

Board of Directors (in Public)

24 September 2026



Report Title	Chief Executive's Report
Author	Peter Reading, Chief Executive
Accountable Director	Chief Executive
Lead Board Committee	Choose an item.
Previous groups	None
Recommended action	Information
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	
This report updates the Board on key developments, achievements and challenges across Yorkshire Ambulance Service (YAS) during the reporting period.	
Recommendation(s)	To note the update from the Chief Executive
Link to Board Assurance Framework Risks (board and board assurance 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 INTRODUCTION

- 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

- 2.1 We are pleased to have retained our position, ranked first amongst the ten English ambulance trusts, in the [National Oversight Framework Quarter 1](#) Ambulance Sector League Table published earlier this month. The results this quarter include updated metrics and methodology and although we have areas of focus (staff sickness rates, 999 call answering and conveyance of patients to emergency departments), the ranking reflects the continued hard work and dedication of our staff.

3 ANNUAL GENERAL MEETING, 24 SEPTEMBER 2026

- 3.1 We will be holding our Annual General Meeting, AGM, at our headquarters, Springhill, Brindley Way, Wakefield, West Yorkshire, WF2 0XQ from 12.00 to 12.45 on Thursday 24 September 2026. The AGM is a meeting in public, which attendees can join virtually via MS Teams or in-person.
- 3.2 The AGM offers the opportunity to hear about the Trust's achievements, progress and challenges during 2025-26, and outline our plans for the future, as well as how we have responded to and cared for our patients and supported our staff and communities across Yorkshire and the Humber. There will be an opportunity to ask questions in advance of the meeting and questions can be submitted before the meeting, by emailing yas.corporategovernance@nhs.net by 12.00 on Tuesday 22 September 2026. To join our AGM, either virtually or in person, please register your interest by contacting yas.corporategovernance@nhs.net or call 0330 678 4100. More information is available on our [website](#).

4 SUPPORTING CHILDREN ON WORLD PATIENT SAFETY DAY

- 4.1 On 17 September, the Trust supported World Patient Safety Day, where the theme this year was 'safe care for every newborn and child'. The Trust is focusing particularly on enhancing medication safety, where identifying dosage for children in emergency situations can be challenging.
- 4.2 Our other area of focus is on reducing risks for small and sick newborns and specifically on thermoregulation and preventing hypothermia. This year's theme is an important focus for YAS, as between November 2024 and May 2025, our staff attended 111 'born before arrival' births and there were 71 crew-assisted deliveries.
- 4.3 We are really pleased that our first consultant midwife, Catherine Buckroyd, continues to support this important aspect of the campaign on newborn care.

5 FIRST ACCREDITED OUT OF HOSPITAL NEWBORN LIFE SUPPORT COURSE

- 5.1 We recently delivered our first Resuscitation Council UK-accredited Out of Hospital Newborn Life Support course, strengthening our resuscitation education offer for colleagues across the region.
- 5.2 As one of the first ambulance trusts in the UK to provide this accredited training, YAS welcomed faculty and pre-hospital clinicians from a range of backgrounds, including community midwives, paramedics, critical care practitioners and doctors. It was led by Dr Hannah Shore, Consultant Neonatologist in Leeds as Course Director, and Dr Rob Tinnion, Consultant Neonatologist in Newcastle as Medical Director.
- 5.3 The two-day programme focused on newborn physiology, resuscitation at birth, practical skills and realistic simulation. It also supported multidisciplinary learning and helped participants better understand each other's roles in delivering newborn care outside hospital.

6 IMPROVEMENT PROGRAMME VISIT – URGENT AND EMERGENCY CARE

- 6.1 In early August, we hosted a visit for the Getting It Right First Time (GIRFT) team. The GIRFT Urgent and Emergency Care Ambulance Programme is a national NHS improvement programme. It's designed to help ambulance services provide more consistent, effective care and improve patient outcomes.
- 6.2 The programme aims to:
 - Reduce differences in how ambulance services work across the country.
 - Share best practice between ambulance trusts.
 - Improve clinical decision-making.
 - Increase the number of patients who can be safely treated without needing to go to hospital.
 - Improve patient outcomes and experience.
- 6.3 The GIRFT team visited our headquarters in Wakefield to gain a deeper understanding of our operational challenges, to share best practice, and explore opportunities for pathway standardisation and ambulance handover improvement.
- 6.4 The visit included a discussion around joint working across the system and potential areas for support from GIRFT. The team received an overview of local operational processes, with discussion on clinical assessment, hear and treat / see and treat models, clinical navigation, dispatch decision-making and pathway utilisation.

7 IMPROVING CO-ORDINATION OF 999 AND NHS 111 CALLS

- 7.1 We are nearing completion on a major project to introduce a common computer aided dispatch (CAD) system, across emergency and urgent healthcare. This will improve coordination in the delivery of 999 and NHS 111 services, creating a smoother patient journey and the aim of the project is for patients to receive timely care, that is the most appropriate at the earliest point in their journey.
- 7.2 Around 700 health advisors in our Integrated Urgent Care Centre (IUC), which delivers the NHS 111 service, have moved to the system used by our Emergency Operations Centre, which deals with emergency 999 call handling. The change will help to improve clinical assessment and provides the possibility of flexible call handling across 999 and NHS 111. The phased move is expected to complete by October 2026.

