

Board of Directors (in Public)
22 May 2025
Agenda Item: 1.8



Report Title	Chief Executive's Report
Author	Peter Reading, Chief Executive
Accountable Director	Peter Reading, Chief Executive
Previous committees/groups	None
Recommended action(s)	Information/Assurance
Purpose of the paper	To brief Board members and members of the public on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board.
Executive Summary	
<p>The paper gives a summary of the following key items:</p> <ul style="list-style-type: none"> • Business Plan update • Non-emergency patient transport service eligibility implemented • Dying matters • Investing in training for our Community First Responders • Veteran aware • Allyship and Anti-racism focus • Restart a Heart – volunteers wanted • Latest King's Trust session supports young people • Solar panel funding • Non-Executive Director recruitment and Dr Julian Mark retirement • HM Coroner's staff recognition 	
Recommendation(s)	Note the update from the Chief Executive's Report
Link to Board Assurance Framework Risks (board and level 2 committees only)	<p>1. Deliver a timely response to patients.</p> <p>6. Develop and sustain an open and positive workplace culture.</p> <p>9. Develop and sustain improvements in leadership and staff training and development.</p>

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Chief Executive's Report

1.0 Introduction

- 1.1 This paper briefs Board members on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board. Board members are invited to discuss any of these items, as they choose, and to note them for information.

2.0 Business plan – update

- 2.1 We are now focused on delivery of our business priorities for 2025/26, as we continue to deliver on our [five-year strategy](#), after successful delivery of year one. Our activities will focus on priorities that are patient-centred, staff focussed and transformational, leading to improvements for patients and colleagues. As part of delivery of our priorities we will need to meet increasing demand and financial challenges, which will require us to continue to transform and innovate. We have eight priorities for 2025/26, outlined on our website.

3.0 Non-emergency patient transport service eligibility implemented

- 3.1 Following information in our previous update, our Integrated Commissioning Boards (ICBs) which commission non-emergency Patient Transport Service (PTS) from YAS have now implemented revised eligibility criteria for this Service, in line with the NHS England [revised national eligibility criteria for PTS](#).
- 3.2 With the support of our ICB partners, we are providing the PTS service for those whose medical conditions make independent travel to and from healthcare settings unsafe or impossible. This includes considering the needs of all patients, for example their physical health, visual impairment, mental health or learning disability for their eligibility for PTS
- 3.3 Patients who can make their own way to and from healthcare settings using their own transport, family members, public or community transport or taxi services are asked to do so. We are working with ICBs to ensure that patients not eligible for NHS-funded transport will be signposted to use alternative transport and ensuring that those eligible for the Healthcare Travel Cost Scheme are able to claim for their travel costs.
- 4.0 Dying matters**
- 4.1 As a Trust, we have specialist staff who focus on palliative and end of life care. As part of this work, we supported Dying Matters Awareness Week (5-11 May 2025), which encourages open and honest discussions about end-of-life experiences. Our specialist palliative and end-of-life care paramedic, along with a team of 20 paramedic champions are encouraging a focus on conversations that ensure people get the support they need and help. With this year's focus on the culture of 'dying matters', we focused on the diverse cultural approaches to death and dying and understanding those perspectives and how best to support our patients and their families.

- 4.2 Over the last 12 months, we have attended 2,242 calls relating to palliative care, 411 of these calls were referred to hospices and 189 patients were taken to an emergency department. We are working to ensure our A&E Operations staff have 24/7 access to palliative specialists at hospices across the Trust. Working in partnership with West Yorkshire Fire and Rescue Service and Bradford District Care Foundation Trust our non-emergency patient transport service (PTS) is working to enable patients at the end of their life to die at home, surrounded by loved ones, ensuring they receive safe care. With a 'fast track' of risk assessments, where possible, resources needed to move patients are identified on the day. Over the last 12 months, PTS have undertaken 22 end of life bed moves for patients and their families in Bradford, and the approach is being recommended for adoption across the whole of West Yorkshire.

5.0 Investing in training for our Community First Responders

- 5.1 Over 130 of our Community First Responders (CFRs) gathered in March for a day of professional development and networking. The annual event brings together some of our volunteers to recognise their contributions and provide opportunities for enhancing their skills. Since April 2024, our CFRs have given 189,000 hours of on-call time and attended over 19,200 incidents.
- 5.2 The event was aimed at giving CFRs the opportunity to develop their skills, as well as hearing from CFRs about how the Trust can develop its support for volunteers in the future. It was an opportunity to providing training and awareness for our volunteers including sessions on dementia care, the role of the emergency operations centre, blood glucose monitoring, and interactive exercises with the Hazardous Area Response Team. The event was supported by a number of organisations, including funding from our own YAS Charity. I attended the whole event.

6.0 Veteran Aware

- 6.1 We are delighted to announce that the Trust has been re-accredited as a Veteran Aware organisation by the Veterans Covenant Healthcare Alliance (VCHA) after first achieving this accolade in 2021.
- 6.2 YAS has been recognised for the significant work that has been undertaken since 2021 to support our armed forces community. The re-accreditation recognises the Trust's work identifying and sharing best practice across the NHS and being an exemplar of the best standards of care for the armed forces community.

