

AGENDA / MINUTES

Date 18 October 2021

Start 2pm

Finish 4pm

Location

Zoom meeting

Join on your computer or mobile app

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Executive Officer, Carole Hammond, present.

Invited

Sharon Terry CHAIR	Greater Shepparton
Cr Rohan Webb	Mansfield SC
Julie Kirkwood	Murrindindi SC
Cr Charlie Vincent	Alpine SC
Elyse Kelly	Mitchell SC
Evelina Dudzinski	Rural City of Wangaratta

**Apologies
(known)**

Cr Charlie Vincent, Elyse Kelly, Evelina Dudzinski

AGENDA

2.00	1. APOLOGIES	CHAIR	Cr Vincent, E. Kelly, E. Dudzinski. Quorum confirmed.
2.05	2. CONFLICT OF INTEREST DECLARATION	CHAIR	None declared.
2.07	3. CALL FOR ADDITIONAL AGENDA ITEMS	CHAIR	Carole noted item 8 to discuss the Meeting at Murrindindi SC with the Executive.
2.10	4. PREVIOUS MINUTES	CHAIR	The minutes of the Ordinary meeting held online on 15 th September 2021 were distributed via email and are also available on www.gbga.com.au with your member password.

MOTION:

That the minutes of the Goulburn Murray Climate Alliance's Alliance Committee Meeting of September 15th 2021 be endorsed. With additions.

Moved: Julie

Seconded: Sharon

2.15	5. BUSINESS ARISING 5.1 Website and Communications 5.2 Strategic Plan update	EO	See Appendix 1 Previous Meeting Actions. <u>Discussion:</u> The consolidation of website ie member mitigations page, to demonstrate the Alliance’s value, is an ideal project for the Strategic Plan. Cr. Webb offered his expertise in terms of website design/management. The website is undergoing simple cosmetic/functional updates so that dead links, outdated text, unfinished or repetitive pages/info are fixed.
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. That the EO purchase gmca.org.au + DNS package for \$34 p/a from GoHosting and redirect gbga.com.au to the new site. 2. That the EO put time into consolidating the design of the website to prioritise the activities and outcomes of the Alliance. 3. That a brief and RFQ be drawn up by the EO for the design/implementation of a new GMCA logo and a live ‘Member Mitigations’ page on the website, so members and the public can understand the value of the Alliance. <p>MOTION:</p> <p>That the EO accept the quote for the web package from GoHosting for gmca.org.au.</p> <p>Moved: Sharon Seconded: Julie</p>			
2.45	6. GOVERNANCE 6.1 MOU & RO Alignment 6.2 Auspice Risk/Budget Reserve 6.3 New Members 6.4 Risk Management	Julie/EO	MOU and alignment with Rules discussed with MSC Exec. Happy to go with 6 month rules. Lawyer is Michael Dowling Russell Kennedy and quote was for \$950 for change to 6 months exit notice. Decided not to expand to a full review of MOU/RO as we would need a written brief, and we already know the MOU/RO require updating, but do not wish a full re-signing of MOUs. Julie to confirm that the Lawyer will write a letter with the change to be sent out as an MOU Amendment to the full Membership. Julie to engage the Lawyers. To go as info to OM in November agenda. 6.2 Discussed risk and reserve, but Exec happy to explore further down the track. No specific direction on reserve. CH discussed with Exec how MOU doesn’t make it clear Members are signing a 4 year commitment. Something to clear up for next cycle. 6.3 – Alpine Resorts have requested to be on the Alliance. Their request went to DELWP, and a suggestion that they commence as an Associate in order to see if it’s a good fit. EO has asked if they wish to speak at the next OM. 6.4 See Appendix 4: Risk Management Report Add a line in Agenda re COVID requirements

ACTIONS:

1. That MSC (Julie) ask Russell Kennedy Lawyers to finalise the MOU Amendment as a letter from MSC & the GMCA with instruction that it be attached to Member's MOUs.

MOTION:

That the Alpine Resorts application to be included as an Associate non-voting member for a period of 12 months to 30 October 2022 be approved for endorsement at the Ordinary Meeting of the GMCA.

Moved: Rohan
Seconded: Julie

3.15	7. FINANCIAL REPORT 7.1 20/21 FY Report 7.2 Financials Aug-Oct 2021 7.2 Membership Receipts	Chair Julie Julie	See Appendix 2 Draft 20/21 FY Report Admin applied at eoy. The Auspice does not pay itself (ie membership). Shown as overspend at eoy. Transfer of funds requires an invoice from MSC to GSSC for the GMCA funds. Only wages have been expended this FY. EO to send Julie template expenditure/income form for discussing at meetings. Three further Receipts to be finalized.
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MOTION:

That the Annual Financial Report for the financial year 2020/21 be approved for endorsement at the Ordinary Meeting of the GMCA.

Moved: Rohan
Seconded: Julie

MOTION: (Approved out of session via circular resolution)

That the Financial Report for August-October 2021 be approved for endorsement at the Ordinary Meeting of the GMCA.

