

Brexit Service Lead	Alison Cramer													
Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Risk Owner	Mitigation plan	Captured in Business Continuity Plan (yes/no)	Captured DMT risk register (Yes/No)	Additional Comments	
Example Service	If X (funding is withdrawn THEN our service would need to be reduced to cover care provisions only.	Please define below, impact on service delivery/finances, reputation/ health and wellbeing	Is the impact likely to be short term (6 weeks is the estimated time of disruption) or longer term - beyond 6 weeks.	Please refer to corporate risk matrix	Please refer to corporate risk matrix	Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October)	This is an automated response	Highly likely/High impact = Red Unlikely/Medium impact = Amber Unlikely/High impact = Amber Highly Likely/Low impact = Amber Unlikely/Low impact = Green		What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks				
Partnerships and Service Support	Risk that there is lack of food supply which also leads to a reduction in food standards for school catering, both those in the Caterlink contract and schools that aren't.		Short and Long term	2	1	3	3	Amber	Alison	Close liaison with Caterlink and they have shared their assessment of risk to the contract Close liaison with Caterlink through the contract monitoring process	All Business Continuity plans have been updated within context of Brexit			
Partnerships and Service Support	Risk that catering contract cost will increase Risk that there increased pressure on families leading to increased demand for services		Short and Long term	3	2	1	2	Amber	Alison		All Business Continuity plans have been updated within context of Brexit			
Safeguarding and Family Support and Youth and Con			Short and Long term	3	2	3	6	Amber	Finola and Laura	Monitor the impact through performance data	All Business Continuity plans have been updated within context of Brexit			
Learning and Schools	Risk that transport for SEN pupils will be impacted by a lack of fuel (link to E&R)		Short term	1	3	2	6	Amber	Mark	Close liaison with E&R and discussion through Accessible Transport Board. Some initial discussions with affected headteachers.	All Business Continuity plans have been updated within context of Brexit			
Partnerships and Service Support	Risk that schools which have food transported from other school kitchens will not be able to be serviced		Short term	1	3	2	6	Amber	Alison	Close liaison with Caterlink	All Business Continuity plans have been updated within context of Brexit			
Learning and Schools	Risk that staff will not be able to attend work if transport is affected. This would impact Staff/teacher: Pupil ratios, direct work with children and families Risk that small childcare providers will need additional support to manage the challenges		Short term	1	2	2	4	Amber	Mark	Close liaison with E&R and discussion through Accessible Transport Board. Some initial discussions with affected headteachers.	All Business Continuity plans have been updated within context of Brexit			
Learning and Schools	Risk that staff return to countries of origin in the EU, even if eligible for settled status.		Short term and long term	1	3	2	6	Amber	Mark	To be reviewed through Childcare Forum and review of grant funding process	All Business Continuity plans have been updated within context of Brexit			
All	Risk for Young Offenders due to criminal convictions impacting on settled status eligibility		Long term	1	2	2	4	Amber	All	HR reimbursement scheme and advice. Letter from LS	All Business Continuity plans have been updated within context of Brexit			
Youth and Communities			Long term	3	1	1	1	Amber	Laura	Identifying how many could be impacted and review of Home Office guidance Monitor pupil numbers and take necessary action through place planning	All Business Continuity plans have been updated within context of Brexit			
Learning and Schools	Risk of roll drops with population impact Risk of increased costs of BSF Contracts		Long term	1	1	1	1	Amber	Mark		All Business Continuity plans have been updated within context of Brexit			
Learning and Schools			Long term	2	2	2	4	Green	Mark/Alison	Close liaison with contractors	All Business Continuity plans have been updated within context of Brexit			
										We have reviewed all EU cases and case directions have been given. Pre-settled and settled applications are in progress. In some cases where the child or care leaver had no proof of ID passport applications for the child/care leaver have been undertaken first.				
										Challenges have arisen in complicated cases with criminal records, where there is a lack of history in respect to a child's education and proof of residency in the UK - notably when they became looked after at 16+ or when they have not been resident in the UK long or inconsistently.				
Safeguarding and Family Support	Risk of legal issues regarding residency where parents reside outside of the UK in the EU			3	1	1	1	1	Finola	Assistance for these applications have been sought through Islington Law Centre & Coram	All Business Continuity plans have been updated within context of Brexit			
Safeguarding and Family Support	Risk that we could breach duty under the Children Act where there could be future immigration issues			3	1	1	1	1	Finola	As above	All Business Continuity plans have been updated within context of Brexit			

Official Sensitive

Learning and Skills

Teaching qualifications not recognised could lead to a shortage of teachers

Long term

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Learning and Schools
Learning and Schools

regulating authorities to share details of sanctions or restrictions on teachers,

Long term

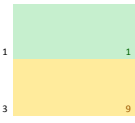
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Potential for young people to be drawn into civil unrest and for movement and safety to be impacted by this, whether school or outside.
Risk that school trips to EEA countries are impacted with delays, increased cost, complexity of regulation.



