



**Scottish  
Ambulance  
Service**

Working in Partnership with Universities



**NOT PROTECTIVELY MARKED**

<b>Public Board Meeting</b>		<b>27 March 2024</b> <b>Item 09</b>
<b>THIS PAPER IS FOR APPROVAL</b>		
<b>SCOTTISH AMBULANCE SERVICE ANCHOR STRATEGIC PLAN 2023/24-2025/26 – UPDATE BASELINE OF ACTIVITY METRICS</b>		
<b>Lead Director Author</b>	Emma Stirling, Director of Care Quality & Professional Development John Brown, Strategic Planning Manager	
<b>Action Required</b>	The Board is asked to approve the Anchor Strategic Baseline Activity of Metrics for submission to the Scottish Government on <b>27 March 2024</b> .	
<b>Key points</b>	<p>Our Anchor Strategic Plan was submitted to the Scottish Government on 27 October 2023 after receiving feedback and approval from the Executive Team and Board. Following submission and recognition as part of the NHS Scotland Delivery Plan Guidance, issued in February 2023, the Scottish Government asked NHS Boards to develop the following:</p> <p><i>'a clear baseline in relation to workforce; local procurement; and use or disposal of land and assets for the benefit of the community'</i>.</p> <p>The guidance for baseline metrics was circulated to NHS Boards in November 2023. The baseline aims to support NHS Boards in measuring progress on their anchor activity to inform future iterations of our Anchor Strategic Plans and provide an overview of the current position of SAS and NHS Scotland more widely as an anchor institution.</p> <p><b>Annex A</b> provides our response to key baseline metrics in the reporting year 2022/2023. These metrics have been developed in consultation with relevant strategic leads.</p> <p>The metrics encompass several strategic areas crucial for our anchor activities, including:</p> <ul style="list-style-type: none"> <li>• <b>Workforce:</b> Metrics related to employability programs, living wage accreditation, diversity and inclusion accreditations,</li> </ul>	

	<p>and strategies for engaging with local employability partnerships.</p> <ul style="list-style-type: none"> <li>• <b>Procurement:</b> Measurements focus on spending on local businesses, SMEs, supported businesses, and third-sector bodies and assessing community benefits delivered through procurement practices.</li> <li>• <b>Land and Assets:</b> Evaluation of asset transfer requests, strategies for embedding anchor activities in new developments, community engagement in planning and use of developments, and current community use of land and assets.</li> </ul>
<b>Timing</b>	<p>The paper was circulated virtually to the Board on 12 March 2024 for review and feedback in advance of the final paper being submitted to the March Board for approval.</p> <p>Baseline Activity of Metrics is due for Submission to the Scottish Government on <b>27 March 2024</b>. The guidance outlines a clear expectation for annual progress reporting against the established baseline. This process will enable the continuous evaluation of anchor activities, informing future strategic planning and adjustments to ensure alignment with our 2030 Strategy.</p>
<b>Associated Corporate Risk Identification</b>	Risk ID 5652 – Equality & Diversity
<b>Link to Corporate Ambitions</b>	<ul style="list-style-type: none"> <li>• Work collaboratively with citizens and our partners to create healthier and safer communities.</li> <li>• Innovate to continuously improve our care and enhance the resilience and sustainability of our services.</li> <li>• Improve population health and tackle the impact of inequalities</li> <li>• Deliver our net zero climate targets</li> <li>• Provide the people of Scotland with compassionate, safe and effective care when and where they need it.</li> <li>• Be a great place to work, focusing on staff experience, health and wellbeing.</li> </ul>
<b>Link to NHS Scotland's Quality Ambitions</b>	Our strategic plan focuses on creating fair work opportunities and adopting sustainable practices to enhance the efficiency and effectiveness of our service delivery. These elements are essential to NHS Scotland's Quality Ambitions, and by incorporating them into our strategic plan, we show our commitment to aligning with national healthcare quality standards.
<b>Benefit to Patients</b>	<ul style="list-style-type: none"> <li>• By addressing health inequalities and improving the availability of services in underserved areas, the plan aims to make healthcare more accessible to all population segments.</li> </ul>

