



AUDIT COMMITTEE AND AUDIT COMMITTEE (ADVISORY)

2 September 2019

SECOND DESPATCH

Please find enclosed the following items:

Item 8 Update on Brexit readiness

1 - 28

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30 August 2019



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People Directorate

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Report of: Corporate Director of People

Meeting of:	Date:	Agenda Item	Ward(s):
Audit Committee	2 nd September 2019		All

Delete as appropriate:	Exempt	Non-exempt
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SUBJECT: Brexit Resilience Planning Update

1. Synopsis

- 1.1. This paper summarises the work to date that has been conducted by the Brexit Resilience Group in preparation for a 'no deal' Brexit scenario.

2. Recommendations

- 2.1. Committee is asked to note the report

3. Background

- 3.1. The UK is scheduled to formally leave the European Union on the 31st October 2019. In order to ensure that Islington Council is fully prepared, the Brexit Resilience group [BRG] has been putting plans in place for a potential 'no deal' Brexit scenario.
- 3.2. The challenges posed by a no deal Brexit have been discussed and monitored by the BRG since the beginning of the year. The scenario could potentially pose unique and difficult challenges in the borough that have not been experienced before. Until recently, information specifically regarding the expectations of Local Authorities has been

minimal. Despite this, the BRG has produced and monitored the Islington Brexit risk register and have been engaged with civil contingency planning with partner organisations (police / fire). The BRG has run a number of no deal scenario exercises to test the mitigations detailed within risk registers with success.

4. Planning and Preparation

4.1. Brexit Resilience Group and planning arrangements

4.1.2 The Brexit Resilience Group [BRG] is a cross council group representing all areas of council business. The group meets on a regular basis, usually fortnightly with weekly meetings held in the run up to Brexit deadlines (March, April and October). The group is chaired by the council's designated Brexit lead officer, the Corporate Director of People and is closely overseen by the Brexit lead executive member, Cllr Una O'Halloran.

4.1.3 The council's executive lead and Head of Paid Service have been briefed on council readiness through regular briefings.

4.1.4 The council's Brexit lead officer participates in regular conference calls with the London lead for Brexit planning and MHCLG. The council's HR lead also has regular conference calls with the relevant government departments.

4.1.5 The BRG reviews the 'no deal' Brexit risk register, which has been developed for each directorate, contingency planning and monitors risks and issues that arise corporately around the specific themes of impact and support required for residents, for businesses and for council staff. Action planning to mitigate risks and prepare for worst case scenarios is co-ordinated through the BRG.

4.1.6 Over the coming weeks, it is strongly anticipated that there will be increased work required by the group as further messaging is received from Central Government. Work is advanced to adjust the resources which will be required as the 31st October deadline approaches.

4.2. Support for Staff

4.2.1 EU Settlement Scheme - Approximately 100 staff have self-identified as a non-UK EU national other than Irish. All of those that have applied for the EU Settlement scheme and are eligible have successfully gained settled status to date.

4.2.2 The nationality of staff is not routinely collected at recruitment and staff are not obliged to notify the Council of their nationality or whether or not they have applied for the scheme. Numbers of EU staff can therefore only be estimated. Staff are also applying for settled status or citizenship without having to notify the council.

- To encourage staff to apply to the scheme, HR have conducted a number of open information sessions across council buildings, including the Town Hall, Cottage Road, Drayton Park, Brewery Road, Vorley Road and Calshot Street, encouraging staff to apply for Settled status. More sessions will be offered in the coming weeks and months.
- Details of the scheme can be found on Islington Council's intranet, Izzi. Messages have been set out via email to all staff to raise awareness and encourage applications.

- Despite media coverage to the contrary, the Home Office have confirmed (as at 22 August 2019) for those in the country before 31 October 2019 that the deadline for applications continues to be 30 June 2021 if the UK and the EU reach a deal and 31 December 2020 if the UK leaves without a deal.
- Some staff have reported feeling anxious about their future status following media reports. Managers are being encouraged to support staff.

4.2.3 Communications to all staff will be ongoing, clarifying messages that are reported in the press which may be confusing, as well as highlighting how LBI values its EU staff.

4.3. Support for Residents

4.3.1 In June Islington ran the 'We are Islington' campaign, to celebrate the positive contribution that non-UK Europeans who live and work in Islington bring to the borough, but to also signpost residents a staff to local support. The month-long colourful campaign was featured on poster sites across the borough and in key council buildings, noticeboards on estates, social media (Twitter, Facebook and Instagram). It featured four different people, with different roles and nationalities. A second phase of the campaign will follow in the coming weeks.

4.3.2 Local group 'Islington in Europe' has worked in collaboration with the council and two local immigration law firms – Wilson Solicitors LLP and Wesley Gryk Solicitors LLP, to provide a number of free immigration and legal advice events for those concerned about their rights and future in the UK. A further event is planned in October which will correspond with the Council's rerun of the 'We are Islington' campaign.

4.3.3 Islington registrars have been providing the ID Verification Service, which supports applications to the EU settlement scheme, which is free to residents, residents of the City of London and staff. Over 600 appointments have been carried out so far, with a further 300 booked for September.

4.3.4 The Adult Social Care team has estimated that there are approximately 400 service users that will need to apply for EU settled status. Discussions have been taking place with care providers about the potential impacts of a no deal on staffing, fresh food supplies and health needs. An event with care providers is being held on the 01/10/19 which will highlight the need for them to assist residents and staff to apply and to support them with up to date information.

4.3.5 Information on the EU Settlement scheme and how to apply has been included in the last two editions of IslingtonLife which is distributed to households in the borough.

4.3.6 Islington is one of 13 London boroughs listed as providing 'Assisted Digital' service for those applying for the EU Settlement Scheme, through the borough libraries.

4.3.7 Work to support vulnerable groups is well under way. For example, detailed planning is in place to focus on the vulnerable residents that will need assistance applying for the settlement scheme e.g. rough sleepers.

