

Scotland Excel

To: Joint Committee

On: 10 December 2021

**Report by:
Chief Executive of Scotland Excel**

Strategic Risk Register Update

1. Introduction

This report provides an update on the Strategic Risk Register which is maintained to assess threats/risks that could impact on the delivery of Scotland Excel's organisational objectives and to identify controls and actions that are being taken to mitigate these risks.

2. Background

The attached Strategic Risk Register was initially created in June 2018 when Scotland Excel carried out a full review of the organisation's Risk Register to reflect the new 5-year operating plan. It was agreed that the risk management plan would be reported to the Executive Sub Committee twice a year and the Joint Committee on an annual basis to give elected members visibility of the risks, and actions being taken by the organisation to manage and mitigate these risks.

In June 2019, the Strategic Risk Register template used by Scotland Excel was adjusted to better reflect that used by partner organisations. The revised template plus additional information which is now in use can be seen within the document at Appendix 1 of this report.

3. Risk Management update

The Strategic Risk Register is maintained and continues to be a focus for the on-going operations of the organisation. A process of regular review meetings is in place involving the entire Senior Management Team (SMT). These meetings are held quarterly to review, revise and update the register. Actions being undertaken in mitigation of the risks are on-going throughout the year.

Currently there are 11 risks identified within the Strategic Risk Register ranging in assessed risk score from 6 to 20. A summary of key statistics in relation to each identified risk is shown in Appendix 1 to this report.

The on-going impact of the COVID-19 pandemic, the emerging impact of Brexit on markets and suppliers and, the uncertainty in relation to the Scottish Government plans for a National Care Service (NCS) are the over-riding influences on the Strategic Risk Register at present. These factors are reflected in upward or static trends in relation to risk scores showing against a number of

the existing strategic risks and in the introduction of a new risk in respect of, “National Care Service” (SXL-011-21/22) in October 2021.

The updated Strategic Risk Register identifies a number of existing and new linked actions in relation to each strategic risk, aimed at mitigating the impact of each risk in the present day and going forward. Actions marked complete are for information only and will be removed at the next review meeting and where appropriate, added to the current risk controls section.

Identified Strategic Risks with the highest residual risk score (20) relate to Supplier Failure (SXL005-21/22) and the National Care Service (SXL011-21/22). The strategic risk of Supplier Failure has been assessed at 20 at each quarterly review meeting over the past year due to the continuing uncertainty and market volatility persisting post Brexit and the emerging impact of the pandemic. National Care Service is a new risk added in October 2021 to reflect the uncertainty in relation to potential impact on Scotland Excel of Scottish Government plans for a National Care Service. A number of linked actions have been identified in relation to each risk aimed at mitigating the financial and operational impact on the organisation.

Other Strategic Risk with high-risk scores include those relating to Political Risk (SXL003-21/22) and, Staff Recruitment and Selection (SXL006-21/22). Political Risk remains high due to Scottish Government policy direction and the pending local government elections in May 2022. Continuing challenges in relation to staff recruitment within the procurement environment has resulted in a rising risk score reflecting the potential impact on service delivery if appropriate recruitment does not take place.

Factors taken into consideration, in addition to the COVID-19 pandemic and Brexit when reviewing the entire Strategic Risk Register over the year included, recruitment challenges within the procurement sector; continuing financial uncertainty across local government, social housing and the third sector; the developing importance of corporate social responsibility across the public sector; growing environmental awareness across society and the increasing size of the Scotland Excel contract portfolio.

Following quarterly review of these and other factors, the Scotland Excel Risk Register as of 26th October 2021 is shown in appendix 1.

4. Recommendation

Members are invited to provide any feedback on the risk register and the actions identified to manage risks.



Strategic Risk Register

Professional – Respectful – Courageous - Integrity

Document Control 2021	
Review Dates:	05 November 2020
	27 April 2021
Exec Sub Comm.	21 May 2021
Review Dates:	16 June 2021
	26 October 2021
Joint Committee	10 December 2021
This document is available in alternative formats on request.	

Table 1 summarises risks identified within the Scotland Excel Risk Register and orders them according to their Residual Risk Score as of 26th October 2021. The Residual Risk Score represents the assessed risk score taking into consideration all risk controls and mitigations in place in relation to that specific risk on that date.

Table 1: Risk – Highest to Lowest Risk Score 26/10/21

Risk Ref.	Risk Title	Residual Risk Score
SXL005-21/22	Supplier Failure	20
SXL011-21/22	National Care Service	20
SXL003-21/22	Political Change	16
SXL006-21/22	Staff Recruitment and Retention	16
SXL010-21/22	National Emergency including Pandemic	15
SXL001-21/22	Organisational Sustainability	15
SXL009-21/22	Environmental Impact and Climate Change	12
SXL002-21/22	Managing Growth and Diversity	12
SXL004-21/22	Reputational Risk	12
SXL008-21/22	Risk of Not Performing/Delivering	8
SXL007-21/22	Corporate Social Responsibility	6

Table 2 charts risk score movement and trend over the past year in relation to each risk identified within the Scotland Excel Risk Register.