Mark

Not yet developed awaiting DfE guidance on process for qualification recognition

All Business Continuity plans have been updated within context of Brexit

Mark

Will follow the Keeping Children Safe in Education guidance when it is updated to take account of this

All Business Continuity plans have been updated within context of Brexit

Mark

School risk assessments to take account of the issues.

Brexit Service Lead		Tony Ralph													
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Energy Advice	Risk of higher domestic energy prices / cost of living could increase seasonal health inequalities. This would cause service demand to spike and residents to be in crisis. SHINE would need to make referrals into crisis support. for fuel costs and/or food.	Service delivery, in line, reputation, health and wellbeing	Long-term	3	3	3	9 Amber	9 Amber	Karen Agbabiaka	SHINE have extensively researched crisis provisions and foodbanks in every borough and are signposting clients as per their needs. We will continue to do this albeit on a greater scale.	No	No	UC roll out has left many SHINE clients in crisis, we have already road tested crisis signposting and we are confident that we know how to support clients who cannot afford heat or food.		
Energy	Utilities- Security of supply; bottlenecks of gas supplies into UK Utilities- Sterling devaluation in relation to euro and dollar leading to increased commodity costs	finance, health and wellbeing.	Long-term	2	4	4	12 Amber	12 Amber	Karen Agbabiaka	Currency hedging strategy	No	No			
Energy		Impact on finance.	Long-term	2	3	3	9 Amber	9 Amber	Karen Agbabiaka	Long term supply procurement	No	No			
Emergency Planning Unit	If emergency plans from Brexit risks (fuel, food, civil disorder) require activation the Unit will need to declare a critical incident and stop all non-essential work. Procurement- Access/cost to resource required for service delivery e.g vehicles, parts, equipment, tools etc	Service Delivery, Reputation	Short-term	2	5	4	20 Red	20 Red	Dan Lawson	Business Continuity plans have been updated, plans being reviewed and liaison with emergency services. Request for the consideration of staff leave to be halted for end of October to start of November to account for additional workload and likely daily reporting to central government	Yes	No	Impact is already being seen on the service with significant uplift in work on the team with existing resources		
All E&R Services			Long-term	3	3	1	3 Amber	3 Amber	Cross-Council	Ensure where possible service critical resource are well stocked / ensure suppliers have their own contingency planning in place	No	No			
Street Environment Services/Greenspace & Leisure/Traffic & Parking	Fuel Supply- Security of fuel supply for vehicles		Short-term	2	5	2	10 Amber	10 Amber	Cross-Council	Clarify with suppliers on their contingency planning in place to maintain security of supply	No	No			
Street Environment Services/Greenspace & Leisure/Traffic & Parking	Project Costs- Possibility of significant changes in costs from non-UK suppliers depending on border/currency situation.		Long-term	3	3	1	3 Amber	3 Amber	Cross-Council	Ensure contingency built into budgets. Seek contractual guarantees over costs. Use entirely UK-based supply chains where possible.	No	No			
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking	Funding- Funding restrictions on ongoing projects		Long-term	3	3	1	3 Amber	3 Amber	Cross-Council	UK Government pledged to match funding	No	No			
All E&R Services	Economic- Further budget cuts by central government Contracts- It is likely that all contracts tendered pre-Brexit would be sustainable, however the future on procurement regulations in the future post Brexit is unclear.		Long-term	3	4	1	4 Amber	4 Amber	Cross-Council	Look at securing a more diverse range of non-core funding (e.g. external consultancy)	No	No			
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking			Long-term	2	2	1	2 Amber	2 Amber	Cross-Council		No	No			
Energy	Non-UK contractors- Issues with appointing non-UK based contractors/ suppliers for future projects Legal- Lack of clarity on continued applicability of EU laws or possible changes in laws when transposed onto UK statute books		Long-term	2	2	1	2 Amber	2 Amber	Karen Agbabiaka	Discuss with Procurement. Seek contractual guarantees.	No	No			
Energy / Street Environment Services	Funding- Currency risk – amounts secured for projects may change if pound strengthens against Euro		Long-term	3	2	1	2 Amber	2 Amber	Karen Agbabiaka & 1	Try to stay up-to-date on legal changes – e.g. via Legislation Update Service, professional newsletters (ADE, LECF etc.)	No	No			
Energy	Waste Disposal- Access to EU recycling reproprocessors/impact on European recycling market possibly leading to falls in borough material processed as recycling		Long-term	3	2	1	2 Amber	2 Amber	Karen Agbabiaka	Ensure contingency built into budgets	No	No			
Street Environment Services	Waste Disposal- Increase in cost for residual waste disposal		Long-term	2	2	3	6 Amber	6 Amber	Tony Ralph	NLWA to manage	No	No	Unlikely unless no deal		
Street Environment Services	Waste Disposal- Access to skilled staff to man RRCs & disposal sites		Long-term	3	2	3	6 Amber	6 Amber	Tony Ralph	NLWA to manage	No	No	Unlikely unless no deal		
Street Environment Services			Long-term	3	3	1	3 Amber	3 Amber	Tony Ralph	NLWA to manage	No	No	Unlikely unless no deal		
Greenspace & Leisure	Utility- Utility supply for Leisure centres		Long-term	3	3	1	3 Amber	3 Amber	Andrew Bedford	Clarify with suppliers on their contingency planning in place to maintain security of supply	No	No			
Greenspace & Leisure	Supply Chain- Supply chain issues for project capital works for parks and leisure projects Access to specialist equipment- Specialist plant, boilers and water filtration systems for the rebuild of Highbury Leisure Centre may be harder to access post-exit		Long-term	3	3	2	6 Amber	6 Amber	Andrew Bedford	Clarify with suppliers on their contingency planning in place to maintain security of supply / ensure stock levels are sufficient to manage any disturbance in supply	No	No	Glyphosate based products Supply of plants and bedding Supply of certain power tools		
Greenspace & Leisure			Short-term	2	2	1	2 Amber	2 Amber	Andrew Bedford		No	No			
Traffic and Parking	Impacts on CIL income Impact on ACT client base if EU families status not clarified		Long-term	3	3	2	6 Amber	6 Amber	Nicolina Copper		No	No			
Traffic and Parking	Economic- Less development under Brexit could lead to loss of suspensions income		Long-term	2	3	2	6 Amber	6 Amber	Nicolina Copper		No	No			
Traffic and Parking			Long-term	3	4	1	4 Amber	4 Amber	Nicolina Copper		No	No			
Environmental Health	Commencement of issuing of export certificates for food requires additional information on procedure		Long-term	5	3	2	6 Amber	6 Amber	Janice Gibbons	Working with FSA to establish changes and requirements	No	No			
Trading Standards	Changes to laws impacting safety standards		Long-term	3	3	1	3 Amber	3 Amber	Dave Fordham	Identifying medium to long term implications of law changes after divergence of EU/UK law	No	No			