4.4 Children and Young People

4.4.1 Local democracy think tank LGiU has recently summarised the major impacts of a no-deal scenario for Children's Services and Education (LGIU briefing 28 August, author Andrew Crompton). The LGiU has reassessed the likely impacts following updated guidance

published by the DfE on 19 August 2019. The LGIU describes the major impacts as likely *"to be in the rules and protocols governing the movement of people (families and workers) impacts on the supply chain, especially predicted shortages of food, medicines and other goods, and on the legal frameworks covering the work of the local authority children's services in areas of family law (where families cross borders), child protection, and supporting children suffering abuse, exploitation or abduction. There are also significant data protection issues raised where institutions and services work across boundaries."*

4.4.2 Detailed work is underway between the council's legal and the Safeguarding and Family Support teams to ensure detailed case planning around the relevant risks.

4.4.3 Detailed work to ensure that children in care and care leavers who need to apply for settled status is taking place and the progress of applications is closely tracked.

4.4.4 Council staff have been working with the contractor Caterlink, which provides school meals for the majority of schools in Islington to ensure that plans are in place to ensure the continuation of healthy meals in the event of supply chain disruption. The contractor has advised us of their Brexit contingency planning and has provided assurance about their detailed planning regarding their supply chains. Council officers will be supporting the schools which are not part of the Caterlink contract at the start of the autumn term with advice on contingency planning relating to their catering arrangements to ensure these are as comprehensive as for those schools in the Caterlink contract.

4.4.5 Guidance for Brexit planning from the DfE has been shared with schools through our regular communication channels and Islington Schools HR service is providing guidance and support to school leaders and staff on the EU settlement scheme. Further briefings are planned for school leaders and governors as information is received from the DfE. Updated information will be shared in our regular briefings for schools and settings.

4.4.Support for Businesses

4.4.1 The council is committed to supporting local businesses, particularly SMEs in their planning to mitigate any risks around a no deal outcome.

4.4.2 In autumn, Brexit will be a standing item on the agenda at the Town Centre meetings to help disseminate information and discuss and plan for potential impacts. It will also be a channel through which the Council can pick up business intelligence on arising issues and deploy interventions where feasible.

4.4.3 Business Continuity packs, provided by the council's Emergency Planning Unit, have been distributed to businesses by the Inclusive Economy team. Businesses are also being signposted to online advice from specialist trade associations, London Growth Hub, BEIS and DExEU - which provides the most up to date guidance.

4.4.4 The council's Inclusive Economy team arranged 2 workshops to be held by BrexitHelp.net, a delivery partner for the London Growth Hub's *Navigating Brexit for SMEs* training programme which is helping London business to become ready for Brexit. However, an uncertain national context meant that take up of the workshops was low and resulted in one being cancelled, with the other having a very small attendance from the tech sector. Feedback indicated that businesses were waiting to see the implications of the Conservative party Leadership contest and the future implications for

Brexit scenario planning. Since then there has been renewed interest and these workshops are set to be rearranged.

4.4.5 As the results from the recent survey of micro and small businesses in the borough are analysed, further work is planned to signpost businesses to government guidance around potential changes in import and export procedures.

4.5. Contingency Planning – Emergency Planning

4.5.1 The Emergency Planning Team [EPT] have been continually working with Police and the Fire Brigade to ensure that contingency plans are in place for a 'no deal' Brexit.

4.5.2 The EPT, with the BRG and Partners have tested the borough's 'no deal' planning by running a number of scenario exercises which considered multiple presenting issues, to ensure that the mitigations detailed within risk registers are robust.

4.5.3 As the deadline for Brexit approaches it is planned that tactical contingency meetings will increase in frequency.

4.5.4 Plans to mitigate any disruption in fuel or food supply due to potential delays or disruption in supply chains at ports of entry have been drawn up to ensure essential services are maintained and vulnerable residents supported.

5. Implications

5.1. Financial Implications

5.1.1. The government has provided funding of £105k in 2018-19 and 2019-20 and is expected to provide further funding of around £50k to support the Council's Brexit planning.

5.1.2. The impact of Brexit is detailed in Appendix A

5.2. Legal Implications

5.2.1. None arising from the content of this report.

5.3. Environmental Implications

5.3.1. None arising from the content of this report.

5.4. Resident Impact Assessment

5.4.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The

council must have due regard to the need to tackle prejudice and promote understanding.

5.4.2. A Resident Impact Assessment has not been completed for this report.

6. Background papers:

Appended:

- A. Impact of leaving the EU on council budget and treasury management
- B. Brexit Risk Register
- C. We are Islington' Comms Campaign

Final report clearance

Signed by



Carmel Littleton
Corporate Director of People

29.08.19

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Impact of leaving the European Union on Council budget and treasury management

Introduction

This note covers the budgetary and treasury management impact of leaving the European Union, including the impact on financial planning (budget and medium term financial strategy and funding), the impact on treasury management activity, the impact on local businesses and residents insofar as it affects our budget, and key risks and opportunities arising.

Impact on budgeting and financial planning

Leaving the European Union (Brexit) could have a significant impact on the Council's budgeting and financial planning process. If the UK leaves the European Union in October 2019 with an unsatisfactory deal or no deal at all this could lead to a great deal of uncertainty around the long term impact on local funding and service costs in 2020 and beyond, along with other uncertainties relating to business rates retention and the fair funding review. The current level of uncertainty is unprecedented in over 20 years and it remains to be seen how Brexit and other factors influence the Government's spending plans beyond 2020. Budgeting and financial planning will also need to take account of likely cost pressures affecting adult and social care staffing, environmental health and trading standards services, corporate procurement and contract inflation (although there could be savings from streamlining procurement processes).

