



Royal
Astronomical
Society

Delivery Plan for 2024 – 2029

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Introduction

The Royal Astronomical Society (RAS) supports sciences, supports and connects astronomers and geophysicists throughout their careers. We assist them to sustain and advance the rigorous scientific study of the origins and evolution of our own planet and the whole wider cosmos. We promote a better understanding of the relevance and value of our subjects throughout all society, from advice to government to inspiration for young people.

Led by the board of Trustees, with engagement from Fellows, staff and stakeholders, the Society has developed a core strategy for the next five years to 2029. A major part of the plan is to ensure the continuation of our current valuable activities, aligned with key five areas for major development that have been identified. These include, Membership, Publications, Education and Outreach, and Heritage, together with a vision to develop partnerships.

The RAS has been active for over 200 years and this plan will build on past achievements, with an increase in our focus on member support across the UK regions and, gradually, internationally.

The plan is supported by deliverables set out in a roadmap (RAS Strategic Delivery Plan Roadmap). Objectives and outcomes may change in time and be dependent on resources allocated or available to support them.

Our Thinking

In line with our vision and mission statement, the RAS is aiming to be a supportive community, to share our expertise in astronomy and geophysics, to be an inclusive and welcoming society, and to play our role in developing the understanding of astronomy and geophysics.

To respond to this opportunity, we hope to grow the number of people engaging in astronomy and geophysics through an increased membership, supporting astronomers and geophysicists, and inspiring these would-be scientists and communities in the wider world to engage with the inspiration of our sciences.

It is also an opportunity to maximise impact from our library and heritage, improving accessibility and discoverability particularly online, to ensure that the RAS collections are a key resource in the promotion of astronomical and geophysical sciences, their history, and the work of the RAS.

The move to full open-access publishing means that it is of our highest priority that our journals retain their high quality and reputation, incentivising membership through preferential publishing rates.

This new plan is a shift to evidence-based outcomes, measuring the return on investment and value of our Society to our Fellows and wider public.

It is key that we work with Government, as astronomy and geophysics does matter as it seeks to answer fundamental questions about the origins and evolution of the universe.

The RAS can help to push the boundaries of human understanding and of the technology that is necessary to detect and make sense of it. The RAS can be a voice for the sector.

Our role is key in encouraging interest in STEM career fields and to highlight the range of advanced technologies that can be used across fields from medicine to nuclear power and security.

Our engagement with employers will need to grow, both in academia and industry, to ensure the Society's professional development, careers advice and knowledge of skills requirements are fit for purpose.

RAS Highlights 2023

Before we move forward, let us reflect on some of the highlights from 2023.

Held 17 Specialist Discussion Meetings in 2023, attended by 1012 people, 44% in person and 56% online

Awarded £252,511 in grants to institutions in 2023

The RAS is once again working with the Institute of Physics and the Royal Society of Chemistry to support LGBT+ scientists

Had 4282 Fellows, 157 of whom were Honorary Fellows; 20% were female, and 78% male and under 2% of Fellows did not specify. 33% were aged 65 and over and 6% were 25 and under. Most Fellows, 75%, lived in the UK, with 9% based in Europe and 16% in the rest of the world

Training for RAS staff in 2023 included BSL and Deaf Awareness

The Society is also now a member of the Business Disability Forum and the Forum for the Tackling of Bullying and Harassment

Formed a working group to create actions and recommendations based on the report and data collected in 2021 on Bullying and harassment in astronomy and geophysics; a report including actions and recommendations is in preparation

Celebrated 200 years of the RAS with the RAS200 scheme: ras.ac.uk/200

Partnership Working

The RAS will continue to work closely with other organisations such as the Institute of Physics, OUP, research funders (i.e., STFC), the Science Council, and Burlington House courtyard societies including the Royal Society of Chemistry and Geological Society of London, to ensure joined-up thinking on the many areas of common interest wherever possible and to ensure the voice of astronomy and geophysics is an equal partner in the field of sciences.

Input will draw on the expertise and knowledge of the individual membership, member

organisations, staff, and volunteers and will form a core element of the Society's advocacy role to policymakers and the public.

