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PUBLIC BOARD MEETING

26 November 2025

Item No 20

THIS PAPER IS FOR NOTING

BOARD DEVELOPMENT SESSION REPORT

Lead Director Author	Tom Steele, Chair Pippa Hamilton, Board Secretary
Action required	The Board is asked to note the report.
Key points	This paper provides information on the most recent Board Development session held on 29 October 2025.
Timing	Board Development sessions are held bi-monthly and a report is provided to the next public Board meeting on the main items discussed.



**Scottish
Ambulance
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SCOTTISH AMBULANCE SERVICE BOARD

REPORT FROM BOARD DEVELOPMENT SESSION

TOM STEELE, CHAIR

SECTION 1: PURPOSE

Board Development sessions are held bi-monthly and provide opportunity for Board members to consider issues in detail and improve members' understanding and knowledge of what are often complex subjects. The format of the sessions usually consists of a presentation or briefing from Executive Directors and managers leading the area of work, or staff involved in the work, followed by discussion and questions from members or a workshop focused on areas for board development.

SECTION 2: BACKGROUND

Board Development sessions are not decision making meetings. The Board's Code of Corporate Governance sets out the decision making process which is observed. The sessions do however assist the decision making process through in depth exploration and analysis of an issue which may be the subject of a formal board decision. They also provide an opportunity for updates on ongoing strategic matters.

SECTION 3: DISCUSSION

The Board Development Session held on 29 October 2025 took place in person.

The session began with a presentation on the 2030 Strategy refresh and the 2026/27 Annual Delivery Plan. The Board reaffirmed the current strategic direction, stressing alignment with Scottish Government frameworks and public sector reform. Members highlighted the need for ambitious delivery plans, efficiency, and stronger collaboration with local authorities, health boards, and partners to maximise integration. The focus remains on patient benefit, data-driven decisions, and system-wide impact.

The Board reviewed operational performance, noting declines in response times and shift coverage since August, driven by hospital delays, staff sickness, and reduced overtime uptake. Members acknowledged the complexity and stressed the need for a balanced, coordinated response. Measures to address attrition and evolving workforce preferences

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were discussed alongside initiatives to enhance staff wellbeing and strengthen leadership visibility.

The Board reviewed winter planning, noting early debriefs, scenario based stress tests, and flexible plans with enhanced staff welfare. Improved coordination with health and social care partners was highlighted. The Board also discussed scenario testing and system resilience, with exercises undertaken covering increased demand, compound risks, major incidents, and severe weather. It was noted that lessons learned have informed updated contingency planning, focusing on supply chain resilience, staff welfare, and effective communication during periods of high operational pressure.

To conclude the session, the Board received a presentation on the development of a call handling business case aimed at securing permanent funding for increased staffing to enhance resilience, productivity, and staff wellbeing. It was discussed that the business case should balance immediate staffing needs with longer term efficiency gains, prevention strategies, and technology adoption, underpinned by benchmarking and alignment with public sector reform principles to secure Scottish Government approval. The Board noted that, once finalised, the business case will be presented at a future Board meeting.