

| Risk No. | Date id'ed | Risk Category | Risk Title | Risk | Consequence | Risk Level* | Risk Owner | Risk Strategy | Mitigations | Risk after mitigation | Delivery of Risk Strategy |
|----------|------------|----------------|---|---|--|-------------|------------|---------------------|---|-----------------------|---|
| 1 | Apr-20 | Sustainability | Covid19 | Potential impacts arising from Covid19 business continuity threats and requirements to adapt business model | Impacts on all areas of work and actual and potentially reduced funding. | 3x3=9 | CEO Chair | Accept and Mitigate | Business Continuity Plan setting out focus of activities and arrangements to adapt to new way of working. Robust IT system. | 3x3=9 | All staff working at home. All face to face engagement cancelled. Online communications and digital engagement placed central to engagement with public and all stakeholders. Monthly review to take account of impact on all areas of business. All risks reviewed in light of Covid19 crisis. |
| 2 | Apr-20 | Sustainability | Reduced income | LA core funding is reduced | Inability to meet statutory Healthwatch functions | 2x4=8 | CEO | Accept and Mitigate | Demonstration of impact and effectiveness. Broadening of income streams. Maintain reserves at recommended level. | 2x3=6 | Business Development Strategy identifies organisational approach to ensure sustainability. Business Development Manager work plan to generate income and efficiencies. 3 year Grant Agreement in place. No change to funding resulting from Covid19 emergency. |
| 3 | Apr-20 | Political | Political volatility | Change of national and local political commitment to Healthwatch | Future of organisation under threat | 2x4=8 | Board | Accept and Mitigate | Clear demonstration of outcomes and impacts. Maintain positive political relationships. | 2x3=6 | Outcomes and impacts system developing through Quality Action Plan based around Healthwatch England Making a Difference Toolkit. Identification of opportunity to demonstrate the value of the Healthwatch role. Contributions to national HW intel. |
| 4 | Apr-20 | Staff/vols | Volunteers | Unable to recruit and/or retain volunteers | Reduced support for activities | 3x3=9 | CPM | Accept and Mitigate | Effective support for volunteers. Reviewed Volunteer Strategy and active volunteer listening. Demonstrate the difference that volunteers make and the value to Healthwatch. | 3x2=6 | Investors in Volunteers accreditation completed. A number of volunteers inactive during emergency. Reviewed volunteer activities. Website project underway with volunteer input. |
| 5 | Apr-20 | Stakeholders | Partnerships | Lack of support from key partner organisations | Reduced impact and limited opportunities to reach communities | 2x3=6 | CPM | Accept and Mitigate | Relationship and alliance building. Demonstrating and communicating benefits to all and willingness to share | 1x3=3 | Pressures on VCS and other partners due to Cov19 emergency. Maintaining contact with key VCS organisations and identifying new ways to engage with others. |
| 6 | Apr-20 | Communications | Inconsistent messages | Directors, staff and volunteers give conflicting messages about Healthwatch and its role during the Covid19 emergency | Confusion amongst partners. Loss of reputation | 3x2=6 | CEO | Accept and Mitigate | Effective and clear internal communications | 2x2=4 | Communications is a key focus for the organisation during the emergency. Comms Manager developing phase 2 of our comms to gather more feedback and consolidate information for the public. |
| 7 | Apr-20 | Contractual | Lack of clarity between core business and commissioned work | Confusion between Healthwatch core business, other contracted work and grant funded projects | Inability to demonstrate clear impacts | 2x4=8 | CEO | Accept and Mitigate | Clear contract with separate work programme and reporting arrangements | 2x2=4 | Separate work programme in place. Identifying opportunities for additionally funded projects to deliver value during Covid19 emergency. |
| 8 | Apr-20 | Sustainability | Delayed receipt of income | Delayed payment of funds owed | Operating at a financial deficit | 2x4=8 | CEO | Accept and Mitigate | Timely submission of invoice and tracking payments. Maintaining good relationships with funding bodies. | 1x4=4 | Income tracking is a priority for Office Manager |
| 9 | Apr-20 | Stakeholders | Changing contacts | Changing roles and redeployment require new relationships to be built. | Fewer contacts and influencing routes | 3x4=12 | CEO | Accept and Mitigate | Identifying new staff in key roles and share Healthwatch purpose. Maintain up to date contacts on CRM. | 3x3=9 | New contacts being identified. |