Scottish Ambulance Service
Working in Partnership with Universities

NHS SCOTLAND

PUBLIC BOARD MEETING **29 July 2026**
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 note and discuss progress in relation to delivery of the 2030 Strategy portfolios.

Key points

The purpose of the 2030 Strategy Portfolio Board update is to

- 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.

Overall good progress continues to be made our portfolio of work however there are currently 1 project in Amber status and 1 project in Red status for delivery.

Table 1 – High Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	4		1	1
Data, Digital, Innovation & Research	2	1		3
Communities & Place	7			1
Population Health and Prevention	7			
Workforce & Wellbeing	3			
Totals	**23**	**1**	**1**	**5**

There are no issues or risks that require escalation to the Board.

Timing

This paper is being presented to the July 2026 Board and is a standing item on the Board agenda.

Associated Corporate Risk Identification	4636 – Health & Wellbeing of Staff 5602 – Service's defence against a Cyber Attack 4638 – Hospital Handover Delays 5062 – Failure to achieve Financial Targets 5519 – Statutory & Mandatory training
Link to Corporate Ambitions	We will • 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	• 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.

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 update is to

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

SECTION 2: RECOMMENDATIONS

The Board is asked to note and discuss progress in relation to the delivery of the 2030 Strategy portfolios.

SECTION 3: BACKGROUND

The 2030 Strategy was developed and launched in September 2022. In November 2022, the Board subsequently established a supporting governance structure consisting of 5 Portfolio Boards and a 2030 Steering Group to ensure effective monitoring and delivery of the strategy. The portfolio boards are chaired by an executive lead and report directly to the 2030 Steering Group, chaired by the Chief Executive. The portfolio boards are supported by a 2030 portfolio manager and a strategy administrator to develop and ensure high-quality, standardised reporting across projects, programmes, and portfolios.

SECTION 4: DISCUSSION

4.1 Summary of Progress

Overall, good progress continues to be made across the 2030 Strategy portfolio, with 23 projects reported as Green. One project is currently reported as Amber and one as Red, with mitigating actions in place and continued oversight through the relevant governance arrangements.

Table 1 – High-Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	4		1	1
Data, Digital, Innovation & Research	2	1		3
Communities & Place	7			1
Population Health and Prevention	7			
Workforce & Wellbeing	3			
Totals	**23**	**1**	**1**	**5**

4.2 Projects in Other Status

The 'other' category relates to projects in planning or scoping stages or projects that have been closed.

Since the last Board update, one project has been closed, and four new project proposals have been approved through the Engine Room and 2030 Steering Group governance process.

4.2.1 AI in the ACC

4.2.2 Business Services Programme

The Business Services Programme is a national transformation programme to replace ageing HR, payroll, finance and procurement systems with a single cloud-based solution and a more consistent way of working across NHS Scotland.

The programme is intended to modernise business services, improve efficiency and resilience, strengthen data quality and improve the experience for staff using these systems.

SAS will deliver this change jointly with NHS 24, working alongside the national programme led by NSS. Implementation is expected to affect all staff and will require significant business change, training and engagement through to 2029/30.

4.2.3 Data Optimisation

The Data Optimisation project is the first phase of a longer-term programme to strengthen how SAS manages and uses data. It will establish a clear improvement plan for data governance, access, sharing, skills and supporting processes as part of a wider five-year journey to improve data maturity. Over the next 6 to 12 months, the project will assess current clinical and operational data arrangements, take part in the Scottish Government Data Management Maturity Programme, and develop a SAS Data Management Improvement Plan through to 2030 and beyond. This will help ensure data is used more effectively to support operational efficiency, clinical decision-making, innovation, research and service improvement.

4.2.4 Hospital Turnaround Plan

The Hospital Turnaround Plan project has been established to support improvement in hospital turnaround and patient handover times. A national working group has been formed to work with Health Boards, NHS Scotland partners and local systems to identify and share best practice. The project aims to support more consistent approaches to reporting, performance improvement and local winter planning, with the intended benefits of reducing delays, improving ambulance availability, and supporting safer, more timely care for patients.

4.2.5 HCP Booking Transformation

The HCP Booking Transformation project will test a new approach to how ambulance requests from healthcare professionals are assessed and managed. The proposed model would move from a time-based booking process to a clinically led, risk-based approach, helping to ensure patients are prioritised according to need. A pilot is planned with a Health Board before any wider implementation is considered.

4.3 Projects in the Amber Status

4.3.1 GRS Cloud Migration

The GRS Cloud Migration project has been established to migrate the current on-premise e-rostering system to a secure, reliable, and future-proofed cloud-based platform.

The objective is to maintain effective resource management, improve scheduling, and set the path for future integration with other core systems, while enhancing system resilience, security, and functionality to support operational efficiency and staff wellbeing.

The GRS Cloud Migration project remains at Amber. Progress is dependent on finalising the required data processing agreement with the supplier before the next stage of system development can begin. Legal advice has been sought to support this process. The delay has moved the supplier's planned go-live date from October 2026 to January 2027. The route to Green is dependent on timely agreement with the supplier. The supplier has confirmed that the current GRS system will remain available until the migration is complete; therefore, there is currently no known risk to continued SAS use of the system.

4.4 Projects in the Red Status

4.4.1 Air Ambulance Implementation

The purpose

of the Air Ambulance Implementation project is to deliver the new procured fixed wing and rotary aircraft, estates changes and other deliverables in accordance with the contract.

Since the last Board update, the supplier has advised that fixed-wing aircraft 2 and 3 are now expected to be delivered in November and December respectively. Fixed-wing aircraft 1 has arrived in the UK and is undergoing internal fit-out. To mitigate any operational impact, the supplier has confirmed that the existing fixed-wing aircraft will remain in service beyond the new contract start date of 26 July 2026, until all new aircraft are operational. Two rotary H145 aircraft are expected to be in service by the contract start date, with the backup rotary aircraft due in September 2026.

The delivery plan will be re-baselined once the revised delivery dates are confirmed.

4.5 Issues and Risks for Escalation

At this stage, no risks across any of the Portfolios require escalation to the Board. All risks are managed through respective portfolio boards or exist on the Corporate Risk Register.

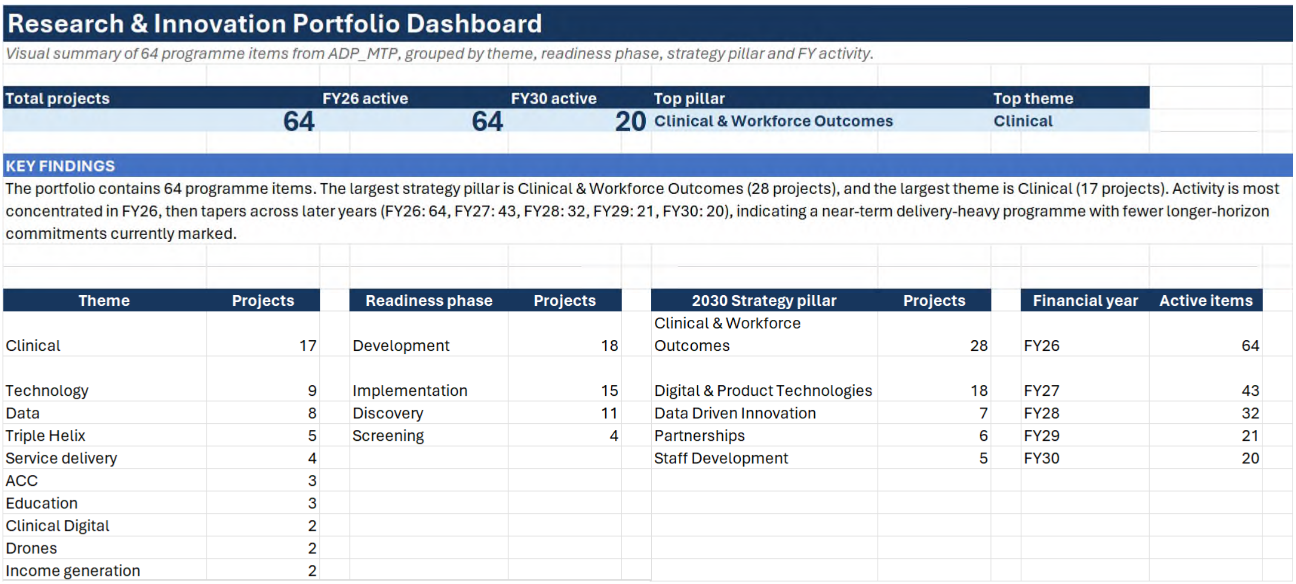
4.6 Research and Innovation (R&I)

Research and innovation are critical to ensuring delivery of safe, effective, and sustainable care. providing the evidence, technology, and partnerships needed to improve patient outcomes, support workforce development, optimise operational performance, and enable system-wide transformation.

