



**Board of Directors (held in Public)**  
**Chair's Report**  
**27 April 2023**

**(Item 1.7)**

<b>Presented for:</b>	Information/Approval
<b>Accountable Director:</b>	Marrtin Havenhand, Chair
<b>Presented by:</b>	Martin Havenhand, Chair
<b>Previous Committees:</b>	This report has not been received elsewhere prior to its presentation to the Board of Directors
<b>Legal / Regulatory:</b>	Health and Care Act 2022

<b>Key Priorities/Goals</b>	This report supports all the key priorities and goals
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<b>Strategic Ambition</b>	(✓)	<b>BAF Strategic Risk</b>
1. Patients and communities experience fully joined-up care responsive to their needs		
2. Our people feel empowered, valued and engaged to perform at their best		
3. We achieve excellence in everything we do		
4. We use resources wisely to invest in and sustain services		

<b>Key points</b>	
<p>This is my first report to the Board since I commenced as Chair on 1 April 2023.</p> <p><b>Recommendation</b>            It is recommended that the Board:</p> <ul style="list-style-type: none"> <li>i) note the content of this report; and</li> <li>ii) approve that Tim Gilpin be appointed Deputy Chair and Anne Cooper be appointed Senior Independent Director for 2023/24;</li> <li>iii) approve the membership of our Board Committees for 2023/24 as attached at Appendix A.</li> <li>iv) approve the inclusion of the seven top priorities and five top enablers listed at 5.1.1 and 5.1.2 above into the Trust's Operational (Business) Plan for 2023/24.</li> </ul>	For information/ approval

**Board of Directors (held in Public)**  
**27 April 2023**  
**Report of the Chair**

**1. INTRODUCTION**

- 1.1 This is my first report to the Board since I commenced as Chair of Yorkshire Ambulance Service NHS Trust (the Trust) on 1 April 2023. It is a privilege to have joined such a well respected organisation providing essential services to the public of Yorkshire.
- 1.2 I would like to formally record mine and the organisations thanks and appreciation to Tim Gilpin for taking on the interim Chair position since December 2022 until 31 March 2023.
- 1.3 At each Board meeting (held in public) I will present a report outlining the key activities I have been involved in since the last meeting along with reporting on strategic issues that affect the service.
- 1.4 Everyone has been very welcoming and I am very much looking forward to my new role as Chair of the unitary Board under the new accountability framework, which was established under the Health and Care Act 2022.
- 1.5 My initial objectives have been to: Identify the Trust's priorities for 2023/24; Focus on Corporate Governance and review Organisation Governance.

**2. INDUCTION**

- 2.1 As part of my induction to the organisation I have had 1:1 meetings with each of our Board Directors both Non Executive and Executive to understand the issues and challenges facing the Trust and the priorities for the coming year.
- 2.2 I have visited some of our service centres already and met with some of our great people and I have a schedule of meetings to visit more of our service areas and meet more of my colleagues over the coming weeks. I also have meetings scheduled with the leaders of our partner organisations and key stakeholders.

**3. BOARD GOVERNANCE**

- 3.1 With the support of the Interim Company Secretary we have reviewed the corporate governance structure that supports the Board assurance including the Board Committees and their Terms of Reference.
- 3.2 A revised schedule of meetings has been produced including quarterly meetings of the Board in public taking place on: 27<sup>th</sup> April 2023; 27<sup>th</sup> July 2023; 26<sup>th</sup> October 2023; 30<sup>th</sup> January 2024. In addition there will be a meeting held in public on 28<sup>th</sup> September 2023 for our Annual General Meeting.
- 3.3 Arrangements have been made for members of the Public to forward any questions they may wish to be put to each of the Board meetings held in Public. Details on how to do this is available on the Trust's website.
- 3.4 Strategic Board Seminars will be held quarterly and the Board will be commencing a Board Development programme later in the year.
- 3.5 The annual appraisals for Board members will include a 360<sup>0</sup> process, which is aimed to strengthen the current internal process prior to reporting the Non-executive Director appraisals to NHS England as part of the Trust's governance requirements and improving feedback for Executive Directors and Directors to continually improve their performance.

3.6 As part of our corporate governance it is necessary to appoint a Deputy Chair and a Senior Independent Director for 2023/24. It is proposed that Tim Gilpin be appointed Deputy Chair and Anne Cooper be appointed Senior Independent Director.

#### **4. BOARD COMMITTEE MEMBERSHIP**

4.1 Phill Storr one of our Associate Non-Executive Directors completed his term of office at the end of March 2023 and we would like to place on record our appreciation for his contribution to the work of the Trust over the last five plus years.

4.2 The proposed membership of our Board Committees for 2023/24 are attached at Appendix A.

#### **5. OPERATIONAL PRIORITIES**

5.1 Board members have taken time out and identified the following key issues that need to be addressed as matter of priority early in the new financial year.

##### **5.1.1 Top Priorities**

- Produce the new 5 year Strategy
- Deliver and embed the (Moorhouse) culture change programme
- Produce and deliver a Workforce Plan – focussing on priorities around retention and recruitment of staff in 999/111
- Establish a clinical assessment hub for call centres
- Improve Staff Health and Wellbeing
- Embed a Quality Improvement Programme
- Develop and implement a response to the Staff Survey 2022

##### **5.1.2 Top Enablers**

- Review and establish a 'fit for purpose' organisation governance structure including a review of Trust Executive Group and Trust Management Group and their Terms of Reference
- Establish a clear and effective Performance Management Framework
- Finalise and conclude the Operating Model
- Clarify and agree our approach to System working
- Develop and implement a 'leadership programme' for our senior Leaders

#### **6 RECOMMENDATION**

6.1 It is recommended that the Board:

- i) note the content of this report; and
- ii) approve that Tim Gilpin be appointed Deputy Chair and Anne Cooper be appointed Senior Independent Director for 2023/24;
- iii) approve the membership of our Board Committees for 2023/24 as attached at Appendix A.
- iv) approve the inclusion of the seven top priorities and five top enablers listed at 5.1.1 and 5.1.2 above into the Trust's Operational (Business) Plan for 2023/24.

#### **7. Supporting Information**

##### **Appendix A Board Committee Membership for 2023/24**

Martin Havenhand  
Chair  
April 2023