



Report Title	Board Governance Report	
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Accountable Director	David O’Brien, Director of Corporate Services and Company Secretary	
Previous committees/groups	Proposed changes to board and committee membership following from the implementation of decisions relating to the formal Consultation on Streamlining Senior Leadership made by the Remuneration and Nominations Committee on 19 September 2025. A proposed change to the Trust’s Standing Financial Instructions was considered by the Audit and Risk Committee on 11 November.	
Recommended action(s)	Information. Approval	
Purpose of the paper	This report provides an update on issues and developments relating to Board governance.	
Executive Summary		
This report presents updates and development regarding Board governance, as follows: 1. Changes to board membership 2. Changes to assurance committee membership 3. Changes to Trust Executive Group membership 4. An update on an NHSE-led Board Development Programme 5. A change to the Trust’s Standing Financial Instructions The paper includes a link to NHS Provider’s 2025 report on the state of the provider sector.		
Recommendation(s)	1. The Board notes the developments in Board governance as outlined in this report. 2. The Board approves (a) the board membership as set out in 2.1 and Appendix A (b) the changes to committee membership as set out in 2.2 (c) the TEG membership as set out in 2.3 and Appendix B (d) the change to the Standing Financial Instructions as set out in 2.5	
Link to Board Assurance Framework Risks (board and level 2 committees only)		All BAF strategic risks

Board of Directors (in Public)
27 November 2025
Board Governance Report

1. INTRODUCTION

- 1.1 This report provides an update on developments relating to Board governance.

2. BOARD GOVERNANCE UPDATES

2.1 Board Membership

- 2.1.1 Implementation of the Trust's Streamlining Senior Leadership proposals will result in an update to the membership of the Trust Board. Appendix A shows the updated board membership effective from 01 December 2025.

- 2.1.2 As a non-Foundation Trust, the Yorkshire Ambulance Service board can have no more than five voting Executive positions. As a result of the streamlining leadership proposals, and with effect from 01 December, the five voting Executive board positions are as follows:

- Chief Executive
- Deputy Chief Executive & Chief Operating Officer
- Executive Director of Finance
- Executive Director of Quality & Chief Paramedic
- Medical Director

- 2.1.3 Note that the updated board membership applies to all types of board meeting (public, private, corporate trustee): all board members will attend all board meetings.

2.2 Assurance Committee Membership

- 2.2.1 Implementation of the Streamlining Senior Leadership proposals will result in an update to the membership of some board assurance committees.

- 2.2.2 As Deputy Chief Executive & Chief Operating Officer, Marc Thomas will become a full member of:

- People Committee
- Finance and Performance Committee.

- 2.2.3 These changes will take place from 01 December 2025 and will apply for the remainder of 2025/26.

2.3 Trust Executive Group Membership

2.3.1 Implementation of the Streamlining Senior Leadership proposals will result in an update to the membership of the Trust Executive Group (TEG), effective from 01 December 2025.

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2.3.2 In addition to the change regarding the new role of Deputy Chief Executive & Chief Operating Officer, the changes are:

- Removal of the three Director of Partnerships and Operations roles
- Removal of the Deputy Director of Quality and Nursing role

2.3.3 Appendix B sets out the updated TEG membership

2.4 NHS England Board Development Programme

2.4.1 Earlier this year NHS England invited trusts to submit an expression of interest regarding participation in cohort one of a proposed new board development programme introduced under the banner of NHS IMPACT (**Improving Patient Care Together**).

2.4.2 The stated aim of this programme was to equip boards to develop innovative and efficient ways of working, to lead for improvement across their organisation, and to use data and analytics effectively. The content of this proposed programme aligns with the Trust's existing priorities for board development, and so the Trust submitted an expression of interest regarding participation in cohort one.

2.4.3 NHS England has since announced that implementation of this programme is now paused, at least for the remainder of this financial year. The Trust will develop an alternative approach to Board development.

