

Appendix 2								
Brexit risk/impact analysis								
Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
Law and Legislation								
1	Data /Information Sharing.	2	3	6	Low	Kamal Adatia	UK will not be able to apply to the EU for an adequacy decision for personal data transfers until it actually leaves the EU and it could then take several months to obtain adequacy. There are some risks that mean adequacy may not be obtained at all or challenged through the courts. Transfer of personal data from the EU to the UK could be affected. Operationally this could potentially be managed with alternative ways of transfer such as consent, model contract clauses etc. The UK Government's brexit position paper said each organisation must find its own solution. It will probably only impact service areas that liaise with EU countries on service users' data e.g. social care, law enforcement. IG team to liaise with service areas to establish which may be affected and look at alternatives should it appear that they are needed.	15.03.19 /ongoing
2	Change to waste export rules. May increase costs to contractor and may reduce recycling and composting rate.	4	4	16	High	Geoff Soden	Monitor legislative changes.	15.03.19 /ongoing
3	Scheme of Authorisation of Regulatory Officers.	2	3	6	Low	Kamal Adatia/John Leach	Update Regulatory Services Scheme of Authorisation in line with UK legislation.	15.03.19 /ongoing
Procurement/Contracts								
4	Contracts: e.g. loss of access to shared European IT systems.	2	5	10	Medium	Alison Greenhill / Kamal Adatia	Some of our providers store our data in EU countries and once outside of the EEA we can continue to store in the EEA but would we want to? If not we would need to vary all our contracts to now store it outside the EEA if our access rights are diminished.	15.03.19 /ongoing
5	Impact on cost of contracted goods and services due to economic uncertainty, tariffs etc. where supply chains rely on cross-border working.	3	3	9	Medium	Kamal Adatia	Need Brexit "trigger" clauses e.g. right to change pricing, renegotiate or terminate. Increase or decreased costs are difficult to re-negotiate on present contracts but we could have a planned variation which complies with Reg 72 (1) to cover impact of customs clearance processes or "passporting" of certain professionals.	15.03.19 /ongoing
6	Changes to procurement rules and implementation of systems for working outside of the EU hinder procurement practice or require changes to policies/procedures.	1	4	4	Low	Kamal Adatia	Maintain watching brief on changes to rules/systems. These are expected to be minor and operational in the short term with minimal impact. Maintain dialogue with eTendering system provider who will need to integrate with new system (that will replace OJEU/TED). Longer term impact could be positive if de-regulation leads to greater ability to favour local suppliers and social value. Ensure procurement rules and procedures are flexible enough to benefit from such changes if they arise.	15.03.19 /ongoing
Economy								
7	Impact on local government funding.	3	4	12	Medium	Mike Dalzell / Andrew Smith	If BREXIT weakens economic growth and tax take then will generate further pressure on public finances. Failure to deliver key infrastructure for growth through loss of grants will undermine investor confidence. Need to lobby gov't with LLEP and key partners to maximise use of future resource streams such as UK Prosperity fund which is intended to replace EIU structural funds.	15.03.19 /ongoing
8	Economic uncertainty and growth impact on people's finances.	4	4	16	High	Mike Dalzell	If BREXIT results in slower economic growth it may impact employment rates and wages. Need to work closely with DWP, local charities etc, East Midlands Chamber and LLEP to monitor trends, identify and engage with high risk businesses, gain intelligence, provide information as appropriate.	2019/20
9	Relocation of foreign owned businesses and impact on labour market e.g. job losses.	4	4	16	High	Mike Dalzell	Strong evidence that some businesses are delaying investment until they know what BREXIT will mean and how it will work. Will particularly impact those sectors with multi channel international supply chains. Work closely with East Midlands Chamber and LLEP to engage with business, gain intelligence and encourage BREXIT planning.	15.03.19 /ongoing
10	British nationals relocating to the UK.	1	1	1	Low	Mike Dalzell	Difficult to predict with any certainty but intuitively seems unlikely that BREXIT creates a rationale for people to go back to the UK in large numbers. See also 22 below	15.03.19 /ongoing
11	Uncertainty, and lack of confidence in the property market, leading to delayed investment decisions and potential stalling of regeneration sites.	3	3	9	Medium	Andrew Smith/ Matthew Wallace/Mike Dalzell	Monitor market conditions closely. Continue to provide good support for potential regeneration schemes to maintain confidence. Support through planning process. Support from Director Inward Investment.	15.03.19 /ongoing
12	Potential lack of confidence in economy, impacts on the housing market, with a consequence of falling house prices delaying the disposal of land at Ashton Green and other council property and the delivery of new homes resulting in loss of New Homes Bonus.	3	3	9	Medium	Andrew Smith/ Matthew Wallace	Monitor market conditions closely. Continue to provide required infrastructure to pump prime development and maintain confidence. Support through planning process.	15.03.19 /ongoing
13	Increased demand for 'Export Health Certificates' from local food manufacturers.	2	4	8	Low	Roman Leszczyszn	Monitor the demand Quarterly review of capacity to provide this service.	15.03.19 /ongoing
Funding streams/financial								