Impact on local government and public sector funding

There is also likely to be a significant impact on funding for the public sector as a whole and local government in particular. **The Office for Budget Responsibility is forecasting a year long recession following a no deal Brexit (even if significant disruption is avoided) leading to a 2% reduction in Gross Domestic Product (GDP), unemployment rising to over 5%, house prices falling by 10% and a £30m increase in government borrowing which will also increase national debt. By 2021 GDP could be 4% below previous forecasts. The Treasury worst case scenario including major border disruption could lead to a fall in GDP up to 8%.** This would inevitably affect funding for local government, notwithstanding commitments to provide additional resources for schools and policing and support social care, given the commitment to additional funding for the health service and pressure to protect other areas such as defence. In addition, there is uncertainty whether European funding programmes such as the European social fund will be replaced by UK government funding as soon as they come to an end.

Impact on treasury management activities

Treasury management activity including the management of surplus cash funds and the Council's Pension fund could be affected by the economic impact of an unsatisfactory Brexit deal or no deal at all. There is a risk of turbulence in financial markets and negative impacts on economic growth (including recession and a financial crisis), plus risks and uncertainties around inflation, interest rates and exchange rates. This could affect the pension fund and the

outcome of future revaluations including employer contributions, and also the approach to treasury management, which will need to focus on mitigating risk.

General impact on services in London boroughs and Islington

London Councils has engaged with the Government, Mayor of London and the Local Government Association to ensure that London's needs are recognised. There has also been engagement with borough leaders, Chief Executives and professional networks to support preparations and exchange insights and good practice. The London resilience forum has been meeting regularly focusing on business continuity, staff helplines, potential border disruption and key sectors such as health, food, fuel, energy, transport and water. Individual boroughs have assessed the short, medium and long term impact including the impact of no deal on health, the economy, the environment and society at local level. Key concerns include supply chain disruption, workforce issues, vulnerable people and exporting waste to the EU. Other concerns include community cohesion, information sharing and points of contact, clarity on EU citizens settled status, regulatory powers post Brexit, national contingency plans and business confidence. Service directors including children's and adults services, environmental services and communications are working together to deal with Brexit issues.

Islington has set up a Brexit Resilience Group to co-ordinate preparations working with the Strategy and Change team and Emergency Planning. We have identified cost pressures, including EU funding not being fully or immediately replaced, contract inflation, labour costs and availability (especially in social care), and reduction in business rates and other income – along with opportunities for increased localisation of business rates and other taxes, and streamlining of procurement regulations. With the government now committed to leaving the European Union by 31st October preparations are being accelerated including the increasing possibility of leaving without a deal. The government has already provided funding of £105k each in 2018-19 and 2019-20 and is expected to provide further funding of around £50k shortly. Other issues arising from Brexit are likely to be addressed in the 2019 spending round due to be finalised in the autumn.

Impact on local businesses and residents

There are also likely to be impacts on local businesses and residents, which will in turn affect the Council's budget. Local businesses (already affected by business rates increases) are likely to be impacted by increased labour and running costs including regulatory changes, which could lead to them ceasing operations or relocating elsewhere. Businesses in the creative, hospitality and financial sectors could be particularly affected. Similarly, local residents could be affected by the impact of Brexit on their earnings, living costs and employment prospects. From the Council's point of view, this could lead to a reduction in income from retained business rates and also an increased demand for support services.

Principal risks and opportunities arising

Brexit is currently identified on our corporate risk register as the biggest single risk facing the Council, including disruption to council services and supply chains. Risks are being controlled by reviewing Brexit preparedness to ensure risk mitigations are captured in our business continuity plans in conjunction with our wider Brexit strategy. Central government guidance and London resilience group activity is being monitored on a regular basis. To date the risk template has been completed and is being monitored regularly, with a focus on financial

impacts going forward. Reporting to London Councils and MHCLG was suspended pending the formation of a new government but is now recommencing as the 31st October deadline approaches and London resilience group and government planning recommence.

In summary, there are a number of budget and finance related risks and opportunities arising:

- The risk of EU funding not being fully or immediately replaced by the government
- Risks around cost pressures and inflation, including contract inflation
- Risk of adverse impacts on labour availability and costs, particularly affecting social care and housing with reduced availability of EU workers (London Boroughs are at most risk)
- Risk of reductions in retained business rates and other income
- Opportunities from pressing for increased financial devolution including further localisation of business rates and other taxes, along with possible streamlining of regulations in areas such as procurement.

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Brexit Service Lead- CES

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October)</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>	<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>
Partnerships and Service Support	Risk is that there is lack of food supply which also leads to a reduction in food standards for school catering, both those in the Caterlink contract and schools that aren't.		Short and Long term		2	1	3	3 Amber	Close liaison with Caterlink and they have shared their assessment of risk to the contract
Partnerships and Service Support	Risk that catering contract cost will increase		Short and Long term		3	2	1	2 Amber	Close liaison with Caterlink through the contract monitoring process
Safeguarding and Family Support and Youth and Cor	Risk that there is increased pressure on families leading to increased demand for services		Short and Long term		3	2	3	6 Amber	Monitor the impact through performance data
Learning and Schools	Risk that transport for SEN pupils will be impacted by a lack of fuel (link to E&R)		Short term		1	3	2	6 Amber	Close liaison with E&R and discussion through Accessible Transport Board. Some initial discussions with affected headteachers.
Partnerships and Service Support	Risk that schools which have food transported from other school kitchens will not be able to be serviced		Short term		1	3	2	6 Amber	Close liaison with Caterlink
Learning and Schools	Risk that staff will not be able to attend work if transport is affected. This would impact Staff/teacher: Pupil ratios, direct work with children and families		Short term		1	2	2	4 Amber	Close liaison with E&R and discussion through Accessible Transport Board. Some initial discussions with affected headteachers.
Learning and Schools	Risk that small childcare providers will need additional support to manage the challenges		Short term and long term		1	3	2	6 Amber	To be reviewed through Childcare Forum and review of grant funding process
All	Risk that staff return to countries of origin in the EU, even if eligible for settled status.		Long term		1	2	2	4 Amber	HR reimbursement scheme and advice.
Youth and Communities	Risk for Young Offenders due to criminal convictions impacting on settled status		Long term		3	1	1	1 Amber	Identifying how many could be impacted and review of Home Office guidance

