Scottish Ambulance Service
Working in Partnership with Universities

NHS SCOTLAND

NOT PROTECTIVELY MARKED

PUBLIC BOARD MEETING	**19 November 2024**
	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 good progress continues to be made across all portfolios of work with path to green plans in place for projects in Amber or Red status. **Table 1 – High Level Summary of Project Status**

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	10			1
Data, Digital, Innovation & Research	8	1		1
Communities & Place	4	2		5
Preventative & Proactive Care	5			
Workforce & Wellbeing	8			2
Totals	35	3	0	9

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

	The Q2 Annual Delivery Plan progress report was submitted to Scottish Government on 18th November 2024. Planning for the development of the 25/26 Annual Delivery Plan and rolling 3-year Medium Term has commenced. Development sessions will be held with the Executive Team in December and engagement will take place with our leadership team, staff and partners to help inform the plans ahead of the draft submission to the Board in January.
Timing	This paper is presented to the November 2024 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.
Climate Change Impact Identification	This paper has identified no impacts on climate change.
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

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

Progress continues to be positive across all work areas, and any delays caused by operational challenges or other factors are being actively addressed to minimise their impact on project timelines. See below for an update on the individual projects.

Table 1 – High-Level Summary of Project Status

Portfolio	Green	Amber	Red	Other
Integrated Planned, Unscheduled & Urgent Care	10			1
Data, Digital, Innovation & Research	8	1		1
Communities & Place	4	2		5
Preventative & Proactive Care	5			
Workforce & Wellbeing	8			2
Totals	**35**	**3**	**0**	**9**

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 9 Projects across the portfolios that are in the other category.

4.2.1 Preparation for National Care Service

The Scottish Ambulance Service is actively engaged in supporting the development of the National Care Service (NCS).

The NCS (Scotland) Bill passed Stage 1 in February 2024, and progress is ongoing. On Monday, 24th June, the Minister for Social Care, Mental Wellbeing, and Sport, released a set of documents related to the NCS Bill. These documents included proposed draft amendments for Stage 2, offering detailed insights into the ongoing development of the NCS. They are now available on the Scottish Parliament website as the Committee seeks public input over the summer and autumn.

In addition, an early draft of the National Care Service Charter was shared with the Health, Social Care, and Sport Committee. The Scottish Ambulance participated in engagement sessions to support the development of the Charter, which outlines the rights and responsibilities of individuals accessing NCS support. It also provides a clear process for addressing complaints if their rights are not upheld.

Three co-design groups were established in August
- Governance and Representation
- Complaints and Redress (Lived Experience) and
- Complaints and Redress (Service Providers)

These groups have been meeting to shape aspects of the National Care Service (NCS). And have now progressed through over half of their scheduled sessions, meeting both online and in person.

In September, each group focused on key areas:

- Governance and Representation considered the perspectives and composition needed for the NCS Board.
- Complaints and Redress (Lived Experience) identified challenges in Scotland's complaints system and mapped the complaint journey.
- Complaints and Redress (Service Providers) discussed the process for social care complaints and mapped organisational handling steps.

SAS also attended the National Care Service Forum on Monday, 7th October 2024 and is awaiting the session's official output to inform us of the next steps in the co-design process.

4.2.2 Anchor Institution Strategic Plan

The Boards Anchor Institution Strategic Plan was developed and issued to Scottish Government on 27 October 2023 and subsequently approved by the Board in November. Further work was also undertaken in March 2024 to develop the supporting baseline metrics.

A project proposal was submitted to the engine room in August setting out proposed oversight and governance arrangements for monitoring the implementation of the Boards Anchor Strategic Plan in key areas such as procurement, fair work practices, and the use of our land and assets. The proposal was approved by the engine room and endorsed at the 2030 steering group in September.

This structured approach will ensure that the objectives of our Anchor Strategic Plan are efficiently and effectively met, providing a clear framework for monitoring, governance and accountability, including progress updates to the Board and Scottish Governement. This will also formally be reported through the Communities and Place Portfolio Board.

4.2.3 Community Planning Development

This project is about ensuring that the Scottish Ambulance Service supports the improvement of local health outcomes and equity in community services through strategic participation in Community Planning Partnerships (CPPs).

An analysis of service representation in CPPS throughout Scotland found that 23 out of the 32 CPPs have service representation (72%). Representation varies by region: East (92%), West (62%), and the North (57%).

To improve our current arrangements with CPPs, we are developing a plan to enhance local health outcomes and equity in community services by standardising our strategic participation in CPPs. These measures are expected to improve our collaboration with CPPs, ensuring that our participation is effective and beneficial to local communities.

Since the last update to the Board, it has been agreed that the Strategic Planning Team will lead on this work, woring closely with local Heads of Service. This work is also linked to the stakeholder engagement action agreed by the Board in response to the Blueprint for Governance self assessment.

4.2.4   Community Hubs / South Station Delivery

The Community Hub/South Station development project was established to identify options and develop and Outline Business Case (OBC) for the replacement of Glasgow South Station.

As previously highlighted to the Board, the development of the OBC has been delayed due to national pause in capital funding. Despite this, the Scottish Government has confirmed they would support the project's advancement, to ensure the Service can progress this rapidly as soon as funding becomes more certain however at this stage this is limited. Our engagement with local community members through YMSL paramedics remains ongoing as we continue to gather insights into local needs for the community hub concept.

We continue to work closely with Healthcare Improvement Scotland to meet the engagement requirements set out within the 'Planning with People – Community engagement and participation guidance' (Planning with People) which represents a national approach to engagement on appraising different locations for the station. This appraisal will consider both the current location and any newly identified alternative sites. To maintain momentum these meeting are now every six weeks.

Additionally, an analysis of population health data is underway to help inform suitable location and services for a community hub. The scoping of the new project request with HubWest will be completed on confirmation of funding and will form part of a medium-term approach to developing the OBC.

It has now been agreed that a formal project proposal for this work will be developed in November 2024 with the aim of reestablishing a formal programme of work to support the South Station Outline Business case.

