



Audit and Assurance Committee

Date of Meeting	Tuesday 16 th May 2023
Subject	Risk Management Update
Agenda No.	8
Prepared By	Risk Management Function
Purpose	Discuss

1. Background

- 1.1. Progress has been made with the risk management changes outlined at the last committee meeting.
- 1.2. The previous version of the strategic risk register is now closed. Risks have been de-escalated back to division to be managed.
- 1.3. All divisions have now undertaken a risk workshop and key strategic risk themes have been captured.
- 1.4. The first meeting of the revised Risk Review Group met on Thursday 27th April and agreed the terms of reference for the group- attached at Annex A.
- 1.5. Discussion proceeded to initial drafts of the new strategic risks and actions were captured to redraft these based on group feedback.
- 1.6. Committee members will be presented with agreed risk descriptions and scoring by correspondence in due course.
- 1.7. By October 2023 we hope to have a new approach embedded for risk management within Social Security Scotland, including a new risk framework. A revised strategy will follow upon completion of Quarter 3 review work with colleagues in Internal Audit.

2. Key Points

- 2.1. Russell Frith has been invited to the sitting of Risk Review Group in May 2023.
- 2.2. By next report, the risk management team we hope to have in place more management information and detail on impact of controls in the mitigation of the strategic risks.



3. Conclusion

- 3.1. To ask the committee to consider the content of this update and terms of reference of 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
<Deputy Director/ Manager/ Unit Head's Name/ Board/ Group name>	<date reviewed & brief note of decision/ advice>	<Deputy Director/ Manager/ Unit Head's Name/ Board/ Group name>	<date scheduled>
[Redacted]			

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



Risk Management Function Update

1. Strategic risk

In order to provide an accurate representation of the key threats to Social Security Scotland's objectives, workshops took place to identify key risk themes across all the divisions.

Nine key risk themes were identified for the new strategic register.

Initial drafts of five expanded descriptions were presented to Risk Review Group on 27th April and further work was agreed to take place in May to present the remaining drafts to the group.

The old strategic risk register was assessed alongside these workshops and the risks have been de-escalated to divisional level to be managed, or formally closed.

2. Risk Review Group

The revised Risk Review Group met 27th April and formally agreed their terms of reference.

A session was led by the chair to assess five out of nine strategic risk themes and agree wording and scores. Of these five it was agreed that further assessment was required in May with members.

The revised risks will be presented again in month to Risk Review Group 25th May 2023.

It is hoped that these will be agreed and shared with Executive Team by June 2023 and with committee, by correspondence, once completed.

3. Risk Awareness

Work continues to set up a bespoke risk management learning package for colleagues within Social Security Scotland. A session was run by the risk team during an intern workshop, 19th April 2023, with positive response.

We hope to start delivering a two hour workshop, twice a month, from Summer 2023.

Annex A

Risk Review Group Terms of Reference 2023-2024