






















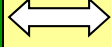







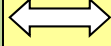


SCHEDULE OF SIGNIFICANT BUSINESS RISKS

(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:
			Probability	Impact		Probability	Impact		
Strategic Risks									
1	1. IALA Strategy - IALA not relevant	1. Less attendance at meetings Loss of credibility Less Members			1. Strategy Group revising Strategy twice a year and having it approved by General Assembly every four years.			1.	1. Ownership: Council
	2. Pilotage Authority Forum	2. Disputes with Sister Organisation Loss of credibility			2. Legal Advisory Panel monitors Pilotage Authority Forum. Guidelines turned into “Best Practices” Overview by Council			2. Creation of Forums not officially IALA	2. Ownership: Council
	3. Change of IALA status	3. See SWOT analysis	New Risk	New Risk	3. SWOT analysis Review of proposed changes to Constitution by LAP/Council and General Assembly	New Risk	New Risk	3. LAP analysis	3. Ownership: General Assembly
Financial Risks									
2	1. Late payment of fees	1. Less cash flow			1. Reminders sent regularly Provision made in the budget			1. Review of IALA status by IMO National members encouraging IM to pay fees	1. Ownership: Secretary General
	2. Non-payment of fees	2. Less cash flow Reduced budget			2. Reminders sent regularly Provision made in the budget Constitution allows to expel for non-payment				2. Ownership: Secretary General
	3. Company merging	3. Reduction in Industrial Membership			3. Amendments to Constitution Adjustment of fees				3. Ownership: General Assembly Monitored by: Council

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			Probability	Impact		Probability	Impact		
	4. Corporate governance (including WWA)	4. Loss of external sponsors, loss of confidence of membership			4. Council, FAC, LAP and current management system, WWA Board, accounts audited			4. Management audits	4. Ownership: Council
3	Finance crisis	1. Reduction in Membership			1. Intrinsic value of membership Reserve maintained			2. Alternate meeting facilities (video conferences)	
		2. Less attendance at Committees							
		3. Reduced activity							
		4. Termination of IALA							
Operational Risks									
4	Produce guidance documents for IALA Membership <ul style="list-style-type: none">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			<ul style="list-style-type: none">Risk factor – IMO endorsement may reduce IALA’s riskIALA process for creating and approving documentsArticle on legal status published in the IALA BulletinDisclaimers			Quality assurance system for IALA HQ	Ownership: Council
5	Provision of information								
	1. IALA Bulletin (periodical) for information of IALA Membership	1. Loss of reputation			1. In house editorial meetings to scrutinize material. Experienced Editor				1. Ownership: Secretary General
	2. Website & Dictionary	2. Loss of reputation and claims			2. Disclaimers Quality assurance Reports from Members			2. Application od quality management Advice from French lawyer	2. Ownership: Secretary General

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:
			Probability	Impact		Probability	Impact		
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	 New Risk	 New Risk	 1. LAP advice 2. Electronic correspondence: disclaimers 3. Antivirus and backup of data and maintenance contract 4. Position monitored by Secretary General	 New Risk	 New Risk	 1. Awareness among staff 2. Awake staff awareness 3. Development of IT Strategy IALA-NET conditions of use 4. Ownership: Council	 1. Ownership: Secretary General 2. Ownership: Secretary General 3. Ownership: Secretary General 4. Ownership: Council
8	Failure to act in accordance with the IALA Constitution				<ul style="list-style-type: none"> 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	 1. Loss of reputation and claims	 	 	 1. & 2.: Careful selection of experts (and internal scrutiny of mission within IALA) and insurance report	 	 	<ul style="list-style-type: none"> Explore suitable insurance cover Develop pro-forma agreement 	Ownership: Council

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:
			Probability	Impact		Probability	Impact		
	3. Advise on training				3. Establishment of the IALA World Wide Academy			<ul style="list-style-type: none"> Contract to state that French Law applies¹ State conditions and terms in e-mails 	
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: ?
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 <u>and outside</u> 2. Review by Secretariat and scrutiny by Council				1. Ownership: Secretary General 2. Ownership: Secretary General
12	Internal operational risks 1. Domestic incidents 2. Negligence (torts)				1. Insurance in place 2. Insurance in place			1. None 2. None	1. Ownership: Secretary General 2. Ownership: Secretary General

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.

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			Probability	Impact		Probability	Impact		
	3. Pandemic illnesses		↔	↔	3. Masks, gloves, antiseptic wipes, contingency plan	↔	↔	3. Continued monitoring, apply State recommendations	3. Ownership: Secretary General

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

Estimation ^x	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.