

CILT (UK) - High Level Risk Register

Proposed Initial High Level Risk register following 13 July 2018 Audit and Finance Committee.

Financial

1. Financial Control Environment. The Financial Control Environment is not robust and well controlled, resulting in weak balance sheet control, the inability to reconcile bank transactions on a timely basis and produce accurate management accounting information on a timely basis facilitating timely business decisions.

2. Capital Resources. The business is not adequately capitalised and has insufficient financial strength to withstand variability in financial performance.

IT & Systems

3. IT Resilience. The IT systems are:

- not subject to sufficiently robust security controls
- are not held in an appropriate environment
- do not support the business with adequate performance
- not able to provide business continuity in a disaster recovery scenario

4. System infrastructure. The key system infrastructure, including CRM and Navision (Finance), do not support the business to enable it to operate in an efficient and effective manner

Education / Compliance

5. Education and Training. The business does not have the ability to deliver attractive education and training products via an appropriate contemporary delivery channel at an appropriate commercially rewarding rate.

6. Awarding organisation. The business is materially non-compliant with the regulatory regime and is at risk of losing its approval.

Commercial

7. FORS. The business suffers material contractual losses arising from the profit / (loss) share arrangement with the FORs Community Partnership. from the contractual business relationships related to FORS and / or the loss of material level of contribution.

People

8. **Human Resources.** The business is unable to attract and retain staff with the skills, knowledge and experience to deliver the business strategy.

Reputational

9. **Intangible assets.** There is damage to the reputation of the business, including potential loss of the chartered status.

Membership

10. **Membership.** The business does not deliver membership benefits and services to retain and grow the individual and corporate members.

Strategic & Governance

11. **Strategy.** The business is not able to deliver value and relevance to its diverse and wide ranging membership to be able to deliver sustainable business growth.

12. **Governance Structure.** The Governance Structures and arrangements do not efficiently and effectively support the delivery of the Institute's Strategic objectives.

David Pugh

Chair Audit & Finance Committee

13 July 2018