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PUBLIC BOARD MEETING

25 March 2026

Item No 19

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 25 February 2026.
Timing	Board Development sessions are held bi-monthly and a report is provided to the next public Board meeting on the main items discussed.



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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 25 February 2026 took place in person.

The session began with Board members participating in a risk workshop, which allowed members to review risk appetite levels in the context of the new planning landscape with NHS East and NHS West, Public Section Delivery Scotland (the new public sector delivery organisation), Geopolitical events and Health and Social Care Reform. The Board also undertook a review of current Corporate Risks to reflect key risks in delivering our Annual Delivery Plan, 2030 programmes of work and impact on performance. The Service's future corporate risks were also reviewed.

The Board then received presentations on the undernoted items:

- Cyber Resilience
- Progress against the actions from the 2024/2025 Non-Ministerial Annual Review.
- Development of the Major Trauma Business Case
- Culture work initial findings and themes
- Review of Performance Data Reporting.