
Report to: Scrutiny Committee

Date of Meeting: 1st December 2011

Subject: 2011/12 Half Year Risk Management Progress Report

Report by: Director of Finance & Corporate Services

1.0 Purpose

- 1.1. This report provides Scrutiny Committee with an update on significant risks facing the Council, together with actions being taken to mitigate their potential impact, or the likelihood of them occurring.

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to:
- a) Review the report and comment and challenge as appropriate; and
 - b) Provide feedback on the format of the report, which is still being developed through the new Covalent Performance Management System.

3.0 Considerations

- 3.1. The Council needs to consider the risks that might inhibit the delivery of corporate objectives and ensure that controls are in place to monitor and mitigate each identified risk through the application of a systematic risk management process.
- 3.2. Risk management arrangements have been in place for a number of years, with progress reports on Council-wide risks being reported to Scrutiny Committee on a regular basis. Each Council risk is assigned to and reviewed by an appropriate senior officer.
- 3.3. Appendix A summarises changes to the Corporate Risk Log in the last six months and includes guidance and definitions. Appendix B provides details of the most significant risks facing the Council at the 2011-12 half year stage. Three new risks have been added to the log in the last six months:
- 27. Negative Impact of Climate Change
 - 28. Shared Services Failure
 - 29. Negative Impact of Public Service Reform

- 3.4. In some cases, irrespective of significant mitigating action, the risk rating has remained high or increased, reflecting the impact should it occur, or the likelihood that it will occur. In other cases, mitigating action has reduced the risk, or other factors have changed such that the risk is considered to be of lesser significance than in previous progress reports.
- 3.5. Medium and lower category risks and those that are service-specific, rather than Council-wide, are normally monitored at a management level. However, in some cases the risk rating and the significance of the topic is such that a high degree of scrutiny is considered necessary, for example, in relation to child protection. Therefore, in addition to the risks rated as red, two amber risks are included in this report (11. Harm to Child(ren) and 21. Non-delivery of CFE and GIRFEC).
- 3.6. The format and content of the log will continue to be developed on an ongoing basis. One planned revision is the separation of notes regarding mitigating actions which the Council has completed from notes regarding external factors (affecting areas such as climate change and recession). The risk log will be an input to Scrutiny Committee's planning process in the spring and CMT plan to undertake a full review of corporate risks before the end of the 2011-12 financial year.
- 3.7. In conclusion, our approach to risk management continues to develop. At the half year point, three new risks have been added to the corporate risk log. Two current risks have an increased rating, although only one these, Industrial Unrest, is currently 'red' rated. Four risks are currently rated at the maximum of 25. Overall, the corporate risk log has an average rating of 16.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details

- 5.2. There are no direct financial implications arising from this report.

5.3. Staffing

- 5.4. There are no direct staffing implications arising from this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

- The area has a positive image and attracts people and businesses ☐
- Our communities are more cohesive and inclusive ☐
- People are better skilled, trained and ready for learning and employment ☐
- Our communities are safer ☐
- Vulnerable people and families are supported ☐
- Substance misuse and its effects are reduced ☐
- Health is improving and health inequalities are reducing ☐
- The environment is protected and enhanced for all ☐
- The Council is effective, efficient and recognised for excellence ☒

(2) Council Policies (Please detail)

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☒ No ☐

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Corporate Risk Log Summary

Appendix B - Details of Significant Risks

11.0 Background Papers



- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)



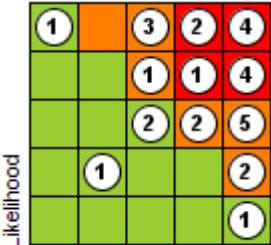


NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Improvement Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director of Finance & Corporate Services	
Elaine McPherson	Chief Executive	

Appendix A - Corporate Risk Log Summary



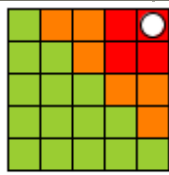
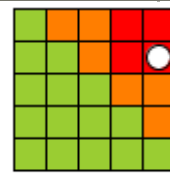




