

**PEOPLE & COMMUNITIES RISK REGISTER**

*To:* **Adults Committee**

*Meeting Date:* **10 November 2019**

*From:* **Service Director, Adults & Safeguarding**

*Electoral division(s):* **All**

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* **To provide an annual update of the current People and Communities Risk Register**

*Recommendation:* **The Committee is asked to note and comment on the people and communities risk register**

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## **1. BACKGROUND**

- 1.1 Cambridgeshire County Council have a corporate risk register and this is reported to the Audit and Accounts Committee as part of Performance report and reviewed annually at the General Purposes Committee.
- 1.2 In addition to the Corporate Risk Register, People and Communities have their own risk register which highlights the key strategic risks across People and Communities and links to the corporate risk register.
- 1.3 As a County Council, the Risk Appetite for all risks has been set at 16 (4 Likelihood / 4 Consequence), this will indicate that any risk at this level or above will need to be reassessed in terms of its tolerance level and any additional mitigating actions may need to be introduced to further minimise the risk. In some cases, the risk may need to remain for a short-period of time until the mitigating actions take effect.

## **2. MAIN ISSUES**

- 2.1 The People and Communities Risk Register contains the main strategic risks from across the whole Directorate which are reported to each of the relevant Committees (Children and Young People, Adults and Communities & Partnership) on an annual basis and can be seen in Appendix 1. It has been agreed to incorporate the 'Cultural and Community Services' risks in the main P&C Risk Register and these have now been added.
- 2.2 The Risk Register is regularly reviewed on a 6-weekly basis by People & Communities Senior Management and discussed bi-monthly at their Management Team meetings. The areas of interest for Adults Committee would be:
  - 1. Financial Pressures
  - 2. Recruitment of our workforce
  - 3. IT in terms of Mosaic and the link to the Finance Assessment Service
  - 4. Provider quality and stability of the market
- 2.3 Overall, the strategic risks set out last year have been reviewed with a more strategic and high level focus on the key areas and risks affecting People and Communities the most. There has been more emphasis on recruitment and retention of social care workforce across both Adults and Children's and a greater focus on market capacity and quality meeting need and demand, particularly within Adults services.
- 2.4 The People and Communities Risk Register is reviewed by Senior Officers on a monthly basis and there is also a mechanism which captures and monitors more operational risks across People and Communities.
- 2.6 The County Council also has a Corporate Risk Register which is presented regularly to Audit and Accounts Committee.

## **3. BREXIT Risk Management**

- 3.1 Sue Grace, Director for Customer and Digital Services is now the Brexit lead for Cambridgeshire County Council and Peterborough City Council. Sue is already the Joint Management Team's representative on the Cambridgeshire and Peterborough

Local Resilience Forum, a key forum for Brexit planning across the public and voluntary sector. Sue is working with colleagues to review and update the work of the County Council's Brexit taskforce.

Work on the Brexit impact assessment continues and there is good progress across all areas, with no significant concerns.

A copy of the latest published Brexit impact assessment is attached to this report and committee members might be particularly interested in the following:

<b>Ref</b>	<b>Category</b>	<b>Potential Impacts</b>
BX3	Supplies	Limited availability of medical drugs
BX4	Workforce	Complications on rights and status of EU citizens and workers- reduction in CCC/PCC workforce, especially in hard to fill roles such as in Adult Social Care, Children's Social Care, Education
BX5	Workforce	Reduction in workforce in services that are commissioned by CCC and PCC, such as care workers, cleaners, security staff, construction
BX6	Recruitment	Changes to rules for recruiting staff from outside the UK

Colleagues across the Council will continue to work together and with partners to mitigate the impact of these risks. The impact assessment is regularly being reviewed and the latest version is due to be presented to Audit and Accounts Committee in November.

#### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

##### **4.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

##### **4.2 Helping people live healthy and independent lives**

There are no significant implications for this priority.

##### **4.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

#### **5. SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

There are no significant implications within this category.

## **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

## **5.3 Statutory, Legal and Risk Implications**

There are no significant implications within this category.

## **5.4 Equality and Diversity Implications**

There are no significant implications within this category.

## **5.5 Engagement and Communications Implications**

There are no significant implications within this category.

## **5.6 Localism and Local Member Involvement**

There are no significant implications within this category.

## **5.7 Public Health Implications**

There are no significant implications within this category.

**This is a monitoring report and does not require relevant sign off**

<b>Source Documents</b>	<b>Location</b>
Cambridgeshire County Council Corporate Risk Register  BREXIT Impact Assessment	<a href="mailto:tom.barden@cambridgeshire.gov.uk">tom.barden@cambridgeshire.gov.uk</a>

## APPENDIX 1: People & Communities Risk Register

Likelihood	5					
	4			4 11	7 15 24	
	3			9 17 22	1 3 5 8 12 14 18 19 20	2 16
	2		13 21	10	6 23	
	1					
		1	2	3	4	5
Consequence						

Please note the numbers in the square boxes relates to the relevant risk number (not the risk score).

