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Public Board Meeting	**25 September 2024**
	Item No 12
THIS PAPER IS FOR DISCUSSION	
HEALTH & WELLBEING UPDATE	

Lead Director Author	Graeme Ferguson, Deputy Director of Workforce Alison Ferahi, Head of Organisational Development & Wellbeing
Action required	The Board is asked to **discuss** the Health & Wellbeing update.
Key points	This paper provides oversight and assurance to the Board on the progress of health & wellbeing by outlining the planning and work that has taken place during this reporting period. Key points include: • The Health & Wellbeing Strategy (2024-27) was approved by the Board on 31 July 2024. Initial progress against Year One of the Health & Wellbeing Roadmap is included in the update. Wellbeing resourcing is an issue regarding delivery of the strategy, however given the tight financial climate we are unable to fund additional wellbeing posts at this time and require to consider and develop alternative ways to deliver the strategy in the short-medium term. A paper will be presented to the Executive Team detailing these plans for discussion by end of October 2024. • TRiM referrals have reached 318 since June 2023. A review of our TRiM licence will be undertaken to ensure that it still meets our requirements and offers best value. • 'Healthy Culture Week' 2024 was received positively by staff and reached to approximately 13% of the workforce. Sessions from our Staff Networks, demonstrating stories of lived experience, were most impactful. A snapshot poll of SAS being a 'great place to work' is included. • Feedback received following our Partnership Conferences was positive and included the themes of wellbeing, workplace psychological safety and overcoming barriers to effective partnership working.

	- Comparative data is provided for our iMatter Staff Survey 2024. Qualitative feedback has also been obtained through staff responses to our lowest performing areas within the survey. - The next phase of work for our cultural development workstream will involve the Executive Team Development Session (Sept 2024) and the design and development of our quarterly staff pulse surveys. - Our leadership development programmes remain on target, with a pilot programme for intermediate-level managers to be trialled during the next reporting period.
Timing	The Health & Wellbeing Strategy 2024-27 was approved at the July 2024 Board Meeting. Progress updates for the practical implementation of the strategy is discussed at the Staff Governance Committee & National Partnership Forum throughout the lifespan of the strategy. Bi-monthly health & wellbeing updates have been discussed at the Board since May 2022.
Associated Corporate Risk Identification	Risk ID 4636 – Health and wellbeing of staff This paper and associated activity aims to mitigate against the corporate risk of the health and wellbeing of staff affected.
Link to Corporate Ambitions	This paper relates to the following Corporate Ambition: - 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 in the Health & Wellbeing Strategy to support, nurture, 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.

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SCOTTISH AMBULANCE SERVICE BOARD

HEALTH & WELLBEING UPDATE

GRAEME FERGUSON, DEPUTY DIRECTOR OF WORKFORCE
ALISON FERAHI, HEAD OF OD & WELLBEING

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SECTION 1:   PURPOSE

This paper provides an update of health and wellbeing activity over the last reporting period to September 2024.

SECTION 2:   RECOMMENDATIONS

The Board is asked to **discuss** the Health & Wellbeing update.

SECTION 3:   BACKGROUND

Our Health & Wellbeing Strategy 2024-27 builds upon the approach of its predecessor, which was developed during the global pandemic. It is based on a solid and growing evidence base of the need to prioritise the health and wellbeing of our workforce. The preceding strategy was subject to an internal audit by KPMG in 2023, with several areas of best practice and future recommendations highlighted by the findings of the audit. These have been incorporated into the Health & Wellbeing Strategy 2024-27, which was approved by the Board on 31 July 2024.

SECTION 4:   DISCUSSION

4.1   What is the data telling us and how are we measuring it?

4.11   Trauma Risk Management (TRiM)

TRiM continues to provide support to our staff that have been exposed to traumatic events. Referral figures have now reached 318 since the launch of the scheme in June 2023. Of these referrals 140 have been from the West Region, 112 from the East Region, 57 from the North Region, 11 from National Operations.

There has been a total of 53 onward referrals to Occupational Health. A full breakdown of referrals in included at Figure 1.

Figure 1. TRiM - Referrals Since Launch in June 2023

Month	Number of Referrals	Total
July 2023	15	15
August 2023	18	33
September 2023	19	52
October 2023	23	75
November 2023	26	101
December 2023	24	125
January 2024	32	157
February 2024	19	176
March 2024	43	219
April 2024	21	240
May 2024	37	277
June 2024	17	294
July 2024	24	318

Our current TRiM licence is due to be reviewed by November 2024. Work is currently underway to ensure that this remains suitable for the Service's requirements and that it offers best value.

4.12 'Healthy Culture Week'

Our second Healthy Culture Week was held from 17 June to 21 June 2024.The main theme was Equality, Diversity and Inclusion (EDI), with 13 events taking place across the week. Event planning was aligned with the EDI Steering Group and the trajectory of work currently being undertaken by the Service's EDI Lead.

Support to our 5 Staff Networks is one of the enabling objectives to the 'Healthy Workplace' theme of our H&W strategy, and these were invited to deliver sessions based on issues that are important to their membership. These sessions included:

- Proud@SAS - 'Safe Spaces for Clumsy Conversations'
- Ethnic Minority Forum - 'Is it enough to not be racist?'
- Armed Forces Network- Information for Managers and Staff
- Disability Network – 'Becoming More Disability Confident'
- Gender Equality Network – 'Improving Sexual Safety in the Workplace'.

Supplemented by guest speakers and additional workshops delivered by the OD Team, 13.5 hours of material was delivered throughout the week. This was accompanied by a 'virtual crew room', open for over 10 hours with an aim to connect colleagues from across the country that may not have met before. Most sessions were recorded, allowing Staff to stream sessions at a later date. This service proved to be popular, with an increase in the number of streams when compared to Healthy Culture Week 2023.

Comparative footfall is included at Figure 2.