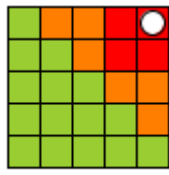
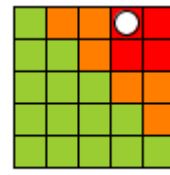
Status (Average)		Current Rating (Average)	16	Summary of Changes
Description	Corporate register of strategic organisational risks, reporting on factors affecting the Council's ability to deliver its key strategic objectives.			During the first six months of the 2011-12 financial year (out of a total of 29 risks):
Distribution of Risks (Total 29)				 The rating of 2 risks has increased (IDs 23 & 25),
<div></div>				 The rating of 10 risks has decreased (IDs 01, 02, 05, 10, 11, 15, 18, 20, 24 & 26),
				C The rating of 1 risk was corrected (ID 22 - this had previously been reduced, but the Emergency Planning Officer advises that this remains a significant threat)
				N 3 risks were newly added to the log (IDs 27, 28 & 29),
				 The rating of the other 13 risks remained the same.


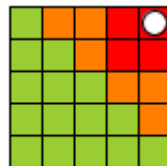
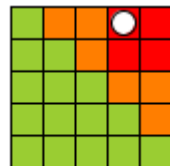
Status	Whether the risk is currently grouped as red, amber or green, depending on its 'Current Rating': Red - risks with a current rating of 16 and above, Amber - risks with a current rating from 10 to 15, Green - risks with a current rating of 9 or below.
Change	A symbol to indicate how the risk rating has changed in the last 6 months (see symbols in 'Latest Note' above).
ID	The code used to refer to a risk, which will remain the same regardless of changes to the details or scoring (this does not indicate the risk's severity).
Title	A brief summary of the nature of the risk.
Assigned To	The person responsible for managing the risk: the Chief Executive, or the Director or Head of Service of the area of the Council impacted by/responsible for the risk.
Rating	<p>The score of a risk's severity, calculated by multiplying the likelihood of it occurring by the impact of it occurring (both on a scale of 1 to 5, with 5 being the most likely/severe, with a maximum rating of 25). Managers are provided with additional guidance in scoring a risk, which is available on request. In most cases (though not all), either the likelihood or impact cannot be reduced, and efforts can only be targeted at one of these factors.</p> <p>Target The rating we aim to achieve by the end of year risk report (June 2012), taking into account planned mitigating actions and other external factors.</p> <p>Current The rating which reflects the present position, taking into account actions that have already been completed.</p>
Description	An event or situation that would affect the Council's ability to deliver on its objectives, and the cause of that event or situation. The risk register must focus on specific issues and their impact on the Council, and though dealing with hypothetical scenarios, must be as explicit as possible.
Potential Effect	The possible consequences of the risk materialising. This may refer to the groups of staff, customers or other stakeholders affected, the effects on service provision, and whether there may be reputational, legal or financial implications.
Latest Note	Details of the progress made in mitigating the risk, including whether actions are planned or completed, and how this will impact the risk rating.



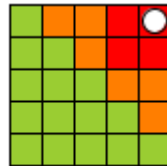
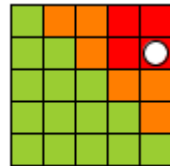
Abbreviations used in this report are listed at the end of Appendix B.



