Scottish Ambulance Service
Working in Partnership with Universities

NHS SCOTLAND

PUBLIC BOARD MEETING **25 November 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, delivery across the portfolio continues to progress well. 29 projects are rated Green, 2 Amber, 1 Red and 4 in the Other category. **Table 1 – High Level Summary of Project Status**

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	6		1	1
Data, Digital, Innovation & Research	3	2		2
Communities & Place	7			1
Population Health and Prevention	9			
Workforce & Wellbeing	4			
Totals	**29**	**2**	**1**	**4**

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

Timing	This paper is being presented to the November 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.

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SCOTTISH AMBULANCE SERVICE BOARD

2030 STRATEGY DELIVERY UPDATE

KAREN BROGAN, DIRECTOR OF STRATEGY PLANNING & PROGRAMMES

SECTION 1: PURPOSE

The purpose of the 2030 Strategy Portfolio Board 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, delivery across the 2030 Strategy portfolios remains on track. 29 projects are rated Green, 2 Amber, 1 Red and 4 in the Other category. Mitigating actions are in place for projects in Amber and Red status, with progress monitored through established governance arrangements.

Table 1 – High-Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	6		1	1
Data, Digital, Innovation & Research	3	2		2
Communities & Place	7			1
Population Health and Prevention	9			
Workforce & Wellbeing	4			
Totals	**29**	**2**	**1**	**4**

4.2 Projects in Other Status

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

4.2.1 Reduced Working Week

The Reduced working week project has now been closed

4.2.2 Business Services Programme

The Business Services Programme is currently in the scoping and planning stage. This national transformation programme, led by NHS National Services Scotland (NSS), will replace ageing HR, payroll, finance and procurement systems with a single cloud-based solution and support a more consistent way of working across NHS Scotland. SAS will deliver the change, working alongside the national programme.

The programme is intended to modernise business services, improve efficiency and resilience, strengthen data quality and improve the experience for staff using these systems. Given the scale of the change and its impact across the organisation, implementation will require significant business change, training and staff engagement.

Since the last Board update, two new project proposals have also been approved through the Engine Room and 2030 Steering Group governance process.

4.2.3 Ambient Voice Technology (AVT) in the Integrated Clinical Hub

This project will assess whether Ambient Voice Technology can improve clinical documentation and give clinicians in the Integrated Clinical Hub more time for patient care. The technology will be limited to transcribing and summarising clinical conversations, with all records reviewed and approved by clinicians. It will not make clinical decisions. Implementation will depend on evidence of safe and effective use and measurable benefits for patients and staff.

4.2.4 Volunteer Enhancement Phase 3

The Volunteer Enhancements Project builds on the improvements delivered through earlier phases and will further strengthen the role of Community First Responders (CFRs). Phase 3 will improve dispatch and performance reporting, expand Blood Glucose Monitoring, pilot CFR attendance at non-injury falls and review opportunities for wider deployment.

Supported by appropriate clinical governance and training, these changes aim to enable earlier intervention, strengthen operational resilience and provide additional support to ambulance resources.

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.

Since the last update to the Board, progress has been made in reaching agreement and securing sign-off of the DPA. The supplier has now commenced the pre-production build, with the test system expected to be handed over on 2 December. This will be followed by a two-week configuration period before the test environment is established.

The project remains at Amber status while the delivery plan is re-baselined to reflect the revised timescales.

Importantly, the existing on-premise GRS system will remain fully available until migration to the cloud-based system is complete, ensuring continuity of service throughout the transition.

4.3.2 Project SOUND

Ambulance Service and the North of Scotland Innovation Hub, supported by Scottish Government funding through the National Islands Plan 2026.

The project will test the use of portable point-of-care diagnostic technology to improve access to urgent and emergency care in remote and island communities. The technology will enable paramedics to undertake rapid blood tests and other diagnostic assessments closer to where patients live, including in their own homes, supporting earlier and more informed clinical decision-making.

The pilot aims to support more care closer to home, improve patient experience and, where clinically appropriate, reduce avoidable hospital transfers and admissions. It will also generate evidence to inform the potential future development and wider application of this approach.

The project is currently Amber due to a delay in the receipt of funding. As a result, the planned start of testing has been provisionally moved from December to 1 February. NHS Grampian has submitted the revised date to Scottish Government and is currently awaiting confirmation.

Amber status will be maintained until the revised delivery timescale is confirmed.

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.

All three new rotary H145 aircrafts are now in Service. Although some enhancements remain outstanding, this does not affect the operational capability of the aircraft.

Fixed-wing aircraft 1 has arrived in the UK although is not yet in service due to outstanding Civil Aviation Authority certification not yet in place. This is scheduled for completion by 20 November 2026. Delivery of fixed-wing aircraft 2 and 3 is now expected in late January and mid-March respectively. Delivery dates for these aircraft remain at risk.

To maintain operational continuity, the supplier has confirmed that the existing fixed-wing aircraft will remain in service, with a secondary back up aircraft available until all replacement aircraft are operational.

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 the 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 therefore 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 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.

4.6.1 Nature as a Tool as Part of the Healing Process

This emerging Research & Innovation activity is exploring the evidence around how nature and connection with the natural environment can support health, wellbeing and recovery, and considering where nature-based approaches may have relevance within SAS. The work is currently in the discovery phase, with potential opportunities and applications being explored before any specific interventions are progressed.

4.6.2 Remote and Enhanced Diagnostics

This work explores how portable, mobile and remote diagnostic technologies could be used by SAS in prehospital and community settings. Areas being considered include enhanced patient monitoring, portable imaging such as X-ray and ultrasound, and mobile diagnostic vehicles. The aim is to provide clinicians with more diagnostic information at the point of care, supporting earlier clinical decision-making and potentially enabling more patients to be safely treated closer to home. The work is currently at the discovery stage, with SAS exploring opportunities and potential models with wider NHS partners.

4.6.3 Blue Light Reform Collaboration – Drones

This area of Research & Innovation activity explores opportunities for SAS to work collaboratively with Police, Fire and wider partners to understand the potential future role of drones and other emerging aviation technologies within emergency services. Activity has focused on shared learning, horizon scanning and identifying potential areas for future innovation. There is currently no active SAS drone project to highlight, with the wider Tri-Service collaboration continuing to consider opportunities for joint innovation as technology, regulation and operational requirements develop.

