

ID	Title	WHAT (IF... THEN...)	SO WHAT (RESULTING IN...)	Risk Ownership							Initial Grading	Current Grading	Target Grading	WHAT NEXT?
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726	GRS Management Capacity	IF the current capacity gap managing and maintaining GRS systems is not resolved THEN special category health information could be viewed by line managers with no authorised reason to see it.	RESULTING IN breach of GDPR requirements and potential ICO action.	Finance and Performance	9	Operations	Delivery and Quality (Operational Planning)	Nick Smith / Neil Disney	19/12/2025	31/01/2026	15	15	2	Action: Ongoing support from Information Governance and relevant functions to review requirements and capacity to support.
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	17/12/2025	08/12/2025	12	15	8	Action: Progress made towards recommencement of PSR. Outstanding issues are now clearly identified and both parties attempting to address these.
662	PTS Contingency File	IF the Trust and Microsoft ceases to support Macros and VBA's to allow PTS contingency files to function in the event of the loss of cleric THEN business continuity plans are unable to be implemented	RESULTING IN patient journeys being compromised, failure to meet contractual obligations and reputational damage.	Finance and Performance	3	Operations	PTS	Chris Dexter	20/11/2025	02/01/2026	12	16	4	Action: Red risk recorded on BC temperature check. Work underway to conduct exercise and identify further gaps with support of ICT.
433	EOC call handling 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	19/12/2025	29/03/2026	25	12	4	EHA recruitment continues meaning business planning assumptions should be met by year end. Action: Further recruitment and training required to increase number of EHA's currently working.
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	19/12/2025	29/03/2026	15	15	5	Action: Planned date with MIS to complete the ADM onto system in Feb / March time once IUC have gone live with MIS for clinicians.
716	Mental Health inequality of access to emergency health care	IF patients with mental health needs contacts the service and has violent or threatening tendencies THEN NHS Pathways will not assess their health needs and will refer to police only	RESULTING IN equity of care for this group of patients and lead to potential harm	Quality	2. 10.	Operations	Remote Care/ EOC	Julia Nixon/ Claire Lindsay	14/11/2025	31/01/2026	12	12	3	Action: Raised to NHSE by YAS and other providers and awaiting further action.
718	NHS Pathways DNAR Process	IF NHS Pathways is used as intended without a local work around THEN Patients with a DNA CPR outside of a care home will not have their wishes respected as the NHS Pathways algorithm will instruct callers to perform CPR	RESULTING IN CPR being commenced inappropriately and associated emotional distress for bystanders, family members and staff handling the calls and attending scene.	Quality	2	Operations	Remote Care/ EOC	Julia Nixon/ Claire Lindsay	01/12/2025	25/02/2026	16	16	4	Action: Raised to NHSE by YAS and other providers. Manual workaround in place however permanent system solution is required nationally.
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	31/10/2025	31/01/2026	15	15	3	Action: Learning from MAN inquiry identified gaps. Work currently underway for specialist provision in the East and national CBRN decontamination vehicles and equipment.
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	19/12/2025	19/02/2026	12	12	3	Action: Command and Resilience Education (CARE) team are reviewing the MISO course to ensure all elements are included.

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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	19/11/2025	25/02/2026	12	12	3	Action: New starters within emergency capabilities unit undergoing training. Awaiting 2026 training dates.
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	22/12/2025	20/02/2026	12	12	4	Commanders who have not completed the course and haven't booked on before end of March, will be escalated to the management teams in the relevant area. Action: Manual trawl is being undertaken to understand current position. BI developing report for future use.
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	13/11/2025	31/12/2025	12	12	3	Action: 2 providers identified and work underway with project group. Awaiting confirmation if Trust can apply to obtain direct award.
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	26/09/2025	31/03/2026	15	15	5	Action: EPRR team conducting a capability gap analysis to understand the extent of those gaps with regards to risk to the Trust. Ongoing review within RGG.
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	29/10/2025	29/01/2026	15	12	5	Action: 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	17/12/2025	19/02/2026	25	15	5	Action: Ongoing monitoring of handovers following the implementation of ToC SOP and ongoing winter pressures.
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	Nick Smith	16/12/2025	30/01/2026	25	12	6	Action: ToC SOP implemented within N&E. Ongoing monitoring especially as we enter winter pressures.
627	South - Operational Demand	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 potential harm to patients, decreased staff morale, increase threat of violence or aggression to staff, an increase in handover delays due to acuity levels, and deterioration of operational performance.	Finance and Performance	1. 2. 3. 10.	Operations	South	Adam Layland	17/12/2025	19/02/2026	20	15	5	Action: Expected increased demand with current flu and winter pressures. Risk will be reviewed as part of the newly established NES Board Assurance meeting (18 February 2026)
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	06/01/2026	03/02/2026	15	12	6	Action: Transfer of Care SOP implemented. Ongoing monitoring especially as we enter winter pressures.
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	Nick Smith	16/12/2025	30/01/2026	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. To be discussed with new Associate COO for 999 Operations in North, East and South in January to agree future process for reviewing North and East risks.

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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	06/01/2026	03/02/2026	12	12	6	Action: Updated process rolled out in some areas within West and seeing improvement. Continue roll out to remaining areas in the new financial year.
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	17/12/2025	19/02/2026	15	12	5	Action: QGAM and coordinators monitoring and reporting daily, weekly and monthly audits through P&Q. And audit compliance to MOG. MMApp rolled out and awaiting updates.
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	Nick Smith	16/12/2025	30/01/2026	9	16	5	Action: Ongoing work with Fleet - 5 vehicles expected for delivery. To be discussed with new Associate COO for 999 Operations in North, East and South in January to agree future process for reviewing North and East risks. Operational areas also with fleet risk - South (10).
708	Critical Care Provision	IF critical care provision is not covered due to unfilled shifts, redeployment of resources, or lack of coordination in EOC, THEN patients and staff will not receive timely specialist support, leading to suboptimal decision-making at scene and inappropriate hospital destination,	RESULTING IN increased service-to-service concerns raised by trauma units, additional demand for secondary transfers, and greater pressure on already limited critical care resources to cover a large geographical area.	Finance and Performance	2. 3.	Operations	All Areas	Nick Smith	25/09/2025	28/01/2026	12	12	6	Action: Full review underway and mitigating actions to be determined.
724	West - West Yorkshire 999 Operations Estates	IF some of the stations are not upgraded in line with service developments THEN this will lead to premises not being fit for purpose	RESULTING IN lower staff satisfaction, higher ongoing maintenance costs and challenges in operational delivery	Finance and Performance	5	Operations	West	Nick Smith	08/12/2025	06/01/2026	12	12	3	Action: Work is underway within Estates to assess and prioritise estates maintenance and updates. Health & Safety to support with further assessment to ensure staff safety.