

Theme	Risk / Opportunity	Data/Insight	Likelihood	Impact	Response	Mitigation
Workforce	If more EU nationals leave the country or fewer arrive, then it could result in skills losses/shortages in areas more dependent on EU workers e.g. social care, care workers, nurses, healthcare, environmental services and construction. Recruitment and retention in already stretched workforce could be an issue for the council, our workforce supply chain, with foster carers and the economy more widely.	<u>Internal workforce</u> Approximately 6.5% of internal workforce are from EU27 countries. 106 people overall with 44 of these in Street Scene 32 in family services and 19 in Adults.	Medium	Medium	Treat	Start recruitment and selection processes early. Use of apprenticeship levy to upskill workforce/look at less traditional skills. Support staff applying for EU settled status.
		<u>Adult social care workforce supply chain</u> Barnet figures: 10,500 jobs in social care Turnover in Barnet is c.20.7% 950 vacancies at any one time 27% of workers have EU nationality – c.2,835 people Financial implications could be significant as we may need to pay more to retain supply.	High	High	Treat	There is a Sustainability and Transformation Partnership (STP) wide work programme to review and mitigate risk. A letter went out from the Council (Executive Director of Adults and Health) to suppliers asking them to update business continuity plans. Barnet is leading the STP workstream on workforce and maintains strong links with local, regional and national initiatives which focus on the health and social care system. The Care Quality Service maintain a programme of engagement and comms with local providers to highlight opportunities regarding recruitment and retention. This will ensure Barnet remains an attractive place to work with access to training and skills enhancement sponsored by key commissioners (LBB, CCG).
		<u>Environmental Services workforce supply chain</u> A significant proportion of the commissioned workforce for environmental services will potentially be affected by Brexit. A significant proportion of our supply chain providers rely on European staff to maintain their operations. Main concern is Highways contract which ends in 2 years time, this relies heavily on EU nationals and they are already facing difficulties in recruitment. Could result in any new contract being significantly more expensive.	High	High	Treat	There are limitations to how far we can mitigate this at this time. However, we can advise our providers with recruitment and retention initiatives via our skills Team. This may involve support with apprenticeships.
		<u>Wider economy</u> Developers are already experiencing pressure on construction workforce in which 25% of labour comes from EEA, which may have a potential impact on development in Barnet.	Medium	Medium	Tolerate	The council has limited capacity to impact the workforce in the wider economy however will continue to focus on supporting local residents to access opportunities in construction and will continue to work with developers to bring forward sites for new housebuilding and other development.
		<u>CSG/Re</u> Noted that there may be a potential increase in costs to replace staff or encourage EU nationals to remain. Main risk area is construction workers in the workforce supply chain.	Medium	Medium	Treat	Secure existing workforce/team through incentivisation schemes and re-assess recruitment policies. Close working relationships with contractors remains in place with enhanced face to face meetings diarised. Continued liaison with procurement will remain key.
		<u>The Barnet Group</u> Circa 10% of The Barnet Group staff are from EU. Circa 20% of maintenance contractors are from EU. Circa 25% of construction staff are from EU	High	High	Treat	Shift resources to teams that have the highest priority tasks. On most construction contracts we have a fixed price, so the cost risk sits with supplier, but there would be a likely impact on output. For contractors, in particular day to day maintenance, we would prioritise repairs and planned works until resource gap could be filled.
Citizen's rights	If Barnet residents who are EU nationals feel uncertain about their future, they may feel anxious.	Central government have already produced webpages to guide residents and businesses, living in both UK and EU. However, we are awaiting further guidance on what impact Brexit will have on EU nationals access to services. The fee to apply for settled status has been scrapped.	Low	Low	Treat	Develop webpage on Barnet site to signpost to central Gov websites. Need to ensure this aligns with development of the new Council website. Keep residents and community groups up to date via media channels with any useful information we receive - review plans and processes for this.
	If EU residents are seeking British Citizenship, then this could increase demand on the registrars' service.	At the moment the plan is the EU settlement process will be 'light touch' and primarily online via the Home office. The need to access the Registrars service should be minimised. As at last annual publication of the Register of Electors (1 Dec 2018) there are 31,131 EU nationals registered to vote in Barnet.	Low	Low	Tolerate	There is a London wide Registration panel which Barnet attend and any training/capacity issues are discussed here so we can ensure the service is prepared as the situation develops. If there was a spike in demand the service would bring in temporary staff to support this.
