

Risk	Name	Owner	Last Updated	Threat / Opportunity
1	Financial Health (Annual Performance)	Chris Kerr	May-2025	Threat
2	Financial Sustainability (Longer Term)	Chris Kerr	May-2025	Threat
3	Operational Capacity	Tracy McIntyre	May-2025	Threat
4	Operational Workforce Productivity	Tracy McIntyre	May-2025	Threat
5	Public Trust in the Registers	Jennifer Henderson	Jun-2025	Threat
6	Future business model beyond 2024	Jennifer Henderson	May-2025	Threat
7	Post-2026 Transition	Jennifer Henderson	May-2025	Threat
8	Information Security	Martin Burns	May-2025	Threat
9	Post-2027 Workforce Misalignment	Tracy McIntyre	May-2025	Threat
10	Customer Satisfaction	David Blair	Jun-2025	Threat
11	Public Service Reform (PSR)	Chris Kerr	May-2025	Threat
12	Maximising Use of RoS Data	David Blair	Jun-2025	Threat
13	RoS Reputation 2025-27	David Blair	Jun-2025	Threat

Updated Risks 2025			Risk 1	Risk 2	Risk 3	Risk 4	Risk 5	Risk 6	Risk 7	Risk 8	Risk 9	Risk 10	Risk 11	Risk 12	Risk 13
ARC BAU	13-May-2025	5.1 Annual Assurance Report 2024/25 5.2 Internal Audit Progress Report 25/26 5.3 External Audit Interim Management Report 2024/25 7. RoS Assurance Framework Update 8.1 Civil Service Commission Audit Results 2024 8.2 Finance and HR Systems Update 9. Draft ARA 10.1 Outstanding Recommendations Log 11.1 Finance Update 11.4 Annual Transparency Review 11.5 Civil Service Pension Scheme 11.6 Moveable Transactions Project - Delivery/Go live Gate 11.7 Sponsorship oversight & Governance (Amended) 11.8 Strategic Contract Renewal 2025/26 12.1 Q3 2024/25 Information Assurance & Governance Report 12.2 Q3 2025/25 Employment Legislation Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board	10-Jun-2025	7. Board performance Monitoring by Exception (Y4 progress, Customer Satisfaction Results) 8. KRR by exception 9. ARC Update 10. ARA Update 11. H&S Annual Report 13. CX Strategy 14. Estates Strategy 15. CP 2027-32 Development 16. SWP plan for 2027 18.1 Annual Compensation and Fraud Reporting 18.2 Gartner Year end report 18.4 Year 3 forecast review	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
ARC Check In	08-Jul-2025	1. Prioritisation Deep Dive 2. Succession Planning	✓		✓	✓			✓						

