

OUR SERVICES

Urgent and Emergency Care
Patient Transport Service
NHS 111



RISK APPETITE STATEMENT (RAS) 2024/25

North West Ambulance Service (NWAS) NHS Trust recognises as a healthcare provider that risks will inevitably occur while providing high quality and inclusive care and treatment to patients, recruiting our people, owning, leasing, and maintaining 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 everyone of our people 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 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, our people, including 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 our people 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 people.

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 for taking risks that may adversely impacts our people.
- 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, our people's 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.

PETER WHITE
Chairman

DAREN MOCHRIE
Chief Executive

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

Key Risk Category	Risk Appetite Level	Risk Tolerance Score	Risk Appetite Statement
Compliance/ Regulatory	Low	1-5	We have a LOW appetite, and we will not take any risks which will impact on our ability to meet our legislative requirements.
Quality Outcomes: <ul style="list-style-type: none"> ▪ Safety ▪ Effectiveness ▪ Experience 	Low	1-5	We have a LOW appetite for taking in relation to quality outcomes. We will take measured and considered risks to improve and delivery of 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, volunteers, or patients in our care.
People	Moderate	6-12	We have a MODERATE appetite for risk taking that may adversely impacts on our people. We will take measured and considered risk that does not compromise the safety and to liberate the potential of our people, engaging with, supporting, and enabling our people to shape the culture of the organisation to enhance inclusion, staff safety and create a healthy workplace.
Financial/ Value for Money (VfM)	Moderate	6-12	<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 financial risks which will have a negative impact on the overall sustainability of the Trust.</p>
Reputation	Moderate	6-12	We have a MODERATE appetite for risk taking that will enhance to be an 'outstanding' organisation. We will not take any risks that will have a negative impact on the reputation of the Trust.
Innovation	High	15-25	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.