



**Scottish
Ambulance
Service**

University National NHS Board



NOT PROTECTIVELY MARKED

Public Board Meeting

**26 July 2023
Item 06**

THIS PAPER IS FOR DISCUSSION

DELIVERING OUR 2030 STRATEGY UPDATE

| Lead Director Author | Michael Dickson, Chief Executive Portfolio Executive Directors Karen Brogan, Director of Strategy, Planning & Programmes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|-----------|-------|-------|-----|-------|---|---|---|--|---|--------------------------------------|---|---|--|--|---------------------|---|--|--|---|-------------------------------|---|--|--|---|-----------------------|---|---|--|---|--------|----|---|--|---|
| Action required | The Board is asked to <ul style="list-style-type: none"> Note the ongoing development of the report to incorporate Board feedback, recognising that work continues on development. Discuss progress in relation to delivery of the 2030 Strategy portfolios. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Key points | <p>The purpose of the 2030 Strategy Portfolio Board update is to</p> <ul style="list-style-type: none"> Provide a high level summary of progress around delivery of the 2030 Strategy Portfolios and demonstrate the impact on delivery of our strategic aims. Provide assurance to the Board that mitigating actions are in place for projects that are not within timeline. Highlight any issues or risks that require escalation to the Board. <p>Overall good progress continues to be made across all portfolios of work.</p> <p>Table 1 – High Level Summary of Project Status</p> <table border="1"> <thead> <tr> <th>Portfolio</th> <th>Green</th> <th>Amber</th> <th>Red</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Integrated Planned, Unscheduled & Urgent Care</td> <td>8</td> <td>3</td> <td></td> <td>1</td> </tr> <tr> <td>Data, Digital, Innovation & Research</td> <td>7</td> <td>1</td> <td></td> <td></td> </tr> <tr> <td>Communities & Place</td> <td>5</td> <td></td> <td></td> <td>5</td> </tr> <tr> <td>Preventative & Proactive Care</td> <td>3</td> <td></td> <td></td> <td>2</td> </tr> <tr> <td>Workforce & Wellbeing</td> <td>8</td> <td>1</td> <td></td> <td>1</td> </tr> <tr> <td>Totals</td> <td>31</td> <td>5</td> <td></td> <td>9</td> </tr> </tbody> </table> | Portfolio | Green | Amber | Red | Other | Integrated Planned, Unscheduled & Urgent Care | 8 | 3 | | 1 | Data, Digital, Innovation & Research | 7 | 1 | | | Communities & Place | 5 | | | 5 | Preventative & Proactive Care | 3 | | | 2 | Workforce & Wellbeing | 8 | 1 | | 1 | Totals | 31 | 5 | | 9 |
| Portfolio | Green | Amber | Red | Other | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated Planned, Unscheduled & Urgent Care | 8 | 3 | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Data, Digital, Innovation & Research | 7 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Communities & Place | 5 | | | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preventative & Proactive Care | 3 | | | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workforce & Wellbeing | 8 | 1 | | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals | 31 | 5 | | 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | |
|---|--|
| | <p>Linking to this, a mapping session has now taken place to show the key links between the 2030 Strategy, Executive Objectives, Annual Delivery Plan and Delivery Mechanisms and how these contribute to NHS Scotland Recovery Drivers, Board KPIs and mitigation of corporate risk. This will also form the basis of the Board assurance framework.</p> <p>There are no issues or risks that require escalation to the Board.</p> <p>The Board should also note the new timelines for Annual Delivery Plan and Medium Term Plan feedback which are included for information.</p> |
| Timing | This paper is presented to the July 2023 Board and is a standing item on the Board agenda. |
| Associated Corporate Risk Identification | <p>4636 – Health & Wellbeing of Staff</p> <p>4639 – Response to a Cyber Incident</p> <p>4638 – Wider System Changes & Pressures</p> <p>5062 – Failure to achieve Financial Targets</p> <p>4649 – Further ESN Slippage</p> |
| Link to Corporate Ambitions | <p>We will</p> <ul style="list-style-type: none"> • Work collaboratively with citizens and our partners to create healthier and safer communities • Innovate to continuously improve our care and enhance the resilience and sustainability of our services • Improve population health and tackle the impact of inequalities • Deliver our net zero climate targets • Provide the people of Scotland with compassionate, safe and effective care when and where they need it • Be a great place to work, focusing on staff experience, health and wellbeing |
| Link to NHS Scotland's quality ambitions | <ul style="list-style-type: none"> • Safe • Effective • Person Centred |
| Benefit to Patients | Patients are provided with the right care, in the right place at the right time, enabling improved outcomes for patients |
| Equality and Diversity | No equality and diversity points to note. EQIA will be undertaken if necessary on commencement of the work. |



