East Midlands Ambulance Service NHS Trust

Paper No.	PB/26/205

Report to: Trust Board

Date: 26 November 2026

Report Title:	Chief Executive's Report
Author:	Richard Henderson, Chief Executive
Presented by:	Richard Henderson, Chief Executive

Purpose of Report

The purpose of this report is to provide the Trust Board with an update on the key issues currently facing the Trust.

Type of Report	Decision-making	Assurance	Consideration
			X

Executive Summary

The report provides details of the key issues facing the Trust and the action being taken to address them and recent activities and events.

Recommendation

That the Trust Board:

- **CONSIDERS** the Chief Executive's Report.

Has an Integrated Impact Assessment (IIA) been undertaken in relation to this report?

- Not applicable

Date IIA Approved: Not applicable

Committees or groups this report has already been presented to: None **Summary of the conclusions of that committee or group:** Not applicable

Risk Management:

New risks arising as a result of this report None	**Risk Assessment – current score**		
	Likelihood (A)	**Consequence** (B)	**Score** (A x B)
Planned Mitigations	Not applicable		

Strategic Fit: Which of the following strategic objectives does this report relate to?
Not applicable

	Relevant
We will deliver outstanding patient care by developing new, innovative clinical practices and by working in collaboration with our partners and the public	
We will be an attractive employer of choice, developing and retaining highly skilled, engaged and diverse people reflective of our local communities	
We will deliver improved outcomes for our patients through the most appropriate equipment, technology, vehicles and facilities	
We will deliver safe, effective, compassionate care for patients, embedding a culture of compassion, continuous improvement and productivity	
We will work in partnership to reduce health inequalities and improve the health of our population, and ensure sustainability	

Chief Executive's Report – 26 November 2026

Operational Performance

The Trust has remained at Resource Escalation Action Plan (REAP) Level 4 since 14 October 2026, reflecting the sustained pressures across urgent and emergency care and a significant deterioration in hospital handover delays. In response, a number of measures have been implemented to prioritise frontline service delivery, including the temporary suspension of some education and appraisal activity.

The Category 2 (C2) response time for October was 40 minutes and 58 seconds, which was 43 seconds above the planned position of 40 minutes and 15 seconds. Hospital handover delays were a significant driver of this variance, with the average handover time at 41 minutes and 43 seconds, 9 minutes and 26 seconds above plan. On average, 622 ambulance hours were lost each day above the 15-minute handover standard. We continue to work closely with NHS England and system partners, with particular focus on those acute hospitals where delays are having the greatest impact on our ability to respond to patients in the community.

Our Hear and Treat rate was 20.5%, against a target of 22.5%, focussed work continues, to improve this position. Double Crewed Ambulance hours remained above plan, averaging 5,683 hours each day, 5.5% above plan, helping to mitigate some of the impact of handover delays and support C2 performance.

Work continues to reduce hospital handover delays, with a particular focus on strengthening system-wide ownership and accountability for the 45-minute handover standard. Engagement is underway with Integrated Care Boards, provider trusts and operational leaders to identify local barriers, implement targeted improvement actions and support the consistent application of escalation processes. This work aims to improve ambulance availability, reduce patient safety risks associated with extended handover delays and enhance flow across the urgent and emergency care pathway.

I would like to thank colleagues across the organisation for their continued commitment to support service delivery during this challenging period. We also continue to encourage the public to use NHS services appropriately, helping to ensure emergency resources remain available for patients with the most urgent needs.

Increasing Our Response Capability

The Trust continues to make good progress on the programme to expand our operational response to patients through increasing frontline ambulance capacity. I am pleased to report that we have seen Newly Qualified Paramedics, Qualified Paramedics, Newly Qualified Technicians, Qualified Technicians and Urgent Care Assistants join the Trust during the first half of the year.