

Corporate Risk Register - Non-Operations - Board of Directors 24092026

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				
656	Cyber Threat	IF YAS were to be impacted by a cyber attack THEN there would be a potential for disruption to service, and/or data breach	RESULTING IN impact to patient safety, failure to meet legal compliance and statutory responsibilities, financial penalties, and reputational damage.	Finance and Performance	14	Digital	ICT	Ola Zahran	01/05/2026	30/09/2026	12	12	4	Cyber Strategy drafted and awaiting final approval. Awareness campaign with corp comms to be delivered alongside the strategy. Action: Review and exercise Malware, Phishing emails & DoS to support ongoing risk management.
34	Section 172 Road Traffic Act 1988 - Obligations to furnish police with driver details upon demand	IF a driver of any vehicle owned and/or operated by the Trust can't be readily identified at the time of a moving traffic offence THEN the Trust will be guilty of an offence under Section 172 of the Road Traffic Act 1988	RESULTING IN the Chief Executive as responsible officer being summonsed to court for the offence with negative financial and reputational impact for the Trust.	People	9	Finance, Estates & Procurement	Fleet	Jeff Gott	02/03/2026	10/04/2026	12	15	4	Action: ID cards for all staff to be re-printed and expected to be complete by end of March 2026 and then to be distributed across the Trust.
511	Availability of EFF Funding for Estates	IF there is insufficient capital & revenue funding to maintain, modernise and/or expand the existing estate THEN all services will struggle to operate out of some sites	RESULTING IN not being able to effectively deliver services in some localities.	Finance and Performance	12. 13.	Finance, Estates & Procurement	Estates and Facilities	Glenn Adams	27/05/2026	03/08/2026	15	15	6	Action: Estates Strategy underway and funding will be prioritised accordingly.
705	Electric Vehicle Charging Infrastructure	IF continuous infrastructure funding is not made available to support future EV charge point installation THEN the Trust's plans for EV fleet expansion could be negatively impacted	RESULTING IN not achieving government targets for electric fleet and sustainability requirements.	Finance and Performance	13. 15.	Finance, Estates & Procurement	Estates and Facilities	Steven Waters	27/05/2026	01/07/2026	12	12	4	Action: EV charging infrastructure to be aligned with Green Plan and Vehicle Electrification targets.
68	Deep Clean Tablet System	IF the in-house development of the Deep Clean tablet-based monitoring system is not made available THEN the Ancillary Services Team will be required to continue to work in accordance with departmental BC plan	RESULTING IN additional work for the team, increased risk with manual processes to track vehicle Deep Clean schedules and recording of Deep Clean compliance.	Finance and Performance	13. 14.	Finance, Estates & Procurement	Ancillary	Steven Waters	28/04/2026	28/07/2026	12	12	2	Action: Ongoing work with ICT and tablets required to complete software resolutions have now arrived. No timescale for roll out currently.
28	Management of paper records within YAS	IF HR/Departmental paper files being held on YAS premises continue to be held in unsecure cabinets and locations THEN the Trust will not be complaint with Data Protection regulations	RESULTING IN the potential for unauthorised access, inability to locate files to comply with SARs or investigations and potential for the Trust to be fined by the ICO.	Quality	14	Corporate Services	Risk and Assurance	Helen Jones	26/05/2026	31/08/2026	12	12	4	Action: Members of staff are now using the BOT to file staff files in OnBase. Ongoing work to work through remaining paper files with the intention of digitising as much as possible
729	OnBase Functionality	IF Onbase system doesn't have the correct functionality to deliver effective records management for both paper and electronic clinical and HR records THEN there is a potential for GDPR data breaches, ICO escalation, inability to deliver legal requests (SAR's, Coroners, FOI's), ability to apply retention periods and ineffective clinical audit and assurance	RESULTING IN legislative breaches, fines and therefore financial implications. And potential patient safety concerns due to the inability to audit clinical effectiveness.	Quality	14	Corporate Services	Risk and Assurance	Helen Jones	26/05/2026	31/08/2026	16	16	4	Action: Project underway with support of Project Manager. Stakeholder engagement underway to identify requirements and actions for resolution.
715	Strategic Medical Advisor Provision	IF a Strategic Medical Advisor is not rostered on call/duty THEN YAS Strategic Commanders do not have access to Medically Qualified advice to inform their decisions,	RESULTING IN YAS non-compliance with NARU/NHSE EPRR guidance, reputational risk to YAS, and risk of sub-optimal care provision/casualty distribution/strategic planning with possible patient harm.	Quality	2. 5.	Clinical	Medical	Shona Mccallum	14/04/2026	31/07/2026	15	15	3	Action: Ongoing National engagement underway with regards to other Trust position. Challenges faced with implementation are also experienced within other Trusts.