	<ul style="list-style-type: none"> <li>• The plan intends to improve health literacy and outcomes through strategic partnerships and a focus on public health, particularly in historically disadvantaged communities.</li> <li>• The commitment to understanding and meeting the unique needs of different communities supports a more personalised approach to patient care, ensuring that services are tailored to individual patient needs.</li> <li>• The plan supports socio-economic development by leveraging procurement and employment opportunities, improving patient health and wellbeing.</li> <li>• The plan's emphasis on environmentally responsible practices and the efficient use of resources ensures a sustainable healthcare system that benefits current and future generations of patients.</li> </ul>
<b>Equality and Diversity</b>	An Equality Impact Assessment Summary form was submitted as part of the Anchor Plan in November 2023.

# 1. Annex A – Baseline of anchor activity

Reporting year: 2022/2023

NHS Board: Scottish Ambulance Service

## 1.1 Workforce

Code	Metric	Response
<b>W1</b>	How many employability programmes were underway within your Board in the reporting year?	<p><b>0</b></p> <p>However, we are committed to increasing employability for young people and those from minority ethnic communities. This includes targeting approaches to attending career events, fairs, and schools in areas with higher BAME community populations and continuing work experience programs aimed at young people from a BAME background.</p> <p>We also activity engage with other employers and the Armed Forces Community to promote employability of Service Veterans and Reservists. This goes towards meeting our statutory responsibilities under the Armed Forces Act.</p>
<b>W2</b>	How many people have you engaged through employability programmes in the reporting year?	<p><b>0</b></p> <p>Work is underway to review how we can commence this programme of work.</p>
<b>W3</b>	Are you accredited as a Real Living Wage employer?	<p><b>No</b></p> <p>All posts within SAS do, however, pay above the living wage.</p>
<b>W4</b>	Are you accredited as Carer Positive?	<p><b>No</b></p> <p>We have been unable to progress on this due to a lack of resources.</p>

Code	Metric	Response
<b>W5</b>	Are you accredited as Disability Confident?	<b>No</b> We completed our Disability Confident self-assessment in Nov 2020 to renew our membership but haven't renewed our accreditation since then.
<b>W6</b>	Are you accredited as Equally Safe at Work?	<b>No</b> Accreditation will become available to Boards in the summer, which we aim to engage with.
<b>W7</b>	Are you accredited as Menopause Friendly?	<b>No</b>
<b>W8</b>	Are you accredited with the Young Person's Guarantee?	<b>No</b> We are working with DYW via the YMSL project but are not accredited.
<b>W10</b>	Are you accredited with the Defence Employer Recognition Scheme?	<b>Yes</b> We have been awarded the Defence Employer Recognition Scheme Gold Award, signed the Armed Forces Covenant, engaged with Career Transition Partnership (CTP) in recruiting service leavers, and registered for the Forces Families Jobs (FFJ) portal.  We also actively engage with other employers to promote the employability of veterans and reservists.
<b>W11</b>	Do you publish a race pay gap?	<b>No</b> The spread of minority ethnic staff across staff groups and pay bands has been analysed. Due to the small number of such staff, detailed information could not be published to avoid identification.
<b>W12</b>	Do you publish a disability pay gap?	<b>No</b> The spread of disabled staff across staff groups and between the pay bands has been analysed. Due to the small number of such staff, detailed information could not be published to avoid identification.
<b>W13</b>	Do you have a clear strategy for engaging with Local Employability Partnerships (LEPs) within your Board area?	Territorial Board specific.

