**FOI 136**

I would like to request the SQA's Corporate Risk Register in its current form and any revisions (or older versions) dating between 1 January 2015 and 13 February 2022.

To specify it down more, I am specifically requesting entries in the register relating to (open or closed/delegated risks) issues of reputational risks that might be due to ministerial actions/decisions/or speech.

**Risk 15CRR30**

Category: reputational

Raised in March 2016

Description:

There is a risk that National Partners may be asked to undertake unplanned activities leading to unachievable pressures on people and budget.

Adverse effect on the CfE experience.

National bodies may not be able to deliver additional requirements without impacting on planned deliverables to quality and on time. CfE is delayed, diluted or undermined.

Nov 16: The DFM has written to SQA asking it to remove Units in N5 (2017/18), Higher (2018/19) and Advanced Higher (2019/20).

Risk response: Mitigate

Mitigating Actions:

* Regular comms with professional associations and review of the situation within LAs & centres.
* Ensure that a process is in place to allow issues to be raised and addressed.
* Importance of SG/ES/SQA recognising the crucial role of parents as a key partner group.  Parent representatives to be brought in further to national fora, as equal players
* Joint comms plans across SG/ES and SQA focus on building parental confidence and awareness in the planning and deliver of support for CfE.  Importance of schools engaging with parents flagged up in briefings and engagements.
* ES to continue to engage with SPION to encourage local/school engagement and use of national support materials.
* Targeted support for LAs where requested/identified and good practice shared. SQA CfE Liaison teams to provide support for local engagement with parents. SG/ES/SQA to provide support for further resources for parents requested by NPFS.

Deescalated to RNQ programme board in July 2019.

**Risk 21CRR56R**

Raised in August 2021

Category: People resources

Description:

As a result of SG announcement to replace SQA there is a risk that we will be unable retain and recruit key talent. Resulting on SQA not having the necessary skills and capabilities to deliver on our commitments.

Risk response: Mitigate

Mitigating Actions:

* HR will work with Marketing & PR to develop communication/statement to support SQA brand as an employer of choice which can then be used by our recruitment team.
* HR liaising with recruiting managers to ensure they are ready to respond to queries from interviewees.
* Monitor evidence from recruitment campaigns.
* Launch intranet site to enable colleagues to be updated on an ongoing basis and provide a route for colleagues to ask questions and obtain responses.
* Directors and HoS (SMT) to maintain regular engagement forums plus adhoc meetings with colleagues to update on developments relating to change and allow Q&A discussion.
* One of the HR operational plan objectives is to develop an engaging way to promote total employment package to aide recruitment and retention.
* Report risks to SG and seek support were appropriate.

Open

**Risk 21CRR57R**

Raised in August 2021

Category: People resources

Description:

As a result of SG announcement to replace SQA there is a risk that we will be unable to maintain positive colleague and union engagement for the duration as a result of low staff morale and continued uncertainty.  Resulting in risks to productivity, quality and delivery of our qualifications and commercial contracts.

Potential impact on current and future revenue streams as customers are reluctant to work with SQA given ongoing uncertainty and impact on confidence in the organisation's status.

Risk response: Mitigate

Mitigating Actions:

* Launch intranet site to enable colleagues to be updated on an ongoing basis and provide a route for colleagues to ask questions and obtain responses.
* Directors and HoS (SMT) to maintain regular engagement forums plus adhoc meetings with colleagues to update on developments relating to change and allow Q&A discussion.
* SMT will discuss with unions on how best to engage with the review team.
* Report risks to SG and seek support were appropriate.

Open

**Risk 21CRR58R**

Raised in August 2021

Category: Operational

Description:

As a result of SG announcement to replace SQA there is a risk of loss of customer confidence impacting on current and future contracts and income generating opportunities.

Resulting in reputational damage and loss of existing and potential revenues increasing burden on public purse. Potential impact on current and future revenue streams as customers are reluctant to work with SQA given ongoing uncertainty and impact on confidence in the organisation's status.

Risk response: Mitigate

Mitigating Actions:

* Seek SG support through letter of comfort to support communications with customers and staff.
* Seek updated strategic letter from SG setting out parameters of business continuity
* Report risks to SG and seek support were appropriate.

Open

Abbreviations:

CfE: Curriculum for Excellence

DFM: Deputy First Minister

LAs: Local Authorities

ES: Education Scotland

SG: Scottish Government

SPION*:* Scottish Parental Involvement Officers

Network NPFS: National Parent Forum Scotland

RNQ: Reform of National Qualifications

HoS: Heads of Service (SQA’s senior managers, reporting to SQA’s Directors)

SMT: Senior Management Team