

London Borough of Enfield

General Purposes Committee

26 November 2020

Subject: Corporate, Brexit and COVID-19 Risk Register Updates

Cabinet Member: N/A

Executive Director: Ian Davis, Chief Executive

Key Decision: N/A

Purpose of Report

1. This report presents the revised Corporate Risk Register, COVID-19 Risk Register and Brexit Risk Register.
2. The Corporate Risk Register (CRR) has been circulated for review by Departmental Management Teams (DMTs) and the Executive Management Team (EMT) and has been updated accordingly (Appendix A). The risk level for *CR10 - Health & Safety* has been reduced from *High* to *Medium*. Updates to individual risks are recorded in the final column in Appendix A.
3. The COVID-19 Risk Register has been developed with the Council's COVID-19 Recovery Group and Silver and has been circulated to both groups for review and update (Appendix B).
4. At the latest Brexit Panel, a request was made for a full review of the Brexit Risk Register to take place. This has been carried out and the latest version of the register is included at Appendix C.
5. Significant changes since the last time the Brexit Risk Register was presented to General Purposes Committee are:
 - *BR2 – Medicines and Supplies Shortages* - upgraded to *High* (previously *Medium*)
 - *BR3 – Civil Unrest* - upgraded to *Medium* (previously *Low*)
 - *BR14 – Local Businesses* - new risk added

Proposal

6. The General Purposes Committee is requested to note and provide comment on the risks recorded in the:

- Corporate Risk Register
- COVID-19 Risk Register
- Brexit Risk Register

Reason for Proposal

7. The Council's Risk Management Strategy allows for the regular review of the Council's risk registers. In accordance with the Strategy, the General Purposes Committee is responsible for monitoring the effective development and operation of risk management in the Council. Therefore, the Corporate Risk Register, COVID-19 Risk Register and the Brexit Risk Register are presented to the Committee for review and comment.

Relevance to the Council's Plan

Good Homes in Well-Connected Neighbourhoods

8. An effective Audit and Risk Management Service helps to provide assurance over any risks that might adversely affect the delivery of good homes in well-connected neighbourhoods.

Safe, Healthy and Confident Communities

9. An effective Audit and Risk Management Service is an essential management tool which will help the Council achieve its objectives to sustain safe, healthy and confident communities.

An Economy that Works for Everyone

10. An effective Audit and Risk Management Service will help the Council achieve its objectives in building a local economy that works for everyone.

Background

11. The Council's Risk Management Strategy allows for the regular review of the risks the Council faces.
12. In accordance with the Strategy, the General Purposes Committee is responsible for monitoring the effective development and operation of risk management in the Council.
13. Therefore, the Corporate Risk Register (Appendix A,) the COVID-19 Risk Register (Appendix B) and the Brexit Risk Register (Appendix C) are presented to the Committee for review and comment.
14. The nature of the risks on the Corporate Risk Register means responsibility and ownership overlap with various departments within the Council. For simplicity, each risk has been allocated a lead department, however this does not absolve other Departments from responsibility.

15. The Risk Management Team continues to provide oversight, challenge and advice to departments regarding effective risk mitigation and governance.

Main Considerations for the Council

16. Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate risks it may face.

17. The Audit and Risk Management Service supports management in the identification and mitigation of risks as part of its work.

Safeguarding Implications

18. There are no safeguarding implications arising directly from this update from the Audit and Risk Management Service.

Public Health Implications

19. Whilst the risk registers are produced to identify risks to Public Health (among other issues) and enable preventative action to be undertaken, there are no Public Health implications arising directly from this update from the Audit and Risk Management Service.

Equalities Impact of the Proposal

20. Corporate advice has been sought regarding equalities and an agreement has been reached that it is not relevant or proportionate to carry out an equalities impact assessment/analysis for this report.

Environmental and Climate Change Considerations

21. One of the additional corporate risks (CR19) which is now being recognised is in relation to Climate Change, specifically that climate change and severe weather events may result in a disruption to delivery of services across the Council. It is recognised that a key mitigation will be delivery of the Council's recently adopted Climate Action Plan, which includes a range of actions as well as targets for monitoring progress.

Risks that may arise if the proposed decision and related work is not taken

22. Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate risks it may face.

23. The Audit and Risk Management Service supports management in the identification and mitigation of risks as part of its work and therefore, if this work is not carried out, reviewed and followed up, the Council faces the risk of legal, financial and reputational loss.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

24. N/A

Financial Implications

25. There are no specific financial implications related to this report.

Legal Implications

26. There are no specific legal implications related to this report.

Workforce Implications

27. There are no specific workforce implications related to this report.

Property Implications

28. There are no property implications arising related to this report

Other Implications

29. N/A

Options Considered

30. It is generally accepted best practice that a Council's key risks are regularly reviewed by senior stakeholders, therefore no alternative options have been considered

Conclusions

31. The General Purposes Committee is requested to note and provide comment on the risks recorded in the Corporate Risk Register, the COVID-19 Risk Register and the Brexit Risk Register.

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Date of report 11 November 2020

Appendices

Appendix A: Corporate Risk Register

Appendix B: COVID-19 Risk Register
Appendix C: Brexit Risk Register

Background Papers

None

Appendix A: Corporate Risk Register 2020/21

Risk Title & Description	Original Risk	Existing Risk Mitigations	Current Risk	Further planned actions	Lead Department	Update 1 st October 2020
<p>CR01 - Budget Management</p> <p>If the Council's financial position is adversely affected by external factors (including; Brexit, economic downturn, political change, and change to the funding framework etc) then this could affect service delivery.</p>	High	<ul style="list-style-type: none"> - Monthly reporting and forecasts reviewed by senior management - Budget Pressures board set up - Regular reporting to EMT & Cabinet - Monitoring of the Council Tax and Business Rates tax base - Contingencies/reserves reviewed annually - Forward planning - Brexit Panel in operation - 5-year MTFP, 10-year capital programme and treasury strategy 	High	<ul style="list-style-type: none"> - Ongoing review of adequacy reserves - Fair Funding Review – keeping up-to-date 	Resources	<p>This risk continues to remain high and we estimate that our comprehensive response to the COVID-19 crisis including ongoing support for our residents and businesses will cost the Council approximately £68m in 2020/21 and increase the 2021/22 budget gap by £16m to over £30m. Grant funding to support this position has been received however, there remains a 2020/21 budget gap of £19.2m which consists of the Collection Fund.</p> <p>This is an ongoing forecast and the total impact will continue to be updated. Enfield Council's position is broadly equivalent to most other councils in London, we have neither incurred higher than expected costs or experienced excess loss of income. The financial position will continue to be monitored to ensure our fiscal management continues to be robust and responsible.</p> <p>As part of this responsible approach to fiscal management we still aim to deliver the budget savings agreed in February for 2020/21 which will include some staff restructures planned before the pandemic and unrelated to the crisis.</p> <p>Details on the financial impact of COVID-19 were provided to Cabinet in May 2020 and subsequently updated as part of the quarterly budget monitoring reports.</p>
<p>CR02 - Failure to maximise income</p>	High	<ul style="list-style-type: none"> - Dedicated Commercial team focussed on supporting services on maximising income 	High	<ul style="list-style-type: none"> - Delivering the Payment Programme to make paying easier, more accessible and 	Resources	<p>This risk continues to remain medium although the following work has been undertaken:</p>

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<p>If income (all included traded, council tax, grants) is not maximised, then this could lead to financial pressures and an inability to deliver services.</p> <p>Failure to collect invoiced income.</p>		<ul style="list-style-type: none"> - Targets and KPIs regularly monitored - Benchmarking fees and charges with other LAs - Commercial pipeline 		<p>efficient.</p> <ul style="list-style-type: none"> - Delivering functionality to issue electronic debt reminder notifications to recover ASH Sundry debt. - Implementation of commercial microsite and new CRM/CMS platform to facilitate payment upfront and booking capability for seamless delivery of services and better customer experience (Customer Experience Programme). - Improve understanding of traded services income and expenditure. - Development of a debt prevention and recovery strategy 		<p>The Payments Programme introduced a new face to face payment channel in April 2020 to make it easier and more convenient for customers, that are not using electronic payment channels, to pay their bills.</p> <p>A Traded Services Forum meeting took place to support upskilling of colleagues across the council.</p> <p>Work is continuing with the Commercial Team to look at opportunities to increase income.</p> <p>The Customer Experience programme has successfully procured a supplier for the implementation of CRM and is in the process of procuring the CMS supplier.</p>
<p>CR03 - Fraud/Corruption</p> <p>If there are ineffective internal controls and governance arrangements in place this could lead to the Council being subjected to an incident of organised or high value fraud, bribery and/or corruption, resulting in financial and reputational loss.</p>	<p>High</p>	<ul style="list-style-type: none"> - Fraud awareness training - Whistleblowing policy - Anti-Fraud strategy and action plan - Reporting to GPC/EMT - Pursue maximum sanctions in line with policy and regulations - Adequately resourced and qualified internal audit and anti-fraud service - Annual review of anti-fraud policies and procedures - Annual audit plan and implementation of recommendations - Ongoing rigour to ensure that audit actions are implemented in a timely way 	<p>High</p>	<ul style="list-style-type: none"> - Participation in anti-fraud exercises, including the National Fraud Initiative and a data matching pilot lead by Cifas. - Development of apprentices to enable succession planning within the team. - Improved Fraud Awareness eLearning module now available. - Participating in pilot exercise to share financial fraud intelligence with financial institutions. - Dedicated Counter Fraud support being provided to Housing Assessment & Advice Team. - Continue to carry out pre-award assurance checks for the Small Business Grant Fund 	<p>Chief Executive</p>	<p>We recognise that there is an inherently high risk and likelihood of fraud in emergency management situations, primarily due to the decrease in the levels of staffing, redeployment of staff to new areas and the difficulty that services may have in delivering services which will lead to temporary changes in the control environment.</p> <p>We have been mitigating this increased risk by issuing advice to Heads of Service concerning changes to controls processes, followed up by telephone contact.</p> <p>We are continuing to carry out targeted post-event assurance checks on the Small Business Grant Fund scheme to identify where fraud may have occurred and to take appropriate action.</p>