Risk #	Risk	Triggers	Residual Risk Level	Control
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### CCC People and Communities

1	Children and young people do not reach their potential (educational attainment)	1. The attainment gap between vulnerable groups of CYP and their peers of school age are below targets identified in P&C performance dashboard 2. End of key stage 2 and 4 attainment targets are below those identified in the P&C performance dashboard 3. Percentage of 16-19 years old who are NEET increases as identified in P&C performance board)	12	1. Good governance of Accelerating Achievement and School Improvement strategies and action plans, checking progress and challenging performance, involving executive and service management
				2. Cambridgeshire School Improvement Board focused on securing improvements in educational outcomes in schools by ensuring all parts of the school system working together
				3. Effective monitoring, challenge, intervention and support of school and setting
				4. Develop all children's services to include educational achievement as a key outcome
				5. 18-25 team supports care leavers to remain in education or helps them find employment or training
				6. A joint approach to support and promote good mental health for CYP has been developed with and for schools and a programme is in place which is supported by Learning, E&P, Public Health and voluntary partners
				7. Provides support and guidance to schools to support the stability of educational placements and transition to post 16 for LAC
				8. Cambridgeshire School Improvement Board improves educational outcomes in schools by all parts of the school improvement system working together.
				9. Residual Information, Advice and Guidance function overseen by the local authority focuses on the most vulnerable
2	Failure of information and data systems, particularly with the implementation of MOSAIC in Adults and LiquidLogic in children's.	1. Amount of time P&C Business Systems (Social Care, Ed Case Management) are working and available (uptime) is below Service Level Agreement (SLA) levels 2 System availability due to infrastructure issues (network, end-user devices, SAN etc.) is below SLA levels. 3 Amount of time data-sharing with partners is impossible as a result of system failure. 4. ONE - Quality of system and sustainability of demand of Service especially SEND 5. ERP- Reports from providers of late	15	1. Individual Services Business Continuity Plans.
				2. LGSS IT Disaster Recovery Plan
				3. LGSS IT service resilience measures (backup data centre, network re-routing).
				4. Version upgrades to incorporate latest product functionality
				5. Training for P&C Business systems prior to use
				6. Information sharing agreement

Risk #	Risk	Triggers	Residual Risk Level	Control
		<p>payments or no payments</p> <p>Reports from services that have processed and progressed payments, but still no further actions taken from ERP</p>		<p>7. Backup systems for mobile working</p> <p>8. Back-up systems for P&amp;C Business Systems</p> <p>9. Corporate (Information Governance Team) monitor data handling and security position and improvements</p> <p>10. Robust MOSAIC programme has been established and a clear plan for implementation is in place</p> <p>11. Robust implementation programme for LL includes risk control.</p>
3	Failure of the Council's arrangements for safeguarding vulnerable children and adults	<p>Children's Social Care:</p> <p>1. Children's social care caseloads are too high in some areas</p> <p>2. Some over optimism in relation to risk period posed by Parents</p> <p>3. Serious case review is triggered</p> <p>Adult Social Care (Inc. OPMH)</p> <p>1. Care homes, supported living or home care agency suspended due to (safeguarding investigation</p> <p>2. Outcomes of reported safeguarding concerns reveals negative practice</p> <p>3. Increase in a notification of a concern</p> <p>4. Decreased resource within adults MASH and/or Locality Teams</p> <p>5. Lack of Resource in Contracts</p>	12	<p>1. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity</p> <p>2. Move to non-caseloading team Managers has increased oversight and challenge. Skilled and experienced safeguarding leads and their managers.</p> <p>3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p> <p>4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews and safeguarding Adult Reviews</p> <p>5. Multi Agency Safeguarding Hub (MASH) for both Adults and Children supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.</p> <p>6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance</p> <p>7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.</p> <p>7a Clear 'People in Position of Trust' policy and guidance in relation to Adults</p> <p>8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission</p> <p>9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services</p>

