

Appendix A

IJB Risk Appetite Statement –2026 (Last reviewed 12 May 2026)

Introduction

The Integration Joint Board (the IJB) recognises that it is operating in, and directly shaping, a collaborative health and social care partnership. It exists in a mixed economy where safety, quality and sustainability of services are of mutual benefit to local citizens and to all stakeholders.

It also recognises that its appetite for risk will change over time. This reflects its aspiration to develop innovation in local service provision based on evidence of benefits and on a culture of continuing, planned engagement with the public and other stakeholders, including those involved in service delivery.

The IJB recognises that achievement of its priorities will involve balancing different types of risk and that there will be a complex relationship between different risks and opportunities. The risk appetite approach is intended to be helpful to the IJB and officers in decision-making and to enable them to consider the risks to organisational goals of *not* taking decisions as well as of taking them.

The IJB has identified several broad dimensions of risk which will affect the achievement of its strategic priorities. The IJB will set a level of appetite ranging from “none” up to “very high” (none, low, medium, high, very high) against each dimension. Higher levels of all risk types may be accepted if specific and effective controls are demonstrably in place and there are clear advantages for the delivery of strategic objectives.

There may be occasions when there are competing risks for which the IJB has conflicting appetites. In such instances, the decision maker and/or the officer making a recommendation, will be expected to consider and manage those competing risks and appetites and exercise careful judgement

From time to time, the IJB may decide to deviate from its agreed risk appetite. When this is case, it will be important to exercise judgement whilst assessing the potential impacts across the organisation.

Risk Appetite

The dimensions of risk and corresponding risk appetite are:

Dimension of Risk	Corresponding Risk Appetite
Finance	The IJB has a low appetite for risks which may impair financial stewardship, internal controls and financial sustainability. The IJB has a high appetite for risks that could help the IJB achieve financial sustainability such as transformational activity. The IJB acknowledges the substantial challenges regarding financial certainty and will seek to maximise the use of resources available.
Regulation & Compliance	The IJB has no appetite for risks that will result in breaches to regulatory and statutory compliance.
Quality & Innovation	The IJB has a high appetite for risks which will enable the delivery of quality outcomes prescribed by professional bodies. The IJB has a high appetite for risks associated with the development and delivery of innovative practices for realising the IJB's strategic objectives.
Safety	The IJB has a low appetite for risks which could cause harm to patients/clients or to staff.

Dimension of Risk	Corresponding Risk Appetite
	By low appetite, the IJB means it will only accept low risk to patients/clients or staff when the comparative risk of doing nothing is higher than the risk of intervention. Otherwise, the IJB has no appetite for such risks.
Reputation	The IJB has a high appetite for risks associated with the IJB's reputation where the action being proposed has significant benefits for the organisation's strategic priorities. Wherever possible, decisions will be taken following consultation/co-production with the public and other key stakeholders. Concerted efforts will be made to explain reasons for decisions taken to the public transparently in a way which is accessible and easy to understand.
Commissioned & Hosted Services	The IJB recognises the complexity of planning and delivery of commissioned and hosted services. The IJB has a low appetite for risks relating to patient/client safety. The IJB has a high appetite for risks which relate to service redesign or improvement where as much risk as possible has been mitigated.

Review

This risk appetite statement will ordinarily be reviewed annually, and when the IJB's strategic plan is reviewed.