

Board of Directors (in Public)
21 May 2026



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| Report Title | Chair's Report | |
| Author | Martin Havenhand, Chair | |
| Accountable Director | Martin Havenhand, Chair | |
| Previous committees/groups | N/A | |
| Recommended action(s) (assurance, approval, information) | Approval/Information/Assurance | |
| Purpose of the paper | To brief Board members of the activity and stakeholder engagement undertaken by the Chair and Non-Executive Directors (NEDs) since the last report presented to the Board in Public on 26 March 2026. | |
| Executive Summary | | |
| <p>This report outlines key activities undertaken by the Chair and Non-Executive Directors since the March 2026 Board meeting, including leadership transitions, governance activity, and system engagement. Notably, Andrew Chang will complete his term as Senior Independent Director at the end of June 2026, with Melanie Hudson appointed as his successor from 1 July.</p> <p>The period has also included annual appraisal processes for Board members, continued regional and system leadership engagement, and active participation in strategic and performance discussions. This includes chairing the West Yorkshire Community Provider Collaborative as the Trust assumes the 2026/27 lead role, contributing to NHS England governance development, and supporting progress against the Trust's strategic priorities through Board forums and performance review.</p> | | |
| Recommendation(s) | It is recommended that the Board note the report and approve the appointment of Melanie Hudson as Senior Independent Director from 1 July 2026. | |
| Link to Board Assurance Framework Risks (board and level 2 committees only) | 6. Develop and sustain an open and positive workplace culture. 8. Deliver and sustain improvements in recruitment and retention. 10. Act as a collaborative, integral, and influential system partner. | |

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 26 March 2026.

2.0 Senior Independent Director (SID)

2.1 Our current SID, Andrew Chang completes his term of office and will be leaving the Trust at the end of June 2026. I have asked Melanie Hudson to take on the role from 1 July 2026.

3.0 Chair, Chief Executive, Non-Executive Director (NED) and Associate NED (ANED) Annual reviews

3.1 During April and May I have been conducting our Chief Executive, Non-Executive Director and Associate Non-Executive Director annual reviews.

3.2 On 9 April Andrew Chang our Senior Independent Director carried out my annual review and objective setting.

4.0 West Yorkshire Community Provider Collaborative Board

4.1 From 1 April 2026 Yorkshire Ambulance Service NHS Trust (YAS) has taken on the lead role for 2026/27, and I chaired this board meeting on 7 April. In this lead role I am supported by Dave Green our Executive Director of Quality and Chief Paramedic.

4.2 Discussions focused on the 2026/27 financial uplift and investment plans for community services in West Yorkshire and how we can encourage the standardisation of community services in our Places. There is agreement to make better use of our collective data to improve service delivery.

7.0 South Yorkshire ICB & Trust Chairs Meeting

7.1 On 15 April I attended this meeting along with my colleague Saghir Alam. We were informed that the current chair Pearse Butler will be leaving the ICB at the end of June. The position has now been advertised and the person appointed will be accountable to NHSE and will also be the Mayor of South Yorkshire's Health Commissioner.

8.0 Meeting with Bill McCarthy, Regional Team Chair NHS England Regional Team

8.1 On 20 April I and the Chair of North East Ambulance Service met with Bill McCarthy, the newly appointed Regional Chair for NHS North East and Yorkshire. He outlined his role and emphasised that wants to support chairs in their role and support good board governance.

9.0 NHS England new Chairs and Non-Executive Directors Welcome Day

9.1 On 22 April, I was asked to please to deliver a session board governance and assurance at this NHS England event at The Leeds Marriott Hotel. There were 30+ new NED colleague from around the country in attendance.

10.0 Board Strategic Forum

10.1 On 23 April the YAS board had a Strategic Forum where they addressed:

- Progress to date and next steps in delivering our YAS Strategy 2024 – 2029
- Call handling recovery and
- Community engagement and volunteering

11.0 Performance Review and Improvement meetings

11.1 On 28 April I joined the monthly operational performance review and improvement meetings.

12.0 NED and Associate NED Activity

12.1 Amanda Moat

In April I chaired the NED recruitment stakeholder panel and contributed to the Well Led Agenda.

This month I've had the pleasure of getting out to ambulance stations in South Yorkshire and Humber North Yorkshire paying particular attention to demands on team leaders and how the differential issues faced. The site development at Hull is impressive, keeping to schedule and I'm looking forward to going back once open, around 6 weeks' time.

My catch ups outside meetings have had an assurance planning focus.

12.2 Andrew Chang

Since my March update I have contributed to the Well Led review. I undertook the annual appraisal of the YAS Chair and agreed his objectives for 2026/27. I provided 360 degrees feedback for executives and my fellow NEDs. I chaired two Finance and Performance Committee meetings and a Charitable Funds Committee meeting. I also provided feedback to several candidates interviewed for the NHS England Aspiring Chairs Talent Programme.

12.3 Melanie Hudson

In my capacity as NED lead for safeguarding I met with Hazel O'Neill, Head of Safeguarding, to discuss current issues. I also served on the interview panel for the recruitment of a new Non-Executive Director, attended a quality dashboard progress workshop, took part in a Quality Improvement webinar and participated in a Well-Led interview.

12.4 Saghir Alam

I have undertaken visits to the Fleet, Procurement, Logistics and Medical Devices units with the Director of People and attended the South Yorkshire ICB and Trust Chairs meeting with Martin Havenhand. As part of my development, I spent time on a double-crewed ambulance and undertook a 999-response shift with the Associate Chief Operating Officer for North East and South Yorkshire.

I visited Rotherham and Maltby ambulance stations, as well as Wath and the Callflex Integrated and Urgent Care Centre. In addition, I have met with the Mayor of Rotherham regarding partnership and collaboration opportunities and promoting YAS work.

12.5 Katie Lees

I have attended Audit and Risk Committee and have been invited to attend the West Yorkshire Provider Collaborative board in July.

13.0 Recommendation

- 13.1 It is recommended that the Board note the report and approve the appointment of Melanie Hudson as Senior Independent Director from 1 July 2026.