
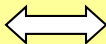


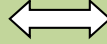




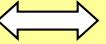






SCHEDULE OF SIGNIFICANT BUSINESS RISKS
(CATEGORISED AS STRATEGIC, FINANCIAL, OPERATIONAL & HAZARD IN ACCORDANCE WITH RISK MANAGEMENT MODEL)

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. Change of status to IGO raising role & profile internationally	1. Ownership: Council
	2. Competent Pilotage Authority Forum - acts outside IALA Constitution	2. Disputes with Sister Organisation Loss of credibility	↔	↔	2. Legal Advisory Panel monitors Competent Pilotage Authority Forum. Guidelines turned into “Best Practices” Overview by Council	↔	↓	2. Creation of Forums not officially part of IALA	2. Ownership: Council
	3. Change of IALA status	3. Listed in SWOT analysis	↔	↔	3. General Assembly Resolution passed in May 2014 allowing enough time to achieve a satisfactory draft international agreement and address concerns voiced at General Assembly Legal advice	↓	↔	3. Ensure due diligence throughout process	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&2 Change in legal status of IALA. enabling support from IMO for National members 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

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			Probability	Impact		Probability	Impact		
	3. Company merging	3. Reduction in Industrial Membership	↑	↔	3. Amendments to Constitution Adjustment of fees	↔	↔	3. National members encouraging IM to pay fees	3. Ownership: General Assembly Monitored by: Council
	4. Corporate governance failure (including WWA)	4. Loss of external sponsors, loss of confidence of membership	↑	↔	4. Council, FAC, LAP and current management system, World Wide Academy (WWA) Board, accounts audited Appointment of IALA auditor WWA Risk Register	↔	↔	4. Management audits	4. Ownership: Council
3	Global Financial crisis*	1. Reduction in Membership 2. Less attendance at Committees 3. Reduced activity 4. Termination of IALA	↓ ↓ ↓ ↓	↓ ↓ ↓ ↓	1. Intrinsic value of membership Reserve maintained 2. Budget position monitored by Council	↓ ↓ ↓ ↓	↓ ↓ ↓ ↓	All. Change in status of IALA to IGO 2. Alternate meeting facilities (video conferences)	Ownership: Council
Operational Risks									
4	Errors in guidance documents for IALA Membership <ul style="list-style-type: none">Standards – highest level of documentsRecommendation (“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 Documentation PolicyArticle on legal status published in the IALA BulletinDisclaimers	↓	↔	Quality assurance system for IALA HQ	Ownership: Council

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			Probability	Impact		Probability	Impact		
5	Errors in 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 of quality management Advice from French lawyer	2. Ownership: Secretary General
6	Liability arising from 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 intellectual property rights of others (copying documents, pictures)				1. LAP advice			1. Awareness among staff	1. Ownership: Secretary General
	2. Errors in correspondence				2. Electronic correspondence: disclaimers			2. Raise staff awareness	2. Ownership: Secretary General
	3. IT system failure (including IALA-NET)				3. Antivirus and backup of data and maintenance contract			3. Development of IT Strategy Upgrade of IT facilities IALA-NET conditions of use	3. Ownership: Secretary General
	4. Risk of insufficient resources due to more demands on IALA	Errors made Loss of reputation			4. Position monitored by Secretary General & Council advised			Review of IALA Secretariat	4. Ownership: Council

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			Probability	Impact		Probability	Impact		
5.	Loss of expertise within IALA (Change of Secretary General)				5. Clearly defined recruitment process setting out requirements for role Handover process	New risk	New risk	5. Induction for new Secretary General	5. 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	Inadequate or wrong advice offered by IALA experts in responses to administrations 1. Advice on interpretation of international rules and regulations 2. Advice on solutions 3. Advice on training	1. Loss of reputation and claims			1 & 2. Careful selection of experts (and internal scrutiny of mission report within IALA) and insurance 3. Establishment of the IALA WWA			<ul style="list-style-type: none"> Explore suitable insurance cover Develop pro-forma agreement Contract to state that French Law applies¹ State conditions and terms in e-mails 	Ownership: Council
10	Inadequate or wrong advice offered by private consultants engaged by IALA 1. Advice on interpretation of international rules and regulations 2. Advice on solutions				Quality control on selection of consultants			Develop pro-forma contract including required professional indemnity insurance.	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		
Hazard Risks									
11	Liability arising from 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 							

Key:

* Risks marked * are largely externally driven.

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

Probability of Occurrence and Impact

Estimation	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.