

# **RISK APPETITE STATEMENTS 2026/27**

| <b>Patients</b> Our ambition is to be widely recognised for delivering safe, personalised, and compassionate care, leading to excellent outcomes and patient experience |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                    |
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| Risk Appetite                                                                                                                                                           | Adverse                                                                                                                                                                                                                                                                  | Minimal                                                                                                                                                                                                                                                                                                                         | Cautious                                                                                                                                                                                                                                                                                                                | Open                                                                                                                                                                                                                                                                                              | Eager                                                                                                                                                                                                                                                              |
| Risk Category                                                                                                                                                           |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 | Threat                                                                                                                                                                                                                                                                                                                  | Opportunity                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                    |
| <b>Quality and Safety</b><br><br>How will we deliver safe services?                                                                                                     | We will avoid anything that may impact on quality outcomes unless essential. Defensive approach to operational delivery – aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority. | 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. Innovations largely avoided unless essential. Decision making authority held by senior management. | We are prepared to accept the possibility of a short-term impact on quality outcomes with potential for longer term rewards. Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators. | We will pursue innovation wherever appropriate, with clear demonstration of benefit / improvement in management control. Responsibility for non-critical decisions may be devolved.                                                                                                               | We seek to lead the way and will prioritize new innovations, even in emerging fields. Desire to ‘break the mould’ and challenge current working practices. High levels of devolved authority – management by trust / lagging indicators rather than close control. |
| <b>People</b> To ensure wellbeing and motivation at work and to minimise workplace stress.                                                                              |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                    |
| Risk Appetite                                                                                                                                                           | Adverse                                                                                                                                                                                                                                                                  | Minimal                                                                                                                                                                                                                                                                                                                         | Cautious                                                                                                                                                                                                                                                                                                                | Open                                                                                                                                                                                                                                                                                              | Eager                                                                                                                                                                                                                                                              |
| Risk Category                                                                                                                                                           |                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                         | Threat                                                                                                                                                                                                                                                                                            | Opportunity                                                                                                                                                                                                                                                        |
| <b>People</b><br><br>How will organise our workforce?                                                                                                                   | We will avoid all risk relating to our workforce unless 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 our workforce. Where attempting to innovate, we would seek to understand where similar action had been successful elsewhere before taking any decision.                                                                                                                      | We are prepared to accept the possibility of some workforce risk, as a direct result of from innovation as long as there is the potential for improved recruitment and retention, and development opportunities for staff.                                                                                              | We will pursue workforce innovation. We are willing to take risk which may have implications for our workforce but could improve the skills and capabilities of our staff. We recognise 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 change.                                                                                            |