8 STUDENT PARAMEDIC SURVEY RESULTS

- 8.1 The latest National Education and Training Survey presents an encouraging picture of the student experience at YAS. Results improved in most areas, with particular strengths in wellbeing, teamwork, facilities and workplace culture. Overall performance also exceeded the ambulance-sector benchmark. The findings highlight further opportunities to improve confidence in raising concerns, wellbeing support and consistency of supervision. Many learners would also recommend YAS as both a training organisation and a provider of patient care. Overall, the results provide a strong basis for continued improvement and an even better learning experience.
- 8.2 In response to these findings, we have strengthened placement information for students and Practice Educators, redesigned the two-day Practice Educator course to include realistic scenarios involving student and educator challenges, and expanded guidance on safeguarding and safe learning environments. We also plan to introduce student and Practice Educator profiles to clarify expectations, share relevant information and provide useful discussion points before and during placements.

9 CONTROL ROOM AWARD WINNER

- 9.1 Oliver Dean, Service Development Officer for our NHS 111 and Integrated Urgent Care, won the 'unsung hero' award - John Gilhooly Award – at the national Control Room Awards 2026. The award recognises the unsung heroes of the control room profession – individuals who demonstrate unwavering commitment, selfless service, and relentless dedication to supporting colleagues and delivering excellence, often without seeking recognition.
- 9.2 Oliver was nominated by colleagues because he consistently goes above and beyond to support colleagues, drive service improvement, and strengthen staff wellbeing. And beyond his day-to-day role, he organises events and fundraises for charity, building a stronger sense of community across the Trust.

10 CELEBRATION OF DIVERSITY AND INCLUSION

- 10.1 Throughout the summer, the Trust has been celebrating diversity and inclusion, with support for Pride events in Leeds and Beverley, as well as our own Pride event at Trust Headquarters. Our support networks have held events to mark South Asian Heritage Month, as well as toured our call centres and ambulance stations to engage with colleagues. Our networks help us to ensure our Trust is inclusive and supportive, and through our Race Equality, Disability, Women and Allies, Armed Forces and Pride networks we are able to ensure we're creating inclusive workplaces. During National Inclusion Week, 14-20 September, we have taken the opportunity to celebrate with a range of events and discussions to emphasise the importance of a diverse and inclusive workplace.

11 RESTART A HEART SUPPORT

- 11.1 Yorkshire Ambulance Service (YAS) is appealing for volunteers to help deliver CPR training at secondary schools on Restart a Heart Day. A total of 168 secondary schools from across the region are taking part in the event on Friday 16 October 2026 which means that over 35,000 students will learn the life-saving skill in one day.
- 11.2 More than 630 off-duty Yorkshire Ambulance Service staff and Community First Responders, as well as volunteers from some partner organisations, have already signed up to help provide the training but additional volunteers are still needed in

certain areas.

- 11.3 Each school is allocated a team of volunteers including one lead volunteer, who has overall responsibility for the event at that specific location. The training is delivered by the lead with the aid of a tutorial video. The volunteers are there to support the practical element of the training and don't have to have a clinical background to take part, just a basic understanding of CPR is required. [Volunteers can register by completing this form.](#)

12 HARD-HITTING FILM TARGETS DRUG-DRIVING

- 12.1 A hard-hitting film about the devastating consequences of drug-driving and nitrous oxide misuse has been produced by University of Leeds students in partnership with a Harehills community organisation, local emergency services including YAS, West Yorkshire Police, West Yorkshire Fire and Rescue Service, and Leeds City Council.
- 12.2 [The film](#), NOS, forms part of a wider road safety awareness campaign led by Junior Sports Hub (JSH), a grassroots charity, and supported through the University of Leeds Community Projects Programme. The project aims to raise awareness of drug-driving among young people and encourage conversations about the risks associated with nitrous oxide. NOS tells the story of two brothers whose lives are changed forever after a road collision caused by nitrous oxide use.
- 12.3 The project brought together university students, emergency services and professional film makers including YAS staff. Following the community launch, the films will be distributed through emergency service engagement programmes, educational settings and other community groups. Further information is available [online](#).

13 COMMUNITY ENGAGEMENT AND RESILIENCE PROJECT LAUNCHED IN BRADFORD AND BARNSELY

- 13.1 The Yorkshire Ambulance Service Charity has launched a two-year community resilience project in Manningham, Bradford, and Goldthorpe, Barnsley, supported by funding from NHS Charities Together. Working alongside local communities, schools, colleges and community organisations, the project will deliver first aid, CPR and defibrillator training; develop local trainers and ambassadors who can pass on these skills; and support the installation of community public access defibrillators based on local need.
- 13.2 It will also combine emergency response skills with information to help prevent ill health and improve awareness of ambulance services. The areas were selected because of significant health inequalities, population health needs, high ambulance demand and limited previous engagement with Yorkshire Ambulance Service. The programme will promote volunteering and employment pathways across the ambulance service and aims to create lasting change, working with community organisations and groups in these areas.

