

ID	Title	WHAT (IF... THEN...)	SO WHAT (RESULTING IN...)	Risk Ownership							Initial Grading	Current Grading	Target Grading	WHAT NEXT?
				Risk Ownership	BAF Risk(s)	Directorate	Area	Risk Owner	Risk Reviewed Date	Next Review Date				
559	PTS Contract	IF a procurement process is commenced for PTS contracts (including any challenge against PSR - direct award scheme) and a formal tender process is commenced THEN the contract(s) may be lost and awarded to competitors by September 2025	RESULTING IN significant financial impact by loss of income and associated costs, loss of staff and reputational risk.	Finance and Performance	3. 10.	Operations	PTS	Chris Dexter	15/05/2025	30/06/2025	12	15	8	Action: Ongoing work with contracts, midway through PSR process
662	PTS Contingency File	IF the PTS contingency file fails THEN there will be delays implementing PTS business continuity plans	RESULTING IN patient journeys being compromised.	Finance and Performance	3	Operations	PTS	Chris Dexter	24/06/2025	31/07/2025	12	12	4	Action: Review BC plan and identify further gaps/actions. Risk escalation to ICT to support with solution.
433	EOC workforce capacity	IF there are sustained increases in call volume, duplicate calls and failure to meet requirements for staffing numbers, THEN EOC staff will not be able to allocate resources in a timely manner	RESULTING IN delayed response times to answer and respond to emergency calls with potential for harm to patients	Finance and Performance	1. 8.	Operations	Remote Care/ EOC	Julia Nixon/ Claire Lindsay	28/02/2025	31/08/2025	25	12	4	Planned reduction of numbers due to pathways move. Action: Recruitment planned to begin externally over the coming weeks. Risk to be reviewed towards the end of the summer, with a view to reduce score
509	EOC Duplicate Call Process	IF EOC staff continue to duplicate jobs without sufficient checks to ensure they are true duplicates THEN there is a risk calls may be closed inappropriately meaning patients may be awaiting an ambulance response which has now been closed on the CAD system,	RESULTING IN increased exposure to patients and potential harm	Finance and Performance	1. 14.	Operations	Remote Care/ EOC	Julia Nixon/ Claire Lindsay	15/05/2025	27/06/2025	15	15	5	Testing attempted multiple times and failed. Action: Escalated to ICT and supporting ongoing work to identify solution with MIS.
687	National Intelligent Routing Platform (IRP)	IF the national Intelligent Routing Platform (IRP) is discontinued THEN patient safety is at risk due to delays in call answering in EOC	RESULTING IN delays to call answer times, and potential harm to patients by delays in critical advice and dispatch of a DCA.	Finance and Performance	1. 2. 5. 14.	Operations	Remote Care/ EOC	Julia Nixon/ Claire Lindsay	23/04/2025	25/06/2025	15	15	5	Withdrawal of IRP June 2025 by NHSE. Escalation by all Ambulance Trusts and collective review to potentially fund the system. Action: Plan and prepare for loss of IRP underway within EOC, however unknown what this looks like currently.
555	Major Incident Capability	IF YAS do not ensure a sufficient capability to a major incident across the region THEN there is potential for an inadequate response to a Major incident	RESULTING IN potential for the risk of further harm/death of the patients, failure to comply with the EPRR core standards and statutory requirements within the Civil Contingencies Act 2004 for all category 1 and 2 responders and significant damage to the reputation of the Trust.	People	5	Operations	Central Services	Liz Eastwood	15/05/2025	31/07/2025	15	15	3	Action: Learning from MAN inquiry under review to identify gaps. Awaiting national input.
556	Major Incident Exercising	IF YAS do not exercise specialist and non specialist staff on the response to a major incident THEN there is potential for an inadequate response	RESULTING IN potential for the risk of further harm/death of the patients, failure to comply with the EPRR core standards and statutory requirements within the Civil Contingencies Act 2004 for all category 1 and 2 responders and significant damage to the reputation of the Trust.	People	5	Operations	Central Services	Liz Eastwood	15/05/2025	31/07/2025	12	12	3	Action: Planning of table top exercises for non-specialist staff. Added to RGG agenda to regularly review and support.
