

Scotland Excel

To: Executive Sub-Committee

On: 29th May 2020

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

Risk Register Update

1. Introduction

This report provides an update on the 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 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.

Currently there are 10 risks identified within the Strategic Risk Register ranging in assessed risk score from 6 to 25. A summary of key statistics in relation to each identified risk is shown in appendix 1 to this report.

The impact of the COVID-19 pandemic is the over-riding influence on all strategic risk at present coupled with continuing Brexit uncertainty. These factors are reflected in the upwards trend in relation to risk score showing against a number of the existing strategic risks and in the introduction of a new risk in respect of, "National Emergency including Pandemic" (SXL-010-20/21).

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.

The new “National Emergency including Pandemic” risk is currently positioned on the highest risk score of 25 (Likelihood 5, Impact 5). While Scotland Excel is operating well within the home working environment, the continuing uncertainty of when and how the lockdown is going to end necessitates this risk remaining on the maximum risk score. A number of linked actions have been identified in relation to this risk aimed at mitigating the impact on the organisation at present and making sure that the organisation learns from the current pandemic going forward.

Other risks with risk scores impacted by the COVID-19 pandemic are detailed on table 2 in the Strategic Risk Register at appendix 1.

Factors taken into consideration, in addition to COVID-19, when reviewing the risk register over the year included Brexit; recruitment challenges within the procurement sector; continuing financial uncertainty across local government; the developing importance of corporate social responsibility; 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 at 27th April 2020 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

Document Control 2020	
Review Dates:	24 January 2020
	27 April 2020
Exec Sub Comm.	29 May 2020
Review Dates:	24 July 2020
	30 October 2020
Exec Sub Comm.	27 November 2020
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 Risk Score as at 27th April 2020. The Risk Score represents the assessed risk score taking into consideration all risk controls and mitigations in place in relation to that specific risk.

Table 1: Risk – Highest to Lowest Risk Score 27/04/20

Risk Ref.	Risk Title	Risk Score
SXL010-20/21	National Emergency including Pandemic	25
SXL005-20/21	Supplier Failure	20
SXL003-20/21	Political Change	16
SXL001-20/21	Organisational Sustainability	16
SXL002-20/21	Managing Growth and Diversity	16
SXL008-20/21	Risk of Not Performing/Delivering	16
SXL006-20/21	Staff Recruitment and Retention	12
SXL004-20/21	Reputational Risk	12
SXL007-20/21	Corporate Social Responsibility	6
SXL009-20/21	Environmental Impact and Climate Change	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. Where there has been movement in the risk score, a brief explanation has been provided.

Table 2: Risk Movement During Past Year











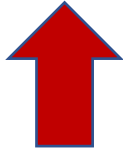
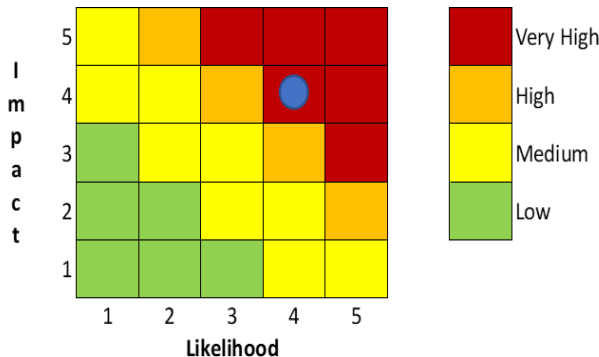
Period	<u>Q1</u> Aug 19 – Oct 19	<u>Q2</u> Oct 19 – Jan 20	<u>Q3</u> Jan 20 – Apr 20	<u>Q4</u> Apr 20 – July 20	
Risk Ref.					Trend
SXL010-20/21	n/a	n/a	n/a	25	
Impact of COVID-19					
SXL005-20/21	20	20	16	20	
Risk mitigation actions in place and Impact of COVID-19					
SXL003-20/21	16	16	16	16	
Impact of COVID-19 and BREXIT					
SXL001-20/21	12	12	12	16	
Impact of COVID-19					
SXL002-20/21	12	12	12	16	
Risk mitigation actions in place and Impact of COVID-19					
SXL008-20/21	8	8	8	16	
Risk mitigation actions in place and Impact of COVID-19					
SXL006-20/21	9	9	12	12	
Existing recruitment challenges and Impact of COVID-19					
SXL004-20/21	8	8	12	12	
Increasing size of contract portfolio and Impact of COVID-19					
SXL007-20/21	6	6	6	6	
SXL009-20/21	n/a	6	6	6	