Risk #	Risk	Triggers	Residual Risk Level	Control
				<p>10. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards</p> <p>9. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities</p> <p>11. Caseloads are reducing as the move away from the Unit model to specialist teams becomes embedded. Oversight &amp; challenge from QA Service and the Local Safeguarding Board</p> <p>12. Jointly funded packages of support</p>
4	Failure to adequately deliver the financial assessment service sitting outside of Operations	<p>1. The number of complaints increase</p> <p>2. Continually incorrect invoicing</p> <p>3. inaccurate data and information</p>	12	<p>1. Conversations underway to transfer the service back to Operations within P&amp;C – linked to the risk around MOSAIC</p>
5	Failure to attract or retain a sufficient People and Communities workforce	<p>1. Spend on agency staff within social care workforce is above target as identified by Strategic Recruitment and Workforce Development Board</p> <p>2. High turnover of social care staff as identified by Strategic Recruitment and Workforce Development Board</p> <p>3. High vacancy rates of identified key social care roles as identified by Strategic Recruitment and Workforce Development Board</p> <p>4. Cost of living in Cambridge City is high leading to issues for recruitment and retention</p>	12	<p>1. Extensive range of qualifications and training available to staff to enhance capability and aid retention</p> <p>2. Increased use of statistical data to shape activity relating to recruitment and retention</p> <p>3. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.</p> <p>4. Review potential recruitment and retention approaches in hard to recruit to parts of Children's Services</p> <p>5. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.</p> <p>6. Improved benefits and recognition schemes in place</p> <p>7. Recruitment and retention programme has been agreed</p>
6	Failure to work within regulation and/or regulatory frameworks	<p>1. Poor inspection and/or ombudsman results</p> <p>2. Higher number of successful legal challenges to our actions/decisions</p> <p>3. Low assurance from internal audit</p>	8	<p>1. LGSS legal team robust and up to date with appropriate legislation.</p> <p>2. Service managers share information on changes in legislation by the Monitoring Officer, Government departments and professional bodies through Performance Boards</p> <p>3. Inspection information and advice handbook available which is continually updated</p> <p>4. Code of Corporate Governance</p> <p>5. Community impact assessments required for key decisions</p> <p>6. Programme Boards for legislative change (e.g. Care Act Programme Board)</p>



Risk #	Risk	Triggers	Residual Risk Level	Control
				7. Training for frontline staff on new legislation 8. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 9. P&C have made arrangements for preparing within Inspections 10. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection 11. Review the results of the Adults Service User survey
7	Financial Pressures in People & Communities	<p>There is a risk across the whole P&amp;C, including Childrens, Adults, Mental Health, Public Health to deliver and manage budgets and make savings.</p> <p>It is recognized that key partners are also under significant financial strain, which may impact on P&amp;C if demand management is not managed or increases.</p> <p>High Needs Block - demand continuing to exceed funding</p>	16	1. Early Help services are operating more effectively to meet demand 2. Review of SEND Provision and government's funding is being reviewed 3. Recruit alternatively qualified staff to support social workers, improved retention package 4. Delivery of the demand management programmes 5. Continue to raise with Central Government regarding additional funding required in Adults Services
8	Financial Pressures on service providers	There is a risk that changes to legislation such as the sleep-in ruling, pension obligations and rises in minimum wage, combined with rates the Local Authority are able to afford will result in providers withdrawing from the market.	12	1. Working with Providers to develop action plans
9	Increase in Homelessness across CCC	More individuals / families requesting support	9	1. Officer Task & Finish group has been developed as instructed by the Communities & Partnerships Committee 2. Committee receives a regular update and report 3. CCC Co-chairs the sub-region housing board
10	Increased prevalence of adolescent young people entering the criminal justice system.	1. Existing preventative activity does not meet the needs and behaviours of young people. 2. High demand for some crime types resulting in reduced levels of intervention from some of our partners.	6	1. Continued development of the shared services Youth Offending Service with Peterborough, ensuring best practice is shared and resources are flexed where they are most needed. 2. Development of the statutory youth justice board to ensure a system wide approach is taken to supporting adolescent young people. 3. Continued development of positive interventions, including National Citizen Service, to engage proactively with young people.
11	Insufficient availability and capacity of services at affordable rates	1.. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by P&C performance dashboard 2. Delayed transfers of care from hospital	12	1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups including adults and OP

Risk #	Risk	Triggers	Residual Risk Level	Control
		attributable to adult social care as identified by P&C performance dashboard 3. Home care pending list – people waiting for home care 4. Gap in alternative to care services 5. The BREXIT negotiations may impact on the care industry in terms of the workforce 6. Provider organisation report not having capacity to deliver services when we need them 7. Length of time services users wait for appropriate services 8. Care home providers reduce the numbers of nursing beds (due to difficulty recruiting qualified nurses) 9. Increase in demand for interim beds for domiciliary care 10. Reablement capacity cannot be deployed for preventative place based work due to need to cover gaps or bridging for home care		3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and P&C Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market 6. Take flexible approach to managing costs of care 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace. 10. Development of a Home Care Action Plan 11. Regular engage with commissioners and providers to put action plans in place to resolve workforce issues 12. Robust Controlling and monitoring procedures 13. Active involvement by commissioners in articulating strategic needs to the market 14. Risk-based approach to in-contract financial monitoring 15. Continued work with VCS for preventative actions
12	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2. % LAC placed out of county and more than 20 miles from home as identified in P&C performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan	12	1. Regular monitoring of numbers, placements and length of time in placement by P&C management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. P&C management team assess impacts and risks associated with managing down costs 6. Implementation of Family Safeguarding will reduce demand on child in care services as more children are enabled to remain safely within their families
13	Insufficient capacity to manage organisational	1. Staffing restructures result in loss of staff 2. Ageing workforce and succession planning	4	1. Resource focussed appropriately where needed to deliver savings.

