



NOT PROTECTIVELY MARKED

PUBLIC BOARD MEETING	26 November 2025 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 discuss progress in relation to delivery of the 2030 Strategy portfolios.																																			
Key points	<p>The purpose of the 2030 Strategy Portfolio Board update is to</p> <ul style="list-style-type: none"> • 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. <p>Overall good progress continues to be made across all portfolios of work in this reporting period, with no projects in Amber or Red status.</p> <p>Table 1 – High Level Summary of Project Status</p> <table border="1"> <thead> <tr> <th>Portfolio</th> <th>Green</th> <th>Amber</th> <th>Red</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Integrated Planned, Unscheduled & Urgent Care</td> <td>4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Data, Digital, Innovation & Research</td> <td>4</td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>Communities & Place</td> <td>5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Preventative & Proactive Care</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Workforce & Wellbeing</td> <td>1</td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>Totals</td> <td>15</td> <td>0</td> <td>0</td> <td>2</td> </tr> </tbody> </table> <p>There are no issues or risks that require escalation to the Board.</p>	Portfolio	Green	Amber	Red	Other	Integrated Planned, Unscheduled & Urgent Care	4				Data, Digital, Innovation & Research	4			1	Communities & Place	5				Preventative & Proactive Care	1				Workforce & Wellbeing	1			1	Totals	15	0	0	2
Portfolio	Green	Amber	Red	Other																																
Integrated Planned, Unscheduled & Urgent Care	4																																			
Data, Digital, Innovation & Research	4			1																																
Communities & Place	5																																			
Preventative & Proactive Care	1																																			
Workforce & Wellbeing	1			1																																
Totals	15	0	0	2																																
Timing	This paper is being presented to the November 2025 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 <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.



NOT PROTECTIVELY MARKED

SCOTTISH AMBULANCE SERVICE BOARD

DELIVERING OUR 2030 STRATEGY 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 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

Progress continues to be positive across all work areas.

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Date: 2025-11-26	Version 1	Review Date: January 2026

Table 1 – High-Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	4			
Data, Digital, Innovation & Research	4			1
Communities & Place	5			
Preventative & Proactive Care	1			
Workforce & Wellbeing	1			1
Totals	15	0	0	2

4.2 Projects in Other Status

The 'other' category relates to projects in planning or scoping stages or projects that have come to an end. **There are 2 projects across the portfolios that are in the other category. This includes the GRS Cloud project which is in initiation stages and Workforce Planning. Details of these are included below.**

4.2.1 GRS Cloud Migration

The Board signed off the business case for the migration of the GRS e-rostering system in July 2025.

An introductory meeting was held with our supplier's project team in October. A follow up readiness assessment is due to take place week commencing 17th November ahead of the formal launch meeting on 25th November. The full migration is expected to be delivered by the end of September 2026.

4.2.2 Workforce Planning & Performance monitoring

There have been delays in agreeing the workplan and key milestones for this due to absence within the HR Team.

A meeting was held with Acting Director of Workforce, Director of Strategy, Planning & Programmes, Head of Workforce Planning & Chair of Staff Governance Committee to discuss the progress to date and actions that can be taken forward in the short term to provide additional assurance.

In the absence of the Head of Workforce Planning, a lead has been appointed to take forward development of the workforce plan in alignment with the 2026/27 Annual Delivery Plan, 3 Year Medium Term Plan and Financial Plan timelines for delivery.

4.3 Projects in the Amber Status

There are no projects in the Amber status for delivery. At the September Board meeting it was highlighted that the Turas Learn & Development project was in the Amber status due to a delay in the development of the role specific content for statutory and mandatory training, however, this has now been finalised, and a paper was presented to the Executive Team on the 2nd of September. This project has now moved to business as usual.

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4.4 Projects in the Red Status

There are no projects in the Red status for delivery.

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 Annual Delivery Plan 26/27 and Medium Term Plan

The Scottish Government Strategic Planning Team have advised that timelines for submission of these plans have been pushed back due to planned changes to move towards sub national planning structures.

Boards are expected to roll their 25/26 plans into Q1 of 26/27 and in the interim, provide a high level summary of our Boards contribution to the Operational Improvement Plan, Service Renewal Framework and Population Health Framework by the end of January 2026 in line with submission of the Boards Financial Plan.

There is no formal requirement to submit a workforce plan this year, however work is underway internally to develop our workforce plan in alignment with the Annual Delivery plan, Medium Term plan and Finance plan.

