

# **Registers of Scotland**

## **RoS Board**

**June 2021**

### **Key risk register (KRR)**

#### **Purpose**

1. The purpose of this paper is to provide RoS Board with an update on the KRR following the EMT, RoS Board and Audit & Risk Committee (ARC) annual risk workshop in May 2021 and ongoing Key Risk Owner (KRO) and ARC reviews.
2. The paper supports the board in fulfilling its role to provide strategic advice to the Keeper for its focus on setting a framework of prudent and effective controls that enables risk to be assessed and managed.

#### **Recommendation**

3. RoS Board is requested to review the KRR summary at Annex 1 and the risk workshop summary at Annex 2 and advise the Keeper on the update.

#### **Background**

4. RoS KRR contains the key risk scenarios that may affect delivery of our corporate plan objectives and the risk response strategies for these threats and opportunities. The KRR is a 'live' document which is reviewed and updated at least monthly by KROs and submitted to EMT for approval as part of their monthly corporate governance review process. The KRR is also submitted to RoS Board and ARC meetings for noting and/or advice as a summary report or as the RoS Assurance Framework report.

#### **Key risk register (KRR)**

5. In advance of the RoS Board, ARC and EMT 2021 annual risk workshop KROs updated the KRR at their Corporate Governance meeting monthly reviews with progressive update of risk descriptions, appetite, proximity, scoring, controls and assurance opinions.
6. A summary of the KRR as at the date of this paper (not including proposed changes from the workshop) is at Annex 1. The ['Live'](#) KRR will be available to RoS Board at its June 2021 meeting.
7. The risk workshop was successfully delivered on 25 May 2021. The workshop concluded that our risk exposure continued to be captured by the majority of risks previously identified in the KRR 2020-25. A summary of proposed changes to key risk scenarios for KRR 2021-26 is included at Annex 2.
8. EMT April 2021 approved the following timeline of activity to complete an approval of the KRR and Assurance Framework 2021-26:

- a. EMT CG review the work in progress KRR on 27 May, 25 June and 29 July 2021 including an interim update of assurance opinions to ARC on 20 August 2021.
- b. ARC review interim RoS Assurance Framework 2021-26 on 20 August. ARC to make recommendations to the RoS Board 14/15 September.
- c. RoS Board review the KRR and ARC recommendations on the Assurance Framework 2021-26 for approval at 14/15 September 2021 meeting.

## Conclusion

9. RoS Board to review the KRR at Annex 1 and the risk workshop summary at Annex 2 and consider the background, topic matter and recommendations in this paper for advice to the Keeper.