We will collaborate with our strategic partners to support their specific aims wherever possible and seek to deliver RAS goals through expert partner bodies.

The Society will seek to enhance delivery of this strategy through partnership wherever possible.

Public Benefit & Impact

Public benefit is what makes us different from other organisations. We must consider the value of the activity, and who gets the benefit and value of those activities. Policy and events are a couple of activities that the RAS undertakes.

Effective public policy relies on a solid evidence base and implementation by skilled individuals, alongside informed public debate with well-communicated information. As the largest national membership body for astronomy and space science, and with significant number of professional geophysicists in our Fellowship, the RAS is ideally placed to contribute to each of these objectives for both astronomy and geophysics.

Our programme of Specialist Discussion Meetings, A&G Highlights meetings and Public Lectures provides a forum for the RAS to showcase and promote debate and interest.

Our long tradition of educational and outreach activity means that many of our members undertake significant outreach activities, some as part of their employment but many on a voluntary basis because they wish to share the interest and excitement of their subject.

The library and archive collections contain unique materials relevant to the study of astronomy and geophysics and the history of these subjects, which the Society makes available to all.

The Society is a significant provider of subject-specific educational materials, and an organiser of specialist training for teachers. By influencing curricula and degree learning outcomes, the RAS is contributing to an ongoing pipeline of new and continually up-to-date professional astronomers and geophysicists.

Our Mission

The Royal Astronomical Society will support and connect astronomers and geophysicists throughout their careers. We will assist them to sustain and advance the rigorous scientific study of the origins and evolution of our

own planet and the whole wider cosmos. We will promote a better understanding of the relevance and value of our subjects throughout all society, from advice to government to inspiration for young people.

'Make It Happen' – Launch & Take Off

The strategy was developed over a period of years in collaboration with individual Fellows, partners, and stakeholders, and informed by a wide range of data, evidence, and research. The strategy denotes four areas for major development together with a fifth general initiative.

To help us to achieve our vision our steps are set out in more detail in our RAS Strategic

Delivery Plan Roadmap. It is a 'live' document that we will refresh and update periodically.

It is intended to provide clarity for those at the RAS, and our Fellows and Friends about where we will be focusing our resources during these five years. It will demonstrate what we have achieved and what deliverables we are working towards.

Our Key Outcomes

In executing this Delivery Plan Roadmap, we want to build on the support of our Fellows, Friends, and stakeholders who have created solid foundations for the RAS to develop going forward. The reassurance of securing the lease for the premises at Burlington House, has secured not only our future but relationships with the other courtyard societies and the Government.

We recognise the challenges that we will continue to face such as the war in Ukraine, political instability in the Middle East, high inflation, rising energy prices and the long-term impact of Covid-19. Throughout this Delivery Plan we aim to support and connect astronomers and geophysicists throughout their careers, regardless of their socio-economic background.

Our Themes

As we undertake the delivery of our outcomes, we will organise our work initially around themes to encourage collaborative and integrated working. Each theme will have an introductory narrative and a list of actions. The narrative sets out a rationale and overview of the theme. It also includes several activities that represent ongoing work as well as work in development. We will include activities which might at this time be aspirational, due to allocation of resources,

but will be scheduled as work going forward. We view the activities identified in the narrative as having equal weight to the actions in terms of their strategic significance and where we allocate our staff resources. Some of the highlights of our programmes of work and key deliverables are demonstrated below in each theme. Programmes of work and key deliverables may change overtime and will be included in the RAS Strategic Delivery Plan Roadmap.

Membership

Meeting the needs of our members

We will continue to provide a learned and professional membership Society. We will look to continue to build our membership both nationally and internationally. We will listen to our members' needs and improve the offering available to them.