Innovation activity exists at different stages of maturity, from concept development and exploratory discussions through to implementation and benefit realisation. Whilst established projects are reported through our standard governance arrangements, there is a need to have visibility of the wider innovation pipeline to understand emerging opportunities, the progress of developing initiatives, and the potential future impact on service delivery, patient outcomes and organisational priorities.

It has therefor been agreed that a detailed paper will be submitted in the future to the Digital, Data, Innovation and Research Portfolio with onward reporting to the Board via this 2030 Strategy Update Paper.

The table below summaries the activity grouped by theme, readiness phase, strategy pillar and FY activity.



Research & Innovation Portfolio Dashboard

Visual summary of 64 programme items from ADP_MTP, grouped by theme, readiness phase, strategy pillar and FY activity.

Total projects	FY26 active	FY30 active	Top pillar	Top theme
64	64	20	Clinical & Workforce Outcomes	Clinical

KEY FINDINGS

The portfolio contains 64 programme items. The largest strategy pillar is Clinical & Workforce Outcomes (28 projects), and the largest theme is Clinical (17 projects). Activity is most concentrated in FY26, then tapers across later years (FY26: 64, FY27: 43, FY28: 32, FY29: 21, FY30: 20), indicating a near-term delivery-heavy programme with fewer longer-horizon commitments currently marked.

Theme	Projects
Clinical	17
Technology	9
Data	8
Triple Helix	5
Service delivery	4
ACC	3
Education	3
Clinical Digital	2
Drones	2
Income generation	2

Readiness phase	Projects
Development	18
Implementation	15
Discovery	11
Screening	4

2030 Strategy pillar	Projects
Clinical & Workforce Outcomes	28
Digital & Product Technologies	18
Data Driven Innovation	7
Partnerships	6
Staff Development	5

Financial year	Active items
FY26	64
FY27	43
FY28	32
FY29	21
FY30	20

The following R&I activities are in discovery and are being supported by the PMO to assist in the scoping and shaping of the R&I activity.

- Point of Care Testing – Orkney
- National Point of Care Testing
- Remote and Enhanced Diagnostics

- Nature as a Tool as Part of the Healing Process
- Blue Light Reform Collaboration – Drones

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Service Board Portfolio Summary Pack

July 2026

Reporting as at 19 June 2026

Scottish Ambulance Service
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Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

Portfolio Lead:	Paul Bassett	**Period covered:**	23 May to 19 June	**Portfolio RAG**	🟩

NHS SCOTLAND

Portfolio Summary

Reduction of Working Week Programme: The programme is on track. All rosters have been successfully configured in GRS and Optima, enabling full-time staff under Agenda for Change to work an average of 36 hours weekly. 181 responses have been collected for the Lessons Learned questionnaire. Final staffing uplift discussions have proved complex and a paper has been drafted for submission to the Executive Team for approval.

Scheduled Care Improvement Programme: The programme is on track. Key milestones included formal sign-off of the nationally consistent Timed Admissions pathway and improvement of standardised materials. The upgrade for Cleric Patient Transport Service Computer Aided Dispatch advanced with SQL completion and upcoming application testing planned for mid-July. Transport hubs maintain operational KPIs. A critical risk exists regarding the absence of a dedicated Timed Admissions dispatcher, which will adversely impact coordination; mitigation includes operational leads' engagement and requirements inclusion in plans.

Air Ambulance Implementation: Progress was achieved through delivery of the Patient Loading System mock-up and test rig on 27 May and a review meeting held on 11 June. Civil Aviation Authority certification steps for rotary aircraft have progressed with final paperwork anticipated in early July. The red status is driven by supplier delays in delivering King Air fixed-wing aircraft 2 and 3, resulting in only one new fixed-wing aircraft being operational by contract commencement. Mitigation involves ongoing impact reviews and regular engagement with the supplier as well as the current fleet remaining operational whilst we await delivery of the new aircaraft.

Rest Break Compliance: The project is on track. The test of change that commenced on 14 April continues to show improvements, with more crews taking breaks within the designated timeframe. Monitoring of compliance metrics and exception reports remains ongoing. The adherence to the principals and the requirement to introduce two breaks for all shifts over 11hrs has impacted negatively on some stations who previously had a single break. This continues to be monitored and actively addressed.

Maternity and Neonatal Project: The project is on track. Achievements include finalising the options appraisal paper, a planning meeting to review timelines and risks, and submitting indicative costings to the Best Start Finance Group for refinement. Financial implications will be confirmed in the forthcoming business case submission as engagement continues with the Best Start Task and Finish Group and regional implementation teams.

Scottish Ambulance Service
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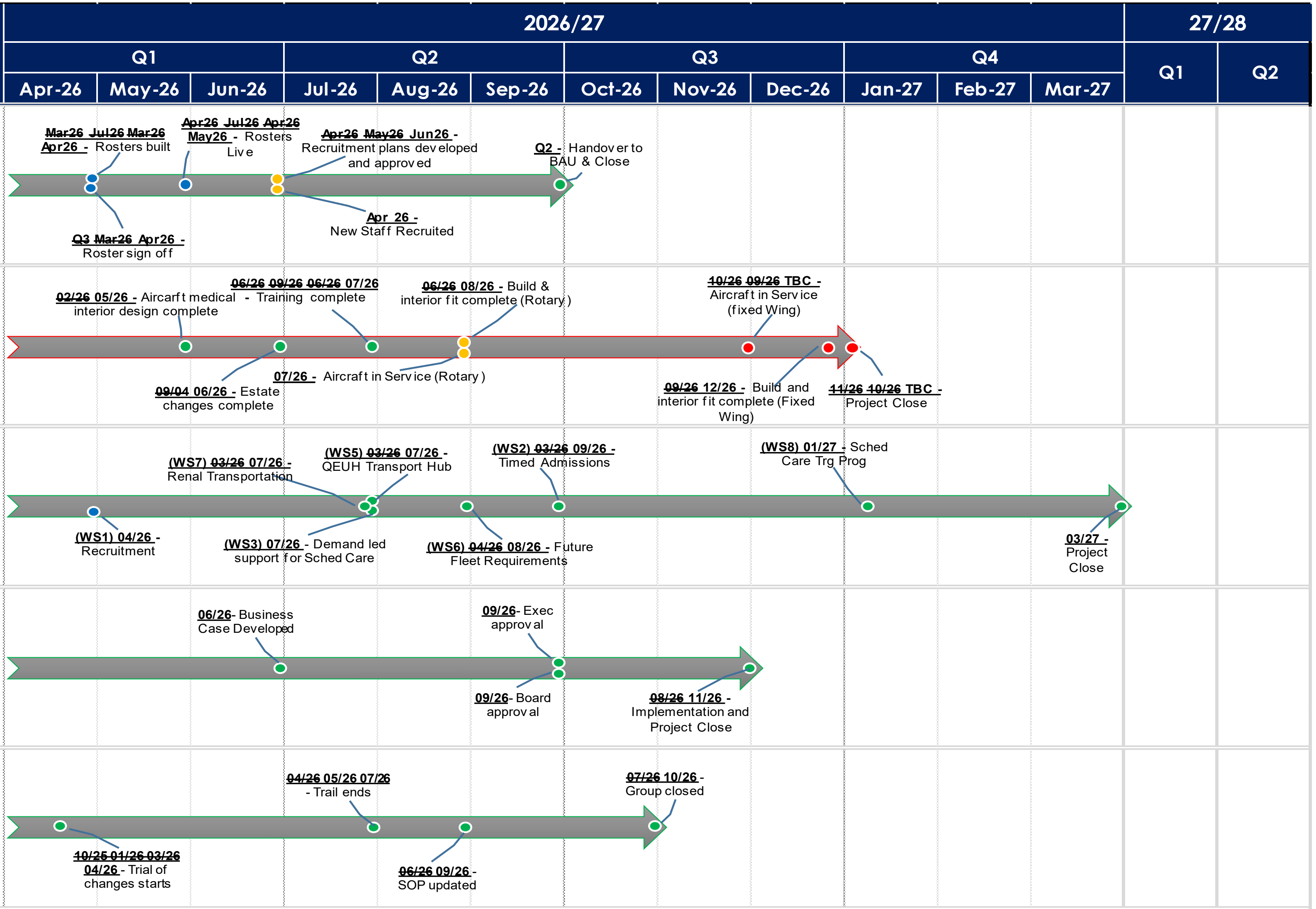
Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

