










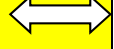
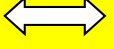

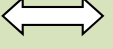
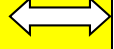



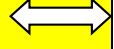

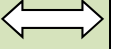







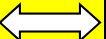












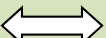
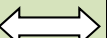

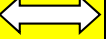

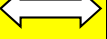






SCHEDULE OF SIGNIFICANT BUSINESS RISKS

(as reviewed and amended at LAP16)

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. Failure of IALA as an International Organisation	1. IALA WWA would cease to function effectively Withdrawal of sponsorship			1. Application of IALA mitigation measures			1. Targeted PR strategy	1. Ownership: Council
	2. Excessive Commitments	2. Loss of credibility Damage to IALA reputation			2. Board match resources with Master Plan commitments			2. Manage staff effectively 3. Select IALA experts	2. Ownership: Dean 3. Ownership: Vice Dean
Financial Risks									
2	1. Loss of major sponsorship	1. Failure to fund capacity building (CB) commitments			1. Regular and effective briefing of major sponsors New rolling system of sponsorship			1. Liaise with sponsors Council paper	1. Ownership: Vice Dean
	2. Late payment of sponsorship	2. Cash flow adversely affected			2. Terms of payment set out in MOU Courteous reminders to major sponsors Reports sent in good time			2. Use operating reserve fund or IALA funds on a temporary loan basis	2. Ownership: Vice Dean
	3. Costed activity exceeds revenue	3. IALA WWA cannot fund planned activity			3. Board and Dean seek new revenue streams			3. Gain Council approval to contribute and search for additional sponsors	3. Ownership: Dean
	4. Financial governance	4. Damage to reputation Loss of confidence by Council			4. Finance and Admin Manager maintains proper management accounts with external audit WWA Consultants subject to strict financial controls and approvals (See IALA Risk Register No. 10)			4. Finance and Admin Manager empowered with full audit rights Dean to approval all invoices	4. Ownership: Vice Dean

Operational Risks									
3	Model course documentation <ul style="list-style-type: none"> VTS model courses AtoN model courses 	1. Loss of reputation and claims			1. Follow IALA mitigation measures and disclaimers for Recommendations and Guidelines Instigate and follow process flow for creating and approving documents Close liaison with IALA Committees			1. Quality Management system for WWA 2. Ensure by-in from IALA Membership	1. Ownership: Dean
4	Document security	1. Loss of documents; unauthorised access to Academy documents and viruses			1. Formal backup procedures 2. Authorised access to the partage			1. Procure Academy hard-drive backup system 2. Reorganise partage	1. Ownership Programme Manager
5	Training Accreditation and Approval 1. Level 1+ Certificates of Attendance issued by WWA 2. Level 1 Certificates of Competence for Model courses delivered by WWA Note: Competent Authorities remain wholly responsible for all Certificates that they issue in accordance with IALA Guidelines	1. Loss of reputation and attendance			1. Careful selection of Presenters Tailored MS PP presentations			1. As for 5 below	1. Ownership: Vice Dean
		2. Loss of reputation and attendance Loss of revenue (see Row 5 below)			2. Rigorous course planning based on model course syllabi Instigate formal Training Management System Rigorous selection of lecturers External audit by Classification Society or other body			2. Analyse feedback forms to generate improvements	2. Ownership: Vice Dean
6	Organise Workshops and Seminars <ul style="list-style-type: none"> Risk Management Level 1+ (Stage 1 Awareness) Awareness and Risk (seminars generate output conclusions and recommendations)	1. Loss of reputation and attendance Loss of revenue Loss on seminar total costs			1. All events to be approved by WWA Board (Action List) Create and review model courses for each workshop and seminar Analyse feedback forms to generate improvements Identify potential co-sponsors			1. Instigate and follow process flow Use Regional points of Contact to assist with administration and costs Analyse regional questionnaires to improve targeting	1. Ownership: Vice Dean
7	IALA WWA Website	1. Loss of reputation			1. Strict control by website administrator 2. New website operational			1. Instigate and follow process flow for website maintenance	1. Ownership: WWA Programme Manager
8	1. Needs Assessment Missions <ul style="list-style-type: none"> Stage 2 – Assessment Stage 3- Analysis Stage 4 – Actions 	1. Loss of reputation Potential claims Loss of sponsorship			1. All events to be approved by WWA Board (Action List) Tailored MOU for each mission Disclaimer on each MOU Rigorous selection of experts			1. Analyse feedback to improve targeting Provide feedback to IMO	1. Ownership: Dean 2. Dean

	2. Adoption of WWA Mission report recommendations Note: Competent Authorities remain wholly responsible for the implementation of WWA report recommendations	2. Marine accidents or incidents Potential claims	↔	↔	Liaison with IMO 2. Rigorous selection of experts Strict supervision over drafting of post visit recommendations Strict control of expert's report	↔	↔	2. Cross reference to IALA Recommendations and Guidelines Rigorous checks during Stage 3 and 4 missions	3. Ownership: Dean
9	Use of IALA endorsed experts	1. Loss of reputation Potential claims Loss of sponsorship	↔	↔	1. Formal IALA expert endorsement procedure using Committee Chairs Rigorous pre and post briefing process Formal contracts for each mission which include liability clauses	↔	↔	1. Internal expert assessment process Follow mitigation measures at IALA Risk register No. 9	1. Ownership: Vice Dean
10	Hazards to WWA Staff and Experts on external Missions	1. Claims and failure of duty of care	↔	↔	1. Salaried staff covered by IALA Insurance 2. Consultants and Experts to obtain their own all risk travel insurance (part of standard contract terms)	↔	↔	1. Check travel advisory websites before travel and risk assess accordingly 2. Seek LAP advice	1. Ownership: Secretary General 2. Ownership: Vice Dean
Hazard Risks: IALA WWA adopts IALA Hazard Risk without amendment									

Key:

* 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 WWA likely to exceed 250,000€ Major impact on IALA WWA 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 WWA likely to be in region of 100,000€ to 250,000 € Significant impact on IALA WWA 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 IALAWWA likely to be in region of 25,000€ to 100,000 € Moderate impact on IALAWWA 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 IALAWWA likely to be in the region of 5,000€ to 25,000€ Low impact on IALA WWA 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 IALAWWA likely to be below 5,000€ Very low (if any) impact on IALA WWA 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.