Table 2: Residual Risk Movement During Past Year

Period	Nov 20	April 21	June 21	Oct 21	4 quarter Trend
Risk Ref.					
Supplier Failure	20	20	20	20	
National Care Service	n/a	n/a	n/a	20	
Political Change	16	16	16	16	
Staff Recruitment & Retention	9	9	9	16	
National Emergency/Pandemic	20	15	15	15	
Organisational Sustainability	20	15	15	15	
Environmental Impact etc.	6	6	6	12	
Managing Growth & Diversity	16	12	12	12	
Reputational Risk	12	12	12	12	
Risk of Not Performing	12	8	8	8	
Corporate Social Responsibility	6	6	6	6	

Diagram 1: Consolidated Risk Matrix (October 2021)


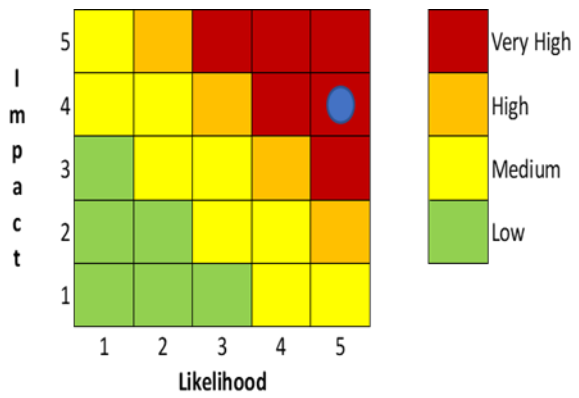
Impact	5			Organisational Sustainability		
	4		Risk of not performing	Reputation Risk Managing Growth Environmental Impact etc.	Political Change Staff recruitment and retention	Supplier Failure National Care Service
	3		Corporate Social Responsibility			National Emergency Including Pandemic
	2					
	1					
		1	2	3	4	5
		Likelihood				

PESTEL Analysis – October 2021		
POLITICAL		
Reference	Risk	Risk Score
SXL011-21/22	National Care Service	20
SXL003-21/22	Political Change	16
ECONOMIC		
SXL005-21/22	Supplier Failure	20
SXL001-21/22	Organisational Sustainability	15
SXL002-21/22	Managing Growth and Diversity	12
SOCIAL		
SXL006-21/22	Staff Recruitment and Retention	16
SXL010-21/22	National Emergency including Pandemic	15
SXL004-21/22	Reputational Risk	12
SXL008-21/22	Risk of Not Performing/Delivering	8
SXL007-21/22	Corporate Social Responsibility	6
TECHNOLOGICAL		
ENVIRONMENTAL		
SXL009-21/22	Environmental Impact	12
LEGAL/LEGISLATIVE		

Appendix 2 presents details in relation to identified Strategic Risks in the Scotland Excel (SXL) risk template format. An explanation of each element of the risk template is shown in the table below.

Strategic Risk Register – Risk Template	
Element	Description
Reference	Unique risk identifier and Risk Title
Context	Context of identified risk
Risk Statement	Description of risk
Risk Owner	Executive Team Risk Owner
Current Risk Controls	Specific risk controls currently in place
Risk Score	Risk assessment detail
Likelihood	How likely is it that the Risk actually occurs (1-5)
Impact	What impact on SXL if the Risk occurs (1-5)
Evaluation	Likelihood x Impact = Evaluation Score
Trend	Evaluation movement over past 4 periods
Residual	Current Residual Risk Evaluation after Controls
Risk Register Review Updates	Meeting dates of Risk Management Group
Linked Actions	Current/on-going actions to mitigate and control risk

Appendix 2: - Scotland Excel Risk Register (26 October 2021)

Reference: SXL011-21/22		National Care Service (NEW)						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Eval.
The Scottish Government has stated its intention to form a National Care Service (NCS) for Scotland. Within a consultation document the Scottish Government has indicated that the NCS will include responsibility for Contracting and Commissioning of care services across Scotland. Currently, Scotland Excel provides the National Care Homes Contract and a range of Social Care frameworks for Scottish Local Authorities.	Centralisation of Contracting and Commissioning for Care will impact not only the Social Care teams within Scotland Excel but will also impact framework spend across a broad range of SXL teams potentially impacting financial viability of SXL. Centralisation will also remove Care as an area of Strategic Development for SXL.	HC	<p>On-going liaising with key organisational stakeholders in relation to NCS proposal.</p> <p>Participation in key Scottish Government working groups relating to NCS</p> <p>Social Care Contracting and Commissioning expertise already in place.</p> <p>Consultation with key stakeholders in relation to consultation response.</p> <p>Existing customer and supplier base using Scotland Excel Social Care frameworks</p> <p>Existing supplier and customer trust in existing Scotland Excel Social Care frameworks.</p>	5	4	20		20
								
Risk Register Review Updates								
Date	05/11/20	n/a						
	27/04/21	n/a						
	16/06/21	n/a						
	26/10/21	New Strategic Risk was introduced. Risk score was evaluated at 20 (Likelihood 5, Impact 5). A range of actions were identified to mitigate the impact of the risk adding to existing controls.						
Linked Actions								
Description	Assigned To:		Due Date	Status	Notes			
Submit Scotland Excel response to Scottish Government consultation in relation to NCS	JMK		30.11.21	On-going	Response being drafted to Scottish Govt. consultation			
Consult with Scotland Excel Governance bodies in relation to proposed consultation response	JMK		31.10.21	Complete	Exec. Sub Committee (Sept 21); Joint Committee and CEOMG			


