RTPI Corporate Risk Register - SUMMARY

June 2021

				June 2021						
				Gross		Net				
Risk Reference	**Risk Description**	**Owner**	**Lead Service Plan(s)**	**Impact**	**Probability**	**Impact**	**Probability**	**Risk Status**	**Review Date**	**Notes on Amendments**
R01	**Governance Failure**	Chief Operating Officer	Governance	5	5	5	2	**15**	Oct-21	
R02	**Volunteer Fatigue and Attrition**	Director of Scotland, Ireland and English Regions	Regions, Nations, PAE & Governance	4	3	4	2	**12**	Nov-21	
R03	**Brand and Reputational Damage**	Chief Operating Officer	Marketing / Communications	4	3	4	2	**12**	Jan-21	
R04	**Relationships With Governments, Not Having Impact Members Would Like to See**	Director of Communications	PPRN / Nations / Parliamentary Affairs	3	4	3	3	**12**	Apr-21	
R05	**Loss of leading position in Education**	Director of Education and Profession	Education & Careers	4	4	4	1	**8**	Oct-21	
R06	**Chartered membership numbers decline**	Chief Operating Officer	Membership / All	5	5	5	5	**30**	Mar-21	
R07	**Vacant**							**0**		
R08	**Competitor Organisation Taking Over Services**	Chief Operating Officer	All	4	4	4	2	**12**	Jul-21	
R09	**Failure to Comply with Health and Safety at Work Legislation**	Chief Executive	HR / Office Services	5	4	5	2	**15**	Oct-21	
R10	**Failure to Comply With Legislation and Regulation**	Chief Operating Officer	HR / Office Services / IT / Compliance	4	3	4	3	**16**	Sep-21	
R11	**Loss of financial resources to maintain current service levels**	Chief Operating Officer	All	4	5	3	4	**15**	May-21	
R12	**Financial loss resulting from fraud**	Chief Operating Officer	Finance	4	3	3	1	**6**	Jul-21	
R13	**Financial loss resulting from inadequate insurance cover**	Chief Operating Officer	Finance	4	3	3	1	**6**	Aug-21	
R14	**Lack of income diversification**	Chief Operating Officer	All	4	4	3	3	**12**	May-21	
R15	**Failure to have appropriate operating configuration to achieve business transformation and achieve CSIP**	Chief Operating Officer	IT / Finance / All	3	5	3	2	**9**	Jun-21	
R16	**Failure to Maintain Essential Services (Business Continuity)**	Chief Operating Officer	IT / HR / Office Services / Comms	5	5	5	1	**10**	Sep-21	
R17	**Failure to Attract and Retain Colleagues With the Right Skills and Experience**	Chief Operating Officer	HR	4	4	4	3	**16**	Jan-22	
R18	**RTPI Data Assets Compromised**	Chief Operating Officer	IT	5	5	5	2	**15**	Jun-21	
R19	**Lack of Effective Event Strategy Implementation**	Chief Operating Officer	Events / Training / Regions / Nations	4	4	4	2	**12**	Jul-21	

Risk Register Scoring

The scoring process adopted for the RTPI Register is a standard model used and is recommended by the Charity Commission.

The methodology considers how likely the risk is to occur (Likelihood) and how severe its impact would be on the RTPI if it did occur (Impact). It enables a focus on those risks that would have a more significant impact on the RTPI; however lower impacts must not be ignored because they can trigger other risks leading to a compound of effects. Risk scoring often involves a degree of judgement or subjectivity, but wherever possible evidenced-based judgements are made.

The score is generated by (Likelihood x Impact) + Impact. This formula multiplies impact with likelihood then adds a weighting again for impact. The effect is to give extra emphasis to impact when assessing risk. However this can mean that whilst actions to reduce the Likelihood of a risk occurring are in place, there may be little change to the score, because there is an emphasis on the Impact grade.

The heat map below illustrates the grading for Impact and Likelihood and the range of scores.

