



Risk Appetite Statement (RAS) 2021/22

North West Ambulance Service (NWAS) NHS Trust recognises as a healthcare provider that risks will inevitably occur in the course of providing care and treatment to patients, employing staff, owning, leasing and maintain premises and equipment, and managing finances.

As a result, NWAS endeavours to establish a positive risk culture within the organisation, where unsafe practice is not tolerated and where every member of staff feels committed and empowered to identify and correct and/or escalate system weakness.

The Board of Directors is committed to ensuring an effective risk management system is in place to manage risks from operational to Board level and where risk is identified, robust mitigating action plans are put in place.

NWAS recognises that its long term sustainability depends upon the delivery of its strategic objectives and its relationships with its patients, staff and volunteers, members of the public and strategic partners.

As such:

- NWAS has a low appetite to accept risks that could materially provide a negative impact on quality; including poor quality care, treatment or unacceptable clinical risk, non-compliance with standards of poor clinical or professional practice
- NWAS has a low appetite to accept any risk that could result in staff being non-compliant with legislation, or any frameworks provided by professional bodies
- NWAS will take measured and considered risks that does not compromise the safety of our staff.

However, NWAS has a greater appetite to take considered risks in terms of their impact on organisational issues.

As such:

- NWAS has a moderate appetite to accept risks that may impact on finance/ value for money. However, budgetary constraints will be exceeded when required to mitigate risks to patient or staff safety or quality of care
- NWAS has a moderate appetite regarding pursuit of commercial development, collaboration and partnerships. Although, the preference is for safe delivery options that have a low degree of inherent risk and may only have limited potential reward
- NWAS has a high appetite for innovation and will take measured risks to maximise technological innovation and commercial opportunities.

NWAS commits to actively utilise the Risk Appetite Statement during any decision-making process and to review its Risk Appetite Statement on an annual basis and/or following any significant changes or events.

A blue ink signature of Peter White, consisting of stylized initials 'PW' enclosed in a circle.

Peter White
Chairman

A blue ink signature of Daren Mochrie, written in a cursive style.

Daren Mochrie
Chief Executive

**North West Ambulance Service NHS Trust
Risk Appetite**

Key Risk Category	Risk Appetite Level	Risk Tolerance Score	Risk Appetite Statement
Financial/ VfM	Moderate	4-6	<p>We have a MODERATE appetite for measured risk taking to support growth whilst making best use of resources, delivering value for money whilst minimising the possibility of financial loss allowing the Trust to develop and provide highest standards of healthcare.</p> <p>We will not take any material financial risks which will have a negative impact on the overall sustainability of the Trust.</p>
Compliance/ Regulatory	Low	1-3	<p>We have a LOW appetite and we will not take any risks which will impact on our ability to meet our legislative requirements.</p>
Innovation	High	8-12	<p>We have a HIGH appetite for innovation and will take measured risks to maximise technological innovation and commercial opportunities to improve patient outcomes, transform services and ensure value for money.</p>
Quality Outcomes: Safety Effectiveness Experience	Low	1-3	<p>We have a LOW appetite for risk taking in relation to Quality Outcomes. We will take measured and considered risks to improve and delivery quality outcomes where there is potential for long term benefit, however, we will not compromise the quality of care we provide or the safety of our staff, or patients in our care.</p>
Reputation	Moderate	4-6	<p>We have a MODERATE appetite for risk taking that will enhance our reputation to be an 'outstanding' organisation. We will not take any risks that will have a negative impact on the reputation of the Trust.</p>