

## Appendix 5

Version 6: 26th February 2020

### Brexit risk/impact analysis

Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
<b>Law and Legislation</b>								
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.	30/09/20 and 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.	30/09/20 and ongoing
3	Increased scrutiny relating to State Aid changes	3	5	15	High	Kamal Adatia	If we exit with no deal the Competition and Markets Authority become regulator of State Aid immediately, draft legislation is before parliament. If we exit with a deal this will occur following the transition period (Dec 2020). It will be obligated to investigate all complaints. Currently there is no national body who has this power, it will lead to far greater internal scrutiny at a more detailed level as the Commission cover EU wide, the CMA will look at the UK only. CMA will likely be given powers enabling it to make recovery orders for incompatible aid. It remains to be seen, however, whether such orders will be directed at the governmental agency that granted the aid (in which case the prevalence of clawback provisions is likely to continue) or directly to the beneficiary of the aid. A statutory basis is likely to see there being obligations on the LA to recover all state aid and also to repay, therefore there will be greater risk to the LA in state aid terms and State Aid will become a far greater risk for the Council in terms of likelihood of complaint, direct impact and outcome.	30/09/20 and ongoing
4	Changes to marriage legislation result in increased demand on the Registration Service	3	3	9		Kevin Lewis	Potential change to marriage legislation (Immigration & Asylum Act) could result in all non-British nationals giving notice of intention to marry at 'designated' offices (of which Leicester is one) rather than their 'local' office. We would need to manage public expectation and press coverage. Important to focus on providing service to City residents. Dependent on political will this could extend to County residents. Since non-Brits would have option of attending other designated offices (i.e. elsewhere in the Country) the above action would mitigate.	30/09/20 and ongoing
5	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.	30/09/20 and ongoing
<b>Procurement/Contracts</b>								
6	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.	30/09/20 and ongoing
7	Impact on cost of contracted goods and services due to economic uncertainty, tariffs etc. where supply chains rely on cross-border working.	3	5	15	High	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. Consider application of this approach where relevant	30/09/20 and ongoing
8	Changes to procurement rules and implementation of systems for working outside of the EU hinder procurement practice or require changes to policies/procedures.	2	4	8	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.	30/09/20 and ongoing
<b>Economy</b>								
9	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.	30/09/20 and ongoing
10	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.	30/09/20 and ongoing
11	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.	30/09/20 and ongoing
12	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	30/09/20 and ongoing
13	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.	30/09/20 and ongoing
14	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.	30/09/20 and ongoing

