

NHS Shetland

Meeting:	Shetland NHS Board Meeting
Meeting date:	10 December 2024
Title:	iMatter 2024 Cycle
Agenda reference:	Board Paper 2024/25/56
Responsible Executive/Non-Executive:	Lorraine Hall, Director of Human Resources and Support Services
Report Author:	Kirsty Clark, iMatter Operational Lead Marianne Williamson, iMatter Administration Lead

Purpose

This is presented to the Board/Committee for:

- Awareness
- Discussion

This report relates to:

- Government policy/directive

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person-centred

1. Report summary

1.1. Situation

The national iMatter Health & Social Care Staff Experience Survey 2024, which benchmarks NHS Shetland was published on 22nd November 2024 (Appendix 2). The agreed 2024-2025 Staff Governance Action Plan identifies iMatter as an action to facilitate a Healthy Organisational Culture.

Figure 1

Key Performance Indicators (KPIs)	National	Movement from previous year	Shetland	Movement from previous year
<i>Response Rate</i>	58%	-1	60%	0
<i>Employee Engagement Index Score</i>	76	-1	78	-1
<i>Action Plans Agreed within the 8 week window</i>	56%	+1	43%	+2

1.2. Background

iMatter is a national tool designed to help individuals, teams and Health Boards understand and improve staff experience. Staff experience is defined as “the extent to which employees feel motivated, supported and cared for at work. It is reflected in levels of engagement, motivation and productivity” (Staff Governance website). iMatter was rolled out across Health Boards from 2015.

The iMatter Survey was sent to 115 teams across NHS Shetland and the Health and Social Care partnership throughout between 13 May and 03 June 2024. This is a reduction from 133 teams in 2023. This was down to a significant piece of work with managers at team confirmation stage to reduce the number of small teams.

The iMatter questionnaire provides staff with a chance to share their personal experience, team dynamics, and organisational feedback in real time. The results are reported at different levels - team, directorate, and organisation - and once team results are received, the team collaboratively creates an action plan within 8 weeks. The action planning period took place from 19 June-14 August 2024. Progress is monitored throughout the year by managers. Teams come together to review the results, share ideas, and develop and implement action plans.

Team action plans are an important element of the iMatter experience as they enable teams to have a constructive conversation on how they can build upon positive ways of working and improving their team experience.

Local resources for managers to support iMatter include;

- Action Planning guide for Managers
- Team Confirmation guide
- Drop in sessions and 1:1s to support facilitating Action Planning

- Training slides and resources to use in Action planning sessions

Managers were signposted to the national Turas Learn module and alongside system generated emails, individual managers were contacted to encourage them to meet the team confirmation deadline and to encourage their teams where there were low response rates.

A robust communication plan focused on the benefits of participation and the responsibilities of staff at each stage of the iMatter cycle. This included

- Weekly staff bulletin
- Intranet slider
- Monthly newsletter
- monthly all staff Organisational Brief meeting
- Automated emails via Webropol
- Regular updates to Executive Directors on response rates during the cycle.

Nationally our results are benchmarked in the Health and Social Care Staff Experience Report 2024 (Appendix 2).

Dates for the iMatter cycle have not been set yet, with the national iMatter Operational Leads due to meet on 4th December 2024.

1.3. Assessment

Overall our results show that our staff feel supported and valued. Our top rated survey questions are:

- I am clear about my duties and responsibilities- 88
- I feel my direct line manager cares about my health and wellbeing- 87
- My direct line manager is sufficiently approachable- 87
- I am treated with dignity and respect as an individual- 86

NHS Shetland is the highest performing geographical Board for the patient services question 'I would be happy for a friend or relative to access services within my organisation, with a score of 81 compared to the national average of 77.

Following a significant improvement in 2023, we have continued to see a rise in the completion in Action Planning within the 8-week period, from 41% to 43%. Whilst we recognise and celebrate our improvements we must also note that our action planning rate is below the national average of 56% as measured at the 8 week timeline. To date (26 November) 55% of teams have completed an action plan.

There were no 'improve to monitor' or 'focus to improve areas' at organisational level and the areas highlighted from the organisation's feedback to 'monitor to further improve' are:

- 1) I have confidence and trust in Board members who are responsible for my organisation (65)
- 2) I feel sufficiently involved in decisions relating to my organisation (61)

3) I feel that board members who are responsible for my organisation are sufficiently visible (61)

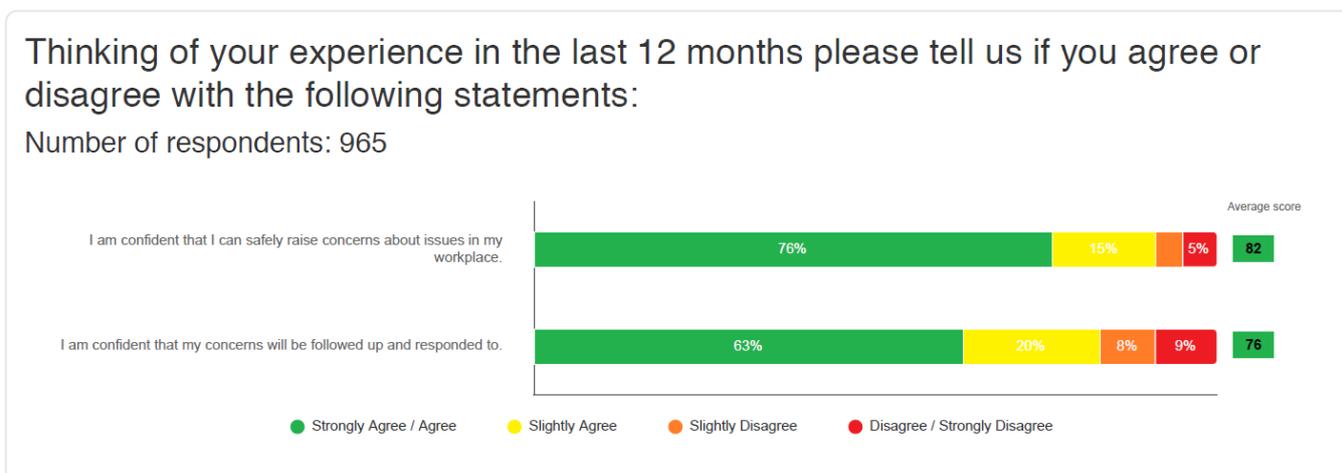
This mirrors the national results, but Shetland is performing above the national averages of 60, 55 and 55 respectively.

Since 2023 Clinical Governance walk rounds have restarted and Non- Executives have been visiting departments and teams throughout the year.

Raising concerns

Two optional questions were included again in 2024 covering how staff feel about Raising Concerns which 99% of respondents answered. There has been a decline by one point on each questions. The Scottish averages are 79% and 73%.

Figure 2



Main points

- Our employee engagement score has decreased by 1 point to 78, this is the highest score of the geographical boards. The Scottish average score being 76.
- We have also had a slight decrease in teams generating no report from 11%-10%, which is the Scottish average. These were teams of five or less where 100% response was required to generate a report. (Figure 3)
- At team level there is a decrease of 12- 9 teams falling within “monitor to improve”. The majority of teams in this category in 2023 have moved to Strive and Celebrate in 2024 and we celebrate the commitment and honest conversations the teams undertook. However, 3 teams are in the ‘focus to improve category’ with support and support and assistance offered to their managers.

Figure 3

EEI number for teams in the same Board

EEI Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	91	9	3	0	12	115
Percentage of Teams	79.1%	7.8%	2.6%	0.0%	10%	100%

1.3.1. Quality / patient care

iMatter is a powerful tool for continuous improvement that enhances patient care by enhancing the staff's experience in the workplace when used appropriately.

1.3.2. Workforce

The iMatter tool is a national development that is utilised by all NHS Scotland Boards. Its purpose is to aid individuals, teams, Directorates, Health and Social Care Partnerships (HSCPs), and Boards in comprehending and enhancing staff experience.

1.3.3. Financial

None identified.

1.3.4. Risk assessment/management

No process-related issues have been identified. However, failing to engage in action planning may have negative consequences for staff experience and engagement.

1.3.5. Equality and Diversity, including health inequalities

An impact assessment has been completed and is available by contacting Health Workforce Directorate, St. Andrews House.

A demographics report is included in the Appendix 1.

1.3.6. Other impacts

iMatter is a significant piece of work over a 12 month period and impacts the workload of the two individuals who are heavily involved. This reduces their capacity for other activities identified on the Staff Governance Action Plan and other areas of work.

Looking ahead to 2025 cycle, new directorate administration support will have to be identified and developed in the Community Health and Social Care Partnership as this is key to continuing their engagement, particularly amongst Local Authority colleagues. We are indebted to the support offered by the Business Support Officer prior to her move to a new post.

1.3.7. Communication, involvement, engagement and consultation

- Direct route to Area Partnership Forum/Staff Governance Committee

1.3.8. Route to the meeting

A version of this report has been previously considered by the following groups as part of its development. The groups have either supported the content, or their feedback has informed the development of the content presented in this report.

- Area Partnership Forum, 3 September 2024

1.4. Recommendation

- Awareness – For Members' information only.
- Discussion – Examine and consider the implications of a matter.

2. List of appendices

The following appendices are included with this report:

Appendix No, 1, iMatter Board Report 2024

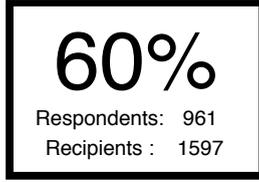
Appendix No, 2, Health and Social Care Staff Experience Report 2024

Board Report 2024

NHS Shetland

Total number of respondents: 961

Response rate

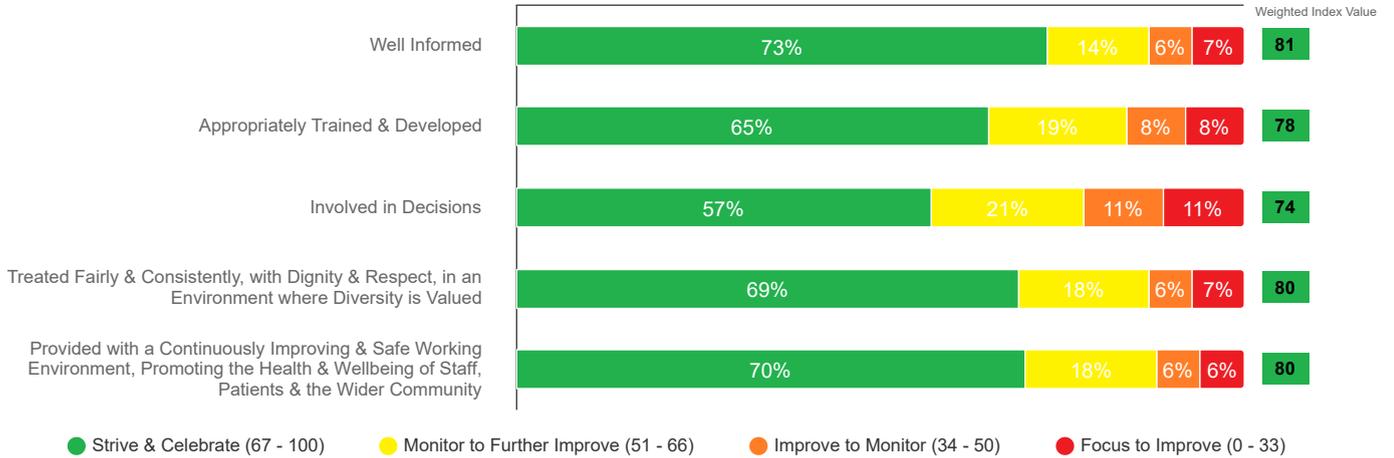


EEI



Employee Engagement Index

Staff Governance Standards - Strand Score Index



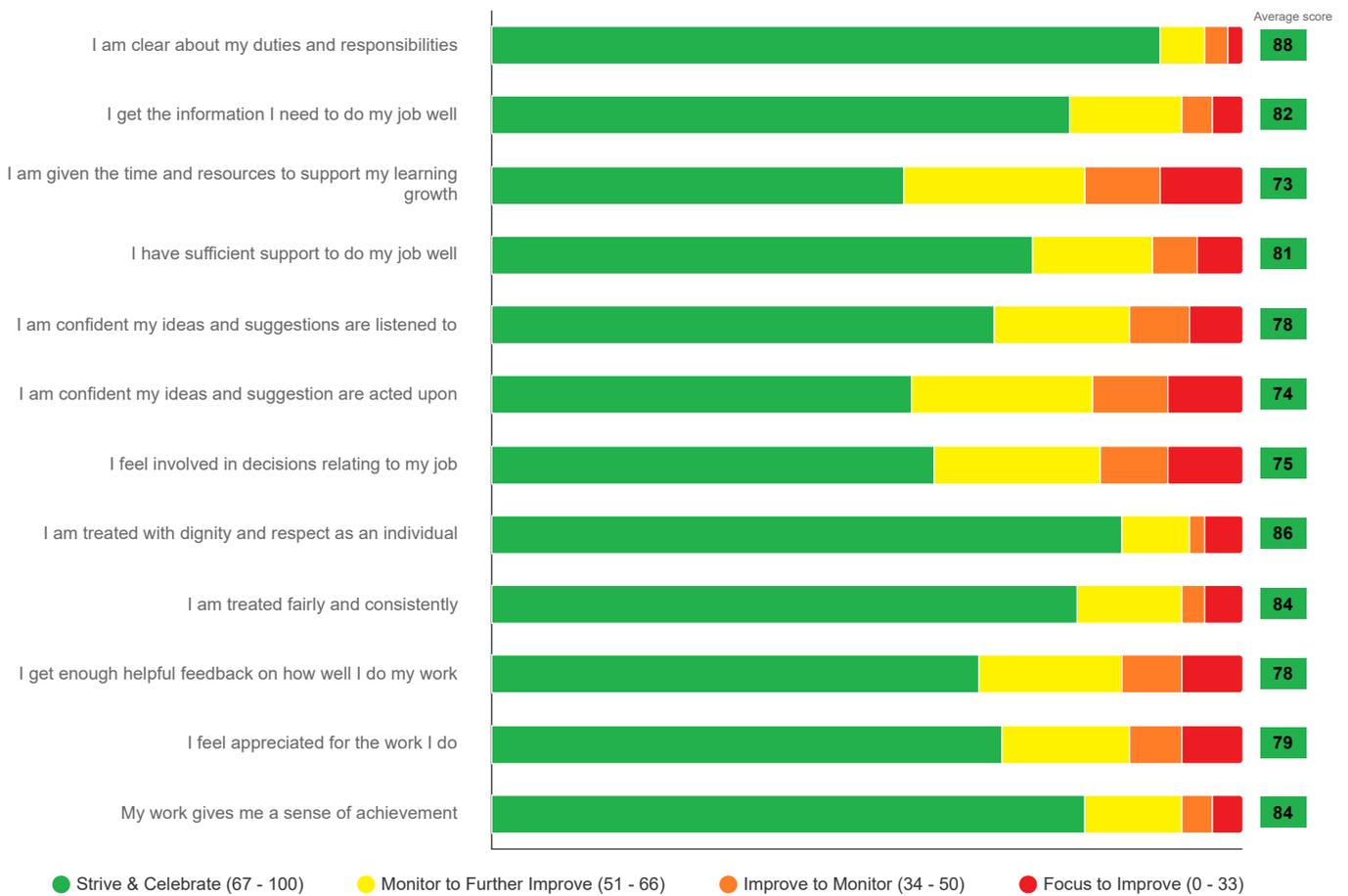
Calculating the Average Score

The number of responses for each point on the scale (Strongly Agree – Strongly Disagree) is multiplied by its number value (6-1) (see right). These scores are then added together and divided by the overall number of responses to the question.

6	Strongly Agree
5	Agree
4	Slightly Agree
3	Slightly Disagree
2	Disagree
1	Strongly Disagree

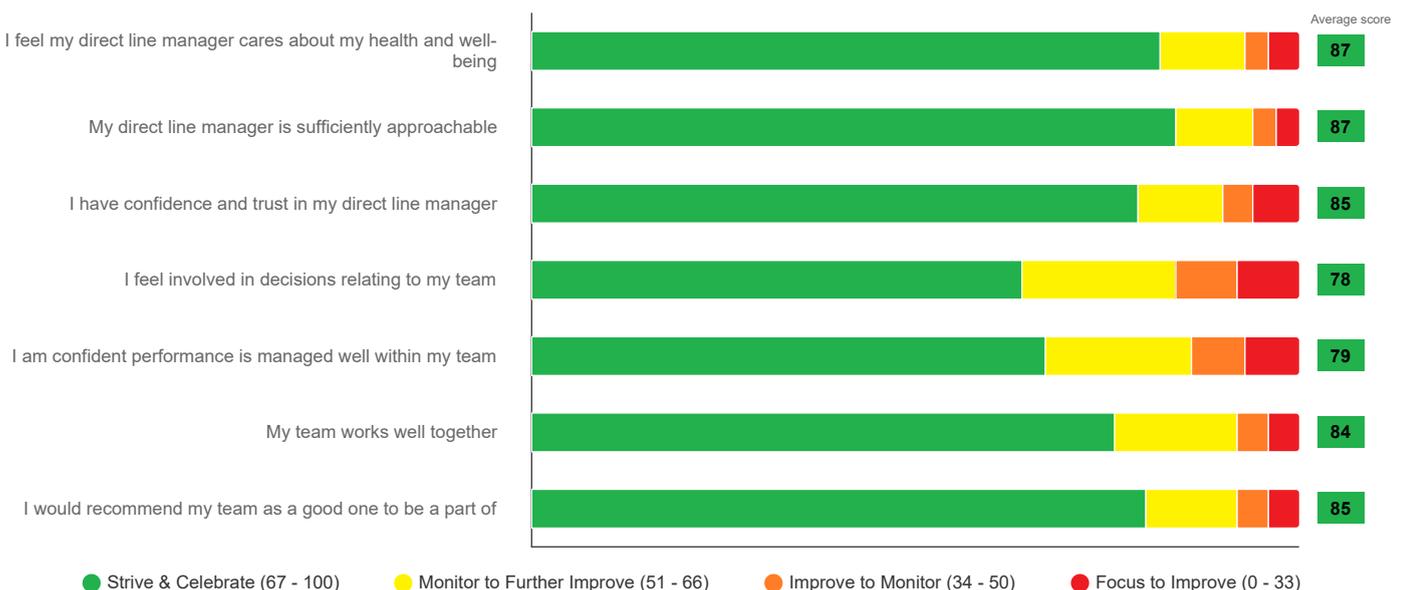
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

