

Corporate Risk Register - 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				
750	Staff Impact - Annex 5	IF the Trust does not identify an appropriate plan for reclaiming money overpaid to staff from Annex 5 overpayments THEN affected staff may experience financial uncertainty, distress and reduced trust in the organisation,	RESULTING IN a significant negative impact on staff mental wellbeing, engagement and morale.	People	6. 7.	Operations / People and OD	Operations	Nick Smith / Suzanne Hartshorne	30/06/2026	16/09/2026	12	12	4	Action: Audit underway to identify the number of staff impacted and the amounts overpaid.
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	01/05/2026	20/07/2026	12	12	4	Action: ICT solution on the workplan for 2026.
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	Adam Layland/ Claire Lindsay	02/07/2026	30/09/2026	25	16	4	Action: Controls implemented to support demand and EHA recruitment actions updated to meet the 26/27 trajectory.
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	Adam Layland/ Claire Lindsay	02/07/2026	30/10/2026	15	15	5	Action: Ongoing work with MIS and future updates planned. Exact schedule unconfirmed and yet to be determined to ensure minimal disruption and not compromising safety.
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	Adam Layland/ Claire Lindsay	02/07/2026	29/10/2026	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	Adam Layland/ Claire Lindsay	02/07/2026	29/10/2026	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	Adam Layland/ Liz Eastwood	12/06/2026	23/09/2026	15	15	3	Action: National input regarding Major Incident Capability, awaiting outcome and subsequent actions to determine next steps.
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 or 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	Adam Layland/ Liz Eastwood	01/05/2026	25/06/2026	12	16	4	Action: Courses in place and priority for attendance continues, oversight at PGB and IGG.
672	Insufficient capability for mass communication in event of major/critical	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	RESULTING IN potential adverse impact on the outcome of patients due to delayed treatment and care.	People	5	Operations	Central Services	Adam Layland/ Liz Eastwood	21/05/2026	10/07/2026	12	12	3	Action: Business case to be presented to TEG for the communications procurement solution.

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	Incident	when first response and the notification and coordination of the response with system partners												
745	CPAD Deployments	IF Pathways/Computer Aided Dispatch System doesn't have the correct functionality to determine the need for CPAD access and locations details early into the call. THEN CPADs are unable to be allocated to patients and details shared in a timely manner.	RESULTING IN increased potential of an adverse patient outcome.	Quality	2	Operations	Central Services	Adam Layland/ Liz Eastwood	15/05/2026	15/07/2026	16	tbc	4	Action: Work is underway to determine why, review potential clinical impact and benchmarking with other AS's.
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	Nick Smith	17/06/2026	30/09/2026	15	12	5	Action: Additional resilience is in place for the Tactical Command Response rota.
612	West - Hospital Handover Delays	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	Nick Smith	17/05/2026	04/08/2026	12	12	5	Action: Ongoing work with Acute Trusts to embed Transfer of Care SOP.
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	Nick Smith	20/05/226	30/08/2026	20	15	5	Action: Review and further mitigations to be determined now that winter period has ended.
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	09/04/2026	31/07/2026	16	12	6	Actions: Ongoing monitoring and review.
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	Nick Smith	07/07/2026	04/08/226	12	12	6	Action: Updated process rolled out in some areas within West and seeing improvement. Continue roll out to remaining areas.
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	15/06/2026	31/07/2026	9	12	5	Action: Improvement in fleet availability seen and sustained, ongoing work with Fleet to ensure availability maintains.
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	21/05/2026	10/07/2026	12	12	6	Action: Critical Care provisions now met, and will be moving to central services later in the year.
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	07/07/2026	04/08/2026	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.

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739	N&E - Access to Prisons	IF an agreement cannot be reached with the senior leadership team at prison sites regarding their medical provision THEN there will continue to be an excessive pressure on 999 from the prison, with continued delays on-scene accessing and transporting patients	RESULTING IN increased on-scene time and reduction in crew availability in North & East Yorkshire.	Finance and Performance	1. 2.	Operations	North & East	Nick Smith	15/06/2026	31/07/2026	16	16	6	Action: Escalated to senior leadership team at prison sites regarding their medical provision and impact on services.