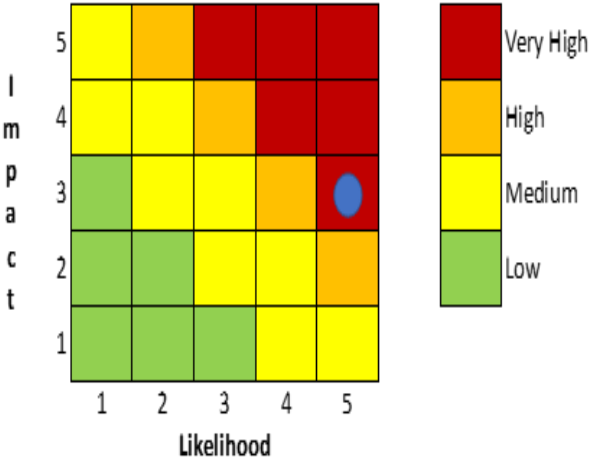
Share Scotland Excel consultation response on NCS with key stakeholders including Councilors, Chief Executives and Chief Officers of IJDs.	SMT	30.11.21	On-going	
On-going engagement with the Scottish Government re proposed NCS activity	SMT	31.03.22	On-going	
Roll out and implementation of Marketing and Promotion plan in relation to Social Care frameworks	SMT	31.12.21	On-going	

Reference:		Supplier Failure						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Eval.
<p>Financial and other socio-economic factors impacting the resilience of Scotland Excel framework suppliers.</p> <p>Focus required in areas which have a direct impact on delivery as a result of business failure.</p> <p>Long-term impact of Covid pandemic, energy costs, recruitment challenges and Brexit remain to be shown in relation to supplier sustainability.</p> <p>Increasing number Social Care providers are also being impacted by the pandemic with recruitment challenges impacting financial sustainability.</p>	<p>The failure of a service provider within a Scotland Excel framework could have significant implications for service provision within member council areas.</p> <p>Negative reputational impact for SXL across the portfolio from breach of contract and / or supplier failure.</p>	HC	<p>Effective risk management is in place during development and management of contracts.</p> <p>Robust processes for monitoring financial stability of suppliers carried out prior to award and throughout the life of a contract, utilising external advice as required.</p> <p>Specific measures are in place to meet the management of Social Care contracts and these key areas of risk.</p> <p>Scotland Excel has a range of measures for monitoring supplier resilience in addition to the external financial monitoring tools used.</p> <p>A new tailored approach to financial risk for high-risk contracts has been implemented "Step-in Right" within relevant and appropriate social care contracts maintained.</p> <p>Scotland Excel are involved in various groups to support provider sustainability in particular in relation to COVID-19.</p> <p>Robust Market Analysis Strategy practiced across procurement categories.</p>	5	4	20		12
Risk Register Review Updates								
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score (20) remains unchanged due to COVID-19 pandemic and increasing possibility of No Deal Brexit.						
	27/04/21	Linked actions reviewed – No change to Residual Risk score due to full impact of COVID-19 pandemic and BREXIT still to filter down to all suppliers and true impact may still be to emerge.						
	16/06/21	Linked actions reviewed – No change to Residual Risk score due to full impact of COVID-19 pandemic and BREXIT still to filter down to all suppliers and true impact may still be to emerge. Potential impact of key staff shortages across sectors.						
	26/10/21	Linked actions reviewed and added – No change to Residual Risk score due to full impact of pandemic and BREXIT still to fully filter down to all suppliers and true impact may still be to emerge (i.e., Recruitment, Energy). Potential impact of key staff shortages across sectors.						


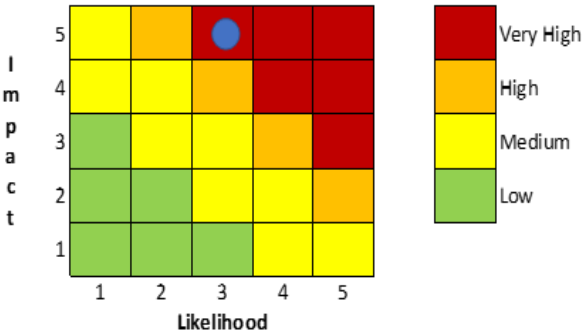
Linked Actions				
Description	Assigned To:	Due Date	Status	Notes
Expand supplier dialogue and comms; engage suppliers in pro-active contract management discussions; monitor emerging issues i.e., COVID; BREXIT	HC	30/06/21	Complete	Pandemic planning has been carried out with suppliers
Carry out Data workshop looking at how we analyse and use data across the organisation	ET	17/06/21	Complete	Team met in Glasgow to review current practice and to create plan
Develop a plan and proposal in relation to how Scotland Excel gather, record, process, and report operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners
Continue comprehensive market analysis activity across all framework areas ensuring early visibility of pending issues.	SMT	31/03/22	On-going	Increasing existing activity and engagement with all stakeholders

Reference: SXL003-21/22		Political Change						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Eval.
Legislative and Policy changes impact upon the organisation and how it must operate. Political uncertainty created by, for example, Brexit create unknown challenges for the organisation Green Party joining Scottish Government. Scottish Local Government Elections May 2022	Political, Legislative and Policy changes at local, national, UK and international levels may impact Scotland Excel operations and practice.	JW	<p>An effective and properly resourced public affairs strategy is in place.</p> <p>Effective research, engagement, partnership working and briefings ensuring the organisation is aware of and able to respond to challenges and opportunities in the external environment.</p> <p>Active participation by the organisation in various groups and boards influencing policy and “direction of travel”.</p> <p>Waste proposal developed to support customers in using changes to procurement legislation to deliver waste services externally if required.</p> <p>The Green Party manifesto was reviewed pre-election.</p>	4	4	16		16
Risk Register Review Updates								
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score (16) remains unchanged due to possibility of No Deal Brexit and pending Scottish Government elections						
27/04/21	Linked actions reviewed – No change to Residual Risk score due to pending Scottish Government elections on 6 th May 2021.							
16/06/21	Linked actions reviewed – No change to Residual Risk pending impact of Scottish Govt Elections.							
26/10/21	Linked actions reviewed – No change to Residual Risk pending impact of Scottish Local Government Elections and growing centralisation agenda of Scottish Government							
Linked Actions								
Description	Assigned To:	Due Date	Status	Notes				
Review of Scotland excel Public Affairs strategy promoting closer engagement with partners	ET	31/05/21	Complete					
Carry out analysis of Green Party policy in the light of their agreement with SNP.	SMT	31/03/22	On-going					


