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Ymddiriedolaeth GIG  
Prifysgol Felindre  
Velindre University  
NHS Trust

**Ref: GC 04c**

## **Risk Appetite Strategy**

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This document should be read in conjunction with Velindre University NHS Trust's  
**Risk Management Framework** and **Trust Assurance Framework (TAF)**

## Table of contents

1.	Context.....	2
2.	Aims and Objectives.....	3
3.	What is Risk Appetite and Risk Tolerance .....	4
4.	Operationalising Risk Appetite .....	6
5.	Velindre University NHS Trust Risk Appetite Strategy.....	9
6.	Risk Appetite Statement and Tolerance Ranges .....	10
7.	Appendix A: The Good Governance Institute Risk Appetite for NHS Organisations.....	13

## 1. Context

- 1.1 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, Velindre University NHS Trust Board should consider the types of risk they may wish to exploit and/or can tolerate in the pursuit of objectives. This helps demonstrate to our regulators, services users and other stakeholders that there are clear and effective processes for managing risks, issues and performance across the Trust.
- 1.2 Velindre University NHS Trust define risk appetite as **‘the amount of risk that 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.
- 1.3 We recognise it is neither possible nor desirable to eliminate all risks which are inherent in achieving our objectives and fulfilling our statutory obligations, and that we may need to consider and/or accept a certain degree of risk where it is in our and ultimately our donors’, 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, donors, service users, staff and visitors.
- 1.4 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.
- 1.5 Risk management within Velindre University NHS Trust 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 speed, especially in today’s climate, has been considered to support clear decision making and accountability for our Trust.
- 1.6 In conclusion, risk appetite within Velindre University NHS Trust aims to prevent failure caused as a consequence of excessive risk-taking and ensure that Executive Management and the Board are taking the right risks for success (e.g., to maintain or enhance patient and donor 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 Trust to help drive management action and facilitate informed decisions.
- 1.7 Risk appetite at Velindre University NHS Trust is:
- a) set by the Board;
  - b) aligned with our strategy and corporate objectives and embedded into key business processes;
  - 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 in the operating environment (for example in response to COVID-19); and
  - e) reviewed once a year, or sooner if circumstances dictate.

## **2. Aims and Objectives**

### ***Why do we need Risk Appetite?***

- 2.1 Increasing pressures, both internally and externally driven across the health and social care system, may mean that our staff may need to take decisions they may not have taken previously, or needed to have taken as quickly. The focus on maintaining the statutory duty of patient and donor safety and quality of care remains at the fore and our Board, Executive Team and management may have to make difficult decisions to balance quality, finance and operational performance.
- 2.2 The Velindre University NHS Trust Board is ultimately responsible for deciding the nature and extent of the risks it is prepared to take. The Trust's approach to risk appetite is a key element of the Board's strategic approach to risk management as it explicitly articulates their attitude to and boundaries of risk. When used effectively it is an aide to decision making and provides an audit trail in that it supports why a course of action was followed.
- 2.3 Risk appetite also provides clear expectations for staff and managers regarding the management of risk. It allows for controlled risk taking; evidencing preparedness to take risk appropriately.

### ***Purpose / benefits / importance of Risk Appetite***

- 2.4 A well-articulated risk appetite statement is a critical part of the Trust's overall risk governance process. The purpose of risk appetite is to articulate what risks the Board are willing or unwilling to take in order to achieve the Trust's strategic objectives. The purpose of stating risk appetite within the Trust is therefore to:
  - a) Create transparency and consistency for the type and level of risks that the Trust undertakes to achieve strategic and operational goals. Risk appetite provides awareness and an overall view of our risk profile, giving context to our risk position and exposure.
  - b) Help steer decision making across the organisation by providing a position against which potential decisions can be tested and challenged. Risk appetite provides freedom for prudent decision-making within agreed risk boundaries by:
    - i. Providing early warning where risks are outside of limits (yet still within risk capacity and well within legal requirements)
    - ii. Creating a "freedom" that promotes flexibility and accountability to management and operations
    - iii. Making sure a breach triggers internal actions designed to escalate and respond before it threatens the reputation and viability of the Trust
    - iv. Eliminates excessive risk aversion by articulating preference for risk taking
    - v. Defines thresholds for risk taking that optimise risk and reward
    - vi. Helps integrate risk taking and performance management
    - vii. Assists with the definition of risk metrics that support day-to-day business operations
    - viii. Defining escalation and reporting procedures related to pre-set levels
  - c) Drive risk behaviour and set the tone for the organisation's risk culture.