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14	Loss of EU ERDF and ESF funding.	2	3	6	Low	Mike Dalzell / Andrew Smith/Alison Greenhill	Economic Development EU funds now largely committed. Low carbon transport funding confirmed - loss of funds would undermine. Replacement UK Prosperity Fund pending. No great clarity yet on total resource and how that will operate and what the criteria will be though quite likely linked to the productivity / Industrial Strategy themes. New funds may be less bureaucratic if treated like local growth fund etc. Need to lobby gov't with LLEP and key partners to maximise use of future UK Prosperity fund.	15.03.19 /ongoing
Changes in workforce								
15	Provision of social care workers and adult social care supply chain risk.	3	3	9	Medium	Steven Forbes	Using Skills for Care data, which they gather info from LA's (ASC only) and care providers. They have a return rate of 100% for LA's and 55% from providers (nationally). The data for Leicester for 17/18 shows that 84% of our workforce are British Nationals. It doesn't include info on the nationality of the 16% that are not British and so we don't know how many of these would be EU nationals. Our care workforce is 12,000 strong so 16% non-British would equate to 1,920 jobs. We have contacted Skills for Care to see if they can give us more specific data on response rates locally and what parts of the sector these jobs are based in. Domiciliary Care is the toughest in terms of recruitment, followed by Residential Care and then other parts of the sector such as Supported Living. If the majority of these non-British post holders were in Domiciliary Care and we weren't able to continue to attract these people into these posts then this would likely have an effect on our market. It is likely that more information will be available from Skills for Care in the New Year, which should give more info on the risk.	15.03.19 /ongoing
16	NHS impact re provision of nurses and impact of this on council social care services/public health services provided by GPs, other clinicians and allied health professionals.	2	3	6	Low	Steven Forbes / Ivan Browne	At current time in 2018/19 (and as for recent previous years) both UHL and LPT Trusts are reporting significant numbers of nursing staff vacancies across all nursing disciplines and service structures. In total the current tally is in the region, of 600 vacancies. Any loss of staff due to EU nationals either returning to countries of origin or choosing not to come to the UK will add to an existing pressure. Trusts may be able to mitigate some of the via wider international recruitment beyond EU states subject to any immigration restrictions. The impact of this directly on adult social care services is not clearly defined. We cannot 'step in' and provide an alternative clinical offer / service. But there would likely be an increased churn of activity and system pressure that would demand more Social worker time to seek to resolve individual patient needs. Monitor and continue to work closely with Health to understand any potential impacts as they become clearer.	15.03.19 /ongoing
17	Loss of staff (e.g. if EU nationals have to return to their original countries and/or there is a lack of clarity about their status in terms of working in the UK) causes disruption to service delivery and may increase costs if roles need to be covered via temporary means.	2	2	4	Low	Miranda Cannon / Craig Picknell	Utilise existing information where possible to identify staff who are EU nationals and, if necessary, request them to identify themselves to us. Engage in a targeted way with identified staff including appropriate Comms regarding support particularly in terms of the Govt settlement scheme and any other implications as they are made known to us. Should staff leave at short notice, where necessary invoke business continuity plans in relation to dealing with immediate loss of staffing resources and consider appropriate measures such as use of temporary staffing e.g. agency and casuals, or the temporary redeployment of staff from less critical services if necessary.	15.03.19 /ongoing
18	Impact on Labour market and employment makes it difficult to recruit staff and particularly in some already hard to recruit roles.	3	3	9	Medium	Miranda Cannon / Craig Picknell	Existing work to develop a stronger employer brand and value proposition alongside implementation of new recruitment system is aimed at ensuring we can better compete in a competitive employment market and position ourselves as an employer of choice. This in turn will help support and mitigate this risk. In addition continue with the targeted work around entry to employment for graduates and apprenticeships utilising the apprenticeship levy where possible, to support a 'grow our own' strategy particularly for harder to recruit roles. Where necessary utilise other tools such as market supplements.	15.03.19 /ongoing
19	Employment of migrant workers as teachers and teaching assistants	3	3	9	Medium	Paul Tinsley	Awareness raised with schools of potential risks of losing staff via communication with governors, Leicester Primary Partnership and Education Improvement Partnership.	15.03.19 /ongoing
20	Contracted services impacted by loss of qualified workforce/difficulties recruiting, for example shortage of qualified drivers or fitters, general staff recruitment by contractors.	4	3	12	Medium	Geoff Soden	Discuss business continuity plans with relevant contractors and then seeking to continue to enforce existing contracts mindful of the risk of increased costs in advance of re-tendering and managing this as a possible risk/future pressure	15.03.19 /ongoing
Community cohesion/service demand								