4.2.5   Review of EPDD Training & Education

The review of the EPDD Training & Education model will now commence in the 2025 Financial Year.

4.2.6   Agile Working Policy

The Agile working policy supporting guidance has been issued and this project is now closed. There is a separate piece of work underway to assess the impact of flexible

working numbers on our estate requirements and this will be reported through the for Best Value Steering Group and Property Forum.

4.2.7 CALEAS

The CAELUS Research study has now come to a close, the end of project report and lessons learned were shared at the Portfolio Board.

4.2.8 Air Ambulance

A new project has been established to enable implementation of the new air ambulance contract.

4.3 Projects that are back on track

At the September Board, it was highlighted that there were 2 Projects in the Red Status for delivery and 2 in Amber. This section details the current status of these Projects.

4.3.1 Rest Period Improvement Project

The September update to the Board highlighted that the Rest Period improvement project was in the red status. The initial work had been completed with positive results and the project was due to close however there was a request from partnership to extend the work of the group. Since the last update to the Board, it has been agreed to extend the work of the group to March 2025 to assess if there are any further opportunities to deliver changes.

4.3.2 Digital Patient Handover

SAS currently receive over 2000 calls per week from NHS 24. Implementation of the NHS 24 to SAS digital patient handover will streamline the process for patients and staff and reduce unnecessary voice calls between services.

The Board were advised in September that this project was in the red status and the critical path to green was to reach agreement with NHS 24 on call address exception handling. Agreement has now been reached, address exceptions will be managed by passing the callers details via phone rather than digital transfer. To support this change in process, NHS24 is implementing an enhancement to its software application to prompt Call Handlers to phone SAS in the event that an exception occurs.

Go live is now expected on 3rd December.

The Dementia project has remained in the Amber status, however as detailed further below, there has been positive news about funding that will enable this plan to be re-baselined.

Stroke & Thombectomy delivery is also now back on track.

4.4 Projects in Amber Status for Delivery

4.4.1 Dementia Strategy & Implementation

The aim of the dementia strategy project was to develop a dementia strategy and implementation plan in line with the Scottish Government strategy to ensure we provide compassionate and supportive care for patients experiencing problems related to or directly caused by dementia.

The Board were advised in September of the ongoing delay in the Development of the Dementia Strategy & Implementation plan due to not having the necessary funding in place to take forward the work. Funding has now been secured and the updated plan and associated timelines for delivery are in development.

4.4.2 Mental Health

As part of our delivery plan this year, we have continued to work closely with NHS 24, Police Scotland, and Public Health Scotland to improve the management of patients with new or ongoing mental health symptoms. Our collaboration teams were recently recognised for the impact of our work by winning the Care of Mental health award at the Scotland's Health Awards for this work.

4.4.3 GRS Timecard

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

The electronic timesheet remains live in 1 station end to end. Testing was initially running in 8 other locations however this had been paused due to the impact of the reduced working week which now means that a system development is required to update the calculation for part time overtime rates to calculate at time & half after 37 hours rather than 37.5. An upgrade was also required to the system.

The GRS system was migrated onto new hardware in July and an upgrade to the software was applied to the test system on 28th August as planned. User acceptance testing is underway and due for completion by the end of November. There are now no major issues with timecard functionality within the upgrade that would affect go live, 2 out of the 3 issues identified have now had a fix applied, there are however some challenges that have been identified within the upgrade that relate to core GRS functionality and these will need resolved before the upgrade can be applied to the live system.

These issues have been reported to the supplier and the team will continue to work with them to resolve the issues.

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 2024/25 – Q2 Update

The Q2 Annual Delivery Plan progress update was submitted to Scottish Government on 18th November 2024.

4.7 Annual Delivery Plan 2025/26

Boards are expected to receive a commission for the 2025/26 Annual Delivery Plan and rolling 3-year Medium Term around the end of November. Early indications are that the first iteration of the draft plans will be due at the end of January in line with the draft financial plan. Development sessions will be held with the Executive Team in December and engagement will take place with our leadership team, staff and partners to inform the plans ahead of submission of the draft plan to the Board in January 25. The final plan is likely to be due in March 2025.

Service Board Portfolio Summary Pack

November 2024

Reporting as of 25 October 2024

Portfolio Summary

Progress continues to be made across the portfolio of work with all 10 projects/programmes on track. The Air Ambulance Implementation work has also kicked off and project planning is underway.

The Reduced Working Week Programme brought its first update to the Portfolio Board. The Short Life Working Groups have been actively addressing the short-term changes and system changes required to align with the new 37-hour working week (pro-rata) for Agenda for Change staff, effective from 1st April 2024.

The Resource Planning project team have Communications to staff drafted and approved for the Implementation of OT Message Approach. The go-live date of the 2nd of December has been agreed, email lists are now up to date and between now and December guidance will be circulated.

Scheduled Care Modelling Validation has been completed with Regional Management Teams and proposed Roster Keys have been signed off. A Position Paper has been prepared for Executive Team review and approval to move forward with Recruitment Plans to deliver the staffing in the model. The new controls that were implemented in July for Taxi usage is having a positive impact. Monitoring shows a steady decrease in usage. The British Red Cross's contract finished at the end of October and BRC staff have been transferred over to the service.

Good progress is being made around all clinical work streams.

For HCP Online Booking, The pilot with NHS Lanarkshire and NHS Greater Glasgow and Clyde (GGC) has now concluded, although continued use has been approved for pilot participants. As of 25th October, 1,672 online bookings have been made. 87% of the bookings were 1 hour (urgent), 9% are two hour (planned) and the remaining 4% are 4 hour (routine). Focus is now on the first stage of rollout which will prioritise Flow Navigation Centres, although no specific rollout order has yet been agreed.

The Digital Patient Handover Project is now back on track. Address exceptions will be managed by passing the callers details via phone rather than digital transfer. To support this change in process, NHS24 is implementing an enhancement to its software application to prompt Call Handlers to phone SAS in the event that an exception occurs. Go live is now expected on 3rd December.