Risk Assessment - Heat Map

Impact					
5 = Extreme /Catastrophic	10	15	20	25	30
4 = Major	8	12	16	20	24
3 = Moderate	6	9	12	15	18
2 = Minor	4	6	8	10	12
1 = Insignificant	2	3	4	5	6
	1 = Remote	2 = Unlikely	3 = Possible	4 = Probable	5 = Highly Probable

Likelihood

RTPI Corporate Risk Register

R01	Governance Failure

Category	Governance
CSIP Ref	Governance
Service Plan	n/a
Owner	COO
Dependencies	Governance Manager / SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	5	5
Mitigated score	5	2

Net Risk (IM x LK) + IM	**15**

Cause(s) and potential impact of risk event

- Lack of resources available to support effective governance
- Lack of knowledge and experience to advise colleagues and volunteers on compliance
- Insufficient volunteers to meet governance obligations
- Officer or volunteer fails to comply with regulatory or legal responsibilities leading to sanctions
- Failure to comply with regulations leads to loss of Charity Commission registration and charitable status
- Governance failure leads to loss of trust and confidene amoung volunteers
- Disatisfaction with governance processes leads to member discent and action

Description of controls to mitigate risk

- Key governance documents made available to all colleagues and volunteers
- Chartered (CISC) officers employed in governance team supported by legal experts when required
- Code of conduct in place and widely communicated
- Independent Audit committee oversees and reports back to membership
- Volunteer and Trustee induction programmes in place
- Trustees complete annual register of interests and declaration of interests at every meeting
- Terms of reference established for key committees
- Externally facilitated board effectiveness review completed and recommendations acted on
- Elections outsourced to competent provider
- Introduction of a secure Board Portal to share compliance information
- Volunteering Strategy which sets out commitment and expectations for volunteers and Institute, supported by the Volunteering Handbook.
- Regular engagement programme with the GA to facilitate dialogue
- Requirement to declare criminal convictions

Actions	Who	Target Date
Implement Board Effectiveness Review recommendations	Gov Mgr/BOT	end 2022
Review and update of all Governance Documents	Gov Mgr/BOT	end 2022
Use Trustees skills audit in committee and Co-opted Trustee decisions	Chair/BOT	ongoing
Improve action and decision reporting to BOT	COO	end 2021
Align BOT work plan with Corporate Strategy	Chair/BOT	ongoing
Implement SET Governance training plan	COO	end of 2021
Further development of the Board Portal	Gov Mgr	ongoing

Notes

Effectiveness Review is unclear because the consultation process is still in progress and changes to the Bye-Laws require a member vote in favour.

Reviewed on:	Jan-21
Next review:	Oct-21

RTPI Corporate Risk Register

R02	Volunteer fatigue and attrition

Category	Governance
CSIP Ref	Volunteering
Service Plan	Gov, Regions, Nations, PAE
Owner	DSIER
Dependencies	SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	3
Mitigated score	4	2

Net Risk (IM x LK) + IM	**12**

Cause(s) and potential impact of risk event

- Failure to recruit, retain and support volunteers impacts on delivery of regional, national and planning aid services and RTPI reputation
- Reputational issue associated with the actual or perceived behaviours of an RTPI volunteer results in other RTPI members being put-off from volunteering
- Lack of volunteers in key areas of delivery for members could see to a reduction in lack of services delivered
- Failure to attract volunteers with right skills

Description of controls to mitigate risk

- Volunteer Strategy is embedded across RTPI
- Planning Aid volunteer strategy embedded in their work
- Maintain effective communications with volunteers
- Active recruitment of volunteers through initatives such as the annual elections, and annual call to join RTPI Standing Committees
- Recognition and celebration of important role played by volunteers through the published Corproate Stategy, Volunteer Strategy and associated media and Comms and media activities
- Accessible and clear information on the RTPI website on how to become a volunteer
- Engagement and agreement on Project One Institute to help clarify roles of, and relationships between, the

Actions		Who	Target Date
1	Source additional dedicated resource to coordinate volunteering activity	CEX	Mar-21
2	Implement volunteer strategy	SET / SRO Director	Dec-21
3	Agree One Institute approach	Director	Dec-21
4	Review Volunteer Strategy and agree way forward	SRO/ Director	Jun-22

Notes

Date last reviewed:	Mar-21
Review date:	Nov-21

RTPI Corporate Risk Register

R03	Brand and Reputational Damage

Category	External
CSIP Ref	Brand
Service Plan	Comms, Marketing
Owner	DCCS
Dependencies	

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	3
Mitigated score	4	2

Net Risk (IM x LK) + IM	**12**

Cause(s) and potential impact of risk event

- Misuse or loss of control of the Institute's brand assets
- Loss of ability to leverage income from brands
- Inappropriate actions become associated with the brand assets permanently downgrading their value or use
- Adverse publicity through the inappropriate use of the Institute's brand assets by a third party
- Adverse publicity through the inappropriate use of the Institute's brand assets by a employee or volunteer
- Loss of confidence from members leads to resignations