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Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
21	Public concerns and disquiet relating to Brexit outcome leading to tensions and possible public disorder and social unrest which impacts on community cohesion within the city.	3	3	9	Medium	John Leach / Miranda Cannon	Use established community tension monitoring process to continue to monitor any emerging tensions. Work closely in partnership through existing partnership arrangements, with the Police and others including the voluntary and community sector and faith groups to identify any potential issues or concerns at an early stage and to agree any necessary interventions. As appropriate, support any national communication campaigns around relevant Brexit issues such as information around the Settlement Scheme. Ensure relevant frontline officers e.g. Customer Services are briefed on possible questions/concerns that may arise so that they can respond and signpost people accordingly. Should any significant disorder arise there are well established emergency management plans and arrangements in place e.g. LCC major incident plan which can be invoked should the level of disorder necessitate this.	15.03.19 /ongoing
22	Influx of UK nationals from EU countries creates a sudden and unplanned for demand on a range of services e.g. Housing, School Admissions, Social Care, Revenues and Benefits and Customer Services.	2	3	6	Low	Alison Greenhill / Chris Burgin / Paul Tinsley	Dependent on the scale of the demand, as appropriate, invoke the corporate/relevant service business continuity plans if applicable. Consideration to be given by service areas impacted by high demand on how to manage this including resourcing from other non priority areas, prioritisation, targeted service delivery to core/key areas. Ensure clear communications to the public / service users as appropriate regarding service access channels with online channels promoted. Positive promotion about existing service demand and potential impacts of this. Promote self help options if available .	15.03.19 /ongoing
23	School admissions e.g. more vacant spaces if EU nationals leave.	3	2	6	Low	Phil Coyne/Paul Tinsley	Work both internally and with assistance from independent experts to review place planning forecasts and develop phased provision of new space, in order to reach a point of certainty in the provision of space. This work will continue to be managed by an internal Schools Estates Governance Board which reports regularly. Liaise with city and County schools to ensure there is timely and accurate data on movement in and out of schools.	15.03.19 /ongoing
24	School admissions e.g. demand for school spaces if British national return to UK	3	2	6	Low	Phil Coyne/Paul Tinsley	Work with the government free schools team to ensure that any assistance the Council can provide in delivery of new schools is managed efficiently. Liaise with city and County schools to ensure there is timely and accurate data on movement in and out of schools.	15.03.19 /ongoing
25	Lack of understanding or certainty about the implications of Brexit create an increased demand for advice and support from citizens which impacts on a number of key services e.g. Customer Services, Welfare Advice, Housing.	2	2	4	Low	Chris Burgin / Alison Greenhill	Dependent on the scale of the demand, as appropriate, invoke the corporate/relevant service business continuity plans if applicable. Consideration to be given by service areas impacted by high demand on how to manage this including resourcing from other non priority areas, prioritisation, targeted service delivery to core/key areas. Ensure clear communications to the public / service users as appropriate regarding service access channels with online channels promoted. Positive promotion about existing service demand and potential impacts of this. Promote self help options if available . Ensure contracted Welfare Advice providers are briefed and there is clear public signposting to appropriate sources of support such as welfare advice.	15.03.19 /ongoing
26	Demand for specialist advice from importers/exporters on regulatory compliance issues.	2	4	8	Low	Roman Leszczyszn	Establish MOU with LLEP for triage and appropriate referral Assessment of resource requirement Training sessions for officers Close monitoring of advice from Central Government, lead national regulators (e.g. FSA, HSE) and professional bodies (e.g. CIEH, CTSA, ACTSO).	15.03.19 /ongoing
27	Complaints from public and businesses that products do not meet regulatory standards or breach intellectual property rights.	2	4	8	Low	Roman Leszczyszn	Respond based on detriment/risk assessment and availability of investigatory resource. Quarterly review of capacity to provide response to 'high public risk' reports/incidents.	15.03.19 /ongoing
28	Requests for 'inland checks' of product conformity from Border Posts.	2	4	8	Low	Roman Leszczyszn	Quarterly review of capacity to provide response to requests Training sessions for Officers Close monitoring of guidance from Central Government, lead national regulators and professional bodies.	15.03.19 - By 28 March 2019 - Ongoing
29	Requests from HMRC for intelligence and participation in joint operations in tackling duty and VAT fraud.	2	3	6	Low	Roman Leszczyszn	Respond based on detriment/risk assessment and availability of investigatory resource. Quarterly review of capacity to provide response to requests.	15.03.19 /ongoing

