



PUBLIC BOARD MEETING

30 September 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. Twenty-five projects are rated Green, one Amber and one Red. Table 1 – High Level Summary of Project Status <table><tr><th>Portfolio</th><th>Green</th><th>Amber</th><th>Red</th><th>Other</th></tr><tr><td>Integrated Planned, Unscheduled & Urgent Care</td><td>5</td><td></td><td>1</td><td>1</td></tr><tr><td>Data, Digital, Innovation & Research</td><td>2</td><td>1</td><td></td><td>1</td></tr><tr><td>Communities & Place</td><td>7</td><td></td><td></td><td>1</td></tr><tr><td>Population Health and Prevention</td><td>8</td><td></td><td></td><td>1</td></tr><tr><td>Workforce & Wellbeing</td><td>3</td><td></td><td></td><td></td></tr><tr><td>Totals</td><td>25</td><td>1</td><td>1</td><td>4</td></tr></table> There are no issues or risks that require escalation to the Board.	Portfolio	Green	Amber	Red	Other	Integrated Planned, Unscheduled & Urgent Care	5		1	1	Data, Digital, Innovation & Research	2	1		1	Communities & Place	7			1	Population Health and Prevention	8			1	Workforce & Wellbeing	3				Totals	25	1	1	4
Portfolio	Green	Amber	Red	Other																																
Integrated Planned, Unscheduled & Urgent Care	5		1	1																																
Data, Digital, Innovation & Research	2	1		1																																
Communities & Place	7			1																																
Population Health and Prevention	8			1																																
Workforce & Wellbeing	3																																			
Totals	25	1	1	4																																
Timing	This paper is being presented to the September 2026 Board and is a standing item on the Board agenda.																																			
Associated Corporate Risk Identification	4636 – Health & Wellbeing of Staff 5602 – Service’s defence against a Cyber Attack 4638 – Hospital Handover Delays																																			

	5062 – Failure to achieve Financial Targets 5519 – Statutory & Mandatory training
Link to Corporate Ambitions	We will • Work collaboratively with citizens and our partners to create healthier and safer communities • Innovate to continuously improve our care and enhance the resilience and sustainability of our services • Improve population health and tackle the impact of inequalities • Deliver our net zero climate targets • Provide the people of Scotland with compassionate, safe and effective care when and where they need it • Be a great place to work, focusing on staff experience, health and wellbeing
Link to NHS Scotland's quality ambitions	• Safe • Effective • Person Centred
Benefit to Patients	Patients are provided with the right care, in the right place at the right time, enabling improved outcomes for patients.
Equality and Diversity	No equality and diversity points to note. EQIA will be undertaken, if necessary, on commencement of the work.



SCOTTISH AMBULANCE SERVICE BOARD

2030 STRATEGY DELIVERY UPDATE

KAREN BROGAN, DIRECTOR OF STRATEGY PLANNING & PROGRAMMES

SECTION 1: PURPOSE

The purpose of the 2030 Strategy Portfolio Board update is to

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

SECTION 2: RECOMMENDATIONS

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

SECTION 3: BACKGROUND

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

SECTION 4: DISCUSSION

4.1 Summary of Progress

Overall, delivery across the 2030 Strategy portfolios remains on track. **Twenty-five projects are rated Green, one Amber and one Red. Mitigating actions are in place, with progress monitored through established governance arrangements.**

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Date: 2026-09-30	Version 1	Review Date: November 2026

Table 1 – High-Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	5		1	1
Data, Digital, Innovation & Research	2	1		1
Communities & Place	7			1
Population Health and Prevention	8			1
Workforce & Wellbeing	3			
Totals	25	1	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.

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

4.2.1 Paramedics in Primary Care

The Paramedics in Primary Care pilot has progressed significantly since approval of the proposal by SAS and Scottish Government. Funding has now been secured to support implementation of pilot sites within NHS Greater Glasgow and Clyde and NHS Forth Valley, enabling the project to move from planning into delivery. Building on the successful model established in NHS Dumfries and Galloway, the pilot will test and evaluate the contribution of SAS paramedics working as part of primary care multidisciplinary teams, undertaking home visits on behalf of participating GP practices.

4.2.2 Project SOUND

People living in Scotland's island communities can experience delays in accessing diagnostic tests due to geographical barriers, disruption caused by adverse weather and limited local laboratory capacity. These challenges can lead to avoidable hospital admissions, unnecessary travel, increased pressure on ambulance services and poorer outcomes for remote and island communities.