Description of controls to mitigate risk

- Qualified communications employed and responsible for all communications activity
- Communications 'grid' agreed by the CEX and communications teams weekly
- Media training for senior spokes people
- Use of expert consultants for specialist advice where necessary
- Campaign strategy and campaign priorities in place and regularly reviewed
- Social media policy in place and monitored for compliance
- Planning 'space' press channels monitored
- Institute's brand guidelines in place and monitored
- All institute's key brand assets protected by trade marking

Actions		Who	Target Date
1	Agree limited spokes people 'roster' and rollout phase two training	HoC	end 2020
2	Agree website publication responsibilities and implement controls	HoC	end 2020
3	Reduction in secondary brands and controls over the use of brand equity	HoC	end 2020
4	Implement internal communications strategy	HoC	end 2020
5	Brand strategy project delivery (CSIP)	HoC	end 2022
6	Phase II trade mark investment programme	HoC	end 2021

Notes

Date last reviewed:	Aug-20
Review date:	Jan-21

RTPI Corporate Risk Register

R04	Relationships With Governments, Not Having Impact Members Would Like to See

Category	External
CSIP Ref	Raising the Profile of Planning
Service Plan	PPRN & Nations
Owner	DCCS
Dependencies	Dirs Nations, Head of Policy, P Affairs

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	3	4
Mitigated score	3	3

Net Risk (IM x LK) + IM	**12**

Cause(s) and potential impact of risk event

- Unable to secure meetings with key stakeholders
- Key influencers unaware of the RTPI
- Members look to others for influencing
- Other organisations securing key positions of influence

Description of controls to mitigate risk

- Appointment of a Parliamentary AffairsOfficer
- Active engagement and profile in devolved nations
- CE prioritising engagement andarising regular meetings with key stakeholders to develop personal relationships
- Implemntation of ComRes surveys and development of a KPI to measure influence
- Communication of activity through new webs site and other channels increased
- Maximise potential of attendance at Party Conferences including fringe events
- Secretariat of the APPG for Planning
- Quick response to announcements and changes
- Stakeholder Bulletin

Actions		Who	Target Date
1	Further investment in Parliamentary Affairs resource	SET / Head of Comms	ongoing 2021
2	Responding to MHCLG, devolved Nations and other consultations	CEX & Nations' Directors	ongoing 2021
3	Development of a KPI to measure influence (Perception Survey)	Head of Comms	ongoing 2021

Notes

Date last reviewed:	Aug-20
Review date:	Apr-21

RTPI Corporate Risk Register

R05	Loss of leading position in Education

Category	External
CSIP Ref	Raising the Profile of Planning
Service Plan	Education & Careers
Owner	Director of Education
Dependencies	Comms, Marketing, N&R

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	4
Mitigated score	4	1

Net Risk (IM x LK) + IM	**8**

Cause(s) and potential impact of risk event

- Universities do not value, and/or seek to withdraw from RTPI accreditation of planning schools e.g. competing
- Members fail to undertake CPD: risk to professional standards of practitioners and risk to reputation to RTPI and planning as a discipline
- Reduction in pipeline of planning student and conversion to practising planners - lack of buy-in from planning
- High profile unethical behaviour creates risk to reputation of RTPI and planning as a discipline

Description of controls to mitigate risk

- Effective management of accreditation process, Partnership Boards and PAP
- Maintain relevance, quality and appropriate mechanism of dissemination of CPD (online and in person)
- Future Planners campaign and Bursaries projects
- Apprenticeship programmes
- Code of Conduct and the disciplinary process in place
- Periodic review of education strategies, policies and procedures
- Ambassadors & Safeguarding policy in place
- Corporate strategy projects including GROWPLAN, CHANGE, EXPLORE, and Education for Everyone

Actions		Who	Target Date
1	Complete a review of Initial Learning Outcomes and education policy	Director of Education	Sep-22
2	Review Ambassadors work and provide support and training for education volunteers and regional/national staff	Head of PD & Education, National Directors	Ongoing
3	Promotion and expansion of apprenticeships	Head of PD & Education, National Directors	Ongoing
4	Working with sector bodies and governments on promotion of planning as a career and funding support	Head of PD & Education, National Directors	Ongoing
5	Communication and support to members on professional standards and robust application of Code of Conduct/disciplinary process and	Director of Comms & Director of Education	Ongoing
6			

Notes

Date last reviewed:	Apr-21
Review date:	Oct-21

RTPI Corporate Risk Register

R06	Chartered membership numbers decline

Category	External
CSIP Ref	Value of Membership
Service Plan	Membership
Owner	COO
Dependencies	SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	5	5
Mitigated score	5	5

