



Health and Social Care Staff Experience Report 2017



‘Positive Staff Experience Supports Improved Care’

**EVERYONE MATTERS:
2020 WORKFORCE VISION**

CONTENTS

Introduction.....	1
Background.....	1
iMatter Report 2017	3
The purpose of the iMatter Questionnaire	3
Data Collection	3
Response Rates and Employee Engagement Index Score (EEI).....	4
iMatter Results 2017	6
Staff Governance Standard – Strand Scores	6
Experience as an individual	7
My Team / My Direct Line Manager.....	8
My Organisation	9
Overall, working within my organisation is a	10
EEI numbers for teams within Health and Social Care	10
iMatter Response Rates, EEI & Action Plans 2017 per Organisation.....	12
iMatter Results Comparison per Organisation.....	13
iMatter Report of EEI scores for teams per Organisation.....	15
iMatter Components Report	17
Summary	18
“People Make Change Happen” – iMatter Team Stories	21
Team stories themes.....	27
Dignity at Work Survey 2017	28
Purpose of the Survey.....	28
About the Survey.....	28
Data Collection	29
Response Rates.....	30
Dignity at Work Survey 2017 Results	33
Comparison to Previous Years	52
Results by Staff and Demographic grouping	55
Themes from iMatter and Dignity at Work Survey	80
Appendix 1: iMatter Background	81
Types of Questions	81
Calculation of NHSEEI	81
Appendix 2: Staff Experience Framework	83

Appendix 3: Mapping Staff Governance Standard.....	84
Appendix 4: Dignity at Work Background.....	85
Types of Survey Questions	85
Percentage of Positive Responses	86
Calculation of Responses	87
Appendix 5: Breakdown of Demographic Questions	88
Appendix 6: Dignity at Work Survey Comparison table	97

Introduction

Employers in Health and Social Care are committed to improving patient and public services through enhancing staff experience. The work to measure and report staff experience in Health and Social Care in 2017 was commissioned by the Scottish Government and carried out by Webropol Ltd, an independent company.

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 Partnership Forum (SPF) and the Scottish Workforce and Staff Governance Committee (SWAG)

The iMatter questionnaire was rolled out over a three year period from 2015 - 2017 to all staff across NHSScotland and 23 Health & Social Care Partnerships (HSCPs) that chose to participate. 2017 was the first year entire organisations participated and a distribution calendar was established and agreed with the organisations.

The fieldwork for the Dignity at Work Survey was conducted between 6 and 27 November 2017. As with the previous national Staff Survey, all members of staff across NHSScotland were invited to participate. Given the increasing engagement of local authority staff working in Health & Social Care Partnerships (HSCPs) in iMatter, and the desire to drive the integration agenda, those HSCPs who had chosen to participate in iMatter were also offered the opportunity to participate in the Dignity at Work Survey.

The following background and context to this work has been provided by the Scottish Government.

Background

Our 2020 Vision for Health and Social Care makes a commitment to valuing and empowering everyone who works for NHSScotland and supporting them to work to the best of their ability.

We recognise that improved staff experience should ultimately benefit patient and client care and we are committed to improving the experience of those we provide care for through enhancing staff experience.

We have transformed our approach to measuring staff experience in 2017. The national staff survey has been replaced by the iMatter Continuous Improvement Model complemented by a short additional Dignity at Work Survey to provide a full overview of national staff experience.

The iMatter Continuous Improvement Model was developed by NHSScotland staff for staff and provides a team-based tool offering individual teams and managers the facility to measure, understand, improve and evidence staff experience. The iMatter team stories included in this report illustrate the dedication of staff to improving not only their staff experience but in turn improving the care and services they deliver.

The Dignity at Work Survey addresses questions about discrimination, bullying & harassment, violence & abuse from patients & members of the public, resourcing and whistleblowing.

These new arrangements have been developed in full Partnership and through focussed engagement with the HR community and local and national staff side representatives. This new approach comes with the full support of these communities and has been endorsed by the Scottish Workforce and Staff Governance Committee (SWAG), and approved by the Cabinet Secretary for Health and Sport.

This has enabled us to obtain a comprehensive picture of staff experience indicating areas of success and those which require improvement both nationally and locally.

We are delighted that a number of Health & Social Care Partnerships have been involved in this new transformational approach and more staff than ever before have used their employee voice to engage in our new approach across Health and Social Care.

iMatter Report 2017

The iMatter section of this report provides detailed information and analysis of what these measures mean. These are mapped to the Staff Governance Standard and include a breakdown of Response Rates, Employee Engagement Index Scores (EEI), number of No Reports and Action Plans completed within the 12 week period per Organisation. This is explained in more detail throughout the report.

The purpose of the iMatter Questionnaire

The Scottish Government is committed to improving the experience of patients and service users through enhancing "Staff Experience". The iMatter Staff Experience Continuous Improvement Model aims to deliver new ways of engaging staff, which feel right for staff at every level. It introduces new opportunities where staff can feed back their experiences, in their teams, in a real-time basis. Once team results are delivered two weeks after questionnaires closing, all staff are invited to develop continuous improvement action plans as well as having the opportunity to share successes within their teams.

Data Collection

The iMatter Questionnaire and Dignity at Work Survey used 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 chose to participate.

The iMatter questionnaire represents the views of health and social care staff who responded in 22 Health Boards and 23 HSCPs.

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 electronic questionnaire was sent out to all respondents with an email 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 sent out each week over the 3 week period.

The iMatter questionnaire and data collection process was undertaken by Webropol, an independent company, to ensure full anonymity for the respondents. In order to keep the reports within small teams of 4 or less anonymous, the minimum 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.

One of the differences between the iMatter Questionnaire and the Dignity at Work Survey is that no demographic questions were asked in iMatter. Furthermore, in the iMatter Questionnaire all questions were mandatory – which means that all questions needed to be answered in order for the response to be accepted. This eliminated partial loss of data.

Response Rates and Employee Engagement Index Score (EEI)

The **Response Rate** shows the number of staff issued with the questionnaire (Recipients) and the number of staff who responded (Respondents) as an overall percentage.

A response rate of 60% is required for teams of 5 or more and 100% for teams of 4 or less to generate a report. This is to ensure anonymity and the higher the response rate, the more realistic the feedback of how staff feel about working in their team.

The **Employee Engagement Index (EEI)** score is shown as a percentage of the average score. This is calculated based on the number of responses for each point on the scale (Strongly Agree – Strongly Disagree) multiplied by its number value (6-1). These scores are added together and divided by the overall number of responses to give the percentage score to show level of engagement (see Appendix 1).

In 2017, the iMatter questionnaire achieved a 63% response rate, representing 108,230 respondents out of 172,587 recipients who completed the questionnaire. Of the 172,587 recipients 23,918 (14%) were social care staff within HSCPs. The majority of the questionnaires were sent by email (82%) achieving a response rate of 68%. Paper questionnaires achieved a response rate of 38%.

	Electronic	Paper	Total
Surveys Sent	141,990	30,597	172,587
Responses Received	96,631	11,599	108,230
Response Rate	68%	38%	63%

The majority of experiences were captured for Organisations in 2017, but due to phasing some cohorts from 2016 were required to be included to provide a comprehensive national report.

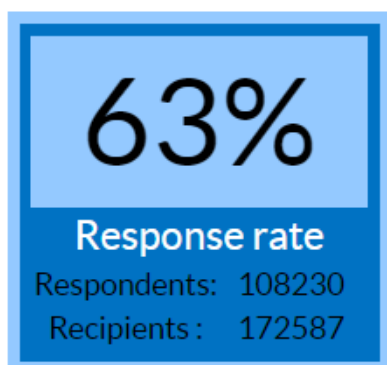
Spoiled paper responses

Over 3,000 paper copies, representing 21% of the total questionnaires received by Webropol were spoiled and could not be input. These could not be input for a number of reasons:

- 57% of these were because of partial responses. A large number of these were because of paper copies printed double sided where the respondent failed to notice the questions overleaf.
- 27% because of completion errors where more than one response was given to the same question.
- The remaining 16% of spoiled responses derive from a combination of crossed out QR codes, which meant the response could not be scanned; duplicate responses and questionnaires received past the deadline and were therefore not input.

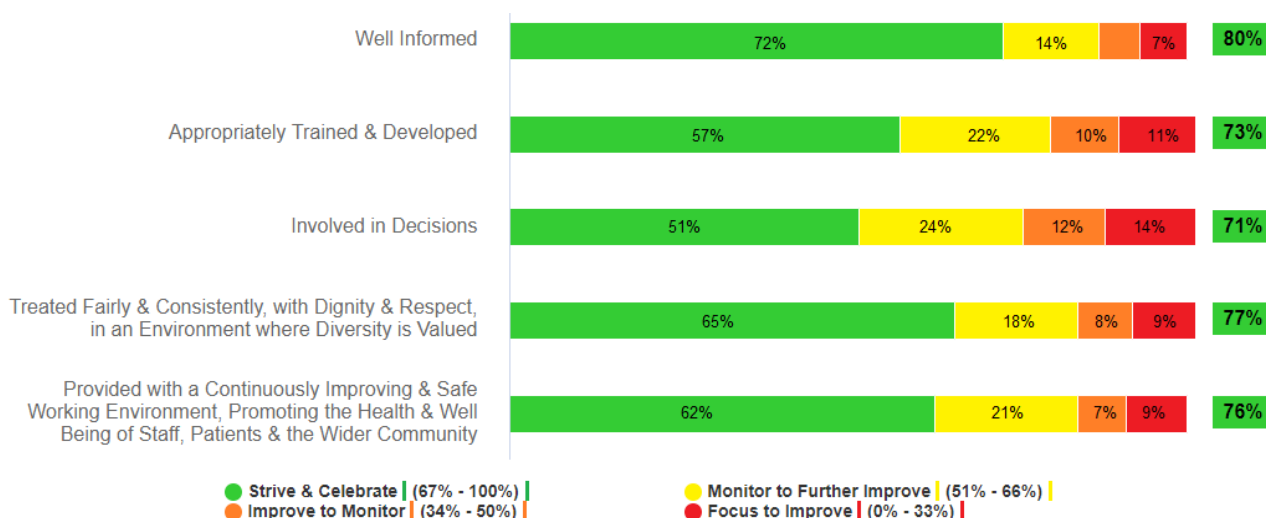
Had these questionnaires been completed correctly or arrived on time this would have had a significant impact on the response rates.

iMatter Results 2017



Staff Governance Standard – Strand Scores

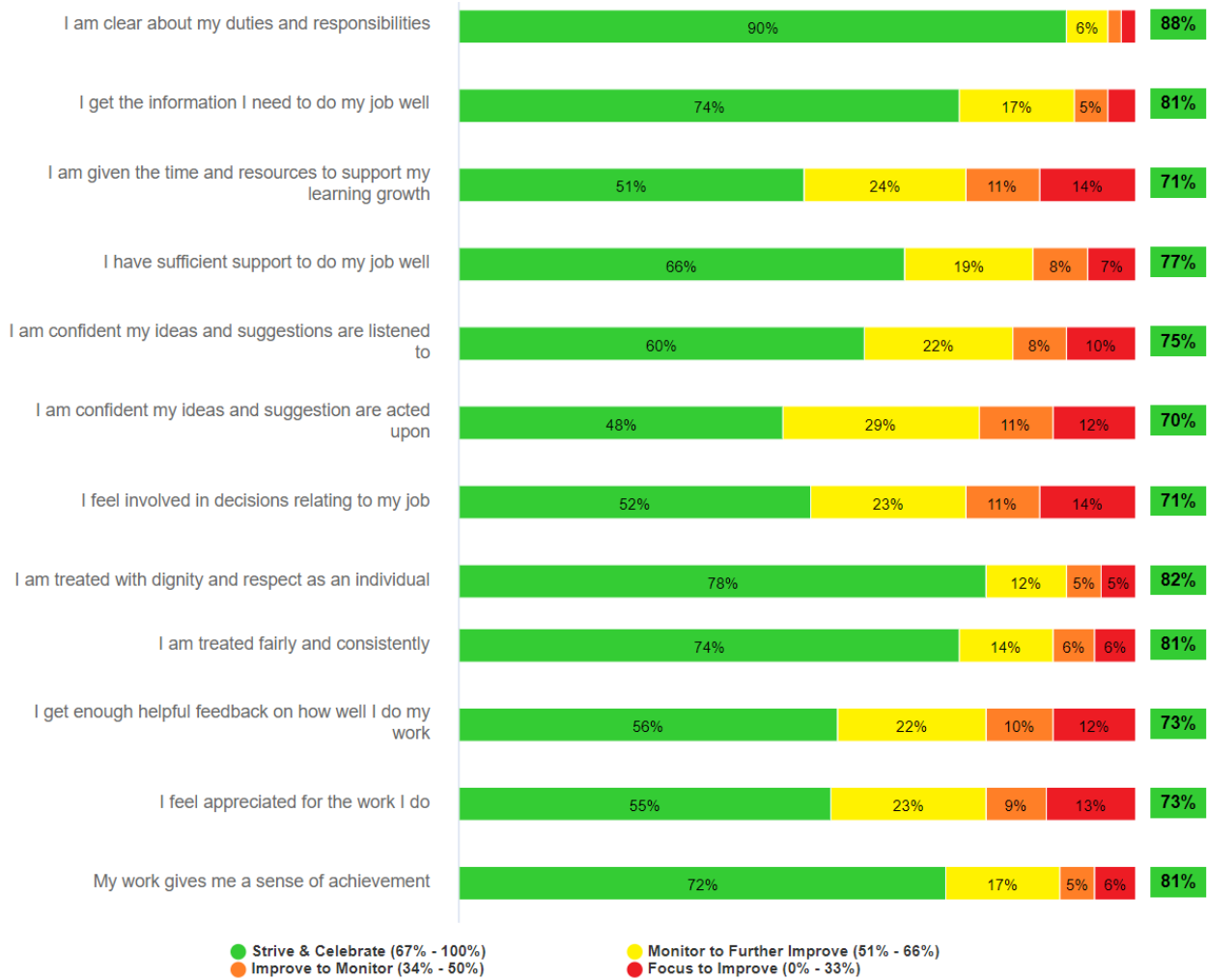
The strands of the **Staff Governance Standard** were mapped against the 20 components forming part of the Staff Experience Framework (see Appendix 2). The 28 questions were then mapped to the 20 components and Staff Governance Strands to provide a measure of Employee Engagement (see Appendix 3).



Experience as an individual

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

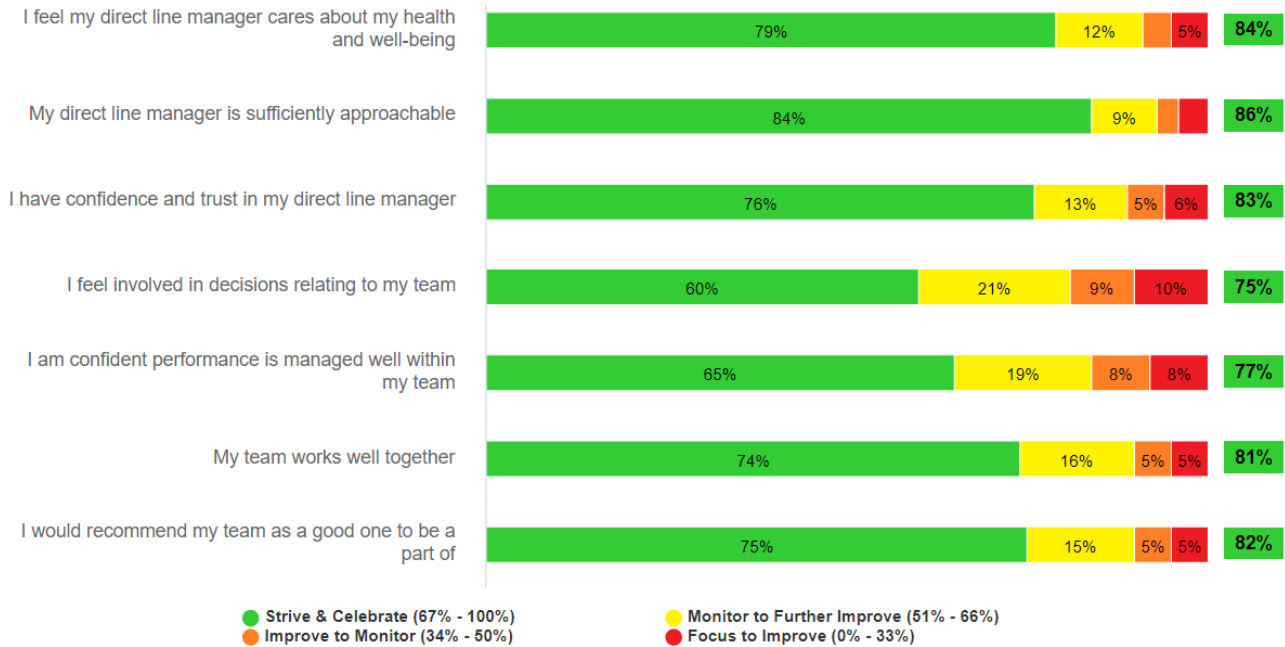
Number of respondents 108230



My Team / My Direct Line Manager

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

Number of respondents 108230



My Organisation

Results are aggregated for each question presented under the heading 'My Organisation', where Organisation refers to and includes both NHS Board and Health & Social Care Partnership. 'Senior Managers' refers to the Chair, Chief Executive, Non-Executives and Directors/Chief Officer.

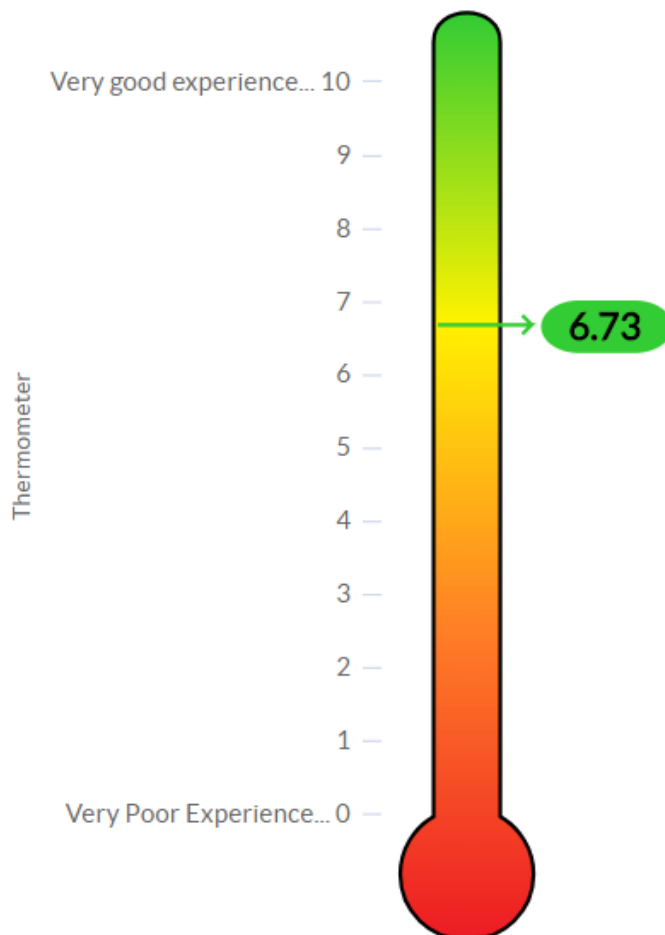
Number of respondents 108230



Overall, working within my organisation is a ...

