

RISK REGISTER SUMMARY

Ref	Risk Category	Risk/Issue description	Impact of risk on services, outcomes and objectives	Impact proximity & duration	Risk Owner(s)	TYPE	Current Likelihood	Current Impact	Current Rating	TREND	Response / mitigations	Associated actions from programme plan	Latest updates from programme board (03/10)
R001	Overarching risk	Council services fail to prepare appropriately for the UK departure from the EU	<ul style="list-style-type: none"> . Council services could be disrupted as supply chains and contracts are reassessed, potentially increasing cost and reprioritisation of resources . Uncertainty over grants may undermine the Council's ability to deliver or commit to services . The Council may be unable to access the specialist talent, resources and supply chains it needs to deliver its services 	Immediate	LBL	Threat	1	8	8	↓	<p>Business Contintuity planning and assurance assessments of key contracts have been completed. A BCP / staff composition survey was sent to all Heads of Service, the survey asked for information on the number of EU nationals within each team, what contracts depend on EU imports / services and what civil disorder plans / backups are in place within relevant teams. The information is being used to plan impacts on services.</p> <p>The multi-agency task and finish group meet regularly to assess risk, track progress and monitor guidance from central government. in addition an emergency command centre has been established for use in the event of a disorderly exit from the EU.</p>	<p>Organisation 1.1-1.4, 1.7 , 1.9,</p> <p>Social 2.3</p>	<p>Remains a medium risk but is decreasing due to progress against control measures BCP (for internal services and suppliers) remains a high priority for the Council - overall 62% of Council-wide BCP's have been received.</p> <p>The planned call tree test will commence W/C 30th September. An email will be sent to directors and HoS asking them to report on how many of their staff they could get through to and if there was any failed numbers etc.</p> <p>The test will now also include a scenairo and activation of the emergency control centre and assessing how quickly people can be mobilised.</p>
R002	Macro and localised	Loss of EU funding	<p>Reduced investment In:</p> <ul style="list-style-type: none"> . Infrastructure . Capital programmes . Employment . Health sciences . Creative and digital industries . Tourism, hospitality and night time economy 	Medium to Long Term	Central Gov (will be monitored by Brexit working group)	Issue	4	2	8	↔	<p>Identify and plan for impacts on service budgets and identify new income streams e.g. new government initiatives.</p> <p>Stress testing investment portfolio to understand impact of the loss of this funding, focusing on availability of future funding.</p> <p>Conducting high level forecasting against funding streams to understand the potential impact of changes in funding.</p> <p>Track implications closely and build into future investment and development plans</p>	No linked actions in programme plan	Remains a medium risk. Finance team are awaiting information from Central government re funding plugging funding gaps. The council has so far received £300k to help prepare for Brexit, so far it has mainly been spent on hiring additional resources. MHCLG have requested an update on what the money is being spent on.
R003	Macro and localised	Decreased revenues & changes in demand	<ul style="list-style-type: none"> . Decrease in UK GDP (3-8%) . Decrease in Local Authority gross value . Decrease in value of the pound . Decrease in real wages . Likely loss of income from housing, council tax and business rates . Increased demand for financial support (UC) . Reduced regeneration and investment . Property market slow down 	Immediate	LBL	Threat	3	4	12	↔	<p>Identify and plan for impacts on service budgets and identify new income streams e.g. new government initiatives.</p> <p>Putting in funding to plug funding gaps over 4-5 years with General Fund as contingency.</p> <p>Build impacts into sensitivity analysis about availability of future revenue levels.</p> <p>Earmarked reserves could be used to meet higher priorities.</p> <p>Model demand increases and financial and operational implications for service delivery</p>	No linked actions in programme plan	Currently no change to risk rating,. There has been no loss of income from CT, housing or business rates yet, but it is likely the impacts of these areas will be felt most from November. Actions will be considered for inclusion in programme plan.
