



NOT PROTECTIVELY MARKED

Public Board Meeting

26 November 2025

Item No 14

THIS PAPER IS FOR DISCUSSION

STAFF EXPERIENCE AND PERFORMANCE REPORT

Lead Director	Graeme Ferguson, Acting Director of Workforce
Authors	Alison Ferahi, Head of Organisational Development & Wellbeing Fay McNicol, Head of Health and Safety Coralie Colburn, Senior HR Manager
Action required	The Board is asked to discuss the Staff Experience and Performance report.
Key points	<p>Key points to note:</p> <ul style="list-style-type: none">• A focus on conducting weekly wellbeing visits and support to staff in ACCs along with various other Organisational Development and Wellbeing location visits throughout the organisation.• Development and progression of bids to support staff health & wellbeing through our Endowment Funds.• As of 10th November, our SAS TURAS Appraisal completion rate is 19.78%. There are currently 1790 in progress appraisals, and should these be completed alongside the 323 partially completed we would see our completed appraisals within SAS reach 51.6%.• A new attendance dashboard is currently being trialled within SAS and this will provide access to significantly more attendance-related data than ever before.• A Suicide Prevention & Postvention Short Life Working Group has been established bringing together expertise and knowledge from across the Service to develop and progress an organisational plan and deliverables for suicide awareness, prevention and postvention in SAS.

	<ul style="list-style-type: none"> • A formal evaluation of the People Services Hub is being undertaken with engagement of service users and key partners following the 6 months test of change.
Timing	This is a new format report which seeks to present a cohesive and consolidated update on our overall staff experience and workforce performance within SAS. It incorporates the previous separate reports on health, safety and wellbeing and introduces some new workforce performance metrics. We will continue to refine the report based on the feedback received.
Associated Corporate Risk Identification	Risk ID 4636 Risk ID 5651 Risk ID 5652 Risk ID 5653
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: <ul style="list-style-type: none"> • We will be a great place to work, focusing on staff experience, health and wellbeing.
Link to NHS Scotland's Quality Ambitions	This paper relates to 'Safe', 'Effective' and 'Person Centred' NHS Scotland's Quality Ambitions.
Benefit to Patients	The steps we are taking via our organisation wide staff experience commitments to support, nurture, retain, develop & enable our people to thrive at work will in turn have a direct impact on improving the quality of care we provide to patients.
Climate Change Impact Identification	This paper has identified no impacts on climate change.
Equality and Diversity	An Equality Impact Assessment was completed on 8 July 2024 for our Health & Wellbeing Strategy 2024-27 and filed with the Service EDI Lead for publication on @SAS.



**Scottish
Ambulance
Service**

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SCOTTISH AMBULANCE SERVICE BOARD

STAFF EXPERIENCE AND PERFORMANCE REPORT

GRAEME FERGUSON, ACTING DIRECTOR OF WORKFORCE

ALISON FERAHI, HEAD OF OD & WELLBEING

FAY MCNICOL, HEAD OF HEALTH AND SAFETY

CORALIE COLBURN, SENIOR HR MANAGER

SECTION 1: PURPOSE

This paper provides an update on Staff experience and Workforce performance over the last reporting period to **October** 2025.

SECTION 2: RECOMMENDATIONS

The Board is asked to **discuss** the Staff Experience and Performance report.

SECTION 3: DISCUSSION

This paper provides the Board with oversight and assurance on the progress of maintaining a positive staff experience within SAS by measuring this against key workforce performance metrics during this reporting period.

The Workforce Directorate has its own Annual Operating Plan (AOP) which is aligned to the Staff Governance Action Plan (SGAP) and the Service's Annual Delivery Plan (ADP). Our AOP is currently being re-prioritised in line with the SGAP for 2025/26. Progress on this will be reported to Board and Staff Governance Committee over the course of 2025/26.

We are currently in the process of developing the next three year workforce plan. The Finance, Strategy (Planning) and Workforce strategic leads are working to closely to ensure all three strands are aligned with the SAS 2030 Strategy".

Our Health & Wellbeing Strategy 2024-27 builds upon the approach of its predecessor and is grounded in a solid and growing evidence base highlighting the importance of prioritising the health and wellbeing of our workforce. Six ambitions have been developed for 2025/26, the second year of our Health & Wellbeing Strategy (2024-27) that underpin our SAS 2030 Strategy and take steps to address our iMatter results and the Improving Workplace Staff

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Experience & Wellbeing Pulse Survey (2024). These ambitions are incorporated into this new style report under the Health & Wellbeing, Learning, Innovation and Culture & Leadership sections.

2025-26 Annual Delivery Plan (ADP) Strategic aim:

“We will be a great place to work, focusing on staff experience, health and wellbeing”.

3.1 Staff Experience

3.1.1 Health and Wellbeing

Ambition 1 - To create an awareness and understanding at local level of the range of health & wellbeing support available to our workforce and how to access it.

This ambition aligns with our strategic inputs by:

- Increasing awareness and visibility of health and wellbeing pathways.
- Empowering individuals to take ownership of their own wellbeing.
- Growing and raising the profile of our wellbeing networks to build local communities of support.
- Ensuring new colleagues feel welcome and supported from the beginning of their journey.
- Creating a supportive environment where wellbeing conversations are normalised.

