



**NOT PROTECTIVELY MARKED**

**PUBLIC BOARD MEETING** **25 March 2026**  
**Item 06**

**THIS PAPER IS FOR DISCUSSION**

**DELIVERING OUR 2030 STRATEGY UPDATE**

<b>Lead Director Author</b>	Michael Dickson, Chief Executive Portfolio Executive Directors Karen Brogan, Director of Strategy, Planning & Programmes																																			
<b>Action required</b>	The Board is asked to note and discuss progress in relation to delivery of the 2030 Strategy portfolios.																																			
<b>Key points</b>	<p>The purpose of the 2030 Strategy Portfolio Board update is to</p> <ul style="list-style-type: none"> <li>Provide a high-level summary of progress around delivery of the 2030 Strategy Portfolios and demonstrate the impact on delivery of our strategic aims.</li> <li>Provide assurance to the Board that mitigating actions are in place for projects that are not within timeline.</li> <li>Highlight any issues or risks that require escalation to the Board.</li> </ul> <p>Overall good progress continues to be made our portfolio of work <b>however there is currently 3 projects in Amber status and 1 project in Red status for delivery.</b></p> <p><b>Table 1 – High Level Summary of Project Status</b></p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="background-color: #f2f2f2;">Portfolio</th> <th style="background-color: #c8e6c9;">Green</th> <th style="background-color: #ffcdd2;">Amber</th> <th style="background-color: #e57373;">Red</th> <th style="background-color: #e0e0e0;">Other</th> </tr> </thead> <tbody> <tr> <td>Integrated Planned, Unscheduled &amp; Urgent Care</td> <td>2</td> <td>1</td> <td>1</td> <td></td> </tr> <tr> <td>Data, Digital, Innovation &amp; Research</td> <td>4</td> <td>1</td> <td></td> <td></td> </tr> <tr> <td>Communities &amp; Place</td> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Preventative &amp; Proactive Care</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Workforce &amp; Wellbeing</td> <td>1</td> <td>1</td> <td></td> <td></td> </tr> <tr> <td><b>Totals</b></td> <td><b>14</b></td> <td><b>3</b></td> <td><b>1</b></td> <td><b>0</b></td> </tr> </tbody> </table> <p>There are no issues or risks that require escalation to the Board.</p>	Portfolio	Green	Amber	Red	Other	Integrated Planned, Unscheduled & Urgent Care	2	1	1		Data, Digital, Innovation & Research	4	1			Communities & Place	6				Preventative & Proactive Care	1				Workforce & Wellbeing	1	1			<b>Totals</b>	<b>14</b>	<b>3</b>	<b>1</b>	<b>0</b>
Portfolio	Green	Amber	Red	Other																																
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<b>Timing</b>	This paper is being presented to the <b>March 2026</b> Board and is a standing item on the Board agenda.																																			

<b>Associated Corporate Risk Identification</b>	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
<b>Link to Corporate Ambitions</b>	We will <ul style="list-style-type: none"> <li>• Work collaboratively with citizens and our partners to create healthier and safer communities</li> <li>• Innovate to continuously improve our care and enhance the resilience and sustainability of our services</li> <li>• Improve population health and tackle the impact of inequalities</li> <li>• Deliver our net zero climate targets</li> <li>• Provide the people of Scotland with compassionate, safe and effective care when and where they need it</li> <li>• Be a great place to work, focusing on staff experience, health and wellbeing</li> </ul>
<b>Link to NHS Scotland’s quality ambitions</b>	<ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Person Centred</li> </ul>
<b>Benefit to Patients</b>	Patients are provided with the right care, in the right place at the right time, enabling improved outcomes for patients.
<b>Equality and Diversity</b>	No equality and diversity points to note. EQIA will be undertaken, if necessary, on commencement of the work.



