

Scotland Excel

To: Joint Committee

On: 08 December 2017

**Report
by
Director Scotland Excel**

Scotland Excel Risk Register

1. Introduction

Scotland Excel has, since the inception of the organisation, had in place a regularly reviewed risk register for the organisation's operations. The risk register is maintained to assess risks and threats that could impact on the delivery of Scotland Excel's organisational objectives and to identify actions that are being taken to mitigate such risks.

2. Background

The risk register, attached as an appendix, has been the subject of regular review and has identified the current risks to the organisation and the service delivery. The risk register has been considered by the Executive Team, the wider Senior Management Team and with staff through team meetings on a regular basis to ensure that all current risks are identified and that suitable actions are in place or under development to address the potential impact upon the organisation and its stakeholders.

Since the risk register was first reported to the Joint Committee members have contributed to the development, indicating a number of proposals that have improved the tracking of risks and the actions to manage the potential impact on the organisation. These have been incorporated into the report and show movements in risks, where actions have reduced likelihood or impact and the residual risk after these actions.

A number of additional suggestions were made at the November 2017 Executive Sub-Committee. Most of these changes have been applied to the version attached. Further changes, including those around tracking risk movement will be incorporated in due course.

The risks will continue to be monitored and reviewed on a quarterly basis by the Senior Management Team and be reported on a 6 monthly basis to the Executive Sub-Committee and the Joint Committee.

3. Recommendations

Members are requested to note the report and the progress made to date.



Risk Management Plan

November 2017

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1. Risk management arrangements within Scotland Excel

- 1.1 The organisation has implemented a range of standard procedures in keeping with the organisation's risk management strategy. This includes adoption of the risk management process and the standardised risk matrix for analysis and evaluation of risk.
- 1.2 The review of the Risk Register will be carried out by the Senior Management Team and the top 5 risks will be reported quarterly to the appropriate governance committee of Scotland Excel.
- 1.3 The Senior Management Team will review the register on a monthly basis. However managers will bring to the attention of the group a new risk or significant change in an existing risk this will be circulated within the Senior Management Team with immediate effect.

2. Report on corporate risk management objectives

- 2.1. To ensure that risks are identified and effectively managed Scotland Excel has put in place a range of measures and processes. These include:
 - (1) The Senior Management team owns and regularly reviews the risk register reporting on it to the governance committee of elected members.
 - (2) By carrying out regular review of the register and the process of review ensure that the risk management policy and strategy remain fit for purpose, providing a consistent approach to risk management and increasing its effectiveness.
 - (3) Ensuring that staff are equipped and supported to identify and manage risk in their area.
 - (4) The organisation ensures that has effective arrangements in place for managing risks in partnerships.
 - (5) Ensuring that the management of risk contributes to achieving positive outcomes for the organisation including encouraging innovation and identifying new opportunities.

3. Current internal and external business context for the organisation

- 3.1. The Scotland Excel Senior Management Team (SMT) participated in dedicated sessions, facilitated by Renfrewshire Council's Risk Manager to explore the organisation's current risk landscape and agree the key risks that should feature in the organisation's strategic risk register.
- 3.2. As a basis for establishing the strategic risk register, the SMT considered the organisation's key business priorities and perceived significant challenges to achieving these:
 - Supporting the delivery of better and more effective public services
 - Being sustainable in everything we do.
 - Placing customers at the heart of our business.
 - Becoming the partner of choice for delivering shared services.