Whilst there is a good awareness and knowledge of health and wellbeing support available to our workforce in some areas of the service, this is not consistent throughout our organisation. We are taking the following ongoing steps throughout the year to increase awareness and understanding of support available:

- Increasing the number of wellbeing visits we are conducting to have direct contact with staff.
- Reviewing our communication and methods of communication to ensure messaging reaches a wider audience.
- Promoting key activity through the Live Well Work Well newsletter.
- Expanding the wellbeing content in our internal leadership development programmes.

This reporting period has seen:

- A focus on conducting weekly wellbeing visits and support to staff in Ambulance Control Centres (ACCs) and various other OD and Wellbeing location visits throughout the organisation.
- The commencement of our Lead Green Champion station visits to promote the green agenda and physical activity in outdoor spaces to support health & wellbeing.
- Development and progression of bids to support staff health and wellbeing through our Endowment Funds.
- Promoting national campaigns and our employee led fora and networks via our monthly Live Well Work Well newsletter in addition to features such as physical strength training and staff stories.
- Introduction of a Remote and Rural Wellbeing Group recognising the unique challenges faced by our remote and rural locations and facilitating the bespoke support required.

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Ambition 2 - To expand the range of wellbeing help & support available to our workforce, recognising one size doesn't fit all.

This ambition aligns with our strategic inputs by:

- Expanding the range of health and wellbeing support available, recognising individual needs and preferences.
- Encouraging a proactive and preventative approach to health and wellbeing.
- Creating accessible pathways to rehabilitative and specialist support.
- Supporting leaders and managers to recognise early warning signs and signpost to appropriate help.
- Reducing barriers to access by identifying and targeting support where it is needed most.

Work is progressing to develop our range of help and support available to staff and trial new initiatives. Within this reporting period this has included:

- Developing plans for utilisation of the Police Treatment Centre following a decision by the Police Treatment Centre Board to open up its facilities to SAS employees on the same terms and conditions as Police colleagues. This will be launched in an upcoming Staff Engagement Session.
- Progressing plans to develop in house 'Staying Well' service that will be staffed by specialist Wellbeing Leads for help, advice and triaging wellbeing support that will be launched in November.

3.1.2 Trauma Risk Management (TRiM)

TRiM continues to provide support to our staff that have been exposed to traumatic events. Referral figures have now reached 619 since the launch of the scheme end of June 2023. Of these referrals 245 have been from the West Region, 239 from the East Region, 100 from the North Region, 35 from National Operations. There has been a total of 108 onward referrals to Occupational Health.

The number of referrals per month is highlighted below:

Month	Number of Referrals	Total
July 2023 – March 2025	509	509
April 2025	19	528
May 2025	13	541
June 2025	8	549
July 2025	21	570
August 2025	11	581
September 2025	17	598
October 2025	19	617
November (up until 2 Nov)	2	619

3.1.3 Employee Development - Appraisal

Our ambition is for every member of staff in SAS to have an appraisal. Historically our appraisal rate has been consistently below 10%, however we are beginning to see slight incremental increases month on month. As of 10th November, our SAS TURAS Appraisal completion rate is 19.78%. There are currently 1790 in progress appraisals, and should these be completed

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alongside the 323 partially completed we would see our completed appraisals within SAS reach 51.6%.

Appraisal figures are circulated to Regions and National Operations & Departments on a weekly basis that has undoubtedly provided a renewed focus on appraisal completion across the organisation.

Completion rates do vary across Regions. However, completing staff appraisals and PDPs are an integral part SAS approach to learning and development of staff. The completion of TURAS Appraisals, PDPs and Objectives continues to be a challenge due to the operational pressures within the Service. A detailed appraisal action plan has been developed to ensure both appraisers and appraisees remain focused on this important human connection activity.

3.1.4 Employee Relations

National Employee Relations Activity

Recording of Employee Relations activity re Grievances, Bullying and Harassment and Conduct as well as Capability and Attendance is monitored via an online recording sheet which is intended to provide timeous recording of ongoing cases along with additional data which facilitates tracking of timescales and risk status.

Table 1 below represents initial outputs of the online recording as the end of October 2025. Support for ER case work is now being coordinated through the People Services Hub and a new system for recording and reporting is being developed. We will be reporting to future SGC meetings in detail on the key ER themes across SAS.