All E&R Services	Status of EU staff member- Lack of clarity around EU residents status in the UK Impact of street environmental services due to significant numbers employees who are EU nationals should employees leave the UK.	Potential shortages in staffing levels resulting in additional requirement for agency and temporary staff	Long term	3	3	3	9 Amber	Cross-Council	Advise HR of any concerns	No	No
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking			Long-term	3	3	1	3 Green	Cross-Council	Ensure jobs are advertised more widely (e.g. using services like Environment Job).	No	No
Energy	If Northern Ireland remains in the Customs Union and Great Britain does not after 31/12/2020, this could create issues with Colloids, including tariffs.		Long-term	1	2	4	8 Green	Karen Agbabaki	Raise issue with Colloids and ensure they continue to deal with LBI without additional cost.	No	No
Energy	Changes to procurement rules and legislation as a result of exiting the EU resulting in procurement delays Possible slow down in economy resulting in the housing market slowing down reducing the number of planning applications and properties being sold reducing the level of forecast income.	Possible delay in procurement delivery timetables resulting in the need to extend existing contract arrangements and / or service continuity risks Reduction in forecast income requiring corrective action to balance service operational budgets	Long term	1	2	1	2 Green	Karen Agbabaki	Work with Procurement to reduce time required. Build in extra time to projects for procurement.	No	No
Business & Information service - Local Land Charges as			Long term/Short term	4	3	3	9 Amber	Spencer Reynolds		No	No
Business & Information service - Street Naming & Numbering	Potential reduction in number of properties being applied to be named/numbered which we charge for and thus an impact on the revenue generated. If developers are not progressing minor/major developments this will in turn reduce the number of		Long term	3	3	3	9 Amber	Spencer Reynolds		No	No
Business & Information service - Licensing Technical Support	Potential reduction in number of licensed premises operating if there is a large business impact following Brexit. Applications by individuals will need to meet the "Allowed to work in UK test" Service needs to This will in turn impact the revenue generation of the service		Long term	2	3	3	9 Amber	Spencer Reynolds		No	No
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Direct delivery services - in house and comm	Food supply of the UK is impacted, services providing meals or carrying out shopping tasks need to identify a plan for continued delivery of essential meal support to vulnerable people.	Insufficient food supplies to residential nursing & other services where food is supplied. Impact on residents is a deterioration of their nutritional health.	Long term	1	3	2		Amber	Melanie Oliver/Graham Wilkin/Jon Tomlinson	Budget to cover any potential increase in the basic cost of food. Commissioning and contract management to continue to monitor the situation with all providers through forums, Brexit specific meetings and individual contact. Keep up to date with DHSC guidance on preparations they are leading to ensure substitutes/arrangements are made to deal with any food items identified as at risk of disruption from no-deal Brexit as outlined in 7th December briefing. Any services who rely on a contracted catering company for their food provision to request info on their contingency plan in event of no-deal. Chasing up BCP's from all providers.	No	N	ongoing update of BCP's
Direct provider services - in house / Op's an	Staffing could be impacted due to fuel shortages	Essential staff supporting vulnerable people would struggle to commute and visit service users. Majority of operational staff use public transport.	Long term	1	2	1		Amber	Melanie Oliver/Graham Wilkin/Jon Tomlinson/Jill Britton	Review staff rota to deliver efficient distribution of visits geographically. Purchase accommodation/hotel options to enable staff to stay locally to deliver business requirements. Liaise with transport team (E&R) to link in effectively with their contingency plans and make most efficient use of in house transport arrangements that will continue to be available. Review case load to establish service users with highest priority need, should service delivery need to be reduced. Essential staff to default to LBI fuel plan.	Yes	N	ongoing update of BCP's
Direct provider services - in house / Op's an	EU staff leaving within our services. Capacity to deliver support services will be impacted. Agency workers to be recruited urgently to cover, if this is not possible the level of service provided will need to be reduced. Shortage of certain roles will have a major impact on the councils ability to meet its statutory obligations.	Possible low level disruption to service. Shortage of social workers to focus and prioritise the most vulnerable. The completion of Care Act Assessments priority to be given based on risk. Complex cases to be given to Case management to lead on.	Long term	1	3	1		Amber	Melanie Oliver/Graham Wilkin/Jon Tomlinson/Jill Britton	HR depts to provide breakdown of EU nationals employed by in house/commissioned providers. Commissioning and Contract management to continue to monitor with commissioned providers. Identify potential contingency staffing from other services/providers. Council to share with its staff and providers the most up to date information on EU citizen's rights. Identify contingency budget for funding additional agency workers to fill gaps. Review case load to establish service users with highest priority need should service delivery/reach need to be reduced. Take learnings from LBI's successful management of Allied provider failure approach. Work across all localities to ensure even distribution of social workers across the service. The completion of Care Act Assessments priority to be given based on risk. Complex cases to be given to Case management to lead on.	Yes	N	ongoing update of BCP's
Commissioned services from VCS	New procurement laws result in delay of procurement of new services. In particular services with contracts ending in the coming months. There are number of procurements already in motion or with a view to starting in the next 6 months. Withdrawal of EU funding schemes our commissioned VCS providers are in receipt of funds otherwise the services delivered will be impacted leading to inability to deliver the same level of service as was commissioned.	A change in procurement and commissioning processes requiring new processes to be set up and staff trained.	Long term	1	1	1		Green	Jon Tomlinson/Jess McGregor	Contracts Register in place to allow us to forecast prospective procurements and contracts with end dates. Extra resource to be provided to ensure current procurements are completed and signed-off prior to any change. Option to waive/extend contracts until new agreements are in place. Establish which providers are in receipt of/bidding for EU funding and request a contingency plan is developed for our commissioned services if the funding ends. Identify potential alternative provision to meet the needs of service users likely to be impacted by this. Use contract meetings and provider forums to keep providers up to date with these developments.	No	N	ongoing update of BCP's
Community equipment (e.g. Medequip)	Equipment supply chain fails. Alternative arrangements to be made to keep people safe without equipment in the short term (this will mean an increase in care calls) and work to contract with a new provider to deliver this service in the medium term.	Lead to a breakdown of care packages at home or in house services, an increased risk of falls and increased admission to hospital or care homes, longer delays in hospital.	Long term	1	3	1		Amber	Graham Wilkin/Jon Tomlinson/Jill Britton/Melanie Oliver	Request Medequip and telecare products manufacturing/supply chain details from contract leads to identify any items at particular risk. Use contract monitoring meetings with Medequip to highlight any concerns and request their contingency plan for no-deal. Work with London Medequip Consortium to identify potential alternative solutions - many other boroughs will be in the same position as us if this occurs. Order additional stock of key pieces of equipment in advance and store in peripheral stores at 222 Upper Street/Calshot Community Team/Newington Barrow Way. Dependent on Medequip stock being available. Social workers, therapists & hospital partners are made aware of the potential issues and include contingency arrangements in care and support plans where required. Work in partnership with red cross who have a supply in equipment.	No	N	ongoing update of BCP's
Medication	Shortage of medication - increased referrals. There could also potentially be requests from C&I Foundation Trust for staff to support acute wards if there is an increase in people becoming mentally unwell due to medication shortages. A shortage of medication may mean professionals are called upon more frequently for assessments due to people becoming mentally ill. They will be deemed critical workers and will need access to fuel or transport. It may be necessary to have a dedicated AMHP team in place of the rota currently in place. This may affect the other support that mental health social workers can provide in terms of community care assessments. At the same time the Mental Health trust teams could also be under pressure because of a lack of beds and worsening illness in the community. They will be looking to prioritise those receiving medication if there is a shortage.	There may be increased anxiety across the community as to the uncertainty surrounding a no deal Brexit and potential medication shortages this may require extra support and assurance for service users, their carers and families and supporting staff. There would be risks to the ability to provide a service if staff were called on to work on acute wards, for example Psychiatrists, carers and service users may need additional support during this time. The public may also need assurance that those who are in need of support due to risks of harm to themselves or other people are being supported. There may be reputational or financial risks if more people need mental health support.	Long term	1	4	1		Amber	Graham Wilkin/Jon Tomlinson/Jill Britton/Melanie Oliver	Work with trust and CCG to prioritise service delivery and ensure critical workers are identified and in place. In house pharmacists to work closely across service division to further mitigate. Have access to buffer stocks held centrally.	No	N	ongoing update of BCP's
EU Service Users - in house / Op's	EU residents who are our service users will need to be identified and supported.	Will still maintain under current legislation a duty of care to all residents including EU residents	Long term	1	1	1		Green	Graham Wilkin/Jon Tomlinson/Melanie Oliver	Identification of EU residents in receipt of ASC. Provide service users with appropriate support & sign post where possible to supporting communication available. Commissioning contract will support providers to support EU nationals receiving their service.	No	N	ongoing update of BCP's

