**IALA Last Update: 14th September 2012**

**SCHEDULE OF SIGNIFICANT BUSINESS RISKS**

**(CATEGORISED AS STRATEGIC, FINANCIAL, OPERATIONAL & HAZARD IN ACCORDANCE WITH RISK MANAGEMENT MODEL)**

| **No.** | **Risk Description** | **Consequence** | **\*\* Risk Estimation**  ***(Prior to Mitigation)*** | | | | **Control & Treatment** | **Risk Estimation**  ***(Post Mitigation)*** | | | **Additional Actions** *(to reduce further the likelihood of adverse events and mitigate residual impact if they do occur)* | **Residual Risk: Reported to & Owned/ Monitored by:** | |
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| **Probability** | | **Impact** | | **Probability** | | **Impact** |
| **Strategic Risks** | | | | | | | | | | | | | |
| **1** | 1. **IALA Strategy -** IALA not relevant 2. **Pilotage Authority Forum** 3. **Change of IALA status** | 1. Less attendance at meetings   Loss of credibility  Less Members   1. Disputes with Sister Organisation   Loss of credibility   1. See SWOT analysis |  | |  | | 1. Strategy Group revising Strategy twice a year and having it approved by General Assembly every four years. 2. Legal Advisory Panel monitors Pilotage Authority Forum.   Guidelines turned into “Best Practices”  Overview by Council  3. SWOT analysis  Review of proposed changes to Constitution by LAP/Council and General Assembly |  | |  | 1. Creation of Forums not officially IALA 2. LAP analysis | 1. Ownership: Council 2. Ownership: Council 3. Ownership: General Assembly | |
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| New Risk | | New Risk | | New Risk | | New Risk |
| **Financial Risks** | | | | | | | | | | | | | |
| **2** | 1. **Late payment of fees** 2. **Non-payment of fees** 3. **Company merging** 4. **Corporate governance (including WWA)** | 1. Less cash flow 2. Less cash flow   Reduced budget   1. Reduction in Industrial Membership 2. Loss of external sponsors, loss of confidence of membership |  | |  | | 1. Reminders sent regularly   Provision made in the budget   1. Reminders sent regularly   Provision made in the budget  Constitution allows to expel for non-payment   1. Amendments to Constitution   Adjustment of fees   1. Council, FAC, LAP and current management system, WWA Board, accounts audited |  | |  | 1. Review of IALA status by IMO   National members encouraging IM to pay fees   1. Management audits | 1. Ownership: Secretary General 2. Ownership: Secretary General 3. Ownership: General Assembly   Monitored by: Council   1. Ownership: Council | |
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| **3** | **Finance crisis** | 1. Reduction in Membership 2. Less attendance at Committees 3. Reduced activity 4. Termination of IALA |  | |  | | 1. Intrinsic value of membership   Reserve maintained |  | |  | 1. Alternate meeting facilities (video conferences) | |  |
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| **Operational Risks** | | | | | | | | | | | | | |
| **4** | **Produce guidance documents for IALA Membership**   * Recommendation – highest level of document (“what you should do”) * Guidelines (“how to do it”) * Manuals – touches on a large topic (e.g. VTS) | Loss of reputation and claims |  | |  | | * Risk factor – IMO endorsement may reduce IALA’s risk * IALA process for creating and approving documents * Article on legal status published in the IALA Bulletin * Disclaimers |  | |  | Quality assurance system for IALA HQ | | Ownership: Council |
| **5** | **Provision of information**   1. **IALA Bulletin** (periodical) for information of IALA Membership 2. **Website & Dictionary** | 1. Loss of reputation 2. Loss of reputation and claims |  | | | | 1. In house editorial meetings to scrutinize material.   Experienced Editor   1. Disclaimers   Quality assurance  Reports from Members |  | | | 1. Application od quality management   Advice from French lawyer | | 1. Ownership: Secretary General 2. Ownership: Secretary General |
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| **6** | **Organise Workshops, Seminars, Symposiums, Conferences,** often resulting in output conclusions and recommendations | Loss of reputation and attendance |  | |  | | Review by Secretariat and scrutiny by Council |  | |  | Place list of items (including insurance) to be taken into account and place in IALA guidance documents on organising an event | | Ownership: Secretary General |
| **7** | **Internal operational risks**   1. **Infringing on intellectual property rights of others (copying documents, pictures)** 2. **Correspondence** 3. **IT system failure (including IALA-NET)** 4. **Risk of insufficient resources due to more demands on IALA** | Errors made  Loss of reputation |  | | | | 1. LAP advice 2. Electronic correspondence: disclaimers 3. Antivirus and backup of data and maintenance contract   4. Position monitored by Secretary General |  | | | 1. Awareness among staff 2. Awake staff awareness 3. Development of IT Strategy   IALA-NET conditions of use | | 1. Ownership: Secretary General 2. Ownership: Secretary General 3. Ownership: Secretary General 4. Ownership: Council |
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| New Risk | | New Risk | | New Risk | | New Risk |
| **8** | **Failure to act in accordance with the IALA Constitution** |  |  | |  | | * Structure of Constitution and its regular review. * Legal Advisory Panel gives advice to Council and other bodies |  | |  | None  Procedure for ensuring bilingual sign-off to changes to constitution | | Ownership: Council |
| **9** | **Advice offered by IALA experts in responses to administrations**   1. **Advise on interpretation of international rules and regulations** 2. **Advise on solutions** 3. **Advise on training** | 1. Loss of reputation and claims |  | | | | 1. & 2.: Careful selection of experts (and internal scrutiny of mission report within IALA) and insurance   1. Establishment of the IALA World Wide Academy |  | | | * Explore suitable insurance cover * Develop pro-forma agreement * Contract to state that French Law applies [[1]](#footnote-1) * State conditions and terms in e-mails | | Owenership: Council |
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| **10** | **Advice offered by private consultants engaged by IALA**   1. **Advise on interpretation of international rules and regulations** 2. **Advise on solutions** |  |  | | | | Don’t take unknown consultants |  | | | Develop pro-forma contract including required professional indemnity insurance. | | Ownership: ? |
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| Hazard Risks | | | | | | | | | | |  | |  |
| **11** | **Organise Workshops, Seminars, Symposiums, Conferences,** often resulting in output conclusions and recommendations   1. **Physical risk / personal safety** – who is liable? 2. **Members following recommendations** and making investment / operational decisions, etc. | 1. Claims 2. Loss of reputation, claims |  | | | 1. Insurance for Workshops on-site and outside 2. Review by Secretariat and scrutiny by Council | |  | | |  | | 1. Ownership: Secretary General 2. Ownership: Secretary General |
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| **12** | **Internal operational risks**   1. **Domestic incidents** 2. **Negligence (torts)** 3. **Pandemic illnesses** |  |  | | | 1. Insurance in place 2. Insurance in place 3. Masks, gloves, antiseptic wipes, contingency plan | |  | | | 1. None 2. None 3. Continued monitoring, apply State recommendations | | 1. Ownership: Secretary General 2. Ownership: Secretary General 3. Ownership: Secretary General |
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Key:

