



**NOT PROTECTIVELY MARKED**

<b>Public Board Meeting</b>	<b>31 January 2024</b> <b>Item 06</b>
<b>THIS PAPER IS FOR DISCUSSION</b>	
<b>DELIVERING OUR 2030 STRATEGY UPDATE</b>	

<b>Lead Director Author(s)</b>	Michael Dickson, Chief Executive Portfolio Executive Directors Karen Brogan, Associate Director of Strategy, Planning & Programmes																																			
<b>Action required</b>	The Board is asked to <ul style="list-style-type: none"> <li>note and discuss progress in relation to delivery of the 2030 Strategy portfolios.</li> <li>Note that Scottish Government has now commissioned the development of the 24-25 Annual Delivery Plan which requires to be submitted in draft by 7<sup>th</sup> March 2024.</li> </ul>																																			
<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 across all portfolios of work.</p> <p><b>Table 1 – High Level Summary of Project Status</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Portfolio</th> <th style="background-color: #28a745; color: white;">Green</th> <th style="background-color: #ffc107;">Amber</th> <th style="background-color: #dc3545; color: white;">Red</th> <th style="background-color: #6c757d; color: white;">Other</th> </tr> </thead> <tbody> <tr> <td>Integrated Planned, Unscheduled &amp; Urgent Care</td> <td style="text-align: center;">7</td> <td style="text-align: center;">4</td> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td>Data, Digital, Innovation &amp; Research</td> <td style="text-align: center;">8</td> <td></td> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td>Communities &amp; Place</td> <td style="text-align: center;">4</td> <td style="text-align: center;">2</td> <td></td> <td style="text-align: center;">5</td> </tr> <tr> <td>Preventative &amp; Proactive Care</td> <td style="text-align: center;">3</td> <td></td> <td></td> <td style="text-align: center;">2</td> </tr> <tr> <td>Workforce &amp; Wellbeing</td> <td style="text-align: center;">8</td> <td style="text-align: center;">1</td> <td></td> <td style="text-align: center;">1</td> </tr> <tr> <td><b>Totals</b></td> <td style="text-align: center;"><b>30</b></td> <td style="text-align: center;"><b>6</b></td> <td style="text-align: center;"><b>0</b></td> <td style="text-align: center;"><b>10</b></td> </tr> </tbody> </table>	Portfolio	Green	Amber	Red	Other	Integrated Planned, Unscheduled & Urgent Care	7	4		1	Data, Digital, Innovation & Research	8			1	Communities & Place	4	2		5	Preventative & Proactive Care	3			2	Workforce & Wellbeing	8	1		1	<b>Totals</b>	<b>30</b>	<b>6</b>	<b>0</b>	<b>10</b>
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	<p>There are no issues or risks that require escalation to the Board.</p> <p>The 24-25 Annual Delivery Guidance has been received from Scottish Government with expectations that draft plans will be submitted to Scottish Government by 7<sup>th</sup> March 2024. Work is underway to develop the plan and associated corporate objectives. A summary of the detail and draft outline for the plan has been included in the private session under item 23.</p>
<b>Timing</b>	This paper is presented to the November 2023 Board and is a standing item on the Board agenda.
<b>Associated Corporate Risk Identification</b>	<p>4636 – Health &amp; Wellbeing of Staff</p> <p>5602 – Service’s defence against a Cyber Attack</p> <p>4638 – Hospital Handover Delays</p> <p>5062 – Failure to achieve Financial Targets</p> <p>5519 – Statutory &amp; Mandatory training</p>
<b>Link to Corporate Ambitions</b>	<p>We will</p> <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, ASSOCIATE DIRECTOR OF STRATEGY PLANNING & PROGRAMMES**

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### **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 and discuss progress in relation to delivery of the 2030 Strategy portfolios.
- Note that Scottish Government has now commissioned the development of the 24-25 Annual Delivery Plan which requires to be submitted in draft by 7<sup>th</sup> March 2024.

### **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 the quality of reporting is still very much evolving with ongoing support to delivery leads to guide them through reporting templates and requirements. In supporting the development of the reporting, four of the Non-Executive Board members previously met with the Portfolio Manager and their suggestions alongside wider Board input has been incorporated into Board updates.

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In addition, and linking to this, a mapping session took place in July 2023 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 also forms the basis of the Board assurance framework.

## 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	7	4		1
Data, Digital, Innovation & Research	8			1
Communities & Place	4	2		5
Preventative & Proactive Care	3			2
Workforce & Wellbeing	8	1		1
<b>Totals</b>	<b>30</b>	<b>7</b>	<b>0</b>	<b>10</b>

### 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 Data, Digital, Innovation & Research, 2 in Proactive & Preventative, 1 in Workforce & Wellbeing and 1 in Integrated Planned, Unscheduled and Urgent Care that was temporarily paused. These are listed below:

#### Community Hubs / South Station Delivery

Work continues on the planning phase of the Outline Business Case for the new South Station.