Draft

Brexit Service Lead- CES

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Safeguarding and Family Support	Risk of legal issues regarding residency where parents reside outside of the UK in the EU								<p>We have reviewed all EU cases and case directions have been given. Pre-settled and settled applications are in progress. In some cases where the child or care leaver had no proof of ID passport applications for the child/care leaver have been undertaken first.</p> <p>Challenges have arisen in complicated cases with criminal records, where there is a lack of history in respect to a child's education and proof of residency in the UK – notably when they became looked after at 16+ or when they have not been resident in the UK long or inconsistently.</p> <p>Assistance for these applications have been sought through Islington Law Centre & Coram</p>
Safeguarding and Family Support	Risk that we could breach duty under the Children Act where there could be future immigration issues								As above
Learning and Skills	Teaching qualifications not recognised could lead to a shortage of teachers		Long term						Not yet developed awaiting DfE guidance on process for qualification recognition
Learning and Skills	Risk that there is no requirement for EEA regulating authorities to share details of sanctions or restrictions on teachers, leading to potential safeguarding risks		Long term						Will follow the Keeping Children Safe in Education guidance when it is updated to take account of this

Brexit Preparation

- Brexit preparation should consider the following issues that have so far been identified;
- Food Supply - services or vulnerable service users.
- Fuel Supply – Does your service know how it operate if there is a shortage of fuel and which vehicles will require it – are you aware of the borough fuel plan.
- Supply Chain are services reliant on products sources from the EU that maybe at risk due to border disruption.
- Resources - services rely on equipment or resources from within the EU? If so have you detailed how you will deal with any disruption to the supply of these resources?
- Regulation – do you have service where EU regulation will no longer apply.

Brexit Service Lead-Adult Social Services

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red likely/Med</i>	<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>
Direct delivery services - in house and commissioned	if food supply of the UK is impacted, services providing meals or carrying out shopping tasks need to identify a plan for continued delivery of essential meal support to vulnerable people.	Insufficient food supplies to residential nursing & other services where food is supplied. Impact on residents is a deterioration on their nutritional health.	Long term	1	3	2	6	Amber	Budget to cover any potential increase in the basic cost of food. Commissioning and contract management to continue to monitor the situation with all providers through forums, Brexit specific meetings and individual contact. Keep up to date with DHSC guidance on preparations they are leading to ensure substitutes/arrangements are made to deal with any food items identified as at risk of disruption from no-deal Brexit as outlined in 7th December briefing. Any services who rely on a contracted catering company for their food provision to request info on their contingency plan in event of no-deal. Chasing up BCP's from all providers.
Direct provider services - in house / Op's and commissioned	Staffing could be impacted due to fuel shortages	Essential staff supporting vulnerable people would struggle to commute and visit service users. Majority of operational staff use public transport.	Long term	1	2	1	2	Amber	Review staff rota to deliver efficient distribution of visits geographically. Purchase accommodation/hotel options to enable staff to stay locally to deliver business requirements. Liaise with transport team (E&R) to link in effectively with their contingency plans and make most efficient use of in house transport arrangements that will continue to be available Review case load to establish service users with highest priority need, should service delivery need to be reduced. Essential staff to default to LBI fuel plan.
Direct provider services - in house / Op's and commissioned	EU staff leaving within our services. Capacity to deliver support services will be impacted. Agency workers to be recruited urgently to cover, if this is not possible the level of service provided will need to be reduced. Shortage of certain roles will have a major impact on the council's ability to meet its statutory obligations.	Possible low level disruption to service. Shortage of social workers to focus and prioritise the most vulnerable. The completion of Care act Assessments priority to be given based on risk. Complex cases to be given to Case magement to lead on.	Long term	1	3	1	3	Amber	Commissioning and Contract management to continue to monitor with commissioned providers. Identify potential contingency staffing from other services/providers. Council to share with its staff and providers the most up to date information. Identify contingency budget for funding additional agency workers to fill gaps. Review case load to establish service users with highest priority need should service delivery/reach need to be reduced. Work across all localities to ensure even distribution of social workers across the service. The completion of Care act Assessments priority to be given based on risk. Complex cases to be given to Case magement to lead on.
Commissioned services from VCS	New procurement laws result in delay of procurement of new services. in particular services with contracts ending in the coming months. There are number of procurements already in motion or with a view to starting in the next 6 months. if EU funding schemes are withdrawn from commissioned VCS providers service delivery would be impacted.	A change in procurement and commissioning processes requiring new processes to be set up and staff trained.	Long term	1	1	1	1	Green	Contracts Register in place to allow us to forecast prospective procurements and contracts with end dates. Extra resource to be provided to ensure current procurements are completed and signed-off prior to any change. Option to waiver/extend contracts until new agreements are in place. Establish which providers are in receipt of/bidding for EU funding and request a contingency plan is developed for our commissioned services if the funding ends. Identify potential alternative provision to meet the needs of service users likely to be impacted by this. Use contract meetings and provider forums to keep providers up to date with these developments.
Community equipment (e.g. Medequip)	Equipment supply chain fails. Alternative arrangements to be made to keep people safe without equipment in the short term (this will mean an increase in care calls) and work to contract with a new provider to deliver this service in the medium term.	Lead to a breakdown of care packages at home or in house services, an increased risk of falls and increased admission to hospital or care homes, longer delays in hospital.	Long term	1	3	1	3	Amber	Request Medequip and telecare products manufacturing/supply chain details from contract leads to identify any items at particular risk. Use contract monitoring meetings with Medequip to highlight any concerns and request their contingency plan for no-deal Work with London Medequip Consortium to identify potential alternative solutions – many other boroughs will be in the same position as us if this occurs. Order additional stock of key pieces of equipment in advance and store in peripheral stores at 222 Upper Street/Calshot Community Team/Newington Barrow Way. Dependent on Medequip stock being available. Social workers, therapists & hospital partners are made aware of the potential issues and include contingency arrangements in care and support plans where required. Work in partnership with red cross who have a supply in equipment.

