**For Decision**

Agenda Item: 10.
Date of Meeting: 26/08/26

To: The Management Committee

From: The Chief Executive Officer

Subject: Review of Strategic Risk Register

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## 1. Introduction and Purpose

1.1 It is part of the Audit & Risk Sub-Committee's remit 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.

1.2 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. Strategic Risk Register

2.1 The strategic risks were last reviewed by the Management Team at its meeting on 8th July 2026. 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:

MT reviewed the register and made the following changes:

- Risks where the Director has sole or joint responsibility have been updated to CEO.

- Loss of Director: This has been updated to – Loss of CEO/Senior Leadership Succession.

- Specific Risks updated to:
    - Loss of organisational knowledge and strategic direction;

- Disruption to business continuity and delivery of the Business Plan;
- Reduced confidence from tenants, the Management Committee, regulators and partners;
- Delays to key strategic projects and decision making;
- Difficulties recruiting experienced leaders within the Scottish housing sector.

▪ Existing Controls updated to:
- Robust succession planning.
- Experienced Management Team with defined responsibilities.
- Management Committee oversight and regular performance appraisal of the CEO.
- Business continuity arrangements.
- Documented strategic and operational plans.
- Leadership development and talent planning.
- Appropriate notice period within CEO contract.

▪ Residual Risk Rating reduced to 10 (I:5 x L: 2) from 12 (I: 4 x L: 4)

- Failing to meet SHR expectations: it was highlighted to the Management Team that the CEO was meeting with the SHR Regulation Manager on the 10/07/26 for introductions.

2.2 The Sub-Committee considered the changes made by the Management Team at its May meeting.

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

**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:<br><br>• Fail to identify risks to Rosehill and establish mitigating measures which can: | • Comprehensive Risk Management Policy;<br>• Risk Appetite Model;<br>• Regular review of strategic risks by Management Committee, Audit & Risk Sub- |

| | |
|---|---|
| ○ lead to poor decision making and ineffective governance;<br>○ impact on our ability to deliver our Business Plan objectives<br><br>Legislative and Regulatory:<br><br>• as above and,<br>• Fail to meet regulatory requirements (Standard 4) | Committee and the Management Team;<br>• Risk section within Committee Reports |

## 4. Delivery of our Strategic Objectives

| Area | Related Strategic Objective(s) |
|---|---|
| Review of Strategic Risks | 4) Achieve the highest standards in all that we do |

## 5. Application of our Core Values

| Area | Related Core Value(s) |
|---|---|
| Review of Strategic Risks | • Excellence<br>• Trusted<br>• Transparent |

## 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 | Standard 4 - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.<br><br>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. |

6.2 Evidence Bank

| Evidence | Assurance Exercise Location |
|---|---|
| • Report for 03/08/26 meeting;<br>• Updated Strategic Risk Register; | • 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 The Strategic Risk Register was last reviewed by the Management Team at its meeting on 8th July 2026. 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?