

Meeting of the Board of Directors (in Public) 24 September 2026

Thursday 24 September 2026, 09:00 - 11:45

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 24 September 2026

Our Strategy 2024-29

Our Purpose	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
Our Vision	Great Care Great People Great Partner
Our Values	Kindness Respect Teamwork Improvement
YAS Together	Care Lead Grow Excel Everyone
Our Bold Ambitions	
Our Patients	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
Our People	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
Our Partners	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
Our Planet and Pounds	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

Voting Directors	Martin Havenhand	Chair
	Melanie Hudson	Non-Executive Director (Senior Independent Director)
	Saghir Alam	Non-Executive Director
	Tabitha Arulampalam	Non-Executive Director
	Michael Wright	Non-Executive Director
	Peter Reading	Chief Executive
	Kathryn Vause	Executive Director of Finance
	Dave Green	Executive Director of Quality and Chief Paramedic
	Marc Thomas	Deputy Chief Executive and Chief Operating Officer
	Shona McCallum	Executive Medical Director
Non-Voting Directors	David O'Brien	Director of Corporate Services and Company Secretary
	Carol Weir	Director of Strategy, Planning and Performance
In Attendance	Rebecca Randell	Associate Non-Executive Director
	Helen Edwards	Associate Director of Communications and Community Engagement
	Suzanne Hartshorne	Deputy Director of People and OD
	Kim Broughton-Roe	People Promise Manager (item 23)
	Odette Colgrave	Corporate Governance Manager
Apologies:	Mandy Wilcock	Director of People and Organisational Development
	Amanda Moat	Non-Executive Director (Deputy Chair)
	Becky Malby	Non-Executive Director
	Sam Robinson	Chief Digital Information Officer

Agenda

1 min

Information

Martin Havenhand

Verbal

09:01 - 09:02 2. Declaration of Interests

1 min

Assurance

Martin Havenhand

Verbal

09:02 - 09:03 3. Minutes of Previous Meetings - 23 July 2026

1 min

Approve

Martin Havenhand

Paper

 2026.07.23 Draft Minutes of BoD Public v0.2 MH.pdf (12 pages)

09:03 - 09:05 4. Matters Arising

2 min

Assurance

Martin Havenhand

Verbal

09:05 - 09:05 5. Action Log

0 min

Assurance

Martin Havenhand

Paper

 2026.09.24 Action Log Public.pdf (1 pages)

09:05 - 09:15 6. Patient Story

10 min

Information

Dave Green

Presentation- The Board will hear a patient story from Inderjeet and her husband, describing their experience of a maternity emergency and the care received.

Trigger warning: This story includes discussion of the very early delivery of Inderjeet's baby.

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

09:15 - 09:20 7. Chair's Report

5 min

Approval/Information/Assurance

Martin Havenhand

Paper

Resolution: The Board to note the update from the Chair's Report.

 Chair's Report.pdf (5 pages)

09:20 - 09:25 8. Chief Executive's Report

5 min

Information

Peter Reading

Paper

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

 Chief Executive Report.pdf (7 pages)

09:25 - 09:30
5 min

9. Board Assurance Framework Quarterly Report

Assurance

David O'Brien

Paper

Resolution:

1. The Board adopts the revised strategic risks for 2026/27
2. The Board notes the position regarding strategic risks and identifies any areas for further information and assurance

 Board Assurance Framework - Quarterly Report.pdf (27 pages)

09:30 - 09:35
5 min

10. Corporate Risk Quarterly Report

Assurance

David O'Brien

Paper

Resolution: The Board notes the position regarding corporate risks and identifies any areas for further assurance.

 Corporate Risk Quarterly Report.pdf (18 pages)

09:35 - 09:40
5 min

11. Finance and Performance Committee Chair's Report

Assurance

Michael Wright

Paper

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

 Finance and Performance Committee Chair's Report September Board.pdf (3 pages)

 Finance and Performance Committee Chair's Report 17 September Meeting.pdf (3 pages)

09:40 - 09:45
5 min

12. Financial Performance Report – Month 5 (August 2026)

Assurance

Kathryn Vause

Paper

Resolution: It is recommended the Trust Board note:

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

 Financial Performance Report M5.pdf (6 pages)

09:45 - 09:55
10 min

13. Operational Performance Report

Assurance

Marc Thomas

Paper

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

 Operational Performance Report M5.pdf (13 pages)

09:55 - 10:05
10 min

14. Winter Strategic Approach 2026/27 and Winter Tactical Plan

Approval

Marc Thomas

Paper

Resolution: The Trust Board

1. To review and **approve** the 2026/27 **Winter Strategic Approach**
2. To review and **approve** the 2026/27 **Winter Tactical Plan**
3. To review and **approve** the **Board Assurance Statement**

-  Winter Strategic Approach 2026-27.pdf (6 pages)
 -  Winter Strategic Approach 2026-27 v1.0 App A.pdf (25 pages)
 -  Winter Strategic Approach v 1.0 App B.pdf (34 pages)
 -  Winter Strategic Approach 202627 App C.pdf (6 pages)
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10:05 - 10:10 15. 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 Chair's Report.pdf (3 pages)

10:10 - 10:15 16. Clinical and Quality Highlight Report

5 min

Assurance *Dave Green / Shona McCallum*

Paper

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

 Clinical and Quality Highlight Report v1.0.pdf (4 pages)

10:15 - 10:25 17. Maternity and Neonatal 10 Point Plan Assurance

10 min

Assurance *Shona McCallum*

Paper

Resolution: The Board is asked to note and support the role of Yorkshire Ambulance Service in strengthening maternity and neonatal safety, recognising the implications of national maternity reviews and investigations for pre-hospital care.