Portfolio Lead:	Paul Bassett	Period covered:	23 May to 19 June	Portfolio RAG	🟩

NHS SCOTLAND

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
Reduced Working Week	10/07/24	30/09/26	🟩 ↗	Milestones	🟨
				Risks (VH&H)	0
				Issues (H)	1
				Finance	🟩
Air Ambulance Implementation	01/11/24	TBC	🟥 ↘	Milestones	🟥
				Risks (VH&H)	1
				Issues (H)	1
				Finance	🟩
Scheduled Care Improvement	12/06/24	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	1
				Issues (H)	0
				Finance	N/A
Maternity & Neonatal	24/07/20	30/11/26	🟩 ↘	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Rest Break	28/09/22	31/10/26	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A



Reduced Working Week:

- **~~Mar26 Jul26 Mar26~~ Apr26 -** Rosters built
- **~~Apr26 Jul26 Apr26~~ May26 -** Rosters Live
- **~~Apr26 May26~~ Jun26 -** Recruitment plans developed and approved
- **Q2 -** Handover to BAU & Close
- **~~Q3 Mar26~~ Apr26 -** Roster sign off
- **Apr 26 -** New Staff Recruited

Air Ambulance Implementation:

- **~~02/26~~ 05/26 -** Aircarft medical interior design complete
- **~~06/26 09/26 06/26~~ 07/26** - Training complete
- **~~06/26~~ 08/26 -** Build & interior fit complete (Rotary)
- **~~10/26 09/26~~ TBC -** Aircraft in Service (fixed Wing)
- **~~09/04~~ 06/26 -** Estate changes complete
- **07/26 -** Aircraft in Service (Rotary)
- **~~09/26~~ 12/26 -** Build and interior fit complete (Fixed Wing)
- **~~11/26 10/26~~ TBC -** Project Close

Scheduled Care Improvement:

- **(WS7) ~~03/26~~ 07/26 -** Renal Transportation
- **(WS5) ~~03/26~~ 07/26 -** QEUH Transport Hub
- **(WS2) ~~03/26~~ 09/26 -** Timed Admissions
- **(WS8) 01/27 -** Sched Care Trg Prog
- **(WS1) 04/26 -** Recruitment
- **(WS3) 07/26** - Demand led support for Sched Care
- **(WS6) ~~04/26~~ 08/26 -** Future Fleet Requirements
- **03/27 -** Project Close

Maternity & Neonatal:

- **06/26**- Business Case Developed
- **09/26**- Exec approval
- **09/26**- Board approval
- **~~08/26~~ 11/26 -** Implementation and Project Close

Rest Break:

- **~~04/26~~ 05/26 07/26** - Trail ends
- **~~07/26~~ 10/26** - Group closed
- **~~10/25 01/26 03/26~~ 04/26** - Trial of changes starts
- **~~06/26~~ 09/26** - SOP updated

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Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	23 May to 19 June	Portfolio RAG	🟩

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Portfolio Summary

Volunteer Enhancement- The Volunteer Enhancement Project is progressing well, with the successful integration of Wildcat Cardiac Responders into the Scottish Ambulance Service (SAS) volunteer community and continued development of a dual responder model to enhance flexibility and out-of-hospital cardiac arrest response. Key achievements this period include completion of the MIS Responder App pilot, Executive approval for a phased national rollout from early summer 2026, and sustained improvement in volunteer deployment, with Community First Responders attending 712 calls in May and Community Cardiac Responders attending an estimated 140 calls, representing a 73% increase over the past three months compared to the previous year. Progress has been slowed by limited team capacity and organisational enablers, but mitigation includes the establishment of a dedicated Volunteer Enhancement Project team and planning for Phase 2, which will expand volunteer scope and capability.

Mental Health Strategy Implementation- The Mental Health Strategy Implementation project is on track, with progress aligned to the Scottish Ambulance Service (SAS) strategy and milestones scheduled through to 2027. Key achievements this period include completion of the mental health response car evaluation for governance review on 9th July, delivery of training to 15 new clinical advisors on crisis referral processes, and engagement at the national suicide prevention conference alongside recruitment of two preferred candidates for vacant posts. Additional progress includes VOX lived experience feedback being reviewed and actioned, approval of plans to advance trauma-informed practice, and continued collaboration with NHS 24, Police Scotland, and Scottish Government to maintain service resilience.

Dementia Delivery Plan- The Dementia Delivery Plan project is on track, with significant progress made in implementing Scotland’s National Dementia Strategy and the Scottish Ambulance Service (SAS) 2030 Strategy. Key achievements this period include the launch of the National Dementia Informed Level Education Resource in June 2026, delivery of 21 in-person Dementia Friends awareness sessions to 130 staff and strengthened collaboration with Public Services Delivery Scotland and UK ambulance partners. Additional progress includes advancing the Herbert Protocol pilot, ongoing dementia data scoping, and recruitment for a Clinical Effectiveness Lead to support delivery.

Glasgow South Station- The Glasgow South Station Rebuild project is progressing well, with the overall status on track despite some milestone delays. Key achievements this period include approval of the Project Initiation Document on 27th February 2026, completion of alternative site modelling and land trawl evaluations, and active community engagement through events such as the Queen’s Park Food and Drink Festival on 6th and 7th June, alongside visits to local hubs and equality forums for design input. The delay in finalising the project vision stems from the Scottish Government’s January 2026 announcement of funding for 12 new Health and Wellbeing Centres, which may overlap with one of the proposed sites, requiring discussions on co-location options with NHS Greater Glasgow and Clyde and the Scottish Government to mitigate potential conflicts.

Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	**Period covered:**	23 May to 19 June	**Portfolio RAG**	🟩

Portfolio Summary (Cont'd)

Sustainability Implementation- The Sustainability Implementation 2030 project is on track, focusing on delivering the 2025–2027 Sustainability and Net Zero action plan alongside the 2026/27 Decarbonisation Grant Funding Bid. Key achievements this period include the completion of LED lighting upgrades at Kilbirnie, Campbeltown, Dunoon, Greenock Station and Workshop, Paisley DRC, and Glasgow East, with additional funding secured for Motherwell in 2026/27. The bid for the Livingston Renewable Energy Pilot Project, which includes solar and battery storage, remains on hold pending further Scottish Government support and resource allocation.

