Board of Directors (in Public)
23 July 2026

Report Title	Board Governance Report
Author	David O'Brien, Director of Corporate Services and Company Secretary
Accountable Director	David O'Brien, Director of Corporate Services and Company Secretary
Previous committees/groups	None
Recommended action(s) (assurance, approval, information)	Information. Assurance. Approval
Purpose of the paper	This report provides an update on issues and developments relating to Board governance.

Executive Summary

This report provides an update on matters relating to Board governance, as follows:

1. **Changes to Committee Chairs and Members:**
   - Michael Wright becomes the chair of the Finance and Performance Committee.
   - Michael Wright becomes a member of the Remuneration and Nominations Committee.
   - Michael Wright becomes a member of the Charitable Funds Committee.
   - Tabitha Arulampalam becomes the chair of the Charitable Funds Committee.

2. **Non-Executive Director Lead Roles**
   - Michael Wright has become the NED Champion for the Pride@YAS Network.
   - Michael Wright becomes the NED lead for sustainability.

3. **Fit and Proper Person Test Framework**

   NHS Trusts are required to submit an annual return to NHS England to confirm that all requirements of the Fit and Proper Person Test Framework have been met during the previous financial year. Confirmation that the Trust met the requirements for 2025/26 was submitted to NHSE ahead of the 30 June deadline. NHSE confirmed receipt of the submission with no queries.

Recommendation(s)	1. The Board confirms the changes to committee membership as set out in 2.1. 2. The Board confirms the changes to Non-Executive Director lead roles as set out in 2.2
Link to Board Assurance Framework Risks (board and level 2 committees only)	All BAF strategic risks

Board Governance Report

1. INTRODUCTION

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

2. BOARD GOVERNANCE UPDATES

2.1 Committee Chairs and Members

2.1.1 Following the retirement of Andrew Chang and the appointment of Michael Wright there are changes to some Non-Executive Director memberships of committees, as follows:

- Michael Wright becomes the chair of the Finance and Performance Committee.
- Michael Wright becomes a member of the Remuneration and Nominations Committee.
- Michael Wright becomes a member of the Charitable Funds Committee.
- Tabitha Arulampalam becomes the chair of the Charitable Funds Committee.

2.1.2 These changes took effect from 1 July 2026. The Board is asked to formally confirm these appointments.

2.1.3 Appendix A presents overviews of committee membership, effective from 01 July 2026 and until further notice.

2.2 Non-Executive Director Lead Roles

2.2.1 Following the retirement of Andrew Chang and the appointment of Michael Wright there are changes to some Non-Executive Director lead roles, as follows:

- Michael Wright becomes the NED Champion for the Pride@YAS Network.
- Michael Wright becomes the NED lead for sustainability.

2.2.2 These changes took effect from 1 July 2026. The Board is asked to formally confirm these appointments.

2.2.3 Appendix B presents an overview of Non-Executive Director lead roles, effective from 1 July 2026 and until further notice.

2.3 Fit and Proper Person Test Framework

2.3.1 NHS Trusts are required to submit an annual return to NHS England (NHSE) to confirm that all requirements of the Fit and Proper Person Test Framework have been met during the previous financial year. These requirements include the completion of annual checks, self-attestations, and appraisal processes for Board members.

2.3.2 For 2025/26 the Trust met these requirements. Confirmation of the Trust's position was submitted to NHSE ahead of the 30 June deadline. NHSE confirmed receipt of the submission with no queries.

2.3.3 A detailed report regarding the Trust's completion of the Fit and Proper Person requirements in 2025/26 will be submitted to the next meetings of both the Remuneration and Nominations Committee and the People Committee.

2.3.4 The Trust's processes and procedures for managing the Fit and Proper Person Test framework were subject to an internal audit review in 2025. This review reported significant assurance.

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, Provider Trust Capability Framework), and reputation.

5. RECOMMENDATIONS

5.1 The Board confirms the changes to committee membership as set out in 2.1.

5.2 The Board confirms the changes to Non-Executive Director lead roles as set out in 2.2

David O'Brien
Director of Corporate Services and Company Secretary

July 2026

APPENDIX A: COMMITTEE CHAIRS AND MEMBERS (Effective from 01 July 2026 and until further notice)

	Quality Committee	People Committee	Finance and Performance Committee	Audit and Risk Committee	Charitable Funds Committee
NED Chair	Becky Malbby	Tabitha Arulampalam	Michael Wright	Amanda Moat	Tabitha Arulampalam
NED Vice-Chair	Melanie Hudson	Amanda Moat	Saghir Alam	Tabitha Arulampalam	Michael Wright
NED Member	Amanda Moat	Melanie Husdon	Becky Malby	Saghir Alam	N/A[1]
Lead Director	Dave Green	Mandy Wilcock	Kathryn Vause	Kathryn Vause[2]	Kathryn Vause
Other Executive Member	Shona McCallum	Marc Thomas	Marc Thomas	David O’Brien[2]	Dave Green

1. There are two NED positions on the Charitable Funds Committee. This is under review and could be extended to three NED positions.
2. Kathryn Vause and David O’Brien are not members of the Audit and Risk Committee. Membership of this Committee is reserved for NEDs only.

APPENDIX A (cont.) COMMITTEE MEMBERSHIP 2026/27 (effective from 01 July 2026 and until further notice)

COMMITTEE MEMBERSHIP 2026-27	NON-EXECUTIVE DIRECTORS							ANEDS		EXECUTIVE DIRECTORS / OTHER BOARD DIRECTORS									OTHERS	
COMMITTEE	Martin Havenhand	Amanda Moat	Michael Wright	Tabitha Arulampalam	Saghir Alam	Melanie Hudson	Rebecca Malby	Rebecca Randell	Katherine Lees	Peter Reading	Marc Thomas	Kathryn Vause	Dave Green	Shona McCallum	Amanda Wilcock	Carol Weir	David O'Brien	Samantha Robinson	Glen Adams	Helen Edwards
Audit and Risk Committee		C		VC	M							A					A			
Quality Committee		M				VC	C		A				M	M						
Finance and Performance Committee			C		VC		M				M	M				A		A		
People Committee		VC		C		M		A			M		A		M					
Remuneration and Nominations Committee	C	VC	M	M	M	M	M	A	A	A/M					A		A			
Charitable Funds Committee			M	C						A		M	M							A
Trust Executive Group										C	VC	M	M	M	M	M	M	M	M	M

Key: C = Chair, VC = Vice-Chair, M = Member, A = Attendee, ANEDs = Associate Non-Executive Directors

Note: Remuneration and Nominations Committee: the CEO is an attendee, but is regarded as a Member for items concerning the appointment or appraisal of Executive Directors

APPENDIX B:

NON-EXECUTIVE LEAD ROLES (effective from 01 July 2026 until further notice)

Lead Role	NED / ANED
Trust Deputy Chair	Amanda Moat
Senior Independent Director	Melanie Hudson
Freedom To Speak Up	Melanie Hudson
Safeguarding	Melanie Hudson
Health and Well Being Guardian	Tabitha Arulampalam
Emergency Preparedness, Resilience and Response / Security	Saghir Alam
Environment and Sustainability	Michael Wright
YAS Research Institute	Rebecca Randell

Staff Support Network Champions	NED
Pride@YAS	Michael Wright
Women and Allies	Melanie Hudson
Disabilities	Amanda Moat
Race and Equality	Tabitha Arulampalam
Armed Forces	Martin Havenhand

Integrated Care System Lead	NED
Humber and North Yorkshire	Amanda Moat
South Yorkshire	Saghir Alam
West Yorkshire	Tabitha Arulampalam