Programmes of work and key deliverables:

- Continue to provide Fellows with our *A&G* magazine six times a year
- We will work with the British Astronomical Association, the Federation of Astronomical Societies, the Society for Popular Astronomy, the British Geophysical Association, and others, to identify areas where RAS membership or joint initiatives might be mutually beneficial
- We will explore the possibility of a special

rate for a "one day" attendance at NAM for retired members to keep them connected to the Society and Community

- We will continue to send out an e-newsletter for both members and non-members - to keep people informed via email and social media including on the latest news/ headlines, upcoming meetings, diversity and inclusions events, policy submissions, etc
- We will review our membership subscriptions on an annual basis
- We will continue to have a presence at events offering the opportunity to recruit Fellows and Friends, such as Astrofest and the National Student Space Conference
- We will continue to improve the membership journey by e.g. making payments easier
- We will connect our members together through networking and explore peer to peer networks

Education & Outreach

Facilitate quality programmes to promote an interest in, and understanding of, astronomy and geophysics, making the most of their inspirational potential for enhancing career prospects, well-being, and quality of life.

The key priority of Education and Outreach is to develop partnerships to deliver high-impact Education and Outreach (E&O) programmes. We will seek new partnerships beyond our established ones, including community organisations, educational institutions, and non-traditional STEM partners, to broaden our reach and impact.

We acknowledge the need to engage with the kind of groups RAS200 enthused. Our strategy aims to avoid a 'STEM apartheid' by ensuring we do not just cater to those already engaged with STEM but also reach out to more STEM-deprived groups and hard-to-reach audiences. This approach will help us avoid becoming vulnerable to the 'so what?' factor and ensure our science remains relevant and impactful.

Programmes of work and key deliverables:

- Develop a new education programme for students in local state secondary schools, leading to a higher project qualification (HPQ) in astronomy, using the lecture theatre and council room in Burlington House as teaching spaces. We aim to expand this programme to other parts of the country to ensure wider access.
- Deliver a programme of monthly public lectures in Burlington House, offered on a hybrid basis, to engage both local and remote audiences.
- Collaborate with a local community partner, utilising our premises and our emerging relationship with Westminster City Council, to deliver impactful community-based programmes.
- Continue our collaboration with other courtyard societies in events such as Courtyard Lates and Open House London, expanding this programme to adhere to the

terms of the new lease agreement, working with the Library and Archives team.

- Support events such as the Interact public engagement conference, ensuring they remain relevant and impactful.
- Deliver the dedicated RASreach one-day conference each year, focusing specifically on astronomy and geophysics, and support the work of our Fellows in this area more generally.
- Lead education and outreach sessions at the annual National Astronomy Meeting, liaising with the host Local Organising Committee.
- Support events such as National Astronomy Week and World Space Week with targeted activities.
- Engage in *ad hoc* partnerships with organisations like the UK Space Agency, the Science and Technology Facilities Council, and the Association of Science and Discovery Centres, noting successful examples like the Herschel programme at Slough Museum in 2024. We will also seek partnerships where community partners lead programmes, following the same successful approach adopted for RAS 200: Sky & Earth.
- Evaluate all our programmes to assess their effectiveness in meeting the needs of our audiences, focusing on metrics such as the number of events, participant demographics, community engagement, and overall success. This will help us refine and develop our future offerings.

Additionally, we will:

- Engage and train RAS Fellows to expand our workforce and focus their efforts on outreach and education.
- Develop new activities and initiatives that align with our strategic goals and address the needs of under-served and hard-to-reach audiences, ensuring our programmes are inclusive and accessible.

This strategy aims to reflect the dynamic and inclusive spirit of our E&O efforts, ensuring we reach a broader audience and make a meaningful impact on diverse communities.

Library & Heritage

Achieve maximum impact from the library, archive, and object collections.

The library and its collections are a key resource in the promotion of astronomical and geophysical sciences, their history, and the work of the RAS. One priority is to improve accessibility and discoverability, especially online. Another is collection development work, which will ensure long-term preservation and make the collections more relevant to our members. These two strands of work will lead to increased impact, member engagement, and public benefit.