- 3.3. Focus was then given to the organisation's current external business environment: immediate matters of importance as well as those that may be on the horizon. In particular, the SMT considered the following:
- POLITICAL CONTEXT
 - Health and social care integration – joint bodies as new legal entities who may procure through other means and not access Scotland Excel contracts
 - The potential impact that all future local and national elections may have.
 - ECONOMIC CONTEXT
 - The increasing focus on public sector procurement as a driver of economic benefits and the relationship between procurement and the local economic agenda
 - Financial pressures and budget cuts in member councils
 - Financial (and other) factors impacting on resilience of suppliers – potential for provider failure/ business continuity risk
 - SOCIAL CONTEXT
 - The increasing focus on public sector procurement as a driver of social benefits
 - TECHNICAL CONTEXT
 - Complexities of certain new markets and matching in-house capacity/ capability
 - Scotland's Digital Future/ delivery of Public Services strategy and the Local Government Information and Communication Technology (ICT) strategy – access in local communities. – Opportunity. – reputation that we say we can deliver ICT contract but can't deliver.
 - LEGISLATIVE CONTEXT:
 - Changes to EU and UK procurement legislation
 - Personalisation and self-directed support legislation (individual choice) – risk in terms of the contract and additionally governance, in terms of how Scotland Excel supports member councils
 - ENVIRONMENTAL CONTEXT
 - The increasing focus on public sector procurement as a driver of environmental benefits
- 3.4. Further to the above consideration of the current external business environment, the SMT also gave consideration to the current internal business environment: matters of importance identified in relation to internal priorities or challenges, or feedback/ performance:
- Data integrity – systems and management information requirements to support future activities, future decisions and the transformation programme
 - Financial integrity and stability – funding/ rebates
 - Exploring new markets/ developing new contracts with related reputational impact in how these are handled by the organisation
 - Feedback from the Scotland Excel customer surveys - managing customer expectations/ demonstrating value and outcomes achieved – to be the provider of choice
 - Outputs from the Audit Scotland review of procurement in Local Government
 - Opportunities for growing the current shared services model to include the delivery of additional contract areas and value add services
 - Workforce planning needs – turnover and the availability of skilled and experienced resources
 - Trends in relation to complaints, incidents/ near misses, claims and insurance information
 - Internal business continuity arrangements in respect of loss of staff, power/ systems, facilities

4. The risk register

4.1. The risk register is shown in detail in Appendix 1. The risks are categorised under the themes noted below reflecting the strategic aims of the organisation and one additional category to enable capture of significant risks that are inherent in business as usual for the organisation:

- Supporting the delivery of better and more effective public services
- Being sustainable in everything we do.
- Placing customers at the heart of our business.
- Becoming the partner of choice for delivering shared services.

4.2. The organisation's top five risks (in terms of Risk Evaluation) are:

Rank	Ref	Risk Description	Risk
1	R15	Political change impacts upon the governance of Scotland Excel and may change the emphasis of its future delivery.	25
2	R2	Scotland Excel fails to exploit potential new markets and opportunities to expand the contract portfolio securing savings and benefits for stakeholders.	20
3	R11	There are a range of factors in the organisation's business context that if not addressed effectively could impact on the longer term sustainability of Scotland Excel	20
4	R12	Scotland Excel encounters problems in recruiting and retaining staff of suitable skill, quality and experience to meet the agreed contract delivery schedule.	20
5	R14	Scotland Excel does not adequately prepare for a range of scenarios to ensure business continuity then there is a risk of service disruption with associated impact to stakeholders	20

The top risks once control measures are applied are:

Rank	Ref	Risk Description	Risk
1	R15	Political change impacts upon the governance of Scotland Excel and may change the emphasis of its future delivery.	20
2	R4	Stakeholders expect that as a CoE Scotland Excel must be aware of and ready for political or other external changes and the impact of these. Failure to do so will compromise the relationship with our stakeholders.	15
3	R5	The failure of a service provider could have significant implications for service provision within member council areas.	15
4	R11	There are a range of factors in the organisation's business context that if not addressed effectively could impact on the longer term sustainability of Scotland Excel	15
5	R12	Scotland Excel encounters problems in recruiting and retaining staff of suitable skill, quality and experience to meet the agreed contract delivery schedule.	15
6	R14	Scotland Excel does not adequately prepare for a range of scenarios to ensure business continuity then there is a risk of service disruption with associated impact to stakeholders	15

- 4.3. The planned risk treatment activity going into this year, which is required to further control of reduce the risks is included within the register in Appendix 1.
- 4.4. Strategic risks will be reported on a 6 monthly basis to the Executive Sub Committee.
- 4.5. As a minimum, the Senior Management Team will review the entire strategic risk register on a quarterly basis.
- 4.6. Individual SMT members will as a matter of course throughout the year, bring to the SMT for collective consideration any local (contract specific or operational) risks that may require escalation to the strategic risk register.