The Maternity and Neonatal Project has now gained some momentum and The Neonatal Transport Service are now undertaking a workforce review in line with the released data modelling. Data analysis and in-depth assessment of these models in progress with a plan made for assessing the requirement of national coverage to meet service needs. The project team are meeting weekly to ensure the project is progressing at a steady rate.

Integrated Planned Urgent and Unscheduled Care Portfolio Report – 2030 SSG

Scottish Ambulance Service — Working in Partnership with Universities

NHS SCOTLAND

Portfolio Lead:	Paul Bassett	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health			FY 24 / 25				25 / 26			
			RAG & Trend	Key Controls		Q1 / Q2 / Q3 / Q4 (Apr-24 – Mar-25)				Q1	Q2	Q3	Q4
Reduced Working Week	01/08/23	30/09/27	→	Milestones		03/04 - Setup SLWG's; 17/04 - Set up key documenttion; 10/06 - Implement all System Updates; 01/12 - Handover from temp structure to wider RWW & PL Programme; Q4 24/25 - Planning for working parties; Q4 24/25 - Prep Roster keys for 36 hpw; Q2 25/26- Roster voting; Q4 25/26- Rosters built on GRS							
				Risks (VH&H)	0	03/04 - Establish oversight group; 01/05 - Create System Process Map; 23/07 - NPP approved by 2030 SSG; Q4 24/25 - Rostering software approved; Q4 24/25 - Additional delivery resources approved; 23/07 - Enabling RWW accrued hours for 37hpw; Q3 25/26- Roster sign off							
				Issues (H)	0								
				Finance									
Air Ambulance Implementation	01/11/24	TBA		Milestones		Planning in progress							
				Risks (VH&H)	0								
				Issues (H)	0								
				Finance									
Resource Planning Review	01/09/22	31/01/25	→	Milestones		01/24 03/24 05/24 06/24 07/24 Phase 2 GRS Server migration complete; 03/24 04/24 06/24 08/24 Best Value scoping complete; 10/24-11/24 - Implementation of OT messaging approach							
				Risks (VH&H)	0	03/24 04/24 - Trg needs assessment developed; 06/24 07/24 08/24 10/24 12/24 - Resource Planning Structure Options paper							
				Issues (H)	1								
				Finance	N/A								
Scheduled Care Improvement	12/06/24	30/06/25	→	Milestones		12/06 - NPP approved by ER; 07/24 08/24 09/12 - WS1-Sched Care Modelling Validation; 03/25 - WS 2- Recruitment; 03/25 - WS 5- Assess Taxi Usage							
				Risks (VH&H)	0	23/07 - NPP approved by 2030; 09/24 - WS 4- Eval BRC Re-procurement; 01/25 03/25- WS 6-Sched Care Strategy; 03/25 - WS 3- Timed Admissions (Card 46); 06/25 - Project Close							
				Issues (H)	0								
				Finance	TBA								
OHCA	01/04/22	31/03/26	→	Milestones		10/23 03/24 08/24 Complete plan for GoodSAM data analysis; 10/24 - Plan the SCAS 2024; 03/24 08/24 Develop a measurement framework for tCPR; 12/24 Analyse GoodSAM data as per data plan; 03/25 GoodSAM partnership engagement							
				Risks (VH&H)	0	05/24 10/24 - Develop new Timelines for "survival zones & "cardiac responder expansion; 12/24 Internal process for SAS responders /Child Death Review process; 12/24 Draft data driven plan for GoodSAM stakeholder engagement							
				Issues (H)	1								
				Finance	N/A								

Portfolio Lead:	Paul Bassett	Period covered:	24 Sep to 25 Oct	Portfolio RAG	(Green)

Portfolio Timeline (Continued)

Project / Activity	Start Date	End Date	RAG & Trend	Key Controls	Status
Major Trauma	01/04/22	31/03/25	→	Milestones	Green
				Risks (VH&H)	1
				Issues (H)	0
				Finance	Green
Stroke & Thrombectomy	01/04/22	31/08/25	→	Milestones	Green
				Risks (VH&H)	1
				Issues (H)	0
				Finance	N/A
Urgent Care	01/04/22	31/03/25	→	Milestones	Amber
				Risks (VH&H)	0
				Issues (H)	0
				Finance	Green
HCP Online Booking	01/08/22	31/12/24	→	Milestones	Green
				Risks (VH&H)	3
				Issues (H)	0
				Finance	Green
Digital Patient Handover	01/05/23	30/04/25	↗	Milestones	Amber
				Risks (VH&H)	0
				Issues (H)	1
				Finance	Green
Best Start - Maternity & Neonatal Care	01/05/24	31/01/25	→	Milestones	Green
				Risks (VH&H)	0
				Issues (H)	0
				Finance	TBA

Timeline columns: FY 24/25 — Q1 (Apr-24, May-24, Jun-24), Q2 (Jul-24, Aug-24, Sep-24), Q3 (Oct-24, Nov-24, Dec-24), Q4 (Jan-25, Feb-25, Mar-25); 25/26 — Q1, Q2, Q3, Q4.

Major Trauma milestones:
- 31/10 04/24 06/24 - 3. Further develop the clinical structure of the AP in Critical Care Team
- 03/25 - 1. CCD
- 03/25 - 2. Work with STN and STAG
- 31/10 04/24 03/25 - 6. Further develop patient outcome / feedback processes for ambulance clinicians
- 31/10 02/24 07/24 - 4. Develop major trauma measures utilising linked patient outcome data
- 07/24 11/24 - 5. Review and update multi agency MT pre-hspital CG structure
- 03/25 - 7. Engage with SAS green tier
- 03/25 - 8. Plan for peer review of amb service / pre hosp & maj trauma care

Stroke & Thrombectomy milestones:
- 31/10 TBC - NHS24 SAS Stroke patient re-categorisation
- 01/24 04/24 05/24 06/24 - Stroke enhanced video triage Ph2
- 02/24 03/24 06/24 09/24 - Crew clinical feedabck to improve
- 02/25 Stroke Enh Video Triage Ph3
- 01/24 03/24 03/25 On-scene diagnosis of stroke
- 05/24 Scottish stroke care audit
- 06/24 EEM On scene time Improvement prog Ph2
- In partnership, work with TAG to progress thrombectomy delivery
- Reducing Time to Allocation for HAS (ACC)
- 08/25 East Scotland Stroke Improvement Project (Reg Dir Commission)