Programmes of work and key deliverables:

Discoverability and access: cataloguing

- Select archive cataloguing software and undertake an archive cataloguing programme, prioritising institutional records, manuscript acquisitions from the last 50 years, and photographic glass plates. **Key deliverable: at least 1000 archive catalogue records per year 2025-29**
- Use existing library cataloguing software to complete cataloguing of the early printed book collection. **Key deliverable: at least 1000 rare book records per year 2025-29**
- Facilitate online discovery of new catalogue records. **Key deliverables: better SEO for the library and archive collections on the RAS website; continue uploading collection metadata to platforms like Jisc Hubs and The National Archives Discovery database**

Discoverability and access: Digitisation

- Appoint an editorial committee to prioritise collections for digitisation, starting with the Herschel archives
- Select an appropriate digital platform on which to publish digitised materials
- Seek rights and permissions for digitisation of unpublished material
- Seek funding, where appropriate from grant giving bodies to support digitisation work
- Prepare a new policy on newly digitised

images to facilitate open access availability

- Recruit new staff/train existing staff in digitisation project management skills
- **Key deliverables: high quality digitised documents from the RAS library and archive collections made publicly available online**

Collection management

- We will review our collection development policy and commit to inclusive collection development and update the collection development policy to ensure that the RAS collections are relevant to diverse groups of users. **Key deliverable: a revised collection development policy**
- Develop criteria for effective stock editing of library collections, in consultation with the library committee. Prioritise rationalisation work plans, develop an ethical disposal policy and act upon it. **Key deliverable: free up storage space**
- Commission a collection preservation condition survey from National Conservation Service and act on the recommendations. **Key deliverable: collections in a clean and sound state of preservation**
- Ensure the RAS collections are housed in appropriate physical storage. **Key deliverables: improved environmental conditions and packaging**

Community engagement

- Make the library more relevant to Fellows and promote the library as a benefit to members and raise awareness of collections. **Key deliverable: increase library and archive usage**
- Continue work with our outreach professionals to design interactive educational events featuring archives, drama, art, science, and history. **Key deliverable: engagement with school groups and members of the public**
- Create and maintain partnerships with other institutions and networks to support the promotion of astronomy and geophysics.

Publishing

The RAS publishes results of original research in its major journals, *Geophysical Journal International (GJI)*, *Monthly Notices of the Royal Astronomical Society (MNRAS)* and *RAS Techniques and Instruments (RASTI)*. *Astronomy & Geophysics (A&G)* is the Society's full-colour news and reviews magazine, distributed to all Fellows. Publishing's highest priority is to retain their high quality and reputation.

We will continue to publish only high-quality papers across the full breadth of astronomy, astrophysics, and geophysics, maintaining the highest scientific standards. We will support, through these publications, the RAS in its mission. We will promote diversity and inclusivity in authorship, reviewers and editorial boards.

Programmes of work and key deliverables:

- Continue to ensure the publication of original, high-impact, peer-reviewed research that contributes significantly to the scientific record
- Encourage and increase submissions of the most interesting research from scientists across the world, including through commissioning of review articles and special issue articles
- Make research published in the RAS journals available to as many people as possible through open research initiatives and facilitate reproducibility through data archiving and access to code
- Continue to maintain the success of the journals, in order that the Society has the means, including financial, to achieve its objectives
- Incentivise membership through preferential publishing rates
- Continue to preserve the reputation of the RAS and its journals by maintaining rigorous processes for research integrity and publishing ethics, and validating research through high editorial standards and thorough peer review
- Actively seek and financially support submissions from under-represented regions and communities including through low-income and developing-country initiatives
- Monitor the impact of Open Access publishing on the geographical distribution of submissions
- Expand and broaden the reviewer base, encouraging those under-represented by geographical location, ethnicity, gender and career-stage
- Increase and promote diversity within our editorial boards

Collaboration & Influence

Explore and nurture partnerships for synergy and effectiveness. We aim to identify and nurture partnerships that support our strategic aims so we can deliver our objectives.

Programmes of work and key deliverables:

- We will continue to collaborate with existing partners
- We will establish a framework of partnership working
- We will strengthen links with astronomers and geophysicists who work in the industry by developing our links with industry, networking, physical presence nationally and internationally
- Develop our relationship with Oxford University Press
- Continue to work in collaboration with the IOP, the Science Council
- Collaborate with courtyard societies on public engagement at Burlington House

IT

IT is a vital function to the RAS and improving our IT infrastructure will further support staff, provide a smooth member journey, allow us to operate efficiently and be cost effective. This will allow us to use key technologies and developments to offer a better service, better promote the work that the RAS does, and allow accessibility for members and the public.

