



Report Title	Highlight Report from the Finance and Performance Committee	
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Accountable Director	Kathryn Vause, Executive Director of Finance	
Previous committees/groups	None	
Recommended action(s) (assurance, approval, information)	Assurance/Information	
Purpose of the paper	To provide key updates from the Finance and Performance Committee meetings held on 22 January 2026, 19 February 2026 and 19 March 2026.	
<b>Executive Summary</b>		
<p>This paper provides key updates from the Finance and Performance Committee meetings held on 22 January, 19 February and 19 March 2026, for assurance and information, with the Trust Board asked to note the contents.</p> <p>For the 22 January meeting, the Committee reviewed Q3 delivery of the business plan priorities. Cyber resilience (Priority 3.4) moved to Red due to supplier issues and is now expected to complete in 2026/27. The Committee highlighted continued risks around sickness absence and operational priorities and noted a dip in Hear and Treat performance (December 12.8% vs 17.9% target) alongside sustained sickness pressures. Patient Transport Services short-notice pickup performance remained below target. The Committee recommended Board approval of key procurements (Facilities Management, Avaya unified communications, and acquisition of 129 stretchers). It also approved policy updates (environmental sustainability) and timetable changes (EV charging policy review), and received assurance on response times, handover performance, vehicle availability, IUC call answering, and a £2.5m revenue surplus with healthy cash balances.</p> <p>For the 19 February meeting, the Committee escalated the operational risk arising from the Trust’s ambulance converter entering administration, with mitigation options under consideration. It also monitored appraisal compliance and emerging operational estates and call-handling risks, and recommended approval of the South Yorkshire Patient Transport Services contract. Assurance was received on improving performance, maintaining the £2.5m surplus forecast, and key procurement strategies.</p> <p>For the 19 March meeting, no alert issues were raised. The Committee noted a new corporate risk on hospital handovers in West Yorkshire and ongoing operational pressures. It reviewed and recommended approval of the 2026/27 revenue plan (including an £18.8m efficiency requirement with a residual gap) and associated budgets, the 2026/27–2029/30 capital plan (with some funding yet to be confirmed), the Green Plan, and multiple draft regional contracts and procurement recommendations, while taking assurance on operational and financial performance and approving its 2026/27 work plan.</p>		
Recommendation(s)	It is recommended that the Trust Board note the contents of the report.	
Link to Board Assurance Framework Risks (board and level 2 committees only)	12. Secure sufficient revenue resources and use them wisely to ensure value for money.	

# Escalation and Assurance Report

Report from: Finance and Performance Committee

Date of the meeting: 22 January 2026

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

### Alert:

The Committee:

- Reviewed the Q3 progress on delivery of the 26 business plan priorities. Noting that: Priority 3.4 Strengthening Cyber Resilience became Red in Q3 due to supplier issues that cannot be resolved before the year end and therefore is to be resolved in 2026/27. The following priorities considered are being brought to the attention of the board for completeness; they are assured through other board committees: Priority 4.1.2 Reduce Sickness Absence (People Committee) remained Red and is now forecast as Red for Q4, meaning this priority will not be delivered, see below. Priority 2.2.1 Improving Rest Break Arrangements (Quality Committee) remained Amber/Red and forecast to remain that in Q4. Priority 1.2 Expand Clinical Quality (Hear & Treat) (Quality Committee) was Amber/Red in Q3 and forecast as Amber/Red for Q4, see below.
- Reviewed operational performance, noting that whilst results continue to be strong compared to historical standards:
  - Hear and Treat figures has dipped in December to 12.8%, its lowest since the start of the year, against a plan target of 17.9%. It is forecast to outturn around 13.9%.
  - Sickness in A&E has seen a sustained rise in Q3 to 8.7% however the forecast remains at 6.7% against the operating plan target of 6.1%. Sickness in IUC in December was 16.3% and in EOC 10.6%.
- Noted that PTS KPI 4 *Deliver short notice pick up within 120 minutes* performance continued to be below target at 80.7%, target 88.3% and is forecast to year end at 79.9%.
- Reviewed the tender evaluation process for the Facilities Management Contract and recommends to the board that it approves the award of contract to Sewell Facilities Management Ltd.
- Reviewed the rationale for the direct award approach (compliant procurement route) for the Avaya Unified Communications Platform and recommends that the board approves the award of contract to BT.
- Reviewed the contract strategy, lease/buy summary evaluation, and lease optioneering for the acquisition of 129 Stryker Stretchers and recommends that the board approves the contract to TP Leasing Limited.

### Advise:

The Committee:

- Approved an extension of time for the review of the Electrical Vehicle Charging Policy, original review by date was January 2026, now revised to July 2026.
- Noted operational performance for Crew Clear had improved in Q3 to 21 minutes 19 seconds from 21:46 but was nevertheless higher than the plan target of 21:12. Forecast to year end is 21:31.
- Queried the reasons for A&E Ops Appraisal Compliance performance which was 82% against a target of 90%; IUC 83.3% also against a 90% target. Whilst the Committee is confident that the People Committee is aware of the matter, it will nevertheless flag it for their attention.