The South Station project has successfully cleared the Initial Agreement (IA) stage, next steps are to progress towards Outline Business Case. A review of site locations continues to be undertaken.

The Community Hub's Project Brief has been created and sent to the Project Management Office 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 these are being developed.

Discussions with Scottish Futures Trust have 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

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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. Actions supporting these are being progressed.

## **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 has been 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.

Since the last update to the Board, a decision was taken to pause the activities of the short life working group. It has been proposed that this work is formalised into a project. This means that further discussions will need to be held to determine the best approach and resources required to move forward with the project. This will be taken forward as part of the planning and development process for the 24-25 ADP.

## **Preparation for National Care Service**

The Service attended the National Care Service (NCS) Forum on 30 October 2023. A report summarising the key discussions and outcomes from the event were published on 12th January 2024. The report emphasises the importance of involving people with lived experience in designing the NCS, tackling immediate and long-term challenges in the social care system, and adopting person-led approaches. It also discusses concerns about integrating drug and alcohol services into the NCS, implementing self-directed support, and ensuring local flexibility while maintaining national standards.

The report highlights key actions, such as improving the workforce, increasing funding, and effectively engaging and representing patients and stakeholders. In conclusion, early planning for SAS should involve assessing any potential changes in care coordination, exploring workforce development opportunities, and considering patient and stakeholder engagement opportunities.

## **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 their strategic ambitions, Health Boards were asked by Scottish Government to develop an Anchors Strategic Plan by 27 October 2023.

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The draft plan was completed and issued to Scottish Government on 27 October 2023 and subsequently approved by the Board in November 2023.

Guidance on the metrics for this work have now also been received and work is underway to ensure submission by the end of March 2024.

### **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 against the 12 work streams.

The Path to Net Zero @SAS webpage has been launched and the 'call' for green champions to create the champion network has also been launched.

The Service is completing the Annual Climate Emergency and Sustainability report and is due to be presented at the Scottish Ambulance Service Board in January 2024.

Highlight reports continue to be produced for each work stream.

### **Population Health Review**

The Service continues to progress a number of work streams which have a focus on population health and reducing inequalities and our 2030 Strategy sets out our intentions in improving population health. The completion of a population health/reducing inequalities assessment was carried out in October 2023, using a matrix that has been designed for UK Ambulances Services to assess population health/reducing inequalities maturity levels. This has helped the Service identify a number of opportunities that will inform our reducing inequalities/population health work plans for 2024/25 and beyond.

### **Partnership Working**

This project relates specifically to working with NHS 24 to enable patients to receive the right care in the right place first time. The aim is to improve the patient experience, fostering collaboration across both organisations and the wider national health and social care system, improving sustainability, whilst supporting the reform of urgent and unscheduled care.

The project is in early stages of collaborative working, however, we already recognise that the effective delivery of both our services will benefit from greater collaboration across all sectors, as we are fully committed to successful delivery to enhance patient care.

Work to date has focused on:

- Effective patient flow, triage and assessment with a specific focus on people who are triaged by NHS 24 as requiring an ambulance response.
- Coordinated governance approach including joint organisational training, education, and learning from events. This also include data sharing to evidence improvements in collaboration.

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## **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 an options paper to the Board and further engagement to seek approval to implement the preferred option is being progressed.

Workforce projection scenario modelling to 2030 has been undertaken to help inform the final business case. The work on the final business case which has been commissioned by Scottish Government has commenced.

## **Advanced Practice Roster Development Project**

The Advanced Practice (AP) Roster development work was paused pending the outcome of a paper that was presented to the Executive Team relating to the current AP workforce number and projections to 2030.

There has been work ongoing on the integrated clinical hub to assess AP remote triage requirements. Development of new profiles will commence in January to take this and existing workforce numbers into account to support the development of new rosters.

### **4.3 Projects in Red Status for Delivery**

Within the last paper to the Board, the GRS Timecard Project was in Red Status for delivery due to a number of technical issues. These have now been resolved and there are now no projects in Red Status for Delivery.

### **4.4 Projects in Amber Status for Delivery**

#### **Air Ambulance**

The Air Ambulance business case has been delayed until February to ensure full due diligence has been carried out. The contract award date is now expected to be in March 2024.

#### **Maternity/Neonatal (Best Start)**

There has been a delay in the progression of workforce planning due to capacity issues within the team and a delay in publication of Scotland's Best Start Plan. The plan will now be adapted in line with the recent announcement to move forward with three specialised neonatal intensive care units (NICUs) in Aberdeen, Glasgow and Edinburgh. There is a requirement to engage on a national and regional basis to enable alignment of our plan. This expected to be completed by the end of January 2024 subject to availability of stakeholders.

