

Risk No.	Date id'ed	Risk Category	Risk Title	Risk	Consequence	Mitigations (Actions)	Probability	Impact	Risk	Delivery of Risk Strategy
28	Jun-26	Funding	Closure of HW	Health Reform Bill is approved with the abolition of the HW contract	HW closes down, staff are made redundant.	1. Board are looking at various options to continue an engagement function. 2. The two priorities are: retaining independent patient/public voice and staff welfare	4	4	16	The Board and CEO will meet regularly to discuss future direction and all staff will be updated as soon as possible.
3	Mar-24	Stakeholders	Political volatility	Change of national and local political commitment to Healthwatch	Future of organisation under threat.	1.Clear demonstration of outcomes and impacts. New CRM will contribute to the impact reporting 2. New strategy will measurable outcomes 3. Build relationships with new MPs. Letters gone out in July 2024. Some attendance at summit	4	4	16	The change in funding requires an act of parliament.
27	Jun-26	People	Capacity	Not enough staff to deliver current activities	Existing staff picking up extra work, delays in outcomes for pieces of work	1. Continuous recruitment - currently successful 2. Staff are picking up extra functions they are able to manage. 3. Our statutory functions regarding information and signposting are always met, but we want to continue delivering the extra activities to keep visibility going forward and make sure we are at the table when decisions are being made	3	3	9	Unfortunately short term recruited staff may look for permanent positions, currently offering fixed term because of the national picture. The long standing staff remain committed.
9	Mar-24	Stakeholders	Changing environment	Continuing transition to ICS and changing roles may require new relationships to be built.	Lower profile and fewer influencing routes and opportunities	1. Senior Management Team recognised to lead on certain functions to follow structured engagement through to the health & care forums. 2. Clear route to representation through ICB, ICS Place and the integrated neighbourhood.	2	4	8	Horizon scanning and keeping up to date with changes. <b>Healthwatch memberships on boards have been limited and reduced since the changes at the ICB.</b>
25	Sep-25	Legal	Closure of HW/Options for future and staff	The organisation and processes of closure are followed properly, HR redundancy procedures not followed legally, all liabilities not paid and formal closure at companys house not registered.	Legal liabilities for the Directors. Staff not paid appropriately. Reputational risks for local NEDs.	1. CEO has experience in opening and closing of organisations from previous infrastructure experience. 2. CEO qualified in HR and accountancy to ensure legal closure with no remaining liability. 3. PCVS and Support Cams support if required. 4.SMT agreed to stay until closure as they are key personnel who can deliver statutory functions, but also manage people and volunteers and provide the required reporting.	2	4	8	<b>The options are currently being explored and all HR legislation will be followed in any scenario, including any redundancy and notice terms, possibly tupe conditions etc..</b>
8	Mar-24	Funding	Delayed receipt of income	Delayed payment of funds owed	Operational cashflow difficulties	1.Contract Values invoiced 2 Debtors policy utilised	3	2	6	Income tracking is a priority for Head of Admin and Finance

11	Mar-24	Stakeholders	Conflict between raising issues and generating solutions	Need to raise concerns as a statutory function, challenge of developing solutions in a pressured system	Risk of failure to raise concerns or suggest solutions	1. Update - systematic approach through information and signposting. 2.Regular weekly staff meeting now identifies cross over in communications. 3.Single points of access health and patient engagement individuals are being identified.	2	3	6	Representatives to collaborate with partners, to support challenge and more importantly support change and recommend solutions. Impact Tracker in place and staff trained. This helps with tracking escalations and identifying outcomes, reported in CEO reports to Board.
5	Mar-24	Stakeholders	Partnerships	Lack of support from key partner organisations	Reduced impact and limited opportunities to reach communities	1.Relationship and alliance building. Managers attend the voluntary networks 2. CEO attends VCSE CEO network 3. Information and Signposting team in regular contact 4. Opportunity for better connectivity with PCVS	2	3	6	Positive relationships with key VCS organisations. Member of VCS Health Alliance (ICS). Engagement with VCS through forums, partnership boards and specific projects and areas of concern, such a young people's mental health.