Appendix 1:

Risk Register

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
<p>REF: Risk 1 Title</p> <p>Context: (1) There is less opportunity to show significant savings from second, third and later generation contracts (2) Councils can serve notice and leave the organisation (3) Some councils not initially participating in the National Care Home project.</p>	<p>Membership of Scotland Excel is optional for Councils. The risk is that Councils decide not to renew membership of Scotland Excel. Scotland Excel must be alert to this and the impact of any council leaving membership.</p>	JW	<ul style="list-style-type: none"> The Director has undertaken and will continue a programme of meetings with Directors of Finance in Councils to ensure awareness of Scotland Excel and the financial benefits to councils from working with Scotland Excel. Engagement with CIPFA to ensure that there is awareness and understanding of Scotland Excel and the benefits of fully engaging are clearly communicated to executives in member councils. Competitor analysis is providing a clear understanding of our unique selling propositions which are promoted and shared with stakeholders Scotland Excel has developed a model to plan and support effective engagement between the Executive Team and senior stakeholders. In conjunction with SOLACE, new CEOs recruited to the Officer Group with regular meetings to raise awareness on current and future work being delivered and identifying partnership opportunities for Scotland Excel with councils. Use of range of reporting tools at regular meetings with key stakeholders to demonstrate the value and benefits of Scotland Excel membership. 	3	5	15	10	↑
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the likelihood of this risk. (3 to 2)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
<p>REF: Risk 2 Title:</p> <p>Context: (1) Failure to horizon scan to identify new markets/commodity shifts/opportunities (2) Failure to deliver on priorities identified by member councils at commercial UIGs of new markets (4) Need to match in-house capability and capacity to respond to new markets</p>	<p>Scotland Excel fails to exploit potential new opportunities to expand the contract portfolio securing savings and benefits for stakeholders.</p>	<p>HC</p>	<ul style="list-style-type: none"> Regular horizon scanning undertaken to help to identify market development opportunities earlier and give the organisation longer to plan for capability/capacity Commercial UIG/Steering Group provides platform for prioritising new market development opportunities, (e.g. discussion and agreement on how we strike a balance between their requirements and our capacity/capability) Workforce planning – anticipate requirements in over the long term and investigate how we can fund recruitment of new staff or up skill existing staff Secondments from expert partners, as per Zero Waste Scotland for the development of contracts. Contract governance arrangements mitigate some risk on capability, (i.e. opportunity to identify issues before a tender goes to market) Partnering with Crown Commercial Services has also added capacity and has been successful for both organisations and our stakeholders. Greater development of category strategies with 2-3 year plan to enable opportunity to consolidate contracts and create additional capacity. Introduction of Small Value Team, SEEMIS project, SEEP contract and Digital Agenda work to meet stakeholder requirements for new areas of work. Funding from Scottish Government for the Affordable Housing Team demonstrates the successful identification and development of new services to support the delivery of a wide range of stakeholder benefits. 	<p>4</p>	<p>5</p>	<p>20</p>	<p>12</p>	<p>➔</p>
Action Ref	Linked Actions	Latest Notes	Action Notes	Assigned to	Due Date	Status		
		<p>The control measures of the organisation have reduced the likelihood of this risk (4 to3) and the impact of this risk (5 to 4)</p>						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
<p>REF: Risk 3 Title:</p> <p>Context: (1) Failure to horizon scan to identify new markets, requirements or opportunities (2) The need to explore viability of new markets (3) Matching in-house capability and capacity to respond to new markets</p>	<p>Scotland Excel fails to develop to meet demands and diversification as the requirement for new shared services develops.</p>	SB	<ul style="list-style-type: none"> ▪ Identification of and ongoing robust market testing of all new shared service propositions with all stakeholders. ▪ A robust business model is in place for all new services (cost to serve, funding / uptake forecasts) ▪ There is proper planning to ensure that sufficient and capable resources exist within the organisation now and for future developments. ▪ Scotland Excel continues to engage effectively and appropriately to ensure that there is a full understanding of the policy drivers and impacts / opportunities for our stakeholders. ▪ Account managers work closely with stakeholders to identify how additional benefits can be delivered from current or future work of Scotland Excel. ▪ The organisation's project plan demonstrates the link between resource input and benefits delivered, including non- financial benefits from the contracts placed. ▪ New projects / teams established as a result of stakeholder requests for delivery of new services. These include SEEMIS, Care funding, Affordable Housing and partnership with Crown Commercial. ▪ Chief Executive Officer Group now considers shared service opportunities and proposals for Scotland Excel to deliver for partner organisations to ensure that these meet stakeholder demands. 	4	4	16	12	↑
Action Ref	Linked Actions	Latest Notes						
		The control measures of the organisation have reduced the impact of this risk. (4 to 3)						
			Assigned to	Due Date	Status			

