

Risk ID and Title	Risk Description ('IF... THEN... RESULTING IN...')	Risk Ownership				Initial Grading	Current Grading	Target Grading	Actions / Next Steps: Summary	
		Board Committee	Directorate	Business Area	Risk Handler					
59	Avaya telephony platform	IF the current Avaya telephony platform is not replaced THEN there is an increasing risk that we will not be able to upgrade/expand the system AND the manufacturer/suppliers will be unable to provide support AND there is increased likelihood of system failure due to the age of the hardware RESULTING IN complete failure of telephony services, significant delays/impact on patient care and trust reputation	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	20	20	5	Business case to procure a new phone system. Work with BT to maintain the current system. Implement the Unified Communications project.
61	P58 - National Emergency Services Mobile Communications programme delay	IF there are significant delays to the Emergency Services Mobile Communications Programme (ESMCP) national project as advised by the national team, THEN 240 YAS A&E vehicle MDTs will be in excess of 10 years old, meaning a potential for failure of the MDTs with no available replacement alternative RESULTING IN an impact for frontline operational staff who may not have access to a vehicle with a working MDT.	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	12	12	6	Review milestones of the national programme. Capital bid for additional MDT devices.
116	Unified Comms - Voice Comms	IF Voice Comms are not resourced accordingly THEN they may have insufficient capacity to adequately support the Unified Comms project RESULTING IN delays to complete activities	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	12	12	6	Identify resource requirements and confirm funding prior to recruitment.
120	COVID-19 Unified Comms - COVID impact	IF the COVID pandemic continues and/or re-occurs THEN required resources (internal & external) may not be available to complete the outstanding phases RESULTING IN project delays	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	20	20	6	Actions identified and delivered via implementation project plan
124	Inputting of Community Responder PINS into ESR	IF there is insufficient capacity to input volunteer information into ESR THEN additional resources may have to be sourced to deal with the expected workload RESULTING IN additional budget to fund the capacity	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	12	12	6	There is a requirement of the project to add CFRs into ESR with appropriate skill set so the Trust can activate responders to CAT1 incidents. The action is to understand the capacity expectation of entering all of the responders into ESR. Identify the number of responders needed to be added into ESR.
128	Deployment of Devices	IF a suitable Mobile Data Management (MDM) solution is not implemented onto the Samsung A40 devices THEN this could delay the NMA Lite deployment of devices into operations RESULTING IN Delays to the Pilot phase initially and Go-Live.	Finance and Investment	Chief Information Officer	ICT	Ola Zahran	12	12	6	Actions to be confirmed.
14	Freedom of Information Act 2000 compliance	IF Freedom of Information Act 2000 requests are not disclosed within 20 working days THEN regulatory action can be taken against YAS by the Information Commissioner's Office ("ICO") due to non-compliance with statutory deadlines RESULTING IN financial and reputational impacts.	Both	Corporate Affairs	Legal	Benjamin Cowell	16	16	4	Refresh Information Asset Owners role and responsibilities so they become departmental FOI leads. Proactively publish routine datasets and FAQs to satisfy future FOI requests. Re-launch the FOI process via internal communications and publicity, reinforcing the need for departments to assist by disclosing information in a timely manner.
16	Redactions of data disclosure made to police forces	IF documents disclosed to police forces by YAS are not redacted of third party information THEN there is the potential that third party information would be visible in court proceedings which are extremely removed from their original purpose RESULTING IN regulatory, financial and litigation penalties brought against the Trust.	Both	Corporate Affairs	Legal	Benjamin Cowell	12	12	4	Proposal for additional resource within the Legal Services department to assist with redaction and also FOI administration which would free up the Legal Services Coordinator (Disclosure) to review the c.1500 requests per annum.
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 YAS 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 will be summonsed to court for the offence with negative financial and reputational impact.	Both	Corporate Affairs	Regulatory Compliance	Benjamin Cowell	12	12	4	Create a robust pool car policy, with accountable persons for all Trust pool cars. Ensure an accountable person is identified with contact details on each and every Trust vehicle record, include hired vehicles. Explore use of telematics for identifying vehicle location and drivers.

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47	Trust Board representation	IF the Trust does not ensure board representation across all ethnicities THEN the Trust will be unable to demonstrate compliance with the WRES standards RESULTING IN race inequality at board level.	Quality	Corporate Affairs	Regulatory Compliance	Amanda Wilcock	12	12	8	Develop a working group across YAS to develop a programme for the appointment of Non-Executive Associate Director with a focus on attracting candidates that met the representation of the communities we serve.