	If EU laws and rights for UK citizens living in the EU change, then UK expats could return to the UK. These are likely to be people who are elderly or who need to access services.	Difficult to understand at this point how this may impact as UK citizens' rights living in EU countries has yet to be confirmed. If there are no changes to rights then no impact is expected.	Low	Medium	Tolerate	Levels of demand coming through adults social care are already monitored and reported on as business as usual. This activity will continue and any spike in demand will be picked up. We will continue to ensure residents remain in the community where possible and suitable to refrain from placing in more expensive residential care.
	If EU nationals no longer have the right to take part in local elections, then this could affect the accuracy of the electoral roll and processes.	As at last annual publication of the Register of Electors (1 Dec 2018) there are 31,131 EU nationals registered to vote in Barnet.	Low	Low	Tolerate	At present there appear to be no immediate plans to legislate for changes to voting rights of EU nationals. Next election not until 2022 so can prepare to change process for then if necessary.

Community cohesion	<p>If there is an increase in community tension and hate crimes due to either the implementation or non-implementation of the referendum result or the extension of the withdrawal process, then this could cause extra demand on community safety/the police.</p> <p>Police resource might also be diverted elsewhere e.g. ports which could cause extra strain on Barnet's own resource.</p>	<p>In 2015, the average weekly number of Race and Religious Hate Crimes in Barnet was 10 per week. During the week following the referendum there was 26 reports, and 19 in the week after that. There was 10 reports in week 3, which is back in line with the average level. This means that during the two weeks following the referendum there was in total 25 more Race and Religious Hate Crimes reported than would normally be expected. Geographically, this was distributed widely across the borough. The two wards with the most reports (West Hendon and Golders Green) accounted for 12% and 11% of the borough total respectively. A similar pattern was also reported across the UK. However, it cannot be assumed that this rise was solely due to the referendum result as there may have been other attributing factors.</p> <p>The top five EU nationalities represented on the borough's register of electors are: Romanian - 6495 Polish - 5327 Italian - 3458 Portuguese - 2256 and French - 1677</p> <p>The top five Wards for EU electors are: Colindale – 2802 West Hendon – 2385 Hendon – 2288 Childs Hill – 2277 and Burnt Oak - 1969</p>	High	Medium	Treat	<p>Review communications plans and processes for keeping community groups informed on any feedback or messages around community tension.</p> <p>Continued delivery of The Barnet Zero Tolerance to Hate Crime Project which brings together Barnet Council, the Police, Barnet Mencap and other community and voluntary sector partners in order to increase the profile and reach of Barnet's Hate Crime Reporting Centres.</p> <p>Continued delivery (under the Barnet Zero Tolerance to Hate Crime Project) of program of Hate Crime awareness and reporting Training to staff across the partnership and programme of community engagement. This will include (during 2019) delivery of Hate Crime Awareness workshops with community and user-groups in Barnet.</p>
	<p>If there is an increase in community tension, then this could cause a risk to council and civic builds and their occupants.</p>	<p>Security is well managed currently with a fair degree of security intelligence available.</p>	Medium	Medium	Treat	<p>Negative consequences of Brexit will be added to building security agenda.</p>
	<p>If people aren't able to donate to foodbanks and vulnerable residents cannot get the supplies they need, then they may become a potential pressure point for community tension.</p>	<p>The highest risk areas for potentially experiencing food poverty and those most likely to access foodbanks are Underhill, Burnt Oak and West Hendon.</p>	Low	Medium	Treat	<p>Needs analysis of food poverty in Barnet is already underway. This highlights highest risk areas and therefore where resources should be targeted.</p>
Council funding	<p>If there is a loss in EU funding and there is uncertainty over the value and eligibility conditions of any replacement funding, then this may impact projects.</p>	<p>We currently do not receive any EU grants which would leave the Council with a funding shortfall.</p> <p>The Council has previously received grants such as ESF however these have been discontinued.</p> <p>The London Councils Grants Scheme is expecting to see it's £1m grant from the ESF discontinued. This does not have an impact on the Council's financial position as expenditure has been reduced to match.</p>	Low	Low	Tolerate	<p>No mitigation needed.</p>