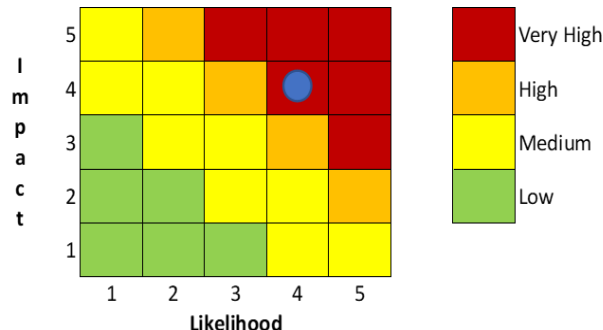
Diagram 1: Consolidated Risk Matrix


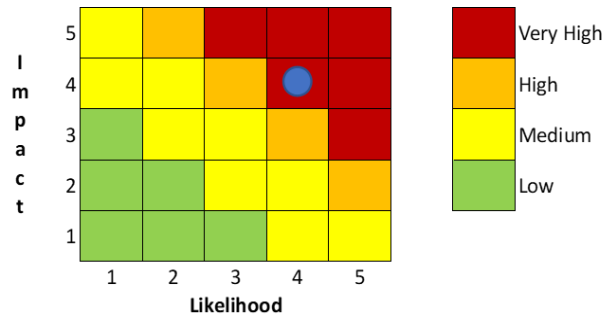
Severity	5					SXL010
	4			SXL004	SXL003 SXL001 SXL002 SXL008	SXL005
	3		SXL007 SXL009		SXL006	
	2					
	1					
		1	2	3	4	5
		Likelihood				


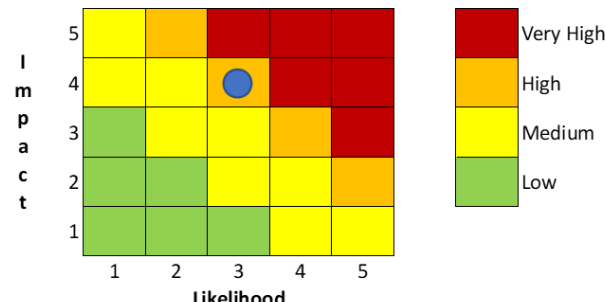
PESTEL Analysis – April 2020		
POLITICAL		
Reference	Risk	Risk Score
SXL003-20/21	Political Change	16
ECONOMIC		
SXL005-20/21	Supplier Failure	20
SXL001-20/21	Organisational Sustainability	16
SXL002-20/21	Managing Growth and Diversity	16
SOCIAL		
SXL010-20/21	National Emergency including Pandemic	25
SXL004-20/21	Reputational Risk	12
SXL006-20/21	Staff Recruitment and Retention	12
SXL007-20/21	Corporate Social Responsibility	6
SXL008-20/21	Risk of Not Performing/Delivering	8
TECHNOLOGICAL		
ENVIRONMENTAL		
SXL009-20/21	Environmental Impact	6
LEGAL/LEGISLATIVE		


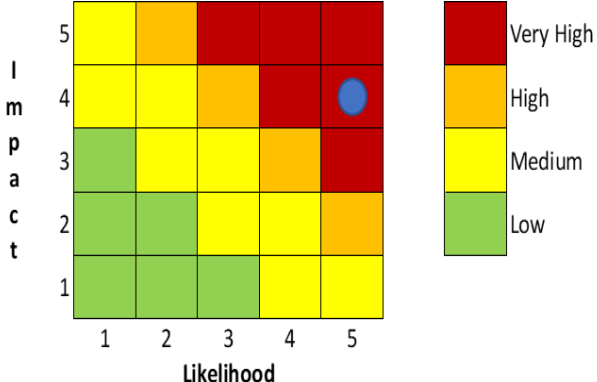
Appendix 2: - Scotland Excel Risk Register (April 2020)


