



Report Title	Chief Executive’s Report	
Author	Peter Reading, Chief Executive	
Accountable Director	Peter Reading, Chief Executive	
Previous committees/groups	None	
Recommended action(s)	Information/ Assurance	
Purpose of the paper	To brief Board members on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board.	
Executive Summary		
The Chief Executive’s Report provides Board members with a briefing on key developments, achievements, and challenges across Yorkshire Ambulance Service (YAS) during the recent period. • National Oversight Framework Quarter 4 • Advanced Foundation Trust Programme • Celebrating International Paramedics Day • Celebrating 20 years of Caring for Patients across the Region • Staff and Volunteer Long Service Awards • Celebrating Volunteers • New Deputy Medical Director • Restart A Heart Award • Hosting NHS Alliance Visit • Thirsk Ambulance Station • Plans for a New Ambulance Station in Sheffield • Non-Executive Board Changes		
Recommendation(s)	To note the update from the Chief Executive	
Link to Board Assurance Framework Risks (board and level 2 committees only)	1. Deliver a timely response to patients. 6. Develop and sustain an open and positive workplace culture. 9. Develop and sustain improvements in leadership and staff training and development.	

Chief Executive's Report

1. SUMMARY

- 1.1 This paper briefs Board members on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board. Board members are invited to discuss any of these items, as they choose, and to note them for information.

2. National Oversight Framework - Quarter 4

- 2.1 YAS has been placed first amongst the ten English ambulance trusts in the National Oversight Framework Quarter 4 Ambulance Sector League Table published last month (June), moving from second position in quarter 3. The ranking reflects the hard work and dedication of our staff.
- 2.2 Although we are pleased with this latest ranking, we know that there are still areas for improvement, particularly in other some areas measured by the framework, such as conveyance of patients to emergency departments and staff sickness rates – and these are two of our three key Business Plan objectives for 2026-27. Also, the new additional national oversight framework metrics for 2026-27 will include more areas to focus on, so there is more for us to do.

3. Advanced Foundation Trust Programme

- 3.1 Yorkshire Ambulance Service will be one of the second wave of applicants to be assessed for Advanced Foundation Trust status by NHS England. This is in recognition of our demonstration of consistent high performance during 2025-26 and being placed in segment 1 of the NHS Oversight Framework for each quarter last year.
- 3.2 Securing advanced foundation trust status will require successful assessment as part of the Advanced Foundation Trust Programme and we will need to demonstrate how we meet the assessment criteria. Successfully passing the assessment will enable us to benefit from a more streamlined and strategic approach to annual planning, a capability-based approach to oversight and targeted financial flexibilities allowing us to direct surpluses from day-to-day spending towards future capital projects.
- 3.3 These freedoms will support us to make decisions locally to improve services for patients across Yorkshire and continue to work with partners to improve the health of the communities we serve.

4. Celebrating International Paramedics Day

- 4.1 We celebrated International Paramedics Day on 8 July by recognising the vital contribution of paramedics and frontline colleagues across Yorkshire and the Humber.

- 4.2 This year's theme, 'Innovate and Integrate', highlighted how paramedics are helping to transform urgent and emergency care for patients, through advanced clinical skills, remote assessment, digital technology, research and closer working with healthcare partners.
- 4.3 In 2025-26, we had 2,266 paramedics who worked alongside colleagues to respond to around 909,000 emergency incidents, either on scene or through telephone advice.
- 4.4 Today, paramedics are working in a wide range of roles, including emergency response, NHS 111, Emergency Operations Centres, urgent care, mental health pathways, critical care, specialist services and research. This [video](#) gives you a flavour of some of the research projects our paramedics are involved in.
- 4.5 Their expertise is helping more patients receive the right care sooner, while ensuring emergency resources remain available for those with the most serious and life-threatening needs.