579	National HART training courses	IF NARU is unable to schedule and run courses THEN YAS will then be unable to recruit and train HART paramedics in order to backfill shortfalls in staffing, address training needs or achieve the proposed HART uplift in team members	RESULTING IN A lack of HART staff within the department to be able to sustain a safe system of work and be compliant with the National Interoperability core standards. This would result in a risk to patients, staff and reputational risk to the Trust.	People	5	Operations	Central Services	Liz Eastwood	15/05/2025	31/07/2025	12	12	3	National training paused with no return dates confirmed. Action: Contact ECU regularly to seek clarification on any future training courses
652	Commander Training Compliance	IF YAS do not ensure that commanders are compliant with their training and CPD THEN there may be occasions when commanders are operating at incidents who are not competent of safe to do so	RESULTING IN unsafe systems of work for staff and that incident and / or inappropriate command decisions that could lead to patient harm.	People	5	Operations	Central Services	Liz Eastwood	15/05/2025	31/07/2025	12	12	4	Action: Commander training delivery across ops scheduled over the next 6 months.

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672	Insufficient capability for mass communication in event of major/critical incident	IF the trust does not have a robust and reliable methodology to support two way communication with large groups of people in the event of a major, critical or other serious incident THEN there will be delays to the mobilisation of the wider trust response and the notification and coordination of the response with system partners	RESULTING IN potential adverse impact on the outcome of patients due to delayed treatment and care.	People	5	Operations	Central Services	Liz Eastwood	03/07/2025	30/09/2025	12	12	3	Action: Funding secured and procurement of system underway. Timeline unknown.
689	National Risk Register capability requirements and response	IF we do not adequately identify and record our capability requirements and response arrangements THEN the Trust may not be able to respond to major events such as terrorist attacks etc. recorded on the national risk register (NRR)	RESULTING IN failure to comply with the Civil Contingencies Act 2004 and EPRR Core Standards with increased risk of patient and staff harm.	People	5	Operations	Central Services	Liz Eastwood	07/07/2025	31/08/2025	15	15	5	YAS capability and response arrangements gaps identified following review of the recently updated and published National Risk Register. The EPRR team are conducting a capability gap analysis to understand the extent of this risk.
626	South - Tactical Command Response	IF tactical commanders cannot arrive a major incident in reasonable time THEN there will not be an adequate command structure in place	RESULTING IN reputational damage, patient harm and risk to staff safety.	Finance and Performance	5	Operations	South	Adam Layland	20/06/2025	31/07/2025	15	12	5	Additional resilience is in place for the Tactical Command Response rota.
623	South - Hospital Handover Monitoring	IF there are hospital handover delays THEN ambulance crews will be unavailable to respond to emergency calls	RESULTING IN delayed response times to emergency calls with potential for harm to patients	Finance and Performance	1. 2. 3. 10.	Operations	South	Adam Layland	20/06/2025	31/07/2025	25	20	5	Actions: Continue roll out of Transfer of Care SOP throughout July and August. Ongoing monitoring.
612	West - Hospital Handover Monitoring	IF there are hospital handover delays THEN ambulance crews will be unavailable to respond to emergency calls	RESULTING IN delayed response times to emergency calls with potential for harm to patients	Finance and Performance	1. 2. 3. 10.	Operations	West	Rachel Gillot	01/07/2025	05/08/2025	10	12	5	Action: Roll out of Transfer of Care SOP throughout June and July at three main hospitals experiencing delays. Ongoing monitoring.
602	N&E - Hospital Handover	IF there are hospital handover delays THEN ambulance crews will be unavailable to respond to emergency calls	RESULTING IN delayed response times to emergency calls with potential for harm to patients	Finance and Performance	1. 2. 3. 10.	Operations	North & East	Jeevan Gill	30/06/2025	31/07/2025	25	12	6	ToC SOP implemented at York, Scarborough and Harrogate Hospitals and improvement sustained. Ongoing monitoring.
627	South - Operational Performance	IF operational resources available are outweighed by demand and/or acuity in South Yorkshire THEN there may be excessive response times to patients.	RESULTING IN patient harm	Finance and Performance	1. 2. 3. 10.	Operations	South	Adam Layland	20/06/2025	26/08/2025	20	20	5	Demand above expected within South. Action: Planning review underway to support capacity and expected demand.
