

NHS Dumfries and Galloway Risk Appetite Statement

1. NHS Dumfries and Galloway's purpose is to deliver excellent care that is person-centred, safe, effective, efficient and reliable and to reduce health inequalities across Dumfries and Galloway. This purpose is supported through our corporate objectives.
2. The Board recognises that it is not possible to eliminate all the risks which are inherent in the delivery of healthcare and is willing to accept a certain degree of risk where it is considered to be in the best interest of patients, staff and the long term health and wellbeing of our communities. The Board has therefore considered the level of risk that it is prepared to take and the following statement is believed to be reflective of the corporate objectives within the business plans and other key aspects of the business, and acknowledges a willingness and capacity for the Board to take calculated risks.

Service

3. The Board acknowledges that healthcare operates within a highly regulated environment and we have to meet high levels of compliance expectations from various regulatory sources. We will endeavour to meet those expectations within a framework of prudent controls, balancing the prospect of risk elimination against pragmatic operational imperatives and our desire to continuously enhance the quality and safety of the care we offer. We therefore have a low risk appetite in relation to compliance and regulatory requirements to ensure we meet the duties placed upon us. Out with core regulatory requirements, we have a high risk appetite in relation to service innovation.

Quality

4. The quality of our services, measured by clinical outcome, patient safety, wellbeing and patient experience is at the heart of everything we do. We are committed to a culture of quality improvement and learning, ensuring that quality of care and patient safety is considered above all else. We will put quality at risk only if, on balance the benefits are justifiable and the potential for mitigating actions are strong. We therefore have a low appetite for risk in relation to the delivery of services that are, clinically effective, safe, efficient and person centred with the exception of innovation where we have a high risk appetite.

People

5. The current and anticipated future workforce challenges the Board needs to address, defines the kind of organisation and employer the Board aspires to be, and outlines our commitments and objectives to our people and, reciprocally, what the Board expects from its people.

6. We have a moderate risk appetite, but still retain a cautious approach to ensure we attract the right people with the right skills and values. We acknowledge the standard of expectations placed on the Board and individuals in relation to Staff Governance Standards and we have a low risk appetite for any deviations from these standards.

Finance/Value for Money

7. We have a low risk appetite in respect to adherence and compliance to Standing Financial Instructions, financial controls and financial statutory duties. In relation to investments, the Board has a moderate risk appetite where we are prepared to accept the possibility of some limited financial loss. Value for money is the primary concern but we are willing to consider other benefits or constraints.

Risk Appetite Framework

8. When determining what level of risk appetite to apply, consideration should also be given to the following criteria and how the level of risk would be assessed against the below table:
 - Anticipated level of transformation of service;
 - Efficiency, level of savings and future cost avoidance;
 - Extent to which, the proposal is in line with the strategic direction (national, regional or local);
 - Likely unacceptability/acceptability to public, politicians or staff;
 - Extent to which, the proposal addresses the area of pressure;
 - Deliverability of the proposal;
 - Organisational risk; and
 - Extent of prevention of higher-level service use.

Risk Appetite Framework

Risk Category	Current Risk Appetite	Reason
Business	High	NHS Dumfries and Galloway places high importance on services and processes. The Board has a high risk appetite aimed at increasing the impact of existing services as well as improving the way these operate. The high risk appetite also allows the board to explore the opportunity of radical service redesign.
Clinical	Low	Patient safety is paramount to NHS Dumfries and Galloway and as such it has a low appetite for clinical risk.
Finance	Low	NHS Dumfries and Galloway place a low appetite in relations to financial risks, specifically in respect of the adherence and compliance to the Standing Financial Instructions, financial controls and financial statutory duties.
Information Governance	Low	NHS Dumfries and Galloway places high importance on using and handling information properly. Having the correct information when required is vital to patient care and effective service delivery. The Board has set a low risk appetite to safeguard sensitive data and ensure regulatory compliance is maintained.
Reputational	Medium	NHS Dumfries and Galloway aim to maintain a high reputation and have set a medium appetite for this risk. The Board seeks to conduct its activities in a way that maintains its reputation; mitigating anything that might jeopardise this and result in adverse publicity. Maintaining the trust and confidence of the population of Dumfries and Galloway remains central to the Board's values. However, it is accepted that some risk exposure is taken when improving, managing and sustaining a person-centred, safe and effective health care system.
Staff	Medium	Staff are critical to NHS Dumfries and Galloway achieving its objectives. The Board therefore invests heavily to support and develop its people. This medium appetite allows the Board scope to implement initiatives and procedures that seek to inspire staff and support transformational change whilst ensure it continues to attract the right people with the right skills and values to promote a safe working environment. Staff engagement, involvement and empowerment are all themes that emerge from this medium risk stance.