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				<p>scheme.</p> <ul style="list-style-type: none"> - Promote proportionate use of internal controls, working with Heads of Service via our risk assurance framework. 		<p>A Counter Fraud Investigator has been seconded to help set up the Test and Trace Support Payment Scheme that provides a payment of £500 to qualifying persons who have been instructed to self-isolate.</p> <p>We will shortly be commencing a proactive exercise in conjunction with Exchequer Services to review purchasing/ procurements during the COVID-19 period for potential anomalies.</p> <p>We are drafting a Corporate Fraud Risk Register, to be used by Heads of Service when considering key fraud risks faced by their services.</p> <p>We are working with maintained schools to improve fraud awareness amongst their staff. A working group, consisting of school and council personnel is currently refining a training package specifically for schools, which will be rolled out to all maintained schools via the Hub in due course.</p> <p>We are planning a series of online training events for International Fraud Awareness Week in November.</p>

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<p>CR04 - Information Governance</p> <p>If there are inadequate security controls and/or staff training, then this could lead to a loss, corruption, disclosure or breach of data, resulting in reputational damage, legal action and/or fines due to non-compliance with Data Protection / GDPR / PCI legislation</p>	High	<ul style="list-style-type: none"> - Data Protection Officer (DPO) in place - Mandatory E-Learning for all staff - Acceptable use policy in place - FOI team in place with regular monitor of responses - IGB board in place - Regular reminders sent to staff - Cyclical audit of governance arrangement. - Implement recommendations from GDPR internal Audit which took place in 2018/2019. 	High	<ul style="list-style-type: none"> - Communication and implementation of clear desk policy, security measures and access control - Embedding of Information Governance culture and best practice - Communicating procedures for reporting breaches 	Chief Executive	<ul style="list-style-type: none"> - FOIA internal audit for 2019/2020 complete and draft report presented to HOLS and Manager of CAIT. Audit complete – Reasonable assurance given - Clarity of retention policies and communication with all staff will be picked up by DPO in workshops. HR are also now on IGB board and are picking up information governance training issues corporately. - Communication of the right of erasure (right to be forgotten) to all staff will be picked up by DPO. - More control of documentation is being taken forward by the Data quality project - IGB have completed annual review of policies - IGB are reviewing terms of reference of board which will strengthen oversight. - New risks around disclosure of personal data due to COVID-19 measures are being managed by documenting legal basis for sharing, discussion at IGB and data sharing agreements, where appropriate. This is an area which needs to be kept under close review.
<p>CR05 – Duty of Care</p> <p>If the Council fails in its statutory duties to Adults & Children within the borough, this could result in potential harm to individuals / families, potential legal challenges and reputational damage.</p>	High	<ul style="list-style-type: none"> - Safeguarding procedures - Policies - DBS checks for staff and volunteers - Performance monitoring of contractors/partners - Multi-Agency Safeguarding Hubs - Adults & children's services combined under one directorate - Internal audit and quality assurance processes - Risk management panel - Complaints & compliments 	Medium	<ul style="list-style-type: none"> - Planned programme of audits covering children and adults safeguarding - External Inspections <p>(Internal controls help to manage and reduce risk, but risk cannot be eliminated from this area of work)</p>	People	<p><i>Safeguarding - Adults:</i></p> <p>Internal Audits for 2020-21</p> <ul style="list-style-type: none"> - Mental Health Act 1983 –AMHP - Eclipse Access Controls <p><i>Safeguarding – Children</i></p> <p>Internal Audit for 2020-21</p> <ul style="list-style-type: none"> - Unregulated Providers - Disproportionality in Out of Court Disposals - Troubled Family Grants <p>COVID-19 will impact on the Council's ability to meet statutory regulations in Adults Social</p>

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		<ul style="list-style-type: none"> system - Assurance Board 				<p>Care, Children's Social Care and Education SEN. Government has given Local Authorities guidance on easements for delivery of services. DMT is recording all non-compliance issues for statutory regulations and reporting to Gold.</p>
<p>CR06 - Customer Demand</p> <p>If demand changes (due to changes in population, changing demographics, Brexit, political etc.) then this could result in an inability to meet service delivery</p> <p>No Deal Brexit likely to have a significant impact on the construction sector and increase in homelessness and people with no recourse to public funds If there is a failure to deliver the homelessness prevention strategy, then this will result in increased levels of homelessness and user demand for council services and temporary accommodation</p>	High	<ul style="list-style-type: none"> - Brexit panel - Eligibility criteria for services - Making Every Contact Count (MECC) for staff - Services are focussed on early help and enablement to prevent escalation of need - MyLife Portal & Eclipse implementation complete Nov 20 (HASC Transformation Programme) - Development of the Children's Portal (Children's Transformation Programme) - Models of social work practice - Smoking cessation - Sexual health - Substance misuse services - There were 203 additional places opened in September 2019 in Special Schools and 57 additional places in mainstream schools run by special schools. 	Medium	<ul style="list-style-type: none"> - Predictive analytics - Increasing SEN Places in the borough - Monitor the housing market - Improve self-serve options for customers - Build capacity in customers to resolve issues - New homelessness prevention service model and Board - New Community Solutions Hub and Project (Customer Experience Programme) addressing demand failure and prevention. 	People & Place	<p>MECC training for 500 staff commenced in August 2019.</p> <p>The department continues to monitor closely SEND numbers and future plan for schools' places to meet need; and ensure that the planned projects are completed to time to meet pupil need.</p> <p>MyLife is available and continues to be developed</p> <p>The Children's Portal (Children's Transformation Programme) was launched during July 2019 and continues to assist professionals and the public to make the right referral for either family support or child protection. The information advice and guidance section will assist professionals to sign post and the public to self-serve.</p> <p>New homelessness service model in development</p> <p>The Community Hub Solutions model is a project currently under development within the Customer Experience Programme to address demand failure and prevention.</p> <p>MyLife & Eclipse Projects (HASC Transformation Programme) - enabling clients to help themselves via the MyLife Portal and implementation of a new case management system that allows our</p>

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						<p>specialist teams to focus and spend more time with the service users (Eclipse).</p> <p>In response to the national increase in domestic abuse referrals during the COVID-19 lockdown period, a Domestic Abuse multi-agency hub has been set up to enhance the service to support victims. The new Domestic Abuse Hub strengthens current arrangements and will help in responding to concerns quickly to reduce risks and ensure the safety of children and vulnerable adults.</p>
<p>CR07 - Loss of IT</p> <p>Failure of the Councils ICT and/or Digital systems (due to cyber-attack, hardware failure etc..) will lead to a severe disruption of service delivery.</p>	<p>High</p>	<ul style="list-style-type: none"> - Regular audits - Acceptable use policy and cyber security - Mandatory staff E-learning on acceptable use policy and cyber security policy - Business continuity plan in place and to be reviewed regularly. - Resilient infrastructure e.g. backup, data servers - Data recovery service in place 	<p>High</p>	<ul style="list-style-type: none"> - Ongoing improvement of the infrastructure Resilience through the delivery of the infrastructure programme. - Complete the new device rollout programme and ongoing hardware refresh - Complete the IT restructure and recruitment, building a procurement and contract management capability to manage supplier relationships effectively. 	<p>Resources</p>	<p>This risk continues to remain medium although the following work has been undertaken:</p> <p>Actions continue to be progressed on the infrastructure programme. In Q3 we will be complete replacing end-of-life equipment in our on-site server room. Our network will be upgraded by March 2020.</p> <p>We have conducted Inter and External penetration tests and the result highlighted a high number of vulnerabilities in the Inter test and low number in the External test.</p> <ul style="list-style-type: none"> - Remediation Programme has been developed and we are in procurement process for remedial work to resolve all outstanding security risks - Cyber security training which is mandatory – need for staff to be more aware, IGB to raise awareness; Senior Leadership Network update for all Heads of Service was delivered on 12/09/19.