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Service Board Portfolio Summary Pack

November 2026

Reporting as at 19 October 2026

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

Portfolio Lead:	Paul Bassett	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary

Scheduled Care Improvement Programme- The Scheduled Care Improvement Programme (SCIP) remains on track with an overall Green status for this reporting period. Key progress included continued development of the national Timed Admissions pathway, with implementation planning underway for the 3 December launch, accompanied by engagement with the Ambulance Control Centre (ACC) and Business Intelligence teams to finalise measurement frameworks and reporting requirements. The programme also advanced the Renal Transport CivTech Challenge, which generated strong market interest, and continued recruitment for the Invest to Save initiative, with no high risks or issues identified.

Air Ambulance Implementation- The Air Ambulance Implementation Project has an overall Red status. This reporting period the project achieved delivery of two rotary aircraft (H145 G-XSAS and G-WSAS) into operational service and completed estates redecoration at Inverness and Aberdeen bases, with the third rotary aircraft scheduled for delivery on 23 October and the first fixed-wing aircraft due on 28 October 2026. The adverse status arises from delays in the delivery of King Air fixed-wing aircraft 2 and 3, Civil Aviation Authority certification of the King Air 360 and rework of modifications by the supplier, which have pushed delivery into early 2027; mitigations include continued use of current aircraft and provision of backup aircraft to maintain operational service.

Rest Break Compliance- The Rest Break Compliance Project is on track. The project continued to monitor measurement criteria and exception reports following the test of change that began on 14 April 2026, with progress assessed through improvement ideas generated in September. The project also revised the End of Shift Standard Operating Procedure (SOP) to address call allocation issues and is planning further reviews of exception reporting, measurement criteria, and improvement actions to strengthen compliance across the Scottish Ambulance Service (SAS).

Maternity and Neonatal- The Maternity and Neonatal Project remains on track with an overall Green status. The project advanced development of the transport business case with Strategic Planning support, revisited workforce modelling and risk-based options appraisal and prepared the In-utero Coordination Service (ICS) SBAR for senior clinical review and Executive Team escalation. The project continues to align with the Scottish Government's 'Best Start' programme, with no high risks or issues identified and implementation deadlines set for December 2026 and December 2027.

NHS24 Digital Patient Handover- The NHS 24 Digital Transfer Project is progressing well and remains on track with an overall Green status. The project held a clinical workshop on 13 October that agreed a phased implementation approach and defined clinical codes for each phase, with governance approvals scheduled for November; SAS and NHS24 digital teams also advanced interface development and testing preparations. Project governance continues to strengthen through regular team meetings and development of key documentation including the Project Initiation Document and Terms of Reference.

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Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

Portfolio Lead:	Paul Bassett	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary (Cont'd)

Improving Hospital Turnaround Times- The Improving Hospital Turnaround Times (IHTT) project is currently on track with an overall Green status. The project has advanced its initiation phase, finalised the Project Team Terms of Reference and progressed the Project Initiation Document (PID) for formal approval, while incorporating Quality Improvement (QI) feedback and learning from the Southwestern Ambulance Service to strengthen data, governance and operational ownership. The team also established a national reporting framework, developed operational definitions, and began validating data quality to support consistent national reporting.

Advanced Practice Urgent and Primary Care Review including Demand and Capacity- The Advanced Practice (Urgent and Primary Care) Stakeholder Review and Demand and Capacity Project is progressing well and remains on track with an overall Green status. Covering the reporting period from 22 September to 19 October 2026, the project advanced its initiation stage, completed stakeholder analysis, confirmed regional leads and provided data to support demand modelling and workforce projections, while establishing governance and assurance arrangements. Upcoming work includes finalising project documentation, reviewing modelling data, and conducting risk and communications workshops.

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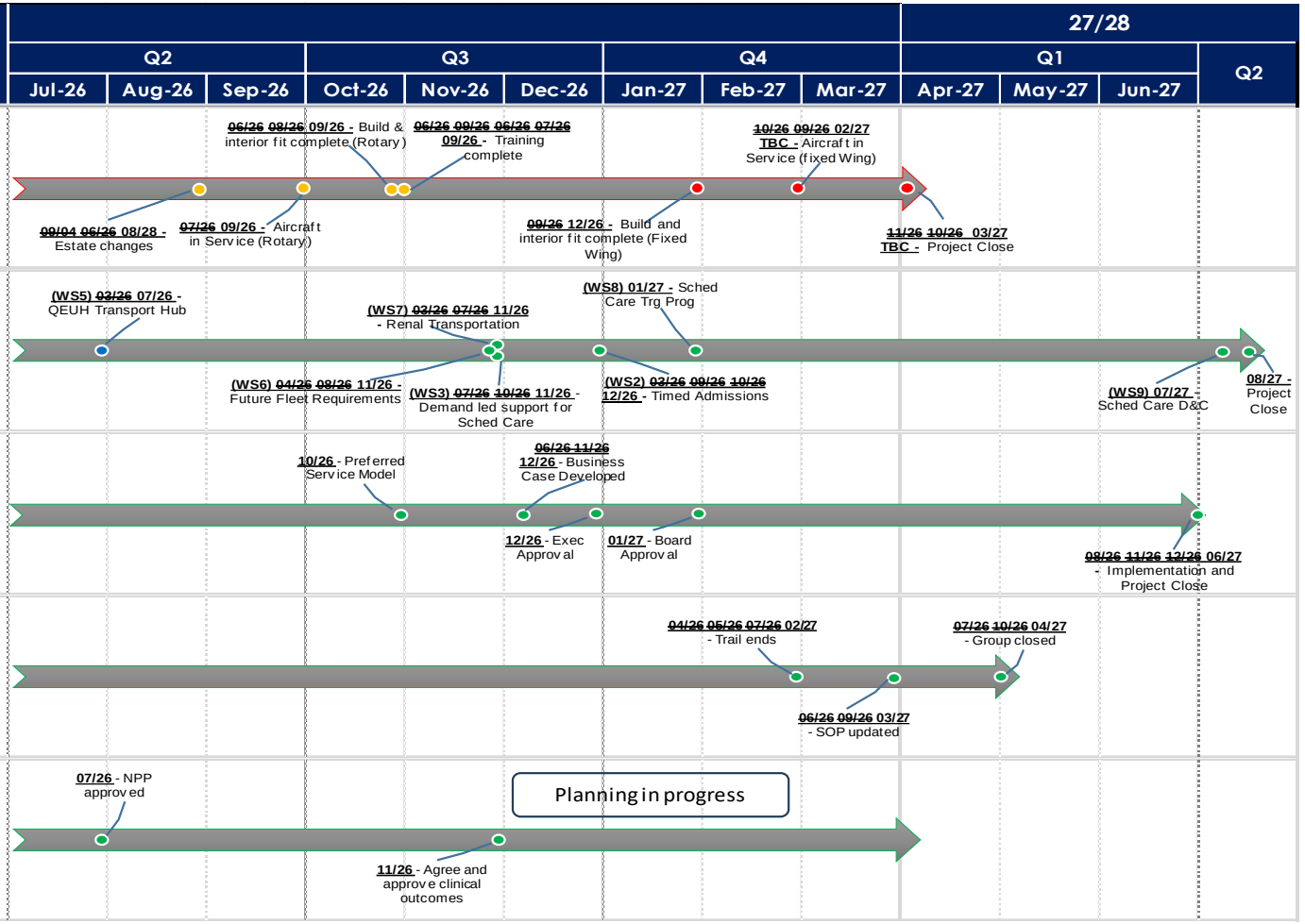
Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

