

T 1

report

to: executive board

from: manager consultant

subject: negative coverage of NCCP

introduction:

recently, there are more negative coverage about NCCP in the local press, staff and volunteers. the report included the stakeholders' analysis , recommendation and NCCP's source of competitive advantage.

a

stakeholders

council

council has the high power of NCCP, since the council funding is the main income resource, and it was high percentage of the total income. As a council , it can regular the operation of NCCP.

and council has high interest in NCCP, because it need to know how NCCP use their money, whether used efficiently and effectivley, and whether it can get better return and achieve the mission and stragety objective.

so concil should be treated as key player, theie needs should be mostly satisfied to maintain the continue operation of NCCP. NCCP can sent a require to council to get the feedback of it,to know whether council was satisfied with them.

staff and volunteers

the paid staff and unpaid volunteers are all high interest of NCCP. for staff, they was significantly pay attention the salary of they paid depend on the financial performance of NCCP. and volunteers was interest of the reputation of it, such as what they have done was helpful to all the participants and community. but they with the low power individually. And their proactive is loss would caused the retention of participants.

so they should be informed in time to ensure they get the time-efficient information for they make decisions. For example there are a regular disclosing report to all the staff and volunteers to let them know the regulation operation information, and also send the email to them when there are something interested them, so they can get the last information.

Donors

The corporate and personal donors are all high interest and high power. Since the donation is the main resource of income and the total donation of corporate and personal is almost half of the total income, so there are high power of them. Whether they donate for NCCP was influenced the continues operation of NCCP. If they didn't satisfied the current operation method, they may didn't donate in next time.

And they want to have the clear information about how they use their donation.

So may be individual donor are not have the high power, but they get together and can decide the continues operation of NCCP. So they should be treated as key players. Such as they can receive a detail of donations and usage, to help them know the usage information of their donations.

community

Community has high interest in NCCP because the course of the charity can help the employee situation better and develop the skills of computers and other technology. So the quality of the course is deeply related to the development of community. And the interest may be higher when NCCP has breach the regular, community can aggregate the press pressure on NCCP, especially the negative press. And the business entrepreneur Richard is closed linked to the community.

Community has a low power because it not involved in the charity totally.

NCCP should inform the community such as the last employment rate report with the course of NCCP, and the feedback of participants.

Participant

High interest because they are the directly benefit person, and the course help them develop the skill of computer and some business mind to find a job. But they had Low power to NCCP since they are just the participant to the course individually, and the course fee is not the mainly income.

Keep informed when there are some renew course content or the price change, and let them know the most related information to satisfied their interest.

(b) **Critically** assesses NCCP' s sources of competitive advantage.(10+4)

人力 the course do have improve the employment situation of the community, so the tutors have a great expertise skill to teach them and know how to use the skills in finding jobs. So with the expertise skill, they are a inevitable asset for NCCP, and as a great competitive advantage.

Also when change the course style some staff thought they are not respected and happy as used to be, the dissatisfaction of staff and volunteers would caused the non-proactive to participants, so the satisfaction of customers is lower and the royalty is lower, so NCCP should seriously desolve the problems to improve the motivation of staffs.

名誉 NCCP was estibalished 20years ago, and during the long period, NCCP has generate great reputation in community and council depend on it help to gain employment situation. It is a great advantage when competitive with charities.

The Long-term relationship with corporate help NCCP get the lot of amount of donations and generated the main financial support, and it can be included as a competitive advantage.

Not easy to be inimitability by competitors

depend on the stability of corporate relationship, the corporate donation is also stable and reliance. The donation can support the further develop more effective ways to help participant to

get job. The financial support from corporate donation is a competitive advantage.

The course content didn't update since they were set up, so the course didn't align with the current need of employees. The computer for beginners may not suit for current employees since they live in an environment which needs some computer skills, so the computer course may should be advanced.

Some course may not align the original mission of NCCP, but totally for commercial. Such as the art course didn't have much help for employees and not fit for the high unemployment community. So the objective is breached.

Conclusion

NCCP have a great competitive advantage at past, but now some commercial change make worse. And it should treat different stakeholders with different ways to make sure both internal and external stakeholders can be well managed.