Number of respondents: 961



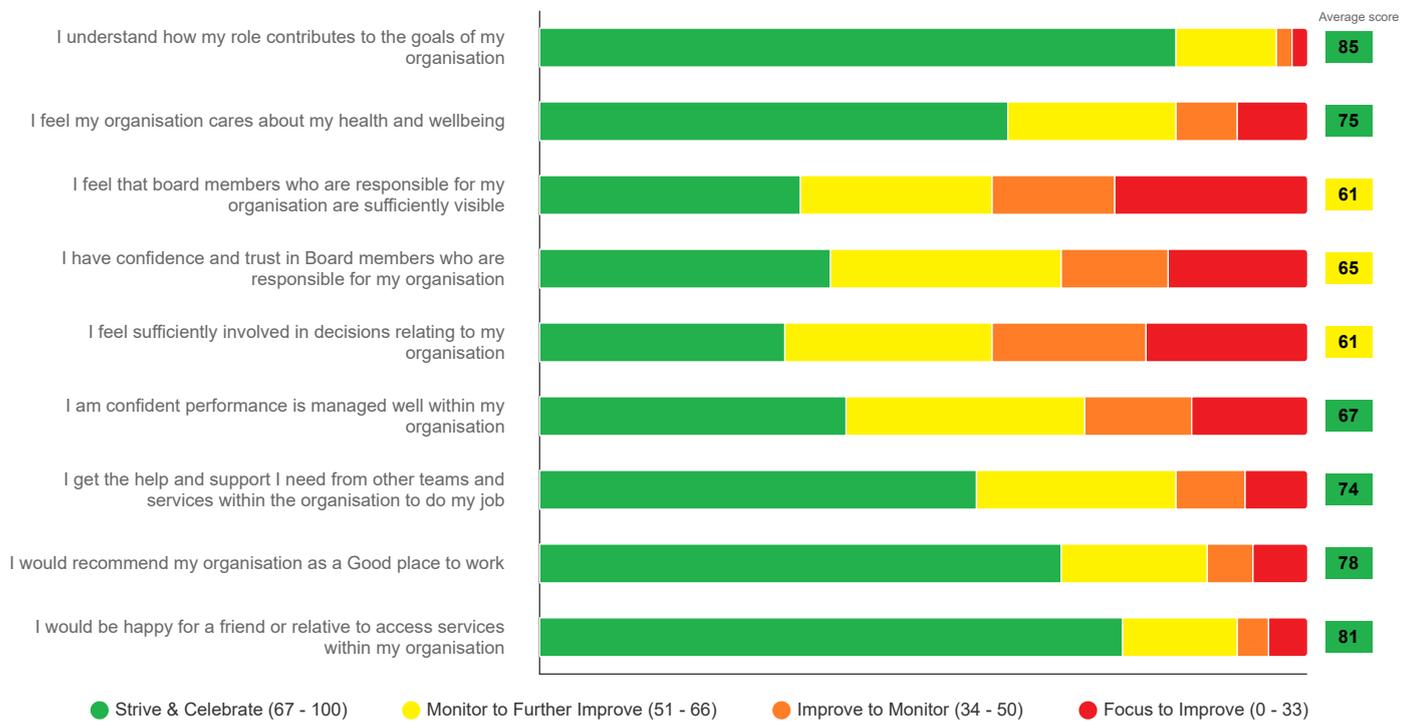
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your team and direct line manager:

Number of respondents: 961



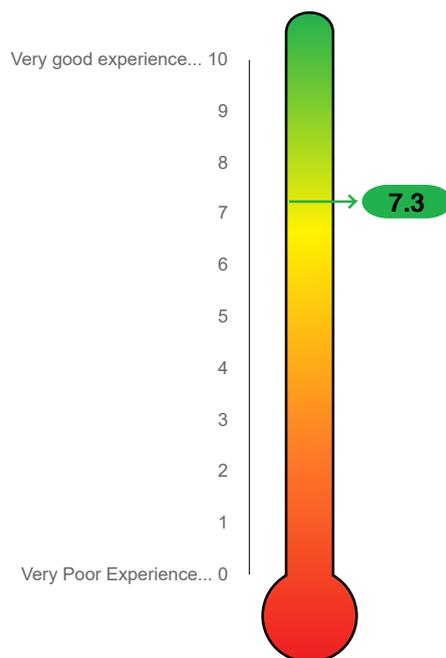
Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your Organisation:

Number of respondents: 961



Please tell us how you feel about your overall experience of working for your organisation from a scale of 0 to 10 (where 0 = very poor and 10 = very good):

Number of respondents: 961



EEl number for teams in the same Board

EEl Threshold	(67-100)	(51-66)	(34-50)	(0-33)	No report	Total
Number of Teams	91	9	3	0	12	115
Percentage of Teams	79.1%	7.8%	2.6%	0.0%	10%	100%



iMatter Health & Social Care Staff Experience Survey 2024



‘Positive Staff Experience Supports Improved Care’

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Ministerial Foreword for Staff Experience Report 2024

The results of the 2024 iMatter Staff Experience survey have arrived, with fresh insights into the experiences of Health and Social Care staff across Scotland. In my role as Cabinet Secretary, I am pleased to be able to share the National Report. I would like to thank everyone who took part and helped shape our understanding of your experience at work.

Now in its 7th year, iMatter continues to provide key data and trend analysis, demonstrating sustained engagement from the workforce. 2024 has seen the highest number of responses received since the survey began.

The survey is structured around key enablers of staff engagement, allowing both teams and Boards across Health and Social care to reflect on their progress against the five strands of the Staff Governance Standard, supporting staff to feel well informed; appropriately trained; involved in decisions; treated fairly; and working in an environment that promotes their health and wellbeing.

The report again includes results of responses relating to staff feeling confident to speak up. This is the second year that we have gathered this information which has provided comparable data which will support NHS employers to understand how staff feel about raising concerns.

The iMatter Health and Social Care Staff Experience Survey results enable teams to recognise and celebrate their achievements and for Boards to explore opportunities for continuous improvement where their staff have identified areas that this is needed. This supports NHS Boards' commitment to fostering a positive workplace environment and enhancing employee experiences, which will contribute to the long-term recovery and sustainability of our NHS. Understanding staff experiences is vital as recovery and subsequent sustainability cannot be achieved without the buy-in of an engaged, supportive, and supported workforce.

I continue to value our workforce as I recognise this is NHS Scotland's greatest asset. This year's pay uplift, whilst challenging in the current financial climate, looked to acknowledge this. Collectively, we must strive to continuously improve staff's experience and to enhance this by working in partnership to progressing the Agenda for Change reforms. This includes working towards a 36-hour working week for Agenda for Change staff, building on an initial 30-minute reduction in working hours, ensuring learning time is protected and progressing the review of Band-5 nursing roles across NHS Scotland.

I want to acknowledge the efforts of the Health Boards and Health and Social Care Partnerships towards improving workplace cultures. However, we must continue in our efforts to ensure staff feel valued, listened to, and treated with respect.



Neil Gray, Cabinet Secretary for Health and Social Care

Introduction

NHSScotland are committed to enhancing and improving staff experience for all.

The National Workforce Strategy for Health and Social Care, issued in 2022, sets out a vision of a sustainable, skilled workforce with attractive career choices where all are respected and valued for the work they do. The NHS Recovery Plan 2021-2026, which seeks to drive long term recovery and sustainability in the system, also reinforces the importance of positive staff experience in delivering positive patient outcomes.

It is therefore essential that staff at all levels are empowered to have their voices heard and valued, and staff views and actions contribute to continuous improvement in their teams and organisations.

The iMatter Continuous Improvement Model was developed by NHSScotland staff with the aim of engaging all staff in a way that feels right for them. The focus is on team-based understanding of experience, but it also offers information at various levels within organisations to evidence and help improve staff experience. As such, it can provide clarity on where to focus efforts for maximum impact, which in turn leads to better care, better health, and better value.

iMatter was initially rolled out over a three-year period from 2015 to 2017 to all staff across NHSScotland Health Boards. Since 2017 it has been embedded across 22 Health Boards and participating Health and Social Care Partnerships, with the exception of 2020, when a shorter pulse survey was run instead due to the pandemic.

The implementation of iMatter has enabled Health Boards and Scottish Government to obtain a comprehensive picture of staff experience over the past 9 years, which has allowed us to identify areas of success and areas that require improvement. This helps inform delivery on the commitments of our Staff Governance Standard.

The work to measure and report staff experience within NHSScotland Health and Social Care for 2024 has remained consistent in that it is commissioned by the Scottish Government and carried out by Webropol Ltd, an independent company.

iMatter Process

The iMatter questionnaire gives staff the opportunity to feed back their experience within their team and at organisational level on a real-time basis. iMatter results are directly reported at all levels throughout an organisation. Once team results are delivered, teams are invited to collectively share responsibility for developing an action plan within an 8-week period and to review actions and progress made throughout the year. As an integral part of the iMatter process, teams come together to review the results and share thoughts and ideas in order to develop and implement Action Plans. See [Appendix 1](#) for further details.

Data Collection

The iMatter process uses Webropol to distribute electronic and paper questionnaires to NHSScotland employees, as well as those employed by the Local Authority who work in a Health & Social Care Partnership (HSCPs) who choose to participate. In 2024, all 22 Health Boards and 29 HSCPs took part (see [Appendix 2](#) for details). Access to the survey was provided via three options:

1. An email invitation with a link to the online survey (Email)
2. A paper survey printed and distributed to those without online access (Paper)
3. An invitation sent via SMS with a link to the online survey (SMS)

For 2024 all fieldwork was carried out from 13th May to 15th July 2024.

Questionnaire

The 2024 questionnaire remains largely unchanged from 2023, with minor wording changes to the introduction and the question relating to parental leave. The questionnaire consists of attitudinal questions relating to staff engagement, referred to in iMatter reporting as 'Components'. Each question has six responses: 'Strongly Agree', 'Agree', 'Slightly Agree', 'Slightly Disagree', 'Disagree', 'Strongly Disagree'.

The questionnaire is included in [Appendix 3](#).

Calculation of scores for each question and the EEI

The aggregated scores for each question are placed into one of four categories for reporting:

Example: Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
I am clear about my duties and responsibilities	6	5	4	3	2	1
The numbers generated then fall into one of four categories that can be used as a guide to inform actions.	67 – 100 Strive & Celebrate		51 – 66 Monitor to Further Improve	34 – 50 Improve to Monitor	0 – 33 Focus to Improve	

To calculate the average score for each question, the number of responses for each point on the scale (Strongly Agree – Strongly Disagree) is multiplied by the number value (6 – 1) (see above). These scores are then added together and divided by the overall number of responses to the question. The average score calculated is then divided by 6 (the highest possible score) and multiplied by 100 to give the reported score.

The Employee Engagement Index (EEI) is calculated based on the number of responses for each point on the scale for component questions¹ (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.

The questionnaire also measures overall experience, on a 10-point scale from very good to very poor. The report shows the mean score where again, higher scores are better.

¹ Components included are My Experience as an Individual, My Team/My Direct Line Manager, My Organisation in the questionnaire. See [Appendix 3](#) for details.

Classifying Boards

Boards can be broadly allocated to one of three groups:

- Geographic Boards: those that provide regional healthcare services.
- National Boards: those that provide support services to the organisation at a national level.
- National Boards: those that provide specialist patient-facing services.

Colour-coding as illustrated is used throughout the report to highlight the different types of Boards. An overview of each Board and a link to its website is included in [Appendix 4](#).

Geographic Boards (Patient-facing)	National Boards (Patient-facing)	National Boards (Support)
NHS Ayrshire & Arran NHS Borders NHS Dumfries & Galloway NHS Fife NHS Forth Valley NHS Grampian NHS Greater Glasgow and Clyde NHS Highland NHS Lanarkshire NHS Lothian NHS Orkney NHS Shetland NHS Tayside NHS Western Isles	NHS 24 NHS Golden Jubilee Scottish Ambulance Service The State Hospital	Healthcare Improvement Scotland NHS Education for Scotland National Services Scotland Public Health Scotland

Response Rate Threshold

The previous response rate requirement of 60% for teams of 5 or more to receive an EEI report was removed in 2021. The 100% response rate for teams of 4 or less to generate a report remains a requirement for 2024. This is to provide anonymity and the higher the response rate, the more realistic the feedback of how staff feel about working in their team.

iMatter Report 2024

This report provides detailed information and analysis of the iMatter responses for 2024. It also contains comparisons to previous years where appropriate. The Everyone Matters Pulse Survey (EMPS) carried out in 2020 focused on well-being and included only a small number of iMatter metrics. As the different questionnaire content may influence the way in which staff answered individual questions, the data is not included within the main historic iMatter comparisons in this report.

The findings from this report will be used by a range of stakeholders, including:

- Individual organisations (Health Boards and local authorities)
- The Scottish Government
- Partnership Groups such as the Scottish Workforce and Staff Governance Committee (SWAG), and the Scottish Partnership Forum (SPF)

This report is supported by the Health and Social Care Staff Experience Survey 2024: iMatter Data File (iMatter 2024 Data File) containing more detailed data.

Team Stories

The iMatter process is supported by Team Stories, that provide best practice examples of how to address challenges and provide inspiration and ideas for other teams and for the organisation as a whole. Illustrations from Team Stories are included through the report. [Appendix 5](#) has a full list of Team Stories submitted this year.

Board Feedback

Where results are of particular note, for example very high or very low scores, or scores that have changed considerably from 2023, Boards have been asked to provide comments. Feedback is typically around why the scores are as they are and any specific actions that have been put in place to address past or current areas of movement. This feedback is included within the report, either directly or in a summarised format.

Statistical Analysis

Significance testing has been carried out on the data, to explore the extent to which differences in scores between different groups (e.g. Boards, Staff Groupings etc.) are statistically significant. Correlation analysis has also been carried out, to understand the relationship between the individual measures included within iMatter. An overview of the analysis done is in [Appendix 6](#) and summaries of the data are included in the iMatter 2024 Data file.

Whole Number Reporting

As with previous years, all iMatter 2024 results are reported to the nearest whole numbers i.e. without any decimal places shown. This is the case for both Board level and national reporting and applies to the presentation of the various scores and index values calculated from the individual survey responses. Whilst this approach does potentially hide some significant movements in the total Health and Social Care dataset and within some of the larger Boards, reporting whole numbers only ensures focus is on those movements that are most statistically significant. The only exception to this is the Overall Experience question which is scored on an 11 point scale (from zero to ten) and is reported to one decimal place. This approach has been agreed, in partnership, by Scottish Workforce and Staff Governance Secretariat.

Reporting movements and differences

Throughout the report movements from previous years are reported. Differences between Boards within the 2024 data are also commented on. For data reported as percentages the movement of difference is shown as percentage points and is abbreviated throughout the report to “pp” for a single percentage point or “pps” for multiple percentage points. Similarly, if the movement or difference being reported is in an index score such as the EEI or individual component scores, it is shown in points and is abbreviated throughout the report to ‘p’ for a single point or “ps” for multiple points.

Profile of staff completing the iMatter Survey

Staff are asked to confirm if they are NHSScotland or Local Authority staff and within that the staff grouping they are in. Additionally, since 2021 demographic questions have been included within iMatter. These questions are optional, however a high number of respondents complete these questions. Further details of demographics and staff groupings are included within the iMatter 2024 Data file².

² iMatter 2024 Data File Tabs: ‘Staff Groupings’ and ‘Demographic Profile’

iMatter 2024 Key Performance Indicators (KPIs)

Response Rate

Overall Response Rate **58%**
Questionnaires Issued: **206,790**
Responses Received: **119,534**

The response rate is calculated as the percentage of questionnaires issued that have been completed and returned within the allowable time.
In total 206,790 questionnaires were issued, 5,045 more than in 2023. A total of 119,534 usable responses were received, up by 1,158 on 2023.
The 2024 response rate is 58%, a decrease of 1 percentage point from 2023, though still 3 percentage points (pps) ahead of 2022.

Employee Engagement Index Score (EEI)

Employee Engagement Index (EEI) Score **76**

The Employee Engagement Index (EEI) is calculated based on the number of responses for each point on the scale for component questions³ (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.
The 2024 EEI Score for Health and Social Care is 76, a decrease of one point (p) from 2023, returning to the 2022 score.

Action Plans Agreed

Action Plans Agreed: **56% within the 8-week window**

Each team is invited to complete a continuous improvement Action Plan. 56% of teams had an agreed Action Plan in place within 8 weeks of receiving their teams iMatter results.
This is an improvement of 1 percentage point (pp) from 2023 when 55% of teams had an action plan agreed within 8 weeks.

³ Components included are My Experience as an Individual, My Team/My Direct Line Manager, My Organisation in the questionnaire. See [Appendix 3](#) for details.

iMatter KPIs Over Time

The following table summarises the iMatter Key Performance Indicators (KPIs) nationally.

- The 2024 response rate is 1 percentage point (pp) lower than 2023 but remains higher than 2021 and 2022 levels.
- The overall EEI score of 76 for Health and Social Care is 1 point (p) lower than the 2023 EEI, returning to the 2022 score.
- 56% of teams completed Action Plans in 2024, an increase of 1 pp from 2023.

Year	Response Rate	Movement from Previous Year	EEI	Movement from Previous Year	Action Plan Completion	Movement from Previous Year
2024	58%	-1	76	-1	56%	+1
2023	59%	+4	77	+1	55%	+8
2022	55%	-1	76	+1	47%	+5
2021	56%	-6	75	-1	42% ⁴	-16
2019	62%	+3	76	+1	58%	+2
2018	59%	-4	No Report	N/A	56%	+13
2017	63%		75		43%	

⁴ Timing for Action Plan completion reduced from 12 weeks to 8 weeks.

iMatter 2024 KPIs for Individual Boards

The table following summarises the iMatter KPIs for each individual Board.

Board KPIs	Response Rate	EEI	Action Plans Agreed
Health and Social Care	58%	76	56%
National Boards (Patient-facing)			
NHS Golden Jubilee	58%	77	56%
NHS 24	76%	77	92%
Scottish Ambulance Service	59%	66	65%
The State Hospital	72%	75	47%
National Boards (Support)			
Healthcare Improvement Scotland	90%	75	75%
National Services Scotland	80%	77	99%
NHS Education for Scotland	87%	84	87%
Public Health Scotland	87%	79	88%
Geographic Boards			
NHS Ayrshire & Arran	56%	78	57%
NHS Borders	57%	76	56%
NHS Dumfries & Galloway	62%	75	55%
NHS Fife	64%	76	65%
NHS Forth Valley	58%	76	61%
NHS Grampian	60%	77	45%
NHS Greater Glasgow and Clyde	53%	76	56%
NHS Highland	53%	76	31%
NHS Lanarkshire	58%	78	65%
NHS Lothian	57%	77	54%
NHS Orkney	69%	75	69%
NHS Shetland	60%	78	43%
NHS Tayside	56%	77	45%
NHS Western Isles	62%	75	66%

Response Rates

Introduction

The response rate shows the number of recipients issued with the questionnaire and the number of respondents as an overall percentage.

In total 206,790 questionnaires were issued, and 119,534 usable responses were received. This equates to an overall response rate of 58%.

Board Response Rates

Response rates across individual Boards range between 53% to 90%.

Board	2017	2018	2019	2021	2022	2023	2024	Response Rate Movement 2023-2022 (pp)
Health and Social Care	63%	59%	62%	56%	55%	59%	58%	-1
National Boards (Patient-facing)								
NHS Golden Jubilee	68%	63%	67%	67%	61%	65%	58%	-7
NHS 24	67%	70%	65%	57%	65%	70%	76%	+6
Scottish Ambulance Service	64%	64%	59%	60%	52%	56%	59%	+3
The State Hospital	78%	77%	79%	69%	72%	72%	72%	0
National Boards (Support)								
Healthcare Improvement Scotland	80%	86%	90%	91%	91%	92%	90%	-2
National Services Scotland	76%	77%	82%	74%	75%	78%	80%	+2
NHS Education for Scotland	81%	84%	87%	92%	88%	88%	87%	-1
Public Health Scotland	N/A	N/A	N/A	86%	75%	79%	87%	+8
Geographic Boards (Patient-facing)								
NHS Ayrshire & Arran	64%	59%	60%	53%	53%	58%	56%	-2
NHS Borders	61%	53%	53%	52%	52%	55%	57%	+2
NHS Dumfries & Galloway	63%	59%	66%	55%	60%	65%	62%	-3
NHS Fife	62%	53%	62%	59%	60%	66%	64%	-2
NHS Forth Valley	65%	62%	68%	54%	56%	61%	58%	-3
NHS Grampian	64%	60%	62%	57%	57%	62%	60%	-2
NHS Greater Glasgow and Clyde	58%	54%	59%	51%	52%	54%	53%	-1
NHS Highland	58%	51%	60%	51%	47%	50%	53%	+3
NHS Lanarkshire	65%	62%	65%	56%	55%	58%	58%	0
NHS Lothian	65%	63%	63%	53%	54%	58%	57%	-1
NHS Orkney	73%	83%	66%	65%	58%	59%	69%	+10
NHS Shetland	61%	56%	63%	60%	55%	60%	60%	0
NHS Tayside	65%	58%	61%	60%	58%	58%	56%	-2
NHS Western Isles	52%	52%	56%	58%	62%	64%	62%	-2

All Geographic Boards except NHS Orkney response rates have moved by no more than 3pps. The largest increase in response rate is in NHS Orkney, up 10pps from 59% to 69%, making it now the highest response rate across all Geographic Boards. The Board explained that it is primarily through removal of paper responses that have driven the increase:

NHS Orkney iMatter Team

“Over the past three years, NHS Orkney has successfully eliminated the use of paper responses through effective engagement with the organisation. This was achieved by clearly communicating the purpose and benefits of participation in the lead-up to iMatter, working with line managers to ensure time for responses, and providing regular updates through all-staff briefings. This year, having discussed and engaged with our HCSP, we agreed to exclude our HCSP Orkney Island Council employed colleagues, who previously used paper responses, in order to focus on NHS Orkney employees and prioritise continuous improvement in line with our new Corporate Strategy and staff experience programme.”

