

For Decision

Agenda Item: 11
Date of Meeting: 26/11/25

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 November meeting and by the Audit & Risk Sub-Committee at its meeting on 18/11/25.

Management Team Review – 7th November 2025

- 2.2 A summary of the changes made by the Management Team is as follows:
 - Net Zero – recognised that much is still unknown in relation to when and how this will be introduced and the level of funding, if any, will be available to social landlords but still remains as the top risk. Will seek an update from S Hunter, Technical Services Manager who has attended a recent conference on Health & Safety which may or may not have included reference to net zero measures;

- Net Zero – an additional control added relating to new model for rent increases which is inflation plus increases to build provision for meeting costs of net zero measures;
- Economic uncertainty – existing control added relating to new model for rent increases which is inflation plus increases;
- Economic uncertainty – consider adding existing control in relation to use of Cazenove, wealth management.

2.3 The Management Team concluded no further amendments or additions were required at that time.

Audit & Risk Sub-Committee Review – 18/11/25

2.4 The Sub-Committee considered the changes made by the Management Team at its November meeting.

2.5 The Sub-Committee acknowledged that the Director had since made the changes to the Risk Registers to include a column to record the overarching risk category for the risk issue e.g. the risk category might be financial, governance or legislative/regulatory.

2.6 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
<p>Governance:</p> <ul style="list-style-type: none"> • Fail to identify risks to Rosehill and establish mitigating measures which can: <ul style="list-style-type: none"> ○ lead to poor decision making and ineffective governance; ○ impact on our ability to deliver our Business Plan objectives 	<ul style="list-style-type: none"> • Comprehensive Risk Management Policy; • Risk Appetite Model; • Regular review of strategic risks by Management Committee, Audit & Risk Sub-Committee and the Management Team; • Risk section within Committee Reports
<p>Legislative and Regulatory:</p>	<p>As above</p>

<ul style="list-style-type: none"> • as above and, • Fail to meet regulatory requirements (Standard 4) 	
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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 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</p>

	<p>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>
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6.2 Evidence Bank

Evidence	Assurance Exercise Location
<ul style="list-style-type: none"> • Report for 26/11/25 meeting; • Reviewed Strategic Risk Register; 	<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 November and the matters considered by the Audit & Risk Sub-Committee at its meeting on 18th November 2025.

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?