

Cabinet

Tuesday 12 March 2019

4.00 pm

Ground Floor Meeting Room G02C - 160 Tooley Street, London
SE1 2QH

Supplemental Agenda No. 1

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| 18. | Impact of Brexit on Southwark - Progress Report To note progress on the work arising from the recommendations of the Southwark Brexit Panel adopted by cabinet in January 2019. | 1 - 18 |

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Date: 12 March 2019

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|------------------------------------|--------------------------------|--|---------------------------------|
| Item No. 18. | Classification: Open | Date: 12 March 2019 | Meeting Name: Cabinet |
| Report title: | | Impact of Brexit on Southwark - Progress Report | |
| Ward(s) or groups affected: | | All | |
| From: | | Councillor Victoria Mills, Finance, Performance and Brexit | |

FOREWORD FROM COUNCILLOR VICTORIA MILLS, CABINET MEMBER FOR FINANCE, PERFORMANCE AND BREXIT

With just 18 days until 29 March 2019 and the UK's proposed exit from the EU it had been expected that this week would see a series of key parliamentary votes on the nature of Brexit and its possible delay. Unfortunately, at the time of writing this foreword, it seems that yet again, the Government is failing to take responsibility for setting out a clear way forward for the biggest political, economic and social decision for generations and the planned votes may be altered. In this continued climate of uncertainty I would like to thank Council officers who continue to work tirelessly to prepare Southwark for the possible impacts of Brexit. This report helpfully updates on the work done following the recommendations made by the cross-party Brexit Panel in January and a further update will come to Cabinet in April.

RECOMMENDATIONS

That cabinet:

1. Note progress on work following adoption of the recommendations from the Southwark Brexit Panel in January 2019.

BACKGROUND INFORMATION

2. On 23rd June 2016 the UK voted in the EU referendum on whether the UK should 'remain' in or 'leave' the EU. 52% of those that took part in the referendum nationally voted to leave the EU. As a result of triggering Article 50 of the Lisbon Treaty on 29 March 2017, the deadline to leave the EU is currently 29 March 2019.
3. A parliamentary vote (described as the "meaningful vote") on the terms of the withdrawal agreement between the UK and EU is planned to take place today (12th March). This will determine if an agreement is reached. If an agreement is not reached the UK will either leave the EU without agreement (i.e. enter into 'no deal' arrangements) or the date of UK exit from the EU will be amended and negotiations will continue. This report is therefore being published ahead of the outcome of that process.
4. In Southwark over 72% of the residents who took part in the referendum voted to remain in the EU. Southwark is home to 41,000 non-Irish EU citizens, whose status in the UK following the departure from the EU is unclear. Providing certainty to those citizens and ensuring their rights are protected is a priority for the council.
5. A report was presented to cabinet in January 2019 setting out the steps that the council had taken to prepare for the impact of the UK leaving the EU on the borough and our residents. This included appointing a lead cabinet member, establishing a

cross-party Panel of councillors, a regional Brexit Sounding Board, organised by Southwark Council and the LGA in partnership with Lambeth and Lewisham Boroughs and putting in place lead officer and governance arrangements. In that report, the outcomes of the Southwark Brexit Panel were reported to cabinet. Cabinet accepted all the recommendations from the panel and officers were asked to undertake follow up work. This report now provides an update on progress since that time.