Among the National Support Boards, Public Health Scotland has achieved an increase of 8pps, from 79% last year to 87% in 2024. This is the highest response rate achieved by Public Health Scotland since creation of the Board in 2020. The Board commented on the positive action taken over the last year to drive this improvement:

Public Health Scotland

“Based on the response rate last year and a commitment to increase this, we strengthened our planning process, clarity on team structures and a comprehensive staff engagement and communications plan to support an increased response.”

Among the Patient-facing Boards, two have seen considerable movement in their response rates this year:

- NHS 24 have improved their response rate by 6pps from 70% in 2023 to 76% in 2024. This is the highest response rate ever achieved by NHS 24.
- In contrast, NHS Golden Jubilee has seen a decline of 7pps from 65% in 2023 to 58% in 2024.

NHS 24

“Actions taken to improve response rates:

Delivery of NHS 24’s Management Essentials Programme

- This initiative included sections on iMatter and emphasised managers' responsibilities in fostering engagement and the importance of appraisals and one to ones.

Tracking Response Rates

- Response rate data was monitored and shared twice weekly with the Director of Workforce, particularly highlighting teams that would not receive a report or had a response rate below 50%.
- This information was cascaded to ensure directors and their PA’s actively engaged staff, encouraged participation, and allowed time for questionnaire completion.
- Direct reminders were sent to managers of teams with low response rates.
- Weekly reminders were issued to PA’s to further encourage questionnaire completion.

Comprehensive Communication Plan

- A robust communication strategy ensured all staff were aware of their responsibilities at each stage. This included:
 - Team Talk – NHS 24's staff news article
 - Posts on NHS 24's intranet
 - Infographics on digital wallboards in centres
 - Automated e-mails via Webropol
 - Direct communication from Operational Leads to PA's and team managers.”
-

NHS Golden Jubilee provided feedback on the decline in response rate:

NHS Golden Jubilee

“The NHS Golden Jubilee iMatter results for 2024 had a total of 2359 staff members were invited to complete the iMatter questionnaire. This is 255 more than last year. Reflecting organisational expansion and growth the number of recipients increased by around 12%, the number of respondents did not mirror this with only 7 more people completing the survey. Overall, this resulted in a 58% response rate, down slightly on 2023. This may reflect the period of organisational change and expansion we have been experiencing.”

Further details of response rates are included in [Appendix 7](#) and in the iMatter 2024 Data file⁵

A Team Story from Pharmacy Services in the Board Medical Directorate at NHS Greater Glasgow and Clyde, illustrates the importance of iMatter and outlines actions taken to improve staff engagement and to demonstrate how the results are used:

NHS Greater Glasgow and Clyde, Pharmacy Services

“Pharmacy Services celebrated their staff awards on Wednesday 20th of March at the Teaching and Learning Centre, Queen Elizabeth University Hospital (QEUH). While the event was themed around the many successes of our staff, the event also recognised the challenges along the way.

One way Pharmacy Services do this is through the annual iMatter survey. The team has always had a high engagement rate and one they are keen to continue. They took the opportunity to promote iMatter at their staff awards, including highlighting the improvements made locally based on the annual staff feedback. To support the event, the NHSGGC Staff Experience team were on hand to share good practice and give out a pen or two!!

Alongside iMatter, the event also showcased the Peer Support service:

"Delighted to have attended the awards ceremony representing Peer support and as part of the Pharmacy Culture Collaborative Group.

Peer support simply put is to look after oneself and others and this was very much to the fore in our pharmacy 'family' awards ceremony.”

⁵ iMatter 2024 Data File 'Response rate' tab

Employee Engagement Index (EEI)

Introduction

The Employee Engagement Index (EEI) is calculated based on the number of responses for each point on the scale for component questions (Strongly Agree to Strongly Disagree) multiplied by its number value (6 to 1). These scores are added together and divided by the overall number of responses to give the score to show level of engagement.

Board EEI Scores

EEI Score	2017	2018	2019	2021	2022	2023	2024	Movement from 2023
Health and Social Care	75	NR⁶	76	75	76	77	76	-1
National Boards (Patient-facing)								
NHS Golden Jubilee	78	78	77	72	74	76	77	+1
NHS 24	75	77	78	75	76	74	77	+3
Scottish Ambulance Service	67	67	NR	65	67	67	66	-1
The State Hospital	76	77	77	74	75	75	75	0
National Boards (Support)								
Healthcare Improvement Scotland	80	80	78	81	82	80	75	-5
NHS Education for Scotland	80	81	82	84	85	85	84	-1
National Services Scotland	77	76	76	78	78	78	77	-1
Public Health Scotland	N/A	N/A	N/A	77	75	76	79	+3
Geographic Boards								
NHS Ayrshire & Arran	76	NR	76	75	77	78	78	0
NHS Borders	74	NR	NR	74	75	77	76	-1
NHS Dumfries & Galloway	75	NR	74	72	75	75	75	0
NHS Fife	75	NR	76	75	75	77	76	-1
NHS Forth Valley	75	75	75	73	76	76	76	0
NHS Grampian	76	77	77	76	76	78	77	-1
NHS Greater Glasgow and Clyde	NR	NR	NR	74	75	76	76	0
NHS Highland	NR	NR	74	73	75	76	76	0
NHS Lanarkshire	77	78	79	77	78	78	78	0
NHS Lothian	76	77	77	76	76	77	77	0
NHS Orkney	75	76	75	70	72	74	75	+1
NHS Shetland	78	NR	78	78	79	79	78	-1
NHS Tayside	74	NR	75	74	76	77	77	0
NHS Western Isles	NR	NR	NR	76	74	77	75	-2

EEI scores for individual Boards range from 84 for NHS Education for Scotland to 66 for the Scottish Ambulance Service, both down 1ps from 2023.

The largest improvements have been achieved in NHS 24 and Public Health Scotland, both up 3ps from 2023:

- NHS 24 has increased from 74 to 77, the highest score achieved by the Board since 2019.

⁶ Boards not achieving a response rate of 60% or more in 2017, 2018 or 2019 did not receive an EEI score

- Public Health Scotland scored 79 in 2024, up from 76 in 2023. This is the highest score the Board has ever achieved.

NHS 24 highlight in their Organisational Development Leadership and Learning (ODLL) story a number of focus areas that that led to the increase in EEI score:

NHS 24 iMatter team

“An inclusive and valued led culture is a strategic priority for us at NHS 24, and the past year has seen a huge collective focus on workplace culture, wellbeing and continuously improving staff experience at NHS 24. We are thrilled to see positive impact from that work through our iMatter results against the previous year – an increase of 6% in our response rate, and an increase of 3 in our Employee Engagement Index

The work has included various initiatives to support culture and wellbeing within the ODLL team.

Roll out of a bespoke multi-level Values and Behaviours Framework which both defines our organisational values and describes the desired behaviours – essentially how we treat each other and how we can expect to be treated. The framework provides a common language for how we go about our daily work. To maintain the values focus and ensure consistency.

More widely, we have aligned key ODLL workstreams, such as Induction, Appraisal and Leadership Development Programmes to the framework content.

Delivery of Values and Behaviours workshops, to build engagement and familiarity with the framework, and the ways in which it can be used practically to support and improve communications, treat each other with dignity and respect, and build personal connection to organisational values.

Establishment of a cross team Culture and Wellbeing Group to identify and deliver actions to improve staff experience and encourage feedback from colleagues. One piece of work the group recently delivered was a “Ways of Working Charter”, based on staff input, which defines good practice in how we communicate, structure meetings, and demonstrate consideration for the wellbeing of ourselves and our colleagues.”

The continued improvement in scores for NHS Orkney is attributed to a number of actions across the organisation:

NHS Orkney, iMatter Team

“Actions taken:

- A focus on visible and compassionate leadership
- Board walkarounds introduced
- Monthly CEO and Exec Team all staff briefings
- Monthly drop-in listening sessions with the CEO
- Fortnightly CEO blogs
- Launching ‘ways we listen’ across the organisation
- Chair and CEO walkabouts (informal)

We agreed 5 organisational priorities and clear improvements in each area in response to staff feedback and these areas have been a clear focus throughout the year with ‘you said, we did’ throughout the year:

- Reward and recognition – Long Service Awards, thank you cards, and Team Orkney staff awards launched
 - Health and wellbeing – new Employee Assistance Programme launched, and Wellbeing Week
 - Better involving staff in decision-making – new Senior Leadership and Extended Senior Leadership launched – for transparency of decision making with key items discussed and approved shared after each meeting. Any Members of staff are able to attend SLT to listen to discussions.
 - Living our values
 - Listening to and acting on feedback and closing the loop
 - New Corporate Strategy, vision and values launched”
-

A Team Story from NHS Grampian demonstrates how positive action to support staff wellbeing led to an improvement in the EEI score of 4 points:

NHS Grampian, Specialist Mental Health & Learning Disability Services

“The Specialist Mental Health & Learning Disability Services at NHS Grampian has been making significant strides in improving staff governance and wellbeing. Through our monthly Staff Partnership Forum, co-chaired by the Lead for Service and Staff Partnership Representation, we have established a robust partnership structure that encourages staff participation in various leadership and service meetings.

The team's commitment to staff wellbeing is evident in our initiatives. We have developed a Staff Support Hub, providing a space for reflection and quiet time post-incident. The Gym has been made accessible to staff after hours and has seen 58 employees complete induction, with more waiting to join. The introduction of e-Bikes at their CAMHS site, with plans to expand to RCH, further promotes staff wellbeing.

Our efforts are yielding positive results. The iMatter survey, which measures staff experience linked to the Staff Governance Standard, showed an increase in response rate from 82% in 2022 to 83% in 2023, with the Employee Engagement Index rising from 79 to 83.”

The largest decline in EEI score is in Healthcare Improvement Scotland where the score declined from 80 in 2023 to 75 in 2024. This is the lowest score the Board has ever reported. The Board recognise the issues and the need to take action:

Healthcare Improvement Scotland

“There has been acknowledgement that this has been a challenging time for our organisation, with colleagues experiencing ongoing financial constraints, large scale organisational change, and cultural shifts in ways of working, as we ensure that Healthcare Improvement Scotland is flexible, adaptable and ready for the future. It is likely that a combination of system circumstances, alongside people's experience of structural and cultural change at Directorate and organisational levels, are reflected in this year's iMatter survey results. As an improvement organisation, we know that the insight offered through our results presents an important opportunity for reflection, learning and action.

Therefore, an organisational response has been developed, seeking to address our results from multiple angles, and sharing out responsibility for progress through nine actions, designed to create the best chance of delivering meaningful and sustainable solutions. This action plan has been discussed and approved through our Partnership Forum and Staff Governance Committee.”

EEI Score Distribution across Teams

Over three-quarters of teams (78%) achieve a 'Strive and Celebrate' EEI score. There remain a small minority of teams (16 teams in total) that have an EEI score of 33 or less.

EEI Score	Number of Teams	Percentage of Teams
Strive & Celebrate (67-100)	12,323	78%
Monitor to Further Improve (51-66)	1,639	10%
Improve to Monitor (34-50)	188	1%
Focus to Improve (0-33)	16	<1%
No Report	1,635	10%
Total Health and Social Care	15,801	100%

Note: Teams with 4 or less staff and a response rate of below 100% did not receive a report.

No Report

1,635 Teams (10%) did not receive a report. These are all teams with less than 5 members, where the required response rate of 100% has not been reached. Further details of the proportion of small teams receiving reports are included in [Appendix 7](#).

Boards that have a high proportion of teams without an EEI report may either be due to a large number of small teams, a relatively low response rate or a combination of both:

- Of the National Boards, NHS 24 has the largest proportion of teams without an EEI score (12%). This is mainly caused by 40% of NHS 24 teams being small (4 or less people), much higher than the Health & Social Care average of 20%, as the response rate of 58% is only 1pps below the overall average.
- Among the Geographic Boards 15% of teams in NHS Lothian and 13% of teams in NHS Tayside did not receive an EEI report this year. 23% of teams in NHS Lothian are small, a little above the overall Health and Social Care average and only 51% of them received a report, slightly below the Health and Social Care average of 55%. The figures for NHS Tayside are very similar with 22% of teams classified as small and 49% of them receiving a report.

Across the Boards, between 76% and 90% of teams score 67 or above (Strive and Celebrate). The exception to this is Scottish Ambulance Service where 56% of teams score in this range.

EEl Score Percentage of Teams	Strive & Celebrate (67-100)	Monitor to Further Improve (51-66)	Improve to Monitor (34-50)	Focus to Improve (0-33)	No Report
Health and Social Care	78%	10%	1%	<1%	10%
National Boards (Patient-facing)					
NHS Golden Jubilee	80%	12%	3%	1%	6%
NHS 24	79%	8%	0%	0%	12%
Scottish Ambulance Service	56%	34%	5%	<1%	5%
The State Hospital	83%	9%	0%	1%	7%
National Boards (Support)					
Healthcare Improvement Scotland	86%	10%	0%	0%	4%
NHS Education for Scotland	86%	3%	1%	0%	11%
NHS National Services Scotland	86%	10%	0%	0%	4%
Public Health Scotland	90%	6%	0%	0%	4%
Geographic Boards					
NHS Ayrshire & Arran	80%	7%	1%	<1%	12%
NHS Borders	78%	10%	2%	0%	10%
NHS Dumfries & Galloway	79%	9%	2%	<1%	9%
NHS Fife	79%	10%	1%	<1%	10%
NHS Forth Valley	79%	13%	1%	0%	7%
NHS Grampian	82%	9%	1%	<1%	8%
NHS Greater Glasgow and Clyde	78%	11%	2%	<1%	9%
NHS Highland	76%	11%	1%	0%	12%
NHS Lanarkshire	81%	9%	2%	<1%	8%
NHS Lothian	76%	9%	1%	<1%	15%
NHS Orkney	76%	14%	0%	0%	10%
NHS Shetland	79%	8%	3%	0%	10%
NHS Tayside	76%	11%	1%	<1%	13%
NHS Western Isles	76%	15%	0%	0%	9%

Survey Questions – National Summary of Results

Health and Social Care	iMatter 2024
My Experience as an Individual	
I am clear about my duties and responsibilities	88
I get the information I need to do my job well	82
I am given the time and resources to support my learning growth	74
I have sufficient support to do my job well	80
I am confident my ideas and suggestions are listened to	77
I am confident my ideas and suggestion are acted upon	73
I feel involved in decisions relating to my job	72
I am treated with dignity and respect as an individual	85
I am treated fairly and consistently	83
I get enough helpful feedback on how well I do my work	76
I feel appreciated for the work I do	76
My work gives me a sense of achievement	82
My Team/My Line Manager	
I feel my direct line manager cares about my health and well-being	87
My direct line manager is sufficiently approachable	88
I have confidence and trust in my direct line manager	86
I feel involved in decisions relating to my team	77
I am confident performance is managed well within my team	79
My team works well together	84
I would recommend my team as a good one to be a part of	85
My Organisation	
I understand how my role contributes to the goals of my organisation	83
I feel my organisation cares about my health and wellbeing	71
I feel that board members who are responsible for my organisation are sufficiently visible	55
I have confidence and trust in Board members who are responsible for my organisation	60
I feel sufficiently involved in decisions relating to my organisation	55
I am confident performance is managed well within my organisation	62
I get the help and support I need from other teams and services within the organisation to do my job	71
I would recommend my organisation as a good place to work	74
I would be happy for a friend or relative to access services within my organisation	77
Raising Concerns⁷	
I am confident that I can safely raise concerns about issues in my workplace	79
I am confident that my concerns will be followed up and responded to	73

⁷ New questions added in 2023

The following table shows all the components ranked in order of score, high to low. The highest scoring areas are those that relate to the relationship staff have with their line manager and the clarity staff have about their role. The lowest scoring components are those that relate to confidence in and visibility of board members, as well as being involved in decisions and how performance is managed.

Health & Social Care Rank Order	iMatter 2024
I am clear about my duties and responsibilities	88
My direct line manager is sufficiently approachable	88
I feel my direct line manager cares about my health and well-being	87
I have confidence and trust in my direct line manager	86
I am treated with dignity and respect as an individual	85
I would recommend my team as a good one to be a part of	85
My team works well together	84
I am treated fairly and consistently	83
I understand how my role contributes to the goals of my organisation	83
I get the information I need to do my job well	82
My work gives me a sense of achievement	82
I have sufficient support to do my job well	80
I am confident performance is managed well within my team	79
I am confident my ideas and suggestions are listened to	77
I feel involved in decisions relating to my team	77
I would be happy for a friend or relative to access services within my organisation	77
I get enough helpful feedback on how well I do my work	76
I feel appreciated for the work I do	76
I am given the time and resources to support my learning growth	74
I would recommend my organisation as a good place to work	74
I am confident my ideas and suggestion are acted upon	73
I feel involved in decisions relating to my job	72
I feel my organisation cares about my health and wellbeing	71
I get the help and support I need from other teams and services within the organisation to do my job	71
I am confident performance is managed well within my organisation	62
I have confidence and trust in Board members who are responsible for my organisation	60
I feel that board members who are responsible for my organisation are sufficiently visible	55
I feel sufficiently involved in decisions relating to my organisation	55

Experience as an Individual

Results are aggregated for each question presented under the heading 'As an Individual'.

There had been very little movement overall in 'Experience as an Individual' scores. Only two have declined by one point: 'I feel appreciated for the work I do' and 'I feel involved in decisions relating to my job'. As these are two relatively low-scoring components at 76 and 72 respectively, they do suggest need to seek improvement in staff engagement and involvement.

Experience as an Individual	2017	2018	2019	2021	2022	2023	2024	Movement 2024 - 2023
I am clear about my duties and responsibilities	88	88	87	86	87	88	88	0
I am treated with dignity and respect as an individual	82	83	83	83	84	85	85	0
I am treated fairly and consistently	81	81	81	81	82	83	83	0
My work gives me a sense of achievement	81	81	81	79	81	82	82	0
I get the information I need to do my job well	81	81	81	79	81	82	82	0
I have sufficient support to do my job well	77	78	78	76	78	80	80	0
I am confident my ideas and suggestions are listened to	75	75	75	74	76	77	77	0
I feel appreciated for the work I do	73	74	74	73	75	77	76	-1
I get enough helpful feedback on how well I do my work	73	73	73	73	74	76	76	0
I am given the time and resources to support my learning growth	71	72	72	70	72	74	74	0
I am confident my ideas and suggestion are acted upon	71	71	71	70	72	73	73	0
I feel involved in decisions relating to my job	71	71	70	70	71	73	72	-1



Experience as an Individual	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I am clear about my duties and responsibilities	89%	7%	2%	2%
I get the information I need to do my job well	76%	15%	5%	4%
I am given the time and resources to support my learning growth	58%	21%	9%	12%
I have sufficient support to do my job well	71%	16%	6%	7%
I am confident my ideas and suggestions are listened to	64%	19%	7%	10%
I am confident my ideas and suggestion are acted upon	54%	25%	10%	11%
I feel involved in decisions relating to my job	55%	21%	10%	14%
I am treated with dignity and respect as an individual	81%	10%	4%	5%
I am treated fairly and consistently	77%	12%	5%	6%
I get enough helpful feedback on how well I do my work	63%	18%	8%	11%
I feel appreciated for the work I do	63%	19%	7%	11%
My work gives me a sense of achievement	74%	16%	4%	6%

Boards

Full Board data is included in the iMatter 2024 Data file⁸.