## **NOT PROTECTIVELY MARKED**

## **SCOTTISH AMBULANCE SERVICE BOARD**

## **2030 STRATEGY DELIVERY UPDATE**

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

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### **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 our portfolio of work **however there are currently 3 projects in Amber status and 1 project in Red status for delivery.**

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Date: 2026-03-16	Version 1	Review Date: September 2026

**Table 1 – High-Level Summary of Project Status**

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	2	1	1	
Data, Digital, Innovation & Research	4	1		
Communities & Place	6			
Preventative & Proactive Care	1			
Workforce & Wellbeing	1	1		
<b>Totals</b>	<b>14</b>	<b>3</b>	<b>1</b>	<b>0</b>

## 4.2 Projects in Other Status

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

There are no projects in the Other Status for Delivery.

## 4.3 Projects in the Amber Status

### 4.3.1 Reduced Working Week

Implementation of the reduced working week to 36 hours is expected to be delivered by April 1<sup>st</sup>, 2026. The PLC

Roster design discussions were paused with staff throughout December following issues raised by the trade unions. This resulted in an agreement to prioritise the reduced working week roster changes ahead of any demand and capacity changes.

As advised at the last Board meeting, there had also been a delay in reaching consensus with partnership colleagues on policy interpretation and a number of key processes in relation to how the RWW DL is applied to roster redesign to achieve the reduction to 36 hours. These issues were resolved in February.

The roster design approach was subsequently changed to expedite the process by providing a more agile method for reaching roster consensus amongst staff. As a result, significant progress has now been made in relation to agreement of rosters.

Discussions remain ongoing to ensure all rosters are approved by Management and submitted to the e-rostering team to enable build work to be undertaken at pace. To support this, additional measures are also being taken to train additional resources to support with building rosters on the e-rostering and RMS payroll system.

### 4.3.2 GRS Timecard

The GRS Timecard Project is the development and implementation of an electronic timesheet on the GRS system to feed the payroll system, designed to reduce the requirement for manual paper claims and associated administration time for processing.

Planning for Phase 2, implementation into the Ambulance Control Centres and Patient Transport is underway. Go live was initially anticipated for May 2026, however this is now

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likely to be pushed back to August to enable the e-rostering team to focus on system build work to support delivery of the reduced working week.

Since the last update to the Board, the project team have met and re-baselined the plan for submission and approval at the April Project Board.

### 4.3.3 Workforce Planning & Performance monitoring

In recognition of a projected surplus in Paramedics from August 2026, we have been working closely with Scottish Government and our partners to consider how Paramedics could be utilised more widely in the Healthcare system to support the delivery of multi-disciplinary teams within urgent and primary care.

Workforce projection scenarios have been developed to assist the Scottish Government in planning and determining future university intake requirements for paramedics over the next 3 to 10 years.

A workforce dashboard has also been developed to provide insight into current and historical workforce headcount, whole time equivalents, turnover, and recruitment with the capability to drill down into workforce demographics and levels within the organisation.

Since the last update to the Board, significant progress has been made on development of the 3-year Workforce Plan. The Workforce Plan for 2026-2029 was submitted as a working draft to Staff Governance Committee (SGC) in March and further efforts are now underway to refine and finalise the plan.

Discussion have been taking place, and remain ongoing, with key internal stakeholders around current and future workforce projections, design, and composition of our future workforce.

## 4.4 Projects in the Red Status

### 4.4.1 Air Ambulance Implementation

The Air Ambulance Implementation Project has faced delays due to manufacturing timelines for the 2nd and 3rd King Air aircrafts, with no confirmed delivery dates at this stage.

The Project Team continues to engage closely with the supplier to understand lead times and minimise any further delays. The first H145 (rotary) aircraft has been delivered to the UK supplier, with internal design agreed and fitting underway.

The plan will be re-baselined on confirmation of the new delivery dates.

## 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.

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# Service Board Portfolio Summary Pack

## March 2026

Reporting as at 20 February 2026





## Portfolio Summary

**Reduced Working Week** –Roster design discussions were paused with staff throughout December following an issue raised by the trade unions. To support this and increase the pace of delivery, the roster design approach was subsequently changed to provide a more agile method for reaching roster consensus amongst staff. Engagement continues across all regions and functions, with 90% of Double crewed ambulance locations submitting roster preferences for approval. However, no rosters were submitted by the 31st January deadline for A&E and 28th February for Scheduled Care. Discussions are ongoing to ensure all rosters are approved and submitted to enable the remaining build work to be undertaken at pace. To support this, additional measures are also being taken to train additional resources to support with building rosters on the e-rostering and RMS payroll system.