KEY ISSUES FOR CONSIDERATION

6. Appendix 1 lists the recommendations from the Southwark Brexit Panel and cabinet response. Work has been continuing, or is complete, in respect of all recommendations, key highlights of which are set out below.
7. Managing risk. Following cabinet agreement, a Brexit risk register was published (Appendix 2). Southwark's primary responsibility is continuing to provide local services and minimising the impact of disruption on services to residents, businesses and the borough as a whole. The council regularly reviews its emergency planning and business continuity arrangements, and such review takes account of possible Brexit impact (for example, as identified through the risk register). In order to do this effectively we need to remain alive to the impact of different scenarios and, if necessary, put measures in place to mitigate any impact. The risk register sets out our broad areas of concern, and the actions being taken to manage those. The register will be kept under review and updated at least monthly on the council's website. The council's audit and governance committee also received an update on progress on council preparedness for Brexit at their meeting on 15 February 2019.
8. Communications. Cabinet agreed that a comprehensive communications plan be developed looking at all avenues we have to engage with residents. A plan is now in place, setting out our key messages, audiences and agreed actions to ensure we keep residents, staff and businesses up to date with relevant information. There is a specific focus on ensuring our EU residents and staff know they are welcome in Southwark, and detailing the support available to them with regards to the EU settlement scheme. We are already communicating regularly with residents, staff and businesses about Brexit, through the media, social media, our newsletters, intranet and Southwark Life magazine.
9. An area dedicated to Brexit has also been set up on the council's website (www.southwark.gov.uk/brexit). This sets out key information and signposting for EU citizens living in the borough, including guidance on applying for settled status and where further support and assistance can be found. It contains a number of frequently asked questions, which will be further updated subject to feedback from residents. There is also advice and signposting for local businesses with regards to preparing for the UK leaving the EU, which again will be kept under regular review to make it as easy as possible for businesses to understand their obligations and changes to regulations (when known). The risk register is published as part of this dedicated area.
10. EU settlement scheme. The council continues to develop its understanding of the impact of Brexit on our workforce, our services, our partners and our residents. One very live area is with regards the EU settlement scheme. Over the last few months a series of drop in sessions has taken place across office and depot sites, offering advice and assistance to council workforce on how to apply to the scheme and answering any questions or concerns. More than 50 employees have been supported to complete their settled status applications by our teams so far.
11. Southwark is also a pilot test area for those individuals seeking settled status (along

with Hackney in London). This service is for ID document checking and verifies that identity documents are genuine and belong to the individual using them. The service can also make referrals to the central government EU Settlement Resolution Centre for further support if needed. Appointments are fully booked up for the coming six weeks at Southwark Register Office (34 Peckham Road), with nine in ten of the pre-booked appointments coming from outside Southwark. Given the high demand, additional walk-in appointments are currently being made available.

12. Resources. The prolonged negotiation of the UK's exit from the EU continues to create uncertainty and possibly increases the likelihood of leaving under a 'no deal' scenario with its consequential impact on the economy, supply chain, workforce and demand for services. To mitigate impact and ensure there is capacity to protect frontline service delivery, the cabinet proposed to set aside £2m. A further £300,000 commitment was added to the base budget for 2019/20 to cover any operational cost pressures arising from the outcome of the Brexit negotiation on Southwark. Council Assembly subsequently agreed the council revenue budget for 2019/20 on 27 February 2019.
13. As agreed by cabinet work is underway, including discussion with the voluntary and community sector partners, to identify any vulnerable groups and individuals who may be in particular need of targeted support. At the same time the council will continue to make representation to government to ensure any additional costs incurred from Brexit are appropriately recompensed, in terms of immediate and, crucially, short to medium term borough wide impacts.
14. Social Care. Social care has some heightened sensitivity with regard to Brexit impact, in particular the provider care market. This is as a result of the current private sector funding of some care providers, who because of how they are resourced, are exposed to greater risk from movements and decisions in the private equity market. Over the last ten years many private equity firms have developed 'specialist' teams who invest in health and social care providers. Given the potential for volatility in the private equity market, particularly in the case of a 'no deal' outcome, this heightens the risk that some investors will redirect their funding from care providers into other markets or investments or that providers may choose not to operate in the UK in future.
15. It is important to stress that based on current information, Southwark is not exposed to any greater risk than other comparable areas and that managing and responding to provider failure is a duty within the Care Act which the council has demonstrated that it can manage through business continuity planning and robust commissioning. The council has engaged with providers to ask them to ensure they have their own continuity plans in place. However recognising the importance of ensuring continuation of provision locally and subject to feedback from cabinet, the council's risk register will be updated to take account of this particular risk.
16. Brexit preparedness. At a strategic level within the council and since January the chief officer team has met weekly. Chaired by the chief executive, the team consider local impacts and actions and ensure the necessary response and resources are deployed. A wider group of key senior officers is also meeting regularly to oversee and monitor the risk register and ensure any actions are taken at an operational or tactical level feeding up to the chief officer team.
17. The council is also feeding into regional and national arrangements that are in place between local government and Ministry for Housing, Communities and Local Government (MHCLG). This includes feeding local intelligence on impacts as they arise and covers a wide range of areas of potential impact such as community