Table 1

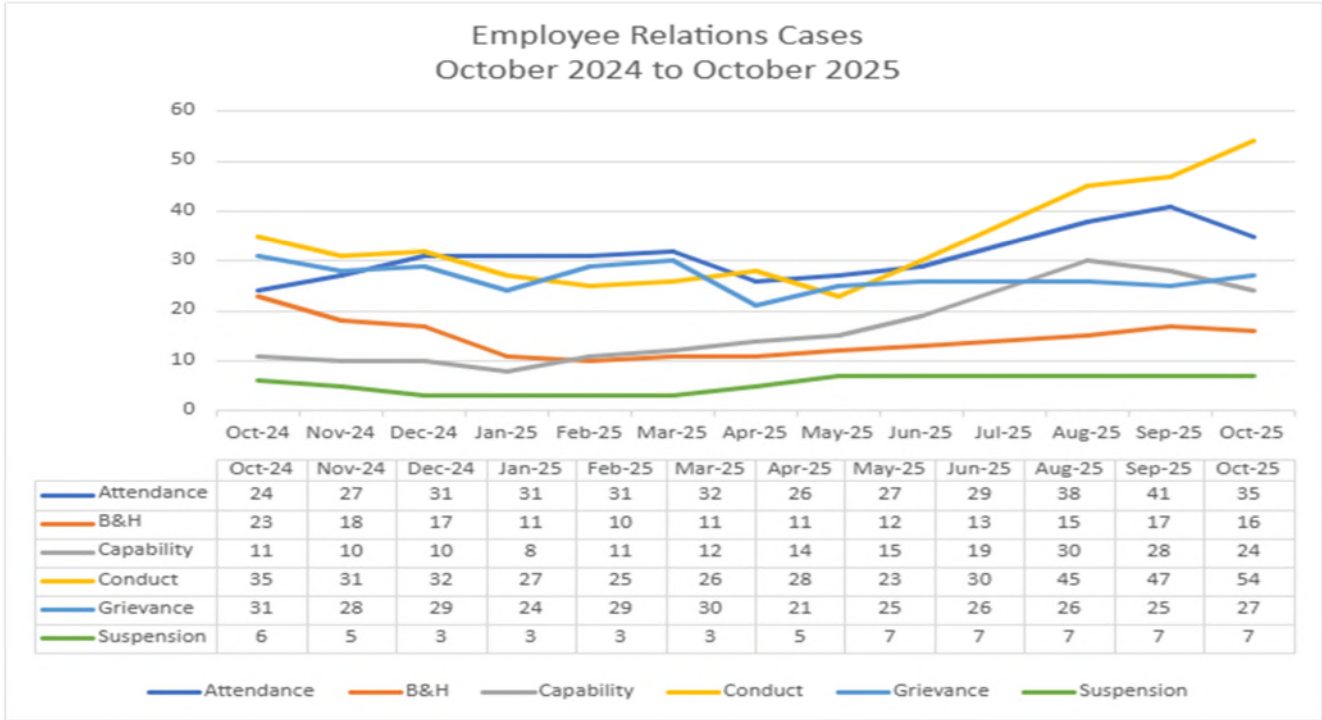


Table 2

	Oct-25	Attendance	B&H	Capability	Conduct	Grievance	Suspensions	Total
Operations - West		17	3	12	14	10	1	57
Operations - North		1	1	2	12	0	3	19
National Operations		7	4	6	9	13	2	41
Operations - East		7	7	4	15	2	1	36
Finance, Strategy and Logistics		3	0	0	3	0	0	6
Care, Quality & Professional Development		0	0	0	0	0	0	0
Medical		0	0	0	1	0	0	1
Collective (National)		0	1	0	0	2	0	3
Total		35	16	24	54	27	7	163

Since May 2025, there has been a steady increase in Conduct cases (23 cases in May to 54 cases in October). Grievance cases have increased in the last 2 months from 25 cases in September to 27 cases in October. The other category of ER cases have decreased in number. Suspensions remain the same at 7.

The **overall** number of ER cases across the service has shown an upward trend across the last 2 months (161 cases in August 2025 to 163 cases in October 2025).

We have seen a reduction in Employment Tribunal claims filed from 16 claims filed in 2023 to 8 claims filed at end of October 2025. There are currently 6 live Employment tribunal cases ongoing.

3.1.5 Rest Breaks

Rest breaks remain a significant challenge for the Service. Discussions are ongoing with our staff side colleagues, Scottish Government and SAS to seek a permanent resolution to this issue. All sides remain committed to finding a solution and there are currently two proposals under consideration. Working in partnership with our staff side colleagues, the Rest Break Programme Board continues to focus on ways to improve rest break compliance across the Service with positive and sustained improvements being seen as a result of the introduction of the tests of change throughout 2023 and 2024. SAS has reiterated its commitment to balancing the needs of patients with the wellbeing of staff by ensuring that crews are protected and rested within a shift.

In response to feedback from partnership colleagues, SAS and the trade unions have collectively agreed to simplify the currently agreed Additional Rest Break Protection options to the benefit of both frontline crews and Dispatch colleagues. This streamlined process has been in place since 06:00hrs on Friday 23rd May 2025. This process ensures SAS has a range of options to support the wellbeing of frontline crews and ensure a timely rest break can be facilitated.

