| Risk | Name | Owner | Threat/Opportunity |
|------|--|--------------------|--------------------|
| 1 | Financial Health | Chris Kerr | Threat |
| 2 | Financial Capability | Chris Kerr | Threat |
| 3 | Operational Capacity | Chris Kerr | Threat |
| 4 | LRC - Ministerial Target 2024 | Chris Kerr | Threat |
| 5 | Public Trust in the Registers | Jennifer Henderson | Threat |
| 6 | Uncertainty of future business model beyond 2024 | Jennifer Henderson | Threat |
| 7 | People and Change | Jennifer Henderson | Threat |
| 8 | Cyber Resilience | Billy Harkness | Threat |
| 9 | Product Sustainability | Billy Harkness | Threat |
| 10 | LRC - Realising Benefits | Chris Kerr | Opportunity |
| 11 | Maximising Use of RoS Data | Kenny Crawford | Opportunity |
| 12 | Sustain and Improve Customer Experience | Kenny Crawford | Opportunity |
| 13 | Relationship with SG | Jennifer Henderson | Opportunity |

| Governance Group | Meeting Date | Agenda item name | Risk 1 | Risk 2 | Risk 3 | Risk 4 | Risk 5 | Risk 6 | Risk 7 | Risk 8 | Risk 9 | Oppt. 10 | Oppt. 11 | Oppt. 12 | Oppt.13 |
|------------------|--------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| ARC Meeting | 10-May-2022 | 5.3 Business Continuity Planning Report 6.1 Annual Audit Plan 2021-2022 7.1 ARC Assurance Framework 2022-2027 7.3 KRR - Financial Review 8.1 MSP Survey 2021 8.2 Management Essentials Evaluation 12.1 Finance Update 12.2 KPI Scorecard March 2022 12.4 Information Assurance and Governance Report 12.5 ISMS progress update 12.6 RCI Beta Assessment Results | √ | ~ | × | √ | ✓ | * | * | × | * | · · | · | · · | · · |
| Board Meeting | 14-Jun-2022 | 5. Strategic Workforce Plan 7 Customer & Stkeholder Engagement Strategy 8. Data Strategy 10. Draft Annual Report and Accounts 11. Annual Compensation Update 12. H&S Annual Report 18.2 EDI Steering Group Update | * | √ | √ | | √ | √ | ✓ | | | | V | ~ | * |
| ARC check in | 12-Jul-2022 | Land Register Automation deep dive IR35 update | | | ✓ | | | | ✓ | | | | | | |
| ARC BAU | 09-Aug-2022 | 5.2 Grow our Own (GOO) IA report 6. Draft annual audit report and covering letter 7. Draft annual report and accounts 8. Assurance framework & KRR 9. Draft ARC report to the Board 10.1 Moveable transactions project busines justification gate 10.2 compliance check of the RoS Country of Origin stastics by the OSR 10.3 We Invest in People interim report | √ s | · | √ | √ | √ | √ | √ | ✓ | √ | ~ | ~ | ~ | <i>,</i> |

| Board Meeting | 13/14 Sept 2022 | 5. ARC Annual Report 6. Audit Scotland 21-22 Annual Report and covering letter 7. Annual Report and Accounts 9. Board Performance Monitoring 10. ARC Quarterly Update 11. KRR Reporting by Exception 13. Corporate Plan Workshop 15. Board Effectiveness Review Results 16. Board ToR Review 22. Culture Workshop 24. Gartner Session re org restructure in a digital world 26. Developing an Estates Strategy Session | • | 4 | * | √ | | · | √ | | √ | | 4 | | |
|---------------|-----------------|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| ARC check in | 28-Sep-2022 | People & Change deep dive Operational Capacity deep dive | | | ✓ | | | | ✓ | | | | | | |
| ARC BAU | 08-Nov-2022 | 5.3 Procurement Systems audit report 7.1 Risk assurace framework 2022-2027 & key risk register 8.1 PPG interim report 8.2 Civil Service Commission Scorecard 2021- 2022 8.3 Data quality risk and assurance annual report 2021-2022 | · | √ | ~ | * | ✓ | * | ✓ | ✓ | ✓ | 1 | √ | ✓ | ✓ |
| Board Meeting | 13-Dec-2022 | 5. Long Term Vision Discussion 7. Customer Satisfaction Index Benchmark Results 8. CSPS Results 10. Board Performance YTD (latest data, 6 month progress and priorities for the rest of the year) 11. CP 2022-27 12. SWP Update 14. ARC Update Risk Reporting by exception and risk management policy review. 16.2. EDI Update 16.3. NXD Diversity Summary 16.3 Board Effectiveness Review | * | , | * | ~ | √ | * | ~ | | | √ | | * | V |
| ARC BAU | 14-Feb-2023 | 5.3 Information security risk management assurance report 5.2 Annual internal audit plan 2023-24 7. RoS assurance framework 2022/27 8. Annual review of policies 9.1 People assurance data overview | * | √ | √ | ~ | ✓ | 4 | √ | √ | ✓ | √ | √ | ~ | √ |

| Board Meeting | 14/15 March 2023 | 5.Board Performance Monitoring 6. KRR Reporting by exception 9. Corporate Plan final review and sign-off 11. Governance Structure Update 12. Framework Tri-ennial update 13. Financial Delegations 14. Hybrid working/project E update 16.2. IR35 Update 16.3. CSI Benchmark Results 16.4. We Invest in Wellbeing Report 20. NXD DG Corporate 1:1 22. Margerison McCann Team Management Profiling 24. 2024+ Discussion/Update | √ | * | * | √ | √ | * | ✓ | | √ | ~ | √ | * | * |
|---------------|------------------|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| ARC check in | 31-Mar-2023 | Nanagement Information assurance report Absence Management assurance report Hybrid Working deep dive HR Function deep dive | | | | | | | √ | | | | √ | | |
| ARC BAU | 09-May-2023 | 5.1 Annual Assurance report 5.2 Internal Audit progress report 7.1 RoS Assurance Framework 2023-28 7.2 KRR - Financial Review 7.3 IFRS 16 Implementation 8.1 IF35 Working Group update 11.1 Data Recommendations update | √ | ~ | ~ | ✓ | √ | √ | ✓ | √ | ~ | ~ | √ | √ | √ |
| Board Meeting | 13-Jun-2023 | 5. Open Board Discussion 7. Stretch Plan Discussion 9. High Value Contract Review 10. RoS Forecasting Accuracy 11. Board Performance Monitoring 12. KRR Reporting by Exception 15. ARA Discussion 16. H&S Annual Report 17. Board Effectiveness Review Proposal 18.2. EDI Mainstreaming Report 18.3. SWP Update 18.4. Income Review Project Report 18.5. Annual Compensation & Fraud Reporting 18.6. QDos/IR35 Update | √ | * | * | ~ | √ |
| ARC check in | 28-Jul-2023 | Strategic Object 1 deep dive (strategy and planning) | | | ✓ | | | | | | | ✓ | | | |

| ARC BAU | 08-Aug-2023 | 5.1 Annual Internal Audit Plan Update 5.2 Internal Audit Progress Report 6.1 Draft Letter of Representation 2022-23 6.2 Draft Annual Audit Report 2022-2023 7.1 Draft Annual Report and Accounts 2022-23 8.1 RoS Assurance Framework 2023-28 10.1 Data Recommendations update 10.2 Data Managment, Use and Storagre Audit Review | √ | * | ~ | ~ | ~ | , | ~ | √ | , | * | * | * | ~ |
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