	<p>If there is slow growth of the UK economy, volatile markets, changes to exchange rates and increased trade tariffs, then this could reduce Local Authority revenue from business rates, new homes bonus and council tax; and infrastructure investment from Community Infrastructure Levy.</p>	<p>A worst case Brexit could possibly result in a funding deficit.</p> <p>This could be caused by: - Inflation rising - Interest Rates increasing - Additional Welfare related services - Change in collection fund assumptions (reduced growth in Tax Base and NNDR reductions)</p>		High	Treat	<p>Monitoring the key indicators of interest rates, inflation, exchange rate and their impact on the council and pension fund.</p> <p>Should this occur, the council will need to take immediate and robust steps to reduce it's expenditure in order to maintain its core responsibilities whilst also setting a legal budget.</p> <p>Treasury management to be involved in strategic planning to understand how risk management, funding and cash management strategies will need to change.</p>
	<p>If macroeconomic impacts such as currency valuations and interest rates change then it could impact on the pension funds valuation and funding level leading to a requirement for increased contributions to the fund from the council</p>	<p>Sterling depreciated by 7.4% against the US Dollar and 1.4% against the Euro in 2018.</p>	Medium	High	Treat	<p>Hedging of funds in different currencies helps to mitigate the risk of sterling devaluing. Additionally the council can benefit should sterling appreciate</p> <p>The Pension funds investment strategy inherently ensures that risks are managed through the purchase of a mix of asset classes. This means that if interest rates are low, then the fund can still achieve a good return on other investment types such as equities.</p>
	<p>If there is an increase in the number of families - and therefore pupils - leaving the country, then there may be changes to how schools are funded and to what level.</p>	<p>Minimum Funding Guarantee (MFG) is used by the Department for Education (DfE) to ensure no school loses a significant amount of funding. In the past, this has been at a positive percentage (indicating greater protection). However, this has been negative in recent years.</p> <p>79% of schools nationwide are expecting a budget deficit in 19/20.</p>	Low	Low	Treat	<p>Finance to continue to monitor, with the help of schools, current funding arrangements and pupil levels to pre-empt future funding changes.</p>

	If the development industry slows down for reasons such as; reduced workforce, increased costs and reduced sales, then this could cause financial implications for the council.	Economic slowdown could lead to reduced income from: - Planning application fee - Building control fee - CIL receipts which would impact on partners such as health - Section 106 benefits, including affordable homes, contributions to highways and education. - Major projects such as stopped or slow down. St Georges (developer in Colindale) has reported their workforce has dropped from 16,000 to 12,000 in the past year with difficulties in recruiting replacements. This is coupled with increased costs of construction material.	Medium	Medium	Tolerate	The number of major planning applications is being closely monitored to ensure the right number of staff are in place to deal with them.
	If there is a reduction in rental prices due to lower values/house price drop, then this could have financial opportunities or implications for the council	In the medium term, this would have a net benefit to the council as cheaper market rented properties for temporary accommodation could be available. However in the long run the tax base may be affected by a slow down in developments.	Low	Medium	Tolerate	No mitigation needed.
	If the council is insured by companies registered in the EU and the passporting arrangements are not in place, then the council may not have appropriate insurance cover and may have to review the provision of some services.	The Councils insurers are based in the EU (Ireland and Sweden) but the insurance is written under UK law and authorised under FCA to write business in the UK. If Brexit restricts non-UK insurers, operations cover may be compromised.	Low	Low	Tolerate	No mitigation needed at this stage.
Supply chains	If we trade with the EU on any products or contracts, then we could face an increase in costs on imported goods due to the possible imposition of tariffs.	Very few contracts are held with companies in the EU - it is supply chains that will be impacted, primarily for construction industry. Further analysis underway.	Medium	Medium	Tolerate	Based on outcome of review, procurement to work with service leads to highlight any risk of cost increases/quality decreases. Response may change depending on outcome of actions and data analysis.