R004	Key sectors and Council impacts	Supplier resilience / failure	<ul style="list-style-type: none"> . Increased cost and decreased availability of imported goods/services/supplies . Failure of key supplier (high dependency in Social Care, Public Health and Environmental services) . Contractors unable to fulfill contract obligations . Increased waiting time for imported goods . Impacts on schools re supply of food and medicines 	Immediate	LBL	Threat	2	8	16	↔	<p>Business Contintuity planning and assurance assessments of key contract resilience has been completed.</p> <p>All directorates have evaluated and gained assurance on the resilience of their key contracts. A list of key contracts has been established along with a summary of key contract risks.</p> <p>The information gained from the assessments is now used as part of conversations with suppliers.</p>	<p>Organisation 1.5</p> <p>Social 2.1, 2.2</p> <p>Supplier 4.1-4.2</p>	<p>School meals remains a high risk. Currently awaiting feedback from schools and their catering companies re likely problems. Meals on wheels provision is now regarded as a low risk area as the contract is ending and meals on wheels will no longer be provided. through current model.</p> <p>MHCLG reported that there is a dedicated freight service for medical supplies that are going to care services and the supply of food, fuel and medical supplies are being managed by local resilience forums and response centres are being set up to assist.</p> <p>The Council's food task and finish group is meeting for first time next week.</p>
R005	Key sectors and Council impacts	Staffing - skills, supply & cost	<ul style="list-style-type: none"> . Changes in wages / cost of staffing . Inability to fill posts . Skills shortages . Increased demand and cost for skilled workers . Unable to provide key services due to high reliance on EU workforce e.g. education and health services . Functions are in-sourced to the Council 	Immediate	LBL	Threat	4	4	16	↑	<p>Business Contintuity planning and assurance assessments of key contract resilience.</p> <p>Focus on developing home-grown talent and Rest of World (ROW) International recruitment</p> <p>Collect data on current workforce composition</p> <p>Develop a staff engagement strategy</p>	<p>Workforce 1.8</p> <p>Business Engagement 3.1 -3.6</p>	Remains a high risk. The three BIDs in the borough expressed concerns with staff recruitment and retention. Southbank Bids are already unable to fill their hotels due to a lack of cleaners. It BIDS are not aware of government initiatives to assist them, the Council is passing on any relevant comms it receives.
R006	Key sectors and Council impacts	Contractual risks	<ul style="list-style-type: none"> . Contractual breaches . Changes to contract terms and conditions . Inability or failure to deliver . Small suppliers in social care sector may fold suddenly if they can no longer get access to EU national staff 	Medium to Long Term	LBL	Threat	2	8	16	↑	<p>Credit checks, market monitoring and obtaining assurance from Contractors.</p> <p>Review contract T&Cs for treatment of tariffs and other costs, seeking to transfer or limit the risk where possible.</p> <p>Each contract and in-house service has contingency plans sitting with the service manager</p> <p>The Head of Procurement has contacted all Strategic Directors asking them to evaluate and gain assurance the resilience of their key contracts. A list of key contracts has been provided along with a summary of key contract risks.</p>	<p>Service level BCP's 1.9</p>	<p>Risk remains medium. The Resilience forum has requested revised procurement guidance from central gov as OJEU will be replaced.</p> <p>Suppliers cant guarantee prices beyond Brexit, so the risk is that the Council starts to receive conditional offers from suppliers. The Council is in the process of procuring new contracts for a number of significant services including, FM, waste, housing. Procurement have provided a list of 12 open tenders and 11 that are expected to be live soon.</p>

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R007	Community impact	Citizen/community risks	<ul style="list-style-type: none"> . EU citizens do not apply for settled status (or are not able to apply) . EU nationals become NRPF . Increase in hate crime . Increase in civil unrest . Decreased sense of belonging and social mobility . Reduced demand for school places (impacts on pupil place planning) 	Medium to Long Term	LBL	Threat	3	4	12	↔	<p>Provision of support services, e.g settled status application support in customer centre and libraries.</p> <p>The Council has decided against employing staff to provide a service in libraries as the initiatives do not provide VFM.</p> <p>The Council is researching which agencies in London are available to assist citizens with applying for settled status.</p> <p>Liaise with local MP's and councillors and join up with neighbouring councils to determine political response to maintain calm and formulate responses to shared risks</p>	<p>Emergency Planning 1.6</p> <p>Social 2.1-2.14</p> <p>Health 5.1</p>	<p>The London resilience forum reported that there will likely be a short term cumulative impact on low income londoners. This will be caused by increase in food prices, decrease in food bank stock and decrease in voluntary sector provision.</p> <p>Vulnerable adults may not have an email address which they need to apply for settled status. Hate crime figures are rising nationally but no increase has been reported in Lambeth to date.</p> <p>Issue has been flagged around EU children in the criminal justice system.</p>

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R001	No deal / Macro economic	Decrease in UK GDP (3-8%)	Aggregate economic impact of No Deal outcome	Difficult to quantify the short-term impact but significant disruption is very likely e.g. reduction in GDP could result in reduced services due to less funding from Central Gov	Central Gov	Threat	3	4	12	1	4	4	↑	Not within LA control - risk will be monitored by Brexit Working Group and Task and Finish Group.	