While the overall Health & Social Care scores have moved very little from last year, there are some large movements in individual Boards:

NHS 24 has achieved increased in all 'Experience as an Individual' components. The largest increases each of 4ps are in;

- I am confident my ideas and suggestions are listened to
- I am confident my ideas and suggestion are acted upon
- I feel involved in decisions relating to my job
- I feel appreciated for the work I do

Public Health Scotland has also achieved increased in all 'Experience as an Individual' components. The largest increases, again, each of 4 ps are in;

- I am confident my ideas and suggestion are acted upon
- I feel involved in decisions relating to my job
- I get enough helpful feedback on how well I do my work
- I feel appreciated for the work I do

In contrast, two Boards have seen declines in all 'Experience as an Individual' components. Healthcare Improvement Scotland has declined by 3 points or more in all but 1 of the components. The largest decline has been in:

- I feel involved in decisions relating to my job, down 7 ps to 67
- I am clear about my duties and responsibilities, down 5 ps to 80
- I get the information I need to do my job well, down 5 ps to 76
- I have sufficient support to do my job well, down 5 ps to 77
- My work gives me a sense of achievement, down 5 ps to 76

NHS Western Isles has also declined in all 'Experience as an Individual' components with 6 measures each down 3ps from last year.

A team story from NHS Lothian Harm Reduction Team, illustrates the importance of staff feeling supported, providing recognition for supporting others and looking after staff wellbeing:

NHS Lothian, Harm Reduction Team (REAS Directorate)

"The Team agreed to create a 'Shout Out' board, which is designed to recognise and acknowledge the help and support provided by fellow team members throughout the month. It is also used to say 'thank you' to colleagues. The concept is simple: an old white board was repurposed and hung in the main corridor of the department, to ensure staff and visitors see it. Staff write their 'shout out' on a Post-it note and stick it to the board.

The Team also agreed to establish a joint team reflective practice session, which is designed to promote continuous personal and professional development, as well as promoting positive mental health and wellbeing. Building on the wellbeing theme, the Team created a Wellbeing Room. They were able to secure a small amount of funding, to paint an old, unused room, and buy a sofa

⁸ iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

and chair. This tranquil space is now used by staff when they feel they need to take some time out, for quiet reflection.

It is also a place for staff to meet informally, away from their workspace. The staff have taken ownership of the space by bringing in house plants, paintings for the walls and soft lighting.”

Staff Groupings

Last year NHSScotland and Local Authority staff scores were either the same or different by one point. This year there are several larger differences reporting:

- Local Authority staff score 3 points higher (84) than NHS Scotland Staff (81) for ‘My work gives me a sense of achievement’
- Local Authority staff score 2 points higher for 4 components:
 - I am given the time and resources to support my learning growth (NHSScotland 74, Local Authority 76)
 - I have sufficient support to do my job well (NHSScotland 80, Local Authority 82)
 - I am confident my ideas and suggestions are listened to (NHSScotland 76, Local Authority 78)
 - I get enough helpful feedback on how well I do my work (NHSScotland 76, Local Authority 78)

Experience as an Individual	NHSScotland	Local Authority	Difference
I am clear about my duties and responsibilities	88	88	0
I get the information I need to do my job well	82	82	0
I am given the time and resources to support my learning growth	74	76	2
I have sufficient support to do my job well	80	82	2
I am confident my ideas and suggestions are listened to	76	78	2
I am confident my ideas and suggestion are acted upon	73	74	1
I feel involved in decisions relating to my job	72	72	0
I am treated with dignity and respect as an individual	85	86	1
I am treated fairly and consistently	83	84	1
I get enough helpful feedback on how well I do my work	76	78	2
I feel appreciated for the work I do	76	77	1
My work gives me a sense of achievement	81	84	3

Details of scores for each of the individual Staff Groupings within NHSScotland and Local Authority are included in the iMatter 2024 Data file⁹.

- Within NHSScotland staff it is typically Ambulance Services staff who rate lowest and Senior Managers who rate highest.
- Within Local Authority staff, Older People Services tend to rate the lowest and Senior Managers the highest.

My Team / My Direct Line Manager

Results are aggregated for each question presented under the heading 'My Team / My Direct Line Manager'.

All the components in My Team/My Direct Line Manager are unchanged from 2023, with 'my direct line manager is approachable' scoring highest (88) and 'I feel involved in decisions relating to my team' scoring lowest (77).

My Team/My Direct Line Manager	2017	2018	2019	2021	2022	2023	2024	Movement 2024 - 2023
My direct line manager is sufficiently approachable	86	87	87	87	88	88	88	0
I feel my direct line manager cares about my health and well-being	84	84	84	84	86	87	87	0
I have confidence and trust in my direct line manager	83	84	84	84	85	86	86	0
I would recommend my team as a good one to be a part of	82	83	83	83	84	85	85	0
My team works well together	81	82	82	82	83	84	84	0
I am confident performance is managed well within my team	77	77	77	77	78	79	79	0
I feel involved in decisions relating to my team	75	76	76	75	76	77	77	0



My Team/My Direct Line Manager	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I feel my direct line manager cares about my health and wellbeing	83%	9%	3%	5%
My direct line manager is sufficiently approachable	86%	7%	3%	4%
I have confidence and trust in my direct line manager	81%	10%	4%	5%
I feel involved in decisions relating to my team	63%	19%	8%	10%
I am confident performance is managed well within my team	68%	17%	7%	8%
My team works well together	77%	14%	5%	4%
I would recommend my team as a good one to be a part of	79%	13%	4%	4%

Boards

Full Board data is included in the iMatter 2024 Data file¹⁰.

Across the Boards, most scores for My Team/My Direct Line Manager have either not moved or decreased by 1 point. The exceptions to this are:

- Healthcare Improvement Scotland, where all scores have decreased by 2 points or more. The biggest declines are in 'I feel involved in decisions relating to my team' and 'I am confident performance is managed well within my team', with both declining by 5 points from 2023
- NHS Western Isles score for 'I feel involved in decisions relating to my team' has declined by 3 points from last year

Several Boards have achieved improved scores for My Team/My Direct Line Manager, in particular;

- Public Health Scotland where all components have increased by at least 2 points. The largest increases of 4 points are in 'My direct line manager is sufficiently approachable' and 'I feel involved in decisions relating to my team'.
- All components have increased in NHS 24, typically by 2 points, with 'I feel my direct line manager cares about my health and well-being' increasing by 1 point and 'I am confident performance is managed well within my team' increasing by 3 points.
- In NHS Orkney, 'I feel involved in decisions relating to my team' has not changed from 2022, but all other components have increased. The largest increases, of 3 points, are in 'I feel my direct line manager cares about my health and well-being' and 'I have confidence and trust in my direct line manager'.

A Team Story from the NHS Lothian Blood Science Team demonstrates the importance of keeping staff informed, particularly when there is a lot of change happening within a department:

NHS Lothian, Senior Blood Science Team

"When Sarah started managing the Team, she introduced a weekly staff newsletter, as there were lots of changes happening within the department at the time. The newsletter is designed to keep all Lab staff up to date with latest changes across their department, including details of leavers and joiners, reminders of upcoming training courses and planned improvements and developments.

As a result of the Weekly Brief, each of the three Teams which Sarah manages decided to establish and compile their own local newsletters; 'Noticeboard News' 'The Pillar Post' and 'Not More 'Bloody' Changes Newsletter' (the latter being appropriate for a Haematology Team). It was agreed that the newsletters should not be onerous to complete, and staff have taken control of compiling and distributing their own copies. As well as informing staff on personnel changes, they include news of social events and celebrate birthdays and exam passes, and act as reminders for newly introduced systems or processes.

¹⁰ iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

Some staff have been promoted and have moved onto new roles. They have taken this concept to their new departments, and it is great to hear it's being spread to other areas.”

The East Renfrewshire CAMHS team in NHS Greater Glasgow and Clyde have introduced 'Sparkling Moments' to their team meetings to support staff:

NHS Greater Glasgow and Clyde, East Renfrewshire CAMHS

“A powerful but small addition to the weekly team meeting has been the introduction of sharing our 'Sparkling Moments'. This is a standing agenda item encouraging staff to share their experience of a time in the past week where they have overcome difficulties in the course of their work, redefined problems, had small successes or breakthroughs, or have felt the support of others in the service in doing the same.

As a team we have become better at recognising good and helpful clinical and team practice, especially with the knowledge that there is a weekly forum for its acknowledgment. This also has the effect of completing a long weekly team meeting with a sense of camaraderie, shared values and purpose, and a boost in mood knowing that others do notice when we are trying.”

NHS 24 have put actions in place to support managers in their roles within the Service Delivery Directorate where the top three scoring elements are those relating to line managers:

NHS 24, Service Delivery

“Actions taken in Service Delivery include undertaking initiatives to enhance national cross-site working and continuous improvement, promoting the importance of regular and meaningful 1:1s, scheduling regular CPD time for all team members and conducting monthly staff engagement sessions in each centre.

A pilot 'buddy' team approach was implemented to foster cross-site team building and continuous improvement within Service Delivery. This initiative aimed to extend support and knowledge to new managers through a structured team approach, leveraging the experience of established managers. Despite challenges like finding protected time for meetings, the initiative received positive feedback for enhancing manager roles and encouraging collaborative working. Aligned with the Transformational Board Programme, the initiative included training sessions and local levelling discussions, facilitating best practices and consistent HR procedures across the Service Delivery team. Board members have actively participated in staff engagement sessions and continue to conduct Patient Safety Leadership walkarounds to engage with staff across all centres.”

The Estates Team at NHS Ayrshire & Arran reflects on the role of the team to support others across the organisation. The story covers actions taken to improve the way in which a new system was introduced to make the process more efficient:

NHS Ayrshire & Arran, Estates Team

“A huge part of our day job is planned maintenance; this plays a pivotal role in ensuring the continued safety of our working environments. The meticulous reams of data input by Estates Information and Quality Support team ensures planned maintenance output is received every week from our CaFM system (Computer aided facilities management) Apollo. The opportunity has

arrived to update the Apollo system replacing it with a newer CaFM system which promises a more modern, user-friendly system that offers more advanced functionality.

The team devised a new plan, a new way of looking at the issue, we processed mapped the journey we had to make (nod to the AAIFS team), we considered not only what we needed data wise but also who we needed. Getting everyone on board was exactly what we had to do. Our Head of Estates, keen to develop the plan further, helped us produce amazing core templates thanks to his years of experience and know how. We showed that Estates teams were willing to take the time to consider a different approach, our managers supported an innovative team and they took a chance that will continue to pay off and allows them to ultimately maintain their long term goal to provide quality workmanship and safety for us all.”

Staff Groupings

Local Authority staff score 1 or 2 points higher than NHSScotland staff on all My Team components.

My Team/My Direct Line Manager	NHSScotland	Local Authority	Difference
I feel my direct line manager cares about my health and wellbeing	86	87	1
My direct line manager is sufficiently approachable	88	89	1
I have confidence and trust in my direct line manager	85	87	2
I feel involved in decisions relating to my team	77	78	1
I am confident performance is managed well within my team	79	81	2
My team works well together	83	85	2
I would recommend my team as a good one to be a part of	84	86	2

My Organisation

Results are aggregated for each question presented under the heading 'My Organisation', where Organisation refers to and includes both the relevant NHS Board and Health & Social Care Partnership(s).

Seven of the nine components in 'My Organisation' have declined by 1 point from last year. 'I understand how my role contributes to the goals of the organisation' remains the highest score and is unchanged at 83.

My Organisation	2017	2018	2019	2021	2022	2023	2024	Movement 2024 – 2023
I understand how my role contributes to the goals of my organisation	82	83	82	82	83	83	83	0
I would be happy for a friend or relative to access services within my organisation	78	78	78	77	77	78	77	-1
I would recommend my organisation as a good place to work	74	74	74	73	74	75	74	-1
I feel my organisation cares about my health and wellbeing	70	71	70	70	71	72	71	-1
I get the help and support I need from other teams and services within the organisation to do my job	71	72	71	70	70	71	71	0
I am confident performance is managed well within my organisation	64	64	64	62	63	63	62	-1
I have confidence and trust in senior managers/Board Members responsible for the wider organisation ¹¹	64	65	64	61	61	61	60	-1
I feel senior managers/Board Members responsible for the wider organisation are sufficiently visible ¹³	62	62	62	55	55	56	55	-1
I feel involved in decisions relating to my organisation	57	57	57	55	55	56	55	-1

The lowest scores across all components, are in 'I feel Board Members responsible for the wider organisation are sufficiently visible'¹³ (55) and 'I feel involved in decisions relating to my organisation' (55), both have declined by 1 point from 2023.

¹¹ Question Wording Changed in 2021 from 'senior managers' to 'Board Members'



My Organisation	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I understand how my role contributes to the goals of my organisation	80%	14%	3%	3%
I feel my organisation cares about my health and wellbeing	51%	25%	10%	14%
I feel that board members who are responsible for my organisation are sufficiently visible	25%	23%	17%	35%
I have confidence and trust in Board members who are responsible for my organisation	29%	29%	17%	25%
I feel sufficiently involved in decisions relating to my organisation	23%	24%	20%	33%
I am confident performance is managed well within my organisation	34%	28%	16%	22%
I get the help and support I need from others within the organisation to do my job	50%	29%	10%	11%
I would recommend my organisation as a good place to work	58%	25%	8%	9%
I would be happy for a friend or relative to access services within my organisation	63%	23%	7%	7%

Boards

Full Board data is included in the iMatter 2024 Data file¹².

While overall there has been either no change or a decline of 1 point in My Organisation scores, there are larger differences among individual Boards.

Boards with the largest declines are:

- Healthcare Improvement Scotland, where several ratings have declined:
 - 'I have confidence and trust in Board members who are responsible for my organisation' and 'I feel sufficiently involved in decisions relating to my organisation' have both declined by 10 points from 2023 to 62 and 54, respectively.
 - 'I would recommend my organisation as a good place to work' has declined by 9 points to 72.
 - The decline of 8 points in 'I feel my organisation cares about my health and wellbeing' to 71 is also of concern.
- Three components have declined by 3 points in NHS Grampian:
 - 'I feel that board members who are responsible for my organisation are sufficiently visible' declined from 59 in 2023 to 56 in 2024.
 - 'I feel sufficiently involved in decisions relating to my organisation' also declined from 59 in 2023 to 56 in 2024.
 - 'I have confidence and trust in Board members who are responsible for my organisation' declined from 64 in 2023 to 61 in 2024.
- NHS Education for Scotland has also seen declines of 3 points in three components:
 - 'I feel my organisation cares about my health and wellbeing,' declined from 84 in 2023 to 81 in 2024.
 - 'I am confident performance is managed well within my organisation' declined from 74 in 2023 to 71 in 2024.
 - 'I would recommend my organisation as a good place to work' declined from 87 in 2023 to 84 in 2024.

Several Boards have improved their scores in My Organisation, the largest being;

- Public Health Scotland where all components have increased by at least 2 points. The largest improvement is in 'I feel that board members who are responsible for my organisation are sufficiently visible' which is up 6 points from 2023. 'I have confidence and trust in Board members who are responsible for my organisation' has increased by 5 points.

Public Health Scotland

"We have introduced 'All staff conversations' with the Chief Exec, focused on particular areas of work or specific issues within the organisation. We also had the first all PHS staff conference which was greatly attended and a really positive experience.

Board members made a commitment to join staff in staff events and we have also included a programme of staff attending Board meetings to see how the Board operates."

- NHS Orkney has achieved the greatest improvement of all My Organisation components across all Boards with an increase of 8 points in 'I feel that board members who are responsible for my organisation are sufficiently visible', from 53 in 2023 to 61 in 2024.

¹² iMatter 2023 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

- 'I have confidence and trust in Board members who are responsible for my organisation' and 'I feel sufficiently involved in decisions relating to my organisation' have both increased by 4 points in NHS Orkney. The iMatter team there provided the following feedback on actions that have been taken to improve scores relating board members:

NHS Orkney iMatter Team

"Board walkarounds were introduced in May 2023 to improve the visibility of Board members and to ensure staff across the organisation felt heard and relationships strengthened. Feedback is shared with staff covering, what teams are proud of, what we learnt, support needed, items for escalation.

This new approach was introduced in response to staff feedback, notably following low iMatter staff survey scores for Board visibility and specifically to recognise that as Board members we would find it helpful to gain an insight/deeper understanding into the work of our teams/different area of work.

The Board walkarounds are part of a wider package of changes that took place in 2023/24 to further improve staff engagement, Board visibility and organisational culture."

- NHS 24 have improved all scores within My Organisation. The largest increases are in 'I feel my organisation cares about my health and wellbeing,' 'I am confident performance is managed well within my organisation' and 'I would recommend my organisation as a good place to work' all up for 4 points from 2023. NHS 24 have provided details of the actions that have contributed to these score increases:

NHS 24 iMatter Team

"I feel my organisation cares about my health and wellbeing.

- The implementation of the 'Our Culture Matters' programme, alongside the 'Our Wellbeing Matters' strategy and the rollout of Culture and Values Workshops.
- Regular planned promotion of wellbeing resources in a multi-layered way throughout the year, building active and passive consumption and increasing awareness of what's on offer to support our staff.
- Ongoing commitment for all members of staff to receive a regular 1:1 with their line manager to support discussions on individual health and wellbeing and monitor welfare.
- The appointment of a Wellbeing Manager has been key to ensuring the effective implementation of wellbeing initiatives and promoting a more engaged and healthier workforce

I am confident performance is managed well within my organisation.

- Re-invigoration of the Appraisal process within NHS 24 to review performance and to set work and learning goals for the coming period.
- Support and resources for managers, including continued policy training and the implementation of lessons learned.
- An appraisal hub created to provide access to resources along with training for individual teams as necessary.

I would recommend my organisation as a good place to work.

- The launch of the Leadership Development Programme, featuring 'Leading with Courage' and 'Leading for Impact,' has created a more positive and motivating work environment, reinforcing our commitment to making NHS 24 a great place to work.
- The introduction of Mentor24 has fostered skill development and career growth by connecting employees with seasoned mentors who provide valuable guidance and support.

- The Staff Experience Groups established in centres, coupled with regular Culture and Wellbeing pulse surveys of all staff allow rich feedback and insights into staff experience at work, enabling learning and identification of continuous improvement, built on staff voice.
 - The redesign of our end to end recruitment process which ensures values are embedded from the beginning and that the process of onboarding starts pre application and ends after 12 months. A key part of this is the 3, 6 and 9 month check ins that are carried out to ensure staff are settling in well and any issues are picked up and addressed quickly.”
-

Two Team Stories from NHS Golden Jubilee focus on cross-team collaboration and may have contributed to the 1p increase in the Board’s score for ‘I get the help and support I need from other teams and services within the organisation to do my job’ from 70 in 2023 to 71 this year.