Net Risk (IM x LK) + IM	30

Cause(s) and potential impact of risk event

- New members do not join the Institute - reducing overall membership numbers and subscription income
- Members do not renew their subscriptions and retention rates drop which impacts on the influence and credibility of the Institute
- Members do not join or renew due to the perceived lack of value in membership causing reputational damage to the RTPI
- Chartered members increasingly transfer to Retired membership, reducing subscription income and reducing the number of Chartered members in practice
- Economic recession leads to a loss in members
- Fewer employers, particularly in the public sector, pay for professional membership fees or value membership
- Shortage in the pipeline of Chartered planners caused by free student members not converting to a paying class of membership
- Drop in number of students enrolling on courses and slow take up of apprenticeships

Description of controls to mitigate risk

- Professional Development Plan (PDP) Support Phase
- Student membership strategy to increase conversion from student membership to Licentiate membership
- GROWPLAN to deliver conversion to Chartered membership strategy
- Promotion of value of membership - to public and private sector
- Routes to membership framework
- Flexible payment options/methods
- Self-service for members on RTPI website
- Streamlined processes and procedures
- Member focussed subscription reminder/renewal process
- Employer engagement - Learning Partnerships with employers
- RTPI Bursaries
- Apprenticeship programmes

Actions		Who	Target Date
1	Launch GROWPLAN	Head of Membership	Oct-20
2	Implement GROWPLAN	Head of Membership	Jan-21
3	Introduce Monthly Direct Debits	Head of Finance / Head of IT	Jan-21
4	Development of apprenticeship offer	Head of Edcn & Nations Directors	Mar-21

Notes

Date last reviewed:	Aug-20
Review date:	Mar-21

RTPI Corporate Risk Register

R08	Competitor Organisation Taking Over Services

Category	External
CSIP Ref	Member Services
Service Plan	All
Owner	DCCS
Dependencies	SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	4
Mitigated score	4	2

Net Risk (IM x LK) + IM	**12**

Cause(s) and potential impact of risk event

- New entrant in core membership services area competing directly with membership offer
- Existing planning membership organisation takes aggressive compeitive approach
- Increase in competition from existing or new provider in non-subscription sevices (e.g. events and training)
- Cost or economic pressures reduces profitability
- Loss of advertising and sponsorship revenue due to competition
- Loss of specialist skills required to deliver services

Description of controls to mitigate risk

- Monitoring of potential competitor change
- Maintain / develop strong position of RTPI services
- Brand Strategy a foundation of the Corporate Strategy
- Marketing activity to promote RTPI offer
- Roll out of the Events Strategy
- Roll out of GROWPLAN
- Development of the Planner Live and Planner Jobs brands
- Review of non subscription services under the Diversifying Sources of Revenue Corporate Strategy Foundation

Actions		Who	Target Date
1	Develop competitor register and activity record	DCCS	Jun-21
2	Bi-monthly SET competitor activity review - SET meetings	DCCS	June 21 ongoing
3	Use analysis to review risk score and new actions	DCCS	June 21 ongoing

Notes

Links with development of Corporate Event Strategy

Date last reviewed:	Aug-20
Review date:	Jul-21

RTPI Corporate Risk Register

R09	Failure to Comply with Health and Safety at Work Legislation

Category	Regulatory and Compliance
CSIP Ref	RTPI Home
Service Plan	Office Services / HR
Owner	Chief Executive
Dependencies	COO / SET / BOT

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	5	4
Mitigated score	5	2
Net Risk (IM x LK) + IM		15

Cause(s) and potential impact of risk event

- Employees, volunteers, members of the public health and safety compromised, with the risk of serious accident, injury or illness
- Lack of resources allocated to comply with Health and Safety regulations
- Prosecution for failure to comply with the Health and Safety at Work Act (1974)
- Prosecution under the Corporate Manslaughter Act (2007)
- Legal action by individuals affected by non-compliance
- Financial penalties reduce operational resources
- Loss of reputation due to criminal prosecutions, litigation and fines
- Loss of trust of members and reputational and brand damage
- Higher insurance costs or difficulties in obtaining insurance cover