R002	No deal / Macro economic	Decrease in Local Authority gross value	Aggregate economic impact of No Deal outcome	No Deal would lower the long-term gross value added in local authorities by 2% every year, compared to 1% under a soft Brexit.	Central Gov	Threat	1	8	8	1	4	4	↑	Not within LA control - risk will be monitored by Brexit Working Group and Task and Finish Group.	
R003	No deal / Macro economic	Decrease in value of the pound	Aggregate economic impact of No Deal outcome	No deal presents a downside risk to the exchange rate. The value of the pound has changed in line with the likelihood of No Deal. Prices would increase and affect lowest income groups the most.	Central Gov	Threat	3	4	12	1	4	4	↑	Not within LA control but is starting to concern businesses in the borough- risk will be monitored by Brexit Working Group and Task and Finish Group.	
R004	No deal / Macro economic	Increased cost and availability of imported goods/services	Aggregate economic impact of No Deal outcome - caused by problems with roads, ports freight and border security	Barriers to trade would increase sharply, causing the cost of imports to rise and availability to decrease.	Central Gov	Threat	2	4	8	1	4	4	↔	Not within LA control - risk will be monitored by Brexit Working Group and Task and Finish Group.	
R005	No deal / Macro economic	Decrease in real wages	Aggregate economic impact of No Deal outcome	The latest research shows that businesses have responded to more expensive imports by cutting back on wages and the education and training of workers. This trend is likely to continue under No Deal because cost pressures on businesses would rise further.	Central Gov	Threat	3	4	12	1	4	4	↑	Not within LA control - risk will be monitored by Brexit Working Group and Task and Finish Group.	
R006	No deal / Macro economic	Decreased investment in UK	Aggregate economic impact of No Deal outcome	The LSE predicts that foreign direct investment would fall by around 20% in the event of no deal which could reduce UK GDP by about 3.5% per year. UK would lose access to the EU Single Market	Central Gov	Threat	2	4	8	1	4	4	↑	Not within LA control - risk will be monitored by Brexit Working Group and Task and Finish Group.	
R007	No deal / risks that directly affect the Council	EU nationals become NRPF	No deal outcome results in withdrawal of right to remain offer	An increased number of citizens becoming NRPF would have significant financial and operational impacts on a number of services including Housing Management, Social Care, and education.	Central Gov	Threat	2	4	8	1	4	4	↔	Communicate with EU nationals about latest position on the 'settled status scheme' and consider options for supporting applications. Consider options for providing key worker housing as a way of helping to retain and attract EU employees.	