NHS SCOTLAND

Portfolio Lead:	Paul Bassett	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Key Controls	
Air Ambulance Implementation	01/11/24	03/27 TBC	↘	Milestones	
				Risks (VH&H)	0
				Issues (H)	5
				Finance	
Scheduled Care Improvement	12/06/24	31/08/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Maternity & Neonatal	24/07/20	30/06/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
Rest Break	28/09/22	30/04/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
SAS to NHS24 Digital Transfer	01/08/26	TBC	New Project	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A



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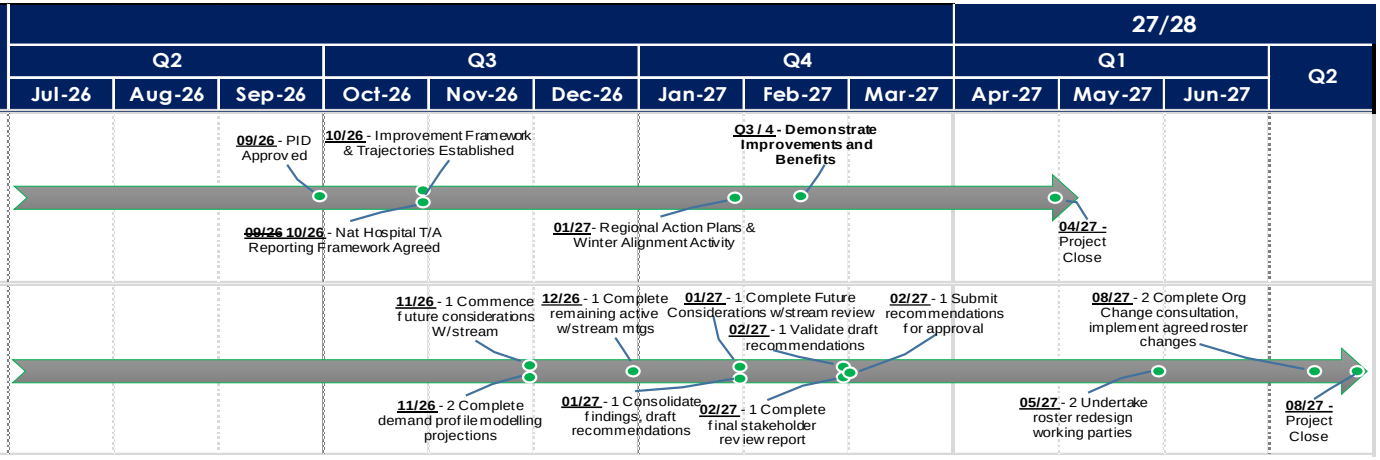
Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

NHS SCOTLAND

Portfolio Lead:	Paul Bassett	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

Portfolio Timeline (Cont'd)

Project / Activity	Start Date	End Date	Project Health RAG & Trend	Key Controls	
Improving Hospital Turnaround Times	01/07/26	30/04/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
APUPC & Demand and Capacity	01/08/26	30/09/27	New Project	Milestones	
				Risks (VH&H)	6
				Issues (H)	0
				Finance	N/A



Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

Portfolio Summary

Volunteer Enhancement Project- The Volunteer Enhancement Project remains on track for October 2026. The national rollout of the MIS App has reached over 85% of Community First Responder (CFR) schemes, with September seeing a record 969 CFR call allocations (a 109% increase on the previous year) and 160 Community Cardiac Responder (CCR) calls, reflecting sustained improvement in volunteer deployment. The project's progress is supported by continued engagement with the Clinical Advisory Group, which approved the expansion of CFR responsibilities to include blood glucose monitoring and by ongoing collaboration with Healthcare Improvement Scotland and Team Kinetic to implement the new NHS Scotland Volunteer Management System (VMS).

Mental Health Strategy Implementation- The Mental Health Strategy Implementation Project is on track for October 2026. This reporting period saw the successful completion of the evaluation of the Mental Health Paramedic Response Units, approval of the Mental Health Aide Memoire for Assessment for publication on JRCALC and the launch of the first mandatory mental health content on the TURAS Learning platform for operational staff. The project continues to progress well with no high risks or issues noted and upcoming plans include presentations at national conferences and further collaboration with the Scottish Government and partners to advance mental health education and service delivery.

High Intensity Use Service- The High Intensity Use (HIU) Service within the Scottish Ambulance Service (SAS) Communities and Place portfolio is on track. During this reporting period the number of individuals supported increased to 139 across Scotland, with HIU tags now applied to all active cases and robust review arrangements established to ensure safety and accuracy. The HIU/ICH Dashboard test of change received positive feedback from 25% of participating clinicians, all of whom found it useful for clinical decision-making. A full rollout is planned for 3 November 2026, following a Continuing Professional Development event.