## Head of Enterprise Risk Management Corporate 27 May 2021

### Annex 1

Threats							
<b>1. Financial Health</b>	Current Score <b>8</b> ▼ 7 vs Inherent ↔ 0 vs Last Month	Target Score <b>4</b>	Risk Appetite <b>Minimalist</b>  Risk Response <b>Treat</b>	<b>2. Financial Capability</b>	Current Score <b>12</b> ▼ 3 vs Inherent ↔ 0 vs Last Month	Target Score <b>9</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Treat</b>
<b>3. LRC - Ministerial Target 2024</b>	Current Score <b>12</b> ▼ 0 vs Inherent ↔ 0 vs Last Month	Target Score <b>4</b>	Risk Appetite <b>Minimalist</b>  Risk Response <b>Treat</b>	<b>4. Public Trust in the Registers</b>	Current Score <b>8</b> ▼ 2 vs Inherent ↔ 0 vs Last Month	Target Score <b>4</b>	Risk Appetite <b>Minimalist</b>  Risk Response <b>Treat</b>
<b>5. Uncertainty of future business model beyond 2024</b>	Current Score <b>8</b> ▼ 0 vs Inherent ↔ 0 vs Last Month	Target Score <b>6</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Tolerate</b>	<b>6. Engagement</b>	Current Score <b>9</b> ▼ 0 vs Inherent ↔ 0 vs Last Month	Target Score <b>6</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Tolerate</b>
<b>7. Leadership &amp; Management capability</b>	Current Score <b>9</b> ▼ 0 vs Inherent ↔ 0 vs Last Month	Target Score <b>6</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Tolerate</b>	<b>8. Cyber Resilience</b>	Current Score <b>12</b> ▼ 13 vs Inherent ↔ 0 vs Last Month	Target Score <b>9</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Treat</b>
<b>9. Product Sustainability</b>	Current Score <b>16</b> ▼ 4 vs Inherent ↔ 0 vs Last Month	Target Score <b>9</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Treat</b>	<b>15. Operational Capacity</b>	Current Score <b>15</b> ↔ 0 vs Inherent ↔ 0 vs Last Month	Target Score <b>6</b>	Risk Appetite <b>Cautious</b>  Risk Response <b>Treat</b>
Opportunities							
<b>10. LRC - Realising Benefits</b>	Current Score <b>2</b> ▲ 1 vs Inherent ↔ 0 vs Last Month	Target Score <b>16</b>	Risk Appetite <b>Open</b>  Risk Response <b>Treat</b>	<b>11. Maximising Use of RoS Data</b>	Current Score <b>4</b> ▲ 3 vs Inherent ↔ 0 vs Last Month	Target Score <b>20</b>	Risk Appetite <b>Open</b>  Risk Response <b>Treat</b>
<b>12. Sustain and Improve Customer Experience</b>	Current Score <b>12</b> ▲ 11 vs Inherent ↔ 0 vs Last Month	Target Score <b>20</b>	Risk Appetite <b>Open</b>  Risk Response <b>Treat</b>	<b>13. People and Change</b>	Current Score <b>6</b> ▲ 5 vs Inherent ↔ 0 vs Last Month	Target Score <b>20</b>	Risk Appetite <b>Open</b>  Risk Response <b>Treat</b>
<b>14. Relationship with SG</b>	Current Score <b>9</b> ▲ 8 vs Inherent ↔ 0 vs Last Month	Target Score <b>16</b>	Risk Appetite <b>Open</b>  Risk Response <b>Treat</b>				



<b>Risk</b>	<b>Name</b>	<b>Risk Scenario</b>	<b>Owner</b>
1	Financial Health	There is a threat that in years 1 and 2 (2020-22) of the Corporate Plan annual income will be insufficient to cover costs (and SG do not make up the shortfall).	Janet Egdell
2	Financial Capability	There is a threat that the improved financial capability, awareness and decision-making amongst all leaders and managers required to enable delivery of our Corporate Plan will not be in place.	Janet Egdell
3	LRC - Ministerial Target 2024	There is a threat that the target of completion by 2024 cannot be met.	Chris Kerr
4	Public Trust in the Registers	There is a threat of loss of public trust in the keeping of the registers.	Jennifer Henderson
5	Uncertainty of future business model beyond 2024	There is a threat that insufficient strategic thinking inhibits the ability to formulate a longer term vision and strategic direction for RoS beyond 2024.	Jennifer Henderson
6	Engagement	There is a threat that we do not recognise and access discretionary effort across the organisation resulting in impact to our delivery of the Corporate Plan.	Jennifer Henderson
7	Leadership & Management capability	There is a threat that we do not build the required capability in our leaders and managers to enable delivery of our Corporate Plan.	Jennifer Henderson
8	Cyber Resilience	There is a threat that our cyber resilience is not effective, leading to an impact on the confidentiality, integrity and availability of the registers and the information and data held by RoS.	Billy Harkness
9	Product Sustainability	There is a threat that our residual technical debt is not minimised resulting in unexpected business disruptions and failure to realise benefits from digital investment and replacing legacy obsolescence.	Billy Harkness
10	LRC – Realising Benefits	There is an opportunity to realise benefits for RoS, our customers and the wider economy from work to complete the Land Register.	Janet Egdell
11	Maximising Use of RoS Data	There is an opportunity to fully unlock the potential of RoS data and maximise its use, delivering increased value and benefits to RoS, our customers and the wider Scottish economy.	Janet Egdell
12	Sustain & Improve Customer Experience	There is an opportunity to invest in our products and services to continuously improve our customer experience whilst realising benefits for RoS.	Kenny Crawford
13	People & Change	There is an opportunity to develop our people to acquire the appropriate skills, competencies, understanding and behaviours required to deliver our 2020-25 Corporate Plan.	Billy Harkness
14	Relationship with SG	There is an opportunity to develop a strong and close relationship with SG and other stakeholders in which our role in underpinning the property market and adding value to the Scottish economy is recognised and supported.	Jennifer Henderson
15	Operational Capacity	There is a threat operational capacity is insufficient to deliver Corporate Plan objectives.	Janet Egdell