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| Report Title | Finance and Performance Committee Chair's Report |
| Author | Andrew Chang, Non Executive Director |
| Accountable Director | Kathryn Vause, Executive Director of Finance |
| Previous committees/groups | None |
| Recommended action(s) (assurance, approval, information) | Assurance |
| Purpose of the paper | To highlight the key points of escalation from the Finance and Performance Committee meeting on 25 November. |
| Executive Summary | <p>This report highlights the key points from the Finance and Performance Committee meeting on 25 November 2025.</p> <p>The Committee was alerted to serious gaps in fire safety compliance, including no evidence of annual evacuation drills, with an action plan now in place and a new policy introduced.</p> <p>Progress on several business plan priorities remained behind target, especially sickness absence and rest-break improvements.</p> <p>Operational performance was strong overall but Hear and Treat performance was below plan.</p> <p>The Committee recommended approval of the WY PTS Contract, the Hull Hub contract award, and the five-year PTS fleet plan. It also reviewed business planning for 2026/27, noted pressures affecting response times, and discussed a new cyber risk.</p> <p>Assurance was provided on finance, A&E hours, PTS KPIs, and emergency preparedness performance.</p> |
| Recommendation(s) | The Committee are asked to note the contents of the report. |
| Link to Board Assurance Framework Risks (board and level 2 committees only) | <p>10. Act as a collaborative, integral, and influential system partner.</p> <p>12. Secure sufficient revenue resources and use them wisely to ensure value for money.</p> |

Escalation and Assurance Report
Report from: Finance and Performance Committee
Date of the meeting: 25 November 2025

Key discussion points and matters to be escalated from the discussion at the meeting:

Alert:

The Committee:

- Was provided a verbal update on fire safety and compliance. The organisation had experienced a long-standing vacancy for the Fire Safety and Compliance Manager in this role, which was filled in summer of this year. The new post holder has conducted a review of the organisation's fire safety processes, procedures, policies and compliance. This review uncovered a lack of evidence for annual fire evacuation drills, raising concerns about whether these had been conducted at all. An action plan has been implemented to address these gaps, with one drill already completed at Manor Mill Ambulance Station and others scheduled. A new fire safety policy has been introduced, specifying which premises require drills. Engagement with leaders in high-risk areas has occurred and assurances given that the situation was now being addressed.
- Reviewed the Q2 progress on delivery of the 26 business plan priorities. Noting that: reduction in Sickness Absence was Red and forecast as Amber/Red for Q3; Improving Rest Break Arrangements was Amber/Red and forecast to remain that in Q3.
- Reviewed operational performance, noting that whilst results were strong compared to historical standards and significantly ahead of the same period last year (marking the best performance in five years):
 - Hear and Treat figures had shown slight improvement in recent weeks it however remained below plan at 13.2% against a plan target of 17.9% due to contributing factors: the transition to NHS Pathways and changes in clinical validation. Efforts were underway to establish a new baseline and future targets for Hear and Treat performance.
 - Sickness in A&E increased by 0.3% to 6.6% in October and is forecast to deteriorate to 6.7% against the operating plan target of 6.1%.
- Reviewed the West Yorkshire Non-emergency Patient Transport Service Contract and recommends that the Trust Board approves the signing of the contract in line with the Trust's Standing Financial Instructions.
- Reviewed the Hull Hub Tender Evaluation Report and recommends that the board approve the recommendation that the contract is awarded to Hobson & Porter.
- Reviewed the five-year PTS fleet replacement plan for the purchase of 70 vehicles (45 diesel and 25 electric), along with the necessary EV charging infrastructure and equipment and recommends that the Trust Board approves the Year One procurement strategy for acquisition and conversion. The approach for years two to five, will return to the committee and Trust Board after further review by the Trust Executive.

Advise:

The Committee:

- Received an update on the 2026/27 Business Planning process noting that NHSE guidance is for key performance expectation for CAT2 to be under 25 minutes next year and tracking to under 18 minutes by 2028/29. Financial planning guidance specified a 2.03% cost uplift factor, offset by a 2% efficiency requirement, effectively leaving no additional funding for inflationary pressures. The first draft of the Business Plan is due for Board consideration on 11 December 2025, with submission of the draft to NHSE due 17 December. The final submission is due on 12 February 2026.
- Noted the A&E CAT2 mean response time remains within the Plan target of 28 minutes 48 seconds, at 28 minutes 1 second. However, the slight in-month deterioration was impacted by increases in Crew Clear time and Arrive to Hand-over time, and the below target rate for Hear and Treat (mentioned in Alert above).
- IUC call answer performance in October increased to 90.2% of calls answered in 120 seconds which is a 1.8% improvement on the previous month but 8.8% below the 99% trajectory plan.

- Noted a new risk was included to the corporate risk register Risk 710: Cyber systems - early replacement issues and delays (12, Moderate Risk). A project is underway to replace the Trust's server security system. Deployment of the new system has commenced however is now paused due to technical issues. The contract for the current system expires in January 2026. There is a possibility to extend this contract however this would cost the Trust around £120,000.
- Was updated on its Green Plan. NHS England had requested all organisations refresh their Green Plans and secure Board sign-off by July 2025. Whilst the existing Plan is in date, there was an NHSE requirement for a Board approved refreshed plan. The Trust has commissioned Inspired, a specialist consultancy, to support the development of a refreshed Green Plan. This work was overseen by the Environmental Sustainability Oversight Group (ESOG) and had received approval through the Trust's governance processes. Inspired have completed a data collection exercise, updated the Trust's carbon footprint baseline, and are now preparing a new Green Plan with clear, implementable actions. It was noted that the draft plan was expected to be available by mid-December, after which it would be reviewed by ESOG and other relevant committees before being presented to the Board, potentially in January or February. Whilst the NHSE deadline was missed, NHSE are supportive of YAS's approach.

Assure:

The Committee:

- Noted that 111 call answering performance was good, though demand had increased and Patient Transport Service performance remained solid following reduced demand due to eligibility changes.
- Received and noted the report of finance performance that the current forecast continues to project a year end breakeven position. Capital expenditure is also forecast a year end breakeven position. Cash balances are healthy at £58.1m.
- Noted the continued good performance in deployed average daily hours in A&E operations.
- Noted PTS continued good performance in KPI1 and KPI3; close to target for KPI2; and KPI3. The Trust continues to struggle with KPI4, Short Notice Pick-Up, being 11% off target.
- Noted the annual self-assessment against the NHS England Core Standard of Emergency Preparedness Resilience and Response. The outcome of the assessment, supported by NHSE, achieved 93.1% which is 'Substantially Compliant' against the Core Standards. YAS also achieved 92.6% 'Substantially Compliant' against the (ambulance specific) Interoperable Standards.

Risks discussed:

Risk 710: Cyber System Early Replacement Issues and Delays (New Moderate Risk 12).

Procurement Act 640; EOC Workforce 433; Operational performance 627, 612, 602, 623; BAF 1 Timely Response; BAF 12 Revenue Resource.

New risks identified:

Risk 710: Cyber System Early Replacement Issues and Delays (New Moderate Risk 12).

Report completed by: Andrew Chang, Committee Chair

Date: 31 December 2025