R008	Key Lambeth Sectors	Creative and digital industries - reduced access to EU talent pool	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Shortages of essential workers could lead to reduction in start-up companies leading to less jobs within the borough & UK	Key business sectors	Threat	2	4	8	1	4	4	↔	Up skill native population, improve provision of digital skills at schools and colleges	
R009	No deal / risks that directly affect the Council	Health and Social care - unable to meet demand for services due to resource shortages (staffing and funding)	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	90% drop in new nurse applications from the EU since referendum contributing to record number of healthcare vacancies which will result in detrimental impact on delivery of services	LBL /Healthcare partners	Threat	2	4	8	1	4	4	↓	Explore Initiatives such as St George's hospital campaign to pay for settled status of EU workers (the £65 application fee for settled status is to be dropped). Collect data on current workforce composition. Model demand increases and financial and operational implications	
R010	No deal / risks that directly affect the Council	Health and Social care - failure of key supplier	Lack of supplier resilience / continuity arrangements	The failure of a key supplier would have significant impacts on service delivery	LBL /Social care partners	Threat	2	4	8	1	4	4	↓	The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum. Key suppliers have provided assurance on their BCP arrangements. Collect data on current workforce composition	

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R011	No deal / risks that directly affect the Council	Public Health - disruption to supply of medicines / medical supplies / specialist equipment (including flu vaccine and Vet Medicines)	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal. Disruption to Roads, Ports, Freight, border security	Patients / customers / suppliers unable to obtain the medicines they need in a timely manner could result in significant health impacts. Methadone supply disruption could increase civil unrest. • Disruption may cause potential impact on animal health /env/food safety	Healthcare partners	Threat	4	4	16	1	4	4	↑	Monitor and explore options of alternative supply. The government has developed a UK-wide contingency plan to ensure the flow of medicines and vaccines in the event of "no deal" scenario. Review supplier relationships for key supplies. NHS have confirmed there is a good stock of flu vaccines	
R012	Key Lambeth Sectors / LBL	Health and Social care - UK nationals are not encouraged/incentivised to work in the health and social care sector	Traditionally a significant proportion of health and social care jobs have been filled by EU/overseas workers so the sector has developed an over reliance on this arrangement.	If a significant proportion of EU health and social care workers leave the UK there will be significant resource issues which could result in lack of service provision.	Healthcare partners	Threat	2	4	8	1	4	4	↔	Monitor and explore options of alternative recruitment	
R013	Key Lambeth Sectors	Health Sciences - Unable to sustain current levels of research and funding	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Health sciences research often conducted at European level, and funded by EU. Could affect sustainability of university research, and impact of UK research in global market place. Could be key partner impact	LBL/Healthcare/e education partners	Threat	2	4	8	1	4	4	↔	Seek investment from Middle East/Far East. Borrowing requirement increasing so more dedicated resources for fund-raising. Form alliances across boroughs to gain funding (e.g. set up four borough long term partnership or pair with places outside of London with similar political agenda and economic situation).	
R014	Key Lambeth Sectors	Tourism, hospitality and Night Time Economy - reduced demand from EU citizens due to travel restrictions	Referendum outcome, uncertainty over future of UK/EU relations and No Deal. increased costs, reduced demand, reduced resources (staffing)	Lambeth is a hotspot for tourism (particularity north of the borough) if demand reduces due to Visa requirements etc. the local economy will take a significant hit	Key business sectors	Threat	2	4	8	1	4	4	↔	Monitor/influence where able	
R015	Key Lambeth Sectors	Tourism, hospitality and Night Time Economy - unable to meet demand due to staff shortages	Referendum outcome, uncertainty over future of UK/EU relations and No Deal.	Ultimately if customer demand cannot be fulfilled, customers will go elsewhere which leads to impacts on local economy & jobs.	Key business sectors	Threat	2	4	8	1	4	4	↔	Monitor/influence where able	
R016	Key Lambeth Sectors	Professional and financial Services - increased number of banks/financial institutions relocate away from London	Referendum outcome, uncertainty over future of UK/EU relations and No Deal.	If staff and functions are transferred abroad the local and national economy will face a number of negative impacts	Finance sector	Threat	2	4	8	1	4	4	↔	Monitor	
R017	Key Lambeth sectors / individuals	EU citizens do not apply for settled status (or are not able to apply)	Lack of clarity / understanding of the settled status application process. Lack of targeted communications, assistance and guidance from the Council, employers and advice providers	EU citizens left without right to work, claim benefits and access Council services. Probable NRPF impacts for the Council	LBL/key business sectors	Threat	3	4	12	2	4	8	↔	Targeted communications, advice and assistance with confirming nationality. The Council is looking into how it can assist with the registration of adults and children in care. The Council is also starting to engage employers locally to see if they can help identify and support employees with the registration process	
R018	Community cohesion and security	Increase in hate crime	Referendum outcome, divided communities, misinformation	Numerous negative impacts on the safety and wellbeing of citizens	LBL/Police	Threat	1	4	4	1	2	2	↔	Liaise with the local MPs and councillors and join up with neighbouring councils to determine political response to maintain calm and formulate responses to shared risks.	