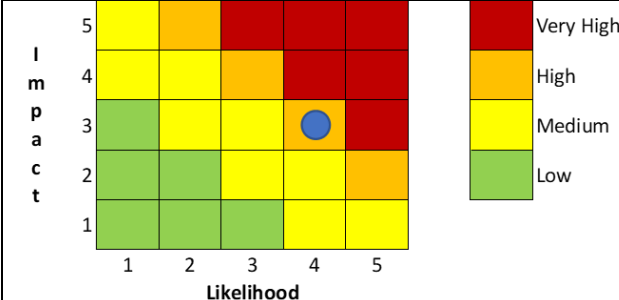
Reference:		SXL001-20/21		Organisational Sustainability					
Context		Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
					Likelihood	Impact	Evaluation	Trend	Residual
<p>Potential for local government organisations withdrawing support.</p> <p>Requirement to diversify and generate financial income from alternate sources</p> <p>Council budget cuts impacting upon use of services provided.</p>		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>	4	4	16		12
									
Risk Register Review Updates									
Date	06/08/19	Linked Action added - New Stakeholder Mapping Exercise to be carried out; Risk score revised to 3 likelihood, 4 Severity							
	28/10/19	New linked action added re engagement exercise; Risk scores to be maintained at current levels							
	24/01/20	Linked actions updated; Risk scores maintained at current levels							
	27/04/20	Linked actions updated; Risk score reviewed in light of anticipated COVID-19 pandemic cost pressures							
Linked Actions									
Description				Assigned To:		Due Date	Status	Notes	
Stakeholder Mapping Exercise to be carried out				MR		31/12/19	Complete	Reviewed SMT Feb 2020	
Continuing Customer Engagement exercise with key partners				JW		31/08/20	On-going	Engagement plan in development	


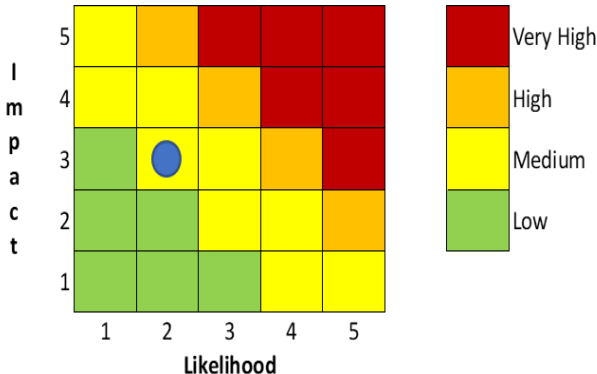
Reference:		SXL002-20/21		Managing Growth and Diversity					
Context		Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
					Likelihood	Impact	Evaluation	Trend	Residual
<p>Failure to identify and manage emerging opportunities</p> <p>Inability to evolve service offering in a changing landscape</p> <p>COVID-19 has affected our ability to identify and deliver new project opportunities</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>Regular Horizon Scanning meetings help to identify market development opportunities and give the organisation time to plan for capability and capacity.</p> <p>OD 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 sector bodies.</p> <p>Employment of additional temporary marketing resource to ensure key projects/initiatives are adequately promoted.</p>	4	4	16		12
									
Risk Register Review Updates									
Date	06/08/19	Acknowledgement that time is moving quickly; addition of mitigating action – recruitment of additional temp marketing resource							
	28/10/19	New linked actions added relating to Business Development and General Procurement Services – No change to Risk scores							
	24/01/20	Progress against linked actions noted; No change to Risk scores.							
	27/04/20	Linked actions updated and added (project opportunities); Review based on COVID-19 – Residual risk increased to 16 (Likelihood up to 4).							
Linked Actions									
Description				Assigned To:	Due Date	Status	Notes		
Innovation management process being developed.				IMN	31/03/21	On-going	Innovation group has started meeting		
Review of market competitors to be refreshed.				HC	30/06/20	On-going	Operating Plan Action		
Review of Business Development Strategy				SB	30/06/20	On-going	Temp Snr Business Dev. Officer appointed		
Provision of General Procurement Services for Key Partner				HC	31/08/20	On-going	Work is continuing on project delivery		
Detailed review of project and contract opportunities.				SB	31/08/20	On-going	Review of opportunities post Covid 19		


