

Meeting of the Board of Directors (in Public) 29 January 2026

Thu 29 January 2026, 09:00 - 11:15

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 29 January 2026

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
------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

AGENDA

Voting Directors	Martin Havenhand Amanda Moat Andrew Chang Saghir Alam Tabitha Arulampalam Melanie Hudson Becky Malby Peter Reading Kathryn Vause Dave Green Marc Thomas Shona McCallum	Chair Non-Executive Director (Deputy Chair) Non-Executive Director (Senior Independent Director) Non-Executive Director Non-Executive Director 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 Deputy Chief Executive and Chief Operating Officer Executive Medical Director
Non-Voting Directors	Mandy Wilcock	Director of People and Organisational Development
Contributing Directors	David O'Brien Carol Weir Sam Robinson	Director of Corporate Services and Company Secretary Director of Strategy, Planning and Performance Chief Digital Information Officer
In Attendance	Katherine Lees Sam Bentley Kirsty Holt Andrew Johnson Odette Colgrave	Associate Non-Executive Director FTSU Guardian (item 19) FTSU Guardian (item 19) Senior Internal Communications Manager Corporate Governance Manager
Apologies:	Helen Edwards Rebecca Randell	Associate Director of Communications and Community Engagement Associate Non-Executive Director

Agenda

09:00 - 09:01 1. Welcome and Apologies

1 min

Information *Martin Havenhand*
Verbal

09:01 - 09:02 2. Declaration of Interests

1 min

Assurance *Martin Havenhand*
Verbal

09:02 - 09:03 3. Minutes of Previous Meetings - 27 November 2025

1 min

Approve *Martin Havenhand*
Paper
📄 2025.11.27 Draft Minutes of BoD Public v0.3 MH Review.pdf (14 pages)

09:03 - 09:05 4. Matters Arising

2 min

Assurance *Martin Havenhand*
Verbal

09:05 - 09:10 5. Action Log

5 min

Assurance *Martin Havenhand*
Paper
📄 Public Action Log 29.01.2026 v2.0.pdf (1 pages)

09:10 - 09:25 6. Patient Story

15 min

Information *Dave Green*
Patient experience of the Trust's role in bereavement support and registration of death.
Resolution: The Board to note the contents of the presentation.

09:25 - 09:30 7. Chair's Report

5 min

Information *Martin Havenhand*
Paper

Resolution: The Board to note the Chair's report.

📄 Chair's Report .pdf (4 pages)

09:30 - 09:35 8. Chief Executive's Report

5 min

Information *Peter Reading*
Paper
Resolution: The Board to note the Chief Executive's report.
📄 Chief Executive's Report JANUARY 2026.pdf (6 pages)

- 📄 Chief Executive's Report Appendix A Staff Notice Assistance Dogs on Emergency Ambulances.pdf (2 pages)
- 📄 Chief Executive's Report Appendix B flow chart transporting assistance dogs in 999.pdf (2 pages)

09:35 - 09:45 9. Business Plan 2025/26 – Q3 Performance and Assurance Report

10 min

Assurance *Marc Thomas*

Paper

Resolution: It is recommended that Trust Board:

- Notes the progress and position at Q3 on delivery of the Trust business plan priorities for 2025/26.
- Supports the planned activity for Q4 including where additional focus is required, as noted in the paper.
- Considers and supports the recommended next steps.

- 📄 2025-26 Business Plan Delivery Report Q3.pdf (21 pages)

09:45 - 09:55 10. Corporate Risk and Board Assurance Framework

10 min

10.1. Corporate Risk Report

Assurance *David O'Brien*

Paper

Resolution:

The Board:

1. Notes the current position regarding corporate risks.
2. Identifies any risks about which further information or assurance
is required

- 📄 Corporate Risk Report Quarterly Report.pdf (23 pages)

10.2. Board Assurance Framework Report

Assurance *David O'Brien*

Paper

Resolution: The Board is asked to:

1. Note the position regarding BAF strategic risks at the end of 2025/26 Q3 and transition into Q4.
2. Identify any areas that require further information or additional assurance

- 📄 Board Assurance Framework.pdf (24 pages)

09:55 - 10:00 11. Finance and Performance Committee Chair's Report

5 min

Assurance *Andrew Chang*

Paper

Resolution: The Board to note the contents of the report.

- 📄 Finance and Performance Committee Chair's Report.pdf (3 pages)

10:00 - 10:05 12. Financial Performance Report M9

5 min

Assurance *Kathryn Vause*

Paper

Resolution: The Trust Board to note:

- the Trust's financial performance to 31 December 2025.
- all associated risks.

 Financial Performance Report M9.pdf (6 pages)

10:05 - 10:15 13. Operational Performance Report

10 min

Assurance *Marc Thomas*

Paper

Resolution: The Board to note the contents of the report.

 Operational Performance Report.pdf (11 pages)

10:15 - 10:20 14. Quality Committee Chair's Report

5 min

Assurance *Becky Malby*

Resolution: The Board to note the contents of the report.

 Quality Committee Chair's Report.pdf (5 pages)

10:20 - 10:25 15. Quality and Clinical Highlight Report

5 min

Assurance *Dave Green / Shona McCallum*

Resolution: The Board to note the contents of the report.

 Quality & Clinical Highlight Report.pdf (3 pages)

10:25 - 10:30 16. Quality Account – Priorities for Improvement 2026-27

5 min

Approval *Dave Green*

Paper

Resolution: The Trust Board discuss and approve the outline Priorities for Improvement for the 2026/27 Quality Account.

 Quality Account - Priorities for Improvement 2026-27.pdf (7 pages)

10:30 - 10:35 17. People Committee Chair's Report

5 min

Assurance *Tabitha Arulampalam*

Paper

Resolution: The Board to note the contents of the report.

 People Committee Chairs Report BoD.pdf (5 pages)

10:35 - 10:40 18. People and Organisational Development Highlight Report

5 min

Assurance *Mandy Wilcock*

Paper

Resolution: The Board to note the contents of the report.

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

10:40 - 10:55 19. Freedom To Speak Up Report

15 min

Assurance *Sam Bentley / Kirsty Holt*

Paper

Freedom To Speak Up Report.pdf (6 pages)

10:55 - 11:00 20. Audit and Risk Committee Chair's Report

5 min

Assurance *Amanda Moat*

Resolution: The Board to note the contents of the report.

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

11:00 - 11:10 21. Board Governance Report

10 min

Information *David O'Brien*

Paper

Resolution:

The Board:

1. Approves the appointment of Melanie Hudson as the NED lead for safeguarding.
2. Notes the arrangements for the forthcoming Well-Led developmental review

Board Governance Report.pdf (4 pages)

11:10 - 11:15 22. Any Other Business

5 min

Information *Martin Havenhand*

Verbal

11:15 - 11:15 23. Risks

0 min

Assurance/Information *Martin Havenhand*

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

11:15 - 11:15 24. Supporting Information

0 min

24.1. Corporate Risk Register (General)

Corporate Risk Register - January 2026.pdf (3 pages)

24.2. Corporate Risk Register (Operations)

Operations CRR - January 2026.pdf (3 pages)

24.3. Integrated Performance Report (IPR)

IPR Final Dec25 - Printed.pdf (22 pages)

11:15 - 11:15 25. Date of next Board Meetings to be held in Public

0 min

- 26 March 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.