In light of the publication of Operational Improvement Plan in March and Service Renewal Framework, Population Health Framework and Public Sector Reform, work has been underway to review alignment with our 2030 Strategy and delivery plans and to assess any action that SAS will need to take to support and enable delivery with our partners.

The Scottish Government's Operational Improvement Plan (OIP), published in March 2025, sets out the immediate priorities in the renewal agenda which form part of the mid to longer term plans within the Service Renewal Framework (SRF) and Population Health Framework (PHF).

As highlighted at the Board development session in October, our strategy is closely aligned with ambitions of the OIP, SRF, PHF and Public Sector Reform Strategy for Scotland.

As highlighted in the infographic below, SAS already has a number of key workstreams within our plan this year or evolving for next year, that support delivery of the immediate priorities in the Operational Improvement Plan.

Our medium Term areas of focus have also been mapped out at a high level against the 10 major change areas within the Service Renewal Framework.

Planning Sessions are underway with key stakeholders across the service to further develop and further refine the details around the immediate priorities for 2026/27 and medium term plan for the next 3 years. These will be presented to the Board in January, ahead of submission to Scottish Government.

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Key Deliverables within our Plan that support delivery of the Operational Improvement Plan.

Key Deliverables within our Plan that support delivery of the NHS Scotland Operational Improvement Plan	
Shifting the Balance of Care into Communities <ul style="list-style-type: none"> Integrated Clinical Hub - Increasing Clinical Intervention in Calls (Including new enhanced triage of NHS24 Calls) Pathway Navigation Hub - Optimising Pathway Usage Pathway Development – Increasing Access & reducing unwarranted Variation across Boards Mental Health Collaboration with NHS24 & Police Scotland Palliative/End of Life Care Scheduled Care - Collaborating with Boards on Discharge Planning to Improve Flow in Hospitals Integrated Workforce Models with Urgent & Primary Care to <ul style="list-style-type: none"> Increase access to Primary Care Improve FLOW in Hospitals 	Prevention & Proactive Care <ul style="list-style-type: none"> Drug Harm Reduction Remote Monitoring Young Minds Saves Lives Anchor Delivery Plan Population Health/Reducing Inequalities Plan
Improving Access to Treatment <ul style="list-style-type: none"> Collaborative Planning with partners to codesign elective services based on population need, ensuring consideration of ambulance requirements for the management of patients to and from hospitals across new boundaries. 	Improving access through Digital and Technological Innovation <ul style="list-style-type: none"> Digital Patient Handover Remote Monitoring Artificial Intelligence in Ambulance Control Digital Prescribing Electronic Patient Records /Data Sharing between Services

NHS Scotland Service Renewal Framework – Major Change Areas

“A Scotland where people live longer, healthier and more fulfilling lives”



STRATEGIC PRIORITIES

Prevention and Early Intervention
Population Health
Community-Based Care
Person-Centered Services
Digital Transformation

MAJOR CHANGE AREAS

Prevention and Early Intervention	Population Health
Community-Based Care	Person-Centered Services
Digital Transformation	Hospital Service Reform
Workforce Innovation	Integration Across Systems
Data and Intelligence	Tackling Health Inequalities

High Level areas of priority within our Medium Term Plan that enable delivery of the Service Renewal Framework 10 major change areas.





**Scottish
Ambulance
Service**

Working in Partnership with Universities



Service Board Portfolio Summary Pack

November 2025

Reporting as at 20 October 2025





Portfolio Summary

The Reduced Working Week (RWW) Programme continues to progress well and remains reporting as green. 65,686 RWW Accrued Hours booked to date for 2025/26, an increase of 1,989 from the end of September 25. A further 9 staff have been trained in the use of the rostering software taking the total staff trained to 14. Working parties are in progress across the service for roster design. There has been a change to the scope to include the requirement for A&E shift lengths to include only 8 10 and 12 hours shift lengths (linked to the Rest Break Project). This change was requested at the Programme Board meeting 20/08/25. A new milestone has been added to enable this to be tracked and managed and interdependent milestones have been adjusted. The Executive Team approved the decision to apply Organisational Change for the Scheduled Care project and the Advanced Practice in Urgent and Primary Care (APUPC) project within the programme on 03/09/25. This requires a period of individual consultation with staff after the vote which will move their go-live date to the right. This may impact the 01/04/26 deadline if staff utilise all 4 Working Parties and exercise their full 12-week consultation period. A risk has been added to the Programme Board Risk Register.