Project SOUND was established following a successful joint funding bid to the Scottish Government by the Scottish Ambulance Service, NHS Grampian, NHS Orkney and NHS Shetland. Led by NHS Grampian, the programme will introduce, test and evaluate point-of-care diagnostic technology used by ambulance clinicians in Orkney and Shetland. Rapid tests for markers including C-reactive protein, urea and electrolytes, troponin, lactate and D-dimer will support clinical assessment for conditions such as infection, heart attack, blood clots and kidney problems. This will enable safer decision-making, help reduce avoidable hospital journeys and support more people to receive care closer to home.

The project supports national priorities for unscheduled care, diagnostic services, digital modernisation and population health. By improving access to diagnostic testing, it aims to

reduce avoidable hospital admissions and unnecessary travel, while helping to address health inequalities in remote and island communities.

4.2.3 Advanced Practitioners in Urgent and Primary Care

The project aims to explore and define a tasking model that maximises utilisation and prioritises Advanced Practitioners to incidents aligned with their skillset. This will further embed right care, right place methodologies, maximise non-conveyance where safe, reduce ED pressures, and ensure advanced clinical expertise is consistently applied at the right point in the patient journey.

Key outcomes

- Clear leadership and accountability arrangements for Advanced Practitioners in Urgent and Primary Care.
- A consistent rotational model that supports service continuity and effective use of specialist skills.
- Workforce capacity aligned with service demand, supported by robust projections and measures of patient and service outcomes.
- A sustainable financial model that supports the required Advanced Practitioner workforce.
- Regional and national rosters that provide more stable, reliable and predictable staffing, improving access to advanced clinical care and maximising benefits for patients and the Scottish Ambulance Service.

4.2.4 Training Review

The project will review training and education across the Scottish Ambulance Service, including participation, costs, locations, use of facilities and resources, accreditation, governance and assurance. The review will identify good practice, gaps and opportunities to improve consistency and efficiency, providing evidence-based recommendations for future training delivery.

4.3 Projects in the Amber Status

4.3.1 GRS Cloud Migration

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

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

The GRS Cloud Migration project remains at Amber due to delays in reaching agreement on the data processing agreement with the supplier.

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The delay has moved the planned go-live date from October 2026 to March 2027. Since the last Board update, the matter has been escalated with the supplier, and two meetings have taken place. Agreement was reached at the most recent meeting, enabling the project to progress.

The supplier has confirmed that the current GRS system will remain available until the migration is complete; therefore, there is currently no known risk to continued SAS use of the system.

4.4 Projects in the Red Status

4.4.1 Air Ambulance Implementation

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

Two new rotary H145 aircrafts are now in Service, with the backup rotary aircraft now due in late October 2026.

Delivery of fixed-wing aircraft 2 and 3 is now expected in late January and early February 2027 respectively. Fixed-wing aircraft 1 has arrived in the UK and is undergoing its internal fit-out, with entry into service planned for late October 2026. To maintain operational continuity, the supplier has confirmed that the existing fixed-wing aircraft will remain in service 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.

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The table below summaries the activity grouped by theme, readiness phase, strategy pillar and FY activity. This Dashboard will be further developed and enhanced for future Board Reports.

Research & Innovation Portfolio Dashboard			
Visual summary of programme items from ADP_MTP, grouped by theme, readiness phase, strategy pillar and FY activity.			
Total projects 65	FY26 active 65	FY30 active 20	Top pillar Clinical & Workforce Outcomes Top theme Clinical

KEY FINDINGS
The portfolio contains 65 programme items. The largest strategy pillar is Clinical & Workforce Outcomes (28 projects), and the largest theme is Clinical (17 projects). Activity is most concentrated in FY26, then tapers across later years (FY26: 65, FY27: 45, FY28: 33, FY29: 22, FY30: 20), indicating a near-term delivery-heavy programme with fewer longer-horizon commitments currently marked.

