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PUBLIC BOARD MEETING

29 January 2025

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 provided information on the most recent Board Development session held on 30 November 2024 and Board briefing meeting in relation to Winter Pressures on 18 December 2024.
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
Service**

Working in Partnership with Universities



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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 on 30 October 2024 was held in person at National Headquarters, Gyle, Edinburgh.

The session focussed on Board members undertaking a risk workshop, which allowed members to review risk appetite levels, review current and future risks and interconnected risk reporting. During the session members also received updates Culture Development and the Service's Innovation Hub.

Although the Service thoroughly prepared for winter it continued to be a challenging time, with early indicators showing that December 2024 and January 2025 were going to be extremely challenging, bringing significant and sustained demand across our services. This was directly linked to extended hospital handover times at key sites in Scotland with

Doc: 2025-01-29 Board Development Report	Page 2	Author: Board Secretary
Date 2025-01-29	Version 1.0	Review Date: March 2025

other traditionally 'stable' Emergency Departments also starting to struggle with demand. Flu and other respiratory illnesses were expected to rise and a drop in temperatures and extreme weather were likely to contribute to the high-pressure period.

The Executive Team therefore engaged with the Board in the form of a briefing meeting which was held virtually on 18 December 2024. The briefing provided members with an update on the plan which had been put in place to focus on internal and external communications, operational response, professional guidance, welfare support, senior leadership and Executive Director visibility.

Doc: 2025-01-29 Board Development Report	Page 3	Author: Board Secretary
Date 2025-01-29	Version 1.0	Review Date: March 2025