For Scheduled Care Improvement, the initial version of the technology paper has been drafted, with key stakeholders now reviewing before finalising. This paper outlines potential future technology capabilities and requirements of the Scheduled Care service. A structured workshop was conducted to further define the Timed Admissions workstream. A future workshop with colleagues involved in the full timed admissions process has been scheduled to help identify areas for improvement with a focus on efficiency, clinical triage, and best practice. After an initial meeting with St Johns Scotland, a proposal is being drafted outlining how SAS could work with St Johns Scotland to utilise their volunteer resource to support our Timed Admissions Service in periods of high demand. Once agreed by all parties, the proposal will be finalised and shared appropriately for formal approval. The Queen Elizabeth University Hospital Hub went live on 1st October. A review of the data supporting the pilot is currently on-going and a presentation will be made to the Scheduled Care Improvement Programme Board on the 23rd Oct.

For the Air Ambulance Implementation Project, the fixed-wing delivery dates have been re-aligned, with the 2 Aircraft planned to be delivered within the contracted dates (by July 2026) and the backup fixed-wing aircraft planned to be delivered 21st September 2026.. The rotary aircraft design review workshop has been held and design agreed. A fixed-wing aircraft interior design review workshop is being organised for November. Contract milestone dates for 'Tooling & Spares procurement' and 'Provision of Plan for Facility & sustainability improvements' have been extended by 3 months to end December 2025, as agreed within the contract terms.

The principle of no staff working more than 6 hours without a break has been established for the Rest Break Improvement Project. The Special Break has been re-introduced and amended. The Rest Break Working Group has reviewed shift codes and rationalised them and a new process to manage codes has been introduced. A principle that all shifts should be 8,10 or 12 hours has been agreed and will be implemented as part of the Reduced Working Week programme. Further reviews of areas with a high level of missed rest breaks has not shown any meaningful correlation with any one factor and is due to a large range of challenges.

A staff survey has been sent out to staff and staff-side colleagues have drafted suggestions for a new Rest Break SOP for review and discussion.



Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG



Portfolio Lead:

Paul Bassett

Period covered:

23 Sep to 20 Oct

Portfolio RAG

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26									2026/27						
					Q2			Q3			Q4			Q1			Q2	Q3	Q4	
					Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26				
Reduced Working Week	10/07/24	30/09/26	→	Milestones		<p>Q4 Sep25 - Plan for WP's Q4 Q2 - Roster S/W procured Q4 Oct 25 - Roster keys appf (Non A&E) Q4 Sep25 - Del resource appr Q4 Oct25 - Del resource recruited Q3 - Roster keys appr (A&E) 8, 10, 12 Q4 Q2 Nov25 - Working party 1 Q4 Q2 Dec 25 - Recruitment plans dev & appr Q4 Nov25 Dec 25 - Working party 2 Q4 Q2 Dec25 Jan 26 - Working party 3 Q2 Jan26 Feb26 - Working party 4 Q3 Feb26 - Roster voting Mar 26 - Acc Hrs Taken - 25/26 Q3 Feb26 - Roster sign off Mar 26 - built on Apr 26 - Rosters Live Apr 26 - New Staff Recruited Q1 - Imp protected learning requirements Q2 - Handover to BAU & Close</p>														
				Risks (VH&H)	2															
				Issues (H)	2															
				Finance																
Air Ambulance Implementation	01/11/24	30/10/26	→	Milestones		<p>12/25 - Aircraft medical interior design complete 09/04 - Estate changes complete 06/26 - Build & interior fit complete (Rotary) 06/26 09/26 06/26 - Training complete 07/26 - Aircraft in Service (Rotary) 09/26 - Build and interior fit complete (Fixed Wing) 11/26 10/26 - Project Close 10/26 09/26 - Aircraft in Service (fixed Wing)</p>														
				Risks (VH&H)	0															
				Issues (H)	0															
				Finance																
Scheduled Care Improvement	12/06/24	31/03/27	→	Milestones		<p>(WS2) 03/26 - Timed Admissions (WS4) 10/25 - Technology (WS5) 03/26 - QEUH Transport Hub (WS7) 03/26 - Renal Transportation (WS6) 04/26 - Future Fleet Requirements (WS1) 04/26 - Recruitment (WS3) 07/26 - Demand led support for Sched Care (WS8) 01/27 - Sched Care Trg Prog 03/27 - Project Close</p>														
				Risks (VH&H)	0															
				Issues (H)	0															
				Finance																
Rest Break	28/09/22	31/07/26	→	Milestones		<p>08/25 - ToR agreed 10/25 - Trial of change starts 04/26 - Trail ends 06/26 - SOP updated 07/26 - Group closed</p>														
				Risks (VH&H)	0															
				Issues (H)	0															
				Finance	N/A															



