



**Yorkshire
Ambulance Service**
NHS Trust



Yorkshire Ambulance Service 2025-2026 Annual Business Plan

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YAS 2025-2026 Annual Business Plan on a Page

Our 2025-26 Strategic Priorities at a glance showing our commitment to patients, staff and stakeholders.

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| Our Patients | | | |
| (1) Improve 999 and 111 call centre clinical capacity, triage, and care navigation | (2) Increase to improve ambulance response times | | (3) Enhance care quality and safety |
| Workstreams: <ul style="list-style-type: none"> ➤ NHS Pathways ➤ Expand Remote Clinical Capacity ➤ Remote Patient Care Integration | Workstreams: <ul style="list-style-type: none"> ➤ Clinical Response Model ➤ Increase Operational Productivity by: <ul style="list-style-type: none"> i. <i>Improving Rest Break Arrangements to support high quality patient care and the welfare of staff</i> ii. <i>Managing Arrive to Handover (Transfer of Care)</i> iii. <i>Reducing Handover to Clear (Crew Clear)</i> ➤ NHSE PTS Eligibility Criteria | | Workstreams: <ul style="list-style-type: none"> ➤ Clinical Audit and Effectiveness Plan ➤ Medicines Governance ➤ iPad-based ePR application ➤ Cyber resilience ➤ Complaint Response Time Improvement |
| Our People | | | |
| (4) Strengthen workforce resilience and development | | (5) Foster a positive organisational culture | |
| Workstreams: <ul style="list-style-type: none"> ➤ Looking After Our People: <ul style="list-style-type: none"> i. <i>Absence Reporting System</i> ii. Reduce sickness absence and improve staff health and wellbeing ➤ A&E Team Based Working | | Workstreams: <ul style="list-style-type: none"> ➤ Improving Organisational Culture through the YAS Together Programme by: <ul style="list-style-type: none"> i. <i>Advancing Equality, Diversity, and Inclusion</i> ii. <i>Fostering Sexual Safety</i> iii. <i>Leadership Development</i> iv. <i>Embedding the YAS Together Culture</i> | |
| Our Partners | | | |
| (6) Collaborate with system partners to coordinate care delivery | | (7) Embed a culture of improvement through better use of data and quality improvement (QI) | |
| Workstreams: <ul style="list-style-type: none"> ➤ Maximising clinical pathway use in Remote Patient Care and Crews on scene. | | Workstreams: <ul style="list-style-type: none"> ➤ Develop Data Analytics and BI Capabilities | |
| Our Planet and Pounds | | | |
| (8) Ensure sustainable, effective and efficient use of resources | | | |
| Workstreams: <ul style="list-style-type: none"> ➤ Deliver a Balanced break-even Financial Plan ➤ New Ambulance Station in Hull ➤ Fleet Optimisation ➤ Regional long term collaborative agreement for PTS | | | |
| YAS's Business Plan supports the ongoing strategic focus and commitment to: | | | |
| Implementing the Quality Account Priorities, focusing on learning from patient safety incidents, clinical supervision, and enhancing patient experience. | Improving staff safety with a particular focus on deterring violence and aggression and implementation of the NHS England violence reduction standards. | Addressing health inequalities, improving population health outcomes and delivering on the Core20PLUS5 approach. | Environmental sustainability, with continuing efforts to tackle climate change and progress towards net zero. |

Introduction

Yorkshire Ambulance Service (YAS) serves a population of more than five million people across Yorkshire and the Humber, almost 6,000 square miles. Across three integrated care systems (ICSs) – West Yorkshire, Humber and North Yorkshire and South Yorkshire, YAS works with three integrated care boards (ICBs), more than 20 NHS Trusts, 15 councils, more than 120 primary care networks and partners in mental health, community services, voluntary organisations and other emergency services to improve the health and wellbeing of local people.

The key services Yorkshire Ambulance Service provides are:

- A 24/7 Emergency Operations Centre and 999 emergency service
- An Integrated Urgent Care (IUC) service, which includes the NHS 111 urgent medical help and advice line across Yorkshire and the Humber, Bassetlaw in Nottinghamshire, North Lincolnshire and North-East Lincolnshire
- A Patient Transport Service (PTS) for eligible people to travel to and from their healthcare appointments and support timely discharge.

Purpose of the 2025-2026 Business Plan

Delivery of the 2024-2029 Trust Strategy is through the Annual Business Plan, which details the in-year priorities against the strategic ambitions and defines the actions that the organisation will take each year to deliver the Strategy and four bold ambitions: Our Patients, Our People, Our Partners, and Our Planet and Pounds.