Brexit Service Lead		Simon Kwong											
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Income - Housing	Potential impact on employment and rising costs (food, fuel) could adversely affect (dis)ability to pay rent, resulting in an increase in rent arrears which knock on impact on HRA income. This would increase the workload of the Council's income team.		Long-term	2	2	2	1	Amber	Adam Jenner	Work with partnership organisations - advice providers, employment services, DWP, etc. to provide support to residents affected Increase staffing levels in Income Team to cope with rising demand	N	N	
Homes and Communities	Increased cost / reduction in availability of food and energy leading to food and fuel poverty - particularly affecting poorest households		Long-term	1	2	1		Amber	Helena Stephenson and John Muir	Tenancy management door knocking 'vulnerable' tenants and signposting to foodbanks and other support networks Work through VCS Foodbank providers to increase their capacity to provide food essentials Use and promotion of the RSS to affected residents	N	N	
Homes and Communities - ASB and Community Safety	Rise in hate crime / deterioration in community relationships/community cohesion		Short-term	1	2	2		Amber	Helena Stephenson (ASB)	Work with Community Safety to ensure that ASB is sufficiently resourced and appropriate responses are in place.	N	N	
Homes and Communities	Status of EU national uncertain - increase demand for immigration advice services		Short-term	3	1	4		Amber	John Muir	Work with legal advice agencies, council Comms department to get key messages out to EU nationals about status options and locally available support	N	N	
Housing Property Services & New Build	Higher than expected tenders due to contractors pricing for risk associated with Brexit		Long-term	2	2	2		Amber	Simon Kwong and Jed Young	Tender returns are being monitored to assess impact on budget and works programmes. Review taking place with finance and legal on options for			
Repairs and Gas	Fuel availability		Short-term	1	1	3		Amber	Matt West and Anne Bagland	Make use of borough fuel plan. Plan for successive stages of service availability in place.			
Repairs and Gas	Materials availability and costs		Long-term	2	2	2		Amber	Matt West and Anne Bagland	Work with materials suppliers to ensure contractual terms are delivered			
Housing Property Services	Staff availability		Long-term	3	2	1		Amber	Simon Kwong	Work with HR on promotion of EU settlement scheme to staff			
Housing Needs & Strategy	Home Office move to online immigration applications may affect rough sleepers and increase those with the NRF condition imposed on the		Long-term	2	2	2		Amber	Karen Lucas	Closely monitor developments and liaise with partners on effects.			

