



**Scottish
Ambulance
Service**

Working in Partnership with Universities



PUBLIC BOARD MEETING

30 September 2026

Item No 16

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 26 August 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.



NOT PROTECTIVELY MARKED

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 26 August 2026 took place in person.

Digital and Innovation Update

The Board received an update on progress and development of various digital and innovation workstreams, including Point of Care Testing, Ambient Voice Technology, Pathways, Data Management, Artificial Intelligence and Microsoft 365.

Leadership Walkround Pilot Findings

The Board received a presentation on the findings from the recent Leadership Walkround pilot, which was conducted across three test areas of the Service. The Board noted that the programme facilitates regular, structured conversations between senior leaders, Non-Executive Directors and frontline staff, creating opportunities for meaningful engagement and open discussion. The programme is based on the Institute for Healthcare Improvement (IHI) Executive WalkRounds® methodology and has been adapted for use across both clinical and non-clinical teams within the Scottish Ambulance Service.

The Board welcomed the positive outcomes from the pilot and noted several key benefits demonstrated through the programme, including enhanced staff engagement, the use of a consistent framework for discussions, timely completion of actions, and effective escalation of issues requiring priority resolution. The Board also recognised the programme's contribution to strengthening the reporting culture across the Service and establishing a growing evidence base through robust action recording, monitoring and follow up processes.

The development session concluded with the Board noting an update on the **Scottish Ambulance Service/NHS 24 Collaboration Programme**, alongside a report on the findings of the recently completed **FourNet Review**, including the planned actions and next steps.

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