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## **Digital Patient Handover (Scottish Ambulance Service/NHS 24)**

The Service and NHS 24 have continued throughout the winter period to work on the development of a 2 way digital interface. The interface is expected to reduce the requirement for unnecessary voice traffic between services, thus also improving patient and staff experience.

The inbound interface from NHS24 to SAS is now built and licenced for use, however a critical issue relating to address matching has been identified through testing which needs to be resolved before implementation. This has delayed the December implementation date. Work is ongoing to resolve the issue.

## **Healthcare Professional Online Booking**

The Healthcare Professional (HCP) online booking project is the implementation of an online ambulance booking system for use by Healthcare Professionals. This will become the recommended alternative to telephone bookings.

It has been agreed to commence this pilot as soon as it is safe to do so following the winter 2023/24 pressures. The territorial boards have still to agree a start date. In addition, the software identified defects and further work with the software supplier is being taken forward prior to any ICT service acceptance testing.

## **Mental Health Strategy Implementation**

This relates to the delivery actions to implement year 2 of the mental health strategy. Significant progress has been made in agreeing the workstream priorities, NHS 24 handover, education sessions and training sessions in suicide intervention and prevention.

Some aspects of mental health work are now amber to reflect reduced capacity in the mental health team due to maternity leave and staff turnover. Plans are in place to replace these gaps and return to full work plan delivery over the next few months.

Since the last update to Board, the warm handover of patients from SAS to NHS 24 was successfully launched on December 6th 2023 to improve patient experience and outcomes for patients who required mental health services.

## **Dementia Strategy Implementation**

This action is to develop the Service dementia strategy and implementation plan.

This amber relates to the reduced capacity in the mental health team as noted previously with the mental health and dementia lead vacancy. This has been filled on an interim basis from within the team leaving a current vacancy gap impacting on the timeline and deliverables. Once this gap is covered these actions will be progressed.

## **Agile Working**

There has been a delay in development of SAS supporting guidance for Agile working following the roll out of the National Once for Scotland Policy in November. Work is underway to have this in place by the end of March 2024.

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## 4.5 Programmes/Projects Back on Track

### 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 and continues to operate without issue.

The Project had been in red status since August due to a number of technical issues however these have now been resolved and the Project Board agreed new timelines for delivery.

A full end to end live test between GRS and Payroll was carried out in December for Inverurie station with no issues and live testing for 5 additional locations is planned for January. If successful, this will be scaled on a national basis for full roll out in April 2024.

### Resource Planning Review

The Resource Planning Review has been established to undertake a review of the Resource Planning structure, roles and responsibilities, operating hours, systems, processes, reporting and monitoring arrangements. The Project was in Amber status previously due to delays in developing recommendations for the structure and span of control. These are still largely dependent on which e-rostering system the service will have long term and therefore the project has been re-baselined.

This has not delayed taking forward the other recommendations from the review. Significant progress has been made including the agreement of job descriptions, subsequent job evaluation, an upgrade to the web facing application and provision of new hardware which is expected to be commissioned in January.

In relation to the National E-Rostering system, build work has been ongoing to enable an initiation of a proof of concept test however to date there are a number of build issues which remain unresolved. A paper was presented to Executive Team on 9th January 2024 seeking approval of an extension to the current GRS contract whilst feasibility work continues around the national system.

## 4.6 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.

## 4.7 Annual Delivery Plan & Medium Delivery Plan Update

The 24-25 Annual Delivery Guidance and commission has been received from Scottish Government with expectations that draft plans will be submitted to Scottish Government by 7<sup>th</sup> March 2024. Work is underway to develop the plan and associated corporate objectives. A summary of the detail and draft outline for the plan has been included in the private Board session under item 23.

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**Scottish  
Ambulance  
Service**

University National NHS Board



# Service Board Portfolio Summary Pack

## January 2024

Reporting as of 20 December 2023



Portfolio Lead:

Paul Bassett

Period covered:

28 Nov to 20 Dec

Portfolio RAG

## Portfolio Summary

Progress continues to be made across the portfolio of work with 8 out of 12 projects/programmes on track.

The AP Roster development work was paused pending outcome of the Exec Team Paper. This was due to the number of WTE falling short of the requirements to implement the rotational model. There has been work ongoing on the integrated clinical hub to assess AP remote triage requirements. Development of new profiles will commence in January to take this and existing workforce numbers into account to support the development of rosters.

In relation to Air Ambulance, completion of the business case has been delayed until February, the contract award date is now expected to be in March 2024.

Job evaluations have been completed for Resource Planners and Administration posts. Structure and span of control are still largely dependant on which e-rostering system the service will have long term and work has been ongoing to establish feasibility of the new national system, Build work has been ongoing to enable a initiation of a proof of concept test however to date there are a number of build issues to resolve. A paper was presented to Executive Team on 5<sup>th</sup> January seeking approval of an extension to the current GRS contract while feasibility work continues around the national system.