Risk #	Risk	Triggers	Residual Risk Level	Control
	change	is challenging		<p>2. P&amp;C Management Team review business plans and check that capacity is aligned correctly.</p> <p>3. Programme and project boards provide governance arrangements and escalation processes for any issues</p> <p>4. Commissioning work plans regularly reviewed by Management Team.</p> <p>5. P&amp;C Management Team monitors achievement of savings on a monthly basis - including ensuring capacity is provided</p> <p>6. Transformation team in place and supporting the changes across the organisation</p> <p>7. Increased communications to staff of ongoing changes and how they can help influence</p> <p>8. Children's Services restructure is completed and implementation of Family Safeguarding will have minimal impact</p>
14	Meeting demand for school places and settings	<p>Failure to provide our legal requirement for every child of statutory school age to access a place and within a 'reasonable' distance from their home (less than 2 miles for 4 to 8 year olds and up to 3 miles for 9 to 16 year olds)</p> <p>Cut in Government funding for school places</p> <p>1.Demand on places outstrips sufficiency</p> <p>2. Failure of not having early years settings</p> <p>3. Funding is low in Cambridgeshire</p>	12	<p>1) The Education Organisation Plan is refreshed and published annually, taking account of the latest available demographic data and information on housing developments.</p> <p>2. ) Sufficient resources identified in MTFP to support known requirements in the next 3 years if forecasts remain accurate</p> <p>3) Quality of relationship with schools means schools have over admitted to support the Council with bulge years</p> <p>4) On-going review of the Council's five year rolling programme of capital investment. Priority continues to be given to the identified basic need requirement for additional school places</p> <p>5) Annual School Capacity Review to the Department for Education (DfE) completed in a way which aims to maximise the Council's basic need funding allocation.</p> <p>6) Local and national lobbying (inc. ESFA capital funding options, inc. Free Schools)</p> <p>7) Close working with Admissions Team to identify demand for places resulting from families moving into and within Cambridgeshire</p>
15	MOSAIC Finance Module - a risk to the transition process for AFM	<p>1. MOSAIC system / modules are not working as they should which impacts on transfer from AFM system to MOSAIC</p> <p>2. Complaints and service user distress about inaccurate invoices</p> <p>Not enough capacity or resources not</p>	16	<p>1. Relocation of staff in Scott house has been completed and has helped to improve</p> <p>2. Delayed implementation to September – slow transition to moving the financial team function back in-house</p> <p>3. Increase Adults Finance Team staffing on a temporary basis to become part of MOSAIC project team</p>

Risk #	Risk	Triggers	Residual Risk Level	Control
		available to train staff adequately		4. Preparing a contingency plan 5. MOSAIC has its own Risk & Issue Log 6. A review of streamlining workflows and processes is underway
16	System Financial Challenges	Due to the financial challenges of the wider health system there is a risk that this may impact on timely processing of invoices by partner organisations.	15	Regular communication between finance, operations and management teams. Position monitored closely.
17	Partnership agreements with NHS are not agreed between partners or do not deliver what the Council needs	1. S75 with CCG for pooled budget for LDP has not been agreed (Pooled budget for LDP agreed until April 2020 – S75 for Mental Health social workers has been renewed for 1 year)	9	1. Discussions underway with CCG about the S75 for LDP now the pooled budget has been agreed until April 2020. 2. Work underway re review of HC costs to inform renewal of pooled budget post April 2020 3. BCF / iBCF (Better Care Fund) - programme of works is in development
18	Skills shortages in People & Communities	<p>There is a risk that the progress that has been made in relation to the recruitment of qualified social workers, team managers and senior officers slows down and the authority experiences a severe skill shortages again.</p> <p>Key NHS staff employed by CCC as part of the Learning Disability Partnership are in short supply (i.e.OT's, LD Nurses)</p> <p>The East of England memorandum on agency social worker charge rates is vulnerable at present as a number of authorities are seeking permission to exceed payment rates. Failure of this would increase likelihood of higher turnover among our employed staff</p>	12	1. Recruitment & Retention campaign 2. Apprenticeships for Social Care has been launched
19	Think Communities - Failure to deliver a transformed community resilience service	"There is a risk that failure to deliver a transformed community resilience service that directly impacts on demand management costs and service pressures.	12	1. Establishment and development of an integrated 'Think Communities' Strategy and plan 2. Demand Management Hub work being developed
20	Achieving the new Libraries Transformation Vision	1. Unable to achieve the expectations of the new vision 2. Insufficient funding 3. Community capacity 4. Partners are not on board with the vision	12	1. Work is progressing on the vision for 2021 2. Initial vision statement has been produced and will be developed further 3. Monthly Programme Board