R019	Community cohesion and security	Decreased sense of belonging and social mobility	Referendum outcome, perceptions of feeling unwelcome, misinformation	Numerous negative impacts on the wellbeing of citizens	LBL/Key partners	Threat	2	4	8	1	2	2	↔	Make contacts within the local EU population to establish means of communication Make contacts within the local EU population to establish means of communication.* Explore use of incentives. Skills and employment: up-skilling residents to take advantage of jobs, really focus on residents and push skills agenda and GLA devolution agenda	
R020	Community cohesion and security	Increase in civil unrest - impacts on resident safety, wellbeing and delivery of on street services	Disorderly Brexit, significant number of citizens unable to work/ access services / obtain assistance & advice. Border security failures due to long ques and relaxed checks	Numerous negative impacts on the safety and wellbeing of citizens and Impacts on service delivery for street and environment teams	LBL/Police	Threat	2	4	8	1	4	4	↓	Communications, close liaison with partners and targeted support Liaise with the local MPs and councillors and join up with neighbouring councils to determine political response to maintain calm and formulate responses to shared risks.	

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R021	Community cohesion and security	Benefits of security and intelligence operations (Europol) could be lost	UK's departure from the EU	Safety and security impacts, increase in terrorism	Central Gov / Key partners	Threat	2	4	8	1	2	2	↔	Monitor	
R023	No deal / risks that directly affect the Council	Lambeth Council fails to provide required Business Continuity advice to businesses/partners within the borough	Lack of communications and guidance from LBL, lack of coordinated approach to providing the advice/guidance to relevant businesses	If businesses fail to receive the required advice and guidance re Business Continuity Planning there is a risk that their business is interrupted and they are unable to continue their operations	LBL	Threat	2	4	8	1	2	2	↓	Identify the businesses and partners that require advice and and contact them to implement a programme of Business Continuity planning and assurance assessments	
R024	Operational risks for the Council	Increased demand for financial support (UC) due to increased poverty	UK's departure from the EU, reduction in available jobs, increase in rents and charges	Increased strain on financial and human resources	LBL	Threat	1	8	8	1	2	2	↔	Build impacts into sensitivity analysis about availability of future revenue levels.* Putting in funding to plug funding gaps over 4-5 years with General Fund as contingency, but significant shocks might remove this backup. Earmarked reserves could be used to meet higher priorities. Concern that not much time to get useful information from Government contacts to react.	
R025	No deal / risks that directly affect the Council	Skills shortages could drive up demand and cost for skilled workers	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Effect on Council's ability to recruit and retain a workforce with sufficient skills, knowledge and competencies to meet residents' needs, including agency workforce. Expected skills shortages across Council.	LBL	Threat	2	8	16	2	2	4	↔	On-going dialogue with Matrix to ensure sufficient supply of agency workers and that they are able to adopt a flexible approach to ensure supply is maintained.	
R026	Operational risks for the Council	Likely loss of income from housing, council tax and business rates	Lambeth citizens have less money - impacts on rent collection, business rates and debt etc. Attracting business more difficult. Brexit will likely result in changes to income streams.	Increase bad debt. Lower receipts would lead to less government funding	LBL	Threat	2	4	8	1	2	2	↔	Putting in funding to plug funding gaps over 4-5 years with General Fund as contingency, but significant shocks might remove this backup, earmarked reserves could be used to meet higher priorities. Concern that not much time to get useful information from Government contacts to react	
R027	Operational risks for the Council	Pension Fund impacts	Currency conversion costs could reduce non-sterling denominated asset values	Might be initial short-term currency volatility which might affect the asset values and could lead to minimal impacts in paying pensions.	LBL	Threat	1	4	4	1	2	2	↔	Do not anticipate severe long term disruption and Central Government covenant is very strong. Sensitivity analysis of investments and review of investment strategy.	