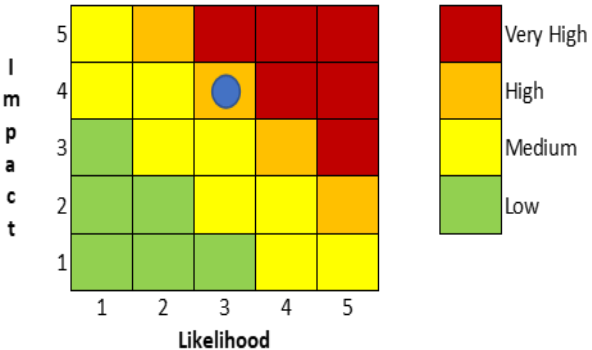
Review scope of political inquiries relating to pandemic being undertaken to identify and prepare for any witness requests received by Scotland Excel.	SMT	31/03/22	On-going	
Develop Marketing campaign to evidence how Scotland Excel is "Supporting Scotland's Green Recovery"	SMT	31/12/21	On-going	An on-going programme will continue to the end of the year.
Continuing Customer Engagement exercise with key Scottish Local Authority partners	ET	31/12/21	On-going	Engagement plan to start in November 2021
On-going engagement with the Scottish Government re proposed NCS activity	SMT	31/03/22	On-going	

Reference:		National Emergency Including Pandemic						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
A National Emergency or Pandemic is declared by the Scottish Government and/or the UK Government which impacts the day-to-day operations of Scotland Excel.	Scotland Excel must ensure that, during a National Emergency or Pandemic, it can continue to deliver all its services to local authorities, associate members and to suppliers attached to its contract frameworks	JW	<p>Existing ICT arrangements within Scotland Excel perform well within a Home Working scenario.</p> <p>Employee support mechanisms (Occupational Health, Time to Talk etc.) remain in place during Home Working scenarios.</p> <p>Access to a range of video communication software allows business meetings to take place and ensures employees living alone or experiencing difficulties can be supported.</p> <p>Governance of the organisation can be maintained in line with governing documents.</p> <p>Framework nature of managed contracts ensure minimum dependence on single suppliers.</p> <p>The organisation can adapt to changing priorities and allocate resources accordingly, for example PPE and Food during Covid pandemic.</p> <p>Review of contract terms and conditions every 2 years</p>	5	3	15		25
								
Risk Register Review Updates								
Date	05/11/20	Linked actions added, existing actions updated – Residual Risk Score remains unchanged						
	27/04/21	Linked actions reviewed – Residual Risk Score (Impact) reviewed following SXL positive response to COVID-19 pandemic and mitigating actions put in place. Residual Risk Score revised to 15 (5 Likelihood, 3 Impact)						
	16/06/21	Linked actions added, existing actions updated – Residual Risk Score remains unchanged						
	26/10/21	Linked actions reviewed, updated and new actions added. - Residual Risk Score remains unchanged.						

Linked Actions				
Description	Assigned To:	Due Date	Status	Notes
A return to office-based working plan for employees to be developed in line with Scottish Government and Renfrewshire Council guidance	SMT	31/12/21	On-going	Observing Govt & Renfrewshire Council guidance on office return.
A comprehensive review of Scotland Excel operations during Lockdown, Unlock and Post Lockdown to be carried out	SMT	26/05/21	Complete	COVID Lessons learned session
Carry out a review of Contract Terms and Conditions ensuring they are appropriate during National Emergency or Pandemic situations.	BM	30/09/21	Complete	Overall review incorporating insurance market, councils-standard terms-special terms etc.
Make “Mental Health at Work Commitment”, develop and deliver an associated action plan to implement across the organisation	SB	31/12/21	On-going	Action plan includes training for managers and all staff etc.
Develop a Home Working Risk Assessment in line with HSE guidelines to be issued to all employees expressing an interest in blended working	LC	31/12/21	On-going	Completion of Assessment is a pre-requisite for blended working
Review Scotland Excel Business Continuity planning in light of lessons learned during pandemic to ensure the plan remains fit for purpose	SMT	31/03/22	On-going	
Continuing Customer Engagement exercise with key Scottish Local Authority partners	ET	31/12/21	On-going	Engagement plan to start in November 2021

Reference: SXL001-21/22		Organisational Sustainability							
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score – no change					
				Likelihood	Impact	Residual	Trend	Evaluation	
Potential for local government organisations withdrawing support. Requirement to diversify and generate financial income from alternate sources. Council budget cuts impacting upon use of services provided. Scottish Government policy changes impacting on Scotland Excel operations.	Membership of Scotland Excel is optional for all stakeholders and Scotland Excel must be alert to this and the impact of Councils or Associate Members resigning their membership.	JW	<p>Continuing focus on added Core Value delivered for all member councils.</p> <p>On-going development of projects offering new services and increasing benefits to stakeholders.</p> <p>Identification of new opportunities to provide additional chargeable services based on customer demand.</p> <p>Ongoing robust market testing of all new shared service propositions.</p> <p>Ongoing robust business model is in place for all new services (cost to serve, funding/uptake forecasts).</p> <p>Regular engagement with Chief Execs, Finance Directors, Corporate Procurement Leads and Elected Members demonstrating the value added by Scotland Excel</p>	3	5	15		16	
									
