

| Risk No. | Risk Category | Risk Title | Risk | Consequence | Risk Level* | Date Identified | Last reviewed | Risk Owner | Risk Strategy | Mitigations | Risk after mitigation + trend | Delivery of Risk Strategy - update | Next Review Date |
|----------|--------------------|---|--|--|-------------|-----------------|---------------|---------------|---------------------|---|-------------------------------|--|------------------|
| 1 | Finance | Reduced income | LA core funding is reduced | Inability to meet statutory Healthwatch functions | 3x4=12 | Nov-17 | Nov-17 | CEO | Accept and Mitigate | Demonstration of impact and effectiveness. Broadening of income streams. Maintain reserves at recommended level. | 3x3=9 > | Business Development Manager appointed (Jan 18) Board set Reserves Level (Jan 18), to steer Income Generation Strategy (Feb 18) Funding agreed to March 19 | Nov-18 |
| 2 | Staff/vols | Volunteers | Unable to recruit and/or retain volunteers | Reduced support for activities | 3x3=9 | Nov-17 | Nov-17 | CPM | Accept and Mitigate | Effect support for volunteers. Reviewed Volunteer Strategy and active volunteer listening. Demonstrate the difference that volunteers make and the value to Healthwatch | 2x3=6 > | Volunteer Manager appointed (Nov 17) Revised Volunteer Policy includes recognising volunteers (Nov 17). Support and training in place for all volunteers (Jan 18) | Aug-18 |
| 3 | Organisational | Partnerships | Lack of support from key partner organisations | Reduced impact and limited opportunities to reach communities | 2x3=6 | Nov-17 | Nov-17 | CPM | Accept and Mitigate | Relationship building. Demonstrating and communicating benefits to all and willingness to share | 1x3=3 > | Communities Programme Manager appointed (Feb 18) Partnership Agreement drafted (Jan 18) | Nov-18 |
| 4 | Organisational | Inconsistent messages | Directors, staff and volunteers give conflicting messages about Healthwatch and its work | Confusion amongst partners. Loss of reputation | 3x2=6 | Nov-17 | Nov-17 | CEO | Accept and Mitigate | Effective and clear internal communications | 2x2=4 > | Communications Manager promoting consistent approach based on HW England Tone of Voice Guidance (Feb 18) Directors' Briefing in place (June 18) Regular Staff/Director development | Nov-18 |
| 5 | Organisational | Reputation | Negative media from press, individuals | Negative perception of HW. Loss of time to deal with situation | 2x3=6 | Nov-17 | Nov-17 | Comms manager | Accept | Online engagement policy. Clear consistent comms messages. | 1x3=3 > | Communications Manager monitors media and agrees response with CEO/Chair (Feb 18) | Nov-18 |
| 6 | Organisational | National political policy | Change of national political commitment to Healthwatch | Future of organisation under threat | 2x4=8 | Dec-17 | Dec-17 | Board | Accept and Mitigate | Evidence outcomes and impacts. Maintain positive political relationships. | 2x4=8 > | Directors engage with politicians. CEO contributes to national HW intel and supports developing national Healthwatch profile. (Feb 18) | Nov-18 |
| 7 | Organisational | Distinction of Cambs County Council engagement work | Confusion between Healthwatch core business and contracted work | Inability to demonstrate clear impacts | 3x4=12 | Apr-18 | Apr-18 | CEO | Accept and Mitigate | Clarity in work programme and reporting arrangements | 2x3=6 > | Additional section to be added to work programme for commencement of contract at 1st June 2018 | Apr-19 |
| 8 | Organisational | Delivery of Cambs County Council engagement work | Failure to deliver Cambs County Council engagement contract | Loss of contract. Impact on reputation and likelihood of more contracted | 2x4=8 | Apr-18 | Apr-18 | CEO | Accept and Mitigate | Recruitment of experienced staff and effective management | 1x4=4 > | Staff recruitment complete. Management arrangements robust. Outcomes and progress reported to Board. | Apr-19 |
| 9 | Organisational | GDPR non-compliance | Risk of challenge/reporting to the Information Commissioners Office of data breach | Financial penalties and reputational impact | 2x4=8 | Jun-18 | Jun-18 | CEO | Accept and Mitigate | Appointment of external Data Protection Officer. Audit of all information systems, processes and policies. Obtaining GDPR-compliant consent for all information held. Staff training. | 1x4=4 > | Data Protection Officer appointed and action plan agreed and being implemented (May 18) | Jun-19 |
| 10 | Finance NEW | Delayed receipt of income | Delayed payment of funds owed | Operating at a financial deficit | 2x4=8 | Oct-18 | Oct-18 | CEO | Accept and Mitigate | Timely submission of invoice and tracking payments. Maintaining good relationships | 1x4=4 | Income tracking is a priority for Office Manager (Oct 18) | Oct-19 |
| 11 | Organisational NEW | Tokenistic engagement | Commissioners, providers and regulators involve Healthwatch on a superficial level only | Minimalising influence and loss of impact | 3x4=12 | Oct-18 | Oct-18 | CEO | Accept and Mitigate | Thoughtful and questioning approach when involved in strategic discussions. Raising awareness of the benefits of meaningful engagement | 2x4=8 | Raising awareness of Board, staff and partners (Oct 18) | Oct-19 |