Theme		Readiness phase		2030 Strategy pillar		Financial year	
Theme	Projects	Readiness phase	Projects	2030 Strategy pillar	Projects	Financial year	Active items
Clinical	17	Development	18	Clinical & Workforce Outcomes	28	FY26	65
Technology	9	Implementation	15	Digital & Product Technologies	19	FY27	45
Data	8	Discovery	12	Data Driven Innovation	7	FY28	33
Triple Helix	5	Screening	4	Partnerships	6	FY29	22
Service delivery	4			Staff Development	5	FY30	20
ACC	3						
Drones	3						
Education	3						
Clinical Digital	2						
Income generation	2						
Artificial Intelligence	1						
Communications and Engagement	1						
Tri Services	1						
UK NHS Research	1						
Community Resilience	1						
Fleet	1						
Aeromedical	1						
Major Incidents	1						
Staff	1						

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.

- National Point of Care Testing
- Remote and Enhanced Diagnostics
- Nature as a Tool as Part of the Healing Process
- Blue Light Reform Collaboration – Drones



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Service Board Portfolio Summary Pack

September 2026

Reporting as at 17 August 2026





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Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

Portfolio Lead:

Paul Bassett

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary

Reduced Working Week and Protected Learning- Progress for the Reduction of Working Week and Protected Learning Programme is strong, with rosters built in both GRS and Optima and full-time staff operating at an average of 36 hours weekly. Notable achievements include agreement on final recruitment uplift numbers with Regional and National Directors and drafting of the End of Programme Report for Programme Board approval on 25 August. While recruitment activities have slipped slightly, these processes will now transition into established business-as-usual operations to maintain forward progress.

Scheduled Care Improvement Programme- The Scheduled Care Improvement Programme is delivering effectively, advancing the ACC resourcing model for Timed Admissions and migrating the Cleric Patient Transport Service CAD application onto an updated platform. This period saw the resumption of Timed Admissions Project Team meetings on 14 August, dissemination of pathway documentation to Clinical Governance, and scheduling of a meeting with St John Scotland on 27 August to explore further service support options. Although constrained capacity within the wider project team remains a challenge, alternative approaches through focused work package sessions aim to ensure continuity and momentum. The noted very high risk has been reviewed and reduced as the TA Dispatcher funding has been identified and recruitment to these posts signed off.

Air Ambulance Implementation- The Air Ambulance Implementation project remains red due to delays in the delivery of King Air fixed-wing aircraft 2 and 3, compounded by Civil Aviation Authority certification requirements and additional rework on rotary aircraft. Significant achievements for the period include the commencement of the contract on 26 July, H145 aircraft 1 entering service on 29 July and preparations for H145 aircraft 2 to enter service on 18 August. Estates improvements at Inverness and Aberdeen bases have also progressed. Despite these milestones, supplier delays and certification slippages pose major challenges, mitigated by retaining the current fixed-wing fleet in service and activating contingency plans with Gama Aviation.

Rest Break Compliance- The Rest Break Compliance project continues to progress positively following the test of change that commenced on 14 April. This period involved consistent review of measurement criteria and exception reports, effective communications with staff to encourage combining breaks, and an update to the End of Shift Standard Operating Procedure to tackle call allocation issues. Planned actions include rollout of the revised SOP across the service, enhancement of exception reporting processes and maintaining high levels of staff engagement to strengthen compliance.

Maternity and Neonatal- This project remains on track and closely supports the Scottish Government's 'Best Start' programme through a comprehensive review of neonatal transport services and workforce requirements. Key achievements in August include finalisation of the options appraisal paper, submission of indicative costings to the Best Start Finance Group, and plans for a team meeting to address timelines and associated risks. The next phase will focus on deeper engagement with regional implementation teams and completion of the business case to underpin delivery objectives.