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SCOTTISH AMBULANCE SERVICE BOARD

2030 STRATEGY DELIVERY UPDATE

**KAREN BROGAN, DIRECTOR OF STRATEGY PLANNING &
PROGRAMMES**

SECTION 1: PURPOSE

The purpose of the 2030 Strategy Portfolio Board reporting is to

- Provide a high level summary of progress around delivery of the 2030 Strategy Delivery Plans and demonstrate the impact on delivery of our strategic aims.
- Provide assurance to the Board that mitigating actions are in place for projects that are not within timeline.
- Highlight any issues or risks that require escalation to the Board.

SECTION 2: RECOMMENDATIONS

The Board is asked to

- Note the ongoing development of the report to incorporate Board feedback.
- Discuss progress in relation to delivery of the 2030 Strategy portfolios.
- Note the new feedback timelines from Scottish Government for the recently submitted Annual Delivery Plan (ADP) and Medium Term Plan (MTP).

SECTION 3: BACKGROUND

The 2030 Portfolio Boards met for the first time in November 2022, chaired by their respective Portfolio Executive leads. The Portfolio Boards are being supported by a 2030 Portfolio Manager and a Strategy Administrator to develop and ensure high quality, standardised reporting across projects, programmes and portfolios.

It is important to note that reporting is still very much evolving with ongoing support to delivery leads to guide them through the new reporting templates and requirements and the development of detailed impact assessments and performance reporting is also being

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progressed. In supporting the development of the reporting, four of the non Executive Board members have met with the Portfolio Manager and their suggestions are being progressed. An update on the discussion is included within the paper.

SECTION 4: DISCUSSION

4.1 Summary of Progress

Overall good progress continues to be made across all portfolios of work and where there has been impact to delivery timelines due to operational pressures or other factors, mitigating action is in place to reduce slippage and bring those particular projects back on track. An update on the projects is described below.

Table 1 – High Level Summary of Project Status

| Portfolio | Green | Amber | Red | Other |
|---|-------|-------|-----|-------|
| Integrated Planned, Unscheduled & Urgent Care | 8 | 3 | | 1 |
| Data, Digital, Innovation & Research | 7 | 1 | | |
| Communities & Place | 5 | | | 5 |
| Preventative & Proactive Care | 3 | | | 2 |
| Workforce & Wellbeing | 8 | 1 | | 1 |
| Totals | 31 | 5 | | 9 |

4.2 Projects in Other Status

In relation to the ‘other’ category, this relates to projects that are in planning or early scoping with 5 Projects within the Communities & Place Portfolio, 1 in Integrated Planned, Urgent & Unscheduled Care and 1 in Workforce & Wellbeing. These are listed below:

Community Hubs / South Station Delivery

The South Station project has successfully cleared the Initial Agreement (IA) stage, next steps are to progress towards Outline Business Case.

The Community Hub's Project Brief has been created and sent to the PMO for a thorough review of its scope and scale. The objectives of the project are now outlined comprehensively and will link to the South Station key milestones as they are being developed.

Discussions with Scottish Futures Trust have also been held to prepare for the development of a New Project Request (NPR) that will help define the South Station project and underpins the Outline Business case. This is the first step towards creating a binding agreement between the Service and hubCo under the Territory Partnering Agreement, and it sets the standard for measuring project delivery performance. Our next steps include conducting scoping sessions to examine the Stage 1 scope more closely, completing an NPR to identify gaps that need strategic support services, and understanding the cost of Stage 1 development. A Board development session describing this process is being planned for October 2023 in advance of Board approvals.

Community Planning Development

The analysis of the Service's representation in Community Planning Partnerships (CPP) throughout Scotland has been completed.

Of the 32 CPPs across Scotland, 23 have Service representation (72%). The representation varies by region with the East having the highest representation (92%), followed by the West (62%) and the North (57%).