13	Cost Improvement Programme	IF YAS fail to deliver Cost Improvement Programmes (CIP) THEN this may lead to failure to delivery planned savings, RESULTING IN non-delivery of budgetary target and loss of credibility in delivering corporate CIP programme.	Finance and Investment	Finance	Finance	Mark Phillips	12	12	6	2019-20 Cost Improvement Programme savings were delivered and the 2020-21 programme was developed. Cost Improvement Programme currently suspended as part of the temporary financial management arrangements in place nationally due to COVID-19.
19	Vehicle familiarisation training	IF YAS does not provide documentary evidence of all aspects of vehicle familiarisation training including staff members present, learning objectives and dates/times/vehicles THEN the Trust does not have a safe system of work as outlined in Health and Safety at Work legislation RESULTING IN regulatory action and increased litigation against the Trust with severe financial implications.	Both	Finance	Fleet	Richard Moyes	15	15	6	Ensure all Trust vehicles have a suitable vehicle manual detailing the relevant familiarisation checks. Develop appropriate training material to address Vehicle Familiarisation across YAS. Develop short video materials linked into ESR as a core competency for all staff involved in working on vehicles.
39	Tranman system	IF the new Tranman system does not seamlessly interface with Purchase to Pay(P2P) THEN work orders raised by Fleet will not transfer to Oracle RESULTING IN the delay of payment to suppliers due to the inefficiency of manual input by Fleet and Finance colleagues.	Both	Finance	Fleet	Jeff Gott	8	12	8	Progress updates on Tranman Interface Implementatio
43	Falsified Medicines Directive legislation	IF YAS do not implement systems to deliver Falsified Medicines Directive legislation requirements THEN the Trust will not be able to scan medicines on receipt in Procurement RESULTING IN failure to identify falsified drugs and non-adherence to legislation	Both	Finance	Procurement	Matthew Barker	12	12	3	Falsified medicines - scanning system option. Explore options for medicines scanning system to comply with FMD Legislation.
62	Climate Change	IF Climate Change occurs THEN extreme weather events (heatwaves, cold waves, flooding, flash floods, droughts) and sea level rise will occur RESULTING IN multiple implications for the Trust.	Both	Finance	Estates and Facilities	Alexis Percival	15	15	12	Sustainable Development Management Plan. Flood Risk Assessment. Climate Change Adaptation Plan. Assessment of operational and supply-chain business continuity.
63	VPS system interfacing with fleet Tranman	IF table structures and data fields do not match between CLERIC Fleetman and the new tranman system THEN there could be lengthy delays until knowledge is established and the app developed to accommodate the interface or even existing functionality not possible in the new fleet system RESULTING IN Diminished realisation of benefits; real-time information not shared between AVP and Fleet	Both	Finance	Fleet	Jeff Gott	12	12	6	Temporary workarounds are in place. The solution is to develop an interface between the Tranman and Cleric systems.
64	Fleet lone working	IF provisions are not in place to maintain the safety of lone workers in the Fleet Team THEN staff will be unable to raise the alarm in the event of accident, injury or incident RESULTING IN failure to comply with Health and Safety Legislation	Quality	Finance	Fleet	Richard Moyes	12	12	3	Develop Fleet lone worker procedures as part of the Trust lone worker guidance. Explore technology devices to allow workers to raise an alarm.
66	Tail lifts on A&E vehicles	IF the Trust does not complete specific rectification work on the A&E fleet tail lifts, monitor fault development whilst this work is completed THEN the tail lifts will fail to operate correctly or could collapse RESULTING IN significant harm to patients (falls) and staff (falls and musculoskeletal injury)	Both	Finance	Fleet	Jeff Gott	12	12	4	Inspection programmes to monitor affected vehicles for faults. Repair programme and capital funding to fix any faults identified.
67	Vehicle availability for A&E, including 4x4 capability	IF vehicle availability does not meet A&E rota requirements THEN staff will be on shift without a vehicle RESULTING IN lack of utilisation of rota'd staff and inefficient use of resources	Quality	Finance	Fleet	Richard Moyes	12	12	3	Plan for vehicle capacity to support events

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68	Delay in 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 Business Continuity 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.	Quality	Finance	Fleet	David Hill	10	12	2	AVP has now been transferred to BAU with Ancillary Services. Upon review, we are now aware that the current tablet for recording AVP actions is also not working correctly and not currently being used by the team. Confirm timescales for development of Ancillary cleaning tablet with relevant service leads.