Portfolio RAG

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Project / Activity	Start Date	End Date	Project Health		2026/27												27/28	
					Q1			Q2			Q3			Q4			Q1	Q2
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27		
Reduced Working Week	10/07/24	30/09/26	➡	Milestones		Mar26 - Rosters built Jul26 - Rosters Live Apr26 - Recruitment plans developed and approved Aug26 - Handover to BAU & Close Q3 Mar26 - Roster sign off Apr-26-Aug26 - New Staff Recruited												
				Risks (VH&H)	0													
				Issues (H)	1													
				Finance														
Air Ambulance Implementation	01/11/24	TBC	↘	Milestones		02/26 - Aircraft medical interior design complete 06/26 - Training complete 09/26 - Build & interior fit complete (Rotary) 10/26 - Aircraft in Service (fixed Wing) 09/04 - Estate changes 06/26 - Aircraft in Service (Rotary) 07/26 - Build and interior fit complete (Fixed Wing) 11/26 - Project Close												
				Risks (VH&H)	1													
				Issues (H)	2													
				Finance														
Scheduled Care Improvement	12/06/24	31/08/27	➡	Milestones		WS1 04/26 - Recruitment WS5 03/26 - QEUH Transport Hub WS2 03/26 - Timed Admissions WS7 03/26 - Renal Transportation WS8 01/27 - Sched Care Trg Prog WS3 07/26 - Demand led support for Sched Care WS9 07/27 - Sched Care D&C 08/27 - Project Close												
				Risks (VH&H)	0													
				Issues (H)	1													
				Finance	N/A													
Maternity & Neonatal	24/07/20	30/11/26	↘	Milestones		06/26 - Business Case Developed 09/26 - Exec approval 09/26 - Board approval 09/26 - Implementation and Project Close												
				Risks (VH&H)	0													
				Issues (H)	0													
				Finance	N/A													
Rest Break	28/09/22	30/04/27	➡	Milestones		10/25 - Trial of changes starts 04/26 - Trial of changes ends 04/26 - Trail ends 07/26 - Group closed 06/26 - SOP updated												
				Risks (VH&H)	0													
				Issues (H)	0													
				Finance	N/A													
Improving Hospital Turnaround Times	01/07/26	30/04/27	➡	Milestones		09/26 - Nat Hospital T/A Reporting Framework Agreed 10/26 - Improvement Framework & Trajectories Established Q3/4 - Demonstrate Improvements and Benefits 01/27 - Regional Action Plans & Winter Alignment Activity 04/27 - Project Close												
				Risks (VH&H)	0													
				Issues (H)	0													
				Finance	N/A													



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Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:

Emma Stirling

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary

Volunteer Enhancement Project- The project remains on track. Significant achievements included preparatory stages for the MIS app rollout with initial handsets configured and securing approval from the Clinical Advisory Group to expand Community First Responders (CFR) responsibilities. Operational impact is evident through a 29% rise in CFR deployments to 643 calls in July and a 97% increase in CCR contributions compared to the previous year. Volunteer-led care supported over 2,700 additional patients in the past year, although ongoing delivery depends on maintaining PMO resource support.

Mental Health Strategy Implementation- The Mental Health Strategy Implementation project is on track, with progress aligned to the Scottish Ambulance Service (SAS) strategy and milestones scheduled through 2027. Key achievements this period include completion of the mental health response car evaluation approved by governance in July, delivery of training to 15 new clinical advisors on crisis referral processes and engagement at the national suicide prevention conference, alongside recruitment of two preferred candidates for vacant posts. Additional progress includes approval of plans to advance trauma-informed practice, development of a new dashboard to monitor performance and continued collaboration with NHS24, Police Scotland, and the Scottish Government to maintain service resilience.

High Intensity Use Service- The High Intensity Use Service project is on track, with governance and operational delivery embedded across the Scottish Ambulance Service and partner organisations. During this period, the number of individuals supported increased to 94, the HIU/ICH Dashboard went live on 20 August with 28 clinicians participating in a test of change and a presentation was delivered on 4 August to the Glasgow Royal Infirmary Frequent Attenders Group to share key insights. Additional progress includes preparations for a full dashboard rollout in November and strengthened multi-agency engagement to improve coordinated care planning.

Young Minds Save Lives (YMSL)- The Young Minds Save Lives project is on track, with significant progress in community engagement and school delivery planning. In this period, the team delivered 13 community engagement events including the Commonwealth Games, reached 1,676 people through 114 hours of engagement across 24 groups and secured funding from NHS Tayside Charitable Foundation to support YMSL delivery in Angus schools for one year. Red and amber milestones were caused by long-term staff absence, impacting timelines for mental health lesson development and Dundee/Angus school onboarding, with mitigation through phased return and re-planning now underway.



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Communities and Place Portfolio Report – 2030 SSG

Portfolio Lead:

Emma Stirling

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary (Cont'd)

Glasgow South Station Rebuild- The Glasgow South Station Rebuild project is on track, with progress continuing across estates and engagement workstreams. Key achievements this period include approval of the Achieving Excellence Design Evaluation Toolkit (AEDAT) final review for submission to the Strategic Assessment and completion of the first draft of the Estates work package report for review at the end of August, alongside hosting a Govanhill library community drop-in session and advancing collaboration discussions with NHS Greater Glasgow and Clyde and the Scottish Government. Further clarity on timescales and direction for inclusion in the strategic assessment is being sought through ongoing engagement with these stakeholders.