	If border controls are imposed, then this may affect the ready availability of vital supplies e.g. foodstuff and medicines. It could also result in the proper trading standards checks not taking place and potentially importing food without adequate regulations.	<u>Medicines:</u> Local implications for delays in medicine/increase in prices: Cost of provision of services may increase resulting in less people being treated. > Sexually transmitted infections may increase. > Untreated substance misuse cases may result in increased crime rates and antisocial behaviour as well as worsening public health outcomes. <u>Food:</u> On a local level this may result in food poisoning or a lack of access to healthy food.	Medium	Medium	Treat	Nationally, there is a stockpile of the most crucial medicines for 2-3 weeks. Alternative routes of transport and import are being explored. NHS organisations all have Brexit preparedness plans in place. All council contracts with sexual health and substance misuse providers will need to reflect their responsibilities in sourcing adequate quantities and quality medicines. Public Health England are looking into food supply chains and where shortages might be.
		<u>Trading standards</u> Volumes are likely to increase due to: - an increase of products on the market that do not meet product safety - food safety standards - an increase in service requests as businesses cut corners	Medium	Medium	Treat	Maintain current staffing levels. Ensure that intelligence operations focus on emerging threats and up-to-date knowledge of product imports.
	If there are increased border controls or changes to trade tariffs, then our ability to purchase raw materials, goods and services might be affected e.g. social care equipment, tarmac for highways, bricks and mortar for construction.	Very few contracts are held with companies in the EU - it is supply chains that will be impacted, primarily for construction industry. Further update will be provided once analysis of forward plan and contracts register has taken place. Delays could be likely, but likely to be still able to purchase goods and materials.	Medium	Medium	Tolerate	Based on outcome of review, procurement to work with service leads to build in additional time to procurement activities so goods/materials are delivered on time.
	If demand for construction reduces, then construction companies may find themselves under financial pressure.	This year the number of insolvencies in construction has significantly increased as developers hold back, pre-Brexit. The impact on the supply chain is harder to quantify but may also be significant. The upside of this is potentially lower construction costs, as developers seek to maintain an order book of work.	Medium	Medium	Treat	The Barnet Group will ensure they have a number of construction partners and maintain an adequate working capital in each project.
	If the EU cross border motor insurance agreement becomes void, then using vehicles abroad will require a green card from the insurer.	Most EU law that governs local authority services has already been incorporated into domestic law and will continue to apply when the UK leaves the EU, regardless of the form that exit takes. On exit, the UK Parliament would then be able to amend or introduce new legislation.	Low	Low	Treat	Establish contingent arrangements and ensure users (Transport and Schools) are aware of the need.

	If there are issues with maintaining staffing and supplies in the catering industry, then this could affect catering across Barnet schools (being provided by ISS).	Do not yet have clear evidence of a negative impact on either staffing or supplies. ISS tends to source locally where possible, though a lot of the Kosher goods come from Israel.	Low	Medium	Tolerate	Task force has been put together by ISS to look at the various aspects of Brexit and they are currently consulting with all their suppliers.
IT	If there are restrictions in access to the EU's various databases, networks and systems, then this could cause implications around the transfer and access of Council data.	We have 2 data servers that sit in the EU (Core HR & Blackberry). Core HR server is in Cork which could cause potential payroll implications. Blackberry is in Dublin. All of the Capita Data Centres are hosted within the UK and so is Office 365.	Low	Low	Tolerate	Mitigation not required - The EU and UK plan to use technology moving forward to address future working relationships between the two, implying that a future data sharing agreement would be agreed with or without a deal. There was also no impact on data access when GDPR was introduced for those countries accessing data outside of the EU.
Legislation	There are several pieces of EU legislation that relate to the way the Council delivers its services. If any of this legislation changes, then it would be likely to affect Council services (or our providers) including: - energy efficiency - waste collection and disposal - trading standards - procurement - employment laws (working time directive changes) - equalities - transport - health and safety - GDPR - data transfer	The EUWA will repeal the European Communities Act 1972 (ECA 1972) on exit day. The ECA 1972 currently enables EU law to become part of UK law, and gives effect to the principles of direct effect and the supremacy of EU law. The EUWA includes provisions that: • Repeal the ECA 1972 on exit day (section 1). • Retain existing EU law in domestic law (sections 2 to 4) by: • preserving UK law that implements EU requirements • converting into domestic law most (but not all) directly applicable EU law • converting into domestic law most of the other EU rights and obligations that before exit day were recognised and available in domestic law through section 2(1) of the ECA 1972 • providing that retained EU case law be given the same binding, or precedent, status in UK courts and tribunals as existing decisions of the Supreme Court. • Create a time-limited, delegated power enabling a minister to make secondary legislation to deal with deficiencies in retained EU law, such as its failure to operate effectively Many statutory Instruments have already been drafted to be brought into force either at the end of any transition period or on exit day. These are designed to deal with deficiencies in retained EU law.	Low	Low	Tolerate	Follow national guidance and keep abreast of any changes to legislation or policy.