Risk #	Risk	Triggers	Residual Risk Level	Control
				4. New Libraries Programme Board
21	Future Growth in Libraries	1. Insufficient funds received for new Libraries (from Section 106, CIL etc) 2. Insufficient model to bid for funds 3. Lack of project and contract management 4. Lack of partnership working	4	1. Library projects have own risk registers 2. Good project management with project plans 3. Community engagement - steering group with member participation 4. Comms plan in place 5. Financial plan in place 6. Working with the Transformation Team 7. Working with Strategic Assets Team 8. Oversight by the Assistant Director 9. Input from the legal team 10. Lessons learnt log
22	Passenger Transport (Risk Currently being reviewed in terms of Directorate it sits across)	1. Failure to provide public bus services that have been withdrawn by public transport companies 2. The Combined Authority bus review is not completed by April 2019 3. Community Transport Audit (HACT, FACT, ESACT) are not used to deliver mobility services 4. Funding is not available to replace commercial services that are deregistered.	9	Local transport plan - Section on Business Strategy Funding attached - budget monitoring procurement practices Quarterly meetings with main operators Work with operators to receive information about their plans at an early stage. Negotiate service provision for key journeys/ requirements. £1.5 million available annually to provide these types of service and if there is a new requirement funding can be diverted away from existing services where the need is assessed as being lower.
23	06. Successful delivery of The Library Presents programme (arts in libraries)	1. The aims set out in the Business Plan, and agreed by our external funder, Arts Council England, are not met.	8	1. Business Plan agreed, with targets for audience numbers, quality of programme, marketing in place, budget adhered to. 2. Quarterly Steering Group meetings and quarterly reports to Arts Council England 3. Regular reviews with staff team 4. Learning based on previous experience of this type of programme deployed 5. Access to Arts Council Relationship Manager on less formal basis encouraged

Risk #	Risk	Triggers	Residual Risk Level	Control
24	07. Failure to make an informed and timely decision on the Registration Service in Cambridge	01. Uninformed decision on where the Registration Service is going to be based in Cambridge 02. The Council is not aware of the requirements of the Registration Service including beyond the specification 03. The Service is unable to book ceremonies after September 2020	16	01. 2020 Project
				02. Registration Service Management Plan
				03. Customer communications

## Appendix 2 – BREXIT Impact Assessment

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX1	Citizens Rights / Migration	Increase in community tensions causing damage to community cohesion, including potential rising tensions in schools	Likely	High	16	<p>Our programme board being led by the Service Director for Communities and Safety will lead on a Communications and Community Engagement strategy, working closely with community and faith groups to communicate Government information and messaging - particularly to highlight the EU settlement scheme to the voluntary and community sector and the wider public and the importance of EU and other non UK citizens in supporting the Cambridgeshire and Peterborough economy. Tension Monitoring Group and Hate Crime Task and Finish Group are closely monitoring the community tension situation. Reported hate crime for the month of February remains low with no notable cases relating to EU communities. Updated 02/04/19- The engagement strategy has been drafted and agreed with the delivery board. We have identified a Peterborough task and finish group to ensure local issues are being discussed and addressed. We are linking with other CSPs to ensure county join up. An exemption report have been submitted to recruit 1 x consultant for Peterborough to help with monitoring the take up of the EU settlement scheme and any community tensions and backlash. Trading Standards have issues a flyer to advise persons of pitfalls of fraud and scams relating to the EU settlement scheme, explaining how to report and to get help.</p> <p>- Hate crime reporting is largely stable - Fenland and Peterborough combined have seen 17 extra crimes but nothing specific Brexit related. Schools tension generally low, however an issue of far right extremism in a Wisbech School has been flagged and we are co-ordinating a multi partnership response to provide support. Additionally we are refreshing guidance to all schools on how to report and</p>	Possible	High	12

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<p>address hate crime incidents.</p> <p>- A hate crime event was held on 3rd April at PARKA. Police and Council were invited to raise Brexit challenges and arrange avenues to report. Similar messages are being promoted through faith group contacts. A delivery plan is being developed to monitor and track individual activities.</p> <p>Update 10th May - Overall the situation for hate crime and EU communities remains stable. There have been a total of 5 incidents of swastika graffiti in parks / play areas around Peterborough. No particular pattern or link to EU has been identified. Risk assessment remains the same. The European elections will be held on 23rd May - National intelligence does not indicate a specific risk to Cambridgeshire, with no information coming through police lines / CTLP. Nationally awareness training linked to polling day is being considered in more high risk areas, but Cambridgeshire will not receive this due to the low threat assessment for our area. There is no indication of any new issues in schools, however we have met with Education leads to discuss improved reporting systems for schools.</p> <p>We are working to bring together county CSPs to track and monitor impact. Rob Hill is now chair of the CSP officer group and is working with officers to improve linkage.</p>			