Moved: Elyse
Seconded: Sharon

3.30	8. MEMBER ITEMS 8.1 MSC Exec Presentation	CHAIR	Carole to check who is attending from AC. (every member attending). Present for 15m then Q&A. Carole to send her recent GMCA Powerpoint (Sharon presenting)
3.40	9. EXECUTIVE OFFICER ACTIVITIES	EO	See Appendix 3: EO Report






Close

NEXT MEETING: 7/2/22

Signed: _____
Sharon Terry, Chair

Date: _____

APPENDIX 1 - PREVIOUS MEETING ACTIONS

Date	 Complete  in progress  not commenced	WHO	WHEN	
2020				
Feb 19	EO to prioritise development of the Communications and Engagement Plan in the action plan.	EO	TBD	
2021				
August 2021	The EO will circulate the preliminary advocacy for the AAPs and seek further input.	EO		
August 2021	EO to collate information about previous studies and experiences concerning officer resource sharing	EO		
Oct 2021	That the EO present the final EOY 2021-22 report and four year rolling financial plan at the Alliance meeting of 18 November 2021.	EO	Nov 2021	
Oct 2021	Check an earlier time on Mondays for AC meetings	EO	Oct 2021	
Oct 2021	Chair to sign previous minutes	ST	Oct 2021	
Oct 2021	Write brief for new GMCA logo only and seek designer recommendations from GMCA colleagues.	EO	Oct – Nov 2021	
Oct 2021	Accept quote from GoHosting and purchase gmca.org.au, include security arrangements as necessary	EO	Oct 2021	
Oct 2021	Create an Annual GMCA Calendar	EO	Nov 2021	
Oct 2021	Include Risk Assessment Review on Alliance Committee Feb Agenda & new calendar.	EO	Feb 2022	

GMCA Financial Report for year ended 30 June 2020 - Actuals at 30/06/2020

Revenue			
	Member Council contributions	-\$ 149,117.93	*
			-\$ 149,117.93
Expenses			
	Salaries	\$ 100,081.33	
	Super, LSL & Workcover costs	\$ 13,480.67	
	Staff Training	\$ -	
	Contractors & Services	\$ 1,735.00	
	Advertising, Marketing & Promotions	\$ -	
	Subscriptions, Contributions & Sponsorships	\$ 310.57	
	GSCC Auspice Council Admin Cost	\$ 16,316.07	
	Telephone & Internet	\$ 400.02	
	External Hire	\$ -	
	General materials	\$ 1,117.55	
	Catering costs	\$ 148.73	
	Travel costs	\$ 193.72	
	Software Purchase	\$ 412.80	
			\$ 134,196.46
	2019/20 Surplus		-\$ 14,921.47
	GBGA Trust Holdings		
	Opening balance 1st July 2020	-\$ 57,349.41	
	Plus: 2019/20 Adjusted Surplus	-\$ 14,921.47	
	Closing Balance		-\$ 72,270.88

Notes to the financial statement year ended 30 June 2020.

* includes GSCC member contribution

APPENDIX 3 – EO ACTIVITIES REPORT

TITLE	DESCRIPTION	PROGRESS OCTOBER 2021	UPCOMING ACTIONS	Who
Naturally Cooler Towns	Research project across all GMCA member municipality urban forests, investigating benchmarks, climate-ready species, gap analysis, cost etc of implementation. Includes presentations of findings.	Project Host: Strathbogie Shire FUNDED \$60,000 (DELWP) Urban Forest Consulting appointed Project commenced 4/10/21 to finalise mid Feb '22	Form PCG Officer appointment tbc	M Odgers EO
Upgrade Main Rd MV lights to LED (Ausnet area)	Ausnet has proposed co-funding for a bulk changeover for 80W MV lights to 18W LED lights. This will have savings in energy use (alpine, benalla, mansfield, murrindindi, mitchell, murrindindi strathbogie, towong, wangaratta, wodonga)	Preliminary meetings have occurred with Ausnet (GMCA, EAGA and SECCA, plus Sarah Buckley rep from Alpine Shire, and council reps from other regions	Further meetings planned	EO
GMCA Strategic Plan	Set up of Working Group, formulate agenda and documentation, survey, and council feedback/input documents	Documents have been sent to Working Group and Officers of GMCA for populating and feedback.	Next meeting being planned. Enquiries for potential facilitator of GMCA workshop ongoing.	EO
ESD in the planning scheme	Sustainable Subdivision Framework in trial stage.	Discussed pilot progress and issues with CASBE. Participating in Alliances of Alliances Advocacy for ESD in the planning system with CASBE (report by Hansen).	EO meetings with CASBE and Alliances, and engaging with GMCA SS councils to attend a 20/10/21 SS meeting.	EO
Advocacy Zero Emissions Vehicles Vic Govt	GMCA Submission to Victorian Government's Zero Emissions Vehicles Expert Advisory Panel on reaching 50% ZEVs by 2030.	Submission drafted and sent to GMCA Alliance on 12/10/21 for feedback.	Submitted on 14/10/21 Potential E-Bike opportunity with DELWP Hume	EO
Advocacy	Presentation to the Alpine Resorts Group on 6/10/21	Alpine Resorts requested to become members. They are able to become Associate members (no vote/no fee) for 12 months to see if this suits their needs.	To discuss with the AC and at Ordinary Meeting	EO
April 2022 Alliances Conference	The Conference of the Victorian Alliances will now occur on April 29, 2022	EO will facilitate two sessions: Climate Change and Health, and Regional Transitions	Nominated speakers being confirmed. Regular meetings with Alliances underway.	EO