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						Customer Experience Programme has a project in delivery and on track to support the existing CRM platform should this be required as a contingency (Microsoft Global Upgrade)
<p>CR08 – Business Continuity</p> <p>If the Council is subject to a significant event that causes business interruption and fails to respond adequately, then this could lead to significant financial loss and disruption of services.</p>	High	<ul style="list-style-type: none"> - Business Continuity Management Board - Training - Adequate Insurance in place - Corporate business continuity plan in place - Departmental business continuity plans in place 	Medium	<ul style="list-style-type: none"> - Department & Service BC Plans are constantly being updated and reviewed during COVID-19 - Corporately Services and Department will be encouraged to review existing plans once lessons learnt during COVID-19 are available. 	Chief Executive	<ul style="list-style-type: none"> - The EP Team are supporting departments as needed - Ensuring critical teams are continuing to maintain appropriate services - Departments are required to complete daily SitReps which are shared with the Council's Silver and Gold Groups - Critical Service Leads are required to update the BC SitRep as and when needed - email has gone out to all service leads that have identified they use external providers/contractors requesting they make contact with them and confirm that they are still able to provide a service after the UK leaves the EU.
<p>CR09 – Emergency Incident</p> <p>If there is a failure to respond adequately following a major incident within the borough that adversely affects residents / businesses, then this may result in significant reputational damage.</p>	High	<ul style="list-style-type: none"> - Staff are adequately trained to respond - Staff volunteers to assist in responding - Out of hours response team - Incident management policies - Additional officers has led to an increase in resilience within the EP team 	Medium	<ul style="list-style-type: none"> - Strategic Training with the Emergency Planning College has been arranged for Council Golds - Tactical Training with The Emergency Planning College has been arranged for all Council Silvers and will take place later in the year 	Chief Executive	<ul style="list-style-type: none"> - London Standardisation Training has taken place, all teams are fully staffed. - The Emergency Response Management Teams consists of 9 teams and each team consist of 10 officers which includes the Council Gold - During the COVID-19 response the EMRT will continue as BAU, with a dynamic approach. -communications Team, EP Team and Council Golds have received Crisis Communications Training which was held by the Emergency Planning College
<p>CR09A – Coronavirus</p> <p>An outbreak could lead to a significant number of people being infected within a short</p>	High	<ul style="list-style-type: none"> - Flu plan tested in a multi-agency exercise last year - Business continuity plans in place and being reviewed by all departments 	Medium	<ul style="list-style-type: none"> - Continue to monitor and disseminate information from relevant agencies. - LRF meeting 11/2/20 	People	The UK is extremely well prepared for any potential outbreak of an infectious disease – we are one of the first countries in the world to have developed a test for the new virus and a team of public health experts has been

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<p>period of time. This could lead to severe consequences including;</p> <ul style="list-style-type: none"> - Deaths to vulnerable people -Overload on Adult Social care service - Severe disruptions to services - Staff shortages 						<p>established in Heathrow Airport to support anyone travelling in from abroad who feels unwell.</p> <p>The Council has prepared for an increase in cases and just last year the Council's pandemic flu plan was tested in a multi-agency exercise.</p> <p>As part of the Customer Experience programme, Face to Face customer access is being moved to flagship libraries enabling our most vulnerable customers to receive assistance nearer their homes. This will be conducted observing the social distancing measures,</p> <p>Enfield's Local Outbreak Plan has been approved and is maintained and updated by members of the Local Authority Outbreak Control Team (OCT).</p> <p>The Council has set up a weekly Public Health Strategic Management Group to review coronavirus data. This ensures the Council maintains a strategic overview of the situation and can agree action as and when necessary</p>
<p>CR10 – Health & Safety</p> <p>If there is an avoidable incident affecting staff / public / tenants (residential & commercial) then this could lead to injury/death, legal challenge and reputational damage.</p> <p>If we do not comply with H&S requirements for buildings, then this could lead to injury/death,</p>	High	<ul style="list-style-type: none"> - H&S Procedures - Training / E-learning - Occupational Health provider - Corporate Landlord responsibilities - Housing – Cladding / Smoke alarms Electric / Gas safety - Highway maintenance - Winter Maintenance plan - Grounds Maintenance - Waste Collection 	Medium	<ul style="list-style-type: none"> - Regular reports to Corporate H&S Committee and Assurance Board - Ensuring works comply with legislation, codes of practice and contracts are performance managed - H&S to be included in decision making when setting budgets for 20/21 	Place	<p>Risk rating revised from High to Medium</p> <p>Corporate policies and processes in place to effectively manage the council's operations</p> <p>Robust risk management systems are in place to control operational risks</p> <p>Corporate training programmes are in place to ensure staff have the skills and knowledge required to operate safely and mitigate risk to relevant persons</p>

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regulatory enforcement action and reputational damage.		- Asbestos awareness - Security/access to buildings and schools				Adequate systems are in place to manage statutory compliance across the residential and corporate Landlord portfolios with planned improvements to provide robust management Appropriate performance monitoring and reporting to provide assurance via the Corporate Health and Safety Management Plan, the Departmental and Corporate Performance reports, the Departmental and Corporate Health and Safety Committees and the Council's Corporate Assurance Board Reports to Assurance Board every other month and corporate H&S committee every quarter
CR11 - Housing If there is a failure to deliver the housing strategy, then this will result in an inadequate supply of social and private sector properties within the borough.	High	- Housing strategy in place, with teams and resources in place to deliver - Continually review policies to keep abreast of current climate and good practice	High	- Monitor housing delivery through the Housing Delivery Board - Regular meetings to monitor service delivery capacity among management and HR - We will continue to scan the horizon in order to prepare for major changes in the housing sector including: the introduction of a new Regulator for Social Housing Standards; and changes to the powers of the Housing Ombudsman such as enforcement action and a new compensation regime.	Place	Housing Strategy published. 3,500 council owned homes programme agreed. Low Yield programme lead in place. Proposals to intensify existing estate regen schemes in progress. Meridian Water Phase 2 100% affordable housing out to procurement Preparing to address the requirements to meet the regulatory standards. Reviewing complaints handling within the service – looking at organisational learning to make long term service improvements
CR12 – Major Capital Projects	High	- Close attention to recruitment	Medium	- Build in-house capacity to	Place	Unchanged. There is a detailed risk register

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If there is a failure of key schemes (Meridian Water, Electric Quarter, Joyce Avenue and Snells Park Estates, etc.) to regenerate the borough this will lead to a reputational damage and financial loss.		and skills of council. - Using independent specialist advisors - Capital Board reporting - Ensure executive oversight of major schemes - Monthly risk reviews of all major projects		deliver GLA capacity funding - Ensure robust procurement controls and contact management by in house staff - - Improve risk registers in housing development		for Meridian Water that manages all risks and we are satisfied that the risk is still medium
CR13 – Supply Chain/Contract management The Council fails to effectively commission, procure and/or contract manage its key contractors or partners, leading to the Council being unable to deliver key services or demonstrate value for money.	High	- Contract Procedure Rules - P&C Board - Commercial board - Training - London Tender Portal - Single Contract registers for the council - Reporting non-compliance to audit committee - Performance monitoring	Medium	- Review of Contract procedure rules - Review Training - Improvement plan to ensure consistent good practice across organisation - Ongoing review and improvement to the quality of the information held on contract register	Resources	This risk continues to remain medium although the following work has been undertaken: New CPR's implemented in July 2020 with supporting manual. Training carried out to support understanding of new CPR's. Updated contract management guide has been put on the intranet. Training strategy to support the upskilling of staff in contract management drafted. Audit completed; implementation of actions ongoing. Departmental contract boards – now up and running. Supplier Resilience programme started in Place to review impact of COVID-19 on supply chain.
CR14 - Trading companies If the Council's trading companies fail or perform poorly then this will result in significant reputational damage and financial loss.	High	- Line of delegation and reserve matters for LBE shareholder decisions - Quarterly reporting of company performance against business plan targets - Annual submission of company business plans - Governance review and action plan in place	Medium	- Review training for council officers and board members - Further review of tax position Review of SLA efficiency and effectiveness - State Aid compliance review	Resources	This risk continues to remain medium. Coronavirus risks have been managed by companies and have not to date impacted performance for most. Separate risk registers for the companies have been developed which will support risk monitoring. This is shared with Assurance Board on a regular basis.