Figure 2. Healthy Culture Week - Comparative Footfall Data

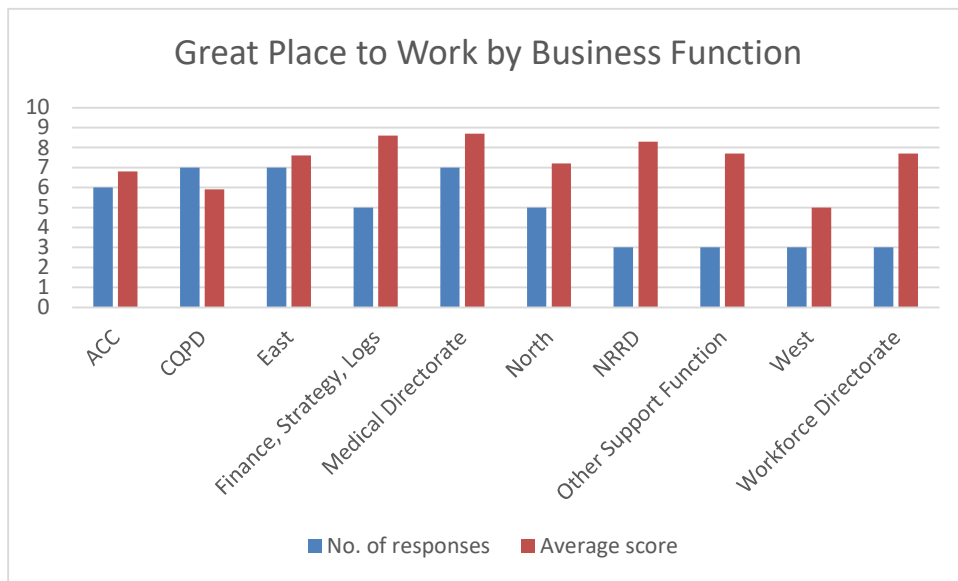| Healthy Culture Week	2024	2023
Attendees	436	407
Streaming views	425	173
Total engagements	861	580
Workforce (6,632 staff)	13.0%	8.7%

Whist footfall alone does not signify cultural change, the Health & Wellbeing Roadmap 2024-25 set a target to exceed the Healthy Culture Week attendance levels from 2023. The increased participation reflects the growing importance of Healthy Culture Week as a core component, and it highlights the rising support from our staff.

We sought feedback from the 436 staff members who attended the live sessions, with 49 participants responding (an 11.2% return rate). The feedback survey assessed session effectiveness and included both qualitative and quantitative questions on SAS as a great place to work. The average scores for these categories (with a highest possible score of 10.0) are as follows, with comparative figures from 2023 in parentheses:

- Effectiveness of sessions – 8.8 (9.3)
- SAS as a great place to work – 7.4 (6.7)

A breakdown of scores for SAS as a great place to work by business function is provided at Figure 3. Gathering this data will help inform where we can best focus future support to improve how staff feel about SAS being a great place to work.

Figure 3. Healthy Culture Week – Great Place to Work: Average Scores by Business Function

A breakdown of scores for SAS as a great place to work, mapped against time served within the SAS, is provided at Figure 4.

Figure 4. Healthy Culture Week – Great Place to Work: Average Scores by Time Served
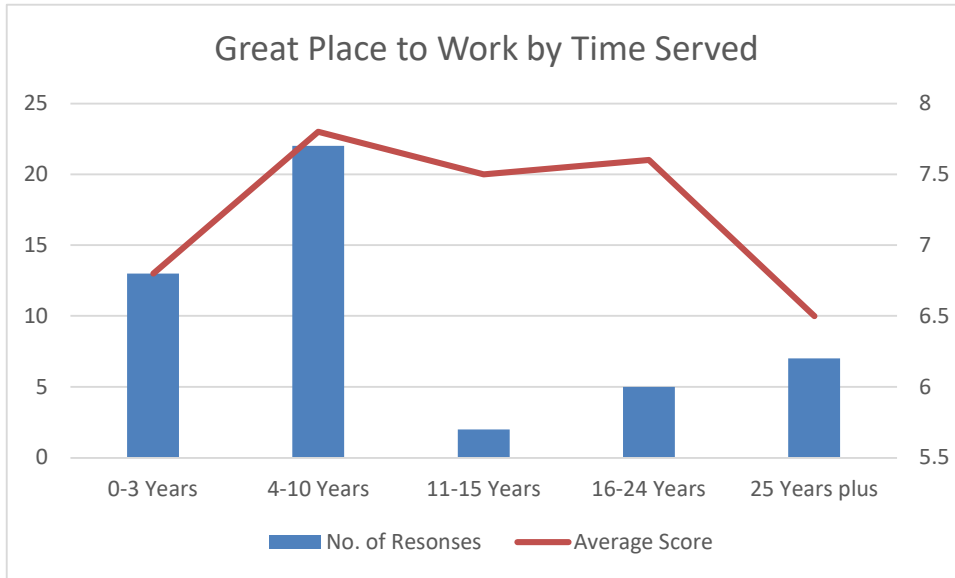
The greatest number of responses were from staff who had been in our organisation for 4-10 years followed by 0-3 years with averages scores increasing the longer time served in SAS. Average scores are consistent between 4-10 years and 16-24 years served with a decline in scores after 25+ years served.

A comprehensive list of data relating to all staff responses is included at Appendix One.

Cultural development is included as a key theme within the annual delivery plan of the Organisational Development Team. Work will continue during the next reporting period to understand and align strategic intent with organisational context. This will commence with the Chief Executive's Culture Development Session on 23 Sept 2024, which will influence our trajectory for this workstream as an organisation.

4.13   Partnership Conferences

Data captured from the 3 Partnership Conferences, held in May and June 2024, has provided useful insight into some of the themes of our Health & Wellbeing Strategy. A full report has been published on @SAS which can be found here.

The conference included two interactive workshops:

- **Growing a Positive Culture Through Psychological Safety**, Provided participants with an in-depth exploration of psychological safety and its significant impact on workplace culture. Attendees identified barriers and enablers to psychological safety and collaborated on creating a positive culture through partnership working. The session concluded with a commitment to fostering a psychologically safe environment.

- **Resilience and Wellbeing**: **Supporting Our Workforce**. Focused on understanding resilience, identifying stressors, and developing strategies to enhance resilience within

the workforce. Participants left with a commitment to fostering a supportive environment for employee welfare.

Sticking points. Participants were also asked to identify 'sticking points' during the conference. These were issues that were perceived as hindering effective partnership working. Examples of the responses included:

> *"Lack of training for managers. Most managers in Service are clinicians who have been promoted and never trained in management techniques. Made to figure it out for themselves".*

> *"Inability to release staff to attend and be heard on national groups".*

> *"Communication from top down. Convenors don't seem to communicate with their reps and regional partnership forum don't communicate with region. Results in double working or no working as all got different info".*

> *"Leaving issues too long until they are so much bigger! Should be working collaboratively as early as possible!"*

> *"A lack of understanding of who is responsible for decision making and workloads"*

> *"Lack of coordination and communication between Trade Unions and Staff as well as between regions. Regions seem to do things differently despite having one service and we should be doing things together".*

In response to the sticking points, action plans were developed by groups to find solutions at a local level These themes have been captured and will form the basis of future development work to improve the effectiveness of partnership working.

