

Minutes

Executive Committee

Date: 15 September 2022
Time: 9:00am
Venue: Online

Executive Officer: Carole Hammond

Invited			
	Sharon Terry CHAIR	Greater Shepparton	Present
	Cr Rohan Webb	Mansfield SC	Present
	Peter Bain	Murrindindi SC	Present
	Cr Rob Eldridge	Mitchell SC	Not Present
	Elyse Kelly	Mitchell SC	Not Present
	Cr Jack Herry	Rural City of Wangaratta	Present

AGENDA

9am	1. WELCOME & APOLOGIES	CHAIR	Cr Rob Eldridge Elyse Kelly
9.05	2. CONFLICT OF INTEREST DECLARATION	CHAIR	NIL
9.07	3. CALL FOR ADDITIONAL AGENDA ITEMS	CHAIR	Matter of Deputy Chair to fill in when Chair is unavailable (Not discussed – Action: Sharon to call out for Deputy).
9.10	4. PREVIOUS MINUTES	CHAIR	The minutes of the Executive Committee meeting held online on 30 th June 2022 were distributed via email and are also available on the website members section.

MOTION:

That the minutes of the GMCA Executive Committee Meeting of 30th June 2022 be endorsed.

Moved: [Rohan Webb](#)

Seconded: [Peter Bain](#)

EO to send Chair minutes for electronic signing once endorsed.

10.12	5. BUSINESS ARISING 5.1 June's 2022 actions	EO	See below
<p>ACTIONS:</p> <ol style="list-style-type: none"> 1. EC to review Strategic Plan and have comments to EO by Thursday 14th. Changes in-text to take out "2035" from Vision. COMPLETED 2. EC to adopt the reporting template for reporting of EC to Ordinary Meetings. COMPLETED 3. That the Committee review and update (where required) sections of the Risk Management Plan over 2022 at each meeting ONGOING 4. Leigh to confirm if all members have signed MOU and RO amendment. Mansfield signed. Alpine resorts to be approached during the off season. Campaspe SC not signed – Outgoing CEO took matter to council resolution to not sign, newly appointed CEO was encouraged not to sign. CSC remains a member – All agreed to allow as an anomaly of low risk, will revise and resubmit in future. 5. Add Risk Impact section. Cr ELDRIDGE TO SEND TEMPLIATE. 6. EK to speak to Mitchell Shire Arborists regarding preference for a way forward. Item closed off - no longer relevant. 7. EO to do report on Rules of Operation/MoU model and present to Exec at next meeting. Sharon to seek advice from GSCC Governance department. Carole to investigate comparative models and backgrounds. 			
10.20	6. GOVERNANCE, RISK & FINANCES 6.1 Governance Update 6.2 GMCA Finances 6.3 Risk Management	EO/Peter Peter EO	6.1 Discuss if Rules are fit for purpose. See EAGA MoU , SECCCA MoU , NAGA MoU . 6.2 July-Sept Finances. <ul style="list-style-type: none"> • Action: Invoices to go out. • Action: Sustainable hire item line to change to Contract Item line. • Action: Peter to arrange for provision of Murrindindi SC Laptop, Sim card and VPN for Carole. • Action: Peter and Sharon to meet and discuss Auspice arrangements and contribution backgrounds. • Action: Sharon to model off CAMS (Risk Management Program) and bring to next meeting. See attached below to Agenda. Wodonga & auspice. <ul style="list-style-type: none"> • Wodonga councillors want to withdraw by reason of: <ul style="list-style-type: none"> -no awareness of future works -no understanding of return on investment Action: Carole providing support to teams on ground to resolve; bring outcomes to next meeting.

APPENDIX 1 - GMCA RISK ASSESSMENT

This risk assessment was prepared by the GMCA Executive 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 GMCA budget, as set out on pages 13 and 14. Additional management control have been identified to be implemented in 2022/21 and 21/22. The assessment showed two HIGH risk, highlighted in yellow.

