



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)	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 21 May 2026.	
Executive Summary		
This report provides the Board with an overview of activity undertaken by the Chair and Non-Executive Directors since the May 2026 Board meeting. Key areas include completion of the Chair and NED appraisal process and agreement of 2026/27 objectives; the appointment of Michael Wright as Non-Executive Director and Chair of the Finance and Performance Committee; and continued engagement with staff, leaders, partners and stakeholders across the Trust and wider health system. The report highlights visits and engagement linked to operational delivery, leadership development, staff recognition, quality improvement, alternative urgent community-based pathways, and the YAS Admin Network. It summarises additional NED and Associate NED activity, including committee development, staff network engagement, induction, site visits, community engagement and wider NHS learning. These activities support the Board's oversight of culture, recruitment and retention, partnership working and service improvement.		
Recommendation(s)	It is recommended that the Board note the report.	
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 21 May 2026.

2.0 Chair and NED Appraisals

- 2.1 My appraisal for 2025/26 and those of my NED colleagues are complete, with objectives agreed for 2026/27. My documentation has been submitted to NHSE Region by the deadline of 30th June.

3.0 Appointment of Michael Wright, Non-Executive Director

- 3.1 I am delighted to welcome Michael to the Board. His skills and extensive experience, along with the strong alignment of his personal values with YAS values, will be extremely beneficial to the Trust and we look forward to working with him. I would also like to formally thank Andrew Chang, who has stepped down after six years, for his significant contribution.
- 3.2 As a non-executive member of the YAS Board, Michael's role is to work alongside other Board colleagues to ensure the Trust has a clear strategy and plans to provide high quality, safe services to our patients and communities across the region. He will be Chairing our of the Finance and Performance Committee.

4.0 Visit from West Yorkshire Integrated Care Board (ICB)

- 4.1 On 26 May Peter Reading and I hosted a visit from Mark Chamberlain, Chair and Jonathan Webb, Interim Chief Executive of West Yorkshire ICB. During the visit, they toured our Emergency Operations and Integrated and Urgent Care call centres and took the opportunity to speak with colleagues about the services they deliver.

5.0 Long Service and Retirement Awards

- 5.1 On 2 June, I attended our Long Service and Retirement Awards ceremony at the Pavilions in Harrogate, which recognised staff for their exceptional contribution to YAS and the NHS throughout their careers.
- 5.2 Mrs Rebecca Cottrell, Deputy Lord Lieutenant of North Yorkshire, attended as the King's representative and joined me in presenting the awards. Dr Yvette Oade, Deputy Lord Lieutenant of West Yorkshire, also attended to present awards to our volunteers.

6.0 Senior Leadership Community

6.1 On 9 June, along with board colleagues I attended the Senior Leadership Community event at Wakefield Trinity RLFC. The agenda included several engaging sessions, including:

- Civility Saves Lives, delivered by Chris Turner, Consultant in Emergency Medicine at University Hospitals Coventry and Warwickshire and co-founder of the campaign, which highlights the impact of behaviour on performance.
- The Behavioural Framework and “See Something Wrong, Do Something Right” campaign, delivered by our Leadership and Development Team.
- Business plan priorities, including productivity, efficiency and improvement, presented by Marc Thomas, Deputy Chief Executive and Chief Operating Officer.
- A Quality Improvement session focused on sickness absence.

7.0 Visit to our 999 Call Centre in York

7.1 On 10 June I had the opportunity to meet with colleagues in York and discuss the implementation of NHS Pathways and the training and support had been received. I was pleased to hear the positive approach that staff had taken to the changes and that they believe it is a real improvement for patients.

8.0 Association of Ambulance Chief Executives (AACE) Council and AACE Chairs Meetings

8.1 On 17 June and 1 July I attended these AACE meetings. A key issue was the work that our AACE colleagues have been undertaking with our own teams about how we are delivering ‘Care Closer to Home’. There are some examples good practice which were shared.

9.0 West Yorkshire Chairs’ Meeting

9.1 Mark Chamberlain, the new Chair of West Yorkshire ICB has reintroduced West Yorkshire Trust Chairs’ Meetings and we met on 30 June. Tabitha Arulampalam is our lead NED for West Yorkshire and will be attending these meetings.

10.0 Visit to Clinical and Health Records

10.1 On 2 July I spent the morning visiting our Clinical Audit team in Sheffield and was impressed with the commitment of our colleagues in identifying learning opportunities and influencing improvements to our practice and delivery of our service.