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Brexit Service Lead-Adult Social Services									
Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Medication	Shortage of medication - increased referrals. There could also potentially be requests from C& I Foundation Trust for staff to support acute wards if there is an increase in people becoming mentally unwell due to medication shortages. A shortage of medication may mean professionals are called upon more frequently for assessments due to people becoming mentally ill. They will be deemed critical workers and will need access to fuel or transport. It may be necessary to have a dedicated AMHP team in place of the rota currently in place. This may affect the other support that mental health social workers can provide in terms of community care assessments. At the same time the Mental Health trust teams could also be under pressure because of a lack of beds and worsening illness in the community They will be looking to prioritise those receiving medication if there is a shortage.	There may be increased anxiety across the community as to the uncertainty surrounding a no deal brexit and potential medication shortages this may require extra support and assurance for service users, their carers and families and supporting staff. There would be risks to the ability to provide a service if staff were called on to work on acute wards, for example Psychiatrists. carers and service users may need additional support during this time. The public may also need assurance that those who are in need of support due to risks of harm to themselves or other people are being supported. There may be reputational or financial risks if more people need mental health support.	Long term	1	4	1		Amber	Work with trust and CCG to prioritise service delivery and ensure critical workers are identified and in place. In house pharmacists to work closely across service division to further mitigate. Have access to buffer stocks held centrally.
EU Service Users - in house / Op's	EU residents who are our service users will need to be identified and supported.	Will still maintain under current legislation a duty of care to all residents including EU residents	Long term	1	1	1		Green	Identification of EU residents in receipt of ASC. Provide service users with appropriate support & sign post where possible to supporting communication available. Commissioning contract will support providers to support EU nationals receiving their service.

Brexit Service Lead - Environment and Regen									
Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Example Service	IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.	Please define below, impact on service delivery/finances, reputation/ health and wellbeing	Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.	Please refer to corporate risk matrix	Please refer to corporate risk matrix	Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October, 2 - Medium Term impact November 2019 - February 2020, 1 - Longer term impact expected after February 2020)	This is an automated response	Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green	What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks
Energy Advice	Risk of higher domestic energy prices / cost of living could increase seasonal health inequalities. This would cause service demand to spike and residents to be in crisis. SHINE would need to make referrals into crisis support for fuel costs and/or food.	Service delivery, finance, reputation, health and wellbeing	Long term	3	3	3		9 Amber	SHINE have extensively researched crisis provisions and foodbanks in every borough and are signposting clients as per their needs. We will continue to do this albeit on a greater scale.
Energy	Utilities- Security of supply; bottlenecks of gas supplies into UK	finance, health and wellbeing.	Long-term		2	4	3	12 Amber	Currency hedging strategy
Energy	Utilities- Sterling devaluation in relation to euro and dollar leading to increased commodity costs	Impact on finance.	Long-term		2	3	3	9 Amber	Long term supply procurement
Emergency Planning Unit	If emergency plans from Brexit risks (fuel, food, civil disorder) require activation the Unit will need to declare a critical incident and stop all non-essential work.	Service Delivery, Reputation	Short-term		2	5	4	20 Red	Business Continuity plans have been updated, plans being reviewed and liaison with emergency services.
All E&R Services	Procurement- Access/cost to resource required for service delivery e.g vehicles, parts, equipment, tools etc		Long-term		3	3	1	3 Amber	Ensure where possible service critical resource are well stocked / ensure suppliers have their own contingency planning in place
Street Environment Services/Greenspace & Leisure/Traffic & Parking	Fuel Supply- Security of fuel supply for vehicles		Short-term		2	5	2	10 Amber	Clarify with suppliers on their contingency planning in place to maintain security of supply
Street Environment Services/Greenspace & Leisure/Traffic & Parking	Project Costs- Possibility of significant changes in costs from non-UK suppliers depending on border/currency situation.		Long-term		3	3	1	3 Amber	Ensure contingency built into budgets. Seek contractual guarantees over costs. Use entirely UK-based supply chains where possible.
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking	Funding- Funding restrictions on ongoing projects		Long-term		3	3	1	3 Amber	UK Government pledged to match funding
All E&R Services	Economic- Further budget cuts by central government		Long-term		3	4	1	4 Amber	Look at securing a more diverse range of non-core funding (e.g. external consultancy)
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking	Contracts- It is likely that all contracts tendered pre-Brexit would be sustainable, however the future on procurement regulations in the future post Brexit is unclear.		Long-term		2	2	1	2 Amber	
Energy	Non-UK contractors-Issues with appointing non-UK based contractors/ suppliers for future projects		Long-term		2	2	1	2 Amber	Discuss with Procurement. Seek contractual guarantees.
Energy / Street Environment Services	Legal- Lack of clarity on continued applicability of EU laws or possible changes in laws when transposed onto UK statute books		Long-term		3	2	1	2 Amber	Try to stay up-to-date on legal changes – e.g. via Legislation Update Service, professional newsletters (ADE, LECF etc.)
Energy	Funding- Currency risk – amounts secured for projects may change if pound strengthens against Euro		Long-term		3	2	1	2 Amber	Ensure contingency built into budgets