Urgent Care milestones:
- 06/23 10/23 09/24 - Measurement Framework
- 09/23 11/23 03/24 09/24 03/25 - "Call Before Convey" active across all health boards pre winter 2023 with the ability to access senior decision support through FNC's or
- 06/23 11/23 02/24 09/24 - Digital Workstream
- 06/23 10/23 09/24 03/25 - FNC / Pathways Joint Governance Framework

HCP Online Booking milestones:
- 21/07 08/09 27/10 30/11 12/01 16/04 - Ready for Pilot
- 01/08 25/09 04/12 02/10 27/11 29/03 12/04 06/24 07/24 09/24 - Pilot 1 - NHS Lanarkshire
- 27/02 23/04 07/24 10/24 - First Board - Go Live
- 19/06 14/08 09/24 12/24 TBC - Last Board- Go
- 10/10 5/12 04/12 20/11 15/1/24 29/03 12/04 07/24 09/24 - Pilot 2 - NHS Ayrshire & Arran
- 15/01 11/03 05/04 19/04 Jun24 09/24 - Review Pilot feedback and agree rollout plan
- TBC - Close

Digital Patient Handover milestones:
- 11/23 12/23 02/24 03/24 05/24 06/24 16/07 - Sign Off Testing - AMB Req
- 01/24 02/24 06/24 07/24 08/24 09/24 02/25 - Ambulance Req Go Live - A&E
- 11/24 03/25 TBC - Measure HCP Call Handler
- 12/23 01/24 03/24 05/24 06/24 07/24 12/24 - Ambulance Req Go Live - Timed admissions
- 11/24 April TBC - Project Close

Best Start - Maternity & Neonatal Care milestones:
- 27/05 - Service constraints / KPI's identified.
- 31/07 - Create stakeholder map
- 30/09 31/10 31/12 - Business Case developed
- 17/06 - Agree option selection process
- 31/07 All options reviewed
- 31/08 Select suitable options
- 30/11 Assess Team coverage required
- 01/09 30/09 31/12 Final service model

Portfolio Summary

The Volunteer Enhancement Project has seen a Cardiac Responder development lead appointed and a SAS Staff Engagement session has been hosted to raise awareness of SAS volunteering. An External review of the Volunteer Responder Services has now concluded, and recommendations were presented to the Executive Team. Consideration is now being given to how recommendations can be progressed. CFRs attended 1467 calls in this quarter, a marginal increase of 4% on the previous 3 months. Inconsistency in dispatch continues to be a challenge highlighted within the volunteer feedback.

The Mental Health team are currently re-baselining their plans and continues to progress. There has been a recent 2 day Mental Health development opportunity which enabled all team members and additional PRU Paramedics for trauma informed practice and explored plans to expand into organisational objectives. In collaboration with Police Scotland and NHS24, the team were awarded the Care of Mental health award at the Scotland's Health Awards for their work on the Mental health Hub at NHS24.

The Dementia Team are also re-baselining their plans following funding approval for a SAS Dementia Lead and work is ongoing to progress this.

To maintain momentum with Community Hubs and South Station Delivery meetings are now being held every six weeks with HIS. Work has been ongoing but limited for appraising potential station locations. Engagement with local community members through YMSL paramedics continues, helping the team gather some insights into local needs for the community hub concept. Following an October discussion with the DoF and PMO, it was agreed that a formal project proposal for this work would be initiated in November.

Community Planning Development will no longer proceed through the PMO resource route. Instead, it will be coordinated by the regional planning team to ensure national oversight, with support from regional Heads of Service and the work is expected to commence in November.

The Young Minds Saves Lives (YMSL) Project Team have been building upon the previous work and are now moving into the new academic year. The re-baseline milestones have been established to provide a clearer picture of the current status and in anticipation of extending the project timelines, which has already been discussed with the Project Board.

SAS attended the National Care Service Forum in October at the Glasgow Science Centre and is awaiting the session's official output to inform us of the next steps in the co-design process.

HIU guidance is under review and work is ongoing

SAS UNCRC working group meetings held as planned. Working group members have concluded update paper for the Executive Team and Board including gap analysis and the numerous current implementation workstreams which are in progress.

Communities and Place Portfolio Report – 2030 SSG

Scottish Ambulance Service — Working in Partnership with Universities

NHS SCOTLAND

Portfolio Lead:	Dr Jim Ward	Period covered:	24 Sep to 25 Oct	Portfolio RAG	(Green)