R028	No deal / risks that directly affect the Council	Impact on education workforce	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Loss of EU access affects UK students and future job creation.	LBL/education stakeholders	Threat	2	4	8	1	8	8	↔	Communicate with EU nationals about latest position on the 'settled status scheme' and consider options for supporting applications. Consider options for providing key worker housing as a way of helping to retain and attract EU employees. Collect data on current workforce composition	
R029	No deal / risks that directly affect the Council	Contractors unable to fulfil building/construction contracts	Reduction in proportion of EU citizens employed by contractors will have affect on manual labour resources and costs.	Cost and potential legal action from penalty performance clauses and increasing disrepair claims. Difficulty from collapse of major contractor and backups also likely to be affected. Loss of citizens increases supply but decreases income, property prices and viability of schemes.	LBL	Threat	2	4	8	1	8	8	↔	Build contingencies for uncertainty and reflect increasing risk profile and cost. Pre-procuring contracts to take into account Brexit effects	

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R030	No deal / macro economic	Housing market crash	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Impacts on viability of new build schemes and property value. Move away from support grant so overall budgets more affected by local economy, Government funds (via GLA) likely to decrease and no funds from EU	LBL	Threat	2	4	8	1	4	4	↔	(including skills training) or double current domestic funding. Loss of citizens increases supply, but decreases income, property prices, and viability of schemes. Build contingencies for uncertainty and reflect increasing risk profile and cost.
R031	No deal / risks that directly affect the Council	Reduced regeneration and investment	Regeneration and investment is dependent on the wider economy, with economy slowing. Concern of construction and hospitality industries over labour supply and demand.	Funding and investment (including CIL and s106) needed to deliver infrastructure, projects and political commitments (air quality, sustainability) at risk from economic slow-down.	LBL	Threat	2	4	8	1	4	4	↔	The Council will have to be more aggressive to attract investment from middle east/far east. Borrowing requirement increasing so more dedicated resources for fund-raising. Potential formation of alliances across boroughs to gain funding.
R032	No deal / risks that directly affect the Council	Service delivery risks for waste/cleaning, sports/leisure, highways/parking	Impact of £30,000 threshold on staff and temporary agency staff. circa.50% of N&G workforce are temporary so not attracting candidates/candidates leaving country will be a primary cause of this risk. Productivity could be negatively affected by disorderly Brexit	Expect further austerity with impact on service delivery, whilst services already cut and at greater risk of failure. Service delivery could be negatively affected by disorderly Brexit Reduction in quality of environment would lead to increased crime, antisocial behaviour and complaints - knock on impact on desirability of area and inward investment .	LBL	Threat	3	4	12	1	4	4	↑	Each contract and in-house service has contingency plans sitting with Service Manager, and developing continuity plans for each service area as a cohesive whole. Unknown risks from Brexit and rely on other providers with unknown impact on their workforce so could see delay in project implementation. In worst case maintenance could use more available (UK) products. Review supplier inventory of priority maintenance items and consider increasing stock of key products
R033	Operational risks for the Council	The Council is unable to identify and support the most vulnerable EU citizens	Data regarding the number of EU nationals living and working in the borough is unreliable	The Council would be unable to contact and support vulnerable EU citizens with applications for settled status and/or access to services etc.	LBL	Threat	3	4	12	2	4	8	↔	Analyse data already held on EU citizens (where they have accessed Council services and if GDPR compliant)and investigate options of providing advice services at libraries and community hubs
R034	No deal / risks that directly affect the Council	Pupil Place Planning, demand for school places reduce and pupil numbers decrease	Referendum outcomes, uncertainty over future of UK/EU relations and No Deal	Impacts on Pupil Place Planning: Brexit appears to have decreased demand for London's primary-secondary school places with declining EU citizens resident in London. Universities already establishing legal entities inside EU, drawing jobs and focus away from UK.Decrease in demand and pupil numbers would negatively affect budgets and the management of schools and school planning.	LBL	Threat	3	4	12	2	4	8	↔	Monitor trends and continue to carry out regular school place planning and projections. Develop and test Business Continuity plans. Build impacts into sensitivity analysis about future revenue levels