The 2025-26 Annual Business Plan details the key priorities and commitments to patients, staff and partners for the 2025-26 financial year. The plan delivers on the NHS England (NHSE) Operating Plan 2025-26 and the second year of the YAS Trust Strategy 2024-29, aligned to the three Integrated Care Board Joint Forward Plans, and local Place priorities in the context of system-wide financial challenges. The plan ensures YAS continues to provide and coordinate safe, effective, responsive and patient-centred out-of-hospital emergency, urgent and non-emergency care, so all YAS patients can have the best possible experience and outcomes through great care, great people and great partners.

Performance will be monitored through the Performance Management Framework tracking the identified workstream measures and milestones. The business plan will be reported quarterly through governance structures to Trust Board and aligned to the Board Assurance Framework to identify and control strategic risks.

The Golden Thread

Strategy, Planning and Performance



YAS 2025-26 Business Plan Objectives and Key Workstreams

We have 8 Business Plan objectives for 2025-2026. These are our commitments to patients, staff and stakeholders. They are aligned with the Trust Strategy as below.

Our Patients: To improve safety and quality for patients.

(1) Improve 999 and 111 call centre clinical capacity, triage, and care navigation:

YAS will implement NHS Pathways in our Emergency Operations Centre by December. We will expand the multi-disciplinary clinical team to average 112 clinicians, continue integration of clinical assessment across 999 and 111 ahead of full integration in 26/27, and increase Hear & Treat rates to 17.9% across 2025/26.

Key workstreams:

- NHS Pathways
Develop Integrated 111 and 999 Triage and Assessment by implementing NHS Pathways to optimise patient navigation across services.
- Expand Remote Clinical Capacity
Increase Hear and Treat and See and Treat to reduce unnecessary and inappropriate conveyance to ED.
- Remote Patient Care Integration
Expand Remote Clinical Capacity by integrating services.

(2) Increase productivity to improve ambulance response times:

YAS will improve ambulance response times for Category 2 patients to under 29 minutes. We will reduce ambulance crew unavailability, improve average crew clear time to 20 minutes by 1st November 2025 and optimise rest break arrangements.

Key Workstreams:

- Clinical Response Model
Design and commence the implementation of a revised Clinical Response Model.
- Increase Operational Productivity by:
 - I. *Improving Rest Break Arrangements to support high quality patient care and the welfare of staff*
 - II. *Managing Arrive to Handover (Transfer of Care)*
 - III. *Reducing Handover to Clear (Crew Clear)*
- NHSE PTS Eligibility Criteria
Implement NHSE PTS Eligibility Criteria across all ICB areas.

(3) Enhance care quality and safety:

YAS will deliver our Quality Account priorities - learning from patient incidents, clinical supervision and improving patient involvement. We will continue improvements in medicines governance to achieve over 90% compliance, expand the number of clinical audits, and deploy an iPad-based electronic patient record for all A&E crews by end March 2026.

Key Workstreams:

- Clinical Audit and Effectiveness Plan
Commence the Clinical Audit and Effectiveness Plan targeting key areas.
- Medicines Governance
Continue to improve medicines governance and procedural adherence, by implementing a medicine safety strategy for 2025/26.
- iPad-based ePR application
Development of an iPad-based ePR application for A&E crews.
- Cyber resilience
Strengthening cyber resilience: Single Sign-On integration and Zero Trust Network implementation.
- Complaint Response Time Improvement:
Improving complaint response times to enhance patient experience and regulatory compliance while strengthening the efficiency and effectiveness of patient feedback mechanisms to improve overall service delivery.

Our People: To invest in our people to improve care and support delivery.

(4) Strengthen workforce resilience and development:

YAS will continue to support staff health, safety and wellbeing, to improve retention and reduce sickness absence by 0.5%, with measurable improvements in National Staff Survey outcome scores.

Key Workstreams:

- Looking After Our People
Create a person-centred and compassionate environment to manage sickness absence, reducing absence rates and improving the health and wellbeing of our workforce by focusing on:
 - i. *Absence Reporting System*
 - ii. *Reducing sickness absence and improve staff health and wellbeing*
- A&E Team-Based Working
Review, identify and propose changes to A&E Team Based Working.

(5) Foster a positive organisational culture:

YAS will continue to implement the YAS Together organisational development programme, which will enable the delivery of the NHS People Promise. This will focus on leadership and career development, sexual safety, anti-racism, and ensuring reasonable adjustments.