cohesion and wider business continuity. It also includes the council taking a lead role in Heads of Communications networks.

18. London Resilience Forum is meeting and a strategic co-ordination group involving local councils, the 'blue light' services, NHS, GLA and pan London stakeholders is being set up, chaired independently by Eleanor Kelly and John Barradell to oversee the impact on London of the outcome of the negotiation on the UK's exit from the EU. The first meeting is planned to follow the vote on the withdrawal agreement in Parliament, with meetings taking on increasing frequency leading up to and beyond the UK withdrawal date (currently 29 March 2019). Feedback through all these mechanisms is that Southwark has prepared well when compared to others and is as well placed as it can be, given the uncertainty attached to the government's negotiating position.

Policy implications

19. The Council Plan 2018-22 sets out the overall policy framework. This plan describes the commitments, measures and milestones to achieve the council vision of a fairer future for all. It was adopted by council assembly in November 2018 and provides a council wide plan for delivery across all services to 2022. In agreeing the recommendations of the Southwark Brexit Panel in full (see Appendix 1) the cabinet may make future decisions that impact on future policy. In doing so this will need to be cognisant of the Council Plan and relevant supporting plans and strategies.

Community impact statement

20. The UK's exit from the EU is an issue of national importance and the impact of Brexit locally will be significant. Assessing and preparing for the potential consequences of Brexit will help the council better understand implications on any particular group or groups of individuals in our community. The Public Sector Equality Duty will be taken into account when considering any changes to policy arising from the impact of Brexit on Southwark.
21. As noted above and agreed by cabinet work is underway, including discussion with the voluntary and community sector partners and with health and social care partners, to identify any vulnerable groups and individuals who may be in particular need of targeted support.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

22. This report notes progress on work following adoption of the recommendations from the Southwark Brexit Panel in January 2019. Local authorities in England have a "general power of competence" in accordance with section 1 Localism Act 2011 meaning that they have power to do any thing that individuals generally may do. Councils also have the power under section 111 Local Government Act 1972 to do anything calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The recommendations here relate to actions that the council should take in the light of the referendum decision for the UK to leave the EU, and as such are executive decisions covering a range of functions including the general power of competence. The public sector equality duty in section 149 Equality Act 2010 is relevant to this decision. This requires the council, and the decision, in the exercise of all its functions, to have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Consideration of the community impact statement above is relevant to meeting this duty

Strategic Director of Finance and Governance

- 23. This report notes progress on work following adoption of the recommendations from the Southwark Brexit Panel in January 2019.
- 24. The Policy and Resources Strategy 2019-20 report to cabinet on 5 February 2019, subsequently agreed by council assembly on 27 February 2019, set aside a sum of £2m from the London Devolution Reserve to act as a special risk reserve to protect the council against the negative effects of Brexit. This resource is available for one-off purposes in accordance with council priorities and is expected to fund the various initiatives arising from this report.
- 25. A further £300,000 commitment was added to the base budget from 2019-20 to cover any operational cost pressures arising from the outcome of the Brexit negotiation on Southwark. These funds will be prioritised to support the recommendations made by the Southwark Brexit Panel.
- 26. Alongside the Local Government Finance Settlement, the Government announced that local authorities across England would receive grant funding to support their preparations for Brexit. Southwark's allocation will be £0.210m (£0.105m in 2018-19 and 2019-20).
- 27. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

REASONS FOR URGENCY

- 28. The report is urgent as cabinet requested a progress report on Brexit impact and preparedness. Given the current date of the UK withdrawal from the EU is planned for 29 March 2019, the next available cabinet will be too late to consider a progress report ahead of Brexit itself.