Brexit risk/impact analysis								
Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
15	Increased demand for 'Export Health Certificates' from local food manufacturers.	2	4	8	Low	Nicola Preston/Dave Howard	Monitor the demand Quarterly review of capacity to provide this service.	30/09/20 and ongoing
16	Creative and digital industries, such as broadcasting, creative content production, data protection and e-commerce, are key drivers in urban economic regeneration. Outside of the Digital Single Market, digital exports from the UK are at serious risk. Creative industries will struggle to recruit sufficient skilled coders, graphic designers, digital animators to grow. There is a significant risk of a loss of local talent to Europe (digital skills are very portable). With foods, medicines and logistics prioritised in UK emergency planning, digital services might be overlooked.	2	4	8	Low	Kieran O'Hea	Adopt and operationalise Smart Leicester Strategy by end of the year.  Accelerate support for digital infrastructure, data literacy, creative industries and innovation in Leicester to mitigate impacts of Brexit, including encouraging graduates to remain in Leicester to build up local digital skills base and economic resilience.  Raise digital and smart up the agenda via regional bodies (LLEP, LRF, Midlands Engine, etc) in order to pressure government to prioritise digital services in its post-Brexit negotiations with the EU.	30/09/20 and ongoing
Funding streams/financial								
17	Loss of EU ERDF and ESF funding.	2	3	6	Low	Mike Dalzell / Andrew Smith/Alison Greenhill/Kamal Adatia	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. Onward funding agreements (where EU funds are passed to third parties via a grant) have built in the ability to refuse payment where the Council is not in receipt of the funding, this will minimise risk as there will be little legal obligation to pay grants. In terms of where services are procured however we will have contractual commitments and these will need to be met regardless.	30/09/20 and ongoing
18	Potential impacts on liquidity caused by short-term disruption to payments arising from Brexit impacts within the money markets	4	2	8	Low	Alison Greenhill	A disorderly Brexit will cause short term disruption to the markets. There are many moving parts which all need to function and it is conceivable that payments could be disrupted, particularly when this involves processes and transactions outside the UK. This is a liquidity risk rather than a security of investment risk. We will ensure we have capacity within UK domiciled money market funds (MMF) to provide liquidity (withdraw funds) and to receive surplus funds (add funds). We will approach Brexit with invested funds of 50% of the maximum set by our lending list so that we have capacity to both access funds and withdraw. We may seek a temporary increase in our lending limits for these funds. We will also consider appropriate use of the DMO. The DMO should be strongly protected against disruption as it is the heart of government finance. For example we might place funds with the DMO that mature on dates when we have large payments such as payroll as this would give a high level of assurance that we will receive funds that will cover our payments.	30/09/20 and ongoing
Changes in workforce								
19	Provision of social care workers and adult social care supply chain risk.	3	3	9	Medium	Tracie Rees	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 4% of our care workforce are non-British EU nationals. Our care workforce is 12,000 strong so 4% would equate to 480 jobs. Recruitment in the sector has improved again in recent months so impacts may not be felt initially, winter is traditionally a more difficult period for recruitment and we may find the impact is greater during winter pressure periods. ADASS branch meetings have highlighted additional risks for a number of larger care provider companies that are currently servicing their debts via exchange rate benefits from banking in Europe (mostly Ireland). A small change in the financial climate could impact significantly on this strategy leaving companies heading towards financial collapse via debt accumulation. This is being monitored nationally with no details currently on the numbers of providers potentially affected. Social care have business continuity plans that include responding to the failure of a provider and the service has experience of dealing with previous instances of provider failure. Continue close engagement with key providers about the risk and their plans to mitigate/manage it. Ensure that local comms activity around the EU Settlement scheme, includes care providers as a key stakeholder group and consider how we get messages to them/their staff about ensuring they have applied for settled status	30/09/20 and ongoing
20	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	Ruth Lake / Ivan Browne	At current time (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.	30/09/20 and ongoing
21	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	1	2	Low	Miranda Cannon / Craig Picknell	Overall numbers of EU staff are low so the impacts are not likely to be significant. Utilising internal comms to provide appropriate messages particularly in terms of the Govt settlement scheme and any other implications as they are made known to us. It has been agreed that the Council will pay for fees should staff need to use the identity verification service being provided via the Registration Service. 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.	30/09/20 and ongoing

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Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
22	Impact on Labour market and employment makes it difficult to recruit staff and particularly in some already hard to recruit roles.	2	2	4	Low	Miranda Cannon / Craig Picknell	The recent work to develop and implement a new recruitment system along with ongoing work to strengthen our employer brand helps to ensure we can compete in a competitive employment market and position ourselves as an employer of choice. This in turn helps 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.	30/09/20 and ongoing
23	Employment of migrant workers as teachers and teaching assistants	3	3	9	Medium	Sue Welford	Awareness raised with schools of potential risks of losing staff via communication with governors, Leicester Primary Partnership and Education Improvement Partnership. Make schools aware of govt. guidance in the case of a no-deal scenario.	30/09/20 and ongoing
24	Contracted services (Waste collection/disposal) 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	30/09/20 and ongoing
Community cohesion/service demand								
25	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	2	6	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.	30/09/20 and ongoing
26	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	2	4	Low	Alison Greenhill / Chris Burgin / Richard Sword	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. Priority service areas have restricted or to consider restricting staff leave to maximise available resources over the initial transfer period. Housing - Homelessness: On current approaches as homeless a 5% increase due to this risk would mean an additional 240 cases in a year. (20 a month) 10 % 480 (40 a month) . Presentations may be in crisis as just returning (especially those who have been in other EU countries for less than 5 years) with no plans for accommodation. Homelessness Services are currently struggling to manage current numbers. Additional human resources would be needed to manage the above in Homelessness services & the Property Lettings team. This would be supplied on a short term basis from District Management services (Neighbourhood Housing officers) and Housing ABSO pool. Triaging system would be put in place to determine individual case urgency and immediate need for housing based on existing Homelessness arrangements. Additional permanent accommodation would need to be sourced from LA stock (including newly purchased LA stock), RP stock and private sector rents (including a request for help/support for the provision of homes). Additional temporary accommodation to be sourced possibly through existing channels of B&B and the contract we have with May be legislative changes to the Housing Act or interim exceptional arrangements put in place for returners in hardship. (eg/ Montserrat) - Communication plan including advice added to app/Websites. Housing Register - Potential local Policy changes around Leicester City Requirement to acknowledge and include those returning under Brexit arrangements. Numbers on housing register increase. Communication plan including advice added to app/Websites.	30/09/20 and ongoing
27	School admissions e.g. more vacant spaces if EU nationals leave.	3	2	6	Low	Richard Sword	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.	30/09/20 and ongoing
28	School admissions e.g. demand for school spaces if British national return to UK	3	2	6	Low	Richard Sword	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.	30/09/20 and ongoing
29	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. Refresh the existing signposting and information for welfare advice / housing material on the web/app to reflect current guidance and advice. Increased promotion of current available local housing advice sources on web/app to channel shift and manage demand. Increase promotion of national advice sources on web. Share and Promote the local and national advice to key stakeholders (especially advice providers and other Housing providers) to enable them. Potential use of back office resources (ABSOS) & District staff (Neighbourhood Housing officers) being drafted in to increase face to face housing advice & directing to advice in the short term.	30/09/20 and ongoing
30	Demand for specialist advice from importers/exporters on regulatory compliance issues.	2	4	8	Low	Nicola Preston	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).	30/09/20 and ongoing