Risk Register Review Updates									
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score increased to 20 (Likelihood 4 x Impact 5) due to emerging financial impact of COVID-19 pandemic.							
	27/04/21	Linked actions reviewed – Residual Risk Score (Likelihood) reviewed following SXL positive financial performance during COVID-19 pandemic and mitigating actions put in place. Residual Risk Score revised to 15 (3 Likelihood, 5 Impact)							
	16/06/21	Linked actions reviewed – No change to Residual Risk Score (3 Likelihood, 5 Impact).							
	26/10/21	Linked actions reviewed – No change to Residual Risk Score (3 Likelihood, 5 Impact).							
Linked Actions									
Description	Assigned To:	Due Date	Status	Notes					
Continuing Customer Engagement exercise with key Scottish Local Authority partners	ET	31/12/21	On-going	Engagement plan to start in November 2021					
Detailed review of Project and Contract opportunities.	SB	30/09/21	Complete	Review of contract opportunities post COVID-19					


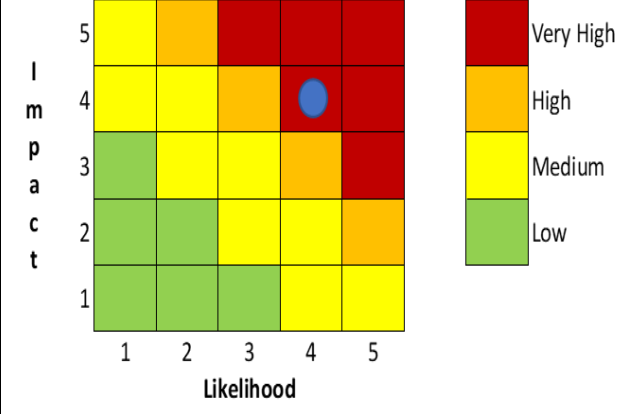
Review of Scotland excel Public Affairs strategy promoting closer engagement with partners	ET	31/05/21	Complete	
Review Scotland Excel Business Continuity planning in light of lessons learned during pandemic to ensure the plan remains fit for purpose	SMT	31/12/21	On-going	Continued monitoring of impact of pandemic on operations
Develop a plan and proposal in relation to how Scotland Excel gathers, records, processes and reports operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners
Monitor potential impact of post pandemic and BREXIT challenges to Scotland Excel frameworks. Challenges include logistics, supply of raw materials, rising energy costs and a shortage of trained labour all of which may impact framework performance.	SMT	31/03/22	On-going	While all frameworks potentially affected particular attention to Building Supplies and Construction

Reference:		Managing Growth and Diversity						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
<p>Failure to identify and manage emerging opportunities and threats to Scotland Excel.</p> <p>Inability to evolve service offering in a diverse and changing landscape.</p> <p>Inability to attract and retain high caliber new staff to Scotland Excel</p>	There is a risk to the long-term future of the organisation if it fails to grow the portfolio of services offered to members.	SB	<p>Horizon Scanning meetings help to identify market development opportunities and give the organisation time to plan for capability and capacity.</p> <p>Organisational Development strategy and workforce planning tools used to ensure that Scotland Excel has the right caliber of staff to deliver and grow a quality service offering.</p> <p>New project opportunities have been won across a number of councils and other public/third sector bodies.</p>	3	4	12		12
								
Risk Register Review Updates								
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score retained at current level (16)						
	27/04/21	Linked actions reviewed – Residual Risk Score (Likelihood) reviewed following positive Project’s pipeline development and mitigating actions put in place. Residual Risk Score revised to 12 (3 Likelihood, 4 Impact)						
	16/06/21	Linked actions reviewed –Residual Risk Score unchanged at 12 (3 Likelihood, 4 Impact).						
	26/10/21	Linked actions reviewed –Residual Risk Score unchanged at 12 (3 Likelihood, 4 Impact).						
Linked Actions								
Description	Assigned To:	Due Date	Status	Notes				
Review of Market Competitors to be refreshed post pandemic.	SMT	31/03/22	On-going	Reviewing market competitors, assessing risk and threat levels post pandemic				
Review of Business Development Strategy for Scotland Excel post pandemic	SB	31/12/21	On-going					
Detailed review of Project and Contract opportunities.	SB	30/09/21	Complete	Review of opportunities post COVID-19				
Organise Information Strategy Workshop to review organisational Data and Information management and use.	ET	17/06/21	Complete	Workshop took place on 17/06/21				
Complete implementation of Workforce Development Plan	ET	31/12/21	On-going					


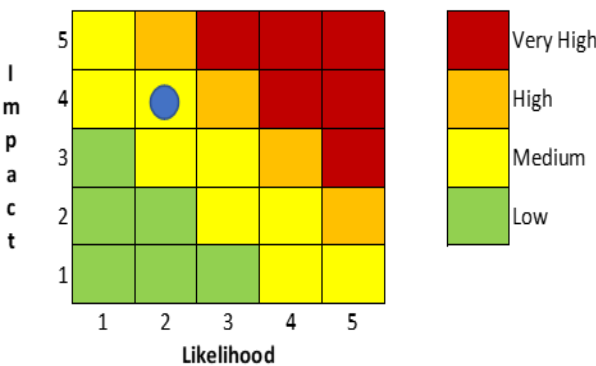
Carry out comprehensive review of existing Retention, Recruitment and Selection practice of Scotland Excel to ensure fit for purpose post pandemic and BREXIT	SB	31/12/21	On-going	In light of emerging recruitment challenges post pandemic and post Brexit.
Develop a proposal in relation to how Scotland Excel gathers, records, processes and reports operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners
Monitor potential impact of post pandemic and BREXIT challenges to Scotland Excel frameworks. Challenges include logistics, supply of raw materials, rising energy costs and a shortage of trained labour all of which may impact framework performance.	SMT	31/03/22	On-going	While all frameworks potentially affected particular attention to Building Supplies and Construction