A short life working group is being established to conduct a detailed scoping exercise that will help us better understand current activities within the CPPs and how this can support the Service's strategic priorities. Through surveys and/or interviews we will examine the representative roles in these partnerships more closely to help identify gaps, and areas of opportunity for future development.

Preparation for National Care Service

The newly appointed Deputy Director of Care Quality and Professional Development will lead on the National Care Service (NCS) portfolio on commencement of post. The West Regional Planning Manager has been attending the network of meetings for this work in the interim.

In relation to the NCS development so far, over 200 engagements with people with lived experience and over 100 stakeholder organisations have taken place led by Scottish Government. These co-design efforts will continue through surveys, interviews, and workshops, with the outcomes to be presented at the 2nd National Care Service National Forum in October and the Service will attend this forum.

Anchor Institution Strategic Plan

Whilst it is recognised that NHS Boards are already operating as Anchor Institutions and that many, including the Service, have already built this into our strategic ambitions, boards have been asked by Scottish Government to develop an Anchors Strategic Plan by 27th October 2023. Guidance was issued on 1st June 2023 and a planning workshop is due to be held in August to take this forward. This will then form the basis of the delivery plan for this workstream.

Sustainability (Path to Net Zero) Implementation

The Path to Net Zero strategy was approved by the Board in September 2022 with a detailed action plan agreed by the Board in March 2023. The work on the implementation of this has commenced and the PMO is working closely with the Executive Lead and CERAS group to define key milestones.

Scheduled Care Transformation Programme

A new Scheduled Care Transformation Programme is being established to enable

1. Development of a Scheduled Care strategy
2. Delivery of the ORH Demand & Capacity Review outputs which will see shift patterns optimised across the country and resource realigned to support timed admissions

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3. A full review and implementation of a revised Patient Needs Assessment (PNA)
4. A review and Implementation of Auto plan

A draft programme proposal was submitted to the engine room and approved by the 2030 Steering Group in May 2023.

A detailed plan for the development of the strategy has been drafted for approval at the first Programme Board.

Technician to Paramedic Progression

Extensive research and engagement has been taking place over the last few months to explore potential education routes for progression from Technician to Paramedic.

Positive steps have been made towards finding a solution through an in-depth understanding of the landscape and complexities and extensive strategic engagement endeavours.

These options have been explored in detail in the form of a business case to the Board and further engagement to seek approval to implement the preferred option is being progressed.

4.3 Projects in Red Status for Delivery

There are no projects in Red status for delivery.

Since the last update to the Board the ICCS Project has been successfully implemented.

4.4 Projects in Amber Status for Delivery

Air Ambulance Procurement

The competitive dialogue process has been extended to allow further clarification points from the bidders. The Invitation to Tender (ITT) suite of documents are in the final stages of completion and will be issued on completion of the competitive dialogue sessions. A review of the project plan the impact on project milestones is being undertaken.

Resource Planning Review

The review of Resource Planning paper was due to go to Executive Team on 20th June and has been delayed until 25th July pending review of the new national e-rostering system and interdependencies.

Maternity/Neonatal (Best Start)

There has been a delay in the progression of workforce planning due to capacity issues within the team. A revised work plan will be developed by the end of August 2023

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GRS Timecard Project & Implementation of the APP

This particular project is the development and implementation of an electronic timesheet on the current GRS system to feed the payroll system to reduce the requirements for paper timesheets and the introduction and rollout of GRS App to Mobile Devices.

The App was successfully implemented in December 2022. Following escalation of the technical issues within the supplier organisation, progress has now been made and a fix is now in place for user testing. The Project Plan has now been re-baselined and is being submitted to the Project Board for approval.

Go live will also potentially be dependent on the outcome of decision around implementation of the national e-rostering system. A paper is being presented to the Executive Team at the end of July to agree next steps.

Statutory & Mandatory Training

The revised implementation date of June 2023 for the roll out of the TURAS Learn system has now slipped further. Internally it has been identified that further communication is required with new hire staff.

Completion reporting will be available from go live however at this stage discussions are continuing with NHS NES around a date for compliance reporting.

4.5 Programmes/Projects Back on Track

HCP online booking and NHS 24 Digital Patient Handover and the Resource Planning review are now back on track since the last update to the Board in May 2023.