40	Non conveyance decisions	IF there is inadequate structured assessment with unclear decision making and a failure to adhere to Montgomery principles in consenting the patient for discharge with poor safety netting THEN a discharge or acceptance of refusal decision may be made inappropriately	RESULTING IN potential for adverse patient outcome	Quality	2. 3. 4. 10.	Quality and Professional Standards	Paramedic Practice	Tim Millington	02/03/2026	31/03/2026	15	12	8	Action: Work underway with the Clinical Effectiveness Audit.

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598	Transport of neonates weighing less than 2.5 kg	IF YAS does not have suitable equipment to transport neonates weighing less than 2.5 kg who require ongoing care and support in an ambulance THEN DCAs will be unable to safely transport small / premature newborns who are unwell	RESULTING IN potential harm to patients plus non-compliance with regulatory requirements and subsequent financial and reputation harm.	Quality	4	Quality and Professional Standards	Paramedic Practice	Tim Millington / Catherine Buckroyd	11/03/2026	30/04/2026	12	12	4	Manufacturer demonstrated new equipment deemed suitable for transporting neonates. Action: Consultant Midwife to support project delivery.
727	Governance agreements with our blue light partners (fire and police)	IF YAS do not have effective governance and assurance agreements with fire & police within the YAS footprint (specifically for Intermediate Emergency Care (IEC) delivered by fire services) THEN responsibility for competence, equipment selection, and clinical accountability is unclear	RESULTING IN potential patient harm due to a lack of blue light services delivering care not aligned with contemporary practice, and therefore the reputational risk to YAS as a training provider.	Quality	3. 4.	Quality and Professional Standards	Paramedic Practice	Tim Millington	02/03/2026	30/04/2026	12	12	4	Action: TEG paper presented and agreed actions, SLA to be drafted and presented to fire and police. Implementation plan to be delivered upon agreement.
632	Restrictive Intervention/ Restraint practices without Training	IF the Trust fails to implement the necessary and proportionate training regarding medical intervention restraint for all required staffing roles THEN patients and staff members will be exposed to greater severity of harm	RESULTING IN potential increases in reports of physical injuries to patients and staff, increased staffing absence/ retention due to physical and psychological injury and increased financial claims and reputational damage to the Trust.	People	4. 7. 9.	Quality and Professional Standards	Safety	John Thompson	18/06/2026	18/08/2026	12	12	3	Action: Training completion of over 40%, continue with delivery with a focus on operations as lower compliance compared to other areas.
723	Safety Team Capacity	IF the safety team remains at the current limited capacity to deliver core functions THEN the Trust may fail to meet regulatory and statutory requirements	RESULTING IN potential unsafe practices leading to regulator action including sanctions, financial penalties, prosecutions, and the potential harm to staff and patients safety.	Quality	4	Quality and Professional Standards	Safety	John Thompson	18/06/2026	18/06/2026	12	12	3	Action: Awaiting restructure of the team to be finalised to begin recruitment.
187	Moving and Handling Activities	IF the trust does not have in place suitable and effective moving and handling controls - such as training and equipment THEN avoidable moving and handling incidents will continue to occur	RESULTING IN injuries to staff and patients.	People	4. 7. 9.	Quality and Professional Standards	Health and Safety	Shelley Jackson	04/06/2026	31/10/2026	12	12	2	Action: Power track chairs delivered to PTS and training underway alongside academy. Ongoing review of additional equipment for use within the Trust. And review of LAT vehicles underway.
188	Health and Safety training for middle managers	IF the Trust's middle management do not receive formal health and safety training THEN the Trust will be unable to effectively maintain its health and safety management system	RESULTING IN an increase in health and safety incidents and the multifarious potential adverse impacts associated with these	People	7. 9.	Quality and Professional Standards	Health and Safety	Shelley Jackson	04/06/2026	31/10/2026	12	12	2	Action: March courses continue covering PTS / EOC. 999 Team Leader training deferred to next financial year.
194	Implementation of H&S Risk Assessment Procedure	IF the Trust does not fully implement its health and safety risk assessment procedure, THEN it will be non-compliant with health and safety legislation	RESULTING IN poor defence of compensation claims and potential criminal charges.	People	7. 9.	Quality and Professional Standards	Health and Safety	Shelley Jackson	04/06/2026	31/10/2026	9	12	2	Action: Four actions identified as part of compliance audit: dynamic risk assessments, training, progress monitoring and risk assessment storage / management. Due Oct 2026. Additional resource made available to support progress.