The Urgent & Timed Admissions Improvement Project (formerly known as card 46 improvement) has also now been incorporated into the new Scheduled Care Transformation Programme. The development of the Scheduled Care Strategy has been postponed to focus on improving the efficiency of our current service. A number of internal workshops are due to take place over the coming months which will help to better define the problems that we are trying to fix, whilst shaping the immediate areas of opportunity and priorities for the wider programme. These sessions will also provide vital insight as part of the environmental scanning phase to help inform the long-term direction of travel for the service through to 2030.

The inbound interface from NHS24 to SAS is now built and licenced for use, however a critical issue relating to address has been identified through testing which needs to be resolved before implementation. This has delayed the December implementation date.

Good progress is bring made around all clinical work streams. There has however been some delays in Stroke & Thrombectomy work due to analysts resourcing levels.



# Integrated Planned Unscheduled and Urgent Care Portfolio Report – 2030 SG

Portfolio Lead:

Paul Bassett

Period covered:

28 Nov to 20 Dec

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		<p>Quality of Resuscitation on scene - test of implementation <b>30/06</b> Annual Cardiac Arrest Report published <b>30/09</b> Launch with CHS Scotland, a <b>10/23</b> Optimise GoodSAM for alerting in Scotland <b>40/23 03/24</b> Develop a measurement framework for CPR <b>03/24</b></p>																							
				Risks (VH&H)	0																								
				Issues (H)	1																								
				Finance	N/A																								
Major Trauma	01/04/22	30/04/24	→	Milestones		<p>Develop major trauma clinical governance structure regionally <b>03/23 30/06</b> Further develop patient outcome / feedback processes for ambulance <b>24/24 04/23</b> Further develop the clinical structure of the AP in Critical Care Team <b>31/24 04/24</b></p>																							
				Risks (VH&H)	1																								
				Issues (H)	0																								
				Finance	TBA																								
Stroke & Thrombectomy	01/04/22	31/05/24	↘	Milestones		<p>Scottish Stroke Care Audit - SAS Submission <b>31/05</b> On-scene diagnosis of Stroke <b>31/09</b> NHS24 - SAS Stroke patient re-categorisation <b>31/10</b> Stroke enhanced video triage feasibility assessment <b>01/24</b> Stroke enhanced video triage Ph2 <b>02/24</b> Crew feedback to improve Stroke Care <b>03/24 03/24</b> On-scene diagnosis of stroke <b>05/24</b> Scottish stroke care audit</p> <p>In partnership, work with TAG to progress thrombectomy delivery <b>31/08</b> Reducing Time to Allocation for HAS <b>31/10</b> Safe Moving and Handling of HAS Patient prog phase 1 <b>31/08</b> Reducing Time to Allocation for HAS <b>31/10</b> Stroke enhanced triage video feasibility assessment <b>31/10</b> Safe Moving and Handling of HAS Patient prog phase 1 <b>31/08</b> Reducing Time to Allocation for HAS <b>31/10</b> Stroke enhanced triage video feasibility assessment <b>31/10</b> Safe Moving and Handling of HAS Patient prog phase 1</p>																							
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Urgent Care	01/04/22	31/03/24	↘	Milestones		<p>Measurement Framework <b>06/23 10/23</b> "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 Redesign of Urgent Care) <b>09/23 11/23 02/24</b></p>																							
				Risks (VH&H)	0																								
				Issues (H)	1																								
				Finance																									
HCP Online Booking	01/08/22	30/09/24	↘	Milestones		<p>Pilot 1 &amp; 2 Start <b>21/07 08/09 27/10 30/11</b> Pilot 1 - NHS Lanarkshire <b>01/08 26/08 04/12 - 02/10 27/11 29/03</b> Review Pilot feedback and agree action plan <b>15/01 11/03 05/04 19/04 27/02 23/04</b> First Board - Go Live <b>19/06 14/08 09/24</b> Last Board - Go Live <b>TBC</b> Close</p>																							
				Risks (VH&H)	3																								
				Issues (H)	2																								
				Finance																									

# Integrated Planned Unscheduled and Urgent Care Portfolio Report – 2030 SG

Portfolio Lead:

Paul Bassett

Period covered:

28 Nov to 20 Dec

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											
Digital Patient Handover	01/05/23	31/03/24	↓	Milestones		<p>09/23 10/23 11/23 - CapGemini - referrals</p> <p>25/07 09/23 10/23 - CAB approval for NHS24 and SAS</p> <p>44/23 12/23 - Sign Off Testing - AMB Req</p> <p>13/23 01/24 02/24 - Sign Off Testing SAS to NHS24</p> <p>13/23 01/24 02/24 - Ambulance Req Go Live</p>																							
				Risks (VH&H)	3																								
				Issues (H)	2																								
				Finance																									
Best Start - Maternity & Neonatal Care	01/05/22	TBA	→	Milestones		<p>07/23 - Develop strategic plan to support the future delivery of the Neonatal Transport Service</p> <p>13/07 07/08 08/09 10/23 TBC - Clinical sign off of Minimum</p> <p>10/07 14/23 01/12 - AMB Req ITK Conformance Sign Off (NHS Eng QA)</p> <p>11/23 12/23 01/24 03/24 - SAS to NHS24 ITK Conformance Sign Off (NHS Eng QA)</p> <p>02/24 03/24 - SAS Referrals to NHS24 Go Live</p>																							
				Risks (VH&H)	2																								
				Issues (H)	0																								
				Finance	TBA																								

Best Start has been approved by SG. Planning for this project underway.

Portfolio Lead:

Emma Stirling

Period covered:

28 Nov to 20 Dec

Portfolio RAG

### Portfolio Summary

It is important to recognise that this work remains at different phases with some projects still in a scoping phase and to understand the impact that system pressures and delays in funding allocation agreement have had on the progress of some of these projects.

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

- a) 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, work continues to progress with this development.
- b) We are identifying the key enablers to support a broader volunteering strategy and engaging with associated stakeholders
- c) NHS 24 warm handover launched on December 6th 2023.
- d) Inverness MHPRU expansion launched in conjunction with North Division and Inverness ASM/HoS. On December 11th, Minister for Mental Health visited the car along with CEO and regional and MH&D Team management and NHS Highland nursing lead.
- e) Working with NHS24 to develop business proposal/case for joint post to present to Alzheimer's Scotland and Scottish Government.
- f) The current reporting format for Public Protection and High Intensity users is being reviewed and revised to ensure that we are reporting on the new and developing workstreams that need to happen to support progress towards service developments into 2030.
- g) The Young Minds Saves Lives Project workshops in Shawlands Academy and Holyrood Secondary are now complete – this is the projects biggest milestone to date. The workshops were very successful, lots of interest and engagement from the young people with tangible outputs that will be used to inform the content and delivery of the training course.
- h) National Care Service portfolio work remains in a scoping phase
- i) The Anchors Strategy has been submitted following Board approval following approval at Executive meeting. Guidance on the metrics for this work have now also been received and plans for submission of baseline metrics by the end of march are in place.

# Communities and Place Portfolio Report – 2030 SG

Portfolio Lead:

Emma Stirling

Period covered:

28 Nov to 20 Dec

Portfolio RAG

## Portfolio Timeline

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											
Volunteer Enhancement	01/04/22	31/03/24	→	Milestones	0	31/03 - Explore opportunities to use new technology to support the enhanced deployment of volunteers and support improved clinical decision making.																							
				Risks (VH&H)	2	ONGOING - Engage with partner organisations to scope out potential collaborative opportunities for a broader rollout of Cardiac Responders																							
				Issues (H)	N/A	31/03 - Explore further opportunities to extend the role of CFRs and Volunteers																							
				Finance																									
Mental Health Strategy	01/11/22	30/04/24	↘	Milestones	1	12/23 - Pathway / NHS24 - Enh connection mechanism for clinicians with NHS24.																							
				Risks (VH&H)	1	30/04 - Embed learning priorities in suicide / self harm, psychological trauma and																							
				Issues (H)		10/23 - ACC - Card 25 and Samaritans Education																							
				Finance		42/23 04/24 - Psychiatric Emergency Plans																							
Dementia Strategy	01/11/22	30/04/24	↘	Milestones	1	06/23 07/23 09/23 04/24 - Secure funding from SG, Alzheimer's Scotland and internally appoint a																							
				Risks (VH&H)	2	31/03 - Set up HIU Reporting dashboard, create and distribute automated reports																							
				Issues (H)	N/A	04/24 - Suicide - create opportunities for staff to undertake suicide intervention & prevention training																							
				Finance		04/24 - Psychological Trauma - Align the psychological trauma knowledge & skill framework to the Org. Develop/delivery plan.																							
High Intensity Users & Vulnerable Groups	31/07/22	31/03/24	→	Milestones	1	30/11 - HIU Team Recruited																							
				Risks (VH&H)	0	31/12 - Identify workstream risks																							
				Issues (H)		31/01 - Work with Lothian Health Bd to support ToC in managing HIU to ED																							
				Finance		29/02 - Training and integration of HIU Leads																							
Young Minds Saves Lives	20/06/23	28/02/25	→	Milestones	2	20/06 - Project started																							
				Risks (VH&H)	1	31/07 - Work packages defined																							
				Issues (H)		23/08 - Project Brief approved																							
				Finance		30/09 - Evaluation baseline started																							



# Communities and Place Portfolio Report – 2030 SG

Portfolio Lead:


Emma Stirling

Period covered:

28 Nov to 20 Dec

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								
Sustainability Strategy Development	01/09/22	31/03/24	→	<ul style="list-style-type: none"> <li>Milestones</li> <li>Risks (VH&amp;H) 0</li> <li>Issues (H) 0</li> <li>Finance N/A</li> </ul>										<small>03/24 - Delivery of 23/24 Action Plan</small>												
Preparation for National Care Service	TBA	TBA	TBA	<ul style="list-style-type: none"> <li>Milestones TBA</li> <li>Risks (VH&amp;H) TBA</li> <li>Issues (H) TBA</li> <li>Finance TBA</li> </ul>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">Will be picked up on appointment of Deputy Director, CQ&amp;PD</div>																					
Anchor Institution Development	TBA	TBA	TBA	<ul style="list-style-type: none"> <li>Milestones TBA</li> <li>Risks (VH&amp;H) TBA</li> <li>Issues (H) TBA</li> <li>Finance TBA</li> </ul>	Scoping																					
Community Planning Development	TBA	TBA	TBA	<ul style="list-style-type: none"> <li>Milestones TBA</li> <li>Risks (VH&amp;H) TBA</li> <li>Issues (H) TBA</li> <li>Finance TBA</li> </ul>	Scoping																					
Community Hubs and South Station Delivery	TBA	TBA	TBA	<ul style="list-style-type: none"> <li>Milestones TBA</li> <li>Risks (VH&amp;H) TBA</li> <li>Issues (H) TBA</li> <li>Finance TBA</li> </ul>	Scoping																					
UNCRC	TBA	TBA	TBA	<ul style="list-style-type: none"> <li>Milestones TBA</li> <li>Risks (VH&amp;H) TBA</li> <li>Issues (H) TBA</li> <li>Finance TBA</li> </ul>	<div style="border: 1px solid black; padding: 5px; display: inline-block;">UNCRC Project approved at Engine Room on 18 Oct 23 Plan in progress</div>																					

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

Portfolio Lead:

Julie Carter

Period covered:

28 Nov to 20 Dec

Portfolio RAG



### Portfolio Summary

Overall good progress continues to be made across all projects within the portfolio with work ongoing to progress the Digital Delivery Plan projects/work-streams in line with the agreed milestones.

Following the successful LifeX roll out and subsequent resolution of post implementation issues, the project is now closed with the project close report being approved at the Portfolio Board meeting in November. Work continues in preparation for presenting the detailed lessons learnt at the March 24 Portfolio Board, recognising and sharing these lessons in implementing a national (UK wide) system and working to external supplier timelines.

Since the last update, significant progress has been in resolving the GRS Timecard technical system issues. A full end to end live test between GRS and Payroll was carried out in December for Inverurie station with no issues and live testing for 5 additional locations in planned for January. If successful, this will be scaled on a national basis for full roll out in April 2024.

In relation to Cyber Resilience, the Annual Penetration test has been completed and the reports provided. Remedial action of upgrading the firewall software is in progress. A Cyber/BC exercise has been agreed with and an exercise has been re-scheduled for 17th Jan 2024.

Airwave Sustainability will commence close down following handover to BAU at the end of December 23.

In the DWP 3 Programme, a contractor has been appointed to assist with Sharepoint migration.

On the CAELUS project, SAS presented project overview to key stakeholders at West of Scotland Regional Resilience Partnership Transport Group facilitated by AGS airports. Once for Scotland work ongoing to agree national engagement plan and key stakeholders events in 2024.

Work within R, D & I continues to progress well.



# Digital, Data, Innovation & Research Portfolio Report – 2030 SG

Portfolio Lead:

Julie Carter

Period covered:

28 Nov to 20 Dec

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								
Cyber Resilience	01/04/22	28/04/24	→	Milestones		31/05 - Facilitate NIS Full Audit 2023	31/07 - Prepare & manage NIS Action Plan 2023	31/10 - Perform Cyber / Business Continuity Exercise																		
				Risks (VH&H)	0	→																				
				Issues (H)	0	→																				
				Finance	N/A	→																				
CAELUS 2	01/10/23	30/06/24	→	Milestones																						
				Risks (VH&H)	0	→																				
				Issues (H)	0	→																				
				Finance	N/A	→																				
Research	01/04/22	31/03/24	→	Milestones		Apr - Jun - Jul 23 - Provide R&I Governance Structure	Sep 23 - Embed technologies in routine care - Design pilot of stroke video	Dec 23 - Expand R&I capacity and capability																		
				Risks (VH&H)	4	→																				
				Issues (H)	0	→																				
				Finance		02/06 - Expand R&I capacity and capability x3 applications submitted to Scottish Chief Scientist Office Applied Health Programme	Sep 23 - Support SAS Staff R&I activity Begin SAS led PhD	→																		
Innovation	01/04/22	31/03/24	→	Milestones		May 23 - Develop AI opportunities Provide secondary audio server options to DDIR Board	Sep 23 - Embed technologies in routine care - Map Remote Monitoring and Decision Support																			
				Risks (VH&H)	4	→																				
				Issues (H)	0	→																				
				Finance	N/A	May - Jun - Under Review - Develop AI Opportunities Provide audio to Corti for AI	Dec 23 - Embed technologies in routine care Map Point of Care testing opportunities	→																		