Reference: SXL004-21/22		Reputational Risk																																																												
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score																																																										
				Likelihood	Impact	Residual	Trend	Evaluation																																																						
Negative publicity or media coverage affects the organisation and impacts stakeholders. Negative media reports relating to a framework or service provider. An increased need to generate positive marketing outlining Scotland Excel's role during the pandemic and post Brexit.	Scotland Excel is faced with negative publicity or a media crisis through a service issue or failure that compromises the organisation's stakeholders and adversely affects the organisational reputation across the sector.	JW	<p>Colleagues advise communications team of any potential issues to enable effective planning for "negative" media interest.</p> <p>Pro-active monitoring of press coverage carried out by marketing team and wider organisation.</p> <p>Pro-active and robust engagement with press organisations to ensure positive relationships and coverage.</p> <p>Development of easier to use/access, new corporate website.</p> <p>Organisational promotion of corporate values to ensure individuals, teams and the organisation as a whole operates in line with its Values.</p>	3	4	12		8																																																						
				<table border="1"> <tr> <td>Impact</td> <td>5</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Very High</td> </tr> <tr> <td>4</td> <td>Yellow</td> <td>Yellow</td> <td>Blue Dot</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>High</td> </tr> <tr> <td>3</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> <td>Red</td> <td>Red</td> <td>Red</td> <td>Medium</td> </tr> <tr> <td>2</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Orange</td> <td>Orange</td> <td>Orange</td> <td>Low</td> </tr> <tr> <td>1</td> <td>Green</td> <td>Green</td> <td>Green</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Yellow</td> <td>Low</td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> <td>Likelihood</td> </tr> </table>					Impact	5	Yellow	Orange	Red	Red	Red	Red	Very High	4	Yellow	Yellow	Blue Dot	Red	Red	Red	Red	High	3	Green	Yellow	Yellow	Orange	Red	Red	Red	Medium	2	Green	Green	Yellow	Yellow	Orange	Orange	Orange	Low	1	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Low			1	2	3	4	5		Likelihood
Impact	5	Yellow	Orange	Red	Red	Red	Red	Very High																																																						
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Risk Register Review Updates																																																														
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score retained at current level (12)																																																												
27/04/21	Linked actions reviewed – No change to Residual Risk score due to potential impact of Supplier failure SXL005-21/22 on reputation.																																																													
16/06/21	Linked actions reviewed – No change to Residual Risk score																																																													
26/10/21	Linked actions reviewed – No change to Residual Risk score																																																													
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Description	Assigned To:	Due Date	Status	Notes																																																										
Continuing Customer Engagement exercise with key Scottish Local Authority partners	ET	31/12/21	On-going	Engagement plan to start in November 2021																																																										
Review of Scotland excel Public Affairs strategy promoting closer engagement with partners	ET	31/05/21	Complete	Review of Scotland Excel Public Affairs strategy																																																										
Scotland Excel "Employee Exit Procedure" to be reviewed to ensure identification of retention issues for the organisation.	SMT	31/12/21	On-going	Collection of feedback and reporting process to be reviewed.																																																										

Carry out comprehensive review of existing Retention, Recruitment and Selection practice of Scotland Excel to ensure fit for purpose post pandemic and BREXIT	SB	31/12/21	On-going	In light of emerging recruitment challenges post pandemic and post Brexit.
Build Scotland Excel reputation beyond procurement professionals promoting other areas including the Academy	IMN	31/03/22	On-going	Being led by SXL Academy
Monitor potential impact of post pandemic and BREXIT challenges to Scotland Excel frameworks. Challenges include logistics, supply of raw materials, rising energy costs and a shortage of trained labour all of which may impact framework performance.	SMT	31/03/22	On-going	While all frameworks potentially affected particular attention to Building Supplies and Construction

Reference: SXL006-21/22		Staff Recruitment and Retention						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
Demand in the market for staff makes recruiting and retaining staff problematic. Home and hybrid working practices have altered the recruitment environment for all public sector organisations.	Scotland Excel encounters problems in recruiting and retaining staff of suitable skill, quality, and experience to deliver the operating plan	SB	<p>Recruitment processes reviewed and updated.</p> <p>PRD process reviewed and updated in consultation with Scotland Excel staff.</p> <p>Successful recruitment campaigns including events to be replicated.</p> <p>Retention measures improved including secondment opportunities and projects to enrich roles.</p> <p>Enhanced organisational reputation through events, partnerships and marketing.</p> <p>Retain Investors in People accreditation.</p> <p>Staff turnover figures collated and presented to SMT annually</p>	4	4	16		9
								