High Intensity Use Service- The High Intensity Use Service project is on track, with governance, partnership working, and operational delivery now embedded across the system. During this period, two whole-time equivalent posts were filled, with new case leads starting on 8th and 29th June 2026, alongside strengthened multi-agency engagement and a presentation delivered to the Emergency Medicine at the Deep End group. Capacity issues within the team have temporarily limited support for new cases, prioritising those with the highest impact, while mitigation includes ongoing recruitment and phased onboarding of additional case leads.

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Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead: Emma Stirling
Period covered: 23 May to 19 June
Portfolio RAG 🟩

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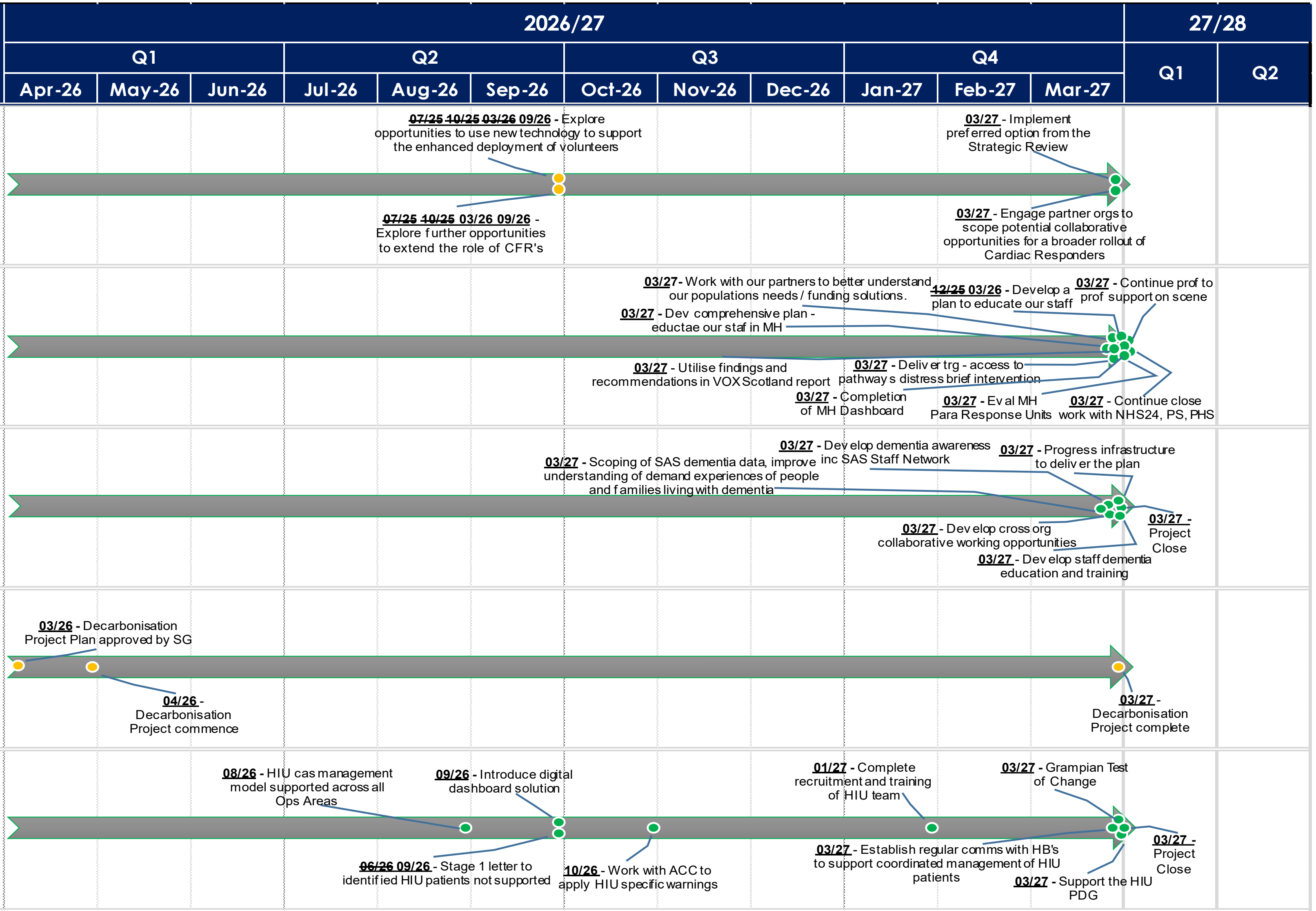
Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Key Controls	
Volunteer Enhancement	01/03/25	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	2
				Finance	N/A
Mental Health Strategy Implementation	01/11/22	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Dementia Delivery	01/11/22	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Sustainability Strategy Development	01/09/22	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
High Intensity Use Service	01/04/26	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	1
				Finance	N/A



Volunteer Enhancement:

~~07/25~~ ~~10/25~~ ~~03/26~~ 09/26 - Explore opportunities to use new technology to support the enhanced deployment of volunteers

~~07/25~~ ~~10/25~~ 03/26 09/26 - Explore further opportunities to extend the role of CFR's

03/27 - Implement preferred option from the Strategic Review

03/27 - Engage partner orgs to scope potential collaborative opportunities for a broader rollout of Cardiac Responders

Mental Health Strategy Implementation:

03/27- Work with our partners to better understand our populations needs / funding solutions.

03/27 - Dev comprehensive plan - eductae our staf in MH

~~12/25~~ 03/26 - Develop a plan to educate our staff

03/27 - Continue prof to prof support on scene

03/27 - Utilise findings and recommendations in VOX Scotland report

03/27 - Deliver trg - access to pathways distress brief intervention

03/27 - Completion of MH Dashboard

03/27 - Eval MH Para Response Units

03/27 - Continue close work with NHS24, PS, PHS

Dementia Delivery:

03/27 - Scoping of SAS dementia data, improve understanding of demand experiences of people and families living with dementia

03/27 - Develop dementia awareness inc SAS Staff Network

03/27 - Progress infrastructure to deliver the plan

03/27 - Develop cross org collaborative working opportunities

03/27 - Develop staff dementia education and training

03/27 - Project Close

Sustainability Strategy Development:

03/26 - Decarbonisation Project Plan approved by SG

04/26 - Decarbonisation Project commence

03/27 - Decarbonisation Project complete

High Intensity Use Service:

08/26 - HIU cas management model supported across all Ops Areas

09/26 - Introduce digital dashboard solution

~~06/26~~ 09/26 - Stage 1 letter to identified HIU patients not supported

10/26 - Work with ACC to apply HIU specific warnings

01/27 - Complete recruitment and training of HIU team

03/27 - Grampian Test of Change

03/27 - Establish regular comms with HB's to support coordinated management of HIU patients