General feedback. General feedback focussing on highlights from the conference included:

> *"Being able to highlight the reality of working on the font-line in the breakout groups".*

> *"Opportunity to network in person with colleagues locally and nationally and be in the same space".*

> *"Excellent discussions and common themes".*

> *"Information sharing and future plans for the organisation and partnerships".*

> *"Breakout sessions and opportunity to see people in person".*

> *"The joint/partnership working and networking".*

> *"Conference was very well coordinated, and conversations were free-flowing and refreshing".*

> *"Being able to have conversations with staff no matter their position in the service".*

> *"Gaining shared understanding with Partnership colleagues".*

> *"Positive interaction and good content".*

4.14   iMatter Staff Survey

Our annual iMatter survey, was live from 28 May to 18 June 2024, achieving a 59% response rate, with reports published on 19 June 2024. The Action Planning stage concluded on 14 August 2024.

Annual comparison. Figure 5 presents comparative data from the past four years of surveys, highlighting response rates, Employee Engagement Index (EEI) and action plan completion rates.

Figure 5. Comparative iMatter Data 2021 – 2024

	2024	2023	2022	2021
Response Rate (%)	59	56	52	60
EEI	66	67	67	65
Action Planning Rate (%)	67	71	62	41

This year, we saw a 3% increase in response rate, rising from 56% in 2023 to 59% in 2024. However, our employee engagement index, dropped by 1 in the last year from 67 to 66 and our action planning completion rates decreased by 4%.

Highest performing areas. Figure 6 displays those areas of the survey that reflected our highest performing results, again with comparative analysis over the preceding 3 years.

Figure 6. Comparative Data: Highest Scoring iMatter Components 2021 – 2024

2024	2023	2022	2021
I understand how my role contributes to the goals of the organisation			
78	79	78	78
I would be happy for a friend or relative to access services within my organisation			
70	72	71	70
I would recommend my organisation as a great place to work			
65	66	66	65
I get the help and support from other teams and services within the organisation to do my job			
65	66	66	65

Despite challenges faced by system pressures, we continue to excel in our highest performing areas, with strong employee satisfaction in understanding the impact of their roles, confidence in our services, pride in recommending SAS as a workplace, and effective team collaboration.

Lowest performing areas. Figure 7 'My Organisation' reflects our ongoing efforts to address historically low-performing areas over the past four years. We are committed to responding to feedback and implementing positive changes, particularly in relation to enhancing decision-making involvement, Board visibility, trust, and performance management.

Figure 7. Comparative Data: Lowest Scoring iMatter Components 2021 – 2024

2024	2023	2022	2021
I feel sufficiently involved in decisions relating to my organisation			
43	45	46	45
I feel that Board members who are responsible for my organisation are sufficiently visible			
43	44	46	44
I have confidence and trust in the Board members who are responsible for my organisation			
49	50	51	50
I am confident performance is managed well within my organisation			
49	50	50	49

Whilst the percentages for 'My Experience as an Individual' and 'My Team/Direct Line Manager' components of the survey have remained relatively stable, there is a subtle decline in how individuals feel about their involvement in decision-making at various levels. Figure 8. illustrates these changes from 2023 to 2024.

Figure 8. Individual & Team Components

My Experience as an Individual	2024	2023
I am clear about my duties and responsibilities	86	86
I get the information I need to do my job well	74	74
I am given the time and resources to support my learning growth	56	56
I have sufficient support to do my job well	69	70
I am confident my ideas and suggestions are listened to	62	63
I am confident my ideas and suggestion are acted upon	58	60
I feel involved in decisions relating to my job	57	59
I am treated with dignity and respect as an individual	76	76
I am treated fairly and consistently	72	73
I get enough helpful feedback on how well I do my work	59	60
I feel appreciated for the work I do	63	64
My work gives me a sense of achievement	79	81
My Team / My Direct Line Manager		
I feel my direct line manager cares about my health and well-being	79	79
My direct line manager is sufficiently approachable	82	83
I have confidence and trust in my direct line manager	78	80
I feel involved in decisions relating to my team	66	67
I am confident performance is managed well within my team	67	69
My team works well together	77	79
I would recommend my team as a good one to be a part of	78	80

Two additional questions regarding raising concerns have been included in the iMatter survey since 2023 with comparative data for 2023 and 2024 shown in Figures 9a and 9b.

Figures 9a & 9b. Raising Concerns Comparative Data 2023-24

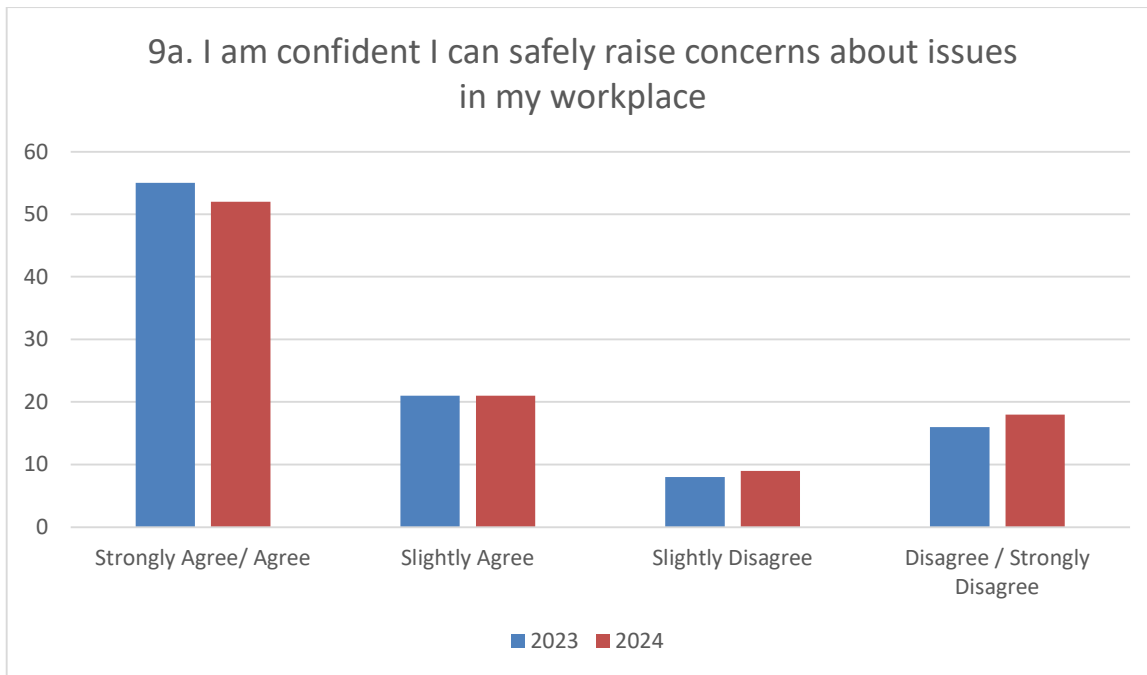9a. I am confident I can safely raise concerns about issues in my workplace