**Scheduled Care Improvement** – The January Scheduled Care Ambulance Care Assistant (ACA) course has been completed with another course planned for April. The Scheduled Care Timed Admissions project is progressing well, with ongoing engagement and development to shape a national approach for the management of times admission patients. The current focus is on completing the review stage and preparing recommendations to be presented in the next report alongside an options paper supporting wider system alignment. Collaboration with St John Scotland continues with plans to revisit the partnership proposal. Early discussions on expanding the car volunteer services is also underway, though still in initial research stages. Funding has also been secured for technology improvements and are scheduled for mid to late April 2026. Dedicated discharge vehicles are operational in 3 Health Boards to support with improving flow. Standardised communication and KPI monitoring is in place. QEUH performance remains stable, with efforts ongoing to secure future funding.

**Air Ambulance Implementation** - The Air Ambulance Implementation Project is facing delays due to manufacturing timelines for the 2nd and 3rd King Air aircraft, with no confirmed dates yet. It is not advisable to operate with only one King Air aircraft, as this would result in different models in service. The Project Team continues to work closely with the supplier to understand the lead times and minimise any further delays. The first H145 (rotary) aircraft has been delivered to the UK supplier, with internal design agreed and fitting underway and the first King Air (fixed-wing) aircraft is ready for transport to the UK. The supplier expects to complete handover in late March.

**Rest Period Project** - A principle has been established ensuring no one works more than six hours without a break. The Special Break has been reintroduced with amendments and shift codes have been reviewed and simplified. A new process for managing these codes is now in place. Reviews of missed rest breaks indicate that the issue stems from a variety of factors rather than a single cause. The final draft of the Rest Break and End of Shift Standard Operating Procedures (SOPs) has been approved and presented to the Oversight Board. Partnership colleagues will engage with members for consultation and a ballot with a Test of Change scheduled to begin on 14th April 2026. A comprehensive communications and measurement framework will be developed collaboratively and implemented in the coming weeks.





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## Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:

Emma Stirling

Period covered:

24 Jan to 20 Feb

Portfolio RAG



### Portfolio Summary

**Volunteer Enhancement project** - Volunteer Enhancement activity has accelerated with Wildcat Responders fully integrated and national development of a dual-responder model and MIS app pilot driving a 51% increase in volunteer deployments. Following the success of the pilot, a business case has been approved to support a national roll out of the MIS app. Phase 2 developments are now underway, and volunteer engagement remains strong through the Volunteer Forum and national ACE collaboration.

**Mental Health** - Implementation of the Mental Health Strategy is progressing to plan. This is supported by a refreshed workplan to 2027 including, strengthened partnerships with NHS 24, Police Scotland and Scottish Government. Enhanced Distress Brief Intervention pathways, leadership development, ongoing evaluation of Mental Health Response Cars and expanding education activity, including suicide-bereavement training and A&E multi-agency sessions.

**Dementia** - Delivery of the Dementia Strategy has advanced with approval of the Dementia Delivery Plan. Active tests of change are in place, such as the Herbert Protocol pilot, improved dementia data work, strengthened collaboration with Brain Health Scotland, NES and UK ambulance partners with broadened dementia-focused training and national awareness activity including support for SG's Re-Think Dementia campaign.

**Young Minds Saves Lives** - The Young Minds Save Lives (YMSL) and Community Education programme has made strong progress since its launch in November 2025, delivering productive results in the first quarter. School engagement is growing, with six Glasgow schools scheduled for completion by summer and plans to reach 20 in total by 2027. Community outreach has connected with 321 individuals across 16 events and new funding opportunities are emerging. Partnerships with The King's Trust, Developing Young Workforce Scotland, and NHS Youth Academy are strengthening, supported by Scottish Government funding to expand mental health education into Dundee and Angus. Additionally, work is underway to explore delivery in the Western Isles and develop a sustainable multi-year funding strategy with evaluation support from NHS Charities Together. A new student placement with the University of Strathclyde will enhance capacity and support broader impact evaluation.

