














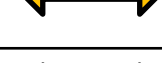
Social Security
Scotland – Audit and
Assurance
Committee- Risk
Update August 2023

Dignity, fairness, respect.



Instructions for using these slides

- Each risk has a CR ref that links to the relevant single page of risk (if not viewing in present mode hold CTRL on the keyboard and left click).
- Each single page of risk has a  Icon to return to the dashboard (if not viewing in present mode hold CTRL on the keyboard and left click).

Risk ID	Risk Description (One line description)	Inherent Risk Score	Residual Risk Score	Score Change (Since last reporting)	Target Risk Score	4 T's	Risk Owner	Action Owner(s)
CR-001	Workforce planning and organisational design							
CR-002	Asset Security							
CR-003a	Value for Money							
CR-003b	Financial Management							
CR-004	Quality							
CR-005	Culture and Inclusion							
CR-006	Technology and systems						Andy McClintock	
CR-007	Safeguarding							
CR-008	Organisational resilience							
CR-009	Delivering for our clients							
CR-010	Cyber security							
CR-011	Programme closure							



Social Security Scotland must be structured to deliver a service in the most cost effective and efficient way, ensuring that our workforce is deployed flexibly to meet business needs and is developed and supported to deliver services in line with our values. Failure to manage our workforce in this way may lead to inefficient structures, processes and sub-optimal levels of productivity, leading to delays or errors in payment of benefits, undermining public confidence in the organisation and creating reputational damage with the public and stakeholders.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland will be threatened by individuals or groups who exploit vulnerabilities in systems and process for unlawful gain of valuable assets (such as data, insider knowledge, money, equipment etc.) Without adequate defences, associated levels of loss will cause financial damage and adversely affect the rights and freedoms of individuals.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland must demonstrate that its operations secure value for money, that we are operating economically, efficiently and effectively. Failure to demonstrate this may undermine public confidence in the organisation and lead to reputational damage and public and stakeholder criticism.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland must live within the Resource Spending Review settlement. This requires that we accurately forecast our future need and ensure, as far as possible, that areas spend in line with forecast. Where activity varies from forecast this may lead to reallocation of funding to support priority business activity at the expense of others areas, leading to a degradation of some Agency services with the potential to undermine parts or all of our services.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland's efficacy as a public body delivering benefits is reliant on us making the correct decisions on benefit entitlement. Without the systems and processes that both support and demonstrate accurate decision making, the level of fraud and error is likely to significantly increase, leading to increased financial loss, loss of client and public confidence and reputational damage.

Inherent Impact Score			Inherent Likelihood Score	
5			5	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's
				Treat



Social Security Scotland's success is dependent on its people. We must continue to develop our culture in line with our values, being an inclusive service that delivers on the Charter to ensure we retain the confidence of clients and stakeholders.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> <i>Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?)</i> 			<ul style="list-style-type: none"> <i>Dates to achieve Target Risk Score</i> <i>Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area).</i> 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland has employed an iterative project management methodology for initial delivery of minimal viable products to meet legislative dates for new benefits. These core lines of business systems and surrounding infrastructure must be maintained, enhanced and continuously improved to ensure stability and increase capacity, facilitating the achievement of the organisation's strategic objectives and the ability to issue payments to new and existing clients.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's
	Andy McClintock			



Social Security Scotland hold legislative and moral responsibilities where concerns are identified in relation to the welfare and safety of children and adults at risk. In delivering benefits to those who are at risk of harm, if we do not have adequate resource, systems and processes there is risk of a serious safeguarding error, consequently resulting in serious harm or death.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> <i>Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?)</i> 			<ul style="list-style-type: none"> <i>Dates to achieve Target Risk Score</i> <i>Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area).</i> 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland must be resilient in the face of any major development, event or crisis. The systems and processes supporting our core operations must be maintained, enhanced and continuously improved to ensure they are as resilient to disruption as possible, or can be quickly and effectively recovered, to minimise impact on clients and staff.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Acknowledging our growth and Operational maturity we need to sustain appropriate operational processes, systems and controls to support delivery in line with our Charter. If we do not, then we risk the reputation on which we rely to secure engagement with the public and stakeholders.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Social Security Scotland's cyber security may be compromised if an effective cyber resilience environment is not built and maintained. This could lead to the loss of confidentiality, integrity and availability of digital services and/or information systems used to provide access to and delivery of devolved benefits.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's



Once Social Security Programme ends, the agency must be in a position of full responsibility and accountability for its services and must have the right capability and capacity to run, maintain and improve those services.

Inherent Impact Score			Inherent Likelihood Score	
Mitigating Controls			Planned Actions	
<ul style="list-style-type: none"> Current controls that are managing the risk (type of control and details of mitigating nature of control- e.g. how, what, who?) 			<ul style="list-style-type: none"> Dates to achieve Target Risk Score Named Action Owners if different from below (e.g. an action may be progressed by Programme, Project Management Office or other business Area). 	
Residual Impact Score			Residual Likelihood Score	
Score Change (since last reporting)	Risk Owner	Action Owner	Target Risk Score	4T's