Portfolio Timeline

Project / Activity	Start Date	End Date	RAG & Trend	Key Controls	Status	FY 24/25 Timeline Notes
Volunteer Enhancement	01/04/22	31/12/24	→ (Green)	Milestones	Green	31/03 - Explore opportunities to use new technology to support the enhanced deployment of volunteers and support improved clinical decision making.
				Risks (VH&H)	0	
				Issues (H)	2	
				Finance	N/A	31/03 - Explore further opportunities to extend the role of CFRs and Volunteers
Mental Health Strategy	01/11/22	31/12/24	↘ (Amber)	Milestones	Amber	04/24 - Education - Continue planning and delivery of mental health education / learning. 04/24 12/24 - ScotSTAR Updated Risk Asses and Education
				Risks (VH&H)	0	04/24 - Pathway dev and implement of SG Unscheduled Care Matrix
				Issues (H)	0	12/23 04/24 06/24 - Psychiatric Emergency Plans (PEPs). 04/24 08/24 - Suicide - create opportunities for staff to undertake suicide intervention & prevention training. 04/24 09/24 - Psycological Trauma - Align the psychological trauma knowledge & skill framework to the Org. Develop delivery plan.
				Finance	Green	
Dementia Strategy	01/11/22	31/12/24	↘ (Amber)	Milestones	Amber	12/23 09/24 12/24 - Develop Dementia Strategy for approval by Exec Team
				Risks (VH&H)	0	
				Issues (H)	2	06/23 07/23 09/23 04/24 09/24 12/24 - Secure funding from SG, Alzheimer's Scotland and internally appoint a Dementia Consultant. 04/24 09/24 12/24 - Close
				Finance	Amber	
High Intensity Use & Vulnerable Groups	31/07/22	01/02/25	↗ (Green)	Milestones	Green	31/08 15/10 01/25 - QI principles to develop plan for supportive letter. 31/03 01/01 - Set up HIU Reporting dashboard, creat and distribute automated
				Risks (VH&H)	2	31/03 - Scoping exercise into HIU by Care Homes alongside
				Issues (H)	0	31/08 ONGOING - Collaboration with various health boards and hospitals. 01/11 - Update HIU guidance for submission to PPAG
				Finance	Green	02/12 - Project close
Young Minds Saves Lives	20/06/23	31/07/25	→ (Green)	Milestones	Green	26/06 - Ph1 & 2 delivery in pilot schools complete. 08/11 - SAS careers awareness day. 31/10 - Sustain & expand YMSL defined. Q3 - Strat direction agreed with SAS Exec. 14/02 - Co-design for addtl schools complete. Q4 - SAS work experience options defined. 11/07 Final eval report of addtl schools produced. Q1 - Handover & Lessons Learned
				Risks (VH&H)	1	15/04 - Scoping for potential funding sources. 30/10 Final eval report on pilot schools complete. 18/12 - Ph3 delivery in pilot schools complete. Q3 - Proposal to attract potential funders approved. Q4 - Funding confirmed to expaand YMSL. 20/06 - Delivery in addtl schools complete. 25/07 - End of Project Report
				Issues (H)	0	
				Finance	Green	

Portfolio Lead:	Dr Jim Ward	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

Portfolio Timeline (continued)

Project / Activity	Start Date	End Date	Project Health			FY 24 / 25												25 / 26			
			RAG & Trend	Key Controls		Q1			Q2			Q3			Q4			Q1	Q2	Q3	Q4
						Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25				
Sustainability Strategy Development	01/09/22	31/03/25	TBA	Milestones					Awaiting 24/25 Delivery Plan												
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance																	
Preparation for National Care Service	TBA	TBA	TBA	Milestones	TBA				Will commence once NCS is given SG approval												
				Risks (VH&H)	TBA																
				Issues (H)	TBA																
				Finance	TBA																
Anchor Institution Development	TBA	TBA	TBA	Milestones	TBA				New Project Proposal approved at Engine Room Aug 24 Planning underway Highlight Report expected in Dec 24												
				Risks (VH&H)	TBA																
				Issues (H)	TBA																
				Finance	TBA																
Community Planning Development	TBA	TBA	TBA	Milestones	TBA	To be scoped for 24/25 delivery															
				Risks (VH&H)	TBA																
				Issues (H)	TBA																
				Finance	TBA																
Community Hubs and South Station Delivery	TBA	TBA	TBA	Milestones	TBA				New Project Proposal for South Station in progress												
				Risks (VH&H)	TBA																
				Issues (H)	TBA																
				Finance	TBA																
UNCRC	30/12/23	31/12/24	↗	Milestones																	
				Risks (VH&H)	0																
				Issues (H)	0																
				Finance	N/A																

UNCRC milestones:
- **30/06** - Identify new workstreams for implementation
- **30/09** - Write & publish gap analysis for Exec Team
- **31/10** - Dev toolkit & process for e reporting monitoring
- **31/12** - Publish toolkit and reporting template for Exec Team
- **31/12** - Publish recommendations for BAU

Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead: Julie Carter   **Period covered:** 24 Sep to 25 Oct   **Portfolio RAG**

Portfolio Summary

Overall good progress continues to be made across all projects within the portfolio with work ongoing to progress the 2024/25 Digital & Data Delivery Plan projects/work-streams in line with the agreed milestones.

The Digital Delivery Plan workstreams are progressing in line with agreed milestones and in line with the digital annual plan.

The GRS Timecard project has commenced a full system testing of upgrade to the test system. There are no major issues with the timecard functionality within the upgrade, 2 out of the 3 issues identified have now had a fix applied, there is however some challenges that have been identified within the upgrade that relate to core GRS functionality and these will need resolved before the upgrade can be applied to the live system It now looks unlikely that an upgrade will be achievable prior to December, meaning a late January 2025 live upgrade at the earliest. This will unfortunately push back timelines with a further re-baseline of plan required..

The Digital Workplace Project continues to work at pace. The SharePoint migration has officially finalised, document storage on the U Drive has decreased and the NAS Drive have been reduced.

The CAELUS Research study has come to a close, the end of project report and lessons learned were shared at the Portfolio Board with the project coming to an official close at the end of December.

Research and Innovation is going well. For research, studies have now been agreed from previous bids. SAS's first clinical drug trial is due to start soon across the service.

The Inphase Project data migration sign off for the first cut from Datix has been signed off as accurate and complete for Risks, Incidents and Feedback apps. Localising forms has also been ongoing across all Apps with work completed on Incident, Risk and Incident forms have been signed off with supplier to begin staff engagement before seeking final Board sign off. System Administrators have also been adding users to the system, assigning permissions and creating Organisational charts and User Groups which will be signed off as completed in the coming weeks. DPIA / SSP documents have been drafted in order to have these signed off asap. This project implementation remains on track with plan.

Work is ahead of schedule for the Wi-Fi refresh project with only one site requiring installation. The project formal end date of December 2024. The VAT recoverable is still to be confirmed and this will be confirmed for the end of project.

For use of AI in the Ambulance Control Centres, the DPIA was submitted to ICO on 29th June 2024 and a review meeting held on 25th July 2024. Further updates to DPIA are required and due to this target dates will now be updated with expected go-live data transfer date 1st November 2024 expected to slip by approx. 2 weeks.

Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health			FY 24 / 25				25 / 26			
			RAG & Trend	Key Controls		Q1 / Q2 / Q3 / Q4 (Apr-24 – Mar-25)				Q1	Q2	Q3	Q4

Digital Strategy Delivery — Start 01/04/24, End 31/03/25, RAG Green →
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- 31/05 - In House IT Service Desk
- 31/05 - Draft digital delivery plan for 2024 developed
- 31/07 - Annual digital maturity assessment
- 01/07 - Digital delivery plan for 2024 agreed
- 31/03 - Delivery of digital delivery plan

Data Strategy Development & Delivery — Start 01/05/24, End 31/03/25, RAG Green →
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- 01/05 - Data delivery plan dev in line with D&DS Strategy
- 01/07 - Data Delivery Plan agreed
- 31/03 - Delivery of Data delivery plan

GRS Timecard and App — Start 09/09/22, End 31/05/25, RAG Amber ↘
- Milestones: Amber
- Risks (VH&H): 0
- Issues (H): 2
- Finance: N/A

Timeline notes:
- App completed in Dec 2022
- 28/08 Test system upgrade
- 27/09 UAT Complete
- 05/10 2nd Test system upgrade
- 30/10 UAT Complete
- 05/11 Live system upgrade
- 05/12 Small scale pilot complete
- 31/01 Training complete
- 01/02 Go Live
- 07/03 Communications
- 12/03 Live roll out complete
- 02/05 Project closed

Digital Workplace Phase 3 — Start 23/09/22, End 31/12/24, RAG Green →
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 1
- Finance: Green

Timeline notes:
- 31/03 30/09 31/12 Power Platform & Power Apps
- 31/03 30/09 31/12 M365 Security & Compliance
- 31/03 30/09 31/12 M365 Capabilities & Skills Set Model
- 31/03 30/09 31/12 Training Model
- 31/03 30/09 31/12 M365 Tools in Action
- 31/03 30/09 31/12 Viva Engage
- 31/04 31/10 31/12 Project Assurance
- 31/04 31/10 31/12 - Close

CAELUS 2 — Start 01/10/23, End 31/10/24, RAG Closed
- Milestones: (blue)
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- 03/24 22/04 SAS filmed incident of OHCA scenaio
- 02/24 06/24 07/24 Bystander interaction and navigation study
- 06/24 07/24 08/24 Data modelling on drone locations for OHCA complete
- 05/24 07/24 08/24 10/24 - Research study report

Digital Data Innovation and Research Portfolio Report – 2030 SSG

Portfolio Lead:	Julie Carter	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

Portfolio Timeline (continued)

Project / Activity	Start Date	End Date	Project Health			FY 24 / 25	25 / 26
			RAG & Trend	Key Controls			

WiFi Refresh — Start Date: 01/11/23, End Date: 20/12/24
- RAG & Trend: →
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 0
- Finance: Green
- Milestones: 26/04 09/05 - WiFi Pilot sites complete; 28/03 03/01 20/12 -; 31/01 28/02 31/10 30/11 - WiFi rollout complete

Inphase — Start Date: 01/06/24, End Date: 02/05/25
- RAG & Trend: →
- Milestones: Green
- Risks (VH&H): 2 (red)
- Issues (H): 0
- Finance: Green
- Milestones: 21/06 - 1st Cut Data migration; 16/07 - Sys Admins complete trg; 09/07 07/09 - User permissions and Groups sign off; 17/07 30/10 - Process / Report Builder complete; 09/07 30/10 - End User Forms sign off; 28/10 25/01 - Final cut data maigration; 04/11 25/01 - Go Live with modules; 25/10 15/02 - Training Complete; 25/10 15/02 - Comms; 03/25 - Datix decommission

AI in the ACC — Start Date: 31/10/24, End Date: 28/11/25
- RAG & Trend: →
- Milestones: Green
- Risks (VH&H): 1 (red)
- Issues (H): 1 (red)
- Finance: Green
- Milestones: 04/24 - Interim benefit and analysis paper (ePR Data Only); 31/07 10/24 - Project Initiation; 31/10 02/25 - Data Transfer; 29/11 05/25 - Response level suggestions; 29/11 05/25 - Yellow basket project; 12/24 08/25 - Voyager AI; 01/25 10/25 - Full benefits & analysis paper; 01/25 10/25 - AI solution support model; 02/25 11/25 - Project close

Research — Start Date: 01/04/22, End Date: 31/03/25
- RAG & Trend: →
- Milestones: Green
- Risks (VH&H): 3 (red)
- Issues (H): 0
- Finance: Green
- Milestones: Dec 23 Q3 24/25 - Expand R&I capacity and capability Recruitment of first Research Paramedic; ONGOING Expand R&I capacity and capability Submit external funding applications for additional resource

Innovation — Start Date: 01/04/22, End Date: 31/03/25
- RAG & Trend: →
- Milestones: Green
- Risks (VH&H): 4 (red)
- Issues (H): 0
- Finance: N/A
- Milestones: ONGOING Become test bed for innovative technologies - Contribute to national drone initiatives; ONGOING - Embed technologies in routine care Map Point of Care testing opportunities

Timeline columns: FY 24/25 — Q1 (Apr-24, May-24, Jun-24), Q2 (Jul-24, Aug-24, Sep-24), Q3 (Oct-24, Nov-24, Dec-24), Q4 (Jan-25, Feb-25, Mar-25); 25/26 — Q1, Q2, Q3, Q4

Portfolio Summary

Progress continues across each of the clinical workstreams within this Portfolio with extensive engagement with both internal and external stakeholders being a key feature of this work. The Pathways, End of Life Care and Drug Harm Reduction teams have developed excellent relationships with operational and regional management to support successful delivery of these workstreams in particular.

The Drug Harm Reduction team continue to focus on diversifying their workstream building on the Naloxone implementation. We are working with Scottish Government to secure ongoing funding beyond March 2025. It is worth highlighting that the impact of the near fatal overdose pathway as part of our drug harm work was included in the recent Audit Scotland report on alcohol and drug harm.

