



**NOT PROTECTIVELY MARKED**

**MINUTES OF THE 213<sup>TH</sup> PUBLIC MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD**

**1000 HOURS ON WEDNESDAY 27 NOVEMBER 2024 ON MS TEAMS**

**Present:**

Board members: Tom Steele, Board Chair (Chair)  
Irene Oldfather, Non Executive Director & Vice Chair  
Julie Carter, Director of Finance, Logistics & Strategy  
Michael Dickson, Chief Executive  
Steven Gilroy, Employee Director  
Liz Humphreys, Non Executive Director  
Mike McCormick, Non Executive Director  
Cecil Meiklejohn, Non Executive Director  
Carol Sinclair, Non Executive Director  
Madeline Smith, Non Executive Director  
Dr Jim Ward, Medical Director  
Maggie Watts, Non Executive Director

Regular attendees: Paul Bassett, Chief Operating Officer/Deputy Chief Executive  
Karen Brogan, Director of Strategy Planning and Programmes  
Dave Bywater, Interim Director of Care Quality & Professional Development  
Graeme Ferguson, Deputy Director of Workforce  
Mark Hannan, Head of Corporate Affairs & Engagement  
Pippa Hamilton, Board Secretary  
Stephen Massetti, Director, National Operations  
David Robertson, Regional Director, West  
Milne Weir, Regional Director, North

In attendance: John Rigg, Member of public (observing)  
Sarah Stevenson, Risk Manager (Item 07)  
Lorriane McAffer, Head of Estates (Item 09)  
Kenny Mitchell, General Manager ScotSTAR (Item 16)

**WELCOME AND INTRODUCTION**

The Chair welcomed everyone to the 213<sup>th</sup> Scottish Ambulance Service Board meeting. Apologies were noted from members: Stuart Currie and regular attendees, Avril Keen and Kenny Freeburn.

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## ITEM 01 PATIENT STORY

Board members viewed the Board video in advance of the meeting which featured Glasgow South Paramedics, Sharon Stewart and Frank McGurk, talking about their role in the Young Minds Saves Lives Programme. The video also featured pupils Christopher Caldwell and Arran Lambie talking about their experience of taking part in the programme.

The Board discussed the story and asked that thanks be conveyed to Sharon Stewart and Frank McGurk along with pupils Christopher Caldwell and Arran Lambie for sharing their experience.

## ITEM 02 DECLARATION OF INTERESTS

The following standing declarations were noted: -

- Stuart Currie - Non Executive Director, State Hospital.
- Liz Humphreys - Non Executive Director, Public Health Scotland, member of the Audit and Accountability Committee of the Police Investigations and Review Commission, Non Executive Director Independent Living Fund Scotland, and Trustee Scottish Action for Mental Health.
- Irene Oldfather - Director of Scotland's Health and Social Care Alliance and Member and Vice Chair, Domestic Advisory Group (DAG), Trade and Cooperation Agreement with the European Union.
- Madeline Smith – Board member, Construction Leadership Forum, Board member of Scottish Fire and Rescue Service
- Carol Sinclair – Strategic Data Adviser, Digital Health and Care, Scottish Government and Trustee, Scotland's Charity Air Ambulance.
- Paul Bassett - Trustee, Scotland's Charity Air Ambulance
- Mike McCormick – Member of Independent Advisory Group member to the Home Office regarding the Emergency Service Mobile Communications Programme

## ITEM 03 MINUTES OF MEETING HELD ON 25 September 2024

Members **approved** the minutes of the 25 September 2024 public Board meeting.

## ITEM 04 MATTERS ARISING

The Board noted that 2 actions were proposed for closure.

Members noted the updates provided to matters arising 212/06/11 (1) and 212/06/11 (2) and **approved** the deferral of these actions to January 2025.

Board members **approved** the removal of matters arising 212/04/07 and 212/06/10.

## ITEM 05 BOARD QUALITY INDICATORS AND PERFORMANCE REPORT

Michael Dickson presented members with the report and asked members to note that any new information contained within the paper since the last presentation was highlighted in red text to support effective discussion.

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Michael Dickson highlighted that unscheduled care demand saw an 8.2% increase in October 2024 on the same period last year, which reflects the winter pressures currently being faced by the Service. Members noted that median response times to purple category calls in October was 7 minutes 11 seconds. The Service reached 95% of these patients in 21 minutes 12 seconds.