### 3. What is Risk Appetite and Risk Tolerance?

- 3.1 Risk Appetite and Risk Tolerance set boundaries of the level of risk Velindre University NHS Trust, and the underlying departments and divisions, are prepared to accept throughout the course of ongoing operations. Establishing these parameters should facilitate management's ability to set a proportional response to risk in the context of business objectives.
- 3.2 Having a defined risk appetite strategy helps management to consider how much risk is appropriate in the course of performing its activities and 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 Trust Board.
- 3.3 This document creates a common language and understanding with regards to Velindre University NHS Trust's attitude to risk. Relevant definitions for Risk Appetite and Risk Tolerance, and other related terminologies, are defined in Figure 1 as follows:

**Figure 1: Risk Appetite 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 Velindre University NHS Trust 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>Velindre University NHS Trust'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 <b>maximum</b> risk Velindre University NHS Trust 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 <b>optimal</b> 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 managing the related risks.</p>
Risk limits (or indicators)	The <b>thresholds</b> 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

	<p>and stays within Velindre University NHS Trust's defined risk appetite/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 Velindre University NHS Trust.</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, Velindre University NHS Trust will be able to activity manage its Principal risks to provide better services to its donors and patients.</p>

3.4 The pyramid from risk appetite to risk limit is visualised in the figure 2 below:

**Figure 2: Risk Appetite Pyramid**



## 4. Operationalising Risk Appetite

- 4.1 When risk appetite is defined rigidly it can impede innovation and make an organisation overly cautious. It can also fail to reflect the complexity and diversity of decision making required. The risk appetite concepts defined in Section 3, and how they work in practice, are best depicted in Figure 3 as follows:

**Figure 3: Risk appetite in practice - understanding tolerance, limits and targets**



### **Application and usage**

- 4.2 Due to the nature of our organisation, and the duties we are mandated to perform, Velindre University NHS Trust acknowledges that a one-dimensional (overly adverse and heavily quantitative and directive) approach to risk appetite would not drive the right results. Therefore, in keeping with our culture to empower and trust decision makers, to drive consistency and enable staff to take well calculated risks and make accurate risk trade-off decisions to improve delivery when opportunities arise (and identify when a more cautious approach should be taken to mitigate a threat), the Velindre University NHS Trust Board has adopted a largely **qualitative approach** to risk appetite.
- 4.3 The aim is for risk appetite considerations to be an intrinsic part of both our risk management and business processes, not seen as something separate or extra. In many areas this is already happening:

### **Business processes:**

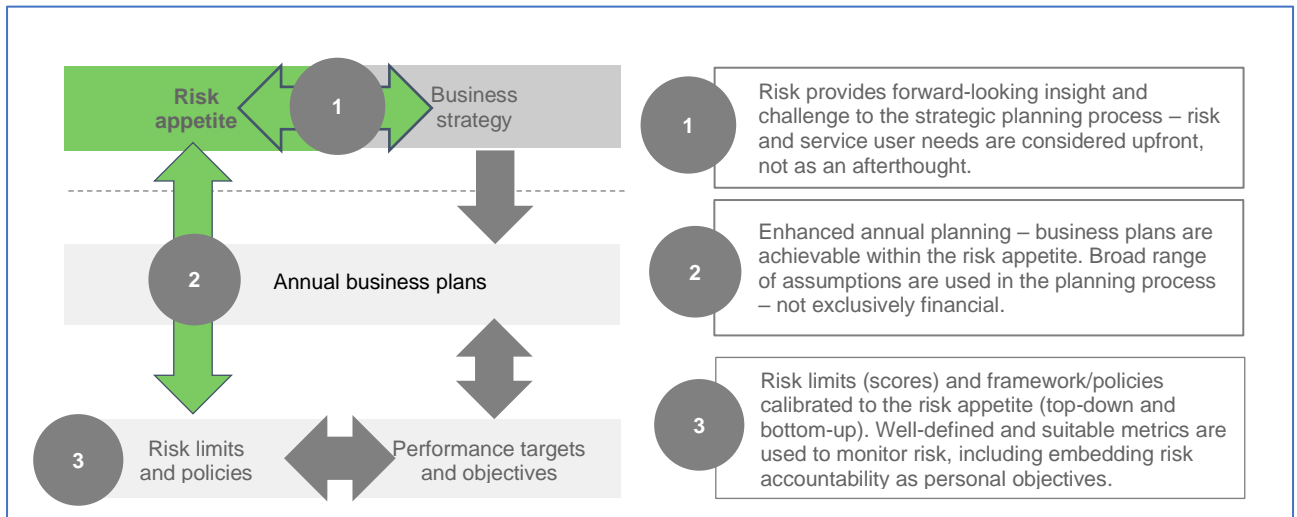
- 4.4 To ensure that the Trust's day-to-day activities are well managed and that decisions are well controlled within local circumstances, risk appetite considerations are an intrinsic part of how we do business; with the aim of improving organisational performance. Therefore, in some instances, for example from an operational perspective, risk appetite reflects the constraints that are *already* placed on staff in the organisation. For example, risk-reward trade-off discussions and/or appetite/tolerance limits are:
- Embedded within **operating limits**; delivery targets/KPIs; standing financial instructions (SFIs) / delegated financial limits and processes by which revenue and capital expenditure are committed to; and other delegation of authority arrangements i.e., delegated decision and oversight levels.

- b) An integral part of **strategic and financial planning**. For example, the annual budget prioritisation process is linked to our business planning cycle which allows an overview of financial and other types of risk.
- c) Built into **impact assessment processes**, and considered within any **Decision-Making Frameworks/Models**, and within **programmes and projects** (at the very outset of project conception, within the formal decision-making process and throughout delivery) actively guiding management to assess the level of risk beyond which programmes and projects would not be considered viable.

### **Risk processes:**

- 4.5 A high-level qualitative **risk appetite statement** structured around the Trust's key risk categories/principal risk types (known as domains). N.B., Velindre University NHS Trust expresses its risk appetite using statements against nine key risk domains:
  - i. Quality
  - ii. Safety
  - iii. Compliance
  - iv. Research and development
  - v. Reputation
  - vi. Performance and service sustainability
  - vii. Financial sustainability
  - viii. Workforce
  - ix. Partnerships & innovation
- 4.6 In drafting the Trust'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 1).
- 4.7 As a guide for setting risk appetite/to find out if individual risks fall within an acceptable tolerance range, risk appetite is considered against the **Trust Risk Matrix** (see Appendix 2).
- 4.8 **Target risk levels** (i.e., the risk level that the affected risk owner, region or national directorate believe is best for meeting its objectives / the level of risk we would like to drive towards over time needed to achieve target level) are also assigned to each risk to ensure they are managed within set appetite.
- 4.9 The Executive will continue to monitor risks **top down** to ensure appetite is within tolerance range, that actions taken to reach target levels of risk are achievable and met, and/or that changes in one risk category do not unwittingly compound others.
- 4.10 The approach to risk appetite also provides a way of steering risk appetite/tolerance discussions **bottom up** and should ensure consistency of approach for the Trust as a whole, including in day-to-day service delivery and the delivery of programmes and projects. Departments and Divisions will continue to own, respond to, monitor and communicate risk management information bottom-up as articulated within the Trust Risk Management Framework.
- 4.11 Figure 4 below illustrates, at a high level, how risk appetite is embedded into the organisation from top to bottom.

