

AGENDA

Executive Committee



Date 3rd May 2022
Start 10am-11.00am
 Executive Officer, Carole Hammond.

Invited	Sharon Terry CHAIR	Greater Shepparton	Present
	Cr Rohan Webb	Mansfield SC	
	Leigh Harrison	Murrindindi SC	Present
	Cr Rob Eldridge	Mitchell SC	Present
	Elyse Kelly	Mitchell SC	Present
	Evelina Dudzinski	Rural City of Wangaratta	Apology

AGENDA

10am	1. WELCOME & APOLOGIES	CHAIR	
10.05	2. CONFLICT OF INTEREST DECLARATION	CHAIR	Nil.
10.07	3. CALL FOR ADDITIONAL AGENDA ITEMS	CHAIR	Day change to meetings. EO end of probation and 360 review. NCT Regional Arborist Network.
10.10	4. PREVIOUS MINUTES	CHAIR	The minutes of the Executive Committee meeting held online on 7 th February 2022 were distributed via email and are also available on the website members section once signed.
<p>MOTION: That the minutes of the GMCA Executive Committee Meeting of 7th February 2022 be endorsed. Moved: Sharon Seconded: Leigh EO to send Chair minutes for electronic signing once endorsed.</p>			

10.12	5. BUSINESS ARISING 5.1 February 2022 Actions	EO	See below ACTION: EO to do report on Rules of Operation/MoU model and present to Exec at next meeting.
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. The EO to collect the Constitutions of other GH Alliances so the Committee can review their Committee financial delegations and set a benchmark. COMPLETED See folder here 2. That the Committee review and update (where required) sections of the Risk Management Plan over 2022 at each meeting ONGOING 3. Call a meeting with Strategic/Statutory planners from each GMCA Sustainable Subdivisions participating council, and invite a CASBE representative, to examine annual subdivision workloads and support for a part time resource, as well as whether they require compliance support in the ESD area. COMPLETED 4. Elyse to ask if Macedon Ranges is undertaking a similar shared service model. 5. That the EO add the blue colour to the logo letters (in addition to the green) for review. COMPLETED One response from Wang 6. Julie to send prepared member letters to Sharon (as Chair) to sign, and email out to members. COMPLETED See item 6.1 			
10.15	6. GOVERNANCE, RISK & FINANCES 6.1 MOU & RO 6.2 GMCA Financial Update 6.3 Risk Management	EO EO EO	Rules of Operation Amendment sent. MSC will send reminder 6/4 (four members outstanding). ACTION: Leigh to confirm if all members have signed. RO review underway. ACTION: Comment section required. Take the red colouring out as it is confusing. ACTION: Add Risk Impact section. Needs to be less cumbersome.
<p>MOTION:</p> <p>That the Financial Report to 31 March 2022, subject to agreed amendments, be approved for endorsement at the Ordinary Meeting of the GMCA.</p> <p>Moved: Elyse Seconded: Rob</p>			
	7. CURRENT PROJECTS 7.1 SSF ESD Planning Officer Initiative 7.2 Alliances Conference (Alliances) 7.3 Climate Change in Planning Election Advocacy (Alliances) 7.4 Strategic Plan (GMCA)	EO EO EO EO EO	Grant, Heads of Agreement. PD. 29 April - overview. Update. Campaign consultants. Workshop. project plan. Brief for Exec Team . Upcoming networking opps Update. Update. Latest version for approval.

	<p>7.5 Logo (GMCA)</p> <p>7.6 MAV & Alliances Advocacy</p>	EO	<p>ACTION: EO to provide the versions of the logo that have been done/suggested so the Exec can pick 3 to be presented to the Ordinary Meeting.</p> <p>Update. Advocacy Document as agreed here. Alliances and MAV pulling three main messages from this as key messages – currently in process.</p>
	8. EXECUTIVE OFFICER ACTIVITIES	EO	Please see report .
	<p>9. OTHER ITEMS</p> <p>Day change to meetings. EO end of probation and 360 review. NCT Regional Arborist Network.</p>		<p>ACTION: - EO to arrange a venue so the Exec can meet in person for the 360/270.</p> <p>ACTION: EK – to chat to Mitchell Shire Arborists regarding preferences for a way forward.</p>