Code	Metric	Response
<b>W14</b>	Does your Board have an identified LEP rep who attends regularly and contributes to the development, implementation and continuous improvement of the LEP Investment Plan? Please provide name and title for the rep(s) within your Board.	Territorial Board specific.
<b>W15</b>	Please state if you are actively targeting one or more of the following groups, either through recruitment, employability programmes or progression schemes, or through working with partners e.g. LEP, college, university. (Please tick all groups that you are actively targeting).	<input type="checkbox"/> Care experienced <input type="checkbox"/> Carers <input checked="" type="checkbox"/> Black and Minority Ethnic groups <input checked="" type="checkbox"/> People living in the 20% most deprived areas <input checked="" type="checkbox"/> Disabled people <input type="checkbox"/> Gypsy Travellers <input type="checkbox"/> Dependent on alcohol and drugs <input type="checkbox"/> Homeless people <input type="checkbox"/> Recently left prison <input checked="" type="checkbox"/> Refugees and asylum seekers Priority family groups at risk of child poverty, please state which: <ul style="list-style-type: none"> <li><input type="checkbox"/> lone parents</li> <li><input type="checkbox"/> young mothers (under 25 years old)</li> <li><input type="checkbox"/> minority ethnic families</li> <li><input type="checkbox"/> large families (with three or more children)</li> <li><input type="checkbox"/> families with a baby (under one)</li> <li><input type="checkbox"/> families with a disabled adult or child</li> </ul> Other (please state): Both our Mainstreaming and Gender Pay Gap Reports indicate several efforts to engage with targeted groups to improve accessibility and engagement with various vulnerable populations.
<b>W16</b>	Do you have plans to systematically collect data on any of these groups?	Yes  If yes, which groups:

Code	Metric	Response
		<p><b>Equalities Monitoring Report</b></p> <p>Outlines our efforts in collecting equality data from both current workforce and prospective candidates through the recruitment and selection process. This data collection is aimed at monitoring workforce diversity, identifying and addressing trends or patterns of inequality, and supporting equality impact assessments. It emphasises the importance of monitoring employee data across protected characteristics to advance equality of opportunity and identify areas for improvement in workforce diversity.</p> <p><b>Mainstreaming and Gender Pay Gap Report</b></p> <p>Details our efforts to improve staff experience and self-disclosure rates of equality monitoring data. It highlights the significance of capturing and using workforce information to understand the impact of policies, practices, and decisions on staff with different protected characteristics, thereby supporting informed decision-making.</p>

<p><b>W17</b></p>	<p>What is the distribution of your workforce by protected characteristics and SIMD in the reporting year?</p>	<p><b>Religion:</b></p> <table border="1"> <tr><td>Buddhist</td><td>0.2%</td></tr> <tr><td>Church of Scotland</td><td>16.1%</td></tr> <tr><td>Roman Catholic</td><td>7.9%</td></tr> <tr><td>Christian - Other</td><td>4.6%</td></tr> <tr><td>Hindu</td><td>-</td></tr> <tr><td>Jewish</td><td>-</td></tr> <tr><td>Muslim</td><td>0.2%</td></tr> <tr><td>Sikh</td><td>-</td></tr> <tr><td>No Religion</td><td>34.4%</td></tr> <tr><td>Other</td><td>1.6%</td></tr> <tr><td>Declined</td><td>6.8%</td></tr> <tr><td>Not Known</td><td>28.2%</td></tr> </table> <p><b>Ethnicity:</b></p> <table border="1"> <tr><td>African, African Scottish or African British</td><td>-</td></tr> <tr><td>Other</td><td>-</td></tr> <tr><td>Chinese, Chinese, Scottish or Chinese British</td><td>-</td></tr> <tr><td>Indian, Indian, Scottish or Indian British</td><td>-</td></tr> <tr><td>Pakistani, Pakistani Scottish or Pakistani British</td><td>0%</td></tr> <tr><td>Other</td><td>-</td></tr> <tr><td>Black, Black Scottish or Black British</td><td>-</td></tr> <tr><td>Other</td><td>-</td></tr> <tr><td>White Scottish</td><td>69%</td></tr> <tr><td>White Irish</td><td>1%</td></tr> <tr><td>White Polish</td><td>-</td></tr> <tr><td>Other White British</td><td>11%</td></tr> <tr><td>Other</td><td>2%</td></tr> <tr><td>Any mixed or multiple ethnic groups</td><td>0%</td></tr> <tr><td>Other</td><td>0%</td></tr> <tr><td>Declined</td><td>8%</td></tr> <tr><td>Not Known</td><td>10%</td></tr> </table> <p><b>Sexual Orientation:</b></p> <table border="1"> <tr><td>Bisexual</td><td>1%</td></tr> <tr><td>Gay/Lesbian</td><td>3%</td></tr> <tr><td>Heterosexual</td><td>56%</td></tr> <tr><td>Other</td><td>0%</td></tr> <tr><td>Declined</td><td>6%</td></tr> <tr><td>Not Known</td><td>34%</td></tr> </table>	Buddhist	0.2%	Church of Scotland	16.1%	Roman Catholic	7.9%	Christian - Other	4.6%	Hindu	-	Jewish	-	Muslim	0.2%	Sikh	-	No Religion	34.4%	Other	1.6%	Declined	6.8%	Not Known	28.2%	African, African Scottish or African British	-	Other	-	Chinese, Chinese, Scottish or Chinese British	-	Indian, Indian, Scottish or Indian British	-	Pakistani, Pakistani Scottish or Pakistani British	0%	Other	-	Black, Black Scottish or Black British	-	Other	-	White Scottish	69%	White Irish	1%	White Polish	-	Other White British	11%	Other	2%	Any mixed or multiple ethnic groups	0%	Other	0%	Declined	8%	Not Known	10%	Bisexual	1%	Gay/Lesbian	3%	Heterosexual	56%	Other	0%	Declined	6%	Not Known	34%
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<b>W19</b>	What is the distribution of applicants and their success rate by protected characteristics and SIMD in the reporting year?	<b>TBC - Published by NES March 2024.</b>						

