

Risk	Name	Owner	Threat / Opportunity
1	Financial Health (Annual Performance)	Chris Kerr	Threat
2	Financial Sustainability (Longer Term)	Chris Kerr	Threat
3	Operational Capability	Tracy McIntyre	Threat
4	Public Trust in the Registers	Jennifer Henderson	Threat
5	Future Business Model	Jennifer Henderson	Threat
6	Post 2026 Transition	Jennifer Henderson	Threat
7	Cyber/Information Security & Resilience	Martin Burns	Threat
8	Customer Satisfaction	David Blair	Threat
9	Public Service Reform	Chris Kerr	Threat
10	Maximising Use of RoS Data	David Blair	Threat
11	RoS Reputation 2025-27	David Blair	Threat
12	Finance System	Chris Kerr	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
ARC BAU	12-May-2026	5.1. Annual Assurance Report 2025/26 5.2. Audit and Risk Committee Progress Report 2026-27 5.3. Fraud Management Audit Report 7. RoS Assurance Framework 9. Draft Annual Report and Accounts 2025-26 10. Outstanding Recommendations Log 11.1. Q4 Finance update 11.4. Annual Transparency Review 11.5. Whistleblowing Policy 11.6. Proposed 2027-2032 Corporate Plan Strategic Objectives & Outcomes 11.7. Civil Service Recruitment Audit Actions Progress Update 11.8. IR35 Compliance Audit 11.9. Internal Audit External Quality Assessment Report 11.10. Internal Audit Charter 2026-27 12.1. Q3 2025/26 Privacy Risk – Compliance & Assurance Report 12.2. Q3 2025/26 Employment Legislation Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board	09-Jun-2026	5 Institute of Customer Service Speaker 6 Customer Charter 8 Board Performance Monitoring by exception: • Progress against year 5 delivery plan, including finances • Customer Satisfaction Results 9 KRR by Exception • CP 27-32 Risk Appetite 11 Annual Reports and Accounts Update 13 Statutory Fee Review Project Update 14 Operational Resilience Plan Approach & Cyber Resilience Update 15 DDAT Strategy 17 Corporate Plan 27-32 • TOM Progress Update 18 Health & Safety Annual Report 20.1 Annual Compensation Update & Fraud Reporting 20.2 Finance Systems Upgrade Update 20.3 Supporting Services Review Next Steps 20.5 AI Legislation Update/Briefing/Guidance 20.6 Governance Risk Discussion Tracker 20.7 Year 4 Forecast Review 20.8 Financial delegations - action 7057 update	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