Key Workstreams:

- Improving Organisational Culture through the YAS Together Programme by:
 - i. Advancing Equality, Diversity, and Inclusion
Embed Equality, Diversity and Inclusion (EDI) through delivery of the annual plan to improve organisational culture.
 - ii. Fostering Sexual Safety
Embed the Sexual Safety Charter to support the Trust's journey towards a culture of continuous improvement where everybody feels valued and included, proud to work and can thrive.
 - iii. Leadership Development
Continue to Embed the Leadership Development Pathway and drive engagement with leaders across the organisation to impact upon leadership capacity and capability.
 - iv. Embedding the YAS Together Culture
Continue to drive cultural improvements, delivering the NHS People Promise through the YAS Together Programme.

Our Partners: To collaborate with our partners to improve response and population health outcomes.

(6) Collaborate with system partners to coordinate care delivery:

YAS will work with Acute and Place partners to introduce the Transfer of Care protocol in all hospitals ahead of winter to reduce handover delays, and to increase patient referrals and acceptances to appropriate services and pathways from Remote Patient Care and crews on-scene so improving Hear and Treat rates to 17.9% and our ability to See and Treat.

Key Workstreams:

- Maximising clinical pathway use in Remote Patient Care and Crews on scene.
Improve the use of appropriate clinical pathways to support patients to access the right care, this will help reduce unnecessary Emergency Department (ED) attendances and ambulance dispatches.

(7) Embed a culture of improvement through better use of data and quality improvement (QI):

YAS will ensure data-driven, intelligence-led decision-making, providing actionable insights to support continuous improvements.

Key Workstreams:

- Develop Data Analytics and BI Capabilities
Develop advanced analytics and BI capabilities to inform clinical, quality, performance, patient outcomes, and demand forecasting, with outputs shared with system partners.

Our Planet and Pounds: To invest in the infrastructure and resources to improve the effectiveness of direct delivery.

(8) Ensure sustainable, effective and efficient use of resources:

YAS will deliver a balanced, break-even financial plan, embed a culture of financial ownership to achieve 4.1% efficiencies, introduce 72 new DCAs to replace older vehicles, and reduce fuel costs by 10% through implementing telematics across our fleet. We will fully implement the national PTS eligibility criteria by June.

Key Workstreams:

- Deliver a Balanced break-even Financial Plan
Budget holder accountability and management, targeted cost improvements, efficiencies and productivity gains, with strong oversight and escalation.
- New Ambulance Station in Hull
Develop a new ambulance station in Hull to increase capacity for the Hull East, West, Sutton Fields, and Hamburg Road cluster, as part of a longer-term programme of investment beyond 2025/26.
- Fleet Optimisation
Implement Fleet Optimisation to improve vehicle efficiency and operations by investing in the ambulance fleet, increasing vehicle availability, reducing vehicle average age, and reducing environmental impact with telematics systems.
- Regional long term collaborative agreement for PTS
Collaborate with regional partners to streamline patient transport contracting and services, enhancing efficiency, resource allocation, and service delivery.

The Business Plan supports the ongoing strategic focus and commitment to:

- Implement the **Quality Account Priorities**, focusing on learning from patient safety incidents, clinical supervision, and enhancing patient experience.
- **Improve staff safety** with a particular focus on deterring violence and aggression and implementation of the NHS England violence reduction standards.
- Address **health inequalities**, improving population health outcomes and delivering on the Core20PLUS5 approach.
- **Environmental sustainability**, with continuing efforts to tackle climate change and progress towards net zero.

Workforce Plan

The YAS 2025-26 workforce plan is informed by performance expectations and financial constraints, with the following assumptions underpinning its development:

- There is minimal growth in establishment between 2024-25 and 2025-26.
- Due to the vacancy position, there is a planned total workforce change from 6,707 WTE total workforce (March 25) to 6,809 WTE total workforce (March 26), an increase of 1.5%. The substantive change is 6,482 (March 25) to 6,645 (March 26), an increase of 2.5%. This is all within budgeted establishment, therefore there is no growth beyond budget.
- The total expected use of bank and agency is forecast to be reduced from 225 to 164 WTE, due to increased substantive staffing and improved retention. This equates to a 27% reduction and 2.4% of the workforce.

The plan for the main business lines is shown below.

A&E Operations Workforce Recruitment & Retention

- Achieve A&E WTE budget levels. Total 3,354 WTE, including Mental Health Response Vehicle staffing.
- At least maintain turnover at 5.8%.

Remote Patient Care Workforce Recruitment & Retention

- Achieve WTE budget levels.
 - EOC - 255 EMD, 137 Dispatch, 128 Clinical Advisors.
 - IUC - 450 Health Advisors, 105 Senior Clinical Advisors.
- At least maintain turnover:
 - EOC - 19.3%.
 - IUC – 26.0%.

Note that employee turnover refers to the total rate of employee movements. This includes movements of staff from bank/agency to substantive positions, secondments, promotions etc., therefore not only attrition. Attrition specifically focuses on departures/leavers.

