

General Assembly Documents

Report of Internal Auditor:

Appendix 2 – Strategic Risk Register

22nd September 2011



DRAFT STRATEGIC RISKS FOLLOWING DISCUSSION BY COUNCIL, HORTOBAGY, HUNGARY, 5 MARCH 2010

EUROPARC FEDERATION STRATEGIC RISK REGISTER

DRAFT STRATEGIC RISKS FOLLOWING DISCUSSION BY COUNCIL, HORTOBAGY, HUNGARY, 5 MARCH 2010

	Risk:	Impact:	Responsibility:
1	Workplans are too ambitious, too broad or lack focus.	Deadlines not achieved, strategic plan agreed by General Assembly not delivered, staff stress or low morale, staff turnover.	Council (strategic priorities) + Director
2	Staff structure is too inflexible to adapt to changing priorities.	Opportunities are missed. Strategic objectives are not achieved as current working practice is too inflexible to adapt to and deliver within current circumstances.	Director
3	Staff absence or turnover results in significant gaps in service.	Lack of back-up between staff results in key services not being delivered in times of absence.	Director
4	Internal management arrangements are not adequate to deal with the scope of operations and split site / country nature of delivery	Disruption to service provision and reduction in general staff / Federation morale.	Director
5	Funding is not sufficient to deliver objectives set / risk of further reductions in funding	Opportunities are missed. Strategic objectives are not achieved as funding levels are (become) insufficient.	Council (strategic priorities) + Director
6	Europarc Federation membership is not perceived to be relevant or of value.	Falling membership has an adverse impact on overall funding and presents a significant challenge to the core mission of the Federation.	Council
7	Lack of visible outputs of benefit to members results in falling membership.	This risk potentially feeds into the risk of lack of perceived relevance and value above (risk 6) and would impact on funding and equally challenge an aspect of the core mission of the Federation.	Director / Communications

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	Risk:	Impact:	Responsibility:
8	Project planning is not robust, leading to increased costs and / or outputs that are not sustainable or have no added value to the Federation or its members.	Reduced funding available to activities as a result of potential inefficiencies from poor planning. Lack of value delivered to membership. Project outputs delivered cannot be sustained, resulting in poor use of available funds.	Director
9	Weak financial management and information systems	Lack of management information and poor cost control may stop the Federation from achieving objectives and threaten the viability of the organisation.	Director
10	Europarc is not seen to add value or have a significant role to play be key funders and stakeholders	The EU NGO grant may be at threat if the Commission and stakeholders do not see the benefits to be gained from continued funding, with consequent significant impact on the financial viability of the Federation.	Council / Director / Communications
11	As a result of the federal nature of the organisation, communications are inconsistent, or even contradictory, from different parts of the Federation.	Adverse impact on value and reputation of Europarc seen by members and stakeholders.	Communications
12	Conference organisation is weakened, and no expertise developed, through transferring responsibility for conference organisation each year.	A badly organised and managed conference reflects badly on the Federation; members become disillusioned; cause unnecessary stresses and time management issues for staff. Potential opportunity lost to build conference and events expertise and grow conference as a revenue generator.	Council / Director / Communications
13	The Europarc Federation membership is too diverse to	Difficult / impossible to reach consensus on policy decisions to underpin advocacy work? Thus lost opportunity to achieve significant results from advocacy work that could strength status and reputation	Council

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	Risk:	Impact:	Responsibility:
	effectively represent all interests.	of Federation.	
14	Environmental interests are not strong enough at a strategic political level leading to a low priority for funding.	Difficult for Europarc as an NGO to access political influence. Difficult to build reputation and deliver significant influence on policy.	Council / Director
15	Responsibilities of different parts of the Federation are not clear: respective role of Council, members, sections, Director, and staff.	Lack of joined-up consideration of future direction of Federation and lack of joined-up delivery of objectives.	Council / Director
16	Legal arrangements for Europarc are too rigid and too difficult to adapt to a changing operating environment.	Rigid legal and staff structures may make it difficult to respond to changing operating and financial environments, resulting in reduced flexibility of the Federation as a small NGO. The Federation may be unable to quickly respond to identified changes in operating circumstances and/ or may miss opportunities, or have difficulty in dealing with threats to its future viability.	Council
17	Membership fee structure lacks clarity.	Fee structure may act as a barrier to entry for potential members or lead to dissatisfaction within the Federation	Council