Summary Table – 2022/23 actions carried over

Risk Description	Recommended action Additional Management Controls	Who? When?
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GMCA Executive Meeting

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>	EC 2022-23
<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 	Project selection criteria to be developed to ensure projects are chosen which align with members expectations	EC 2022-23
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 GMCA 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>	EC 2022-23
<ul style="list-style-type: none"> • Management of GMCA is not transparent to members 	<p>Include in Communication Plan</p> <p>Conduct annual review of GMCA with Representatives</p> <p>Ensure engagement with elected representatives through regular reporting</p>	EC 2022-23 EO ongoing
<ul style="list-style-type: none"> • EO not performing effectively • Auspice arrangement not functional for EO 	Auspice manager to consult with Executive Committee during performance reviews	Auspice manager
<ul style="list-style-type: none"> • Attempt of Representatives to unduly influence the EO 	<p>EO to report any perceived influencing to Executive 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>Incorporate in Rules that EC 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>	<p>EC 2022-23</p>
Operational		
<ul style="list-style-type: none"> Unresolved conflict between members and/or Representatives 	<p>Conduct annual review of GMCA with Representatives to identify issues and resolve</p>	<p>EC 2022-23</p>
Service Delivery		
<ul style="list-style-type: none"> Reduced quality of service delivery resulting in potential loss of reputation 	<p>Update new representative welcome pack with their role within their council</p>	<p>EC 2022-23</p>
<ul style="list-style-type: none"> Contractors working on project do not follow procedures resulting in potential injury and health and safety incident 	<p>Establish project procedure for control and mgt eg PCG, Develop a risk mgt and responsibility checklist for projects and PCG</p>	<p>EC 2022-23</p>
Security		
<ul style="list-style-type: none"> IT system (cloud or website) is hacked 	<p>Investigate options to take website down from live status if required, provide procedure to auspice body</p>	<p>EO 2022-23</p>
Legal / Compliance		
<ul style="list-style-type: none"> Inadequate compliance systems in place, possibly resulting in penalties Claim made against GMCA 	<p>Establish project procedure for control and mgt eg PCG, Develop a risk management and responsibility checklist for projects and PCG</p>	<p>EC 2022-23</p>
<ul style="list-style-type: none"> Adverse media attention, increased concern from members Poor external communication leads to lack of engagement 	<p>Include in Communication Plan - external relations</p>	<p>EC 2022-23</p>
Reputational		
<ul style="list-style-type: none"> Project fails or viewed as poor value for money by members 	<p>Establish project procedure for control and mgt eg Project Control Group, Develop a risk mgt and responsibility checklist for projects and PCG</p>	<p>EC 2022-23</p>

<ul style="list-style-type: none"> • Adverse media attention, increased concern among members • Not enough external communication, leading to lack of engagement 	<p>Review Communication Plan for external relations</p>	<p>EC 2022-23</p>
<ul style="list-style-type: none"> • Misconception of role of GMCA among executive and other sections of member organisation 	<p>Include in Communication Plan</p> <p>Provide additional support and assistance to those members as required</p> <p>EO to present/talk to each member at least annually</p>	<p>EC 2022-23</p> <p>EO ongoing</p>
<ul style="list-style-type: none"> • Lack of support for GMCA in formation of new auspice leads to member withdrawal Risk Rating HIGH 	<p>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)</p> <p>Return on Investment reporting undertaken on all projects as a regular undertaking at EC and GMCA meetings.</p> <p>EO to meet with each council Exec annually.</p> <p>EO & Chair to meet with NE and GB Regional CEO Forums</p>	<p>EC 2022-23</p>

GMCA RISK ASSESSMENT 2022-23

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

Table Legal / Commercial

- Claim made against GMCA
- GMCA does not satisfy requirements of GMCA 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 GMCA 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 GMCA 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 GMCA to function effectively**
- **Poor management systems resulting in duplication and potential loss of productivity**
- **Management of GMCA 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 GMCA 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 GMCA membership costs due to attitudes about climate change**
- **Agency or organisation operating in similar space competes for resources from members and government**