Sustainability Implementation (CERAS)- The Sustainability Implementation project continues but progress is slowed by staff resourcing challenges and competing financial priorities. Key achievements this period include initiation of the Motherwell LED lighting upgrade tender process and commencement of the Livingston Renewables Project, alongside securing Scottish Government approval for a £75k grant to support solar and LED installations. The adverse status is driven by limited capacity impacting delivery of the Sustainability Action Plan, with mitigation focused on establishing regular CERAS group meetings to monitor progress, address obstacles, and define a route back to green in the next update.

Dementia Delivery Plan- The Dementia Delivery Plan project is on track, with governance and implementation progressing in line with the Scottish Ambulance Service 2030 Strategy and Scotland's National Dementia Strategy. Key achievements this period include final approval of the one-year SAS Dementia Delivery Plan at the SAS Board on 27 May 2026, initiation of Herbert Protocol pilot tests and recruitment of a dementia clinical effectiveness lead commencing 24 August to strengthen delivery capacity. Additional progress includes development of dementia-focused training, national awareness activity supporting the Scottish Government's "Re-Think Dementia" campaign, and enhanced collaboration with Public Services Delivery Scotland and UK ambulance partners.



Portfolio RAG

Project / Activity	Start Date	End Date	Project Health		2026/27									27/28				
					Q1			Q2			Q3			Q4			Q1	Q2
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27		
RAG & Trend	Key Controls	Milestones	Risks (VH&H)	Issues (H)	Finance													
Volunteer Enhancement	01/03/25	31/03/27		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													



Portfolio RAG

Project / Activity	Start Date	End Date	Project Health		2026/27												27/28		
					Q1			Q2			Q3			Q4			Q1	Q2	
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27			
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														



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Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:

Julie Carter

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary

GRS Timecard and App- The GRS Timecard and App project is progressing on track, with the e-rostering team continuing to support regional administrators and successfully generating a payroll file that included claims from frontline Accident & Emergency bank staff who went live on 1 July. Key achievements this period include the commencement of pilots for Patient Transport Service and National Risk and Resilience Department staff from 1 July and the Ambulance Control Centre pilot starting on 1 August, alongside training sessions and communications to support these rollouts.

GRS Cloud Migration- The GRS Cloud Migration project is currently at amber, with progress hindered by delays in signing off the Data Processing Agreement (DPA) and Data Protection Impact Assessment (DPIA), which are prerequisites for building the pre-production environment. During this period, the team held escalation meetings with the supplier's senior leadership and outlined the testing strategy, while planning for joint DPA sign-off, internal DPIA approval, and commencement of the pre-production build. The adverse status is due to governance delays and resource constraints, which have pushed the target go-live to March 2027; mitigation includes prioritising DPA sign-off and securing supplier resource alignment to enable testing and migration activities.

Patient Monitor/Defibrillator Replacement- The Patient Monitor/Defibrillator Replacement Project Phase One is on track, focusing on completing the procurement stage for essential clinical devices that provide defibrillation, patient monitoring, diagnostic electrocardiograms (ECGs) and integration with electronic patient records. During this period, the Project Initiation Document was approved, a historical lessons learned workshop was conducted and development of the hybrid Strategic Assessment/Outline Business Case commenced alongside preparations for a supplier showcase. The initiation milestone remains amber due to an extension required for producing the lessons learned report and finalising intranet pages, with mitigation actions including defined next steps for documentation and communication planning.

Three additional projects are expected to join the DDIR Portfolio in the coming months: Data Management Maturity, which will strengthen organisational data capability and governance. The Business Services Programme, a national NHS Scotland initiative to modernise HR, Payroll, Finance and Procurement systems. Project SOUND, a newly funded Research & Innovation project currently progressing through mobilisation and governance approval.



Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead: Julie Carter Period covered: 21 Jul to 17 Aug Portfolio RAG:

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2026/27												27/28	
					Q1			Q2			Q3			Q4			Q1	Q2
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27		
GRS Timecard and App	09/09/22	31/12/26	→	Milestones		14/04 System Decision (Unpaid Breaks)				01/10 Onboarding of PTS / NRRD Staff	01/11 Onboarding of ACC Staff	11/11 PTS / NRRD roll out complete	06/12 ACC roll out complete	31/12 Project closed				
				Risks (VH&H)														
				Issues (H)	2													
				Finance	N/A													
Defibs	01/07/26	31/10/28	→	Milestones					07/26 18/09 - Project Initiation						06/27 - Develop Source Strategy	07/27 - ITT Requirements and documentation		
				Risks (VH&H)	0													
				Issues (H)	0										05/27 - Needs Identification	06/27 - Hybrid Strategic Assessment/ OBC		
				Finance														
GRS Cloud	01/11/25	31/05/27	↘	Milestones		01/26 Mar-Apr-May DPA Sign Off	06/26 08/26 Copy of GRS/Live on-premise DB	08/05 08/26		06/26 Aug 10/26 11/26 Sign off UAT				03/27 04/27 - End of Project Hypercare check in	12/26 03/27 05/27 Project Close			
				Risks (VH&H)	3													
				Issues (H)	3													
				Finance		04/26 06/26 08/26 - DPA Sign off	01/26 Mar-Apr-May 07/26 09/26 - TM to provide code differential findings report	04/26 06/26 10/26 UAT Commences			08/26 11/26 02/27 - Sign off Dry Run	10/26 01/27 03/27 - Go Live	10/26 11/26 02/27 04/27 - Sign off Hypercare					



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Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:

Dr Jim Ward

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary

Population Health Improvement - The Population Health Improvement Project recorded strong progress with the SAS Population Health Plan approved by the Executive Team, subsequently shared with Public Health Scotland and NHS24, and presented to the SAS Engine Room. Collaboration discussions with NHS Forth Valley and Yorkshire Ambulance Service advanced, focusing on hypertension and cardiovascular risk referrals. Development of the measurement framework and delivery plan will continue to be developed.

Pathways Programme – The Pathways Programme continues on track with non-conveyance rates for attended incidents above the median at 34.7%. The Pathways Hub managed 910 incidents in June – its highest monthly count since inception – and completed 183 Confirmation of Death notifications, bringing the total to 1,093. Data protection impact approvals were secured to enable patient experience telephone surveys, allowing that workstream to return to green status with revised timelines.

Out of Hospital Cardiac Arrest- The Out of Hospital Cardiac Arrest Project demonstrated positive developments, including rollout preparation for CARE Zones in East Lothian, scheduled staff awareness sessions in Dumfries and Galloway, and convening a GoodSAM user group to improve volunteer engagement. The team progressed high-performance CPR initiatives, preparations for Restart a Heart Live, and early planning for the extracorporeal cardiopulmonary resuscitation (ECPR) pilot programme.

Stroke and Thrombectomy - the Stroke and Thrombectomy Project continued with the Scottish Stroke Care Audit Annual Report published and advancing Stroke Measurement Framework and operational dashboard. A redesigned electronic patient record (ePR) stroke screen is being developed through co-design with frontline clinicians. While dependencies on national programmes and future funding remain, there are no current delays impacting timelines.

Palliative and End of Life Care (PELOC) - The Palliative and End of Life Care Project maintained its trajectory, gaining approval for Levomepromazine and Hyoscine Butylbromide for inclusion in Just in Case medication pouches and completing the first phase of the patient and family experience survey, achieving 16% response rate with positive feedback on clinician compassion and professionalism. Risks remain regarding sustainable funding beyond with planning underway to address this.



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Population Health and Prevention Portfolio Report – 2030 SSG

Portfolio Lead:

Dr Jim Ward

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary (Cont'd)

Drug Harm Reduction – The Drug Harm Reduction Project remained on track during this period. Achievements included operationalising the near-fatal overdose pathway, ensuring at-risk individuals are connected to statutory services within 72 hours, national roll-out of take-home naloxone, implementation of Injecting Equipment Provision.. A revised timeline for 2026/27 milestones was noted, with mitigation plans in place to maintain progress.

Major Trauma – The Major Trauma Project continued to progress on track, delivering the Critical Care Desk two-year review, finalising the Scottish Trauma Network Service Specification, and advancing patient outcome feedback processes. Preparations began for reviewing the Major Trauma Triage Tool and implementing PICT governance. An amber milestone was flagged due to delays in the East Region outcome feedback process caused by information governance issues; mitigation actions are underway, with resolution expected by the end of September.