REASONS FOR LATENESS

- 29. The report is late so officers can take account of the most up to date information pertaining to the negotiating position between the UK and the EU and to ensure cabinet are informed of the most up to date information with regards level of local preparedness, taking account of the national and regional context.

APPENDICES

| No. | Title |
|------------|--|
| Appendix 1 | Southwark Brexit Panel recommendations and Cabinet response |
| Appendix 2 | Southwark Council Brexit risk register (version, March 2019) |

BACKGROUND DOCUMENTS

| Background Papers | Held At | Contact |
|---|--------------------------------------|---------------------------------|
| Southwark Brexit Panel – Recommendations to Cabinet | 160 Tooley Street, London SE1 2QH | Paula Thornton 020 7525 4395 |
| Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6108&Ver=4Item 16 | | |

AUDIT TRAIL

| | | |
|---|---|--------------------------|
| Lead Officer | Eleanor Kelly, Chief Executive | |
| Report Author | Stephen Gaskell, Head of Chief Executive's Office | |
| Version | Final | |
| Dated | 12 March 2019 | |
| Key Decision? | No | |
| CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER | | |
| Officer Title | Comments Sought | Comments Included |
| Director of Law and Democracy | Yes | Yes |
| Strategic Director of Finance and Governance | Yes | Yes |
| Cabinet Member | Yes | Yes |
| Date final report sent to Constitutional Team | 12 March 2019 | |

APPENDIX 1

Southwark Brexit Panel recommendations and Cabinet response

| No. | Southwark Brexit Panel recommendation | Cabinet response |
|-----|---|--|
| 1 | Publish the Council's Brexit contingency planning, financial planning and risk register in January 2019 with a further update in February 2019 and again in March 2019. This should include making sure contractors also have continuity plans in place and that the council is working closely with the GLA and other London Boroughs to ensure we have robust emergency planning in place especially in the event of no deal. | Agreed. |
| 2 | Continue to develop our understanding of the impact of Brexit on the council, our workforce, our services, our partners and our residents, and the council's role in helping them to prepare for Brexit. | Agreed. |
| 3 | Identify and assess the risks to public order associated with a no-deal Brexit and develop contingency plans accordingly to respond to and mitigate against those risks. | Agreed. |
| 4 | Publish and review the work already undertaken about the potential impact on Southwark Council's workforce. | Agreed. |
| 5 | Cover the cost of applying for settled status for Southwark Council employees. | Agreed. |
| 6 | Request information from contractors on their workforce impact assessments. | Agreed. |
| 7 | The Council should cover the cost of applying for settled status for all children in its care. | Agreed; also a statutory requirement. |
| 8 | Southwark Council should create a one-off fund that will make grants to voluntary and community groups to support vulnerable people through Brexit. This would ensure difficult to reach groups are supported to apply for settled status and any other difficulties emerging for EU citizens as a result of Brexit. | <p>Agreed; to be informed by the outcomes of work from (9) and (10) below.</p> <p>In order to support residents and staff:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Southwark is one of only two London Boroughs piloting a document scanning service <input type="checkbox"/> Local libraries will be providing an Assisted Digital Service. |
| 9 | Collate information and resources being provided by other organisations about support for EU citizens, the settled status application process and other relevant information, and signpost to voluntary and community sector organisations | Officers to undertake necessary work and report back on progress. |