Description of controls to mitigate risk

- Health and Safety is a primary focus of Trustees, Senior Management and colleagues throughout the Institute
- Health and Safety matters prioritised on agendas for Trustee, SET, All Staff and other meetings
- Health and Safety implications a key criteria for assessment on all Trustee papers and reports
- Health and Safety Policy approved by Trustees and reviewed annually or after changes in business operations
- Health and Safety Policy circulated to all colleagues following each review together with Health and Safety advice
- Resources for Health and Safety always prioritised over any other requirements
- Risk assessments conducted on key areas of activity
- Health and Safety audits conducted daily (Botolph Lane) supported by full annual inspection and regular inspections in all RTPI offices
- Accident and 'near miss' reporting in place with outputs reported to SET and BOT
- Induction training for all new employees on Health and Safety Policy
- Individual DSE audits conducted annually for office and home workers and actions from outputs implemented
- Fire Risk Assessments conducted annually with full evacuation testing at least annually
- Trained fire marshals appointed for all offices
- First aid resources including defibrillators in place together with designated trained first aiders
- Work related pressure, stress and mental health monitored and prioritised with support and advice
- Health Assured support service available for all colleagues to access confidentially
- HSE employee information and responsibility posters displayed in all offices
- Employee liability insurance in place and conditions of insurance adhered to
- All visitors advised of health and safety measures and responsibilities
- Health and Safety risk assessments and policy in place for contractors
- During the pandemic GOLD team comprising of SET and senior managers reviewed health and safety implications of changes required to comply with government restrictions

Actions	Who	Target Date
Changes in business operations continually assessed and Health and Safety implications reported to SET	COO	Ongoing
Changes in legal framework and best practice continually assessed and implications reported to SET	COO	Ongoing
Staff continually consulted on Health and Safety and feedback sought	COO	Ongoing
GOLD Team in place to constantly review and agree actions relating to Covid-19 pandemic	COO	Ongoing
Review of compliance responsibilities within the Institute with new dedicated compliance responsibilities	COO	Feb-21

Notes

Reviewed on:	Jan-21
Next review:	Oct-21

RTPI Corporate Risk Register

R10	Failure to Comply With Legislation and Regulation

Category	Regulatory and Compliance
CSIP Ref	Foundation
Service Plan	All
Owner	COO
Dependencies	Head of HR and Compliance

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	3
Mitigated score	4	3

Net Risk (IM x LK) + IM	16

Cause(s) and potential impact of risk event

- Prosecution for failing to comply with legislation
- Prosecution by a Data Subject for failure to comply with Data Protection laws
- Investigation by the Information Commissioners Office
- Resources required to respond to Subject Access Requests or Information Commissioners investigations
- Restrictions on the ability to store and process data limits operational ability
- Loss of trust or confidence from members or suppliers
- Fraud and related activity resulting from loss of data
- Higher insurance costs or difficulties in obtaining insurance cover
- Action from an employee resulting from failure to comply with employment legislation
- Adverse press coverage and loss of reputation
- Removal of charitable status due to governance compliance failure
- Financial loss due to fines or payment of damages
- Disqualification of Directors or Trustees

Description of controls to mitigate risk

- SET leadership and responsibility for compliance matters
- Appointment of a Head of Service Compliance role bringing compliance under senior leadership
- Employment of a Data Protection Officer
- Review and implementation of appropriate polices and training of colleagues
- Training plan for key compliance areas with appropriate resources and audits
- Employment of qualified (chartered) personnel in Governance, Finance and HR
- Use of expert consultants for specialist advice where necessary
- Retainer legal advisors with appropriate budgets

Actions	Who	Target Date
Establishment of new Compliance Service area	COO	Mar-21
Rollout of new policies and practices for compliance including:		
Compliance training programme	HofHRandC	Apr-21
Rollout of new compliance procedures and practices	HofHRandC	May-21
Compliance reporting programme for SET	HofHRandC	May-21
Resource plan for compliance in three year plan	HofHRandC	Jun-21

Notes

Reviewed on:	Mar-21
Next review:	Sep-21

RTPI Corporate Risk Register

R11	Loss of financial resources to maintain current service levels

Category	Financial
CSIP Ref	Business Planning
Service Plan	All
Owner	DF
Dependencies	SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	5
Mitigated score	3	4

Net Risk (IM x LK) + IM	15

Cause(s) and potential impact of risk event

- Global recession/ economic trends impact on RTPI income
- Relationship between income and expenditure is weak. Cost base largely fixed costs which do not vary directly with levels of income
- Loss of financial resources from subscriptions and grants, impacting our capacity to employ staff and provide services at current levels
- Commercial services do not cover their marginal costs and require subsidy from subscription income
- Increase in cost base are not matched by increases in income

