



**NOT PROTECTIVELY MARKED**

**PUBLIC BOARD MEETING**

**24 September 2025**

**Item No 17**

**THIS PAPER IS FOR NOTING**

**BOARD DEVELOPMENT SESSION REPORT**

<b>Lead Director Author</b>	Tom Steele, Chair Pippa Hamilton, Board Secretary
<b>Action required</b>	The Board is asked to <b>note</b> the report.
<b>Key points</b>	This paper provides information on the most recent Board Development session held on 27 August 2025.
<b>Timing</b>	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  
Service**

Working in Partnership with Universities



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**SCOTTISH AMBULANCE SERVICE BOARD**

**REPORT FROM BOARD DEVELOPMENT SESSION**

**TOM STEELE, CHAIR**

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## **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 27 August 2025 took place in person.

The session began with an update from the Chief Executive, who briefed the Board on actions taken following the recent Scottish Government announcement regarding the need for strengthened collaboration between the Service and NHS24. The Board noted that a group of Executive Directors from both organisations had convened to explore a range of options to support this directive, and that progress updates would be provided to the Board in due course.

Following this, the Board participated in an interactive session on Realistic Medicine and Value-Based Healthcare, led by the Medical Director.

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To conclude the session, the Board received a presentation building on the April 2025 Development Session, which provided an update on work to advance and embed Equality Outcomes 5 and 6:

- **Equality Outcome 5** – The diversity profile of the SAS workforce reflects the communities we serve.
- **Equality Outcome 6** – SAS is more responsive to the needs of Black, Asian and Minority Ethnic staff and service users.

The Board welcomed the progress shared, particularly the work undertaken in alignment with DL23 (2024) NHS Boards Anti-Racism Plans Guidance, including the development of a draft Anti-Racism Plan.