

**Board of Directors (in Public)**  
**24 July 2025**  
**Agenda Item: 7**



Report Title	Chair's Report	
Author	Martin Havenhand, Chair	
Accountable Director	Martin Havenhand, Chair	
Previous committees/groups	None	
Recommended action(s)	Information/Assurance	
Purpose of the paper	To brief Board members of the activity and stakeholder engagement undertaken by the air since the last report presented to the Board in Public on 22 May 2025.	
Executive Summary		
<p>The paper gives a summary of the following key items:</p> <ul style="list-style-type: none"><li>• Non-Executive Director Recruitment</li><li>• Chair and Non-Executive Director objectives 2025/26</li><li>• Partnership working</li><li>• Long Service and Retirement Awards</li><li>• Visiting our teams</li><li>• Association of Ambulance Chief Executives, Chairs and Council meetings</li></ul>		
Recommendation(s)	Note the update from the Chair's Report	
Link to Board Assurance Framework Risks (board and level 2 committees only)	<div>1. Deliver a timely response to patients.</div> <div>6. Develop and sustain an open and positive workplace culture.</div> <div>9. Develop and sustain improvements in leadership and staff training and development.</div>	

# **Chair's Report**

## **1.0 INTRODUCTION**

- 1.1 This report briefs Board members of the activity and stakeholder engagement undertaken by the Chair since the last report presented to Board of Directors in Public on 22 May 2025.

## **2.0 NON-EXECUTIVE DIRECTOR (NED) RECRUITMENT**

- 2.1 Tim Gilpin, Non-Executive Director (NED) and Senior Independent Director will complete his term of office at the end of July 2025.
- 2.2 Tabitha Arulampalam will be taking on a NED position from 1 August 2025.
- 2.3 As part of the organisation's succession planning for NED positions, interviews were conducted on 17 June 2025 at Trust Headquarters in Wakefield. A highly qualified and experienced candidate has been recommended for the position. WE are awaiting approval from NHSE.
- 2.3 Following ministerial approval of a revision to our Establishment Order for an additional NED, five candidates have been shortlisted to participate in a stakeholder panel and formal interview process on 30 July 2025.

## **3.0 CHAIR AND NON-EXECUTIVE DIRECTOR OBJECTIVES 2025/26**

- 3.1 The objectives for the Chair and Non-Executive Directors for the period 2025/26 have been agreed and these are included at Appendix A.

## **4.0 PARTNERSHIP WORKING**

- 4.1 Jason Stamp is now the Interim Chair of Humber and North Yorkshire ICB, and I had an introductory meeting with him on 16 June 2025.
- 4.2 I met with the South Yorkshire ICB & Trust Chairs on 24 June 2025.
- 4.3 I attended a meeting of the West Yorkshire Integrated Care Partnership Leadership Group consisting of Local Authority Leaders and NHS Trust Chairs on 15 July 2025.
- 4.4 I and Rachel Gillott attended the West Yorkshire Community Health Services Provider Collaborative Quarterly Meeting on 1 July 2025. The meeting received a report on Phase 1 of the West Yorkshire baseline stocktake of community services provided by each Place in West Yorkshire.
  - 4.4.1 Following completion of the WY Community Stocktake and consideration of priorities and key deliverables in respect of Winter planning, 25/26 UEC Plan, NHSE 10yr plan and WY ICB Transformation priorities, the Community Collaborative will agree its future work programmes

## **5.0 YORKSHIRE AMBULANCE SERVICE LONG SERVICE AND RETIREMENT AWARDS ON 19 JUNE 2025**

- 5.1 I had the pleasure of attending our Long Service and Retirement Awards ceremony which took place at the Pavilions in Harrogate. This event honoured staff for their exceptional contributions throughout their careers at YAS and in the NHS.
- 5.2 Clare Granger, Deputy Lieutenant of North Yorkshire, presented the awards. We will be scheduling a visit for Clare to our Trust Headquarters in Wakefield soon.

## **6.0 VISITING OUR TEAMS**

- 6.1 Following the event at the Pavilions in Harrogate, I took the opportunity to visit Harrogate District Hospital Emergency Department and Harrogate Ambulance Station, accompanied by Steve Poulton, Advanced Paramedic, Clinical Leadership.
- 6.2 On 18 July I visited Rotherham Hospital Emergency Department and Rotherham Ambulance Station with our Director of People and Organisational Development.

## **7.0 ASSOCIATION OF AMBULANCE CHIEF EXECUTIVES (AACE)**

- 7.1 I attended the AACE Chairs meeting on 14 July and Peter Reading and I attended the AACW Council meeting on 15 July 2025. Two colleagues from NHSE attended the Chairs meeting to explain that they were leading work on 'Ambulance Data Set' with the objective of establishing a 'single version of the truth'. They emphasised the importance of getting the basics right and they wanted to do this with and for our colleagues.
- 7.2 At the Council meeting we were informed that each Ambulance Service would be having a Cultural Improvement Review meeting to provide assurance that we are addressing the findings from the National Ambulance Cultural Review (published in February 2024).
- 7.3 The Cultural Review identified six key recommendations to improve the culture in Ambulance Trusts:
1. Balance operational performance with people performance at all levels.
  2. Focus on leadership and management culture and develop the ambulance workforce.
  3. Improve the operational environment, line management and undergraduate training.
  4. Translate the Equality Diversity and Inclusion Improvement Plan into a bespoke plan for the sector.
  5. Target bullying and harassment, including sexual harassment and enable freedom to speak up.
  6. Prioritise, support and develop Human Resource and Organisational Development (HR&OD) functions.