Members noted that for red and amber calls in October 2024, the Service attended 50% of red category incidents within 8 minutes 52 seconds and amber category incidents within 18 minutes 53 seconds.

Michael Dickson advised that the Integrated Clinical Hub (ICH) and Pathways initiatives continue to support the principles of right care right place with around 50% of patient managed out with Emergency Departments. Members noted that in advance of winter, the workforce within the ICH has been strengthened along with continuous promotion of the use of Pathways.

Members noted that Hospital Turnaround Times at hospital sites continue to remain of significant concern, with patients within particularly challenged hospital sites continuing to be cared for in the back of ambulances managed by ambulance staff for prolonged periods of time. Michael Dickson advised that the Service continues to engage closely with Health Boards to actively resolve the issues with the concerns also raised directly with the Scottish Government.

Jim Ward advised that an additional 12 GPs had been recruited into the ICH to work on a rotational basis along with the recruitment of a number of Advanced Paramedics to work solely within the ICH to strengthen capacity.

Mike McCormick requested that the evaluation report on the ICH be circulated to members following the meeting.

Members discussed the report, and the Chair suggested that the Board may wish to undertake a review of the Quality Indicators and Performance Report. The Chair asked that a meeting be arranged for a discussion to be undertaken to allow for a review of the report to take place.

Graeme Ferguson advised that long term sickness absence remains a challenge and added that an Attendance Oversight Group has been established to maintain robust executive oversight of attendance across the Service. Members noted that the membership of the Group included all union convenors and was a jointly led group with staff side colleagues.

Mike McCormick highlighted that some of the areas raised and discussed by members are also discussed or answered within the Performance and Planning Steering Group (PPSG) meetings and asked if the dates for next year's PPSG meeting could be circulated to members to enable them to join these meetings should they wish. Mike added that he has previously joined some PPSG meetings and found these to be beneficial.

The Board **noted** the report.

#### **Action:**

- 1. Medical Director** to share Integrated Clinical Hub Evaluation Report with Board members.
- 2. Board Secretary** to arrange a meeting to discuss the review of the Quality Indicators and Performance Report.
- 3. Board Secretary** to arrange for 2025 PPSG meeting dates to be shared with Board members.

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## ITEM 06 DELIVERING OUR 2030 STRATEGY – PORTFOLIO UPDATES

Members noted that all new information contained within the paper since the last presentation was highlighted in red text.

Karen Brogan provided a summary of the main points from the paper and highlighted that good progress continues to be made across all portfolios of work, with mitigating actions put in place for any delays to delivery timelines due to operational pressures or other factors. Karen Brogan added that there are currently no risks across any of the Portfolios which require escalation to the Board with all risks currently being managed through respective portfolio boards or already exists on the Corporate Risk Register.

Mike McCormick asked in relation to the dementia strategy project funding, if this funding had been secured through internal or external funding. Jim Ward advised that funding was made up of Scottish Government allocation, along with the identification of an internal resource as a result of internal workforce changes.

Liz Humphreys asked for clarification on the decision making process for projects which aren't as effective as planned, being stopped. Karen Brogan advised that throughout the year all projects go through a formal process and are overseen by the Engine Room Group who consider the effectiveness of all projects. Karen added that it has been recognised that there is room for improvement to be made on how projects are prioritised, and this work will be undertaken as part of our Annual Delivery Plan process.

Carol Sinclair commented on discussions which had taken place at Innovation Hub meetings in relation to the role of the Innovation Hub and how it may impact on projects within the portfolios and suggested that a flow chart or decision tree may be beneficial. Paul Bassett advised that the Innovation Hub was in its infancy however a decision tree process could be developed to give assurance to Board members. Paul however asked that the Board allow Executive Team to carry out further work as some areas may become business as usual with strategic level discussions being presented to the Board as required.

Board members noted progress and thanked the Executive Team and their teams for their work to progress the delivery of the 2030 Strategy portfolios.

## ITEM 07 CORPORATE RISK REGISTER (PUBLIC)

Sarah Stevenson joined the meeting and provided a summary of the main points from the paper and Board members noted the update on corporate risks.