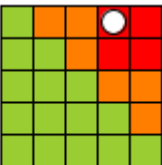
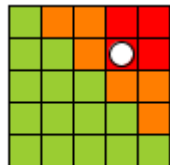
Appendix B - Details of Significant Risks



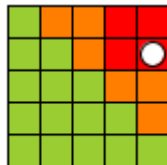
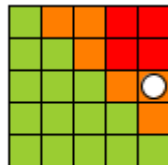
ID & Title	07. Poor Local Economic Development	Status		Change		Assigned To	Garry Dallas	Current Rating	25	Target Rating	20
Description	The global financial crisis is reflected in poor local economic development.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Lack of housing supply, particularly affecting those requiring affordable or particular needs housing, and limited levels of other types of investment in the area.										
Latest Note	The revised Housing Land Supply Local Plan has been approved by Council, including new housing investment opportunities, and the revised Development Plan will offer new opportunities for investment, subject to approval by Council. Services continue to assess opportunities for local market stimulation, including assessment and mitigation of the specific risks associated with each opportunity. The Council has approved the largest development in the area's history (Forestmill). Substantial work has also been completed to regenerate Alloa Town Centre which has greatly improved the image of the town and the area. The new College is now open while the upgrading of the Spiers Centre and proposed conversion of the existing library in Drysdale Street as a new Dentist practice will further serve to regenerate the Town Centre.										


ID & Title	22. Flu Pandemic	Status		Change		Assigned To	Elaine McPherson	Current Rating	25	Target Rating	20
Description	Significant numbers of Council staff and customers become ill due to the occurrence of a flu pandemic.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Substantial disruption to back-office support functions and front-line service provision, including to customer groups already considered vulnerable. This also links to risk 09 (page 7) as Single Points of Failure and a lack of knowledge documentation could further restrict service provision.										
Latest Note	We have a robust pandemic flu plan which dovetails with major incident operational procedures & business continuity plans. This has also been achieved in collaboration with the various member agencies of Central Scotland Strategic Co-ordinating Group, ensuring processes and procedures are mirrored across Forth Valley. We took an active part in the short term working group looking at interdependencies and mutual aid issues between the 3 Forth Valley local authorities and NHS Forth valley. The organisation's critical functions have been reviewed as part of this process. Various briefings and workshops have been held to ensure all relevant staff are aware of their responsibilities and actions under the various plans. The Emergency Planning unit has worked with the Communications team to provide a suite of information packages on hygiene protocols, available in hardcopy from the EPU and electronically through COIN.										

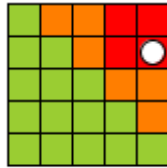
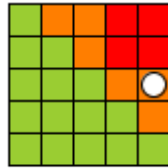
ID & Title	27. Negative Impact of Climate Change	Status		Change	N	Assigned To	Garry Dallas	Current Rating	25	Target Rating	20
Description	Climate change causes extreme weather events, leading to flooding, heat waves, droughts, fires or severe winter weather, of which the Council must manage the consequences.							<div><div>Likelihood</div><div></div><div>Impact</div></div>		<div><div>Likelihood</div><div></div><div>Impact</div></div>	
Potential Effect	Significant disruption to services, including damage to, or closure of, infrastructure (such as telecoms and roads) and Council property (such as schools, offices and housing stock). Inability of staff to get to their workplace and increased workload in many areas, particularly Emergency Planning, Housing Repairs, Roads & Transportation and Customer Services, all with financial and reputational implications and potential for litigation, should it be deemed that adequate precautionary measures were not implemented. Residents suffer health problems and damage to property due to flooding and extremes of heat and cold. Local businesses suffer losses due to damage to supply chains, infrastructure and property.										
Latest Note	NB A separate background paper on this risk was circulated to Members prior to Scrutiny Committee. The Sustainability & Climate Change Strategy (2010) has been approved by Council and is being implemented: this includes the preparation of supporting plans and strategies, such as the Climate Change Adaptation Framework, the Flood Management Plan and the Local Biodiversity Action Plan, as well as a revised Carbon Management Plan. All reports to Council and Committees must include a completed Sustainability Checklist, and Strategic Environmental Assessments must be carried out on qualifying plans, programmes and strategies. The Council has conducted a study of the impacts of severe weather events in Clackmannanshire, and various projects are being implemented, such as the River Devon flood management project. Roads & Transportation have an extreme weather budget. Further work is required with services such as Housing, Facilities Management and Human Resources to improve our resilience to the effects of climate change, including how services can be delivered remotely by staff working from home, or through arrangements with other public bodies. Potential climate change impacts should be incorporated into Emergency Planning/Business Continuity plans. Advice should be provided for residents and local businesses.										

