



Social Security Scotland
Tèarainteachd Shòisealta Alba

Risk- Landscape and Heat Maps

Social Security Scotland Agency Risk
Management Function

November 2022

Dignity, fairness, respect.

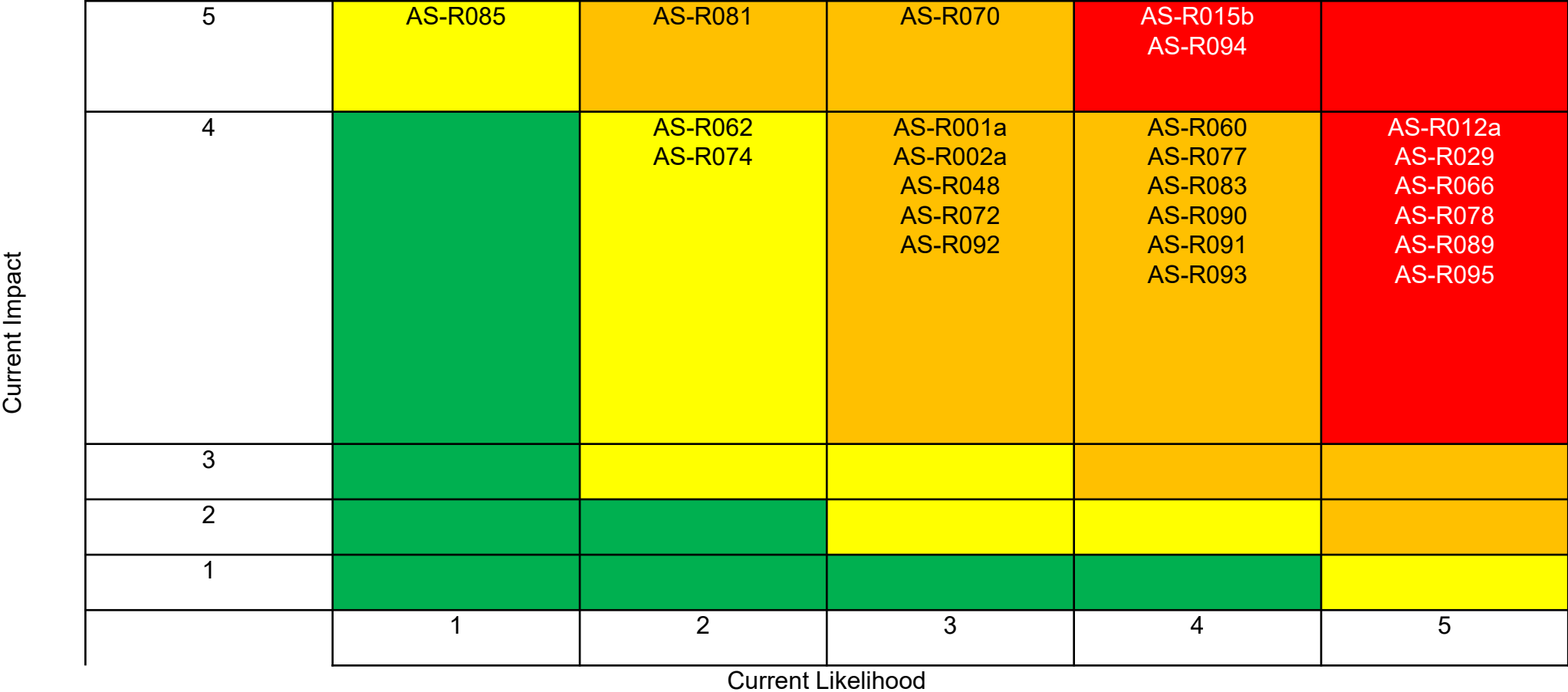
Risk-Landscape & Heat Maps

Introduction

- Slide 3: Risk profile changes from September 2022 to October 2022: two risks have been closed (AS-R080 and AS-R087), one risk has de-escalated to Divisional Level (AS-R064)
- Risk profile now stands at 24 a decrease from 27.
- We are now tracking 8 red risks, 12 amber risks and 4 yellow risks.
- Slide 4: Top risks
- Slide 5: Current risk profile
- Slide 6: Risk cluster map
- Slide 7 to 9: key risk profile changes September 2022 to October 2022.