	If the above scenario were to occur, then CSG and Re have noted additional legislation that may be impacted on: - Planning - Building structural compliance - Food standards and the ability to enforce regulations, leading to an increase of products entering the market which are not up to standard	Deregulation of planning legislation has been a recurring theme with previous economic downturns and this would be likely to continue in the event of an economic shock caused by a disorderly exit of the UK from the EU. Experts suggest the government might look to further deregulate planning in a bid to stimulate development	Low	Low	Tolerate	Whilst any proposals in changes to Planning legislation or Building Regulations are unpredictable, consultation will take place giving the council a chance to feedback and prepare prior to implementation of any changes.
	If the government imports EU rules that are an impediment to local traders unchanged, then we could miss opportunities.	Awaiting further guidance and announcements.	Low	Low	Treat	Lobby government to remove bureaucracy around procurement and review waste directives.
Economy	If exchange rates fluctuate and there is an increase in inflation, which hasn't been offset by an overall increase in wages, then this could have a negative impact on people's spending power which could result in an increase in demand for services.	<ul style="list-style-type: none"> • HB caseload volumetric (monthly) • HB spend (monthly) • CTRS caseload volumetric (monthly) • CTRS projected annual spend (monthly) • Crisis Fund volumetric (monthly) • Crisis Fund application reason (monthly) 	Low	High	Tolerate	<ul style="list-style-type: none"> • Increase access to Skills Escalator Service • Identify other skills providing organisation to work as partners. Monitor revenues and benefits statistics following our departure from the EU - those accessing income support benefits and council tax support etc.
		Having recently done the preparation for UC we have systems in place to monitor these data sources.	Medium	Medium	Treat	Plan for increased need of Welfare Reform Taskforce and BOOST including budget provision and exploiting involvement of other agencies. Model increased rent arrears (ODH).
	If the labour market impacts noted above occur, then this could be an opportunity for our low skilled residents to access higher skilled jobs; or could accelerate the process of automation of jobs making it harder for low skilled residents to access well paid work.	Historically, London has had strong demand for highly skilled and productive labour, a significant proportion of which has been met through immigration from the EEA. It is unlikely in the short to medium-term that these skills needs can be met by low-skilled residents. Automation is already happening in a range of sectors and will impact jobs in Barnet regardless of Brexit.	Medium	Medium	Treat	LBB and partners are already engaged in activities aimed at supporting those furthest from employment.

	If there is increased economic growth then this could increase business rates and employment in the borough.	Current growth forecasts for 2019 and 2020 show that Barnet is projected to remain in line with the wider London economy and to outperform other WLA outer London boroughs. The Financial and Business Services sector, which is prevalent in Barnet, is generally expected to outperform other economic sectors.	Medium	High	Tolerate	No mitigation required.
Emergency planning	If any emergency situations arise immediately following Brexit, then this could affect the borough, residents or the workforce, and the council would need to respond accordingly.	Central government insight suggests emergency situations may arise around food shortages, fuel shortages and social unrest.	Medium	High	Treat	<p>Already reviewing our organisational resilience plans including emergency response and business continuity plans. Also linking in with any London wide resilience plans.</p> <p>Managers to check arrangements on how they would run services should it be difficult for people to get into work, and ensuring they can communicate with staff.</p> <p>For communications to residents we would follow the Emergency Planning/Business Continuity protocol to tell residents about any localised impact to services.</p>
Elections	If an election is called by Central Government, then the council will need to facilitate this on a local level.	<p>Referendum is a less immediate risk as 20 weeks notice must be given. Whereas only 6 weeks notice must be given for a general election.</p> <p>EU Parliamentary elections - when we leave we will be taken out of this however if the deadline is extended there is uncertainty around if we will be part of the elections and where EU nationals will need to vote.</p>	Medium	Medium	Treat	Electoral Services has preparatory planning and stakeholder discussions in place to ensure that we are as ready as possible for any short-notice elections that might be called. Conversations have taken place with TW3, Allianz Park and the RAF about the various venues that would be critical to us in preparing for and conducting a General Election.