



Social Security Scotland
Tèarainteachd Shòisealta Alba

Strategic Risk Register Review- Executive Team Output

Thematic risk captured from Social
Security Scotland Executive Team

27th April 2020

Dignity, fairness, respect.

Strategic Risk Register Review

Introduction

- The following pages capture the risk themes as discussed with the Executive Team on April 22nd 2020
- The themes will then be analysed and brought back to the Executive Team for approval. After this the key people will be identified to work directly with the risk management function in order to fully develop the risks.
- This will form the basis of the new Strategic Risk Register.
- Social Security Scotland's Risk Management Strategy will be updated in due course to reflect this key piece of work and other complementary work that is happening concurrently (e.g. risk mapping exercise, redefining risk categories and resetting appetite and tolerance).

Strategic Risk Register Review

Clinical Operations- Risk Themes

Paul Knight- Deputy Director of Clinical Operations

Risk Themes

- Recruitment and retention-
- Post COVID-19
- Process of ethical framework on information governance for medical data

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Chief Executive-Risk Themes

David Wallace- Chief Executive of Social Security Scotland

Risk Themes

- Dundee as Head Quarters of Social Security Scotland
- Culture - Pace of growth-how do we retain the organisational culture as we grow and embed new staff
- How do we maintain the strong Ministerial relationships?
- Global Pandemic.
- Financial risk

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Operations and Local Delivery- Themes

Janet Richardson- Deputy Director for Operations and Local Delivery

Risk Themes

- Reputational damage- how do we maintain our position of strength
 - So far positive response to pandemic, but more generally our reputation has been positive – one negative incident could have a significant impact
- Culture-Linking to comments made by Chief Executive.

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Strategy and Client Experience-Themes

Miriam Craven- Deputy Director Policy and Client Experience

Risk Themes

- Losing good will and reputation with external stakeholders
- Scale and growth of Social Security Scotland
- Statutory Requirements around Inclusive Communications:

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Finance and Corporate Services- Themes

James Wallace- Deputy Director for Finance and Corporate Services

Risk Themes

- Workforce Planning-
- Place Principles
- Technical capability
- Finance risk required

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Chief Digital Office-Themes

Andy McClintock- Deputy Director for Chief Digital Office

Risk Themes	

Strategic Risk Register Review

Conclusion

- These themes are now being clustered together and compared against the current risk register in order to baseline and develop the new risk register.
- The risk management function will begin to determine, from their point of view, who would be best placed to manage the new risks. This discussion will be supported and finalised through the Risk Review Group and the Executive Team's agreement.
- Those risks that cannot be revised will be marked for de-escalation to Divisional Risk logs based on Risk Owner.
- The work begin conducted will be brought together as a paper to be presented at Audit and Assurance committee in May.