Brexit Preparation													
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Strategic Procurement	OJEU - current procurements that do not finish by 31/10		short term		1	2	3	6 Green	P Horlock	Any procurements going through OJEU will continue on that path until completion. There may need to be some small additional administrative changes but National Advisory Group to changes in procurement are advising these will be minor.	n	n	
Digital Services	Provision of IT hardware, most equipment built in Eire, Germany and Poland and imported for HP, Lenovo and Dell respectively. May be supply chain and import issues		short term		2	1	2	2 Amber	D Wilde	Windows 10 upgrade priority to mitigate non compatible devices. Consider new device make/model preparation plans and stock.	n	n	
Digital Services	Will we be able to access Cloud platforms based in Europe for current systems?		long term		1	5	3	15 Amber	D Wilde	Audit conducted during GDPR prep and all UK based. Review the data position before the actual exit date			
Financial management	Identify all EU funding (ESF etc) that may stop		Long term		1	1	3	3 Amber	S Key	Government has guaranteed that ESF and other grants will be replaced by UK Government until the end of 2020 in event of no deal. No details as yet though and we may have to bid for replacement funding. CIPA and LGA are starting to think about post EU membership and how funds are allocated.	n	n	
Financial management	Property valuations for accounts after Brexit		long term		1	3	1	3 Amber	M Sajid	Ensure robust valuation process in place for those assets that could see large change e.g. south of Borough?			
Financial management	Investment values could reduce significantly, affecting Pension Fund etc. Also, exchange rate fluctuations may impact on purchase costs (from EU and other countries) and affect inflation		long term		1	3	1	3 Amber	T Watts	All risks identified as part of medium term financial strategy (MTFS) to ensure budget setting process is as robust as possible. Also, could use info to lobby Govt. for compensatory funding.	No	No	We are now seeing this in terms of Digital Services contracts - tenderers are withdrawing previous quotes due to weakness of £
Financial management Governance	Insurance provider (Norwegian) cannot trade with us Data protection		Short term short term		1 2	3 2	1 3	3 6 Amber Green	S Walsh L Ridley	London working group are working on this as it is an issue for many LAs	n	n	
HR	EU nationals who work for LBI (employees, agency staff and consultants plus their families) - ensure right to continue employment and mitigate risk of flight by EU workers	This may result in long term recruitment and retention issues, loss of knowledge, skills and experience within the workforce.							N Toko	EU nationals and their families need to apply for settled status to secure their right to continue living and working in the UK. Communication and engagement with line managers continues to enable us to identify EU nationals and their families working for the Council. Reed (agency staff) have initiated workforce planning as key to mitigating risk to Reed and LBI. This includes identifying EU workers and gauging sentiment and flight risk through surveys. The EU settlement scheme is now fully open. LBI will continue to employ EU citizens and establishing their right to work through their EU passport or ID card. HR is facilitating a number of face to face sessions in Adult Social Care and Property Services (Repairs, Capital Programme) to raise awareness of the EU settlement scheme. Further Ensure state aid regs are followed, UK equivalent s/b same	No	No	
iCo	State aid		Long term Long term		4 1	2 1	3 3	6 3 Amber Green	S Key		n	n	
Income Maximisation Team	Additional advice and support needed for EU Nationals on various issues		short /long term		3	1	2	2 Amber	M Lewis	Staff awareness and monitor capacity	n	n	We are already seeing EU nationals having difficulty with residency tests for universal credit
Processing Services	Changes to Benefits rules for EU nationals		Long term		2	2	3	6 Amber	R Rainbird	Will need to make staff aware	n	n	
Strategic Procurement	Future procurements that would usually go through OJEU		medium term		4	1	3	3 Amber	P Horlock	There are no contracts due to expire that will leave us with no service due to Brexit. The Recruitment management system is at risk due to supplier not wanting to continue at current price but we will be able to continue if we pay more. A long term replacement would have to go through new UK procedures that will replace OJEU.	n	n	
VAT	Purchases directly from EU may need changes to VAT		Short term		1	1	1	1 Green	A Spigarolo	No indication of any tax changes as yet but system is capable of having various rates depending.	n	n	