| <b>Performance</b> Our ambition is to consistently deliver efficient, effective, and equitable patient care                          |                                                                                                                                                                               |                                                                                                                                     |                                                                                                                                                                                                                            |                                                                                                                                                                                                   |                                                                                                                                   |
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| Risk Appetite                                                                                                                        | Adverse                                                                                                                                                                       | Minimal                                                                                                                             | Cautious                                                                                                                                                                                                                   | Open                                                                                                                                                                                              | Eager                                                                                                                             |
| Risk Category                                                                                                                        |                                                                                                                                                                               |                                                                                                                                     | Threat                                                                                                                                                                                                                     | Opportunity                                                                                                                                                                                       |                                                                                                                                   |
| <b>Financial Duties</b><br><br>How will we use our resources?                                                                        | We are only willing to accept the possibility of limited financial risk. Avoidance of any financial impact or loss, is a key objective.                                       | We are only willing to accept the possibility of limited financial risk if essential to delivery.                                   | We are prepared to accept the possibility of some financial risk as long as appropriate controls are in place. Seek safe delivery options with little residual financial loss only if it could yield upside opportunities. | We will invest for the best possible return and accept the possibility of increased financial risk. We will minimise the possibility of financial loss by managing the risks to tolerable levels. | We will consistently invest for best possible benefit and accept possibility of financial loss (controls must be in place).       |
| <b>Performance</b><br><br>How will we be perceived by our regulator?                                                                 | We will avoid any decisions that may result in heightened regulatory challenge unless essential. Play safe and avoid anything which could be challenged, even unsuccessfully. | We are prepared to accept the possibility of limited regulatory challenge. Want to be very sure we would win any challenge.         | We are prepared to accept the possibility of some regulatory challenge as long as we can be reasonably sure we would win any challenge.                                                                                    | We are willing to take decisions that will likely result in regulatory intervention if we are likely to win, and the gain will outweigh the adverse impact.                                       | We are comfortable challenging regulatory practice. Chances of losing are high but exceptional benefits could be realised.        |
| <b>Partnerships</b> To improve the lives of our community, working with our partners across the Wigan Borough and Greater Manchester |                                                                                                                                                                               |                                                                                                                                     |                                                                                                                                                                                                                            |                                                                                                                                                                                                   |                                                                                                                                   |
| Risk Appetite                                                                                                                        | Adverse                                                                                                                                                                       | Minimal                                                                                                                             | Cautious                                                                                                                                                                                                                   | Open                                                                                                                                                                                              | Eager                                                                                                                             |
| Risk Category                                                                                                                        |                                                                                                                                                                               |                                                                                                                                     | Threat                                                                                                                                                                                                                     | Opportunity                                                                                                                                                                                       |                                                                                                                                   |
| <b>Reputational</b><br><br>How will we be perceived by the public and our partners?                                                  | We have zero appetite for any decisions with high chance of repercussion for trust's reputation.                                                                              | We have an appetite for risk taking limited to those events where there is no chance of any significant repercussion for the trust. | We have an appetite for risk taking limited to those events where there is little chance of any significant repercussion for the trust.                                                                                    | We have an appetite to take decisions with potential to expose the trust to additional scrutiny, but only where appropriate steps are taken to minimise exposure.                                 | We have an appetite to take decisions which are likely to bring additional scrutiny only where potential benefits outweigh risks. |

| Appendix 2: Risk Appetite Statement 2026/27 |                                                                                                                                               |                                                                                                                                             |                       |                         |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|
| Principal Objective                         | Risk Appetite<br>Adverse, Minimal, Cautious, Open, Eager<br> | Risk Statement                                                                                                                              | Optimal Risk Position | Tolerable Risk Position |
| Patient                                     |                                                              | We have an <b>OPEN</b> appetite for risks that present an opportunity relating to safety, quality of services and patient experience.       | = < 8<br>Open         | = < 12<br>Open          |
|                                             |                                                              | We have a <b>CAUTIOUS</b> appetite for risks that present a threat to safety, quality of services and patient experience.                   | = < 6<br>Moderate     | 8 - 10<br>High          |
| People                                      |                                                              | We have an <b>EAGER</b> appetite for risks that present an opportunity relating to staff capacity and capability, experience and wellbeing. | = < 15<br>Significant | = < 16<br>Significant   |
|                                             |                                                              | We have an <b>OPEN</b> appetite for risks that present a threat to staff capacity and capability, experience and wellbeing.                 | = < 8<br>Open         | = < 12<br>Open          |
| Performance                                 |                                                              | We have an <b>OPEN</b> appetite for risks that present an opportunity relating to financial duties.                                         | = < 8<br>Open         | = < 12<br>Open          |
|                                             |                                                              | We have an <b>OPEN</b> appetite for risks that present an opportunity relating to performance targets.                                      | = < 8<br>Open         | = < 12<br>Open          |
|                                             |                                                             | We have a <b>CAUTIOUS</b> appetite for risks that present a threat to financial duties.                                                     | = < 6<br>Moderate     | 8 - 10<br>High          |
|                                             |                                                            | We have a <b>CAUTIOUS</b> appetite for risks that present a threat to performance targets.                                                  | = < 6<br>Moderate     | 8 - 10<br>High          |
|                                             |                                                                                                                                               |                                                                                                                                             |                       |                         |
| Partnerships                                |                                                            | We have an <b>OPEN</b> appetite for risks that present an opportunity relating to reputation.                                               | = < 8<br>Open         | = < 12<br>Open          |
|                                             |                                                            | We have a <b>CAUTIOUS</b> appetite for risks that present a threat relating to potential adverse publicity.                                 | = < 6<br>Moderate     | 8 - 10<br>High          |