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Swansea Bay University
Health Board



Meeting Date	24 November 2022	Agenda Item	2.1
Report Title	Risk Appetite		
Report Author	Hazel Lloyd, Interim Director of Corporate Governance		
Report Sponsor	Hazel Lloyd, Interim Director of Corporate Governance Gareth Howells, Executive Director of Nursing		
Presented by	Hazel Lloyd, Interim Director of Corporate Governance Gareth Howells, Executive Director of Nursing		
Freedom of Information	Open		
Purpose of the Report	The purpose of this report is to present the draft Health Board Risk Appetite Statement to the Board for consideration.		
Key Issues	<ul style="list-style-type: none"> • The Board last received the Health Board Risk Register (HBRR) in July 2022. Since then entries have been refreshed by Board Directors as part of the monthly review cycle. • The October 2022 HBRR contains 38 risks, of which 18 have risk scores at, or above, the Health Board's current appetite of 20. Four of these have risk scores of 25. • Following the onset of the Covid-19 pandemic, members of the Board agreed that the risk appetite threshold would be raised. This was agreed for an initial period of 3 months, but has remained raised throughout the pandemic to date, though additional narrative explanation has been provided to supplement the numeric threshold. • The current risk appetite, as endorsed by the Board in March 2022 indicates that risks assessed at a threshold score of 20 or above should be addressed as a priority, and there is a low tolerance to risks with a high impact on the quality and safety of staff and patient care. • A revised approach to the expression of the Board's risk appetite has been developed for members' consideration. 		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • NOTE the updated Health Board Risk Appetite Statement and changes in approach, as outlined in this report; • ENDORSE the risk appetite statement, subject to further review within one year. 		

HEALTH BOARD RISK APPETITE REPORT

1. INTRODUCTION

The purpose of this report is to present the draft Health Board Risk Appetite Statement to the Board for consideration.

2. BACKGROUND

2.1 Risk Management Framework

The Audit Committee is responsible for reviewing the establishment and maintenance of an effective system of risk management and providing assurance to the Board in that respect. While this is the case, individual risks have been assigned to other Board committees for more detailed scrutiny and assurance. The intention is that committee work programmes are aligned so that progress made to address key risks is reviewed in depth. Regular HBRR update reports are submitted to the Board and the committees of the Board to support this.

Executive Directors are responsible for managing risk within their area of responsibility. The Management Board, chaired by the Chief Executive, oversees the overall operation of the risk management framework and the management of risks within the health board risk register.

Risk Register management is supported by a Risk Management Group (RMG) which meets quarterly and is responsible for overseeing the operational management of risk, ensuring local systems and processes are in place and are operating effectively to ensure appropriate reporting and escalation.

Additionally, a Risk Scrutiny Panel is responsible for ensuring there is an appropriate and robust risk management system in place and working throughout the organisation. It is responsible for moderating new risks and risks escalated to the Health Board Risk Register (HBRR) and Board Assurance Framework (BAF) and recommending and advising the Management Board on the escalation and de-escalation of risks.

2.2 Risk Appetite

Risk appetite and tolerance provide clarification on the level of risk the Board is prepared to accept.

Following the onset of the Covid-19 pandemic, members of the Board agreed that the risk appetite threshold would be raised. This was agreed for an initial period of 3 months, but has remained raised throughout the pandemic to date, though additional narrative explanation has been provided to supplement the numeric threshold. The current risk appetite, as endorsed by the Board in March 2022 indicates that risks assessed at a threshold score of 20 or above should be addressed as a priority, and there is a low tolerance to risks with a high impact on the quality and safety of staff and patient care.

These arrangements have been reviewed regularly by the Executive Team, Audit Committee and the Board.

4.1 Risk Appetite & Tolerance Levels

Risk appetite is defined as the amount and type of risk an organisation is prepared to pursue, retain or take in pursuit of its strategic objectives. As noted earlier, the current risk appetite, as endorsed by the Board in March 2022 indicates that risks assessed at a threshold score of 20 or above should be addressed as a priority, and there is a low tolerance to risks with a high impact on the quality and safety of staff and patient care.