## 1.2 Procurement

Code	Metric <i>(Please refer to guidance notes for each question below)</i>	Response
<b>P1</b>	What is your total spend on local businesses in the reporting year?	£17,455,743.27
<b>P2</b>	What percentage of your overall spend is on local businesses in the reporting year?	22.86%
<b>P3</b>	What is your total spend with SMEs in the reporting year?	£41,548,511.8
<b>P4</b>	What percentage of your overall spend is with SMEs in the reporting year?	55.1%
<b>P5</b>	What is your total spend on contracts with supported business in the reporting year?	£0
<b>P6</b>	What is your total spend with third sector bodies in the reporting year?	£685,453.63
<b>P7</b>	Please list all community benefits delivered through procurement during the reporting year.	0
<b>P8</b>	What percentage of your newly awarded contracts are with suppliers that are Real Living Wage Accredited or committed to pay the Real Living Wage, for the reporting period?	16.6%

## 1.3 Land and Assets

Code	Metric	Response
<b>LA1</b>	How many asset transfer requests have you received to date?	Since the Act was implemented in 2015, we have received only 1 Community Asset Transfer submission.

Code	Metric	Response
LA2	How many asset transfers have been awarded to date?	The one CAT we received was not complete, as the Community body withdrew their submission due to lack of funding.
LA3	Do you have a process in place for embedding anchor procurement activities in new developments? For example, working with local suppliers.	<b>Yes</b> For any new build or large refurbishment, we use the Framework Scotland 3 contract, which was put in place by National Procurement Scotland. However, for smaller projects, particularly in rural areas, we issue our tender through the Procurement Portal and specifically target local companies, thereby contributing to the local economy within that area.
LA4	Do you have a process in place for embedding anchor employment and activities in new developments? For example, providing local employment opportunities (including apprenticeships) through direct or indirect employment through suppliers.	<b>Yes</b> Framework Scotland 3 contract covers contractors putting in place apprenticeships etc.
LA5	Do you have a process in place for embedding anchor sustainability activities in <ul style="list-style-type: none"> <li>a) new developments (e.g. energy supply through renewable sources and utilising opportunities for energy generation where surplus energy can be used by target populations)</li> <li>b) existing sites (e.g. green space, café, bookable multipurpose spaces)?</li> </ul>	<ul style="list-style-type: none"> <li>a) We use the energy contracts agreed upon for all of the NHS in Scotland. We do not generate surplus energy at any of our sites and have no arrangements to do this.</li> <li>b) There is very little green space at any of our sites as we need the external areas for parking our operational vehicles. Therefore, most of it is hard standing, but</li> </ul>