Programmes of work and key deliverables:

- We will migrate to Microsoft365
- We will improve our communications by implementing Teams
- We will adopt an intranet for staff
- We will redevelop the website to improve navigation, calls to action, and ease of use
- We will provide staff with the latest and relevant technology

Sustainability

We are in a Grade II Listed Building, located in Piccadilly, and the building is of great significance from an architectural heritage perspective.

How we impact the environment and our wider footprint, is important, e.g. travel to meetings (the biggest contributor according to Alectro), mitigating that through trains rather than planes, and offering our own meetings on a hybrid basis. We also have a notional commitment to include sustainability in our Education and Outreach programme.

RAS staff and its members have showed a keen interest in reducing energy consumption and improving environmental performance.

As part of the RAS strategy, and in executing our strategy through our Delivery Plan, sustainability is a key workstream where we want to integrate, build, and fully support changes to improve environmental performance and sustainability.

By securing the lease this has now opened up the opportunity to make significant changes and improvements to the building.

The security of the new lease is an opportunity for collaborative working amongst the courtyard societies.

We should explore as a co-operative opportunity, for example, to:

- install solar panels
- an air source heat pump on the roof

Together we can educate, empower, and embrace the importance of environmental responsibility and conservation.

Programmes of work and key deliverables:

- We will install insulation in the attic space, the walls and install window in boiler room
- We will replace internal doors to temperature-controlled rooms with insulated doors
- Install secondary glazing throughout the building
- Plan for impact on journal collections – decant into storage or keep them in situ and protect with fire-retardant polythene.
- Close off the open vent flue above the Council Room
- Insulate internal metal ducting for air handling beneath the open vent above Council Room
- Record and monitor electricity and gas usage on a monthly basis
- Document boiler schedule for space- heating and hot water
- Improve partial Insulation to pipework in boiler room
- Install aerators to taps and shower heads/replace fittings with aerated fittings
- Replace countertop boiling water units with under-sink insulated units
- Repair damaged insulation on rooftop ducting and rooftop pipework.

Premises & Infrastructure

The RAS is committed to remaining at Burlington House, Piccadilly, London, W1J 0BQ for the duration of the plan, given lease commitments having signed a 999-year lease and so we are now making investment in our IT infrastructure, and in sustainability works in the building. This will create economy of scale, enhanced networks, financial efficiency, and wider impact.

Through use of cloud-based technology, staff will continue to work hybrid and there is the option of hot-desking at Burlington House.

IT infrastructure has been further developed, along with the website, which will include innovative approaches to member access and online engagement.

Equality Objectives

- We will publish annual data on our staff gender and ethnicity pay gap
- We will set targets to make our workforce, leadership, and governance more representative of the wider population and report annually on progress
- We have pledged and will continue to collaborate with the Women's Night Safety Charter in partnership with Safer Business Network
- We will ensure a more equitable distribution of physical presence to improve opportunities for everyone, especially those with under-represented protected characteristics and from disadvantaged socio-economic groups
- We will become a more inclusive and relevant society that models good practice in the sector.

We have a legal duty to consider equality in our policy making. We aim to prevent discrimination and promote equality and diversity for people from groups with protected

characteristic as defined in the Equality Act 2010 – including on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

We recognise the barriers that arise from class and socio-economic status and will seek to go beyond our legal duty to ensure that the work we do is reflective of the diversity of the United Kingdom (UK). In addition, we consider the geographic distribution of our resources to try to ensure that our support reaches all parts of the UK.

Our commitment to this is not only about fulfilling a legal duty, but one where it reaches more people, nurtures talent wherever it is found and finds inspiration. Everyone should have a chance to discover astronomy, solar-system science, geophysics, and the closely related branches of science, and be given the opportunity to pursue further study and a career in these areas.

Environment & Sustainability Objectives

The climate crisis and environmental degradation are a significant challenge facing all of us.

Many factors limit or enhance the ability to act, but by measuring impact and developing a route to achieving challenging goals, the RAS can move towards net zero and nature benefits, decarbonising activity, or offsetting.

We expect to invest to develop clear pathways towards net zero carbon and to underpin those plans with a framework of measurement and progress reports.