4.6 Programmes/Projects Closed

The Demand and Capacity Programme has now been closed with the final Programme Board undertaken at the end of June 2023. The Programme Board celebrated the success of delivering this major programme of work and the benefits that this has brought during some of our most challenging times in history. An end of year report has been completed and a benefits evaluation paper has been submitted to Scottish Government for comment.

Roster redesign for the Advanced Practitioners will be progressed as a standalone project and report into the Integrated Planned, Unscheduled and Urgent Care Portfolio Board.

4.7 Portfolio impact on Delivery of Strategic Aims

Our 2030 Strategy and supporting delivery plans aims to

1. Save more lives
2. Improve Health & Wellbeing
3. Reduce Inequalities

Development of additional KPI measures in future reports will bring together the time-based measures alongside new and revised workforce and clinically focused performance indicators as discussed at Board development sessions and reported through the Service Performance and Planning Steering Group.

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Linking to this, a mapping session has now taken place to show the key links between the 2030 Strategy, Executive Objectives, Annual Delivery Plan and Delivery Mechanisms and how these contribute to NHS Scotland Recovery Drivers, Board KPIs and mitigation of corporate risk. This will also form the basis of the Board assurance framework.

4.8 Issues and Risks for Escalation

At this stage there are no risks across any of the Portfolios that require escalation to the Board. All risks are currently being managed through respective portfolio boards or already exist on the Corporate Risk Register. There is however one issue to make the Board aware of which may impact the delivery of the Stroke & Thrombectomy work in the future.

Stroke/Thrombectomy Issue

Whilst the Service's Stroke & Thrombectomy improvement work is on track, it is important to highlight that funding for thrombectomy has been significantly reduced across the breadth of the project which may impact territorial readiness to progress with delivery of the thrombectomy model. The impact is being closely monitored with our partners and our delivery plans will be adjusted and aligned as necessary. The improvement work on stroke however is progressing well.

4.9 Annual Delivery Plan & Medium Delivery Plan Update

The Scottish Government have now provided feedback on the Annual Delivery Plan. Following initial feedback from policy colleagues in the Health Directorates, we have been asked to expand on three keys areas

1. Absence Management within the workforce section.
2. Realistic Medicine
3. Fleet decarbonisation and EMS within climate

An update was submitted on 10th July however it is important to note that not all policy leads provided feedback and it is expected that further informal feedback will be provided w/c 17th July.

Key timeline of events:

| | |
|------------|--|
| 21-27 June | Policy Review 1 - Draft ADP Feedback |
| 30 June | Informal Feedback to Boards |
| 7 July | MTP Plan Submission |
| 10 July | ADP Submission |
| 10-14 July | Policy Review 2 - ADP / MTP Feedback |
| 17 July | Informal Feedback and Discussion with Boards |
| 28 July | Final ADP Submission by Boards |
| August TBC | Formal Feedback to Boards on ADP & MTP |



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Service Board Portfolio Summary Pack

July 2023

Reporting as at 26 June 2023



Portfolio Lead:

Paul Bassett

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Summary

Significant progress continues across the portfolio of work with 8 out of 11 projects/programmes on track and 1 Programme due to commence.

The Demand and Capacity Programme has now been closed with the final Programme Board undertaken at the end of June 2023. The Programme Board celebrated the success of delivering this major programme of work and the benefits that this has brought during some of our most challenging times the Health Service has experienced. All actions have been closed and risks and issues allocated to business as usual activities.

Roster redesign for the Advanced Practitioners will be progressed as a standalone project and report into the Integrated Planned, Unscheduled and Urgent Care Portfolio Board.

In relation to Air Ambulance procurement the competitive dialogue process has been extended to allow for some bidder clarifications and the Invitation to Tender documents is being finalised. A review of the project plan being undertaken.

The review of Resource Planning outcomes and recommendations paper is being presented to the Executive team on the 25th July and will consider the impact of potentially the new national e-rostering system and associated interdependencies.

At the HCP Online Booking Project Board the pilot activity was agreed and due to commence in August to give the new process maximum exposure and learn from the feedback provided before the healthcare system enters 2023/24 winter pressures.