| No. | Southwark Brexit Panel recommendation | Cabinet response |
|-----|---|---|
| | offering support. | |
| 10 | Identify vulnerable individuals and groups who may struggle with the settled status application process or be unaware of what they need to do, including older people (including in care homes or supported housing) and some people with disabilities, and work with voluntary and community groups to ensure those people are communicated with effectively. | Officers to undertake necessary work and report back on progress. |
| 11 | Request clear guidance from central government about process for EU citizens during the transition period and in the event of no-deal. | Agreed. |
| 12 | Engage with partners and local businesses to encourage them to support their EU workers to apply for settled status – this could be through schools and health partners but also working through the Southwark Business Forum. | Agreed. |
| 13 | <p>Prepare a comprehensive communications plan looking at all avenues we have to engage with residents, including:</p> <ul style="list-style-type: none"> • Sharing information through direct mailings, council website, council publications, social media etc.; • Signposting to support and information available; • Clearly communicate the message that the council wants EU citizens living in Southwark to stay in the borough; • Identify organisations and partners who could communicate with residents about settled status process (e.g. NHS, GP surgeries, Job Centres) and encourage them to make information available. | Agreed. |
| 14 | Review the information available on the council website for businesses (including new businesses starting up in the borough) to make it as easy as possible for businesses to understand their obligations and changes to regulations etc. This is important and helpful whether there are changes following Brexit or not. | Agreed. |
| 15 | Note the potential impact of Brexit on the local economy and job market, particularly in key sectors identified in the Brexit Panel evidence sessions – construction, hospitality, social care, and digital and creative. Consider how this could be linked-in to the current work being done on Labour Market Intelligence and vacancies by the Council. | Noted. |
| 16 | Look to fast track work streams in the Council's Skills Strategy to help support local residents to be upskilled and fill potential gaps in the hospitality, health and social care and construction workforces. | Agreed as part of skills strategy delivery plan. |
| 17 | The Council should publish a Tourism Strategy and Action Plan by autumn 2019 to ensure a sector that could remain strong during Brexit contributes to the local economy and job | In taking this forward and given the importance of a pan- |

| No. | Southwark Brexit Panel recommendation | Cabinet response |
|-----|--|--|
| | creation. This does not need to be limited to the direct link with Brexit but rather be a wider piece of work that seeks to promote the strong cultural offer in Southwark and whilst balancing the potential pressures tourism can place on our residential communities. | London response on tourism, work with relevant organisations such as London First in response. |
| 18 | The evidence gathered by the Brexit Panel overwhelmingly made the case that remaining in the EU would be beneficial for Southwark. The panel calls on cabinet to continue to press for the best outcome for Southwark and to strongly make the case, on behalf of the 72% of residents who voted to Remain and based on the clear evidence gathered by the panel, that Southwark would be better off if the UK were to remain in the EU. | Cabinet note the findings of the panel. |

APPENDIX 2

Southwark Council Brexit Risk Register (as published on website)

Live at: 04/03/2019

Risk register

The council have set up a dedicated website page to signpost to, and access information and advice on, Brexit. Go to: <https://www.southwark.gov.uk/brexit-guidance>

