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Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

Welsh Ambulance Services University NHS Trust

Risk Appetite Statements



Board Approved 27 November 2025

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27 November 2025

Risk Appetite and Tolerance

During 2025/26 the Trust began to embed its risk appetite framework, building on the suite of risk appetite statements agreed by the board and overseen by the Audit Risk and Assurance Committee (ARAC). The statements articulate the level of risk the Trust is willing to accept in pursuit of each strategic objective and provide clarity on where exposure is outside tolerance and requires further action, mitigation or escalation.

Risk appetite was informed by analysis of the Trust's principal risks, board and committee risk reports, performance and quality intelligence, internal audit findings and the external operating environment. The ARAC led detailed scrutiny of draft appetite statements prior to board approval, ensuring that appetite reflects statutory responsibilities, patient safety priorities and the Trust's capacity to mitigate risk within available resources.

Risk appetite is being implemented to inform future decision making, prioritisation, and the board's assessment of whether the Trust's risk exposure remains acceptable in the context of available resources, delivery expectations and system constraints.

The Trust's Risk Appetite Statements are detailed in the table below.

Welsh Ambulance Services University NHS Trust Risk Appetite Statements

Strategic Objective	Appetite Level	Risk Appetite Context
SO1: Providing the right care or advice, in the right place, every time	Open	<p>Willingness to innovate and change current processes to improve our ability to provide the right care or advice, in the right place, every time.</p> <p>Open to taking risks regarding changes to processes impacting the right care or advice. We understand that innovation and improvement may involve some risk, and we are prepared to embrace opportunities to enhance service delivery.</p>
SO2: Enabling our people to be the best they can be	Open	<p>Fostering a positive culture to promote, develop, and motivate our people through providing support for upskilling, comprehensive training, and personal development.</p> <p>We are willing to embrace more risk to achieve significant improvements in people's capabilities and culture to thrive. We understand that fostering innovation and personal growth may involve some risk, and we are prepared to embrace these opportunities to enhance our team's capabilities and performance.</p>
SO3: Being at the forefront of innovation and technology	Keen	<p>Driving change through innovation and developing technological capabilities and championing this in the sector.</p> <p>We are keen to lead in innovation and technology, actively seeking and embracing new opportunities. We will take calculated risks to be at the cutting edge, always prioritising the potential benefits for our service and the communities we serve.</p>
SO4: Developing services in collaboration	Open	<p>Willingness to collaborate with other partners to achieve strategic objectives and comply with statutory requirements.</p> <p>We are open to risk when developing services in collaboration with other partners to enhance service delivery and community impact. We are prepared to embrace these opportunities while managing any associated risks.</p>

SO5: Being quality driven and clinically led	Open	<p>Prioritises adherence to clinical standards and continuous improvement in quality. Acknowledges that some risk is inherent in healthcare but commits to minimising harm through governance and learning.</p> <p>We are open to taking measured risks to advance our commitment to being quality driven and clinically led recognising that some degree of patient harm is inherent within complex healthcare systems. We are open to taking measured risks that support continuous improvement, innovation and the adoption of new clinical practices. While we accept that not all harm can be eliminated, we will actively minimise and mitigate it through robust governance, evidence-based decision-making and a culture of learning and accountability.</p>
SO6a: Financial Sustainability	Cautious	<p>Encompasses financial probity, performance, and sustainability, value-based healthcare, and value for money. Seeks to maximise value for service users and stakeholders</p> <p>We balance risk and reward to implement measured financial improvements. This includes prudent budgeting, targeted savings, and robust oversight of financial performance and planning. Improvements are implemented in a controlled and measured manner.</p>
SO6b: Commercial/Foundation Economy, Value-Based Healthcare & Environmental Sustainability	Open	<p>Encompasses commercial innovation, foundation economy, and environmental sustainability. Seeks to maximise value for service users and stakeholders.</p> <p>We are willing to embrace higher risks to achieve significant improvements in delivering exceptional value. We actively seek opportunities and are open to exploring innovative solutions, with robust risk management practices in place to mitigate potential risks. We are prepared to take calculated risks to enhance our service offerings and overall value and to seek a higher reward and ROI.</p>