Risk Register Review Updates								
Date								
05/11/20		Linked actions updated, and risk discussed; Residual Risk Score reviewed down to 9 (Likelihood 3 x Impact 3) due to public sector being better regarded as employer of choice following pandemic.						
27/04/21		Linked actions reviewed – No change to Residual Risk score due to potential impact of COVID-19 pandemic and BREXIT on recruitment.						
16/06/21		Linked actions reviewed – No change to Residual Risk score due to potential impact of COVID-19 pandemic and BREXIT on recruitment.						
26/10/21		Linked actions updated, and risk discussed; Residual Risk Score reviewed upwards to 16 (Likelihood 4 x Impact 4) in light of recruitment challenges post pandemic/Brexit and a growing “War on Talent” within the procurement sector						
Linked Actions								
Description	Assigned To:	Due Date	Status	Notes				
Scotland Excel “Employee Exit Procedure” to be reviewed to ensure identification of retention issues for the organisation.	SMT	31/12/21	On-going	Collection of feedback and reporting process to be reviewed.				
Carry out comprehensive review of existing Retention, Recruitment and Selection practice of Scotland Excel to ensure fit for purpose post pandemic and BREXIT	SB	31/12/21	On-going	In light of emerging recruitment challenges post pandemic and post Brexit.				


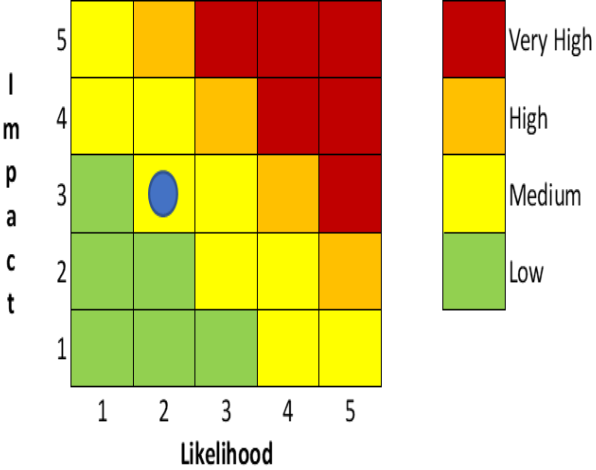
Carry our review of current PRD 2021 procedure and update process as appropriate. (IIP Action Plan)	SMT	31/03/22	On-going	Recommendation from IIP
Review recruitment policy during COVID-19 pandemic	SMT	30/06/21	Complete	Recruitment being continuously reviewed – fixed term appointments only being considered
Draft “Total Reward” document for inclusion on website, as part of recruitment packs and make available to all staff	LC	31/12/21	On-going	
Make “Mental Health at Work Commitment”, including development and delivery an associated action across the organisation	SMT	31/12/21	On-going	Action plan will include training for managers and all staff.

Reference: SXL008-21/22		Risk of Not Performing/Delivering						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
Failure to deliver in line with member council expectation. System failures impact on the ability of the organisation to deliver services. Increasing member expectations as financial challenges increase. Recruitment and Retention challenges affecting delivery plans and performance due to extended vacancies and/or staff leaving.	Scotland Excel fails to perform in line with customer expectations. Scotland Excel fails to meet delivery targets agreed with stakeholders.	SB	<p>Approved 5 years strategy and one-year operating plan in place.</p> <p>A range of KPIs currently exist at contract and organisational level. These are regularly reviewed.</p> <p>Regular operating plan updates to Executive Sub Committee to ensure robust governance.</p> <p>Regular financial period review and reporting across core and projects.</p> <p>Business continuity approach ensures that the organisation and its systems can operate effectively remotely</p> <p>Scotland Excel are providing new and improved services to member councils on an ongoing basis.</p>	2	4	8		8
								
Risk Register Review Updates								
Date	05/11/20	Linked action added; Linked actions updated, and risk discussed; Residual Risk Score retained at current level (12)						
	27/04/21	Linked actions reviewed – Residual Risk Score (Likelihood) reviewed following positive financial performance and projects pipeline development and mitigating actions put in place. Residual Risk Score revised to 8 (2 Likelihood, 4 Impact)						
	16/06/21	Linked actions reviewed – No change to Residual Risk Score						
	26/10/21	Linked actions reviewed – No change to Residual Risk Score						
Linked Actions								
Description	Assigned To:	Due Date	Status	Notes				
Continuing Customer Engagement exercise with key Scottish Local Authority partners	ET	31/12/21	On-going	Engagement plan to start in November 2021				
Review of Scotland excel Public Affairs strategy promoting closer engagement with partners	ET	31/05/21	Complete	Review of Scotland Excel Public Affairs strategy				

Carry out comprehensive review of existing Retention, Recruitment and Selection practice of Scotland Excel to ensure fit for purpose post pandemic and BREXIT	SB	31/12/21	On-going	In light of emerging recruitment challenges post pandemic and post Brexit.
Develop a plan and proposal in relation to how Scotland Excel gather, record, process and report operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners
Monitor potential impact of post pandemic and BREXIT challenges to Scotland Excel frameworks. Challenges include logistics, supply of raw materials, rising energy costs and a shortage of trained labour all of which may impact framework performance.	SMT	31/03/22	On-going	While all frameworks potentially affected particular attention to Building Supplies and Construction

