



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 Chair since the last report presented to the Board in Public on 25 September 2025.
Executive Summary	
The paper gives a summary of the following key items: • Anne Cooper, Deputy Chair, Non-Executive Director and Chair of Quality Committee • Visit from The Rotherham and Barnsley Hospitals NHS Foundation Trusts 30 September 2025 • Yorkshire and Humber Trust Chairs' Meeting 8 October 2025 • YAS STARS Awards 10 October 2025 • Restart a Heart Day 16 October 2025 • YAS Cultural Improvement 16 October 2025 • Senior Leadership Community Event 22 October 2025 • Flu Vaccine Campaign 30 October 2025 • Northern Ambulance Alliance Board 3 November 2025 • Critical Friends Network 4 November 2025 • Remembrance Day Ceremony 11 November 2025 • Visit to Hull 11 November 2025 • Mid-Year Reviews • Chair of NHSE meeting with Trust Chairs 11 November 2025 • West Yorkshire Partnership Board 18 November 2025 • Visit to YAS Academy 21 November 2025 • NED and ANED Activity	
Recommendation(s)	Note the update from the Chair's Report

Link to Board Assurance Framework Risks (board and level 2 committees only)	1. Deliver a timely response to patients. 6. Develop and sustain an open and positive workplace culture. 9. Develop and sustain improvements in leadership and staff training and development.
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Chair's Report

1.0 SUMMARY

- 1.1 This report provides an update of the Chair's and Non-Executive Directors (NED) activities since the last report presented to the Board of Directors in Public on 25 September 2025. This is the first time we have included the activities of NED and Associate Non-Executive Director (ANED) colleagues.

2.0 Anne Cooper, Deputy Chair, Non-Executive Director and Chair of Quality Committee

- 2.1 Anne will end her term of office as a Non-Executive Director at the end of November. She has been an outstanding member of our Trust Board since December 2018, following a highly successful career spanning 35 years in the NHS.

3.0 Visit from The Rotherham and Barnsley Hospitals NHS Foundation Trusts 30 September 2025

- 3.1 Dr. Mike Richmond, and Dr. Richard Jenkins the Joint Chair and Joint Chief Executive of Rotherham NHS Foundation Trust and Barnsley Hospital FT visited Yorkshire Ambulance Service (YAS). They toured our Emergency Operations Centre and Integrated Urgent Care control rooms, spoke with staff. Afterwards Peter Reading and I met them and discussed opportunities for improved working between our organisations and in particular about YAS engaging with Rotherham's pilot neighbourhood health initiative.

4.0 Yorkshire and Humber Trust Chairs' Meeting 8 October 2025

- 4.1 I have taken on the chair role of Yorkshire and Humber Trust Chairs' Meetings, following the retirement of Dame Linda Pollard.
- 4.2 Daniel Elkeles, Chief Executive, NHS Providers and Fiona Edwards, Regional Director, NHS England presented overviews/updates of current issues they are dealing with.
- 4.3 Zoe Birch, Head of Organisational Development and Talent at NHSE North East and Yorkshire provided an update of the national Aspiring Chief Executive Programme.
- 4.4 Dame Linda Pollard, Chair, and Alex Rothwell, Chief Executive, NHS Counter Fraud Authority joined the group to highlight the increasing importance of counter fraud work within the NHS.

5.0 YAS STARS Awards 10 October 2025

- 5.1 I had the pleasure of attending our annual STARS Awards, recognising staff and volunteers who had gone above and beyond in their roles in providing service to our patients during the past year.
- 5.2 Following discussions with staff and volunteers at the event, I have scheduled several visits to our departments and out in the community.

6.0 Restart a Heart Day 16 October 2025

- 6.1 I joined YAS colleagues and volunteers at Meadowhead School Academy Trust in Sheffield who were providing cardiopulmonary resuscitation (CPR) training to students.
- 6.2 This initiative is now in its twelfth year of bringing this vital training directly to Yorkshire secondary schools and this year over 40,000 young people were trained during the day.
- 6.3 As a follow up, I met with the organiser of the Restart a Heart programme, Jason Carlyon, Community Engagement Manager to discuss the success of this project and his thoughts for the future.

7.0 YAS Cultural Improvement 16 October 2025

- 7.1 Peter Reading and I met the Managing Director, Association of Ambulance Chief Executives (AACE) and the Chief Executive of the College of Paramedicine to review how we are progressing in the delivery of our cultural change programme in response to the national FTSU report.

8.0 Senior Leadership Community Event 22 October 2025

- 8.1 I joined senior leaders in YAS at Wakefield Trinity Stadium, Wakefield and was impressed by the approach we are taking in respect of 'Making Data Count'.
- 8.2 I was delighted to see Shamaila Nizami, Deputy Chair, Race Equality Network and Humera Mushtaq, Chair, Race Equality Network presenting to senior leaders a session on 'cultural awareness' which the board had received at a meeting earlier in the year. The board is particularly keen to see how this training will be further rolled out across the Trust.

9.0 Flu Vaccine Campaign 30 October 2025

- 9.1 I joined Health and Wellbeing colleagues on our Wellbeing vehicle at the Royal Hallamshire Hospital, Sheffield to promote our flu vaccination campaign.