Portfolio Summary

For the Volunteer Enhancement project, the Volunteer Forum is now established with members from the volunteer community. The second meeting was held in early October, with the next scheduled for early December. Feedback has been positive, indicating a balanced approach and general satisfaction among volunteers. MIS App Pilot Launch: The Volunteer Enhancement project team has launched a pilot of the MIS app, with 46 Community First Responder (CFR) groups (about one-third of all CFR groups) participating. This app simplifies the booking on/off process and automates dispatch, aiming to improve consistency and speed in call handling. A three-month pilot will be evaluated, with metrics being gathered in collaboration with the Business Intelligence (BI) Team.

The Mental Health team continue with regular bi-monthly meetings with Scottish Government colleagues, with a recent in-person session focusing on secure ambulance use for mental health transfers and a midway review of the mental health strategy. The escape room activity, developed from the Young Mind Saves Lives initiative, was showcased and well received. Further support and potential funding opportunities from the Scottish Government are being explored. Meetings with regional directors and senior leadership teams are strengthening joint work and response to the Vox report feedback on mental health. Initial discussions have started regarding mental health training for volunteers and control room staff, with ongoing collaboration to define requirements and scope.

Significant work has been done on developing the Dementia Delivery Plan. Ongoing engagement with Welsh Ambulance Service Trust colleagues continues, with regular meetings to share best practices and learnings from their seven to eight years of dementia work. A joint presentation with Police Scotland on the Herbert Protocol was delivered at a recent staff engagement session. The session was recorded and made available for staff, with positive feedback and over 200 views. Plans are in place to develop shorter, more accessible sessions in collaboration with Police Scotland. Work is underway with the communications team to enhance the SAS website, adding a dedicated dementia section and providing a contact email for staff engagement. The dementia lead for the service has been invited to contribute to the review of the NHS Education for Scotland's Promoting Excellence dementia-informed resource, aiming to influence future training for SAS staff.

The South Station project is in the initiation phase, with objectives under review and stakeholder analysis underway to ensure the right voices are involved. The project team is nearly complete, with a project board meeting scheduled for December. The project brief will be available to the board, and the initiation document is expected early in the new year.

The Sustainability Strategy Development Project is being re-baselined by the team.



Communities and Place Portfolio Report – 2030 SSG



Portfolio Lead:

Emma Stirling

Period covered:

23 Sep to 20 Oct

Portfolio RAG

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26									2026/27							
					RAG & Trend	Key Controls	Q2			Q3			Q4			Q1			Q2	Q3	Q4
							Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26			
Volunteer Enhancement	01/03/25	31/03/26	→	Milestones		<p>07/25 10/25 - Explore opportunities to use new technology to support the enhanced deployment of volunteers</p> <p>07/25 10/25 - Explore further opportunities to extend the role of CFR's</p>									<p>In Planning -</p> <ul style="list-style-type: none"> Implement preferred option from the Strategic Review Engage partner orgs to scope potential collaborative opportunities for a broader rollout of Cardiac Responders 						
				Risks (VH&H)	0																
				Issues (H)	2																
				Finance	N/A																
Mental Health Strategy	01/11/22	31/12/25	→	Milestones		<p>12/25 - Work with our partners to better understand our populations needs / funding solutions.</p> <p>12/25 - Collaborate with PS, dev safe, efficient processes and protocols</p> <p>12/25 - Continue prof to prof support on scene</p>															
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance		<p>12/25 - Promote patients managed on scene</p> <p>12/25 - Reduce unwarranted variation in care and inc No of the MH Paramedic Trauma Framework to our org, develop delivery plan to achieve the levels of framework</p> <p>12/25 - Align the NES Transforming Psychological work with NHS24, PS, PHS</p> <p>12/25 - Develop a plan to educate our staff</p> <p>12/25 - Continue close work with NHS24, PS, PHS</p>															
Dementia Strategy	01/11/22	31/12/25	→	Milestones											<p>03/26 - Develop a Dementia strategy / delivery plan</p>						
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance	TBA										<p>03/26 - Progress delivery plan through SAS Governance for approval</p>						
Sustainability Strategy Development	01/09/22	31/03/26	→	Milestones											<p>03/26 - Deliver 25/26 Sustainability and Net Zero action plan</p>						
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance	N/A	<p>Project reporting under review - will re-commence in December 25</p>															
Community Hubs and South Station Delivery	12/06/25	30/04/27	→	Milestones											<p>08/26 - Design statement assessment</p> <p>03/27 - Strategic assessment</p>						
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance	TBA	<p>12/25 - Project initiation</p> <p>03/26 - Property and land trawl</p> <p>12/26 - Stakeholder engagement</p>															