T2

Brief note

Risk management is a top important issue even for charity industry, so our board should pay more attention to the risk management. There are some assessment of current management method and recommendation to improve.

The operational staff was expected to manage the risk is not so well. Although staff have more operational experience and more familiar situation, but they are not understand the strategy direction and have long-term view as the board of directors. And the identification of risk may be weak because staffs can't aware the existing of risk which can impact the operation or even strategy situation.

the directors were recommended to pay more attention to risk management, and the migration action taken by staff should be regularly reviewed by board of directors. So that the it can be re-correct in time if there are any non-appropriate action and assessment.

Setting a risk register is the first time to do, so only 2 weeks may not adequate and the quality of register may not as expected.

so recommendation is that the register should be regularly updated when the new risk was identified.

When making the risk register, the board consultant the key operational members of staff was a great behavior. Because it combined the operation experience from staff with the strategy direction from directors, so the risk can be assessed more fully and comprehensive.

It was recommended that let the board of executive also participant in the identifying and managing risk process, and when they assessed that some low level of risk, authorise operational staff to deal with and the result and method should be reviewed by board of executive.

The brief extract of risk register shows that both risk related operations directors, it may not

suitable. Operational director is the most familiar with the running situation, but it should further identify some accountable directors since all the risk are related to more than one department. For example, the loss of council can be related the finance director because the funding is an important source of finance for NCCP, and the 2 department should be cooperate to deal with the risk and think out some actions.

The details of risk is not detail enough, "relevant condition" should be pointed in the register to let them know to develop which part of condition.

And the action should be more realistic and effective.

The report Signed off by executive board and trustees is a helpful action to make the directors authorize and review the quality of risk register to improve the risk management.

But the process was repeated not at a clear time, it may make the process didn't operate actually, and just write it on the regular.

So it is better to set a clear period to repeat the process to achieve the reviewing objective.

Cybersecurity risk is serious because all the staffs and participants' private information were stolen, which didn't compliant with the confidence policy. And once the publicity know the situation, the reportation of NCCP would be worse. Especially now the staff turnover is really high, then it would cause uncontinue-operation. And now TCT was destroyed by a hackers so it shows that the risk of hacking small charity is not as low as expected, so it should pay more attention on it.

The current anti-hacker method is not effective enough, such as valid password.

The better recommendation is that changing the password regularly and ensure the complicity of it. It should also set a log of the using password situation, and export the log weekly and report to board of executive and pay attention to the too many time wrong input situation, and make further investigation.

Reminding staffs they can't repeat the data with their own memory stick to avoid the virus influence the data.

(b)

The internal control was deeply connected with the effective and efficient operation of NCCP. And as a charity organisation, it should pay attention to the wide all stakeholders not just for shareholders. So the charity should be responsible for all stakeholders.

Community

NCCP is well-respected in the community at past, which shows there are a strong reputation that the community's employment situation was improved with the help of NCCP's course. So the internal control influence the operation situation and the ensurance of whether the quality courses can be made, and finally influence the community employment thing.

Their interest is the quality of course and effect of course, such as whether the course can improve the employee environment for the community.

Participant

Participants' interests are whether their information would be stolen by the cybersecurity risk. With a effective internal control ,the hacking probability was lower and the protection of privacy better.

Share the internal control information to them can help them know the recent situation of their information. Once there are a hacking situation, inform participants as soon as possible and make a emergency plan in advanced to compensate them.

Council

Some operation policy and regular was set by council, if NCCP didn't compliance the regulation, it would have to pay penalty which damage the financial situation and reputation.

And the council would reduce the funding which is almost 30% of total income, when council was not satisfied the operation of NCCP.

It interest is that whether operation situation with internal control are complianced with the regulations.

If NCCP share the internal control information to council positively, and show the great system and let it know more information of NCCP, council would be confident to NCCP and give more funding.

Donors

The donation is the main resource of income, which support the continue running.

Donors were interest in that how NCCP use their money and whether use align with 3E regulation. While the internal control information can show the effective and efficiency running system of NCCP, so they are interest in it.