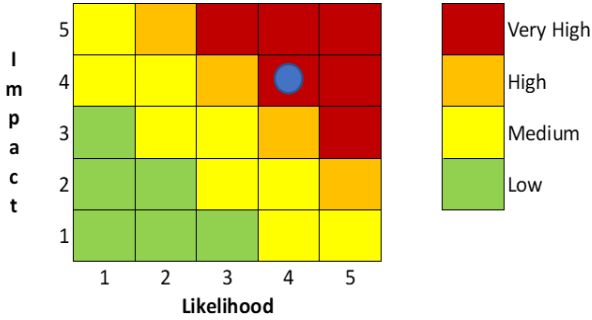
Reference: SXL003-20/21		Political Change						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Evaluation	Trend	Residual
Legislative changes impact upon the organisation and how it must operate. Political uncertainty created by, for example, Brexit create unknown challenges Legislative changes have been introduced to procurement processes considering the COVID-19 pandemic	Political change at local, national, UK and international levels which Scotland Excel must be aware of in order to respond to, and maintain services to stakeholders	JW	An effective and properly resourced public affairs strategy is in place. Through effective research, engagement, partnership working and briefings – for example Brexit white paper - this ensures that the organisation is aware of and able to respond to challenges and opportunities in the external environment. Active participation by the organisation in various groups and boards influencing policy and “direction of travel”. COVID-19 Waste proposal developed to support customers in using changes to procurement legislation to deliver waste services externally if required.	4	4	16		16
								
Risk Register Review Updates								
Date	06/08/19	Continuing uncertainty on “No Deal Brexit”; linked action added to revisit SXL White Paper on Brexit Impact; score change to 4 x 4						
	28/10/19	Due to continuing uncertainty around Brexit and the possibility of an election causing governance challenges, linked action added, score maintained						
	24/01/20	Progress against linked actions noted; No change to Risk scores due to continuing uncertainty on Brexit						
	27/04/20	Strategic Risk reviewed; No change to risk score						
Linked Actions								
Description			Assigned To:	Due Date	Status	Notes		
Carry out review of SXL White Paper on Brexit			HC	31/12/19	Complete			
Proposed General Election – Review Governance Challenges			JW	31/12/19	Complete	Governance committees unaffected by election		


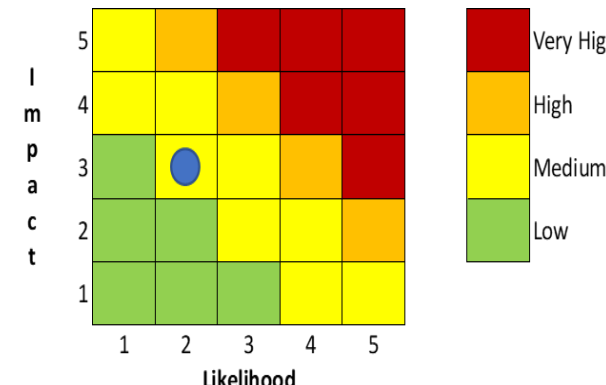
Reference:		SXL004-20/21		Reputational Risk					
Context		Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
					Likelihood	Impact	Evaluation	Trend	Residual
<p>Negative publicity or media coverage affects the organisation and impacts stakeholders.</p> <p>Negative media reports relating to a framework or service provider.</p> <p>An increased need to generate positive marketing outlining Scotland Excel’s role during the COVID-19 pandemic.</p>		Scotland Excel is faced with negative publicity or a media crisis through a service issue or failure that compromises the organisation’s stakeholders	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>Proactive marketing programme ensuring local authorities are aware of the services being offered to councils during the COVID-19 pandemic. This includes the Scotland Excel Newsroom.</p>	3	4	12		8
									