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Brexit Service Lead	Johnathan O Sullivan													
Service	Key Risks (IF X was to happen THE consequences would be...)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Risk Owner	Mitigation plan	Captured in Business Continuity Plan (Yes/No)	Captured DMT risk register (Yes/No)	Additional Comments	
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>		<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>				
Public Health core team: recruitment of future staff from EU	Restrictions to EU residents coming to UK likely to result in a smaller pool of applicants to future PH posts	Smaller talent pool for future recruitment	long-term	1	1	1	1	Green	Corporate	Advise HR of any concerns	No - corporate risk	No - corporate risk	Islington Council as the host employer for all Public Health staff has clear mechanisms of support for EU staff affected by Brexit. The service will continue to support the development and training of existing staff to meet specialist workforce needs in the future, as well as advertising and recruiting from a wide network.	
Economic: Further budget cuts by central government as a result of diminished tax base	Further cuts to the Public Health budget is likely to lead to lower provision of preventative services and early identification services, and treatment services funded via public health budgets	Reduction of service provision	long-term	1	4	2	8	Amber	Director of Public Health		No	No	Major programmes are included in transformation plans constantly under review	
Service provision: drug and alcohol	Shortage of and/or significant price increases of essential medicines or regulated medical equipment; changes to medicines regulations;	Unavailability of medicines particularly methadone would have a high impact on service users. The Local Authority would be impacted by significant price rises in medications as this service is not provided by an NHS organisation	Short term	1	3	2	6	Amber	LBI	The provider has identified this risk in its own BCP. Our Commissioning Manager for Substance Misuse has discussed the provider's BCP and mitigation plan.	Yes	Yes		
Service provision: sexual health;	Shortage of and/or significant price increases of essential medicines or regulated medical equipment; changes to medicines regulations;	Increased costs of providing service.	Short term	1	1	2	2	Amber	NHS/ Department of Health and Social Care	The Department for Health and Social Care has provided guidance on issues of access to pharmacy supplies centrally. It has instructed the NHS not to stockpile – an activity which is not, in any case, practicable at local level. Providers are working closely with the DHSC as planning progresses.	No - centrally managed and included in provider BCPs with NHS England assurance	No - centrally managed and included in provider BCPs with NHS England assurance	Rish managed centrally at DHSC/NHS	
Public Health core team: Status of EU staff members- Lack of clarity around EU residents status in the UK	Potential risk if a "no deal" Brexit impacts on residency status of EU resident staff	Corporate support for employees that are EU nationals mitigates impact. Line managers are having conversations with know EU staff.	Short term	1	1	2	2	Amber	Corporate	Advise HR of any concerns	No - corporate risk	No - corporate risk	Cross-Council - Islington has clear mechanisms of support for EU staff affected by Brexit	
Service provision: commissioned services from NHS (sexual health, drug and alcohol)	Potential risk if a "no deal" Brexit impacts on residency status of EU resident staff	Staff shortages will affect service provision. Providers are offering support to staff who are EU nationals.	Short term	1	1	2	2	Amber	Provider	Providers are supporting EU staff with EU settlement scheme	No -included in provider BCPs	No	Issue impacts across NHS services. Risk captured in provider BCPs - staff shortages may also be a result of for example seasonal flu.	