 Maternity and Neonatal 10 Point Plan Assurance.pdf (11 pages)

10:25 - 10:30 18. Infection Prevention and Control (IPC) Annual Report 2025-2026

5 min

Information *Shona McCallum*

Paper

Resolution: It is recommended that the Board receive assurance from the annual report on the effectiveness of IPC arrangements during 2025-26 and support the 2026-27 priorities set out in this report to strengthen compliance, operational assurance and specialist IPC resilience.

 Infection Prevention and Control Annual Report.pdf (11 pages)

10:30 - 10:40 19. BREAK

10 min

10:40 - 10:45 20. People Committee Chair's Report

5 min

Assurance *Tabitha Arulampalam*

Paper

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

 People Committee Chairs Report.pdf (3 pages)

10:45 - 10:50 21. People and Organisational Development Highlight Report

5 min

Assurance *Suzanne Hartshorne*

Paper

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

 People and Organisational Development Highlight Report.pdf (7 pages)

10:50 - 11:10

20 min

22. Sickness Absence Reduction: Overview of interventions

Assurance

Marc Thomas / Suzanne Hartshorne

Paper

Resolution: The Trust Board is asked to take assurance from the progress, governance and programme of interventions set out in the paper, and to support the strengthened approach to reducing sickness absence.

 Sickness Absence Reduction Overview of interventions.pdf (5 pages)

 Sickness Absence Reduction Appendix A Absence Reduction Plan 2026-2027.pdf (4 pages)

 Sickness Absence Reduction Appendix Ai Absence Reduction Plan 2026-2027 Deep Dive Report.pdf (46 pages)

 Sickness Absence Reduction Appendix B.pdf (1 pages)

 Sickness Absence Reduction Appendix C- Short Tem Sickness Absense Managment.pdf (2 pages)

 Sickness Absence Reduction Appendix D- Managing Sickness Absence.pdf (8 pages)

11:10 - 11:20

10 min

23. NHS Staff Standards Self-Assessment

Assurance

Suzanne Hartshorne and Kim Broughton-Roe

Paper/Presentation

Resolution: The Trust Board:

- Agree the baseline self-assessment as the Trust's current position against the six NHS Staff Standards, recognising the different levels of evidence and implementation.
- Confirm YAS Together as the single coordination and assurance mechanism, with delivery remaining with accountable leads and existing workstreams.
- Endorse the priority actions and require clear Executive accountability, lead ownership, capacity, milestones, review dates and measures of impact for outstanding employer actions.
- Support an assurance approach that brings together implementation evidence, confirmed Staff Survey measures, workforce and equality data, staff experience, and Trade Union and staff network insight.
- Receive progress, risk and exception assurance through established People and Board governance routes, focused on consistent implementation, measurable impact and staff experience.

 NHS Staff Standards and alignment to YAS Together Programme 2026.pdf (8 pages)

 NHS Staff Standards Board Assurance and Alignment to YAS Together.pdf (16 pages)

11:20 - 11:30

10 min

24. Health and Safety Annual Report 2025/26

Assurance

Dave Green

Paper

Resolution: The Trust Board is asked to take assurance on the progress made from the 2025/26 Health and Safety Annual Report; note that it has previously been received and considered by the Trust Executive Group and People Committee

 Health & Safety Annual Report.pdf (2 pages)

 Health & Safety Annual Report - APP1 H&S Annual Report 2025-26.pdf (14 pages)

11:30 - 11:35

5 min

25. Audit and Risk Committee Chair's Report

Assurance

Tabitha Arulampalam / Deputy Chair

Paper

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

 AAA ARC Board 24.09.26.pdf (3 pages)

11:35 - 11:40 **26. Board Governance Report**

5 min

Information

David O'Brien

Paper

Resolution:

1. The Board notes the resignation of Katie Lees
2. The Board formally thanks Katie for her work with the Trust and recognises her valuable contribution to meetings of the Board and of the Quality Committee.

 Board Governance Report.pdf (3 pages)

11:40 - 11:45 **27. Any Other Business**

5 min

Information

Martin Havenhand

Verbal

11:45 - 11:45 **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

11:45 - 11:45 **29. Supporting Information**

0 min

29.1. Corporate Risk Register (General)

 Corporate Risk Register - Non-Operations - BoD - 240926.pdf (3 pages)

29.2. Corporate Risk Register (Operations)

 Corporate Risk Register -Operations - BoD - 240926.pdf (3 pages)

29.3. Integrated Performance Report (IPR)

29.4. Health and Safety Policy

 PO - Health and Safety Policy V7.0.pdf (23 pages)

11:45 - 11:45 **30. Date of next Board Meetings to be held in Public**

0 min

- **26 November 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.