Risk Register Review Updates									
Date	06/08/19	Discussed heightened risk due to increasing portfolio size. To be reviewed at October meeting.							
	28/10/19	Linked action added relating to Brexit uncertainty – risk scores are maintained							
	24/01/20	Risk score changed due to size and range of portfolio including social care; Likelihood (3) Severity (4)							
	27/04/20	Linked actions added (Newsroom & Marketing); No change to risk score							
Linked Actions									
Description				Assigned To:	Due Date	Status	Notes		
Media Training Refresher to be arranged for SMT				MR	31/12/19	Complete	Delivered to SMT 20/11/19		
Carry out review of SXL White Paper on Brexit				HC	31/12/19	Complete			
Set up Newsroom facility on SXL website updating on COVID-19 initiatives and wider news				SB	30/04/20	Complete	On-going and noted under risk controls		
Develop marketing campaign keeping councils aware of SXL services available during COVID-19 pandemic.				SB	31/03/20	Complete	On-going and noted under risk controls		

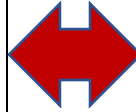
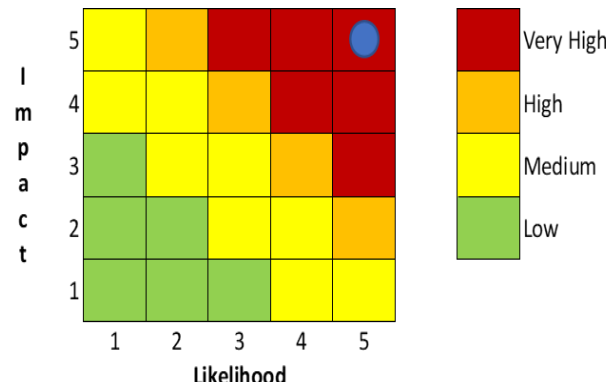
Reference: SXL005-20/21		Supplier Failure						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Evaluation	Trend	Residual
<p>Financial (and other) factors impacting on resilience of suppliers.</p> <p>Negative reputational results across the portfolio from potential breach of contract and / or supplier failure.</p> <p>Focus required in areas which have a direct impact on delivery as a result of business failure.</p> <p>Expanding Social Care portfolio generates new risks for Scotland Excel</p> <p>Social care providers are being impacted by COVID-19 in terms of their financial sustainability</p>	The failure of a service provider could have significant implications for service provision within member council areas.	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</p> <p>“Step-in Right” within relevant and appropriate contracts maintained</p> <p>Scotland Excel are involved in various groups to support provider sustainability in particular around establishing reasonable additional costs during COVID-19.</p>	5	4	20		20
								
Risk Register Review Updates								
Date	06/08/19	No Change						
	28/10/19	Linked action added in relation to Market Analysis – risk scored maintained						
	24/01/20	Severity score reduced due to mitigating work carried out and underway						
	27/04/20	Linked actions updated and risk discussed; Risk Score increased to 20 (Likelihood 5; Severity 4)						
Linked Actions								
Description			Assigned To:	Due Date	Status	Notes		
Review “Step-in Right” within relevant/appropriate projects			HC	30/06/19	Complete	Added to Current Controls.		
Develop robust Market Analysis Strategy across procurement categories			HC	31/08/20	On-going			

Reference: SXL006-20/21		Staff Recruitment and Retention								
Context		Risk Statement	Risk Owner	Current Risk Controls	Risk Score					
					Likelihood	Impact	Evaluation	Trend	Residual	
Demand in the market for staff makes recruiting and retaining staff problematic. Recruitment massively impacted by COVID-19. Staff less likely to move during current circumstances		Scotland Excel encounters problems in recruiting and retaining staff of suitable skill, quality and experience to deliver the operating plan	SB	Recruitment processes reviewed and updated. PRD process reviewed and updated in consultation with Scotland Excel staff. Successful recruitment campaigns including events to be replicated. Retention measures improved including secondment opportunities and projects to enrich roles. Enhanced organisational reputation through events, partnerships and marketing. Retain Investors in People accreditation Recruitment currently suspended during COVID-19 pandemic	4	3	12		9	
										