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Contractor failure	Brexit related risks are one of a number of potential risks of contractor failure. This primarily impacts on smaller providers, where impact is likely to be lower than essential services, e.g. mental health promotion, alcohol website, Making Every Contact Count	Disruption to services impacting on residents' health and wellbeing	Short to medium term	1	1	3	3	Green	Director of Public Health	Provider business continuity plans are assessed annually as part of contract compliance and due diligence	Yes	Yes	Smaller contracts e.g. mental health promotion or alcohol website with low immediate risk of harm to patients/residents, but potentially some reputational risk for the Council
Fuel supply / travel: core PH team	No direct risks e.g. vehicles. For major travel disruption, staff are expected to work from home if unable to travel to 222 Upper St or 5 Pancras Square	Low impact mitigated by flexible working arrangements	Short term	1	1	2	2	Green	Director of Public Health	Corporate business continuity has given assurance for sufficient access via Citrix	Yes	Yes	Public Health BCP is regularly reviewed across the team.
Fuel supply / travel: providers of School Nursing and Health Visiting services	School nursing and health visiting services are more reliant on staff travel to schools, family homes, etc. Staff in these services may be more likely to live out of borough because of high cost of living locally. School Nursing and Health Visiting are commissioned from NHS Trusts	Disruption to services impacting on residents' health and wellbeing	Short term	1	1	2	2	Green	Provider trusts	These issues are likely to affect large numbers of staff at NHS Trusts in addition to school nursing/health visiting. NHS England is responsible for assurance of provider business continuity plans	No -included in provider BCPs	No	Assumption that public transport less likely to be affected, but staff living outside the borough may face difficulties in getting from home to their nearest station
Fuel supply / travel: providers of smaller contracts	Staff unable to travel to work location; fuel shortage for vehicles (e.g. NHS Health Checks mobile clinic)	Disruption to services impacting on residents' health and wellbeing	Short term	1	1	2	2	Green	Providers	Provider business continuity plans are assessed annually as part of contract compliance and due diligence	Yes	Yes	
Supply chains: providers	Interruption to supply chains	Disruption to services impacting on residents' health and wellbeing	Short term	1	1	2	2	Green	Providers	Provider business continuity plans are assessed annually as part of contract compliance and due diligence	Yes	Yes	
Potential shortages of medicines, and medical devices	Interruption to the supply of some medicines imported from abroad	This would likely impact on the Council primarily in two ways. Demand for social care may increase as residents' health deteriorates through interruptions to medicines, and Councilors workloads are likely to increase as concerned residents look to elected members to advocate. In particular, with the PM's stated departure date of Oct 31st, potential shortages of the 'flu vaccine may exacerbate winter pressures in health and social care services. The vaccine affected is specifically intended for under-65s in at risk groups, and is different to the over-65s vaccine and the children's nasal spray vaccine. Medicine shortages do	Shortages are expected to last up to 6 months due to disruption at the main Channel crossing between the UK and France. Short-life medicines that can't be stockpiled at greatest risk. Flu stocks are expected later that usual in 2019 due to delay in WHO decision on vaccine strains. This may impact only on the vaccine specifically intended for under-65s in at risk groups, and not over 65s or children. Flu vaccine manufacturers may airlift supplies to UK, which would mitigate the risk.	2	4	2	8	Amber	NHS/ Department of Health	Close monitoring of Islington multi-agency seasonal flu plan. Manufacturers likely to airlift supplies to UK.	Yes	Yes	

