

# Meeting of the Board of Directors (in Public) 25 September 2025

*Thu 25 September 2025, 09:30 - 12:45*

Trust Headquarters, Kirkstall, Fountains and Rosedale



**NHS**

**Yorkshire  
Ambulance Service**  
NHS Trust

## Meeting of the Board of Directors (in Public)

**Agenda and Meeting Papers**

**Thursday 25 September 2025**

Our Strategy 2024-29	
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	
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

<b>Voting Directors</b>	Martin Havenhand Anne Cooper Amanda Moat Saghir Alam Tabitha Arulampalam Melanie Hudson Peter Reading Kathryn Vause Dave Green	Chair Non-Executive Director (Deputy Chair) Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Executive Director of Finance Executive Director of Quality and Chief Paramedic
<b>Non-Voting Directors</b>	Marc Thomas Mandy Wilcock	Deputy Chief Executive Director of People and Organisational Development
<b>Contributing Directors</b>	Carol Weir Sam Robinson Adam Layland Rachel Gillott David O'Brien	Director of Strategy, Planning and Performance Chief Digital Information Officer Director of Partnerships and Operations (SY) Director of Partnerships and Operations (WY) Director of Corporate Services and Company Secretary
<b>In Attendance</b>	Katherine Lees Rebecca Randell Odette Colgrave Owen Hayward	Associate Non-Executive Director Associate Non-Executive Director Corporate Governance Manager Head of EPRR and Special Operations (item 12)
<b>Apologies:</b>	Nick Smith Andrew Chang Helen Edwards	Chief Operating Officer Non-Executive Director (Senior Independent Director) Associate Director of Communications and Community Engagement

## Agenda

09:30 - 09:31

1 min 1.

### Welcome and Apologies

Information

Martin Havenhand

Verbal

09:31 - 09:32

2.

1 min

## Declaration of Interests

Assurance

Martin Havenhand

Verbal

09:32 - 09:33

### 3.

1 min


## Minutes of Previous Meetings

### 3.1.

## Minutes of the meetings held in Public on 24 July 2025

Approve

Martin Havenhand

 Item 3.1 2025.07.25 Draft Minutes of BoD Public\_v0.3 MH.pdf (14 pages)

09:33 - 09:34

### 4.

1 min

## Matters Arising

Assurance

Martin Havenhand

Verbal

09:34 - 09:35

### 5.

1 min

## Action Log

Assurance

Martin Havenhand

Paper

 Item 5 Public Action Log \_2025.09.25.pdf (1 pages)

09:35 - 09:55

### 6.

20 min

## Patient Story

Information

Dave Green

The video is in relation to a patient who was asked to be admitted to the surgical ward at Leeds and an ambulance was dispatched to complete observations by a Student Paramedic.

The Board to note the contents of the presentation.

09:55 - 10:00

### 7.

5 min

## Chair's Report

Information

Martin Havenhand

Paper

The Board to note the Chair's report.

10:00 - 10:05

### 8.

5 min

## Chief Executive's Report

Information

Peter Reading

Paper

The Board to note the Chief Executive's report.

10:05 - 10:10

### 9.

5 min

## Finance and Performance Committee Chair's Report

*Assurance*                      *Kathryn Vause*

Paper

The Board is asked to note the contents of the report.

 Item 9 Finance and Performance Committee Chair's Report.pdf (3 pages)

**10:10 - 10:20**

10 min

## **10. Operational Assurance Report**

*Assurance*                      *Peter Reading*

Paper

The Board to note the contents of the report.