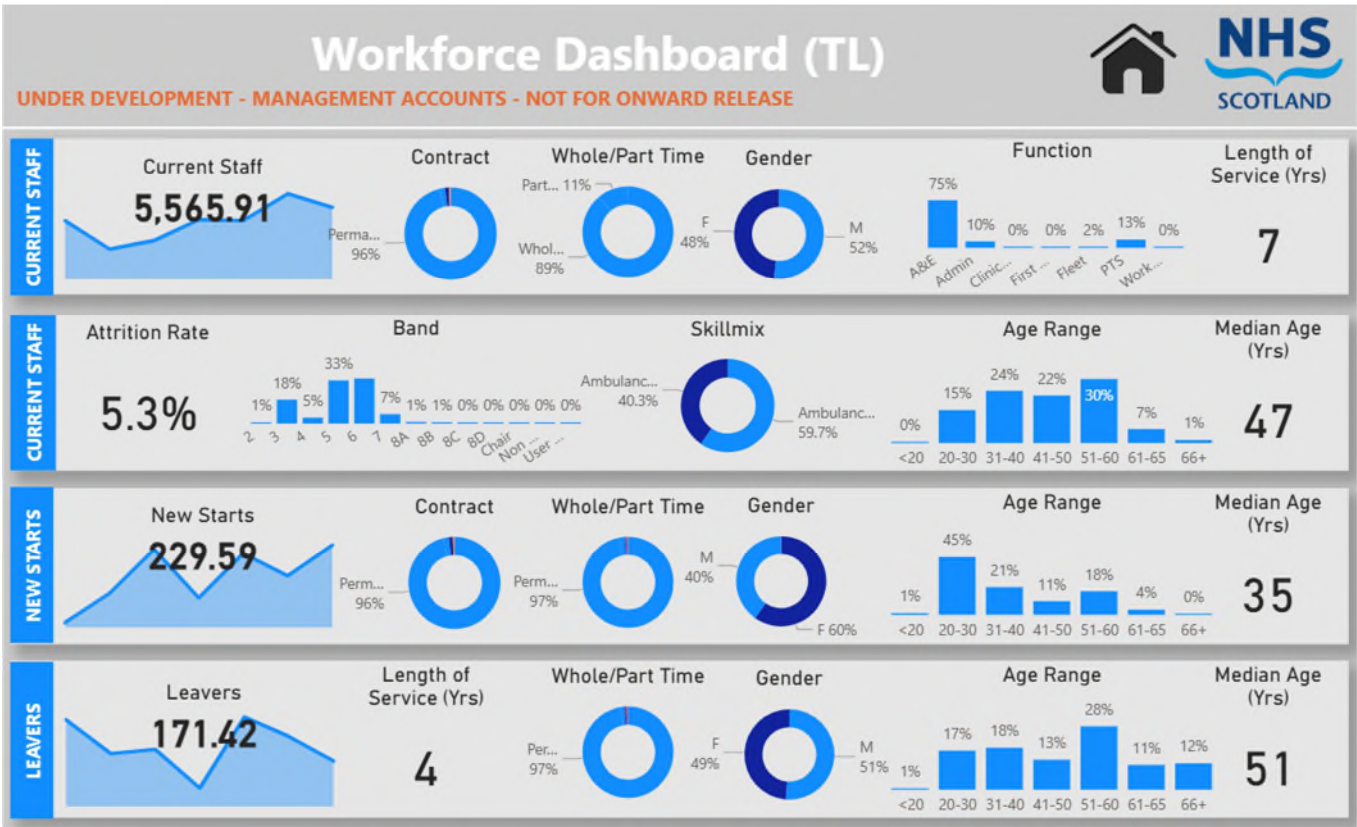
In recognition of the current system pressures and periods of increased demand, should a crew reach the end of their first rest break window and feel they require additional protection to facilitate this rest break, this can be achieved by requesting to be made unavailable for a “Special Break”.

Discussions are still taking place with staff side partners and Scottish Government to jointly finalise the Rest Breaks Standard Operating Procedure (SOP).

3.2 WORKFORCE METRICS

Significant preparatory work is underway to develop the next 3-year workforce plan for 2025-28. Although no definitive timescale has been confirmed yet by Scottish Government (SG), an abridged version of this plan was sent to SG in mid-March 2025. This had a particular focus on “difficult to recruit areas and roles” and more general workforce challenges. Our intention this year is to submit our next 3-year SAS workforce plan at the beginning of 2026 at the same time as the Service submits its Annual Delivery Plan and Financial plan.

The workforce information contained in the Vector of Measures outline varied performance across the different metrics. Key points for noting and discussion are outlined below in our new workforce dashboard report which has been developed by our Finance colleagues.



3.2.1 Newly Qualified Paramedics

Newly qualified paramedics have been identified as the primary source of recruitment across 2025/26 with provision in place for additional recruitment to technician posts to address any

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shortfalls in paramedics recruitment. The initial recruitment targets for Technician (150) and Ambulance Care Assistants (120) are currently being assessed in light of recent developments regarding the provision of national funding to compensate for the reduction in the working week, which was one of the primary drivers of WTE recruitment assumptions. Also an internal re-appraisal of the Tech to Para “Earn as you Learn” programme is also now under review in light of the national NHS Scotland funding challenges. Once the revised numbers have been agreed, progress against targets will be included in future reports.

The 2025 recruitment campaign for Newly Qualified Paramedics has now been completed. The Service received 465 applications from interested candidates, of which 412 have been shortlisted. Interviews and fitness testing took place in June – 400 fitness tests and 325 interviews. 239 NQPs have accepted offers of employment for 2025/26 with a mixture of part time (24 hours) and full time (37 hours) contracts. All NQPs who were successful through the recruitment process were offered employment, however some candidates chose to decline the offer. For the first 6 weeks of training, all NQPs will be required to work 37 hours per week, thereafter returning to 24 hours per week. Our intention however is that, taking into account our normal rate of attrition and the reduction in the national NHS working week to 36 hours wef from April 2026, we will be expecting to offer part time NQPs full time hours (36 as of 1st April 2026).

Active engagement with each of the 5 Universities has proved to be very successful and a more positive candidate experience was had this year.

Table 5 shows the recruitment numbers for newly qualified paramedics for 2024/25 by Region and Hours.