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|---|---|-----------------|------------|--|---|--|
| | | Impact | Likelihood | | | |
| (Economic. Local economy & community) Detrimental impacts of Brexit on communities across the borough. | We have agreed key priorities as set out in our Council Plan alongside a resource plan as part of our budget setting process to deliver for communities in our borough. We will continue to protect the interests of our residents and deliver quality local services whatever circumstances the borough faces at a macro-level. | HIGH | MEDIUM | Chief Officer Team | Relevant Director Lead; Head of Chief Exec's Office; Head of Communications | See Council Plan 2018-22 |
| (Economic. Local economy & community) Detrimental impact on staff and students from the EU who reside in Southwark and / or attend local universities. | The Council's cross-party Brexit panel heard from local universities about the significance of EU funding and shared research capability with other EU countries. The implementation of a local skills strategy, alongside working with the GLA to lobby to protect the interests of London's international reputation in education and research is critical. | MEDIUM | MEDIUM | Chief Executive; Strategic Director of Children's and Adult Services | Director of Education; Head of Chief Executive's Office | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|--|---|-----------------|--------|--|---|--|
| <p>(Economic. Local economy & community)</p> <p>Increased demand for local community support / advice services due to an economic downturn from an unmanaged withdrawal from the EU by the government.</p> | <p>The Bank of England have estimated a worse case scenario of 8% reduction in national income arising from an unmanaged withdrawal from the EU, which may have similar to worse effect than the 2008-10 recession. The council working alongside relevant partner organisations in education, health & care will plan, prepare for and respond to any enhanced demand as best given local resources and make a strong case to government to appropriately invest in voluntary and community services such as community resilience, mental health support and wellbeing, in localities most affected.</p> | HIGH | MEDIUM | <p>Strategic Director, Place & Wellbeing; Strategic Director, Children and Adults'</p> | <p>Director of Communities</p> | |
| <p>(Economic. Local economy & community)</p> <p>Vulnerable people and groups may be more impacted by Brexit through difficulties applying for EU Settled Status.</p> | <p>It is crucial that the government provide appropriate and timely advice and guidance and ensure localities receive sufficient financial support in the immediate, short and longer term. The council has established a risk reserve alongside a one off fund to make grants to voluntary and community groups available to support the most vulnerable through Brexit. The council have also established a local support offer to residents who are required to apply for settled status.</p> | HIGH | MEDIUM | <p>Strategic Director, Housing and Modernisation; Strategic Director, Environment & Leisure.</p> | <p>Director of Customer Experience; Director of Leisure</p> | <p>See Cabinet report; Southwark Brexit Panel – recommendations to Cabinet</p> <p>Information on who is eligible to apply for EU Settled Status during the pilot phase can be found on the Gov.uk website.</p> |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|---|--|-----------------|--------|--|---|---|
| <p>(Economic. Local economy & community)</p> <p>Residents are unaware of potential impacts associated with the UK exiting from the EU with resultant broader community impact arising. This includes more specifically the EU Settlement Scheme and how to apply where this is appropriate.</p> | <p>It is crucial that the government provide appropriate and timely advice and guidance and ensure localities receive appropriate financial support in the immediate, short and longer term. The council have put together a comprehensive communications plan looking at all avenues to engage with residents.</p> | MEDIUM | MEDIUM | Chief Executive | Head of Communications | <p>Information on who is eligible to apply for EU Settled Status during the pilot phase can be found on the Gov.uk website.</p> |
| <p>(Economic. Local economy & community)</p> <p>Raised anxiety and frustration from local business attached to uncertainty and difficulty in planning ahead with regards stock, supply chain issues, recruitment and investment plans.</p> | <p>The government must signal at the earliest opportunity the implications and requirements of local business in preparing for whatever deal / no deal scenario. This should include sufficient transition time to embed regulatory changes. The council continues to review the information made available to support local business in understanding their obligations (subject to clarity in advice and guidance from government). The council will continue to make the case that businesses are not penalised where there is limited time and lack of capacity to implement regulatory changes.</p> | HIGH | MEDIUM | Chief Executive; Strategic Director, Environment & Leisure | Head of Chief Executive's Office; Director of Environment | <p>Further information on preparing for the EU Exit produced by the government can also be found via this link</p> |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|---|---|-----------------|--------|---|---|---------------------|
| <p>(Economic. Local economy & community)</p> <p>Difficulties in local business recruiting staff, potential increases in labour costs and medium term skills shortages in key sectors such as construction and health and social care.</p> | <p>The council, working with local partners, have agreed a skills strategy and action plan overseen by a skills delivery partnership. This includes developing a Construction Skills Centre and Passmore Centre for apprenticeships in key sectors. The council will continue to make the case to government that an appropriate resource strategy is in place to invest in future skills needs and one that recognises and maintains London's primacy in contributing to UK plc.</p> | MEDIUM | MEDIUM | Chief Executive; Strategic Director, Children's and Adults' | Head of Chief Executive's Office; Director of Education | |
| <p>(Economic / Operational)</p> <p>Brexit impact arising on the health sector including the NHS and public health services (e.g. supply and demand).</p> | <p>Southwark's health economy represents a significant sector, including the presence of world class institutions locally. Concerns associated with Brexit impact are around supplies, regulation, workforce and skills and the impact on access to care and support. The council will continue to make the case for Southwark residents to government on properly recognising the impact that may result from an unmanaged Brexit on stretched communities. The government must provide appropriate resource to mitigate these impacts and help localities capacity build to support communities through this significant change period. In the short term, the council continues to engage with the education, health & social care sector on contingency planning and there needs to be clear communication by central government about potential impacts locally.</p> | HIGH | LOW | Strategic Director, Place and Wellbeing (Director of Public Health); Strategic Director, Children's & Adults' | Director of Commissioning | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|---|--|-----------------|--------|---|---|---------------------|
