

Registers of Scotland

RoS Board

November 2020

Key risk register (KRR) 2020-25 Assurance framework 2020-25 Risk management policy

Purpose

1. The purpose of this paper is to provide RoS Board with an update on the KRR and assurance framework 2020-25 following EMT and Audit & Risk Committee (ARC) reviews and continuous Key Risk Owner (KRO) 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 at Annex 1 and Assurance Framework at Annex 2 and advise the Keeper on the updates.
4. RoS Board is requested to review the RoS Risk Management Policy at Annex 3, consider ARC recommendations, and advise the Keeper and EMT.

Background

5. The KRR contains the key risk scenarios that may affect delivery of our corporate plan strategic 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 and/or Assurance framework report is also submitted to RoS Board and ARC meetings for advice and/or noting.
6. The Assurance Framework 2020-25 has been fully updated for review by the ARC and RoS Board meetings in November 2020. Improvements have also been implemented to the alignment of the KRR and Assurance Framework reports in advance of the November 2020 meeting.
7. The Risk management policy is owned by EMT and is reviewed annually by EMT, PCS Trade Union, the ARC and the RoS Board
8. EMT initiated the annual review of the Risk Management Policy at its September 2020 corporate governance (CG) meeting and approved the timescales for PCS review, ARC review, RoS Board review and EMT final approval.

Key risk register (KRR) and Assurance framework 2020-25

9. KROs have updated the KRR at their CG meeting monthly reviews with progressive update of risk descriptions, appetite, proximity, scoring, controls and assurance opinions. A copy of the KRR and the Assurance Framework, as at the date of this paper, are at Annex 1 and 2. The 'Live' KRR and Assurance Framework will also be available to RoS Board at its November 2020 meeting.

10. The Assurance Framework content has now been embedded in the Key Risk Register (KRR) Excel file with the following efficiency benefits:

- a. Removal of Word version of the Assurance Framework report.
- b. Elimination of content duplication between KRR and Assurance Framework fields.
- c. All reports can now be generated as PDF from the KRR Excel file.
- d. A single source of information on key risk management and assurance is now available to EMT, ARC and RoS Board and can be used on a 'live' basis by stakeholders such as key risk owners (KRO), governance groups, ERM and auditors.

Risk Management Policy

11. The risk management policy has been reformatted in line with the new PPG policy template and checklist and is included for RoS Board review at Annex 3. No material changes have been made to the policy and previous content aligned very well with the new policy guidance.

12. The EMT approved timescale for 2020 annual review of the risk management policy is outlined below:

- a. 25 September 2020 EMT CG meeting completed initial review of the draft 2020 risk management policy, in new policy template, and approved submission to PCS and the November 2020 ARC meeting for review and advice.
- b. PCS review is in progress.
- c. 02 November 2020 ARC meeting requested to complete a review of the draft 2020 risk management policy, advise any changes and recommendations to the November 2020 RoS Board meeting for review.
- d. 10 November 2020 RoS Board meeting requested to complete a review of the draft 2020 risk management policy, consider any ARC recommendations and/or advise further recommended changes and confirm any recommended changes to the Keeper and EMT.
- e. 18 December 2020 EMT CG meeting to consider any PCS/ARC/RoS Board changes, complete final approval of the policy and its publication on RoS intranet by end December 2020.

Conclusion

13. RoS Board to review the update of the KRR and Assurance framework 2020-25 and Risk management policy at Annexes 1, 2 and 3 and consider the background, topic matter and recommendations in this paper for advice to the Keeper and EMT.

Head of risk and information governance

Corporate

26 October 2020

Risk Management Policy

Author	Head of Enterprise Risk Management		
Reviewed	Head of Risk & Information Governance		
Cleared	Corporate Services Director		
Approval	EMT	Approval Date	18/12/20
Policy Version	1.0		
Review Responsibility	RoS Board ARC PCS EMT	Review Date	10/11/20 02/11/20 02/10/20 25/09/20
Suitable for Publication	Y		
Contact:	rossecretariat@ros.gov.uk		

1 Purpose and Scope

1.1 The RoS Board and Executive Management Team (EMT) recognise that RoS will face a variety of risks in delivering its objectives.

1.2 This policy sets out RoS commitment to responding to the identified threats to achieving our objectives and opportunities for increasing likelihood of success.

1.3 In doing so, the Keeper, RoS Board and the EMT are also committed to supporting the benefits from deploying and resourcing an integrated enterprise risk management (ERM) framework for strategic, change and operational risks, set in the context of the Corporate Plan and risk appetite agreed by RoS Board and EMT.

1.4 This policy applies to all enterprise activities in RoS including all people, processes, premises, technology, information and supply chain activities.

2 Guiding Principles

2.1 The principles of this policy are to:

- ensure it is proportionate and fit for purpose in line with the Scottish Public Finance Manual (SPFM) risk management and internal control guidance
- ensure it is aligned to the context set by the Corporate Plan
- ensure it has a comprehensive scope covering all of our activities
- ensure it is embedded across the organisation
- ensure it is dynamic to respond to change

3 The Policy

3.1 RoS objectives for enterprise risk management (ERM) are to:

- provide appropriate risk information to support decision making at all levels

- assist in achieving economic, efficient and effective processes to achieve the best outcomes, reduced uncertainty and a supportive risk culture
- achieve compliance with our mandatory obligations
- provide assurance that our internal control activities and risk management practice comply with our risk management principles

4 Roles and responsibilities

4.1 The EMT is responsible for the content of this policy, its approval and review, which includes the RoS Board and its Audit & Risk Committee (ARC). They are responsible for ensuring its implementation in practice and for monitoring this over time. They are also responsible for ensuring that appropriate procedures, guidelines or standards as are required to support this are maintained and ownership for these assigned appropriately.

4.2 The RoS Accountable Officer has responsibility for delivery of the enterprise wide implementation of the policy, principles and objectives. The Accountable Officer also approves the governance statement within the RoS Annual Report and Accounts (ARA). The ARA governance statement outlines and evaluates the governance, risk management and internal control arrangements in place during the preceding year. The ARC supports and advises the Accountable Officer in monitoring the corporate governance, risk, value for money and control systems in RoS.

4.3 All Heads of Service are responsible for leading risk management for their services and providing annual certificates of assurance and assurance opinions to the Accountable Officer for the ARA governance statement.

4.4 The RoS ERM service is responsible for the delivery of the integrated ERM framework, including enterprise wide consultancy, training and awareness, on behalf of the Accountable Officer.

5 Approval and review

5.1 This policy will be reviewed annually, unless earlier review is appropriate, by the ARC and RoS Board and approved by EMT.