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
<p>REF: Risk 4 Title:</p> <p>Context: (1) Failure to horizon scan to identify new opportunities or threats. (2) Failure to identify and prepare for political or legal change (3) Matching in-house capability and capacity to respond to new markets</p>	<p>Stakeholders expect that as a CoE Scotland Excel must be aware of and ready for political or other external changes and the impact of these. Failure to do so will compromise the relationship with our stakeholders.</p>	JW	<ul style="list-style-type: none"> ▪ Participation in a wide range of conferences, meetings and collaborative working opportunities have raised awareness of the organisation with a wide range of decision makers leading to greater awareness and influence in policy decisions ▪ An effective public affairs strategy is in place and is ensuring effective engagement with all levels of elected representatives. ▪ Scotland Excel ensures that the organisation is aware of and plans to respond to all changes in its external environment that may affect the organisation and / or the sector through effective horizon scanning. ▪ Procurement teams identify market shifts and advise and act accordingly. ▪ SMT have a quarterly review of general issues impacting upon the environment the organisation operates in and deal with specific issues such as future political or legislative changes. ▪ The CEO/MG provides the opportunity to develop and gain support for new areas of work ensuring that these are appropriate for our stakeholder needs. 	3	5	15	15	↔
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		There has been no movement in this risk						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 5 Title: Context: (1) Financial (and other) factors impacting on resilience of suppliers (2) Negative reputational results across the portfolio from potential breach of contract and / or supplier failure	The failure of a service provider could have significant implications for service provision within member council areas.	HC	<ul style="list-style-type: none"> ▪ Effective risk management is in place at development and management stages of all contracts. ▪ Processes for monitoring the financial stability of suppliers are carried out prior to award and throughout the life of a contract. ▪ Strategic Procurement teams, as part of contract management, identify areas where the nature of the commodity or service requires specific management to ensure continuity of service is maintained. ▪ Specific measures to meet the management of Social Care contracts and these key areas of risk are in place. ▪ Scotland Excel has a range of measures for monitoring supplier resilience in addition to the external financial monitoring tools used. ▪ To ensure robust financial evaluation and support, options to engage appropriate external services to review and monitor suppliers if required is regularly reviewed and evaluated. 	3	5	15	15	↔
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		There has been no movement in this risk.						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 6 Title: Context: (1) Lack of awareness of or input to development of frameworks by stakeholders.	Scotland Excel fails to engage effectively with stakeholders on collaborative activities and / or does not make information available to support the use of contracts or services.	HC	<ul style="list-style-type: none"> ▪ Specific information materials including guides for buyers and suppliers produced to help ensure informed purchasing decisions across the entire portfolio of goods and services. ▪ Feedback is given at quarterly stakeholder meetings on spend data including identification where possible of "off contract spend". ▪ Use of agreed standard form of framework for goods/services/social care and shared via the intranet to ensure consistency in the methodology and assist our stakeholders in fully utilising these throughout. ▪ Appropriate stakeholders with technical or end user knowledge identified and used through the procurement journey with actions from this used to project manage the process for best results. ▪ Collaboration with stakeholders to ensure that changes such as GDPR are effectively managed and supported for suppliers and end users for the benefit of all. ▪ Partnership working such as work with the Digital Office to ensure information, opportunities and innovation is supporting future development and participation across the portfolio and is shared with stakeholders. 	2	4	8	6	➔
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the impact of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
<p>REF: Risk 7 Title:</p> <p>Context: (1) Ensure that where possible community benefits can be delivered as part of the contract portfolio. (2) Ethical sourcing of products and supplies in the whole supply chain.</p>	<p>Scotland Excel fails to be an industry leader in how it addresses key aspects of corporate social responsibility with an associated negative impact upon our stakeholders.</p>	<p>HC</p>	<ul style="list-style-type: none"> ▪ The management and reporting of Community Benefits is in place and being further developed with stakeholders input. ▪ Elected members and stakeholders receive regular updates as part of the governance process on the range of community benefits across the portfolio. ▪ Scotland Excel has secured accreditation as a Living Wage Employer and this will be used to raise awareness with suppliers and stakeholders. ▪ Engagement with appropriate bodies such as the British Association of Supported Employment to encourage participation by organisations in frameworks. ▪ Ethical sourcing strategies are provided by suppliers as part of the tender process as a control measure. ▪ Every opportunity to actively promote the community benefits in our contracts is fully utilised. ▪ Anti Slavery legislation has been included and is reviewed as part of the procurement strategy and process. ▪ The Sustainable procurement strategy is a key area in the development of all procurement exercises and is communicated to our stakeholders. ▪ Community benefit requirements are issued to suppliers at tender stage and a register of the community benefits subsequently delivered is used to assist in future tender scoring. 	<p>2</p>	<p>4</p>	<p>8</p>	<p>6</p>	<p style="text-align: center;">➔</p>