R035	Operational risks for the Council	Lambeth citizens have less money -impacts on rent collection, business rates and debt etc.	10% increase in cost of goods	Increase in bad debt	LBL	Threat	3	4	12	2	4	8	↔	Build impacts into sensitivity analysis about availability of future revenue levels.* Putting in funding to plug funding gaps over 4-5 years with General Fund as contingency,
R036	No deal / risks that directly affect the Council	Increased cost and decreased availability of supplies	Supply chain and tariff impacts. Disruption to roads, ports and freight and border security	Impacts on outcomes	LBL	Threat	3	4	12	2	4	8	↔	Assurance gathering on supply chain resilience. Review contracts and consider whether there are any alternative sourcing options if cost increases (e.g. UK based/ using UK components). Include this analysis as part of conversations with suppliers. Create a record of high-risk suppliers
R037	No deal / risks that directly affect the Council	Council required to insource functions e.g. waste and cleansing functions	Failure of major / key contractors	Numerous financial, strategic and delivery impacts	LBL	Threat	3	4	12	2	4	8	↔	Business Continuity and Disaster Recovery Planning Review supplier relationships in key areas such as care homes to understand risk exposure more fully Review contracts and consider whether there are any alternative sourcing options if cost increases (e.g. UK based/ using UK components)

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R038	No deal / risks that directly affect the Council	Electoral Register risk	(1) Election or referendum takes place in early 2019. (2) Following UK's exit from the European Union EU citizens may no longer be eligible to vote at any UK elections.	The current electoral register published on 1 December 2018 will be used for any elections or referenda which take place in 2019. Due to the high population churn in Lambeth the register will not automatically include everyone who is eligible to vote in Lambeth at the time any national poll takes place. Significant under registration risks claims that the council's Electoral Registration Officer has not taken necessary steps to encourage registration throughout the borough.	LBL	Threat	3	4	12	2	4	8	↔	In accordance with statutory obligations a borough-wide electoral canvass was conducted between 6 July and 30 November 2018. Household Notification Letters (HNLs) will be sent to all households in late January, the letters will inform the households of who is registered to vote and any further action required. Should EU citizens lose their eligibility to vote at UK elections after Brexit, these individuals would need to be removed from the electoral register. This would require EU electors to be written to informing them that, based on the information they have provided in regards their nationality, they are no longer eligible to be registered to vote in the UK	
R039	No deal / risks that directly affect the Council	Loss of access to data held in EU (including council website hosted in Ireland) and impact of potential GDPR changes	Sudden/disorderly Brexit (no deal), where we don't have the legal or regulatory agreements in place to allow those companies based outside the UK, or operating across the EU under EU regulations to continue to operate, thereby threatening their ability to operate in the UK, and for us to access our data	Unable to access data, impact on ability to provide services and meet statutory and critical obligations - these impacts would also be felt across schools and other partners.	LBL	Threat	1	4	4	1	4	4	↓	Implementation of new data sharing laws post Brexit. Identify each instance of personal data processing in your organisation, where the data is received from or sent to a third party -includes data in the cloud. Identify where the third party is located, and where the data is located Identify any instances of data being transferred from the EEA to the UK Seek legal advice on whether any data transferred from the EEA to the UK that you have identified might benefit from the use of Standard Contract Clauses Identify and prioritise critical personal data and assess risks to the continuation of your critical service delivery should the flow of this personal data to your organisation be disrupted	
R040	No deal / risks that directly affect the Council	Shortages of food post Brexit caused by backlogs and delays at ports/customs.	Disruption and delays at ports, roads freight and customs, supply chain failure, stock shortages	Residents may be unable to purchase food resulting in health and wellbeing impacts. Meals on Wheels services may be unable to meet demand. Schools and residential homes would be also likely to be impacted.	LBL	Threat	4	4	16	2	4	8	↔	The potential for food (and fuel) shortages are a national concern and as such are being managed by national government. London Councils weekly reporting structures to MHCLG around this issue to start again soon The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city.	