**Figure 4: How risk appetite integrates into business planning and performance management**



4.12 Risk Appetite levels will be further linked to wider Risk Management Framework in two key ways – and the process underpinning these concepts is explained further in the corresponding process documentation:

1. Link of Risk Appetite level to target risk scores so that there is a clear calibration between the two
2. Alignment of Risk Appetite level to risk escalation level:

Draft example below:

<b>Risk Appetite Levels</b>	<b>Escalation level to Trust Board if risk at level</b>
	<b>Score below – according to the 5x5 matrix</b>
0 – Avoid	9
1 – Minimal	12
2 – Cautious	12
3 – Open	12
4 – Seek	15
5 – Mature	15

## 5. Velindre University NHS Trust's Risk Appetite Strategy

- 5.1 Velindre University NHS Trust believe that no risk exists in isolation from others and that risk management is about finding the right balance between risks and opportunities to act in the best interests of patients, donors, staff and taxpayers.
- 5.2 Risk appetite is not a single fixed concept, and Velindre University NHS Trust recognise the complexity of decision-making in providing services and the inherent risks associated with those decisions.
- 5.3 The amount of risk the Trust is prepared to accept or be exposed to (its risk appetite) will vary according to the **perceived significance** of risks; **timing** (it may be more open to risks at different points in time); and **regulatory or legislative constraints**. As such they acknowledge that each case requires the exercise of judgement and that appetite levels may need to be reassessed and amended (i.e., increased or decreased) either temporarily or permanently to reflect new or changing circumstances.
- 5.4 Our approach to risk appetite is therefore based on the premise that trade-off conversations and a consideration of the counterfactual is undertaken when assessing risk on a case by case basis. This provides a flexible framework within which we can find an appropriate balance between risk and reward and make agile decisions and find a balance between boldness and caution in connection with risk. It also aims to provide a balance between an approach which is excessively bureaucratic and burdensome and one which lacks rigour. In this sense, risk appetite should be used as a guide or a necessary 'check and challenge.'
- 5.5 When balancing risks, Velindre University NHS Trust will tolerate some more than others. For example: we will seek to minimise avoidable risks to patient safety in the delivery of quality care and have a very low appetite for risk in this area; whereas in the case of research and development we are prepared to take managed "moderate to high risk" on the proviso that the following 'check and challenge' has been undertaken:
- An assessment of what and where the current risks are;
  - That the potential future impact has been understood and agreed;
  - Rapid cycle monitoring is in place to enable swift corrective action should things go wrong;
  - Consideration of the Trust's ability to respond;
  - Trade-off between risks is understood / assessment of unintended impacts on other risks undertaken (i.e., whether it will lead to an increase or reduction in other categories of risk);
  - Cost–benefit analysis and stated preference is undertaken;
  - Reliability and validity of data used to make the assessment has been considered;
  - Counterfactual risks have been considered to ensure management apply any learning before taking the risk;
  - We can demonstrate significant and measurable potential benefits (i.e., enhanced efficiency and/or value-for-money delivery).

## 6. Risk Appetite Statement and Tolerance Ranges

- 6.1 In addition to the strategy above and based upon the Good Governance Institute (GGI) Risk Appetite for NHS Organisations Matrix (Appendix 1), the Board has developed several risk appetite statements and indicative tolerance ranges. These risk appetite statements and indicative ranges are provided against 9 risk categories (or risk domains) and are reviewed annually by the Board:

**Figure 5: High-level Statements and range of Risk Appetite Levels**

	<b>Domain / Risk Category</b>	<b>Risk Appetite (GGI Level)</b>
<b>1</b>	<p><b>Quality</b></p> <p>The provision of high-quality services is of the utmost importance for Velindre University NHS Trust. The Trust 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>We therefore have a 'LOW' appetite for risks which may compromise the quality of the care we deliver / could result in poor quality care, non-compliance with standards of clinical or professional practice or poor clinical interventions. Our service is underpinned by clinical and professional excellence and any risks which impact quality, could have catastrophic consequences for our patients.</p>	2 - Cautious
<b>2</b>	<p><b>Safety</b></p> <p>Velindre University NHS Trust hold patient, donor and staff safety in the highest regard. We have a 'NONE – LOW' appetite for risks which may compromise safety, however recognising that individual risk tolerance may on some occasions go above this if it is in the best interests of patients to accept some risk in order to achieve the best outcomes from individual patient care, treatment and therapeutic goals. We accept this and support our staff to work in collaboration with people who use our services to develop appropriate and safe care plans based on assessment of need and clinical risk.</p> <p>N.B., Key to keeping patients, donors 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.</p>	1 - Minimal

3	<p><b>Compliance</b></p> <p>We are cautious when it comes to compliance and regulatory requirements. Where the laws, regulations and standards are 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.</p>	2 – Cautious
4	<p><b>Research and development</b></p> <p>We have a HIGH risk appetite for Clinical Innovation that does not compromise quality of care and patient safety / the Trust has a HIGH appetite for risks associated with innovation, research and development in order to take forward our vision in relation to the new treatments, developments of new models of care and improvements in clinical practice that support the delivery of our person centred values and approach. The Trust will only take risks when it has the capacity to manage them and is confident that there will be no adverse impact on the safety and quality of the services provided.</p>	3 - Open
5	<p><b>Reputation</b></p> <p>The Trust will maintain high standards of conduct, ethics and professionalism at all times. We have a LOW risk appetite for actions and decisions taken in the interest of ensuring quality and sustainability which may affect the reputation of the organisation.</p>	2 – Cautious
6	<p><b>Performance and service sustainability</b></p> <p>We have a LOW- MODERATE risk appetite for risks which may affect our performance and service sustainability. And are prepared to accept managed risks to our portfolio of services if they are consistent with the achievement of patient/donor safety and quality improvements as long as patient/donor safety, quality care and effective outcomes are maintained. Whilst these will both be at the fore of our operations; we recognise there may be unprecedented challenges (such as Covid-19) which may result in lower performance levels and unsustainable service delivery for a short period of time.</p>	2 – Cautious
7	<p><b>Financial sustainability</b></p> <p>Velindre University NHS Trust is entrusted with public funds and must remain financially viable while safeguarding the public purse. The Trust has no appetite for accepting or pursuing risks that would leave the organisation open to fraud or breaches of Standing Financial Instruction. 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 LOW-MODERATE risk appetite. We will ensure that all such financial responses deliver optimal value for money.</p>	2 – Cautious

<p><b>8</b></p>	<p><b>Workforce</b></p> <p>Velindre University NHS Trust 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> <p>We have a MODERATE risk appetite for decisions taken in relation to workforce but given the recognised workforce shortages we may tolerate a HIGH level of risk on some occasions to support patients. N.B., We will not accept risks, nor any incidents or circumstances which may compromise the safety of any staff members and patients or contradict our Trust Values i.e., unprofessional conduct, underperformance, bullying or an individual's competence to perform roles or tasks safely nor any incident or circumstances which may compromise the safety of any staff members or group.</p>	<p>2-3 – (*TBC) – Cautious/Open?</p>
<p><b>9</b></p>	<p><b>Partnerships</b></p> <p>The Trust is committed to working with its stakeholder organisations to bring value and opportunity across current and future services through system-wide partnership. We are open to developing partnerships with organisations that are responsible and have the right set of values, maintaining the required level of compliance with our statutory duties. We therefore have a HIGH risk appetite for partnerships which may support and benefit the patients in our care. For example, the Trust has a high appetite for risks associated with innovation and partnership with industry and academia in order to realise the provision of new models of care, new service delivery options, new technologies, efficiency gains and improvements in clinical practice. However, the Trust will balance the opportunities with the capacity and capability to deliver such opportunities and is confident that there will be no adverse impact on the safety and quality of the services provided.</p>	<p>4 - Seek</p>