- Reviewed and approved the revised Environmental Sustainability Policy.
- Received and noted a report on the Estates Fire Safety and Evacuation Drills which the Committee had requested following concerns over the level of non-compliance with policy on fire drills. The report proposed a Fire Drill Schedule upon which the Committee has provided feedback to also consider the inclusion of smaller ambulance stations.

### Assure:

#### The Committee:

- Noted the A&E CAT2 mean response time for December was 26 minutes 53 seconds; current year end forecast is 27:17 against the Operating Plan target of 28:48.
- Noted that Arrive to Handover performance remains strong and is forecast at 20:49 to the year-end, target 25:12.
- Noted the turn-around in Q3 of Vehicle Availability: DCA from 80.4% to 84.1% against a target of 82%.
- Noted the continued good A&E performance in Deployed Average Daily Hours: DCA's at 6,141 hours in December which was 252 (+4.3%) hours above plan; RRV hours at 655 which was 76 (+13.1%) above plan. Deployed Staff hours at 12,937 hours in December which was 581 (+4.7%) hours above plan.
- Patient Transport Service performance against KPI 1 *Deliver journey times less than 120 minutes* remains strong at 97.1%, target 91.3%. KPI 2 *Drop off within 120 minutes before appointment* and KPI 3 *Deliver pre-planned pick up within 90 minutes* are below but near to target.
- Noted that IUC call answering performance in December was good despite a 6.6% increase in call demand over plan at 85.9% of calls answered in 120 seconds which is 5.9% above the 80% trajectory plan.
- Received the report on financial performance noting that the Trust has moved from a breakeven position to formally reporting a £2.5m surplus. YAS is in segment 1 of the National Oversight Framework and is therefore able to use this revenue surplus as capital funds in 2026/27. It is the Trust's intention to access that capital. The Committee also noted the current year breakeven forecast for capital expenditure. Cash balances are healthy at £63.6m.
- Reviewed the Information Governance Assurance Report noting the assurance it provided.

#### **Risks discussed:**

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

#### **New risks identified:**

None.

**Report completed by: Andrew Chang, Committee Chair**

**Date: 26 January 2026**

## Escalation and Assurance Report

Report from: Finance and Performance Committee

Date of the meeting: 19 February 2026

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

#### Alert:

The Committee was provided an update regarding O&H, the Trust's ambulance converter, which had entered administration and ceased operations. 13 Trust-owned chassis were partially converted. 28 were untouched and being stored by the chassis supplier. Another 73 chassis were due for delivery in March, and orders had been placed with O&H to convert those vehicles in 2026/27. Cartwright Vehicle Conversions, an existing supplier of vehicle conversions, had submitted a proposal to O&H to acquire assets including intellectual property and could be a possible solution to YAS's ambulance conversion risk. A paper providing detail regarding this issue is to be taken to the February meeting of the Board.

#### Advise:

The Committee:

- Was assured that appraisal compliance trajectories in Remote Patient Care and Patient Transport Services would not reach the 90% threshold by the end of the financial year, however it was expected to do in April or May.
- Was advised of the addition of a new corporate risk relating to operational estate issues in West Yorkshire. This had been escalated through appropriate governance routes and was unlikely to remain on the corporate risk register for a prolonged period. The Committee took assurance that the risk management framework was operating effectively.
- Was updated on the ongoing operational performance challenges with including call handling delays and emerging concerns regarding NHS 111 clinical callback performance. The Committee was assured that the positions are being closely monitored.
- Received and considered the South Yorkshire Patient Transport Services contract, which had been awarded to YAS under the Provider Selection Regime. The contract would last for an initial period of three years with the option to extend for a further two years, providing up to five years of contractual stability. The Committee took assurance from the report and **recommends the contract to the YAS board for approval.**

#### Assure:

The Committee:

- Was assured that appraisal compliance trajectories were improving, with most operational areas expected to exceed 90% compliance by the end of March.
- Was assured by the broad operational performance, noting that January performance had been strong by historical standards, with the Trust achieving the second-best response times nationally.
- Received and was assured by the M10 Financial Performance report confirming confidence in meeting the revised year-end forecast of a surplus of £2.5m.
- Was advised that National planning guidance for 2026/27 confirmed that organisations delivering a "better than plan" outturn, and in Oversight Segment 1 or 2, would be eligible to access capital funding equivalent to the additional surplus achieved. The Trust has assumed receipt of this capital funding within its capital plan submission for 2026/27.

- Was assured by, and approved, the proposed Liquid Fuel Procurement Strategy, covering diesel, AdBlue and heating oil for a two-year period.
- Was assured by, and approved, the proposed procurement strategy for the replacement Non-Emergency Patient Transport Services framework.
- Reviewed, was assured by, and approved the amended Electric Vehicle Charging Policy.

**Risks discussed:**

Procurement Act 640; EOC Workforce 433; Operational performance 627, 612, 602, 623; 724; 695; BAF 12 Resources.

**New risks identified:**

Operational Risk 724 999 Operations Estates.