ID & Title	23. Industrial Unrest	Status		Change		Assigned To	Elaine McPherson	Current Rating	25	Target Rating	20
Description	Industrial unrest arises from Single Status, or local or national budget-related changes to terms and conditions.							<div><div>Likelihood</div><div></div><div>Impact</div></div>		<div><div>Likelihood</div><div></div><div>Impact</div></div>	
Potential Effect	Impact on staff morale, productivity, including the delivery of outcomes, , all with associated impact on service delivery, with cost and reputational implications, as well as significant impact on customers dependent on services.										
Latest Note	This risk has been escalated to 25 given that Trades Unions are balloting members of a series of national strikes, the first of which may be a soon as the 30 November 2011. Procedures and protocols are well developed. The CMT and service managers are currently putting in place appropriate arrangements, including early communications to staff. On an ongoing basis, the Chief Executive continues to provide regular and direct communication via Grapevine and COIN. In addition directors have regular and direct consultation with the Unions and a Trade Union Communication Protocol has been developed.										


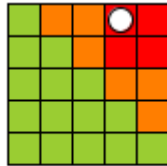
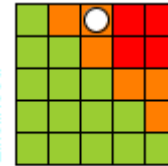
ID & Title	03. Budget Overspend	Status		Change		Assigned To	Nikki Bridle	Current Rating	20	Target Rating	16
Description	There is significant overspend (>£0.5m) on the Council budget as a result of being unable to identify sufficient levels of efficiency savings, or predicted efficiency savings not being realised.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Inability to meet statutory obligations, and/or stakeholder needs and expectations, resulting in reputational damage.										
Latest Note	Financial management is now much more focused within approved Finance and Budget strategies with tighter governance at a service and Council level. We continue to monitor budget on a monthly basis at a service and Council Management Team level. The Budget challenge sessions held in early October indicate that 80% of the Council's planned savings have already been secured totalling £6.482m. In addition to securing this level of planned savings to date, a further £2.958million savings are planned to be secured during the year. Significant progress is being made in settling outstanding equal pay claims and it is more than likely that settlements will be contained within the Councils provision for this purpose thus reducing the Council risk in this area.										


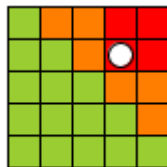
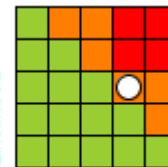
ID & Title	04. Poor Communication of Direction & Culture	Status		Change		Assigned To	Elaine McPherson	Current Rating	20	Target Rating	15
Description	Leaders do not communicate a clear direction or culture to staff due to ineffective or inefficient communication methods.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Staff being unclear on their contribution to organisational objectives, leading to low morale or potential duplication of effort.										
Latest Note	A system of cascade briefings to ensure key messages reach all staff has been rolled out across the Council, with progress being monitored and evaluated through the annual staff survey. The 2010 staff survey indicates that effective organisational communication remains a high priority for staff. Following an Invest to Save award, the Communications team is developing an intranet to further aid efficient internal communication. Benchmarking activity on the issue of organisational communication is currently being undertaken to understand best practice. The revised PRD process is designed to more effectively communicate priorities to staff. Combined with this is the introduction of a competency framework which will improve behaviours in relation to planning and communication. Achievement of the IIP quality standard will provide greater assurance of the effectiveness of organisational communications. The 2010 staff survey has been repeated in October/November 2011 to gain knowledge on changing staff perceptions relating to this risk. The ongoing restructuring of the organisation means that this risk will continue to remain high until it is fully implemented. As the new management structure is embedded, greater emphasis is being placed on leadership and the communication of direction.										