03/27 - Support the HIU PDG

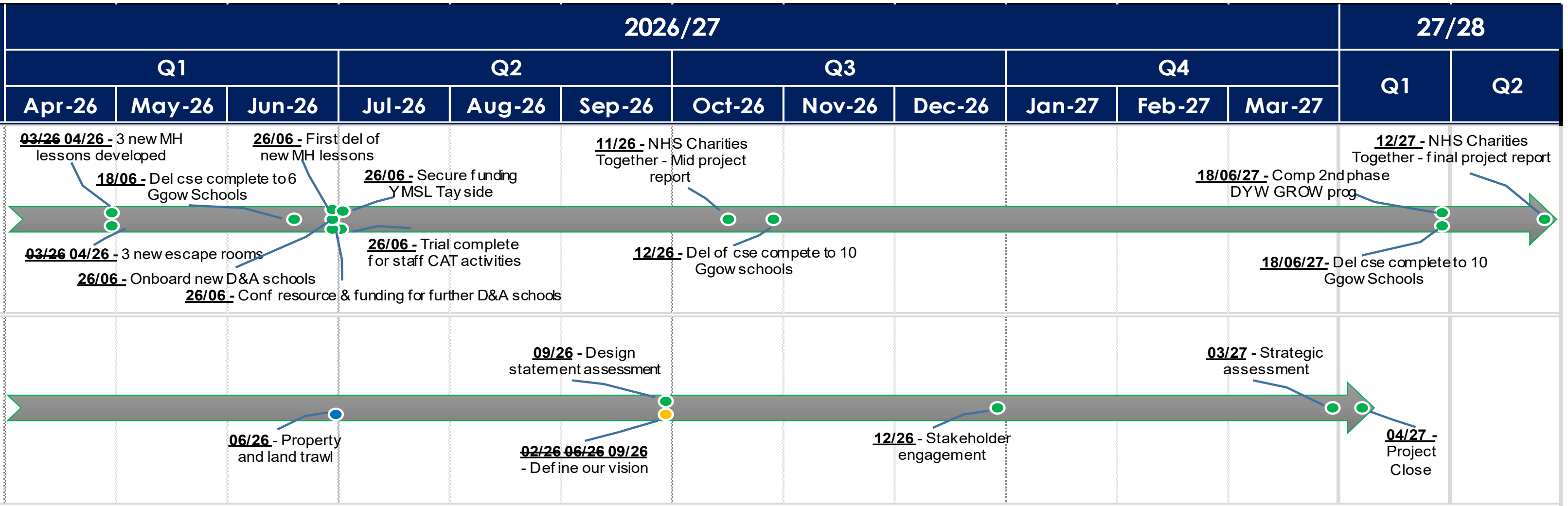
03/27 - Project Close

Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	23 May to 19 June	Portfolio RAG	🟩

Portfolio Timeline (Cont'd)

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
Young Minds Saves Lives	27/02/26	31/12/27	🟩 →	Milestones	🟩
				Risks (VH&H)	1
				Issues (H)	0
				Finance	🟩
Community Hubs and South Station Delivery	12/06/25	30/04/27	🟩 →	Milestones	🟩
				Risks (VH&H)	2
				Issues (H)	0
				Finance	TBA



Young Minds Saves Lives:

~~03/26~~ **04/26 -** 3 new MH lessons developed

18/06 - Del cse complete to 6 Ggow Schools

26/06 - First del of new MH lessons

26/06 - Secure funding YMSL Tayside

11/26 - NHS Charities Together - Mid project report

18/06/27 - Comp 2nd phase DYW GROW prog

12/27 - NHS Charities Together - final project report

~~03/26~~ **04/26 -** 3 new escape rooms

26/06 - Onboard new D&A schools

26/06 - Conf resource & funding for further D&A schools

26/06 - Trial complete for staff CAT activities

12/26 - Del of cse compete to 10 Ggow schools

18/06/27- Del cse complete to 10 Ggow Schools

Community Hubs and South Station Delivery:

09/26 - Design statement assessment

03/27 - Strategic assessment

06/26 - Property and land trawl

~~02/26~~ ~~06/26~~ **09/26** - Define our vision

12/26 - Stakeholder engagement

04/27 - Project Close

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Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	**Period covered:**	23 May to 19 June	**Portfolio RAG**	🟩

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Portfolio Summary

GRS Timecard and App- The GRS Timecard and App project is progressing on track. The e-rostering team has supported regional administrators and finalised system setup for Bank Staff, who are scheduled to begin using Timecard from the 1st July. Key achievements include issuing corporate and regional communications, confirming pilot participants for Patient Transport Service (PTS) and National Risk and Resilience Department (NRRD) starting on the 1st July, and arranging training sessions. Engagement continues with the Ambulance Control Centre (ACC) for an August pilot.

Defibrillator Replacement Project- The Patient Monitor/Defibrillator Replacement project is on schedule, with the focus on completing the procurement stage for vital clinical devices delivering defibrillation, patient monitoring, diagnostic ECGs as well as integration with electronic patient records. Key milestones for this period include establishment of the project team and governance board, drafting Terms of Reference, circulation of the first Project Initiation Document, and compiling a project plan outlining critical dates.

GRS Cloud Migration- The GRS Cloud Migration project is assessed as at risk due to delays in critical dependencies. This month’s activities included a review of Data Processing Agreement requirements and discussions on the testing strategy. Planned activities involve joint sign-off of Data Processing and Data Protection Impact Assessments, provision of the live GRS database, and initiating the pre-production environment build. The main issue remains the inability to provide the supplier with the live database until the Data Processing Agreement is finalised, delaying pre-production build and pushing the go-live date to January 2027. Mitigation focuses on timely approvals and resource alignment for testing.

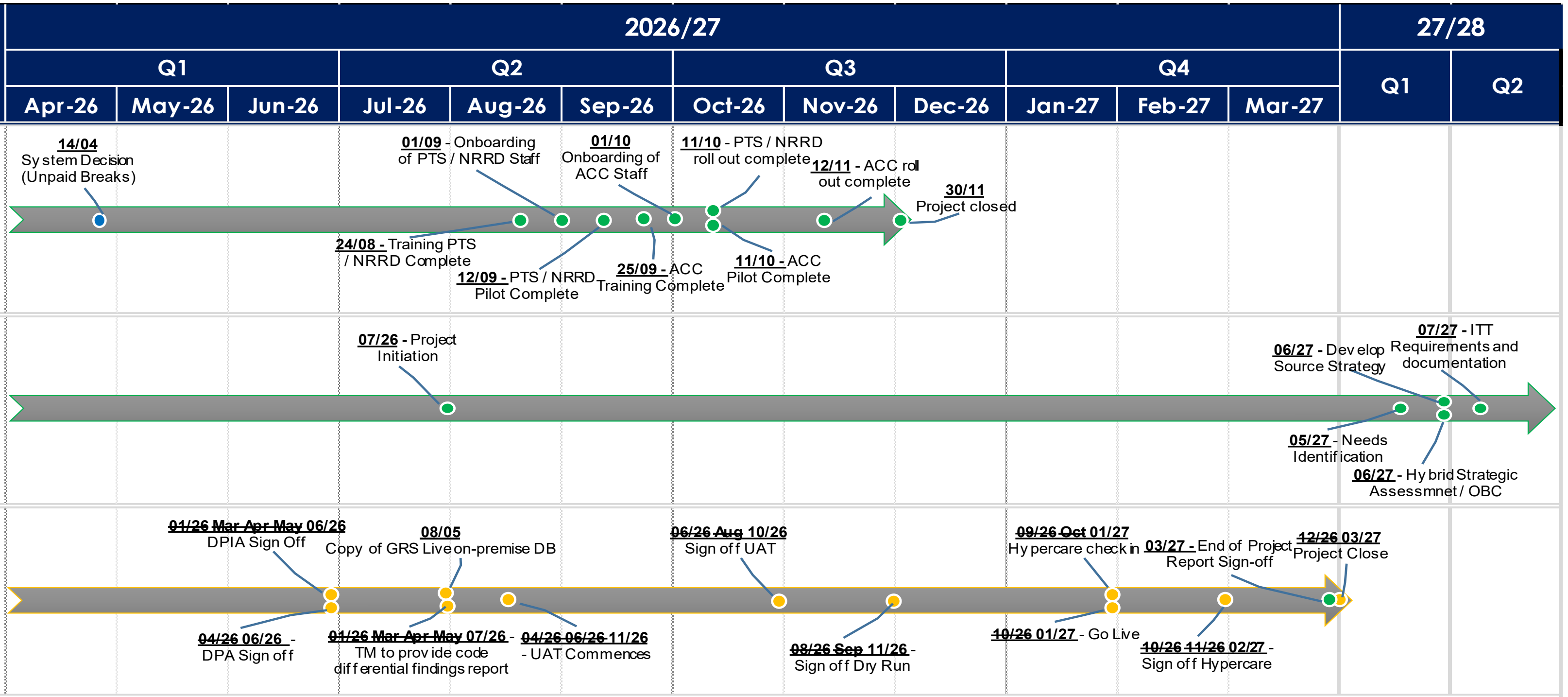
The Portfolio Board is focused on the need for SAS to move beyond simply identifying AI opportunities and begin developing a structured, future-focused approach to adoption and governance. Members highlighted the rapid pace of AI development across healthcare and emergency services, noting opportunities such as ambient voice technology, HR chatbots, clinical decision support tools and AI-enabled medical devices. The board has agreed the current roadmap should be expanded into a more robust AI plan, informed by learning from NHS 24, universities, other emergency services and international organisations, with an Executive discussion planned for August to consider resource requirements, governance arrangements and priority areas for implementation.

Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	23 May to 19 June	Portfolio RAG	🟩

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
GRS Timecard and App	09/09/22	30/11/26	🟩 ↗	Milestones	🟩
				Risks (VH&H)	🟩
				Issues (H)	2
				Finance	N/A
Defibs	01/07/26	31/10/28	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	🟩
GRS Cloud	01/11/25	31/03/27	🟨 ↘	Milestones	🟨
				Risks (VH&H)	3
				Issues (H)	3
				Finance	🟩



GRS Timecard and App

14/04 System Decision (Unpaid Breaks)

24/08 - Training PTS / NRRD Complete

01/09 - Onboarding of PTS / NRRD Staff

12/09 - PTS / NRRD Pilot Complete

25/09 - ACC Training Complete

01/10 Onboarding of ACC Staff

11/10 - PTS / NRRD roll out complete

11/10 - ACC Pilot Complete

12/11 - ACC roll out complete

30/11 Project closed

Defibs

07/26 - Project Initiation

05/27 - Needs Identification

06/27 - Develop Source Strategy

06/27 - Hybrid Strategic Assessmnet / OBC

07/27 - ITT Requirements and documentation

GRS Cloud

~~01/26 Mar Apr May~~ 06/26 DPIA Sign Off

~~04/26~~ 06/26 - DPA Sign off

08/05 Copy of GRS Live on-premise DB

~~01/26 Mar Apr May~~ 07/26 - TM to provide code differential findings report

~~04/26 06/26~~ 11/26 - UAT Commences

~~06/26 Aug~~ 10/26 Sign off UAT

~~08/26 Sep~~ 11/26 - Sign off Dry Run

~~09/26 Oct~~ 01/27 Hypercare check in

~~10/26~~ 01/27 - Go Live

~~10/26 11/26~~ 02/27 - Sign off Hypercare

03/27 - End of Project Report Sign-off

~~12/26~~ 03/27 Project Close

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Population Health and Prevention Portfolio Report – 2030 SSG

NHS
SCOTLAND

Portfolio Lead:	Dr Jim Ward	Period covered:	23 May to 19 June	Portfolio RAG	🟩

Portfolio Summary

Population Health Improvement- Work is on track to support better population health and reduce inequalities, aligning with SAS's strategic vision. Successes include completing the re-draft of the SAS Population Health Plan for 2026–2030, training 28 clinicians under the Ask and Act homelessness prevention pilot and creating an initial population health data dashboard. Two amber items remain pending—approval of the overall programme plan and finalisation of the measurement framework—both scheduled for early resolution.

Pathways Programme- The programme continues to deliver on patient-centred care, emphasising innovative pathways to reduce unnecessary hospital conveyance. During this period, the Pathways Hub managed a record 921 incidents and processed 116 Confirmation of Deaths. Service expansion saw NHS Lothian paramedic co-location move to seven-day coverage, alongside deeper engagement with Flow Navigation Centres and new referral options to address homelessness risks. Amber status in patient experience surveys reflects delays due to pending data protection approvals.

Out of Hospital Cardiac Arrest (OHCA)-The OHCA project remains on schedule with clear advancements toward improving survival and aftercare across Scotland. The release of updated Advanced Life Support and Termination of Resuscitation guidelines, preparations for the Restart a Heart Live event, deployment of bystander aftercare wallet cards, and work on enhancing community responder engagement through the GoodSAM strategy were key achievements. The first co-response working group also convened to strengthen support for remote areas.

Stroke and Thrombectomy- The project remains on track, with efforts focused on improving pathways for stroke patients. Key progress includes completing the Scottish Stroke Care Audit submission, drafting the SAS Stroke Annual Report, and developing a behavioural change campaign to reduce on-scene time. Planned work includes the Crosshouse emergency department bypass go-live and the extension of ATMIST-ID across NHS Grampian. No high risks or issues were reported.

Palliative and End of Life Care (PELOC)- The programme is green-rated, progressing its work to enhance care for palliative patients. Key developments include completion of draft Patient Group Directions for two critical drugs scheduled for approval in July, and an evaluation of the Ayrshire Technician Response Car pilot showing reductions in patient wait times, avoidance of conveyance in 37.5% of cases, and an estimated saving of 46 crew hours. Staff surveys indicated high clinical confidence in identifying and supporting end-of-life care.

Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead: Dr Jim Ward **Period covered:** 23 May to 19 June **Portfolio RAG** 🟩

Portfolio Summary (Cont’d)

Drug Harm Reduction- The project continues to progress as planned, advancing a public health approach to reducing harm and deaths related to substance use. Key highlights include submitting 49 intelligence reports, providing naloxone training for 49 individuals, launching the TRUST campaign in Fife schools, and expanding Injecting Equipment Provision across three regions. Next steps involve rolling out Pebble naloxone, delivering youth-focused harm reduction webinars, and developing pathways for gambling harm.

Major Trauma Project- On track to improve care for seriously injured patients, with significant progress including an updated Memorandum of Understanding with the Pre-hospital Immediate Care and Trauma service, a review of Advanced Pre-hospital Critical Care provision, and refinement of trauma data fields in electronic reports. Peer review praised improvements in drug administration and governance. Challenges remain around cover in the South-East region, mitigated through contingency planning and business case development.

