

Risk Register - April 2021

Area	Potential Risk	Potential Impact	Likelihood of Impact	Consequence of Impact	Gross Risk	Mitigation	Date Added	Date Checked	Net Risk
1. Cornwall Council Contracts	Cornwall Council seek to tender two main contracts in 2024. b. Contracts rewarded at lower or significantly lower fees	Contracts awarded to other provider. Current Healthwatch Cornwall no longer operational. Reduced income for HWC. Staffing reductions.	2	4	8	Effective fulfillment of current contractual requirements. Building strong relationships with contract managers. Effective contract negotiation strategy.	Apr-21		4
2. People's Experience	People's experience not embedded in new ICS structure	Development of Integrated Care System is uncharted territory and therefore vital HC plays key role in ensuring people's experience is represented at the highest level. This is a complex process over a number of years and with limited resources is challenging to maintain overview. However it is vital that public understand HC's independence, impact and relevance	3	2	6	<ul style="list-style-type: none"> • HC membership of H&WB, System Board and Community integration board • Clarity in communications and on website of HC role within process • HC voicing any concerns appropriately and following up • Promoting HC independence at every opportunity • Working with system leaders to value and promote HC independence and value of Public experience • HC has independently chaired a stakeholder panel of lay representatives in the recruitment process for the ICS CEO. • HC Board to consider proposals for ongoing development of ICS structures 	Jan-20	Apr-21	3

3. Influencing	Failure to represent the interests of the public at key stakeholder meetings and events	Inability to fulfil the requirements of the Business Plan; loss of reputation	3	3	9	Representation list being updated to ensure attendance at meetings Process being established to ensure representatives aware of bubbling issues which can be brought to appropriate meeting	Apr-21		6
4. Research & Analysis	Reduced capacity in research team due to staff absence	Inability to deliver system expectations regarding public input and analysis	1	3	12	<ul style="list-style-type: none"> •engagement and admin team supporting the coding of responses • Public health will support analysis with some staff •As RM return from maternity leave is likely to be mid February management team are considering solutions to increase capacity •Line management picked up by other managers. RM's return on reduced hours will require review of work priorities. Keeping in touch (KIT) days with RM in process 	Jul-20	21/.04/21 - recommend removing as RM now back in post	2
	Research and analysis is sub-optimal. HWC published research is incorrect or unsubstantiated data used for output is incorrect or inaccurate.	Reputation of HWC diminished. Credibility of the organisation as the voice of the public in health matters undermined	3	4	12	New evaluation of CRM. reviewing systems and processes to manage data will include a review of HE's CRM database to ensure efficiencies in data management. The impact of imminent changes to the taxonomy needs to be understood in the context of reporting, and in view of an alternative HE CRM system proposed for 2022.	Apr-21		8
5. Key Focus Areas	Not delivering on a key focus area	Inability to fulfil the requirements of the Business Plan; work not undertaken that it is needed	4	2	8	Pandemic has affected several planned areas of work which have been postponed or cancelled by commissioners therefore there is understanding why certain areas have not been met - where appropriate moved to new Business Plan	Apr-21		4

6. Organisational Effectiveness	Covid 19	<p>Shortage of staff and / or volunteers Inability to deliver core contract as lack of patient feedback Disruption to premises move •Infection in team *NB Staff have were instructed by HC to work from home in March 2020, this was subsequently relaxed in June when risk assessments were undertaken and guidance issued for a limited number of people to work from 6 Walsingham place if/when they so wished. On 23 September 2020, following new Government Covid guidance, staff were once again instructed to work from home if they could - only visiting the office if they needed to for work purposes. Staff once again all working from home for third lockdown Jan/Feb 2021</p>	3	3	9	<p>Implemented Business continuity plan - Staff set up for home working and all events cancelled •Refocused priorities in line with HE guidance •Staff and volunteer welfare - regular communication and utilising Microsoft teams for daily contact Staff asked to buddy up and reminded of Health Assured support Website updated daily with advice and information •Driving feedback via website and phone Activating campaign to understand effects of isolation on people's health and also how they access health and care services Utilising opportunity to drive conversations and solution generation on Ask Cornwall platform. Pursuing negotiations with potential location at Newham but mindful working from home may continue beyond June • Halted plans for office move • Staff survey undertaken • Negotiated change of focus with contract managers. • Covid survey given extensive feedback on which to base work. Risk assessment for working in the office together with guidance for staff reviewed and updates •Third lockdown all staff working from home and supported accordingly. Regular supervision and weekly management meetings to monitor morale and resilience continue to be important</p>	Apr-20	Apr-21	6
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	Staff returning to office	Some staff may be reluctant to return to office working, all staff not able to be in office at once due to space available	3	3	9	Risk assessments and guidelines to be reviewed in line with H&S and government guidance, rota system to be established, individual conversations with vulnerable staff	Apr-20		6
7. People Readiness	Staff vacancies	Failure to fill new vacancies leading to under delivery of contract and pressure on workload of existing staff.	4	2	8	Current vacancy for Engagement Officer - process underway to review JD/PS to reflect overlap of work with other areas of HC and increased digital engagement	Oct-20	Apr-21	6