

For Decision

Agenda Item: 10
Date of Meeting: 25/02/26

To: The Management Committee
From: The Director
Subject: Quarterly Review of Strategic Risk Register

1. Introduction and Purpose

- 1.1 It is part of the remit of the Audit & Risk Sub-Committee to monitor and review the strategic risks at its meetings. The Sub-Committee also reviews any operational risks that are rated above the associated risk appetite level. The Management Team is responsible for monitoring and reviewing the strategic and operational risks every 2 months at its meetings.
- 1.2 Having an effective risk management system in place is a key component of good governance and effective business planning. Therefore, risk remains a key responsibility of the Management Committee and as such our Strategic Risks are considered by Committee on a quarterly basis.
- 1.3 The purpose of this report is to present the current Strategic Risk Register for Committee's review. Committee is asked to consider the Register and decide whether any further changes are needed.

2. Review of Strategic Risks

- 2.1 The Register was last reviewed by the Management Team at its January meeting and by the Audit & Risk Sub-Committee at its meeting on 10/02/26.

Management Team Review – 16th January 2026

- 2.2 A summary of the changes made by the Management Team is as follows:
 - Economic uncertainty – remove existing control “welfare rights service” as service has not been available consistently – may look at a partnership approach to cover this.
 - Economic uncertainty – remove risk “coronavirus legacy”
 - SHR – it has been suggested that the “fail” is too negative – agreed that there is no suitable replacement for this wording

- Invest in Properties – reword “promise to tenants” under existing controls to “plans”
 - Banking – remove “monitor credit ratings” from existing controls as there is no requirement for this.
 - Banking – remove “achieve above target covenants” as this is referred to higher up
 - Digital exclusion – SQ to check if “Scotland’s Digital Charter” is still relevant
- 2.3 The Management Team concluded no further amendments or additions were required at that time.
- 2.4 The Housing Services Manager subsequently confirmed that “Scotland’s Digital Charter” is no longer applicable to Rosehill and updated the risk register accordingly.

Audit & Risk Sub-Committee Review – 10/02/26

- 2.5 The Sub-Committee considered the changes made by the Management Team at its January meeting.
- 2.6 The Sub-Committee discussed the risks relating to the Director leaving and Digital Exclusion. It was acknowledged that when the Management Team reviewed the strategic risks at its January meeting, the Director had not confirmed her plans to retire. Therefore, there were no changes made to the risk. Now that Committee has received formal notification of the Director’s retirement, the Sub-Committee decided that some additional risks need to be added:
- Potential change in Direction of Association;
 - Potential impact on morale of staff and committee (both in terms of working with a new Director or if any Managers unsuccessfully applied for post)
- 2.7 Further discussion took place and the Sub-Committee concluded that both the inherent and residual risk rating is likely to increase. G Mogan was to review and make necessary changes.
- 2.8 The Sub-Committee then discussed whether the Digital Exclusion risk should be higher. G Mogan advised that it is intended to introduce a self-service function once the new Homemaster software is implemented and our new website is launched. She referred to Rosehill’s objective to embrace technology whilst ensuring no-one is left behind. There will still be a balance between digital and more traditional methods for communication, engagement, accessing services, etc. The Sub-Committee concluded that this should remain low risk.

2.9 The Sub-Committee acknowledged that following the group session at the business planning event in November, which reviewed the strategic risks, it was my intention to update the register further. The feedback related to:

- Director Leaving - It was concluded the risk would need to be reviewed if and when the Director submitted her notice to retire.
- Property/Stock Condition - Add under Specific Risks Column – Need for medical adaptations to homes
- Digital Inclusion - Recognition that tenants’ digital knowledge is changing; opportunities to support digital engagement with launch of new IT system and new website

2.10 On completion of its review of the Strategic Risk Register the Sub-Committee concluded that no further changes were required at that time.

Revised Strategic Risk Register

2.11 The revised register takes account of the changes made by the Management Team in January, the Sub-Committee in February and the feedback from the group session at the business planning event. The changes relating to the Director Leaving, has resulted in the inherent and residual risk increasing as follows:

| Inherent Risk | Residual Risk |
|--|---|
| Impact increased from 4 to 5 Likelihood remains at 4 New Rating: 20 (16) | Impact increased from 3 to 4 Likelihood remains at 3 New Rating: 12 (9) |

2.12 There is now an additional column in the register to record the movement in any of the risks (↑, ↓, ↔) as recommended by the Chair of the Audit & Risk Sub-Committee.

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 |
|--|---|
| Governance: • Fail to identify risks to Rosehill and establish mitigating measures which can: | • Comprehensive Risk Management Policy; • Risk Appetite Model; |

| | |
|---|---|
| <ul style="list-style-type: none"> ○ lead to poor decision making and ineffective governance; ○ impact on our ability to deliver our Business Plan objectives <p>Legislative and Regulatory:</p> <ul style="list-style-type: none"> ● as above and, ● Fail to meet regulatory requirements (Standard 4) | <ul style="list-style-type: none"> ● Regular review of strategic risks by Management Committee, Audit & Risk Sub-Committee and the Management Team; ● Risk section within Committee Reports <p>As above</p> |
|---|---|

4. Delivery of our Strategic Objectives

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

5. Application of our Core Values

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

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>Standard 3 - 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>Guidance 3.3 - 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</p> |

| | |
|--|---|
| | <p>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>Standard 4 - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.</p> <p>Guidance 4.4 - 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"> • Report for 25/02/26 meeting; • Reviewed Strategic Risk Register (Feb 2026); | <ul style="list-style-type: none"> • Regulatory Standard 3 – Guidance 3.3 • Regulatory Standard 4 – Guidance 4.4 |

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 Our approach to risk management ensures risk remains a key responsibility of the Management Committee. The Management Committee reviews the strategic risks on a quarterly basis, following the Audit & Risk Sub-Committee's reviews.

7.2 Attached is the Strategic Risk Register for Committee to review. Section 2 sets out the changes made to the Register by the Management Team in January and the Audit & Risk Sub-Committee at its meeting earlier this month. It also covers the changes following the group discussion at the business planning event in November.

7.3 Section 3 sets out the risks associated with having inadequate risk management processes.

- 7.4 Section 4 shows how regularly reviewing our risks and having a comprehensive approach to risk management, links to the delivery of our strategic objectives.
- 7.5 Section 5 shows how regularly reviewing our risks and having a comprehensive approach to risk management, links to the application of our Core Values.
- 7.6 Section 6 sets out how we comply with Regulatory requirements.
- 7.7 The 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?