## 7. Appendix A: The Good Governance Institute (GGI) Risk Appetite for NHS Organisations- a matrix to support better risk sensitivity in decision making

To use the matrix, identify with a circle the level you believe your organisation has reached and then draw an arrow to the right of the level you intend to reach in the next 12 months:

Risk levels ▶	0	1	2	3	4	5
Key elements ▼	<b>Avoid</b> Avoidance of risk and uncertainty is a Key Organisational objective	<b>Minimal (ALARP)</b> (as little as reasonably possible) Preference for ultra-safe delivery options that have a low degree of inherent risk and only for limited reward potential	<b>Cautious</b> Preference for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward.	<b>Open</b> Willing to consider all potential delivery options and choose while also providing an acceptable level of reward (and VFM)	<b>Seek</b> Eager to be innovative and to choose options offering potentially higher business rewards (despite greater inherent risk).	<b>Mature</b> Confident in setting high levels of risk appetite because controls, forward scanning and responsiveness systems are robust
Financial/VFM	Avoidance of financial loss is a key objective. We are only willing to accept the low cost option as VFM is the primary concern.	Only prepared to accept the possibility of very limited financial loss if essential. VFM is the primary concern.	Prepared to accept possibility of some limited financial loss. VFM still the primary concern but willing to consider other benefits or constraints. Resources generally restricted to existing commitments.	Prepared to invest for return and minimise the possibility of financial loss by managing the risks to a tolerable level. Value and benefits considered (not just cheapest price). Resources allocated in order to capitalise on opportunities.	Investing for the best possible return and accept the possibility of financial loss (with controls may in place). Resources allocated without firm guarantee of return – 'investment capital' type approach.	Consistently focussed on the best possible return for stakeholders. Resources allocated in 'social capital' with confidence that process is a return in itself.
Compliance/regulatory	Play safe, avoid anything which could be challenged, even unsuccessfully.	Want to be very sure we would win any challenge. Similar situations elsewhere have not breached compliances.	Limited tolerance for sticking our neck out. Want to be reasonably sure we would win any challenge.	Challenge would be problematic but we are likely to win it and the gain will outweigh the adverse consequences.	Chances of losing any challenge are real and consequences would be significant. A win would be a great coup.	Consistently pushing back on regulatory burden. Front foot approach informs better regulation.
Innovation/Quality/Outcomes	Defensive approach to objectives – aim to maintain or protect, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision taking authority. General avoidance of systems/technology developments.	Innovations always avoided unless essential or commonplace elsewhere. Decision making authority held by senior management. Only essential systems / technology developments to protect current operations.	Tendency to stick to the status quo, innovations in practice avoided unless really necessary. Decision making authority generally held by senior management. Systems / technology developments limited to improvements to protection of current operations.	Innovation supported, with demonstration of commensurate improvements in management control. Systems / technology developments used routinely to enable operational delivery. Responsibility for non-critical decisions may be devolved.	Innovation pursued – desire to 'break the mould' and challenge current working practices. New technologies viewed as a key enabler of operational delivery. High levels of devolved authority – management by trust rather than tight control.	Innovation the priority – consistently 'breaking the mould' and challenging current working practices. Investment in new technologies as catalyst for operational delivery. Devolved authority – management by trust rather than tight control is standard practice.
Reputation	No tolerance for any decisions that could lead to scrutiny of, or indeed attention to, the organisation. External interest in the organisation viewed with concern.	Tolerance for risk taking limited to those events where there is no chance of any significant repercussion for the organisation. Senior management distance.	Tolerance for risk taking limited to those events where there is little chance of any significant repercussion for the organisation should there be a failure. Mitigations in place for	Appetite to take decisions with potential to expose the organisation to additional scrutiny/interest. Prospective management of organisation's reputation.	Willingness to take decisions that are likely to bring scrutiny of the organisation but where potential benefits outweigh the risks. New ideas seen as potentially enhancing	Track record and investment in communications has built confidence by public, press and politicians that organisation will take the difficult decisions for the right reasons with