Description of controls to mitigate risk

- Corporate Strategy updated annually
- Scenario planning for 3 year plan includes plan for downturn
- Business Plan links corporate strategy goals to service plans
- BOT receives management accounts and performance summary on monthly basis
- Updated Reserves policy agreed by Board based on risk analysis
- New initiatives/investments not commenced until reserves have been set aside
- Use of fixed term contracts to match liability for employment to time limited funding
- Marketing of career of planning; obligation on employers to employ only MRTPI
- GROWPLAN to increase numbers of paying members
- Budgets and management accounts reviwed monthly to highlight funding shortages rapidly
- Finance Comittee to ensure BOT focus on financial sustainability issues

Actions		Who	Target Date
1	Introduce new 3 yearly business planning	Head of Finance	Jul-21
2	Implementation plan for CS includes scenario planning	Head of Finance	Dec-20
3	Maintain focus on efficiency and cost containment (value for money)	SET	Ongoing
4			
5			

Notes

Links to R14 - Lack of Income Diversification.

Date last reviewed:	Aug-20
Review date:	May-21

RTPI Corporate Risk Register

R12	Financial loss resulting from fraud

Category	Financial
CSIP Ref	Foundation
Service Plan	Finance
Owner	DF
Dependencies	

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	3
Mitigated score	3	1

Net Risk (IM x LK) + IM	**6**

Cause(s) and potential impact of risk event

- Fraud happens resulting in loss of funding
- Bribery / corruption happens
-
-

Description of controls to mitigate risk

- Adequate segregation of duties in both systems and processes
- Scheme of delegation outlining authority levels and process for commitments and payments, and procurement guidelines
- External audit, including letter of management issues to BOT and Audit Committee
- Delegation of budgets
- Regular reviews of actuals and budgets in monthly accounts and on an ad hoc basis
- Explanations of differences to budgets investigated and explained
- Reports to Finance Committee, against budgets and forecasts
- Controls on access to cheque books, printed cheques, ability to instruct bankers
- Regular reconciliation of bank statements, reviewed and reconciling items resolved
- Separate review and transmission functions for Payroll BACS

Actions		Who	Target Date
1	Review Anti-Fraud Policy	DF	Feb-21
2			
3			

Notes

Date last reviewed:	Aug-20
Review date:	Jul-21

RTPI Corporate Risk Register

R13	Financial loss resulting from inadequate insurance cover

Category	Financial
CSIP Ref	Foundation
Service Plan	Finance
Owner	DF
Dependencies	

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	3
Mitigated score	3	1

Net Risk (IM x LK) + IM	**6**

Cause(s) and potential impact of risk event

- Insurance cover does not cover claims resulting in costs for the RTPI
-
-
-

Description of controls to mitigate risk

- Level of insurance cover annually reviewed with CE and insurance broker
-
-
-
-
-
-
-
-

Actions		Who	Target Date
1	Insurance policies reviewed following C-19 experience	DF	Jan-21
2			
3			

Notes

Date last reviewed:	Aug-20
Review date:	Aug-21

RTPI Corporate Risk Register

R14	Lack of income diversification

Category	Financial
CSIP Ref	Diversifying income
Service Plan	All
Owner	DF
Dependencies	SET

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	4
Mitigated score	3	3
Net Risk (IM x LK) + IM		**12**

Cause(s) and potential impact of risk event

- RTPI is reliant on subscription income (c75% of income is from subscriptions) making it vulnerable to drops in membership income
- Lack of commercial services offered by the RTPI could harm the membership offier, and therefore make it harder to attract more members and support the delivery of GROWPLAN
- Missed opportunities for RTPI to capitalise on its strong brand to become a market leader in certain services, e.g. planning training for elected councillors, CPD and training material commercialised for non-members and support the delivery of GROWPLAN

Description of controls to mitigate risk

- Corporate strategy foundation 6: Diversifying sources of income is in place to commit the RTPI to "explore different ways of supporting the financial sustainability of the RTPI".
- Finance Committee established in February 2020 to provide oversight and direction, in addition to the existing Audit Committee
-

Actions		Who	Target Date
1	Target the respective service plans to expand quality training, national events and promotional and recruitment services	CEX & SET	Dec-20
2	Trustees will actively review investment options to make best use of our collective reserves, via the Finance Committee and BOT, to support delivery of the Corporate Strategy	BOT	Dec-20
3			

Notes

NB whilst the Corporate Strategy Foundation remains a key priority, it should be noted that the RTPI was buffered from the immediate financial implications of the global pandemic because it had relatively limited exposure to commercial activities. If the RTPI business model had been more geared towards commercial activities, where would have been more immediate implications for the operations and size of the organisation.