Figure 9a shows a slight decline in the numbers of staff who strongly agree or agree and a slight increase in those who slightly disagree, disagree or strongly disagree.

9b. I am confident that my concerns will be followed up and responded to
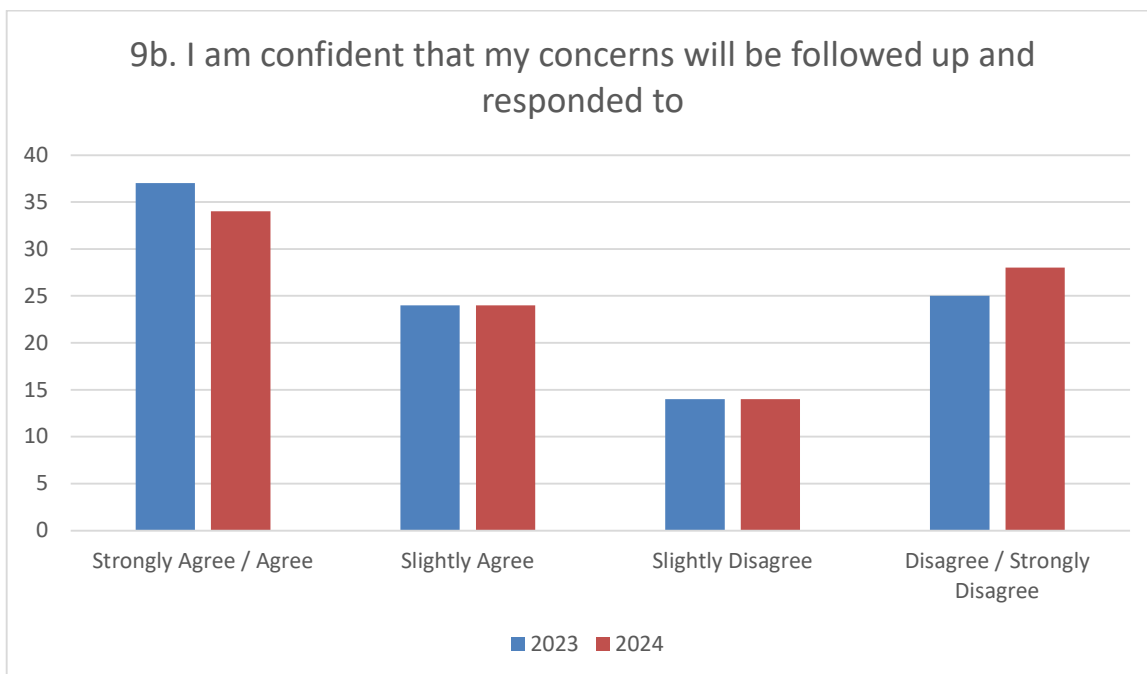
Figure 9b shows a similar picture with a small reduction in the number of staff who strongly agree or agree and a small increase in those who disagree or strongly disagree.

As agreed at the Sept 2023 Board meeting, we agreed changes to our communication strategy in how we would respond to the iMatter 2024 survey. We announced through the Chief Executive's weekly update that we would conduct a follow-up survey to gather more context around the results, particularly concerning the ''My Organisation' category.

We requested qualitative feedback from staff to expand on the two lowest scoring areas, our highest scoring area, and to gather suggestions for improving communication and engagement across SAS. The questions that we asked as part of this survey are included for reference at Appendix Two.

In response, 118 colleagues provided feedback. While some responses were hard-hitting, others acknowledged the need for change and offered constructive solutions. Key themes included:
- Cultural improvements at a local level
- Better career management
- A greater understanding of the strategic picture
- Assistance in moving away from teams working in Silos
- Parity of treatment for scheduled care and unscheduled care staff
- Round-the-clock Team Leader coverage
- Genuine and sincere staff appreciation
- Improvements to relief working system
- Communication improvements to foster inclusivity at all levels of key decisions.

We recognise that response bias may be present, as those with strong feelings are more likely to respond. It is important however to also consider what has remained 'unsaid' by those whose experiences have been positive.

4.15   Future Pulse Surveys

Building on the themes raised in the follow-up survey, quarterly pulse surveys will shortly commence across the organisation. These will gather both qualitative and quantitative data to provide further context to our annual iMatter responses. Design and development work has already commenced with rollout anticipated during the next reporting period.

This action also addresses finding 2.4 of the Health and Wellbeing Internal Audit (2023); *"There are currently no targeted periodic surveys to help the Service understand how staff are feeling in relation to their health and wellbeing"* and resulting management action: *"We will carry out a focused survey on a periodic basis to better understand health and wellbeing issues and provide them with the support they need. Based on the survey outcome, appropriate corrective actions will be established and monitored to ensure successful completion".*

4.16   Leadership Development

During this reporting period, the leadership programmes progressed as follows:

- **Aspiring Leaders Development Programme (ALDP)**
  - Five tutorials have been delivered since June 2024.
  - ALDP 24-1 is currently ongoing with 37 participants
  - ALDP 24-2 is tentatively scheduled for 20 Nov 2024 - Apr 2025.

- **Foundation Leadership Management Programme (FLMP)**
  - Seventeen tutorials have been delivered since June 2024.
  - FLMP 23-2 is ongoing with 24 participants; 14 are on track, while 10 are delayed.
  - FLMP 24-1 is ongoing with 37 participants; 22 are on track, while 15 are delayed.
  - FLMP 24-2 is scheduled to commence from 10 Sep 2024 - Aug 2025.
  - The Graduation Masterclass took place on 21 Aug 2024.
  - A midpoint review of the FLMP is underway, including content revisions and the transition of instructional materials to TURAS.