7	Mar-24	Funding	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	1.Clear contract with separate work programme and reporting arrangements within future strategy	2	3	6	Guidance from CEO with support staff, some operational staff have had job descriptions changed to include some project work and the team will decide of new work on a case by case basis.
10	Mar-24	Reputational	Maintaining independence	Perceived to be too close to, or part of the system decision making structures to maintain	Failure to comply with our function and values	1. CEO will work with ICB and health colleagues as a critical friend 2. CEO and Head of Operations are identifying	3	2	6	Strategy and work programme informed by what people tell us.
26	Nov-25	Funding/People	Core Funding reductions	The local authorities decide to cut our funding in 2026 - 2027	Depending of the level of funding cut, it may mean early redundancies prior to the proposed termination of the Healthwatch contract	1. We have had verbal and written reassurance from government that funding is to remain the same and they have our funding within next years budget allocations, and we have been working closely with the local authorities to redirect some of activity in supporting service user voices in social care. We will know in March 2025. 2. CEO has reassured the local authorities that any restricted council funding underspend will be returned to the local authority. 3. Healthwatch England have written to all local authorities reminding them of their obligations for local Healthwatch funding. 4. The department of health and social care are proposing to align the funding to financial year and the termination of the contract so both follow the same timeline to the 31/03/2027. 5. Any additional transition employee spending proposed in our next years budget will be taken from reserves (if feasible).	1	4	4	Funding PO numbers being issued, confirmed funding is the same as last year.
14	Mar-24	Legal	GDPR compliance	The organisation's systems and processes do not meet the standards required by data protection legislation	Non-compliance risks fines, damage to reputation and loss of confidence by staff, commissioners and public.	1.CRM has been cleansed, the new CRM started 1st Feb 2025	1	4	4	Systems being cleansed and CEO is now Data Protection Officer due to Taproot terminating the contract. Taproot will continue to provide advice.

21	Sep-24	Information Technology (IT)	Cyber Attack	Cyber security may be a risk, attack on organisation via email or into our cloud server	Personal Data Breaches, personal data or confidential data falling into the wrong hands, high costs to the organisation to fix	1. All staff to be trained in data and IT cleansing including maintaining good security 2. Cyber insurance in place	2	2	4	Training is now in place and all staff are required to complete it.
12	Mar-24	Safeguarding	Social media - protecting users from harm	Cyber bullying, hate crimes or grooming of child or adult with care needs	Severe emotional or physical harm to users	1. Line management and peer support for staff. 2. Both CEO and Comms team have access to social media admin rights	2	2	4	Safeguarding training in place. Social media policy sets out safeguards, principles, processes and contact details.
16	Mar-24	Reputational	Managing demand	Demand for Healthwatch services, representation and engagement advice and support exceeds capacity.	Excessive demand leading to stretched resources and ineffective response and decreasing impact	1. Maintaining strategic alignment with organisational priorities and matching resources to areas of most impact. 2. New strategy completed for 2025-2030	2	2	4	CEO to regularly review, with management team, how resources are allocated to various activities. Strategy set and restructuring completed.
19	Mar-24	Reputational	Youthwatch	Not hearing from young people	Involvement with young people is essential to represent an equitable service, risk if not doing so, could possibly be reputational and could lead to funding cuts	1. Youthwatch has been allocated some resource to grow and become sustainable. 2. Youthwatch officer has been recruited.	2	2	4	Youthwatch was recognised as a measurable solution to involving young people into engagement, and increasing social media activity. This lowered the risk of us unfair demographic representation and upon research and active youth project was identified as good practice amongst other HW's. Youthwatch engagement officer been recruited.
2	Mar-24	Funding	Reduced income	LA core funding is reduced	Inability to meet statutory Healthwatch functions	1. CEO created financial sustainability 2. Certain functions are being replaced and the new strategy will have correct employee functions, this has been completed.	2	2	4	CEO working with commissioning teams on future plans and impact reporting requirements. It was noted that commissioning was the same amount as last year with no uplift.