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		<ul style="list-style-type: none"> - Council member and officer presence on all company Boards 				<p>Audit of resourcing and management has taken place providing Reasonable Assurance with actions to be implemented over coming months</p>
<p>CR15 - Staffing</p> <p>If the council is unable to recruit/retain highly skilled staff and/or those in high demand, then this will result in poor staff morale, reduced levels of service delivery, increased costs due to agency/interim staff and will impact statutory responsibilities.</p>	<p>High</p>	<ul style="list-style-type: none"> - Recruitment & selection policies reviewed - Flexible working - Mentoring schemes - Regular review of the use of agency staff - Regular review of staff absence - Benefits package - Alternate rewards - Training and development - Recruitment & Selection training for managers is live. - Departmental CPD budgets established and sit within each department 	<p>Medium</p>	<ul style="list-style-type: none"> - Reduce agency workers - Customer experience programme - Culture change project and forum - Social Work Apprenticeship - Staff Seminars - Technology to support flexible engaging recruitment practises. 	<p>Chief Executive</p>	<p>ICT discovery exercise is due to be undertaken to re-map the HR&OD ICT requirements. This would be an integrated HR payroll system, enabling us to be a modern council and giving a better candidate experience during recruitment and on-boarding.</p> <p>The agency reduction strategy has been developed; and is now being implemented. Regular update and review meetings are taking place with senior officers and the Cabinet Lead for Finance to ensure compliance.</p> <p>Future focus will include workforce planning, learning and development; and talent/succession planning.</p> <p>A greater emphasis has been placed on supporting flexible working – which will also form part of ‘Build the Change’. A draft ‘Smart Working Policy’ has been developed to support the new ways of working – giving greater flexible to working arrangements across the council. This would potentially attract more talent to the council.</p> <p>Greater emphasis to be placed on using the apprenticeship levy on existing staff</p> <p>Regular reviews of MFS in line with labour market.</p>

Risk Title & Description	Original Risk	Existing Risk Mitigations	Current Risk	Further planned actions	Lead Department	Update 1 st October 2020
<p>CR16 - Financial Management</p> <p>If the Council fails to maintain its financial controls and or has its Statement of Accounts (SOA) qualified, then it could suffer significant reputational damage with its partners (customers, residents, suppliers and public bodies). This is because the Statement of Accounts reflects that the Council is a 'going concern'</p>	High	<ul style="list-style-type: none"> - General Purposes Committee and Assurance Board review of audit actions - Director of Finance has oversight SOA - Plan of improvement reviewed and updated to Audit & Risk Committee. - SOA - Bi-weekly meetings by 3 most senior finance officers 	High	<ul style="list-style-type: none"> - Restructure in Corporate Finance to review opportunities to strengthen team 	Resources	<ul style="list-style-type: none"> - General Purposes Committee to be updated monthly - Lead Member updated weekly - - Schools have been updated with changes. - External audit underway
<p>CR17 – Tax</p> <p>As the Council has become more complicated in its commercial arrangements, the complexity of VAT, Corporation Tax and SDLT (Stamp Duty Land Tax) has grown.</p> <p>The risk to the council from getting the partial tax exemption wrong in any year is at least a £2m hit to revenue.</p>	Medium	<ul style="list-style-type: none"> - A new monthly tax meeting takes place. - A plan of improvement is being developed to ensure that VAT in particular is being robustly monitored and so that risks are flagged early. - Finance is now involved in most SDLT decision-making conversations. - A new mailbox has been created. 	Medium	<ul style="list-style-type: none"> - The Council plans to send out a formal email to all key officers, particularly project managers about the need to seek tax advice and to ensure that all projects are opted to tax. - SharePoint will be set up with all records in one spot for all of the Council so there is one version of the truth. 	Resources	The Tax Officer is reviewing and projecting future tax liabilities to assess the options to manage the partial VAT exemption under the 5% threshold.
<p>CR18 - Civil unrest</p> <p>A confluence of significant events could cause tensions in the community that may result in violence causing injury, death, financial loss and property damage</p>	High	<ul style="list-style-type: none"> - A number of partnership meetings with the police enable a good flow of information sharing to highlight specific risks and provide an opportunity for the Council to contribute as part of wider local partnership- e.g. CCTV -heightened awareness, targeted projects 	Medium	<ul style="list-style-type: none"> - Development of pan London protocols to deal with unlicensed events. Targeted outreach, information sharing and a number of strategies including Community Safety Partnership Plan. 	People	There have been several unlicensed music events across London during the summer. London boroughs and the Metropolitan Police have agreed a protocol to respond to these. Public demonstrations in support of the Black Lives movement have taken place without incident.

Risk Title & Description	Original Risk	Existing Risk Mitigations	Current Risk	Further planned actions	Lead Department	Update 1 st October 2020
CR19 - Climate change Climate change and severe weather events may result in a disruption to delivery of services across the Council, with financial, operational, reputational and legal Consequences	High	-The council has invested heavily in the delivery of a number of flood mitigation schemes in recent years. -Declaration of climate emergency - Climate action plan	Medium	Implementation of action plan	Place	Action plan agreed and launched.

Appendix B: Combined COVID-19 Risk Register - October 2020

(Key: Recovery Group / Silver)

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
<p>CO1 – Staff Safety</p> <p>If there is a virus outbreak within staff offices, then this may cause large numbers of staff to become unwell and may endanger life</p>	HIGH	<ul style="list-style-type: none"> - Staff advised to work from home where compatible with their role to minimise number of staff on-site. - Managers reporting any cases or suspected cases among staff to the Public Health team. - Introduction of physical distancing for staff and visitors while in the Council buildings. - Risk Assessments carried out for all Corporate buildings. - Regular updates provided to staff - PPE available. 	HIGH	<ul style="list-style-type: none"> - Continued monitoring of Government advice - Additional safety and distancing measures being introduced in buildings including such as one-way systems - Guidance for individual areas on PPE provided and being updated - Cleaning of offices etc to be part of recovery workstream. - LBE TTT due to go live week commencing 12th Oct 	People
<p>CO2 – Mental Health and Wellbeing of staff</p> <p>There may be an increase in employee related mental health and wellbeing issues which impacts on the Council's ability to deliver services during the crisis and recover post crisis.</p>	HIGH	<ul style="list-style-type: none"> - Regular communication to promote health & wellbeing and support services - Virtual Team meetings to ensure colleagues are staying connected - Employee Advice and Counselling Service for specialist confidential support for staff and household members - Crisis communications strategy 	MEDIUM	<ul style="list-style-type: none"> - Departments to carry out resourcing assessment of their teams to identify areas where additional skills may be required, and where possible redeploy staff accordingly - Departments to develop plans to enable services to operate on skeleton staff if necessary. - Series of events organised by the 	Chief Executive's

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<p>agreed by Gold and implemented.</p> <ul style="list-style-type: none"> - Dedicated crisis advice helpline for staff now open Monday to Friday 10am - 4pm - Staff FAQs in place & updated on weekly basis. Communications to staff also managed at Bronze levels - Via Silver, ensuring managers are checking in with their staff on a regular basis and prioritising welfare discussions due to high numbers working from home, self-isolating and/or acting as shield for vulnerable family member 		<p>Mental Health and Wellbeing Network</p> <ul style="list-style-type: none"> - Continue to communicate regularly with residents and staff on all matters relating to COVID-19 including latest health and safety advice. - Latest COVID-19 comms strand being push externally and internally is promoting Test and Trace. - Staff also being regularly updated on related Build the Change activity and community response initiatives through Culture Matters comms channels. 	
<p>CO3 - Loss of staff</p> <p>If there is a significant loss of staff (25%-50%) due to the virus, then the delivery of critical services could suffer</p>	HIGH	<ul style="list-style-type: none"> - Existing Staff Redeployment Process: James Smith is leading on corporate priority service planning to identify where existing staff can be redeployed from non-critical to critical service areas when/if required. Plan identifies transferrable skills, existing security checks (e.g. DBS) to ensure redeployment to appropriate roles when necessary. This has been approved by Gold and is now in effect - External Temporary Employment: Sam Buckley is leading on external recruitment via Matrix for redundant/unemployed Enfield 	MEDIUM	<ul style="list-style-type: none"> - Process in place and if further shortages apply these can be advertised on the council website in partnership with Matrix 	Resources

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<p>residents to carry out specific roles/duties for specified periods of time.</p> <ul style="list-style-type: none"> - Services are making Sam & James aware when there are staff shortfalls so they can either re-deploy staff or look to work in partnership with Matrix through external advert. This is a live situation and so linked in to updates at Silver. Also linked they are running daily stats on HR sickness to look at any significant trends in staff absence which could impact on critical services - Public Health: Managers reporting any cases or suspected cases among staff to the Public Health team. SIT reporting mechanisms in place. MI portal adapted so that HR are receiving reports of both COVID and non-COVID related sickness. 			
<p>CO4 – Staff Visits</p> <p>There is an increased risk of staff being exposed to infection whilst attending care visits and appointments</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - PPE available for staff via FM 	<p>MEDIUM</p>	<ul style="list-style-type: none"> • Corporate Health and Safety Team have reviewed COVID risk assessments and any revisions of them as requested by services • Managers responsible for keeping their COVID risk assessments under review and amend as needed (e.g. changes 	<p>Place</p>

