

No deal Brexit Organisational Risk Log

PREPAREDNESS/ RESPONSE	OPERATIONAL / STRATEGIC/ PROGRAMME	RISK TYPE	RISK REF	DESCRIPTION OF RISK CAUSE IMPACT	CRITICAL SUCCESS FACTOR (must be vital to the Depts. success / be synonymous with a high-level goal / link directly to a business plan, legislation, strategy or project)	Likelihood	Impact	Rating	CURRENT EXISTING MITIGATION	ACTION PLAN / FUTURE MITIGATION / OPPORTUNITIES TO BE EXPLORED	TARGET DATE (or review date if target unknown)	Likelihood	Impact	Rating
Preparedness	Operational	Staffing	EU/S01	Description: Failure to co-ordinate/respond to no-deal planning and preparedness demands Cause: Insufficient/non-provision of appropriate staffing resources Failure to address competing organisational demands Lack of clarity from government about planning scenarios Impact: Insufficient staff to cover information demands/provide strategic and tactical leadership/provide and analyse data/deliver mitigation actions	Sufficient, suitable and experienced staff to undertake all operational/strategic processes in preparation for 31 October deadline	4	4	16	Appointed Brexit Lead Officer and deputy Officer working group in place Experienced civil protection staff in place	Establish Brexit Office: semi virtual team with physical location. Dedicated 0.5 FTE policy officer, 0.25 FTE policy manager, 0.25 civil protection officer, 0.25 communications resource. On call tactical commander as per Council rota with virtual management responsibilities with daily check in	13/09/2019	3	4	12
Preparedness	Operational	Staffing	EU/S02	Description: Failure to respond to new burdens relating to new port responsibilities Cause: Insufficient staffing resources to prepare for likely Port Health responsibilities/lack of clarity about specific responsibilities for import/export port health role and likely volume of work Impact: Breach of legislation Reputational damage	Clear understanding of roles duties and quantum, with adequate resources trained and in place to meet projected demand	4	4	16	Clarification of roles/responsibilities underway Partial funding (£34k in 2018-19 and £25k in 2019-20) received from DEFRA for staffing	Establish Port working group with clear terms of reference to clarify brief, establish action plan, coordinate response and implement plan in advance of 31 October, specifically addressing training and infrastructure	16/09/2019	3	4	12
Preparedness	Operational	Information advice and guidance	EU/I01	Description: Failure to manage stakeholder Brexit queries in advance of 31 October 2019 Cause: Large volume of calls from Businesses, EU nationals, tourists, expats and haulers in period to 31 October 2019 Impact: Lack of information availability to stakeholders Businesses unable to make adequate preparation for business continuity prior to Brexit Wrong advice given	Comprehensive online links to information for each stakeholder group from Council website complemented by multi media campaign making use of government material where appropriate. Service centre scripts in place, and back office specialist resources ready to deal with remaining queries. Members and partners briefed and able to respond where necessary	4	3	12	Heart of the South West Growth Hub website contains detailed information for businesses tailored to Plymouth businesses Subject matter expertise in place in officer working group Regional expertise available through LEP/LRF/LGA/government departments Communications plans in place from March 2019	Establish communications and advice working group to further develop existing plans and cover website/government links/service centre work and stakeholder briefings Establish costs and interdependencies	13/09/2019	3	3	9
Preparedness	Operational	Supply chain	EU/SC01	Description: Disruption to service delivery through lack of availability of products/resources Cause: Import/delivery/logistics disruption due to Brexit factors, including those as yet unknown Impact: Service disruption/service delivery failure Reputational damage Potential harm to citizens Unsustainable workload for existing staff	Up to date business continuity plans taking account of known no deal Brexit risks in place for all critical and high risk supply chains	4	4	16	Business Continuity Plan review undertaken for 530 supply chain businesses in March 2019 and contingency plans developed	Review of March 2019 work, and analysis of any high risk gaps, taking account of broader indirect supply chain risks (eg private residential care homes and schools) Consider moving resources to cover Brexit mitigation.	16/09/2019	3	4	12
Preparedness	Operational	Financial resources	EU/EI01	Description: Financial impacts of preparation and response on the Council given current financial constraints. Cause: Costs of preparation and response exceed allocated resources Impact: Council's ability to balance budget compromised	Adequate financial provision in place to meet Brexit related demand pressure	4	5	20	Government grant of £105k for 2019/20 Partial DEFRA grant for port health response Council contingency and working balance Monitoring of demand for key services with providers	Revise financial estimates for 2019/20 in light of no deal exit assumptions Further review of DEFRA decision re port funding to be arranged Seek additional support from government where evidence of Brexit related demand increases is identified	20/09/2019	4	5	20
Preparedness	Strategic	Economic impacts	EU/EI02	Description: Economic impact creates financial impacts on the Council (given current financial constraints) Cause: Sterling devaluation and supply and demand pressures increase major contract delivery costs Economic impact on business reduces NNDR and rental income to the Council Impact: Council's ability to balance budget compromised	Major contract financial provision adequate for foreseeable costs Maintain economic growth forecasts in Plymouth in particular for our Foreign Direct Investment (FDI) businesses Maintain NNDR income	4	5	20	All major construction contracts reviewed against foreseeable Brexit financial risks Regular engagement with our Foreign Direct Investment (FDI) businesses	Creation of an attractive relocation offer by fostering cluster and supply chain opportunities. Progress conversations with key business stakeholders such as Chamber, FSB etc to explore programme to develop and support local supply chain Establish Plymouth Business Brexit Group with Chamber of Commerce	19/09/2019	4	5	20

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Preparedness	Operational	Staffing	EU/S03	<p>Description: Failure to respond to new burdens relating to trading standards responsibilities</p> <p>Cause: Insufficient staffing resources to prepare for likely trading standards responsibilities/lack of clarity about specific responsibilities for import/export role and likely volume of work</p> <p>Impact: Breach of legislation Reputational damage</p>	Clear understanding of roles duties and quantum, with adequate resources trained and in place to meet projected demand	4	3	12	Clarification of roles/responsibilities underway	Work allocation to Trading Standards colleagues with Brexit office support to quantify likely impacts from European standards issues with exported products	28/08/2019	2	4	8
Preparedness	Strategic	Economic impacts		<p>Description: Brexit impacts drive increased service demand</p> <p>Cause: Cost of living increases drive poverty</p> <p>Impact: Greater demand on needs assessed services</p>	Adequate financial provision in place to meet Brexit related demand pressure	4	5	20	Demand forecasting in place	Further planning and analysis necessary	20/09/2019	4	4	16