**South Station** - The Community Hubs and South Station project continues to progress with objectives set and the project brief being approved. The project initiation document (PID) is on track for completion with estates and engagement workstreams already underway and modelling of alternative sites completed.

**Sustainability / Net Zero** - The sustainability programme is progressing steadily with the 2025/26 report finalised. The 2026/27 decarbonisation bid was approved by SAS Board and Scottish Government and work to upgrade the LED lighting is now underway.



# Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:

Emma Stirling

Period covered:

24 Jan to 20 Feb

Portfolio RAG



## Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26						2026/27			2027/28					
					RAG & Trend	Key Controls	Q3			Q4			Q1			Q3	Q4	Q1	Q2
							Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26				
Volunteer Enhancement	01/03/25	31/03/27	→	Milestones															
				Risks (VH&H)	0														
				Issues (H)	2														
				Finance	N/A														
Mental Health Strategy	01/11/22	31/03/27	→	Milestones															
				Risks (VH&H)	0														
				Issues (H)	0														
				Finance															
Dementia Strategy	01/11/22	31/03/26	→	Milestones															
				Risks (VH&H)	0														
				Issues (H)	0														
				Finance	TBA														
Sustainability Strategy Development	01/09/22	31/03/27	→	Milestones															
				Risks (VH&H)	0														
				Issues (H)	0														
				Finance	N/A														
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														



## Portfolio Summary

**GRS Timecard** – Phase 2 , go live for ACC,PTS and NRRD staff was initially anticipated for May 2026, however this is now likely to be pushed back to August to enable the e-rostering team to focus on system build work to support delivery of the reduced working week. Since the last update to the Board, the project team have met and re-baselined the plan for submission and approval at the April Project Board.

**Research & Innovation** - The Research and Innovation team is making strong progress, leading impactful data-driven projects focused on staff wellbeing, clinical studies, and drug harm research. Strategic partnerships are being established across emergency services and public health, supporting both internal stakeholders and external organisations like PHS, NSS, and RDS. Key areas of advancement include clinical and workforce outcomes, the Out of Hospital Cardiac Arrest programme, and significant clinical trials, contributing to both national and international evidence.

**Innovation** - The team continues to maintain strong partnerships with academic and clinical collaborators to evidence and deliver studies, enhancing data access and public health analytic partnerships such as Safe Haven. They have begun early work on establishing a long-term research funding model following the Board's guidance. The team established a Tri Services Collaboration Forum, uniting SAS, Fire, and Police to strengthen joint research and innovation efforts. SAS is also engaged in Point of Care Testing to support early decision-making and reduce unnecessary conveyance.

**Artificial Intelligence in the Ambulance Control Centre** – The project to use artificial intelligence to audit call recordings has been refocused following a review of its objectives and delivery timelines. A revised completion date has been identified, informed by the benefits analysis report. The data-matching phase has also now been completed successfully, enabling progression to model training.

**GRS Cloud Migration** - The GRS Cloud Migration project readiness audit was approved. Work is underway to develop and sign off a DPIA to enable build of the pre-production test system and training environment. A decision is required on the type of data required for User Acceptance Testing and Training environments. Another interdependency and critical decision is whether single sign-on and multi-factor authentication are enabled before granting access to the pre-production environment for testing. The pros, cons and risk assessment were considered by Project Board but decisions have been deferred until a joint meeting with the supplier to further discuss and agree the recommended approach. A third decision relates to how to manage system access for staff with multiple contracts.

**Digital Front Door** - A Digital Front Door Readiness workshop was held with the Digital Front Door Team in January to consider SAS readiness for change and explore potential ideas for future development. SAS will continue to remain engaged to fully understand how current planned changes will affect our patients and staff, whilst recognising early opportunities to capitalise on benefits of my care.