Joint work with NHS 24 continues on the Digital patient handover. The Terms of Reference and Project Brief were reviewed by the Project Board on 15th June with changes to be made ahead of sign off at the next meeting on 20th July. Development work on the NHS24 system. Although the technical aspects are complete from a SAS perspective and there is understanding of the work packages to be delivered, at this stage NHS24 are awaiting detailed design and full project scope from their supplier to assess and authorise build work, testing and go live dates.

A new Scheduled Care Transformation Programme is being established to take forward delivery of a number of key pieces of work that will deliver improvements. Work on developing the strategy delivery milestones has commenced and will be tabled at the first Programme meeting.

Integrated Planned Unscheduled and Urgent Care Portfolio Report – 2030 SG

Portfolio


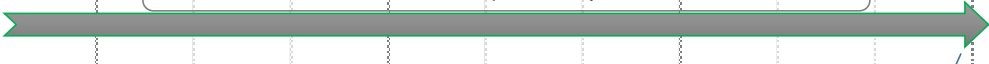

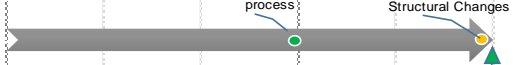

Paul Bassett

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Timeline

| Project / Activity | Start Date | End Date | Project Health | | FY23 / 24 | | | | | | | | | | | | 24 / 25 | | | | | | | | | | | | | | |
|------------------------------|------------|----------|----------------|--------------|-----------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|----|----|----|--|--|--|--|--|--|--|--|--|--|--|
| | | | | | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Q1 | Q2 | Q3 | Q4 | | | | | | | | | | | |
| | | | | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | | | | | | | | | | | | | | | |
| Demand and Capacity | 01/05/19 | 30/06/23 | → | Milestones | Green | <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Outstanding AP Roster design task will be picked up as a separate Project and reported through IPUUC Portfolio Board. </div>  | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Integrated Clinical Hub | 01/03/22 | 31/03/24 | → | Milestones | Green | <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> Milestones added as plan develops 13000 interactions per month by March 24 </div>  | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Air Ambulance Re-procurement | 31/10/21 | 31/10/23 | ↘ | Milestones | Yellow |  <div style="margin-top: 10px;"> 31/08 Contract Award Complete 31/08 - Full Business Case approved by CIG </div> | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Resource Planning Review | 01/09/22 | 31/08/23 | ↘ | Milestones | Yellow |  <div style="margin-top: 10px;"> 31/06 Options Review process 31/08 Implementation of proposed Structural Changes </div> | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scheduled Care | TBA | TBA | → | Milestones | TBA |  <div style="margin-top: 10px; border: 1px solid black; padding: 5px; font-size: small;"> New Project Proposal approved at Engine Room - 17/07 Endorsed at 2030 SG - 23/05 </div> | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | | | | | | | | | | |

Integrated Planned Unscheduled and Urgent Care Portfolio Report – 2030 SG

Portfolio Lead:

Paul Bassett

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Timeline (continued)