11.0 West Yorkshire Community Provider Collaborative Board

11.1 On 7 July, I chaired this meeting of Chairs and Chief Executives providing community services across West Yorkshire, supported by Dave Green, Executive Director of Quality and Chief Paramedic. Marc Thomas our Deputy Chief Executive and Chief Operating Officer presented and led a discussion on ‘maximising alternative urgent community-based pathways’, including how Yorkshire Ambulance Service is developing this internally and working with partners to achieve the best possible outcomes for patients.

12.0 YAS Admin Network

- 12.1 On 8 July I had the pleasure of joining the first development session of the YAS Admin Network. The agenda included an overview of the network and its priorities, a focus on Microsoft Copilot and how this can support day to day tasks and details of resources and peer support. A great presentation was given by Carly Olley, Clinical Directorate Manager, who gave an overview of her career and how she's worked in a variety of administrative roles throughout her journey at YAS.
- 12.2 I was impressed by our admin colleagues' commitment to the work of the Trust and sharing good practice and exploring how they can add value in their different roles.

13.0 Visit to our new Hull Ambulance Station

- 13.1 On 16 July I met with Paul Mudd our Head of 999 operations and had a tour of the new ambulance station which is nearing completion. It is a very impressive building. The colleagues I spoke with were all very enthusiastic about the opportunity the new facility will provide by bringing services together under one roof which will have a positive impact on morale and colleague wellbeing.

14.0 NED and Associate NED Activity

- 14.1 In addition to their Trust Board and committee roles, NEDs have reported the following additional activities they have undertaken.

14.2 Amanda Moat

I have attended SY and WY Audit Committee Chairs network with a focus on sharing best practice.

Myself and executive colleagues have begun evaluating the amazing nominations for the upcoming stars awards. I am always impressed and inspired by the incredible stories.

Additional events I have attended and found both engaging and worthwhile for learning and listening to others' experiences, have been the senior leadership community event and the NHS Alliance Digital Boards event. There were some good next steps in each to advance ideas for innovation and improvement.

14.3 Saghir Alam

I was a member of the judging panel for the STARS Awards category Growing Together.

I have attended community events including Boston Castle Park 150 Years Celebration and The Yemeni Community Awards Event.

14.4 Melanie Hudson

I met with Andrew Chang the past Senior Independent Board Director to better understand his experiences in the role as part of his handover to me as I take up the role from 1st July 2026. This was followed by my attendance at a NHS Alliance Board Development session, with others across the country to better understand the role of the SID.

In my capacity as the Board Champion for the Women and Allies staff network I attended their recent meeting which was useful and included the work to prepare for the launch of some new initiatives, and how to support staff to feel confident to raise concerns.

On 9 June I attended the in person Senior Leadership Community event in Wakefield, which was also a great opportunity to meet, network and get to know some of the wider leadership team.

I have taken part in the shortlisting for one of the Trust's STARS Awards, which showcased the amazing teams we have working at YAS.

14.6 Tabitha Arulampalam

In May I went on an ambulance ride out which gave me good insight into front line work. Their commitment to the job, care to patients and their level of competence shown on the ride were impressive. Many issues came up which are now being followed through.

In June I attended the YAS Long Service Awards and the Senior Leadership Community away day which gave me the opportunity to listen to our leaders and learn about current good practice as well as challenges.

During June I visited stations in Wetherby, Seacroft, Leeds, Beverly, Hornsea and Hull. It was very encouraging to see the commitment from staff but also to understand the way they dealt with local challenges as well as challenges that YAS posed to their work. The new station in Hull is a wonderful example of how things can be improved and modernised, a model to follow.

I visited our Regional Operations Centre and heard about the regional and national links they have and how they respond across these areas.

In my capacity as the Board Champion for the Race Equality staff network I have attended the Racial Equality Network Steering Group and chaired People Committee.

14.7 Becky Malby

This month I have finished my induction meetings with the Executive team, the Quality Improvement team, and observed the People Committee.

To support my role as Chair of the Quality Committee I attended the Clinical Quality Development Forum, and a Schwartz Round.

I remain impressed at the organisational and staff commitment to learning and professional review.

I contributed as a speaker on the main stage at the NHS Confederation annual conference on the future of the NHS.

14.8 Rebecca Randell

I observed the West Yorkshire Community Health Services Provider Collaborative Quarterly Meeting, chaired by Martin Havenhand. Marc Thomas gave a presentation on 'Maximising alternative urgent community-based pathways' and presented interesting data on number of referrals from YAS to different services that were accepted/rejected. It was good to see positive engagement and support from meeting attendees for YAS's ambition to increase hear and treat and see and treat rates, but also to hear the questions that attendees raised.

15.0 Recommendation

15.1 It is recommended that the Board note the report.