## Preventative and Proactive Care Portfolio Report – 2030 SG

Portfolio Lead:

Jim Ward

Period covered:

28 Nov to 20 Dec

Portfolio RAG

### Portfolio Summary

As the portfolio matures, the links between the component parts continue to strengthen within this portfolio and across a number of workstreams in partner portfolios.

The Pathways work continues to extend its breadth across more boards and more clinical scenarios, and encouragingly the number of contacts from front line clinicians continues to accelerate.

End of Life care work has become well established with a strong network of partners and increasing synergy with our work around urgent care in Care Homes and extending the scope of Technicians to utilise 'Just in Case' medicines, bringing real comfort to patients in the crucial palliative phase of their care.

Our Drug Harm Reduction team is now wholly configured and supporting staff to save lives and reduce harm. Work to strengthen links to 3<sup>rd</sup> sector partners is being scoped and through our Realistic Medicine resource we are providing practical interventions to reduce avoidable harm relating to drug use.

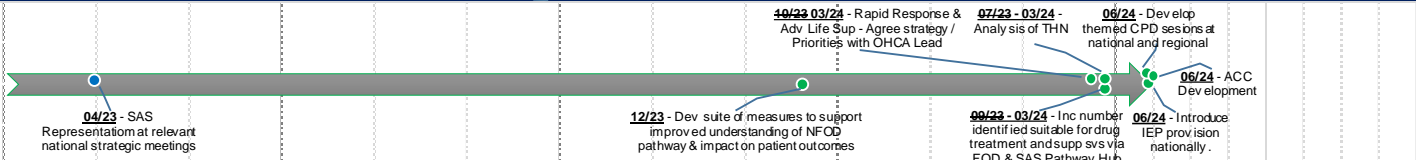
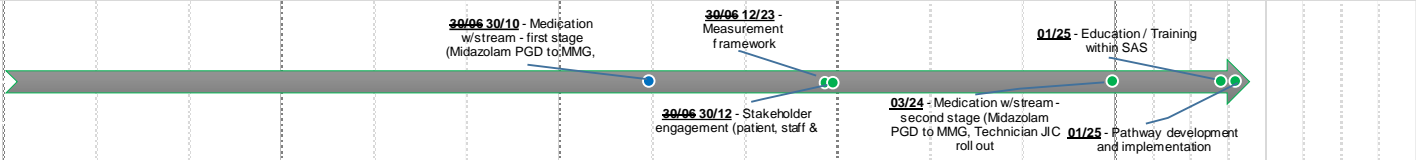
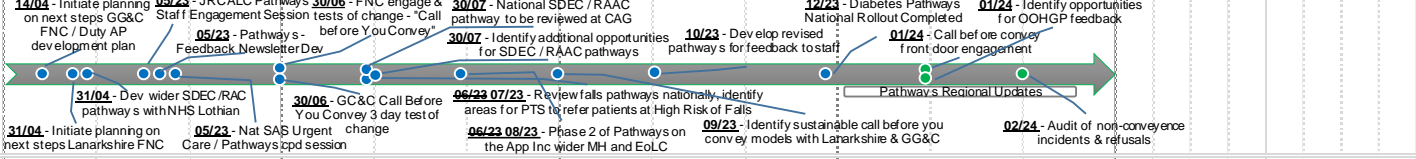
Our work in partnership with NHS24 and GP OOH services continues to progress, seeking to improve the patient pathway at both the early part of the patient journey and in the final referral elements.

A position paper relating to Health Inequalities and Population Health will be taken to the executive team in February.

# Preventative and Proactive Care Portfolio Report – 2030 SG

Portfolio Lead: Jim Ward    Period covered: 28 Nov to 20 Dec    Portfolio RAG: Green

## Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		FY23 / 24												24 / 25				25 / 26				
					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									
Drug Harm Reduction	01/04/23	30/06/24	→	Milestones	0																				
				Risks (VH&H)	0																				
				Issues (H)	0																				
				Finance	N/A																				
Partnership Working	TBA	TBA	TBA	Milestones	TBA	Awaiting timeline and milestone plan																			
				Risks (VH&H)	TBA																				
				Issues (H)	TBA																				
				Finance	N/A																				
End of Life Care	01/04/22	31/03/25	→	Milestones	0																				
				Risks (VH&H)	0																				
				Issues (H)	0																				
				Finance	TBA																				
Pathway Hub	01/04/23	31/03/24	→	Milestones	0																				
				Risks (VH&H)	0																				
				Issues (H)	0																				
				Finance	TBA																				
Population Health Review	TBA	TBA	TBA	Milestones	TBA	Portfolio Lead has moved this to commence in new year 2024																			
				Risks (VH&H)	TBA																				
				Issues (H)	TBA																				
				Finance	TBA																				