Following previous discussions at Board, further work has been carried out to develop a more nuanced approach to risk appetite through the risk management group. Risk appetite has been discussed with Directors, senior staff and members of the Risk Management Group, and a draft risk appetite statement drafted for consideration.

It is not possible to eliminate all risks which are inherent to achieving our objectives and fulfilling our statutory obligations, so we may need to consider and/or accept a certain degree of risk where it is in the best interest of our patients or staff ie taking managed risk (in keeping with our statements of risk appetite) may result in positive benefits for our patients, service users, staff and visitors. To support effective risk management and decision making the types of risks the health board may face are listed below together with the draft summary position of the health board's risk appetite for each and also the tolerance levels for each type:

Type of Risk	Risk Appetite	Risk Tolerance Levels*	Assuring Committee
Quality	Seeking	20	Quality & Safety
Workforce	Seeking	20	Workforce & OD
Financial	Seeking	20	Performance & Finance
Regulatory Compliance	Seeking	20	Audit
Governance & Reputational	Seeking	20	Audit
Health & Safety	Seeking	20	Health & Safety
Estates management	Seeking	20	Health & Safety
Digital & Informatics	Seeking	20	Performance & Finance
Emergency Preparedness & Business Continuity	Seeking	20	Board

* Risks below these levels will be tolerated, but action would be expected to reduce those risks achieving or exceeding these levels.

As part of the risk and assurance process risks at or above the tolerance levels for the types of risks will be reported to the assuring committee for oversight, scrutiny and as appropriate deep dive reviews.

While a more thematic approach is proposed to the expression of risk appetite above, following engagement with Executive Directors it is proposed that initially the appetite levels be set at a risk score of 20 across each category above.

3. RECOMMENDATIONS

Members are asked to:

- **NOTE** the updated Health Board Risk Appetite Statement and changes in approach, as outlined in this report;
- **ENDORSE** the risk appetite statement, subject to further review within one year.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
Ensuring the organisation has robust risk management arrangements in place that ensure organisational risks are captured, assessed and mitigating actions are taken, is a key requisite to ensuring the quality, safety & experience of patients receiving care and staff working in the UHB.		
Financial Implications		
This paper does not have any direct financial implications. However, actions taken to address individual risks to a level within the Board's risks appetite may carry financial implications.		
Legal Implications (including equality and diversity assessment)		
It is essential that the Board has robust arrangements in place to assess, capture and mitigate risks faced by the organisation, as failure to do so could have legal implications for the UHB.		
Staffing Implications		
All staff have a responsibility for promoting risk management, adhering to SBUHB policies and have a personal responsibility for patients' safety as well as their own and colleague's health and safety. The risk appetite provides clarification to managers on the level of risk the Board is prepared to accept.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
The HBRR sets out the framework for how SBUHB will make an assessment of existing and future emerging risks, and how it will plan to manage and prepare for those risks. The risk appetite informs this process.		
Report History	<ul style="list-style-type: none"> This paper has been prepared following discussion at July 2022 Board meeting and Board Development Session in August 2022. 	
Appendices	<ul style="list-style-type: none"> Appendix 1 – Risk Appetite Statement 	



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RISK APPETITE STATEMENT

Executive Sponsor: Executive Director of Nursing & Patient Experience

Document Author: Director of Corporate Governance

Approved by:

Approval Date:

Review Date:

Version: Final draft

This document should be read in conjunction with Swansea Bay University Health Board's Risk Management Policy and Board Assurance Framework (BAF)

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1. Introduction

The UK Corporate Governance Code states that **‘the Board is responsible for determining the nature and extent of the significant risks it is willing to take in achieving its strategic objectives’**. This means that at least once a year, Swansea Bay University Health Board should consider the types of risk it may wish to exploit and/or can tolerate in the pursuit of objectives. This helps demonstrate to our service users, regulators and other stakeholders that there are clear and effective processes for managing risks, issues and performance across the Health Board.

Swansea Bay University Health Board define risk appetite as **‘the amount of risk we are willing to seek or accept in the pursuit of long-term / strategic objectives.’** It is key to achieving effective risk management and should be considered before risks are addressed.

It is not possible to eliminate all risks which are inherent in achieving our objectives and fulfilling our statutory obligations, and so we may need to consider and/or accept a certain degree of risk where it is in our, patients’ or staffs’ best interests i.e., where taking managed risk (in keeping with our statements of risk appetite) may result in positive benefits for our patients, service users, staff and visitors.