Reference: SXL007-21/22


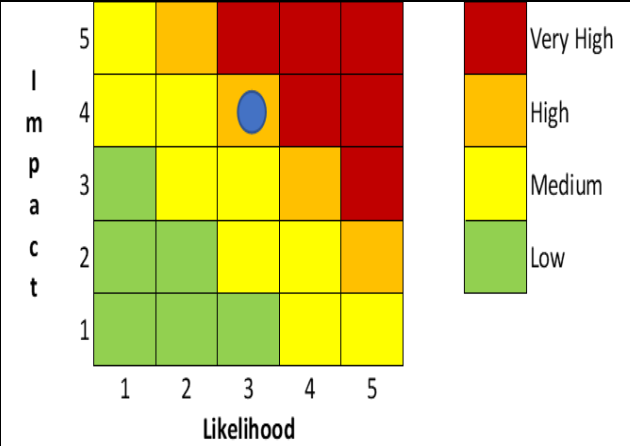
Corporate Social Responsibility

Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
<p>Ensure that, where possible, community benefits are delivered as part of the contract portfolio.</p> <p>Ethical sourcing of products and supplies in the whole supply chain.</p> <p>Ensure that Scotland Excel as an organisation delivers Community Benefit in its day-to-day operations</p>	<p>Scotland Excel may not be seen as an industry leader in terms of how it addresses key aspects of corporate social responsibility with an associated negative impact upon our reputation and stakeholder perceptions.</p>	<p>HC</p>	<p>Management and Reporting of Community Benefits developed and embedded.</p> <p>Community benefit requirements issued to suppliers at tender stage.</p> <p>Active promotion of community benefits is delivered through our contracts.</p> <p>Living Wage Employer accreditation secured, used to raise awareness with stakeholders.</p> <p>Workforce matters and living wage considerations are built in at strategy stage.</p> <p>Ethical sourcing strategies provided by suppliers as part of the tender process.</p> <p>Co-ordination of Community Benefits Forum for partner local authorities.</p> <p>Staff have become mentors for children in schools under MCR Pathways.</p> <p>Partnership with Founders 4 Schools supporting CV writing, mock interviews etc.</p> <p>Incorporation of "Fair Work First" into SXL frameworks</p>	<p>2</p>	<p>3</p>	<p>6</p>		<p>6</p>
								

Risk Register Review Updates

Date	Update
05/11/20	New linked action added, linked actions updated, and risk discussed; Residual Risk Score unchanged
27/04/21	Linked actions reviewed – No change to Residual Risk score due to potential impact of COVID-19 pandemic and BREXIT on Community Benefits performance by suppliers despite notable acts of kindness by certain suppliers.
16/06/21	Linked actions reviewed – No change to Residual Risk score
26/10/21	Linked actions reviewed – No change to Residual Risk score

Linked Actions				
Description	Assigned To:	Due Date	Status	Notes
Develop an Intern/Graduate training programme which can be made available to partner organisations	SB	31/03/22	On-going	
Develop a rolling programme of Intern recruitment for SXL	SB	31/03/22	On-going	Initial recruitment to take place via Kick Start programme
Develop a Scotland Excel Young People's strategy (IIP Action Plan)	SMT	31/03/22	On-going	
Continue and develop corporate support for the MCR Pathways programme	SMT	31/12/21	On-going	
Make "Mental Health at Work Commitment", including development and delivery an associated action across the organisation	SMT	31/12/21	On-going	Action plan will include training for managers and all staff.
Develop a plan and proposal in relation to how Scotland Excel gather, record, process and report operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners

Reference:		Environmental Impact and Climate Change						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Residual	Trend	Evaluation
In light of the growing awareness of environmental issues and the potential impact of certain working practices on the environment Scotland Excel must - <ul style="list-style-type: none"> Reduce the adverse impact of organisational activity on the Environment Reduce the adverse impact of Scotland Excel frameworks on the Environment Maximise the influence of Scotland Excel on environmentally friendly public service delivery 	Scotland Excel's daily operations and frameworks have an adverse impact on the Environment and Climate Change and contribute to environmental challenges being faced.	JW	Adoption of environmentally aware office practices within Scotland Excel i.e., recycling, agile working, double sided printing etc. Requirement for Environmental Policy, ISO certificate or equivalent for access to certain frameworks. Actions in relation to reducing carbon footprint scored in assessment for certain frameworks Information in relation to environmental practices and plans requested across all frameworks Sustainability testing carried out on all framework suppliers	3	4	12		6
								
Risk Register Review Updates								
Date	05/11/20	New linked action added, linked actions updated, and risk discussed; Residual Risk Score unchanged						
	27/04/21	Linked actions reviewed – No change to Residual Risk score.						
	16/06/21	Linked actions reviewed – No change to Residual Risk score.						
	26/10/21	Linked actions reviewed – Residual Risk Score, Likelihood and Impact reviewed following discussion in relation to current climate emergency. Residual Risk Score revised to 12 (Likelihood-3, Impact-4)						
Linked Actions								
Description		Assigned To:	Due Date	Status	Notes			
Review of what further actions can be taken by Scotland Excel to impact organisational, supplier and partner carbon footprint reduction activity		HC	31/03/22	On-going	Capture and report environmental outcomes on Procurement agenda.			

Identify and participate in appropriate and relevant Environmental Groups where SXL can have influence	SMT	30/06/21	Complete	A number of SXL staff already attend environmental strategy groups
SMT – Strategic Meeting on Environmental Sustainability to be arranged for the SMT	SMT	07/07/21	Complete	
“Climate Emergency and Sustainability” key Scotland Excel Conference Theme held week beginning 7 th June 2021	SMT	11/06/21	Complete	Conference was a great success with excellent feedback
Develop Marketing campaign to evidence how Scotland Excel is “Supporting Scotland’s Green Recovery”	SMT	31/12/21	On-going	An on-going programme will continue to the end of the year.
Re-write SXL Sustainable Procurement Strategy with input from Zero Waste Scotland	SMT	31/03/22	On-going	
Develop a plan and proposal in relation to how Scotland Excel gather, record, process and report operational and wider data both internally and externally to our partners.	ET	31/03/22	On-going	Follow up from workshop and subsequent meetings with SMT and partners