ARC BAU	12-Aug-2025	5.1. Audit and Risk Committee Progress Report 2025-26 (SGDIAA) 6.1. 2024/25 Draft Letter of Representation 6.2. Draft Annual Audit Report 2024-25 (Deloitte) 7.1. Draft Annual Report and Accounts 2024-25 8.1. RoS Assurance Framework & KRR Extract 8.2. Risk Culture Model 10.1. Use of Exceptions to the Civil Service Recruitment Principles – DDAT 11. Outstanding Recommendations Log 12.1. Finance Update 12.5. PPG Annual Report 2024-25 13.1. Q4 2024/25 Information Assurance and Governance Report 13.2. Q4 2024/25 Employment Legislation update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board	08 & 09 September 2025	5. Audit and Risk Committee Annual Report 6. Deloitte Update: 2024-25 Draft Annual Audit Report 7. Annual Report and Accounts 2024/25 8. Audit and Risk Committee Quarterly Update 10. Board Performance Monitoring by exception: 11. Annual Diversity and Inclusion Update 12. KRR by Exception & Legal Risk Matrix 14. Corporate Plan/Delivery Plan Year 5 Update 15. Statutory Fee Review Options/Proposal 16. Estates Strategy Update (SVP) 17. Board Effectiveness Pulse Survey Results 18. NXD Skills Matrix Analysis 19. Board Terms of Reference Annual Review 20.2. Headcount story to date 20.3. Medium Term Financial Strategy 24. Corporate Plan 2027-32 26. RoS Cyber Resilience Strategy 27. Proposed approach to Board Paper Distribution	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ARC Check In	23-Sep-2025	1. Corporate Planning Deep Dive 2. Corporate Services Reform	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ARC BAU	11-Nov-2025	5.1. Audit and Risk Committee Progress Report 2025-26 (SGDIAA) 7.1. RoS Assurance Framework & KRR Extract 8.1. National Fraud Initiative (NFI) Self-Assessment Checklist and Self-Assessment Overview Report 9. Outstanding Recommendations Log 10.1. Q2 Finance Update 10.4. DDaT Recruitment Project Update 10.5 DDaT Strategy Update - Audit Closure 31 March '26 10.6. Cyber Resilience Strategy 10.8. Final ISA 260 Audit Report 11.1. Q1 2025/26 Information Assurance & Governance Report 11.2. Q1 2025/26 Employment Legislation Update 11.3. PPG Forthcoming Matters Tracker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Board	09-Dec-2025	5. HMLK Future Strategy & work Focus 6. Corporate Plan 2027-32 Progress 8. Business Development Options Discussion 9. Cyber Strategy/Operational Resilience Update 10. Delivery Plan Year 5 Update inc. Y5 budget 12. Board Performance Monitoring by exception: Progress against year 4 delivery plan, including finances and Latest CSI Survey Results 13. KRR by Exception 14. CSPS Engagement Results 15. ARC Update 17.3. 2026 Board Agenda Planner 17.4. Procurement Annual Report 17.5. Estates Strategy Update 17.6 NXD Recruitment Proposal 17.7. ARA 2024-25 & ISA260 Delay	✓	✓	✓	✓		✓	✓	✓		✓			✓
ARC BAU	10-Feb-2026	5. ARC Effectiveness Review Outcomes 6.1. Audit and Risk Committee Progress Report 2025-26 6.2. Stakeholder Engagement Internal Audit Report 6.3. Draft Internal Audit Plan 2026/27 7.1. Annual Audit Plan 2026-27 8. RoS Assurance Framework 9. Annual Review of Key Policies 10.1. Business Development/RoS Ventures 11. Outstanding Recommendations Log 12.1. Q3 Finance Update 12.4. Risk Management and Business Continuity Policies Review 12.5. Cyber Governance Code of Practice 13.1. Q2 2025/26 Privacy Risk – Compliance & Assurance Report 13.2. Q2 2025/26 Employment Legislation Update 13.3. PPG Forthcoming Matters Tracker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board	09 & 10 March 2026	5 Board Performance Monitoring by exception 6 KRR by Exception & Annual Risk Management Policy Review 7 Audit and Risk Committee Update 9 Corporate Delivery Plan Year 5 Final Review and Sign-off (Y5 Draft Delivery Plan, Y5 Path to Deliver, Y5 Budget and Headcount Position, Key Risk Management, Customer Needs) 11 Section 107/Name Search Update 12 DDaT Strategy 13 Cyber Strategy/Operational Resilience Update 14 Board Development Activity 18 NXD Private 1:1 with PCS 20 RoS Ventures 26/27 Annual Delivery Plan and end year trading update 21 Corporate Plan 2027-32: (Draft Outcome Endorsement, Customer/ Stakeholder Feedback, Update on progress of 2032 TOM) 23 Open Board Discussion 24 Financial Delegations 25.1 Governance Risk Discussion Tracker 25.2 Transparency Publication Review 25.3 NXD and EMT Diversity Reporting 25.4 Statutory Fee progress/update 25.5 Delivering Customer Excellence 25.6 CSPS Action Planning/Results 25.7 Quarterly SWP Review 25.8 Contingent Worker Summary	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