			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX2	Citizens Rights / Migration	Complications on rights and status of EU citizens and workers - impact on vulnerable people who may not understand requirements	Possible	High	12	<p>We will identify Looked After Children (LAC) and other vulnerable people who are EU citizens and support them to apply for settlement. Data cleansing for LAC is currently taking place to ensure that we can draw an accurate report from our records. We will engage with the community and voluntary sector, Cambridgeshire district councils and adjoining councils to support their work with vulnerable people. Our libraries will be available to assist people with online applications. Cohesion and Diversity Forum meeting has been held on 13 March and brought together 40 plus delegates including from EU communities (Polish, Lithuanian, Latvian, Slovakian, Italian, Portuguese, East Timorese (Portuguese) and others (Kenyan), as well as partner agencies (police, registration office, regulatory services from PCC, Healthwatch, Schools Partnership, FE colleges, voluntary sector, faith groups, Vivacity, Cross Keys Homes, cabinet member for Communities, Peterborough Racial Equality Council, Gladca, Nene Park Trust). The objective was to update the community about issues such as EU Settlement Scheme, hate crime and other local arrangements in preparation for Brexit. Report from the forum is being prepared and will be circulated soon.</p> <p>Update 02/04/19-on 13th March a diversity forum was held to discuss Brexit preparedness. This specifically was to advise what actions are underway from services to support migrant communities. Over 40 persons attended included from key EU Community groups (Poland / Lithuania / Latvia / Czech and Slovakia / Portugal / East Timor) and no EU migrant communities. The consultant role described in BX1 will also be working to identify hard to reach groups amongst EU resident and signpost them for support. Arrangements are being made to liaise with Rachel Talbot from citizen advice to ensure we are joined up in our approach to support migrant communities. We are waiting</p>	Possible	High	12

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<p>update from the Home Office regarding the grant to assist the voluntary sector in supporting vulnerable persons. Business intelligence have provided details of care leavers and LAC children but the data needs significant cleansing which is underway. Current thinking is that there will be between 50 and 60 and children and young adults that will require input with regard to citizenship/settled status. Update 10th May - The looked after children part of this task has been reallocated to Children's Social Care to update Petr Torak is providing consultancy services to provide support for the EU settlement scheme, and provide assistance to persons seeking to apply for settled status. Romanian / Bulgarian/ Czechoslovakian and Guinea Bissau communities have been identified as hard to reach groups requiring targeted engagement. A leaflet has been circulated inviting persons to an event on 16th May at the Peterborough International Christian Centre to target these groups and others requiring support. This will include community groups / academies / GP practices / Housing Associations and other public service providers. We have identified 3 organisations who are offering paid services to assist with the public with applying- charging 25-100 per application. The Home Office have also announced funding for voluntary sector organisations to offer a support service. Update 11.06.19- a workshop for promoting community champions for EUSS was arranged in conjunction with Home Office on 16 May. Forty people including those from fourteen different community groups and service providers attended. The situation regarding hate crime involving EU community is being monitored closely together with police. Whilst overall hate incidents are on an increase, there is no indication of any added targeting of the EU community. Voluntary sector grants for two Peterborough based organisations including GLADCA</p>			

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						and PARCA have been announced by Home Office. Local engagement with these organisations has commenced.			
BX3	Supplies	Limited availability of medicinal drugs	Possible	Very High	15	<p>We will prioritise national government and NHS led response (including prioritisation of medicine imports and extra six weeks of supply to overcome any import disruption) through local communication and engagement, particularly around the need for local people and health and social care providers not to stockpile medicine. The Cambridgeshire and Peterborough Local Health Resilience Partnership will have a focussed discussion on this risk at its January meeting.</p> <p>27/2/19 Update: local communications on national guidance has been sent to GPs and the local message to providers continues to be not to stockpile medication supplies. Local system and regional EU Preparedness Testing workshops were held in February and the supply of medicines was discussed in detail. National government and NHS led continuity plans will be prioritised and further detail on national continuity plans is awaited. Local system wide drug shortage group has been established and meets weekly to enable close oversight of medicines availability. An ongoing dialogue is in place with NRS, our community equipment supplier, who have assured business continuity plans in place. Update 22/3/2019 - Ministry of Housing Communities and Local Government (MHCLG) national Brexit Adult Social Care (ASC) event confirmed that the Department of Health and Social Care (DHSC) has been working alongside National Health Service England (NHSE) to ensure that social care is included within the</p>	Unlikely	High	8

			Before Mitigation				After Mitigation		
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						contingency plans for medication. National contingency is an assured 6 week supply and working with pharmacies and drug companies to ensure stock. Public Health have written to providers to ensure contingency plans are in place for commissioned services.			
BX4	Workforce	Complications on rights and status of EU citizens and workers- reduction in CCC/PCC workforce, especially in hard to fill roles such as in Adult Social Care, Children's Social Care, Education	Likely	High	16	We highlighted to those eligible under the Pilot Phase 2 (Social Care Sector) the Settlement Scheme and how to apply. There will be further targeted work with EU Employees to encourage them to apply for settled status, and to determine if they require assistance. Information is being communicated via management teams to their staff about this process, as well as wider communication to reinforce information and messages using the Employers Toolkit published by the government. Messages to all employees about the Settlement Scheme will be communicated via various forms of internal media to inform and encourage applications to the Settlement Scheme. Will also be encouraging and monitoring completion of the ERP field to record nationality so that we can begin to target those that may need help with applying.	Possible	High	12
BX5	Workforce	Reduction in workforce in services that are commissioned by CCC and PCC, such as care workers, cleaners, security staff, construction	Very Likely	Very High	25	CCC & PCC will support central government advice to social care providers (encouraging business continuity plans and to support and advise their EU staff) by engaging in discussions with our providers about how they can encourage their employees to register and reassure them about any concerns they may have. Staff in the health and social care sector can apply for settled status now, and will be encouraged to do so. Update 7/3/19: CCC and PCC continue to have regular dialogue with providers:	Likely	High	16