Table 5

NQP Offers Accepted							
Course Start Date	North		East		West		Total
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	
21/07/2025	0	0	0	5	2	0	7
18/08/2025	0	0	0	19	16	0	35
15/09/2025	4	0	0	6	12	0	22
13/10/2025	11	0	0	10	4	8	33
10/11/2025	11	0	0	11	5	6	33
05/01/2026	10	0	0	12	2	9	33
02/02/2026	11	0	0	11	0	11	33
02/03/2026	11	0	0	10	0	11	32
23/03/2026	6	0	0	2	0	3	11
Total	64	0	0	86	41	48	239

3.2.2 Sickness absence levels

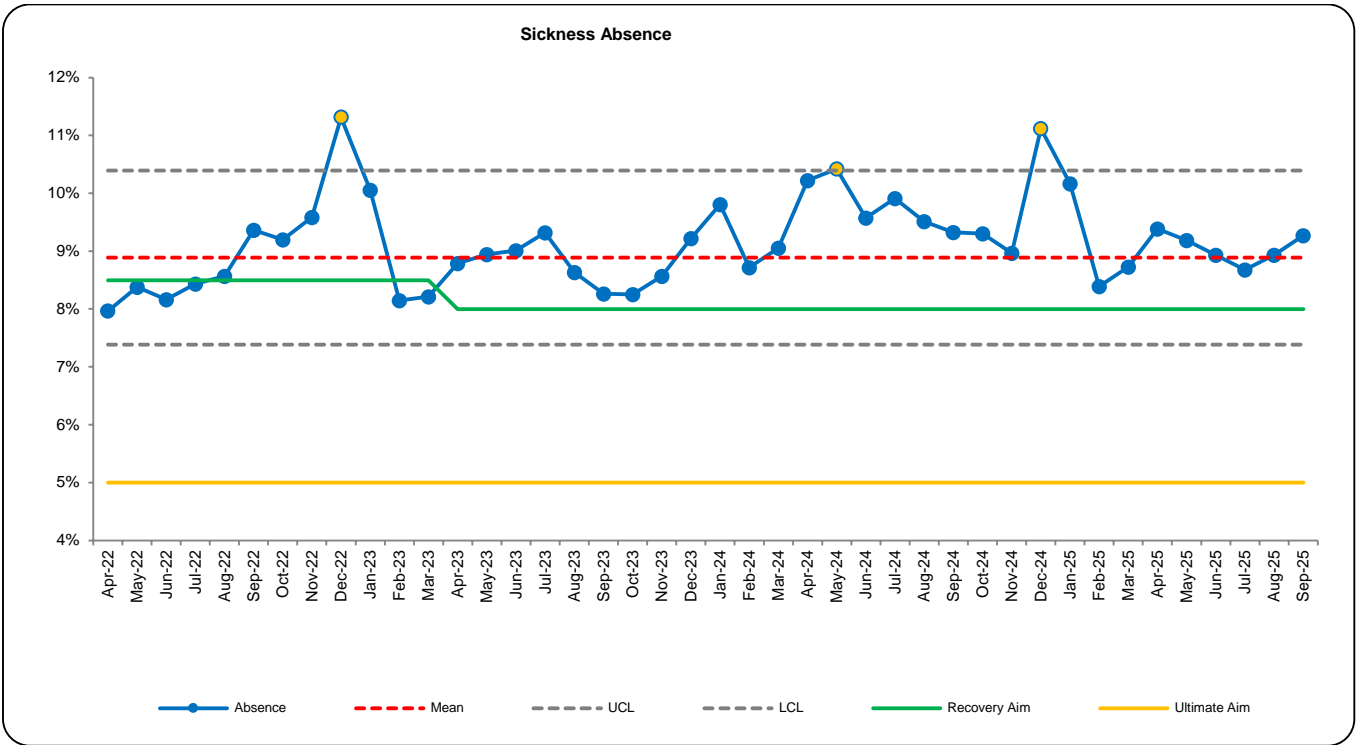
Total sickness absence during the last reporting period has increased from 9.2% in early May to 9.3% in September. There was an increase in long-term absence (6.40%) against the previous month. Patterns of absence indicate that there has historically been an increase in sickness levels observed across the winter months and this continues to be monitored given the current

elevated levels of staff absence. An Executive oversight group has been recently established to identify the key factors driving sickness absence and develop actions required to reduce both long- and short-term absences. The key driver for this group is to ensure that all available support is in place to support staff with challenging health issues and that our internal processes are applied consistently.

Considerable data analysis has now been undertaken which gives the Service far more workforce data than ever before to analyse underlying causes of sickness absence, including down to station and individual level, as well as highlighting wider abstraction reasons with this data now in place, there can be much more credence given to the available information which in turn will prompt more person centred and supportive management actions to address high level of sickness absence. A new attendance dashboard is currently being trialled within SAS and this will provide access to significantly more attendance-related data than ever before.

Table 4 below highlights the overall sickness absence trends since April 2022

Table 4



The top reason for sickness absence remains anxiety/stress and depression and much focused work is progressing to enable the Service to interact more proactively with staff with mental health issues to feel more positively supported. Signposting to other sources of help remains available such as The Ambulance Staff Charity (TASC), Employee Assistance Service (EAS), Occupational Health Service (OHS), Keil Centre and our own mental health team. Serious consideration is being given to establishing a wellbeing hub within SAS. This may be an extension of the current People Services Hub, or an entirely separate internal facility available to all staff.

However, due to the persistent and unacceptably high levels of sickness absence across SAS, it has been agreed to implement a formal PMO led programme structure to ensure appropriate governance, scrutiny and oversight are maintained to achieve a sustainable and tangible

reduction in sickness absence. The Programme Board will be chaired by the Acting Director of Workforce.

3.2.3 Occupational Health Activity

There remains considerable scrutiny of our various occupational health providers and significant disquiet with the baseline service itself. Whilst we are continually seeking to rectify any Service related problems as quickly as possible, urgent internal discussions are ongoing around possible options to replace the current expired service level agreement. Meeting arranged for 27 November 2025.