# Digital Data Innovation and Research Portfolio Report – 2030 SSG



Portfolio Lead:

Julie Carter

Period covered:

24 Jan to 20 Feb

Portfolio RAG

## Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26									2026/27			2027/28											
					RAG & Trend	Key Controls	Q3			Q4			Q1			Q2			Q3	Q4	Q1	Q2						
							Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26										
GRS Timecard and App	09/09/22	31/07/26	Yellow Arrow	Milestones	Yellow	04/02 System Fix (Unpaid Breaks)															01/05 Onboarding of PTS / ACC / NRRD Staff			12/06 ACC / PTS / NRRD roll out complete			02/06 15/08 04/26 31/07 Project closed	
				Risks (VH&H)	Green	24/04 - Training ACC / PTS / NRRD complete															12/05 - ACC Pilot Complete							
				Issues (H)	3																							
				Finance	N/A																							
AI in the ACC	31/10/24	31/03/26	Green Arrow	Milestones	Green	14/26 02/26 31/03 - AI solution support model															14/26 02/26 31/03 - Mission Control							
				Risks (VH&H)	2	28/11 02/26 31/03 12/25 02/26 31/03 Full benefits & analysis paper															04/26 03/26 31/03 Project close							
				Issues (H)	0																							
				Finance	Green																							
GRS Cloud	01/11/25	31/12/26	Green Arrow	Milestones	Green	01/26 Sign off Initiation															02/26 Sign Off Migration Audit Readiness			04/26 Mar TBC DPIA Sign Off			06/26 Sign off UAT	
				Risks (VH&H)	3	01/26 - Sign off High Level Plan															04/26 Mar TBC - TM to provide code differential findings report			09/26 Hypercare check in			12/26 Project Close	
				Issues (H)	1																08/26 - Sign off Dry Run			10/26 - Sign off Hypercare				
				Finance	Green																							
Research	01/04/22	31/03/26	Green Arrow	Milestones	Green	08/26 03/26 - Data analysis and insights to support decision making and improve service delivery planning															12/26 03/26 - Pursue funding activities							
				Risks (VH&H)	3																							
				Issues (H)	0																							
				Finance	Green																							
Innovation	01/04/22	31/03/26	Green Arrow	Milestones	Green	08/26 12/26 03/26 - Exploring the use of pilotless airframes to provide critical life-saving equipment to patients in remote and hard-to-reach locations															12/26 03/26 - Continue testing and implementing artificial intelligence and machine learning technologies to enhance clinical decision-making							
				Risks (VH&H)	3																							
				Issues (H)	0																							
				Finance	N/A																							



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## Preventative and Proactive Care Portfolio Report – 2030 SSG

Portfolio Lead:

Dr Jim Ward

Period covered:

24 Jan to 20 Feb

Portfolio RAG



### Portfolio Summary

**Population Health** – Scotland's Population Health Framework, launched in June 2025, is a 10-year plan aligned with NHS Scotland's improvement and renewal strategies, as well as the SAS 2030 Strategy. Its integration and interdependencies have been reviewed by key SAS committees and incorporated into the 2026 plan. Initial staff engagement on public health and health inequalities has begun with progress on the Ask and Act homeless pilot and first-quarter reporting completed. Collaboration has been established with public health teams in NHS Fife, NHS Lothian, and Scottish Government healthcare inequalities units. A funding application for a Gambling Harms pathway pilot has been submitted, and ambulance clinicians have been directed to Public Health Scotland e-learning modules. Discussions with SAS Business Intelligence on data linkage for measurement are ongoing and annual review findings on population health have been discussed with senior clinical leaders.

Other workstreams which are planned for inclusion within this portfolio include reflecting our approach to Realistic Medicine and the emerging work in relation to Enhance the Contribution of SAS to Primary and Community Care.

Progress continues with the Realistic Medicine action plan, which has secured funding for the coming year, aligning with the Population Health and the Service Renewal Frameworks. SAS ranks highly in national learning, particularly in Shared Decision Making and Value-Based Health and Care uptake. New communications aim to clarify that 999 calls do not always result in hospital conveyance. March CPD sessions saw exceptional participation, reflecting strong frontline commitment. Efforts to embed the Clinical Decision-Making Framework and enhance shared decision making are ongoing, with patient surveys indicating 94% involvement in decisions. Leadership has praised progress while noting areas for improvement, especially for elderly patients and those facing delays.

