

3 To be in the top 20% of NHS employers

The Trust will not accept risk where it involves potential exposure to significant harm for employees. Examples include:

- Bullying or harassment of employees by their managers or colleagues
- Discrimination of employees by their managers or colleagues
- Exposing employees to faulty machines or equipment
- Exposing employees to machines or equipment where this may result in a detrimental known impact on the health of the employee.

However in relation to other elements of achieving the strategic objective to be in the top 20% of employers in the NHS, the Trust whilst having a preference for safe delivery options in relation to nursing staffing, that have a low degree of inherent risk to patient safety and may only have limited potential for reward, ~~is beginning to be willing to consider all potential delivery options and choose these, while also providing an acceptable level of reward.~~ is willing to consider all potential options, including the introduction of new workforce models and new ways of working.

Areas of risk specific to this strategic objective

Area of risk	Risk appetite	Principal risk		Overall risk appetite
Bullying and harassment	Minimal	2	Failure to recruit and retain an effective and engaged workforce	Cautious Seeking
Errors and incidents (including health and safety)	Minimal	1	Failure to maintain the quality of patient services	
		8	Failure to maintain a safe environment for staff, patients and visitors	
Management capacity	Cautious Seeking	2	Failure to recruit and retain an effective and engaged workforce	
Engagement and culture	Seeking	2	Failure to recruit and retain an effective and engaged workforce	
Recruitment and retention	Seeking	2	Failure to recruit and retain an effective and engaged workforce	
Safe Staffing	Cautious	1	Failure to maintain the quality of patient services	