[Date]

[Company name]

[Company address]

Brexit Action Plan

This Brexit Action Plan template uses the following format.

* The first page of the plan enables you to record risks, opportunities and actions that may arise for your company. The **Brexit Scorecard** at [www.prepareforbrexit.ie](http://www.prepareforbrexit.ie) will assist you in determining how your company may be exposed. Nine areas of potential exposure are outlined in the plan template. These may not all be relevant for your company or there may be other areas you wish to add.
* The second page of the plan outlines the strategic actions you are planning to strengthen the business, increase resilience and enable continued growth.

The prompts at the end of this document may assist you in completing the plan.

**Brexit Action Plan: Areas of Exposure - Tasks and Actions**

|  |  |  |
| --- | --- | --- |
| **UK Market Dynamics** | **Currency** | **Customers** |
| **Competition** | **Supply Chain** | **Transport & Logistics** |
| **Regulations & Standards** | **Customs, Tariffs & Taxation** | **Movement of People** |

**Strategic Response - Actions to protect and strengthen the business**

|  |  |  |
| --- | --- | --- |
| **Strategy** | | |
| **Sales & Marketing** | **Operations** | **Innovation** |
| **Finance** | | |
| **People & Management** | | |

Overall Plan owner: *(Name)*

Plan will be reviewed monthly at: *(name relevant management team forum)*

**Brexit Action Plan – prompts**

**Page 1: Areas of Exposure**

Changes in UK Market Dynamics

* Are your sales in UK contracting/likely to contract?
* Is UK procurement behaviour changing/likely to change?
* Is the industry you are selling into in the UK moving towards increased domestic sourcing?
* How can you protect what you have built up in UK?
* Is diversification into other markets or other verticals an option?

Currency

* Is the uncertainty around Sterling volatility delaying internal decisions?
* Have you developed policies around exchange rates which prevent day-to-day currency movements from becoming a distraction? Are you satisfied with the controls/governance around these policies?
* Are you satisfied that you have done all you can to address the risks posed by currency volatility (budget risk, supplier risk, operational risk, competitor risk)?
* Have you looked at how the business preforms at different Sterling exchange rates (scenario-planning)?

Customers

* Have you the insights you need in terms of the strategic decisions being made in your customers?
* Will your customers face additional complexity as a result of Brexit? Can you turn this into an opportunity by solving emerging problems?
* Can you create greater “stickiness” with customers (by adding more value or addressing other customer challenges)?
* Have you reviewed the clauses in existing contracts that may require re-negotiation?

Competition

* How are existing competitors responding to Brexit?
* Is new competition emerging e.g. as a result of cost or risk pressures?
* Is your existing offering sufficiently differentiated?
* European companies are looking at supply chain risk posed by UK suppliers. Is this an opportunity for you?

Supply Chain

* Tariffs and customs controls associated with a hard Brexit could interrupt continuity and reliability of supply. Do alternatives exist?
* Is there unnecessary complexity in your supply chain which could lead to cost savings or other improvements if addressed?
* Can cost or complexity associated with e.g. UK intermediaries be overcome by going direct to the supplier?

Transport & Logistics

* Receipt of supplies and delivery of goods could be delayed to, from and through the UK. Are you satisfied with your understanding of current routes? Have suppliers been queried on this? What alternative options exist?
* Additional complexities add cost to the business. What opportunities exist to reduce costs in the business?

Regulations & Standards

* In a hard Brexit scenario, UK standards and regulations may begin to diverge from current common European norms. Is this a risk on the supply-side or customer side of the business?
* Are you satisfied with your understanding of the standards and regulations relevant to your business?

Customs, Tariffs & Taxation

* Customs and tariffs would add administrative costs to the business, increase the price of supplies and prices for customers. Customs could lead to delays. Are you satisfied with your understanding of how these may apply to your business?
* Shared VAT collection rules may change post Brexit. This could have cashflow or other implications? What could be done to protect the business in advance?

Movement of People

* Do you have European or other non-UK citizens in your team to deliver services in the UK?
* Could it become more difficult to recruit new staff in the UK?
* In what way could employment contracts, visas etc be impacted?
* Is there an opportunity to recruit key talent for non-UK workers looking at alternatives to the UK?
* Are you satisfied that existing staff concerns are understood and are receiving an appropriate response?

**Page 2: Strategic Response**

**Business Strategy**:

The broad direction of your Brexit Response Plan may involve:

* Innovation
* Competitiveness
* Market Expansion/Diversification
* Financial Management
* Other

How will this strengthen the business?

* Enable you to manage Brexit Risks
* Enable you to take advantage of Brexit opportunities
* Stabilise the business
* Enable business growth
* Other

**Operations**

Does your plan involve:

* Cost reduction?
* Efficiency improvement?
* Strengthening supplier base?
* Adjusting your supply chain?
* Other

How will this strengthen the business?

* Increase cost competitiveness
* Improve service delivery
* Increase reliability
* Manage supply chain risk
* Other

**Innovation**

Does your plan involve:

* Adding new products/services to the existing customer offer?
* Adapting your existing offer for new markets?
* Developing new solutions for an emerging customer/market need?
* Changing your business model?
* Other?

How will this strengthen the business?

* Embed existing customers
* Enable you to command higher margins
* Better differentiation vis-a-vis competitors
* Other

**Sales & Marketing**

Does your plan involve?

* Securing your existing position in the UK?
* Growing your position in the UK (e.g. new opportunities/new market segments)?
* Expansion into new geographical markets?
* Other?

How will this strengthen the business?

* Deepen customer relationships and relevance
* Reduce dependence on one market segment
* Reduce dependence on one market
* Other

**Finance**

Does your plan involve:

* Introduction of policies and actions to manage exchange rate volatility?
* Enable more accurate and up-to-date cash and financial information?
* Introduce policies to manage risk?
* Enable better financial forecasting and scenario planning?
* New arrangements to cover new/changing cashflow needs?
* Putting most appropriate funding in place to enable execution of this plan?
* Other?

How will this strengthen the business?

* Ensure financial certainty
* Protect the business against risk in uncertain times
* Securr funding for growth ambition
* Other

**People & Management**

Does your plan involve:

* Developing the leadership capability of the management team?
* Recruiting new skills into the business?
* Developing staff in existing areas?
* Developing staff in new areas?
* Adjusting the organisation structure?
* Other?

How will this strengthen the business?

* Ensure strong leadership to drive growth in uncertain times
* Ensure the right skills are in the team
* An organisation structure in place to enable execution of this plan
* Other