2.5 Proposed Change to Trust Standing Financial Instructions

2.5.1 In April 2024 the board approved a change to the Trust's Standing Financial Instructions (SFIs) regarding the operation of the scheme of financial delegation. The change meant that when staff are on leave, they should delegate their financial approvals 'upwards' to a role (or roles) above them in the scheme of financial delegation, rather than 'downwards' to a role (or roles) below them. The sole exception to this requirement is the Chief Executive, for whom there is no role to which to delegate upwards. This change was introduced in response to an internal audit recommendation.

2.5.2 A recent review of the operation of the SFIs, reported to the Audit and Risk Committee, identified that this change has not worked well for the Executive Director of Finance role. It is proposed to amend the SFIs to allow the Executive Director of Finance role to delegate downwards, but only to the Deputy Director of Finance role. Internal audit have been consulted about this change and are content with it.

- 2.5.3 The Trust's Standing Orders require that proposed changes to the SFIs are reviewed by the Audit and Risk Committee prior to approval by the board. This proposed change was considered by the Audit and Risk Committee at its meeting held on 11 November 2025. The committee is content with the proposed change and has recommended that the Board approves it.

2.6 NHS Providers: State of the Provider Sector 2025

- 2.6.1 NHS Providers has issued its 2025 report on the state of the provider sector. This can be accessed via the following link.

[State of the Provider Sector 2025](#)

3. FINANCIAL IMPLICATIONS

- 3.1 This report has no direct financial implications.

4. RISK

- 4.1 Failure to develop and maintain effective Board governance arrangements for the Trust would present risks relating to strategic leadership capacity and capability, compliance with regulatory frameworks and codes (CQC Well-Led Framework, NHS Code of Governance, NHS Provider License), and reputation.

5. RECOMMENDATIONS

- 5.1 The Board notes the developments in Board governance as outlined in this report.
- 5.2 The Board approves:
- (a) the board membership as set out in 2.1 and Appendix A
 - (b) the changes to committee membership as set out in 2.2
 - (c) the TEG membership as set out 2.3 and Appendix B
 - (d) the change to the Standing Financial Instructions as set out in 2.5

APPENDICES

Appendix A: Board membership effective from 01 December 2025

Appendix B: TEG membership effective from 01 December 2025

David O'Brien
Director of Corporate Services and Company Secretary

November 2025

APPENDIX A: Trust Board Membership (effective from 01 December 2025)

Status	Role	Name
Voting Directors (Non-Executive)	Non-Executive Director, Chair	Martin Havenhand
	Non-Executive Director, Deputy Chair	Amanda Moat
	Non-Executive Director, Senior Independent Director	Andrew Chang
	Non-Executive Director	Tabitha Arulampalam
	Non-Executive Director	Saghir Alam
	Non-Executive Director	Melanie Hudson
	Non-Executive Director	Rebecca Malby
Voting Directors (Executive)	Chief Executive	Peter Reading
	Deputy Chief Executive & Chief Operating Officer	Marc Thomas
	Executive Director of Finance	Kathryn Vause
	Executive Director of Quality & Chief Paramedic	Dave Green
	Medical Director	Shona McCallum
Non-Voting Directors	Director of People and Organisational Development	Amanda Wilcock
	Director of Strategy, Planning and Performance	Carol Weir
	Chief Digital Information Officer	Samantha Robinson
	Director of Corporate Services & Company Secretary	David O'Brien
Associate Directors (non-voting)	Associate Non-Executive Director	Katie Lees
	Associate Non-Executive Director	Rebecca Randell
	Associate Director, Corporate Communications and Engagement	Helen Edwards

APPENDIX B: Trust Executive Group Membership (effective from 01 December 2025)

- Chief Executive
- Deputy Chief Executive & Chief Operating Officer
- Executive Director of Quality & Chief Paramedic
- Executive Director of Finance
- Medical Director
- Director of People and Organisational Development
- Director of Strategy, Planning and Performance
- Director of Corporate Services & Company Secretary
- Chief Digital Information Officer
- Director of Fleet and Estates
- Associate Director of Communications and Community Engagement