Board of Directors Public Meeting No.4 2026/27

Date of Meeting:	Thursday 19 November 2026		
Executive Sponsor:	Executive Directors	**Author(s):**	Chief Operating Officers Deputy Director of Finance Deputy Director of Quality and Safety Head of Contracting and Performance Clinical Audit and Effectiveness Manager
Title:	**Integrated Quality and Performance Report Month 6 2026/27**		
Paper Type:	For Decision ☐	For Assurance ☒	For Information ☐
Paper Status:	Public ☒	Private ☐	Internal ☐
Purpose:	To provide the Trust Board with an integrated assessment of the Month 6 quality, clinical, operational, people and finance position; highlighting the principal exceptions, assurance and actions		
Recommendation:	Trust Board is requested to receive the Month 6 Integrated Quality and Performance Report and note the assurance provided by the overall position, the areas where delivery remains below target or at increased risk, and the actions and oversight in place.		
Previously Considered by:	Executive Management Group Executive Integrated Performance Review Group Operational Integrated Performance Review Meeting		
Onward submission to:	N/A		

Please indicate how paper links to the following key considerations:

Strategic Objectives:	Data-Driven Clinical Interventions & Left Shift ☒		Define & Enhance Quality at NEAS ☐		Improve ARP Performance ☒	
	Improve Staff Experience & Maximise Contribution ☐		Improve Long-Term Sustainability of the Organisation ☒		Enable Analogue-to-Digital Transition ☐	
System Triple Aims:	Better Health Outcomes ☒		Better Experiences for People ☒		Better Use of Resources ☒	
Trust Values:	Compassion ☐	Accountability & Responsibility ☒	Respect ☒	Excellence & Innovation ☐	Proud to Make a Difference ☐	
CQC Quality Statements:	Safe ☐	Effective ☐	Caring ☐	Responsive ☐	Well-Led ☒	

Summary

Overall, the Month 6 position provides reasonable assurance across quality, clinical, operational, people and finance, with no evidence of material deterioration in the Trust's overall quality and safety profile. Clinical outcomes remain positive overall, ambulance response performance continues to compare well nationally, operational outcomes continue to improve, and the Trust is reporting a financial position of breakeven against plan.

Operational assurance is moderated by reduced performance headroom within the C2 plan entering winter. Category 2 performance remains ahead of the operational plan year to date and the full-year trajectory remains achievable; however, deterioration in hospital handovers during September has materially reduced the margin available to absorb further pressure and represents an emerging patient safety risk. NHS 111 call taking and clinical call-backs also remain challenged, while PTS timeliness and call access continue to operate below agreed standards.

Sickness absence reduced to 6.7% in September, although the rolling 12-month position of 7.3% remains above the Trust ambition. Financial delivery remains on plan, with all 2026/27 CIP schemes identified; however, delivery of recurrent savings and improvement in the underlying financial position remain key risks. Internal analysis indicates that NEAS is likely to retain Segment 1 for Quarter 2, pending national publication.

Areas of Strength

- Quality and safety remain stable, with no evidence of an emerging increase in serious patient harm. In September, 94.2% of patient safety incidents resulted in no harm, low harm or near-miss outcomes.
- Patient experience remains positive across Ambulance and Patient Transport Services, with satisfaction continuing to exceed local targets.
- Duty of Candour compliance has improved, with no outstanding cases in the latest reported period. One earlier case remains under review following receipt of external advice, but this does not represent a delay in enactment.
- Clinical outcomes remain positive overall. Year-to-date performance is above the national average across the reported AQI domains except ROSC for all patients, with particularly strong Utstein survival, STEMI timing and stroke call-to-hospital performance.
- Ambulance response performance remains strong. Category 1 mean, Category 1 90th centile and Category 4 90th centile achieved national standards, while Category 2 remains ahead of the operational plan year-to-date.
- Operational outcomes continue to improve. Hear & Treat reached 14.0% in September and maintained See & Treat performance supported a further reduction in conveyance, with fewer patients conveyed than in the equivalent period last year despite higher incident demand.
- Workforce stability remains positive in several areas. Statutory and mandatory training remains above 98%, appraisal compliance is 89.5%, and turnover remains below target at 8.6%.
- The financial position remains on plan at Month 6, with breakeven forecast and schemes identified against 100% of the £14.898 million CIP requirement.
- NEAS retained Segment 1 under the Quarter 1 NHS Oversight Framework and ranked second of the ten ambulance trusts overall.

Areas Receiving Focus

Key Exception	Month 6 position	Assurance	Actions and oversight
Sickness absence	Sickness absence remained high at 6.7% in September, with the rolling 12-month rate at 7.3%, above the Trust ambition of 6.5%.	Sickness has improved for two consecutive months, and September performance was 0.5% better than September 2025. Sickness Support Task & Finish Group is overseeing additional audits, training, refreshed policy to support management of short-term absence. Turnover and training compliance continue to achieve target, with appraisal rate only missing target by 0.5%.	**Executive Oversight** • Quarterly review by EMG. • Re-forecast to aim for <7% by 31st March 2027. • Support temporary resource to continue with compliance audits. • Focus on upstream research and analysis into drivers behind absence in the ambulance service. • Commission an external view of the sickness support plan in Q4. • Continued focus on strengthening consistency of approach as per policy. • Monthly quality assurance audit introduced focusing on specific themes. • Support provided through mental maintenance programme and physiotherapy services. • Updated policy proceeding governance structure. • Launch of bitesize sickness absence training sessions. • Support provided through our mental maintenance programme, with an additional mental health practitioner having joined the team in Q1 on a pilot basis.
Category 2 delivery	Category 2 mean was 21:09 in September. The year-to-date position remains ahead of plan at 19:32, but headroom reduced materially during Quarter 2 as hospital handovers deteriorated.	The full-year trajectory remains achievable, but with limited tolerance for further deterioration in demand, workforce availability, productivity or system flow. Hear & Treat and conveyance outcomes continue to provide mitigation. Whilst Hear & Treat reached a	• Maintain planned vehicle hours, including the planned winter increase. • Progress sickness, downtime, productivity and optimisation actions. • Continue delivery of the Hear & Treat plan,