| (Economic / Legal & Regulatory) Changes to consumer protection requirements across the EU affecting residents and local businesses. | The council will seek clear and comprehensive guidance from government on changes to laws in the UK and in EU member states where relevant so that there can be clear communication with businesses and assessment of any impact on local services. | MEDIUM | LOW | Strategic Director, Finance & Governance; Strategic Director, Environment & Leisure | Director of Law & Democracy ; Director of Environment | |
| (Financial) HM Treasury do not fully acknowledge nor appropriately mitigate the financial strain on the Council of service and other such demands arising from Brexit. | Although one off injections of cash is welcome, the council believes this falls short of how the government should be supporting localities through the impact of Brexit, both directly and indirectly. The council have established a risk reserve to mitigate any Brexit impact plus a one off fund to make grants available to voluntary and community groups. The section 151 officer will continue to lobby government to ensure they appropriately compensate for where the council have had to resource immediate, short and long term impacts arising from Brexit. | HIGH | MEDIUM | Strategic Director, Finance & Governance | Director of Finance; Head of Communications | |
| (Staffing & Culture) Loss of employees from non UK EU countries impacting the council operational capacity. | The council is engaging closely with the Home Office to ensure our staff are as well supported as possible in applying for settled status. This includes drop-in sessions with a particular focus on staff with lower digital literacy and where English is not their first language. Service lead officers will continue to undertake workforce and resilience planning in line with normal resource planning processes. The council will also be contacting contractors to ensure they have tested their own workforce impact assessments arising from Brexit. | MEDIUM | LOW | Strategic Director, Housing and Modernisation | Head of HR | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|--|---|-----------------|--------|---|---|---------------------|
| (Operational) Shortages of food post Brexit caused by backlogs and delays at ports/customs. | The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city. This includes activation of plans to support the most vulnerable; work with schools; and ensuring clear activation of plans with relevant providers of services such as meals on wheels. Clear communications planning will also be activated in line with this. | HIGH | MEDIUM | Strategic Director of Children's and Adult Services | Director of Adult Social Care; Director of Children and Families; Director of Education | |
| (Operational) Shortages of fuel post Brexit caused by backlogs and heightened demand attached to perception of shortages arising. | The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum, which has plans in place in response to food and fuel shortages across the city. This includes activation of plans to support the most vulnerable; work with schools; and ensuring clear activation of plans that affect particular services such as social care and specialist transport services. Clear communications planning will also be activated in line with this. | HIGH | MEDIUM | Strategic Director of Children's and Adult Services; Strategic Director, Environment and Leisure | Director of Adult Social Care; Director of Children and Families; Director of Education; Director of Environment | |
| (Operational) Shortages of specialist equipment and/or medication for those individuals in receipt of support / need. | The council will operate its business continuity plans alongside tested plans in line with the pan-London Resilience Forum. This includes activation of plans to support the most vulnerable; work with providers of health and care; and ensuring clear activation of plans with relevant providers of services of such community equipment. The council also engages with health partners and other local authorities to mitigate impact. | HIGH | MEDIUM | Strategic Director of Children's and Adult Services | Director of Commissioning | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|---|--|-----------------|--------|---|---|---------------------|
| | | | | | | |
| (Operational) Loss of teaching staff in local schools, and reduced demand for school places. | Alongside tracking demand and planning for future placements, the council works with local schools (and other education providers) to ensure that they have their own appropriate contingency and business continuity plans in place, including for short term and more immediate impacts. | HIGH | MEDIUM | Strategic Director of Children's and Adult Services | Director of Education | |
| (Operational) Changes in approach to waste collection and disposal requiring immediate changes in approach. | The council will maintain good understanding of potential future changes and where necessary put in place contingency plans for changes to services including clear communication with residents and businesses. | MEDIUM | LOW | Strategic Director of Environment and Leisure | Director of Environment | |
| (Operational) Potential increase in costs for goods due to new Trade Tariffs and payments of customs duties as goods will be subject to same tariffs/requirements as "third country". | The council will continue to work with the Local Government Association including lobbying for compensation for public services to cover any new costs / burdens arising from tariffs. | MEDIUM | MEDIUM | Chief Officer Team | Relevant lead directors | |
| (Legal & Regulatory) Potential changes to the regulatory / procurement regime that the council is responsible for enforcing requiring additional capacity within the council; also impact of changes in regulation that governs council services and responsibilities. | Work with LGA to lobby central government on funding for additional capacity resulting from changes to regulation. | LOW | LOW | Strategic Director of Environment and Leisure; Strategic Director, Finance & Governance | Director of Environment / Director of Law & Democracy | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|--|---|-----------------|-----|---|--|--|
| | | HIGH | LOW | | | |
| (Legal & Regulatory) Unable to effectively meet civil contingency responsibilities as a result of Brexit impacts. | The council, working with London Resilience Forum, has prepared and updated emergency plans (including fuel planning) to take account of potential impacts arising from Brexit. This includes testing plans through scenario planning. Uncertainty attached to what deal (or not) is in place post 29 March remains the significant challenge in assessing the confidence of such plans however learning will be taken from previous experience in responding to local major incidents. | HIGH | LOW | Chief Executive | Head of Chief Executive's Office; Emergency Planning & Resilience Manager (chair of Business Continuity Forum) | Cabinet report on emergency plan |
| (Legal & Regulatory) Children in the local authority care who are non UK EU nationals not appropriately supported as they apply for the right to remain through the EU Settled Status Scheme. | The government published the EU Settlement Scheme which will allow employees who are EU nationals and their families to apply for settled status to continue to live and work in the UK beyond 30 June 2021. Eligibility is dependent on whether the government have secured a withdrawal agreement or whether there is no deal. Under whatever deal negotiated (or not), the Council will provide support and assistance to families and children in care and young people leaving care who need to apply for settled status. There will be no charge for such support services / assistance to residents. | HIGH | LOW | Strategic Director of Children's and Adults' Services | Director of Children and Families | |