					Very High High Medium Low					
Risk Register Review Updates										
Date	06/08/19	No Change								
	28/10/19	Linked actions added in relation to Investors in People and Organisational credibility beyond procurement – No change to risk score								
	24/01/20	Linked actions update, Likelihood score increased due to recruitment challenges with Category Manager post.								
	27/04/20	Linked actions updated and added (Conversation & Policy); No change to risk score								
Linked Actions										
Description				Assigned To:	Due Date	Status	Notes			
Exit interview process to be reviewed and issues reviewed				LC	30/06/2020	On-going	Collection and reporting process development			
Staff turnover figures to be collated and monitored				LC	31/03/2020	Complete	Presented to SMT Feb 2020			
Review of job specs and person profiles to be completed				LC	31/08/2020	On-going	Reviewed in conjunction with PRD review			
Increase Investors in People grade from Silver to Gold				JW	31/03/2022	On-going	Work is continuing with Staff Engage. Group			
Build Scotland Excel reputation beyond procurement professionals promoting other areas including the Academy				IMN	31/03/2021	On-going	Being led by SXL Academy			
Investigate a Procurement Conversation programme to attract professionals from other professions				MR	31/08/20	On-going	Broaden recruitment pool of candidates.			
Review Recruitment policy in light of COVID-19 pandemic				LC	30/06/20	On-going	Recruitment currently suspended			

Reference: SXL007-20/21		Corporate Social Responsibility								
Context		Risk Statement	Risk Owner	Current Risk Controls		Risk Score				
						Likelihood	Impact	Evaluation	Trend	Residual
<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>		Scotland Excel may not be seen as an industry leader in how it addresses key aspects of corporate social responsibility with an associated negative impact upon our reputation and stakeholder perceptions.	HC	<p>Management and Reporting of Community Benefits has been developed and embedded.</p> <p>Community benefit requirements issued to suppliers at tender stage.</p> <p>Active promotion of community benefits in 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>		2	3	6		6
										
Risk Register Review Updates										
Date	06/08/19	No Change								
	28/10/19	Addition of Community Benefits Forum risk control and “Fair Work First” linked action – No change to risk score.								
	24/01/20	Linked action added (Work Placements); No change to risk score								
	27/04/20	Risk reviewed in light of COVID-19; No change to risk score.								
Linked Actions										
Description				Assigned To:		Due Date		Status		Notes
Carry out review of how “Fair Work First” initiative can be incorporated into Scotland Excel frameworks				BM		31/08/2020		On-going		Being led by the Procurement Development Team
Support Work Placements for students with Autism from Glasgow Caledonian University				LR		31/03/2021		On-going		Action added following approach from Glasgow Caledonian University

Reference: SXL008-20/21		Risk of Not Performing/Delivering						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Evaluation	Trend	Residual
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	Scotland Excel fails to perform in line with customer expectations.	SB	Approved 5 years strategy and one-year operating plan in place. A range of KPIs currently exist at contract and organisational level. These are regularly reviewed. Regular operating plan updates to Executive Sub Committee to ensure robust governance. Regular financial period review and reporting across core and projects. Business continuity approach ensures that the organisation and its systems can operate effectively remotely Scotland Excel are providing new and improved services to member councils on an ongoing basis.	4	4	16		8
								
Risk Register Review Updates								
Date	06/08/19	Risk Reviewed; No Changes						
	28/10/19	Linked actions added - Cyber Security, Stakeholder Mapping, Customer Engagement – No change to risk score						
	24/01/20	Linked actions updated; No change to risk score						
	27/04/20	Review Based on Covid-19 – Likelihood increased from 2 to 4 due to future financial constraints						
Linked Actions								
Description			Assigned To:	Due Date	Status	Notes		
Review of Member Infographic			SB/HC	30/06/20	On-going	Project team in place		
Carry Out Cyber Security Review and Training for all staff			SB	31/12/19	Complete	All staff trained by 30 November '19		
Stakeholder Mapping Exercise to be carried out			MR	31/12/19	Complete	Reviewed SMT Feb 2020		
Continuing Customer Engagement exercise with key partners			JW	31/08/20	On-going	Engagement plan in development		
Carry out review of impact of COVID-19 on non-procurement activity i.e. Academy, Associates			SB	31/08/20	On-going	Assessing impact on income generating projects		