- **Intermediate Leadership Management Programme (ILMP)**
  - A pilot of the future ILMP is scheduled to commence in September with 7 participants. Feedback will be gathered upon completion.

- **Leading for the Future (LftF) - Senior Management Leadership Development**
  - The Service submitted five applications for LftF Cohort 14, with four of these accepted for the programme that will commence in September 2024.

4.2   What we are doing, by when, with clear targets/ milestones and progress update.

'Staying Well' our Health & Wellbeing Strategy 2024-27 was approved by the Board at their July 2024 meeting. The final version of the strategy can be viewed here.

A Health & Wellbeing Roadmap has been developed for Year One of the Strategy 2024-2025 for the 3 key themes of Healthy Mind, Healthy Body and Healthy Workplace with targets and deadlines and the first progress update highlighted in Figure 10.

The Roadmap is a working document that will be kept under constant review reflecting changing operational, system and resourcing pressures throughout 2024-25 and making any necessary adjustments to prioritisation as required. Figure 10 provides the first progress update, however priorities on the roadmap are likely to change. The current financial climate means we are unable to fund additional wellbeing posts at this time and require to consider and develop alternative ways to deliver the strategy in the short-medium term. A paper will be presented to the Executive Team detailing these plans for discussion by the end Oct 2024.

Figure 10. Health & Wellbeing Roadmap Year One 2024-25

HEALTHY MIND	Promote mental wellbeing and resilience to enable colleagues to effectively manage stress, cope with challenges, and thrive in their personal and professional lives.

No	Action	Target	Due Date (End of)	Progress Update	BRAG
1	Deliver annual CPD event open to existing TRIM assessors & co-ordinators	Minimum of 30 co-ordinators/ assessors attending	Q1	CPD event held on 21st June with 36 assessors and co-ordinators in attendance.	(blue)
2	Advanced TRIM Practitioner training delivered	Minimum of 5 assessors trained	Q1	6 assessors trained 4&5 June 2024.	(blue)
3	Conduct intelligence led and targeted service location visits by the combined OD & Wellbeing Team.	5 combined visits per quarter	Q1-4	Visits have been unable to be prioritised due to capacity issues in Wellbeing Team.	(yellow)
4	Undertake a TRiM pulse survey for users of the system	Satisfaction level >70%	Q2	Survey will be conducted Q3 between other scheduled surveys.	(yellow)
5	Develop awareness, training & support mechanisms for suicide prevention	Launch Q2, reach >25% of workforce by Q3 and >75% by Q4	Q2	Behind schedule but will be prioritised for Q3.	(yellow)
6	Develop & establish an interactive wellbeing hub on @SAS including a manager's toolkit	Launch by target date. Number of interactions to be recorded.	Q2	Will be dependent on funding identified this financial year.	(yellow)
7	Recruit an additional 30 TRiM assessors	30 staff recruited and trained. Increase in TRiM assessment uptake rate.	Q3	Will be dependent on funding identified this financial year.	(green)
8	Explore feasibility of further mental health rehab pathways in Partnership & via invest to save initiatives	Feasibility study complete with recommendations to take forward to Year 2 of the strategy	Q3	Initial work commenced to explore further.	(green)
9	Further develop wellbeing networks by locality & Region encompassing wellbeing facilitators	Number of wellbeing networks to expand by 20%	Q4		(green)
10	End of year baselining of data	↑ TRiM referrals & staff satisfaction survey scores ↓ sickness absence, overtime cover for mental health absences	Q4		(green)
11	Develop SMART targets for Year 2	Stretch targets set from baseline data	Q4		(green)

	HEALTHY BODY	Promote physical health & wellbeing with an emphasis on prevention and early intervention.

No	Action	Target	Due Date (End of)	Progress Update	BRAG
12	Develop a virtual health & wellbeing suggestions box to capture staff ideas	Initiative implemented & being used by colleagues	Q2	MS form designed and virtual box launch to be scheduled as appropriate within comms plan.	
13	In conjunction with partner organisations, deliver best practice information campaigns targeting physical health	Benchmarking complete Q2 with information campaign commencing Q3.	Q3	Work initiated with Public Health Scotland to utilise NHS Inform for physical health campaigns. We also receive regular comms from IPRS to be scheduled into Wellbeing Hub work.	
14	Benchmark physical health initiatives with other AACE Ambulance Trusts & implement initiatives proven to be effective.	Benchmarking complete by Q2 and initiatives introduced within Q3&4.	Q4	Initial work commenced to benchmark physical health initiatives with AACE Ambulance Trusts.	
15	Introduce a Wellbeing Check to assist line managers in facilitating wellbeing conversations across all roles in the Service	Initiative integrated and accepted as business as usual.	Q3-4	Wellbeing Check designed for use as part of the Health Passport that will be launched following appropriate approval.	
16	Provide access to staff led health passports to facilitate reasonable adjustments to the workplace		Q3-4	Health Passport in development & to be approved at appropriate groups prior to launch across SAS.	
17	Further develop wellbeing networks by locality & Region encompassing wellbeing facilitators	Number of wellbeing networks to expand by 20%	Q4		
18	End of year baselining of data	↓ in sickness absence and overtime cover for physical health reasons ↑ in staff satisfaction survey scores	Q4		
19	Develop SMART target for Year 2 of the Health & Wellbeing Strategy	Stretch targets set from baseline data	Q4		

	HEALTHY WORKPLACE	Create the climate for our people to enjoy coming to work and the Scottish Ambulance Service to be a great place to work.			