7.0 Allyship and Anti-racism focus

- 7.1 Across YAS we are working hard to create an inclusive culture and as part of this our support networks have joined forces to ask our colleagues to think about allyship and being an ally to each other. The campaign is shining a light on what allyship means and is closely linked to the Trust's values and ongoing cultural improvement work.

7.2 The Association of Ambulance Chief Executives (AACE) has recently highlighted the publication of a report published by the NHS Race and Health Observatory into the cost of racism. The feature also includes insights and thoughts from two of our own colleagues, Tasnim Ali, chair of the national ambulance BME Forum and Ruth Crabtree, national lead for public health, in their national AACE roles. The [report is available via the AACE website](#).

8.0 Restart a Heart – volunteers wanted

8.1 We have more than 175 secondary schools signed up for the free life-saving training on Thursday 16 October 2025. Volunteers can now sign up to teach cardiopulmonary resuscitation (CPR) on Restart a Heart Day and [volunteers can register by completing this form](#). Volunteers don't have to have a clinical background to volunteer - just a basic understanding of CPR is required. The team can be contacted via yas.restartaheart@nhs.net

9.0 Latest King's Trust session supports young people

9.1 We recently ran our Get Started Programme with the King's Trust which took place in Leeds which saw young people gain a valuable insight into working in the ambulance service and an opportunity to build a range of skills to help them in starting their careers.

9.2 The [Get Started Programme](#) has been run in partnership with the King's Trust for a number of years and aims to support those aged 16-30 and out of work, education or training, to build their skills and confidence with an aim to get more people into work. Our programme is delivered by our Community Engagement team and is supported by a wide range of colleagues from across the Trust. The programme includes a mix of employability skills workshops and meet the team sessions to give attendees the chance to ask questions and find out more information about the variety of roles we have at YAS. A number of previous attendees have gone on to secure roles within the Trust and to become volunteers and there are further programmes throughout 2025.

10.0 Solar panel funding

10.1 The Trust has been awarded over £1.4 million to install solar panels across several of our sites. This is part of a national initiative from the Department for Energy Security and Net Zero and part of a wider grant of £100 million for the 78 NHS Trusts to install solar power and battery storage solutions to reduce energy bills. The new solar panels will enable the Trust to build resilience into its energy management and estate, helping to decarbonise the estate and fleet faster than anticipated. The investment supports our ambition of using resources responsibly and sustainably, reducing environmental impact, and ensuring effective use of resources. The initiative will help to lower energy bills and redirect savings into frontline patient care.

11.0 Non-Executive Director recruitment and Dr Julian Mark retirement

11.1 We are currently looking to appoint up to two Non-executive Directors (NEDs) to our Board in the coming months. One NED is required to become the next Chair of the Trust's Quality Committee from December 2025 where the remit includes clinical governance, standards of care, patient safety, and patient experience.

11.2 There may also be an opportunity to appoint a second NED from July 2025 and are seeking applicants with knowledge, experience and significant career achievements relating to people issues. The recruitment is to replace two of our NEDs, Anne Cooper and Tim Gilpin, who will be coming to the end of their terms serving on our Board and we are very grateful to them for their service to YAS.

11.3 We also recently said farewell to our Executive Medical Director, Dr Julian Mark QAM, who has retired from the Trust. Dr Mark has made significant contributions to YAS and the ambulance sector nationally, including developing clinical programmes for the Hazardous Area Response Team, chairing the National Ambulance Services Medical Directors' Group, and coordinating efforts during the COVID-19 pandemic, as well as championing the creation of the YAS Research Institute. Dr Steven Dykes, Deputy Medical Director, is our Acting Medical Director while recruitment of a successor to Dr Mark is underway.

12.0 HM Coroner's staff recognition

12.1 The Trust recently received letters of thanks and recognition for three of our staff from His Majesty's Area Coroner for the District of Kingston Upon Hull and the East Riding of Yorkshire, in relation to their actions reported in a recent coronial hearing. Thomas Richards, Sophie Kirby and Oliver Webster were all recognised for their truly commendable efforts in treating their patient, giving him the best chance of survival. The coroner contacted the Trust to recognise the professionalism of the staff, which was a comfort to the family and recognised by the court and which the Trust has also recognised.

13.0 Recognising volunteers

13.1 The Trust will be supporting Volunteers' Week, (2 to 8 June), and recognising the vital role that all our volunteers play across the Trust. Almost 1,000 volunteers give their time for the benefit of our patients and their local communities and Volunteers' Week gives the Trust the opportunity to express our gratitude to all our volunteers. We continue to develop the different types of roles available for volunteers and work to improve our support for them, which was recognised in our Investing in Volunteer recognition which we received at the end of 2024.

3.2 During Volunteers Week this year our focus will be on recognising the dedicated service of our volunteers and the Trust will be holding a series of celebration events to thank volunteers and present them with recognition of their significant service.

14.0 Recommendation

14.1 It is recommended that the Board:

- Note the Chief Executive's Report.