14 NEW AMBULANCE STATION IN HULL NEARS COMPLETION

- 14.1 Work is approaching completion on our major new state-of-the-art ambulance station off Clough Road in Hull. Once complete, the new facility will bring staff together from ambulance stations and bases in Hull East, Hull West, Sutton Fields, Hamburg Road and a fleet workshop, into one modern site.

- 14.2 The new facility has been under construction since 2025 and the station will improve the efficiency of our services, support our staff and ultimately enhance the quality of care delivered to patients across the city and wider region. Staff will start to move into the new station throughout October, with a formal opening planned in early 2027.

15 SCARBOROUGH AMBULANCE STATION

- 15.1 Staff moved into our new Scarborough Ambulance Station in August, benefitting from modern and much-improved facilities. Located across the road from the existing station, it features an environmentally friendly design and 50% more parking. New facilities include changing rooms, rest room, a small training room, offices and meeting space, as well as improved kitchen facilities and a new clinical hub.
- 15.2 Over 100 staff from 999 Operations and Patient Transport Service (PTS) will make the phased move, with plans to provide an improved on-site fleet workshop.

16 ROLL-OUT OF IPADS TO 999 FRONTLINE STAFF

- 16.1 The roll-out of the personal-issue iPad devices to over 3,600 frontline staff, to replace the rugged devices on emergency ambulances is now nearing completion.
- 16.2 The iPads provide access to the YAS electronic Patient Record (ePR) software and also enables 999 Operations staff to gain easier access to emails, e-learning and useful apps while they are on the go. Key benefits of the iPad device include 5G capabilities, extended battery life to reduce charging, and a rugged case with keyboard. The provision of this new equipment, with an investment of £2.5m, supports the Trust in continuing to capture YAS patient records digitally, with all the associated benefits of information sharing, patient safety and experience, and clinical auditing.

17 PROGRESS ON PLANS FOR A NEW AMBULANCE STATION FOR SHEFFIELD

- 17.1 We are continuing to progress with plans for the development of a new ambulance station for Sheffield and have now been notified that the Trust's planning application for the new ambulance station has been approved by Sheffield City Council.
- 17.2 Following this progress, we continue with the preparation of the outline business case for the new station. In line with NHSE requirements, we expect this outline business case to be ready around the end of September and a final business case to be ready towards the end of 2026.

18 WORLD SUICIDE PREVENTION DAY 2026

- 18.1 Thursday 10 September was World Suicide Prevention Day, a global awareness day dedicated to raising awareness, reducing stigma and encouraging people to access support when they need it. As an emergency service, we know that suicide can affect anyone, whether through personal experiences, concerns about a colleague, responding to incidents, or losing someone close. We used the day to focus on the range of support, guidance and resources available for all staff and volunteers. These include immediate support services, suicide awareness training, bereavement resources, the YAS Suicide Prevention Toolkit and guidance for managers.

- 18.2 This year, our Health and Wellbeing team encouraged everyone to take a few minutes to, learn about the support available, complete a suicide awareness training resource, save key support numbers, check in with a colleague, friend or loved one and promote a culture where it's okay to ask for help.

19 SUMMER SAFETY CAMPAIGN

- 19.1 Throughout the summer, we have been supporting a summer safety campaign, with a focus on water safety. With an increasing number of incidents involving open water and people getting into difficulties, we have been working with partners to remind people how rivers, lakes, reservoirs and coastal waters remain cold enough to cause cold water shock, even on the hottest days. This can lead to panic, breathing difficulties and drowning within seconds. We have been reminding the public to never swim alone, always enter the water slowly, avoid alcohol when swimming, watch out for rip currents and strong currents, choose lifeguarded locations where possible and remember to 'float to live' if you get into difficulty. And if someone is in trouble, call 999 and don't enter the water.

20 CEO VISITS SINCE LAST PUBLIC BOARD

- 20.1 Since the last Trust Board Meeting in Public, I have had the privilege of visiting six of our Ambulance Stations (Barnsley, Castleford, Hoyland, Keighley, Menston and Seacroft) and two of our partner acute hospitals (Airedale and Leeds General Infirmary), and also been visited at our HQ by the CEO and two executive directors of York and Scarborough Hospitals. As always, I have learnt a huge amount from what I have heard and seen at each of these visits.
- 20.2 I also had the honour of attending the YAS EPR Celebration Event at our HQ at the end of July, which demonstrated excellently the superb work done by the YAS EPR Development Team in establishing (and keeping under continuous improvement) YAS's new, self-developed Electronic Patient Record.

21 FINANCIAL IMPLICATIONS

- 21.1 There are no financial implications arising from this paper.

22 EQUALITY IMPLICATIONS

- 22.1 There are no equality implications arising from this paper.

23 QUALITY IMPLICATIONS

- 23.1 There are no quality implications arising from this paper.

24 RISKS

- 24.1 There are no risks arising from this paper.

25 RECOMMENDATION

- 25.1 It is recommended that the Board note the Chief Executive's Report.