We carry out analysis, make judgements, take decisions, provide services and run projects every day. We do not operate in a vacuum; equally risks are not static, nor are they mutually exclusive. We must therefore view risks holistically, assessing interdependencies to provide a more rounded assessment of risk, finding a better balance between the potential benefits of managed risk taking and avoidance of risk.

Risk management within the Health Board aims to achieve the optimum balance between quality of care, treatment and rehabilitation of patients, and the provision of services which are safe by optimising use of resources and identifying prioritised risk control action plans. Therefore, an approach to risk appetite which puts the quality of care and the safety of patients and staff at the centre but recognises the requirement for efficiency, especially in today’s climate, has been considered to support clear decision making and accountability for our Health Board.

In conclusion, risk appetite within the Health Board aims to prevent failure caused as a consequence of excessive risk-taking and ensure that Management Board and the Board are taking the right risks for success (e.g., to maintain or enhance patient safety and experience to maintain performance within an appropriate use of resources, and to deliver improved outcomes for patients and deliver value for money). It should facilitate a forward-looking view of risk and be adaptable to local circumstances across our Health Board to help drive management action and facilitate informed decisions. Risk appetite provides freedom for prudent decision-making within agreed risk boundaries by:

- Providing early warning where risks are outside of limits (yet still within risk capacity and well within legal requirements);
- Creating a "freedom" that promotes flexibility and accountability to management and operations;
- Making sure a breach triggers internal actions designed to escalate and respond before it threatens the reputation and viability of the Health Board;
- Eliminates excessive risk aversion by articulating preference for risk taking;
- Defines thresholds for risk taking that optimise risk and reward;

- Helps integrate risk taking and performance management;
- Assists with the definition of risk metrics that support day-to-day business operations;
- Defining escalation and reporting procedures related to pre-set levels.

Risk appetite in Swansea Bay University Health Board is:

- a) set by the Board;
- b) aligned with our corporate and recovery & sustainability priorities and embedded into key business processes (set out in Table 1);
- c) linked to the underlying risks we face and integrated with our control culture, balancing our propensity to take risk with the propensity to exercise control;
- d) not a single, fixed concept. There will be a range of appetites for different risks and these appetites may vary over time; in particular, the Board will have freedom to vary the amount of risk which it is prepared to take as circumstances change, such as, periods of increased uncertainty or adverse changes eg in response to COVID-19; and
- e) reviewed once a year, or sooner if circumstances dictate.

Table 1

Health Board Objectives
Promoting and enabling healthier communities
Delivering excellent patient outcomes, experience and access
Demonstrating value and sustainability
Securing a fully engaged skilled workforce
Embedding effective governance and partnerships

2. What is Risk Appetite and Risk Tolerance?

Risk Appetite and Risk Tolerance set boundaries for the level of risk that Swansea Bay University Health Board, and the Service Groups, Divisions and departments, are prepared to accept throughout the course of ongoing operations. Establishing these parameters should facilitate the ability to set a proportional response to risk in the context of business objectives.

Having a defined risk appetite strategy helps to consider how much risk is appropriate in the course of performing activities, and it can be used to assess and prioritise the management of risks that are determined to be outside of the agreed appetite and tolerance set by the Board.

This document creates a common language and understanding with regards to Swansea Bay University Health Board's attitude to risk. Relevant definitions for Risk Appetite and Risk Tolerance, and other related terminologies, are defined in **Appendix 1**:

3. Risk Appetite Statement

The Health Board has developed the principles of the Good Governance Institute Risk Appetite for NHS Organisations Matrix, **Appendix 2**, in terms of the levels of risk appetite:

- 0 – averse
- 1 – minimal
- 2 – cautious
- 3 – open
- 4 – seeking
- 5 – significant

The Board has developed several risk appetite statements and indicative tolerance limits. Following engagement with Executive Directors, it has been recognised that current levels of service demand, staffing availability and financial constraints create a high risk environment. The relatively high appetite levels currently proposed reflecting this context in order to focus effort on the management of the most significant of risks – however, it is the health board’s aspiration to reduce these as soon as practicable. These risk appetite statements and indicative limits are provided against nine risk types and will be reviewed annually by the Board set out in Table 2 below.:

Table 2:

	Risk Type	Risk Appetite
1	<p>Quality</p> <p>The provision of high-quality services is of the utmost importance for Swansea Bay University Health Board. The Health Board acknowledges that in order to achieve individual patient care, treatment and therapeutic goals there may be occasions when a low level of risk must be accepted. Where such occasions arise, we will support our staff to work in collaboration with those who use our services, to develop appropriate and safe care plans.</p> <p>In the current context, the Board accepts a ‘seeking’ appetite in relation to quality risks, though it aspires to adopting a ‘cautious’ appetite in the medium term and indicates that wherever possible currently, action should be taken to address risks which could result in poor quality care, non-compliance with standards of clinical or professional practice or poor clinical interventions.</p>	Seeking
2.	<p>Workforce</p> <p>Swansea Bay University Health Board is committed to recruit and retain staff that meet the high-quality standards of the organisation and will provide on-going development to ensure all staff reach their full potential. This key driver supports our values and objectives to maximize the potential of our staff to implement initiatives and procedures that seek to inspire staff and support transformational change whilst ensuring it remains a safe place to work.</p>	Seeking

	Risk Type	Risk Appetite
	We have a 'seeking' risk appetite for decisions taken in relation to workforce given the recognised workforce shortages. However, we will not accept workforce risks where they contradict our Values (eg unprofessional conduct, underperformance, bullying), or present risk to the safety of patients or staff, as described in our risk approaches to Quality and Health & Safety.	
3.	Financial sustainability Swansea Bay University Health Board is entrusted with public funds and must remain financially viable while safeguarding the public purse. We strive to deliver our services within the budgets our financial plans and will only consider accepting or taking financial risks where this is required to mitigate risks to patient safety or quality of care according to a 'seeking' risk appetite. We will ensure that all such financial responses deliver optimal value for money. While this is the case, the Health Board has a highly averse appetite for accepting or pursuing risks that would leave the organisation at risk of fraud or breaches of Standing Financial Instructions.	Seeking
4.	Compliance While the board has a 'seeking' appetite in relation to compliance risk in the current context, where the risk relates to laws, regulations and standards about the delivery of safe, high quality care, or the health and safety of the staff and public, we will make every effort to meet regulator expectations and comply with laws, regulations and standards that those regulators have set, unless there is strong evidence or argument to challenge them. The health board aims to reduce this appetite to a 'cautious' level in the medium term.	Seeking
5.	Reputation The Health Board will maintain high standards of conduct, ethics and professionalism at all times and is 'cautious' in its approach to managing risks to these. However, the board has a 'seeking' risk appetite where actions and decisions taken in the interest of ensuring quality and sustainability may affect the reputation of the organisation.	Seeking
6.	Health & Safety The Health Board holds staff safety in the highest regard. In the current context, the Board accepts a 'seeking' appetite in relation to health & safety risk, but aspires to adopting a 'cautious' appetite in the medium term and indicates that wherever possible currently, we will support our staff to work in collaboration with partners to develop appropriate and safe plans based on assessment of risk.	Seeking

	Risk Type	Risk Appetite
7.	Estates Management Key to keeping patients and staff safe is the condition of the estate. We are committed to ensuring that our services are provided in buildings that are fit for purpose, are compliant with legislation and do not represent a health and safety risk. In the current context, the Board accepts a 'seeking' appetite in relation to estates management risk, but aspires to adopting an 'open' appetite in the medium term.	Seeking
8.	Digital & Informatics While the health board wishes to minimise risks arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience, while this is the case, it has a risk-seeking appetite to the development of new systems and managing system changes that are aimed at improving service delivery.	Seeking
9.	Business Continuity The Health Board wishes to limit disruption or compromise to services in operational areas as much as reasonably possible, with few exceptions. There must be business continuity plans and disaster recovery plans in place to ensure that if identified risks materialise, the damage is limited, ie, the scale of disruption is minimum, and costs are contained. It currently has a 'seeking' appetite towards risks of this nature, but aims to reduce this to an 'open' appetite in the medium term.	Seeking

Table 3 summarises the health boards **risk appetite statement** structured around the Health Board's key risk types and also include risk tolerance levels and the assuring committees for the risks.