Draft

Brexit Service Lead - Environment and Regen									
Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Street Environment Services	Waste Disposal- Access to EU recycling reprocessors/impact on European recycling market possibly leading to falls in borough material processed as recycling		Long-term	2	2	3	6	Amber	NLWA to manage
Street Environment Services	Waste Disposal- Increase in cost for residual waste disposal		Long-term	3	2	3	6	Amber	NLWA to manage
Street Environment Services	Waste Disposal- Access to skilled staff to man RRCs & disposal sites		Long-term	3	3	1	3	Amber	NLWA to manage
Greenspace & Leisure	Utility- Utility supply for Leisure centres		Long-term	3	3	1	3	Amber	Clarify with suppliers on their contingency planning in place to maintain security of supply
Greenspace & Leisure	Supply Chain- Supply chain issues for project capital works for parks and leisure projects		Long-term	3	3	2	6	Amber	Clarify with suppliers on their contingency planning in place to maintain security of supply / ensure stock levels are sufficient to manage any disturbance in supply
Greenspace & Leisure	Access to specialist equipment- Specialist plant, boilers and water filtration systems for the rebuild of Highbury Leisure Centre may be harder to access post-exit		Short-term	2	2	1	2	Amber	
Traffic and Parking	Impacts on CIL income		Long-term	3	3	2	6	Amber	
Traffic and Parking	Impact on ACT client base if EU families status not clarified		Long-term	2	3	2	6	Amber	
Traffic and Parking	Economic- Less development under Brexit could lead to loss of suspensions income		Long-term	3	4	1	4	Amber	
Environmental Health	Commencement of issuing of export certificates for food requires additional information on procedure		Long-term	5	3	2	6	Amber	Working with FSA to establish changes and requirements
Trading Standards	Changes to laws impacting safety standards		Long term	3	3	1	3	Amber	Identifying medium to long term implications of law changes after divergence of EU/UK law
All E&R Services	Status of EU staff member- Lack of clarity around EU residents status in the UK		Long term	3	3	3	9	Amber	Advise HR of any concerns
Energy/Street Environment Services/Greenspace & Leisure/Traffic and Parking	Impact of street environmental services due to significant numbers employees who are EU nationals should employees leave the UK.	Potential shortages in staffing levels resulting in additional requirement for agency and temporary staff	Long-term	3	3	1	3	Green	Ensure jobs are advertised more widely (e.g. using services like Environment Job).
Energy	If Northern Ireland remains in the Customs Union and Great Britain does not after 31/12/2020, this could create issues with Colloide, including tariffs.		Long-term	1	2	4	8	Green	Raise issue with Colloide and ensure they continue to deal with LBI without additional cost.
Energy	Changes to procurement rules and legislation as a result of exiting the EU resulting in procurement delays	Possible delay in procurement delivery timetables resulting in the need to extend existing contract arrangements and / or service continuity risks	Long term	1	2	1	2	Green	Work with Procurement to reduce time required. Build in extra time to projects for procurement.
Business & Information service - Local Land Charges and Development Management Service	Possible slow down in economy resulting in the housing market slowing down reducing the number of planning applications and properties being sold reducing the level of forecast income.	Reduction in forecast income requiring corrective action to balance service operational budgets	Long term/Short term	4	3	3	9	Amber	

Brexit Service Lead - Environment and Regen									
Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Business & Information service - Street Naming & Numbering	Potential reduction in number of properties being applied to be named/numbered which we charge for and thus an impact on the revenue generated. If developers are not progressing minor/major developments this will in turn reduce the number of applications received.		Long term		3	3	3	9 Amber	
Business & Information service - Licensing Technical Support	Potential reduction in number of licensed premises operating if there is a large business impact following Brexit. Applications by individuals will need to meet the "Allowed to work in UK test" Service needs to This will in turn impact the revenue generation of the service.		Long term		2	3	3	9 Amber	

Brexit Service Lead - Housing

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>	<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>
Income - Housing	Potential impact on employment and rising costs (food, fuel) could adversely affect residents' ability to pay rent, resulting in an increase in rent arrears with knock on impact on HRA income. This would increase the workload of the Council's income team.	Draft	Long-term	2	2	1	2	Amber	Work with partnership organisations - advice providers, employment services, DWP, etc. to provide support to residents affected Increase staffing levels in Income Team to cope with rising demand
Homes and Communities	Increased cost / reduction in availability of food and energy leading to food and fuel poverty - particularly affecting poorest households		Long-term	1	2	1	2	Amber	Tenancy management door knocking 'vulnerable' tenants and signposting to foodbanks and other support networks Work through VCS Foodbank providers to increase their capacity to provide food essentials Use and promotion of the RSS to affected residents
Homes and Communities - ASB and Community Safety	Rise in hate crime / deterioration in community relationships/community cohesion		Short-term	1	2	2	4	Amber	Work with Community Safety to ensure that ASB is sufficiently resourced and appropriate responses are in place.
Homes and Communities	Status of EU national uncertain - increase demand for immigration advice services		Short-term	3	1	4	4	Amber	Work with legal advice agencies, council Comms department to get key messages out to EU nationals about status options and locally available support
Housing Property Services & New Build	Higher than expected tenders due to contractors pricing for risk associated with Brexit		Long-term	2	2	2	4	Amber	Tender returns are being monitored to assess impact on budget and works programmes. Review taking place with finance and legal on options for different forms of contracts that could reduce risks and costs.
Repairs and Gas	Fuel availability		Short-term	1	1	3	3	Amber	Make use of borough fuel plan. Plan for successive stages of service availability in place.
Repairs and Gas	Materials availability and costs		Long-term	2	2	2	4	Amber	Work with materials suppliers to ensure contractual terms are delivered
Housing Property Services	Staff availability		Long-term	3	2	1	2	Amber	Work with HR on promotion of EU settlement scheme to staff
Housing Policy & Strategy	Home Office move to online immigration applications may affect rough sleepers and increase those with the NRPF condition imposed on them and child poverty			2	2	2	4	Amber	Closely monitor developments and liaise with partners on effects.