NHS Golden Jubilee Nursing for Heart, Lung and Diagnostic Services (HLDS) and National Elective Services (NES) teams demonstrate the value of cross-team working and the importance of ‘staff feeling they get the help and support they need from other teams and services within the organisation to do their job:

NHS Golden Jubilee HLDS and NES Teams

“Our iMatter story actually covers more than one team but really highlights the benefit of working together.

We took inspiration from our Senior Charge Nurses who had already recognised the value in both directorates coming together at ‘away days’ and decided to put something similar in place for our Clinical Nurse Managers.

As well as using these sessions to discuss pertinent local and national issues, we saw them as a great opportunity to share learning, discuss ideas and really get to know each other better. The content and format of the meetings are driven by the group members, who, in pairs, take it in turn to organise the session.

The honesty and openness in the room bore testament to the great bond and trust we have built across our teams.”

Multiple Theatres Nursing Teams in NHS Gold Jubilee have worked together on workshops to support staff and ensure effective team work:

NHS Golden Jubilee Theatres Nursing Teams

“As NHS Golden Jubilee progressed with its ambitious plans to open a new surgical centre and redesigned Outpatient Department, we recognised that the development of our workforce also needed significant investment – both for our existing staff and the anticipated 500 new recruits for the new surgical centre. We wanted to create the foundations for positive team work.

We collaborated with colleagues from Learning and Organisational Development to design and deliver facilitated development sessions to support effective functioning for teams involved in the expansion. For the Nursing teams within Theatres, this meant all nurses had the opportunity to attend a three-hour workshop focussing on self-care, wellbeing and effective team working.

We collaborated with colleagues from Learning and Organisational Development to design and deliver facilitated development sessions to support effective functioning for teams involved in the

expansion. For the Nursing teams within Theatres, this meant all nurses had the opportunity to attend a three-hour workshop focussing on self-care, wellbeing and effective team working.”

A story from NHS Grampian Finance, Procurement and Performance Directorate also focuses on the importance of cross team collaboration. Like many other stories it references the long-term commitment to continued progress:

NHS Grampian, Finance, Procurement and Performance Directorate

“As the newly appointed Service Director of the Finance, Procurement & Performance Directorate at NHS Grampian, the Directorate faced the challenge of integrating 3 distinct teams into a cohesive unit. Our iMatter survey results showed promise, with a 90% response rate and an overall experience score of 8.1 out of 10. However, the services recognised areas for improvement, particularly in training, information sharing, and our working environment.

To address these challenges, we implemented several strategies. The Director of Finance began spending time in different office locations, shadowing colleagues to understand their roles better. We held an away day focused on team integration and our service vision. To improve training, we are exploring additional support for trainees, considering apprenticeship opportunities, and reviving our CPD programme.

Communication has been key. We issue regular updates via our team's channels, keeping staff informed about Board discussions. We've held all-staff meetings to discuss important issues like our office move and hybrid working arrangements.

Our journey is ongoing, but we are confident that with continued focus on staff governance, we will build a stronger, more integrated team ready to support NHS Grampian's future plans.”

NHS 24 have focused on improving board member visibility and strengthening confidence and trust:

NHS 24

“Over the past year, significant steps have been taken to improve board member visibility and strengthen confidence and trust. These efforts have been reflected in the latest iMatter Workforce results, where the percentage of the Workforce team who feel that board members responsible for the organisation are sufficiently visible increased by 7%, and confidence and trust in board members improved by 3% on previous year.

To enhance visibility, board members were invited to team meetings, allowing staff to showcase their work, and board members to better understand the challenges and successes of different teams across the directorate.

Further efforts to foster engagement included opportunities for staff to both observe Staff Governance Committee meetings and to present their work where appropriate. These collective initiatives have not only increased board member visibility but also promoted a deeper understanding of how individuals fit and contribute to the wider organisation. Staff Governance development sessions provided platforms for staff to highlight key areas of work and gain valuable insights into the roles and responsibilities of board members.”

Staff Groupings

Local Authority staff score higher for all components of My Organisation. The biggest differences are confidence in

- I am confident performance is managed well within my organisation with Local Authority staff scoring 5 points higher (67) than NHSScotland staff (62)
- I feel my organisation cares about my health and wellbeing with Local Authority staff scoring 4 points higher (74) than NHSScotland staff (70)

My Organisation	NHSScotland	Local Authority	Difference
I understand how my role contributes to the goals of my organisation	83	85	2
I feel my organisation cares about my health and wellbeing	70	74	4
I feel that board members who are responsible for my organisation are sufficiently visible	55	57	2
I have confidence and trust in Board members who are responsible for my organisation	59	61	2
I feel sufficiently involved in decisions relating to my organisation	54	57	3
I am confident performance is managed well within my organisation	62	67	5
I get the help and support I need from other teams and services within the organisation to do my job	70	73	3
I would recommend my organisation as a good place to work	74	77	3
I would be happy for a friend or relative to access services within my organisation	77	78	1

Details of scores for each of the individual Staff Groupings within NHSScotland and Local Authority are included within the iMatter 2024 Data files¹³. There is considerable variation in scores across Staff Groupings across the My Organisation components.

Staff Governance Standard – Strand Scores

Staff Governance is a key component of the NHSScotland governance framework used to monitor and manage the performance of NHS Scotland organisations. Staff Governance considers both how *effectively* staff are managed and also how staff *feel* they are managed. The standard was underpinned in legislation in 2004 and its component strands as shown below continue to be monitored, both locally and nationally.

Staff Governance Standard – Scores

The strands of the Staff Governance Standard were mapped against the 20 components forming part of the Staff Experience Framework (see [Appendix 8](#)). The 28 questions were then mapped to the 20 components and Staff Governance Standard to provide a measure of Employee Engagement (see [Appendix 9](#)).

Staff Governance Standard Weighted Index Values	2017	2018	2019	2021	2022	2023	2024	Movement 2024 - 2023
Well informed	80	80	80	78	79	79	79	0
Appropriately trained and developed	73	74	74	73	75	77	77	0
Involved in decisions	71	71	71	70	71	72	71	-1
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	77	77	77	77	78	79	79	0
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	76	77	77	76	77	78	78	0

The only Staff Governance Standard Strand to change from 2023 to 2024 is 'Involvement in decisions', which has declined by 1 point, returning to the 2022 score of 71.

Board Scores

Across the individual boards there is variation in the Staff Governance Standard Strand scores. The table below shows the highest and lowest scores achieved across the Boards and the size of the difference.

The largest variation across Boards is the 'Appropriately trained and developed' Strand with a range in Board scores of 23, from 62 in the lowest scoring Board to 85 in the highest scoring Board.

The greatest consistency is seen in the 'Well informed' strand where the range is 11 points from lowest (73) to highest (84).

Staff Governance Standard Weighted Index Values	Highest Board Score Achieved	Lowest Board Score Achieved	Range: Highest to Lowest Score
Well informed	84	73	11
Appropriately trained and developed	85	62	23
Involved in decisions	81	59	22
Treated fairly & consistently, with dignity & respect, in an environment where diversity is valued	86	68	18
Provided with a continuously improving & safe working environment, promoting health & wellbeing of staff, patients & the wider community	85	69	16

Strand scores for each Board for 2024 and movement from 2023 are included in the iMatter 2024 Data file¹⁴.

The Estates and Facilities Directorate at NHS Greater Glasgow and Clyde introduced a campaign to demonstrate that staff are involved in decisions and to keep staff full informed of actions being taken by the organisation:

NHS Greater Glasgow and Clyde, Estates and Facilities Directorate

"The Estates and Facilities Directorate wanted to showcase to staff the impact that their feedback from iMatter has made across teams and services across the sites. They recognised that, by showcasing the outcomes of feedback, this can demonstrate how taking part in iMatter really makes a difference.

To do this, they recently launched their "You Said, We Did" poster campaign, aimed at showing the tangible results from iMatter 2023 feedback.

The feedback shared by staff has guided the Directorate in making meaningful improvements and enhancing the workplace experience. With support and engagement, they've been able to address issues promptly and implement solutions that truly matter to staff."

¹⁴ iMatter 2024 Data File tabs: 'SGS Components' and 'Significance Testing Boards'

A story from the Aberdeen City Health & Social Care Partnership (ACHSCP) in NHS Grampian, illustrates how iMatter is being used to drive continuous improvement in Staff Governance and engagement:

NHS Grampian, Aberdeen City Health & Social Care Partnership (ACHSCP)

“ACHSCP has established a robust partnership structure, including a staff partnership forum that meets regularly. We prioritise collaborative working, introducing this principle across all services. In 2023, we invested in a full-time staff partnership lead, who actively engages with various staff groups across the partnership.

iMatter has served as a key tool for ACHSCP to reflect on our performance and demonstrate compliance with the Staff Governance Standard. The partnership recognises the importance of data-driven decision-making and uses iMatter results alongside Culture Matter data and Turas to evaluate progress.

The partnership’s commitment to staff well-being is evident in our ongoing programme of health and safety site inspections and well-established staff well-being activities. In 2023, over 1,100 staff members participated in these activities across 7 sites in Aberdeen city.”

Recommendation

Within the iMatter questionnaire there are two statements that relate to recommendation:

- I would recommend my organisation as a good place to work
- I would recommend my team as a good one to be a part of

Recommendation	2017	2018	2019	2021	2022	2023	2024	Movement 2024 – 2023
I would recommend my organisation as a good place to work	74	74	74	73	74	75	74	-1
I would recommend my team as a good one to be a part of	82	83	83	83	84	85	85	0

Team recommendation has remained unchanged from 2023 at 85, but organisation recommendation has declined by one point returning to the 2022 score of 74.

Over half (58%) of staff agree strongly or agree (Strive & Celebrate) that they would recommend their organisation as a good place to work. This is a decrease of 2 percentage points from 2023. 79% of staff agree they would recommend their team as a good one to be a part of, unchanged from last year.



Recommendation	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I would recommend my team as a good one to be a part of	79%	13%	4%	4%
I would recommend my organisation as a good place to work	58%	25%	8%	9%

Boards

For recommendation of the organisation as a good place to work there is a broad range of scores across the Boards. For recommendation of their team the range is much smaller. The Board with the highest score for both measures is NHS Education for Scotland, despite a decline of 3 points from 87 to 84 in recommendation of the organisation. The Board with the lowest score for both is Scottish Ambulance Service (65 and 78 respectively).

The largest improvement is in Public Health Scotland where recommending the organisation has increased by 4 points from 75 to 79 and recommending their team has increased by 3 points from 83 to 86.

Recommendation	I would recommend my organisation as a good place to work			I would recommend my team as a good one to be a part of		
	2023	2024	Movement from 2023	2023	2024	Movement from 2023
Health and Social Care	75	74	-1	85	85	0
National Boards (Patient-facing)						
NHS Golden Jubilee	76	78	+2	84	84	0
NHS 24	71	75	+4	85	87	+2
Scottish Ambulance Service	66	65	-1	80	78	-2
The State Hospital	71	72	+1	86	84	-2
National Boards (Support)						
Healthcare Improvement Scotland	81	72	-9	87	84	-3
NHS Education for Scotland	87	84	-3	91	91	0
NHS National Services Scotland	78	77	-1	86	85	-1
Public Health Scotland	75	79	+4	83	86	+3
Geographic Boards						
NHS Ayrshire & Arran	77	77	0	86	86	0
NHS Borders	74	72	-2	84	84	0
NHS Dumfries & Galloway	75	74	-1	83	83	0
NHS Fife	76	75	-1	85	84	-1
NHS Forth Valley	73	73	0	85	85	0
NHS Grampian	77	75	-2	85	85	0
NHS Greater Glasgow and Clyde	75	74	-1	85	84	-1
NHS Highland	73	73	0	84	84	0
NHS Lanarkshire	76	75	-1	86	86	0
NHS Lothian	75	74	-1	86	85	-1
NHS Orkney	70	71	+1	81	82	1
NHS Shetland	78	78	0	86	85	-1
NHS Tayside	75	75	0	85	85	0
NHS Western Isles	76	73	-3	85	83	-2

NHS 24 has improved by 4 points for recommendation of the organisation returning to a score of 75, fully reversing the decline of 4 points seen in 2023. The score for recommending their team as a good place to work has increased by 2 points to 87, making it the highest scoring of all Patient-facing boards (National and Geographic).

There has been a considerable decline in recommendation scores for Healthcare Improvement Scotland with a drop of 9 points in recommendation of the organisation. Team recommendation has declined 3 points from last year, the largest decline seen in any Board.

Staff Groupings

Recommendation of a good team to be part of is quite consistent across staff groupings, while recommendation of the organisation varies more. Senior Managers, Nursing and Midwifery and Allied Health Profession score most highly among NHSScotland staff for team recommendation. Ambulance Services are the least likely to recommend their organisation and Local Authority Senior Managers the most likely.

	I would recommend my organisation as a good place to work	I would recommend my team as a good one to be a part of
Health & Social Care	74	85
NHSScotland Employees	74	84
Administrative Services	77	84
Allied Health Profession	73	86
Ambulance Services	64	78
Health Science Services	71	80
Medical & Dental	70	83
Medical & Dental Support	76	84
Nursing & Midwifery	73	86
Other Therapeutic	75	85
Personal & Social Care	77	84
Senior Managers	80	88
Support Services	74	80
Local Authority Employees	77	86
Adult Services	77	86
Business Services	79	87
Children's Services	77	87
Criminal Justice	77	86
Older People Services	75	84
Senior Managers	83	88
Strategic Development	79	87

Patient Services

Illustrating the link between iMatter and patient care, the survey asks staff to say whether they 'would be happy for a friend or relative to access services within my organisation'. This measure has decreased by 1 point from 2023, returning to the score of 77 seen in 2021 and 2022.

Patient Services	2017	2018	2019	2021	2022	2023	2024	Movement 2024 - 2023
I would be happy for a friend or relative to access services within my organisation	78	78	78	77	77	78	77	-1

Almost two-thirds (63%) of staff agree or agree strongly (Strive & Celebrate) with the statement and only 7% disagree or disagree strongly (Focus to Improve).



Patient Services	Strive & Celebrate	Monitor to Further Improve	Improve to Monitor	Focus to Improve
I would be happy for a friend or relative to access services within my organisation	63%	23%	7%	7%

Boards

Ten of the fourteen Geographic Boards have seen a decline in scores for 'I would be happy for a friend or relative to access services within my organisation'. Only NHS Orkney has increased their score from 72 in 2023 to 74 in 2024.

Of the patient-facing National Boards NHS Golden Jubilee, NHS 24 and The State Hospital have all improved their scores, but The Scottish Ambulance Service has declined by 2 points.

Public Health Scotland is the only National Support Board to improve its score from 2023 with an increase of 4 points from 77 to 81. The largest decline has been in Healthcare Improvement Scotland, down 7 points from 82 to 75.

I would be happy for a friend or relative to access services within my organisation	2023	2024	Movement from 2023
Health and Social Care	78	77	-1
National Boards (Patient-facing)			
NHS Golden Jubilee	82	83	+1
NHS 24	79	81	+2
Scottish Ambulance Service	72	70	-2
The State Hospital	69	70	+1
National Boards (Support)			
Healthcare Improvement Scotland	82	75	-7
NHS Education for Scotland	88	86	-2
NHS National Services Scotland	80	79	-1
Public Health Scotland	77	81	+4
Geographic Boards			
NHS Ayrshire & Arran	78	77	-1
NHS Borders	75	73	-2
NHS Dumfries & Galloway	77	75	-2
NHS Fife	77	77	0
NHS Forth Valley	74	73	-1
NHS Grampian	79	77	-2
NHS Greater Glasgow and Clyde	77	76	-1
NHS Highland	75	75	0
NHS Lanarkshire	78	77	-1
NHS Lothian	78	77	-1
NHS Orkney	72	74	+2
NHS Shetland	82	81	-1
NHS Tayside	78	78	0
NHS Western Isles	80	77	-3

Staff Groupings

Scores across staff groupings range from 69 among Ambulance Services, down 2 points from last year. The largest decline is in Local Authority Strategic Development which has dropped from 83 last year to 80 this year.

I would be happy for a friend or relative to access services within my organisation	2023	2024	Movement from 2023
Health & Social Care	78	77	-1
NHS Scotland Employees	77	77	0
Administrative Services	80	79	-1
Allied Health Profession	77	75	-2
Ambulance Services	71	69	-2
Health Science Services	77	75	-2
Medical & Dental	76	75	-1
Medical & Dental Support	81	80	-1
Nursing & Midwifery	76	76	0
Other Therapeutic	78	77	-1
Personal & Social Care	79	78	-1
Senior Managers	83	81	-2
Support Services	76	76	0
Local Authority Employees	78	78	0
Adult Services	78	78	0
Business Services	82	81	-1
Children's Services	77	76	-1
Criminal Justice	78	77	-1
Older People Services	78	78	0
Senior Managers	85	83	-2
Strategic Development	83	80	-3

A Team Story from the North Lanarkshire Health and Social Care Partnership, focuses on their commitment to providing the best possible care for older adults:

NHS Lanarkshire North Lanarkshire H&SCP - Wishaw Locality – Older Adults Social Work

“Wishaw Older Adult Social work team’s imatter action plan for the year ahead has highlighted the need for change. The team is displaying an open mindedness to new ways of working and a willingness to do things differently. All members of the team are active participants in our commitment to making improvements and by taking this creative approach to change we are challenging assumptions and aiming to enhance existing practices.

We are committed to ensuring all older people have a voice, choice and control over their lives and they have a right to make informed decisions. The team recognises embracing change for the improvements this can offer to our service users and their families and the opportunities it presents to get it right for everybody.

Angela O’Brien, Wishaw Locality Social Work Manager added “The team have demonstrated a clear commitment to the service position around back to basics, ensuring that services users are at the heart of any social work intervention. Celebrating the living well agenda has been very well adopted within the Wishaw Older Adults team which is very refreshing”.

Raising Concerns

Two additional questions were first included in the 2023 questionnaire covering how staff feel about raising concerns. These questions are not included within the EEI calculation of the Staff Governance Strand Scores.

The questions were not compulsory within the questionnaire, however in line with 2023, 98% of staff completing the iMatter questionnaire answered these questions in 2024.

Response Rate	Number of respondents 2023	Percentage	Number of respondents 2024	Percentage
Respondents completing iMatter survey	118,376		119,534	
I am confident that I can safely raise concerns about issues in my workplace	116,317	98%	117,618	98%
I am confident that my concerns will be followed up and responded to	116,041	98%	117,390	98%

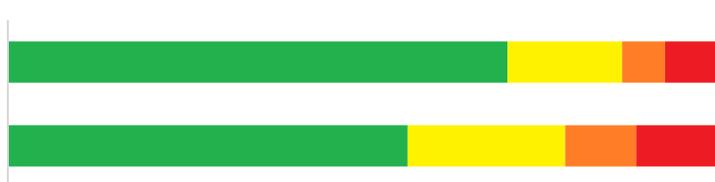
The scores have been calculated using the same method as used for iMatter score calculations.

Raising Concerns	2023	2024	Movement 2024 - 2023
I am confident that I can safely raise concerns about issues in my workplace	79	79	0
I am confident that my concerns will be followed up and responded to	74	73	-1

Confidence to safely raise concerns remains at 79, while confidence that concerns will be followed up has declined 1 point to 73.

70% of respondents agree or agree strongly that they are confident to safely raise any concerns they have. Over half of respondents (56%) agree or agree strongly that they are confident their concerns will be responded to.

I am confident that I can safely raise concerns about issues in my workplace
I am confident that my concerns will be followed up and responded to



Strongly Agree/ Agree	Slightly Agree	Slightly Disagree	Disagree/ Disagree Strongly
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Raising Concerns	Strongly Agree/ Agree	Slightly Agree	Slightly Disagree	Disagree/ Disagree Strongly
I am confident that I can safely raise concerns about issues in my workplace	70%	16%	6%	8%
I am confident that my concerns will be followed up and responded to	56%	22%	10%	12%

Boards

There is variation in scores across the Boards. NHS Education for Scotland has the highest scores for both measures and Scottish Ambulance Service the lowest.