The impact of the Pathways work continues to be evidenced both through the regional teams and the Pathways Hub. The hub continues with staff engagement across all regions. There will be a virtual Pathways Conference for SAS staff during the week of 18 November with guest speakers covering a broad range of topics to support our patients.

The End of Life Care work also has a broad reach with education and training of frontline clinicians and wider external stakeholder engagement. Training and education is supported via Turas and a number of modules have been updated and uploaded. Palliative Care pathway awareness has increased with staff. The End of Life Care team won "team of the year" as part of the Scottish Health Council awards which is a significant achievement.

Our work in partnership with NHS24 and GP OOH services continues to progress, a joint review of PHS data will commence to identify opportunities for joint working and improve access.

We continue to build our Population Health workstream through improved connection with existing workstreams as well as exploring new and emerging opportunities. SAS has contributed to the consultation on the development of a Scotland wide Population Health framework. This has requested input such as priorities for action as well as thoughts on addressing the key drivers of inequalities.

Scottish Ambulance Service
Working in Partnership with Universities

Preventative and Proactive Care Portfolio Report – 2030 SSG

Portfolio Lead:	Dr Jim Ward	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

NHS SCOTLAND

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health		FY 24 / 25	25 / 26
			RAG & Trend	Key Controls	Q1 / Q2 / Q3 / Q4 (Apr-24 – Mar-25)	Q1 Q2 Q3 Q4

Drug Harm Reduction
Start Date: 01/04/23 — End Date: 31/03/26
- Milestones
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- Engagement, communication and education ongoing
- 12/24 - Take home naloxone (THN) distribution
- 03/25 - Connecting people to treatment and support services
- 03/25 - National early warnin protocols / Public Health Surveillance
- 03/25 - Injecting equipment provision (IEP) distribution.
- 03/25 03/26 - Mesurement framework

Partnership Working
Start Date: 01/07/24 — End Date: 31/03/25
- Milestones
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- 07/24 - Patient experience
- 08/24 - Effective patient flow, triage and assessment
- 08/24 - Clinical topic focus
- 03/25 - Coordinated governance approach

End of Life Care
Start Date: 01/04/22 — End Date: 31/03/25
- Milestones
- Risks (VH&H): 0
- Issues (H): 0
- Finance

Timeline notes:
- 03/24 30/06 - Medication w/stream - second stage (Midazolam PGD to MMG, Technician JIC roll out
- 06/24 07/24 09/24 11/24 - Measurement framework Palliative Care
- 06/24 08/24 - Health economist data
- 01/25 - Education / Training within SAS
- 01/25 - Pathway development and implementation

Pathway Hub
Start Date: 01/04/23 — End Date: 31/03/25
- Milestones
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A

Timeline notes:
- 04/24 - Recruit 3 x Pathways CEL's
- 05/24 - Dev Pathways LIP Resources
- 07/24 - Launch GG&C Fraility Pathway
- 09/24 - Patient feedback using Webropol
- 11/24 - Pathways Education Workplan
- 11/24 - Pathways Virtual CPD week
- 12/24 - Local Pathway Briefing Pack
- 10/24 01/25 - Urgent Care CPD Booklet
- 01/25 - Patient Exp Qtly Report
- 03/25 - Non Conveyance Feedback Model
- 03/25 - Falls Screening Tool Impr Project
- 03/25 - Non Conveyance Patient Coutcomes Project
- ONGOING - Call before convey front door
- TBC Develop ePR to pathways hub referral process

Population Health Review
Start Date: 01/02/24 — End Date: 31/03/25
- Milestones
- Risks (VH&H): 0
- Issues (H): 0
- Finance: TBA

Timeline notes:
- 08/24 - Project Plan defined
- 08/24 09/24 10/24 - Clinical workstream contributions scoped
- 10/24 - Measurement framework
- 10/24 11/24 - Stakeholder mapping &
- 03/25 - Phase 1 completed

Portfolio Summary

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

Following extensive consultation and discussion with the Staff Governance Committee and SAS Board, a further iteration of what is now entitled "SAS People Plan" is under development. Engagement with key internal stakeholders is progressing well with engagement sessions with wider staff groups due to take place by 21st November.

The Health and Wellbeing Strategy (2024-2027) was presented and approved by the Board on the 31st of July 2024. Since then, a considerable amount of work has been completed. There has been agreement to appoint a second Wellbeing lead at 0.6 FTE which will give the team significant resource to progress work.

The leadership and management training and development is progressing well, A midpoint review of the Leadership programmes is underway, including content revision. This times well with the transition to TURAS. All ALDP modules have now been submitted for approval. Additionally, several modules external to the Service have been added.

All work planned to improve rest break compliance has been completed. There has been a sustained reduction in the number of staff not getting a recorded rest break. It has been agreed to extend the work of the group to March 2025 to assess if there are any further opportunities to deliver changes. The objective and timelines have been updated to reflect this.

The Equality Monitoring Report has been published. Work is ongoing in all areas of BAU EDI work.

A Workforce Data Review Group has been established with supporting Terms of Reference agreed.

A review of Service Now implementation timescales has identified that NSS has withdrawn technical support. This impacts SAS ability to progress with the introduction of the Service Now system.

For TURAS Learn Phase Two, Meetings with content owners and department representatives have continued. The Project Board have agreed on current strategy of building Turas sites, adding existing content to Turas and prioritising new content requests while we continue to information gather on mandatory content. A paper for face-to-face learning is currently being drafted and will be submitted to the Executive Team.

