



Audit and Assurance Committee

Date of Meeting	29 th August 2023
Subject	Risk Update
Agenda No.	6
Paper No.	23.5a
Prepared By	Risk Management Team
Purpose	Discuss

1. Background

- 1.1. The work to build the revised strategic risk register has continued since last meeting of committee in May 2023
- 1.2. Russell Frith attended Risk Review Group session in May providing support on the phrasing of the new risks.
- 1.3. The risks have been finalised and were presented to the Executive Team on 8th August where they were asked to accept the risks and set appetite.
- 1.4. Appetite was not set due to time constraints, but the risks were accepted with some recommendations.
- 1.5. Risk owners have been assigned and work to link the divisional risks to the strategic risks will begin.

2. Key Points

- 2.1. The risk register is presented alongside this paper for discussion. It contains 12 corporate level risks that have been agreed by the Executive Team and the Accountable Officer.
- 2.2. At the Executive Team meeting on 8th August several recommendations were made:
 - Processing is noticeably missing- a draft performance and management information risk is being written and will be shared with Executive Team to see if this fills the gap.
 - Delivering for clients is too routine- if the performance and management risk does not give information on processing then perhaps this could be plugged in here.
 - Culture and inclusion- is this a risk we need, if we are tracking through other artefacts?



- Quality- is this saying enough? Is the quality assurance framework what we need here?
 - Value for money and financial management risk- why are we failing to demonstrate value for money and how do we explain what we spend our time doing; the threat is not about having enough money, but rather having sufficient money to do what we need to.
 - A dedicated session on appetite and tolerance was recommended but suggested it was to start with the assigned risk owners.
- 2.3. The risk team will begin to reach out to the risk owners to fully assess the risks and assign action owners. The process to contextualise the strategic risks with the divisional risks will also begin this month (August).
- 2.4. Work has started to tentatively link these risks to the business plan's four key risk themes and this will be improved as the work progresses.
- 2.5. Work has also started on improving the issue management approach at the strategic level and it will sit with the Risk Review Group to support communication and escalation of issues to Executive Team and beyond.
- 2.6. Once an approach is clarified for issue management, this will be used to complete the revised risk framework which will be issued for quality review amongst Risk Review Group members and chair.
- 2.7. Learning and Development activities on risk for Social Security Scotland staff has been created and is now live on our learning Pathways system. This is currently available to management-grade staff and is a two-hour virtual session, supported by one of the risk management team's risk practitioners. Two sessions have taken place since July, with 18 colleagues having attended. Feedback has been positive and work is being done to continuously improve the sessions.

3. Conclusion

- 3.1. The committee are invited to note progress with the development of a strategic risk register.
- 3.2. The committee are asked to provide comments on the scope of the revised Strategic Risk Register.
- 3.3. The comments will be fed back to the Risk Review Group.



Governance Tables – To be Completed by Authors

An Impact Assessment must be carried out during the development of all new Agency policies and services and when making significant changes to policies and services. The Corporate Assurance team should be involved from an early stage to provide guidance and advice relating to completing impact assessments.

[Impact Assessment Saltire Page](#)

Impact Assessment Queries: Corporateassuranceteam@socialsecurity.gov.scot

Please complete the below table.

Type of Impact Assessment	Required (Y/N)	If No - briefly state reason e.g. Not relevant/Not eligible – agreed with Deputy Director	If yes – briefly state progress to date, highlight any significant issues.
Business and Regulatory Impact Assessment (BRIA)	N	Not relevant	
Child Rights and Wellbeing Impact Assessment (CRWIA)	N	Not relevant	
Data Protection Impact Assessment	N	Not relevant	
Equality Impact Assessment (EQIA)	N	Not relevant	
Fairer Scotland Duty assessment	N	Not relevant	
Future proofing legislation	N	Not relevant	
Human rights in policy making	N	Not relevant	
Islands Communities Impact Assessment (ICIA)	N	Not relevant	
Strategic Environment Assessment (SEA)	N	Not relevant	



Before submitting please ensure that you detail how the paper contributes to the Corporate Plan Strategic Objectives below. These strategic considerations should be use to assist you with the content of your paper.

Strategic Objective	Contribution
Helping to deliver a social security system with dignity, fairness and respect.	Managing risk enables Social Security Scotland to deliver the right systems for those that need to access our services.
Supporting people in Scotland to access devolved benefits that they are entitled to.	Managing risk provides the best possible systems to those who need to access our services.
Running our service in a responsible way	Management of risk ensures that resource and cost are used efficiently and effectively.

State here any consultation undertaken in the agency

Strategic Involvement/ Consultation	Input
Service Development	n/a
Data	n/a
Communications	n/a
Workforce Planning & People	n/a
Accommodation	n/a
Finance	n/a
Procurement	n/a
Operations	n/a
Clinical Operations	n/a
Local Delivery	n/a

Please confirm the governance this paper/ information within this paper has been through already, and what the next steps are.

Paper/ Information within Paper Reviewed by
e.g. Executive Advisory Body, Non-Executive, Deputy Director for Finance and Corporate Services, etc.

Next Steps after this Meeting

e.g. Agency Leadership Team, Executive Team, Executive Advisory Body, etc.

Reviewed By	Date/ Decision	To be Reviewed by	Date Scheduled

To arrange a slot at an upcoming meeting of the Executive Team, Agency Leadership Team or Executive Advisory Body, please contact GovernanceTeam@socialsecurity.gov.scot