616	West - Operational Performance	IF there is an increase in demand/Acuity in West Yorkshire THEN there may be excessive response times	RESULTING IN patient harm	Finance and Performance	1. 2. 3. 10.	Operations	West	Rachel Gillot	01/07/2025	05/08/2025	15	12	6	Reduction in responses at scene over previous months. Action: Transfer of Care SOP to be rolled out June / July to three hospitals and therefore expecting Handover delays to further improve performance.
603	N&E - Operational Performance	IF there is an increase in demand/Acuity split across the A&E Operations service THEN there may be excessive response times	RESULTING IN a potential risk to patient safety	Finance and Performance	1. 2. 3. 10.	Operations	North & East	Jeevan Gill	30/06/2025	31/07/2025	16	12	6	Actions: Roll out of Transfer of Care SOP seen improvement in handovers. However, other factors to consider such as fleet availability, absractions etc. contributing to overall performance.
688	West - Bradford Cat 2 90th Performance	IF the Trust continues to not achieve the target 40 minute response for CAT 2 90th THEN there is a delayed patient response and commencing of care	RESULTING IN poorer clinical outcomes and increased patient harm.	Finance and Performance	1. 2. 3. 10.	Operations	West	Rachel Gillot	01/07/2025	05/08/2025	12	12	4	Cat2 90th requires target 40 min response, currently seeing in excess of 60 minutes and over consistently on average. Excessive in comparison to other West areas. Actions: Remote patient care review and rota review.

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624	South - Adhering to medicines process	IF clinicians do not adhere to the POM pouch process at the start and end of shift and undertake three monthly POM audits THEN life-saving medicines may not be available at the point of need	RESULTING IN compromised patient care including harm to patients and potential fatalities.	Quality	4	Operations	South	Adam Layland	25/06/2025	04/08/2025	15	15	5	Action: Recruitment underway for Quality, Governance and Assurance Manager, interviews scheduled May.
613	West - Implementation of POM pouches and trial of Medicines Management App	IF clinicians do not adhere to the POM pouch process at the start and end of shift and undertake three monthly POM audits THEN life-saving medicines may not be available at the point of need	RESULTING IN compromised patient care including harm to patients and potential fatalities and Trust Wide roll out won't be possible	Quality	4	Operations	West	Rachel Gillot	01/07/2025	05/08/2025	12	12	6	Action: Updated process rolled out in some areas within West and seeing improvement. Continue roll out to remaining areas.
625	South - Lack of adherence to control drug documentation requirements	IF YAS does not adhere to the controlled drug documentation requirements including witness signatures and documenting the incident number in the station CD register THEN we are failing to meet the legislation requirements and causing a lack of visibility and auditability of CD stocks	RESULTING IN an inability to account for loss in a timely manner, and possible staff or patient harm.	Quality	4	Operations	South	Adam Layland	25/06/2025	04/08/2025	15	15	5	Action: Recruitment underway for Quality, Governance and Assurance Manager, interviews scheduled May.
648	South - Fleet Availability	IF there is no fleet available for staff at the start of their shift, or when a vehicle becomes unavailable through defect THEN there will be no ability for staff to respond to patients	RESULTING IN delayed response and harm to patients, and impact on staff wellbeing	Finance and Performance	1	Operations	South	Adam Layland	25/06/2025	05/08/2025	20	15	5	Roll out of new vehicles across patch has seen some improvement. Action: Ongoing work with fleet and scheduling to ensure availability and monitoring. Operations - West (6) and N&E (16).
663	N&E - Fleet Availability	IF there are not enough ambulance resources available to transport patients to ED, THEN there will be delays in patients receiving definitive treatment	RESULTING IN delayed response and potential harm to patient.	Finance and Performance	1	Operations	North & East	Jeevan Gill	30/06/2025	31/07/2025	9	16	5	Fleet availability decreased in N&E with long/complex VORs impacting availability. Action: Ongoing work with Fleet - 5 vehicles expected for delivery. Operations - West (6) and South (15).