

## For Decision

Agenda Item 8.1  
Date of Meeting: 08/05/25

To: The Audit & Risk Sub-Committee  
From: The Director  
Subject: Review of Strategic Risk Register

---

### 1. Introduction and Purpose

- 1.1 It is part of the Sub-Committee's remit to review the Strategic Risks at its meetings.
- 1.2 The purpose of this report is to present the Strategic Risk Register for the Sub-Committee's consideration and review.

### 2. Strategic Risk Register

- 2.1 The strategic risks were last reviewed by the Management Team at its meeting on 4<sup>th</sup> April 2025. Currently there are 12 strategic risks which are ordered highest to lowest in terms of level of residual risk. A summary of the changes made by the Management Team is as follows:
  - The pandemic risk was renamed to Business Interruption with specific risks and existing controls being amended to cover a broader risk. The risk rating was also reviewed resulting in the residual rating increasing from 4 to 10.
  - Net Zero – existing controls and additional controls were amended.
  - Banking activities – revised to reflect the cyber insurance review which resulted in the adequacy status being changed to adequate.
- 2.2 The Management Team concluded no further amendments or additions were required at that time.
- 2.3 The Sub-Committee is asked to consider the Strategic Risks further and decide whether any other risks need to be added or if any amendments are required to the existing risks.

### 3. Risk

- 3.1 We have considered our approach to risk management and have identified the key risks under the following risk categories and the measures we have taken to mitigate such risks.

Risk Category	Mitigating Measure
<p>Governance:</p> <ul style="list-style-type: none"> <li>• Fail to identify risks to Rosehill and establish mitigating measures which can: <ul style="list-style-type: none"> <li>○ lead to poor decision making and ineffective governance;</li> <li>○ impact on our ability to deliver our Business Plan objectives</li> </ul> </li> </ul> <p>Legislative and Regulatory:</p> <ul style="list-style-type: none"> <li>• as above and,</li> <li>• Fail to meet regulatory requirements (Standard 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive Risk Management Policy;</li> <li>• Risk Appetite Model;</li> <li>• Regular review of strategic risks by Management Committee, Audit &amp; Risk Sub-Committee and the Management Team;</li> <li>• Risk section within Committee Reports</li> </ul>

#### 4. Delivery of our Strategic Objectives

Area	Related Strategic Objective(s)
Review of Strategic Risks	<p>7) Achieve the highest standards in all that we do</p> <p>6) Use resources efficiently and effectively</p>

#### 5. Application of our Core Values

Area	Related Core Value(s)
Review of Strategic Risks	<ul style="list-style-type: none"> <li>• Accountable and Compliant;</li> <li>• Efficient and Responsible;</li> <li>• Excellent and Committed</li> </ul>

#### 6. Compliance and Assurance

6.1 Reviewing our strategic risks regularly and having a comprehensive policy in place to govern our approach to risk management, should ensure we are clear on what risks we face and have mitigating measures in place to reduce risks, where possible. This means we are compliant with Regulatory Standards. In particular:

Compliance Source	Details
The Standards of Governance and Financial Management for RSLs	<p><b>Standard 3</b> - The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.</p> <p><b>Guidance 3.3</b> - The RSL has a robust business planning and control framework and effective systems to monitor and accurately report delivery of its plans. Risks to the delivery of financial plans are identified and managed effectively. The RSL considers sufficiently the financial implications of risks to the delivery of plans.</p> <p><b>Standard 4</b> - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p> <p><b>Guidance 4.4</b> - The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.</p>

## 6.2 Evidence Bank

Evidence	Assurance Exercise Location
<ul style="list-style-type: none"> <li>• Report for 08/05/25 meeting;</li> <li>• Updated Strategic Risk Register;</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Standard 3 – Guidance 3.3</li> <li>• Regulatory Standard 4 – Guidance 4.4</li> </ul>

6.2.1 Committee is reminded that our Assurance Exercises are available in the Committee Log-in Area of our website, which Committee can access at any time.

## **7. Summary and Decision Required**

- 7.1 The Strategic Risk Register was last reviewed by the Management Team at its April meeting. A summary of the main changes is set out in Section 2 of this report.
- 7.2 The risks relating to risk management are set out in Section 3.
- 7.3 Section 4 shows how regularly reviewing our risks and having a comprehensive approach to risk management, links to the delivery of our strategic objectives.
- 7.4 Section 5 shows how regularly reviewing our risks and having a comprehensive approach to risk management, links to the application of our Core Values.
- 7.5 Section 6 sets out how we comply with Regulatory requirements.
- 7.6 The Sub-Committee is asked to consider this report and to review the Strategic Risk Register and decide the following:
- Does the Register continue to reflect the current strategic risks facing Rosehill? If not
    - Are any new risks to be added?
    - Are any changes required to the existing risks?