Brexit Service Lead - Resources

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Example Service	IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.	Please define below, impact on service delivery/finances, reputation/ health and wellbeing	Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.	Please refer to corporate risk matrix	Please refer to corporate risk matrix	Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October, 2 - Medium Term impact November 2019 - February	This is an automated response	Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green	What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks
Strategic Procurement	OJEU - current procurements that do not finish by 31/10		short term	1	2	3	6 Green		Any procurements going through OJEU will continue on that path until completion. There may need to be some small additional administrative changes but National Advisory Group to changes in procurement are advising these will be minor.
Digital Services	Provision of IT hardware, most equipment built in Eire, Germany and Poland and imported for HP, Lenovo and Dell respectively. May be supply chain and import issues		short term	2	1	2	2 Amber		Windows 10 upgrade priority to mitigate non compatible devices. Consider new device make/model preparation plans and stock.
Digital Services	Will we be able to access Cloud platforms based in Europe for current systems?		long term	1	5	3	15 Amber		Audit conducted during GDPR prep and all UK based. Review the data position before the actual exit date
Financial management	Identify all EU funding (ESF etc) that may stop		Long term	1	1	3	3 Amber		Government has guaranteed that ESF and other grants will be replaced by UK Government until the end of 2020 in event of no deal. No details as yet though and we may have to bid for replacement funding. CIPFA and LGA are starting to think about post EU membership and how funds are allocated.
Financial management	Property valuations for accounts after Brexit		long term	1	3	1	3 Amber		Ensure robust valuation process in place for those assets that could see large change e.g. south of Borough?
Financial management	Investment values could reduce significantly, affecting Pension Fund etc. Also, exchange rate fluctuations may impact on purchase costs (from EU and other countries) and affect inflation		long term	1	3	1	3 Amber		All risks identified as part of medium term financial strategy (MTFS) to ensure budget setting process is as robust as possible. Also, could use info to lobby Govt. for compensatory funding.
Financial management	Insurance provider (Norwegian) cannot trade with us		Short term	1	3	1	3 Amber		London working group are working on this as it is an issue for many LAs
Government	Data protection		short term	2	2	3	6 Green		
HR	EU nationals who work for LBI (employees, agency staff and consultants plus their families) - ensure right to continue employment and mitigate risk of flight by EU workers	This may result in long term recruitment and retention issues, loss of knowledge, skills and experience within the workforce.	Long term	4	2	3	6 Amber		EU nationals and their families need to apply for settled status to secure their right to continue living and working in the UK. Communication and engagement with line managers continues to enable us to identify EU nationals and their families working for the Council. Reed (agency staff) have initiated workforce planning as key to mitigating risk to Reed and LBI. This includes identifying EU workers and gauging sentiment and flight risk through surveys. The EU settlement scheme is now fully open. LBI will continue to employ EU citizens and establishing their right to work through their EU passport or ID card. HR is facilitating a number of face to face sessions in Adult Social Care and Property Services (Repairs, Capital Programme) to raise awareness of the EU settlement scheme. Further sessions have been agreed
iCo	State aid		Long term	1	1	3	3 Green		Ensure state aid regs are followed, UK equivalent s/b same
Income Maximisation Team	Additional advice and support needed for EU Nationals on various issues		short /long term	3	1	2	2 Amber		Staff awareness and monitor capacity
Processing Services	Changes to Benefits rules for EU nationals		Long term	2	2	3	6 Amber		Will need to make staff aware
Strategic Procurement	Future procurements that would usually go through OJEU		medium term	4	1	3	3 Amber		There are no contracts due to expire that will leave us with no service due to Brexit.
VAT	Purchases directly from EU may need changes to VAT		Short term	1	1	1	1 Green		No indication of any tax changes as yet but system is capable of having various rates depending.

Draft

Brexit Service Lead - Public Health

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likely to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October, 2 - Medium Term impact November 2019 - February 2020)</i>	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>	<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>
Public Health core team: recruitment of future staff from EU	Restrictions to EU residents coming to UK likely to result in a smaller pool of applicants to future PH posts		long-term		1	1	1	Green	Advise HR of any concerns
Economic- Further budget cuts by central government as a result of diminished tax base	Further cuts to the Public Health budget is likely to lead to lower provision of preventative services and early identification services, and treatment services funded via public health budgets		long-term		1	4	2	Amber	
Service provision: drug and alcohol	Shortage of and/or significant price increases of essential medicines or regulated medical equipment; changes to medicines regulations;	Unavailability of medicines particularly methadone would have a high impact on service users. The Local Authority would be impacted by significant price rises in medications as this service is not provided by an NHS organisation	Short term		1	3	2	Amber	The provider has identified this risk in its own BCP. Our Commissioning Manager for Substance Misuse has discussed the provider's BCP and mitigation plan.
Service provision: sexual health;	Shortage of and/or significant price increases of essential medicines or regulated medical equipment; changes to medicines regulations;		Short term		1	1	2	Amber	The Department for Health and Social Care has provided guidance on issues of access to pharmacy supplies centrally. It has instructed the NHS not to stockpile – an activity which is not, in any case, practicable at local level. Providers are working closely with the DHSC as planning progresses.