Reference: SXL009-20/21		Environmental Impact and Climate Change						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Evaluation	Trend	Residual
Impact of organisational activity of Scotland Excel on the Environment.	Reputational/legal Risk in relation to the organisation having an adverse impact on the Environment.	JW	Adoption of environmentally aware office practices within Scotland Excel i.e. recycling, agile working, double sided printing etc.	2	3	6		6
Impact of Scotland Excel frameworks on the Environment	Reputational/legal Risk in relation to Scotland Excel frameworks having an adverse impact on the Environment		Requirement for Environmental Policy, ISO certificate or equivalent for access to certain frameworks					
Influence of Scotland Excel on environmentally friendly public service delivery	Reputational/legal Risk in relation to Scotland Excel frameworks having an adverse impact on the Environment		Actions in relation to reducing carbon footprint scored in assessment for certain frameworks					
Potential impact of Climate change on day to day operations of Scotland Excel	Failure to champion Environmentally friendly practices via SXL frameworks		Information in relation to environmental practices and plans requested across all frameworks					
			Sustainability testing carried out on all framework suppliers					
Risk Register Review Updates								
Date	06/08/19	n/a						
	28/10/19	Environmental Change and Policy Impact Risk added to Scotland Excel Risk Register, Initial Risk Score 6 (likelihood 2, Severity 3)						
	24/01/20	Add Climate Change to Risk title and context; Risk score reviewed – No Change						
	27/04/20	Risk reviewed and action updated; No change to risk score						
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	31/08/20	On-going			

Reference: SXL010-20/21		National Emergency Including Pandemic						
Context	Risk Statement	Risk Owner	Current Risk Controls	Risk Score				
				Likelihood	Impact	Evaluation	Trend	Residual
A National Emergency or Pandemic is declared by the Scottish Parliament 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	Existing ICT arrangements within Scotland Excel perform well within a Home Working scenario. Employee support mechanisms (Occupational Health, Time to Talk etc) remain in place during Home Working scenarios. Access to a range of video communication software allows business meeting to take place and ensures employees living alone or experiencing difficulties can be supported. Governance of the organisation can be maintained in line with governing documents. Framework nature of managed contracts ensure minimum dependence on single suppliers. The organisation can adapt to changing priorities and allocate resources accordingly, for example PPE and Food.	5	5	25		
								
Risk Register Review Updates								
Date	06/08/19	n/a						
	28/10/19	n/a						
	24/01/20	n/a						
	27/04/20	New Risk added to the Strategic Risk Register; Linked Actions added; Initial Risk Score of 25 (Likelihood 5, Impact 5)						
Linked Actions								
Description			Assigned To:	Due Date	Status	Notes		
A return to office-based working for employees to be developed			SMT	31/05/20	On-going	Observing govt guidelines on social distancing		
A comprehensive review of Scotland Excel operations during Lockdown, Unlock and Post Lockdown to be carried out			SMT	31/05/20	On-going			
A review of procedures in relation to initiating a working from home environment to be carried out.			SMT	31/08/20	On-going			

Undertake a Lessons Learned review of agile working infrastructure identifying possible improvements.	SMT	31/08/20	On-going	Identify operational issues during working from home period
Carry out a review of Scotland Excel Governance Model to ensure it is fit for purpose during National Emergency situations or Pandemic.	SMT	31/08/20	On-going	
Carry out a review of Contract Terms and Conditions ensuring they are appropriate during National Emergency or Pandemic situations.	SMT	31/12/20	On-going	
Carry out Horizon Scanning sessions to discuss and review the impact of a National Emergency or Pandemic on the identified risks of Scotland Excel and to identify any future risks to the organisation following/during the emergency	SMT	30/06/20	On-going	Horizon scanning meeting taking place
Carry out a Supply Chain review for relevant Scotland Excel contract frameworks to identify contract resilience during emergency or pandemic periods.	SMT	31/12/20	On-going	