PTS Workforce Recruitment & Retention

- Achieve PTS WTE budget levels of 470 WTE.
- At least maintain PTS turnover of 9.3%.

Financial Plan

The 2025-26 financial plan aligns to the requirements of the Trust's business plan, as well as reflecting efficiency requirements. We will deliver a break-even financial plan, including the delivery of a 4.1% (£18.5m) efficiency target.

Alignment of YAS Priorities and Workstreams for 2025/26 with NHS England (NHSE) 2025/26 Guidance

The YAS priorities and workstreams, as well as ongoing activity not prioritised in the business plan, are aligned to the strategic objectives outlined in the NHSE 2025/26 guidance, particularly in the areas of:

- Improving Urgent and Emergency Care by optimising urgent care access, reducing avoidable dispatches and improving ambulance response and hospital handovers.
- Living within the budget allocated, reducing waste and improving productivity by reducing spend on agency and bank staff, improving procurement and contract management, and prescribing, and driving improvements in operational productivity and financial efficiency.
- Workforce resilience, wellbeing, and leadership development.
- Making a shift from analogue to digital, by driving digital transformation and advancing in data-driven decision-making.
- Addressing health inequalities and prevention and promoting sustainability.
- Meeting the Mental Health Investment Standard (MHIS), by maximising the expansion and productivity of crisis alternatives, including the 111 Mental Health option, crisis resolution and home treatment teams and community Mental Health services.
- Collaborative working and local prioritisation, ensuring governance and Board-Level consideration for decision-making.

This alignment ensures that YAS contributes effectively to national. Regional and Place based goals and drives local service improvements to enhance patient outcomes and support system-wide transformation.

Business Plan Delivery is underpinned by the YAS Values and YAS Together Programme

Delivery of the annual business plan is underpinned by a focus on the YAS values and the YAS Together Programme, a collaborative approach to how YAS does things, the behaviours YAS expects and ways of working.

YAS Values

The values and behavioural framework underpin everything done at YAS and shape its approach. The values reflect the behaviours that patients, colleagues, volunteers, partners, and others can expect, as YAS strives to achieve its strategic goals.



YAS Together Organisational Development Programme

The YAS Together Organisational Development Programme supports and celebrates the collective impact YAS has and the ambition to deliver great care. It defines how YAS people, students and volunteers work together to deliver the Trust's vision, strategy and business plan, and the tools and resources available. It is aligned to the NHS People Plan and Promise, the Trust Strategy, values, and responds to the NHS England 2025-26 operational planning priorities.

The YAS Together Organisational Development Programme is built upon five pillars, that provide guidance on how staff, students and volunteers at YAS act, and the shared expectations of one another:

- **Care Together** – patient care is at the heart of what YAS does

- **Lead Together** – leaders unlock opportunities, making decisions to develop in their roles
- **Grow Together** – staff and volunteers are given opportunities to develop and/or progress their career at YAS
- **Excel Together** – staff and volunteers embrace improvement and can implement new ideas
- **Everyone Together** – YAS is inclusive and value diverse contributions and perspectives, to make YAS great



The YAS Together programme is a commitment to enhancing the experience of employees, students and volunteers. It prioritises health and well-being, a sense of belonging, and professional development while focusing on improving workplace culture.

System and Stakeholder Engagement to deliver the Business Plan

YAS has considered the local Joint Forward Plans and Place priorities in developing the business plan and will continue to work closely with system partners, communities, and stakeholders in the delivery of this plan, with continuous engagement and communication to ensure successful delivery to achieve the priorities and commitments to our patients, staff and stakeholders.

Risk Management

Effective risk management underpins timely and impactful delivery of all the Trust strategic ambitions. As workstreams detailed in this business plan are delivered, further risks to delivery will be determined, documented, and managed at an appropriate level aligned to Trust governance structures. Strategic risks are key corporate risks which could prevent or seriously impact on the achievement of the Trust's strategic objectives, managed at Executive Team level and reported to the Board and assurance committees. These risks are included in the Board Assurance Framework, which forms the Trust's corporate risk register. Any risks identified will form the risk report, which is part of the quarterly cycle of risk assurance for Audit and Risk Committee and for the Trust Board.

Measuring Success

The 2025-26 annual business plan priorities and workstreams will deliver the Trust Strategy. Performance will be monitored through the Performance Management Framework, tracking against national ambulance quality indicators and standards, as well as monitoring and reporting on the identified workstream metrics and milestones. This will be reported quarterly through governance structures to Trust Board, aligned to the Board Assurance Framework to monitor progress and identify and control strategic risks.