No	Action	Target	Due Date (End of)	Progress Update	BRAG
20	Launch new corporate induction programme for our employees	Initiative integrated and accepted as business as usual	Q1	Corporate induction programme launched in Q1 and content will continue to be reviewed with feedback received	(blue)
21	Continue to deliver our Aspiring Leaders & Foundation Leadership & Management Programmes throughout 2024-25	Quantifiable increase in knowledge through evaluation survey	Q1-4	Leadership programmes are running to schedule as highlighted in Section 4.16 of this update.	(green)
22	iMatter staff survey delivered for 2024	iMatter survey live May 2024 to action plan development August 2024. Board response by Q3.	Q3	iMatter survey cycle complete with follow up questionnaire conducted to gather more information regarding highest & lowest scoring dimensions.	(green)
23	Continue to deliver leadership introduction training to NQPs on their bespoke induction package.	Deliver at each NQP induction programme throughout 2024-25	Q1-4	Two leadership sessions delivered to Q2.	(green)
24	Create awareness of Leadership & Management CPD opportunities through a monthly CPD newsletter.	Deliver a minimum of 12 newsletters annually	Q4	CPD newsletters commenced in July 2024.	(green)
25	Deliver Healthy Culture Week 2024	Deliver sessions from all staff networks. Reach to exceed 2023 level of 8.7% of workforce	Q1	A successful Healthy Culture week ran from 17 – 21 June 2024 with reach increasing to 13% of workforce.	(blue)
26	Deliver Equality, Diversity & Inclusion 'Time to Learn' sprints and 'Civility saves lives' CPD sessions	Targ et of 2 sessions per month throughout 2024-25	Q4	Sessions commenced in Q1 and 6 sessions delivered to date.	(green)
27	Develop a short life working group to target actions to increase Turas appraisal completion rates.	Short life working group formed by Aug 2024 with recommendations identified and developed throughout 2024-25.	Q4	Short life working group formed and first meeting held on 20 August 2024.	(green)
28	Conduct intelligence led and targeted service location visits by the combined OD & Wellbeing Team.	5 combined visits per quarter. Promote staff networks, Equality, Diversity & Inclusion, Psychological safety and Civility saves lives	Q1-4	Visits have been unable to be prioritised due to capacity issues in Wellbeing Team.	(yellow)

29	Deliver health & wellbeing/culture pulse surveys	Quarterly pulse surveys conducted to supplement current staff survey as per internal audit recommendation.	Q3-4	Additional pulse surveys will commence from Q3.	
30	Develop a framework for our managers to promote knowledge, skills and behaviours required when working with their people	Framework integrated into our leadership development programmes and CPD.	Q3-4	Framework is in development.	
31	Deliver quarterly 'Culture Club' forum to share and cross transfer best workplace practices	Increase in attendees quarter on quarter	Q1-4	Healthy Culture Week was first forum of 2024-25 and second meeting scheduled for 28 August 2024.	
32	Deliver Action Learning Sets as part of leadership development for our middle manager cohort.	Pilot up and running Q2 with monthly action learning sets thereafter.	Q2-4	Action learning set is commencing with pilot group of middle managers 11 September 2024.	
33	Creation of our Leadership Academy to provide support and development for all levels of leaders within SAS.	Creation of a Leadership Academy that hosts resources, actively promotes and signposts activities, events and opportunities for leadership & management development.	Q4		
34	End of year baselining of data	↑ in knowledge of attendees undertaking leadership & management development. ↑ in appraisal completion rate & staff survey scores. Quantifiable feedback from CPD sessions.			
35	Develop SMART targets for Year 2	Stretch targets set from baseline data			

The following BRAG colour coding key relates to the achievement of targets within the Health & Wellbeing Roadmap 2024-25:

	Milestone Achieved/Complete
	Milestone not achieved
	Milestone behind schedule or incomplete
	Milestone on track for completion

APPENDICES:

Appendix One - Feedback Data from Healthy Culture Week (17-21 June 2024)

Appendix Two - iMatter 2024: Follow-up questions

Appendix One – Feedback Data from Healthy Culture Week (17-21 June 2024)

A total of 49 attendees provided feedback (11.2% return rate)

Q2. How Useful did you find the session? (Highest Possible Score 10)
Mean average = 8.8

Q3. What did you find useful/not useful?

- Learning how to 'push' difficult conversations confidently.
- Having the confidence to speak up and challenge discriminatory behaviour.
- This was an outstanding session and definitely worth while.
- Conversation useful, some repetition as you highlighted but hit the nail on the head when you spoke of a need for it to be "mandatory". Not mandatory perhaps but similar chats in various places would help.
- The different opinions of others and how to approach things
- A great refresher on how to embrace compassion /curiosity within peer groups, to help steer clumsy conversations, in a way that promotes a culture of inclusion and reflective practice.
- Making me think about my own behaviour and how to make positive actions to change the work environment to be more positive.
- I feel that when you say inclusive that's only for certain groups, but not if you are heterosexual, what I mean by this is as a male heterosexual I have to change my opinion as it is seen as always wrong and inappropriate and I keep getting told I have to change, I believe we are all one big human race and should not be segregated by being put in little groups, as this is not helpful or useful.
- Helpful to learn the difference between gender identity and gender expression. The educational video was very helpful, to listen to the views and experiences of others. Again, it's all about compassion, respect and inclusion.
- Useful links were shared in chat.
- Pronouns on your profile in Microsoft 365 - Microsoft Support.
- I thought the topics of conversation were really insightful and it will be useful to utilise the learning from today's session, should I ever be presented with a difficult situation within my workplace/ team.
- Delivered it clearly and provided examples were really helpful. The concepts discussed apply to everyone in some shape or form therefore is super helpful on a daily basis.
- I liked the topic very much and thought the session was useful as it provides an awareness and a different way of thinking.
- What was useful was explaining the insights behind the theory in order to apply to enhancing reflections about colleague interactions in the past and how they can be managed in the future.
- Useful - some tools for chatting: being vulnerable and compassionate in conversations, not being one of the 'mob' by remaining silent when challenging comments happen. Considering some previously acceptable statements e.g. "hello guys" as a catch all, are now outdated, (this

more than anything highlighted the depth of change and review of what is now considered the norm).

