



Meeting of the Board of Directors (in Public)

Agenda and Meeting Papers

Thursday 27 March 2025



Our Strategy 2024-29

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| Our Purpose | To provide and co-ordinate safe, effective, responsive and patient-centred out-of-hospital emergency, urgent and non-emergency care, so all our patients can have the best possible experience and outcomes |
| Our Vision | Great Care Great People Great Partner |
| Our Values | Kindness Respect Teamwork Improvement |
| YAS Together | Care Lead Grow Excel Everyone |

Our Bold Ambitions

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| Our Patients | Our ambition is to deliver exceptional patient-centred out-of-hospital emergency, urgent and non-emergency care, which is safe, kind and responsive, seamlessly integrating services and utilising technology to deliver a high-quality patient experience |
| Our People | Our ambition is to be a diverse and inclusive organisation with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive |
| Our Partners | Our ambition is to be a collaborative, integral and influential partner across a joined-up health and social care network that works preventatively, reduces inequality and improves population health outcomes, supporting all our communities |
| Our Planet and Pounds | Our ambition is to be a responsible and sustainable organisation in the use of our financial and physical resources, reducing our environmental impact and ensuring the most effective use of all our resource |

| AGENDA | | |
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| Meeting: | Board of Directors Meeting (in Public) | |
| Date: | 27 March 2025 | |
| Time: | 0930 hrs | |
| Venue: | Springhill HQ: Kirkstall, Fountains and Rosedale | |
| Voting Directors | Martin Havenhand Anne Cooper Tim Gilpin Amanda Moat Peter Reading Nick Smith Kathryn Vause Dave Green | Chair Non-Executive Director (Deputy Chair) Non-Executive Director (Senior Independent Director) Non-Executive Director Chief Executive Chief Operating Officer Executive Director of Finance Executive Director of Quality and Chief Paramedic |
| Non-Voting Directors | Mandy Wilcock | Director of People and Organisational Development |
| Contributing Directors | Adam Layland Jeevan Gill Rachel Gillott Carol Weir David O'Brien Sam Robinson Steven Dykes | Director of Partnerships and Operations (SY) Director of Partnerships and Operations (HNY) Director of Partnerships and Operations (WY) Director of Strategy, Planning and Performance Director of Corporate Services and Company Secretary Chief Digital Information Officer Acting Medical Director |
| In Attendance | Tabitha Arulampalam Katherine Lees Rebecca Randell Helen Edwards Lynsey Ryder Odette Colgrave Jo Jennings Paul Whitehouse Mussarat Suleman | Associate Non-Executive Director Associate Non-Executive Director Associate Non-Executive Director Associate Director of Communications and Community Engagement Head of Corporate Governance and Deputy Company Secretary Corporate Governance Manager Senior Executive Officer Head of Leadership and OD (Item 3.9) Head of Employee Health and Wellbeing (Item 4.1) |
| Apologies: | Marc Thomas Andrew Chang Saghir Alam | Deputy Chief Executive Non-Executive Director Non-Executive Director |



| No. | Description | Format | Lead | Time |
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| 1. | OPENING BUSINESS | | | |
| 1.1 | Welcome and Apologies (information) | Verbal | Martin Havenhand (Chair) | 0930- 0935 |
| 1.2 | Declaration of Interests (assurance) <i>Any Board Member who is aware of a conflict of interest relating to any item on the agenda will be required to disclose it at this stage or when the conflict arises during consideration of the item.</i> | Attached | | |
| 1.3 | Minutes of Previous Meetings (approve) | Attachment | | |
| 1.3.1 | Minutes of meeting held in Public on 30 January 2025 | | | |
| 1.4 | Matters Arising (assurance) <i>Any Matters Arising in addition to items included on the agenda.</i> | | | |
| 1.5 | Action Log (assurance) <i>To review open actions and agree closure of any completed actions.</i> | Attached | | |
| 1.6 | Patient Story (information) <i>A female patient who has had significant mental health challenges throughout her life, who became disabled after a suicide attempt a lot of years ago. Her story continues following attendance by the Mental Health Response Vehicle.</i> | Presentation | Dave Green Executive Director of Quality and Chief Paramedic | 0935- 0950 |
| 1.7 | Chair’s Report (information) | Attached | Martin Havenhand (Chair) | 0950- 0955 |
| 1.8 | Chief Executive’s Report (information/assurance) | Attached | Peter Reading, Chief Executive | 0955- 1000 |

| No. | Description | Format | Lead | Time |
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| 2. | STRATEGY AND PLANNING | | | |
| 2.1 | 2025/26 Planning: <ul style="list-style-type: none"> - Financial Plan (Revenue and Capital) - Business Plan Priorities (approval) | To Follow | Kathryn Vause Executive Director of Finance Carol Weir Director of Strategy, Planning and Performance | 1000-1015 |
| 2.2 | Performance Management Framework (approval) | To Follow | Carol Weir Director of Strategy, Planning and Performance | 1015-1020 |
| 3. | ITEMS FOR ASSURANCE | | | |
| 3.1 | Finance and Performance Committee Chair's Report (assurance) | Attached | Amanda Moat Committee Chair | 1020-1025 |
| 3.2 | Operational Assurance Report (assurance) | Attached | Nick Smith Chief Operating Officer | 1025-1035 |
| 3.3 | Finance Report (assurance) | Attached | Kathryn Vause, Executive Director of Finance | 1035-1045 |
| 3.4 | Quality Committee Chair's Report (assurance) | Attached | Anne Cooper Committee Chair | 1045-1050 |
| 3.5 | Quality and Clinical Highlight Report (assurance) | Attached | Dave Green Executive Director of Quality and Chief Paramedic Steven Dykes | 1050-1100 |

| No. | Description | Format | Lead | Time |
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| | | | Acting Medical Director | |
| BREAK 1100-1115 | | | | |
| 3.6 | People Committee Chair's Report (assurance) | Attached | Tim Gilpin Committee Chair | 1115-1120 |
| 3.7 | People and Organisational Development Highlight Report (assurance) | Attached | Mandy Wilcock Director of People and Organisational Development | 1120-1130 |
| 3.8 | Staff Survey Results (assurance) | Attached / Presentation | Mandy Wilcock Director of People and Organisational Development | 1130-1150 |
| 3.9 | Culture Programme Update (assurance) | Attached | Mandy Wilcock Director of People and Organisational Development | 1150-1200 |
| 4. | ITEMS FOR APPROVAL | | | |
| 4.1 | Health and Wellbeing: a) Health and Wellbeing Plan 2024/25: Closing Report b) Health and Wellbeing Plan 2025/26 (approval) | Attached | Mandy Wilcock Director of People and Organisational Development | 1200-1215 |
| 5. | BOARD GOVERNANCE AND REGULATORY | | | |
| 5.1 | Board Governance Report (information/assurance) | Attached | David O'Brien Director of Corporate Services/ Company Secretary | 1215-1225 |
| 5. | CLOSING BUSINESS | | | |
| 5.1 | Any Other Business | Verbal | Martin Havenhand (Chair) | 1225-1230 |
| 5.2 | Risks | Verbal | Martin Havenhand | |

| No. | Description | Format | Lead | Time |
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| | <i>Any risks raised during the meeting that require consideration of adding to Risk Registers/Board Assurance Framework</i> | | (Chair) | |
| MEETING CLOSE 12:30 hrs | | | | |
| Date of next Board Meeting to be held in Public: 22 May 2025 | | | | |