

**Registers of Scotland****RoS Board****11 June 2024****Key Risk Register (KRR)****Purpose**

1. The paper provides an update on the KRR 2022-27 Year 3 following EMT and Audit & Risk Committee (ARC) reviews, and ongoing Key Risk Owner (KRO) review.
2. It supports the board in its role of providing strategic advice to the Keeper and in 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 content of the paper and the KRR summary at Annexes 1 and 2 and advise the Keeper and EMT on the update.

**Background**

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

**Key Risk Register (KRR)**

5. The paper adopts a 'reporting by exception' approach comprising 3 elements:

<b>Reporting element</b>	<b>Frequency of reporting</b>	<b>Board input / 'ask of the Board'</b>
1. Key Risk profile	Every Board meeting	Advice on strategic risk exposure as recorded in the KRR
2. New / escalating risks	As relevant	Advice on risk scenario assessments and/or risk responses (i.e. controls)
3. Risk response delays / controls not delivering anticipated risk response	As relevant	Advice on risk scenario assessments and/or risk responses (i.e. controls)

**KRR reporting element 1 - Key Risk Profile**

6. KROs have reviewed key risks and where appropriate updated risk descriptions, appetites, proximity, scoring, controls and assurance opinions. A KRR summary as at the date of this paper is at Annex 1. The 'live' KRR will be available to RoS Board at the June meeting.

7. KR9 Product Sustainability – EMT have approved closure of this risk, replaced by a series of Digital, Data and Technology (DDaT) risks for each significant product on the SAT roadmap. These are owned by the Head of IT Enablement and overseen by the DDaT director. An individual risk assessment with treatment plan has been completed / prepared for each product.

8. KR14 LRC – Realising Benefits - EMT have approved delegation of this risk to the Customer & Business Development risk register. Focus is now on improving quality and making data accessible, not increasing land mass coverage. LRC risk now relates to potential reaction to our approach in the event a stakeholder claims we haven't 'properly' completed the Land Register – we have the answers to respond. As such this is more a 'Reputational' category risk and is being reassessed accordingly.

## **KRR reporting element 2 – New / Escalating Risks**

9. No exceptions.

## **KRR reporting element 3 – Risk response delays / controls not delivering anticipated risk response (x2)**

10. KR4 People & Change 2023-26 (**link to progress against stretch plan**) \*
- route to target updated to add HROD 24/25 critical path - this includes key deliverables for the year that support the refreshed People Strategy and embed stretch target initiatives
  - achievement of target risk score now expected by Q1 25/25 (from Q2 24/25)
  - this additional time will make it clearer if a "step change in productivity" has been achieved and sustained (by reference to overall casework levels and individual productivity figures)
11. KR8 Information Security\*
- route to target updated based on latest assessment of progress towards level 3 maturity for (i) ISMS and (ii) Information Security Risk Management (now in Q2 24/25, from Q4 23/24)
  - this corrects a misinterpretation of the definition of level 3 maturity - only by Q2 will sufficient risk assessment data be available to enable "decision making being informed by the at-hand risk data"
  - completion of priority risk assessments expected by end of Q4 (moved from Q3)

\*See Annex 2 for updated key risk routes to target

## **Conclusion**

12. RoS Board to review the KRR update and consider the background, topic matter and recommendations in this paper for advice to the Keeper and EMT.

**Head of Enterprise Risk Management  
Policy & Corporate Services  
21 May 2024**

# Annex 1 Key Risk Register Summary

## Risk 1 // Financial Health (Annual Performance)

There is a threat that RoS is unable to break-even\* on an annual basis. (\*excludes ringfenced budgets)

Category : Financial

Appetite : Cautious

Response : Treat

Owner : Chris Kerr

Inherent	Current	Target
<b>15</b> (High)	<b>6</b> (Moderate)	<b>6</b> (Moderate)

-2 vs Last Quarter

## Risk 2 // Financial Sustainability (Longer Term)

There is a threat that RoS is unable to achieve financial sustainability over the medium (3 years) to longer term (5 years).