**Report completed by: Andrew Chang, Committee Chair**

**Date: 15 March 2026**

## Escalation and Assurance Report

Report from: Finance and Performance Committee

Date of the meeting: 19 March 2026

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

#### Alert:

There are no issues to alert the board to.

#### Advise:

The Committee:

- Was advised of the addition of a new corporate risk relating to hospital handover issues in West Yorkshire, notably Pinderfields, Airedale, St James and Huddersfield. This had been escalated through appropriate governance routes. Ongoing work with Acute Trusts continues with regards to the Transfer of Care SOP. The Committee took assurance that the risk management framework was operating effectively.
- Noted that there was some improvement in staff sickness but that the level was still higher than plan.
- Was updated on ongoing operational performance challenges. In EOC, call handling delays held at 11 seconds, and the Hear and Treat rate, whilst off target, is the best it has been to date. NHS 111 clinical callback performance is recognised by NHSE as resource constrained. In IUC, call answering performance fell to 82.8% within 120 seconds, impacted by higher demand and increased Not Ready Reason Codes. The Committee was assured that the positions are being closely monitored.
- Reviewed the Revenue Financial Plan 2026/27 - 2028/29 noting for 2026/27: total income is £470m; there is an underlying £2.96m deficit (an improvement from £6.3m in 2025/26); the efficiency requirement for the year is £18.8m of which £2.1m is unidentified. The Committee took assurance from the plan and the detailed Operational Efficiency Plan, and
  - **recommends the 2026/27 Revenue Plan to the YAS board for approval**
  - **recommends that the YAS board approves the setting of budgets within the parameters of this plan.**
- Reviewed the Capital Plan 2026/27 - 2029/30 noting that an element of funding is yet to be approved. The Committee took assurance from the recognition of risks, the detailed planning process and
  - **recommends the 2026/27 – 2029/30 Capital Plan to the YAS board for approval**
  - **recommends the YAS board approves the purchase of additional NHSE funded vehicles as set out in the plan.**
- Reviewed the Green Plan 2025 – 2028 and was assured by its scope and depth noting minor edit requirements. The Committee **recommends that the YAS board approves the Green Plan.**
- Reviewed the draft Humber and North Yorkshire Non-Emergency PTS contract 2026/27 – 2030/31 noting that: Funding will remain within the Trust's Yorkshire and Humber block ('global sum') income for 2026/27 and therefore does not have a standalone value (c£16.9m p.a.); the contract will consolidate five legacy place-based agreements into a single arrangement and is supported by a Service Development and Improvement Plan (SDIP) to harmonise the service specification and performance measures. The Committee took assurance from the report and **recommends the contract to the YAS board for approval.**
- Reviewed the draft Regional Integrated Urgent Care / NHS 111 Contract 2026/27 – 2030/31 and noted that: this is a 5 years, plus optional 2 years extension, contract;

a small number of technical items remain under discussion with West Yorkshire ICB (WYICB) ahead of final sign-off, including the 2026/27 SDIP and streamlined quality standards/reporting; WYICB is acting as lead commissioner on behalf of partner ICBs. The Committee took assurance from the report and **recommends the contract to the YAS board for approval.**

- Reviewed the draft Regional Ambulance Contract 2026/27 (income contract) between YAS and NHS commissioners for delivery of regional ambulance services across Yorkshire and Humber and centres on agreeing a single consolidated Trust-level income value rather than individual commissioner contract values. The Committee noted that the opening contract value, £450.4m, will require early variations to reflect the national pay award (c0.7% pay uplift) and Interoperability / Resilience funding (expected £1,367,116) once transferred to the lead commissioner, WYICB, for processing. The Committee was assured by the report and **recommends the contract to the YAS board for approval.**
- Reviewed the contract award recommendation for the Supply of Liquid Fuel (Diesel), Adblue Additive and Heating Oil Substitute Contract, having approved the procurement strategy at the previous Committee meeting. The Committee was assured by the bid process and results and **recommends that the YAS board approves contracts of two years to Certas Energy UK Limited and Standard Fuel Oils Limited.**
- Reviewed proposed changes to its Terms of Reference and **recommends that the YAS board approves the revised Terms of Reference for the Finance and Performance Committee.**

#### Assure:

The Committee:

- Was assured by the broad operational performance, noting that CAT 2 Mean Response continue to be forecast better than target and PTS remained strong overall.
- Received and was assured by the M11 Financial Performance report noting a small up-tick in the revised year-end forecast surplus at £2.6m. Cash balance is £65.5m. The capital expenditure plan of £41.4m is close to being delivered with risk arising from the ambulance conversion contract, however the Committee was assured by the action being taken to mitigate its impact.
- Reviewed its Work Plan for 2026/27 noting the dynamic nature of the plan and approved it.

#### Risks discussed:

Procurement Act 640; Operational performance 627, 612, 602, 623; 724; 695; BAF 1, 12, 13, 15

#### New risks identified:

Operational Risk 612 Hospital Handover Delays (12, Moderate Risk)

**Report completed by: Andrew Chang, Committee Chair**

**Date: 21 March 2026**