Paramedics in Primary Care- The Paramedics in Primary Care Project moved from planning to delivery with funded pilots secured in NHS Greater Glasgow and Clyde and NHS Forth Valley. Expressions of interest drew responses from about 80 GP practices. Staff engagement sessions and recruitment for a Professional Lead role commenced, supporting broader mobilisation alongside governance and workforce planning.



Portfolio RAG

Project / Activity	Start Date	End Date	Project Health		2026/27												27/28		
					Q1			Q2			Q3			Q4			Q1	Q2	
			RAG & Trend	Key Controls	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27			
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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Portfolio Timeline (Cont'd)

Project / Activity	Start Date	End Date	Project Health		2026/27												27/28	
					Q1			Q2			Q3			Q4			Q1	Q2
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27		
Drug Harm Reduction	01/04/26	31/03/27	→	Milestones														
				Risks (VH&H)	0													
				Issues (H)	0													
				Finance	N/A													
Major Trauma	01/04/25	31/03/27	→	Milestones														
				Risks (VH&H)	1													
				Issues (H)	0													
				Finance	N/A													
Paramedics in Community Urgent Care	01/03/26	30/11/27	→	Milestones														
				Risks (VH&H)	0													
				Issues (H)	0													
				Finance	N/A													

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

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

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

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

03/27 - Project close

03/25 11/25 03/26 06/26

08/26 - CCD 2yr review

10/26 - Review the STN Major Trauma Tools

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

03/27 - Review of APCC provision

06/26 12/26 06/26 09/26 - Develop a sustainable process for patient outcome/feedback process in East Region

10/26 - Agree and implement PICT governance process

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

03/27 - Project close

08/26 - Staff engagement

08/26 - Clinical/operational guidance agreed

09/26 - ID of pilot GP clusters

08/26 - Recruit and appoint CEL

08/26 - Agree measurement framework

11/27 - Project close



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Workforce and Wellbeing Portfolio Report – 2030 SSG

Portfolio Lead:

Elise Gallagher

Period covered:

21 Jul to 17 Aug

Portfolio RAG



Portfolio Summary

Health and Wellbeing Implementation- The Health and Wellbeing project is delivering as planned under the Staying Well Strategy for 2026–2027. Notable achievements include supporting 451 staff via the Staying Well Service, elevating iMatter survey response rates to 62% (up 7% year-on-year) alongside achieving an Employee Engagement Index of 69 and maintaining appraisal completion at 34.23%, significantly above last year's figures. Despite overall positive performance, escalating and complex mental health referrals present an ongoing capacity risk, with mitigations underway through expanded access to mental health specialists and the development of alternative support pathways.

Workforce Planning Project- The Scottish Ambulance Service 2026–2029 Workforce Plan project is on track, with governance milestones progressing as planned. Key achievements include submission of a revised shorter draft plan to the Staff Governance Committee on 4 June, which endorsed the structure while requesting additional revisions for September. Discussions continue with Finance colleagues to secure further Scottish Government funding, which will influence recruitment numbers for Newly Qualified Paramedics and emerging project areas.

Attendance Management- The Attendance Management project is progressing well, focusing on establishing a proactive support framework, finalising the Manager Toolkit and delivering a dedicated SharePoint resource. Milestones achieved include launching attendance dashboards for Area Service Managers, implementing DPIA-driven security measures and planning a National Absence Reporting Model workshop for mid-September. The project remains at risk due to delays in DPIA approval, which limit dashboard rollout to Team Leaders; active mitigation includes addressing governance queries and sustaining stakeholder engagement to expedite approval.

Training Review- Resource has been allocated and the New Project Proposal was approved at Engine Room. Updates will be provided from the next reporting period.

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

Portfolio Lead: Elise Gallagher

Period covered: 21 Jul to 17 Aug

Portfolio RAG



Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2026/27												27/28		
					Q1			Q2			Q3			Q4			Q1	Q2	
					Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27			
Health & Wellbeing	01/04/21	31/07/27		Milestones															
				Risks (VH&H)	0														
				Issues (H)	0														
				Finance	N/A														
Workforce Planning and Performance Monitoring	01/03/24	31/01/27		Milestones															
				Risks (VH&H)	0														
				Issues (H)	0														
				Finance															
Attendance Management	02/10/25	31/03/27		Milestones															
				Risks (VH&H)	1														
				Issues (H)	1														
				Finance															