Portfolio Lead:

Julie Carter

Period covered:

23 Sep to 20 Oct

Portfolio RAG

Portfolio Summary

Scottish Government attended the recent DDIR Board to present the Digital Front Door (DFD), outlining its aim to provide a digital service for health and social care across Scotland. Key features include secure login, access to digital letters, medication, allergy, and vaccination information. The programme will expand to whole population availability in April, with further features and a rollout plan to follow. There were discussions about the transformational potential for the Scottish Ambulance Service, highlighting use cases such as patient transport bookings and the importance of integrating DFD with SAS systems.

For GRS Timecard, all front-line staff have now gone live on the 1st of September, payroll was successfully processed for September claims and no payment issues were reported. The regional admin team contributed significantly to the rollout with initial feedback being positive. Lessons learned will be gathered to improve the process, and remaining paper-based elements will be automated. A number of risk mitigation actions were carried out by the team as well as responding to a high number of queries from staff both submitting and authorising claims. Engagement has continued with BSM's, ASM's, Team Leaders and local Champions. Communications, both corporate and localised have been carried out and will continue over the coming weeks to ensure all staff are comfortable in submitting and authorising claims where necessary. Targeted training sessions have been held for Authorisers, Administration and Workforce Planning to ensure everyone is aware of the roles and responsibilities.

Research and Innovation is progressing well. In terms of research, the team are progressing multiple funding streams, developing a case for investment, securing approval for Natural Experimental Evaluation of Minimum Unit Pricing for alcohol in Scotland (NEEMUP65) study on Minimum Unit Alcohol Pricing and actively collaborating on the Repurposing flumazenil for intramuscular treatment of coma due to unintentional drug overdose (RUFUS) Trial with Edinburgh University and NHS Lothian through documentation and process reviews. The R&I team continues to lead impactful data-driven initiatives. Recent work includes analysing data to assess the effectiveness of staff wellbeing interventions, supporting PhD students and honorary researchers across multiple clinical projects, and advancing drug harm research through trial design and data development. The Clinical Data Group is also using linked datasets to improve stroke care by enabling faster diagnosis and more efficient resource allocation.

For Innovation and for Pilotless Airframes, the team are continuing to engage with stakeholders around drones and future aerospace technologies, with a particular focus on identifying and pursuing relevant funding opportunities. For Digital Tools and Data Systems, there are ongoing testing and implementation of Artificial Intelligence (AI) and Machine Learning (ML) technologies to refine clinical decision-making and optimise response models. These efforts are designed to benefit both patients and staff by improving accuracy and efficiency.

For the AI in ACC Project, project objectives were re-assessed including timescales with new projected project close date after completion of benefits analysis paper, project was re-baselined, and a new project plan produced.

The GRS Cloud Migration is in the initiation phase, with the first joint call with Total Mobile completed. A face-to-face audit readiness session is planned by the end of November, which will serve as a formal project kick-off.



Digital Data Innovation and Research Portfolio Report – 2030 SSG



Portfolio Lead:

Julie Carter

Period covered:

23 Sep to 20 Oct

Portfolio RAG

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		2025/26									2026/27							
					RAG & Trend	Key Controls	Q2			Q3			Q4			Q1			Q2	Q3	Q4
							Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26			
GRS Timecard and App	09/09/22	30/01/26	→	Milestones		<p>15/08 - Nat Pilot Complete</p> <p>31/08 - Training complete</p> <p>01/09 - National Go Live (A&E Only)</p> <p>07/03 - Communications complete</p> <p>04/07 - Onboarding of PTS / ACC Staff</p> <p>02/05 - Project closed</p>															
				Risks (VH&H)	1																
				Issues (H)	2																
				Finance	N/A																
AI in the ACC	31/10/24	31/01/26	→	Milestones		<p>31/10 - Data Transfer</p> <p>11/25 - AI solution support model</p> <p>11/25 - Mission Control</p> <p>01/26 - Project close</p> <p>01/26 - Recommendation - Exec Session</p> <p>01/26 - Full benefits & analysis paper</p>															
				Risks (VH&H)	1																
				Issues (H)	0																
				Finance																	
GRS Cloud	01/11/25	TBA	Project Initiated	Milestones		<p>Project initiation underway. Reporting to commence in December 25</p>															
				Risks (VH&H)	2																
				Issues (H)																	
				Finance																	
Research	01/04/22	31/03/26	→	Milestones		<p>08/25 - Data analysis and insights to support decision making and improve service delivery planning</p> <p>12/25 - Pursue funding activities</p> <p>12/25 - Focus R&I - Improve care pathways & outcomes for critical conditions</p>															
				Risks (VH&H)	4																
				Issues (H)	0																
				Finance																	
Innovation	01/04/22	31/03/26	→	Milestones		<p>08/25 - Exploring the use of pilotless airframes to provide critical life-saving equipment to patients in remote and hard-to-reach locations</p> <p>12/25 - Continue testing and implementing artificial intelligence and machine learning technologies to enhance clinical decision-making</p> <p>12/25 - Enhance digital tools and data systems to monitor patients remotely</p> <p>10/25 - Strengthen partnerships with other blue light public services to combine resources and expertise</p>															
				Risks (VH&H)	5																
				Issues (H)	0																
				Finance	N/A																



Portfolio Summary

The milestones for the Population Health Improvement project remain loosely defined given that this is an emerging project and unlikely to demonstrate impact within a short period of time, such as a reporting year. To put this in context the Population Health Framework covers the next ten years. It will require collaborative working with a range of partners and our focus at this time is seeking to understand what meaningful actions we can take. Through our ongoing review of the various clinical workstreams there is evidence of work that is closely aligned to the Population Health Framework including but not limited to Out of Hospital Cardiac Arrest (CareZones), Pathways, Mental Health, Drug Harm Reduction and Mobile Vaccinations. Attendance at the AACE Health Inequalities meetings illustrates that this is a challenging area for ambulance to operate in despite the significant insight that the services have about people and the communities in which they live. We will continue to engage with this forum to support our development and currently their areas of focus are not dissimilar to our own.

Other projects which are soon to be included in the portfolio include Realistic Medicine Plan and Enhance and Contribution to Primary and Community Care.

Work continues to be progressed with the Realistic Medicine action plan. The plan now aims to expand beyond initial pillars, incorporating work such as a digital enablement in defibrillator analysis and supporting drug harm reduction initiatives. The lead of this work will focus on progressing against the current 6-month action plan, closing out completed items and clarifying priorities for the remainder of the year.

For enhancing our contribution to primary and Community Care, work is ongoing in response to Scottish Government requests to address primary care challenges and leverage newly qualified paramedics. The team is preparing a report on integrating paramedics into multidisciplinary teams, with reference to successful models in Dumfries & Galloway. Plans include pressure-testing the approach in other regions, with upcoming discussions in Forth Valley. The initiative is currently at the discussion stage and not yet a formal project.



Preventative and Proactive Care Portfolio Report – 2030 SSG



Portfolio Lead:

Dr Jim Ward

Period covered:

23 Sep to 20 Oct

Portfolio RAG



Portfolio Timeline

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





Portfolio Lead:

Graeme Ferguson

Period covered:

23 Sep to 20 Oct

Portfolio RAG

Portfolio Summary

For the Health and Wellbeing Project, the main focus for the team has been inducting the four new part-time Wellbeing Leads into the service, with the next priority being the launch of the "Staying Well" service. Progress was noted in the suicide prevention and postvention group, and access to the police treatment centre has been launched, with efforts underway to secure endowment funding for short well-being stays as a preventative measure..

The reverse mentoring initiative has been launched enabling individuals from underrepresented groups to mentor senior leaders with the first cohort focusing on racial equality, sharing lived experience to influence organisational culture and decision making. OD & Wellbeing visits have continued over the reporting period to locations/stations alongside local managers. The October edition of Live Well Work Well promoted World Mental Health Day, Breast Cancer Awareness Month and Black History Month. It also highlighted the launch of a new Pre, Peri and Post Menopause Staff Network in the Service.

For the Workforce Planning and Performance Monitoring Project no update was provided this time as Scottish Government consider the format and timelines of the 3 year workforce plan.. The team is repositioning their approach to align with board expectations and support the annual delivery and financial plans.

Other projects within the portfolio are being consolidated within the culture workstream and will be presented for future reporting.

