Risk	Name	Owner	Threat/Opportunity
1	Financial Health	Janet Egdell	Threat
2	Financial Capability	Janet Egdell	Threat
3	Operational Capacity	Janet Egdell	Threat
4	LRC - Ministerial Target 2024	Chris Kerr	Threat
5	Public Trust in the Registers	Jennifer Henderson	Threat
6	Uncertainty of future business model beyond 2024	Jennifer Henderson	Threat
7	People and Change	Jennifer Henderson	Threat
8	Cyber Resilience	Billy Harkness	Threat
9	Product Sustainability	Billy Harkness	Threat
10	LRC - Realising Benefits	Janet Egdell	Opportunity
11	Maximising Use of RoS Data	Janet Egdell	Opportunity
12	Sustain and Improve Customer Experience	Kenny Crawford	Opportunity
13	Relationship with SG	Jennifer Henderson	Opportunity

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Governance Group	Meeting Date	Agenda item name	Risk 1	Risk 2	Risk 3	Risk 4	Risk 5	Risk 6	Risk 7	Risk 8	Risk 9	Oppt. 10	Oppt. 11	Oppt. 12	Oppt.13
		5.1 Finance audit report													
		5.2 Payroll audit report													
ARC BAU	11-May-21	7.1 RoS assurance framework	✓	✓					✓					✓	
		10.CSAT report													
		12. Key risk register extract													
		5. 2024 Principles													
		6. Review of Roadmap to 2024													
		8. KPI & Finance Update													
Board	08-Jun-21	9. People Dashboard	✓	✓			✓	✓	✓				✓	✓	
		11.Key Risk Update													
		12. H&S Annual Report													
		15. Draft Annual Report & Accounts													
ARC check in	13-Jul-21														
		 Benefits realisation of domains deep dive 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		2. Assurance opinions & target measures deep dive													
ARC BAU	20-Aug-21	6. Annual report and accounts													
		10.1 PKI audit report	✓	1					1	1				1	
		10.2 Transition project lessons learned	•	'					•	· ·				•	
		10.3 Complaints review													
		7. Annual Report and Accounts													
	14/15 Sept 21	9. KPI, Finance & People Reporting													
		10. Key Risk Reporting													
Board		12. 2024 Roadmap Update	✓	✓	✓		✓	✓	✓		✓		✓		
		17. People & Workplace Workshop incl. Hybrid													
		Working													
		19. Vision for RoS Beyond 2024													
ARC check in	28-Sep-21	Fraud deep dive	✓	✓											
		report													
		5.3 Data Management: Use/Storage and Governanve													
		of Data audit report													
		7.1 RoS assurance framework 2021-2026													
ARC BAU	09 Nov 21		✓	1	✓	/	1	/	1	1	/	1	1	1	1
	09-Nov-21	8.1 Investors in People overview	•			•			The state of the s				,		,
		8.2 NFI overview and self-assessment													
		10.1 Finance update													
		10.2 KPI Scorecard - Sept 21													

		2024 Roadmap, Strategic Workforce Plan,											,		
		Corporate Plan forward look 2022 - 2027													
		8. 6 month corporate plan review													
		9. KPI, People & Finance Reporting													
Board Meeting	14-Dec-2021	11. KRR reporting	1	/	/	/	1	1	1		1		✓	1	
Board Wieeting	14-Dec-2021		•	,				,	•				•	·	
		13. IIP & CSPS Results													
		15 Draft Board skills matrix													
		16. EDI Steering Group Update													
		16. Environmental Policy													
		7. Assurance Framework													
		8. Annual Review of Policies													
ARC BAU Meeting	08-Feb-2022	9. Statement of Financial Risk Overview	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		10. Certificate of Assurance Overview													
		11. Adarma Overview													
		5. Digital Update													
		-Product Sustainability													
		-Cyber Resilience													
		-Digital Roadmap & Workforce Plan													
		6. People & Change Roadmap & Critical Path													
		-Strategic Workforce Plan													
		-CSPS & IIP Action Planning													
Board Meeting	08/09 March 2022	8. Corporate Plan Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
		9. KPI, People & Finance Reporting													
		11. Roadmap Reporting													
		13. KRR Reporting													
		14. Transparency Review													
		15.1. Financial Delegations 2022													
		22. Board Skills Audit Results													
		24. Championing Inclusive Leadership Training													
	29-Mar-2022	IR35 deep dive				,			,	,	,				,
ARC check in		New Registers deep dive	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		Work in Progress deep dive													
ARC Meeting	10-May-2022	5.3 Business Continuity Planning Report													
		6.1 Annual Audit Plan 2021-2022													
		7.1 ARC Assurance Framework 2022-2027													
		7.3 KRR - Financial Review													
		8.1 MSP Survey 2021													
		8.2 Management Essentials Evaluation													
		12.1 Finance Update	1	1	1	1	1	1	1	✓	1	1	✓	1	✓
		12.2 KPI Scorecard March 2022	•	·				·			·	·			
		12.4 Information Assurance and Governance Report													
		12.5 ISMS progress update													
		12.6 RCI Beta Assessment Results													
Board Meeting	14-Jun-2022	5. Strategic Workforce Plan													
		7 Customer & Stkeholder Engagement Strategy													
		8. Data Strategy													
		10. Draft Annual Report and Accounts	✓	✓	✓		✓	✓	✓				✓	✓	✓
		11. Annual Compensation Update													
		12. H&S Annual Report													
		18.2 EDI Steering Group Update													
ARC check in	12-Jul-2022	Land Register Automation deep dive													
ANC CHECK III	12-301-2022				✓				√						1
1	1	2. IR35 update		1	v		1	1	•				l		l

ARC BAU	09-Aug-2022	5.2 Grow our Own (GOO) IA report 6. Draft annual audit report and covering letter 7. Draft annual report and accounts 8. Assurance framework & KRR 9. Draft ARC report to the Board 10.1 Moveable transactions project business justification gate 10.2 compliance check of the RoS Country of Origin stastics by the OSR 10.3 We Invest in People interim report	,	*	~	*	·	*	~	~	~	~	*	~	~
Board Meeting	13/14 Sept 2022	5. ARC Annual Report 6. Audit Scotland 21-22 Annual Report and covering letter 7. Annual Report and Accounts 9. Board Performance Monitoring 10. ARC Quarterly Update 11. KRR Reporting by Exception 13. Corporate Plan Workshop 15. Board Effectiveness Review Results 16. Board ToR Review 22. Culture Workshop 24. Gartner Session re org restructure in a digital world 26. Developing an Estates Strategy Session	,	·	✓	4		•	*		*		·		
ARC check in	28-Sep-2022	People & Change deep dive Operational Capacity deep dive			✓				✓						
ARC BAU	08-Nov-2022	5.3 Procurement Systems audit report 7.1 Risk assurace framework 2022-2027 & key risk register 8.1 PPG interim report 8.2 Civil Service Commission Scorecard 2021-2022 8.3 Data quality risk and assurance annual report 2021-2022	√	1	√	4	√	√	*	√	*	√	√	*	~