| Project / Activity | Start Date | End Date | Project Health | | FY23 / 24 | | | | | | | | | | | | 24 / 25 | | | | 25 / 26 | | | | | |
|-----------------------|------------|----------|----------------|--------------|--|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|------------------|----|----|---------|----|----|----|----|----|
| | | | | | RAG & Trend | Key Controls | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| | | | | | | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | | | | | | | | |
| OHCA | 01/04/22 | 31/03/26 | → | Milestones | Green | <p>30/06 Quality of Resuscitation on scene - test of implementation</p> <p>30/09 Annual Cardiac Arrest Report published</p> <p>31/08 - Analysis of SOE for tCPR measure</p> | | | | | | | | | | | | → Milestones TBA | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | | | | | | |
| Major Trauma | 01/04/22 | TBA | → | Milestones | Yellow | <p>30/06 Develop major Trauma clinical governance structure regionally</p> <p>31/10 - Further develop the clinical structure of the AP in Critical Care Team</p> <p>31/10 - Develop major trauma measures utilising linked patient outcome data</p> <p>31/10 - Further develop patient outcome / feedback processes for ambulance clinicians</p> | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | | | | | |
| Stroke & Thrombectomy | 01/04/22 | TBA | → | Milestones | Yellow | <p>31/05 - Scottish Stroke Care Audit - SAS Submission</p> <p>31/08 - SE QI Project</p> <p>31/09 On-scene diagnosis of Stroke</p> <p>31/10 - NHS24 - SAS Stroke patient re-categorisation</p> <p>01/24 On-scene time reduction</p> <p>02/24 Crew clinical feedback to improve Stroke Care</p> <p>31/08 - Reducing Time to Allocation for HAS</p> <p>31/10 - Stroke enhanced triage video feasibility assessment</p> <p>31/10 - Safe Moving and Handling of HAS Patient programme</p> | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 1 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | |
| | | | | | <p>● In partnership, work with TAG to progress thrombectomy delivery</p> | | | | | | | | | | | | | | | | | | | | | |
| Urgent Care | 01/04/22 | 31/03/24 | → | Milestones | Green | <p>06/23 - Measurement Framework</p> <p>09/23 - "Call Before Convey" active across all health boards pre winter 2023 with the ability to access senior decision support through FNC's or other points (linked with)</p> <p>06/23 - Digital Workstream</p> <p>06/23 - FNC / Pathways Joint Governance</p> | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | |
| HCP Online Booking | 01/08/22 | 30/07/24 | ↗ | Milestones | Yellow | <p>21/07 - Ready for Pilot</p> <p>01/08 - 02/10 Pilot 1 - NHS Lanarkshire</p> <p>10/10 - 20/11 Pilot 2 - NHS Ayrshire & Arran</p> <p>20/11 - 08/01 Pilot 3 - NHS Greater Glasgow & Clyde</p> <p>15/01 Review Pilot feedback and agree action plan</p> <p>27/02 First Board - Go Live</p> <p>19/06 - Last Board - Go Live</p> <p>03/07 - Close</p> | | | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 3 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | | | | | | |
| | | | | | <p>● Sign off Software Testing</p> | | | | | | | | | | | | | | | | | | | | | |

Communities and Place Portfolio Report – 2030 SG

Portfolio Lead:

Emma Stirling

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Summary

It is important to recognise that this work is at different phases and to understand the impact that recent system pressures and delays in funding allocation agreement will have had on the progress of some of these projects. Those programmes not yet allocated a lead will be allocated once the Associate Director of Care Quality and Professional Development is in post.

For those project that are up and running, good work is being progressed. Specific key points for noting are;

- (a) In relation to the South Station project discussions have been held with Scottish Futures Trust to prepare for the development of a New Project Request (NPR) that will help define the South Station project.
- (b) The Community Hub's Project Brief has been created and sent to the PMO for a thorough review of its scope and scale. The objectives of the project are now outlined comprehensively and will link to the South Station project
- (c) JRCALC Scottish Mental Health Legislation Banner developed and progressing through internal approval mechanisms
- (d) HIU work being progressed following approval from Exec Team to use of Action 15 monies. Recruitment process currently underway with Interviews held early July.
- (e) For Community Planning Development a SLWG has been approved to conduct a thorough scoping exercise that will help us better understand current activities within the CPPs, SAS role and opportunities.
- (f) The first Young Minds Saves Lives Project Board has taken place. Work is ongoing to develop the work packages within the project that will enable a better assessment of the required resources and timescales to deliver the project.
- (g) Deputy Director of Care Quality and Professional Development will lead on the National Care Service portfolio once appointed. The Regional Planning Manager has agreed to join the national network of meetings for this work and will handover once in post.

Communities and Place Portfolio Report – 2030 SG

Portfolio Lead: **Emma Stirling** Period covered: **27 May to 26 June** Portfolio RAG: **Green**

Portfolio Timeline

| Project / Activity | Start Date | End Date | Project Health | | FY23 / 24 | | | | | | | | | | | | 24 / 25 | | | | |
|--|------------|----------|----------------|--------------|-----------|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|----|----|----|--|
| | | | | | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Q1 | Q2 | Q3 | Q4 | |
| | | | | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | | | | | |
| Volunteer Enhancement | 01/04/22 | 31/03/24 | → | Milestones | Green | <p>ONGOING - Engage with partner organisations to scope out potential collaborative opportunities for a broader rollout of Cardiac Responders</p> | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 2 | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | |
| Mental Health Strategy | 01/11/22 | 30/04/23 | → | Milestones | Green | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 1 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | |
| Dementia Strategy | 01/11/22 | 31/12/23 | → | Milestones | Yellow | <p>ONGOING - Horizon scoping Future Milestones TBA</p> | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 1 | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | |
| High Intensity Users & Vulnerable Groups | 31/07/22 | 31/05/23 | → | Milestones | Yellow | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | |
| Young Minds Saves Lives | 20/06/23 | 28/02/25 | → | Milestones | Green | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | Green | | | | | | | | | | | | | | | | |