1	Mar-24	People	Epidemics	Potential impacts arising from epidemic, business continuity threats and requirements to adapt business model	Impacts on all areas of work and actual and potentially reduced funding.	1. Business Continuity Plan setting out focus of activities and arrangements to adapt to new way of working. 2. Robust IT system in place 3. Weekly staff meetings supports employees and reduces silo working	2	2	4	Current hybrid working system is working well and can be adapted and reviewed to include more online when necessary.
4	Mar-24	People	Reduced Volunteering	Unable to recruit and/or retain volunteers	Reduced support for activities	1. Volunteering strategy includes metrics to support more volunteering opportunities and growing volunteer numbers. 2. All roles been reviewed and new ones created. 3. Some recruitment procedures have been changed to lift barriers to the recruitment of volunteers 4. Recognition policy for independent members	2	2	4	Volunteering opportunities identified across all departments within departmental SWOTs in May 2024. Management Teams will regularly engage in volunteer strategy developments. Feedback on impact and outcomes vital to the retention of volunteers. Investing in Volunteering Award assists with retention and recruitment and this has been awarded!!
6	Mar-24	People	Inconsistent messages	Directors, staff and volunteers give conflicting messages about Healthwatch	Confusion amongst partners. Loss of reputation	1. Effective and clear communications with board and staff 2. Representative training in place provided by Volunteering Manager. 3. Regular meetings with Chair and CEO	2	2	4	Comms and engagement strategy in place. Corporate tone of voice guidance in place, as recommended by HW England. Action plan on increasing profile presented to Board June 2025.

13	Mar-24	Reputational	Social media misuse	Platform security breaches causing posting of messages by unauthorised bodies.	Severe damage to the reputation of the organisation	1. Manage platform security and implement protocols to manage use of platforms. 2. CEO and Comms team to have admin rights. 3. Removed from X	2	2	4	Social media policy in place. Robust IT and cyber security and insurance controls in place. Online meeting protocol in place. Staff training as mandatory.
15	Mar-24	People	Staff wellbeing	Poor staff wellbeing as a result of hearing about, and working with, people not able to receive the health and care they require due to increasing waiting times.	Decreasing motivation and increased stress and anxiety. Risk of increased sickness. Risk of reduced effectiveness in job role.	1. Implemented x4 wellbeing afternoons with staff team 2. Weekly informal team chats online in place 3. Counselling telephone line offering x6 counselling sessions annually	2	2	4	Health and wellbeing policy and supporting actions. Includes staff wellbeing champions, independent counsellor available to all staff. Range of training and wellbeing activities delivered.
18	Mar-24	Stakeholders	Enter and View	Risk if Enter and View is not reinstated. Not recognised by commissioners as value for money.	Withdrawal or reduction in funding and support	1. Enter and View is intelligence led by information and engagement teams 2. Enter and view commenced week commencing 19th August 2024	2	1	2	Enter + View staff expert has theoretically trained the Engagement Manager. Manager will be out on enter and view in Summer and Autumn
17	Mar-24	Reputational	Patient Participation Groups	Need recognised for PPG's across ICS footprint. PPG's are a statutory duty. No strategic risk for HW, however would enhance our statutory support across the system	PPG's are part of the larger ICS engagement and will come under the umbrella of the Integrated Neighbourhoods	1.PPGs engagement will continue through the health and care forums and will form part of our strategy into 2025.	1	1	1	The Head of Operations has taken the lead on the PPG and there is now North and South police forums.
20	Mar-24	People	Recruitment and retention (superseded by risk number 27)	Loss of key staff and difficulty in recruiting	Difficulty in fulfilling Healthwatch functions. A couple of key staff retiring in 2025.	1. Good benefits package that attract and retain quality staff is already in place. (Good annual leave, flexible working, wellbeing activities) 2. Staff have pre warned retirement plans	1	1	1	Managers recruitment practices will be robust in line with new HR national policies coming in the near future.