We at the RAS want to embody the principles of environmental responsibility through the way we run our business, buildings and projects, and the conversations that we have with our Fellows, Friends, stakeholders, staff, and peers.

We will continue delivering our Environmental and Sustainability Action Plan, which will include implementing energy efficiency measures, publishing our carbon footprints, and producing a green book of best practice for staff.

Five-Year Financial Plan

A five -year financial plan will underpin the delivery of this strategy, including the maintenance of RAS financial security. Funds will remain in a readily available investment portfolio, and instant access accounts for working capital, ensuring high liquidity from a low- to medium-risk investment strategy.

Each year of the plan is expected to deliver at least a break-even outturn at year end with a modest surplus more likely.

Risk Management

The Society maintains a risk register which is regularly reviewed by the senior management team, Audit Committee and Council. The key risks identified for the period of this plan can be found in the appendix, 'Risk Register' (p17).

Delivery Plan – Measuring Impact

We need to be committed to develop a set of performance measures that will set out how we will track and report on progress in achieving our Outcomes in our Delivery Plan.

The framework is simple; we see it as a core. At the centre, the actions are the foundations. This demonstrates the progress we are making in delivering the list of actions that we have identified in each of the themes in this Delivery Plan.

In the inner core, the themes set out the progress we are making against each of the themes in this Delivery Plan as well as how we are performing against our KPIs.

We will report on these annually at Council.

At the outer core, the outcomes set out the progress we are making the long-term change goals set out in our Strategy. We will report on these annually at Council.

We will monitor activities and document these in the RAS Strategy Delivery Plan, which will be available on the RAS intranet and project area on Teams.

We will resource this Delivery Plan through a combination of our staff team, volunteers, and committees.

In addition, some of the resource for delivery will be provided through our funders.

Finally, we will ensure that our values are embedded in all our work.