Date last reviewed:	Sep-20
Review date:	May-21

RTPI Corporate Risk Register

R15	Failure to Have Appropriate Operating Configuration to Achieve Business Transformation and Achieve CSIP

Category	Operational
CSIP Ref	Foundation
Service Plan	IT / Finance / All
Owner	DCCS
Dependencies	

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	3	5
Mitigated score	3	2

Net Risk (IM x LK) + IM	**9**

Cause(s) and potential impact of risk event

- The CRM software doesn't meet business needs and therefore cannot deliver the envisaged benefits
- Further investment is required to deliver the CRM benefits
- New CRM solutions are available and the RTPI solution becomes obsolete and unsupported
- The website requires further investment to deliver the planned member benefits
- Without the CRM and website the Institute cannot realise GROWPLAN deliverables
- Insufficient resources available to deliver digital solutions or maintain current systems
- The Institute lacks employees with the skills and competence to use the new technology
- Failure to adopt business transformation measures agreed by SET
- Lack of cultural change to accept need to change and change programmes
- Insufficient resources to deliver change programme

Description of controls to mitigate risk

- Continual and phased investment in CRM functionality now recognised as part of the Digital Transformation Programme
- Investment in the 'CRM Manager' role means the responsibility for maximising CRM usage is resourced appropriately
- Investment in the 'Data Manager' role means the responsibility for maximising CRM usage is resourced appropriately
- Non-bespoke, industry standard solution bought to ensure it is a sustainable platform
- Staff training undertaken to build competent user groups
- Qualified full time website developer now in place to manage the future development of website functionality
- Digital Transformation Programme will drive synergies between the further automation of all software development
- SET agreement on Business Transformation objectives and programme
- SET agreement on adoption of new 'target operating model'

Actions		Who	Target Date
1	Rollout the Digital Transformation Programme	Head of IT	end 2022
2	Achieve the cultural change required to maximise digital solutions	Head of IT	Ongoing
3	Build the membership database	Head of IT	Ongoing
4	Roll out further CRM training	Head of IT	Ongoing
5	Implement web editing permissions	Head of Comms	Apr-21
6	Rollout new target operating model	DCCS and SET	end 2021
5	Implement change management programme	DCCS and SET	end 2021

Notes

Date last reviewed:	Aug-20
Review date:	Jun-21

RTPI Corporate Risk Register

R16	Failure to Maintain Essential Services (Business Continuity)

Category	Operational
CSIP Ref	Foundation
Service Plan	HR, Office Services, IT, Comms
Owner	COO
Dependencies	SET and RTPI Bus. Cont. Team

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	5	5
Mitigated score	5	1

Net Risk (IM x LK) + IM	**10**

Cause(s) and potential impact of risk event

- Access to office facilities denied or prevented
- Loss of vital services to offices prevents their use or the use of office systems
- Access to data or information resources denied
- Loss of employees critical for business operation

Description of controls to mitigate risk

- Business Continuity Plan in place and annually reviewed and tested
- Disaster Recovery Plan in place and annually reviewed and tested
- Six monthly testing of Disaster Recovery Plan communications cascade
- Upgrade of server software and move all applications to cloud based operation
- Upgraded firewalls, introduction of two factor authentication and penetration testing
- New remote access telephone system
- Systems upgrades to most secure supported operating platforms
- Conduct process reviews of critical services, and use out-source solutions to provide continuity cover
- Insurances and support resources in place
- Post pandemic learning and resources available

Actions		Who	Target Date
1	Testing of Business Continuity and Disaster Recovery Plans	SET	ongoing
2	Cyber Security Enhancements and Training	CIO	ongoing 21
3	Migration to cloud only systems rather than physical servers	CIO	ongoing 21
4	Roll out of post pandemic working model	SET	ongoing 21
5	Changes to key roles to widen team responsibilities	SET	ongoing 21
6	Implementation of outsourcing solutions	SET	ongoing 21

Notes

The 2020 Covid pandemic was a 'real world' test of the Institute's new Business Continuity plan and successfully demonstrated the operation could be changed to a remote model without dependency on physical offices. The learning from this, the Digital Transformation programme and an outsourcing plan will be used in a new post pandemic model to provide an even stronger Business Continuity model.

