



Audit and Assurance Committee

Date of Meeting	Tuesday 19 th November 2024
Subject	Risk Management Update
Agenda No.	6
Paper No.	29.5a
Purpose	Discuss

1. Background

- 1.1. The following update for Audit and Assurance Committee covers the period August 2024 to November 2024

2. Key points

- 2.1. Since the last meeting with Committee members in August 2024 the following changes to the risk profile have taken place:
- CR-010 cyber security risk target score increased from 10 to 15 to better reflect the reality of this risk.
 - Appetite and tolerance was agreed and set by the Executive Team for each strategic risk on 17th September. The risk management team is providing ad hoc support to divisions to integrate risk appetite and tolerance at divisional level.
 - Review of the strategic risks will take place across November and December 2024. By its conclusion we are expecting the following to have taken place:
 - Refreshing and reorientating the risk description to put the client at the centre of each risk.
 - Target scores to be better aligned with appetite and tolerance levels.
 - Target dates re-assessed and action plans drafted to clearly identify what action is required in order to reduce the residual risk score by the target date.
- 2.2. Quarterly updates to the Executive Team will commence in November 2024 to align with their performance mode meetings. This will then inform any change of priorities for delivery mode to mitigate strategic risks.
- 2.3. The risk management team has been working closely with Social Security Scotland's Project Management Office and Senior Leaders to support business priority planning for 2025-26.
- 2.4. We continue to work across organisational boundaries with DG Communities to understand and align – where appropriate – strategic risks across the portfolio, based on a clear understanding of respective roles, responsibilities and accountabilities. Work is also well advanced with the Department for Work and



Pensions (DWP) to articulate and define cross-cutting risks, to safely support the end of the current DWP Devolution Unit and Social Security Programme in 2026 and identify new ways of working.

3. Conclusions

- 3.1. To ask committee to decide if a deep dive is to take place in February 2024, and if so which risk they wish brought forward.

4. GOVERNANCE CHECKLIST

Please ensure that you detail which Corporate Plan Strategic Objective the paper contributes to. These strategic considerations should be used 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. Risk is an effective part of business prioritisation and decision making.

State here how the paper considers these areas and any consultation undertaken in the agency. Only complete the section(s) relevant to your paper.

Strategic consideration	Impact
Environment	Not Applicable
Governance	Not Applicable
Data	Not Applicable
Finance	Not Applicable
Staff	Not Applicable
Equalities	Not Applicable
Estates	Not Applicable
Communications and Presentation	Not Applicable

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](#)

General Impact Assessment Queries: Corporateassuranceteam@socialsecurity.gov.scot

Equality 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.
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	