Table 3:

Type of Risk	Risk Appetite	Risk Tolerance Levels*	Assuring Committee
Quality	Seeking	20	Quality & Safety
Workforce	Seeking	20	Workforce & OD
Financial	Seeking	20	Performance & Finance
Regulatory Compliance	Seeking	20	Audit
Reputational	Seeking	20	Audit
Health & Safety	Seeking	20	Health & Safety
Estates management	Seeking	20	Health & Safety
Digital & Informatics	Seeking	20	Performance & Finance
Business Continuity	Seeking	20	Audit

* Risks below these levels will be tolerated, but action would be expected to reduce those risks achieving or exceeding these levels.

Risk Appetite levels have been aligned to risk tolerance levels as set out in Table 4 overleaf:

Table 4

Risk Appetite Levels	Risk Tolerance Levels
0 – Averse	4
1 – Minimal	9
2 – Cautious	<15
3 – Open	<16
4 – Seeking	<20
5 – Significant	25

When a risk reaches the tolerance level then it is escalated and reported to a nominated committee of the Board to oversee, scrutinise and receive a deep dive report as appropriate to ensure appropriate assurance is provided in terms of the plans to manage the risk to within the tolerance levels set.

In drafting the Health Board's risk appetite across these nine domains, reference has been made to the Good Governance Institute's Risk Appetite for NHS Organisations Matrix (see **Appendix 2**) as a guide.

Appendix 1: Risk Definitions

Key Term	Definition
Risk Capacity	The maximum amount and type of risk an organisation can assume / is <i>able</i> to support in pursuit of its objectives given its resources, operational environment and obligation.
Risk Appetite	<p>The amount and type of risk an organisation is willing to accept in the pursuit of objectives.</p> <p>Risk appetite is the aggregate level and types of risk that Swansea Bay University Health Board executive management and Board is willing to assume <i>within its risk capacity</i> to achieve business objectives. Risk appetite is usually encompassed in practice through standard operating procedures, policy and guidelines.</p>
Risk Tolerance	<p>The acceptable level of deviation from a standard or objective delineated through the use of limits, policies, and delegation of authorities.</p> <p>Swansea Bay University Health Board's tolerance for risk relates to the degree to which performance can deviate from expected outcome and still be considered within an acceptable range from a risk perspective. Risk tolerance determines the maximum risk Swansea Bay University Health Board is willing to take for a particular activity / objective, or category of risk.</p> <p>Exceeding a risk tolerance will typically act as a trigger for corrective action at the executive level, immediate notification to the board, and a fulsome review of the underlying causes of the high-risk exposure or significant variation from expected performance.</p>
Risk targets	<p>The optimal level of risk that an organisation wants to take in pursuit of a specific business goal.</p> <p>This is usually based on the desired return or outcome, the risks implicit in trying to achieve the organisations' strategy and related returns and the ability to manage the related risks.</p>
Risk limits (or indicators)	<p>The thresholds to monitor for the risk exposure or performance deviating from the target i.e., that actual risk exposure does not deviate too much from the risk target and stays within Swansea Bay University Health Board defined risk tolerance.</p> <p>Exceeding a risk limit will typically act as a trigger for corrective action at the process level, immediate notification at management level, and reporting at a governance level.</p>
Principal Risks	<p>A principal risk is a significant risk or combination of risks that can threaten the delivery of our strategy / can affect the strategic performance, reputation, or prospects of the organisation. These include those risks that would threaten the business model, future performance or financial sustainability of Swansea Bay University Health Board.</p> <p>Principal Risks are identified as part of the annual risk review exercise undertaken by the Board. These principal risks are identified through analysis and consolidation of risks reported by different functions and/or identified by key stakeholders (such as member of the Executive).</p> <p>By understanding its appetite, Swansea Bay University Health Board will be able to actively manage its Principal risks to provide better services to its patients.</p>