5. Celebrating 20 years of caring for patients across the region

- 5.1 YAS also celebrated two decades of providing emergency, urgent and non-emergency healthcare services to millions of people across Yorkshire and the Humber. The Trust was formed on 1 July 2006 following the merger of South Yorkshire Ambulance Service, West Yorkshire Metropolitan Ambulance Service and the North and East Yorkshire parts of Tees, East and North Yorkshire Ambulance Service.
- 5.2 Since 2006-07, the Trust's workforce has more than doubled, rising by around 113% from 3,600 to 7,700 full and part-time staff, while annual '999' calls have increased by around 130%, from 544,000 to 1.25 million in the last year.
- 5.3 Staff and volunteers have responded to changing patient needs, rising demand and major developments in healthcare, technology and clinical practice, while continuing to provide compassionate care to people when they need it most. Since its formation, YAS has dealt with more than 18 million '999' calls, carried out almost 20 million non-emergency journeys and answered over 21 million NHS 111 calls.
- 5.4 To mark the anniversary, we shared memories from over the years with details on our [website](#).

6. Staff and volunteer long service awards

- 6.1 YAS celebrated the achievements and dedication of its staff and volunteers at its annual Long Service Awards event in June. At the ceremony, the Trust recognised the commitment of 190 members of staff and 68 volunteers with a combined total of over 5,000 years of service.
- 6.2 80 staff were in attendance and were presented with their long service award for 20, 30, 40 or 50 years in the NHS, as well as King's and Queen's Long Service and Good Conduct Medals, given to colleagues with 20 years' exemplary frontline emergency service. The awards were presented by the Deputy Lieutenants for North and West Yorkshire. Awardees

included 14 colleagues who have reached a remarkable 40 years' service and one colleague who has completed 50 years' service before retiring.

- 6.3 This year, thanks to funding from the Yorkshire Ambulance Service Charity, long-serving YAS volunteers were able to join the annual event for the first time. YAS has approximately 1,000 volunteers giving their own time. The event recognised 68 volunteers who have given a total of 717 years of service.
- 6.4 The event is a great opportunity to recognise the incredible hard work and dedication of our colleagues, both staff and volunteers and to thank them for their many years of service to patients, local communities and colleagues across the region.

7. Celebrating volunteers

- 7.1 During Volunteers' Week at the start of June, we recognised, celebrated and thanked our volunteers for the remarkable contribution they make across Yorkshire every day. Volunteers play a vital role within the organisation, giving their time, compassion and skills to help us provide safe, effective and patient-centred care.
- 7.2 During 2025, nearly 1,000 volunteers gave almost 290,000 hours to support 58,782 patients and communities in a range of roles, as community first responders, Patient Transport Service car drivers, as members of our Critical Friends Network and most recently as community engagement volunteers across Yorkshire and the Humber.
- 7.3 This year has seen substantial progress with our volunteering initiatives. It has been three years since we launched our first Volunteer Development Framework which sets out our commitment to supporting and enhancing volunteering, and we have shared a summary of what we have achieved so far.

8. New Deputy Medical Director

- 8.1 We welcomed Dr Dave Kirby as its new Deputy Medical Director at the start of June. After qualifying as a doctor 20 years ago, Dave has worked in primary care for 15 years, the majority of which have been in medical leadership roles.
- 8.2 Most recently he has worked in YAS's Emergency Operation Centre for the last two years, helping to review 999 calls, ensuring that patients receive the most appropriate response, as well as providing clinical support to ambulance colleagues. Dave's experience of community and primary care will be invaluable in helping the Trust to develop services for patients and communities.

9. Restart a Heart award

- 9.1 Restart-a-Heart Day initiative has scooped the Kate Granger Outstanding Contribution Award at the 2026 Yorkshire Choice Awards which celebrated the people, businesses, charities and organisations making a real difference across Yorkshire.