GMCA RISK ASSESSMENT AND MANAGEMENT TABLE 2022-23 (note EC is Executive 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 on last page 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 Executive 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 reserve of \$36,000 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 Executive Committee and members. Moderated by 6 month notice period to leave GMCA	unlikely	moderate	low	Possible reduction scenario of 22% ie 78% budget remains This would give EO 0.8 EFT. EC judges 0.8 EFT minimum for effective operation GMCA 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	EC 2022-23
<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 6 months time frame to highlight any change in membership.	possible	moderate	medium	Possible scenarios reduction income of 22% Retain \$36,000 min in reserve.	Budget position and income reviewed and negotiated with each new auspice, adjust EO EFT and operational expenses if needed.	EC 2022-23

					Review EO EFT and operating expenses to absorb.		
<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 GMCA 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	<p>moderate</p> <p>minor</p>	<p>medium</p> <p>low</p>	<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 GMCA reserves to protect GMCA against interim reductions in income. Review each auspice.</p> <p>Possible to absorb loss in operational budget</p>	<p>EC</p> <p>2022-23</p>
<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 Executive Committee of alliance funds</p> <p>Maintain reserve for shortfalls</p> <p>Non- recurrent expenditure approved by main committee</p> <p>Return on Investment analysis of all projects undertaken as an ongoing aspect of GMCA function.</p>	unlikely	<p>moderate</p> <p>major</p>	<p>low</p> <p>medium</p>	<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>	<p>EC</p> <p>2022-23</p>

<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>	<p>EC</p> <p>2022-23</p>
<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>	<p>EC</p>
<ul style="list-style-type: none"> • Inability to adequately resource programs /projects, or have cost over-runs, with potential impact on reputation 	<p>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.</p>				<p>comment would reveal a risk in project planning</p> <p>Finances monitored and reported by auspice organisation</p>	<p>align with members expectations</p>	<p>2022-23</p>
<ul style="list-style-type: none"> • Fraud, criminal activity 	<p>Auspice finance rules and operations safeguard fraud. Executive Committee oversight of GMCA activity and finances</p> <p>Credit card is subject to policy and review of auspice council.</p>	unlikely	minor	low	<p>Mainly EO credit card</p> <p>Credit amount is capped (\$1000 & single transaction \$500), with reconciliation each month</p>		

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 suitable auspice arrangement able to be found, or current auspice arrangement becomes untenable. 	Historic investigations into incorporation.	Possible	Major	High	Potential to incorporate as an independent organisation using previous research and other Victorian Alliance experiences to guide.		
<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 GMCA 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</p>	<p>EC</p> <p>2022-23-21</p>

						Operation for 2021-25 auspice.	
<ul style="list-style-type: none"> Insufficient staff resources for GMCA to function effectively 	EC 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>	EC 2022-23

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?
<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 Executive Committee.	unlikely	minor	low	Not a key risk due to few staff	nil	
<ul style="list-style-type: none"> Management of GMCA is not transparent to members 	Regular meetings of Executive 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 GMCA with Representatives</p> <p>Ensure engagement with elected representatives through regular reporting</p>	EC 2022-23 EO ongoing

<ul style="list-style-type: none"> EO not performing effectively Auspice arrangement not functional for EO 	<p>Monitored by Auspice Organisation and Executive 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 Executive Committee during performance reviews	Auspice manager EC 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 GMCA 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>Executive 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		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

• Attempt of Auspice body or manager to unduly influence the EO, or divert to other duties	HR policies and processes of auspice organisation for any employee, EC oversees work of the EO	possible	minor	low	EO has options to discuss with EC chair or alliance chair with view to discussion with auspice CEO	Incorporate in Rules that EC chair will be independent of auspice body Insert clause in PD eg EO not be used for work related to auspice council alone	EC 2022-23
Auspice activity, or failure to act, places Alliance projects, reputation and/or assets at risk.	Auspice Agreement in place. Procedures, finances etc documented and kept up to date. Auspice agreement to spell out responsibilities of Auspice Organisation including term of agreement	possible	Major	high	EO has options to discuss with EC chair and Committee, and/or Alliance Chair with view to escalating to auspice CEO.	Refresh Rules. Incorporate in Rules that Auspice will act in good faith and communicate openly with Alliance at all times, with an “open-door” policy between Chairs of the Alliance and Auspice CEO.	