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
				to work activity, legislation or guidance change)	
CO5 – Financial Impact on Income The pandemic may bring about an economic downturn, which could lead to a reduction in income as businesses and individuals become unable to meet their liabilities to the Council.	HIGH	<ul style="list-style-type: none"> - Monitoring of income and continuing to follow robust yet sympathetic debt collection processes. 	HIGH	<ul style="list-style-type: none"> - We are in negotiations with Central Government to see how the impact of the suspension of business rates is to be mitigated. 	Resources
CO6 – Financial Impact of Additional Expenditure If the COVID-19 expenditure exceeds the organisation's financial reserves, then we will not have sufficient funds to support activities in the medium to longer term. There is also a risk that some/all financial savings for FY19/20 and FY20/21 may not be realised	HIGH	<ul style="list-style-type: none"> - Process drawn up for tracking COVID-19 expenditure across the whole organisation (Finance). Latest budget position update should be available end of March - Authority report submitted to Director of Law & Governance to release £3m of reserves to cover current expenditure - Regular meetings taking place with North Central London group to support forecasting. 	MEDIUM	<ul style="list-style-type: none"> - North Central London Finance undertaking focussed work on Council Tax and Business Rates. - Undertaking scenario planning in the event that there's a shortfall in Government funding. - Government funding continuing to be drip fed through. Currently £35.7m of support against £61.4m of cost/lost income. Lobbying and in discussion with MHCLG. 	Resources

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
<p>CO7 – Fraud</p> <p>During times of crisis and economic downturn, the level of staffing may decrease (potentially rendering the system of internal control less effective) whilst fraud attempts increase.</p>	HIGH	<ul style="list-style-type: none"> - Services aware of the importance of internal controls. - Corporate Anti-Fraud Team active and available. 	MEDIUM	<ul style="list-style-type: none"> - Corporate Anti-Fraud Team to communicate with key services to monitor fraud attempts and to obtain assurance that controls are operating effectively. 	Chief Executive's
<p>CO8 – Loss of ICT</p> <p>If ICT team / services / capabilities go down or remote working is not available to priority services and the wider staff group, then the organisation will be significantly restricted with immediate effect in its ability to deliver critical services.</p>	HIGH	<ul style="list-style-type: none"> - ICT COVID-19 action plan for Bronze/Silver/Gold in place & monitored daily to address identified weaknesses in technical capabilities, service provision & monitor progress to resolve identified issues. - Remote working test carried out on 17/03/20 - issues identified & now resolved. All users now transferred to VPN for improved remote access. - ICT has scaled up its ability to support more than 3000 users working from home remotely and accessing key/priority applications as well as the ability to hold conference and video calls. - Issued guidance to staff on working from home and how to maximise bandwidth etc. Guidance continues to be issued via ICT intranet page with daily Tips of the Day emails to all Council staff. - ICT Business Continuity Plan has 	LOW	<ul style="list-style-type: none"> - Teams rollout and removal of Skype by Dept on going. - Guidance/Training. On-going review of Network capability with Supplier. - First wave of critical applications identified which can't be used remotely (Atrium, Synergy, Liquid Logic, Northgate, Hope & Carefirst). These have now been resolved. Prioritisation of next set of critical applications follows Silver & Gold authorisation process. - Awaiting review of Network Capability commenced 7/9/20 and completion of Infrastructure Programme during Q3/Q4 to ensure Teams rollout is complete, and network robust. - Teams rollout to all services is complete but require completion of Network Programme to ensure connectivity and capacity are 	Resources

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<ul style="list-style-type: none"> - been reviewed & is up to date - Weekend ICT service desk support terminated w/e 18/04/20 - Calls to the ICT Service Desk has stabilised. 		robust. Expected between now and end of Financial Year	
<p>CO9 – Failure of suppliers</p> <p>If LBE's external contractors who provide services on behalf of the organisation cease operating, then critical services could cease as a result, falling back to LBE to deliver under duty of care legal requirement</p>	HIGH	<ul style="list-style-type: none"> - Regular review & monitoring of existing contracts - Services in this position have been asked to identify & prepare contingencies, such as alternative suppliers on SAP, shared services with other local authorities and existing supplier contingency plans - All external contractors identified on BIAs have been contacted. Service Leads are satisfied that key suppliers have adequate contingencies in place. Emergency Planning have listed all information. 	MEDIUM	<ul style="list-style-type: none"> - Continued monitoring of contracts where suppliers are most at risks. - BCP Service Leads have been requested to continually keep in contact with external contractors ensuring that they are able to supply the service 	Chief Executive's
<p>CO10 - Reduction in Service delivery</p> <p>Service delivery may be affected if a significant amount of staff are unwell leading to delays in processing and responding to service requests.</p>	HIGH	<ul style="list-style-type: none"> - All employees able to work from home - Maintain register of employees that can be redeployed to other areas based on need and skills required - Regular information sharing with employees via email - Monitoring of absences and management of return to work within government guidelines 	MEDIUM	<ul style="list-style-type: none"> - Develop a contingency plan for a potential second wave of outbreak - Train employees to cover vacant roles as required. - Develop plans to enable services to operate on skeleton staff. 	Chief Executive's

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<ul style="list-style-type: none"> - Business Continuity Plans and staff cover rotas ensure cover in the office is maintained 			
<p>CO11 - Supply Shortages</p> <p>If essential supplies run low within Council offices, then this could cause health & safety issues, reducing/preventing our ability and that of our partners to deliver services to our residents & vulnerable service users</p>	HIGH	<ul style="list-style-type: none"> - ICT: carrying out daily hardware stock checks to understand gaps in mobile device & accessories and identify critical users to prioritise redeployment of hardware for remote working when required via Gold authorisation process. - Procurement: (Peter Alekkou & Claire Reilly) are identifying key suppliers against critical services list to ensure suppliers have emergency plans in place regarding supply chain, and work with services to identify 2nd & 3rd tier supply chain suppliers in case of 1st tier failure. Corporate guidance drafted based on Cabinet Office guidance note for supplier relief - with Matt Bowmer for review. 	MEDIUM	<ul style="list-style-type: none"> - Procurement supplier findings & proposals to go to Matt Bowmer & Fay Hammond for review. Matt to review & share with Silver and Gold the corporate guidance for supplier relief. - Stock Monitoring still place and suppliers still able to provide stock with slightly longer lead in times - Supplier at Risk programme put in place with initial support from EY and being run through Departmental Procurement Boards - No further planned action 	Resources
<p>CO12 - Increased demand for Social Care services</p> <p>If the NHS is unable to cope with additional demands, this may place extra burden on the Council along with a general rise in demand for services</p>	HIGH	<ul style="list-style-type: none"> - Single point of contact created for each hospital on the Enfield patch with Enfield leading for NMDDX to co-ordinate health and social care response to the pandemic - Daily sitrep meetings with health and 	MEDIUM	<ul style="list-style-type: none"> - Infection control training provided via local NHS trusts to community and care home staff - Information/advice shared with providers incl. Carers/personal assistants 	People

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
due to COVID-19		<ul style="list-style-type: none"> council partners - Daily sitreps received via Public Health on infection and death rates in Enfield - Daily sitreps received via our social care providers on infection/death rates and ability to accept new referrals - Service response stepped up to seven days per week to facilitate timely discharges from hospital - Additional capacity created both for COVID-19 positive cases step down and non-positive cases - Opened two units at BW house to provide a further 20 residential/nursing beds for hospital discharges from NMDDX 		<ul style="list-style-type: none"> - DP users provided with information re access to free flu jabs and ppe for carers/personal assistants - VCS services around info/advice remobilised as part of a community response service for vulnerable and shielding people together with NHS social prescribing offer - NCL sub-region response has created 85 step up/step down beds for COVID positive cases with no admissions to care homes of people who have tested positive - Current embargos on care homes kept under review to assess suitability of lifting these to release further residential capacity (already begun but ongoing). Currently have 15% vacancy rates in care home market. - Community equipment service continues to work Mon-Sat with option to ramp up to 7 day working if needed - Gov funding (ICF) distributed to providers as per guidance 	
CO13 - Sustainability of interventions	HIGH	<ul style="list-style-type: none"> - BCP will need to be reviewed for long term impact. 	HIGH	<ul style="list-style-type: none"> - Business Unit operating models will need to be reviewed and amended 	Strategic Management

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
<p>If the current level of interventions is required for a medium to long timeframe with intermittent removal & implementation to re-flatten the infection curve, then this would be hard to sustain from both a service and financial viewpoint as the draw on resources would be significant and intensive for short periods of time and repeated frequently</p>				<p>to accommodate new ways of working both in terms of staff numbers, physical resources and budgets this is likely to be driven by demand on services and finances available. Closely linked to CO14</p>	<p>Group (Gold)</p>
<p>CO14 - Sustainability of Social Care provider markets</p> <p>If provider market is affected, then potential quarantine of homes or reduced community service with reduced availability of critical support services</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Council continues to follow PHE/government advice & distribute information regularly through comms plan to providers; - Daily ring rounds to all providers to assess staff availability, infection/death rates, PPE supplies and food supplies; BCPs requested from all providers; - IWE continue to act as Council PLR; - Single point of contact for provider queries through brokerage; - Review of current embargos on providers; - 8 additional beds opened at BW house for OP/LD clients for permanent and respite support. Two additional units opened at BW house to provide 20 residential/nursing beds; continue to escalate calls for 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Lifting any embargos on providers to create additional capacity if it is safe to do so; - provision of temporary grant funding for residential providers - continued payment against commissioned services for community - passporting of additional Government infection control funding to community and residential providers to ensure staff wages and other infection control costs are covered including Phase 2 funding - Support additional recruitment campaigns across NCL and locally for care staff and nursing staff including through mutual aid programme 	<p>People</p>