By sharing information to donors, they can know more detail information about NCCP and more confident to it, so they can trust that NCCP used the donation improve the employment situation, The more donation may be received from them to make further course and help policy for participants.

T3

Report

To: CEO

From: manage consultant

Subject: new course

Introduction:

With the new course designed by you, the commercial and financial situation is better that before, but recently, some stakeholders shows the oppose opinion about it. The report is include the viability of current range of course and your proposal of new course assessment.

(a)

The number of course booking is increased in recently 3 years, especially for the website design course. It shows that the influence of NCCP's course increased.

The booking number of computer for beginners decreased, with one reason that the course is not fit for current participants. The course was unchanged since 20years ago, with the technology

development, the begun skills didn't need to teach, it would be better to teach the advanced-computer skill course.

The website design course is more popular for participants with significantly increasing rate of booking. So with the great market growth, it should be invested more to develop and provide more detail and comprehensive course about website designing. And it shows the course is fit the need of participants.

The business skill course was just set at 20x4, and with a decreasing booking number for the year. It may be because not fit most people's needs, for example, most of resident want to find a job but not build up their own business, so this course is not popular among them.

(b)

The proposal of new course by you may be too optimistic in commercial aspects. The report shows that assumption participants is 20 and stable in the whole year. According to the newspaper article and staff survey, it shows that they thought the new course was consistent with original mission of NCCP, so with the staff and press influence, the service provided by staff may not be proactive enough to make participants satisfied, and the press damage the reputation of NCCP. As a result, the number of participant may be lower than expected and with a decreasing trend.

And the tutors of art course is your friends, there is a probability that publicity guest you pursuit self-interest and with the threat of over-familiar, and negative public opinion pressure may serious.

And with retaining the copyright on the material, it would cause the awareness loss of staff and participants, which would influence their future career development.

To get the bulk purchase discounts, you suggested to purchase a year's in advanced, it need a high prediction level of board of executive to decide the amount of material purchased. If predicted higher than actual situation, the stuck material was wasted and spend lots of capital, which is so lack in current financial situation.

Conclusion:

The current range of course can be developed with the performance of three courses booking, and mainly develop the website designing which is popular in Ceeville. And the new art course proposal should be combined with current stakeholders opinion and financial performance.

T4

(a) Report

To: operation director

From: manage consultant

Subject: cybersecurity

Introduction:

The sections of a report include the explanation of the need for cybersecurity at NCCP and recommendation actions the board should take to meet its cybersecurity responsibilities

The need for cybersecurity

Cybersecurity can protect the safety of staffs and participants data and the information of courses. With the assurance of data safety, participants would be more willing and relieved to take NCCP's course and provide more information about themselves to help NCCP know the most interest thing of customers, and improve the course for what participants need.

Directors think the probability to be hacked was small because of the size and nature of NCCP, but recently TCT, a small charity, has been destroyed by hackers, so NCCP may also be destroyed at the almost same way.

Once NCCP was hacked, the reputation was totally damaged especially the reputation was gradually worse to some stakeholders.

The action was not efficient enough such as setting a password. The migration action should be more controllable, such as change it regularly.

Actions

Set a risk board and the risk directors, and some of the employees should have some cybersecurity experience and skills, so that they have expert to focus cybersecurity risk.

Review the risk register related to cybersecurity risk part, to make sure the migration and identification is enough and effective.

Make the risk employee help operation directors to give some cybersecurity experted suggestions to remedy the lack of cybersecurity experience of operation director.

Make an emergency plan to the situation when the cybersecurity event happened, and inform all the stakeholders the situation about their information and make some compensation.

(b)

Email

To: operation director

From: manage consultant

Subject: project sponsor

The email would help you explain to CEO why it would be appropriate for you to be the project sponsor.

Project sponsor is for the overall accountability of the project. And has the role of allocate available resource, provide the leadership of project align with NCCP's strategy objectives and missions.

Project manager should directly involved in the management of project and use the resource efficiency and effectively, who should have some operation expertise.

The separation of two positions can make each person focus on their own expertise and responsibility.

And it is a separation of duty which is good corporate governance, there is no one person can be responsible for allocating and spending resources.