ID & Title	06. Ineffective Management of Physical Assets & Resources	Status		Change		Assigned To	Garry Dallas	Current Rating	20	Target Rating	15
Description	Physical assets and resources are not effectively managed due to a lack of effective planning and poor adaptation to changing situations.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Disruption, affecting the Council's ability to deliver services (such as poor fleet management affecting the delivery of Maintenance, Waste & Lands Services), financial implications of maintaining, heating and lighting under-occupied buildings, not maximising the use of land, and health & safety implications of occupying poor buildings.										
Latest Note	A 20 year Fleet plan has been developed, and the Property Asset Management Strategy and Roads Asset Management Plan have been approved, and include specific directions to mitigate this risk. Work is underway to propose fewer, better buildings accommodating all services which supports significant sustainability objectives. The housing business plan is under review and work is well underway to meet the SHQS standard by 2015.										



ID & Title	12. Health & Safety Non-compliance	Status		Change		Assigned To	Nikki Bridle	Current Rating	20	Target Rating	15
Description	A Health & Safety incident results in the injury to or death of a staff member or customer due to lack of awareness of or non-compliance with policies and procedures.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	The effects of the injury or death on individuals and their families, financial penalties, criminal proceedings, adverse publicity, increased insurance or damage to Council assets.										
Latest Note	This is influenced by the whole of our health and safety management system - specifically on whether or not staff adhere to the guidance laid out for them. This management system impacts the H&S culture throughout the Council and includes, as its foundation, the Chief Executive's H&S policy statement, 3 Directorate level policies (revised Oct 2011) and service level policies as required. Adhering to the 40+ topic-based H&S policies would also reduce the likelihood and severity of accidents. Other relevant components of the H&S management system include provision of induction, advice and guidance, training, safe equipment, safe access/egress and maintenance of buildings, risk assessment and subsequent safe systems of work and control measures, incident reporting and investigation (including COIN guidance), trend analysis and development of remedial measures to reduce recurrence. An audit is currently being planned and will be conducted before the end of 2011-12 to assess compliance across services and identify where further work by the service, or central support is required to improve practice.										



ID & Title	17. Ineffective Service Risk Management	Status		Change		Assigned To	Nikki Bridle	Current Rating	20	Target Rating	15
Description	Service and operational risks are not monitored or managed due to services not being provided with appropriate support, not being aware of the support available, or not adhering to the corporate guidance and advice.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Financial penalties, reputational damage, harm to one or more people, or loss of or disruption to service provision due to services being unaware of the levels of risk to which they are exposed.										
Latest Note	The revised Risk Management Strategy & Policy was approved by Council in Dec 2009. Risk updates are provided by Heads of Service at CMT, and the corporate risk log is reviewed by CMT and Scrutiny Committee twice a year. Service risk management arrangements are assessed as part of CIM self-assessments, and facilitated sessions with each management team are planned for 2012/13 to assist services in developing their risk logs. The implementation of the Covalent Performance Management System will also improve the focus, recording of, access to and reporting of progress regarding risk management. Further work is also planned to ensure that risk management becomes an integral part of each piece of operational or strategic work carried out by the Council.										

ID & Title	29. Negative Impact of Public Service Reform	Status		Change	N	Assigned To	Elaine McPherson	Current Rating	20	Target Rating	15
Description	The Council is unable to retain the influence that it currently has over how Police and Fire services are delivered locally, and loses local accountability over these services.							<div>Likelihood</div>  <div>Impact</div>	<div>Likelihood</div>  <div>Impact</div>		
Potential Effect	Loss of autonomy on how Police and Fire Services are delivered locally and dilution of community involvement in how Police and Fire Services are delivered (loss of local boards). Reduction in capacity of Police and Fire Services to contribute to Community Planning. Reduction in local community policing/fire response and poor perceptions on community policing/fire response locally.										
Latest Note	Clackmannanshire Council has prepared a response to the latest consultation paper on the proposed reform of Police and Fire Services in Scotland. The Government intends to introduce the Police and Fire Reform Bill early in 2012, to be passed into statute by Summer 2012. It is possible that any new services could be up and running from Autumn 2013. Central to the response on the consultation from the Council is the need to maintain local accountability for these services and the importance of Council to respond to local needs.										

