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 1 2026/27 Strategic Risk and Issue Registers.

1.2 The ARC is asked to:

- **Note and review** the updated Q1 2026/27 Strategic Risk Register (**Annex A**) which explains the risks in more detail. All changes are marked in red.
- **Agree** the increase in score for strategic risk 2 from 100 to 125.
- **Note and review** the updated Q1 2026/27 Strategic Issue Register (**Annex B**). All changes are marked in red.

2 Background

2.1 Risks and issues are discussed at Divisional Level and 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.

3 Summary:

3.1 The Strategic Risk Register was last reviewed by the ARC 03 June 2026, with the following noted:

- The de-escalation of strategic risk 7.
- Strategic risk 11 materialised which will be monitored on the strategic issue register.
- The 2026/27 revision for strategic risk 12.
- The new strategic risk ‘Change Management’ which will be monitored on the strategic risk register.
- The new strategic risk ‘The Impact of the UK-EU SPS Agreement on FSS which resulted in the closure of strategic issue 3.
- The 2026/27 revision for strategic issue 1.
- The 2026/27 revision for strategic issue 2.

3.2 The Strategic risk and issue papers were circulated to SRMF members to enable senior managers, subject matter experts and risk owners the opportunity to review, consider and update prior to Audit and Risk Committee. This was completed during the week of 10 August 2026.

3.3 Members will note the introduction of a new ‘controls confidence’ section within the new strategic risk template. This is for risk owners to review and confirm the level of assurance to manage the risk toward achieving the target score. As this is a recent addition to the strategic risk register, the BMPU are in the process of embedding this across the organisation as well as updating the Risk Management policy.

4 Strategic Risk Register

4.1 Risk 2 (figure 1) ARC to note and agree the increase in risk score from 100 to 125. The increase in score is due to both the FSS Financial Accountant and Deloitte Lead Auditor announcing their departures from their posts in the same week. Deloitte have already put in place a new Lead Auditor and FSS are fast tracking the replacement for the Financial Accountant with the post already advertised, however this will still take 3 months to recruit.

Figure 1: Risk 2 Annual Report and Accounts

Risk Description	Score / Trend
Event: FSS does not prepare and publish its Annual Report and Accounts as soon as practicable after the financial year. **Cause**: External and/or internal factors disrupt the internal milestones within the Annual Report and Accounts process. **Effect**: Breach of FSS's statutory duty leading to increased Parliamentary and Ministerial scrutiny and damage to FSS's reputation.	 5*25 = 125 (was 4*25 = 100)

5 Strategic Issue Register

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

6 Conclusion

6.1 The ARC is asked to

- **Note and review** the updated Q1 2026/27 Strategic Risk Register (**Annex A**) which explains the risks in more detail. All changes are marked in red.
- **Agree** the increase in score for strategic risk 2 from 100 to 125.
- **Note and review** the updated Q1 2026/27 Strategic Issue Register (**Annex B**). All changes are marked in red.

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Annex A – Strategic Risk Register – see attached.

Annex B – Strategic Issue Register – see attached.