The thermometer summarises the responses to Question 29 – the numeric question asking staff to rate working in the organisation.

Number of respondents 108230



EI numbers for teams within Health and Social Care

This report shows the EEI threshold table and the distribution of team reports aggregated.

EEI Threshold	(67-100) %	(51-66) %	(34-50) %	(0-33) %	No report	Total
Number of Teams	8156	974	67	3	4537	13737
Percentage of Teams	59.4%	7.1%	0.5%	0%	33%	100%

In total 108,230 out of 172,587 answered the iMatter questionnaire, providing a response rate of 63%. The Employee Engagement Index (EEI) is 75% for 2017.

The results for social care staff in HSCPs, who were invited to participate, have been included within the associated Health Board and NHSScotland figures.

Staff Governance Standard

The Staff Governance Standard Strands indicate that respondents felt that they were well informed (80%) and treated fairly & consistently with dignity and respect in an environment where diversity is valued (77%). They also felt they were provided with a continuously improving and safe working environment that promotes the health and well-being of staff, patients and the wider community (76%). Results relating to appropriate training and development (73%) and feeling involved in decisions (71%) were lower.

Experience as an individual

Regarding the experience as an individual, 88% of the respondents felt that they were clear about their duties and responsibilities, which is significantly higher than the other questions. The questions that received the lowest scores were “I feel involved in decisions relating to my job” (71%) and “I am confident my ideas and suggestion are acted upon” (70%).

For individual level questions the average score was 77%.

My team/direct line manager

In the section relating to the team, the questions “My direct line manager is sufficiently approachable” and “I feel my direct line manager cares about my well-being” received the highest scores with 86% and 84% respectively. The questions with lower scores in this section were “I am confident performance is managed well within my team” (77%) and “I feel involved in decisions relating to my team” (75%).

For team/direct line manager level questions the average score was 81%.

Organisation

On the organisational level questions “I understand how my role contributes to the goals of my organisation” (82%) and “I would be happy for a friend or relative to access services within my organisation” (78%) received the highest scores. Questions with the lowest score were “I feel senior managers responsible for the wider organisation are sufficiently visible” (62%) and “I feel involved in decisions relating to my organisation” (57%).

For organisation level questions the average score was 69%.

In the thermometer question which relates to the overall experience of working for the organisation, this was the only question that was answered on a scale between 0 and 10. The result was 6.73. For further analysis, the thermometer question was recalculated using the same scale as the other 28 questions for comparison purposes. When converted it achieved a score of 73%. When comparing the response average of the other 28 questions, which ranged from 57% to 88%, this question was placed in the bottom third of the ranking list.

In the overall experience question the scale has been reversed so the answer alternatives are stated from negative to positive. It cannot be confirmed if this had an impact on the overall score.

iMatter Response Rates, EEI & Action Plans 2017 per Organisation

This report contains the percentages for Response Rate, EEI score and Action plans recorded within 12 weeks for each Organisation. 2017 will provide the benchmark for future comparison.

Organisation	Response rates	EEI	Action plans agreed
	2017	2017	2017
Golden Jubilee Foundation	68%	78%	62%
Healthcare Improvement Scotland	80%	79%	73%
NHS 24	67%	75%	15%
NHS Ayrshire & Arran	63%	76%	55%
NHS Borders	61%	74%	26%
NHS Dumfries & Galloway	63%	75%	12%
NHS Education for Scotland	81%	80%	71%
NHS Fife	62%	75%	41%
NHS Forth Valley	65%	75%	26%
NHS Grampian	64%	76%	53%
NHS Greater Glasgow & Clyde	58%	No report	44%
NHS Health Scotland	85%	81%	97%
NHS Highland	58%	No report	29%
NHS Lanarkshire	65%	77%	49%
NHS Lothian	65%	76%	33%
NHS National Services Scotland	76%	77%	78%
NHS Orkney	73%	75%	81%
NHS Shetland	61%	78%	13%
NHS Tayside	65%	74%	39%
NHS Western Isles	52%	No report	12%
Scottish Ambulance Service	64%	67%	73%
The State Hospital	78%	76%	78%
NHSScotland	63%	75%	43%

iMatter Results Comparison per Organisation

The response rates achieved by the organisations within Health and Social Care varied from 52% to 85%.

The organisations, which achieved the highest response rates, sent a lower total number of questionnaires, and collected a low proportion of responses via paper. This indicates that organisations with a smaller staff population achieved a significant response ratio considering their size.

The three organisations with the lowest response rates were also the only organisations with a response rate lower than minimum of 60%. In order to meet the minimum response rate, NHS Western Isles needed 78 additional completed responses; NHS Greater Glasgow & Clyde 667; and NHS Highland 204.

Where the response rate was not achieved, an organisation report was not published. Teams were still required to complete and agree action plans within a 12 week period. The action plan completion rate for these boards varied. NHS Greater Glasgow & Clyde had 44% action plans agreed within a 12 week period. NHS Highland and NHS Western Isles had an action plan completion rate of 29% and 12% respectively.

The share of action plans completed within a 12 week period range from 12% to 97% between the organisations. There are big differences between the organisations in terms of share of action plans completed within a 12 week period. It is noticeable that none of the larger health boards show in either the top or bottom of the list.

The five organisations with the highest response rate have an average of 80% action plans agreed.

Highest Response rate	Reponse rates	EEI	Action plans agreed
NHS Health Scotland	85%	81%	97%
NHS Education for Scotland	81%	80%	71%
Healthcare Improvement Scotland	80%	79%	73%
The State Hospital	78%	76%	78%
NHS National Services Scotland	76%	77%	78%

The five organisations with the lowest response rate have an average of 25% action plans agreed.

Lowest Response Rate	Response rates	E EI	Action plans agreed
NHS Borders	61%	74%	26%
NHS Shetland	61%	78%	13%
NHS Greater Glasgow & Clyde	58%	No report	44%
NHS Highland	58%	No report	29%
NHS Western Isles	52%	No report	12%

The level of engagement for the employees represented by the response rates and the EEI scores, are linked to the amount of action plans agreed. It is important for managers to focus on the action plans agreed in order to achieve employee engagement. This is then seen in the participation rate and EEI score, since the organisations with the most engaged employees have the highest amounts of action plans agreed. This represents a two-way relationship that is of great importance for future results.

The five organisations with the highest share of no reports show an average of 35% action plans agreed (see table on page 15).

Highest no report	No report	Response Rate	Action plans agreed
NHS Western Isles	45%	52%	12%
NHS Highland	41%	58%	29%
NHS 24	40%	67%	15%
NHS Greater Glasgow & Clyde	38%	58%	44%
Scottish Ambulance Service	37%	64%	73%

The five organisations with the lowest share of no reports show an average of 80% action plans agreed (see table on page 15).

Lowest no report	No report	Response rates	Action plans agreed
NHS Health Scotland	9%	85%	97%
Healthcare Improvement Scotland	12%	80%	73%
NHS Education for Scotland	15%	81%	71%
NHS National Services Scotland	15%	76%	78%
NHS Orkney	15%	73%	81%

iMatter Report of EEI scores for teams per Organisation

The table below shows the report percentage of EEI scores and the distribution of teams per Organisation.

Organisation	Strive & Celebrate (67-100) %	Monitor to Further Improve (51-66) %	Improve to Monitor (34-50) %	Focus to improve (0-33) %	No report	Total
Golden Jubilee Foundation	74.8%	2.9%	1.4%	0%	21%	100%
Healthcare Improvement Scotland	79.1%	9%	0%	0%	12%	100%
NHS 24	52.4%	7.7%	0%	0%	40%	100%
NHS Ayrshire & Arran	65.7%	6.2%	0.3%	0%	28%	100%
NHS Borders	58.1%	7.7%	0.8%	0%	33%	100%
NHS Dumfries & Galloway	59.6%	8.5%	0.5%	0%	31%	100%
NHS Education for Scotland	78.9%	5.3%	1.1%	0%	15%	100%
NHS Fife	58.4%	6.1%	0.3%	0%	35%	100%
NHS Forth Valley	61.6%	7.1%	0%	0%	31%	100%
NHS Grampian	64.1%	5.4%	0.2%	0%	30%	100%
NHS Greater Glasgow & Clyde	No report	No report	No report	No report	38%	100%
NHS Health Scotland	90.6%	0%	0%	0%	9%	100%
NHS Highland	No report	No report	No report	No report	41%	100%
NHS Lanarkshire	64.9%	4.7%	0.1%	0%	30%	100%
NHS Lothian	60.1%	6.6%	0.6%	0%	33%	100%
NHS National Services Scotland	79.2%	5.8%	0.3%	0%	15%	100%
NHS Orkney	73.6%	9.7%	1.4%	0%	15%	100%
NHS Shetland	58.3%	5.4%	1.2%	0%	35%	100%
NHS Tayside	57.6%	8.9%	0.4%	0.1%	33%	100%
NHS Western Isles	No report	No report	No report	No report	45%	100%
Scottish Ambulance Service	36.2%	25.4%	1.9%	0%	37%	100%
The State Hospital	72.9%	10.4%	1%	0%	16%	100%
NHSScotland	59.4%	7.1%	0.5%	0%	33%	100%

The majority of all teams 8156 (59.4%) achieved a score within the “Strive & Celebrate” threshold. 974 (7.1%) teams achieved a score within the “Monitor to Further Improve” area, 67 (0.5%) teams achieved a score within the “Improve to Monitor” threshold and 3 (0%) achieved scores within the "Focus to Improve" threshold . For 4537 (33%) of the teams no EEI score has been calculated because the 60% minimum response rate was not achieved.

The three top organisations with the highest share of teams within the “Strive & Celebrate” threshold were also the organisations with the lowest share of “No reports”.

- NHS Health Scotland: Strive & celebrate 90.6%, no report 9%.
- National Services Scotland: Strive & Celebrate 79.2%, no report 15%
- Healthcare Improvement Scotland: Strive & Celebrate 79.1 %, no report 12%

The share of teams within “Monitor to Further Improve” threshold varied from 0% to 25.4%. The Scottish Ambulance had the highest share of teams (25.4%) followed by The State Hospital (10.4%) and NHS Orkney (9.7%).

Very few teams achieved a score within the “Improve to Monitor” threshold. The Scottish Ambulance Service was the organisation with the highest share, 8 teams (1.9%) achieved a score within this threshold. Followed by Golden Jubilee, 2 teams (1.4%) and Orkney, 1 team (1.4%). NHS Shetland, 2 teams (1.2%) also had a high share of teams within this threshold compared to the overall score of 0.5%.

NHS Tayside is the only organisation with teams that achieved a score within “Focus to improve”, 0.1% of the teams achieved a score within this threshold.

iMatter Components Report

This report provides a ranked summary of each question, mapped against the Staff Experience Components. It is recommended to view this report with the framework showing staff experience components mapped to the NHSScotland Health Care Quality Strategy 2010, the MacLeod Enablers, the Staff Governance Standard and the Knowledge Skills Framework (KSF) core dimensions (see Appendix 2).

Question	Component	Average Response Percentage
		2017
I am clear about my duties and responsibilities	Role Clarity	88%
My direct line manager is sufficiently approachable	Visible and Consistent Leadership	86%
I feel my direct line manager cares about my health and well-being	Assessing Risk and Monitoring Work Stress and Workload	84%
I have confidence and trust in my direct line manager	Confidence and Trust in my management	83%
I understand how my role contributes to the goals of my organisation	Sense of Vision, Purpose and Values	82%
I would recommend my team as a good one to be a part of	Additional question	82%
I am treated with dignity and respect as an individual	Valued as an Individual	82%
My team works well together	Effective Team Work	81%
I get the information I need to do my job well	Clear, Appropriate and Timeously Communication	81%
I am treated fairly and consistently	Consistent Application of Employment Policies and Procedures	81%
My work gives me a sense of achievement	Job Satisfaction	81%
I would be happy for a friend or relative to access services within my organisation	Additional question	78%
I have sufficient support to do my job well	Access to Time and Resources	77%
I am confident performance is managed well within my team	Performance Management	77%
I feel involved in decisions relating to my team	Empowered to influence	75%
I am confident my ideas and suggestions are listened to	Listened to and Acted Upon	75%
I would recommend my organisation as a good place to work	Additional question	74%
I get enough helpful feedback on how well I do my work	Performance Development and Review	73%
I feel appreciated for the work I do	Recognition and Reward	73%
I feel involved in decisions relating to my job	Empowered to influence	71%
I get the help and support I need from other teams and services within the organisation to do my job	Appropriate Behaviours and Supportive Relationships	71%
I am given the time and resources to support my learning growth	Learning and Growth	71%
I am confident my ideas and suggestion are acted upon	Listened to and Acted Upon	70%
I feel my organisation cares about my health and wellbeing	Health and Wellbeing Support	70%
I have confidence and trust in senior managers responsible for the wider organisation	Confidence and Trust in my management	64%
I am confident performance is managed well within my organisation	Performance Management	64%
I feel senior managers responsible for the wider organisation are sufficiently visible	Visible and Consistent Leadership	62%
I feel involved in decisions relating to my organisation	Partnership Working	57%

The average response percentage achieved by organisations between the different questions varied from 57% to 88%. The top and bottom 4 questions were:

Top 4 questions:

- I am clear about my duties and responsibilities: 88%
- My direct line manager is sufficiently approachable: 86%
- I feel my direct line manager cares about my health and well-being: 84%
- I have confidence and trust in my direct line manager: 83%

Bottom 4 questions:

- I am confident performance is managed well within my organisation (64%)
- I have confidence and trust in senior managers responsible for the wider organisation (64%)
- I feel senior managers responsible for the wider organisation are sufficiently visible: 62%
- I feel involved in decisions relating to my organisation: 57%

The question with the highest average response percentage was the question “I am clear about my duties and responsibilities”. Three out of the four top questions related to the “Team / direct line manager” questions.

At the bottom of the components report there are four questions in the "Monitor to Further Improve", all relating to the Organisation section of the questionnaire.

Summary

When comparing respective questions, respondents rated the questions relating to their team and direct line manager higher than the questions relating to the organisation.

The biggest difference can be seen for the following questions shown in the table below:

	Team and direct line manager	Organisation	Difference
I feel my direct line manager cares about my health and well-being / I feel my organisation cares about my health and well-being	84%	70%	14%
My direct line manager is sufficiently approachable / I feel senior managers responsible for the wider organisation are sufficiently visible	86%	62%	24%
I have confidence and trust in my direct line manager / I have confidence and trust in senior managers responsible for the wider organisation	83%	64%	19%
I feel involved in decisions relating to my team / I feel involved in decisions relating to my organisation	75%	57%	18%

I am confident performance is managed well within my team / I am confident performance is managed well within my organisation	77%	64%	13%
My team works well together / I get the help and support I need from other teams and services within the organisation to do my job	81%	71%	10%
I would recommend my team as a good one to be a part of / I would recommend my organisation as a good place to work	82%	74%	8%

Dependency between questions

Respondents answered the question relating to their overall experience of working for their organisation (thermometer question) on a scale from 0 to 10. Further analysis of the results showed a strong correlation with the questions regarding the Organisation, specifically the question “I would recommend my organisation as a good place to work” (74%).

The responses to questions concerning the organisation which showed a weaker relationship were “I understand how my role contributes to the goals of my organisation” (82%), and “I feel senior managers responsible for the wider organisation are sufficiently visible” (62%).

The responses to questions concerning team/direct line manager have little correlation to the overall working experience (thermometer question), showing differences but not to a large extent.

There was disparity between the individual’s experience and their relationship to the overall work experience (thermometer question). The responses to the questions “I have sufficient support to do my job well” (77%), “I feel appreciated for the work I do” (73%), and “I am confident my ideas and suggestion are acted upon” (70%) have a strong relationship with the work experience. The responses to the question “I am clear about my duties and responsibilities” (88%) also had a weak relationship to the thermometer question.

As expected, the responses to the questions within each level had a strong correlation. For example, questions concerning the individual experience showed a strong relationship with other questions within the individual level. This is also seen in the responses to the organisation questions. Results showed a weak relationship between responses to questions concerning the team/direct line manager and organisation. The results from these questions appear to be independent of each other.

There is a strong dependency between the responses to the question “I am confident my ideas and suggestions are listened to” (75%) and “I feel involved in decisions relating to my job” (71%) and “I am confident my ideas and suggestions are acted upon” (70%).

There is a strong dependency between the responses to the question “My direct line manager is sufficiently approachable” (86%), “I feel my direct line manager cares about my health and well-being” (84%) and “I have confidence and trust in my direct line manager” (83%). These questions are within the section relating to your team/direct line manager.

There is a strong relationship between the responses to the question “I would recommend my team as a good one to be a part of” (82%) with the following questions “My team works well together” (81%), “I am confident performance is managed well within my team” (77%) and “I feel involved in decisions relating to my team” (75%).

The responses to the question “I have confidence and trust in senior managers responsible for the wider organisation” (64%) showed a strong correlation to the responses to the question “I feel senior managers responsible for the wider organisation are sufficiently visible” (62%).

There is a strong correlation between the responses to the question “I would recommend my organisation as a good place to work” (74%) and the responses to the following questions “I would be happy for a friend or a relative to access services within my organisation” (78%), “I feel my organisation cares about my health and wellbeing” (70%) and “I am confident performance is managed well within my organisation” (64%).

“People Make Change Happen” – iMatter Team Stories

Health Boards and Health & Social Care Partnerships have submitted a team story providing insight into how teams have used iMatter and what difference this model is making to their team and the care they deliver. These team stories form part of the quality assurance providing evidence to the real difference improved staff experience makes to improved patient and client care.