Code	Metric	Response
		<p>through our Sustainability Strategy, we are reviewing how to put green spaces in place. We do not have cafes or bookable spaces for external access at any of our sites.</p>
<p><b>LA6</b></p>	<p>Does your strategy for new building and estates development include provision for community use</p> <ul style="list-style-type: none"> <li>a) now (e.g. green space, café, bookable multipurpose spaces)</li> <li>b) in the future (e.g. disposal or redevelopment, suitability for conversion to housing, education)?</li> </ul>	<p><b>a) Yes.</b>  This would apply to our Glasgow South project, which is the pilot and the concept we wish to roll out if successful. We are, again, reviewing, through our sustainability strategy, how we can make our sites more accessible and community-friendly within the local community. This is covered under our "sustainability Communities" element of the Strategy and is currently led by three workstream leads from the Regions.</p> <p><b>b) Yes</b>  Our disposals are governed by the "Land &amp; Property Transaction Handbook". When we are ready to dispose of a site, we initiate the 1<sup>st</sup> process called a "Trawl". We put the details to a Scottish Government department, which is then issued to all</p>

Code	Metric	Response
		public bodies. If a body is interested, they must note their interest with us. This then stops the property from going on the open market. We agree to a price with the District Valuer and complete the deal. We have just done this with Highland Council regarding our Aviemore site, which they will use to provide affordable housing.
<b>LA7</b>	Do you have a process in place for engaging with the local community in planning the design and use of new developments?	<b>Yes</b> Our Glasgow South shows this process is in place, which includes service change guidance through Healthcare Improvement Scotland, such as Planning with People and Engagement in service change guidance.
<b>LA8</b>	Does engagement with the community on new developments include any of your Board's target populations and/or target organisations?	<b>Yes</b> Glasgow South is targeting the deprived area in which it is based. However, this is a new process for estates to be involved in, as they have not taken part in this type of engagement for any other internal projects before.
<b>LA9</b>	Do you engage with other anchor partners in planning new developments (e.g. local authority, college, university)?	<b>Yes</b> We collaborate with our NHS partners, Fire and Police departments and local authorities.
<b>LA10</b>	Do you have a policy or strategy in place for local community use of existing land and buildings?	<b>Yes</b> This is covered under our Sustainability Strategy -

Code	Metric	Response
		"Sustainable Communities", not a policy. Using our land and buildings, we aim to be more involved within the communities.
LA11	Do you have a process for local community to engage with the organisation to request use of existing sites?	<b>No</b> We do not yet have a process in place. The 3 Regional Workstream Leads are currently working on this, and any proposed process would need to be agreed upon by our CERA group, which leads our sustainability strategy.
LA12	Does engagement with the community on existing sites include any of your Board's target populations and/or target organisations?	<b>No</b> As above.
LA13	Do you have a mechanism in place for community and partners to be notified of assets that are surplus/ could be transferred?	<b>No</b> Currently, public bodies are informed of any surplus property for disposal, but community bodies are not.
LA14	Please list the current use of land and assets by community groups and activity type (including retail space).	None to date.
LA15	Please list the known key barriers to use/disposal of land and assets by community groups.	a) As the workstream leads are currently reviewing how the community could use sites within their areas, our CERAS Group has discussed what could be potential problems/issues. <ul style="list-style-type: none"> <li>• Security issues around drug storage at sites.</li> <li>• Health &amp; Safety – who would be liable for what if someone was hurt or injured.</li> <li>• Parking is an issue at all our sites.</li> </ul>

Code	Metric	Response
		b) The Community Asset Transfer process, where community groups can request transfers of assets, is laborious and time-consuming.