\* Risks marked \* are largely externally driven.

\*\* Probability of Occurrence is calculated according to the table below:

\*\*\* Named individual responsible for managing each risk

**Probability of Occurrence and Impact**

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| --- | --- | --- | --- |
| **Estimationx** | **Description** | **Indicators** | **Consequence of Impact** |
| Very High | Very likely to occur within 1 year or more than 80% chance of occurrence. | Has occurred within last 1 to 2 years. | Financial impact on IALA likely to exceed 250,000 EUR  Major impact on IALA strategic plans and delivery of operational services  Major political and stakeholder concern  Very low defensibility of realisation of risk  Reinstatement to pre-risk condition extremely difficult requiring considerable resources and possible additional funding |
| High | Likely to occur every 1 to 2 years or 50% to 80% chance of occurrence. | Potential of it occurring within 5 years  Has occurred. | Financial impact on IALA likely to be in region of 100,000 to 250,000 EUR  Significant impact on IALA strategic plans and delivery of operational services  Significant political and stakeholder concern  Low defensibility of realisation of risk  Reinstatement to pre-risk condition requiring commitment of a high level of resources. |
| Medium | Possibility of occurrence in 10-year period or 20% to 50% chance of occurrence. | Has occurred, to varying degrees, within last 10 years  History of some occurrence. | Financial impact on IALA likely to be in region of 25,000 to 100,000 EUR  Moderate impact on IALA strategic plans and delivery of operational services  Moderate stakeholder impact/concern  Some defensibility of realisation of risk probable  Reinstatement to pre-risk condition possible with the commitment of a moderate level of resources. |
| Low | Unlikely to occur in a 10 year period or 10% to 20% chance of occurrence. | Has not occurred in last 10 years  Low history of occurrence. | Financial impact of IALA likely to be in the region of 5,000 to 25,000 EUR  Low impact on IALA strategic plans and delivery of operational services  Low stakeholder impact/concern  Defensibility of realisation of risk likely  Reinstatement to pre-risk condition likely to be achieved with the minimum commitment of resources. |
| Very Low | Highly unlikely to occur in a 20 year period or less than 10% chance of occurrence. | Has not occurred  Occurrence more than 20 years ago. | Financial impact on IALA likely to be below 5,000 EUR  Very low (if any) impact on IALA strategic plans and delivery of operational services  Little (if any) stakeholder concern/impact  Excellent prospect of defensibility of realisation of risk  Reinstatement to pre-risk condition very likely to be achieved. |

1. This agreement shall be governed and constructed according to French Law. All disputes arising from or in connection with this agreement shall be referred to the respective courts of law in the city of Versailles. [↑](#footnote-ref-1)