2 East Team Enhanced Recovery Matters

Patients cared for by happier staff results in improved outcomes.

[Click here to read more...](#)

Finance & Corporate Services Teams Collective Learning in the Corporate Services Directorate

Sharing learning- enhanced relationship, understanding of roles, increased creativity and collaboration across the Finance and Corporate Services Directorate.

[Click here to read more...](#)



Health Information Services Team A Fishy Tale

Using new processes to improve transparency and consistency.

[Click here to read more...](#)

**Elaine Young's Public Health Team
Unused Courtyard Becomes Health & Well-being Haven**

Work positive tool seeded idea of using a central courtyard to create positive outcomes.
[Click here to read more...](#)



**Lisa Love's Theatre Team
Better Staff Experience Supports Better Patient Experience**

Improving staff experience leads to benefits for the way we treat our patients.
[Click here to read more...](#)

**Workforce Team
One Team Together**

On our journey to 'One Team', being creative and collaborating on one path.
[Click here to read more...](#)



**Home Care Team
iMatter to Home Care – The Journey**

Overcoming complexity to rolling out iMatter on a Council network and being pleasantly surprised.
[Click here to read more...](#)



**Practice Educators National Network
Working Well Together Matters**

Overcoming geographical divides, diverse working patterns, using digital to transform collaboration and cross boundary working.

[Click here to read more...](#)

**Colin Smith's eHealth Training Team
My Team works well together**

Enhancing communication and better understanding of what others are working on to improve outcomes.

[Click here to read more...](#)



**Board Administration Team
Improving, Delivering, Involving, Developing**

iMatter actions need to reflect changing priorities.

[Click here to read more...](#)

**Sandra Taylor's Midwifery Team
Positive Team Culture in Community Midwifery**

Living our values through iMatter – A daily huddle helps cement the team.

[Click here to read more...](#)





**Publishing Services Team
Celebrating Success**

Working together pays off – celebrating excellence from your 2016 results.

[Click here to read more...](#)

**Donna Smith's Team
The planning department without a plan**

Plans for the planning department aligned to the Strategic Vision.

[Click here to read more...](#)



**Andrea Stewart's Admin Team
iMatter gives us all a voice**

“The list has now become an invaluable communication tool”.

[Click here to read more...](#)

**Janis Butler's HR & OD Directorate
Improving Visibility and Communications across HR and OD**

Teams were invited to discuss and think about how to guard and grow their resilience.

[Click here to read more...](#)





**Norma Shippin's CLO Senior Team
Simple Idea but Significant Impact!**

Designating a safe space was a very simple idea, but has been transformational.

[Click here to read more...](#)

**Dental Services Team
Dental Services SDM Journey – Strategy on a Page**

Our Strategy Development Matrix delivers strategy on a page to improve team behaviours, communication and establish departmental goals.

[Click here to read more...](#)



**Edinburgh City Station Team
Everyone Matters @ Scottish Ambulance Service**

Time for our development – making the time for reflection and making it happen.

[Click here to read more...](#)

**Estates and Facilities Team
Life After iMatter**

Improved relationships – open, honest conversations... tell me what you want, what you really, really want.

[Click here to read more...](#)





**Family Nurse Partnership
FNP Team iMatter Journey**

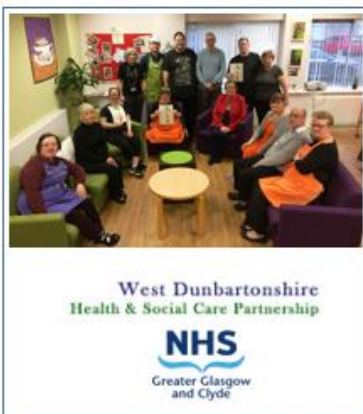
'Teddy bear picnic demonstrates link between engaged staff with positive patient outcomes.

[Click here to read more...](#)

**Susan Macaulay's Emergency Department Team
Get Involved, Make a Difference**

Key to providing best service for patients is paramount to this team. See what they did.

[Click here to read more...](#)



**Café Connect Team
iMatter: Connect the Team**

Independent advocate supports employees with learning disabilities record their views and develop their action plan.

[Click here to read more...](#)

**Aberdeen City HSCP Team
iMatter: Employee Engagement in the Aberdeen City HSCP**

Leaning points for iMatter were identified at an improvement event and changes are already being made.

[Click here to read more...](#)

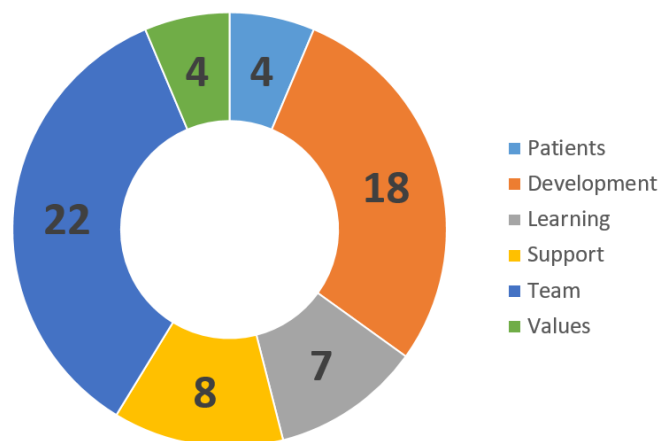


Team stories themes

The word cloud and pie chart below identify the words that appear most often in the team stories.



The more a word is used the larger the word appears in the word cloud. The word iMatter featured in every team story and was therefore excluded from the word cloud. As expected the word “team” was identified as the most commonly used word.



Development was referred to in 18 stories, which included 7 stories relating to learning. The stories focused on ongoing improvement, individual and collective learning and sharing learning with colleagues. Development also focuses on improving communication and strengthening links as a team.

Values were discussed in 4 of the team stories. These focus on corporate values and creating a values statement within the team to create a positive team culture. Reference was also made to how iMatter enabled staff to use their voices and feel valued.

Support is discussed in 8 team stories and focuses on communicating with colleagues. Understanding other team members and receiving support from their manager was also identified in the stories. Stories focus on supporting team and peer working and sharing good practice.

Where patient experience is addressed in the team stories, a common theme was to deliver high quality patient care and support.

Dignity at Work Survey 2017

Purpose of the Survey

The Dignity at Work Survey was commissioned by the Scottish Government and carried out independently by Webropol Ltd, who provide the software and service used for the delivery of the iMatter Staff Engagement Portal.

The survey was designed to give Health and Social Care Staff in Scotland an opportunity to tell us how they felt about dignity at work in their workplace. The areas addressed in the survey are not currently covered by iMatter and include: bullying and harassment, discrimination, abuse and violence from patients and the public, resourcing and whistleblowing.

About the Survey

The questions asked in the 2017 Dignity at Work Survey were selected from the dignity at work questions used in 2014 and 2015 national Staff Survey, although the term “health board” was replaced with “organisation”.

The question structure of the follow-up questions “I did not report” differ in 2017 compared to previous years as there was no split between their manager/other colleagues and emotional or verbal abuse/physical violence in regards to reasons why the experience was not reported. In 2017, the question was split to provide more focused information. As a result, it is difficult to see where the greatest improvements have been made compared to previous years.

In line with iMatter, the Dignity at Work Survey has included those staff employed by the local authority who work in a Health & Social Care Partnership (HSCP), who chose to participate. Demographic and staff grouping data was also collected in the survey and has been used within the Dignity at Work Survey section of the national report. This data was reported per health board and cannot be associated to any specific individual or their response.

The neutral response option has been removed from the three attitudinal questions, increasing the number of options from five to six, with three positive and three negative options.

Data Collection

The Dignity at Work Survey was conducted using both electronic and paper surveys, and was distributed to the NHSScotland employee population, as well as those employed by the local authority who work in a Health & Social Care Partnership (HSCP), where the HSCP has chosen to participate in the Dignity at Work Survey.

The survey represents the views of staff who responded in 22 health boards, and participating staff in 12 HSCPs. Of the 63,264 respondents 3,407 (5%) were those who identified themselves as local authority staff within HSCPs, and have been included within the associated Health Board and NHSScotland figures.

The survey was published electronically on 6th November 2017 and remained open for a three-week period to collect responses to mirror the iMatter questionnaire response period. Paper copies of the survey were available to print and distribute on the same day, with a deadline to return to Webropol by 11th December. During this data collection process, reminders to complete the survey were sent on a weekly basis. All paper responses received within the deadline were input into the system by 5th January 2018.

In order to get reliable data the following actions were taken during this process. Firstly, the data was collected with full anonymity for the respondent which means individuals could not be identified with regards to the answers. The QR code and email link holds specific data which allows the Webropol system to ensure the responses are uploaded to the correct Directorate for the Dignity at Work Survey. Also it ensures that answers are not given multiple times by the same respondent.

Furthermore, answering each question was optional, which ensured that respondents were not forced into having an opinion on questions which they would rather not answer. These actions have caused the report to have a partial loss of data as questions and options can be skipped but the answers included in the report have a higher level of credibility.

The advantage of the electronic survey over a paper response is a decreased risk of partial data loss. This is due to the increased risk of missing questions or completion errors with paper responses, for example selecting more than one answer to the same question where only 1 response is required. This is avoided in electronic surveys due to the way they are set up. Another disadvantage of postal surveys is the increased time for submitting responses, the time taken to send a postal survey can in some cases result to missing surveys or delays. However, paper surveys also come with their own advantages such as reaching out to more respondents, particularly those who work in areas where access to computers is limited or not required, which can result in an increased response rate.

Response Rates

In 2017, the Dignity at Work Survey achieved a 36% response rate, representing 63,264 respondents out of 173,621 recipients who completed the survey. Of the 173,621 recipients 12,810 (7%) were staff who identified themselves as local authority employees within HSCPs. Of the 63,264 respondents 3,407 (5%) were those who identified themselves as local authority staff within HSCPs. This response rate is similar to earlier years such as the 2015 national staff survey, which achieved a 38% response rate, and 35% in 2014.

Organisation	Response Rate 2015	Improvement	Response Rate 2017
Golden Jubilee	37%	↓	35%
Health Improvement Scotland	80%	↓	69%
NHS 24	61%	↓	46%
NHS Ayrshire & Arran	45%	↓	39%
NHS Borders	49%	↓	36%
NHS Dumfries & Galloway	41%	↓	21%
NHS Education for Scotland	55%	↓	48%
NHS Fife	39%	→	39%
NHS Forth Valley	42%	↓	41%
NHS Grampian	37%	↑	40%
NHS Greater Glasgow & Clyde	30%	↑	33%
NHS Health Scotland	84%	↓	73%
NHS Highland	33%	→	33%
NHS Lanarkshire	35%	↓	30%
NHS Lothian	38%	→	38%
NHS National Services Scotland	77%	↓	63%
NHS Orkney	53%	↓	50%
NHS Shetland	65%	↓	33%
NHS Tayside	35%	↓	34%
NHS Western Isles	48%	↓	42%
Scottish Ambulance Service	37%	↓	34%
The State Hospital	34%	↑	52%

The total number of surveys sent increased from 160,635 in 2015 to 173,621 in 2017. Despite the fact that a smaller proportion of respondents answered the questionnaire in 2017, the total number of survey responses received has increased by 4% from 60,681 in 2015 to 63,264 in 2017. This is due to the total number of surveys sent being greater in 2017 compared to previous years. It should be noted this includes local authority staff not previously included.

For previous years the survey was live for a period of 6 weeks to collect answers. This year it was open for 3 weeks to reflect the iMatter questionnaire completion period. It should be noted that the reduction in the live period may have impacted on the response rate compared to previous years.

The majority of surveys were sent by email (83%), achieving a response rate of 41%. Paper surveys achieved a response rate of 16%. An overall response rate of 36% was achieved.

	Electronic	Paper	Total
Surveys Sent	144,624	28,997	173,621
Responses Received	58,668	4,599	63,264
Response Rate	41%	16%	36%

1,429 (0.8%) of the surveys were received by Webropol past the deadline. Since these were received within 5 working days, in the spirit of inclusion the Scottish Government agreed that these responses should be included.

The response rates achieved by the organisations varied significantly. The organisations with the highest response rates were the following:

- NHS Health Scotland: 73%
- Healthcare Improvement Scotland: 69%
- NHS National Services Scotland: 63%

The organisations with the lowest response rates were the following:

- NHS Dumfries & Galloway: 21%
- NHS Lanarkshire: 30%
- NHS Shetland: 33%

The organisations which achieved the highest response rates have a lower number of staff which in turn resulted in a lower number of surveys being sent, including paper surveys. This shows that organisations with a smaller staff population achieved a significant response ratio considering their size.

The response rate for paper was low for the following organisations:

- NHS Dumfries & Galloway, 1 completed out of 393 surveys sent (0%)
- NHS Fife, 61 completed out of 1,832 surveys sent (3%)
- NHS Forth Valley, 25 completed out of 689 surveys sent (4%)

The 2017 survey contained no mandatory questions which meant that the survey could be submitted with unanswered questions leading to partial responses.

The questions respondents chose not to answer most were:

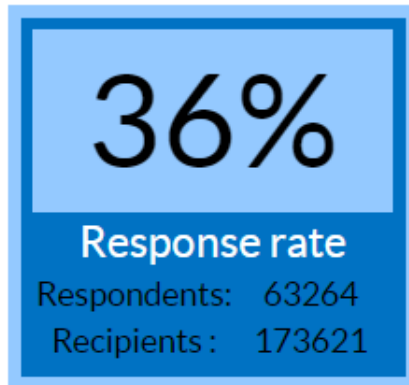
- The demographic question relating to sexuality.
- During the past 12 months while working for your organisation have you experienced emotional/verbal abuse from patients/service users or other members of the public?
- During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?

The questions respondents chose to answer most were:

- During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager? This was also the first question within the survey.
- During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager.

There is no pattern that indicates that questions toward the end of the survey had a higher share of respondents not answering those questions.

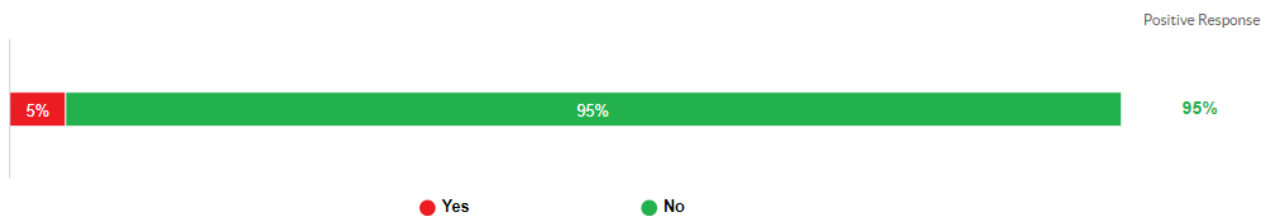
Dignity at Work Survey 2017 Results



Unfair Discrimination

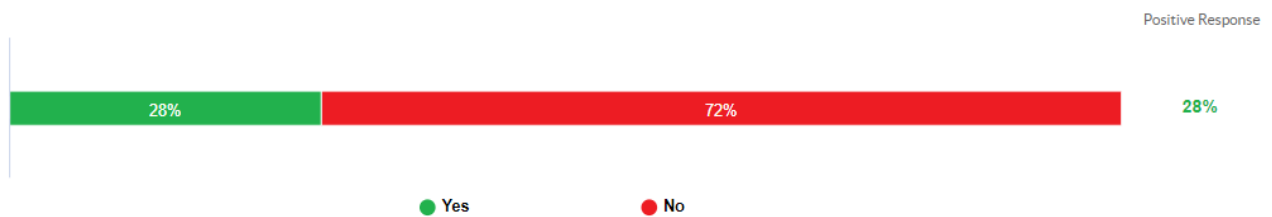
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?

Number of respondents: 62893



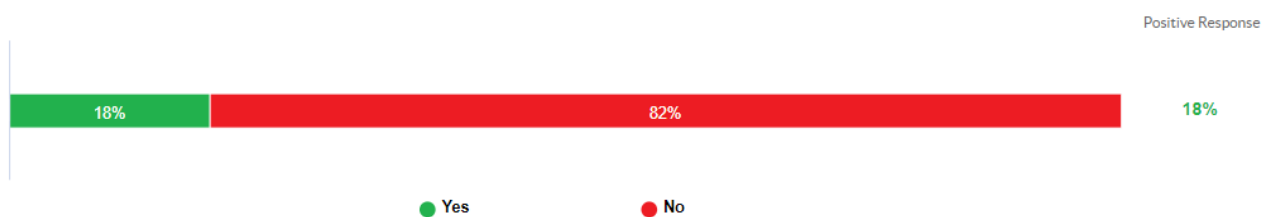
Did you report the unfair discrimination you experienced?

Number of respondents: 3076



Were you satisfied with the response that you received?

Number of respondents: 851



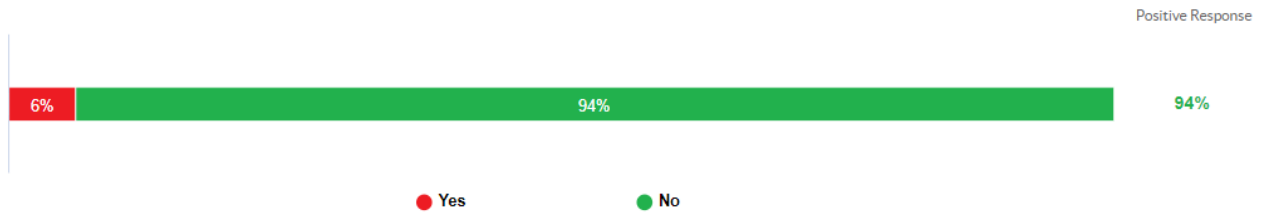
I did not report the unfair discrimination because.....

Number of respondents: 2350



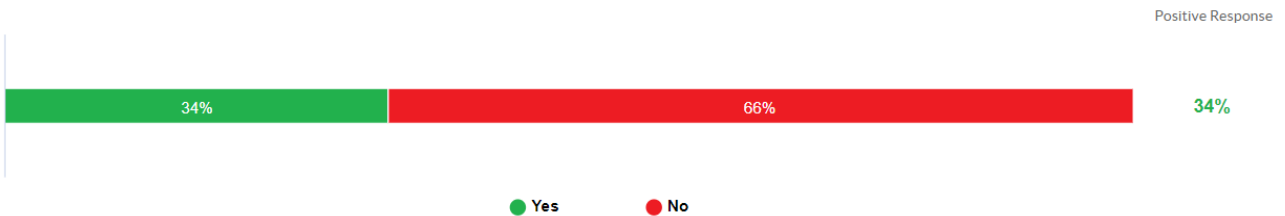
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?