Close 11.03am

NEXT MEETING: Tuesday 7th June 2022

Signed
S. Terry, CHAIR

APPENDIX 1 - ACTION PROGRESS

Date	Complete	in progress	not commenced	WHO	WHEN
2019 & 2020					
Feb 19				EO	To be refined via the 22-26 Strategic Plan
2021 & 2022					
August 2021				EO	To be refined in the 22-26 Business Plan
August 2021				EO	To be refined via the 22-26 Strategic Plan
Oct 2021				EO	Complete
Oct 2021				EO	Logo design completed for review
Oct 2021				EO	Complete
Oct 2021				EO	Create an annual GMCA calendar.
Oct 2021				EO	Create a risk assessment review on the Alliance Committee Agenda and new calendar.
Oct 2021				MSC	That MSC 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.
Oct 2021				EO	That the EO put time into consolidating the design of the website to prioritise the activities and outcomes of the Alliance.
Oct 2021				EO	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.
Apr 2022				AC	That the Rules of Operation be refined to more clearly articulate the roles and delegations of the Committee, its sub-committee's and the Executive Officer.
Aug 2022				AC	That the Risk Assessment be reviewed and updated.
Aug 2022				EO	That the Strategic Plan go through a process of workshopping, and review in time for endorsement at the August 2022 Ordinary Meeting.

Aug
2022

That the 2022/23 GMCA Business Plan be developed from the feedback of the Strategic Plan process review in time for endorsement at the August 2022 Ordinary Meeting.

EO

AC

APPENDIX 3 - GMCA RISK ASSESSMENT

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>Financial report at Executive Committee meeting to clarify cash flows, income, grants,</p> <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 GMCA Operation Procedures.</p>	<p>Executive Ctee</p> <p>2022-23</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>Executive Ctee</p> <p>2022-23</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 	Auspice manager to consult with Alliance Committee during performance reviews	Auspice manager
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		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 	Strategic Plan identifies priorities for members and potential projects IF funding is	possible	moderate	medium	Project planning process with multiple member	Project selection criteria to be developed to ensure projects are chosen which	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 	<p>Forward planning for new auspice, process detailed</p> <p>Auspice Agreement in place. Procedures, finances etc documented and kept up to date. IT set up so EO can work at any location.</p> <p>Auspice agreement to spell out responsibilities of Auspice Organisation including term of agreement</p>	possible	major	HIGH	<p>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</p>	<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</p>	Alliance Ctee 2020-21
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						of Rules of Operation for 2021-25 auspice	
<ul style="list-style-type: none"> Insufficient staff resources for GBGA to function effectively 	<p>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.</p>	possible	moderate	medium	<p>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>	<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 	<p>Productivity monitored by manager of EO at Auspice organisation and Alliance Committee.</p>	unlikely	minor	low	<p>Not a key risk due to few staff</p>	nil	

<ul style="list-style-type: none"> Management of GBGA is not transparent to members 	<p>Regular meetings of Alliance Committee and Alliance. Formal communication between committees and regular financial reports, documented on members section of website.</p>	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>	<p>Alliance Ctee</p> <p>2020 EO ongoing</p>
<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	<p>Regular discussions between EO & Auspice Manager</p>	<p>Auspice manager to consult with Alliance Committee during performance reviews</p>	<p>Auspice manager</p> <p>Alliance Ctee annual</p>
<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	<p>Secondment could be a possibility for temporary backfill given resources in place</p>	<p>nil</p>	

<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, AC oversees work of the EO</p>	possible	minor	low	<p>EO has options to discuss with AC chair or alliance chair with view to discussion with auspice CEO</p>	<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-today activities due to systems or process 	<p>Cloud based information (OneDrive) and backup allows sufficient information to restart.</p>	possible	minor	low	<p>Passwords also held by auspice manager</p>	nil	

<p>failure resulting in potential loss of productivity, records</p>	<p>Core documents uploaded to Website and distributed to members.</p>						
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<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							
<ul style="list-style-type: none"> 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	
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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							
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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		

<ul style="list-style-type: none"> 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>	<p>Establish project procedure for control and mgt eg PCG, Develop a risk mgt and responsibility checklist for projects and PCG</p>	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 	<p>Climate issues have strong recognition in community and expectation of government action (SV regional surveys 2019).</p> <p>Past experience is work would continue in adaptation space as a minimum</p>	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 	<p>Members sign MOU to accept purpose of alliance</p> <p>Strategic plan formed by all members. Annual Report and regular updates (key messages and newsletters) to members.</p>	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 noncritical or heritage assets that can be quickly remedied	Minor legal issues, noncompliances 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 noncritical / heritage asset that can be quickly remedied.	Negligible legal issues, noncompliances 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.