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<ul style="list-style-type: none"> PPE and co-ordinate for providers any deliveries issued through hospital sites; - 		<ul style="list-style-type: none"> - Currently 270 void beds in Enfield care homes (15%) - Joint work with CCG to commission care - Free PPE through Gov portal & local supplies 	
<p>CO15 - Supply of PPE</p> <p>If the supply of PPE is not managed effectively, then stock availability will reduce quickly for both LBE staff and care providers in the Borough reliant on Council provision.</p>	HIGH	<ul style="list-style-type: none"> - Ensuring sourcing of PPE is based on volumes, lead in times, consideration regarding certification of products, and provider track record; - Sending requests to the NHS to consider incorporating into the wider NHS supply chain; - Multiple supply sources (local & regional) are in place (current levels are adequate); - Carrying out due diligence on Pan London Memorandum of Agreement adding to supply providers (short term arrangement); - Investigating CLIPPER supply options (medium term option); - Providing breakdown of PPE stock levels to Gold 3x per week; - Calling residential care providers every day to understand stock requirements. 	LOW	<ul style="list-style-type: none"> - Gov portal in place to supply free PPE - Letter sent to all direct payment users 14/10/20 informing of access to free PPE arrangements - Brexit risk register updated to reflect risk to supply chain - Stock levels maintained at least 3 months - Gov infection control funding used to procure additional supplies in line with guidance to minimise impact on council budget 	People
CO16 – Activation of BC Plans	HIGH	<ul style="list-style-type: none"> - Emergency Planning conducted 	MEDIUM	<ul style="list-style-type: none"> - Lead officers to continue to monitor 	Chief Executive's

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
<p>If BCPs have not been reviewed recently or are in place, and circumstances dictate that they must be enacted at short notice, then this could severely impact the organisation's ability to plan and address the crisis, restricting its ability to fulfil duty of care to residents.</p>		<p>update of all BPCs and presented findings to Doug Wilkinson (Silver Chair)</p> <ul style="list-style-type: none"> - Gold, Silver & Bronze groups are now in place and active - COVID-19risk register created & monitoring with Doug Wilkinson's oversight, escalations to Gold group as required - Emergency planning exercises have been carried out recently for critical services and those who have requested these. 		<p>and disseminate information from relevant agencies.</p> <ul style="list-style-type: none"> - Weekly SitReps are being sent to London Local Authority Coordination Centre. - Weekly internal SitReps are being completed and circulated to Silver and Gold - PH Strategic Management Group has been established and meets twice a week 	
<p>CO17 – Fuel shortage</p> <p>If there are fuel shortages caused by panic buying and/or delays to supply, then this will cause disruption to delivery of LBE key services as well as contributing towards civil unrest (see C011)</p>	HIGH	<ul style="list-style-type: none"> - Fuel reserves held with regular deliveries to keep fuel tanks topped up. - Operational contingency plans in place with Fleet Services National and local fuel plans in place. - Enfield identified designated fuel station is at Tesco (Ponders End) plans in place and was exercised last year - Local fuel plan in place to prioritise operations/ essential services. 	MEDIUM	<ul style="list-style-type: none"> - Continue to monitor situation locally on a weekly basis and through London Resilience Team. Fleet Services monitor daily fuel stock held at Morson Road, Pymmes Park and Trent Park and order in advance to ensure fuel stocks are constantly at optimum. All front-line services have been issued with fuel cards to use local filling stations if necessary, to preserve our own stocks should shortages arise 	People

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
<p>CO18 – Civil Unrest</p> <p>If uncertainty and tensions rise across the community, then this could lead to further panic buying, riots and disturbance</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Existing Civil Emergency Management plan in place. - Emergency Management Response Team in place with on call officers including Council Gold and Silver - Lead officers continue to monitor and disseminate information from relevant agencies. - Head of Community Safety regularly liaise with the Enfield Police Service. - 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Liaising and sharing information with partners including emergency services via the Enfield Borough Resilience Forum. Fortnightly updates requested from Partners including the Emergency Services on the Enfield Borough Resilience Forum and shared with TMG (Silver) and SMG (Gold) - Head of Community Safety reports back to the TMG (Silver) on any issues within the borough these currently include protests and UMEs- signed UME protocol. COVID car from MPS for Enfield but limited resource for new restrictions is likely due to conflicting demands with XR etc. Not clear whether there will be compliance within community during this phase of COVID management, or whether there will be resource for LAs in terms of “Marshalling”. <p>Raised question of potential London Lockdown at MPS Planning meeting for further discussion on Nov 4th agenda will also include community tensions, Autumn Nights (crime reduction seasonal).</p>	<p>People</p>

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
				Update to be provided thereafter.	
<p>CO19 – Health and Wellbeing of community</p> <p>There may be a significant impact on the health and wellbeing of the community leading to an increase in demand for welfare and care services.</p>	HIGH	<ul style="list-style-type: none"> - Regular calls to vulnerable residents - Community Hub in place to support our most vulnerable residents with food and medical supplies. - Temporary housing supported accommodation. - Crisis communication plan in place - Webpage updated 	MEDIUM	<ul style="list-style-type: none"> - Work with Local Strategic Partnership to identify local emerging needs - Review of grants to further support the needs of the community - Deliver agreed communications plan and update/amend as needed 	Resources
<p>CO20 – Local Businesses</p> <p>The pandemic may bring about an economic downturn, resulting in business no longer being able to operate in Enfield.</p>	HIGH	<ul style="list-style-type: none"> - Grants / Business rates relief - Learn from and build upon the Business Portal, set up during COVID-19 to become a go to space for Enfield businesses - Gather data and insight to support businesses now and in the future - Create a space for small businesses to possibly highlight council support and share a forum for business interaction 	MEDIUM	<ul style="list-style-type: none"> - Liaison with Heads of Service for Economic Development, Customer Experience and Commercial to build upon existing Business Portal. - Engage with businesses to ask what they need now and in the future for Information, Advice and Guidance, including grant and bid opportunities. 	Place
<p>CO21 – Unaffordable and inaccessible space to trade and work from</p> <p>Bedroom and small businesses may</p>	HIGH	<ul style="list-style-type: none"> - Good growth fund at Fore Street Library an example of future design - Seize opportunities to create infrastructure including access to 	MEDIUM	<ul style="list-style-type: none"> - Use Fore Street Library and other builds as prototype modelling and design in keeping council properties purposeful, flexible and 	Place

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
find it difficult and expensive to find fledgling accommodation and employees may want to work elsewhere, adopting the remote working culture further - and leading to vacant spaces and buildings		strong wi-fi from wherever, whereby Enfield and neighbouring residents alongside LBE employees can work elsewhere and stay local. Thus, benefitting the local economy from disposable income spend and facilitate collaborative working.		<ul style="list-style-type: none"> relevant to Enfield business - Growth in Enfield economy and prosperity, building upon its industrial and electrical manufacturing history to a modern, flexible and affordable place of working for ICT and media businesses - Support empty shop and spaces for fledgling businesses make their way into the high street gradually, tend to be pop up and different variety to high street retailers offering diversity and interest into the high street 	
<p>CO22 – Rise in unemployment</p> <p>DWP has reported that 950,000 new claims for universal credit were made between 16 and 31 March, suggesting that a sharp rise in unemployment has already taken place (although some of these claims will also relate to people experiencing a temporary drop in income without having lost their job or closed their business).</p>	HIGH	<ul style="list-style-type: none"> - Support employers with finding the right workforce, trained and ready and plug gaps in specialised industries - Libraries already work with partners such as Maximus, DWP, JC+, THFC etc to run job fairs, training of NEETS, CV writing and a variety of job clubs - Council can increase apprentices and work placements especially keeping workforce diverse such as finding employment for adults with learning disabilities, can advise businesses on job carving etc 	MEDIUM	<ul style="list-style-type: none"> - Build upon successes and make Enfield Council a hub for supporting Enfield workforce not only for the Council but for surrounding businesses - Learn from COVID-19 agile employment procedures for residents at risk or who have lost employment through COVID-19 gaining access to Enfield Council roles - Only high as access to physical spaces to conduct support are closed. However, solution over a medium term could be virtual 	Place