The largest improvement is in Public Health Scotland where both scores have increased by 4 points from last year. NHS 24 has also improved both scores with 'confidence to safely raise concerns' up 2 points and 'confident that concerns will be followed up on' is up 3 points.

Healthcare Improvement Scotland have seen a decline of 7 points in both scores. NHS Western Isles has seen a decline of 4 points in 'confident that concerns will be followed up on' while 'confidence to raise concerns' has declined by 1 point.

	I am confident that I can safely raise concerns about issues in my workplace			I am confident that my concerns will be followed up and responded to		
	2023	2024	Movement from 2023	2023	2024	Movement from 2023
Health and Social Care	79	79	0	74	73	-1
National Boards (Patient-facing)						
NHS 24	74	76	+2	68	71	+3
NHS Golden Jubilee	77	77	0	71	71	0
Scottish Ambulance Service	70	69	-1	62	60	-2
The State Hospital	73	74	+1	67	67	0
National Boards (Support)						
Healthcare Improvement Scotland	81	74	-7	75	68	-7
NHS Education for Scotland	86	85	-1	83	81	-2
NHS National Services Scotland	80	79	-1	75	74	-1
Public Health Scotland	77	81	+4	70	74	+4
Geographic Boards						
NHS Ayrshire & Arran	81	80	-1	76	75	-1
NHS Borders	80	79	-1	73	72	-1
NHS Dumfries & Galloway	77	77	0	71	71	0
NHS Fife	80	80	0	75	74	-1
NHS Forth Valley	79	78	-1	73	72	-1
NHS Grampian	80	79	-1	75	74	-1
NHS Greater Glasgow and Clyde	80	79	-1	74	73	-1
NHS Highland	78	78	0	72	71	-1
NHS Lanarkshire	81	81	0	76	75	-1
NHS Lothian	80	80	0	74	74	0
NHS Orkney	75	74	-1	65	66	+1
NHS Shetland	82	81	-1	76	75	-1
NHS Tayside	80	80	0	74	74	0
NHS Western Isles	77	76	-1	73	69	-4

Staff Groupings

Ambulance Services Staff are the least confident that they can safely raise concerns and that their concerns will be followed up with scores of 68 and 59 respectively. Local Authority Senior Managers score highest for the two measures, at 87 for confidence in raising concerns and 83 for confidence that concerns will be followed up on.

Strategic Development staff scores for both measures have declined by 3 points from 2023. Criminal Justice staff have declined 4 points from 2023 for 'I am confident that my concerns will be followed up and responded to.

	I am confident that I can safely raise concerns about issues in my workplace			I am confident that my concerns will be followed up and responded to		
	2023	2024	Movement from 2023	2023	2024	Movement from 2023
Health & Social Care	79	79	0	74	73	-1
NHS Scotland Employees	79	79	0	73	72	-1
Administrative Services	80	80	0	75	74	-1
Allied Health Profession	80	79	-1	74	73	-1
Ambulance Services	70	68	-2	61	59	-2
Health Science Services	77	76	-1	69	68	-1
Medical & Dental	79	77	-2	71	70	-1
Medical & Dental Support	78	78	0	73	74	+1
Nursing & Midwifery	79	79	0	73	73	0
Other Therapeutic	80	80	0	75	74	-1
Personal & Social Care	81	82	+1	76	77	+1
Senior Managers	86	85	-1	81	79	-2
Support Services	77	77	0	71	71	0
Local Authority Employees	82	82	0	77	77	0
Adult Services	82	82	0	76	77	+1
Business Services	83	83	0	79	79	0
Children's Services	81	81	0	76	76	0
Criminal Justice	82	80	-2	78	74	-4
Older People Services	81	81	0	76	76	0
Senior Managers	87	87	0	84	83	-1
Strategic Development	86	84	-3	83	80	-3

Overall Experience

The overall experience question remained at 7.0 this year.

Year	Please tell us how you feel about your overall experience of working for your organisation from a scale of 0 to 10 Mean Score	Movement from Previous iMatter Survey (points)
2024	7.0	0
2023	7.0	+0.1
2022	6.9	+0.1
2021	6.8	-0.1
2019	6.9	+0.1
2018	6.8	N/A

Almost a quarter of respondents (23%) score their overall experience 9 or 10 out of 10. 11% of respondents rate their experience as 4 or less out of 10.



There is a small increase in the percentage of staff scoring 4 or 5 from last year, with a reduction in those scoring 8 or 10.

Score	Percentage of staff 2023	Percentage of staff 2024	Movement from 2023
0 Very Poor Experience	1%	1%	0
1	1%	1%	0
2	1%	1%	0
3	3%	3%	0
4	4%	5%	+1
5	11%	12%	+1
6	12%	12%	0
7	22%	22%	0
8	21%	20%	-1
9	11%	11%	0
10 Very Good Experience	13%	12%	-1

Overall Experience within Boards

While Overall Experience hasn't changed from last year for Health and Social Care, there are some notable movements at Board level as shown in the table following.

Two Boards, NHS 24 and Public Health Scotland have increased their Overall Experience score by 0.4 in 2024. The largest decline is in Healthcare Improvement Scotland where the score has dropped by 0.9 from 7.5 in 2023 to 6.6 in 2024. Two Boards, NHS Education for Scotland and NHS Western Isles have both declined by 0.3 from last year to 7.9 and 6.8 respectively.

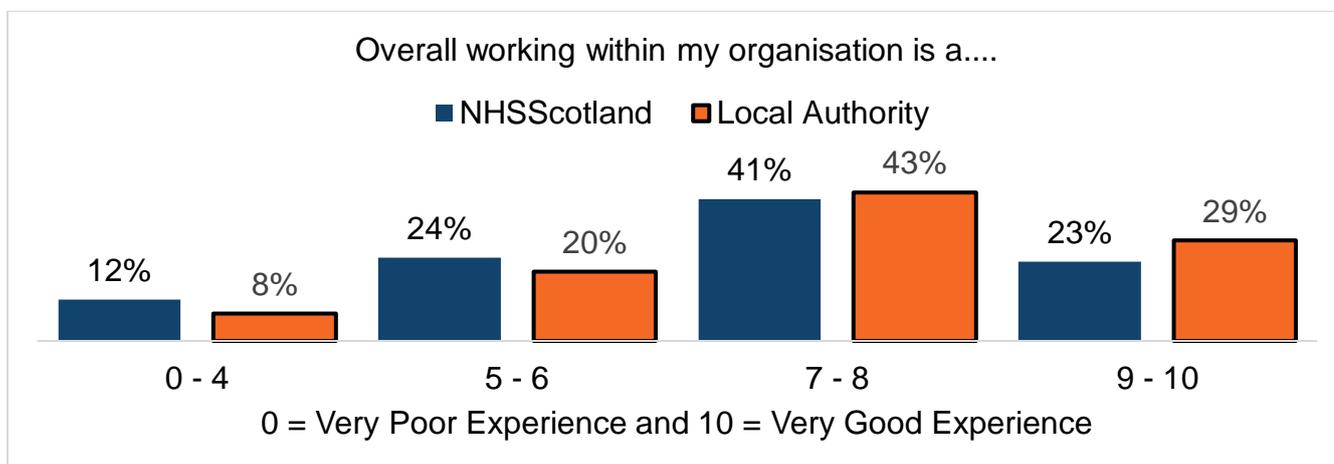
Overall Experience	2017	2018	2019	2021	2022	2023	2024	Movement from 2023
Health and Social Care	6.7	6.8	6.9	6.8	6.9	7.0	7.0	0
National Boards (Patient-facing)								
NHS Golden Jubilee	7.5	7.4	7.4	6.5	6.8	7.1	7.2	+0.1
NHS 24	6.8	6.9	7.2	6.7	6.9	6.6	7.0	+0.4
Scottish Ambulance Service	5.9	6.1	NR ¹⁵	5.9	6.1	6.2	6.0	-0.2
The State Hospital	6.8	6.9	6.9	6.4	6.6	6.7	6.9	+0.2
National Boards (Support)								
Healthcare Improvement Scotland	7.2	7.3	7.1	7.6	7.8	7.5	6.6	-0.9
NHS Education for Scotland	7.4	7.5	7.7	8.1	8.3	8.2	7.9	-0.3
NHS National Services Scotland	7.0	7.0	7.1	7.4	7.4	7.4	7.2	-0.2
Public Health Scotland	N/A	N/A	N/A	7.0	6.8	6.9	7.3	+0.4
Geographic Boards								
NHS Ayrshire & Arran	6.9	NR	6.9	6.9	7.0	7.2	7.2	0
NHS Borders	6.4	NR	NR	6.5	6.7	6.9	6.7	-0.2
NHS Dumfries & Galloway	6.7	NR	6.8	6.5	6.8	6.9	6.8	-0.1
NHS Fife	6.7	NR	6.9	6.8	6.8	7.0	7.0	0
NHS Forth Valley	6.7	6.7	6.8	6.6	6.8	6.8	6.8	0
NHS Grampian	6.9	6.9	7.1	7.0	7.0	7.2	7.1	-0.1
NHS Greater Glasgow and Clyde	NR	NR	NR	6.7	6.8	7.0	6.9	-0.1
NHS Highland	NR	NR	6.6	6.6	6.8	6.8	6.8	0
NHS Lanarkshire	6.9	7.0	7.1	6.9	7.0	7.1	7.1	0
NHS Lothian	6.8	6.9	7.0	6.8	6.8	7.0	6.9	-0.1
NHS Orkney	6.5	6.7	6.9	6.2	6.4	6.4	6.5	0.1
NHS Shetland	7.0	NR	7.3	7.2	7.3	7.4	7.3	-0.1
NHS Tayside	6.5	NR	6.7	6.7	7.0	7.0	7.0	0
NHS Western Isles	NR	NR	NR	6.9	6.7	7.1	6.8	-0.3

¹⁵ 'NR' No Report: Boards who did not reach the response rate threshold of 60% were not issued with an EEI report prior to 2021.

Overall Experience within Staff Groupings

Local Authority staff score 0.4 higher for Overall Experience (7.3) than NHSScotland staff (6.9). In 2023 the gap was only 2 points (7.2 and 7.0 respectively).

29% of Local Authority staff rate their experience 9 or 10, compared to 23% of NHSScotland staff. In contrast, 28% of Local Authority staff rate their experience 6 or less, compared to 36% of NHSScotland staff.



Among NHSScotland staff Senior Managers and those in Personal & Social Care score highest (7.4) and Ambulance Services the lowest (5.9), down 0.2 from last year.

Within Local Authority staff the Overall Experience Score has increased by 0.1 overall. The largest movement is among Senior Managers where Overall Experience has declined by 0.3 from 7.9 to 7.6.

Overall Experience (Mean Score)	2021	2022	2023	2024	Difference 2024 – 2023
Health & Social Care	6.8	6.9	7.0	7.0	0
NHS Scotland Employees	6.8	6.9	7.0	6.9	-0.1
Administrative Services	7.2	7.3	7.4	7.3	-0.1
Allied Health Profession	6.8	6.9	6.9	6.9	0
Ambulance Services	5.8	6.1	6.1	5.9	-0.2
Health Science Services	6.8	6.8	6.8	6.7	-0.1
Medical & Dental	6.6	6.6	6.7	6.6	-0.1
Medical & Dental Support	6.9	7.0	7.1	7.2	+0.1
Nursing & Midwifery	6.4	6.6	6.8	6.8	0
Other Therapeutic	7.0	7.0	7.0	7.0	0
Personal & Social Care	7.3	7.3	7.3	7.4	+0.1
Senior Managers	7.4	7.5	7.5	7.4	-0.1
Support Services	7.0	7.0	7.1	7.0	-0.1
Local Authority Employees	6.9	7.1	7.2	7.3	+0.1
Adult Services	6.9	7.0	7.2	7.3	+0.1
Business Services	7.4	7.5	7.6	7.5	-0.1
Children's Services	7.1	7.0	7.2	7.2	0
Criminal Justice	7.1	7.3	7.4	7.3	-0.1
Older People Services	6.8	6.9	7.2	7.2	0
Senior Managers	7.3	7.6	7.9	7.6	-0.3
Strategic Development	7.3	7.5	7.7	7.6	-0.1

Demographic Profile

Demographic questions were first introduced in 2021. The profile of respondents taking part in iMatter in 2023 is very similar to 2024. There is an increase in the proportion of respondents choosing not to answer some or all of the demographic questions. For example, in 2023 16% did not answer the age question, in 2024 this increased to 19%.

Demographic Profile	2023	2024
What was your age at your last birthday?		
Under 25 years	3%	3%
25 - 34 years	15%	15%
35 - 44 years	21%	20%
45 - 54 years	24%	23%
55 - 64	19%	19%
65 years and over	2%	2%
No Answer Given	16%	19%
What is your sex?		
Female	73%	72%
Male	18%	18%
No Answer Given	9%	11%
Do you consider yourself to be trans, or have a trans history?		
No	91%	90%
Yes	<1%	1%
No Answer Given	9%	9%
What is your legal marital or registered civil partnership status?		
Never married and never registered in a civil partnership	27%	27%
Married	50%	49%
In a registered civil partnership	1%	1%
Separated, but still legally married	2%	2%
Separated, but still legally in a civil partnership	<1%	<1%
Divorced	8%	7%
Formerly in a civil partnership which is now legally dissolved	<1%	<1%
Widowed	1%	1%
Surviving partner from a civil partnership	<1%	<1%
No Answer Given	10%	11%
Which of the following best describes your sexual orientation?		
Straight/Heterosexual	85%	85%
Gay or Lesbian	2%	2%
Bisexual	2%	2%
Prefer to self-describe	1%	1%
No Answer Given	10%	10%

Demographic Profile	2023	2024
The Equality Act 2010 describes a disabled person as: '...anyone who has a physical, sensory or mental impairment, which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities'. Do you consider yourself to be disabled within the definition of the Equality Act 2010?		
Yes	6%	7%
No	86%	85%
No Answer Given	8%	8%
Do you have any of the following, which have lasted, or are expected to last, at least 12 months?		
Deafness or partial hearing loss	3%	3%
Blindness or partial sight loss	1%	1%
Full or partial loss of voice or difficulty speaking (a condition which requires you to use equipment to speak)	<1%	<1%
Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)	1%	1%
Learning difficulty (a specific learning condition that affects the way you learn and process information)	2%	2%
Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language)	<1%	1%
Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)	3%	3%
Mental health condition (a condition that affects your emotional, physical and mental wellbeing)	8%	7%
Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)	11%	11%
Other condition	3%	3%
No condition	55%	56%
No Answer Given	13%	13%
Have you been on maternity/parental or shared parental leave in the last 12 months?		
Yes	3%	3%
No	88%	87%
No answer Given	9%	10%

Demographic Profile	2023	2024
What religion, religious denomination or body do you belong to?		
None	51%	52%
Church of Scotland	19%	17%
Roman Catholic	14%	13%
Other Christian	4%	5%
Muslim	1%	1%
Hindu	<1%	<1%
Buddhist	<1%	<1%
Sikh	<1%	<1%
Jewish	<1%	<1%
Pagan	<1%	<1%
Another religion or body	1%	1%
No Answer Given	10%	10%
What is your ethnic group?		
White	87%	85%
Mixed or multiple ethnic groups	1%	1%
Asian, Scottish Asian or British Asian	2%	2%
African, Scottish African or British African	1%	1%
Caribbean or Black	<1%	<1%
Other ethnic group	1%	1%
No Answer Given	9%	10%

iMatter scores across demographic characteristics

This section provides an overview of how iMatter scores differ across various demographic characteristics. The analysis looks at individual characteristics rather than combining multiple characteristics. This means that the relationship between a characteristic and the score may not always be direct. For example, females may score higher than males for a particular component, but the driver of that difference may be other characteristics or circumstance such as the job they do, their average age or other characteristics not explored in iMatter.

Sex

Females rate most iMatter components 1 or sometimes 2 points higher than males. The exceptions to this are three components where females score 3 points higher than males:

- My work gives me a sense of achievement (females 83, males 80)
- I am confident my ideas and suggestions are listened to (females 78, males 75)
- I am confident my ideas and suggestion are acted upon (females 74, males 71)

And one rating that is the same for both males and females:

- I would be happy for a friend or relative to access services within my organisation (77)

Overall experience differs by 0.2 with females scoring 7.1 and males 6.9.

Disability

Those with disabilities tend to score lower than those without. The difference is typically 3 or sometimes 4 points. Components where the difference is greater (5 points) are ones that relate to inclusion and engagement with board members:

- I am confident my ideas and suggestion are acted upon (with disability 69, no disability 74).
- I feel involved in decisions relating to my job (with disability 68, no disability 73).
- I feel involved in decisions relating to my team (with disability 74, no disability 79).
- I feel that board members who are responsible for my organisation are sufficiently visible (with disability 51, no disability 56).
- I have confidence and trust in Board members who are responsible for my organisation (with disability 56, no disability 61).

Overall experience for those with disability is rated 0.5 lower (6.6) than those without disabilities (7.1).

Ethnicity

Overall experience is scored highest among those of African, Scottish African or British African (7.9). White and mixed or multiple ethnic groups rate lowest (7.0).

Overall Experience	Number of responses	Mean Score 2024
White	101,532	7.0
Mixed or multiple ethnic groups	782	7.0
Asian, Scottish Asian or British Asian	2,936	7.6
African, Scottish African or British African	1,722	7.9
Caribbean or Black	122	7.5
Other ethnic group	635	7.1

Across 'My Experience as an Individual' there is typically a difference of 5 or 6 points across the different ethnicities. Components where that difference is greater are:

- I am given the time and resources to support my learning growth: African, Scottish African or British African score highest (82) while Mixed or multiple ethnic groups score 8 points lower (74).
- I feel involved in decisions relating to my job: Asian, Scottish Asian or British Asian score highest (79) and Mixed or multiple ethnic groups score 8 points lower (71).
- I am confident my ideas and suggestion are acted upon: African, Scottish African or British African score highest (79) and while Mixed or multiple ethnic groups again score 8 points lower (71).

All components in 'My Team' have a range of 5 to 6 points with African, Scottish African or British African ethnicities always scoring highest and Caribbean or Black and Mixed or multiple ethnic groups having the lowest scores.

The largest differences are seen in the scores for 'My Organisation' as summarised in the table following. African, Scottish African or British African score highest, with White and Mixed or multiple ethnic groups scoring lowest. The largest range in scores is seen for:

- I have confidence and trust in Board members who are responsible for my organisation has a range of 17 points.

- I feel that board members who are responsible for my organisation are sufficiently visible and I am confident performance is managed well within my organisation both have a range of 17 points.

My Organisation	White	Mixed or multiple ethnic groups	Asian, Scottish Asian or British Asian	African, Scottish African or British African	Caribbean or Black	Other ethnic group
I understand how my role contributes to the goals of my organisation	83	83	86	90	87	83
I feel my organisation cares about my health and wellbeing	71	71	79	83	76	74
I feel that board members who are responsible for my organisation are sufficiently visible	55	54	68	70	64	61
I have confidence and trust in Board members who are responsible for my organisation	60	59	72	76	67	65
I feel sufficiently involved in decisions relating to my organisation	55	54	67	67	62	59
I am confident performance is managed well within my organisation	63	61	74	78	72	67
I get the help and support I need from other teams and services within the organisation to do my job	71	70	78	82	78	72
I would recommend my organisation as a good place to work	75	75	80	87	78	75
I would be happy for a friend or relative to access services within my organisation	77	77	82	87	80	78

Age

The youngest (under 25 years) and the oldest (65 years and over) score highest for overall experience, a pattern seen generally across all iMatter components.