Number of respondents: 62495



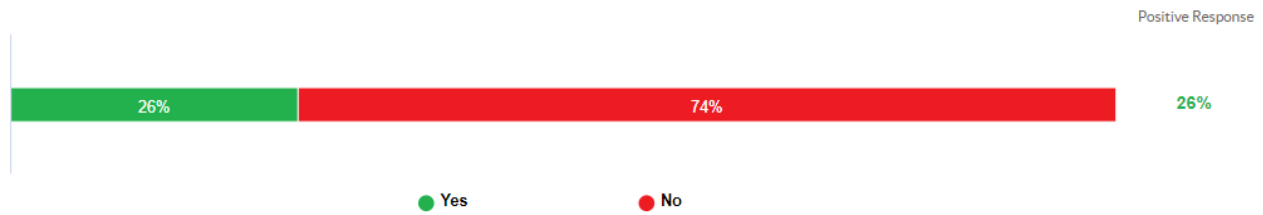
Did you report the unfair discrimination you experienced?

Number of respondents: 3491



Were you satisfied with the response you received?

Number of respondents: 1179



I did not report the unfair discrimination because.....

Number of respondents: 2274



95% of respondents had not experienced unfair discrimination from their manager. Of the 5% that did experience unfair discrimination from their manager 28% reported it. Of those who reported it 18% felt satisfied with the response they had received.

Staff were more likely to report unfair discrimination from other colleagues than from their manager. Results showed that of those who responded 34% reported unfair discrimination from other colleagues compared to 28% from their manager.

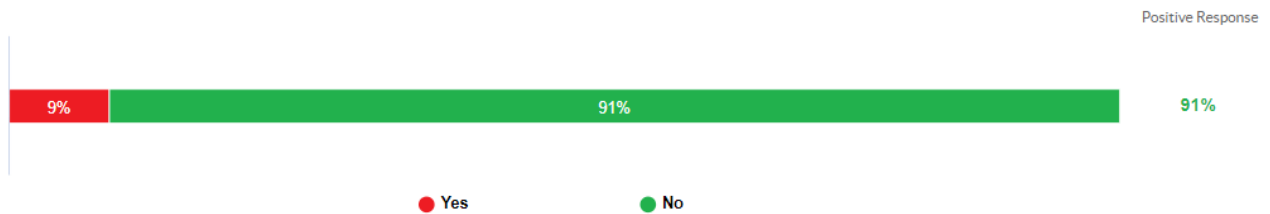
Of those who responded, the 3 main concerns identified for not reporting unfair discrimination were “I felt nothing would happen”, “I feared what would happen if I reported it” and “I was concerned about confidentiality”. This was the same whether the discrimination was from other colleagues or their manager. However, the concerns were higher if the discrimination was related to a manager.

Reason for not reporting	Discrimination from their manager % = Agree	Discrimination from other colleagues % = Agree
I felt nothing would happen	97%	91%
I feared what would happen if I did report it	89%	79%
I was concerned about confidentiality	87%	82%

Bullying/Harassment

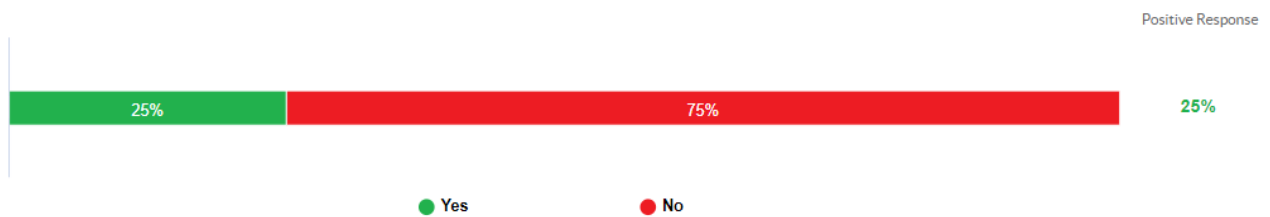
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?

Number of respondents: 62725



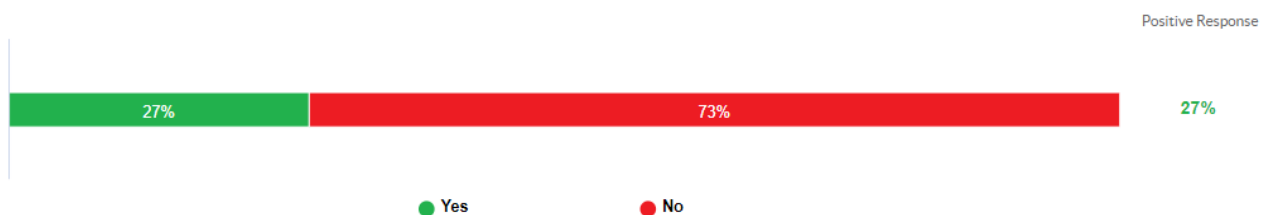
Did you report the bullying/harassment you experienced?

Number of respondents: 5634



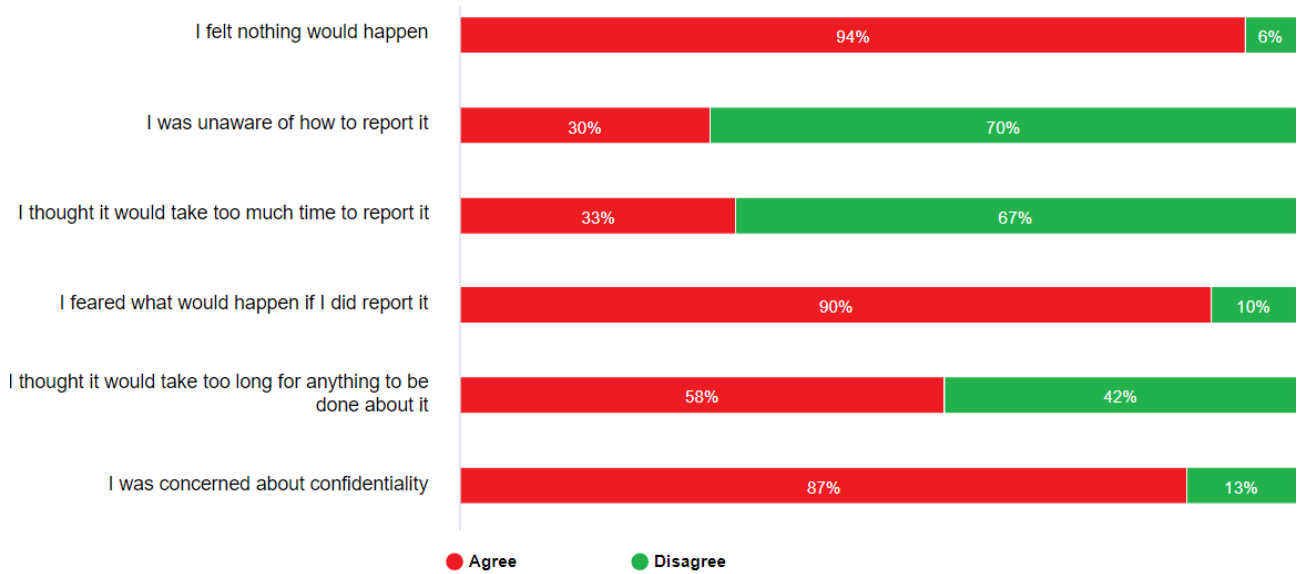
Were you satisfied with the response you received?

Number of respondents: 1525



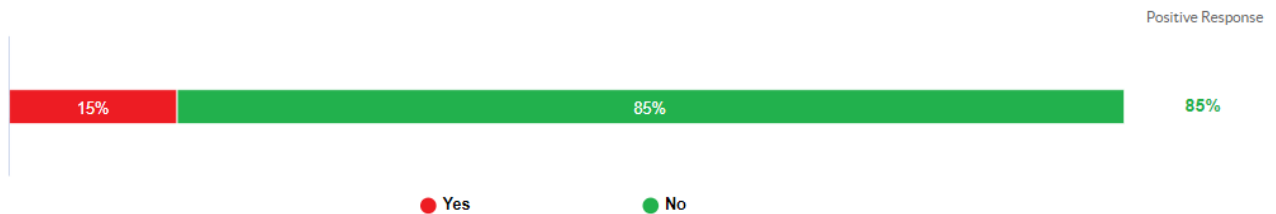
I did not report the bullying/harassment because...

Number of respondents: 4283



During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?

Number of respondents: 62489



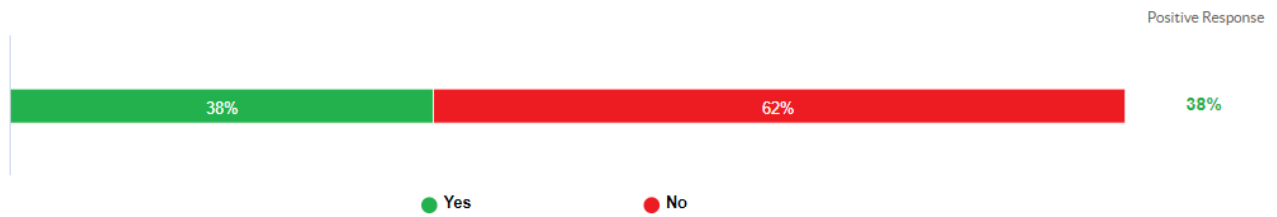
Did you report the bullying/harassment you experienced?

Number of respondents: 9193



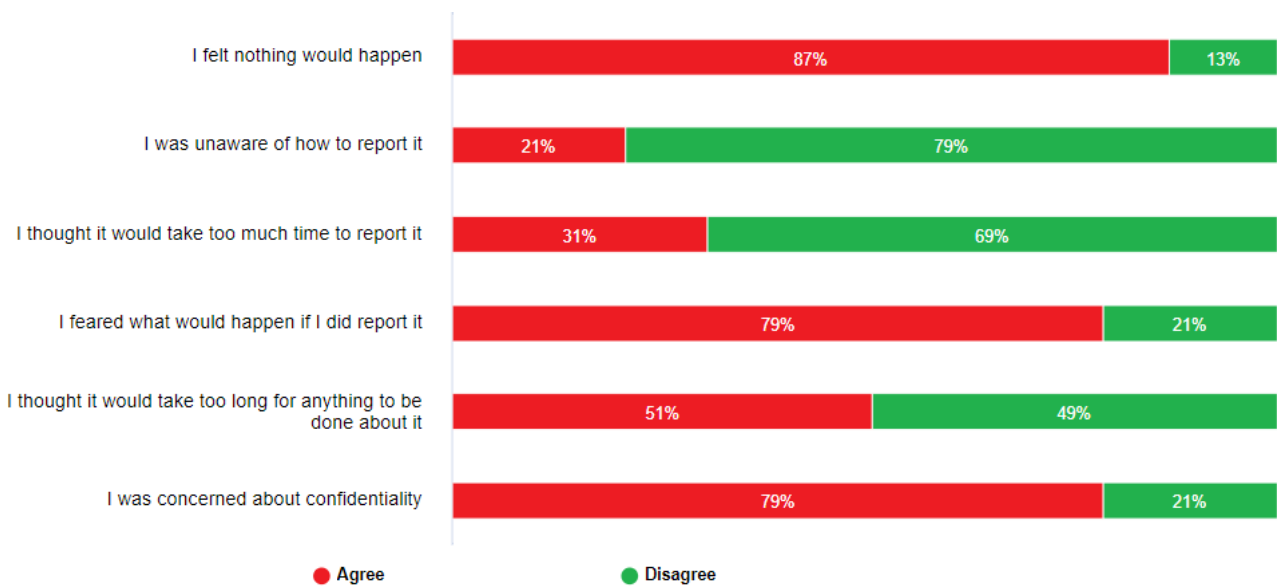
Were you satisfied with the response you received?

Number of respondents: 3893



I did not report the bullying/harassment because...

Number of respondents: 5211



During the past year, 91% of respondents had not experienced bullying/harassment from their manager. Of the 9% of the respondents who had experienced bullying/harassment from their manager, 25% of these reported it. Of those who had reported it 27% felt satisfied with the response they received.

85% of respondents had not experienced bullying/harassment from other colleagues. Of the 15% of the respondents who did experience bullying/harassment from other colleagues 43% stated they had reported it. Of those that reported it, 38% were satisfied with the response they received.

Of those who responded, the results indicate that a higher number of respondents experienced bullying/harassment from other colleagues rather than from their manager. Results show that 43% reported bullying/harassment from other colleagues, of which 38% were satisfied with the response they received. This compares to 25% reporting bullying/harassment from their manager, of which 27% were satisfied with the response they received.

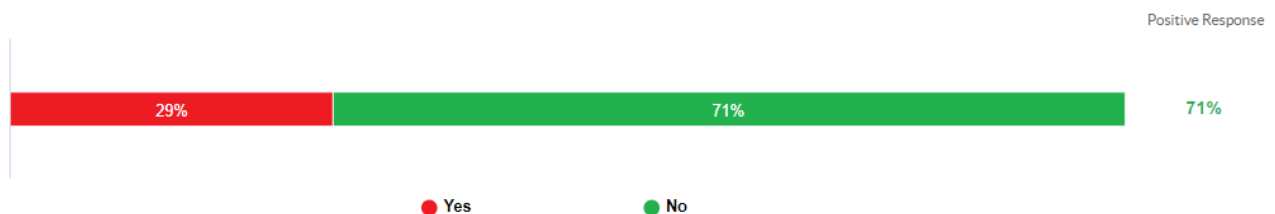
Of those who responded, the 3 main concerns identified for not reporting bullying/harassment were “I felt nothing would happen”, “I feared what would happen if I reported it” and “I was concerned about confidentiality”. This was the same whether the bullying/harassment was from other colleagues or their manager. However, the results indicate that the concerns were higher if the bullying/harassment was related to their manager.

Reason for not reporting	Bullying/Harassment from your manager % = Agree	Bullying/Harassment from other colleagues % = Agree
I felt nothing would happen	94%	87%
I feared what would happen if I did report it	90%	79%
I was concerned about confidentiality	87%	79%

Abuse and Violence

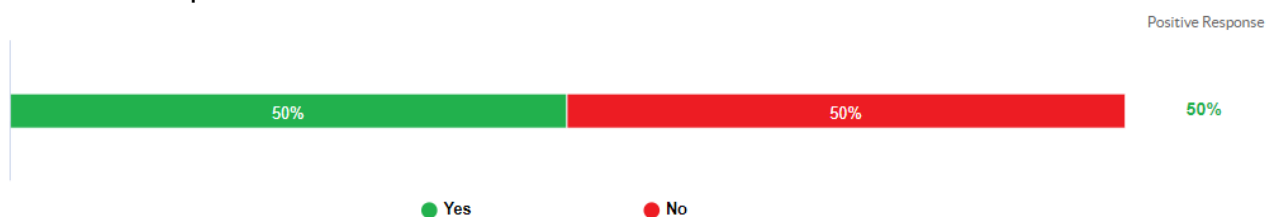
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?

Number of respondents: 62010



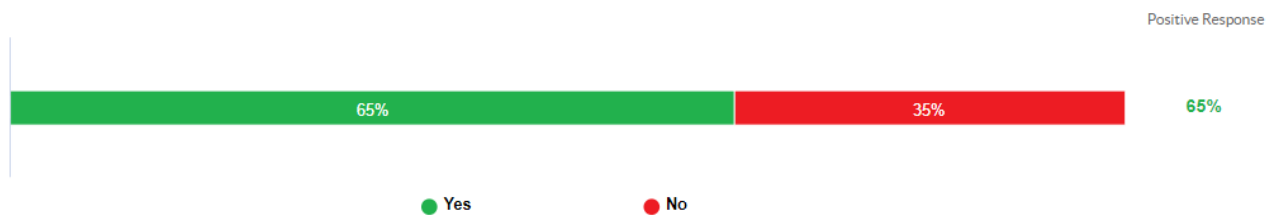
Did you report the emotional/verbal abuse you experienced?

Number of respondents: 17649



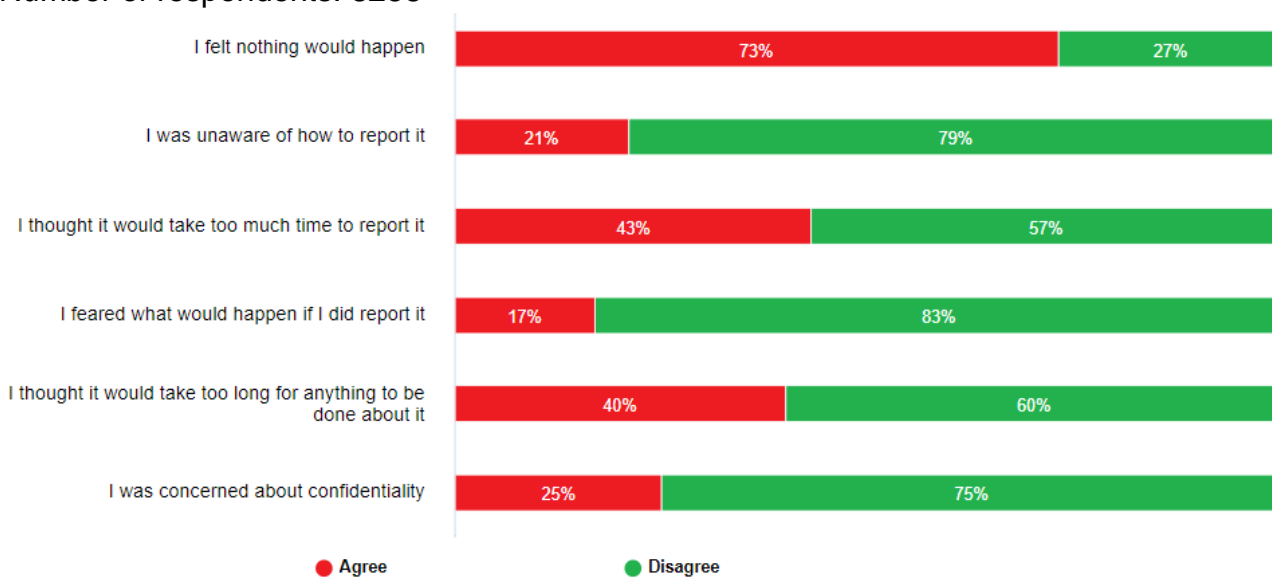
Were you satisfied with the response you received?