			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
						<ul style="list-style-type: none"> <li>Communicating the latest information regarding EU settlement to providers, to enable them to support their workforce with application information.</li> <li>Seeking assurance from providers that they have adequate business continuity plans in place.</li> <li>Ongoing dialogue with providers, including via existing provider forums, to ensure provider concerns and issues can be identified.</li> </ul> <p>Communication was sent to all providers at the beginning of March requesting an update on business continuity plans. Update 22/3/19 - good response has been received from providers and business continuity planning is mixed. Continuing to work with providers to share good practice examples of business continuity plans. Limited concern regarding workforce is being communicated from providers and the waiving of the settlement application fee has been an assurance to one of their key concerns. Workforce will continue to be monitored as there may be a longer term impact on recruitment and drip feed exiting of staff if it becomes economically unviable to remain the UK due to the value of the pound. <b>04 July-</b> Will Patten, Director of Commissioning, provided an update report to the Adults Committee "Adult Social Care Independent Sector - Labour (workforce) Market" which provides detailed information on the impact of Brexit on the supply of care staff. ( Link to report is in cell- (i, 22) below)</p>			
BX6	Recruitment	Changes to rules for recruiting staff from outside the UK	Very Likely	Very High	25	Government is still consulting on elements of its new migration policy although this is likely to prioritise highly skilled workers and include an income threshold that may impact on our lower paid workers. PCC and CCC are engaging with the Home Office about the implications of these changes and will reflect these in our own planning and processes. CCC and PCC will look to maximise any	Likely	Very High	20

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						opportunities this presents us with in ongoing recruitment in priority areas.			
BX7	Finance / Funding	Reduction of income from business rates (for example, as a result of EU-owned businesses closing)	Unlikely	Low	4	Low rating of risk in six month timeframe but to be kept under review. Reviewed again in March 2019 and no change identified.	Unlikely	Low	4
BX8	Finance / Funding	Loss of EU funding for projects, or loss of government funding	Unlikely	Low	4	Government have guaranteed existing funding beyond six month timeframe for committed EU schemes. We will keep this issue under review. Reviewed again in March 2019 and no change identified.	Unlikely	Low	4
BX9	Finance / Funding	Pressures on budgets from other sectors, such as increase in cost of workforce in services that we commission, as well as cost of products and materials that we purchase	Very Likely	Very High	25	This is a knock-on impact for finance and mitigation will be dependent upon other parts of CCC & PCC's engagement with providers about how they can encourage their employees to register (and reassure them about any concerns they may have) and examine contract provisions and arrangements and review these as necessary. Strong interdependence with BX5.	Likely	High	16

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BX10	Finance / Funding	General financial implications - for example, reduced value of the pound, demand placed on the national payments and banking systems, financial downturn, negative impact on the council pension scheme, implications for Council Tax, resultant poverty issues	Possible	High	12	Any surplus cash balances/investments managed in line with Council treasury management strategies. If institutions' credit ratings reduce, security to be ensured through cash investments with the Debt Management Office. Brexit factored into recent property valuations. Possible impact upon borrowing and pension scheme if UK seen as less favourable place for investments making UK gilts more expensive for Government Borrowing, and Pension Fund assets value reduce. No specific impact upon council tax receipts currently identified but will need to be monitored and central government informed if further support required. CCC & PCC have sought advice from external partners including the Council's external auditors and treasury management advisors and have been advised to keep a watching brief, as we will not know how the markets will react or the impact of that until more certainty is provided on the direction of Brexit. Update 02/04/19 - Single Farm payments - any effects from Brexit will have a disproportionate effect on our county due to the rural nature. There needs to be targeted to with the farm estate. For Peterborough the Parish Liaison officer has been asked to work with local parishes and make contact with NFU to understand if there is any local impact of concern.	Possible	High	12

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Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX11	Regulations / Legislation	Changes in legislation and/or regulations for food production/packaging, employment, procurement, competition law, equalities and rights, health and safety, crime and security, waste and recycling, and state aid. In the longer term- simplification of regulatory frameworks and increased flexibility	Unlikely	Med	6	Key parts of existing EU legislation to be transferred into UK law at least initially. CCC & PCC will ensure that systems are in place to administer these effectively. Meetings have taken place with key council staff to ensure legislative themes covering employment, competition law, waste, recycling, and procurement are already being considered under other categories of this document, and where not technical experts in those areas will highlight Brexit implications as appropriate to the Lead for BX11. Government have laid draft legislation to implement into UK law product safety and legal metrology legislation should there be a no deal Brexit. Support was provided in response to a request from the East of England Local Government Association (EELGA) to help identify priority legislation for implementation into UK law. Officer attended community cohesion forum on Brexit to handle business related queries. Government Depts. are producing some Service specific business legislative advice, where such businesses have been identified as being located with Cambridgeshire and Peterborough the council will endeavour to make them aware of the advice. 01/04/19-The Office of Product Safety and Standards (OPSS) are holding a conference call with Eastern Region Trading Standards representatives on the 04/04/19 to discuss EU Exit contingency planning. OPSS will make councils aware of the business queries they expect post Brexit. PCC will have a representative on the conference call. 09/05/19 - No additional updates. Gov departments have gone on a 'go-slow' not the deadline has moved.	Unlikely	Medium	6