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<ul style="list-style-type: none"> - Increase training and coaching for young people such as STEM, robotics and Logistics learning - Support residents and businesses to diversify and review transferable skillsets - Learn from COVID-19 agile employment procedures for residents at risk or who have lost employment through COVID-19 gaining access to Enfield Council roles 		interviews, webinars etc	
<p>CO23 - Closure of LBE buildings</p> <p>If LBE buildings are forced to close, then some priority services may not be able to fulfil their legal obligations impacting on service delivery to residents & vulnerable service users and there will be no ability to provide face to face customer service in buildings such as Civic Centre, libraries, homelessness & social care service buildings</p>	HIGH	<ul style="list-style-type: none"> - Overall services have adapted well to moving face to face services to online/via telephone etc. - ICT: ICT testing & recent increase in remote working has demonstrated that the majority of staff can work remotely and access the systems they require. See CO1&4 for further details. Registrars Safe & Connected and Refuse & Fleet services can now work remotely (software & hardware compatible). - Libraries: Libraries have shut, moving as many services online as possible - Emergency Planning: All BCPs have been reviewed and at present all up to date. - Community Hub: Hub set up with 	MEDIUM	<ul style="list-style-type: none"> - Emergency Planning: Tariq to contact officers when BCPs are nearing review dates. - ICT - Impact has been reduced as ICT provision is such that loss of ICT at this juncture given the mitigating actions now in place would have a reduced impact on the overall risk. Stable support in place for remote working. (MS) Any issues being reviewed as part of day to day support, treating remote working as normal. - Libraries - Two Libraries are now open with restricted services but also includes face to face customer support, as per Delegated Report, phased approach, risk assessments undertaken (update 1 	Resources

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		dedicated telephone support line & CRM system, online presence with online form, call centre team, food distribution logistics & prescription delivery support to most vulnerable & shielded residents. Needs are being met. Costs are being incorporated into MHCLG reporting (Shielded and Non-Shielded Vulnerable)		August). - Community Hub - food deliveries ceased 31 July, however, transitional plans implemented already and support for Track, Test and Trace in place.	
<p>CO24 - Regeneration and housing programmes</p> <p>The pandemic is bringing about an economic downturn, which could lead to an inability to deliver the Council's ambitious regeneration and housing programmes.</p>	HIGH	<ul style="list-style-type: none"> - Development and Regeneration Board reviewing progress with schemes monthly - Ongoing review and monitoring by project managers. - Place procurement board monitoring major development/regen suppliers and partners 	HIGH	<ul style="list-style-type: none"> - Proposals for an RP framework to provide a way to engage a wider group of partners in opportunities – including if schemes stall – being put into place although will take a year. - AHP programme 2021/26 currently considering bids. - Lobbying and seeking out opportunities for regeneration funding which may not be included in the AHP programme 	Place
<p>CO25 - Emergency repairs and health and safety compliance in council housing</p> <p>If there are infrastructure failures like power during the crisis and suppliers are not in a position to carry out repairs, then Council Housing tenants and vulnerable residents could be left without lighting, heating, means of</p>	HIGH	<ul style="list-style-type: none"> - In house workforce provides resilience, government guidance in place providing clarity over means of safe access to homes. - Challenges with recruiting suitable technical staff being reviewed with HR 	HIGH	<ul style="list-style-type: none"> - Preparations underway to prepare for winter in the event of a second spike and responding to the higher impact of power and component failures. - Lift replacement and planned programme underway. 	Place

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
access etc. which could lead to further burden on emergency services and other Council services in the short term					
<p>CO26 - Excess death If death rates increase dramatically, then there will not be enough storage space in the borough for the bodies prior to cremation/burial posing a health & safety risk to residents.</p>	HIGH	<ul style="list-style-type: none"> - Identified storage containment & location in partnership with Coronial Group (Brent, Haringey, Harrow, Barnet & Enfield). - Joined with LB Haringey for excess death plan which is reviewed and discussed weekly. LBE Subgroup chaired by Sue McDaid supporting corporate & partnership approach - Additional temporary body storage was operational in Haringey for Enfield and Haringey excess deaths (and for London if needed) at peak and decommissioned end of June 2020. However additional MHCLG portacabin storage placed at Haringey for Enfield and Haringey use for the foreseeable future. Capacity deemed sufficient based on expected demand, but the capacity can be increased further if needed - In addition, the London Resilience Group overseeing London's response to COVID-19 had set up large 	MEDIUM	<ul style="list-style-type: none"> - NCL and Haringey and Enfield excess mortality groups will be reinstated when needed for second wave - Enfield will need to contribute towards the operating costs of the MHCLG portacabin located at Haringey for body storage – costs awaited - London temporary body storage regional hubs mothballed and can be recommissioned when triggered by increased excess deaths - Have plans and ability to scale up burials capacity and death registration for second wave as needed. - We are accelerating the extension at Edmonton Cemetery as traditional lawn graves are in demand here (though we have provision at our other cemeteries). 	Place

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<p>temporary body storage hubs for London which were operational and sufficient based on expected demand. These have now been stood down but can be recommissioned if the number of deaths rise again.</p> <ul style="list-style-type: none"> - Burials capacity had increased in accordance with business continuity plan for pandemics and is sufficient to cope with current demand for increased burials. This capacity can also be increased further if needed - Communications have been sent to the faith and community leaders in Enfield about changes to the death registrations, burials and funerals in the COVID emergency - Registrars have increased capacity for death registration 			
<p>CO27 - High & fast infection rates</p> <p>If infection rates follow worst case scenario predictions, then the outbreak could lead to a significant number of people being infected within a short period of time. This could lead to severe consequences including: deaths to vulnerable people, overload on Adult Social Care service, severe disruptions to services and staff shortages (see CO2)</p>	HIGH	<ul style="list-style-type: none"> - Flu plan tested in a multi-agency exercise last year - Following & enacting central government advice to flatten infection curve as quickly as possible. - COVID-19 emergency planning now active, Bronze, Silver & Gold all live, business continuity plans being reviewed by all services - All service leads are required to 	MEDIUM	<ul style="list-style-type: none"> - All teams have undertaken 'look back' exercises which has been feedback to Gold. Local Outbreak Control Plan has been written and published on the Council website. - Online scenario planning held with schools - Seminar held with Headteachers - Letter sent to all Enfield households - Social media being used to 	People

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<p>complete a BCM Situation Report and monitor the service on a daily basis and amend SitRep where changes to service delivery occur.</p> <ul style="list-style-type: none"> - All Directors to supply an update every day on to a SharePoint document and feedback on any issues at Silver Meetings to ensure any issues are captured and dealt with before they become any issue. 		<p>communicate messages</p> <ul style="list-style-type: none"> - Cllrs have produced videos in non-English languages - PH and Comms working to promote NHS app when launched - Continuing work with the Faith Forum - LBE TTT due to go live week commencing 12th Oct 	
<p>CO28 - Community Shielding Hub & volunteer support</p> <p>If the number of volunteers reduce significantly as lockdown eases and volunteers return to their jobs, then delivery of services which are currently dependent on volunteers for Shielded and Non-Shielded Vulnerable residents will need to be revised/re-designed to accommodate the decrease in resources available to the Hub.</p>	HIGH	<ul style="list-style-type: none"> - Recovery phase Gold meeting took place on 05/06/20 including Community Shielding Hub to discuss mitigating actions and plan for recovery phase. 	LOW	<ul style="list-style-type: none"> - Understand what post-lockdown support requirements are for Shielded and Non-Shielded Vulnerable 	Resources
<p>CO29 - Lockdown / Quarantine</p> <p>If restrictions on movement increase within and outside of London resulting in lockdown or quarantines, then it will be difficult to deliver essential services and staff will not be able to move around the Borough/outside of London</p>	HIGH	<ul style="list-style-type: none"> - Library based services which suit online have been moved to digital accordingly. - Community Hub: Hub set up with dedicated telephone support line & CRM system, online presence, call centre team, food distribution logistics & prescription delivery support to most vulnerable & shielded residents 	MEDIUM	<ul style="list-style-type: none"> - Work with Emergency Services partners to ensure Council services can still be delivered during lockdown/quarantine. This will be kept under review and monitored via Silver group. - Sub-regional group established to provide consistency across NCL area, includes Met Police with 	TMG - Silver

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<ul style="list-style-type: none"> - Critical services previously requiring face to face interactions have been moved to online/telephone with suitable work arounds to ensure continued service provision during crisis. - Transport remains in place and Council key workers have received letter authorising their continued circulation around the Borough along with ID card provision 		<p>Borough Commander in attendance and London Councils.</p>	
<p>CO30 - Prolonged school closures</p> <p>If schools close for a number of months, then LBE staff with children may not be able to work due to lack of childcare which will impact on the organisation's staff capacity to deliver essential services.</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Schools have reopened to look after children of parents who are key workers & parent/carers of vulnerable pupils. They have stayed open during the Easter holidays. London Councils have clarified which local authority roles this applies to and this has been circulated to staff. LBE has provided letters of support to school/childcare providers as required - For non-key workers, those who can work from home will now do so and ICT remediation works are complete to facilitate this, as well as those services who previously didn't have access. - Understood that parents will not always be available during business 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - No further planned actions currently required 	<p>People</p>