Number of respondents: 8839



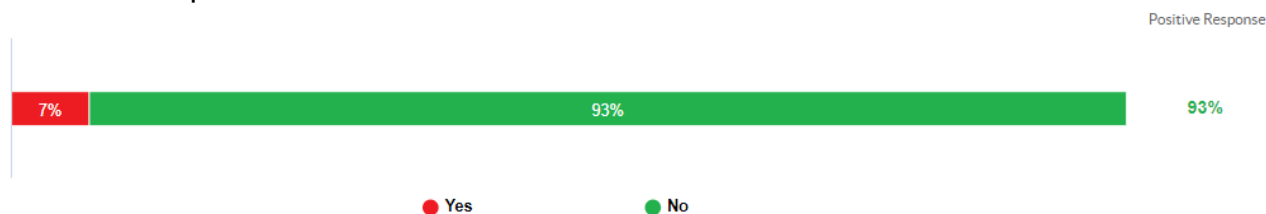
I did not report the emotional/verbal abuse because...

Number of respondents: 8258



During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?

Number of respondents: 62066



Did you report the physical violence you experienced?

Number of respondents: 4392



Were you satisfied with the response that you received?

Number of respondents: 3413



I did not report the physical violence because...

Number of respondents: 876



The results indicate 71% of respondents had not experienced emotional/verbal abuse from patients/service users or other members of the public. Of those who responded 50% indicated they had reported the experience. Of those who reported it 65% were satisfied with the response they received.

Of those who responded 93% reported that they had not experienced physical violence from patients/service users or other members of the public. Of the 7% who experienced physical violence and answered the question on whether they had reported it, 79% responded that they had. 60% were satisfied with the response they received.

Of those who did not report any verbal abuse or physical violence experienced, the 3 main reasons identified were “I felt nothing would happen”, “I thought it would take too much time to report it” and “I thought it would take too long for anything to be done about it”. The results for not reporting any verbal abuse or physical violence show a strong similarity.

Reason for not reporting	Emotional/Verbal Abuse % = Agree	Physical Violence % = Agree
I felt nothing would happen	73%	75%
I thought it would take too much time to report it	43%	39%
I thought it would take too long for anything to be done about it	40%	38%

The tables below show the percentage of positive responses to questions relating to the overall experience of working for your organisation.

- Did you experience – The % represents those respondents who answered “no”.
- Did you report – The % represents those respondents who answered “yes”.
- Satisfied with response – The % represents those respondents who answered “yes”.

Unfair Discrimination

Organisation	During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?			During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
Golden Jubilee Foundation	97%	38%	25%	95%	53%	44%
Healthcare Improvement Scotland	96%	27%	25%	96%	31%	25%
NHS 24	96%	38%	30%	94%	29%	9%
NHS Ayrshire & Arran	96%	27%	20%	95%	33%	22%
NHS Borders	95%	33%	19%	93%	50%	27%
NHS Dumfries & Galloway	95%	22%	44%	94%	35%	50%
NHS Education for Scotland	97%	18%	0%	95%	18%	33%
NHS Fife	95%	24%	17%	94%	36%	30%
NHS Forth Valley	94%	27%	21%	94%	37%	24%
NHS Grampian	95%	28%	15%	94%	37%	28%
NHS Greater Glasgow & Clyde	95%	30%	18%	95%	34%	20%

Organisation	During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?			During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
NHS Health Scotland	97%	50%	0%	98%	40%	0%
NHS Highland	95%	26%	20%	95%	33%	34%
NHS Lanarkshire	96%	29%	22%	95%	31%	27%
NHS Lothian	96%	30%	17%	95%	35%	31%
NHS National Services Scotland	96%	20%	12%	95%	29%	13%
NHS Orkney	95%	50%	12%	93%	37%	33%
NHS Shetland	95%	28%	29%	94%	46%	50%
NHS Tayside	94%	25%	21%	94%	36%	29%
NHS Western Isles	96%	33%	17%	92%	27%	0%
Scottish Ambulance Service	89%	27%	2%	89%	22%	13%
The State Hospital	92%	21%	17%	92%	27%	25%
NHSScotland	95%	28%	18%	94%	34%	26%

Bullying and Harrassment

Organisation	During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?			During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
Golden Jubilee Foundation	92%	29%	33%	85%	27%	58%
Healthcare Improvement Scotland	91%	26%	50%	85%	28%	43%
NHS 24	93%	36%	24%	86%	33%	31%
NHS Ayrshire & Arran	93%	24%	32%	86%	45%	42%
NHS Borders	90%	24%	40%	82%	44%	44%
NHS Dumfries & Galloway	91%	24%	45%	83%	42%	38%
NHS Education for Scotland	94%	19%	25%	89%	40%	25%
NHS Fife	91%	20%	28%	86%	44%	43%
NHS Forth Valley	88%	22%	18%	85%	47%	35%
NHS Grampian	92%	26%	23%	85%	43%	37%
NHS Greater Glasgow & Clyde	91%	26%	28%	86%	43%	37%
NHS Health Scotland	90%	29%	29%	93%	71%	55%
NHS Highland	90%	28%	24%	83%	43%	41%
NHS Lanarkshire	93%	29%	29%	88%	45%	40%
NHS Lothian	91%	28%	28%	86%	43%	38%
NHS National Services Scotland	92%	24%	33%	88%	38%	35%

Organisation	During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?			During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
NHS Orkney	89%	24%	22%	81%	27%	39%
NHS Shetland	92%	49%	25%	82%	52%	37%
NHS Tayside	90%	23%	25%	84%	44%	39%
NHS Western Isles	94%	23%	0%	84%	44%	32%
Scottish Ambulance Service	84%	20%	10%	77%	28%	24%
The State Hospital	88%	22%	10%	84%	39%	9%
NHSScotland	91%	25%	27%	85%	43%	38%

Abuse and Violence

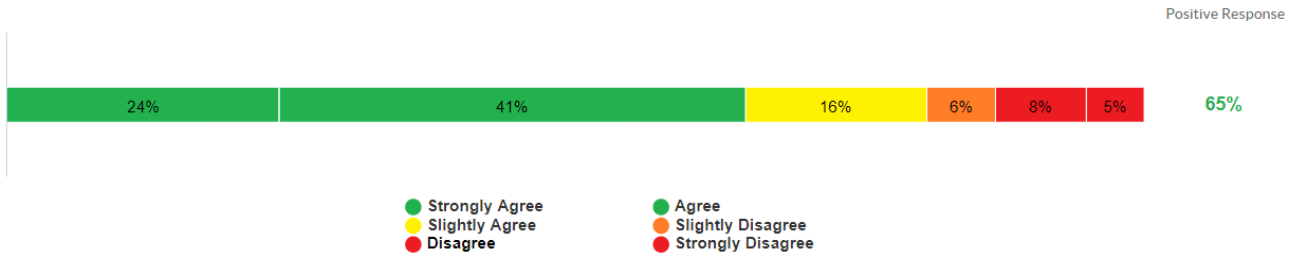
Organisation	During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?			During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
Golden Jubilee Foundation	82%	44%	62%	96%	57%	69%
Healthcare Improvement Scotland	95%	62%	90%	100%	0%	0%
NHS 24	51%	41%	56%	100%	100%	100%
NHS Ayrshire & Arran	68%	53%	63%	91%	76%	56%
NHS Borders	71%	62%	67%	91%	91%	66%
NHS Dumfries & Galloway	72%	52%	71%	94%	73%	71%
NHS Education for Scotland	91%	40%	87%	99%	67%	100%
NHS Fife	69%	55%	64%	91%	82%	57%
NHS Forth Valley	67%	54%	63%	92%	80%	61%
NHS Grampian	72%	53%	68%	93%	81%	59%
NHS Greater Glasgow & Clyde	72%	49%	62%	93%	79%	57%
NHS Health Scotland	98%	20%	100%	100%	0%	0%
NHS Highland	72%	53%	66%	95%	86%	66%
NHS Lanarkshire	72%	51%	65%	96%	76%	57%

Organisation	During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?			During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?		
	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes	Did you experience % = no	Did you report % = yes	Satisfied with response % = yes
NHS Lothian	70%	49%	71%	92%	79%	68%
NHS National Services Scotland	93%	49%	51%	100%	0%	0%
NHS Orkney	83%	53%	80%	99%	80%	50%
NHS Shetland	74%	63%	76%	92%	84%	86%
NHS Tayside	70%	51%	61%	92%	78%	62%
NHS Western Isles	85%	60%	69%	95%	90%	68%
Scottish Ambulance Service	46%	27%	38%	84%	57%	39%
The State Hospital	64%	81%	76%	75%	100%	74%
NHSScotland	71%	50%	65%	93%	79%	60%

Whistleblowing and Resourcing

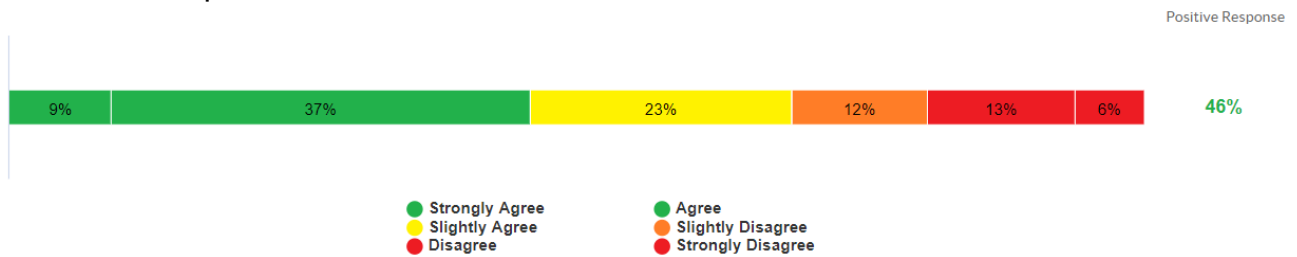
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff.

Number of respondents: 62586



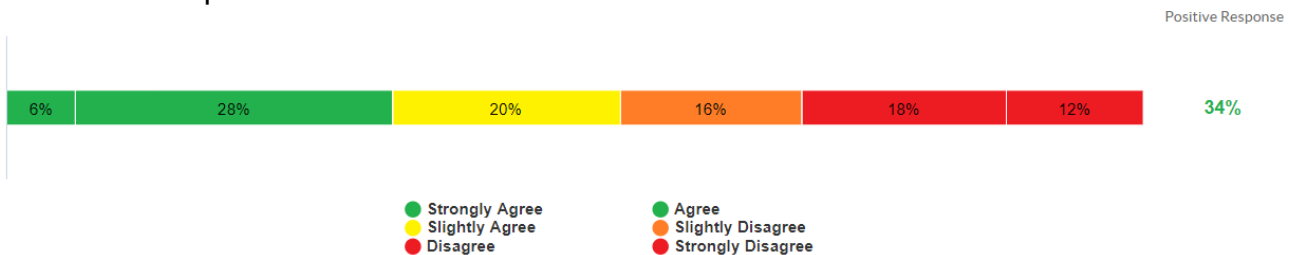
I can meet all the conflicting demands on my time at work

Number of respondents: 62405



There are enough staff for me to do my job properly

Number of respondents: 62643



Whistleblowing and Resourcing

The table below shows the percentage of positive responses to (strongly agree and agree) questions related to whistleblowing and resourcing.

These questions were phrased positively and invited participants to respond on a scale of strongly agree to strongly disagree. Responses of strongly agree and agree were considered as the positive response.

Organisation	Whistleblowing I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff % = Strongly agree & Agree	Resourcing I can meet all the conflicting demands on my time at work % = Strongly agree & Agree	Resourcing There are enough staff for me to do my job properly % = Strongly agree & Agree
Golden Jubilee Foundation	66%	54%	40%
Healthcare Improvement Scotland	62%	53%	50%
NHS 24	58%	51%	31%
NHS Ayrshire & Arran	66%	48%	36%
NHS Borders	63%	41%	30%
NHS Dumfries & Galloway	62%	43%	31%
NHS Education for Scotland	71%	54%	51%
NHS Fife	67%	47%	33%
NHS Forth Valley	62%	41%	28%
NHS Grampian	68%	47%	35%

Organisation	Whistleblowing	Resourcing	Resourcing
	I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff % = Strongly agree & Agree	I can meet all the conflicting demands on my time at work % = Strongly agree & Agree	There are enough staff for me to do my job properly % = Strongly agree & Agree
NHS Greater Glasgow & Clyde	65%	46%	33%
NHS Health Scotland	69%	53%	54%
NHS Highland	62%	45%	34%
NHS Lanarkshire	68%	48%	36%
NHS Lothian	69%	46%	34%
NHS National Services Scotland	66%	53%	45%
NHS Orkney	59%	42%	36%
NHS Shetland	68%	47%	35%
NHS Tayside	63%	42%	30%
NHS Western Isles	63%	51%	45%
Scottish Ambulance Service	49%	35%	20%
The State Hospital	53%	53%	33%
NHSScotland	65%	46%	34%

In the question regarding the perception of whether it is safe to speak up and challenge the way things are done, 65% of respondents agree with this statement. 46% of respondents agreed that they can meet all the conflicting demands of their work time. 34% of respondents agree with the statement there are enough staff for them to perform their jobs properly.

Comparison to Previous Years

Unfair Discrimination

There has been a positive improvement in the share of respondents who experienced unfair discrimination from their manager or other colleagues. In 2017, 5% of the respondents had experienced unfair discrimination from their manager. This is a decrease of 2% from 2015 where 7% had experienced unfair discrimination. The same trend can also be seen for respondents experiencing unfair discrimination from other colleagues, which also sees a 2% decrease from 2015 to 6%.

In 2017, 28% of respondents who had experienced unfair discrimination from their manager reported it and 34% who had experienced unfair discrimination from other colleagues reported it. In 2015 this question was not split by manager and colleagues, however, the results show that 34% had reported unfair discrimination from either their manager or other colleagues. In 2017, of those respondents who reported unfair discrimination, 18% were satisfied with the response received where it was about their manager and 26% where it was about other colleagues. During 2015, 29% were satisfied with the response received for either their manager or other colleagues.

A negative trend in positive responses can be seen for the majority of reasons accounting for why unfair discrimination was not reported. The biggest decrease in positive responses can be seen for the following. For clarity a positive response is where the respondent disagreed with the following statements:

- “I was unaware of how to report it”. In 2017, 62% disagreed with this statement about their manager and 70% about other colleagues. This compares to 74% in 2015.
- “I feared what would happen if I did report it”. In 2017, 11% disagreed with this statement about their manager and 21% about other colleagues. This compares to 21% in 2015.

Bullying/Harassment

The share of respondents that had not experienced bullying/harassment from their manager decreased by 1% from 92% in 2015 to 91% in 2017. The share of respondents that had not experienced bullying/harassment from other colleagues decreased by 2% from 87% in 2015 to 85% in 2017.

- Bullying/harassment was reported in 25% of the cases when it was by their manager and in 43% of the cases when it was by other colleagues. This compares to 37% in 2015.
- 27% of the respondents who reported bullying/harassment from their manager were satisfied with the response received and 38% were satisfied with the response received for reported bullying/harassment from other colleagues. This compares to 36% in 2015.

For the statements relating to why bullying/harassment was not reported, the 2017 responses were less positive than in 2015.

- “I was unaware of how to report it”. The share of respondents that disagreed with the statement decreased from 81% in 2015 compared to 70% about their managers and 79% about other colleagues and in 2017.
- “I feared what would happen if I did report it”. The share of respondents that disagreed with the statement decreased from 21% in 2015 compared to 10% about their manager and 21% for other colleagues in 2017.
- In 2017, 87% of the respondents didn’t report that they had experienced bullying/harassment from their manager, and 79% from other colleagues because they were concerned about their confidentiality. This compares to 77% in 2015.

Abuse and Violence

In 2017 a positive improvement can be seen for respondents reporting they had experienced either emotional, verbal abuse or physical violence from patients/service users or other members of the public.

The biggest improvement has been made for respondents who experienced emotional/verbal abuse. In 2015, 66% of the those who responded reported they had not experienced emotional/verbal abuse. This improved by 5% in 2017 to 71%.

In 2017, 93% of the respondents reported they have not experienced physical violence. Of those who responded to this question 7% specified they had experienced physical violence, which is an improvement of 1% compared to 8% in 2015.

Out of the respondents who indicated they had experienced emotional/verbal abuse 50% reported it. Of those who experienced physical violence 79% reported it. This compares positively to 2015 where only 47% of the respondents either reported emotional/verbal abuse or physical violence at that time.

65% feel satisfied with the response received for reported emotional/verbal abuse and 60% feel satisfied with the response received for physical violence. This shows a decline in the level of satisfaction since 2015 when 67% were satisfied with the response received for emotional/verbal abuse or physical violence.

Results showed a decline in the positive score to some of the statements for not reporting emotional/verbal abuse or physical violence experienced. The biggest decrease was for “I felt nothing would happen”. In 2015 the positive response was 39%. In 2017 this has decreased to 27% for emotional/verbal abuse and 25% for physical violence.

Whistleblowing and Resourcing

In 2017, 2 out of 3 attitudinal statements received more positive responses than in 2015.

In 2017, 65% of the respondents answered positively to the statement “I believe it safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff”. This shows significant improvement of 9% compared to 2015 where 56% responded positively to this statement.

In 2017, 46% of respondents answered positively to the statement “I can meet all the conflicting demands on my time at work”. This remained the same as 2015 where 46% also responded positively to this statement.

In 2017, 34% of respondents answered positively to the statement “There are enough staff for me to do my job properly”. This is an improvement of 1% to 2015 when 33% of respondents answered positively to this statement.

Results by Staff and Demographic grouping

The following tables below show the percentage of positive responses to questions relating to the overall experience of working for your organisation.

- Did you experience – The % represents those respondents who answered “**no**”.
- Did you report – The % represents those respondents who answered “**yes**”.
- Satisfied with response – The % represents those respondents who answered “**yes**”.
- Attitudinal questions – The % represents those respondents who strongly agree or agree with the statement.