GRANT OPPORTUNITIES

PROJECT	GRANT OPPORTUNITY	Status
EV charge stations-regional	Destination Chargers Across Victoria Closed 13/8/2021 outcome Dec 2021 Several applications submitted	EO assisted joint application by 5 councils in NE Vic (Lead – Towong Shire with Alpine, Benalla, Murrindindi and Wangaratta) And separate applications by Moira Shire and Mitchell Shire Many Councils also supported an application by Evie Networks

GBGA Risk Assessment

Procedure

This risk assessment was prepared by the GBGA Alliance Committee, using the procedures of the auspice body, City of Greater Shepparton in 2019-20. The committee compiled a range of potential risks to the alliance and assessed the risk, given existing controls. The financial risk was assessed in comparison to the GBGA budget, as set out on pages 13 and 14. Additional management control have been identified to be implemented in 2020-21. The assessment showed two HIGH risk, highlighted in yellow.

Summary Table – 2020/21 Actions

Risk Description	Recommended Action Additional Management Controls	Who? When?
Financial / Funding		
<ul style="list-style-type: none"> Failure to effectively manage financial resources, which may lead to irrecoverable debt Insufficient finances to cover staff Inability to recruit/retain experienced staff due to inadequate financial resources 	<p>Develop policy about level of reserves and approach to match level of contributions and EO wage/EFT value. Also approach to possible release some of reserve.</p> <p>To be included in GBGA Operation Procedures.</p>	<p>Alliance Ctee</p> <p>2020-21</p>
<ul style="list-style-type: none"> No external funds available for projects Inability to adequately resource programs /projects, or have cost over-runs, with potential impact on reputation 	<p>Project selection criteria to be developed to ensure projects are chosen which align with members expectations</p>	<p>Alliance Ctee</p> <p>2020-21</p>
Management/Governance		
<ul style="list-style-type: none"> No auspice arrangement in place when current arrangements expire Auspice organisation unexpectedly withdraw from auspice agreement Risk Rating HIGH 	<p>Develop document clearly outlining process to engage Auspice organisation and detail requirements of Auspice organisation. Include in GBGA Operation Procedures.</p> <p>Existing requirement for 6months notice of member/auspice withdrawal allows suitable succession planning.</p> <p>Review possible further contingencies during review of Rules of Operation for 2021-25 auspice</p>	<p>Alliance Ctee</p> <p>2020-21</p>
<ul style="list-style-type: none"> Management of GBGA is not transparent to members 	<p>Include in Communication Plan</p> <p>Conduct annual review of GBGA with Representatives</p> <p>Ensure engagement with elected representatives through regular reporting</p>	<p>Alliance Ctee</p> <p>2020-21</p> <p>EO ongoing</p>
<ul style="list-style-type: none"> EO not performing effectively Auspice arrangement not functional for EO 	<p>Auspice manager to consult with Alliance Committee during performance reviews</p>	<p>Auspice manager</p>

		Alliance Ctee annual
<ul style="list-style-type: none"> Attempt of Representatives to unduly influence the EO 	EO to report any perceived influencing to Alliance Committee or manager at auspice organisation. Include for consideration in annual review of EO	Auspice Manager Ongoing
Risk Description	Recommended Action Additional Management Controls	Who? When?
<ul style="list-style-type: none"> Attempt of Auspice body or manager to unduly influence the EO, or divert to other duties 	Incorporate in Rules that AC chair will be independent of auspice body Insert clause in PD eg EO not be used for work related to auspice council alone	Alliance Ctee 2020-21
Operational		
<ul style="list-style-type: none"> Unresolved conflict between members and/or Representatives 	Conduct annual review of GBGA with Representatives to identify issues and resolve	Alliance Ctee 2020-21
Service Delivery		
<ul style="list-style-type: none"> Reduced quality of service delivery resulting in potential loss of reputation 	Update new representative welcome pack with their role within their council	Alliance Ctee 2020
<ul style="list-style-type: none"> Contractors working on project do not follow procedures resulting in potential injury and health and safety incident 	Establish project procedure for control and mgt eg PCG, Develop a risk mgt and responsibility checklist for projects and PCG	Alliance Ctee 2020
Security		
<ul style="list-style-type: none"> IT system (cloud or website) is hacked 	Investigate options to take website down from live status if required, provide procedure to auspice body	EO 2020
Legal / Compliance		
<ul style="list-style-type: none"> Inadequate compliance systems in place, possibly resulting in penalties Claim made against GBGA 	Establish project procedure for control and mgt eg PCG, Develop a risk management and responsibility checklist for projects and PCG	Alliance Ctee 2020
<ul style="list-style-type: none"> Adverse media attention, increased concern from members Poor external communication leads to lack of engagement 	Include in Communication Plan - external relations	Alliance Ctee 2020
Reputational		