Draft

Brexit Service Lead - Public Health

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Public Health core team: Status of EU staff member- Lack of clarity around EU residents status in the UK	Potential risk if a "no deal" Brexit impacts on residency status of EU resident staff		Short term	1	1	2	2	Amber	Advise HR of any concerns
Service provision: commissioned services from NHS (sexual health, drug and alcohol)	Potential risk if a "no deal" Brexit impacts on residency status of EU resident staff		Short term	1	1	2	2	Amber	Providers are supporting EU staff with EU settlement scheme
Contractor failure	Brexit related risks are one of a number of potential risks of contractor failure. This primarily impacts on smaller providers, where impact is likely to be lower than essential services		Short term	1	1	2	2	Green	Provider business continuity plans are assessed annually as part of contract compliance and due diligence
Fuel supply / travel: core PH team	No direct risks e.g. vehicles. For major travel disruption, staff are expected to work from home if unable to travel to 222 Upper St or 5 Pancras Square		Short term	1	1	2	2	Green	Corporate business continuity has given assurance for sufficient access via Citrix
Fuel supply / travel: providers of School Nursing and Health Visiting services	School nursing and health visiting services are more reliant on staff travel to schools, family homes, etc. Staff in these services may be more likely to live out of borough because of high cost of living locally. School Nursing and Health Visiting are commissioned from NHS Trusts		Short term	1	1	2	2	Green	These issues are likely to affect large numbers of staff at NHS Trusts in addition to school nursing/health visiting. NHS England is responsible for assurance of provider business continuity plans
Fuel supply / travel: providers of smaller contracts	Staff unable to travel to work location; fuel shortage for vehicles (e.g. NHS Health Checks mobile clinic)		Short term	1	1	2	2	Green	Provider business continuity plans are assessed annually as part of contract compliance and due diligence

Brexit Service Lead - Public Health

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	LikelihoodScore	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Supply chains: providers	Interruption to supply chains		Short term	1	1	2		Green 2	Provider business continuity plans are assessed annually as part of contract compliance and due diligence

Brexit Service Lead - Communications

Brexit Preparation

Brexit preparation should consider the following issues that have so far been identified;

- Food Supply - services or vulnerable service users.
- Fuel Supply – Does your service know how it operate if there is a shortage of fuel and which vehicles will require it – are you aware of the borough fuel plan.
- Supply Chain are services reliant on products sources from the EU that maybe at risk due to border disruption.
- Resources - services rely on equipment or resources from within the EU? If so have you detailed how you will deal with any disruption to the supply of these resources?
- Regulation – do you have service where EU regulation will no longer apply.
- Staff (staff will continue broadly have the same rights as they do now).
- Contractor Failure (some services have single source suppliers for their entire service)
- Community Cohesion (no deal Brexit could cause a breakdown in the community)
- Funding (investment/grants sourced from the EU).

Brexit Service Lead - Communications

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
<i>Example Service</i>	<i>IF X funding is withdrawn THEN our service would need to be reduced to cover core provisions only.</i>	<i>Please define below, impact on service delivery/finances, reputation/ health and wellbeing</i>	<i>Is the impact likley to be short term (6 weeks is the estimated time of disruption) or Longer term - beyond 6 weeks.</i>	<i>Please refer to corporate risk matrix</i>	<i>Please refer to corporate risk matrix</i>	<i>Please assign scoring to describe the expected speed of impact</i> (4 - Impact expected before 31 October, 3 - Immediate impact after 31 October, 2 - Medium Term impact November 2019 - February 2020, 1 - Longer term impact expected after February 2020) (4 - Impact expected before 29 March, 3 - Immediate impact after 29 March, 2 - Medium Term impact April 2019 - July 2019, 1 - Longer term impact expected after July 2019)	<i>This is an automated response</i>	<i>Highly likely/High Impact = Red Likely/Medium Impact = Amber Unlikely/High Impact = Amber Highly Likely/Low Impact = Amber Unlikely/Low Impact = Green</i>	<i>What plan will be implemented to ensure continuity of service and/or reduce impact/likelihood of risks</i>
HR and Comms	Need for communication to Islington Council staff about the implications of Brexit - especially the EU Settlement Scheme	Resource needed esp from Internal Comms staff, to ensure regular and accurate info provided. Potential reputational risk if services are under-resourced.	Long term				0		In hand, regularly reviewed
individual services and Comms	Understanding the likely impacts of Brexit on particular services and preparing information for these scenarios	Potential reputational risk if services are under-resourced.	Long term				0		service-owned risk
Comms	Key lines on Brexit preparation and signposting Islington residents to the correct info (NB should include website, social media, e-bulletins, and Customer Services)	Resource needed from Comms to ensure regular and accurate info provided, and updated to prevent unnecessary calls to Customer Services. Potential to enhance reputation of the council by being clear what our stance is and the support we are offering eg no fee for Islington residents on ID checking.	Long term				0		In hand, regularly reviewed
Comms	Cohesion messaging and ensuring the council is able to respond appropriately in a crisis	Comms resource required in a crisis, as outlined in Council's emergency plan.	Short term				0		In hand, regularly reviewed

Draft

Brexit Service Lead - Communications

Service	Key Risks (IF X was to happen THEN our service would need to do X)	Impact	Long term/Short term?	Likelihood Score	Impact Score	Speed of Impact	Calculated RAG	RAG rating of Risk	Mitigation plan
Comms	Risk that planned work will have to be reduced, postponed or shelved if demand for Brexit comms significantly increases especially at short notice (see also Communicating in a crisis)	Comms resource required in a crisis, as outlined in Council's emergency plan.	Short term?				0		comms forward plan regularly reviewed

MEET PRITI

She runs the Sunday
Café in Gillespie Park
Born in **Sweden**
Part of **Islington**

Europeans are part of our community.
We are stronger when we stand together.

EU citizens: for information and
support to help you to secure your
status visit [www.islington.gov.uk](http://www.islington.gov.uk/brexit-support)
[/brexit-support](http://www.islington.gov.uk/brexit-support)

WE ARE
ISLINGTON



Credit: © Islington Faces

MEET JONAS

He is a filmmaker
and BAFTA winner
Born in **Sweden**
Part of **Islington**

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/brexit-support

WE ARE
ISLINGTON



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MEET LUISA

She works for the council, supporting children and families in Islington

Born in **Portugal**

Part of **Islington**

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We are stronger when we stand together.

EU citizens: for information and support to help you to secure your status visit www.islington.gov.uk/brexit-support



WE ARE
ISLINGTON



ISLINGTON

MEET EGLAL

She owns a deli and café
in Seven Sisters Road
Born in **Italy**
Part of **Islington**

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We are stronger when we stand together.

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support to help you to secure your
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