Appendix 2 – Good Governance Institute Risk Appetite Matrix

RISK APPETITE LEVEL ▶		0 NONE	1 MINIMAL	2 CAUTIOUS	3 OPEN	4 SEEK	5 SIGNIFICANT
RISK TYPES ▼		Avoidance of risk is a key organisational objective.	Preference for very safe delivery options that have a low degree of inherent risk and only a limited reward potential.	Preference for safe delivery options that have a low degree of residual risk and only a limited reward potential.	Willing to consider all potential delivery options and choose while also providing an acceptable level of reward.	Eager to be innovative and to choose options offering higher business rewards (despite greater inherent risk).	Confident in setting high levels of risk appetite because controls, forward scanning and responsive systems are robust.
FINANCIAL How will we use our resources? ▶		We have no appetite for decisions or actions that may result in financial loss.	We are only willing to accept the possibility of very limited financial risk.	We are prepared to accept the possibility of limited financial risk. However, VFM is our primary concern.	We are prepared to accept some financial risk as long as appropriate controls are in place. We have a holistic understanding of VFM with price not the overriding factor.	We will invest for the best possible return and accept the possibility of increased financial risk.	We will consistently invest for the best possible return for stakeholders, recognising that the potential for substantial gain outweighs inherent risks.
REGULATORY How will we be perceived by our regulator? ▶		We have no appetite for decisions that may compromise compliance with statutory, regulatory of policy requirements.	We will avoid any decisions that may result in heightened regulatory challenge unless absolutely essential.	We are prepared to accept the possibility of limited regulatory challenge. We would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some regulatory challenge as long as we can be reasonably confident we would be able to challenge this successfully.	We are willing to take decisions that will likely result in regulatory intervention if we can justify these and where the potential benefits outweigh the risks.	We are comfortable challenging regulatory practice. We have a significant appetite for challenging the status quo in order to improve outcomes for stakeholders.
QUALITY How will we deliver safe services? ▶		We have no appetite for decisions that may have an uncertain impact on quality outcomes.	We will avoid anything that may impact on quality outcomes unless absolutely essential. We will avoid innovation unless established and proven to be effective in a variety of settings.	Our preference is for risk avoidance. However, if necessary we will take decisions on quality where there is a low degree of inherent risk and the possibility of improved outcomes, and appropriate controls are in place.	We are prepared to accept the possibility of a short-term impact on quality outcomes with potential for longer-term rewards. We support innovation.	We will pursue innovation wherever appropriate. We are willing to take decisions on quality where there may be higher inherent risks but the potential for significant longer-term gains.	We seek to lead the way and will prioritize new innovations, even in emerging fields. We consistently challenge current working practices in order to drive quality improvement.
REPUTATIONAL How will we be perceived by the public and our partners? ▶		We have no appetite for decisions that could lead to additional scrutiny or attention on the organisation.	Our appetite for risk taking is limited to those events where there is no chance of significant repercussions.	We are prepared to accept the possibility of limited reputational risk if appropriate controls are in place to limit any fallout.	We are prepared to accept the possibility of some reputational risk as long as there is the potential for improved outcomes for our stakeholders.	We are willing to take decisions that are likely to bring scrutiny of the organisation. We outwardly promote new ideas and innovations where potential benefits outweigh the risks.	We are comfortable to take decisions that may expose the organisation to significant scrutiny or criticism as long as there is a commensurate opportunity for improved outcomes for our stakeholders.
PEOPLE How will we be perceived by the public and our partners? ▶		We have no appetite for decisions that could have a negative impact on our workforce development, recruitment and retention. Sustainability is our primary interest.	We will avoid all risks relating to our workforce unless absolutely essential. Innovative approaches to workforce recruitment and retention are not a priority and will only be adopted if established and proven to be effective elsewhere.	We are prepared to take limited risks with regards to our workforce. Where attempting to innovate, we would seek to understand where similar actions had been successful elsewhere before taking any decision.	We are prepared to accept the possibility of some workforce risk, as a direct result from innovation as long as there is the potential for improved recruitment and retention, and developmental opportunities for staff.	We will pursue workforce innovation. We are willing to take risks which may have implications for our workforce but could improve the skills and capabilities of our staff. We recognize that innovation is likely to be disruptive in the short term but with the possibility of long term gains.	We seek to lead the way in terms of workforce innovation. We accept that innovation can be disruptive and are happy to use it as a catalyst to drive a positive chan.