Communities and Place Portfolio Report – 2030 SG

Portfolio Lead:


Emma Stirling

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Timeline (continued)

| Project / Activity | Start Date | End Date | Project Health | | FY23 / 24 | | | | | | | | | | | | 24 / 25 | | | | | |
|---|------------|----------|----------------|--------------|-------------|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|----|----|----|----|
| | | | | | RAG & Trend | Key Controls | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Q1 | Q2 | Q3 | Q4 |
| | | | | | | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | | | | |
| Sustainability Implementation Plan | 01/09/22 | 31/03/24 | TBA | Milestones | | | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 |  | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | <div style="border: 1px solid black; border-radius: 10px; padding: 5px; display: inline-block;">2023/24 Milestones to be identified and timeline updated.</div> | | | | | | | | | | | | | | | | |
| Preparation for National Care Service | TBA | TBA | TBA | Milestones | TBA | <div style="border: 1px solid black; border-radius: 10px; padding: 5px; display: inline-block;">Will be picked up on appointment of Deputy Director, CQ&PD</div> | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | |
| Anchor Institution Development | TBA | TBA | TBA | Milestones | TBA | Scoping | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | |
| Community Planning Development | TBA | TBA | TBA | Milestones | TBA | Scoping | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | |
| Community Hubs and South Station Delivery | TBA | TBA | TBA | Milestones | TBA | <div style="border: 1px solid black; border-radius: 10px; padding: 5px; display: inline-block;"> New Project Proposal for Young Minds Saves Lives approved at Engine Room - 17/07 Awaiting 2030 SG Approval - 23/05 </div> | | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | TBA | | | | | | | | | | | | | | | | | |
| | | | | Finance | TBA | | | | | | | | | | | | | | | | | |

Portfolio Lead:

Julie Carter

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Summary

Overall good progress continues to be made across the majority of projects within the portfolio

Work is ongoing to progress the Digital Delivery Plan projects/work-streams in line with the agreed milestones.

LifeX ICCS was successfully rolled out on the 5th – 7th June 2023 on 3 consecutive nights. The Portfolio Board acknowledged the significant amount of work undertaken to deliver this migration and thanked the teams involved.

The delays to GRS Timecard were due to a technical issue. Following escalation of the technical issues within the supplier organisation, progress has now been made and a fix is now in place for user testing. The Project Plan is now been re-baselined and will be submitted to the Project Board for approval.

In relation to Cyber Resilience the NIS Audit report has been completed with a very positive outcome, providing overall compliance score of 84%. The focus is now on actions including leads allocated with input from senior management groups.

Airwave Sustainability procurement documentation has been completed and went out to tender on the 26th May, receiving two bids, the next step is to review these bids and look to award the contract to the preferred bidder on the 18th July. Additionally, a Business Case to purchase radio terminals at a reduced price was written and subsequently approved, which will provide approximately £150,000 worth of savings.

DWP 3 Programme have received confirmation that additional support will assist in the online Sharepoint migration, joining at the end of July. The very high risk that is currently relating to this will be reviewed once support has commenced.

The portfolio received an update on the R&D innovation progress and this was also presented to the SLT meeting in June. The portfolio acknowledged the excellent presentation and the work that is progressing well.

The Portfolio Board also reviewed and approved the project initiation document for the drones project. The DDIR Portfolio Board will be the Project Board for this and the project team was agreed.