NHSScotland Employee – Staff Grouping

Response count

NHSScotland Staff Groups	Response Count
Administrative Services	13592
Health Science Services	2211
Nursing and Midwifery	19515
Senior Managers	1468
Allied Health Profession	7503
Medical and Dental	4605
Other Therapeutic	1186
Support Services	5339
Ambulance Services	1453
Medical and Dental Support	717
Personal and Social Care	552

Questions	NHSScotland Employees:										
	Admin Services	Health Science Services	Nursing and Midwifery	Senior Managers	Allied Health Profession	Medical and Dental	Other Therapeutic	Support Services	Ambulance Services	Medical and Dental Support	Personal and Social Care
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	96%	93%	95%	96%	96%	95%	96%	94%	88%	95%	94%
Did you report the unfair discrimination you experienced?	31%	27%	27%	23%	25%	25%	30%	34%	27%	28%	16%

Questions	NHSScotland Employees:										
	Admin Services	Health Science Services	Nursing and Midwifery	Senior Managers	Allied Health Profession	Medical and Dental	Other Therapeutic	Support Services	Ambulance Services	Medical and Dental Support	Personal and Social Care
Were you satisfied with the response that you received?	15%	26%	20%	8%	15%	16%	29%	20%	2%	20%	0%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	95%	93%	94%	95%	96%	94%	95%	93%	88%	92%	96%
Did you report the unfair discrimination you experienced?	38%	31%	35%	35%	32%	28%	21%	39%	22%	29%	40%
Were you satisfied with the response that you received?	24%	22%	28%	22%	29%	25%	17%	27%	11%	25%	12%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	91%	90%	90%	91%	93%	91%	93%	91%	83%	91%	90%
Did you report the bullying/harassment you experienced?	28%	21%	23%	23%	27%	25%	24%	31%	20%	21%	21%
Were you satisfied with the response you received?	26%	26%	31%	13%	31%	19%	14%	25%	8%	7%	30%

Questions	NHSScotland Employees:										
	Admin Services	Health Science Services	Nursing and Midwifery	Senior Managers	Allied Health Profession	Medical and Dental	Other Therapeutic	Support Services	Ambulance Services	Medical and Dental Support	Personal and Social Care
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	86%	80%	84%	84%	87%	86%	85%	86%	77%	82%	87%
Did you report the bullying/harassment you experienced?	45%	38%	43%	42%	41%	35%	40%	47%	29%	39%	54%
Were you satisfied with the response you received?	34%	39%	41%	32%	43%	38%	44%	30%	25%	34%	43%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	82%	91%	57%	84%	76%	67%	83%	87%	42%	76%	74%
Did you report the emotional/verbal abuse you experienced?	46%	32%	60%	46%	40%	23%	40%	49%	28%	35%	71%
Were you satisfied with the response you received?	68%	54%	63%	72%	74%	70%	69%	51%	38%	57%	72%

Questions	NHSScotland Employees:										
	Admin Services	Health Science Services	Nursing and Midwifery	Senior Managers	Allied Health Profession	Medical and Dental	Other Therapeutic	Support Services	Ambulance Services	Medical and Dental Support	Personal and Social Care
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	100%	99%	84%	100%	97%	95%	98%	98%	82%	98%	92%
Did you report the physical violence you experienced?	71%	53%	83%	100%	58%	41%	89%	82%	57%	67%	84%
Were you satisfied with the response you received?	47%	33%	60%	100%	82%	65%	69%	56%	39%	50%	75%
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	62%	61%	68%	75%	65%	66%	62%	65%	47%	57%	69%
I can meet all the conflicting demands on my time at work	59%	43%	41%	37%	36%	37%	35%	59%	35%	54%	58%
There are enough staff for me to do my job properly	47%	28%	27%	33%	26%	31%	27%	40%	19%	43%	42%

Local Authority Employee – Staff Grouping

Response Count

Local Authority Staff Groups	Response Count
Adult Services	1641
Criminal Justice	155
Strategic Development	59
Business Services	161
Older People Services	950
Children's Services	327
Senior Managers	45

Questions	Local Authority Employees:						
	Adult Services	Criminal Justice	Strategic Development	Business Services	Older People Services	Children's Services	Senior Managers
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	95%	93%	95%	99%	96%	95%	98%
Did you report the unfair discrimination you experienced?	30%	55%	33%	0%	25%	6%	100%
Were you satisfied with the response that you received?	29%	20%	0%	0%	20%	0%	0%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	95%	95%	93%	99%	95%	95%	100%
Did you report the unfair discrimination you experienced?	40%	43%	75%	50%	42%	27%	0%

Questions	Local Authority Employees:						
	Adult Services	Criminal Justice	Strategic Development	Business Services	Older People Services	Children's Services	Senior Managers
Were you satisfied with the response that you received?	33%	0%	0%	0%	44%	0%	0%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	92%	83%	95%	97%	93%	91%	88%
Did you report the bullying/harassment you experienced?	32%	38%	33%	0%	18%	21%	60%
Were you satisfied with the response you received?	40%	0%	0%	0%	25%	43%	0%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	87%	86%	90%	94%	90%	92%	81%
Did you report the bullying/harassment you experienced?	51%	36%	50%	70%	52%	65%	25%
Were you satisfied with the response you received?	46%	25%	25%	57%	41%	41%	50%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	66%	55%	91%	85%	66%	51%	83%
Did you report the emotional/verbal abuse you experienced?	67%	56%	80%	58%	74%	75%	57%
Were you satisfied with the response you received?	72%	68%	100%	86%	73%	75%	100%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	90%	98%	100%	100%	91%	87%	98%
Did you report the physical violence you experienced?	90%	100%	0%	0%	87%	100%	100%

Questions	Local Authority Employees:						
	Adult Services	Criminal Justice	Strategic Development	Business Services	Older People Services	Children's Services	Senior Managers
Were you satisfied with the response you received?	73%	67%	0%	0%	60%	64%	100%
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	73%	51%	67%	72%	75%	69%	86%
I can meet all the conflicting demands on my time at work	51%	44%	45%	55%	51%	40%	36%
There are enough staff for me to do my job properly	37%	37%	37%	45%	38%	30%	31%

Gender

Response Count

Gender	Response Count
Male	11542
Female	48384
Other	34
Prefer not to answer	2323

Questions	Are you:			
	Male	Female	Other	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	94%	96%	79%	88%
Did you report the unfair discrimination you experienced?	26%	29%	43%	24%
Were you satisfied with the response that you received?	14%	19%	0%	14%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	93%	95%	77%	88%
Did you report the unfair discrimination you experienced?	29%	36%	43%	28%
Were you satisfied with the response that you received?	19%	29%	0%	17%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	90%	92%	73%	76%
Did you report the bullying/harassment you experienced?	25%	27%	33%	18%
Were you satisfied with the response you received?	17%	30%	0%	25%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	86%	86%	79%	71%

Questions	Are you:			
	Male	Female	Other	Prefer not to answer
Did you report the bullying/harassment you experienced?	36%	45%	43%	33%
Were you satisfied with the response you received?	33%	40%	0%	25%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	72%	72%	65%	66%
Did you report the emotional/verbal abuse you experienced?	42%	53%	55%	48%
Were you satisfied with the response you received?	62%	66%	50%	48%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	92%	93%	88%	92%
Did you report the physical violence you experienced?	74%	80%	100%	76%
Were you satisfied with the response you received?	58%	62%	50%	45%
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	65%	67%	52%	38%
I can meet all the conflicting demands on my time at work	46%	47%	50%	32%
There are enough staff for me to do my job properly	32%	35%	21%	22%

Sexuality

Response Count

Sexuality	Response Count
Bisexual	695
Gay man	656
Heterosexual	53394
Lesbian /Gay Woman	499
Other	589
Prefer not to answer	5887

Questions	Which of the following options best describes how you think of yourself?					
	Bisexual	Gay man	Heterosexual	Lesbian / Gay Woman	Other	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	94%	94%	96%	93%	94%	92%
Did you report the unfair discrimination you experienced?	30%	22%	28%	24%	29%	28%
Were you satisfied with the response that you received?	25%	0%	17%	0%	40%	20%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	93%	90%	95%	89%	93%	91%
Did you report the unfair discrimination you experienced?	30%	31%	34%	33%	37%	34%
Were you satisfied with the response that you received?	21%	19%	26%	22%	29%	29%

Questions	Which of the following options best describes how you think of yourself?					
	Bisexual	Gay man	Heterosexual	Lesbian / Gay Woman	Other	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	88%	88%	92%	89%	92%	86%
Did you report the bullying/harassment you experienced?	26%	23%	26%	16%	25%	25%
Were you satisfied with the response you received?	24%	14%	27%	50%	36%	27%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	85%	81%	86%	82%	89%	80%
Did you report the bullying/harassment you experienced?	37%	40%	43%	45%	52%	40%
Were you satisfied with the response you received?	44%	37%	39%	15%	39%	31%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	72%	57%	72%	70%	78%	68%
Did you report the emotional/verbal abuse you experienced?	60%	47%	50%	50%	57%	50%
Were you satisfied with the response you received?	63%	52%	66%	60%	56%	57%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	91%	88%	93%	89%	93%	92%
Did you report the physical violence you experienced?	76%	72%	79%	84%	82%	81%
Were you satisfied with the response you received?	60%	39%	62%	50%	52%	55%

Questions	Which of the following options best describes how you think of yourself?					
	Bisexual	Gay man	Heterosexual	Lesbian / Gay Woman	Other	Prefer not to answer
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	66%	61%	67%	64%	72%	55%
I can meet all the conflicting demands on my time at work	48%	41%	46%	45%	59%	40%
There are enough staff for me to do my job properly	34%	27%	35%	29%	45%	29%

Age

Response Count

Age	Response Count
16 – 20 years	177
21 – 30 years	6448
31 – 40 years	11474
41 – 50 years	18184
51 – 65 years	22327
Over 65 years	666
Prefer not to answer	3432

Questions	What was your age at your last birthday?:						
	16 - 20 years	21 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Over 65 years	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	93%	96%	95%	95%	96%	97%	89%
Did you report the unfair discrimination you experienced?	33%	20%	25%	30%	31%	48%	24%
Were you satisfied with the response that you received?	25%	20%	18%	17%	20%	0%	11%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	94%	93%	94%	95%	95%	95%	89%
Did you report the unfair discrimination you experienced?	10%	30%	33%	37%	36%	36%	28%
Were you satisfied with the response that you received?	0%	30%	26%	27%	26%	10%	21%

Questions	What was your age at your last birthday?:						
	16 - 20 years	21 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Over 65 years	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	91%	94%	93%	91%	91%	95%	78%
Did you report the bullying/harassment you experienced?	27%	23%	26%	26%	28%	32%	18%
Were you satisfied with the response you received?	75%	30%	27%	25%	28%	0%	26%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	91%	86%	86%	85%	87%	94%	73%
Did you report the bullying/harassment you experienced?	40%	41%	42%	43%	45%	50%	34%
Were you satisfied with the response you received?	50%	42%	38%	38%	40%	35%	26%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	76%	66%	71%	70%	74%	86%	65%
Did you report the emotional/verbal abuse you experienced?	32%	49%	49%	51%	52%	53%	48%
Were you satisfied with the response you received?	77%	64%	63%	65%	68%	70%	52%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	97%	89%	92%	93%	94%	98%	93%
Did you report the physical violence you experienced?	100%	75%	79%	80%	80%	91%	76%
Were you satisfied with the response you received?	67%	57%	61%	62%	63%	50%	49%

Questions	What was your age at your last birthday?:						
	16 - 20 years	21 - 30 years	31 - 40 years	41 - 50 years	51 - 65 years	Over 65 years	Prefer not to answer
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	68%	66%	66%	66%	68%	80%	41%
I can meet all the conflicting demands on my time at work	80%	51%	46%	43%	48%	75%	33%
There are enough staff for me to do my job properly	57%	35%	33%	33%	36%	56%	22%

Ethnicity

Response Count

Ethnicity	Response Count
White	58175
Mixed or Multiple Ethnic Group	312
Asian, Asian Scottish or Asian British	1081
African	248
Caribbean or Black	59
Other Ethnic Group	213
Prefer not to answer	2318

Questions	Which best describes your ethnic group or background?						
	White	Mixed or Multiple Ethnic Group	Asian, Asian Scottish / British	African	Caribbean or Black	Other Ethnic Group	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	95%	92%	93%	87%	88%	90%	90%
Did you report the unfair discrimination you experienced?	29%	21%	26%	30%	14%	19%	22%
Were you satisfied with the response that you received?	17%	20%	25%	56%	0%	25%	13%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	95%	91%	89%	82%	87%	87%	89%
Did you report the unfair discrimination you experienced?	34%	32%	33%	43%	14%	30%	31%
Were you satisfied with the response that you received?	26%	0%	24%	47%	0%	12%	23%

Questions	Which best describes your ethnic group or background?						
	White	Mixed or Multiple Ethnic Group	Asian, Asian Scottish / British	African	Caribbean or Black	Other Ethnic Group	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	91%	90%	92%	92%	82%	87%	83%
Did you report the bullying/harassment you experienced?	25%	25%	39%	35%	20%	36%	22%
Were you satisfied with the response you received?	27%	25%	28%	60%	100%	10%	23%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	86%	83%	86%	79%	76%	81%	76%
Did you report the bullying/harassment you experienced?	43%	42%	48%	51%	38%	63%	37%
Were you satisfied with the response you received?	38%	55%	44%	56%	40%	31%	26%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	72%	71%	79%	71%	67%	74%	66%
Did you report the emotional/verbal abuse you experienced?	51%	40%	47%	58%	37%	42%	44%
Were you satisfied with the response you received?	65%	69%	67%	63%	86%	39%	50%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	93%	93%	97%	91%	96%	96%	92%
Did you report the physical violence you experienced?	79%	62%	77%	86%	100%	62%	74%
Were you satisfied with the response you received?	61%	77%	67%	72%	100%	80%	49%

Questions	Which best describes your ethnic group or background?						
	White	Mixed or Multiple Ethnic Group	Asian, Asian Scottish / British	African	Caribbean or Black	Other Ethnic Group	Prefer not to answer
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	67%	59%	69%	75%	55%	63%	47%
I can meet all the conflicting demands on my time at work	46%	43%	54%	56%	60%	49%	34%
There are enough staff for me to do my job properly	34%	35%	41%	42%	40%	35%	24%

Religion

Response Count

Religion	Response Count
Buddhist	202
Church of Scotland	16453
Hindu	270
Jewish	63
Muslim	401
Pagan	190
Other Christian	4451
Roman Catholic	8494
Sikh	45
None	23908
Other	1066
Prefer not to answer	6633

Questions	Which religion, religious denomination or body do you belong to?											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	Pagan	Other Christian	Roman Catholic	Sikh	None	Other	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	92%	96%	92%	89%	90%	92%	95%	95%	89%	96%	93%	92%
Did you report the unfair discrimination you experienced?	29%	30%	29%	14%	28%	25%	27%	32%	20%	27%	21%	26%
Were you satisfied with the response that you received?	20%	19%	17%	100%	18%	25%	16%	19%	100%	14%	12%	21%

Questions	Which religion, religious denomination or body do you belong to?											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	Pagan	Other Christian	Roman Catholic	Sikh	None	Other	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	88%	96%	89%	88%	86%	88%	94%	94%	89%	95%	92%	91%
Did you report the unfair discrimination you experienced?	29%	36%	32%	0%	37%	26%	31%	37%	20%	34%	26%	31%
Were you satisfied with the response that you received?	14%	29%	37%	0%	10%	33%	32%	25%	0%	28%	18%	22%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	89%	92%	92%	92%	90%	87%	91%	92%	89%	92%	89%	85%
Did you report the bullying/harassment you experienced?	26%	26%	41%	20%	29%	29%	28%	30%	60%	25%	21%	22%
Were you satisfied with the response you received?	25%	29%	11%	0%	31%	25%	30%	27%	33%	25%	18%	26%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	78%	87%	89%	73%	84%	78%	85%	85%	80%	86%	82%	79%
Did you report the bullying/harassment you	36%	44%	38%	41%	48%	41%	42%	47%	44%	42%	38%	38%

Questions	Which religion, religious denomination or body do you belong to?											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	Pagan	Other Christian	Roman Catholic	Sikh	None	Other	Prefer not to answer
experienced?												
Were you satisfied with the response you received?	47%	38%	36%	57%	27%	41%	43%	39%	50%	38%	41%	32%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	72%	73%	85%	77%	76%	60%	72%	72%	84%	71%	71%	67%
Did you report the emotional/verbal abuse you experienced?	53%	53%	37%	36%	41%	56%	46%	54%	57%	49%	48%	48%
Were you satisfied with the response you received?	67%	68%	60%	75%	44%	59%	70%	64%	75%	65%	63%	55%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	90%	93%	99%	90%	96%	84%	94%	93%	100%	92%	92%	92%
Did you report the physical violence you experienced?	68%	80%	67%	67%	79%	87%	77%	81%	0%	77%	81%	80%
Were you satisfied with the response you received?	46%	62%	50%	100%	55%	46%	67%	62%	0%	60%	62%	53%

Questions	Which religion, religious denomination or body do you belong to?											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	Pagan	Other Christian	Roman Catholic	Sikh	None	Other	Prefer not to answer
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	63%	69%	71%	59%	68%	57%	66%	69%	68%	65%	63%	52%
I can meet all the conflicting demands on my time at work	51%	48%	49%	34%	57%	41%	43%	50%	50%	46%	48%	38%
There are enough staff for me to do my job properly	34%	36%	42%	33%	40%	24%	34%	36%	48%	34%	34%	28%

Disability

Response Count

Disability	Response Count
Yes	2720
No	57752
Prefer not to answer	2025

Questions	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	Prefer not to answer
During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?	82%	96%	90%
Did you report the unfair discrimination you experienced?	32%	27%	25%
Were you satisfied with the response that you received?	19%	18%	8%
During the past 12 months while working for your organisation, have you experienced unfair discrimination from other colleagues?	82%	95%	88%
Did you report the unfair discrimination you experienced?	37%	33%	37%
Were you satisfied with the response that you received?	23%	27%	21%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?	80%	92%	83%
Did you report the bullying/harassment you experienced?	33%	25%	23%

Questions	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	Prefer not to answer
Were you satisfied with the response you received?	20%	28%	26%
During the past 12 months while working for your organisation, have you experienced bullying/harassment from other colleagues?	73%	86%	75%
Did you report the bullying/harassment you experienced?	46%	42%	41%
Were you satisfied with the response you received?	32%	39%	32%
During the past 12 months while working for your organisation, have you experienced emotional/verbal abuse from patients/service users or other members of the public?	65%	72%	66%
Did you report the emotional/verbal abuse you experienced?	53%	50%	52%
Were you satisfied with the response you received?	53%	66%	55%
During the past 12 months while working for your organisation, have you experienced physical violence from patients/service users or other members of the public?	92%	93%	92%
Did you report the physical violence you experienced?	75%	79%	82%
Were you satisfied with the response you received?	41%	62%	46%
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff	50%	67%	47%
I can meet all the conflicting demands on my time at work	39%	47%	36%
There are enough staff for me to do my job properly	26%	35%	28%

Themes from iMatter and Dignity at Work Survey

Some common themes were identified between the iMatter questionnaire and the Dignity at Work Survey. As with the Dignity at Work Survey, the share of positive responses for iMatter were calculated by combining the answer alternatives 'Strongly Agree' and 'Agree', showing as the green bar in the results charts.