			Before Mitigation				After Mitigation		
Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
BX12	Regulations / Legislation	Complications in the shipping of waste. Issues which arise leading to difficulty in collecting or treating household and municipal waste collected in the local authority area. E.g. Fuel supply, skilled labour availability, parts and technical support, recruitment of staff. County is predominantly responsible for waste treatment and is somewhat less exposed to the impacts of fuel supply, skilled drivers who may require leave to stay and/or have issues which could arise from passporting of drivers qualifications to operate HGV in UK. PCC and CCC have a common exposure to the implications of spare parts and technical support for their	Very Unlikely	Low	2	CCC & PCC waste provision not dependent upon the need to ship waste overseas. Risk will be monitored. Although neither council is a significant exporter of materials, accounting for some recycling which is subject to different restrictions, both as Waste Disposal Authority's (WDA) have ongoing dialogue with treatment partner organisations and have examined areas of service exposure. Separately PCC as a WDA has similar exposure to staff, fuel, employment and other related issues as might be expected of the district councils in the CCC area and this is also subject to dialogue with partners and a joint approach to mitigate potential impacts where this is possible.	Very Unlikely	Low	2

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		respective waste treatment facilities as significant elements of the process equipment is sourced from European suppliers.							
BX13	Procurement	Reduced opportunity for accessing public sector contracts due to fewer procurement opportunities	Very Unlikely	Low	2	CCC & PCC contracts overwhelmingly let by UK companies so impact has been judged minimal. Risk will be monitored. Procurement are working with regional procurement teams and National Advisory Group to keep on top of any guidance or changes to procurement practices re Brexit.	Very Unlikely	Low	2
BX14	Devolution	Increase in devolved powers moving from Brussels to local government (unlikely in the first 6 months)	Unlikely	Low	4	Could be a positive factor and PCC and CCC have supported and will continue to support Local Government Association (LGA) lobbying efforts in this regard but even if these are successful, it would be unlikely to have an impact in the short term. Update 09/04/19- we note the publication of the Housing, Communities and Local Government Select Committee's report into Brexit and Local Government and are keen to understand if the Government is supportive of the recommendations of that committee. We believe there are a number of helpful short-term recommendations contained in the report that could be picked up quickly and we agree that it would be helpful if Government could set out its longer-term plans for further devolution and arrangements for the Shared Prosperity Fund once the UK has left the European Union as soon as possible.	Unlikely	Low	4

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BX15	Transport	Potential shortage of fuel supplies would impact on staff travelling to deliver services, including school staff travelling to their workplace, and delivery of supplies for school lunches	Possible	Very High	15	CCC & PCC will review business continuity plans, and request commissioned services do likewise. PCC/CCC Resilience have also invited services to participate in an initial fuel survey to gain a better understanding of how fuel is used within each Council, this survey will be repeated in the lead up to the day of our exit from the EU to identify service which may need additional support and may be eligible to access fuel from designated filling stations under the National Emergency Plan for Fuel. In addition, national government arrangements are in place to address disruption to supply of fuel, with local arrangements overseen and managed by the Local Resilience Forum.	Possible	Very High	15
BX16	Transport	Transport problems due to the knock-on impact of border checks/barriers to trade	Possible	High	12	Highways England will lead response to any issues on trunk road network. Our Local Resilience Forum has plans in place to mitigate local transport disruption caused by any crisis situation.	Possible	High	12
BX17	Exchange of personal data and General Data Protection Regulations (GDPR)	Data cannot be exchanged with other organisations in the EU and EEA as well as non-EEA countries such as USA <b>No-deal Brexit:</b> the risk will be how the transfer of data from the EEA to the UK will be legitimized as there is very unlikely to be an adequacy decision in place from the EU to cover	Unlikely	High	8	EU legislation which governs Data Protection is being transferred into UK law, i.e. creation of UK GDPR, adequacy decisions and a replacement for the EU-US Privacy Shield. Information Commissioner has set out 6 steps which CCC and PCC will comply with including maintaining GDPR compliance, understanding transfers in and out of UK which apply to CCC and PCC, ensuring documentation is kept up to date with ongoing discussions with legal.  <b>No –deal Brexit:</b> the mitigation is that these are very large companies with contracts with very large businesses and central/local government/public sector so it is unlikely to not be addressed by legislation or contracts. US Companies can reaffirm their commitment to the Privacy Shield which would be acceptable.	Unlikely	High	8

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Ref	Category	Potential Impacts	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
		the return of personal data. The issue will affect cloud storage such as Google, AWS and Microsoft based in Ireland where they are a processor of council data.							