Overall Experience	Number of responses	Mean Score 2024
Under 25	3,143	7.4
25-34	17,829	7.1
35-44	24,193	7.1
45-54	26,949	7.0
55-64	22,396	7.1
65 & over	2,218	7.5

Within 'My Experience as an Individual' there are two ratings that differ by only 1 point across all age groups:

- I feel involved in decisions relating to my job (73 to 74)
- I am treated fairly and consistently (84 to 85)

Those aged 65 and over score 86 for My work gives me a sense of achievement, 3 or 4 points above all other age groups.

Those aged 55 and over score 1 or 2 points lower than other age groups for both I am confident my ideas and suggestions are listened to and I am confident my ideas and suggestion are acted upon.

The components within 'My Team' are rated quite consistently across the age groups with a range of only 1 or 2 points.

Much larger differences are seen within My Organisation:

- I am confident performance is managed well within my organisation has a range of 10 points, with those under 25 years scoring 72 compared to those aged 45 – 54 years who score only 62.
- I have confidence and trust in Board members who are responsible for my organisation ranges from 68 among those under 25 years to 60 among those aged between 45 and 64 years.

Age	Under 25 years	25-34 years	35-44 years	45-54 years	55-64 years	65 years & over
I understand how my role contributes to the goals of my organisation	87	84	84	83	84	85
I feel my organisation cares about my health and wellbeing	76	71	72	72	73	77
I feel that board members who are responsible for my organisation are sufficiently visible	62	56	57	56	55	57
I have confidence and trust in Board members who are responsible for my organisation	68	61	61	60	60	62
I feel sufficiently involved in decisions relating to my organisation	61	55	56	56	55	58
I am confident performance is managed well within my organisation	72	64	63	62	63	65
I get the help and support I need from other teams and services within the organisation to do my job	76	72	72	72	71	74
I would recommend my organisation as a good place to work	80	76	76	75	75	78
I would be happy for a friend or relative to access services within my organisation	81	78	78	77	77	79

Action Plans

Action Plans are a vital part of the iMatter process, where staff feedback is reviewed and actions are agreed to address staff concerns and opportunities for improvement.

Across Health and Social Care there has been an increase of 1 pp in the proportion of teams completing Action Plans.

The level of completion of Action Plans varies considerably across Boards. Among the National Boards, the highest percentage of teams completing Action Plans is 99% achieved by NHS National Services Scotland. Both Public Health Scotland and Healthcare Improvement Scotland have increased considerably the proportion of team completing Action Plans up 25 and 22 pps to 88% and 75% respectively. NHS Golden Jubilee has a notably lower Action Plan completion rate than last year, down 16 points.

Among the Geographic Boards the highest level of Action Plan completion is in NHS Orkney and NHS Dumfries and Galloway, increasing the percentage of teams completing Action Plans by 11 pps to 69% and 55% respectively in 2024. NHS Highland continues to have the lowest level of Action Plan completion (31%).

Teams completing an Action Plan	2017	2018	2019	2021	2022	2023	2024	Movement from 2023
Health and Social Care	43%	56%	58%	42%	47%	55%	56%	+1
National Boards (Patient-facing)								
NHS Golden Jubilee	63%	71%	52%	74%	59%	72%	56%	-16
NHS 24	14%	66%	54%	58%	56%	62%	92%	+30
Scottish Ambulance Service	72%	86%	82%	41%	62%	71%	65%	-6
The State Hospital	78%	55%	79%	59%	65%	53%	47%	-6
National Boards (Support)								
Healthcare Improvement Scotland	72%	89%	73%	44%	61%	53%	75%	+22
NHS Education for Scotland	73%	82%	93%	83%	80%	83%	87%	+4
Public Health Scotland	N/A	N/A	N/A	55%	85%	63%	88%	+25
NHS National Services Scotland	78%	76%	88%	90%	90%	94%	99%	+5
Geographic Boards								
NHS Ayrshire & Arran	54%	60%	55%	40%	49%	59%	57%	-2
NHS Borders	26%	75%	70%	48%	44%	53%	56%	+3
NHS Dumfries & Galloway	13%	46%	58%	20%	30%	44%	55%	+11
NHS Fife	40%	42%	42%	52%	49%	67%	65%	-2
NHS Forth Valley	26%	80%	72%	58%	58%	61%	61%	0
NHS Grampian	54%	49%	52%	37%	41%	46%	45%	-1
NHS Greater Glasgow and Clyde	44%	50%	57%	49%	49%	55%	56%	+1
NHS Highland	29%	48%	49%	10%	30%	28%	31%	+3
NHS Lanarkshire	48%	67%	77%	50%	50%	66%	65%	-1
NHS Lothian	33%	60%	57%	15%	42%	50%	54%	+4
NHS Orkney	81%	81%	70%	55%	39%	58%	69%	+11
NHS Shetland	14%	45%	41%	36%	27%	41%	43%	+2
NHS Tayside	39%	41%	47%	54%	42%	47%	45%	-2
NHS Western Isles	12%	14%	13%	31%	31%	59%	66%	+7

NHS 24 explain how the rise in Action Plan completion is the result of other activities across the organisation linked to iMatter performance:

NHS 24

- “The implementation of the ‘Our Culture Matters’ programme, alongside the ‘Our Wellbeing Matters’ strategy and the rollout of Culture and Values Workshops across the organisation, has brought our Values and Behaviours Framework to life.
 - Launch of Culture and Wellbeing Action Plans within each directorate, embedding ownership and supporting tailored actions to promote a healthy workplace culture.
 - Embedding of Staff Experience Groups in main centres to proactively ensure positive staff experiences and foster working environments where everyone feels included, respected, and valued.
 - The implementation of an Equality, Diversity and Inclusion Workforce Action Plan which contains a wide range of work that supports an inclusive culture for all staff.
 - The refresh of NHS 24 recruitment process, taking a values-based approach in all aspects, ensuring that our new staff are already engaged with our desired values and behaviours and how we prioritise these, from the earliest point.
 - The launch of the Leadership Development Programme, incorporating ‘Leading with Courage’ and ‘Leading for Impact,’ has strategically enhanced our leadership capabilities, equipping leaders with the skills to better support and motivate their teams, fostering a more positive work environment and a culture of psychological safety.
 - Ahead of the iMatter 2024 cycle, communications were shared outlining actions taken to address the lowest-scoring questions from the 2023 survey, highlighting key improvements implemented. This contributed to a 30% increase in iMatter action plan completion from 62% in 2023 to 92% in 2024.”
-

Healthcare Improvement Scotland has placed considerable focus on addressing iMatter performance and Action Planning is an integral part of that process, which is reflected in the increase in teams completing Action Plans from 53% to 75%:

Healthcare Improvement Scotland

“We are actively working on the areas set out in the action plan. Some examples of actions include;

- Development of Directorate-level action plans, to address local results.
 - Development and implementation of pulse surveys (at Directorate-levels), to monitor progress of Directorate-level action plans.
 - Curation of related people indicators, which offer insight into staff experience on a more regular basis.
 - Leadership Lens sessions, planned to encourage greater awareness of / engagement in organisational challenges”.
-

NHS Orkney attribute their improvement in Action Plan completion to sustained engagement with staff:

NHS Orkney

“We carried out a lot of direct communication and engagement about action planning, including at multiple internal forums over a sustained period of time, and worked with teams to really get them to focus on the 1 or 2 things that would make the most positive impact.”

The considerable increase in Action Plan completion achieved by NHS Dumfries and Galloway in 2024, follows on from similar progress from 2022 and 2023. Commenting on the progress this year the Board referenced support that have been given to managers:

NHS Dumfries & Galloway

“This year NHS Dumfries and Galloway engaged with Managers ahead of the action planning window. The Learning and Development team created a quick guide for Managers to help them understand what was being asked of them which worked very well but we also found our key motivators within the services to communicate that guidance and the value that action planning brings to all high performing teams.”

The State Hospital Action Plan completion at 47% is one of the lowest across the Boards. Candid feedback from the Board, gives insight into the broader challenges they face around iMatter and Action Plan completion:

The State Hospital

“We have identified the reasons which may have impacted on our action plan completion rates dropping and are taking the following action:

We continue to address the apathy towards completing the survey and reassure and evidence the reported perception over lack of feedback or changes on the results.

We are aware that the time of year plays a part and are giving this consideration. Our distribution scheduling means that action planning falls during the summer holiday period which brings challenges in timeously scheduling meaningful quality discussions with representative groups of staff.

We are seeking to refocus on iMatter and to avoid survey fatigue to support participation in the iMatter survey. This follows the impact of engagement events last year: engagement with over 50% of staff to inform the development of a new OD strategy which is all about improving the health of the organisation, and an evaluation of the wellbeing strategy.

As a high priority, we are working with managers to develop their skillsets for sitting down and having meaningful conversations. This will support managers to feel more comfortable having conversations rather than shy away from addressing and discussing team issues.

We are committed to addressing these issues and are embarking on solutions to improve general engagement with our staff, which we are confident will go some way to improving iMatter response rates.”

NHS Golden Jubilee recognise the need for greater focus on iMatter in order to address the reduction seen in Action Plan completion in 2024.

NHS Golden Jubilee

“To continue to embed iMatter within the board we are planning the following:

- The Director of People and Culture and the Employee Director will lead an iMatter Board Report session for all colleagues on MS Teams in the autumn.
 - iMatter reports are being shared with key groups including Staff Governance Partnership, Staff Health and Wellbeing for consideration on how results may influence work led by these groups.
 - Work is underway to develop staff engagement training for managers.
 - More regular communication throughout the year to ensure we can keep iMatter as a focus for all teams.”
-

Appendix 1: iMatter Survey Method

The process for distributing the iMatter questionnaire begins with a team confirmation period. Managers (at individual team level) were required to confirm their teams to ensure accuracy and that respondent information is updated. This was conducted for a period of 4 weeks where managers are required to remove any staff who have left the team, exclude staff who will not be available during the questionnaire stage and add any new staff that have joined the team.

Once this process was completed, the online questionnaire was issued to all recipients with an email or mobile telephone number entered on the system and remained open for a period of 3 weeks. The paper version was also available to be printed and distributed on the same day, with the deadline to receive paper copies set for 1 week after the questionnaire closing date. All paper responses received within the deadline were also input within 1 week of the receipt deadline. Reminders were issued each week over the 3-week period.

Week Number	Action
1	Managers confirm team details to ensure accurate respondent information:
2	- remove staff who have left
3	- exclude staff who will not be available during fieldwork
4	- add new staff
5	Fieldwork window:
6	- email electronic questionnaire/print & distribute paper version/send SMS
7	invitations - reminders issued each week to non-responders
8	Additional week for Webropol Ltd to receive paper responses
9	All response data input to system

The iMatter questionnaire and data collection process was undertaken by Webropol Ltd, an independent company, to ensure full anonymity for the respondents. All processes have been fully assessed to ensure compliance with General Data Protection Regulation (GDPR) Principles. In order to keep the reports within small teams of 4 or less anonymous, the response rate for team reports to be published must be 100%. The reports are published at team level and available to that team only. The response data contained in team reports informs reports at both Directorate and Organisational level and sub-directorate level where appropriate.

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Appendix 2: Health & Social Care Partnership Staff Participating in iMatter 2024

Health Board	H & SCP	Number of social care staff	Number of health care staff
NHS Ayrshire & Arran	East Ayrshire	1,203	1,589
NHS Ayrshire & Arran	North Ayrshire	1,905	1,911
NHS Ayrshire & Arran	South Ayrshire	847	1,054
NHS Borders	HSCP (C Myers) Directorate	1,286	849
NHS Borders	Social Care - Julie Glen	610	291
NHS Borders	Social Work - Chris Myres	115	81
NHS Dumfries & Galloway	Community Health and Social Care	475	950
NHS Fife	F Mackay HSCP	2,318	3,885
NHS Forth Valley	Clackmannanshire and Stirling HSCP	642	1,082
NHS Forth Valley	Falkirk HSCP	836	746
NHS GGC	Inverclyde	1,100	534
NHS GGC	Renfrewshire	1,271	1,407
NHS GGC	West Dunbartonshire	1,258	813
NHS GGC	East Dunbartonshire	592	403
NHS GGC	East Renfrewshire	610	427
NHS GGC	Glasgow City	7,321	5,184
NHS Grampian	Portfolio Lead Sean Coady (Health and Social Care Moray, Dr Grays)	1,023	971
NHS Grampian	Fiona Mitchelhill (HSPC Aberdeen City, MHL D)	258	1,936
NHS Grampian	Pamela Milliken (Health and Social Care Aberdeenshire)	2,391	1,827
NHS Highland	NHS Highland HSCP	550	1,565
NHS Lanarkshire	North HSCP	927	2,964
NHS Lanarkshire	South HSCP	686	2,025
NHS Lothian	East Lothian	608	1,404
NHS Lothian	Edinburgh City	1,428	2,611
NHS Lothian	Midlothian	450	915
NHS Lothian	West Lothian	759	1,312
NHS Shetland	HSCP NHS Shetland (Chief Officer)	724	313
NHS Tayside	Dundee HSCP	843	1,562
NHS Tayside	Perth HSCP	639	1,013
Total		33,675	41,624

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Appendix 3: iMatter 2024 Questionnaire

NHS Scotland (and participating Health and Social Care Partnerships) are committed to improving the experience of those we provide care for through enhancing our "Staff Experience". The iMatter Staff Experience Continuous Improvement Model aims to deliver ways of engaging staff which feel right for you at every level and introduce new opportunities where you can feedback your experiences, in your teams, in a real-time basis.

The questionnaire should take no longer than 10 minutes to complete. Please answer as fully as possible by clicking the relevant buttons for each option. The "About You" questions are optional, but all others need to be answered in order to submit your response. If you are completing the questionnaire online you must select the submit button at the end of the questionnaire.

This is an anonymous survey, all answers collected will be treated with the utmost confidentiality. The data privacy notice for iMatter can be found at <https://www.imatter.scot/resources/privacy/> or by clicking [here](#).

You will receive your team result and will be encouraged to take the opportunity to develop actions plans and solutions for continuous improvement as well as to share your successes through the Staff experience stories. If you are in a single person team, please discuss how team results are being managed with your direct line manager.

Thank you for your time and participation.

Please answer each question using one tick

For the purpose of this questionnaire, My/I refers to you and your experience as an individual.

Thinking of your experience in the 12 months please tell us if you agree or disagree with the following statements:

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

- I am clear about my duties and responsibilities
- I get the information I need to do my job well
- I am given the time and resources to support my learning growth
- I have sufficient support to do my job well
- I am confident my ideas and suggestions are listened to
- I am confident my ideas and suggestion are acted upon
- I feel involved in decisions relating to my job
- I am treated with dignity & respect as an individual
- I am treated fairly and consistently
- I get enough helpful feedback on how well I do my work
- I feel appreciated for the work I do
- My work gives me a sense of achievement

My Team/My Direct Line Manager Please answer each question using one tick

For the purposes of this questionnaire, Direct Line Manager refers to the person who has overall responsibility for your team, this person has been named in the cover email.

Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your team and direct line manager:

Strongly Agree
Agree
Slightly Agree
Slightly Disagree
Disagree
Strongly Disagree

I feel my direct line manager cares about my health & well-being
My direct line manager is sufficiently approachable
I have confidence & trust in my direct line manager
I feel involved in decisions relating to my team
I am confident performance is managed well within my team
My team works well together
I would recommend my team as a good one to be a part of

My Organisation Please answer each question using one tick.

- My Organisation refers to the NHS Board/Heath & Social Care Partnership you are part of.
- Board/Health & Social Care Partnership members refers to:
 - Directors/Chief Officer, Executives
 - Non-Executives & the Chief Executive of your NHS Board/HSCP (the people who make the high level decisions in your organisation)

Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements relating to your Organisation:

Strongly Agree
Agree
Slightly Agree
Slightly Disagree
Disagree
Strongly Disagree

I understand how my role contributes to the goals of my organisation
I feel my organisation cares about my health & wellbeing
I feel that board members who are responsible for my organisation are sufficiently visible
I have confidence & trust in Board members who are responsible for my organisation
I feel sufficiently involved in decisions relating to my organisation
I am confident performance is managed well within my organisation
I get the help & support I need from other teams and services within the organisation to do my job
I would recommend my organisation as a good place to work
I would be happy for a friend or relative to access services within my organisation

Please tell us how you feel about your overall experience of working for your organisation from a scale of 0 to 10 (where 0 = very poor and 10 = very good): *

Overall working within my organisation is a.....

0 Very Poor Experience

1

2

3

4

5

6

7

8

9

10 Very Good Experience

Raising Concerns

We are including the following statements in order to understand how staff feel about raising concerns in the workplace. It is **not** mandatory to respond to these statements, but it will help us to improve the experience staff have at work.

These will be reported at Directorate and Board level only, not individual team level and we will not look at any groups with less than 10 people in them. This is to make sure your response cannot be attributed to you.

Thinking of your experience in the last 12 months please tell us if you agree or disagree with the following statements:

- I am confident that I can safely raise concerns about issues in my workplace.
- I am confident that my concerns will be followed up and responded to.

About You

We are asking the following questions in order that we can understand more about the profile of staff taking part in iMatter. It is NOT mandatory to answer these questions, but it will help us greatly if you do. The answers to these questions will be used in the following ways:

- To profile staff at a National, Board, Staff Grouping level
- To explore the relationship between staff profile and staff experience

Your anonymity is important to us and so we will not look at any groups with less than 10 people in them.

Please refer to Privacy Notice for information on how this data may be used.

Staff Grouping

Which staff group do you belong to? (please select the group that reflects your main role)

NHSScotland Employees

Local Authority Employees

Which staff group do you belong to? (NHSScotland staff only)

- Administrative Services (Finance, HR, IT, call handler, office and patient services)
- Allied Health Profession
- Ambulance Services
- Health Science Services
- Medical and Dental
- Medical and Dental Support (physicians assistant, theatre services, operating dept, dental technician, hygienist, dental and orthodontist therapist, oral health)
- Nursing and Midwifery
- Other Therapeutic (Optometry, pharmacy, psychology, genetic counselling.)
- Personal and Social Care
- Senior Managers (Executive grades, senior manager pay band)
- Support Services (Catering, domestic, portering, estates and facilities, security, laundry, transport, sterile services.)

Which staff group do you belong to? (local authority staff only)

- Adult Services
- Business Services (Business Improvement, Support Services, Information Systems, Finance and Administration)
- Children's Services
- Criminal Justice
- Older People Services
- Senior Managers
- Strategic Development

As employers we are committed to ensuring all staff are treated fairly. It is important therefore for us to understand how the pandemic has impacted everyone in our organisations. This section helps your employer to look for any trends or patterns which might be cause for concern. Your response will not be tracked back to you. You can choose to answer all of these questions or only some of them.

What was your age at your last birthday?

What is your sex?

- Male
- Female

Do you consider yourself to be trans, or have a trans history?

Trans is a term used to describe people whose gender is not the same as the sex they were registered at birth

- No
- Yes, please describe your trans status (for example, non-binary trans man, trans woman)

What is your legal marital or registered civil partnership status?

- Never married and never registered in a civil partnership
- Married
- In a registered civil partnership
- Separated, but still legally married
- Separated, but still legally in a civil partnership
- Divorced
- Formerly in a civil partnership which is now legally dissolved

Widowed
Surviving partner from a civil partnership

Which of the following best describes your sexual orientation?

Straight/Heterosexual
Gay or Lesbian
Bisexual
Prefer to self-describe, please write in:

Disability: The Equality Act 2010 describes a disabled person as: '...anyone who has a physical, sensory or mental impairment, which has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities'.

Do you consider yourself to be disabled within the definition of the Equality Act 2010?

