

# Meeting of the Board of Directors (in Public) 26 March 2026

Thu 26 March 2026, 09:30 - 14:30

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 26 March 2026

## 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

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

## Agenda

### 09:30 - 09:31 **1. Welcome and Apologies**

1 min

*Information*      *Martin Havenhand*

Verbal

### 09:31 - 09:32 **2. Declaration of Interests**

1 min

*Assurance*      *Martin Havenhand*

Verbal

### 09:32 - 09:33 **3. Minutes of Previous Meetings - 29 January 2026**

1 min

*Approve*      *Martin Havenhand*

Paper

#### 09:33 - 09:35 **4. Matters Arising**

2 min

Assurance          *Martin Havenhand*

Verbal

#### 09:35 - 09:40 **5. Action Log**

5 min

Assurance          *Martin Havenhand*

Paper

**There are no outstanding actions**

#### 09:40 - 09:55 **6. Patient Story**

15 min

Information          *Dave Green*

*The story is in relation to a male patient who experienced a traumatic amputation at work. The story hears from the patient, crew members who attended him and staff from Yorkshire Air Ambulance. The story demonstrates how crews and YAA worked together to care for a critically injured patient.*

**Resolution:** The Board to note the contents of the presentation.

#### 09:55 - 10:00 **7. Chair's Report**

5 min

Information          *Martin Havenhand*

Paper

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

📄 Chair's Report.pdf (7 pages)

#### 10:00 - 10:05 **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 MARCH 2026 V4.pdf (6 pages)

#### 10:05 - 10:10 **9. Finance and Performance Committee Chair's Report**

5 min

Assurance          *Saghir Alam (Deputy Chair)*

Paper

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

📄 Finance and Performance Committee Chair's Report v2.0.pdf (7 pages)

#### 10:10 - 10:20 **10. Financial Performance Report Month 11**

10 min

Assurance          *Kathryn Vause*

Paper

**Resolution:** It is recommended that the Trust Board note: -

- The Trust's financial performance to 28 February 2026.
- All associated risks.
- Directorate name changes following senior management review.

**10:20 - 10:40 11. Yorkshire Ambulance Service Green Plan 2025/26 – 2027/28**

20 min

*Approval Kathryn Vause*

Paper

**Resolution:** The Trust Board are asked to approve the Green Plan, supporting management and governance mechanisms.

Trust Green Plan BoD Version.pdf (1 pages)

YAS Green Plan 2025-2028 Final 6.pdf (36 pages)

**10:40 - 10:50 12. Operational Performance Report**

10 min

*Assurance Marc Thomas*

Paper

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

Operational Performance Report March.pdf (9 pages)

**10:50 - 10:55 13. Quality Committee Chair's Report February and March 2026**

5 min

*Assurance Becky Malby*

**Resolution:** The Board to note the contents of the reports.

Quality Committee Chairs Report - Feb 26.pdf (3 pages)

Quality Committee Chairs Report - March 26.pdf (3 pages)

**10:55 - 11:05 14. Quality and Clinical Highlight Report**

10 min

*Assurance Dave Green*

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

Clinical and Quality Highlight Report.pdf (3 pages)

**11:05 - 11:20 15. BREAK**

15 min

**11:20 - 11:25 16. 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.pdf (2 pages)

**11:25 - 11:30 17. 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 (March 2026).pdf (7 pages)

**11:30 - 12:15 18. National Staff Survey Update: YAS Voice**

45 min

*Assurance Mandy Wilcock*

Presentation

**Resolution:** The Trust Board is asked to note the outcomes of the National Staff Survey and be assured regarding the areas of focus for further development.

- 📄 National Staff Survey Results.pdf (1 pages)
- 📄 National Staff Survey Results.pdf (21 pages)

## 12:15 - 13:00 19. LUNCH

45 min

## 13:00 - 13:20 20. Health and Wellbeing Plan 2025/26 Closing Report

20 min

*Assurance Mandy Wilcock*

Paper

**Resolution:** The Trust Board is asked to note the contents of the report, recognising the sustained and positive progress made against the planned priorities.

- 📄 Health and Wellbeing Plan 2025 2026 Closing Report.pdf (7 pages)
- 📄 Appendix A Health and Wellbeing Plan 2025 2026 Closing Report.pdf (1 pages)

### 20.1. Proposed Health and Wellbeing Plan 2026/27

*Approval Mandy Wilcock*

Paper

**Resolution:** The Trust Board is asked to:

- Approve the proposed 2026/27 Trust Health and Wellbeing Plan.

## 13:20 - 13:35 21. Equality, Diversity and Inclusion (EDI) Action Plan 2024/27 Progress Update (Year 2)

15 min

*Assurance Mandy Wilcock*

Paper

**Resolution:** The Trust Board is asked to:

- Note the progress made against the 2025/26 Equality, Diversity and Inclusion Action Plan objectives.
- Endorse the proposed 2026/27 objectives.

- 📄 Equality Diversity Inclusion Action Plan 2024-27 Progress Update (Year 2).pdf (7 pages)

## 13:35 - 13:40 22. Nursing and Midwifery Job Review and Audit

5 min

*Assurance Mandy Wilcock*

Paper

**Resolution:** The Trust Board are asked to note the contents of the paper.

- 📄 Nursing and Midwifery – National Job Evaluation Review and Audit.pdf (4 pages)

## 13:40 - 13:50 23. Board Governance Report

10 min

*Information David O'Brien*

Paper

**Resolution:** The Board:

1. Notes the recruitment process for a Non-Executive Director.
2. Approves the committees' Terms of Reference for 2026/27.

- 📄 Board Governance Report.pdf (3 pages)

- 📄 Appendix 1 - Quality Committee Terms of Reference 2026-27.pdf (16 pages)
- 📄 Appendix 2 - People Committee Terms of Reference 2026-27.pdf (16 pages)
- 📄 Appendix 3 - Finance and Performance Committee Terms of Reference 2026-27.pdf (16 pages)
- 📄 Appendix 4 - Remuneration and Nominations Committee Terms of Reference 2026-27.pdf (13 pages)

**13:50 - 13:55** **24. Any Other Business**

5 min

*Information* *Martin Havenhand*

Verbal

**13:55 - 13:55** **25. Risks**

0 min

*Assurance/Information* *Martin Havenhand*

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

**13:55 - 13:55** **26. Supporting Information**

0 min

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

📄 Corporate Risk Register - Non-Operations -BoD260326.pdf (3 pages)

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

📄 Corporate Risk Register - Operations -BoD260326.pdf (3 pages)

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

📄 IPR Final Feb26 - Printed.pdf (22 pages)

**13:55 - 13:55** **27. Date of next Board Meetings to be held in Public**

0 min

- **21 May 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.