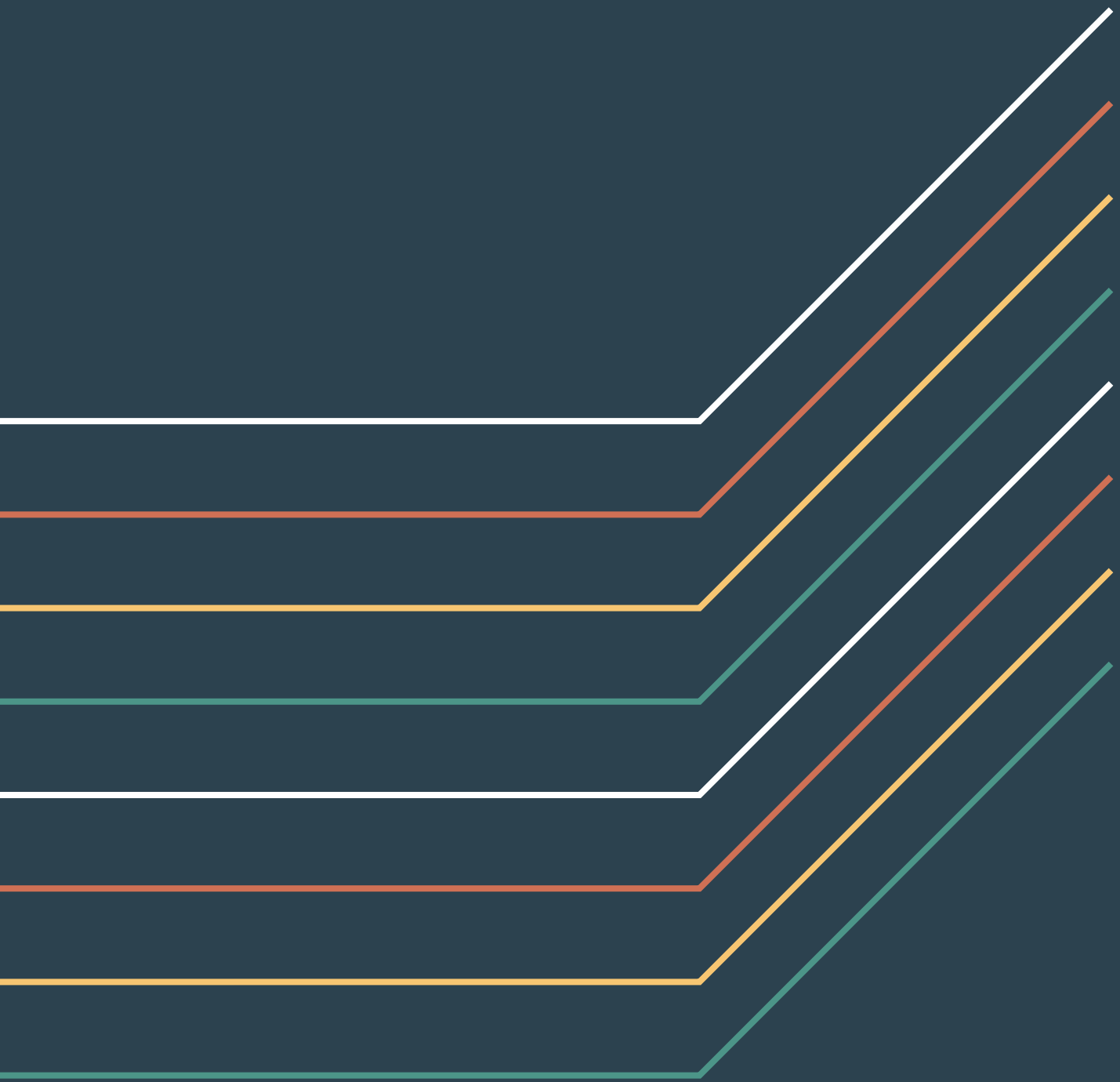
Appendix

Risk Register

Risk Item	Impact	Probability	Direction of Change	Mitigation	Level of Threat to Society
1 RAS Specific Risks					
1.1 Reduction of Publications Income	5	3	➔	<ul style="list-style-type: none"> Maintain journal quality Monitor open access ("OA") usage Pursue submission improvement plan with publishers 	●
1.2 Costs of maintenance and Burlington House upgrades	5	3	➔	<ul style="list-style-type: none"> Establish cost of maintenance and improvements Engage professional advice on alternative strategies Increase reserves to fund future options 	●
1.3 Poor Investment performance	4	2	➔	<ul style="list-style-type: none"> Monitor performance of alternate investment management companies 	●
1.4 Reduction in membership	4	2	➔	<ul style="list-style-type: none"> Continue development of membership database Increase publicity of activities New monthly payment options 	●
1.5 RAS Pension Fund losses (DB)	2	2	➔	<ul style="list-style-type: none"> Pension fully funded, independent of RAS and pending two final retirements in 2026 and 2029 	●
1.6 Incident in courtyard including terrorism	5	2	➔	<ul style="list-style-type: none"> Maintain planning for courtyard security with other societies and the civil authorities 	●
1.7 Fellows behaviour causes reputational damage	2	2	➔	<ul style="list-style-type: none"> Maintain and advertise the codes of conduct, Insure against risk of libel action, Editorial vigilance in managing journals 	●
1.8 Staff behaviour causes reputational damage	3	1	➔	<ul style="list-style-type: none"> HR Policy Staff training Staff appraisals 	●
1.9 Theft of Heritage Assets	3	2	➔	<ul style="list-style-type: none"> Maintain Heritage Asset Register Check heritage assets on a regular basis Maintain insurance cover and valuations 	●
1.10 Accidental damage to Heritage Assets	2	1	➔	<ul style="list-style-type: none"> Secure storage of rare books Cabinet Storage of small items 	●
1.11 Failure of landlord to react to emergency / urgent maintenance	4	2	➔	<ul style="list-style-type: none"> Engagement through Courtyard Societies. Written representations to Landlord. 	●
1.12 Eco Activists take action including BH	2	2	➔	<ul style="list-style-type: none"> Security in BH Courtyard. Vigilance 	●