<ul style="list-style-type: none"> Project fails or viewed as poor value for money by members 	Establish project procedure for control and mgt eg Project Control Group, Develop a risk mgt and responsibility checklist for projects and PCG	Alliance Ctee 2020
<ul style="list-style-type: none"> Adverse media attention, increased concern among members Not enough external communication, leading to lack of engagement 	Review Communication Plan for external relations	Alliance Ctee 2020
<ul style="list-style-type: none"> Misconception of role of GBGA among executive and other sections of member organisation 	Include in Communication Plan Provide additional support and assistance to those members as required EO to present/talk to each member at least annually	Alliance Ctee 2020 EO ongoing
<ul style="list-style-type: none"> Lack of support for GBGA in formation of new auspice leads to member withdrawal Risk Rating HIGH 	EO to present/talk to each member at least annually, including in the final 6 months of the auspice period (given this is after council elections)	Alliance Ctee 2021

GBGA RISK ASSESSMENT 2020

TYPES OF RISK – this list has been transferred into the following Risk Table

Legal / Commercial

- Claim made against GBGA
- GBGA does not satisfy requirements of GBGA rules or project legal agreements

Financial / Funding

- Failure to effectively manage financial resources, which may lead to irrecoverable debt
- Financial viability – No external funds available for projects, lack of revenue diversity: heavy reliance on membership
- Insufficient finances to cover staff
- Insufficient staff resources for GBGA to function effectively, inability to recruit/retain experienced staff due to inadequate financial resources
- Decrease in membership resulting in reduced operating income
- Rate capping impacting on councils capacity to be members of GBGA or participate in projects
- Unexpected replacement of equipment required
- Dramatic increase in auspice payment for operating costs
- No external funds available for projects; Inability to adequately resource programs /projects, or have cost over-runs
- Poor financial management especially of core funds and large funded projects (eg over \$50k)
- Fraud, criminal activity

Management / Governance

- No auspice arrangement in place when current arrangements expire
- Auspice organisation unexpectedly withdraw from auspice agreement

- Insufficient staff resources for GBGA to function effectively
- Poor management systems resulting in duplication and potential loss of productivity
- Management of GBGA is not transparent to members
- EO not performing effectively ; Auspice arrangement not functional for EO
- Insufficient procedures in place for succession or backfill of EO position
- Attempt of Representatives to unduly influence the EO

Operational

- Disruption to day-to-day activities due to systems or process failure resulting in potential loss of productivity and/or records
- Unexpected extended leave of EO
- Unresolved conflict between members and/or Representatives

Service Delivery

- Reduced quality of service delivery resulting in potential loss of reputation
- Unrealistic expectations of service delivery

Health and Safety

- Failure of staff to follow procedures resulting in potential injury and health and safety incident
- Staff under increased pressure, support?
- Contractors involved in incident resulting in injury or death

Security

- Information management activities and IT Systems
- Staff move on and information is lost or not accessible in transition
- Loss of records through inadequate IT and record keeping systems
- IT system (cloud or website) is hacked/ not secure

Reputational

- Project fails or viewed as bad value for money by members
- Adverse media attention, increased concern among members; Not enough external communication leading to lack of engagement
- Misconception of role of GBGA among the executive and other sections of a member organisation

Political / Economic

- Changes in the political landscape and policy reduces capacity of members for political support
- Change in community expectations impacts on member support
- Some members skeptical of value of GBGA membership costs due to attitudes about climate change
- Agency or organisation operating in similar space competes for resources from members and government

GBGA RISK ASSESSMENT AND MANAGEMENT TABLE 2020 (note AC is Alliance Committee)

Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Financial / Funding			SEE NOTES PAGE 13 and 14 for basis of Financial Risk Assessment				
<ul style="list-style-type: none"> Failure to effectively manage financial resources, which may lead to irrecoverable debt 	Financial management by Auspice Organisation within their rules and operations. Additional oversight via Annual Business Plan, budget, regular financial reporting to Alliance and Alliance Committee.	unlikely	Moderate OR major	Low medium	Items allowed for discretion (consumables and services) amount to about \$20,000 or 13% of budget OR Lost project funds possible ~\$300,000	Adopt policy to maintain a minimum buffer (TBD) This would be a responsibility of the Project Lead Body – assess risk of project before commencing	
<ul style="list-style-type: none"> Insufficient finances to cover staff Inability to recruit/retain experienced staff due to inadequate financial resources 	Maintain sufficient financial reserve. Annual Business Plan and budget with regular financial reporting, endorsed by Alliance Committee and members. Moderated by 6 month notice period to leave GBGA	unlikely	moderate	low	Possible reduction scenario of 22% le 78% budget remains This would give EO 0.8 EFT. AC judges 0.8 EFT minimum for effective operation GBGA May lead to reduced applicant pool	Develop policy about level of reserves and approach to match level of contributions and EO wage/EFT value (see pg 15) Also approach to possible release some of reserve	Alliance Ctee 2020
<ul style="list-style-type: none"> Decrease in membership resulting in reduced operating income 	Strategic Plan and meetings involve member interests to maintain membership. MoU and Rules give long time frame for any change in membership.	possible	moderate	medium	Possible scenarios pg 14 reduction income of 22% Review EO EFT and operating expenses to absorb.	Budget position and income reviewed and negotiated with each new auspice, adjust EO EFT and operational expenses if needed.	Alliance Ctee 2021

<ul style="list-style-type: none"> Rate capping or other reduced council budgets influences members to withdraw from alliance 	<p>Annual membership contribution increases matched to approved rates increase percent.</p> <p>Forward budget planning.</p>				<p>Reduced membership</p> <p>See possible impact p14, reduced income of 22%</p>	as above	
<ul style="list-style-type: none"> Rate capping impacting on councils capacity to be members of GBGA or participate in projects 	<p>Strategic Plan developed and endorsed by members. Financial return through grants and tangible project outcomes, reported to members through Annual Report.</p>	possible	moderate	medium	<p>Remains a risk but has not emerged as significant</p> <p>Possible reduction of 2% per annum if rates frozen - over 4 years gives \$12,000 or 8% Yr4</p>	<p>Maintain GBGA reserves to protect GBGA against interim reductions in income. Review each auspice.</p> <p>Possible to absorb loss in operational budget</p>	Alliance Ctee 2021
<ul style="list-style-type: none"> Poor financial management especially of core funds and large funded projects (eg over \$50k) 	<p>Oversight of financials for projects by EO and lead organisation. Regular reports to Alliance and Alliance Committee of alliance funds</p> <p>Maintain reserve for shortfalls</p> <p>Non- recurrent expenditure approved by main committee</p>	unlikely	moderate	low	<p>Recurrent funds loss 13%</p> <p>Possible grant fund loss say \$300k – key impact on project lead organisation</p>	<p>Absorb loss in operational budget</p> <p>Implement formal report plan at commencement of any large projects with project lead</p>	
<ul style="list-style-type: none"> Replacement of equipment required 	<p>Allocation for equipment upgrades included in budget</p>	possible	negligible	low	<p>Low cost of upgrade – mainly laptop</p>	<p>Include equipment upgrade in each auspice budget</p>	AC 2021
<ul style="list-style-type: none"> Dramatic increase in auspice payment for operating costs 	<p>Auspice agreement in place. Negotiation at each auspice changeover before agreement. Maintain financial reserve.</p>	unlikely	minor	low		<p>Specific review and negotiation each auspice</p> <p>Benchmarking is available to ensure a realistic charge</p>	Alliance Ctee 2021
<ul style="list-style-type: none"> No external funds available for projects 	<p>Strategic Plan identifies priorities for members and potential projects IF funding is</p>	possible	moderate	medium	<p>Project planning process with multiple member</p>	<p>Project selection criteria to be developed to ensure projects are chosen which</p>	Alliance Ctee

<ul style="list-style-type: none"> Inability to adequately resource programs /projects, or have cost over-runs, with potential impact on reputation 	available. Not all projects require external funds. Projects only commence with funds commitment of members confirmed. Detailed project planning process with input from multiple members.				comment would reveal a risk in project planning Finances monitored and reported by auspice organisation	align with members expectations	2020
<ul style="list-style-type: none"> Fraud, criminal activity 	Auspice finance rules and operations safeguard fraud. Alliance Committee oversight of GBGA activity and finances Credit card is subject to policy and review of auspice council.	unlikely	minor	low	Mainly EO credit card Credit amount is capped (\$1000 & single transaction \$500), with reconciliation each month		
Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Management/Governance							
<ul style="list-style-type: none"> No auspice arrangement in place when current arrangements expire Auspice organisation unexpectedly withdraw from auspice agreement 	Forward planning for new auspice, process detailed Auspice Agreement in place. Procedures, finances etc documented and kept up to date. IT set up so EO can work at any location. Auspice agreement to spell out responsibilities of Auspice Organisation including term of agreement	possible	major	HIGH	Auspice organisation. Need to think about plan if this did happen (although rare) – i.e. temporary arrangement for financial side if things while formal new auspice arranged	Develop document clearly outlining process to engage Auspice organisation and detail requirements of Auspice organisation. Include in GBGA Operation Procedures. Existing requirement for 6months notice of member/auspice withdrawal allows suitable succession planning. Review possible further contingencies during review	Alliance Ctee 2020-21