Young Minds Save Lives (YMSL)- The Young Minds Save Lives (YMSL) project is on track . Delivery continued in two Glasgow schools, with three additional community sessions reaching 33 people and 58 participants engaged in career pathway programmes alongside the distribution of community CPR education kits in Dumfries and Galloway and Kilmarnock. A risk remains around securing sustainable funding beyond the initial two-year investment due to the challenging financial climate, with mitigation focused on developing a multi-year funding strategy and diversifying funding sources.

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Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary (Cont'd)

Glasgow South Station Rebuild- The Glasgow South Station Rebuild Project is on track for October 2026. Throughout this reporting period, the project completed and approved its Estates and Engagement work packages, with progress presented to the Project Board on 20 October 2026. In addition, the first drafts of the Strategic Assessment and Equality Impact Assessment (EQIA) were finalised. Two high risks remain regarding potential delays in funding approval caused by NHS Scotland budget constraints and possible scheduling conflicts with NHS Greater Glasgow and Clyde's Local Care and Wellbeing Centre plans. Mitigation actions are underway through continuous engagement with the Scottish Government and NHS Greater Glasgow and Clyde to ensure alignment and clarity on future funding.

Sustainability Implementation (CERAS)- During this reporting period, the Motherwell LED lighting tender was awarded, the Livingston Renewables Project commenced and an external consultant was appointed to support solar panel tender design, with £75,000 of Scottish Government grant funding secured for Livingston. Progress has been slowed by limited staff resourcing and competing financial priorities, impacting delivery of the Sustainability Action Plan. Mitigation includes establishing regular CERAS group meetings to monitor progress, address obstacles and define a route back to green in the next update.

Dementia Delivery Plan- This reporting period saw continued progress across all five delivery areas, including completion of the discovery phase for dementia education and training, delivery of three additional Dementia Friends sessions bringing the total to 29 sessions and 193 staff trained and advancement of the Herbert Protocol pilot with Police Scotland. The project continues to strengthen cross-organisational collaboration through the Tri-Services Dementia Collaborative and UK-wide ambulance dementia network development, with no high risks or issues reported.

Scottish Ambulance Service
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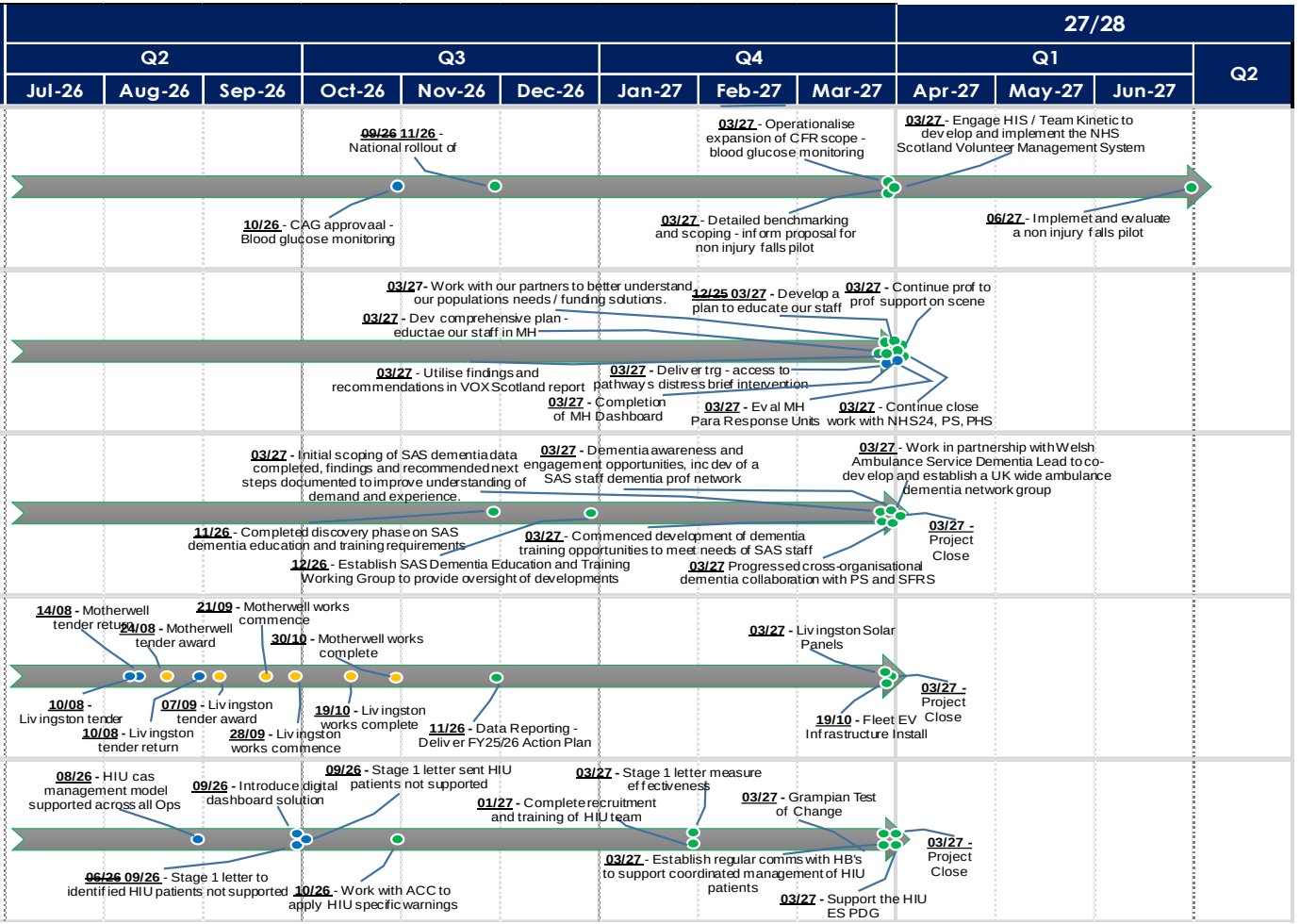
Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health RAG & Trend	Key Controls	
Volunteer Enhancement	01/03/25	30/06/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				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)	2
				Issues (H)	0
				Finance	
High Intensity Use Service	01/04/26	31/03/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	1
				Finance	N/A