Risk Ref - Title Description	Initial Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department
		<p>hours, will be working evenings & weekends, so any downtime to network etc. will be communicated in advance</p> <ul style="list-style-type: none"> - All managers asked to ensure they accommodate parents who must work from home - Options for annual leave & unpaid leave also communicated to staff, although working from home where possible is preferable 			
<p>CO31 - Local Lockdown</p> <p>If a local lockdown is enforced, there will be restrictions on movement within and outside of the Borough making it difficult to deliver essential services.</p>	High	<p>16.10.2020 - Staff have been issued with letters from the Chief Executive identifying them as critical workers to enable travel to work for essential services to be maintained. This will also enable childcare/ schooling places to be secured to further enable essential workers to attend workplace.</p>	Medium	<ul style="list-style-type: none"> - Work with Emergency Services partners to ensure Council services can still be delivered if a local lockdown is enforced. - This will be kept under review and monitored via Silver group 	TMG - Silver
<p>CO32 - Second wave</p> <p>If there is a "second wave" of COVID-19, this will result in significant additional pressures on the Council's resources.</p>	High		Medium	<ul style="list-style-type: none"> - This will be kept under review and monitored via Silver group - Gatekeeping in homelessness will be necessary if we are to contain costs 	Place

Appendix C: Short-Term Brexit Risk Register, Day 1-100 - October 2020

Risk Ref / Title / Detail / Description	Original Risk	Existing Risk Mitigations	Current Risk	Further Planned Actions	Lead Department / Target Date	Updates October 2020
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<p>BR0 – Preparedness</p> <p>Inadequate preparations made by the Council in the event of a “No Deal” Brexit will result in significant disruption to services.</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Brexit Panel set up, Terms of Reference agreed - Panel membership includes Police, London Fire Brigade and North Middlesex Hospital. - Part of the London wide “Brexit” group -Budget of £210k available. Spend £8k in 2018-19 (devices); £70k commitment for CAB advice agreed. 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Continue to liaise with regional/national partners to ensure readiness and feed relevant local information to Government as requested. - Ensure prompt circulation of new information to Panel members for action/information - Proposal pending for areas of potential future commitment (communication team and staffing resource) 	<p>CEX Ongoing</p>	<ul style="list-style-type: none"> - Actions ongoing
<p>BR1 – Fuel shortage</p> <p>Fuel shortage caused by panic buying and/or delays to supply, causes disruption to key services</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Fuel reserves held with regular deliveries to keep fuel tanks topped up. - Operational contingency plans in place - National and local fuel plans in place 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Plans to prioritise operations/ essential services in place. - Continue to monitor situation via Single Point of Contact network to regional/national guidance 	<p>PLACE Ongoing</p>	<ul style="list-style-type: none"> - Actions ongoing
<p>BR2 – Medicine and supplies shortages</p> <p>Delay in access to medicines and/or shortage of supply may result in increased costs and disruption in service (including vaccinations and PPE) and increased poor health (including COVID-19)</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - NHS national co-ordination centre leading on this issue and will update when information becomes available. - Overview of flu vaccination availability by HWB -Panel is attended by North Middlesex Hospital representative 	<p>HIGH</p>	<ul style="list-style-type: none"> - Further updates to brought back to the meeting as information becomes available. -NHS representatives: - Chase Farm - NCL CCG (Clinical Commissioning Group) Barnet, Enfield and Haringey Mental Health (BEHMHT) - North Middlesex Hospital invited to attend 	<p>PEOPLE Ongoing</p>	<ul style="list-style-type: none"> - Risk rating increased to High (previously Medium) Actions ongoing - Further details added to risk description. - More formalised discussions with NHS representatives have been ongoing.
<p>BR3 – Civil Unrest</p> <p>Uncertainty may cause panic buying, riots and disturbance</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Existing emergency plan in place - Gold command in place 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Lead officers to continue to monitor and disseminate information from relevant agencies. 	<p>CEX, PEOPLE Ongoing</p>	<ul style="list-style-type: none"> -Risk rating increased (previously Low) due to current tensions

<p>BR4 – Staffing</p> <p>Uncertainty of the Brexit process may lead to staff disruption/absences.</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Unlikely to see any issues until 2020 - No concerns raised by staff or management 	<p>LOW</p>	<ul style="list-style-type: none"> - Can be added to regular QA officer contact questions with providers in ASC - All ASC staff and providers given information/advice and support with helping staff to apply for settled status 	<p>PEOPLE</p>	<ul style="list-style-type: none"> - Actions ongoing
<p>BR5 – Funding in first quarter post Brexit</p> <p>Temporary delay on EU direct funding/grants scheduled to be received in first quarter post Brexit.</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Exposure currently at a very low level with no disruption expected 	<p>LOW</p>	<ul style="list-style-type: none"> - No further actions planned, Risk currently at an acceptable level 	<p>Not applicable</p>	<ul style="list-style-type: none"> -No change
<p>BR6 – Anxiety and stress</p> <p>Increased levels of anxiety and stress amongst population and staff may lead to an increase in demand on services.</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Crisis communication plan in place - Webpage updated 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Deliver agreed communications plan and update/amend as needed 	<p>CEX Ongoing</p>	<ul style="list-style-type: none"> - Actions ongoing
<p>BR7 – Community offer</p> <p>Inadequate provisions and/or communications by LBE regarding services offered to facilitate transition post Brexit for EU residents of the Borough</p>	<p>HIGH</p>	<ul style="list-style-type: none"> -Council has agreed to provide some community support via its 4 flagship libraries -LBE & Citizens Advice Bureau to deliver joint community offer services to local people. -Funding for Citizens Advice Bureau agreed on 9 April 2019 to enhance services to local people. 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Citizens Advice Bureau offer at our flagship libraries being promoted as part of our overall Brexit information campaign. -Enfield Town and Palmers Green are in a good position, additional work required with Edmonton Green and Ordnance Road libraries. 	<p>RESOURCES Ongoing</p>	<ul style="list-style-type: none"> - Actions ongoing

<p>BR8 – Supply chain</p> <p>Disruption to supply chain may cause adverse effects on delivery of services & essential equipment e.g. PPE and/or increased costs.</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Analysis of existing emergency suppliers identified no issues - Will continue to maintain at least 12 weeks of PPE stock to mitigate against possible future supply shortages 	<p>LOW</p>	<p>Extensive exercise being carried out on critical suppliers to identify any potential issues</p>	<p>CEX Ongoing</p>	<p>-Existing strategies that have been put into place have now been noted</p>
<p>BR9 – Compliance of Data and Applications</p> <p>Data transfers between the UK and EU / US may not be legal or compliant and could be open to challenge.</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Data Protection Officer in place - Regulatory framework will be unaffected - All data and applications held by existing suppliers is hosted in the UK, or is under contracts relying on standard contractual clauses which will continue to be valid post-Brexit. - All new cloud based data will be hosted on UK servers 	<p>MEDIUM</p>	<p>- Discussion ongoing to migrate existing cloud based data to UK servers.</p>	<p>CEX / RESOURCES Ongoing</p>	<p>- Actions ongoing</p>
<p>BR11 – Housing checks and immigration right to rent. Impact of updated guidance.</p>	<p>LOW</p>		<p>LOW</p>	<p>- Housing representative to be invited to future meeting</p>	<p>PLACE Ongoing</p>	<p>- To be discussed</p>
<p>BR12 - Welfare</p> <p>Increased costs and supply shortages may lead to a fall in the standard of welfare, including food insecurity & fuel poverty,</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Regular donations made by the Council to the food banks - Monitor homelessness applications closely 	<p>LOW</p>	<p>- Additional funds will be made available to local food banks if necessary.</p>		<p>- To be discussed further.</p>

<p>BR13 - Additional care requirements</p> <p>There may be increased health care costs due to elderly British nationals returning to the UK who require more support.</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Activity, performance and spend data reviewed monthly in place; - Regular investigation of abnormal spikes in activity in place; - Risks & pressures identified as part of a monthly activity spend rollforward process feeding into MTFP process 	<p>MEDIUM</p>	<ul style="list-style-type: none"> - Explore option of creating a flag on Eclipse for identification of repatriating residents - Question to be included as part of the care act assessment process 	<p>PEOPLE Ongoing</p>	<p>- Actions ongoing</p>
<p>BR14 – Local Businesses</p> <p>Brexit may compound the economic effects of COVID-19, resulting in business no longer being able to operate in Enfield.</p>	<p>HIGH</p>	<ul style="list-style-type: none"> - Grants / Business rates relief - Translate the learnings and build upon the Business Portal set up due to COVID-19 to become a go to space for Enfield businesses 	<p>HIGH</p>	<ul style="list-style-type: none"> - Create a space for small businesses to possibly highlight council support and share a forum for business interaction - Gather data and insight to support businesses now and in the future 	<p>RESOURCES Ongoing</p>	<p>-New risk identified and added to register</p>