- It was very insightful to learn of other colleges experiences.
- I think the life shared experience were a good way to tell our allies on what they need to look out for even more if they get to a situation where they are unsure on how to react.
- The focus on everyone as a collective taking action, and not just assuming that the EMF are for those from a minority background.
- The stories of personal experiences were so powerful and affecting. Having someone talk to you in real time and it being someone from your own workplace, maybe someone you have met makes things very real. much more so than a video.
- Great to hear about the Armed Forces Covenant and the fact SAS is a Gold member.
- More awareness about the role of the AFN.
- Hearing SAS want to support armed forces.
- More clarity on the policy for reservists and information regarding leave for reservists.
- I found this session really helpful and inspiring. We can often get stuck in a rut with professional development and this has encouraged me to keep looking for more opportunities.
- Very informative and lots of useful information that I can actually look into that would benefit my CPD.
- Great session, lots of links to assist in your CPD.
- Didn't realise there were so many different opportunities for CPD
- It was interesting to see all the different ways we can access CPD, however as it was my first introduction to the idea, I struggled to know how it would impact me individually. Obviously this is very difficult to cover with a wide group of people and therefore the topic had to be a little more generic. As a Practice Developer for the ACC, our focus is very much on keeping up my licence with the IAED, so it hadn't occurred to me I could look at CPD elsewhere.
- Provided ideas of where to look for opportunities. I'm interested in the upskilling and the volunteering opportunities.
- Getting a sense of what people's thoughts were on subject that is rarely discussed but on an important aspect of working life.
- Just great to have some open conversation about banter, and remind us about what can be acceptable, and what isn't.
- The content of all the sessions this week have been fantastic and I think they should be introduced as part onboarding/induction training for all new SAS staff, almost like a ""Welcome to SAS, this is our work culture, see how it aligns to our core values - you should feel safe, included and respected - I think this would help new staff embed our values within their professional roles and crew relationships.
- I liked that it was only 30 mins - short and to the point.
- Being able to discuss banter versus bullying highlighted how different people's opinions are which was powerful.
- Useful- that it was more of a casual interactive session.
- Not useful- Could have been longer."
- I liked that it was set up as a discussion. 30 mins felt quite rushed and didn't allow time to fully discuss all questions posed. I think using polls and chat boxes to submit ideas more quickly would have allowed the host to be able to gather all the comments people were making.
- Another opportunity to think and learn...the use of quotes/photos to challenge our perceptions was brilliant.
- I enjoyed hearing from people within the network, what work is going on in this area, aspirations, hearing personal stories.
- Some good discussions on supporting staff with neurodivergence.

Q4. Please consider one thing that you can take away from the session that you will apply to your place of work.

- Other methods of how to approach these conversations.
- Being more vocal and speaking out.
- I feel more empowered to speak up, understand that I might not know the right language or terminology but trusting a gut feeling is okay.
- How to challenge discriminatory behaviour in a non-confrontational way.
- Vulnerability around knowledge.
- Keep trying.
- To question people in a non-aggressive way.
- Knowing that there are so many other people in our organisation who really care about all this stuff - even if I feel on my own calling out something and I feel uncomfortable, just knowing there are so many others who feel the same as I do, will help me find the courage to call out inappropriate behaviours.
- Make me more confident about challenging inappropriate behaviour.
- I have always tried to treat everyone the same and I think that's what we should all strive to do.
- Take this learning and share it with others in the network and also with the allies who we have to ensure that more people have the courage to challenge.
- I'll pop my pronouns into my M365 settings & email signature, to help our organisation adopt a better, more inclusive culture where people are addressed/referred to as they prefer, so everyone feels seen & heard as the individuals they are & not by how others may presume them to be.
- Will probably apply my pronoun to Microsoft profile to do my bit to help 'normalise' this.
- I will be able to deal with future issues, in a calm and appropriate manner, taking into consideration everyone's feelings to ensure that a positive outcome is met.
- Understanding these concepts allowed me to acknowledge what state I am in which I feel strongly that will help me in future situations where my chimp emerges.
- We all have an inner chimp, it's how you deal with it during times of turmoil- 'Do I want to feel like this'? and 'What is the plan'?
- Heightened awareness of underlying causes of staff responses during a conversation or interaction.
- Feeling empowered to find a way to have constructive, compassionate and non-accusatory conversations surrounding this topic and others.
- To stand up for others.
- Will not put label on people.
- I will offer to be an attendee of the forum for my department, and to share the learning amongst my peers.
- That being an ally is the right thing to do.
- How to support reservists.
- How to support my team within this policy.
- The AFN as points of contact for questions on arrangements in place and up and coming arrangements.
- The Policy when supporting members that require support / help.
- Even though SAS support. I can guarantee some local managers won't and will make staff feel they're asking for something they shouldn't, or that they owe something.

- That anyone in the service can join, they don't have to have served in the forces.
- To encourage my peers to look for development opportunities.
- I did not know about upskilling courses and have been funding all my own through open university, I will be looking into these
- I'm going to look at some of the possible course for me.
- I will look at various places in and out with the SAS for CPD opportunities.
- To go looking for courses that pique my interests and that there are some out there which are free.
- This has provided me with information I can share with my team.
- Being mindful of group dynamics where banter might exist and checking in on anyone that might have been on the receiving end of a 'joke' etc, to check for how it landed.
- There is a thin line between banter and bullying. Know your audience, be professional, kind and supportive to others.
- Thinking more about framing conversations to get the best result.
- The variety of answers from different participants shows how different we interpret banter, therefore I will definitely be more mindful in future.
- To gauge my audience when having "banter".
- Does my comment have a place in the workplace? Is there another more generic topic or comment I can make?
- Keep talking...
- To be considerate of the 'adjustability's' required to make my work accessible.
- It was interesting but didn't feel there was enough content to benefit me specifically.
- The standard that you walk past is the standard you accept.
- Never to walk past unacceptable behaviour, try to understand, to help, have a very firm line that is not acceptable to cross.
- Most of us share the same values - we have a workforce with loads of good people who have care, compassion, integrity and empathy. We need to celebrate that more.
- Calmly thinking about what matters to me, my personal values, and how I translate this into reflective practice.

Q5. In your opinion, how would you rate us as a great place to work? (Highest Possible Score 10)

Mean Average = 7.4

Q6. Please say more about your answer to question 5.

- I think senior management require development; a healthy culture begins with them. It's great to provide staff with these sessions but is this actually employed across the organisation?
- Within my team and department, I don't feel that poor behaviour is dealt with as it should. It seems to be ignored.
- Pressure of work. Culture.
- I previously worked in an ambulance service in England for 25 years where the bullying culture was rife, from the top down, SAS is a breath of fresh air.
- We are an inclusive organisation and lets all continue to be kind.