195	Senior Management H&S Training	IF the Trust's senior management do not receive up to date health and safety training THEN the Trust will be non-compliant with the requirements contained in the Management of Health and Safety at Work Regulations 1999, Regulation 13 which states that "...health and safety training... shall be repeated periodically where appropriate"	RESULTING IN senior managers not having up to date health and safety knowledge at their disposal when making senior level decisions.	People	7. 9.	Quality and Professional Standards	Health and Safety	Shelley Jackson	04/06/2026	31/10/2026	3	12	2	Action: March courses continue and further dates will be added for remaining staff.
347	Attending Incidents on or near Water	IF the Trust does not provide adequate knowledge or training to support staff on or near water working THEN there is a potential for harm to patients and/or staff	RESULTING in adverse patient outcome.	Quality	7. 9.	Quality and Professional Standards	Health and Safety	Shelley Jackson	04/06/2026	31/10/2026	9	15	5	Action: Equipment purchased and maintenance plan is in place. Team Leader training plan commenced for delivery for over the next 3 years with a focus initially on areas where incidents have been seen.

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286	Child Protection Information System (CPIS)	IF CP-IS system checking is not triggered at the point at which a child or pregnant woman accesses YAS via 999. THEN a timely alert will not be sent to the local authority who are managing the care plan nor will YAS be able to use this information to enhance their safeguarding assessment	RESULTING IN increased risk for vulnerable unborns, children and young people.	Quality	2. 4.	Quality and Professional Standards	Safeguarding	Hazel O'Neill	02/07/2026	30/09/2026	9	12	4	Action: Patch prepared and awaiting NHS certification. Ongoing discussion if this has to be postponed until the launch of common CAD, review the risk and time-frame once confirmed.
599	Safeguarding Referrals to Local Authorities from Yorkshire Ambulance Service	IF the Safeguarding referrals leaving the organisation do not contain high quality information and correct and detail THEN social care partners will not be able to review and triage them correctly	RESULTING IN patients not getting help promptly and being at risk of further harm or abuse.	Quality	2. 4.	Quality and Professional Standards	Safeguarding	Hazel O'Neill	02/07/226	30/09/2026	15	12	4	Actions: Safeguarding team to continue delivering CPD sessions to front line staff and select EOC/IUC staff that focusses on quality of referrals.
669	Associate Ambulance Practitioner (AAP) Apprentices passed planned end date (PPED).	IF the percentage of AAP Apprentices going passed their planned end date remains above 15%, THEN the Trust will remain non compliant with the Education and Skills Funding Agency (ESFA)	RESULTING IN reclaimed levy payments and inability to register further apprentices	Finance and Performance	9	People and OD	Education	Dawn Adams	11/03/2026	31/10/2026	12	16	4	Actions: 15% target, currently at 38%. Ofsted meetings and new dashboards available for visibility. TEG approval of assessment structure changes to address workload challenges for apprentices in the later stages.
362	Sickness Absence	IF levels of sickness remain high, or above the Trust 6% threshold THEN it reduces the levels of workforce capacity, and increases pressure on remaining staff	RESULTING IN in potential of lower quality patient care. through delayed response, increased risk of errors due to fatigue, poorer staff well-being and morale, and potential failure to meet performance and response standards.	People	6. 7.	People and OD	People	Suzanne Hartshorne	01/05/2026	30/07/2026	12	16	4	Action: 26/27 business priority and two workstreams initiated. PMO led delivery scale and consistency for three projects. And a QI led quantitative analysis. Absence reduction delivery group to be established.
713	Bank Staff Governance	IF the Trust does not have efficient systems and processes in place for the recruitment and management of bank staff THEN there is inconsistent practices and inadequate governance and assurances across the Trust	RESULTING IN potential patient harm and failure to meet regulatory requirements and employment legislation (including financial penalty).	People	4. 9.	People and OD	People	Suzanne Hartshorne	11/03/2026	30/07/2026	12	12	3	Action: Working group established to investigate process and procedures. Review new employment rights act 2025 and changes to xero hour contracts effective April 2026.
744	Employment Tribunals	IF the Trust doesn't appropriately manage people issues and processes THEN the number of employment tribunals will continue to rise	RESULTING IN significant financial implications, reputational damage, employee relations friction, as well as strain on the HR Business Partners and further damage to partnership working	People	6. 9.	People and OD	People	Suzanne Hartshorne	22/04/2026	31/07/2026	12	12	3	Action: Ongoing work with the solicitors to determine next steps. Trust increased provision for legal fees.