						of Rules of Operation for 2021-25 auspice	
<ul style="list-style-type: none"> Insufficient staff resources for GBGA to function effectively 	AC does regular review of priorities. Project Planning and funding applications include adequate project management provisions to enable employment of additional resources/staff for projects.	possible	moderate	medium	Previous experience has shown a minimum resource for effective core operation is 0.8EFT for EO, and a full time EO preferred for range of activity required.	<p>Include clear and adequate EO provision in each auspice budget.</p> <p>Ensure project funding bids have budget for staff assistance</p>	Alliance Ctee 2021
<ul style="list-style-type: none"> Poor management systems resulting in duplication and potential loss of productivity 	Productivity monitored by manager of EO at Auspice organisation and Alliance Committee.	unlikely	minor	low	Not a key risk due to few staff	nil	
<ul style="list-style-type: none"> Management of GBGA is not transparent to members 	Regular meetings of Alliance Committee and Alliance. Formal communication between committees and regular financial reports, documented on members section of website.	possible	moderate	medium		<p>Communication Plan</p> <p>Conduct annual review of GBGA with Representatives</p> <p>Ensure engagement with elected representatives through regular reporting</p>	Alliance Ctee 2020 EO ongoing
<ul style="list-style-type: none"> EO not performing effectively Auspice arrangement not functional for EO 	<p>Monitored by Auspice Organisation and Alliance Committee.</p> <p>Formal evaluation of EO by manager within auspice organization's procedure.</p> <p>Performance management if required within auspice organisation procedure</p>	possible	moderate	medium	Regular discussions between EO & Auspice Manager	Auspice manager to consult with Alliance Committee during performance reviews	Auspice manager Alliance Ctee annual

<ul style="list-style-type: none"> Insufficient procedures in place for succession or backfill of EO position 	<p>Business Plan shows key tasks and reported to each ordinary meeting</p> <p>All documents kept in GBGA OneDrive. EO has written meeting procedure notes – to be updated regularly. Projects have detailed plans</p>	unlikely	moderate	low	Secondment could be a possibility for temporary backfill given resources in place	nil	
<ul style="list-style-type: none"> Attempt of Representatives to unduly influence the EO 	<p>Alliance Committee meets regularly; oversees EO work, Rules of Operation in place. Conflict of Interest procedure in place.</p> <p>Procedure to manage processes between EO and Councillors as per policies of auspice.</p>	possible	moderate	medium		<p>EO to report any perceived influencing to Alliance Committee or manager at auspice organisation</p> <p>Include for consideration in annual review of EO</p>	Auspice Manager ongoing
<ul style="list-style-type: none"> Attempt of Auspice body or manager to unduly influence the EO, or divert to other duties 	<p>HR policies and processes of auspice organisation for any employee,</p> <p>AC oversees work of the EO</p>	possible	minor	low	EO has options to discuss with AC chair or alliance chair with view to discussion with auspice CEO	<p>Incorporate in Rules that AC chair will be independent of auspice body</p> <p>Insert clause in PD eg EO not be used for work related to auspice council alone</p>	Alliance Ctee 2021

Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Operational							
<ul style="list-style-type: none"> Disruption to day-to-day activities due to systems or process 	Cloud based information (OneDrive) and backup allows sufficient information to restart.	possible	minor	low	Passwords also held by auspice manager	nil	

failure resulting in potential loss of productivity, records	Core documents uploaded to Website and distributed to members.							
<ul style="list-style-type: none"> Unexpected extended leave of EO or EO leaves 	<p>Alliance Committee informed of EO work. All work recorded in cloud. Auspice council holds password</p> <p>EO has developed procedures especially for meetings</p>	possible	moderate	medium	Passwords also held by auspice manager	nil		
<ul style="list-style-type: none"> Unresolved conflict between members and/or Representatives 	<p>Conflict resolution procedure in Rules of Operation. Regular Alliance meetings. Communication Plan.</p>	possible	moderate	medium		Conduct annual review of GBGA with Representatives to identify issues and resolve	Alliance Ctee 2020	
Service Delivery								
<ul style="list-style-type: none"> Reduced quality of service delivery resulting in potential loss of reputation 	<p>Dependent partly on EO performance – monitored by Auspice council, auspice manager and Alliance Committee.</p> <p>Representatives also have role to support alliance at their council</p>	possible	moderate	medium		Update new representative welcome pack with their role within their council	Alliance Ctee 2020	
<ul style="list-style-type: none"> Unrealistic expectations of service delivery 	<p>Strategic Plan and Business Plan endorsed by Alliance annually. Use of business plan to determine service delivery expectations Website provides information on GBGA purpose and role to public.</p>	unlikely	moderate	low		nil		

Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Health and Safety							
• Failure of staff to follow procedures resulting in potential injury and health and safety incident	Auspice organisation procedures and induction apply. Training as per auspice organisation policy.	unlikely	major	medium		OHS procedures to comply with auspice	
• Contractors working on project do not follow procedures resulting in potential injury and health and safety incident	Lead council responsibility and lead council procedures apply. Projects include risk assessment before commencement.	unlikely	major	medium		Establish project procedure for control and mgt eg PCG, Develop a risk mgt and responsibility checklist for projects and PCG	Alliance Ctee 2020
• Contractors involved in incident resulting in injury or death	OHS policies and procedures of lead council in project apply. Most projects are low risk type	unlikely	major	medium			
Security							
• Information management activities and IT Systems not secure	Adopted webroot security in line with auspice council procedure	unlikely	moderate	low		Review with each new auspice	Alliance Ctee/auspice 2021
• Staff move on and information is lost or not accessible in transition	All work recorded in cloud. Auspice council holds password.	possible	moderate	medium	Auspice manager holds passwords		
• Loss of records through inadequate IT and record keeping systems	Records backed up to hard drive each quarter.	unlikely	major	medium			

<ul style="list-style-type: none"> IT system (cloud or website) is hacked 	Adopted webroot security in line with auspice procedure. Records backed up to hard drive each quarter.	possible	moderate	medium		Investigate options to take website down from live status if required, provide procedure to auspice body.	EO 2020
Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Legal / Compliance							
<ul style="list-style-type: none"> Inadequate compliance systems in place, possibly resulting in penalties Claim made against GBGA 	<p>MoU and Rules of Operation in place for members.</p> <p>Detailed project planning, projects led/auspiced by members under their policies and insurance.</p> <p>Risk assumed by auspice and GBGA is subject to the auspice organisation policy & insurance.</p> <p>A member being project lead uses their policy and insurance.</p>	rare	low	low	<p>Possible public risk during infrastructure projects. Such projects are rare and GBGA does not directly control projects as not incorporated.</p> <p>It is responsibility of Alliance ctee and a PCG to manage, minimize risk to members</p>	Establish project procedure for control and mgt eg PCG, Develop a risk mgt and responsibility checklist for projects and PCG	Alliance Ctee 2020
<ul style="list-style-type: none"> GBGA does not satisfy requirements of GBGA rules or project legal agreements 	<p>Alliance Committee oversight, regular meetings and AGM.</p> <p>Project control groups with regular meetings and reporting.</p>	possible	moderate	medium		See above	
Reputational							
<ul style="list-style-type: none"> Project fails or viewed as poor value for money by members 	Detailed project planning and selection endorsed by alliance members. Project Control	unlikely	major	medium	Project processes would reveal this early. Response would be	Establish project procedure for control and mgt eg PCG, Develop a risk mgt and	Alliance Ctee 2020

	Groups established with ToR with regular reporting to GBGA				project specific and lead council responsibility	responsibility checklist for projects and PCG	
<ul style="list-style-type: none"> Adverse media attention, increased concern from members Not enough external communication leading to lack of engagement 	Able to call on advice from Auspice council media staff and members for strategies.	unlikely	moderate	low	General decrease in risk as community accepts climate change	Review Communication Plan for external relations	Alliance Ctee 2020
<ul style="list-style-type: none"> Misconception of role of GBGA among executive and other sections of members 	Regular communication, can call on representatives and Auspice to assist explanation. Councillor induction pack.	possible	moderate	medium		Provide additional support and assistance to those members as required EO to present/talk to each	Alliance Ctee 2020
Risk Description	Risk Treatments (what is in place to reduce risk)	Likelihood	Consequence	Risk Rating	Notes	Additional Risk Treatments (do we need to do more?)	Who? When?
Reputational – Political							
<ul style="list-style-type: none"> Changes in the political landscape and policy reduces capacity of members for political support Change in community expectations impacts on member support 	Climate issues have strong recognition in community and expectation of government action (SV regional surveys 2019). Past experience is work would continue in adaptation space as a minimum	possible	minor	low	Alliances have continued to be effective even in times of skeptical government		
<ul style="list-style-type: none"> Some members skeptical of value of GBGA membership due to attitudes about climate change 	Members sign MOU to accept purpose of alliance Strategic plan formed by all members. Annual Report and regular updates (key messages and newsletters) to members.	possible	moderate	medium		Provide additional support and assistance for those members as required	GBGA Ctee As required

<ul style="list-style-type: none"> Agency or organisation operating in similar space competes for resources from members/government 	<p>Performance and reputation of greenhouse alliances, in Vic.</p> <p>State government recognizes value of alliance model. DELWP supports the alliance structure (relates to state policy)</p>	unlikely	minor	low	In Victoria, alliances are established means of regional organisation, especially of councils.		
<ul style="list-style-type: none"> Lack of support for GBGA in formation of new auspice leads to member withdrawal 	<p>New auspice planned well in advance of start date (18 months). Includes promotion of the alliance to members.</p>	possible	Major	HIGH	New auspice is arranged within 6 months of council elections	EO to present/talk to each member at least annually, including in the final 6 months of the auspice period (given this is after council elections)	Alliance Ctee 2020