Sarah advised that members were asked to:

- **Review** the update provided from the Board Development Session and note the progress update on the development of the 5 new Corporate Risks as agreed at the October Board Development Session.
- **Note** the changes which have been made to current Corporate Risks:
  - **Statutory and Mandatory Training – ID 5519** has been delegated to the Staff Governance Committee given the significant progress made with the actions and therefore removed from this report.
  - **Hospital Handover Delays – ID 4638** has an updated Risk Description.
  - **Maintaining Required Service Levels – 5602** has an updated Risk Description.

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- **Organisational Culture – 5653** has an updated Risk Description.
- **Approve** the risk register as presented.

Members noted the paper presented and passed on their thanks to Sarah Stevenson for the speed in which the Corporate Risk Register has been updated following the discussion at the October Board Development Session. Members welcomed the removal of the risk spider diagram and its replacement with a future risk proximity chart.

Members **approved** the risk register.

## **ITEM 08 WINTER CONTINGENCY PLAN**

Paul Bassett and Stephen Massetti provided a summary of the main points from the paper and members noted that each year the Scottish Government requires all Boards to complete the Preparing for Winter Preparedness Checklist. The checklist focuses on the following 4 areas.

1. Overview of Preparedness and Business Continuity
2. Urgent and Unscheduled Health and Social Care, Planned Care
3. Primary Care, Mental Health, and Social Care
4. Health and Social Care Workforce and Staff Wellbeing

Members noted that all areas of the checklist, where applicable were submitted as completed.

Stephen Massetti highlighted that although the 4 winter planning priorities, 3 key principles, and in many cases the 4 areas of assurance are Territorial Health Board (THB) focussed, the Service rightly has an important role to play in supporting THBs and in meeting certain criteria in its own right. The Service will meet the Scottish Government intent by influencing the 4 winter planning priorities through implementing a variety of measures as detailed in the plan. Some of these measures include:

- Utilisation of Protocol 46 Resources
- Integrated Clinical Hub
- Safe Transfer to Hospital – Reducing Hospital Turnaround Times
- Call Handling

The Board noted that regional management teams continue to engage with local Health Boards and NHS24 to ensure the Service is integrated in winter planning.

Stephen Massetti advised that on 8 October 2024 the Service held its annual Winter Planning Table-Top Exercise (TTX), Exercise Mammoths Tusk 5. In addition to this on the 24 October 2024 the Service and NHS 24 held a joint Winter TTX.

Members welcomed the paper and noted the excellent level of detail and presentational understanding and confidence it provides.

Members **approved** the Plan for implementation.

## **ITEM 09 CLIMATE CHANGE AND SUSTAINABILITY ANNUAL REPORT**

Lorriane McAffer joined the meeting for this item.

Lorriane McAffer advised that within the 'Policy for NHS Scotland on the Climate Emergency and Sustainable Development' (DL (2021) 38), each NHS Scotland body must publish a report on its public website each year summarising its progress against the aims of this policy.

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Members noted that this was the Service's third annual report and the key messages within the report include that despite the impact of the financial challenges during 2023/24 that has slowed down some of the ambitions of the plan the Service has seen improvements and initiatives put in place across the Service. Specifically work on the sustainable care, sustainable communities and the green champions initiative continues to show progress against the SAS path to net zero strategy.

Julie Carter highlighted that the Report was collated and approved by the Climate Emergency Response and Sustainability Group with the Executive Team and Board Champion reviewing the content. Members noted that despite the Service have no funding or additional resources for this work improvements can be seen.

Members discussed the report and noted that the deadline for completion of the 2023/24 Annual Report is 30 November 2024, with the report submitted to the Scottish Government following Board approval. The report will then be published following any feedback from the Scottish Government.

The Board **approved** the report for submission to the Scottish Government.

#### **ITEM 10 CHILDREN'S REPORT 2020 – 2023**

Dave Bywater presented a summary of the main point from the paper and advised members that The Children & Young people (Scotland) Act 2014 part 1 placed a duty on all specified listed authorities to publish a report every 3 years to demonstrate the steps taken in the reporting period, steps they have taken to uphold and promote Children's Rights. The Scottish Ambulance Service initial Children's Rights Report 2017 - 2020 was published in 2023. This work was paused in the COVID pandemic and as part of that retrospective catch up this second report undertaken by Scottish Ambulance Service has now been concluded and presented for Board approval ahead of publication.

Members **approved** the Report for publication.

#### **ITEM 11 BOARD MEETING SCHEDULE 2025**

Board members **approved** the Board and Standing Committee meeting schedule for 2025.