84	Operational estate suitability	IF the estate cannot be modernised and/or expanded THEN A&E/PTS will struggle to operate out of some sites RESULTING IN not being able to effectively deliver services in some localities	Both	Finance	Estates and Facilities	Adam Midgley	16	12	tbc	Ensure there is an approved Estates Strategy that identifies the functionality and condition of the operational estate, strategic objectives and proposals to address any identified issues. Ensure Estate Strategy links to Hub and Spoke proposals.
95	COVID-19 - PPE recalls	IF 'Push' stocks of PPE received from Supply Chain, Clipper and other non-supply chain linked suppliers are recalled THEN there is a risk that the Trust will be unable to provide sufficient PPE supplies for staff, RESULTING IN non-compliance with regulation and potential for patient and staff harm.	Both	Finance	Procurement	Matthew Barker	16	16	4	Ensure additional ordering of all PPE and IPC products. Regularly review provision of PPE in light of current case definition. Stock security - lockdown key supplies at station level.
96	COVID-19 - Supply of PPE and IPC provisions	IF the Trust does not ensure sufficient Personal Protective Equipment and Infection Prevention supplies for all staff THEN the Trust would not be meeting its regulatory requirement under Health and Safety legislation RESULTING IN non-compliance with regulation and potential for patient and staff harm.	Both	Finance	Procurement	Matthew Barker	20	20	4	Ensure additional ordering of all PPE and IPC products. Regularly review provision of PPE in light of current case definition. Stock security - lockdown key supplies at station level.
54	Clinical staff recruitment and retention - NHS 111	IF NHS 111 are unable to recruit and retain Clinical Advisors due to poor responses to advertisements and poor retention rates THEN there is a potential risk to delivery of the workforce plan RESULTING IN not being able to provide clinical advice in appropriate timescales.	Quality	IUC	NHS 111	Keeley Townend	16	16	6	As part of Covid-19 recovery plan continue with 'Concept 2' clinical recruitment campaign. Hold a joint recruitment exercise with EOC.
55	Dental pathway additional demand	IF the Dental CABS cant cope with their demand as patients dial 111 THEN the reputation of the overall service including IUC will be compromised and potentially impact in patient confidence of the NHS 111 service as a whole as patients are accessing IUC telephone service the excess demand can not be managed within IUC staffing levels which is affecting contractual performance RESULTING IN patients accessing NHS Online and additional cases going on the IUC Core clinical queue for low toxicity cases	Both	IUC	NHS 111	Mark Leese	16	16	6	Review new contract arrangements in the light of the dental activity. Provide monthly reports to allow invoicing to take place Invoice NHS England. Recruit additional Health Advisors to meet additional demand funded by income from NHS England.
57	National marketing campaign for NHS 111	IF a national marketing campaign for NHS 111 is run in Oct/Nov 2019 THEN this will be outside our control RESULTING IN the potential to drive up demand to the service that exceeds the capacity that we have planned for.	Quality	IUC	NHS 111	Mark Leese	12	12	6	Risk action suspended due to Covid-19 Pandemic Risk will be reviewed end of September 2020.
58	Culture / retention in NHS 111	IF we are unable to address the current cultural issues within the NHS111 call centres THEN staff will not see NHS 111 as a desirable place to work RESULTING IN high levels of sickness and attrition with loss of experienced and trained staff.	Quality	IUC	NHS 111	Mark Leese	12	12	6	Cultural review in NHS 111. Health and well being initiatives introduced. Environmental improvements planned and started include height adjustable desks, new carpets decoration, new kitchen improvements in the training area.