Figure 1 – GSCC Consequence Ratings Table

		Consequence Ratings Table						
Consequence	Rating	Assets & Infrastructure	Legal & Compliance	Environmental	Financial	Financial GBGA description	Health & Safety	Reputation
Extreme	5	Total loss of critical infrastructure or essential / heritage assets for extended period	Significant prosecution and fines. Very serious litigation.	Irreparable damage to the environment	Above \$10,000,000	legal action impacts on auspice body (not operational)	May be a severe injury resulting in hospitalisation, or a fatality.	Reputation is irreparably damaged
Major	4	Severe damage to critical infrastructure or essential / heritage assets for extended period	Major breach of regulation	Significant damage to the environment - may be remedied in the long term.	1,000,000 - \$10,000,000	100% (of GBGA budget)	Hospitalisation may be required. Serious injury possible.	Reputation is severely damaged
Moderate	3	Considerable damage to critical infrastructure or essential / heritage assets for short to medium period	Serious breach of regulation. Possible prosecution and/or fine.	Considerable environmental harm – may be remedied in the medium term	\$100,000 - \$1,000,000	10 – 100%	Medical treatment may be required.	Reputation is negatively impacted with short term loss of confidence in Council
Minor	2	Localised damage to non-critical or heritage assets that can be quickly remedied	Minor legal issues, non-compliances and breaches of regulation.	Minor environmental harm that can be remedied quickly.	\$10,000 - \$100,000	1-10%	Minor injury. First aid treatment may be required.	Minor concerns are raised on periodic basis
Negligible	1	Localised damage to a non-critical / heritage asset that can be quickly remedied.	Negligible legal issues, non-compliances and breaches of regulation	Negligible environmental harm.	Up to \$10,000	Up to 1% Adapt in consumables	No injury or very minor injury not requiring treatment.	Minor concerns are raised on an infrequent basis

Figure 2 – GSCC Likelihood Ratings Table

Likelihood Ratings Table		
Likelihood	Category	Description
Almost Certain	5	High level of recorded occurrences or strong anecdotal evidence; Would be expected to occur in most circumstances; >80% probability of an event occurring.
Likely	4	Some recorded occurrences or anecdotal evidence; Could probably occur in most circumstance; 61–80% probability of an event occurring.
Possible	3	Few, infrequent, recorded occurrences or little anecdotal evidence; Reasonable probability of an event occurring; -26-60% probability of an event occurring.
Unlikely	2	Plausible, but no recorded occurrences or anecdotal evidence; Is not expected to occur; 5–25% probability of an event occurring.
Rare	1	Not impossible, but no recorded occurrences or anecdotal evidence; May occur only in exceptional circumstances; <5% probability of an event occurring.

Risk Matrix table					
	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Almost Certain (5)	LOW	MEDIUM	HIGH	EXTREME	EXTREME
Likely (4)	LOW	MEDIUM	MEDIUM	HIGH	EXTREME
Possible (3)	LOW	LOW	MEDIUM	HIGH	HIGH
Unlikely (2)	LOW	LOW	LOW	MEDIUM	HIGH
Rare (1)	LOW	LOW	LOW	MEDIUM	HIGH

ADDITIONAL NOTES FOR FINANCIAL RISK

The financial limits included in the GSCC Consequence Ratings Table are not commensurate with the budget of the GSCC. In line with GSCC risk assessment procedures, the Financial limits were not changed, but a qualitative assessment was done, using scenarios.

In the consequence table the Extreme case relates to serious litigation, so the financial limit has been associated with this as a non-budget item that could arise through litigation. The \$1,000,000 has been associated with 100% and the other percentages proportioned accordingly.

Scenarios for risk of reduced income; figures based on 2020-21 budget

Total withdrawal of all members would lead to end of GBGA as it would clearly not be relevant.

Other withdrawal scenarios – from these use a possible loss scenario of \$33,000 which is around 22% of total income of \$149k

Member group	Contribution or range	Scenario and loss
Regional City 1	\$27,100	RC 1 withdraws \$ 27,100
Regional City 2	\$16,700	RC2 and RC3 withdraw \$ 28,300
Regional City 3	\$11,600	
Large Shires (3)	\$12,300- \$16,700	2 withdraw \$ 33,000 (3 large shire \$44,700)
Small Shires (7)	\$2,500 - %6,600	All withdraw \$ 33,500
Regional agencies (3)	\$5200 ea	All withdraw \$ 15,600

Scenario for reduced funds for EO salary

From above, adopt possible 22% reduction in salary which would allow for 0.8 EFT Exec Officer

This has been judged by the Alliance Committee to be the minimum EFT for effective operation of the GBGA, although it would reduce the range of GBGA activity, including advocacy and project initiation.

SUITABLE RESERVE HELD BY GBGA.

The above suggests a reserve of \$33,000 would be suitable buffer for reduced operating funding, plus maintain about \$20,000 if possible for discretionary activity approved by alliance to benefit all alliance members. This gives a reserve minimum of \$33,000 and a desired reserve of \$50,000-\$55,000.