector average. The local questions that make up the 'development' sub score are:

- Question 22a: This organisation offers me challenging work (+2%)
- Question 22b: There are opportunities for me to develop in my career in the organisation (+8%)
- Question 22c: I have opportunities to improve my knowledge and skills (+8%)
- Question 22d: I feel supported to develop my potential(+12%)
- Question 22e: I am able to access the right learning and development opportunities when I need to (+8%)

Appraisals:

Appraisals sub score has increased significantly by 0.7. It is also now 0.1 over the sector average. The local question that makes up the 'appraisal' sub theme are:

- Question 21a: In the last 12 month have you had an appraisal (+12%)
- Question 21b: Did it help improve how you do your job (+4%)
- Question 21c: It helped agree clear objective for my work (+6%)
- Question 21d: It left me feeling that my work was valued by the organisation (+6%)

These results show that we have increase significantly on every question within this theme.

THEME 6: WE WORK FLEXIBLY

There are two sub-scores that make up the theme 'We work flexibly':

	2022	2021	2020	+/- 2022-21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Support for work-life balance	5.2	5.0	-	+0.2	5.0	5.1	=
Flexible working	5.4	5.4	5.61	=	4.8	4.9	+0.5

Support for work-life balance:

Support for work-life balance sub score has increase by 0.2 but it remains equal to the sector average. There are two questions that make up this sub theme. These are:

- Question 6b: My organisation is committed to helping me balance my work and home life (+3%)
- Question 6c: I achieve a good balance between my work life and home life (+0.8%)

Flexible working:

Flexible working sub score has remained the same as 2021. However, we are still 0.5 above the sector average. There are two questions that make up this sub theme. These are:

- Question 6d: I can approach my immediate manager to talk openly about flexible working (+7%)
- Question 4d: How satisfied are you with the opportunities for flexible working patterns (+1%)

THEME 7: WE ARE A TEAM

There are two sub-scores that make up the theme 'We are a team':

	2022	2021	2020	+/- 2022- 21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Team working	6.0	5.7	-	+0.3	5.9	5.9	+0.1
Line management	6.2	5.5	6.38	+0.7	5.9	6.1	+0.1

Team working:

Team working sub score has increased by 0.3 and is also now above sector average. The local questions that make up the 'Team working' are:

- Question 7a: The team I work in has a set of shared objectives (+1%)
- Question 7b: The team I work in often meets to discuss the team's effectiveness (+5%)
- Question 7c: I receive the respect I deserve from my colleagues at work (+4%)
- Question 7d: Team members understand each other's role (+2%)
- Question 7e: I enjoy working with the colleagues in my team (+3%)
- Question 7f: My team has enough freedom in how to do its work (+3%)
- Question 7g: In my team disagreement are dealt with constructively (+0.4%)
- Question 8a: Teams within this organisation work well together to achieve their objectives (+2%)

This shows that all the questions within the sub theme have improved.

Line management:

Line management sub score has increased significantly from 2021 and now sit 0.1 above sector average. The local questions that make up the 'Line management' sub scores are:

- Question 9a: My immediate manager encourages me at work (+10%)
- Question 9b: My immediate manager gives me clear feedback on my work (+9%)
- Question 9c: My immediate manager asks for my opinion before making decisions that affect my work (10%)
- Question 9d: My immediate manager takes a positive interest in my health and well-being (+11%)

These results show that there has been a significant increase on the results from 2021.

THEME 8: STAFF ENGAGEMENT

There are three sub-scores that make up the theme 'Staff Engagement':

	2022	2021	2020	+/- 2022-2	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Motivation	6.1	6.1	6.78	=	6.1	6.2	-0.1
Involvement	5.7	5.4	5.83	+0.3	5.4	5.4	+0.3
Advocacy	6.2	6.2	7.06	=	6.1	5.9	+0.3

Motivation:

Motivation sub score has remained the same as 2021. However, we are now 0.1 below the sector average. The local questions that make up the 'Motivation' sub score are:

- Question 2a: I look forward to going to work.
- Question 2b: I am enthusiastic about my job (-1%)
- Question 2c: Time passes quickly when I am working.

Involvement:

Involvement sub score has increased when compared to the 2021 score, and we are now also 0.3 above sector average. The local questions that make up the 'Involvement' sub score are:

- Question 2c: There are frequent opportunities for me to show initiative in my role (+2%)
- Question 3d: I am able to make suggestions to improve the work of my team / department (+6%)
- Question 3f: I am able to make improvements happen in my area of work (+4%)

Advocacy:

Advocacy sub score has remained the same when compared to the 2021 score, although the sub score is above the sector average. The local questions that make up the 'Advocacy' sub score are:

- Question 23a: Care of patients / service users is my organisation's top priority (+5%)
- Question 23c: I would recommend my organisation as a place to work (+1%)
- Question 23d: If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation (-3%)

THEME 9: MORALE

There are three sub-scores that make up the theme 'Morale':

	2022	2021	2020	+/- 2022-21	Sector Average 2021	Sector Average 2022	YAS vs Sector +/-
Thinking about leaving	5.7	5.6	6.40	+0.1	5.6	5.5	+0.2
Work pressure	4.7	4.7	5.54	=	4.4	4.6	+0.1
Stressors (HSE index)	5.8	5.5	6.01	+0.3	5.5	5.7	+0.1

Thinking about leaving:

Thinking about leaving sub score has increased when compared to the 2020 score, and YAS is now 0.2 above sector average.

The local questions that make up the 'Thinking about leaving' sub score have all significantly decreased (in a positive way) when compared to 2021 scores:

- Question 24a: I often think about leaving the organisation (-1%)
- Question 24b: I will probably look for a job at a new organisation in the next 12 months (-1%)
- Question 24c: As soon as I can find another job, I will leave this organisation (-1%)

Work pressure:

Work pressure sub score has remained the same when compared to the 2021 score, although the sub score is still above the sector average. The local questions that make up the 'Work pressure' sub score are:

- Question 3g: I am able to meet all the conflicting demands on my time at work

- Question 3h: I have adequate materials, supplies and equipment to do my work (+3%)
- Question 3i: There are enough staff at this organisation for me to do my job properly (+2%)

Stressors (HSE index):

Stressors (HSE index) sub score has increased when compared to the 2021 score, and we YAS is now 0.1 above sector average. Two of the local questions that make up the 'Stressors (HSE index)' sub score have decreased or stayed the same when compared to 2021 scores and two have increased but in a negative way.

- Question 3g: I am able to meet all the conflicting demands on my time at work.
- Question 3a: I always know my responsibility are at work (-1%)
- Question 5a: I have unrealistic time pressures (+1%)
- Question 5c: Relationships at work are strained (+3%)

Four of the local questions that make up the 'Stressors (HSE index)' sub score have increased in comparison to 2021.

- Question 3e: I am involved in deciding on changes introduced that affect my work area / team / department (+4%)
- Question 5b: I have a choice in deciding how to do my work (+1%)
- Question 7c: I receive the respect I deserve from my colleagues at work (+4%)
- Question 9a: My immediate manager encourages me at work (+10%)

Appendix 2: 'You said, Together we did'