Action Ref	Linked Actions	Latest Notes	Assigned to	Due Date	Status			
		The control measures of the organisation have reduced the impact of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 8 Title: Context: (1) Website is a first point of contact for many so must be accurate and up to date (2) More proactive use of media to promote good news stories (3) Elected member engagement, providing them with information on success / good news stories to promote the value of the organisation.	Failure to make Scotland Excel the procurement provider of choice for stakeholders through proper awareness has a financial impact for the organisation and for members in terms of best value	SB	<ul style="list-style-type: none"> ▪ Scotland Excel works with PR professionals to raise awareness to a wide audience of the organisation and the benefits from the contracts that are in place. ▪ Information materials including guides for buyers, suppliers and stakeholders produced and distributed. ▪ Regular updates to all stakeholders via the quarterly newsletter / magazine, governance meetings and meetings with key stakeholders. ▪ The website, as a key first point of contact, has a range of content to ensure stakeholders are informed and can fully engage with the organisation ▪ The use of social media to engage effectively with stakeholders is now a key area of the communication strategy. ▪ A full stakeholder engagement exercise was carried out with ranking of these stakeholders to ensure appropriate and effective ongoing engagement. ▪ Regular PR updates and opportunities are discussed and reviewed by the SMT as a regular agenda item. ▪ With input from SOLACE a number of new CEOs have joined the Chief Executive Officer Management Group helping in the engagement with stakeholders. ▪ Wider elected member engagement is taking place, through COSLA , events and other political meetings. 	3	4	12	8	➔
Action Ref	Linked Actions	Latest Notes	Assigned to	Due Date	Status			
		The control measures of the organisation have reduced the likelihood of this risk. (3 to 2)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 9 Title: Context: (1) Website news and information kept completely up to date reflecting any issues (2) Arrangements for dealing with adverse publicity / crisis management (3) More proactive use of media to manage news stories (4) Elected members must be kept informed if issues arise.	Scotland Excel is faced with negative publicity or a media crisis which compromises the organisation's stakeholders	SB	<ul style="list-style-type: none"> Procurement teams advise communications colleagues of any issues which have the potential for negative media interest, and plans are put in place to deal with these proactively Scotland Excel make use of external specialists to supplement in-house resources as required in engaging across all areas of the media when there is a requirement to deal with any potential issue impacting upon stakeholders. Executive team have undertaken professional media training to ensure effective handling of any issues that may arise. New PR support has been secured and this will be used to promote and manage media contacts in a proactive manner. 	3	4	12	9	→
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the impact of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 10 Title: Context: (1) Implementation of stakeholder policy in contracts (2) Ethical sourcing of products and supplies in the whole supply chain. (3) Securing community benefits across the portfolio.	Scotland Excel has to meet the obligation to deliver on policy objectives of Joint Committee members. There is a risk to credibility and reputation if this is not met.	HC	<ul style="list-style-type: none"> Contract governance process ensures that appropriate steps are taken to drive ethical sourcing within framework agreements. Sound supplier management is in place and regular meetings to ensure contractual commitments such as delivering community benefits are met. Information is made available to end users so options when making purchasing decisions for example "fair-trade" products that are available in contracts. Every opportunity to promote community benefits or CSR resulting from contracts through all media sources are proactively pursued to raise awareness with stakeholders and the wider community. 	2	5	8	4	→
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the likelihood (2 to 1) and impact of this risk (5 to 4)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 11 Title:	There are a range of factors in the organisation's business context that if not addressed effectively could impact on the longer term sustainability of Scotland Excel	JW	<ul style="list-style-type: none"> There is ongoing work with all stakeholders to identify and deliver new opportunities to provide additional chargeable services based on customer demand. New initiatives such as the Small Value Project team, funded from supplier rebates, which return greater benefits to stakeholders introduced. Securing Government funding to support the Affordable Housing Team demonstrates wider stakeholder recognition of the benefits Scotland Excel can bring to service delivery. A robust business model is in place for all new services (cost to serve, funding/uptake forecasts) to enable effective engagement with potential partners for service delivery. Scotland Excel continues to develop new partnership projects with councils and government to secure funding to develop and deliver services in the area of social care. 	4	5	20	15	➔
Context:	<ul style="list-style-type: none"> Financial sustainability Need to attract resources Council budget cuts Potential for national organisations / local government withdrawing support 							