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69	COVID-19 - Effect of Coronavirus (COVID-19) calls on demand and patient safety	IF demand within IUC for advice relating to Coronavirus continues to increase following national announcement AND further assessment is required of all Coronavirus calls through NHS Pathways Module 0 and 1 (outside of national guidance) THEN there is a potential for delays in responding to calls from patients requiring clinical advice RESULTING IN delays in assessment and potential abandonment in calls which could impact on 999 and other health care providers.	Quality	IUC	NHS 111	Eithne Cummins	20	20	3	Introduce a new skill set to deal specifically with Covid-19 pandemic calls to elevate pressure in the system and provide additional capacity to allow Non Covid-19 calls to go straight to Health Advisors for assessment . Introducing the new role requires: recruitment of volunteers training on reduced call handling pathway supporting the new role with experienced staff / trainers post go live Monitor progress and audit calls
107	COVID-19 - Community First Responders supporting Patient Transport Services	IF the 50 Trust Community First Responders who are currently supporting Patient Transport Services are required to resume their normal workplace THEN the Trust PTS would be unable to continue to support A&E activity RESULTING IN reduced staffing resource, impacting on service delivery and patient care.	Quality	IUC	PTS	Chris Dexter	16	16	4	Further PTS Bank recruitment. VCS recruitment and on-boarding. Additional Sub-contractor resources required. Managing PTS capacity across Healthcare systems – dialogue and actions underway with ICS / Acutes.
40	Non conveyance decisions	IF there is inadequate history taking and decision making THEN a non conveyance decision may be made inappropriately RESULTING IN potential for adverse patient outcome	Quality	Medical	Clinical	Julian Mark	15	15	15	Develop clinical supervision model. Develop safe discharge and referrals checklist. Half-day on annual clinical refresher - assessment, documentation and non-conveyance. Review of Paramedic Pathfinder useage. Awareness campaign about the importance of care planning and providing safety netting advice when discharging care on scene
106	Resuscitation training and competency	IF there is a failure to deliver training and assess that all front line clinicians are adequately trained and competent to deliver basic life support and delivery of safe and effective defibrillation on a regular basis THEN inadequate resuscitation may be provided during cardiac arrest RESULTING IN patient harm or death.	Quality	Medical	Clinical	Steven Dykes	16	15	5	Discuss output of recent Incident Response Group meeting in relation to case reviews.
17	Handover of critical risk information	IF critical risk information is not provided from EOC to A&E crews via CAD in a timely manner, THEN crews will not necessarily be able to provide the best or safest response, RESULTING IN the potential for increased harm to both staff and patients.	Quality	Operations	EOC	Will Colam-Ainsworth	12	12	4	Explore systems options to improve the sending and displaying of alerts, and provide a warning system to dispatchers and EMD that warning messages need to be sent. Raise awareness and clarification amongst EOC staff regarding the importance of sending warning messages.
20	Airwave button activation and response	IF there is no process in place to determine what should occur in the event of AIRWAVE button activation THEN there will be an ineffective response when crews activate the emergency button RESULTING IN potential for increased harm to staff	Quality	Operations	A&E Ops	Dan Jones	12	12	4	Develop, implement and raise awareness of a Standard Operating Procedure around button activation. LSMS to liaise with police to create and ensure aberrance to MoU regarding Police response to button activation.
33	South Performance	IF Category 2, 3, and 4 South performance is not within 90th centile THEN there are delays in responses RESULTING IN potential deterioration and adverse patient outcome	Both	Operations	A&E Ops	Jackie Cole	12	12	8	Ongoing monitoring of performance.
35	Hospital handover monitoring	IF there are hospital handover delays a 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	Quality	Operations	A&E Ops	Stephen Segasby	16	16	4	Specific focus on handover delays at the Northern General Hospital (Sheffield) and Scarborough Hospital sites.
37	Paramedic workforce supply	IF other healthcare providers continue to recruit and retain paramedics THEN there is a risk to the future sustainability of the YAS paramedic workforce RESULTING IN workforce shortages and inability to meet demand, impacting on performance and patient care.	Quality	Operations	A&E Ops	Stephen Segasby	20	16	6	Understand the needs of the system and implications of NHS long term plan which requires paramedic workforce within primary care. Develop system partnership working to progress rotational paramedic model to ensure it fits Ambulance Trust and Primary Care Trust needs

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44	Clinical supervisor job evaluation	IF the result of the clinical supervisor job evaluation process does not result in a re-banding THEN there is a risk of industrial action RESULTING IN reduced staffing and detrimental impact on employee relations.	Quality	Operations	A&E Ops	Suzanne Hartshorne	12	12	4	YAS to continue to be represented at national forums to monitor ongoing progress with the national job evaluation process. Continue to engage with union representatives as part of the ongoing national job evaluation.