## **8.0 RECOMMENDATION**

8.1 It is recommended that the Board note the Chair's Report.

## Appendix A

### Chair, Non-Executive Directors and Associate Non-Executive Directors objectives 2025-26

Martin Havenhand – Chair	
1	<b>Working in Partnership</b> System working - Ensure YAS adapts to the changing roles of our 3 ICBs and the enhanced performance role of NHS Region. Strategy – Ensure the board monitors the delivery of our 2025/26 business plan objectives which are aligned with our Strategy and the 3 ICBs revised strategies.
2	<b>Oversight of Performance, Quality and Finance</b> Performance – Achieve our national targets in respect of Cat 2 and ‘Hear and Treat’. Quality - Improve our Clinical Response to enhance patient outcomes through more efficient allocation of resources and tailored responses to clinical needs. (The changes are expected to improve response times for critical cases, optimise resource utilisation, and reduce unnecessary dispatches, ultimately supporting better patient care). Financial balance – Ensure that YAS delivers its balanced budget as good partners within the systems including improve productivity and efficiency.
3	<b>Good Governance and Board Ways of Working</b> Build on our good corporate governance by gaining assurance of improving and effective organisation governance throughout YAS. (This will be assessed through our ‘Well Led Review’ during 2025/26). Use Quality Improvement to address an area of health inequalities that YAS can directly improve. Encourage at least 55% of our workforce to complete the staff survey.

<b>Anne Cooper – Non-Executive Director and Deputy Chair</b> <i>Chair of Quality Committee</i> <i>Vice Chair of Finance and Performance Committee</i>	
1	To continue to chair Quality Committee and provide support to the new Chair of Committee who starts in role from December 2025.
2	To undertake the role of Vice-Chair of Finance and Performance Committee from the end July 2025.
3	Help to develop a Patient Contact Engagement Plan.

4	Continue to be the lead NED for the Women and Allies' Network.
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<b>Andrew Chang – Non-Executive Director</b> <i>Chair of Finance and Performance Committee</i> <i>Chair of Charitable Funds Committee</i>	
1	To chair Finance and Performance Committee.
2	To be the Board Champion for LGTB+ Network and to contribute to the onward development of YAS equality, diversity and inclusion culture through the facilitation of an external speaker to present at a YAS Leadership Group.

<b>Amanda Moat – Non-Executive Director</b> <i>Chair of Audit and Risk Committee</i> <i>Vice Chair of People Committee</i>	
1	To chair the Audit and Risk Committee from July 2025 and to focus on efficiency assurance.
2	To be the lead NED for Humber and North Yorkshire.
3	To champion the need for better data analysis to optimise performance.
4	To be the Board Champion for the Disability Network.

<b>Saghir Alam – Non-Executive Director</b> <i>Vice Chair of Quality Committee</i>	
1	Complete the NED Induction Programme and associated mandatory and statutory training.
2	Undertake at least three quality visits during the year.
3	Plan and complete a ride out on a double crewed ambulance.
4	To be the lead NED for South Yorkshire.
5	To help facilitate discussions with Rotherham Metropolitan Borough Council, Rotherham NHS Foundation Trust about how YAS can most effectively engage with the Rotherham Place Provider Collaborative.

**Tabitha Arulampalam – Non-Executive Director (from August 2025)***Chair of People Committee**Vice Chair of Audit and Risk Committee**Vice Chair of Charitable Funds Committee*

Complete the YAS Associate NED Induction Programme and associated mandatory and statutory Training.

To be the Lead NED for the West Yorkshire ICB and Partnership from December 2025.

Encourage quality improvement to address an area of health inequalities that YAS can directly improve.

To be the lead NED (Board Champion) for the Race Equality Network.

**Katie Lees – Associate Non-Executive Director**

1	Complete the YAS Associate NED Induction Programme and associated mandatory and statutory training.
2	Demonstrate clear evidence that shows development in areas including digital health, finance and data.
3	Read the 10-Year Plan to understand which aspects will directly impact on the ambulance sector and to seek assurance at Board, that the executive team are implementing changes in alignment with the Plan and are providing clear and concise information around this to Board.
4	To attend the Disability Network at some point during the year.

**Rebecca Randell – Associate Non-Executive Director**

1	Complete the YAS Associate NED Induction Programme and associated mandatory and statutory training.
2	Enhance personal contribution to Board decision making by championing the use of data and evidence to support strategic discussions.
3	To provide independent oversight of YAS research by taking on the role of Lead NED/Associate NED on the YAS Research Steering Group.
4	Ensure consideration of equality, diversity, and inclusion issues within YAS research.