

Food Standards Scotland

Strategic Risk and Issue Register Report

1 Purpose of the paper

1.1 To provide the Audit and Risk Committee (ARC) with an update on the Quarter 4 2024/25 strategic risk and issue registers, and an overview of the strategic risk and issues throughout the reporting year.

1.2 The ARC is asked to:

- **Note and review** the updated Q4 2024/25 strategic risk register (**Annex A**) which explains the risks in more detail. All changes are marked in red
- **Note and review** the updated Q4 2024/25 strategic issue register (**Annex B**). All changes are marked in red
- **Note** the strategic risk and issue overview for the 2024/25 reporting year

2 Background

2.1 Risks and issues continue to be discussed at Divisional level and the Strategy Forum for proposed escalation with subsequent review at the Strategic Risk Management Forum (SRMF), before submission to the ARC. This is in line with the FSS Risk Management Policy and Guidance. To advise the FSS Risk Management Policy and Guidance is currently being reviewed and will be tabled at a future ARC in 2025.

3 Summary: Q4 Strategic Risk Register

3.1 The strategic risk register was last reviewed by the ARC 10 March 2025, with the following noted:

- the decrease in score for risk 10 'Official Control Delivery' from 150 to 100
- the increase to priority and severity of issue 3 'External Policy Pressures' from high to very high

3.2 The SRMF met on 29 April 2025 where senior managers, subject matter experts and risk owners discussed risks and issues across FSS. The group agreed that risks have remained stable and no changes to scores will be proposed this reporting period.

4 Summary: Q4 Strategic Issue Register

4.1 Post discussion with issue owners, relevant subject matter experts and the SRMF, the issues have remained stable this reporting period.

5 2024/25 Strategic Risk and Issue Overview

5.1 Four new strategic risks were identified alongside the creation of the Corporate Plan 2024-25. They have been monitored and reviewed, alongside other retained risks, on the strategic risk register since beginning of the reporting year.

5.2 The new strategic risks:

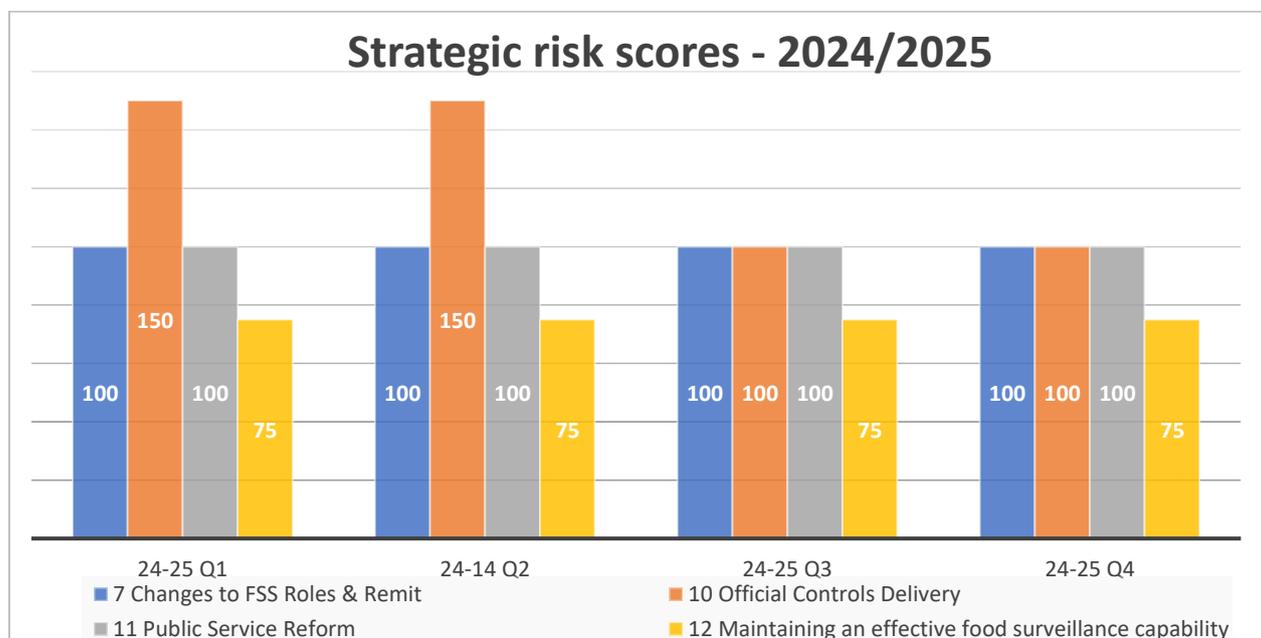
- risk 9 Shared Services Programme
- risk 10 Official Control Delivery
- risk 11 Public Service Reform, and
- risk 12 Maintaining an Effective Food Surveillance system

5.3 Risk 9 was de-escalated at Q2 2024/25 to be managed on the Corporate Services Divisional issue register following the move to Oracle Cloud taking place.

5.4 A new risk 'Cyber Security Breach' was proposed as a strategic risk at Q1 2024/25, following ARC discussion it was agreed to be managed on the FSS level 2 risk register.

5.5 The changes in risk scores over the 2024/25 reporting year are demonstrated in the graph below.

Figure 1 demonstrates the score trends over 2024/25:



5.6 The majority of the strategic issues have remained stable throughout the year, though in Q3 2024/25 there was a movement in score for issue 3 'External Policy Pressures' which increased in priority and severity from high to very high, as the majority of the work carried out by FSS is driven by UK Government and external pressures.

6 Conclusion

6.1 The ARC is asked to

- **Note and review** the updated Q4 2024/25 strategic risk register (**Annex A**) which explains the risks in more detail. All changes are marked in red
- **Note and review** the updated Q4 2024/25 strategic issue register (**Annex B**). All changes are marked in red
- **Note** the strategic risk and issue overview for the 2024/25 reporting year

Amy Still
Business Performance Reporting Officer
Amy.Still@fss.scot
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Annex A – Strategic Risk Register – see attached

Annex B – Strategic Issue Register – see attached