49	Calderdale Huddersfield reconfiguration - centralising frail elderly and cardiorespiratory	IF YAS does not have accurate information to prepare for implementation of Calderdale and Huddersfield reconfiguration arrangements THEN this may impact on performance, create resource drift, increase transfer time and IFTs RESULTING IN potential for adverse patient outcome and failure to meet national response targets	Both	Operations	A&E Ops	Stephen Segasby	12	12	4	Audit of PCRs to establish under the new arrangement where the patient would have been conveyed to. Work with CHFT to understand pathways for different scenarios and support modelling of impacts.
52	Friarage reconfiguration of services	IF the proposal to decommission services at Friarage Hospital is implemented THEN there will be a delayed response to patients with life-threatening and time critical conditions RESULTING IN adverse patient outcome, an increase in complaints and serious incidents, negative impact on performance and reputation	Both	Operations	A&E Ops	Catherine Bange	20	20	12	Complete a Quality Impact Assessment for Friarage. Manage patient experience supported by collaborative public messages.
79	S136 hidden demand	IF Yorkshire Police force areas began to adhere to nationally agreed guidance for the transport of people detained under S136 of the MHA (1983) which states that the ambulance service should be responsible for transporting patients who are detained under S136 to a place of safety and that this work should be prioritised and the response should be a Category 2 ambulance response under ARP. THEN Yorkshire Ambulance Service would see an increase of circa 2000 Cat 2 patients across our 4 force area	Quality	Operations	A&E Ops	Stephen Segasby	9	12	tbc	YAS MH business case being developed which includes options for transport of patients detained under S136. Lead Nurse and Specialist Development Nurse to attend any relevant MH system meeting to ensure discussions around transport of S136 patients is considered and any change in police management of these patients is highlighted early
82	COVID-19 - Impacts of COVID-19 on EOC and 999 Service Delivery	IF demand on EOC and 999 continues to escalate as a direct result of the Covid-19 incident THEN the Trust will be unable to maintain an adequate response either by telephony or face to face RESULTING IN potential for delays to patient care, patient harm and reputational damage due to inability to respond.	Both	Operations	A&E Ops	Stephen Segasby	20	12	6	Corporate Executive co-ordination cell to support business critical function (temporary arrangement). Gold Cell - 09.30 daily multi-service incident meeting across EOC, 111, PTS and all corporate support services. TEG - daily Trust Executive Group meeting.
103	COVID-19 Impact of COVID-19 response on core governance and compliance functions	IF the Trust does not ensure an appropriate Recovery Plan from the Covid-19 response THEN a number of core functions will not be achieved RESULTING IN non-compliance with regulations, education and training provision and the wider Trust strategy and business plan.	Both	Operations	EPRR	Jeevan Gill	16	16	4	Recovery Cell' to co-ordinate recovery / reset planning, based on four themes (Patients, People, Organisation, System). Ensure as part of the Trust Recovery phase the Trust captures learning at all service levels as part of the debrief exercise to influence future planning
105	Operational performance	IF there continues to be increased demand across the A&E Operations service THEN there may be excessive response times RESULTING IN a potential risk to patient safety	Quality	Operations	A&E Ops	Stephen Segasby	16	12	5	Implement Requirements of ARP. Monitor tail of performance.
108	Communication of key information between Integrated Urgent Care (IUC) and Emergency Operations Centre (EOC)	IF communication of key information from Integrated Urgent Care (IUC) and Emergency Operations Centre (EOC) to the frontline 999 clinician fail to be provided THEN there is potential for the clinician to formulate an incorrect management plan RESULTING IN delays in care and potential for patient harm and uncoordinated care.	Quality	Operations	A&E Ops	Stephen Segasby	12	12	4	Actions to be confirmed.
9	EU Exit	IF the EU Exit proceeds as a 'no deal' THEN YAS plans for continuity of business as usual could be impacted RESULTING IN potential for disruption to patient care.	Both	QGPA	Performance Assurance and Risk	Steve Page	12	12	12	Review all EU Exit plans in light of emerging government strategy

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10	Level 3 Safeguarding Training	IF the YAS mandatory training plan is not appropriately updated to reflect changes to Level 3 safeguarding training requirements THEN the trust will be unable to demonstrate compliance RESULTING IN non-compliance with the national inter-collegiate safeguarding guidelines for safeguarding adults and children.	Quality	QGPA	Quality and Safety	Clare Ashby	12	12	12	A 3 year training lead time has been agreed nationally. The Trust conducted a risk assessment via the Clinical Governance Group. The 2019/20 plan prioritised training for key clinical staff. Years 2 and 3 will include all paramedic staff. Delivery will be via an upgrade of Level 2 eLearning and the Trust induction programme on safeguarding.