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30	Demand for council services e.g. housing.	2	3	6	Low	Chris Burgin	Dependent on the scale of the demand, as appropriate, invoke the corporate/relevant service business continuity plans if applicable. Consideration to be given by service areas impacted by high demand on how to manage this including resourcing from other non priority areas, prioritisation, targeted service delivery to core/key areas. Ensure clear communications to the public / service users as appropriate regarding service access channels with online channels promoted. Positive promotion about existing service demand and potential impacts of this, promote self help options if available .	15.03.19 /ongoing
Business Continuity								
31	Transport network disruption – road (within 5 miles of EMA and beyond 5 miles).	2	2	4	Low	Martin Fletcher	The main road network in this area around East Midlands Airport is managed by the three county councils and the highways agency. ATC manage traffic signalling in Leicestershire and also provide traffic information for the public. Impact on Leicester from road network disruption around EMA is expected to be limited. However, if disruption does arise, dependent on the scale of the disruption, as appropriate, invoke the corporate/relevant service business continuity plans. Ensure clear communications to Managers and staff regarding options including staff working from home where this is feasible and considering alternative means of travel such as walking, cycling etc. Ensure clear communications to the public / service users as appropriate regarding any disruption to services.	15.03.19 /ongoing
32	Transport network disruption to road and/or rail travel impacts on staff in relation to travel to work and may also impact on services which rely on transport e.g. social care, SEN transport, waste management etc	3	2	6	Low	Miranda Cannon	Dependent on the scale of the disruption, as appropriate, invoke the corporate/relevant service business continuity plans. Ensure clear communications to Managers and staff regarding options including staff working from home where this is feasible and considering alternative means of travel such as walking, cycling etc. Ensure clear communications to the public / service users as appropriate regarding any disruption to services.	15.03.19 /ongoing
33	Disruption to food supplies impacts on specific services namely children's residential care and city catering for school meals provision.	2	2	4	Low	Paul Tinsley / Caroline Tote	The relevant services will need to look to quickly adjust menus and food orders/suppliers to take account of availability of specific foodstuffs. This may require appropriate waivers in relation to procurement procedures to be agreed quickly to access other suppliers.	15.03.19 /ongoing
34	Disruption to fuel supplies impacts on provision of services which rely on fuel/transport e.g. social care, highways, bereavement services, SEN transport, Housing etc and impacts on ability of staff to travel to work.	3	2	6	Low	Miranda Cannon	Dependent on the scale of the disruption, as appropriate, invoke the corporate/relevant service business continuity plans. The LRF has a fuel shortage plan which may be invoked and this provides a framework for identifying critical services in relation to use of fuel and access to specific stocks of fuel. The Council also has a number of electric vehicles and electric bikes it can make available and also has some supplies of bunkered fuel. Ensure clear communications to Managers and staff regarding options including staff working from home where this is feasible and considering alternative means of travel such as walking, cycling etc. Ensure clear communications to the public / service users as appropriate regarding any disruption to services.	15.03.19 /ongoing
35	Disruption to power supplies impacts on provision of services including availability of buildings, ICT infrastructure etc.	2	2	4	Low	Miranda Cannon / Matt Wallace / Alison Greenhill	Dependent on the scale of the disruption, as appropriate, invoke the corporate/relevant service business continuity plans. Some critical services have generators to allow continued operation albeit in some instances at a reduced level. Ensure clear communications to Managers and staff about availability of buildings for operation and ensure clear communications to the public / service users as appropriate regarding any disruption to services. Where this is a complete power outage across the City this will impact on any communications cascade and reasonable endeavours to communicate will have to be made e.g. via phone cascade whilst mobile phones still have battery power.	15.03.19 /ongoing
36	Business continuity for local businesses - disruption in relation to local businesses (e.g. loss of staff, impacts on supply chains etc) may impact on the Council's supply chain and cause disruption to service delivery as well as have wider implications for the local economy (see above). The Council under the Civil Contingencies Act has a duty to promote business continuity to businesses	3	4	12	Medium	Miranda Cannon / Mike Dalzell / Mandip Rai	Use opportunities such as Business Continuity Awareness Week to highlight the importance of business continuity to external organisations. Use links with businesses such as via the City Centre Director, LLEP, Economic Dev Team to further raise awareness.	15.03.19 /ongoing
37	Loss of staff e.g. if EU nationals have to return to their original countries causes disruption to service delivery and may increase costs if roles need to be covered via temporary means.	2	2	4	Low	Miranda Cannon	Should staff leave at short notice, where necessary invoke business continuity plans in relation to dealing with immediate loss of staffing resources and consider appropriate measures such as use of temporary staffing e.g. agency and casuals, or the temporary redeployment of staff from less critical services if necessary. Seek to recruit to roles and continue to utilise other measures such as entry to employment to 'grow our own' internally where posts are difficult to recruit to.	15.03.19 /ongoing