- Loads to do...people so disjointed, very limited "management" experience/structure to support those in those roles. Process to fall back on? Not the clearest. Values - a re-draft to reduce the number and make them about people - how we "be". Many feel they are patient facing.
- I have never had any issues or witnessed anything untoward. I am not patient facing.
- Some ingrained culture, particularly around behaviours like sexism/misogyny. This detracts from my enjoyment of the job sometimes.
- Great job but Healthy culture starts at the top. More challenging in rural areas where inappropriate behaviour can be more one to one therefore more difficult to address when it's someone's word against another. Difficult to challenge when management participate in the " banter".
- I feel as an organisation we have forgotten why we are in this job, it's to help people in need but I feel that we forget about our own staff and just expect them to get on with it. We are very good at putting up posters & having conversations, but don't follow through on promises made.
- I really enjoy working with SAS, the people here are all lovely and approachable. My colleagues and staff from other departments are always happy to support if needed.
- We are not quite there yet in relation to being able to challenge clumsy conversations and also sadly we have some in our management structure who will sit back and not challenge certain behaviours and allow them to go unchallenged. However, with the great work of the OD Team & our Networks we can challenge these non-challenges & turn the Service into a safe space for all.
- Overall SAS is a great place to work. The organisation seems to recognise areas for improvement and targets this, however it all depends on uptake. If staff don't dial in to these learning opportunities then we wont be able to make systemic change and improvement. I wonder if there could be 'train the trainer' or advocates who could reiterate these vital sessions down to those who are not engaging via @sas
- Duplication of work, skill set and experience not being recognised, no/limited work plan.
- Being able to facilitate time to develop for all groups of staff would allow for improved cultures on many different fronts. Achieve this and we are scoring higher.
- I have found over many years the intention for the work environment is admirable, wholly inclusive, supportive and fair. The application of these intentions can be at times sporadic, inconsistent and isolating. I feel sometimes little behaviours are left unchallenged to become larger deeper and embedded so difficult to change. Individuals coming into such cultures would find speaking out about anything virtually impossible for fear of being targeted by some of the 'top dogs'. It's nice to see these changes starting to happen and not just for pride associated topics, but to be fair and inclusive to all equally.
- I enjoy my job, but it is clear we have much work to do to make all feel part of a team.
- I think SAS is a great place to work, lots of different people in the service both frontline and office wise as well.
- Unrelated to this session, but there are very little progression routes for those with a non-clinical background. The cost of living at the moment is at such a rate that those of us without prospects are seeking alternative employment where we can go back to affording a decent lifestyle (requiring higher wages now) even if this means leaving the NHS.
- The support and wellbeing aspects make this service a great place to work.
- The service is ever evolving most of the time in a good way, demand and wellbeing are areas that need to be worked on and I would say that is one of the down sides to working within SAS
- Capacity pressures on individual staff has a detrimental effected on the culture within an area or workplace.
- The management in my area would benefit from the internal leadership course.
- The tops say one thing and the middle says something else.

- I can only answer this to my place of work, which is a great place to work, staff very supportive to each other and visible and approachable managers on base every day.
- After this session I can see how the service is investing in its staff learning opportunities
- Enjoy the patient care, working as a crew. There are various opportunities to learn eg. Turas.
- I get a great sense of fulfilment with my working life @SAS. I get frustrated with various aspects, but I have made this job my own and take a great deal of pride in it.
- The culture at SAS has really improved in the last 5yrs which helps get the best out of the workforce as they are happier & more productive.
- The operating environment can be really, really, tough sometimes.
- SAS is a wonderful organisation to work for. We are really trying very hard to continuously improve and I really value the Healthy Cultures week and other networks to implement these positive changes.
- I haven't been in the organisation very long, but so far the overall culture and environment is inclusive and informative.
- We are learning and developing. There is still a way to go especially for ACC staff who do not get time for engagement sessions and events. They feel forgotten about.
- Relatively new to the organisation but attitudes/perceptions need work.
- I think we have great colleagues who want to be the best we can be, we are on a journey and getting more inclusive - need to get some real focus and traction to make the changes we need.
- I love being a paramedic, for me this is the best job in the world. Having autism and ADHD is what makes me good at my job. I am recently diagnosed. I received incredible support from my ASM/HOS after my diagnosis, and I am grateful for this. Going forward I would like to see neurodivergence ambassadors in the service to support other members of staff, e.g. new employees or existing employees who have recently diagnosed. There was very little on @sas that helped me, or gave clear guidance in how to raise my diagnosis with my manager. I would be keen to see what is in place to support front line staff who are neurodivergent. I would be also be keen in being part of a group that works to improve things for neurodivergent staff. I have been working with the local police and an additional needs charity to hear about the people they support experiences with the emergency service, to also hear about their neurodiversity and what would help the in the emergency situation and we are planning on designing some living well CPD for crews. Finally it would be good to see a spell checker added to the additional comments section of the epacer eprf.
- Huge improvements in recent years, but still a long way to go, especially as a female and a mother.
- This week has highlighted to me the work that is going on to create healthy culture. Prior to this I felt like everything was going to be the way it is forever. I am full of hope now that change is possible.
- We are a great place to work but given the conversation just heard, there is clearly room for improvement, but there are so many good people trying to do the right thing, so we have a great opportunity.
- Great opportunities to serve the public and genuinely, on occasion, save lives. Daily ability to improve the lives of others. However, working here is often at great personal cost, and the sorts of values that we see within the OD/NHQ/Corporate structures are not always replicated within the clinical and operational management structures. It is really difficult, as it sometimes feels like I work for two entirely different organisations, depending on what department I am dealing with.
- This week has shown me a different side to SAS.

Appendix Two. iMatter 2024: Follow-up questions

Follow-up Questions
Q1) I feel sufficiently involved in decisions relating to my organisation a) Can you share the reasons or experiences that influenced your score, feeling sufficiently involved in decisions? b) What specific types of decisions would you like to be more involved in? c) How can we better communicate decision-making processes and outcomes to you?
Q2) I feel board members who are responsible for my organisation are sufficiently visible a) Can you share the reasons or experiences that influenced your score for the sufficient visibility of the board members? b) What actions can the board members take to be more visible to you and your team? c) How often and in what manner would you prefer to have interactions or communications from the board members?
Q3) I have confidence and trust in board members who are responsible for my organisation a) Can you share the reasons or experiences that influenced your score for confidence and trust in the board members? b) What behaviours or actions from the board would help build your trust and confidence in them?
Q4) I am confident performance is managed well within my organisation a) Can you share the reasons or experiences that influenced your score for performance management within the organisation? b) What specific elements of performance management do you feel need more attention or improvement? c) How can the organisation better support you in understanding and meeting performance expectations?
Highest Performing Area: I understand how my role contributes to the goals of my organisation a) Can you share the reasons or experiences that influenced your score for understanding how your role contributes to the goals of the organisation? b) How has this positively impacted your own work? c) What additional information or support could further enhance your understanding of how your role contributes to our goals?
Additional Optional Question: If you could suggest one improvement to our current processes or communication methods, what would it be?
Additional Optional Question: What changes or initiatives do you think would make the biggest positive impact on your 'staff experience' and engagement at work?