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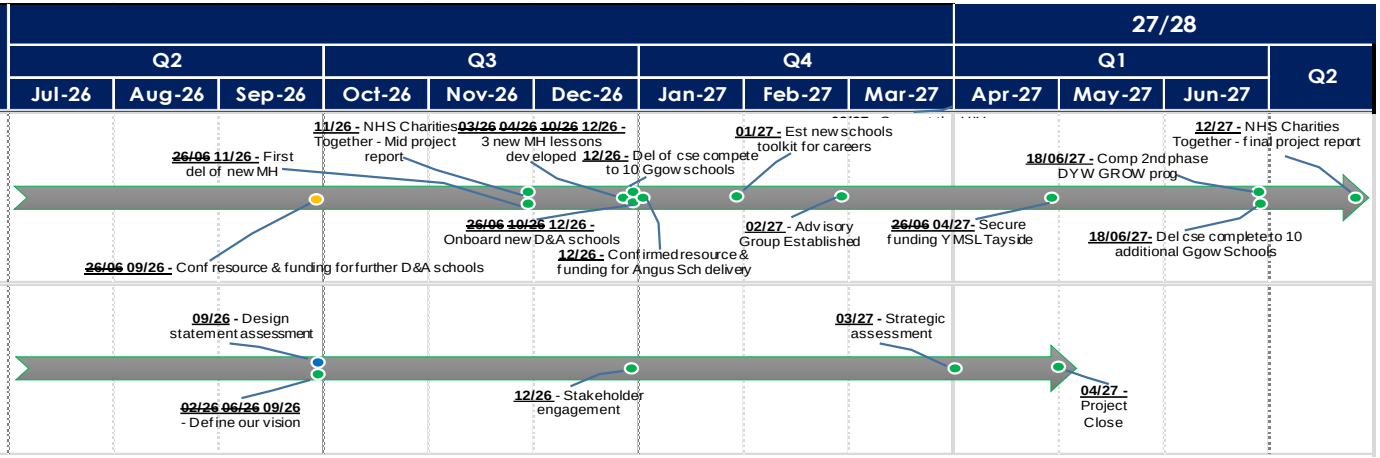
Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:	Emma Stirling	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Timeline (Cont'd)

Project / Activity	Start Date	End Date	Project Health RAG & Trend	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



Scottish Ambulance Service
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Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary

GRS Timecard and App- The GRS Timecard and App Project is on track. During this period, the October payroll file was successfully produced for Accident and Emergency (A&E) staff, A&E Bank Staff, Airwing, National Risk and Resilience Department (NRRD) SORT teams and the Mental Health Patient Retrieval Unit (MHPRU), while the PTS/ACC/NRRD pilot completed three months of dual running to validate system performance and identify outstanding issues. The project continues to address a system defect affecting meal break calculations for shifts of six hours and over, which is delaying full rollout; mitigation includes ongoing engagement with the supplier to confirm fix timescales and testing to validate resolution.

GRS Cloud Migration- During this period, Since the last update to the Board, progress has been made in reaching agreement and securing sign-off of the DPA. The supplier has now commenced the pre-production build, with the test system expected to be handed over on 2 December. This will be followed by a two-week configuration period before the test environment is established. The project remains at Amber status while the delivery plan is re-baselined to reflect the revised timescales. Importantly, the existing on-premise GRS system will remain fully available until migration to the cloud-based system is complete, ensuring continuity of service throughout the transition.

Patient Monitor/Defibrillator Replacement- The Patient Monitor/Defibrillator Replacement Project is in Phase One and is on track. During this period, the team have completed project initiation, approved the Project Initiation Document, finalised intranet pages and presented the Historical Lessons Learned report to the Project Board while progressing the hybrid Strategic Assessment/Outline Business Case and supplier showcase arrangements.

Data Maturity Improvement (DMI)- The project is on track. During this period, the team have completed a successful pilot of the Data Maturity Assessment, finalised the Information Sharing and Licence Agreement and prepared for the survey launch scheduled for 9 November 2026, supported by a communications plan to maximise staff participation. The project identified two high risks relating to limited dedicated data management resources and potential low survey engagement, with mitigation actions including recruitment of a Head of Data Innovation and a Data Maturity Improvement Lead and targeted communications to promote participation.

Scottish Ambulance Service
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Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary (cont'd)

The Business Services Programme (BSP)- During this period, the programme saw the appointment of a new Senior Responsible Owner, reaffirmation of deliverables by the Scottish Government and establishment of the National Clinical Consortium Board to oversee implementation across four national health boards. The adverse status stems from readiness, business design, data maturity and adoption risks, compounded by an eight-month procurement delay and the approaching October 2028 deadline when the current finance system becomes unsupported; mitigation includes strengthened governance, accelerated data and process design, and a national change and readiness approach.

Project SOUND- During this period, the project advanced detailed planning, including drafting the SAS-specific Project Initiation Document (PID), progressing governance arrangements ahead of the inaugural Programme Board in November and developing verification requirements for Abbott and Roche diagnostic devices with NHS Grampian support. The amber status stems from delayed formal confirmation of Scottish Government funding, which has postponed live patient testing from 1 December 2026 to 1 February 2027; mitigation includes continued planning, procurement preparation, and readiness to proceed once funding is secured.

