



# JHA Agencies Corporate Risks

Risk management peer review

[REDACTED]  
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# Risk management – EU Agencies peer review

- February 2019 Request from DG Budget and Secretariat General to EUAN to organise a peer review exercise in EU Agencies;
- April 2019 Performance Development Network (PDN) agrees to organise the peer review exercise at cluster level. The JHA Agencies were clustered together with EDA and EU ISS;
- June 2019 The input of the JHA Agencies (based on the 2019-2021 & 2020-2022 SPDs) was collected by Europol and discussed during the 2<sup>nd</sup> JHA Agencies Network meeting;
- Video conference with DG BUDG, EUAN and cluster representatives to discuss the methodology, including the template;
- July 2019 Meeting held at working level to identify and discuss the cross-agency critical risks;
- September 2019 Consolidated overview of critical risks validated and transmitted to EUAN and the PDN Chair.

# Critical Risks in JHA Agencies

- Four (4) corporate risks of a critical nature have been identified: three (3) threats and one (1) opportunity.
- Complex in nature and related to a combination of external environment, planning, processes and systems, people and the organisation, legality and regularity aspects, communication and information.
- Affect more than one organisational management objective.

# Risk #1: Mandate vs Resources

Brief risk description	Mitigating actions
<p>JHA agencies are approached by various key stakeholders, including the political level, to implement additional (including ad hoc) requests, resulting in changes to the existing business planning. Performing the corresponding tasks reduces the resources (budget and staff) available for the achievement of the envisaged objectives for 2019/2020.</p> <p>This risk profile is amplified by the currently ongoing budget conciliation procedure for the financial year 2020, which is expected to impact on the MFF 2021-2027 related projections for JHA agencies.</p>	<p><b>Threat - Reduce and share</b></p> <ul style="list-style-type: none"><li>- JHA agencies have expressed their resource needs in the SPD 2020-2022 through their Management Boards;</li><li>- The European Commission has proposed the individual resource needs for JHA agencies in the Draft Budget proposal for 2020;</li><li>- JHA agencies have put forward their projected resource needs for the MFF 2021-2027 through their governance stakeholders;</li><li>- JHA agencies carry out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required.</li></ul>

# Risk #2: Operational delivery demand

Brief risk description	Mitigating actions
<p>JHA agencies may not fully meet the operational delivery demand identified in their strategic priorities and objectives, in particular with regard to the production of deliverables on time, within initially planned resource margins, in view of available and required infrastructure needs, and against compliance requirements (regulatory such as financial, elevated data protection etc.) as well as business needs specific to the operating environment of the respective agency.</p>	<p><b>Threat - Reduce</b></p> <ul style="list-style-type: none"><li>- JHA agencies carry out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required;</li><li>- JHA agencies operate, on a continuous basis, an organisational demand management process which identifies appropriate reprioritisation to achieve an efficient and effective use of available resources, in consultation with, and guidance by, relevant stakeholders, including compliance assurance providers;</li><li>- JHA agencies uphold communication which reflects realistic ambitions and plans.</li></ul>

# Risk #3: Complexity of the environment

Brief risk description	Mitigating actions
<p>JHA agencies encounter a multifaceted, complex business continuity risk profile, ranging from continuous business and organisational changes, staff turnover, the pace of ever-evolving technology developments, cyber security threats and related attack scenarios, uncertain effects resulting from Brexit and overall political and public opinion related contingencies etc.</p>	<p><b>Threat - Reduce and share</b></p> <ul style="list-style-type: none"><li>- JHA agencies carry out robust planning as well as performance measurement processes, next to close monitoring of the annual work planning, based on regular performance reporting, to identify and implement changes as required;</li><li>- JHA agencies refine existing business continuity arrangements and related response capabilities, in particular with regard to their cyber response;</li><li>- JHA agencies have expressed their, in particular, operational mitigation actions and needs to the European Commission, with a view to catering for the adverse effects resulting from Brexit.</li></ul>

# Risk #4: Enhanced profile

Brief risk description	Mitigating actions
<p>The EU Internal Security Strategy (EU ISS) 2015-2020 and the further development of the Security Union under the new European Commission and the European Parliament and forthcoming MFF 2021-2027 may result in a further profile and awareness boost for JHA agencies, supported by legislative initiatives and resource allocation, thus supporting overall cohesion and solidarity across EU Member States, given internal security being perceived as a connecting factor across Member States.</p>	<p><b>Opportunity - Enhance</b></p> <ul style="list-style-type: none"><li>- JHA agencies endeavour to build a strong and positive, complementary cooperation approach, taking part in realising a further increase of their profiles and awareness about the unique capabilities they offer for the security interests of EU citizens;</li><li>- JHA agencies maintain and expand sustainable relationships with EU institutions and bodies as well as agencies, taking up new opportunities for cooperation, in particular through the JHA agencies network;</li><li>- JHA agencies lobby for an increased profile towards EU institutions and bodies.</li></ul>

# Current status

From an overall perspective, the risk assessment peer review exercise has led to a(n)/the:

- Increased level of awareness on risk management across JHA Agencies;
- Identification and best practice exchange concerning risk management in JHA Agencies;
- Discussion of corporate risks which JHA Agencies face in their area of competence.



# Way forward

- Continued dialogue and cooperation amongst JHA Agencies to exchange views and best practice in mitigating critical risks.
- Consider a follow-up discussion with the respective partner DG in the European Commission with a view to identifying collaboration opportunities.