Portfolio Lead:

Avril Keen

Period covered:

28 Nov to 20 Dec

Portfolio RAG

### Portfolio Summary

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

The Once for Scotland policy soft launching is now completed in line with the second phase of the Once for Scotland policies, of which the Flexible Work Location policy was introduced. This is a national policy, which will apply to all of the NHS in Scotland and must be applied consistently. A review has been undertaken of the Flexible Work Location policy by the HR team and an assessment of any additional points of consideration is now being considered. Work is underway to have this in place by the end of March 2024.

In relation to the Health and Wellbeing Programme the iMatter cycle is complete for 2023 with the improvement plan from 2022 and communication plan for 2023 implemented.

The People strategy was drafted published on @SAS for feedback, focus groups were set up and a questionnaire made available for staff to provide feedback. Feedback was communicated to SGC which was limited as there had not been a large uptake from staff to participate. It was agreed that the People Strategy would be discussed further in relation to content and timescales.

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. Systems are being developed via power BI, in line NHS NES Scotland Policy.

In relation to Rest Break Compliance, A trial was completed which proved to be successful, with a number of changes and iterations during a 12-week period leading to compliance well above 90%. This led to an agreement being reached with Staff Side to progress with an updated SOP whilst focusing on 2<sup>nd</sup> rest break period compliance.

All e learning modules have been developed with the assistance of SME's. All modules have now gone live and the working group of SMEs continue the development of the Turas platform and all clinical staff statutory and mandatory education and training.

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.





# Workforce and Wellbeing Portfolio Report – 2030 SG

Portfolio Lead:

Avril Keen

Period covered:

28 Nov to 20 Dec

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								
Turas Learn & Statutory / Mandatory Training	01/11/22	27/12/24	→	Milestones		<p>01/04 - MoU Signed</p> <p>28/02 15/05 - User</p> <p>15/06 31/10 - Reporting requirements</p> <p>01/06 31/10 - Agreement on how to manage users</p> <p>31/05 31/10 - Go Live date for learners</p> <p>Go Live dates for reports TBC.</p>																				
				Risks (VH&H)	0																					
				Issues (H)	0																					
				Finance	N/A																					
Rest Break	28/09/22	31/03/24	→	Milestones		<p>2023/24 Milestones have been identified. Timeline to be agreed and updated to improve rest break compliance by end Jan 24 and delivered by end Mar 24.</p> <p>1. Alternative rest break locations agreed.</p> <p>2. Aims and trajectories agreed.</p> <p>3. Exemptions agreed.</p> <p>4. ACC process, application and oversight agreed.</p> <p>5. Rest period SOP refreshed and staff educated.</p> <p>6. Comms plan developed and executed.</p> <p>7. Group closed and handover to BAU.</p>																				
				Risks (VH&H)	0																					
				Issues (H)	0																					
				Finance	N/A																					
Equality, Diversity & Inclusion	TBA	31/03/24	→	Milestones		<p>30/04 - Mainstreaming Report, Equality Outcomes Update, Gender Pay Gap Report and Equal Pay Statement approved by SGC and Board and submitted to SG.</p> <p>Changing Faces action Plan Ongoing through 2023 / 24.</p> <p>04/23 - Establish Gender Equality / Woman's Network</p> <p>09/23 - Equality Monitoring Report - Annual</p> <p>12/23 - Provide updates to SGC and NPF on SAS Equalities Forum e.g. Proud@SAS, Ethnic</p>																				
				Risks (VH&H)	0																					
				Issues (H)	0																					
				Finance	N/A																					
Workforce Planning and Performance Monitoring	01/03/23	TBA	↘	Milestones		<p>04/23 - Initial proposal paper of required actions for the development of a Workforce Data Warehouse</p> <p>07/23 - Establish timescales for Workforce Analytics Dashboards based on indicative timescales for the implementation of other SAS Platforms (ALLOCATE and TURAS Learn)</p> <p>05/23 - Review of initial recommendations and identification of further actions and indicative timescales</p> <p>Future Milestones TBA</p>																				
				Risks (VH&H)	0																					
				Issues (H)	1																					
				Finance	N/A																					
Training and Education Model Development	TBA	TBA	-	Milestones	TBA	<p>2023/24 Milestones to be identified and timeline updated.</p>																				
				Risks (VH&H)	TBA																					
				Issues (H)	TBA																					
				Finance	TBA																					