Scottish Ambulance Service
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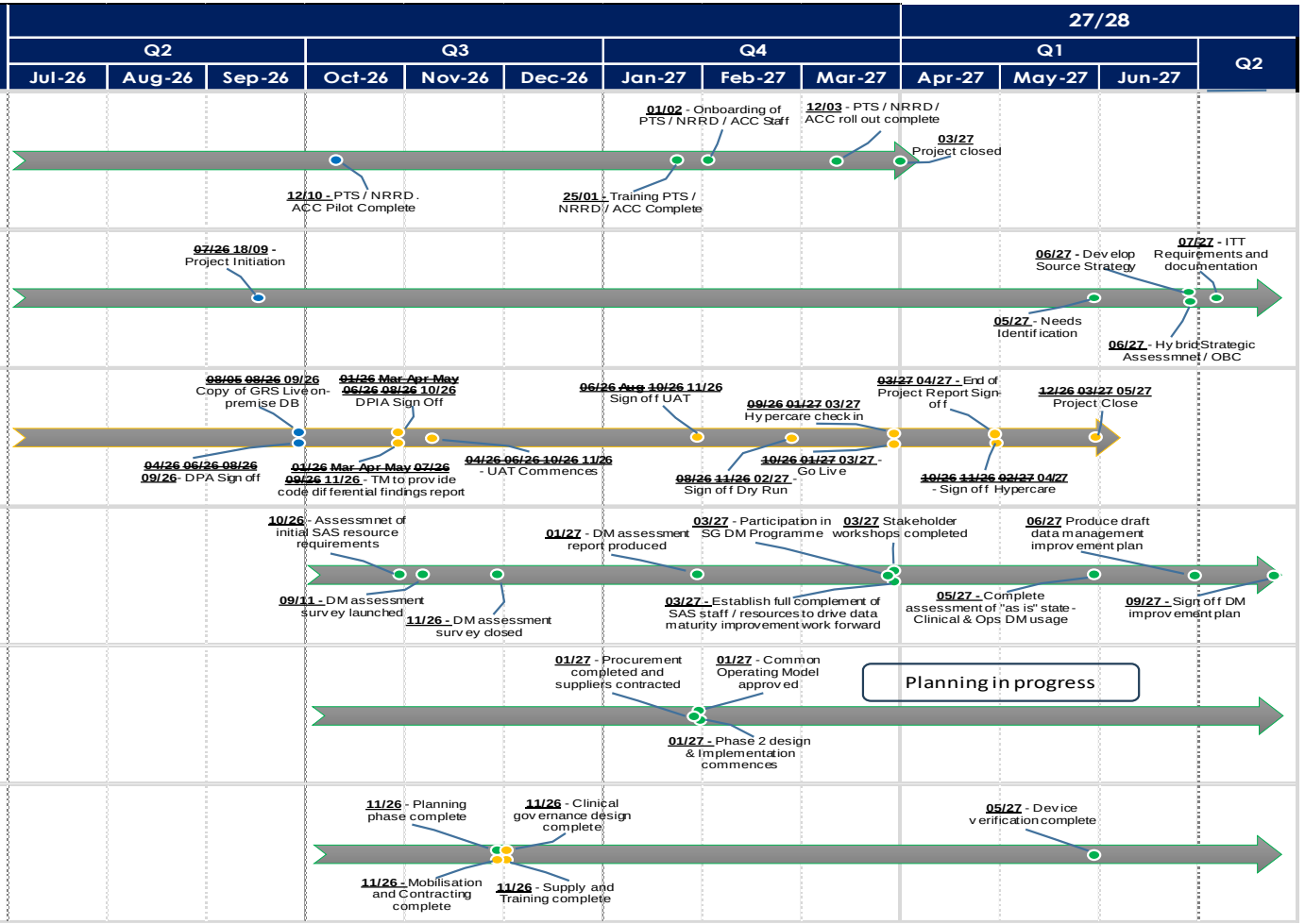
Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health: RAG & Trend	Project Health: Key Controls	
GRS Timecard and App	09/09/22	31/03/27	→	Milestones	
				Risks (VH&H)	
				Issues (H)	3
				Finance	N/A
Defibs	01/07/26	31/10/28	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	
GRS Cloud	01/11/25	31/05/27	↘	Milestones	
				Risks (VH&H)	1
				Issues (H)	4
				Finance	
Data Management Maturity	01/10/26	31/10/27	New Project	Milestones	
				Risks (VH&H)	2
				Issues (H)	0
				Finance	TBA
Business Services Programme	01/10/27	31/01/29	New Project	Milestones	
				Risks (VH&H)	1
				Issues (H)	0
				Finance	TBA
Project SOUND	01/10/26	30/09/28	New Project	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	TBA



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Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary

Population Health Improvement – This reporting period, SAS advanced its ambition to be recognised as a population health organisation, with the Population Health Plan endorsed by the Executive Team and shared with Public Health Scotland (PHS) and NHS24. Key achievements included completion of version 2 of the population health data dashboard, initiation of a three-month hypertension referral pilot with NHS Forth Valley and commencement of the PHS population health maturity self-assessment matrix.

Pathways Project – During this reporting period the Pathways Hub managed 889 incidents and 180 confirmations of death, totalling 1,079 cases, with 1,339 referrals or notifications to general practitioners. The Frailty Screen/Clinical Frailty Score (CFS) milestone has been delayed due to user acceptance testing and ICT change freeze, with integration into the electronic patient record (ePR) now planned for January 2027.

Out of Hospital Cardiac Arrest- The team successfully delivered the Restart a Heart Live event on 1 October, reaching over 100,000 viewers, primarily school pupils and advanced the CAReZones strategy through active engagement with East Lothian, Inverclyde and East Renfrewshire Councils, alongside progress on the GoodSAM dashboard and High-Performance CPR initiatives. The team also continued development of the OHCA Strategy for Scotland 2026–2031, with the final draft of the annual report on track for November publication.

Stroke and Thrombectomy - During this reporting period the team completed the Stroke Measurement Framework, finalised the Immediate Pre-Hospital Stroke Care Bundle proposal and conducted a joint review of 101 non-pre-alerted stroke cases with NHS Grampian, alongside progressing the electronic patient record (ePR) stroke screen Phase 2 user testing and submitting a Data Protection Impact Assessment (DPIA) for automated patient information transfer. The first SAS Annual Stroke Report remains under governance review, with publication expected following approval by the Medical Director, Clinical Assurance Group (CAG) and the Executive Team.

Palliative and End of Life Care (PELOC) - The Palliative and End of Life Care (PEOLC) Project team have progressed implementation of Levomepromazine and Hyoscine Butylbromide within the Just in Case (JIC) medication programme, strengthened collaboration with the Ambulance Control Centre (ACC), National Priority Dispatch System (NPDS) and hospice partners to improve handling of palliative and end-of-life calls and contributed educational sessions to Vocational Qualification (VQ) training programmes. The team also participated in the Strathcarron Hospice Annual Conference, provided input to the PeLiCAN guidance revision alongside Police Scotland, and continued discussions with the Scottish Government on the business case for recurring funding. Workforce stability was maintained through extensions of key roles until March 2027.