Brexit risk/impact analysis								
Risk No:	Risk	Impact (A)	Likelihood (B)	Risk Score (A x B)	Priority	Risk Owner	Management Actions	Target Date
31	Complaints from public and businesses that products do not meet regulatory standards or breach intellectual property rights.	2	4	8	Low	Nicola Preston	Respond based on detriment/risk assessment and availability of investigatory resource. Quarterly review of capacity to provide response to 'high public risk' reports/incidents.	30/09/20 and ongoing
32	Requests for 'inland checks' of product conformity from Border Posts.	2	4	8	Low	Nicola Preston	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.	30/09/20 and ongoing
33	Requests from HMRC for intelligence and participation in joint operations in tackling duty and VAT fraud.	2	3	6	Low	Nicola Preston	Respond based on detriment/risk assessment and availability of investigatory resource. Quarterly review of capacity to provide response to requests.	30/09/20 and ongoing
34	Increased demand for Registration Service support for European Settlement Status applications	2	3	6		Kevin Lewis	Utilisation of Auxiliary Registration Officers to meet demand. Challenge to bring in appointment system to minimise disruption / improve customer satisfaction	30/09/20 and ongoing
35	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. Priority service areas have restricted or to consider restricting staff leave to maximise available resources over the initial transfer period. Monitoring and reporting by key front line services of demand for services from w/c 14/10 in the build up to the 31st October and post this date with Senior Managers in each Division considering demand and resourcing needs of service. Potential use of back office resources (ABSOs) & District staff (Neighbourhood Housing officers) being drafted in to increase face to face housing advice & directing to advice in the short term.	30/09/20 and ongoing
Business Continuity								
36	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. Traffic management plans have been established to manage queueing traffic on critical routes trying to access supermarkets and petrol stations in the event of panic buying. We have fully restocked our winter gritting road salt.	30/09/20 and ongoing
37	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	2	2	4	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.	30/09/20 and ongoing
38	Disruption to food supplies impacts on specific services namely children's residential care and city catering for school meals provision.	2	2	4	Low	Miranda Cannon / 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. With regards to provision of school meals, City Catering is working with its suppliers to ensure 'reserves' of non-perishable foods are available in the short term and will work with schools on short term menu alternatives if required.	30/09/20 and ongoing
39	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. Work has been done to prepare an LCC fuel shortage plan which seeks to provide a framework for identifying critical services in relation to use of fuel and access to specific stocks of fuel which will be finalised, and then implemented if necessary. 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.	30/09/20 and ongoing
40	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. LRF has draft plans relating to a UK wide power outage which could be enacted if necessary or elements of this applied as appropriate should an outage be more locally based	30/09/20 and ongoing

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41	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.	30/09/20 and ongoing
42	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	1	2	Low	Miranda Cannon	Low numbers of EU staff overall in the workforce mean this is low risk. 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.	30/09/20 and ongoing
43	Disruption to schools due to lack of consideration of potential risks and business continuity	2	2	4	Low	Sue Welford	Raise awareness with schools and signpost to GOV.UK Brexit guidance for schools. Encourage schools to undertake their own risk assessments and share with their LGBs. Continue ongoing work through REBR and H&S teams on supporting schools to have robust business continuity arrangements	30/09/20 and ongoing

## RISK SCORING MATRIX

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

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

Likelihood	Score	Expected Frequency
ALMOST CERTAIN	5	Reasonable to expect that the event <b>WILL</b> undoubtedly happen/recur, possibly frequently and is probable in the current year.
PROBABLE/LIKELY	4	Event is <b>MORE THAN LIKELY</b> 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	<b>LITTLE LIKELIHOOD</b> of event occurring. Not likely in the current year, but reasonably likely in the medium/long term.
UNLIKELY	2	Event <b>NOT EXPECTED</b> . 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	<b>EXCEPTIONAL</b> 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