10.0 Northern Ambulance Alliance Board 3 November 2025

- 10.1 I chaired the Northern Ambulance Alliance Board meeting with Chairs and Chief Executives from Yorkshire, East Midlands, North East, North West, and West Midlands Ambulance Services. The group will focus on a few priority activities, aiming to maximise value by sharing where appropriate, experience and resources.

11.0 Critical Friends Network 4 November 2025

- 11.1 I attended our Critical Friends Network. The group includes patients and members of the public who are consulted and engaged in the development and improvement of the care and services we provide. The agenda focused

on Patient Transport Service (PTS), Eligibility, a Patient Experience Survey, a Mental Health Patient Information leaflet, our Digital Enabling Plan, Artificial Intelligence Triaging, and a research study undertaken by the Welsh Ambulance Service on ambulance medicines and digitised patient advice.

12.0 Remembrance Day Ceremony 11 November 2025

- 12.1 Our Armed Forces Network hosted an event at Trust Headquarters in Wakefield. I was honoured to be asked to lay a wreath on behalf of the Board and Executive Team at the Memorial Garden.

13.0 Visit to Hull 11 November 2025

- 13.1 I met Davy Bradshaw, Deputy Head of Operations, North and East and his colleagues on a visit to the new site of Hull Ambulance Station which is very impressive.

14.0 Mid-Year Reviews

- 14.1 During November I am meeting with my NED and ANED colleagues conducting mid-year reviews.

15.0 Chair of NHSE meeting with Trust Chairs 11 November 2025

- 15.1 Penny Dash the Chair of NHSE emphasised the importance of NHS Trusts being prepared for winter.
- 15.2 The advert for the appointment of NHSE Regional Chairs will be out in the next few weeks.

16.0 West Yorkshire Partnership Board 18 November 2025

- 16.1 I attended the West Yorkshire Partnership Board, an in-person event held at Leeds Council Chamber.

17.0 Visit to YAS Academy 21 November 2025

- 17.1 I, Tabitha Arulampalam, Melanie Hudson, Rebecca Randell, Katie Lees and Mandy Wilcock visited the YAS academy, Doncaster site. We had an opportunity to meet with our Associate Director, Head of the Academy and colleagues who gave us a super presentation and showed us different aspects of their work and we met colleagues providing training and receiving training.
- 17.2 We then visited Doncaster Ambulance Station for a Quality Visit.

18.0 NED and ANED Activity

- 18.1 Anne Cooper
During October I spent time in South Yorkshire with the Director of Partnership and Operations. I observed clinical practices and spoke to staff who are responsible for caring for patients directly. I was impressed by their level of professionalism and commitment to the public and the service. I spoke to staff who are on the apprentice route to be a paramedic, and they were positive about the programme and were enjoying their development path,

aiming to be full-fledged clinicians. I witnessed first-hand the importance of a timely response to patients and the need for a focus on getting to patients and transferring them to specialist facilities quickly, to improve outcomes. I experienced a positive culture in the stations we visited.

18.2 Amanda Moat

I had a fantastic morning working with different teams at the Senior Leadership Community event at Wakefield Trinity. It included a refreshing look at data analysis, and I was pleased to see positive engagement and commitment to accessing tools and training to make service improvements.

Continuing the data theme, I've had a couple of informal 1-1 meetings with key staff responsible for driving improvements through data and QI, provoking thought on how data can be worked differently to support delivery on clinical and health inequality agendas more effectively. I also attended the Quality Improvement Webinar 'Enhancing Patient Care'.

I am involved with the YAS Mental Health and Learning Disability Steering Group and the wider Yorkshire Partnership Learning Disability and Autism challenge group. This month new links were forged between our Paramedic team and several partners across the West Yorkshire region after being contacted through this forum regarding an exceptionally complex admission case.

18.3 Melanie Hudson

I have been welcomed by everyone. I have met with most of the senior team as part of my induction and have been busy working my way through the online mandatory training and the Trust's formal induction. The timing of the recent strategy day was useful to get to know people a bit more.

18.4 Rebecca Randall

Through my attendance at the American Medical Informatics Association Annual Symposium, I have expanded my knowledge of innovations in health technologies, e.g., benefits and risks of ambient voice technology for recording patient notes (now being used by London Ambulance Service), and methods, e.g., considerations for enhancing health and health service equity through digital health. This supports my ability to bring current digital health insights into Board discussions.

18.5 Saghir Alam

Since the last board meeting I have undertaken an introductory Finance meeting with Kathryn Vause, Executive Director of Finance, attended the Audit and Risk Committee meeting and met with Andrew Chang, our Senior Independent Director.

18.6 Andrew Chang

I accompanied Adam Layland, Director of Partnerships and Operations – South Yorkshire, I visited Callflex, Wath Ambulance Station, Hoyland Ambulance Station, Embrace, Yorkshire and Humber Infant and Children's Transport Service (part of Sheffield Children's Hospital Service).

I had the opportunity to speak to staff at Callflex about an issue with non-YAS staff parking at Callflex, and I also accompanied and observed Adam on a CAT2 Rapid Response Vehicle (RRV).

19.0 Recommendation

19.1 It is recommended that the Board note the report.