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Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Summary (Cont'd)

Drug Harm Reduction – The Drug Harm Reduction team have advanced the national roll-out of take-home naloxone (THN) across all stations, implemented the Near-Fatal Overdose (NFOD) pathway linking at-risk individuals to statutory services within 72 hours and expanded Injecting Equipment Provision (IEP) across all regions. The team also launched the TRUST educational campaign in Fife schools, progressed the Drugs Early Warning (DrEW) system and submitted 19 RADAR intelligence reports, strengthening national surveillance and multi-agency collaboration.

Major Trauma – The Major Trauma team completed the Critical Care Desk two-year review, advanced the Major Trauma Triage Tool review and initiated the Pre-hospital Immediate Care and Trauma (PICT) governance process, including a draft memorandum of understanding shared with leadership. Progress was also made on improving electronic patient record (ePRF) trauma data fields and reducing on-scene times for patients with penetrating trauma. The East Region patient outcome feedback process remains delayed due to information governance issues within NHS Tayside, though engagement has resumed and resolution is expected by the end of September.

Paramedics in Primary Care- The Paramedics in Primary Care Project team secured funding to implement pilot sites in NHS Greater Glasgow and Clyde and NHS Forth Valley, with eight GP practices shortlisted, paramedic shortlisting completed and data collection mechanisms finalised following agreement between SAS and GGC IT teams. Some milestones remain at risk due to delays in finalising the Clinical Governance and Evaluation Framework and GGC site identification, both expected to be resolved by the end of October 2026 through completion of governance papers and site selection.

HCP- The Health Care Professional (HCP) Pilot team progressed discussions with NHS Greater Glasgow and Clyde (GGC) regarding the proposed pilot location, reviewed existing 1-, 2-, and 4-hour HCP booking data and provided feedback on GGC's strategic proposal outlining the operating model and required resources. The project team also began internal engagement with Ambulance Control Centre (ACC) and the Integrated Clinical Hub (ICHUB) to finalise the pilot scope and develop the HCP Pilot Pathway.

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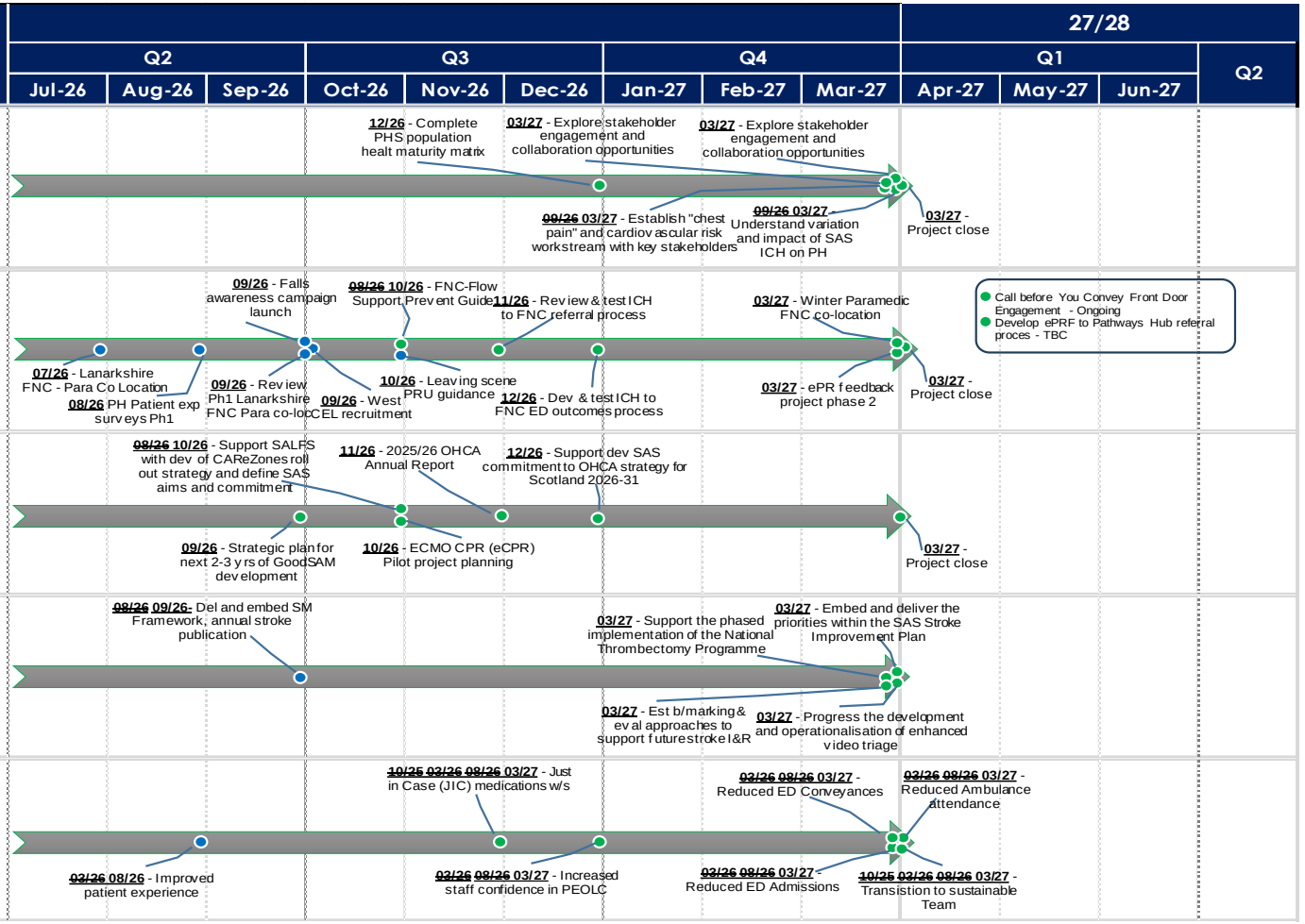
Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

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)	2
				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



