

# Meeting of the Board of Directors (in Public) 21 May 2026

*Thu 21 May 2026, 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 21 May 2026

## Our Strategy 2024-29

<b>Our Purpose</b>	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
<b>Our Vision</b>	Great Care Great People Great Partner
<b>Our Values</b>	Kindness Respect Teamwork Improvement
<b>YAS Together</b>	Care Lead Grow Excel Everyone
<b>Our Bold Ambitions</b>	
<b>Our Patients</b>	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
<b>Our People</b>	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
<b>Our Partners</b>	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
<b>Our Planet and Pounds</b>	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 Amanda Moat Andrew Chang Saghir Alam Melanie Hudson 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 Executive Director of Finance Executive Director of Quality and Chief Paramedic Deputy Chief Executive and Chief Operating Officer Executive Medical Director
<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  Sam Bentley Kirsty Holt Emily Cole Odette Colgrave	Associate Non-Executive Director Associate Non-Executive Director Associate Director of Communications and Community Engagement  FTSU Guardian (item 21) FTSU Guardian (item 21) Corporate Governance Officer (Observing) Corporate Governance Manager
<b>Apologies:</b>	Peter Reading Becky Malby Tabitha Arulampalam  Carol Weir	Chief Executive Non-Executive Director Non-Executive Director  Director of Strategy, Planning and Performance

## 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 - 26 March 2026**

1 min

*Approve* *Martin Havenhand*

Paper

 Minutes of Previous Meeting - 26 March 2026.pdf (17 pages)

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

2 min

*Assurance* *Martin Havenhand*

Verbal

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

0 min

*Assurance* *Martin Havenhand*

Paper

 Action Log.pdf (1 pages)

### 09:35 - 09:50 **6. Patient Story**

15 min

*Information* *Dave Green*

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

### 09:50 - 09:55 **7. Chair's Report**

5 min

*Approval/Information/Assurance* *Martin Havenhand*

Paper

**Resolution:** The Board note the report and approve the appointment of Melanie Hudson as Senior Independent Director from 1 Jul 2026

 Chair's Report.pdf (4 pages)

### 09:55 - 10:00 **8. Chief Executive's Report**

5 min

*Information* *Marc Thomas*

Paper

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

 Chief Executive's Report.pdf (4 pages)

### 10:00 - 10:10 **9. Business Plan 2025/26 Closing Report**

10 min

*Assurance* *Marc Thomas*

Paper

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

1. notes the year-end delivery position against the 2025/26 Business Plan;
2. takes assurance from the areas of delivery and impact set out in this report;
3. notes the areas where planned benefits were not fully realised and the corrective actions embedded in the 2026/27 Annual Business Plan;
4. supports the planned activity for 2026-27 aligned to the agreed business plan, as noted in the paper.

 Business Plan 2025-26 Closing Report.pdf (33 pages)

## 10:10 - 10:15 10. Annual Business Plan 2026/27 Update

5 min

*Approval Marc Thomas*

Paper

**Resolution:** The Board is asked to approve the 2026/27 Annual Business Plan

 Annual Business Plan 2026-27 Update.pdf (11 pages)

## 10:15 - 10:20 11. Trust Revenue Financial Plan 2026/27 to 2028/29

5 min

*Ratification Kathryn Vause*

Paper

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

- Note the financial framework for 2026/27.
- Note the underlying recurrent deficit position.
- Note the risks to delivery of the plan.
- Approve the break-even financial plan for 2026/27.
- Approve budgets to be set within the parameters of this plan.

 Trust Revenue Financial Plan 2026-27 to 2028-29.pdf (10 pages)

## 10:20 - 10:25 12. Trust Capital Plan, 2026/27 to 2029/30

5 min

*Ratification Kathryn Vause*

Paper

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

- Note the available capital funding.
- Approve the 2026/27 to 2029/30 Trust capital expenditure plan.
- Note the risks in section 6.