 Item 10 Operational Assurance Report.pdf (6 pages)


**10:20 - 10:35**


15 min


## **11. Seasonal (Winter) Plan**


*Approval*                      *Marc Thomas*

Paper

 Item 11 Winter Strategic Approach 25-26 and Winter Tactical Plan.pdf (4 pages)

 Item 11i Appendix A Winter Strategic Approach 25-26 v 1.2.pdf (24 pages)

 Item 11ii Appendix B Winter Tactical Plan v0.5.pdf (33 pages)

 Item 11iii Appendix C Board Assurance- NHS Ambulance Trusts Winter Plans 25-26 Draft.pdf (7 pages)

### **11.1. Winter Strategic Approach**

### **11.2. Winter Tactical Plan**

### **11.3. Board Assurance Statement**

**10:35 - 10:45**

10 min

## **12. EPRR Core Standards Annual Report**

*Assurance*                      *Owen Hayward*

Paper

 Item 12 Annual EPRR Report 2025.pdf (11 pages)

**10:45 - 11:00**

15 min

## **13. Finance Report (Month 5)**

*Assurance*                      *Kathryn Vause*

Paper

 Item 13 Financial Performance Board Report Mth 5 - BOARD formatted.pdf (6 pages)

**11:00 - 11:15**

15 min

## **14. BREAK**

**11:15 - 11:20**

## **15.**

5 min

## Quality Committee Chair's Report

*Assurance*

*Anne Cooper*

The Board to note the contents of the report.

 Item 15 Quality Committee Chair's Report.pdf (2 pages)

11:20 - 11:25

5 min

## 16. Quality and Clinical Highlight Report

*Assurance*

*Dave Green*

The Board to note the contents of the report.

 Item 16 Quality and Clinical Highlight Report v1.0.pdf (4 pages)

11:25 - 11:35

10 min

## 17. Infection Prevention and Control Annual Report

*Assurance*

*Dave Green*

Paper

 Item 17 Infection Prevention and Control Annual Report 2024-25 v1.0.pdf (13 pages)

 Item 17ii Infection Prevention and Control Annual Report - APP2 IPC Audit Report.pdf (15 pages)

11:35 - 11:40

5 min

## 18. People Committee Chair's Report

*Assurance*

*Tabitha Arulampalam*

Paper

The Board to note the contents of the report.

 Item 18 People Committee Chair's Report 1.pdf (3 pages)

11:40 - 11:50

10 min

## 19. People and Organisational Development Highlight Report

*Assurance*

*Amanda Wilcock*

Paper

The Board to note the contents of the report.

 Item 19 People and Organisational Development Highlight Report.pdf (6 pages)

11:50 - 12:05

15 min

## 20. Workforce Diversity Report


*Assurance*

*Amanda Wilcock*

Paper

 Item 20 Workforce Diversity Profile Report 2025 21.08.25.pdf (6 pages)

 Item 20i Appendix 1 - Workforce Diversity Profile Report 2025.pdf (33 pages)

 Item 20ii Workforce Diversity profile infographic.pdf (3 pages)

12:05 - 12:15

10 min

## 21. YAS Charity Update Report

*Assurance*

*Kathryn Vause*

Paper

12:15 - 12:20  
5 min

## **22. Audit and Risk Committee Chair's Report**

*Assurance*                      *Amanda Moat*

Paper

 Item 22 Audit and Risk Committee Chair's Report.pdf (3 pages)

12:20 - 12:30  
10 min

## **23. Board Governance Report**

*Information*                      *David OBrien*

 Item 23 Board Governance Report.pdf (3 pages)

12:30 - 12:40  
10 min

## **24. Provider Trust Capability Assessment**

*Assurance*                      *David O'Brien*

Paper

 Item 24 Provider Trust Capability.pdf (10 pages)

12:40 - 12:45  
5 min

## **25. Any Other Business**

*Information*                      *Martin Havenhand*

Verbal

12:45 - 12:45  
0 min

## **26. Risks**

*Assurance/Information*                      *Martin Havenhand*

*Any risks raised during the meeting that require consideration of adding to Risk Registers/Board Assurance Framework*

12:45 - 12:45  
0 min

## **27. Supporting Information**

**27.1.  
Corporate Risk Register (General)**

**27.2.  
Corporate Risk Register (Operations)**

**27.3.  
Integrated Performance Report (IPR)**

**27.3.1.**

12:45 - 12:45  
0 min

## **28. Date of next Board Meetings to be held in Public**

- **27 November 2025**
- **29 January 2026**

Please note: if you are unable to attend any of the above noted meetings, you must inform the Chair and the Corporate Governance Team (via email) as soon as reasonably possible.