21	Conflict Resolution Training provision	IF Conflict Resolution Training is not delivered in line with the risk-based assessment THEN staff may not be adequately trained in order to de-escalate or manage violence and aggression RESULTING IN potential for physical or psychological injury to staff	Quality	QGPA	Performance Assurance and Risk	Steve Page	12	12	3	Review and refresh existing CRT packages. Develop and launch new CRT packages for other staff groups and volunteers. Include CRT in the Trust's training needs analysis.
22	Availability of CCTV for pursuance of sanctions	IF CCTV is not readily available THEN investigations cannot be comprehensively conducted RESULTING IN failure to impose sanctions and redress	Quality	QGPA	Performance Assurance and Risk	Steve Page	12	12	3	Extend staff groups who can retrieve and view CCTV footage (e.g. Fleet; ROC). Upgrade CCTV hardware and software. Evaluate CCTV provision for premises. Develop SOP for health checks of vehicle CCTV. Bodycam national pilot.
26	Email distribution lists	IF email Distribution Lists are not effectively managed THEN email communications could be sent to leavers who take their nhs.net email address RESULTING IN a breach of personal or sensitive information	Both	QGPA	Performance Assurance and Risk	Helen Hartland	12	12	6	Obtain report of all Distribution Lists, owners and members. Communicate the process for managing Distribution Lists. Raise awareness of the risk and mitigations at IG Working Group and RAG
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 compliant 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.	Both	QGPA	Performance Assurance and Risk	Helen Hartland	12	12	4	All paper records held across YAS premises to be brought to one location to ensure access is restricted and that no further paper files are created. Paper records reviewed to establish their retention requirements. Retained documents to be scanned and stored digitally.
29	Shared mailbox access	IF user access is not monitored for shared mailboxes THEN users who move departments or leave the Trust will still have access to mailboxes they no longer require RESULTING IN potential for breaches of information or opportunity for willful access to information that the individual should no longer have access to.	Both	QGPA	Performance Assurance and Risk	Helen Hartland	12	12	3	Obtain a list of active shared mailboxes including name of Mailbox, Owner and Members of shared mailbox. Raise awareness of the risk and mitigations at IG Working Group and RAG
30	Annual data security (IG) training of all staff	IF YAS staff do not complete annual Data Security Awareness (IG) training THEN this is a breach of statutory duties RESULTING IN potential for increased data breaches and non-compliance with the DSP Toolkit mandatory assertion.	Quality	QGPA	Performance Assurance and Risk	Helen Hartland	12	12	3	Work with Education and Training Team to launch e-learning on the new ESR/OLM learning platform. Weekly monitoring of uptake of IG training by staff. Staff communications to support completion of IG training.
41	Premises security	IF YAS premises are not adequately protected by an appropriate level of security THEN staff and assets will be vulnerable RESULTING IN the potential for physical harm; financial loss; reputational loss; and an adverse impact on the Trust's ability to deliver an effective service.	Both	QGPA	Performance Assurance and Risk	Steve Page	12	12	12	Develop a business case for the upgrade/replacement of the Trust's access control and CCTV System. LSMS to complete site security inspections to mitigate risks as far as possible within current arrangements. LSMS to consult with Estates to incorporate into planned refurbishment work.s
42	Violence and aggression	IF YAS staff are not adequately protected against acts of violence and aggression THEN there is a potential for staff to be seriously injured RESULTING IN the potential for physical harm; financial loss; and reputational loss.	Both	QGPA	Performance Assurance and Risk	Steve Page	12	12	4	Safety guidelines and training. Dynamic risk assessment and joint decision-making model. Management of incidents and serious incidents. Support for criminal convictions. Data flagging. Safer Responding Group.
45	Subject matter expertise for manual handling	IF we do not have adequate subject matter expertise for the topic of moving and handling THEN there is risk of inadequate training, support and guidance for staff RESULTING IN potential harm to staff and patients.	Quality	QGPA	Quality and Safety	Iffa Settle	8	12	12	SME input and review of training provision across the Trust to ensure appropriate guidance and support is available to staff for the safe movement of patients. Procurement of Subject Matter Expertise for manual handling.