Category : Financial

Appetite : Cautious

Response : Treat

Owner : Chris Kerr

Inherent	Current	Target
<b>20</b> (Very High)	<b>12</b> (Moderate)	<b>8</b> (Moderate)

No change.

## Risk 3 // Operational Capacity

There is a threat operational capacity is insufficient to substantially reduce open casework and deliver Corporate Plan objectives.

Category : Operations

Appetite : Minimalist

Response : Treat

Owner : Chris Kerr

Inherent	Current	Target
<b>15</b> (High)	<b>12</b> (Moderate)	<b>4</b> (Low)

No change.

## Risk 4 // People & Change (2023-26)

There is a threat that our people\* are not ready to deliver the step change in productivity required to substantially reduce open casework. (\*including attitudes, skills, behaviours)

Category : People

Appetite : Cautious

Response : Treat

Owner : Billy Harkness

Inherent	Current	Target
<b>15</b> (High)	<b>12</b> (Moderate)	<b>6</b> (Moderate)

-3 vs Last Quarter

## Risk 5 // Public Trust in the Registers

There is a threat of loss of public trust in the keeping of the registers.

Category : Reputational

Appetite : Minimalist

Response : Tolerate

Owner : Jennifer Henderson

Inherent	Current	Target
<b>10</b> (Moderate)	<b>4</b> (Low)	<b>4</b> (Low)

No change.

## Risk 6 // Future business model beyond 2024

There is a threat that insufficient strategic thinking and prioritisation of strategic objective 1 will inhibit our ability to realise our long-term vision and respond strategically beyond 2024.

Category : Strategy

Appetite : Cautious

Response : Treat

Owner : Jennifer Henderson

Inherent	Current	Target
<b>16</b> (High)	<b>9</b> (Moderate)	<b>6</b> (Moderate)

-7 vs Last Quarter

## Risk 7 // Post-2026 Transition

There is a threat that RoS is unable to make the transition from delivering Corporate Plan 2022-27 to pursuing the 2030 Vision

Category : Strategy

Appetite : Cautious

Response : Treat

Owner : Jennifer Henderson

Inherent	Current	Target
<b>16</b> (High)	<b>12</b> (Moderate)	<b>6</b> (Moderate)

No change.

## Risk 8 // Information Security

There is a threat that our information security is compromised, significantly impacting the confidentiality, integrity and availability of the registers and services provided by Registers of Scotland.

Category : Security

Appetite : Cautious

Response : Treat

Owner : Martin Burns

Inherent	Current	Target
<b>25</b> (Very High)	<b>16</b> (High)	<b>9</b> (Moderate)

No change.

## Risk 10 // Customer Satisfaction

There is a threat to customer satisfaction from initiatives to reduce open casework

Category : Reputational

Appetite : Cautious

Response : Treat

Owner : David Blair

Inherent	Current	Target
<b>15</b> (High)	<b>15</b> (High)	<b>9</b> (Moderate)

No change.

## Risk 11 // Public Service Reform (PSR)

There is a threat that RoS fails to effectively engage with and influence PSR resulting in unintended consequences for our customers.

Category : Strategy

Appetite : Cautious

Response : Treat

Owner : Jennifer Henderson

Inherent	Current	Target
<b>9</b> (Moderate)	<b>9</b> (Moderate)	<b>4</b> (Low)

No change.

## Risk 12 // Maximising Use of RoS Data

There is a threat that in pursuit of business development opportunities RoS fails to find a balance between over or under exploiting our data

Category : Information

Appetite : Open

Response : Treat

Owner : David Blair

Inherent	Current	Target
<b>12</b> (Moderate)	<b>12</b> (Moderate)	<b>6</b> (Moderate)

No change.

## Risk 13 // Business Development & Relationship with SG

There is a threat that pursuit of Business Development opportunities has a negative impact on our relationships with SG and other stakeholders

Category : Commercial

Appetite : Cautious

Response : Treat

Owner : David Blair

Inherent	Current	Target
<b>15</b> (High)	<b>12</b> (Moderate)	<b>6</b> (Moderate)

No change.