 Capital Plan 2026-27 to 2029-30 v2.pdf (8 pages)


## 10:25 - 10:40 13. Corporate Risk and Board Assurance Framework

15 min

*Assurance David O'Brien*

Paper

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

 Corporate Risk and Board Assurance Framework.pdf (16 pages)

### 13.1. Board Assurance Framework

 Board Assurance Framework - Quarterly Report.pdf (26 pages)

### 13.2. Corporate Risk Report

 Corporate Risk Report.pdf (16 pages)

## 10:40 - 10:45 14. Finance and Performance Committee Chair's Report

5 min

*Assurance Andrew Chang*

Paper

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

**10:45 - 10:55** **15. Operational Performance Report**

10 min

Assurance *Marc Thomas*

Paper

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

📄 Operational Performance Report May.pdf (12 pages)

**10:55 - 11:10** **16. BREAK**

15 min

**11:10 - 11:20** **17. Financial Performance Report – Month 1 (April 2026)**

10 min

Assurance *Kathryn Vause*

Paper

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

- The Trust's financial performance for April 2026.
- All associated risks.

📄 Financial Performance Report Month 1 (April 2026).pdf (6 pages)

**11:20 - 11:25** **18. Quality Committee Chair's Report**

5 min

Assurance *Melanie Hudson (Deputy Chair)*

Paper

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

📄 Quality Committee Chairs Report April 2026.pdf (3 pages)

📄 Quality Committee Chairs Report May 2026.pdf (3 pages)

**11:25 - 11:35** **19. Quality and Clinical Highlight Report**

10 min

Assurance *Dave Green / Shona McCallum*

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

📄 Clinical and Quality Highlight Report.pdf (3 pages)

**11:35 - 11:40** **20. People Committee Chair's Report**

5 min

Assurance *Amanda Moat (Deputy Chair)*

Paper

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

📄 People Committee Chair's Report.pdf (3 pages)

**11:40 - 11:45** **21. 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 (7 pages)

11:45 - 11:55  
10 min


## 22. YAS Together Culture Development Programme End of Year Report 2025/26

*Assurance*                      *Mandy Wilcock*

Paper

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

- Note the progress and impact of the YAS Together Culture Development Programme during 2025/26, evidenced through NHS Staff Survey trends from 2024 to 2025
- Note the Culture Maturity Framework assessment and continued progression
- Support delivery of the 2026/27 priorities to address identified risks and sustain cultural improvement.

 YAS Together Culture Development Programme End of Year Report 2025-26.pdf (11 pages)

11:55 - 12:05  
10 min

## 23. Sickness Reduction Plan

*Decision*                      *Amanda Wilcock*

Paper

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

1. NOTE the data analysis undertaken to design the plan.
2. APPROVE the Sickness Absence Reduction Plan for 2026/27, comprising three defined Trust wide projects supported by programme management. arrangements and a complementary programme of quality improvement activity.
3. SUPPORT the governance of this plan via the People and Culture Group with assurance through the People Committee.

 Sickness Absence Reduction Plan 2026-27.pdf (4 pages)

12:05 - 12:20  
15 min

## 24. Freedom To Speak Up Report

*Assurance*                      *Sam Bentley / Kirsty Holt*

Paper

**Resolution:** Note the progress and developments in the FTSU function

- Take assurance from the actions underway to strengthen the speaking up culture
- Support the next steps for FTSU.

 Freedom to Speak Up Report.pdf (9 pages)

12:20 - 12:25  
5 min

## 25. Audit and Risk Committee Chair's Report

*Assurance*                      *Amanda Moat*

Paper

**Resolution:** The Trust Board is asked to note the contents of the report and action items in the alert section.

 Audit and Risk Committee Chairs Report.pdf (3 pages)

12:25 - 12:35  
10 min

## 26. Board Governance Report

*Information*                      *David O'Brien*

Paper

**Resolution:** The Board:

1. Notes the position regarding the recruitment process for a Non-Executive Director.
2. Notes the arrangements regarding the Senior Independent Director
3. Approves the Audit and Risk Committee Terms of Reference for 2026/27.

 Board Governance Report.pdf (3 pages)

**12:35 - 12:40 27. Any Other Business**

5 min

*Information Martin Havenhand*

Verbal

**12:40 - 12:40 28. Risks**

0 min

*Assurance/Information Martin Havenhand*

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

**12:40 - 12:40 29. Supporting Information**

0 min

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

Corporate Risk Register - Non-Operations - BoD210526.pdf (3 pages)

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

Corporate Risk Register - Operations - BoD 210526.pdf (3 pages)

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

**12:40 - 12:40 30. Date of next Board Meetings to be held in Public**

0 min

- 23 July 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.