Workforce and Wellbeing Portfolio Report – 2030 SSG

Portfolio Lead:	Graeme Ferguson	Period covered:	24 Sep to 25 Oct	Portfolio RAG	

Scottish Ambulance Service — Working in Partnership with Universities

NHS SCOTLAND

Portfolio Timeline

Project / Activity	Start Date	End Date	Project Health RAG & Trend	Key Controls	FY 24/25	25/26

SAS People Plan — Start 31/08/24, End 31/01/25, RAG Green (trend up)
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A
- 09/24 - Re-focus and re-launch of the SAS People Plan
- 21/11 - Staff engagement and awareness sessions
- 10/24 - Stakeholder engagement sessions
- 10/24 - Present initial draft to Staff Governance Committee
- Publication of final people strategy = TBC

Health & Wellbeing — Start 01/04/21, End 31/03/25, RAG Green
- Milestones: Amber
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A
- 06/24 - Del annual CPD event to existing TRiM assessors and coordinators.
- 06/24 Develop and establish an interactive Wellbeing Hub on @SAS website"
- 08/24 10/24 - Del H/W Culture Pulse Survey
- 12/24 - Explore further mental health pathways
- 21/06 - Deliver a Healthy Culture Week. Coincides with "What Matters To You
- 06/24 - Adv TRiM Pract Trg delivered
- 06/24 - Dev mechanisms for suicide prevention
- 07/24 10/24 - Dev virt H&W ideas box
- 09/24 10/24 - Conduct TRiM survey - co-ord, assessors etc
- 11/24 12/24 - Recruit additional 30 TRiM assessors
- Deliver EDI "time to learn" & "civility saves lives"
- Dev SLWG increase TURAS appraisal completion rates.
- In conjunction with partner orgs, del best practice info campaigns.
- Benchmark physical health initiatives within AACE.
- Deliver quarterly "culture club" forum.
- Intro a "Wellbeing Check" to assist managers in wellbeing conversations.
- Deliver regular "Action Learning Sets" to support our managers.
- Provide access to staff led "Health Passports"

Agile Working Policy — Start 01/11/22, End TBC, RAG Closed
- Milestones: Blue
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A
- 14/05 11/06 - Agree additional guidance in Partnership through
- 06/24 - Publish additional guidance
- 07/24 - Gather data on working practices

Organisational Leadership Development — Start 01/04/22, End 31/03/25, RAG Green
- Milestones: Green
- Risks (VH&H): 0
- Issues (H): 0
- Finance: N/A
- 10/04 17/04 - FLMP Cohort 24-1 Commences
- 15/05 - ALDP Cohort 24-1 Commences
- TBC - FLMP Cohort 23-2 Finishes
- 10/09 - FLMP Cohort 24-2 Commences
- 12/09 - LftF Cohort 14 commences
- 11/09 - ILMP 24-1 commences
- 16/10 - ALDP Cohort 24-1 Finishes
- 16/10 - ILMP 24-1 finishes
- 20/11 - ALDP Cohort 24-2 Commences
- 06/03 - FLMP Cohort 24-1 finishes

Turas Learn & Statutory / Mandatory Training (Phase 2) — Start 01/07/24, End 30/04/25, RAG Green
- Milestones: Amber
- Risks (VH&H): 0
- Issues (H): 0
- Finance: Green
- 01/07 - Scoping complete
- 26/07 - Prioritisation complete
- 19/07 - Departmental sign off
- 19/07 30/08 - Work plan complete
- 02/25 - Digital content complete
- 02/25 - Classroom content complete
- 21/03 Reporting provision complete
- 31/03 - Comms complete
- 25/04 - Phase 2 complete

Timeline months: Apr-24, May-24, Jun-24, Jul-24, Aug-24, Sep-24, Oct-24, Nov-24, Dec-24, Jan-25, Feb-25, Mar-25 (Q1–Q4 FY 24/25); Q1, Q2, Q3, Q4 (25/26)

Portfolio Timeline (Continued)

Project / Activity	Start Date	End Date	Project Health			FY 24 / 25													25 / 26			
			RAG & Trend	Key Controls		Q1			Q2			Q3			Q4				Q1	Q2	Q3	Q4
						Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25					

Rest Break — 28/09/22 — 30/04/25 — (green, arrow up)
- Milestones (green)
- Risks (VH&H) 0
- Issues (H) 0
- Finance N/A

30/04 - Aims and trajectories agreed
30/04 - Comms plan developed and executed
30/04 - Exemptions agreed
03/03 - Investigate options for second rest break
30/04 - ACC process, application and oversight agreed
30/04 - RP SOP refresh and staff educated
30/04 - Group closed and handover to BAU

Equality, Diversity & Inclusion — TBA — 30/04/25 — (green, arrow)
- Milestones (green)
- Risks (VH&H) 0
- Issues (H) 0
- Finance N/A

09/24 Equality monitoring report - Annual
04/25 Suite of reports due Mainstreaming Report Equality Outcomes update Gender Pay Gap report Equal Pay Statement
12/23 - Provide updates to SGC and NPF on SAS Equalities Forum e.g. Proud@SAS, Ethnic Minority Network, LGBTQ+
12/23 - Provide updates to SGC and NPF on SAS Equalities Forum e.g. Proud@SAS, Ethnic Minority Network, LGBTQ+

Workforce Planning and Performance Monitoring — 01/03/24 — 31/05/25 — (green, arrow)
- Milestones (green)
- Risks (VH&H) 1 (red)
- Issues (H) 0
- Finance N/A

08/24 10/24 - Establish processes to regularly review workforce data
07/24 10/24 - Review existing Workforce Data Reporting infrastructure
TBC - Project Close
08/24 10/24 - Review current Workforce Data
06/24 07/24 09/24 12/24 - Dev paper with recommended actions required to adress any identified gaps
TBC - Develop a unified platform (data warehouse) to connect to underlying HR systems

Health and Care Staffing Act — 01/10/23 — 01/04/25 — (green, arrow)
- Milestones (amber)
- Risks (VH&H) 0
- Issues (H) 0
- Finance N/A

05/24 Q4 Report due **Cxld by SG**
07/24 Q1 Report due
10/24 Q2 Report due
09/24 12/24 Clinical input to Business rules and ACC SOP's
01/25 Q3 Report due
01/04 Project transitions to BAU
01/04 23/09 Real time staffing go live
30/04 First annual report due

Training and Education Model Development (EPDD Transformation) — 01/06/24 — TBA — Paused
- Milestones (grey)
- Risks (VH&H) 0
- Issues (H) 0
- Finance (grey)

08/24 - PID complete
31/05 - Business Case completion
04/25 - Project Close
01/25 - Stakeholder comms & engagement complete
04/25 - Business Case sign off