Risk-Landscape & Heat Maps

Heat Map



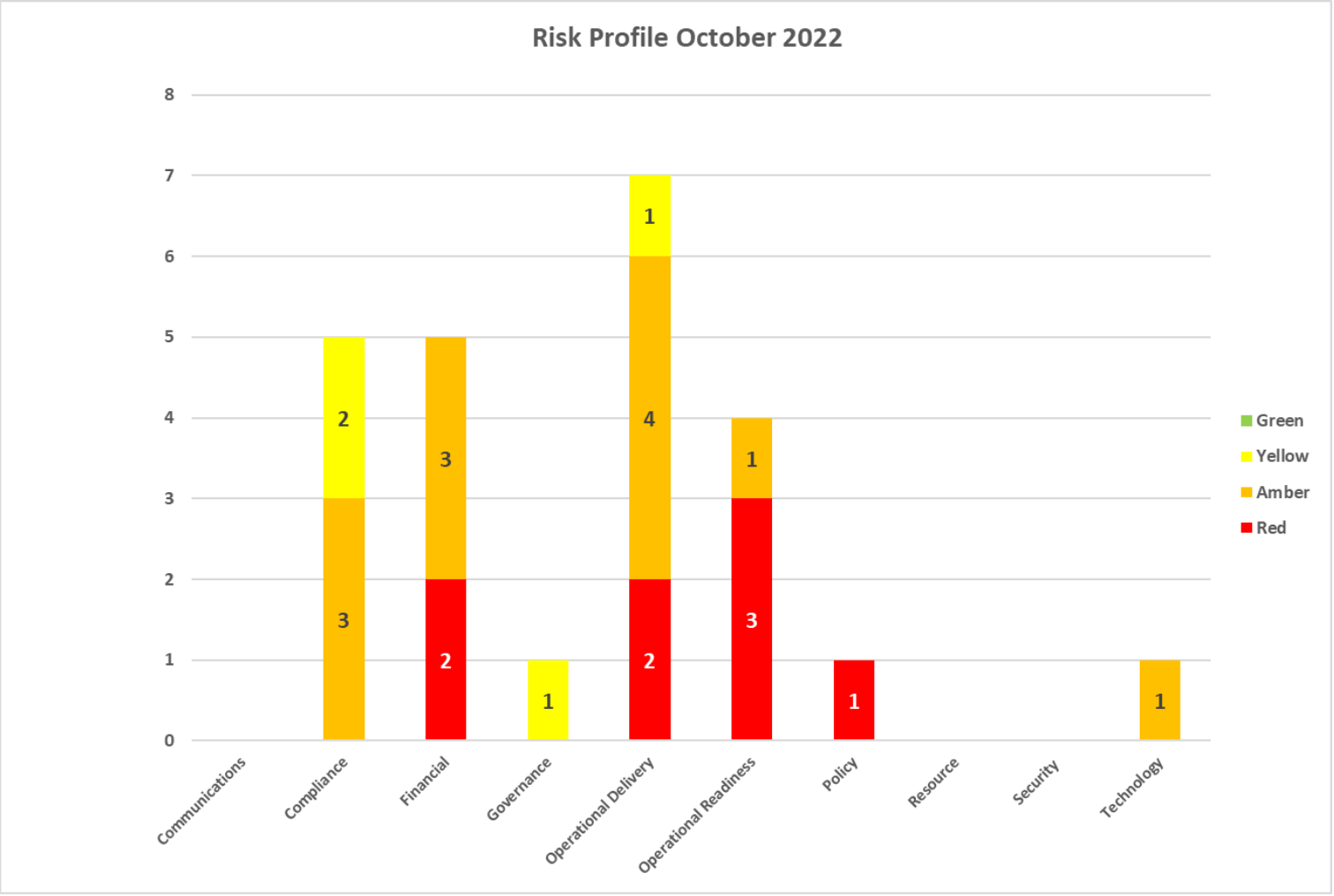
Risk-Landscape & Heat Maps

Top Risks

Risk ID	Division	Short Description	Tolerance	Response
AS-R012a	F&CS	Impact from restriction on public finances	OUT	Tolerate
AS-R015b	F&CS	Impact from lack of policy and/or product to control error and fraud	IN*	Treat
AS-R029	CSD	Impact from having no Business Continuity management system	OUT	Treat
AS-R066	F&CS	Impact from lack of robust/maintained audit controls	OUT	Treat
AS-R078	SCD&E	Impact from the lack of Change Control as a function to safely assess benefits in payment and new benefits to launch	OUT	Treat
AS-R089	CSD	Coherent, strategic and aligned Agency approach needed for the mailrooms	OUT	Treat
AS-R094	H&SCO	Not enough resource to deal with Safeguarding Referrals	OUT	Treat
AS-R095	H&SCO	Lack of learning to enable staff to deal with Safeguarding clients	OUT	Treat