Population Health and Prevention Portfolio Report – 2030 SSG

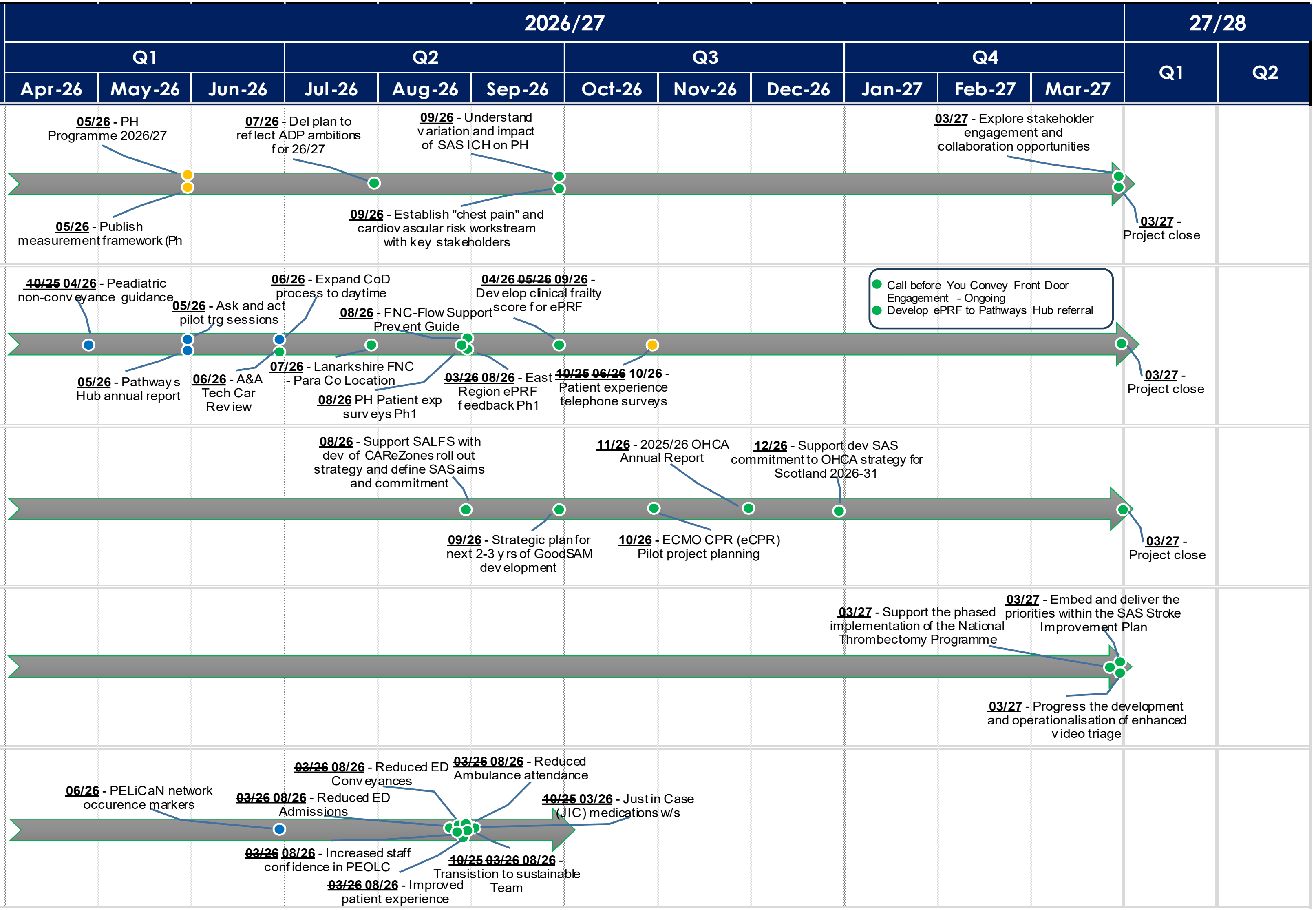
Portfolio Lead: Dr Jim Ward

Period covered: 23 May to 19 June

Portfolio RAG 🟩

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		
			RAG & Trend	Key Controls	
Population Health & Data Plan	01/02/24	31/03/27	🟩 →	Milestones	🟨
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Pathways Project	01/04/26	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Out of Hospital Cardiac Arrest	01/04/25	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	1
				Finance	N/A
Stroke and Thrombectomy	01/04/26	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Palliative and End of Life Care	01/04/25	31/08/26	🟩 →	Milestones	🟩
				Risks (VH&H)	1
				Issues (H)	0
				Finance	N/A



05/26 - PH Programme 2026/27

05/26 - Publish measurement framework (Ph

07/26 - Del plan to reflect ADP ambitions for 26/27

09/26 - Understand variation and impact of SAS ICH on PH

09/26 - Establish "chest pain" and cardiovascular risk workstream with key stakeholders

03/27 - Explore stakeholder engagement and collaboration opportunities

03/27 - Project close

~~10/25~~ 04/26 - Peadiatric non-conveyance guidance

05/26 - Ask and act pilot trg sessions

05/26 - Pathways Hub annual report

06/26 - Expand CoD process to daytime

06/26 - A&A Tech Car Review

07/26 - Lanarkshire FNC - Para Co Location

08/26 - FNC-Flow Support Prevent Guide

08/26 PH Patient exp surveys Ph1

04/26 ~~05/26~~ 09/26 - Develop clinical frailty score for ePRF

~~03/26~~ 08/26 - East Region ePRF feedback Ph1

~~10/25 06/26~~ 10/26 - Patient experience telephone surveys

- Call before You Convey Front Door Engagement - Ongoing
- Develop ePRF to Pathways Hub referral

03/27 - Project close

08/26 - Support SALFS with dev of CAReZones roll out strategy and define SAS aims and commitment

09/26 - Strategic plan for next 2-3 yrs of GoodSAM development

10/26 - ECMO CPR (eCPR) Pilot project planning

11/26 - 2025/26 OHCA Annual Report

12/26 - Support dev SAS commitment to OHCA strategy for Scotland 2026-31

03/27 - Project close

03/27 - Support the phased implementation of the National Thrombectomy Programme

03/27 - Embed and deliver the priorities within the SAS Stroke Improvement Plan

03/27 - Progress the development and operationalisation of enhanced video triage

06/26 - PELiCaN network occurence markers

~~03/26~~ 08/26 - Reduced ED Admissions

~~03/26~~ 08/26 - Reduced ED Conveyances

~~03/26~~ 08/26 - Reduced Ambulance attendance

~~03/26~~ 08/26 - Increased staff confidence in PEOLC

~~03/26~~ 08/26 - Improved patient experience

~~10/25 03/26~~ 08/26 - Transistion to sustainable Team

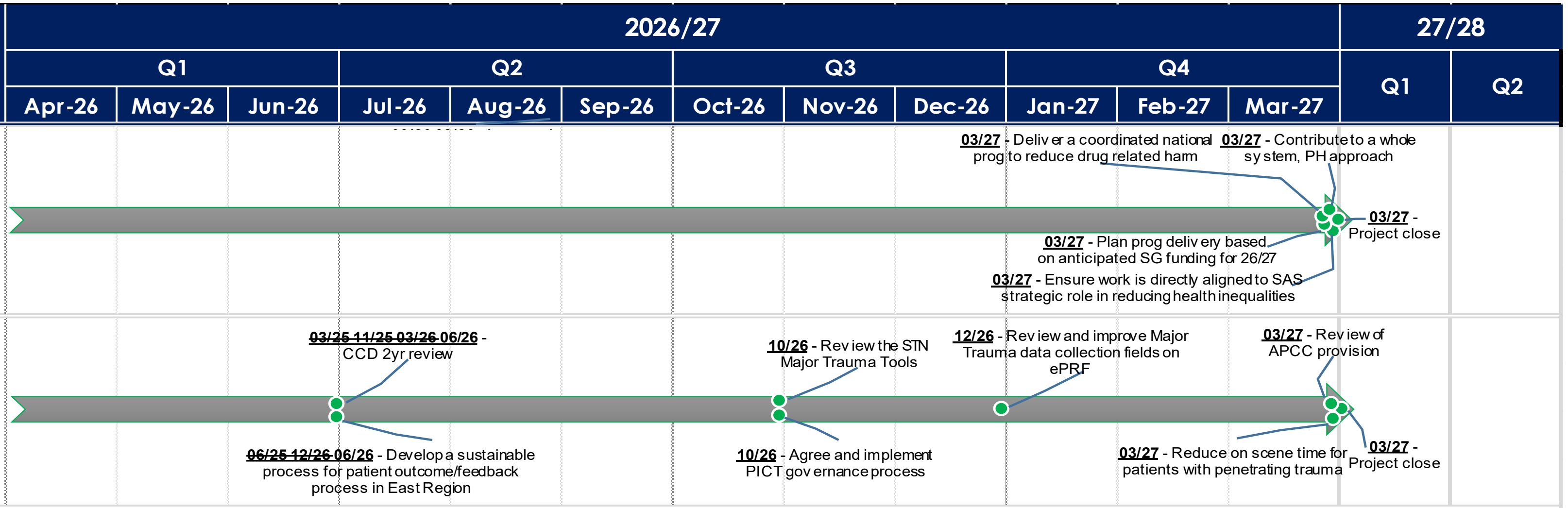
~~10/25~~ 03/26 - Just in Case (JIC) medications w/s

Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	**Period covered:**	23 May to 19 June	**Portfolio RAG**	🟩

Portfolio Timeline (Cont'd)

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
Drug Harm Reduction	01/04/26	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Major Trauma	01/04/25	31/03/27	🟩 →	Milestones	🟩
				Risks (VH&H)	1
				Issues (H)	0
				Finance	N/A



Drug Harm Reduction:

03/27 - Deliver a coordinated national prog to reduce drug related harm

03/27 - Contribute to a whole system, PH approach

03/27 - Project close

03/27 - Plan prog delivery based on anticipated SG funding for 26/27

03/27 - Ensure work is directly aligned to SAS strategic role in reducing health inequalities

Major Trauma:

~~**03/25 11/25 03/26**~~ **06/26** - CCD 2yr review

10/26 - Review the STN Major Trauma Tools

12/26 - Review and improve Major Trauma data collection fields on ePRF

03/27 - Review of APCC provision

~~**06/25 12/26**~~ **06/26** - Develop a sustainable process for patient outcome/feedback process in East Region

10/26 - Agree and implement PICT governance process

03/27 - Reduce on scene time for patients with penetrating trauma

03/27 - Project close

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Workforce and Wellbeing Portfolio Report – 2030 SSG

NHS
SCOTLAND

Portfolio Lead: Elise Gallagher

Period covered: 23 May to 19 June

Portfolio RAG 🟩

Portfolio Summary

Staff Health and Wellbeing Implementation Project- The project remains on track, with all milestones for 2026–27 progressing as planned. The Staying Well Service has supported 313 staff since launching in December 2025, and mental health referrals now comprise 91% of all cases. The Scottish Ambulance Service (SAS) appraisal completion rate has reached 31.69%, exceeding the August target of 30%. The iMatter staff survey response rate rose to 62%, up by 7% from last year, with the Employee Engagement Index improving to 69. A key risk is insufficient capacity within the Staying Well Service to manage the increasing complexity and volume of mental health referrals, which could lead to gaps in staff support and burnout within the wellbeing team. Mitigation includes increasing specialist mental health support and developing additional support pathways. An impact review of the Staying Well Service has taken place at PPSG with recommendations to take forward to the executive team.

Workforce Planning Project- The 2026–2029 SAS Three-Year Workforce Plan remains at amber due to its dependency on alignment with evolving financial and service planning assumptions. A revised, shorter draft of the plan was presented to the Staff Governance Committee on June 4th and was received positively, though further revisions have been requested for September. The delay is primarily linked to final workforce projections being contingent on other key documents, including the Annual Delivery Plan and finance plans. Mitigation centres on continued engagement with regional leads and additional governance sessions to maintain momentum.

Attendance Management Project- The project is currently experiencing delays in completing the Data Protection Impact Assessment (DPIA), which is a prerequisite for full dashboard rollout. Progress for the project includes the advancement of a manager toolkit and training resources, creation of a Supporting Attendance SharePoint site, and rollout of dashboards for Area Service Manager levels. Referral volumes to the Staying Well Service have climbed markedly to 60–70 per month from approximately 30–35, reflecting mental health-related issues. The DPIA delay prevents Team Leader access to dashboards, risking full implementation; mitigation actions focus on ongoing engagement and urgent follow-up to secure DPIA approval.

Developing Our Culture- Proposals and Terms of Reference for this piece of work were approved in May. Resource has been allocated and the New Project Proposal process is underway.

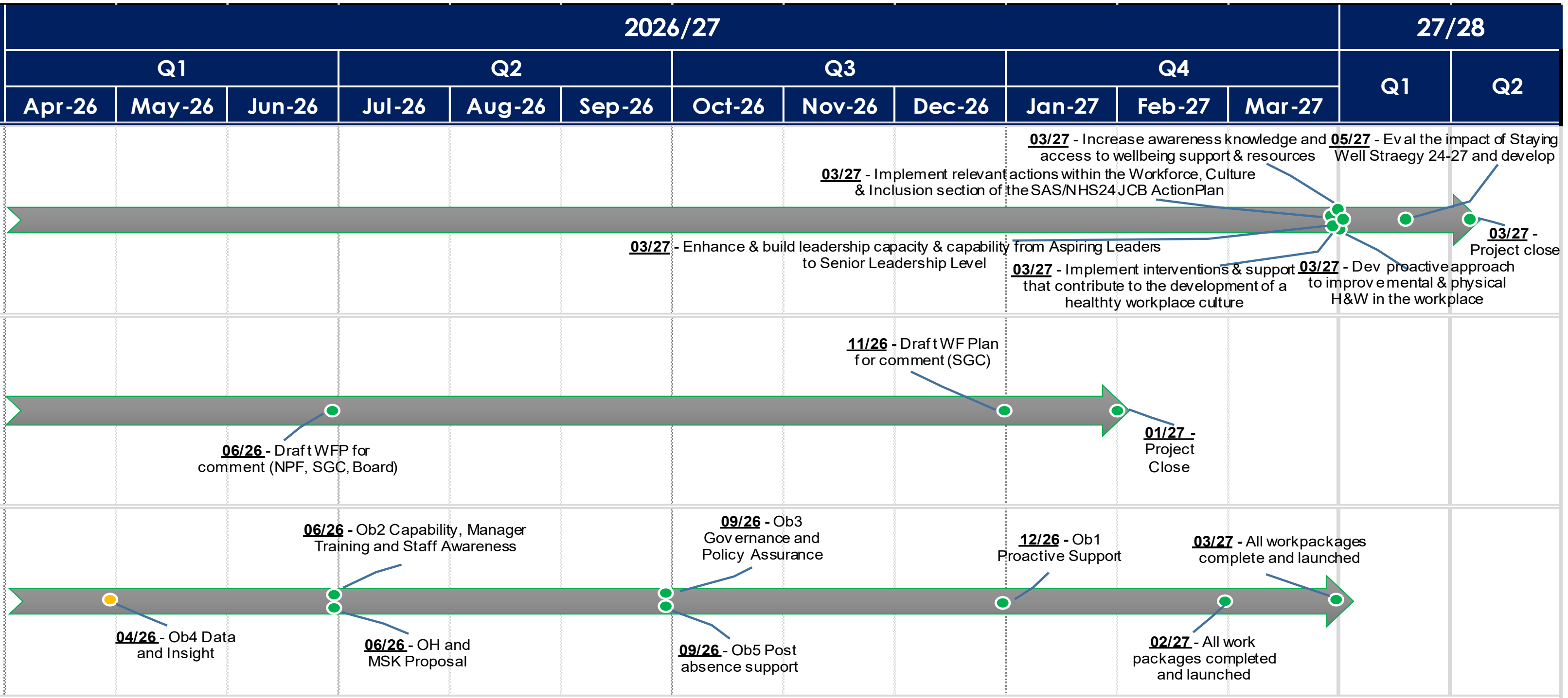
Training Review- Resource has been allocated and the New Project Proposal process is underway.

Workforce and Wellbeing Portfolio Report – 2030 SSG

Portfolio Lead:	Elise Gallagher	Period covered:	23 May to 19 June	Portfolio RAG	🟩

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
Health & Wellbeing	01/04/21	31/07/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Workforce Planning and Performance Monitoring	01/03/24	31/01/27	🟩 →	Milestones	🟩
				Risks (VH&H)	0
				Issues (H)	0
				Finance	
Attendance Management	02/10/25	31/03/27	🟩 →	Milestones	🟨
				Risks (VH&H)	1
				Issues (H)	1
				Finance	



Health & Wellbeing:

03/27 - Increase awareness knowledge and access to wellbeing support & resources

05/27 - Eval the impact of Staying Well Straegy 24-27 and develop

03/27 - Implement relevant actions within the Workforce, Culture & Inclusion section of the SAS/NHS24 JCB ActionPlan

03/27 - Enhance & build leadership capacity & capability from Aspiring Leaders to Senior Leadership Level

03/27 - Implement interventions & support that contribute to the development of a healthty workplace culture

03/27 - Dev proactive approach to improv emental & physical H&W in the workplace

03/27 - Project close

Workforce Planning and Performance Monitoring:

06/26 - Draft WFP for comment (NPF, SGC, Board)

11/26 - Draft WF Plan for comment (SGC)

01/27 - Project Close

Attendance Management:

04/26 - Ob4 Data and Insight

06/26 - Ob2 Capability, Manager Training and Staff Awareness

06/26 - OH and MSK Proposal

09/26 - Ob3 Governance and Policy Assurance

09/26 - Ob5 Post absence support

12/26 - Ob1 Proactive Support

02/27 - All work packages completed and launched

03/27 - All workpackages complete and launched