Reviewed on:	Mar-21
Next review:	Sep-21

RTPI Corporate Risk Register

R17	Failure to Attract and Retain Colleagues With the Right Skills and Experience

Category	Governance
CSIP Ref	F8 Resource mgt model
Service Plan	HR
Owner	DCCS
Dependencies	Head of HR

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	4
Mitigated score	4	3

Net Risk (IM x LK) + IM	**16**

Cause(s) and potential impact of risk event

- Insufficient resources available to attract future employees
- Brand fails to attract future employees
- Poor staff morale leads to resignations
- Benefits package uncompetitive
- Employment practices uncompetitive
- Career opportunities insufficient to retain colleagues

Description of controls to mitigate risk

- Development of the People Strategy
- Salary bench marking review to establish the market benchmark
- Job evaluation and competency framework supports personal development and colleague reassurance
- Annual staff survey in place
- Changes to 'smart working' create a more attractive working environment
- Benefits review to ensure offer is competitive
- Flexible working review to offer competitive employment packages
- Move to homeworking increases geographical coverage for employment

Actions		Who	Target Date
1	Implementation of the People Strategy	Head of HR	Dec-21
2	Salary benchmarking, competency framework and job evaluation implementation	Head of HR	Dec-21
3	Roll out of 'smart working' programme	Head of HR	Dec-21

Notes

Date last reviewed:	Apr-21
Review date:	Jan-22

RTPI Corporate Risk Register

R18	RTPI Data Assets Compromised

Category	Operational
CSIP Ref	Foundation
Service Plan	IT
Owner	DCCS
Dependencies	

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	5	5
Mitigated score	5	2

Net Risk (IM x LK) + IM	15

Cause(s) and potential impact of risk event

- RTPI data assets (membership databases, finance information, employee records, spreadsheets or documents) are corrupted
- RTPI data assets are rendered inaccessible
- RTPI data assets are subject to unauthorised access and use
- Loss of access to vital information sources and inability to deliver day to day business objectives
- Financial loss through fraud or ransom payments
- Costs of new software or reinstating data assets
- Regulatory action or prosecution leading to financial loss and reputational damage

Description of controls to mitigate risk

- Data use and confidentiality policy in place
- Confidential document secure shredding in place
- Front end network access control with password protection policies and procedures
- All access now involves two-factor authentication as standard
- Regular data backup and offsite storage
- Independent penetration testing is conducted to check access controls
- Firewalls for access to systems are maintained and upgraded to the highest levels
- Institute systems have now been transferred to cloud servers with secure backups
- Access to Institute systems is now only possible from Institute equipment
- Own equipment no longer permitted for use with the Institute's systems
- Software access control with comprehensive vetting and testing of all new software
- Implementation of the latest Microsoft CRM software replacing obsolete, insecure database

Actions		Who	Target Date
1	Roll out of new firewall software	Head of IT	Sep-20
2	Roll out of the Digital Transformation Programme	DCCS	end of 2022
3	Improved training for colleagues highlighting the key risks for cyber security	Head of IT	end of 2021

Notes

Date last reviewed:	Aug-20
Review date:	Jun-21

RTPI Corporate Risk Register

R19	Lack of Effective Event Strategy Implementation

Category	Operational
CSIP Ref	Value of Membership
Service Plan	Events, Regions, Nations, Trng
Owner	DCCS
Dependencies	Regions, Nations, Training

	IMPACT (IM)	LIKELIHOOD (LK)
Prior to risk control	4	4
Mitigated score	4	2

Net Risk (IM x LK) + IM	**12**

Cause(s) and potential impact of risk event

- Lack of coherent event strategy implementation leads to internal competition and duplication
- Increased competition from existing operator or new entrant
- A weak event offer leads to a reduction in the RTPI offer and weakens the market position
- Incoherent pricing strategy damages proposition and brand
- Financial losses result from lack of delegates and sponsors
- Loss of expertise and competence in events and conferencing
- Lack of buy in from regions
- New delivery models like virtual meetings change the future economic models for events

Description of controls to mitigate risk

- Implementation of the events strategy to deliver coordinated approach to event content, marketing and pricing
- Event strategy is clearly communicated to colleagues and volunteers
- Investment in new virtual meeting software
- Collaborative working on pricing and programmes with regional events to prevent like for like cannibalisation
- Review of event formats to experiment with new approaches to drive delegate interest
- Tight cost control to ensure free delegate places and venue costs are kept to a minimum
- Investment in marketing to deliver successful campaigns
- Review hybrid virtual and face to face events programmes

Actions		Who	Target Date
1	Implementation of the events strategy	Head of Comms	Dec-21
2	Roll out of the virtual events approach	Head of Comms	Dec-20
3	Invest in virtual events software	Head of Comms / SET	2020 and 2021

Notes

Date last reviewed:	Aug-20
Review date:	Jul-21