In the Dignity at Work Survey 46% of respondents gave a positive answer to the statement "I can meet all conflicting demands on my time at work". For the iMatter questionnaire the share of positive answers were:

- I have sufficient support to do my job well: 66%
- I am given the time and resources to support my learning growth: 51%
- I get the help and support I need from other teams and services within the organisation to do my job: 51%

A majority (65%) of responses to the Dignity at Work Survey were positive about the statement "I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff". In the iMatter questionnaire the share of positive answers were:

- I am treated with dignity and respect as an individual: 78%
- I am confident my ideas and suggestions are listened to: 60%
- I am confident my ideas and suggestions are acted upon: 48%

In general whilst it is difficult to make direct comparisons between the iMatter Questionnaire and the Dignity at Work Survey due to the differing questions, the share of positive answers are higher in iMatter compared to those in the Dignity at Work Survey where common themes have been identified.

Both iMatter and the Dignity at Work Survey went through the team confirmation process, identified in the data collection section of this report. The key difference was that for iMatter individual team managers confirmed their teams. For the Dignity at Work Survey this was carried out at administration level. Carrying this out at team level ensures respondent details are more accurate. A significant number of blank responses were returned for the Dignity at Work Survey indicating respondent details were inaccurate.

Appendix 1: iMatter Background

Types of Questions

The questionnaire consist of 28 attitudinal questions relating to staff engagement. Each question has six responses: 'Strongly Agree', 'Agree', 'Slightly Agree', 'Slightly Disagree', 'Disagree', 'Strongly Disagree'.

These questions were phrased positively and invited participants to respond on a scale between six and one, six being the most positive response and one being the least positive.

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

There is also a 29th item: 'Overall working within my organisation is a: very good experience (10 points)...very poor experience' (0 points). Response requires an 11 point sliding scale.

Calculation of NHSEEI

The questionnaire was developed within the NHS organisation. Dr Austyn Snowden & Dr Ewan MacArthur at the University of the West of Scotland have further validated the questionnaire and index NHSEEI. Their recommendation regarding the questionnaire and calculation of the index has been implemented by NHSScotland and gives the questionnaire credibility.

The NHSScotland Employee Engagement Index (NHSEEI) is a summary score presented as a percentage, derived from a 28 item questionnaire. In line with current policy it is designed to inform individuals, teams and organisations about the degree of staff engagement. Built in conjunction with NHSScotland staff, Scotland is the only country in the world to be developing such a systematic and systemic measure in this inclusive manner.

The NHSEEI is generated from 28 items relating to staff engagement. Each item has six Likert responses: 'Strongly Agree', 'Agree', 'Slightly Agree', 'Slightly Disagree', 'Disagree', 'Strongly Disagree'. These responses were translated to a score for statistical analysis, with 6 for 'Strongly Agree' down to 1 for 'Strongly Disagree'. The sum total of these 28 item responses gives a range of 28 – 168.

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

“The NHSEI is a robust, reliable, valid and popular measure of staff engagement. It is also an excellent tool to measure improvement in staff engagement”. [1]

[1] [NHSScotland Employee Engagement Validation Report 2013](#)

Appendix 2: Staff Experience Framework

Staff Experience Continuous Improvement Framework																							
Health Care Quality Strategy 2010 - 3 Quality Ambitions	Person-Centred, Safe & Effective																						
MacLeod Enablers/Healthy Working Lives	MacLeod: Leadership				MacLeod: Engaging Managers				MacLeod: Employee Voice				MacLeod: Integrity to the Values & Purpose				Health and Well-being						
Staff Governance Standard Strands	SG1: Well Informed				SG2: Appropriately Trained & Developed				SG3: Involved in Decisions				SG4: Treated Fairly & Consistently, with Dignity & Respect, in an Environment where Diversity is Valued				SG5: Provided with a Continuously Improving & Safe Working Environment, Promoting the Health & Wellbeing of Staff, Patients and the Wider Community						
Staff Experience Components	Visible & Consistent Leadership	Sense of Vision, Purpose & Values		Role Clarity	Clear, Appropriate & Timeously Communication		Learning & Growth	Performance Development & Review	Access to Time & Resources	Recognition & Rewards	Confidence & Trust in Management		Listened to & Acted Upon	Partnership Working	Empowered to Influence	Valued as an Individual	Effective Team Working	Consistent Application of Employment Policy & Procedures	Performance Management	Appropriate Behaviours & Supportive Relationships	Job Satisfaction	Assessing Risk & Monitoring Work Stress & Workload	Health & Well-being Support
KSF Core Dimensions	C1	C1	C2	C1	C2	C2	C2	C2	C2	C2	C6	C4	C4	C4	C6	C5	C6	C5	C6	C5	C3	C3	

Appendix 3: Mapping Staff Governance Standard

Components	iMatter Questions	KSF
SG1: Well Informed		
Visible & Consistent Leadership	My direct line manager is sufficiently approachable. I feel senior managers responsible for the wider organisation are sufficient 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 & 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 senior managers 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.	C6
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

Appendix 4: Dignity at Work Background

Types of Survey Questions

There were various types of questions used in the Dignity at Work Survey. This section describes the types of questions that were included and highlights any important information that the reader should be aware of in relation to each question type.

Top Level Questions

'Top level' questions are defined as questions to which all respondents were expected to provide an answer.

Example:

During the past 12 months while working for your organisation, have you experienced unfair discrimination from your manager?

Sub-questions

'Sub-questions' are questions that respondents were expected to answer only where relevant to a previous response.

Example:

Did you report the unfair discrimination you experienced?

Note that the number of responses received for sub-questions will always be much lower than that received for top level questions as only a subset of respondents will have provided an answer to each sub-question.

Attitudinal questions on six-point scale

Three questions were included with a six-point scale; these are:

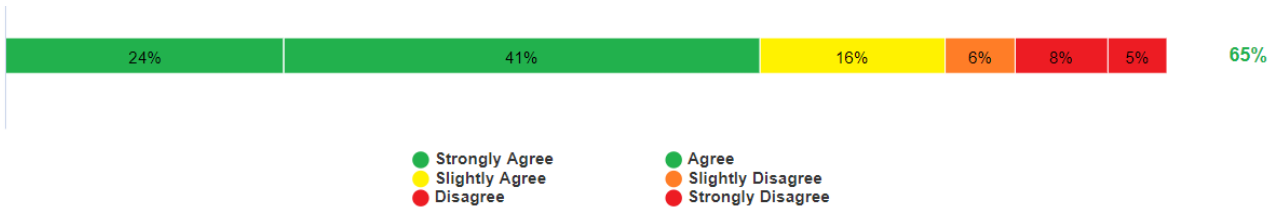
- I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing by staff
- I can meet all the conflicting demands on my time at work
- There are enough staff for me to do my job properly

These questions were phrased positively and invited participants to respond on a scale between six and one, six being the most positive response and one being the least positive.

Example:

To what extent do you agree or disagree with the following statements?	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree
There are enough staff for me to do my job properly	6	5	4	3	2	1

As with previous surveys, the main unit of measurement is the percentage of staff who answered positively to each question. For example, for questions where respondents were asked to indicate their level of agreement or disagreement, responses of strongly agree, agree were considered as the positive response.



Non Scale Questions

There were a number of non- scale questions in the survey where respondents were invited to respond either ‘Yes’ or ‘No’. Where the question was positive, ‘Yes’ was considered to be a positive response.

Example:

Did you report the unfair discrimination you experienced?

Please note: that there were six questions in the survey where the question was negative (these were all phrased “Have you experienced...”). For these questions, ‘No’ was considered to be a positive response.

Example:

Have you experienced unfair discrimination from your manager?

In this case Yes would be a negative response and no would be a positive response.

Percentage of Positive Responses

As with previous surveys, the key unit of measurement provided throughout the report is the percentage of staff who responded ‘positively’ to each question.

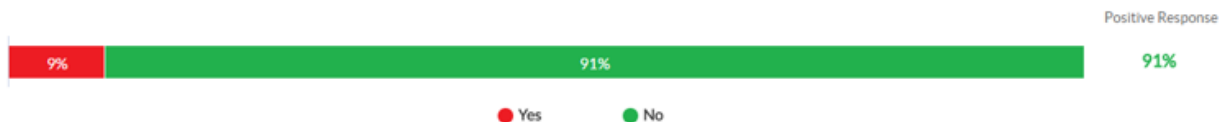
For each question, the percentage of positive responses was calculated according to the number of respondents who provided a valid answer to that question. Respondents who did not provide a valid answer were excluded (e.g. no answer given, multiple answers on a paper questionnaire where a single a response is required).

Total Number of Responses	Number of Valid Responses	Number of Positive Responses	% of Positive Responses
1,023	1,000	800	80%

The total number of valid responses received for each question is shown in the report for the charts relating to the question. These are shown as “number of respondents”.

During the past 12 months while working for your organisation, have you experienced bullying/harassment from your manager?

Number of respondents: 62794



Calculation of Responses

For ease of reading, all percentages are reported to the nearest whole number. Please note that all reported differences between results are based on rounded results.

Example:

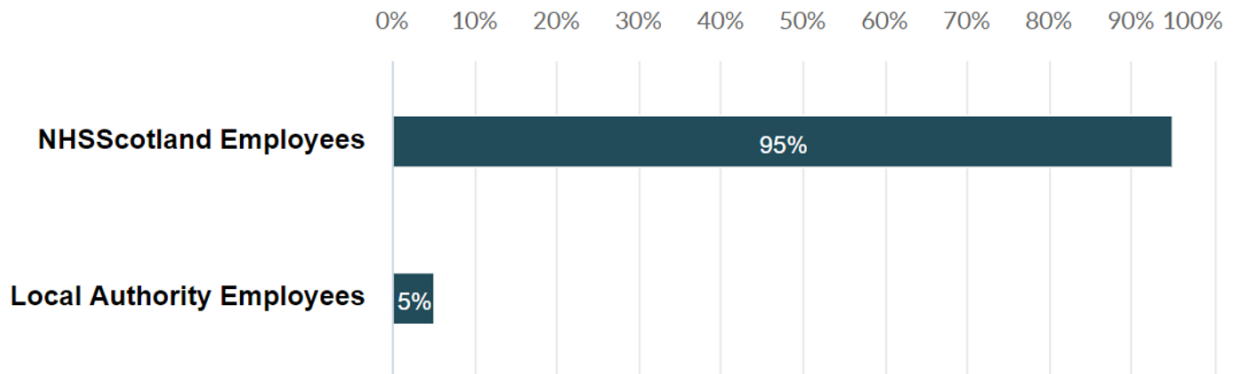
2017 Result (unrounded)	2015 Result (unrounded)	2017 Result (reported)	2015 Result (reported)	Difference (reported)
78.3	78.9	78	79	-1%

Rounding percentages to the nearest whole number occasionally results in total percentages that do not add up to exactly 100% (in some charts / tables percentages may total 99% or 101%).

Appendix 5: Breakdown of Demographic Questions

N = Number

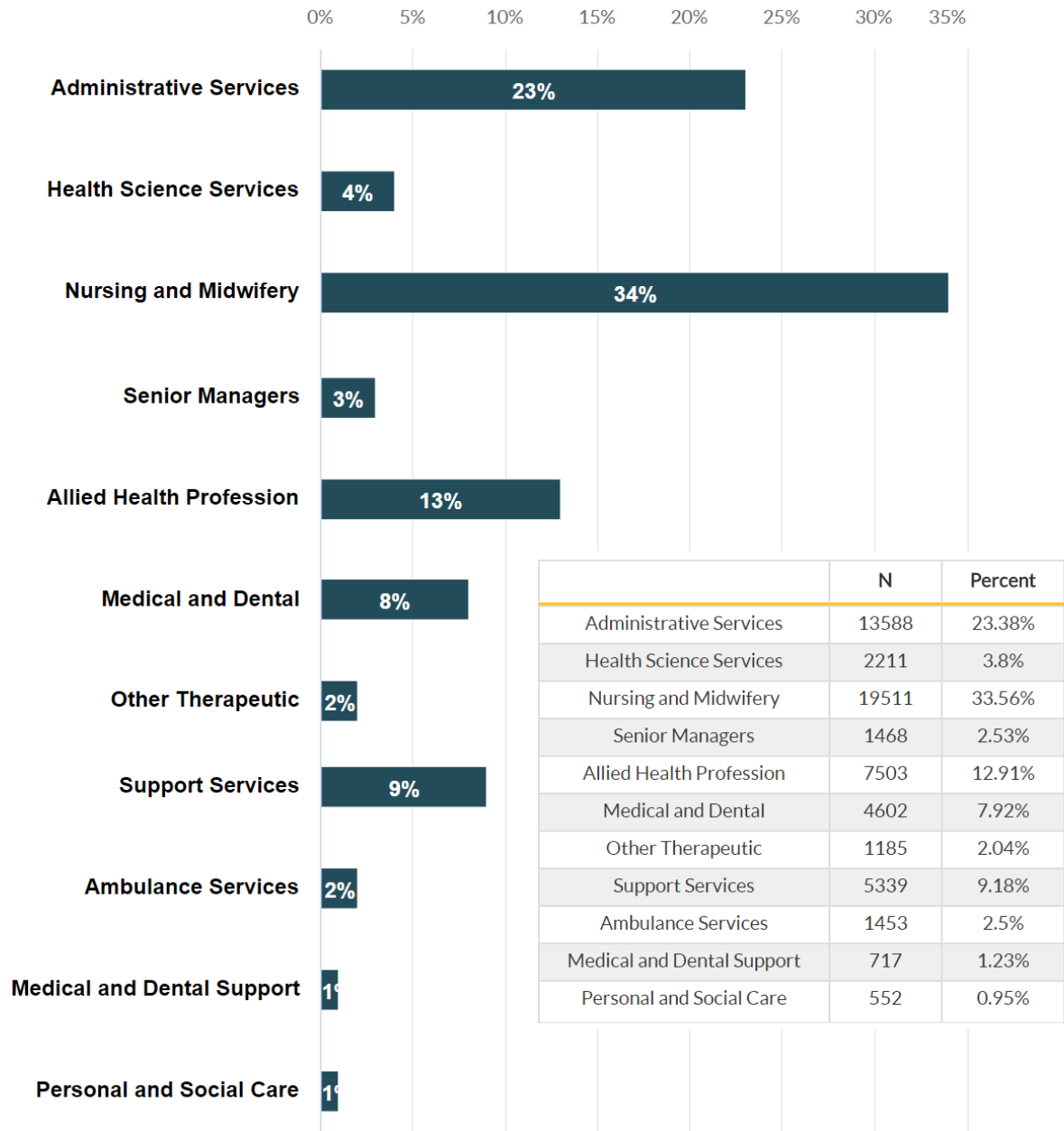
Which staff group do you belong to?
Number of respondents: 62810



	N	Percent
NHSScotland Employees	59403	94.58%
Local Authority Employees	3407	5.42%

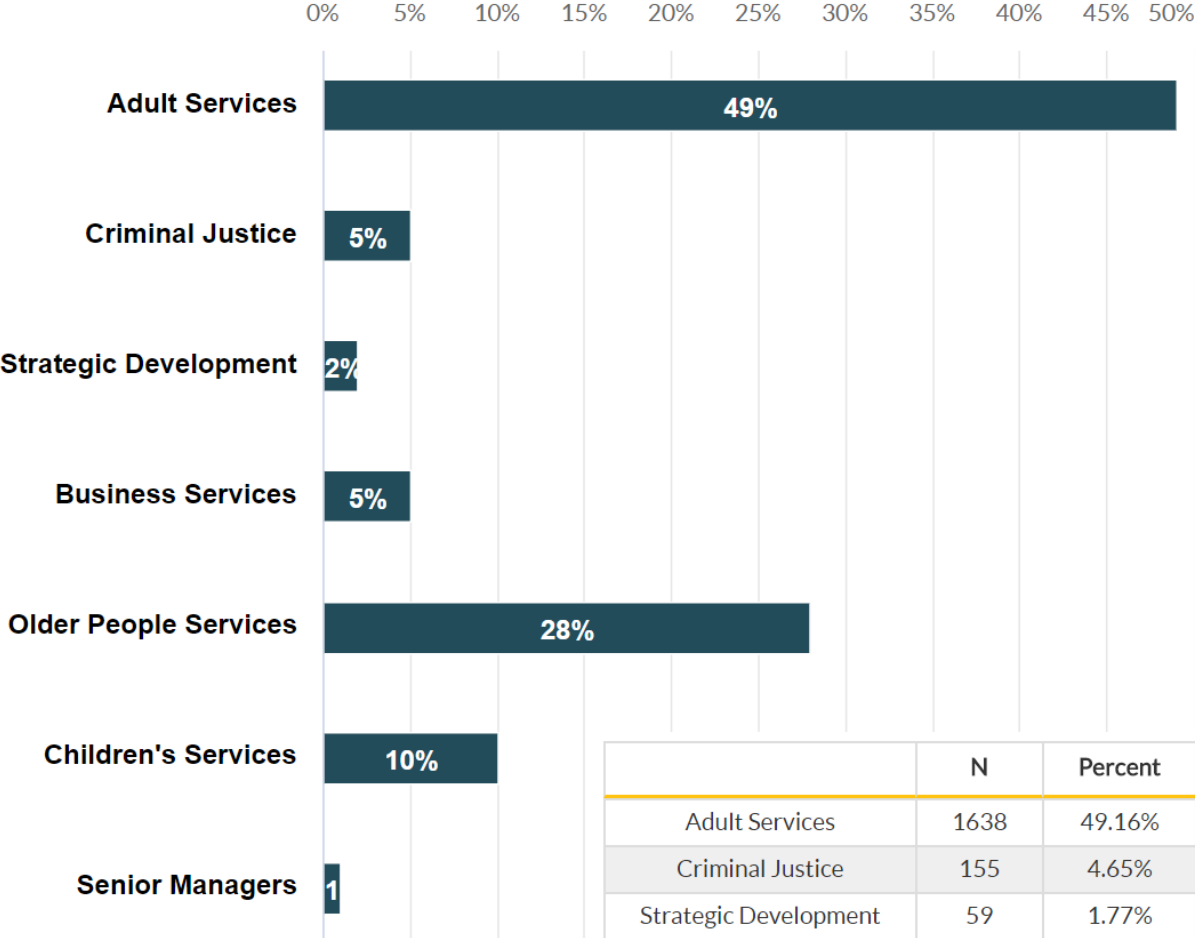
NHSScotland Employees:

Number of respondents: 58129



Local Authority Employees:

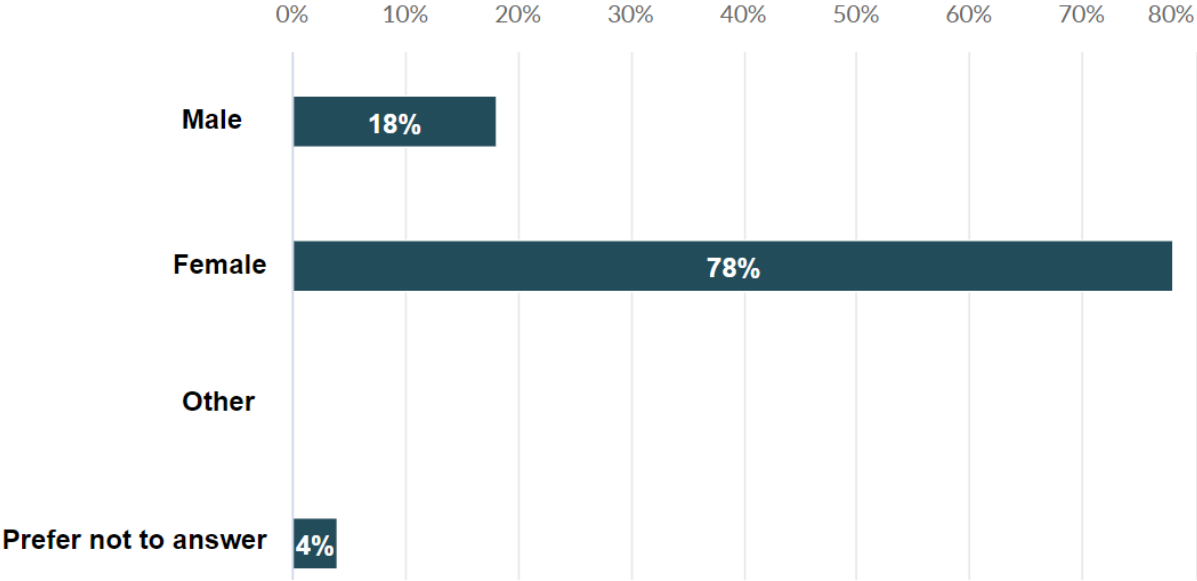
Number of respondents: 3332



	N	Percent
Adult Services	1638	49.16%
Criminal Justice	155	4.65%
Strategic Development	59	1.77%
Business Services	161	4.83%
Older People Services	949	28.48%
Children's Services	326	9.79%
Senior Managers	44	1.32%

Are you?

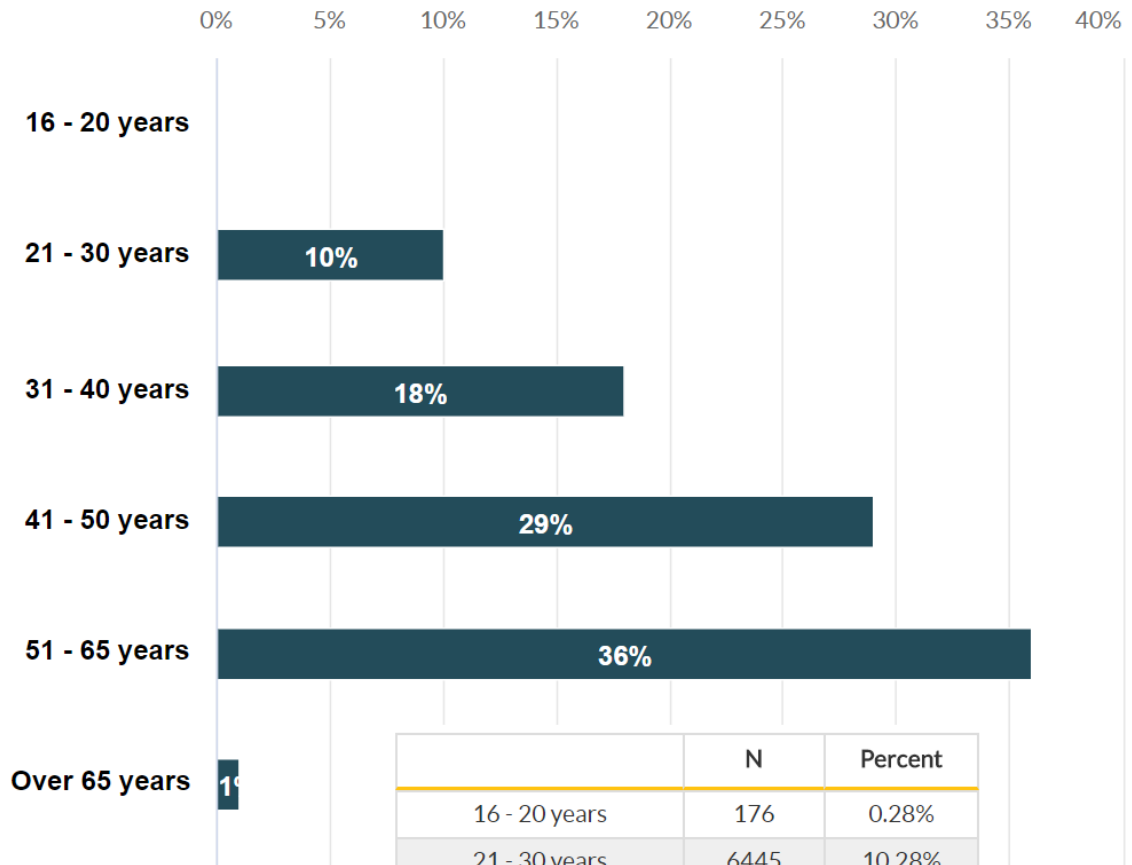
Number of respondents: 62264



	N	Percent
Male	11540	18.53%
Female	48370	77.69%
Other	33	0.05%
Prefer not to answer	2321	3.73%

Age

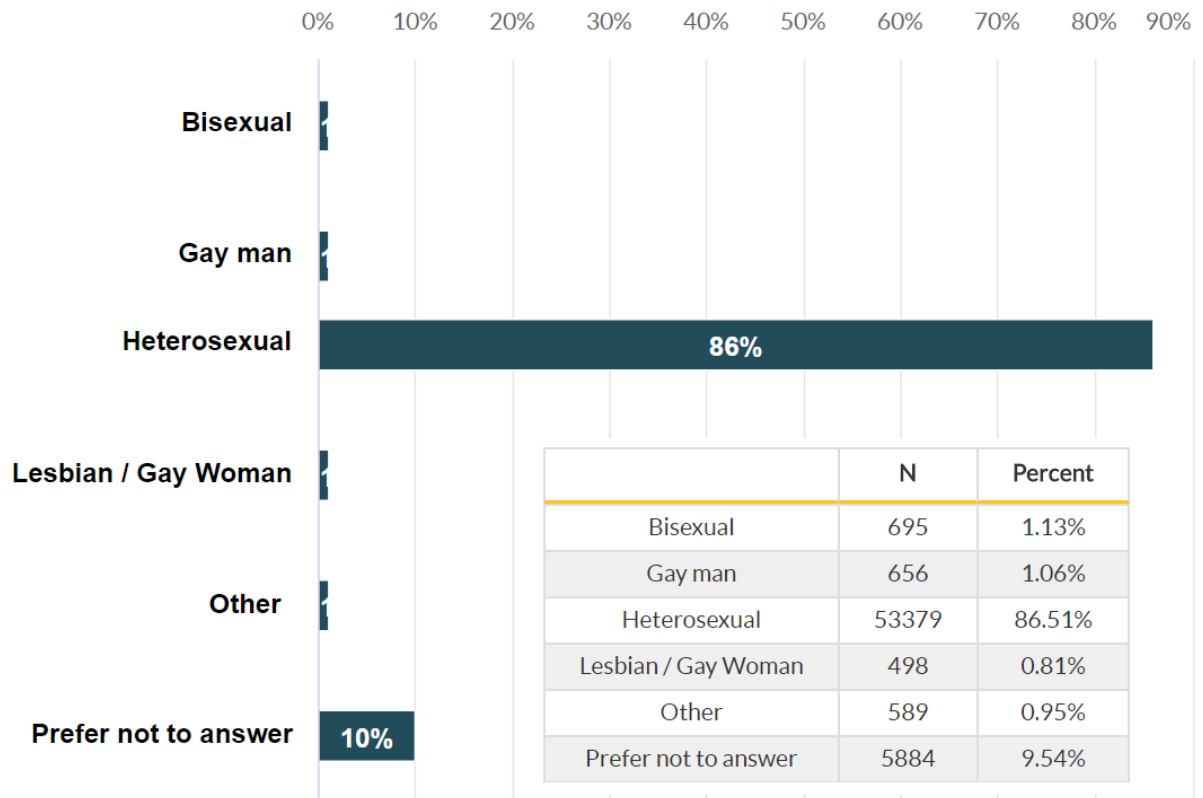
Number of respondents: 62689



	N	Percent
16 - 20 years	176	0.28%
21 - 30 years	6445	10.28%
31 - 40 years	11472	18.3%
41 - 50 years	18181	29%
51 - 65 years	22318	35.6%
Over 65 years	666	1.06%
Prefer not to answer	3431	5.48%

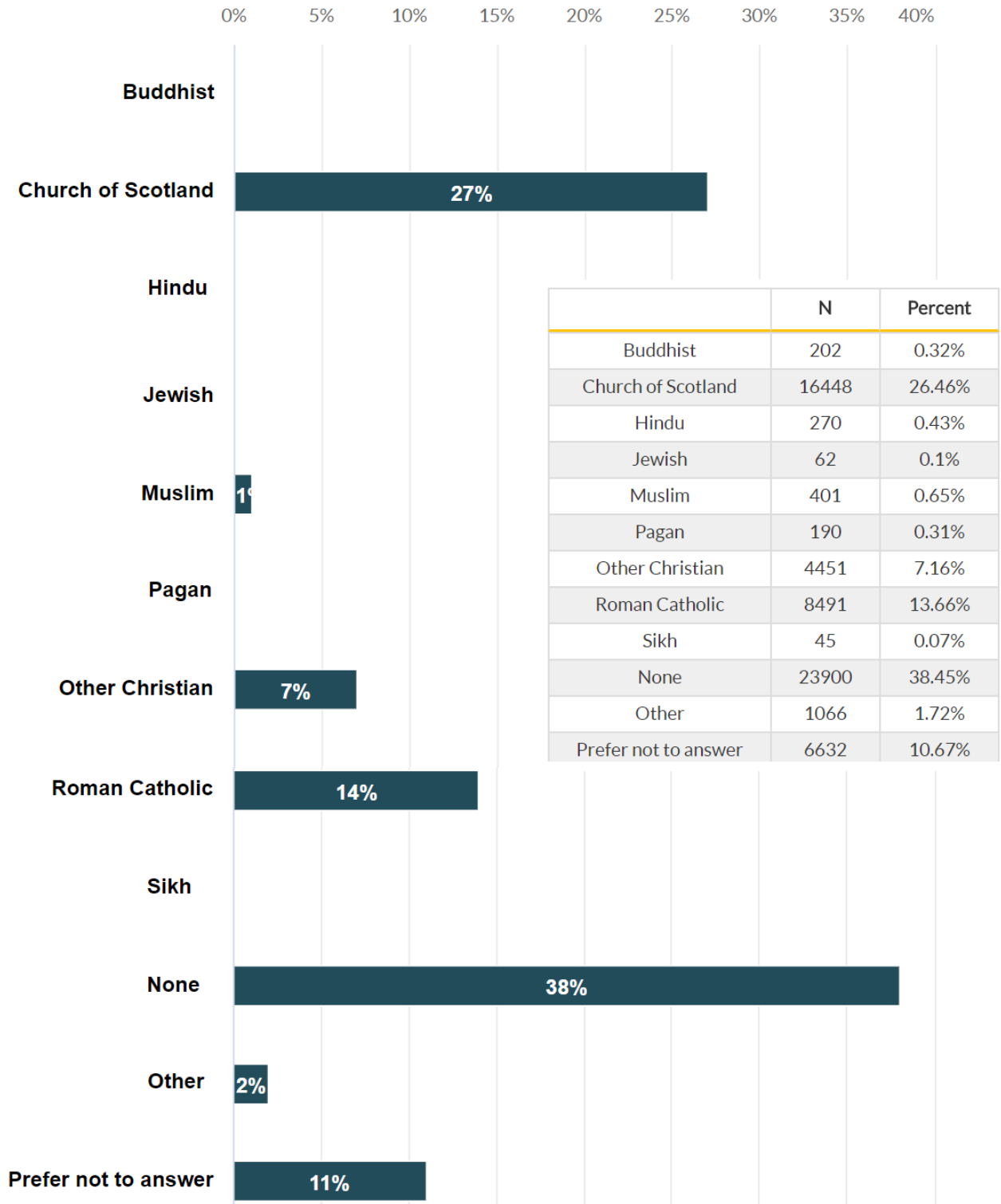
Sexuality

Number of respondents: 61701



Religion

Number of respondents: 62158



	N	Percent
Buddhist	202	0.32%
Church of Scotland	16448	26.46%
Hindu	270	0.43%
Jewish	62	0.1%
Muslim	401	0.65%
Pagan	190	0.31%
Other Christian	4451	7.16%
Roman Catholic	8491	13.66%
Sikh	45	0.07%
None	23900	38.45%
Other	1066	1.72%
Prefer not to answer	6632	10.67%

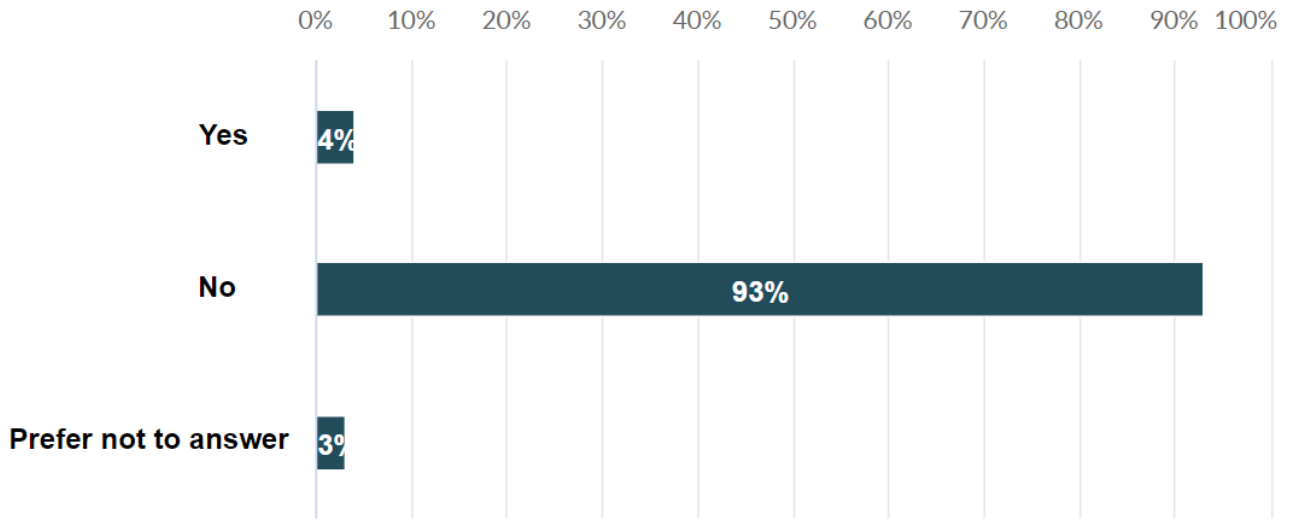
Ethnicity

Number of respondents: 62402

	N	Percent	N	Percent
White	58174	93.22%		
Gypsy / Traveler			31	0.06%
Irish			793	1.49%
Other			1112	2.08%
Other British			5647	10.58%
Polish			311	0.58%
Scottish			45483	85.21%
Mixed or Multiple Ethnic Group	311	0.5%		
Any mixed or multiple ethnic group			283	100%
Asian, Asian Scottish or Asian British	1080	1.73%		
Bangladeshi, Bangladeshi Scottish, Bangladeshi British			19	1.88%
Chinese, Chinese Scottish, Chinese British			114	11.3%
Indian, Indian Scottish, Indian British			473	46.88%
Pakistani, Pakistani Scottish, Pakistani British			208	20.61%
Other			195	19.33%
African	248	0.4%		
African, African Scottish, African British			213	94.67%

Disability

Number of respondents: 62460



	N	Percent
Yes	2718	4.35%
No	57719	92.41%
Prefer not to answer	2023	3.24%

Appendix 6: Dignity at Work Survey Comparison table

Appendix 6: The results below show the positive and negative percentages in 2017 and 2015 for each question. The table also shows any differences between the two positive percentages between the two years.

Questions	2017 Positive %	2017 Negative %	2015 Positive %	2015 Negative %	Improvement / Deterioration
During the past 12 months have you experienced unfair discrimination from your manager?	95%	5%	93%	7%	↑+2
During the past 12 months have you experienced unfair discrimination from other colleagues?	94%	6%	92%	8%	↑+2
During the past 12 months, have you experienced bullying or harassment from your manager?	91%	9%	92%	8%	↓ -1
During the past 12 months, have you experienced bullying or harassment from other colleagues?	85%	15%	87%	13%	↓ -2
During the past 12 months have you experienced emotional or verbal abuse from patients/service users or other members of the public?	71%	29%	66%	34%	↑+5
During the past 12 months have you experienced physical violence from patients/service users or other members of the public?	93%	7%	92%	8%	↑+1
I believe it is safe to speak up and challenge the way things are done if I have concerns about quality, negligence or wrongdoing	65%	35%	56%	44%	↑+9
I can meet all the conflicting demands on my time at work	46%	54%	46%	54%	→0
There are enough staff for me to do my job properly	34%	46%	33%	67%	↑+1



Scottish Government
Riaghaltas na h-Alba
gov.scot

© Crown copyright 2018

OGL

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

© Crown copyright 2018

ISBN: 978-1-78851-602-0

This document is also available on The Scottish Government website:
www.gov.scot

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS353886 (03/18)

W W W . g o v . s c o t