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48	Post-occupational exposure prophylaxis	IF YAS do not have a robust process for staff requiring prophylaxis THEN we may not be able to secure provision RESULTING IN YAS staff not receiving timely prophylaxis	Quality	QGPA	IPC	Clare Ashby	12	12	4	Ensure exposure prophylaxis is considered as part of OH contract and ensure internal SOP is updated. Formalise protocol within YAS for gaining access to correct post occupational exposure prophylaxis.
51	Cumulative effect of repeated moving and handling	IF the Trust does not consider the frequency, weight and forces involved in moving and handling tasks THEN staff may experience the cumulative effect of repeated actions RESULTING IN musculoskeletal injury	Quality	QGPA	Health and Safety	Shelley Jackson	12	12	3	Partnership working with Health and Safety Executive and National Ambulance Risk and Safety Forum on reduction of MSK injuries. Reduce weight of bags. Defibrillator replacement to consider weight. Vehicle design group to consider moving and handling risk
53	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	Quality	QGPA	Health and Safety	Shelley Jackson	12	12	3	Develop non-accredited H&S training for managers not included in the IOSH accredited training. Middle managers (e.g. Locality Managers) to be provided with appropriate IOSH* accredited H&S training or equivalent. Review impact of new H&S sentencing guidelines on the Trust.
89	Counter fraud, bribery and corruption	IF Counter Fraud arrangements are not managed and documented appropriately THEN the Trust will be open to acts of fraud and deemed to be non-compliant against the Counter Fraud Standards RESULTING IN the potential for financial loss and reputational loss.	Finance and Investment	QGPA	Performance Assurance and Risk	Helen Carter	12	12	4	Adherence to and self-assessment against the standards issued by the NHSCFA. Counter Fraud annual work plan. Counter Fraud SME input via internal audit contract.
100	COVID-19 Corporate Response to COVID-19	IF corporate services do not support operational response to the current Covid-19 response THEN the Trust will not have a co-ordinated approach RESULTING IN lack of corporate support across ICT, HR, Fleet, estates and other corporate functions.	Both	QGPA	Performance Assurance and Risk	Steve Page	16	16	4	Corporate Cell co-ordinates all requests from operational staff for any corporate support to ensure that any 'asks' are dealt with in a timely manner. Risk assessments undertaken as part of the deployment of non-operational Trust staff, volunteers and students to ensure staff and patient safety.
99	COVID-19 - Staff physical and mental wellbeing during COVID-19 response	IF Yorkshire Ambulance Service doesn't provide appropriate resources to promote staff wellbeing THEN the Trust may encounter increased sickness both Covid related but also related to stress and anxiety, recruitment and retention issues RESULTING IN staff resourcing issues and reputational damage.	Quality	Workforce and OD	Human Resources	Helen Houghton	16	12	4	Multiple actions regarding staff mental and physical well being, bereavement services, infection prevention advice and guidance, workplace safety, home working safety and good practice, communications and engagement, support and well-being of high risk groups.
24	Bank Staff compliance for statutory/mandatory training	IF the level of compliance for Bank staff fails to improve THEN the Trust will be at risk of not meeting its minimum threshold of statutory/mandatory compliance RESULTING IN not being able to assure staff are aware of their responsibilities for safe working practices in relation to statutory/mandatory areas.	Quality	Workforce and OD	Education and Training	Dawn Adams	12	12	2	Report non-compliance to Non-Clinical PGB on a monthly basis to identify key risks. Identify good practice within the Trust and share this with monthly compliance reports. Explore options for a Bank Agency within the Trust overseeing the use of all bank staff.
36	Impact of calculation of holiday pay to include regular overtime in remuneration	IF holiday pay calculations requires inclusion of overtime as part of normal remuneration THEN YAS would be required to address the financial impact of implementing this legislation RESULTING IN a financial cost to the organisation	Finance and Investment	Workforce and OD	Human Resources	Suzanne Hartshorne	16	16	8	A stay has been awarded on the Trust's claims pending the outcome of an application for appeal to the Supreme Court on Flowers v East of England Ambulance Service
50	Immunity screening and vaccination and health surveillance	IF YAS staff are not comprehensively screened and immunised by OH THEN they may contract and spread infectious diseases RESULTING IN potential harm to staff and patients	Quality	Workforce and OD	Human Resources	Helen Houghton	12	12	4	Send out clinical alert regarding measles outbreak and importance of MMR vaccine. Fleet staff require health surveillance renewed annually. PAM ongoing reconciliation of immunisations and recall for vaccine delivery as required. Review of Occupational Health contract provision.