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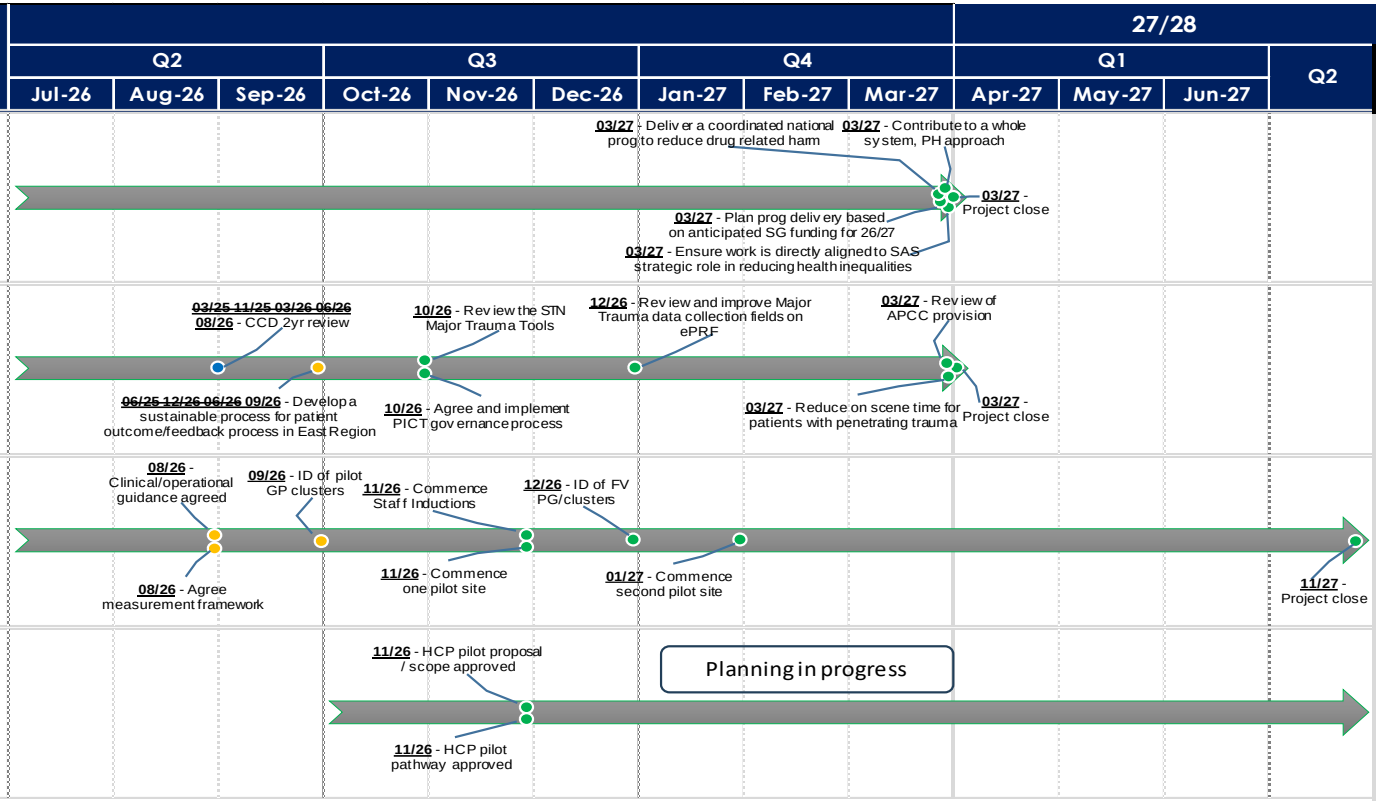
Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

NHS SCOTLAND

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	
Paramedics in Community Urgent Care	01/03/26	30/11/27	→	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A
HCP Triage	01/10/26	TBC	New Project	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A



Workforce and Wellbeing Portfolio Report – 2030 SSG

Portfolio Lead:	Elise Gallagher	Period covered:	22 Sep to 19 Oct	Portfolio RAG	

Portfolio Summary

Health and Wellbeing Implementation- The Health and Wellbeing Implementation Project is currently on track. During the October 2026 reporting period, the Staying Well Service supported 640 staff since its launch in December 2025, with 96% of referrals related to mental health and Trauma Risk Management (TRiM) referrals reaching 834 since June 2023. However, the service has reached capacity due to the increasing complexity and volume of mental health referrals, creating a high risk to sustainability; mitigation actions include temporarily increasing specialist mental health support hours and developing more diverse pathways for staff wellbeing.

Attendance Management- The Attendance Management Project is currently on track. During the October 2026 reporting period, the team launched the “Tell Us How Your Day Is Going?” staff feedback tool and advanced the development of the Once for Scotland triggers dashboard, with completion targeted for November 2026. Progress was also made on national guidance for alternative duties and a targeted improvement approach for high-absence areas. The project’s main challenge remains the finalisation of the Data Protection Impact Assessment (DPIA) for dashboard access, which is delaying wider rollout; mitigation includes appointing a backup lead and strengthening data security arrangements.

Training Review- The Training Review Model Project is currently on track. During the October 2026 reporting period, the project completed its pre project scoping, held it’s kick off and first Project Team meetings and established weekly check-ins with the Senior Responsible Officer (SRO) while preparing for the first Project Board meeting scheduled for 11 November 2026. The project has been rescoped to focus on a Service wide approach to training and development, with milestones and governance arrangements being updated to reflect the revised Phase 1 and Phase 2 design stages.

Developing Our Culture- The Developing Our Cultures Proposals and Terms of Reference were approved in May. Resource has been allocated and the New Project Proposal process is underway. The following projects will fall under this programme- Health and Wellbeing Implementation, Sexual Safety, Equality, Inclusion and Diversity, Values and Behaviours, Leadership and Connection and Speaking Up. This new structure will be reported on in each Portfolio Board.

Workforce and Wellbeing Portfolio Report – 2030 SSG

Scottish Ambulance Service
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NHS SCOTLAND

Portfolio Lead:	Elise Gallagher	Period covered:	22 Sep to 19 Oct	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)	2
				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	N/A
Training Review	01/11/26	31/03/28	New Project	Milestones	
				Risks (VH&H)	0
				Issues (H)	0
				Finance	N/A