Digital, Data, Innovation and Research Portfolio Report – 2030 SG

Portfolio Lead:

Julie Carter

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Timeline (continued)

| Project / Activity | Start Date | End Date | Project Health | | FY23 / 24 | | | | | | | | | | | | 24 / 25 | | | | |
|--------------------|------------|----------|----------------|--------------|-----------|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|----|----|----|--|
| | | | | | Q1 | | | Q2 | | | Q3 | | | Q4 | | | Q1 | Q2 | Q3 | Q4 | |
| | | | | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | | | | | |
| Cyber Resilience | 01/04/22 | 28/04/24 | → | Milestones | | <p>31/05 - Facilitate NIS Full Audit 2023</p> <p>31/07 - Prepare & manage NIS Action Plan 2023</p> <p>31/10 - Perform Cyber / Business Continuity Exercise</p> <p>31/08 - Complete Penetration Test and resolve identified vulnerabilities</p> | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | |
| Research | 01/04/22 | 30/09/23 | → | Milestones | | <p>Apr-Jun-Jul 23 - Provide R&I Governance Structure</p> <p>Sep 23 - Embed technologies in routine care - Design pilot of stroke video assessment - Stroke Research Group</p> <p>Dec 23 - Expand R&I capacity and capability Recruitment of first Research Paramedic</p> | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 4 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | | | | | | | | | | | | | | | | | |
| Innovation | 01/04/22 | 31/12/23 | → | Milestones | | <p>May 23 - Develop AI opportunities Provide secondary audio server options to DDIR Board</p> <p>Sep 23 - Embed technologies in routine care - Map Remote Monitoring and Decision Support</p> | | | | | | | | | | | | | | | |
| | | | | Risks (VH&H) | 4 | | | | | | | | | | | | | | | | |
| | | | | Issues (H) | 0 | | | | | | | | | | | | | | | | |
| | | | | Finance | N/A | | | | | | | | | | | | | | | | |

ONGOING
Expand R&I capacity and capability
Submit external funding applications for additional resource

ONGOING
Become test bed for innovative technologies
- Contribute to national drone initiatives CAELUS 2 & Thunderbird

Preventative and Proactive Care Portfolio Report – 2030 SG

Portfolio Lead:

Jim Ward

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Summary

Drug Harm Reduction funding has been secured and recruitment to the vacant posts is progressing well. The established work relating to naloxone distribution and referral to ADP agencies continues despite current vacancies.

Work to improve patient flow, supported by the Pathway Navigation team continues with a focus on NHS GGC, NHS Lanarkshire, NHS A&A and NHS Grampian. These are areas currently facing system pressures and flow issues.

End of life care support continues to be delivered to front line staff, with improved utilisation of 'Just in Case' medication and supporting evidence of the impact of this work.

Working with partners to test new models of Urgent Care delivery continues to progress with the support of Scottish Government.

A workshop to discuss a refreshed approach to our aims to improve Scotland's population health is scheduled to take place in late August.

Portfolio Lead:

Avril Keen

Period covered:

27 May to 26 June

Portfolio RAG

Portfolio Summary

The overall direction of the Portfolio Board remains broadly on target and considerable progress is being made across all of the individual portfolios.

The People strategy is now well underway in terms of its design and progress with presentation to the Board planned for September 2023. Our workforce performance metrics are currently being re-assessed by the Head of Workforce Systems and Analytics and this work is continuing at pace to re-align our workforce performance measures accordingly.

In relation to the Health and Wellbeing Programme the TRiM assessor training was completed with the timescale set and the development of the required infrastructure, however the go live date for the network was delayed in order to complete and comply with the Data Protection Impact Assessment requirements, it is pleasing to confirm that the TRiM assessor network went live end of June 2023.

A draft Agile Working policy has been produced and is issued for wider consultation. The policy will come back through to the Policy Review Group in early July 2023 and will be reviewed in line with the national guidance since the Once for Scotland Agile Working Policy which was also issued in early July.

In relation to Rest Break Compliance, there are planned meetings with staff side colleagues due to take place in July.

The proposals in regard to the new training model are still under discussion and progress may be limited until summer 2023.

Discussions are continuing with NES around TURAS Learn whilst completion reporting will be available from the go live date NES are unable to provide a date for compliance reporting by department/ region as yet. A meeting has now been arranged with NES for this work to move forward. Internal discussions are also taking place in relation to internal resourcing capacity for the maintenance of TURAS Learn.

The leadership and management training and development is progressing well, with a very clear focus on equipping all of our managers with a comprehensive toolkit of skills. This is further enhanced by the design and implementation of a programme for aspiring managers within SAS.