Data for Q2 (2025/26) received from NSS:

Occupational Health Management Referrals (not including Trims or Keil)

- There have been 572 referrals submitted this fiscal year, The main initial triage categories remain the same: anxiety/stress/depression and other psychiatric illness being the highest

Pre-Placements

- 107 pre placements were submitted in Q2
- Highest Directorates undertaking recruitment were the North with 24% and ACC at 20%

Keil Referrals

- There have been 17 referrals submitted to Keil during Quarter 2.
- 7 were identified through TRiM and 10 via occupational health management referrals

Physiotherapy

- There have been 207 referrals received into the SAS OH Hub during Quarter 2.

We have been advised that due to demand of occupational health services, all NHS Boards are currently working to approximately 8 to 24 weeks wait time from receipt of referral to appointment.

With our Wellbeing team now supplemented by 4 new part time staff from October 2025, we are in a very good position to significantly enhance our internal support for staff wellbeing. With more specialist skills available and improved signposting to the appropriate specialist support available to all staff, there is a clear expectation that we will reduce “waiting times” for our staff to expedite their return to work, but as importantly to reduce the need to be off work in the first place. Together with our newly established access to Police Scotland’s Treatment Centre in Auchterarder, we are able to offer an increasing wide range of wellbeing support going forward. This is a positive message to all our staff. The SALUS contract will cease on the 31 October with the new Staying Well service being launched on 1 November. The team have been allocated portfolios of work to lead on as well as being aligned regionally.

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3.3.1 Learning and Development

Statutory and Mandatory Training Compliance

The TURAS Learn platform was launched in March 2024 and staff are currently working towards completion of the thirteen statutory and mandatory training modules. Table 5 shows progress in the levels of completion since the launch of the TURAS Learn platform to November 2025 by Sub Regional level. The RAG status shown is showing the newly agreed KPI's of 80% agreed at Staff Governance Committee.

We have also been developing statutory and mandatory wellbeing training as part of TURAS Phase 2. The Executive Team was recently presented with a detailed role specific analysis of statutory and mandatory training requirements per individual job role, which for the first time establishes a benchmark for all job families in SAS. This extensive work now highlights what statutory and mandatory training is required for every role within the Service. The next stage is to continue to measure, and improve, our compliance levels and to ensure that sufficient protected time is made available to all staff. The update paper is due at the December Board meeting.

The Health and Safety Team are also feeding into the wider NHS Scotland review of all e-Learning courses to see what can be made Once for Scotland. This involves five courses for Health & Safety to date. The Main Health and Safety course has been agreed and is now in testing phase.

Violence Prevention and Reduction (VPR) and Manual/Patient Handling update

VPR train the trainer for Clinical Training Officers (CTO) now completed, and NHS Tayside will monitor to ensure they remain competent. VPR and Manual/Patient Handling and training for staff through Learning in Practice (LiP) commenced mid-April – compliance details to be provided by EPDD.

Table 5 below highlights the current compliance levels, now adjusted to 80%.

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Table 5

% Compliance at date of report	ACC	ScotStar	East Central	NHQ/SAC	NRRD	North	South East	South West	West Central	Date of last data
Basic Life Support	71	75	69	56	86	69	73	63	47	25/08/2025
Fire Safety Awareness Training	69	74	67	59	83	66	71	61	44	25/08/2025
Health and Safety Awareness	68	71	64	57	84	64	70	59	43	25/08/2025
Infection prevention and control (foundation)	58	68	58	48	72	65	60	61	41	30/09/2025
Initial Operational Response	44	57	50	42	79	55	59	58	32	03/11/2025
Introduction to equality, diversity and human rights	59	61	56	51	79	58	61	51	38	25/08/2025
Moving and handling (Module A)	63	62	63	55	81	64	67	56	41	25/08/2025
Office Ergonomics -Display Screen Equipment (DSE) / Preventing Aches and Pains	65	65	61	56	80	62	67	56	40	25/08/2025
PREVENT Duty Awareness	55	52	51	41	76	55	59	48	34	25/08/2025
Public Protection - child protection and adult support and protection for SAS staff	60	61	59	50	77	60	66	60	40	03/11/2025
Safe information handling	71	72	56	59	73	61	55	58	38	03/11/2025
Staying safe online: top tips for staff	39	59	52	48	56	49	46	57	32	03/11/2025
Violence Prevention Reduction: Conflict Management	60	58	60	50	78	61	63	54	39	25/08/2025
Completion Status	Under 50% Compliance			50-79% Compliance			Over 80% Compliance			
	Non Compliant			Partially Compliant			Compliant			
Total	Aug	Sept	Oct							
	23	21	22							
	89	91	90							
	5	5	5							
	117	117	117							

Completion of all 13 modules remains a challenge, but the trajectory is positive, and we will continue to monitor this to achieve 100% completion rate for all prescribed modules, which is the goal. **The Staff Governance Committee agreed a stepped approach to compliance with 80% being the target set for now and this will be reviewed in Q1 2026.**

Ambition 3 – To further develop our workforce’s knowledge and skills to help support one another, build resilience and signpost to further help as required.