R041	No deal / risks that directly affect the Council	Shortages of fuel post Brexit caused by backlogs and heightened demand	Unable to meet demand for fuel due to disruption to roads, ports, freight border/import delays and issues. Fuel shortages.	Numerous impacts on residents and businesses, transport networks.	LBL / Key sectors	Threat	3	4	12	2	4	8	↔	such are being managed by national government. London Councils weekly reporting structures to MHCLG around this issue to start again soon The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city. Lambeth has drafted a fuel plan, which is a step by step guide for a Silver (Emergency Planning role) on what steps need to be taken to ensure the highest possibility of BAU remaining and limiting the overall impact on residents and businesses in the borough	
R042	No deal / risks that directly affect the Council	Shortages of water / water chemicals post Brexit	Supply chain failure could impact availability of water treatment chemicals. Disruption to roads, ports and freight would increase this risk.	The most significant risk is the supply of key chemicals. In the event of a supply chain failure, or the need to respond rapidly to other water supply incidents, urgent action may be need to be taken to make sure people continue to have access to clean water	LBL / Key sectors	Threat	1	4	4	1	4	4	↔	Public water services are likely to remain largely unaffected due to actions being undertaken by water companies. The most significant risk is the supply of key chemicals. In the event of a supply chain failure, or the need to respond rapidly to other water supply incidents, urgent action may need to be taken to make sure people continue to have access to clean water. Water companies are well prepared for any disruption: chemical supply chains (including transportation and all deliveries) and mutual agreements are in place	

Ref	Risk Category	Risk description	Cause of risk/opportunity	Impact of risk on outcomes and objectives	Risk Owner	TYPE	Current Likelihood	Current Impact	Current Rating	Target Likelihood	Target Impact	Target Rating	TREND	Response / mitigations
R043	No deal / risks that directly affect the Council	Disruption to movement and supply of key individuals and components (e.g. Housing Lifts and door entry systems & engineers based in EU)	Port, border and tariff issues could restrict the supply of key components and workers from EU	Numerous impacts on residents and businesses, transport networks.	LBL / Key sectors	Threat	3	4	12	2	4	8	↔	The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city.
R044	No deal / risks that directly affect the Council	Reduced availability of haulage to transport waste and highways material	Port, border and tariff issues could restrict the supply of key components and workers from EU	Numerous impacts on residents and businesses, health and safety impacts if waste is left uncollected.	LBL / Key sectors	Threat	3	4	12	2	4	8	↔	The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city.
R045	No deal / risks that directly affect the Council	Procurement risk - change in legislation	Change in legislation with new advertising requirements and different legal implications	Any procurement in progress at the time of Brexit will have to adjust to the new regime	LBL / Key sectors	Threat	4	2	8	2	4	8	↔	Monitor changes and implement requirements as required
R046	No deal / risks that directly affect the Council	Uncertainty around new Immigration system (due to come into effect 1 Jan 2021)	In the event of no deal, EU workers arriving to the UK after 29 March will need to apply for temporary leave to remain which will allow them to work for up to 36 months. This will not be extendable but will coincide with the introduction of the new immigration system which is due to come into effect from 1 January 2021.	The uncertainty around this scheme is probably the largest potential impact as it could delay engaging future people from the EU.	LBL / Key sectors	Threat	4	2	8	2	4	8	↔	Monitor progress with settlement and immigration schemes/systems.
R047	No deal / risks that directly affect the Council	Impacts of European/snap election and Purdah period	Extending the UK's departure from the EU beyond the agreed date would likely clash with European parliamentary elections that are set to take place between May 23 and 26. If a general election is called there will be a period of 25 days where communications and other business is suspended.	Uncertainty with the UK's departure date could result in the Council being under prepared to coordinate required activity for the election. Purdah period will likely restrict the communications the Council is able to provide to residents regarding Brexit.	LBL	Threat	4	2	8	2	4	8	↔	Legislation will need to be changed and enough time given to plan (usually 6-7 weeks). Electoral Commissions and Association of Electoral Administrators are seeking clarification from the Minister for the Constitution. CE of Merton is leading as the CELC Elections Management Board.
R048	No deal / risks that directly affect the Council	Uncertainty with Local authority powers post Brexit - e.g. environmental health / food safety functions	Lack of certainty from central government on LA powers / regulations post Brexit.	Uncertainty with LA powers post Brexit could result in gaps in service provision if there are significant changes e.g LA's no longer responsible for food safety. LA's could also be asked to take on more duties through devolution of powers from central gov.	LBL	Threat	4	2	8	2	4	8	↔	