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the likelihood of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 12 Title:	Scotland Excel encounters problems in recruiting and retaining staff of suitable skill, quality and experience to meet the agreed contract delivery schedule.	JW	<ul style="list-style-type: none"> Through the performance review and development process and resource planner staff have a clear view of their future with the organisation and their opportunities to grow and develop. This is key to the retention and development of staff across the organisation. Social media based recruitment advertising has been used to engage with a wider audience of potential staff particularly younger staff who use this medium most. There is an ongoing review of the organisation's recruitment strategy to ensure that any changes in the market are addressed proactively. Scotland Excel has introduced a number of new initiatives such as organisation information packs for candidates, awareness events, partnerships with recruitment agencies which have successfully addressed the challenges of recruiting staff. The organisation continues to explore further benefits it can offer to staff to support staff retention. 	4	5	20	15	➔
Context:	<ul style="list-style-type: none"> Demand in the market for recruiting and retaining staff problematic. Lack of flexibility in pay structures due to tie in with Renfrewshire Council makes retaining staff problematic. 							
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the likelihood of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 13 Title: Context: (1) Changes to EU and UK procurement legislation (2) Community Empowerment (Scotland) Bill (3) Personalisation and self directed support legislation (individual choice) (4) Future political or legislative changes	Legislative changes can impact on the organisation and its stakeholders creating challenges for the organisation to respond to and address.	HC	<ul style="list-style-type: none"> Regular attendance by key staff at appropriate, meetings, groups and policy seminars has raised awareness and influence with decision makers. Building on the successful delivery of work to date Scotland Excel has gained the opportunity to be consulted on and to help influence policy making decisions. Due to awareness of and development of strategies to address changes in legislation Scotland Excel is recognised as a partner who can assist stakeholders to meet their responsibilities as these arise. Scotland Excel works in partnership with key industry / service / professional groups to manage service development and delivery in line with legislative changes to the benefit of all stakeholders. 	3	4	12	12	
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		There has been no movement in this risk.						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 14 Title: Context: (1) Loss of staff (many staff or key individuals) (2) Loss of facilities (3) Loss of systems (4) Loss of data	Scotland Excel does not adequately prepare for a range of scenarios to ensure business continuity then there is a risk of service disruption with associated impact to stakeholders	SB	<ul style="list-style-type: none"> Staff are fully equipped to work remotely should the need arise. Business critical IT systems are now "cloud based" giving greater assurance with regard to business continuity. The Senior Management Team has scenario planning meetings as part of business continuity planning. IT services come with a 99.9% availability assurance from the provider. 	4	5	20	15	
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the likelihood of this risk. (4 to 3)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 15 Title: Context: 1. Changes arising from national or local government elections impact upon the organisation. 2. Brexit is an unknown quantity and implications for procurement may create uncertainty	Political change impacts upon the governance of Scotland Excel and may change the emphasis of its future delivery.		<ul style="list-style-type: none"> Review of available briefing papers prepared by the Scottish Government and other organisations shared across the Senior Management team on the potential implications of Brexit to enable development of strategies as these become necessary. Briefings given on the possible impact of Brexit on the work of Scotland Excel given to elected members. The regular horizon scanning the organisation carries out highlights potential changes in the political agenda that may impact upon future frameworks allowing time to address these. Scotland Excel shares information with stakeholders on key changes that will impact areas of the organisations work. This includes sharing information and providing training sessions as appropriate on issues such as the General Data Protection Regulation in advance. 	5	5	25	20	↑
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the impact of this risk. (5 to 4)						

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	Residual Risk	Movement
REF: Risk 16 Title: Context: (1) Competition from other bodies entering the market where Excel has to remain the provider of choice	Scotland Excel faces a risk to its stated position as the provider of choice for Local Government	JW	<ul style="list-style-type: none"> Competitor analysis is undertaken and is used to develop and communicate unique selling points (USPs) to our current and future partners and stakeholders Opportunity to reprioritise services based on competitive landscape (e.g. avoid duplication and free up resources) A regular review takes place to allocate appropriate resources to stakeholder engagement as required. Scotland Excel ensures that the member benefits including award winning work, achievements, savings, innovation and community benefits are communicated effectively to stakeholders. Partnership work with SEEMIS, Zero Waste Scotland and the Digital Office demonstrates that Scotland Excel is the "partner of choice". 	3	4	12	9	↑
Action Ref	Linked Actions	Latest Notes		Assigned to	Due Date	Status		
		The control measures of the organisation have reduced the impact of this risk. (4 to 3)						