Yes
No

Do you have any of the following, which have lasted, or are expected to last, at least 12 months?

Deafness or partial hearing loss
Blindness or partial sight loss
Full or partial loss of voice or difficulty speaking (a condition which requires you to use equipment to speak)
Learning disability (a condition that you have had since childhood that affects the way you learn, understand information and communicate)
Learning difficulty (a specific learning condition that affects the way you learn and process information)
Developmental disorder (a condition that you have had since childhood which affects motor, cognitive, social and emotional skills, and speech and language)
Physical disability (a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying)
Mental health condition (a condition that affects your emotional, physical and mental wellbeing)
Long-term illness, disease or condition (a condition, not listed above, that you may have for life, which may be managed with treatment or medication)
Other condition, please write in:
No condition

Have you been on maternity/parental (including shared parental or adoption leave) in the past 12 months?

Yes
No

What religion, religious denomination or body do you belong to?

None
Church of Scotland
Roman Catholic
Other Christian, please write in:
Muslim, write in denomination:
Hindu
Buddhist

Sikh
Jewish
Pagan
Another religion or body, please write in:

What is your ethnic group?

White
Mixed or multiple ethnic group
Asian, Scottish Asian or British Asian
African, Scottish African or British African
Caribbean or Black
Other ethnic group

White

Scottish
Other British
Irish
Polish
Gypsy / Traveller
Roma
Showman / Showwoman
Other white ethnic group, please write in:

Mixed or multiple ethnic groups

Any mixed or multiple ethnic groups, please write in:

Asian, Scottish Asian or British Asian

Pakistani, Scottish Pakistani or British Pakistani
Indian, Scottish Indian or British Indian
Bangladeshi, Scottish Bangladeshi or British Bangladeshi
Chinese, Scottish Chinese or British Chinese
Other, please write in:

African, Scottish Africa or British African

Please write in (for example, NIGERIAN, SOMALI):

Caribbean or Black

Please write in (for example, SCOTTISH CARIBBEAN, BLACK SCOTTISH):

Other ethnic group

Arab, Scottish Arab or British Arab
Other, please write in (for example, SIKH, JEWISH):

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Appendix 4: Board Descriptions

National Boards each have very different remits and structures, some are patient-facing while others provide support services. These short descriptions are provided as an overview of each Board along with a link to their website where further information can be found:

NHS Golden Jubilee

“NHS Golden Jubilee has a national portfolio which includes the Golden Jubilee University National Hospital, NHS Scotland Academy, national Centre for Sustainable Delivery, Golden Jubilee Research Institute and Golden Jubilee Conference Hotel. Set in a modern, purpose-built environment the facility combines a top quality hospital with hotel, and conference facilities and centres for research, clinical skills and innovation. This integrated approach, with a focus on continuous learning and strong links to academia and industry, creates a crucible for innovation and a vibrant network for the spread of learning and best practice.”

Please click [here](#) to visit the website for NHS Golden Jubilee or visit <https://www.nhsgoldenjubilee.co.uk/>

Scottish Ambulance Service

“The Scottish Ambulance Service is on the frontline of the NHS, despatching immediate medical assistance or clinical advice to over 5 million people across Scotland. Our aim is to offer the highest level of care to our patients as we preserve life and promote recovery, with our skilled workforce bringing care and compassion to those who need it most.

We provide ambulance care to patients who need support to reach their healthcare appointment, or for their admission to and discharge from hospital, due to their medical or clinical needs. We also transfer some of Scotland's most serious patients who need specialist care.”

Please click [here](#) to visit the website for Scottish Ambulance Service or visit <https://www.scottishambulance.com/>

NHS 24

“NHS 24 is one of Scotland's 7 special health boards. We're Scotland's provider of digital health and care services. These are delivered by phone and through a range of digital channels including online platforms.”

Their services include:

- 111: Urgent care if you think you need A&E but it's not life or limb threatening, support if you're in mental health distress, and advice if your GP, pharmacy or dental practice is closed.
- NHS inform: Quality-assured health and care information including symptom checkers, Scotland's Service Directory, and mental health advice and resources.
- Breathing Space: a free and confidential phone and webchat service for anyone in Scotland over the age of 16 experiencing low mood, depression, or anxiety.
- Care Information Scotland: a phone, webchat, and website service providing information about care services for people living in Scotland.
- Quit Your Way Scotland: an advice and support service for anyone trying to stop smoking in Scotland
- Living Life: a phone service that offers support to people in Scotland who are experiencing low mood, mild to moderate depression or symptoms of anxiety through cognitive behavioural therapy (CBT).
- NHS 24 Online App: provides health and care advice through chatbot, find service functions and push notifications (free on both iOS and Android).”

Please click [here](#) to visit the website for NHS 24 or visit <https://www.nhs24.scot/>

NHS Education for Scotland

“NHS Education for Scotland (NES) is an education and training body and a national health board within NHS Scotland. We are responsible for developing and delivering healthcare education and training for the NHS, health and social care sector and other public bodies. We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development.”

Please click [here](#) to visit the website for NHS Education for Scotland or visit <https://www.nes.scot.nhs.uk/>

Healthcare Improvement Scotland

“The purpose of Healthcare Improvement Scotland is to enable the people of Scotland to experience the best quality of health and social care.

The areas where we can make the most impact and focus our efforts are:

- enabling people to make informed choices about their care and treatment
- helping health and social care organisations to improve their services
- providing evidence and sharing knowledge with services to help them improve
- enabling people to get the best out of the services they use
- providing quality assurance that gives people confidence in NHS services
- making the best use of resources to add value to the care people receive

Our broad work programme supports health and social care services to improve. This includes the regulation of independent hospitals and clinics.

We improve health and care for the people of Scotland. Our vision is a health and care system where:

- people can access safe, effective, good quality, person-centred care when they need it
- services are informed by the people of Scotland and based on evidence that works
- those delivering care have support to innovate and improve”

Please click [here](#) to visit the website for Healthcare Improvement Scotland or visit <https://www.healthcareimprovementscotland.org/>

NHS National Services Scotland

“We provide services and advice to the NHS and wider public sector.

NSS supports customers to deliver their services more efficiently and effectively. We offer shared services on a national scale using best-in-class systems and standards. Our aim is to help our customers save money and free up resources so they can be re-invested into essential services.

We also provide consultancy and support to help public bodies join up health and social care.

We aim to achieve this through four strategic objectives:

- put customers at the heart of everything we do
- increase our service value
- improve the way we do things
- ensure that we're a great place to work.”

Please click [here](#) to visit the website for NHS National Services Scotland or visit <https://www.nss.nhs.scot/>

The State Hospital

“Although The State Hospital shares the same values, aims and challenges as the rest of the NHS in Scotland, it is unique because it has the dual responsibility of caring for very ill, detained patients as well as protecting them, the public and staff from harm.

The State Hospital is one of four high secure hospitals in the UK. Located in South Lanarkshire in central Scotland, it is a national service for Scotland and Northern Ireland and one part of the

pathway of care that should be available for those with secure care needs. The principal aim is to rehabilitate patients, ensuring safe transfer to appropriate lower levels of security.”

Please click [here](#) to visit the website for The State Hospital or visit <https://www.tsh.scot.nhs.uk/>

Public Health Scotland

“Public Health Scotland is Scotland’s lead national body for improving and protecting the health and wellbeing of all of Scotland’s people.

Our vision is for a Scotland where everybody thrives. Focusing on prevention and early intervention, we aim to increase healthy life expectancy and reduce premature mortality by responding to the wider determinants that impact on people’s health and wellbeing. To do this, we use data, intelligence and a place-based approach to lead and deliver Scotland’s public health priorities.

We are jointly sponsored by COSLA and the Scottish Government and collaborate across the public and third sectors. We provide advice and support to local government and authorities in a professionally independent manner.

Our values of respect, collaboration, innovation, excellence and integrity are at the heart of our work.”

Please click [here](#) to visit the website for Public Health Scotland or visit

<https://www.publichealthscotland.scot/>

Appendix 5: Team Stories

All team stories can be seen at [iMatter Team Stories 2024](#).

Organisation	Team Story
NHS Golden Jubilee	Click here to see the story: Taking Time to Nurture Our Relationships Team Story 2024
NHS Golden Jubilee	Click here to see the story: It's Not Just The Building That Needs Strong Foundations Team Story 2024
NHS 24	Click here to see the story: Listening to the workforce
NHS 24	Click here to see the story: Organisational Development Leadership and Learning
NHS 24	Click here to see the story: Service Delivery
NHS Ayrshire and Arran	Click here to see the story: Estates Matter Team Story 2024
NHS Grampian	Click here to see the story: Driving Staff Engagement at ACHSCP Team Story 2024
NHS Grampian	Click here to see the story: Integrating Teams and Enhancing Collaboration Team Story 2024
NHS Grampian	Click here to see the story: Grampian's Specialist Mental Health & Learning Disability Services Team Story 2024
NHS Greater Glasgow and Clyde	Click here to see the story: Pharmacy Services Celebrates Staff Successes and The Employee Voice Team Story 2024
NHS Greater Glasgow and Clyde	Click here to see the story: Sparkling Moments – Changing The Dominant Narrative in Meetings Team Story 2024
NHS Greater Glasgow and Clyde	Click here to see the story: Your Voice Matters in Estates and Facilities!
NHS Lanarkshire	Click here to see the story: Older Adults Social Work Team Story 2024
NHS Lothian	Click here to see the story: The Shout Out Board Team Story 2024
NHS Lothian	Click here to see the story: Communication is Key Team Story 2024

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Appendix 6: Statistical Notes

Significance Testing

Significance testing has been carried out on the iMatter data, to assess whether year to year movements in results are likely to be 'true', rather than 'chance'. Specifically, a series of t-tests have been used to examine the size of change needed to give us a very high level of confidence that a 'true' change has happened. The key element here is the number of responses – the larger the number of responses, the smaller the minimum change that can be deemed statistically significant (meaning that the change is highly likely to be 'true').

Overall Health and Social Care Level Data

- A change of 0.3, or even 0.2 at times, is significant across Health and Social Care as a whole. This generally means where reported scores have changed in 2024 from 2023, it is likely to be a 'true' change

Board Level Data

The number of respondents (the achieved sample size) is key to the level of movement year on year that is significant. Therefore, for individual Boards, significant movements are:

- Boards with less than 800 responses per year: movements of 3 points are significant
- Boards with between 800 and 2,800 responses per year: movements of 2 points are significant
- Boards with over 2,800 responses per year: movements of 1 point are significant

Movements of 3 points are significant	Movements of 2 points are significant	Movements of 1 point are significant
Healthcare Improvement Scotland	NHS Shetland	NHS National Services Scotland
NHS Western Isles	NHS 24	NHS Tayside
The State Hospital	NHS Golden Jubilee	NHS Grampian
NHS Orkney	NHS Borders	NHS Lothian
	Public Health Scotland	NHS Greater Glasgow and Clyde
	NHS Education for Scotland	Scottish Ambulance Service
	NHS Dumfries & Galloway	NHS Forth Valley
		NHS Highland
		NHS Fife
		NHS Ayrshire & Arran
		NHS Lanarkshire

Full details of the significance testing can be found in the iMatter 2024 Data File¹⁶¹⁷. As can be seen with the National data there are incidences where significant movements are not evident in data reported at whole integer level only. Occasionally there appears to be a movement in scores, but this is simply a result of rounding to whole integers and the difference is in fact, not significant.

Note: where response rate is particularly high the extent of movement that is significant will be lower than those shown here.

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¹⁶ iMatter 2024 Data File 'Significance Testing' tab

Appendix 7: Response Volumes by Method

Response Data by Survey Method		2017	2018	2019	2021	2022	2023	2024
Online Surveys	Volume issued	141,990	149,557	153,989	171,801	177,197	183,935	189,281
	Usable Responses	96,631	95,693	102,099	102,514	104,216	113,247	114,188
	Response Rate	68%	64%	66%	60%	59%	62%	60%
Paper Surveys	Volume issued	30,597	28,062	25,464	18,965	15,516	12,702	11,969
	Usable Responses	11,599	8,561	9,413	3,842	3,047	3,060	2,984
	Response Rate	38%	31%	37%	20%	20%	24%	25%
SMS Invites	Volume issued	N/A	N/A	N/A	3,676	7,059	5,108	5,540
	Usable Responses	N/A	N/A	N/A	1,810	2,987	2,069	2,362
	Response Rate	N/A	N/A	N/A	49%	42%	41%	43%

Method Effect on Response Rates

In order to ensure all staff have the opportunity to take part in iMatter, paper questionnaires are distributed to those without access to the online survey either by email or SMS.

All Boards sent email invitations. 16 Boards sent SMS invitations and 17 used paper surveys. Five Boards only sent emails. They were four National Boards; Healthcare Improvement Scotland, NHS Education for Scotland, Public Health Scotland, NHS 24 and for the first time a Geographic Board; NHS Orkney.

In 2024 92% of surveys were issued via email, 1pp higher than in 2023. 6% were issued on paper and 3% via SMS. The share of the responses received is 96% from email, 2% paper and 2% from SMS, reflecting the highest response rate being achieved via the email survey.

Health and Social Care 2024	Volume issued	% of Volume Issued	Usable Response Volume	% of Responses Received	Response Rate by Method
Email	189,281	92%	114,188	96%	60%
Paper	11,969	6%	2,984	2%	25%
SMS	5,540	3%	2,362	2%	43%
Total	206,790		119,534		58%

Full details of response rates by method for each Board are included within the iMatter 2024 Data file¹⁸.

¹⁸ iMatter 2024 Data File 'Response Rate by Method' tab

Unusable Responses

A prerequisite of iMatter is that the core iMatter questions are answered (staff grouping, raising concerns and demographic questions are optional). If there are any errors on the questionnaire, then it is not processed.

On the online survey unusable responses included:

- 2,608 staff who opened the link, started the survey but did not finish it
- 871 staff answered all the mandatory questions, but did not submit their survey

On the paper questionnaire it is not possible to monitor responses as they are being completed, and so it is only when returned questionnaires are processed that incomplete or incorrectly completed responses are identified.

Of the 11,969 paper surveys issued, 2,984 (25%) were input and a total of 806 (7%) were rejected for the reasons shown here:

Health and Social Care 2024	Volume	% of paper surveys sent
Paper Surveys Sent	11,969	
Responses Processed	2,984	25%
Responses Rejected	806	7%
Reasons for Rejection		
Partial Response	647	5%
Completion Errors	38	<1%
Duplicate	5	<1%
Past Deadline	116	1%

Of those with partial responses, 77% had not answered one question, 6% two questions and 8% three or more questions.

Small Teams

The tables following shows the proportion of teams with 4 or less people in for each Board. In order to receive an EEI report, these teams need to achieve a response rate of 100%.

Health & Social Care 2024	Number of Teams			Small Teams receiving report	
Board	Total	Small Teams	% of all Teams	No. of Small Teams	% of Small Teams
National Boards (Patient-facing)					
NHS 24	291	115	40%	79	69%
NHS Golden Jubilee	192	46	24%	35	76%
Scottish Ambulance Service	407	94	23%	73	78%
The State Hospital	70	24	34%	19	79%
National Boards (Support)					
Healthcare Improvement Scotland	57	9	16%	7	78%
NHS Education for Scotland	213	101	47%	78	77%
NHS National Services Scotland	325	71	22%	59	83%
Public Health Scotland	81	13	16%	10	77%
Geographic Boards					
NHS Ayrshire & Arran	1,140	212	19%	105	50%
NHS Borders	327	59	18%	28	47%
NHS Dumfries & Galloway	300	51	17%	24	47%
NHS Fife	948	211	22%	122	58%
NHS Forth Valley	577	121	21%	43	36%
NHS Grampian	1,377	241	18%	131	54%
NHS Greater Glasgow & Clyde	3,482	629	18%	338	54%
NHS Highland	787	140	18%	54	39%
NHS Lanarkshire	1,145	162	14%	87	54%
NHS Lothian	2,468	575	23%	295	51%
NHS Orkney	90	30	33%	21	70%
NHS Shetland	115	25	22%	14	56%
NHS Tayside	1,391	303	22%	149	49%
NHS Western Isles	74	9	12%	3	33%

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Appendix 8: Staff Experience Framework

Health Care Quality Strategy 2010 3 Quality Ambitions		Person Centred Safe Effective	
MacLeod Enablers/ Healthy Working Lives	Staff Governance Standards	Staff Experience Components	KSF* Core Dimension
Leadership	Well informed	Visible & consistent leadership	C1
		Sense of vision, purpose and values	C1
		Role clarity	C2
		Clear, appropriate and timeously communication	C1
Engaging Managers	Appropriately trained & developed	Learning and growth	C2
		Performance development and review	C2
		Access to time and resources	C2
		Recognition and rewards	C2
Employee Voice	Involved in decisions	Confidence and trust in management	C6
		Listened to and acted upon	C4
		Partnership working	C4
		Empowered to influence	C4
Integrity to the Values and Purpose	Treated fairly & consistently with dignity & respect, in an environment where diversity is valued	Valued as an individual	C6
		Effective team working	C5
		Consistent application of employment policy and procedures	C6
		Performance management	C5
Health and Wellbeing	Provided with a continuously improving & safe working environment, promoting the health and wellbeing of staff, patients and the wider community	Appropriate behaviours and supportive relationships	C6
		Job satisfaction	C5
		Assessing risk and monitoring work stress and workload	C3
		Health & wellbeing support	C3

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Appendix 9: Mapping Staff Governance Standard

iMatter Staff Experience Component	iMatter Questions	KSF*
SG1: Well Informed		
Visible & Consistent Leadership	My direct line manager is sufficiently approachable. I feel Board Members who are responsible for the wider organisation and are sufficiently visible.	C1
Sense of Vision, Purpose & Values	I understand how my role contributes to the goals of the organisation.	C1
Role Clarity	I am clear what my duties and responsibilities are.	C2
Clear, Appropriate & Timeously Communication	I get the information I need to do my job well.	C1
SG2: Appropriately Trained and Developed		
Learning & Growth	I am given the time and resources to support my learning and growth.	C2
Performance Development & Review	I get enough helpful feedback on how well I do my work.	C2
Access to Time & Resources	I have sufficient support to do my job well.	C2
Recognition & Rewards	I feel appreciated for the work I do.	C2
SG3: Involved in decisions		
Confidence & Trust in Management	I have confidence and trust in my direct line manager. I have confidence and trust in Board Members responsible for the wider organisation.	C6
Listened to & Acted Upon	I am confident my ideas and suggestions are listened to. I am confident my ideas and suggestions are acted upon.	C4
Partnership Working	I feel involved in decisions relating to my organisation.	C4
Empowered to Influence	I feel involved in decisions relating to my job. I feel involved in decisions relating to my team.	C4

SG4: Treated Fairly & Consistently, with Dignity & Respect, in an Environment where Diversity is Valued		
Valued as an Individual	I am treated with dignity and respect as an individual.	C8
Effective Team Working	My team works well together.	C5
Consistent Application of Employment Policy & Procedures	I am treated fairly and consistently.	C6
Performance Management	I am confident performance is managed well within my team. I am confident performance is managed well within my organisation.	C5
SG5: Provided with a Continuously Improving and Safe Working Environment, Promoting the Health and Wellbeing of Staff, Patients and the Wider Community		
Appropriate Behaviours & Supportive Relationships	I get the help and support I need from other teams and services within the organisation to do my job.	C6
Job Satisfaction	My work gives me a sense of achievement.	C5
Assessing Risk & Monitoring Work Stress & Workload	I feel my direct line manager cares about my health & wellbeing.	C3
Health & Wellbeing Support	I feel my organisation cares about my health & wellbeing.	C3

* KSF – Agenda for Change Knowledge Skills Framework

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