| (Category) Risk | Mitigating activity / current response | Risk Assessment | | Strategic Director | Risk owner | Further information |
|--|---|-----------------|--------|--|-----------------------------|---------------------|
| (Legal & Regulatory) EU nationals who may lose the right to vote in local elections are not correctly informed. | Advice from and requirements of the council will be dependent on arrangements put in place by central government. The council will therefore ensure that any changes in voting eligibility are taken account of and appropriately communicated with affected residents. | MEDIUM | MEDIUM | Strategic Director, Finance & Governance | Director of Law & Democracy | |

An explanation about risk categorisation

Above is a set of risks which the council have identified as being particularly pertinent with regards Brexit impact on our borough. The council identifies its risks using a framework that is agreed annually under our decision making processes. In every risk identification process there are six standard categories (although this doesn't mean that every category is displayed above and some risks may fall into more than one category). For clarity and transparency, the six categories the council use are:

- Economic – for example, a credit crunch that impacts on service delivery, the community and general economic situation
- Financial – for example, the council facing budgetary constraints caused by a range of factors such as loss of grant from government
- Reputational – for example, failures in service delivery that impact on how the council is perceived
- Staffing and Culture – for example, hiring and keeping staff
- Operational – for example, services not being delivered as planned or expected
- Legal and Regulatory – for example, the council not doing what it is legally required to do

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