



APPENDIX 3

STATEMENT OF RISK APPETITE 2023/24

Quality and Safety

The Trust has a **low** appetite for risk relating to patient safety.

The Trust has a **low** appetite for risk relating to the effectiveness of care.

The Trust has a **low** appetite for risk relating to patient experience.

The Trust has a **low** appetite for risk relating to the safety of staff, volunteers and others engaged in activity on behalf of the organisation.

The Trust recognises that risk exposures relating to patient care and staff safety are not always complementary and can create a dynamic and complex operating environment in which to identify and control risk appropriately.

2. Compliance and Security

The Trust has a **moderate** appetite for risk relating to statutory compliance, regulatory requirements and the delivery of national standards and targets.

The Trust has a **low** appetite for risk relating to statutory financial compliance and related financial controls.

The Trust has a **low** appetite for risk relating to the security and integrity of its technology infrastructure, information systems and other digital solutions. This includes cyber security and matters of risk and compliance relating to data protection, information governance and the management of person identifiable information.

3. Innovation, Improvement and Development

The Trust has an **open** appetite to risk relating to viable service improvements and opportunities to pursue new and innovative ways of working, either internally or in collaboration with external partners.

The Trust has a **moderate** appetite for risk relating to new business developments consistent with the organisation's strategic priorities, financial affordability, and capacity to deliver and embed change.

The Trust recognises that, with due regard for safety and compliance issues, an **open** appetite for controlled risk-taking relating to service improvement and innovation creates opportunities which may bring positive gains to the quality and efficiency of its services, its patients, the wider organisation, and the health and care system generally.



Application of the Statement of Risk Appetite to the strategic risks in the Board Assurance Framework:

Strategic Risk		Risk Level (0-5)	Risk Appetite
1a	Ability to deliver high quality care in 999/A&E operations	Minimal (1)	Low
1b	Ability to deliver high quality care in Integrated Urgent Care/NHS111 services	Minimal (1)	Low
1c	Ability to deliver high quality care in the Patient Transport Service	Minimal (1)	Low
2a	Ability to ensure provision of sufficient clinical workforce capacity and capability	Cautious (2)	Moderate
2b	Ability to support the physical and mental health and well-being of staff	Minimal (1)	Low
2c	Ability to promote and embed a positive and inclusive workplace culture	Minimal (1)	Low
3a	Capacity and capability to plan, govern, and deliver Trust strategy and business priorities	Open (3)	High
3b	Ability to influence and respond to change in the wider health and care system	Cautious (2)	Moderate
3c	Ability to respond well to climate change and other business continuity threats	Minimal (1)	Low
4a	Ability to plan, manage and control Trust finances effectively	Minimal (1)	Low
4b	Ability to deliver key technology and cyber security developments effectively	Minimal (1)	Low
4c	Ability to deliver key enabling infrastructure effectively: estates and fleet	Minimal (1)	Low