#### **ITEM 12 FINANCIAL PERFORMANCE TO 31 OCTOBER 2024**

Julie Carter provided a summary of the main points from the paper:

1. The financial position at the end of month 7 is reporting a deficit of £2.07 million, reflecting both the additional £5.0 million recurring funding received to offset operational commitments and £9.0 million non recurring in respect of post COVID/system pressures.
2. Impact of ongoing post COVID/system pressures of £4.86 million have been incurred over this period and will be offset against the £9.0 million full year funding received.
3. Overtime costs continue to increase slightly against the same period last year with a detailed analysis of the key drivers of this included within the paper, these include increased shift cover to manage demand.
4. In relation to the £12.0 million efficiency savings target, to date £5.15 million has been delivered against a year to date target of £6.6 million. The full year trajectory has been assumed within the revised forecast and is updated within the paper.
5. The revised full year forecast of £17.5 million deficit reported previously to month 7 is now reporting a break even position, enabled through receiving additional funding for the

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ongoing COVID/ System Pressures, a review of phasing of cost pressures and non-recurring slippage in the reduced working week implementation.

6. The agenda for change reform funding received last month has been offset against the reduced working week additional costs.

Board members discussed the report and **noted** the financial position and continued to welcome the level of detail contained within the report.

### **ITEM 13 PERSON CENTRED CARE UPDATE**

Dave Bywater provided a summary of the main points from the paper and Board members noted recent patient experience activity, involving people work, compliments and complaints compliance, themes and actions and an update on the cases with the Scottish Public Services Ombudsman (SPSO).

Board members noted the complaints compliance with Stage 1 reported at 95.9% and Stage 2 reported at 92.5% against a compliance target of 70%.

Dave Bywater highlighted that of the 690 complaints received between 01 April 2024 and 03 November 2024, the 3 most common themes for complaints are:

- Attitude and Behaviour – 191 complaints (27.68% of the total, compared to 28.35% in the last paper).
- Delayed Response – 95 complaints (13.77% of the total, this theme was not in the previous paper).
- Triage/Referral to NHS24 – 89 complaints (12.9% of the total, compared to 13.2% in the last paper).

Board members **noted** the report.

### **ITEM 14 PATIENT AND STAFF SAFETY HAI UPDATE**

Dave Bywater provided a summary of the main points from the paper and highlighted to members that the paper presented has been reviewed and refreshed and asked members for their feedback on the format of the report and level of detail provided.

Members noted the update and data included within the paper in relation to Standard Infection Prevention and Control Education Pathway (SIPCEP) compliance and noted that the aim of the pathway is to enable all staff to continuously improve their knowledge and skills around infection prevention and control as part of their role. Dave Bywater highlighted that the Service has agreed standard core IPC education modules for all staff within the Service plus those that are role specific. Members noted that the Infection Prevention and Control team will monitor compliance however are not operationally responsible.

Dave Bywater advised that the National Cleaning Services Specification (NCSS) is mandatory, and Infection Prevention and Control (IPC) audits of stations and vehicles remain a priority as reflected in the Programme of Work 2024/2025. The comprehensive IPC audit programme of ambulance vehicles and stations (known as the RIVO audits) is carried out every six months. Members noted that from 1<sup>st</sup> October the RIVO audits will be replaced with Evotix which is a similar audit software program which has been developed and maintained by SAS Health & Safety Department.

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Carol Sinclair suggested that the report may benefit from trend over time data, in relation to section 7, table 1 NCSS audit compliance in the form of a run chart.

Dave Bywater advised members that Alan Martin, Patient Experience Manager has now moved to a new role within the Ambulance Control Centre and passed on his thanks to Alan for his support to Board reporting throughout his time within the Patient Experience Manager role.

Board members **noted** the report.

**Action:**

- 4. Interim Director of Care Quality and Professional Development** to request Head of Infection Prevention and Control to include a run chart outlining trend over time data for section 7, table 1 NCSS audit compliance with future Board reporting.

**ITEM 15 HEALTH AND WELLBEING UPDATE**

Graeme Ferguson provided a summary of the main points from the paper. Board members noted that the paper provided an update on health and wellbeing activity.

Graeme Ferguson highlighted that a total of 386 referrals to the internal provision of trauma support through the TRiM programme had been made since June 2023. Graeme added that the findings of 2 surveys carried out during October for recipients of TRiM assessments and TRiM Coordinators, Assessors and Clinical Supervisors were included within the presented report.