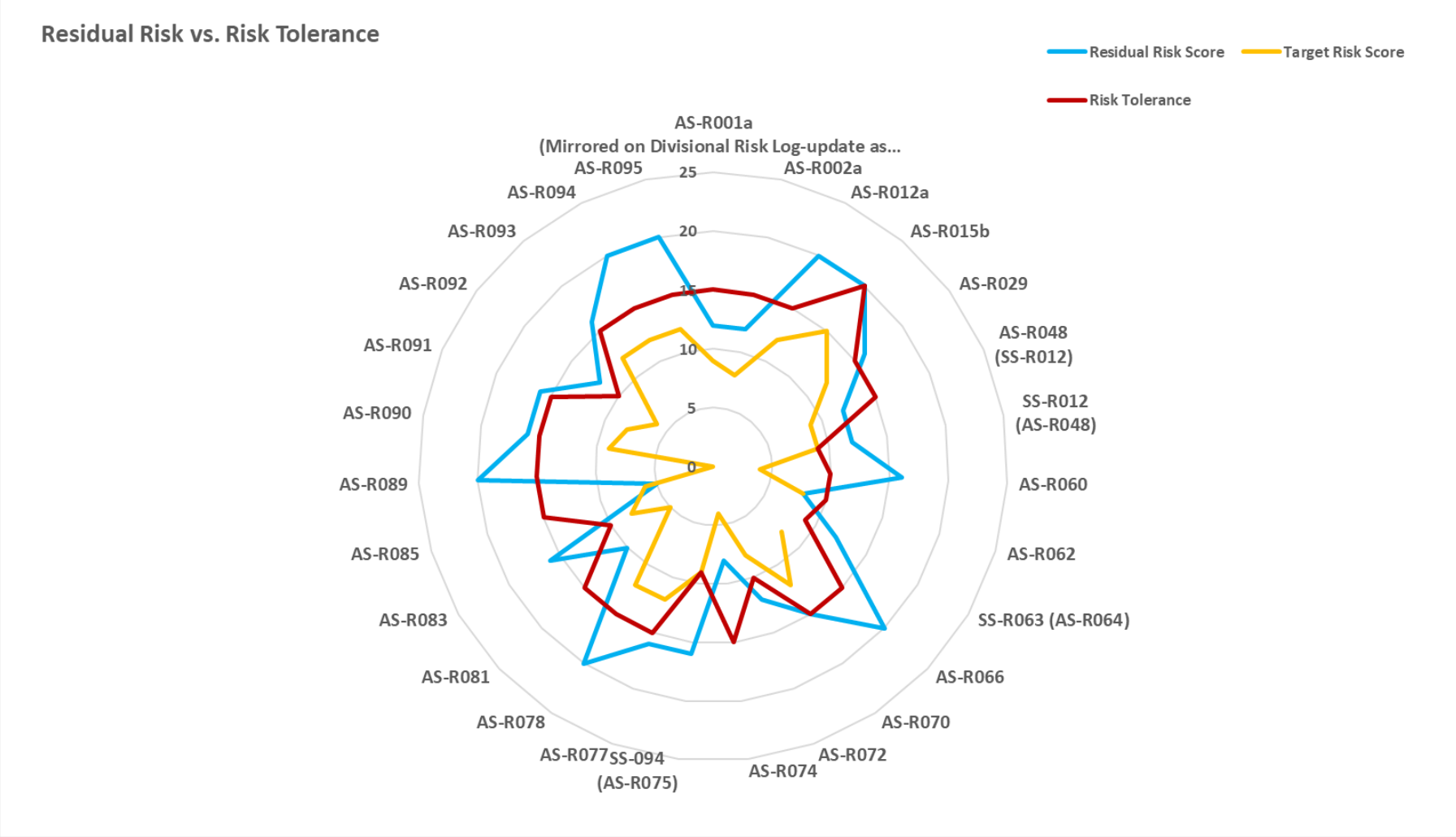
Risk-Landscape & Heat Maps

Risk Profile



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Risk Map- Residual Risk Score against Tolerance and Target



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De-escalated Risk

AS-R064

Date Added:	18/09/2019	Risk Type:	Operational Delivey
Risk Description	IF there is insufficient capacity to deliver any change including new requirements or fix bugs and defects that have not yet been delivered from the backlog THEN we will fail to mature our services to meet user needs or Audit recommendations RESULTING IN poor service delivery, low staff morale and engagement, inefficiency and increased costs with reputational damage to the Agency.		
Inherent Impact	4	Inherent Likelihood	4
Residual Impact	4	Residual Likelihood	3
Action Owner	[redacted]	Risk Owner	Andy McClintock
Information for de-escalation	3 new testing staff working with maintenance team. 4 new system analysts. This risk currently is being addressed and managed.		

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Closed Risk

AS-R080

Date Added:	25/03/2021	Risk Type:	Compliance
Risk Description	IF Personal Identifiable Information or sensitive data is inappropriately shared via SCOTS provisioned and configured MS Teams by screen share or uploading and sharing documents with unauthorised external parties THEN this would be a data breach with potentially serious implications for clients and the organisation, RESULTING in potential harm and distress to clients, possible enforcement action and reputational damage to Scottish Ministers.		
Inherent Impact	4	Inherent Likelihood	4
Residual Impact	4	Residual Likelihood	3
Action Owner	[redacted]	Risk Owner	Andy McClintock & Miriam Craven
Information for closure	Extraordinary Information Governance Group meeting was held on 09/05/22. Decision was taken not to limit Teams sharing across the organisation.		

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Closed Risk

AS-R087

Date Added:	27/01/22	Risk Type:	Financial/Operational Delivery
Risk Description	IF there is no alignment between policy and service design for Case Transfer payment patterns (frequency and backdating of payments) THEN we will not be able to maintain the client's current payment cycle/pattern and pay all amounts due RESULTING IN interruption of the client's payment pattern, poor service outcomes, increased exposure to error, resource and financial impacts for Social Security Scotland.		
Inherent Impact	5	Inherent Likelihood	3
Residual Impact	5	Residual Likelihood	5
Action Owner	[redacted]	Risk Owner	James Wallace
Information for closure	All service design gaps are under review with Case Transfer Product Owners as well as Policy and Financial Payments and Processes colleagues within Programme.		