This ambition aligns with our strategic inputs by:

- Taking a proactive and preventative approach to health and wellbeing.
- Decreasing stigma and reducing barriers to accessing mental health support.
- Creating a supportive environment where wellbeing conversations become normal practice.
- Empowering individuals to take ownership of their own health & wellbeing and confidence support one another and intervene early.
- Cultivating resilience to help colleagues cope with the effects of trauma and stress.
- Supporting leaders and managers to recognise early warning signs and signpost to appropriate help.

This reporting period has seen progress in the following areas:

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- A Suicide Prevention & Postvention Short Life Working Group has been established bringing together expertise and knowledge from across the Service to develop and progress an organisational plan and deliverables for suicide awareness, prevention and postvention in SAS. This includes increasing awareness, improving confidence to have conversations about suicide, putting in place safe and evidence-based interventions for staff with suicidal ideation or with active plans in place and support in the aftermath of a suspected or survived staff suicide attempt. A series of meetings have been put in place in order to progress this important area of work at pace.

3.3.2 Innovation

People Services Hub

The new **People Services Hub** has been in place since 3rd February 2025 and is currently in its test of change phase until **31 December** 2025. The objective of the People Services Hub is to provide a professional HR service to the organisation in relation to providing a fast and consistent response to enquiries, as well as dedicated HR professional support for employee relations cases.

The key aims of the People Services Hub are to:

1. Provide consistency in HR advice across all Directorates with an understanding of varying service needs.
2. Provide fast and accurate responses to enquiries with an initial response given within 48 hours (excluding weekends and public holidays).
3. Allocate an appropriate HR professional to support employee relations cases and accurately track the progress of each case.
4. Provide robust and accurate reporting of employee relations activities.
5. Reduce the amount of HR Advisor time spent on low-level enquiries to allow more focus on higher-level work, such as ER cases, portfolio projects, and support organisational delivery of strategic objectives.

The People Services Hub offers two distinct services to SAS staff, staff partners and managers:

1. The Enquiry Management system, and
2. The ER Case Support Management system.

A formal evaluation is being undertaken with engagement of service users and key partners following the 6 months test of change with a view to establishing the People Services Hub on a permanent basis.

As at 14th November, the People Services Hub have dealt with 1794 enquiries and received 299 requests for HR support for ER cases.

Development of a Workforce chatbot is due to start very soon with an initial launch meeting with the developers scheduled in December.

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Ambition 4 - To become more evidence and data driven in our approach to creating a healthy workplace.

This ambition aligns with our strategic priorities by:

- Strengthening our use of evidence and insight to improve staff experience, support early intervention, and foster a culture of continuous improvement.
- Developing an evidence-based understanding of the underlying causes of absence.
- Creating a culture where early intervention is normalised and supported.
- Embedding continuous improvement through regular feedback and movement towards a just culture.

In this reporting period the OD Team have developed a culture dashboard to highlight a more visual representation of progress made in further developing a healthy workplace. This has been discussed at a recent Workforce Senior Leadership Team meeting with further discussions planned to explore how we can integrate this into our Staff Experience and Performance reporting alongside other workforce data.

SECTION 3.4 CULTURE AND LEADERSHIP

Ambition 5: To enable staff to feel valued at work by embedding supportive behaviours within our organisation.

This ambition aligns with our strategic inputs by:

- Leaders treating everyone with dignity and respect and consistently role model positive behaviours and healthy working practices.
- SAS being an inclusive organisation that values diversity and creates an environment where employees feel safe to speak up with ideas, questions, concerns or mistakes.
- SAS owning a reputation for having a positive work culture where employees thrive and feel valued for the work they do.
- Ensuring our values and behavioural expectations are embedded and demonstrated throughout the employee journey.
- Ensuring our people are actively developed and supported through mentoring and lived experience.

Deliverables to support this ambition include focused support to the proposed outcomes of Equality and Diversity Mainstreaming Report (2025-29), raising appraisal completion rates, facilitating a culture of role modelling values-driven behaviour and calling out inappropriate workplace behaviours.

In this reporting period the following work has progressed:

- The reverse mentoring initiative has been launched enabling individuals from underrepresented groups to mentor senior leaders with the first cohort focusing on racial equality, sharing lived experience to influence organisational culture and decision making. Matching has been completed and mentors will receive training at the end of November prior to mentoring sessions commencing.
- Following on from the success of Healthy Culture Week one of our OD Leads presented a session on 'Developing a manual for me' at the inaugural 'National Wellbeing Week' in

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September. This event was co-ordinated by the Scottish Government with the support of the National Wellbeing Champions on the first week of September and was open to all Health & Care organisations across Scotland with plans to make this an annual event.

Ambition 6: To further develop our leadership and enable leaders to become more connected at all levels of the organisation.

This ambition aligns with our strategic inputs by:

- Supporting leaders to actively prioritise their team's health, wellbeing, and development.
- Building leaders' confidence and awareness to recognise early warning signs of deteriorating wellbeing and signpost appropriately.
- Ensuring leaders treat everyone with dignity and respect, while consistently role modelling positive behaviours and healthy working practices.

Planned activity includes expanding our virtual Leadership Academy, introducing wider coaching and mentoring opportunities and facilitating people-centred leadership approaches.

In this reporting period we have been:

- Developing the reverse mentoring programme as described in Ambition 5 above.
- Continuing our core leadership programmes and preparing and submitting documentation to the Faculty for Medical Leadership & Management for re-accreditation of our Foundation Programme.
- Developing and submitting documentation to gain accreditation for our Aspiring Leaders and Intermediate Leadership programmes.
- Developing training for those conducting assessment centres to ensure a consistent approach across SAS – this will be implemented in 2026.