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Risk Owner	Mitigation plan	Captured in Business Continuity Plan (yes/no)	Captured DMT risk register (Yes/No)	Additional Comments
<i>Example Service</i>	<i>If X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October, 2 - Medium Term impact November 2019 - February 2020, 1 - Longer term impact expected after February 2020) (4 - Impact expected before 29 March, 3 - Immediate impact after 29 March, 2 - Medium Term impact April 2019 - July 2019, 1 - Longer term impact expected after July 2019)</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>		<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>			
HR and Comms	Need for communication to Islington Council staff about the implications of Brexit - especially the EU Settlement Scheme	Resource needed esp from Internal Comms staff, to ensure regular and accurate info provided. Potential reputational risk if services are under-resourced.	Long term							In hand, regularly reviewed	NO		
individual services and Comm	Understanding the likely impacts of Brexit on particular services and preparing information for these scenarios	Potential reputational risk if services are under-resourced.	Long term							service-owned risk	NO		
Comms	Key lines on Brexit preparation and signposting Islington residents to the correct info (NB should include website, social media, e-bulletins, and Customer Services)	Resource needed from Comms to ensure regular and accurate info provided, and updated to prevent unnecessary calls to Customer Services. Potential to enhance reputation of the council by being clear what our stance is and the support we are offering eg no fee for Islington residents on ID checking.	Long term							In hand, regularly reviewed	NO		
Comms	Cohesion messaging and ensuring the council is able to respond appropriately in a crisis	Comms resource required in a crisis, as outlined in Council's emergency plan.	Short term							In hand, regularly reviewed	YES		
Comms	Risk that planned work will have to be reduced, postponed or shelved if demand for Brexit comms significantly increases especially at short notice (see also Communicating in a crisis)	Comms resource required in a crisis, as outlined in Council's emergency plan.	Short term?							comms forward plan regularly reviewed	YES		