- 9.2 Since 2014, Restart a Heart Day has delivered lifesaving CPR training to more than 311,000 young people across Yorkshire secondary schools, equipping them with the skills and confidence to save a life through CPR and the use of a defibrillator. Delivered entirely by the Trust's staff, volunteers and partners who give their time freely each year, the campaign has become a powerful example of community action and public service and it has helped increase Yorkshire's bystander CPR rates by 35%, saving countless lives.
- 9.3 Volunteers can still sign up to teach CPR on our 13th annual Restart a Heart Day on Friday 16 October 2026 by emailing yas.restartaheart@nhs.net and more information is available on our [Restart a Heart website](#).

10. Hosting NHS Alliance visit

- 10.1 Senior representatives from The NHS Alliance – a new organisation formed from the merger between NHS Providers and the NHS Confederation to represent and support the health and care system in England, Wales and Northern Ireland – visited YAS in Hull this month.
- 10.2 Sir Ciarán Devane, Chief Executive, and Matthew Hopkins, Acute and Ambulance Network Consultant, met with YAS senior managers to hear about the range of challenges and opportunities currently facing YAS and the ambulance sector. They also received an update from Ruth Crabtree, our Public Health Lead and National Lead for Public Health, Association of Ambulance Chief Executives (AACE), who talked about the pioneering public health work she is involved in. We were also able to give an overview of developments with our estates and vehicles and provided a tour of the facilities at the new Hull Ambulance Station.

11. Thirsk Ambulance Station

- 11.1 The new ambulance station at Thirsk is now up and running, with significant improvements made to welfare facilities and staff areas. These include a new mess room, training room, meeting room facilities, changing room and showers.
- 11.2 The site also has an environmentally friendly design, with solar panels, an air source heat pump, air conditioning and energy efficient lighting. The station is operating at carbon neutral, supporting the Trust's transition to renewable energy.

12. Plans for a new ambulance station in Sheffield

- 12.1 The Trust is developing plans for a new, modern ambulance station in Sheffield to replace the current estate, which is no longer suitable for the scale and needs of the local workforce. The proposed station would bring together teams currently based across three Sheffield ambulance stations, alongside key operational functions including 999 Operations, Patient Transport Service, Ambulance Vehicle Preparation, fleet workshop facilities and dedicated training space. The aim is to improve the availability, readiness and efficiency of the ambulance resources serving Sheffield and South Yorkshire.

- 12.2 A key benefit of the proposal is the opportunity to improve patient response times by reducing the time ambulances are unavailable between incidents. Ambulance Vehicle Preparation would allow vehicles to be cleaned, restocked and refuelled more efficiently, while an on-site fleet workshop would reduce the need for vehicles to be moved elsewhere for maintenance. Together, these changes would help increase ambulance availability and release more clinical time for patient care. Independent modelling indicates that, alongside the continued use of standby points across Sheffield and dynamic deployment of resources, the proposal could improve mean response times in South Yorkshire by 25 seconds for Category 1 incidents and by 2 minutes and 27 seconds for Category 2 incidents.
- 12.3 The new station would also deliver significant improvements for staff welfare. Current sites face challenges including overcrowding, limited parking, ageing buildings, and unsuitable rest, changing and training facilities. A purpose-built station would provide safer, more modern facilities for staff at the start and end of shifts and during rest breaks, while dedicated training space would support local learning and development and reduce the need for staff to travel. These improvements are expected to support recruitment, retention and day-to-day working conditions for colleagues based in Sheffield.
- 12.4 The business case is still being developed, and the Trust has updated partners including Sheffield City Council's Scrutiny of Health Committee and MPs and will continue to engage with staff, partners, elected representatives and local stakeholders before any final decisions are made. More information is available on our website.

13. Non-Executive board changes

- 13.1 Our board meeting on 25 June 2026 was the final meeting for our Non-Executive Director (NED) and Senior Independent Director, Andrew Chang, whose six-year term came to an end. The Board recognised Andrew's significant contribution to YAS and wished him well for the future. Michael Wright has now joined the Board as a NED, and his appointment runs from 1 July 2026 until 30 June 2029. More information about the Board of Directors is available on our [website](#).

14. RECOMMENDATION

- 14.1 It is recommended that the Board:
- Note the Chief Executive's Report