Members noted the report including:

- the Key actions the Service has committed to as a result of the 2024 iMatter survey,
- Proposed approaches agreed by the Executive Team to deliver our health & wellbeing ambitions in the short – medium term with existing resources given the current tight financial climate.
- An updated Health & Wellbeing Roadmap for 2024-25 to reflect our resourcing pressures and changing requirements.

Madeline Smith advised that the Staff Governance Committee receives a staff experience report which covers some broader aspects including Health and Wellbeing and suggested that to ensure consistent reporting, the rebadging of the Board report in a similar way may be beneficial. Graeme Ferguson also suggested that reporting could take the form of wider Workforce Directorate Report rather than some workforce reporting being included within the Board Quality Indicators and Performance Report along with a separate Health and Wellbeing report. Graeme Ferguson advised that he would progress this work in discussion with the Board Secretary.

Board members **noted** the update and report.

**Action:**

- 5. Acting Director of Workforce** to discuss with Board Secretary the rebadging of the Health and Wellbeing report to a Workforce Directorate report.

**ITEM 16 SCOTSTAR ANNUAL UPDATE REPORT**

Kenny Mitchell joined the meeting for this item.

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Kenny Mitchell provided a summary of the main points from the paper and advised members that the purpose of this report was to provide a comprehensive overview of ScotSTAR's performance over the past 12 months. Members welcomed the report and details of activity undertaken by each ScotSTAR team in support of the overall ScotSTAR service deliverable: "to provide specialist care and transport to patients whenever, and wherever they need it" together with insight into ScotSTAR's achievements, challenges and future plans.

Members welcomed the detailed annual update report.

Members **noted** the report.

## **ITEM 17 CHAIR'S VERBAL REPORT**

The Chair provided an update on his activity during the reporting period and Board members noted:

- The Chair attended the Scottish Cardiac Arrest Symposium 2024 on 03 October 2024.
- The Chair recently undertook a visit to Scotland's Charity Air Ambulance (SCAA) and met with their newly appointed Chair
- The Chair attended the Scotland's Health Awards on 07 November and advised that staff and teams from the Service won 3 of the 16 awards and passed on his congratulations to the winners:
  - Top Team Award - Macmillan Palliative Care Team,
  - Volunteer Award - Aaron Smith (Forth Valley First responders)
  - Care for Mental Health Award - SAS Mental Health Team in collaboration with NHS 24 and Police Scotland
- The Chair advised that the recruitment round to appoint a new Non Executive Director to the Board was complete with the name of the preferred candidate submitted to the Cabinet Secretary for approval.

## **ITEM 18 CHIEF EXECUTIVE'S UPDATE**

Michael Dickson provided an update on key activity during the reporting period.

Michael Dickson highlighted that following challenges experienced during the 2024/25 Newly Qualified Paramedic (NQP) recruitment campaign, learning from the campaign is being actively taken forward to ensure improvements to future NQP recruitment campaigns is in place. The work being undertaken includes recommendations for improvements being presented for consideration by the Executive Team to ensure robust governance, cross departmental working to ensure improved candidate experience and ensuring delivery of an ambitious and professional graduate recruitment programme.

## **ITEM 19 CLINICAL GOVERNANCE COMMITTEE**

Board members **noted** the minutes of 12 August 2024 approved by the Committee on 13 November 2024 and the agenda of the meeting held on 13 November.

## **ITEM 20 AUDIT AND RISK COMMITTEE**

Board members **noted** the minutes of 13 June 2024 approved by the Committee on 10 October 2024 and the agenda of the meeting held on 10 October.

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**ITEM 21 AOB AND DATE OF NEXT MEETING**

**Cecil Meiklejohn, Non Executive Director**

The Chair advised members that this would be the last Board meeting for Cecil Meiklejohn due to her appointment with the Service ending on 30 November 2024. The Chair highlighted that Cecil's first term with the Service was from and started on 01 December 2016 – 30 November 2020 which was followed by a second term from 01 December 2020 to 30 November 2024.

On behalf of the Board, the Chair thanked Cecil for her commitment to the Board over the last 8 years and wished her well for the future.

**Date of next meeting** - 29 January 2025.

The Chair thanked members for their participation and the focus and attention given throughout the discussion.

The Chair closed the meeting.

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