SECTION 3.5 EQUALITY, DIVERSITY AND INCLUSION

3.5.1 Legislative context

The Equality Act 2010 created a requirement for public authorities, including Scottish Ambulance Service, to meet the public sector equality duty to have due regard to eliminate discrimination, advance equality of opportunity and foster good relations. The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 list the obligation to report progress on mainstreaming the public sector equality duty and to report progress on equality outcomes work every two years. Every four years there is a requirement to develop and publish new equality outcomes. All of our key reports were published at the end of April, as detailed below:

- 1) Mainstreaming Report (2025-29)
- 2) Equality Outcomes (2025-29)
- 3) Gender Pay Gap Report (2025)
- 4) Equal Pay Statement (2025)
- 5) Equality Monitoring Report (2025)

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The purpose of these reports is to provide examples of how our activities demonstrate we are building equality and diversity in to all that we do. This work aligns with the requirements of the public sector duty to: eliminate discrimination, advance equality of opportunity and foster good relations. Reference is also made to a number of activities to illustrate how our work contributes to reducing health inequalities.

A key element of the mainstreaming report is to illustrate how employee information is gathered and used to support change and improve outcomes for our workforce. Therefore, the annual workforce equality monitoring report 2024/25 and equal pay information are referenced in the reports.

The recent Supreme Court judgement in regard to transgender citizens of the UK has required a major review to be undertaken across all employment sectors in the UK into how transgender colleagues should be treated. SAS, in line with our sister NHS Boards, is currently awaiting further EHRC updated guidance on this matter. In the meantime, we are undertaking an internal review to ensure that our transgender colleagues continue to be treated with fairness, equity and understanding.

3.5.2 Sexual Safety Programme Update

The Workforce Equality Monitoring Report 2024/25 referred to the Service being a key partner across AACE, NHSS and other emergency services in implementing the Reducing Misogyny Improving Sexual Safety work. A major focus on the EDI agenda this year has been on reducing misogyny and improving sexual safety in SAS. The latest update is detailed below:

- The sexual safety policy has now been approved and is available on @SAS. The policy has been created with reference to the Once for Scotland Bullying and Harassment policy and the Once for Scotland Sexual Harassment Guide.
- We are working on the development of an all-staff online learning session/module which focuses on preventing sexual misconduct, reinforcing expected behaviours and how to 'Speak Up' and challenge inappropriate behaviour. This will complement the existing TURAS module 'Sexual Harassment for Line Managers'
- Sexual Safety Workshops are ongoing, in conjunction with Police Scotland. Several of our staff attended the sessions and we are gathering feedback to ensure that the sessions are meaningful and productive. These workshops are timetabled throughout the year and time is being provided by means of TOIL to allow attendance.
- We are in the process of creating a structured guidance document for students and university contacts to refer to if they have experienced or witnessed sexual misconduct whilst working with us.
- The sexual safety learning and development plan is updated regularly
- We are engaging with universities and have attended a recent Scottish Collaboration of Paramedic Education (SCoPE) meeting to discuss the sexual safety of students whilst on placement within the Service
- We have launched an @SAS page dedicated to reducing misogyny and sexual safety at work. A communications plan has been produced to promote this across the Service. It includes relevant guides, links and contacts for support (e.g. TASC).
- The sexual safety communication and engagement plan is updated regularly.

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3.6 COMPLIANCE

3.6.1 Health and safety update

The Service remains committed to achieving and maintaining consistently high standards of health and safety compliance. Monitoring these standards is a fundamental aspect of the H&S work programme which enables the Service to comply with its statutory and mandatory requirements. Auditing health and safety compliance remains a key performance measure, and the new audit window has commenced for this financial year, and we will be using the new EVOTIX system which will allow better data analysis. We are continuing to train all managers on how to clear tasks raised on the system and have introduced the escalation process whereby Heads of Service are notified if the actions are not completed in a timeous manner.

The new Fleet Workshops audit is now live, and H&S team will continue to train the workshop staff how to complete this audit. Feedback on the new system has been largely positive as people get used to the new system.

There has been 1 Health and Safety Executive (HSE) involvement this reporting period that was in relation to an investigation they were carrying out, we have co-operated and provide the information they required, and we expect no further contact from them.

Accidents

The H&S team continue to work with the Risk Manager to iron out any issues that are highlighted on the In Phase system.

The team continue to review every H&S incident that is reported on In Phase and quality control the information at point of entry to ensure that it is in the correct category, e.g. RTC's are not being reported as vehicles issues when it is clearly an RTC.

RIDDOR

There were:

- 6 July (this includes 4 patient handling, 1 other handling, 1 slip/trip/fall,)
- 12 August (this includes 9 patient handling, 2 other handling, 1 slip/trip/fall)
- 22 September (this includes 12 patient handling, 2 other handling, 1 sharps/needlestick, 5 slip/trip/fall and 2 patient RIDDORs (1 fall from height and 1 slip/trip/fall))

Face Fit Testing

The RPE group has now ceased to exist and will become part of the BAU in the Infection Prevention and Control (IPC) committee. 3 full time permanent face fit testers are now recruited, and Staff on redeployment and light duties have been trained by the face fit trainer from NRRD. All staff are now on the list and will be face fit tested as they become non-compliant. Face fit testing has transferred over to the Head of IPC and will be reported against in future IPC papers. Face fitting will also include fleet workshops where there is a requirement to wear FFP2.

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