Risk Item	Impact	Probability	Direction of Change	Mitigation	Level of Threat to Society
2 Normal Management Risks					
2.1 Loss of key personnel	2	2	➔	<ul style="list-style-type: none"> Maintain salary reviews Maintain good working conditions Increase internal job cover. Maintain detailed job descriptions / handover notes for all key posts. 	●
2.2 Fraud by staff or others	3	1	➔	<ul style="list-style-type: none"> Maintain dual signature on payments Carry out regular bank reconciliations Carry out regular inventory of Heritage Assets Take references at appointment 	●
2.3 Failure of management personnel to complete routine duties	3	3	➔	<ul style="list-style-type: none"> Experienced management staff. Hierarchy. Performance management 	●
2.4 Conditions of lease violated	1	1	➔	<ul style="list-style-type: none"> Efficient management of Society premises, Effective oversight by Council, staff and Hon Auditors 	●
2.5 Loss of access to premises	3	1	➔	<ul style="list-style-type: none"> Maintain insurance for business interruption Maintain server backup offsite Maintain remote access to server for home working 	●
2.6 Fire at premises	5	1	➔	<ul style="list-style-type: none"> Maintain fire alarm system Regular fire alarm tests Maintain fire insurance Regular fire drills Maintain fire equipment Maintain heritage asset salvage plan Arrange test of electrical systems every 5 years Training in emergency evacuation procedures 	●
2.7 Flood at premises	4	2	➔	<ul style="list-style-type: none"> Inspect premises. Access to stopcocks Insurances Water & fire safe. Liaise with landlord over maintenance 	●
2.8 Computer, Internet access or website compromised	4	3	➔	<ul style="list-style-type: none"> External system maintenance Server back-up stored offsite Firewall, antivirus software maintained Cyber awareness training Maintain SSL certificate Maintain PCI certificate Maintain automated website monitoring 	●
2.9 Loss of telephone system	2	1	➔	<ul style="list-style-type: none"> Service provider call out Use mobile phones of staff 	●
2.10 Disabled access not adequate	2	2	➔	<ul style="list-style-type: none"> Lift maintained Hearing Loop maintained Building fund available for future needs 	●
2.11 Breach of security	4	2	➔	<ul style="list-style-type: none"> Controlled access Intruder alarm Swipe card access Monitoring by Royal Academy staff 	●

Risk Item	Impact	Probability	Direction of Change	Mitigation	Level of Threat to Society
2.12 Failure to comply with statutory regulations	2	3	→	<ul style="list-style-type: none"> Professional Auditors Effective management Professionally trained financial staff External advice from Lawyers, Accountants, HR consultants, Health and Safety consultants Taking external advice on accessibility and sustainability 	●
2.13 Accident on premises	2	2	→	<ul style="list-style-type: none"> Maintain Health and Safety audits Liability insurance cover Regular safety inspections Nominated fire wardens and first aid wardens Warden training regularly updated 	●
2.14 Risks of working with children and vulnerable adults	2	2	→	<ul style="list-style-type: none"> Relevant staff undergo DBS screening Appointment of diversity ambassador Staff training (safeguarding) 	●
2.15 Trustees make inappropriate decision	3	3	→	<ul style="list-style-type: none"> Careful management of Council business Induction of trustees Ensure professional input from RAS staff Ensure professional input from external advisers 	●
2.16 Lack of Tax Compliance	3	1	→	<ul style="list-style-type: none"> Maintain awareness of changes in legislation Advice from professional advisors 	●
2.17 Imprudent Financial Policies	3	3	→	<ul style="list-style-type: none"> Forward looking business plan 	●
2.18 Misuse of grants	2	1	→	<ul style="list-style-type: none"> Careful selection by panel Reporting Claim deadline 	●
2.19 GDPR	4	2	→	<ul style="list-style-type: none"> Build on compliance with existing Act Use ICO guidelines in implementing changes Engage consultants 	●
2.20 Response to geopolitical situation damages reputation	3	4	→	<ul style="list-style-type: none"> Brave and ethical responses to world events without herd following or following poor external models Sanctions policy 	●
3 Exceptional Risks (Covid-19-like etc.)					
3.1 Key staff incapacitated / lost	4	2	→	<ul style="list-style-type: none"> Procedures for access to current staff files and assets Current shared notes on ongoing work and projects Contract backup where there is no inhouse duplication capacity Minimum two-months' notice, handover notes 	●
3.2 Loss of transport links	3	2		<ul style="list-style-type: none"> As 3.1 Staff equipped for home working arrangements for remote meetings 	●



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