The team has obtained government backing for the enhanced primary care contribution proof-of-concept, with Scottish Government stakeholders willing to fund SAS. Strong collaborative relationships have been established across primary and community care, enhancing confidence in SAS's value and role. The programme is strategically well-positioned, benefiting from clear government interest, senior advocacy, and positive Health Board engagement, setting a firm foundation for the next phase.



Scottish Ambulance Service

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# Preventative and Proactive Care Portfolio Report – 2030 SSG

Portfolio Lead:

Dr Jim Ward

Period covered:

24 Jan to 20 Feb

Portfolio RAG



## Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26						2026/27						2027/28					
					RAG & Trend	Key Controls	Q3			Q4			Q1			Q2			Q3	Q4	Q1	Q2
							Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26				
Population Health & Data Plan	01/02/24	31/03/26	→	Milestones																		
				Risks (VH&H)	0																	
				Issues (H)	0																	
				Finance	N/A																	



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## Workforce and Wellbeing Portfolio Report – 2030 SSG

Portfolio Lead:

Graeme Ferguson

Period covered:

24 Jan to 20 Feb

Portfolio RAG



### Portfolio Summary

#### Health and Wellbeing Project

The January edition of Live Well, Work Well covered topics including financial wellbeing, Blue Monday, winter wellbeing, World Religion Day, and Cervical Cancer Week promotion alongside a staff story from the Unity in Diversity Network. A new Wellbeing Calendar has been launched on @SAS to highlight campaigns throughout the year. Joint wellbeing meetings between NHS24 and SAS now occur bi-monthly to foster collaboration. Referrals to the Staying Well Service have risen, with mental health support being the most requested. NHS24's Organisational Development team shared their culture and wellbeing dashboard, which SAS is exploring for potential adoption. The reverse mentoring initiative, focused on racial equality, began training in November with sessions starting February 2026. An external consultant is coordinating cultural transformation efforts to create a cohesive strategic programme of work. Additionally, data from the recent Wellbeing & Working Cultures Pulse Survey has been analysed, and a report with recommendations is now available.

#### Workforce Planning and Performance Monitoring Project

The 3-year Workforce Plan for 2026-2029 was submitted as a working draft to Staff Governance Committee (SGC) in March and work is underway to refine and finalise the plan.

In recognition of a projected surplus in Paramedics from August 2026, we have been working closely with Scottish Government and our partners to consider how Paramedics could be utilised more widely in the Healthcare system to support the delivery of multi-disciplinary teams within urgent and primary care.

Workforce projection scenarios have been developed to assist the Scottish Government in planning and determining future university intake requirements for paramedics over the next 3 to 10 years. Work is also underway with Director of Strategic Planning, Finance, Senior HR Manager and Regional BSMs to develop detailed Workforce Projections.

The development of the internal SAS workforce dashboard is helping to identify and assess the effectiveness of accurate, informative and measurable workforce data to support future workforce planning. This dashboard will continue to develop as more data becomes available.



Scottish Ambulance Service

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# Workforce and Wellbeing Portfolio Report – 2030 SSG



Portfolio Lead:

Graeme Ferguson

Period covered:

24 Jan to 20 Feb

Portfolio RAG

## Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26						2026/27						2027/28					
					RAG & Trend	Key Controls	Q3			Q4			Q1			Q2			Q3	Q4	Q1	Q2
							Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26				
Health & Wellbeing	01/04/21	31/03/27	→	Milestones		<p>03/26 - Develop our workforce knowledge &amp; skills and signpost further help.</p> <p>03/26 - Expand the range of wellbeing support available.</p> <p>03/26 - Develop our leadership, enable leaders to become more connected.</p> <p>03/26 - Increase the number of staff who feel valued at work.</p> <p>03/26 - create awareness and understanding of the range of health &amp; wellbeing support avail and how to access it.</p> <p>03/26 - Become more evidence and data driven in our approach to creating a healthy workplace.</p>																
				Risks (VH&H)	0																	
				Issues (H)	0																	
				Finance	N/A																	
Workforce Planning and Performance Monitoring	01/03/24	31/03/26	→	Milestones		<p>03/26 - Draft WF Plan for comment (SGC)</p> <p>12/25 - WF Plan 26-29 update for SGC</p>																
				Risks (VH&H)	0																	
				Issues (H)	0																	
				Finance																		