ID & Title	28. Shared Services Failure	Status		Change	N	Assigned To	Elaine McPherson	Current Rating	16	Target Rating	12
Description	The Shared Services programme fails due to lack of agreement on service redesign proposals, prioritisation of operational issues over support or strategic resource, loss of essential skills through restructure, poor stakeholder communication or staff resistance to change.							<div><div>Likelihood</div><div></div><div>Impact</div></div>	<div><div>Likelihood</div><div></div><div>Impact</div></div>		
Potential Effect	Reduced levels of performance and failure to meet expectations, needs or statutory requirements, with significant consequences for vulnerable or 'hard to reach' customer groups. Impact on staff morale and productivity, and requirements for additional recruitment or retraining, with associated costs. Requirement to return to separate service delivery, requiring repetition of service redesign and restructure exercises, with workload, financial and reputational implications.										
Latest Note	Effective engagement and briefings for senior managers and politicians, focus on benefits of reshaping care and wider service redesign. Regular face to face meetings with stakeholders and consistent messages to present within programme. Escalation of issues through line management and governance structures. Prioritise activity to ensure clarity of objectives and needs (resources/people) to meet these objectives. Clear and effective communication to stakeholders as outlined on communication plan, with additional resource to manage plans and ensure integration with wider strategies and plans.										

Though the following 2 risks are now amber, it has been requested that their details be included in this report.

ID & Title	21. Non-delivery of CFE & GIRFEC	Status		Change		Assigned To	Belinda Greer	Current Rating	10	Target Rating	5
Description	The Council is unable to deliver on Curriculum for Excellence or Getting it Right for Every Child due to the Education model currently in operation.							<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div></div></div><div>Impact</div></div></div></div></div></div></div></div>	<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div></div></div><div>Impact</div></div></div></div></div></div></div></div>		
Potential Effect	Poor performance for pupils in providing useful, meaningful and transferable education, and an inability to drive up Education standards and meet customer expectations, with associated reputational damage.										
Latest Note	Good progress is being made overall with Curriculum for Excellence. Partnership working with Stirling Council and with FV College (Clackmannan Campus) is underway to develop the Senior Phase. The Alternative Service Model for Education Group has had input from the SQA on new national qualifications. Moderation of assessment is underway in all sectors.										

ID & Title	11. Harm to Child(ren)	Status		Change		Assigned To	Deirdre Cilliers; Belinda Greer	Current Rating	10	Target Rating	5
Description	A lack of intervention or action by the Council fails to prevent the serious harm of a child/children under Council care.							<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div><div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div></div></div></div></div></div></div></div></div></div>			
Potential Effect	The effects of the injury or death on the individual, family, friends and staff members, and possibly reputational harm or criminal proceedings, with associated costs.										
Latest Note	Improved outcomes have been evidenced in childcare services following a considerable redesign and improvement programme. Lower numbers are requiring residential care, outcomes have improved for LAC and increased partnership working has led to more efficient and effective services. The focus on highest risk children is showing signs of potential reinvestment in preventative care. This improvement has been endorsed by the Care Inspectorate at a recent inspection. Progress continues to be reviewed by the CSWO.										

Abbreviations:

CFE	Curriculum for Excellence
CIM	Clackmannanshire Improvement Model
CMT	Corporate Management Team
COIN	Council Online INformation (Council Intranet)
CWSO	Chief Social Work Officer
EPU	Emergency Planning Unit
FV	Forth Valley
GIRFEC	Getting it Right for Every Child
H&S	Health & Safety
IIP	Investors in People
IT	Information Technology
LAC	Looked After Children
NHS	National Health Service
PRD	Performance Review & Development
S4/6	Secondary 4/6 (Fourth or Sixth Year)
SHQS	Scottish Housing Quality Standard
SQA	Scottish Qualifications Authority