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38	EU Driving licenses - question of validity impact on the ability of some staff to travel to work and on service provision where those staff are required to drive for their role.	2	2	4	Low	Miranda Cannon	Ensure clear communications to Managers and staff regarding the implications and the need for staff to make arrangements to travel to work via alternative means such as public transport, walking, cycling etc and consideration of home working where appropriate and in the short-term whilst staff make alternative arrangements. For staff required to drive as part of their role, provide guidance to relevant managers and staff regarding deployment of staff to alternative work in the short-term whilst the question of validity is clarified and/or implications further considered.	15.03.19 /ongoing

RISK SCORING MATRIX

	Impact	Score	Benchmark Effects
Criteria	CRITICAL / CATASTROPHIC	5	<ul style="list-style-type: none"> - Multiple deaths of employees of those in the council's care - Inability to function effectively, council-wide - Will lead to resignation of Chief Operating Officer and/or City Mayor - Corporate Manslaughter charges - Service delivery has to be taken over by Central Government - Front page news story in National Press - Financial loss over £10m
	MAJOR	4	<ul style="list-style-type: none"> - Suspicious death in council's care - Major disruption to council's critical services for more than 48hrs eg major ICT failure) - Noticeable impact in achieving strategic objectives - Will lead to resignation of Strategic Director and/or Executive Member - Adverse coverage in National Press / Front page news locally - Financial loss £5m - £10m
	MODERATE	3	<ul style="list-style-type: none"> - Serious injury to employees or those in the council's care - Disruption to one critical council service for more than 48 hrs - Will lead to resignation of Divisional Director/Project Director - Adverse coverage in local press - Financial loss £1m - £5m
	MINOR	2	<ul style="list-style-type: none"> - Minor injury to employees or those in the council's care - Manageable disruption to internal services - Disciplinary action against employee - Financial loss £100k - £1m
	INSIGNIFICANT / NEGLIGIBLE	1	<ul style="list-style-type: none"> - Day-to-day operational problems - Financial loss less than £100k

Likelihood	Score	Expected Frequency
ALMOST CERTAIN	5	Reasonable to expect that the event WILL undoubtedly happen/recur, possibly frequently and is probable in the current year.
PROBABLE/LIKELY	4	Event is MORE THAN LIKELY to occur. Will probably happen/recur, but it is not a persisting issue. Will possibly happen in the current year and be likely in the longer term.
POSSIBLE	3	LITTLE LIKELIHOOD of event occurring. Not likely in the current year, but reasonably likely in the medium/long term.
UNLIKELY	2	Event NOT EXPECTED . Do not expect it to happen/recur. Extremely unlikely to happen in the current year, but possible in the longer term.
VERY UNLIKELY/RARE	1	EXCEPTIONAL event. This will probably never happen/recur. A barely feasible event.

LEVEL OF RISK	OVERALL RATING	HOW THE RISK SHOULD BE TACKLED/ MANAGED	RECOMMENDED RISK REVIEW FREQUENCIES
High Risk	15-25	IMMEDIATE MANAGEMENT ACTION	1 - 3 MONTHS
Medium Risk	9-12	Plan for CHANGE	3 MONTHS
Low Risk	1-8	Continue to MANAGE	6 MONTHS

LIKELIHOOD (B)	Almost Certain 5	5	10	15	20	25
	Probable/Likely 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Very unlikely/ Rare 1	1	2	3	4	5
		Insignificant/ Negligible 1	Minor 2	Moderate 3	Major 4	Critical/ Catastrophic 5
IMPACT (A)						