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							
• Disruption to day-today 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>Executive Committee informed of EO work. All work recorded in cloud. Auspice council holds password</p> <p>EO has developed procedures especially for meetings</p>	<p>possible</p>	<p>moderate</p>	<p>medium</p>	<p>Passwords also held by auspice manager</p>	<p>nil</p>	
<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>	<p>possible</p>	<p>moderate</p>	<p>medium</p>		<p>Conduct annual review of GMCA with Representatives to identify issues and resolve</p>	<p>EC 2022-23</p>

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?
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 Executive Committee.</p> <p>Representatives also have role to support alliance at their council</p>	possible	moderate	medium		Update new representative welcome pEck with their role within their council	EC 2022-23
<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 GMCA 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	EC 2022-23
• 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			
• Burnout of EO and/or contract staff due to lack of staffing mismatch with high pressure to provide value and return on investment	Auspice organisation procedures and induction apply. Training as per auspice organisation policy. Support of EO by EC in monthly meetings.	Possible	Moderate	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	EC 2022-23

• 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			
• 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 2022-23

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 GMCA 	<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 GMCA 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 GMCA 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>	EC 2022-23
<ul style="list-style-type: none"> GMCA does not satisfy requirements of GMCA rules or project legal agreements 	<p>Executive 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 	<p>Detailed project planning and selection endorsed by alliance members. Project Control</p>	unlikely	major	medium	<p>Project processes would reveal this early. Response would be</p>	<p>Establish project procedure for control and mgt eg PCG, Develop a risk mgt and</p>	EC 2022-23
	<p>Groups established with ToR with regular reporting to GMCA</p>				<p>project specific and lead council responsibility</p>	<p>responsibility checklist for projects and PCG</p>	

<ul style="list-style-type: none"> • Adverse media attention, increased concern from members • Not enough external communication leading to lack of engagement 	<p>Able to call on advice from Auspice council media staff and members for strategies.</p>	<p>unlikely</p>	<p>moderate</p>	<p>low</p>	<p>General decrease in risk as community accepts climate change</p>	<p>Review Communication Plan for external relations</p>	<p>EC 2022-23</p>
<ul style="list-style-type: none"> • Misconception of role of GMCA among executive and other sections of members 	<p>Regular communication, can call on representatives and Auspice to assist explanation. Councillor induction pack.</p> <p>Online Members area on website sent to all new members easily accessible, including up to date induction information.</p>	<p>possible</p>	<p>moderate</p>	<p>medium</p>		<ul style="list-style-type: none"> • Provide additional support and assistance for those members as required • Return on Investment reporting undertaken on all projects as a regular undertaking at EC and GMCA meetings. • EO to meet with each council Exec annually. • EO & Chair to meet with NE and GB Regional CEO Forums 	<p>EC 2022-23</p>

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?
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 	Alliances have continued to be effective even in times of sceptical governments	possible	minor	low	<p>Climate issues have strong recognition in community and expectation of government action (SV regional surveys).</p> <p>Past experience is work would continue in adaptation space as a minimum</p>	<p>Return on Investment reporting undertaken on all projects as a regular undertaking at EC and GMCA meetings.</p>	
<ul style="list-style-type: none"> Some members sceptical of value of GMCA 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		<ul style="list-style-type: none"> Provide additional support and assistance for those members as required Return on Investment reporting undertaken on all projects as a regular undertaking at EC and GMCA meetings. EO to meet with each council Exec annually. EO & Chair to meet with NE and GB Regional CEO Forums 	<p>GMCA Ctee</p> <p>As required</p>

<ul style="list-style-type: none"> Agency or organisation operating in similar space competes for resources from members/government 	<p>Performance, networks 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	<p>In Victoria, alliances are established and independent means of regional organisation, especially of councils.</p>	<p>State Govt is unable to involve itself in many aspects of the VGA campaigns ie Planning for a Safe Climate, as it is being campaigned to for change.</p>	
<ul style="list-style-type: none"> Lack of support for GMCA 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	<p>New auspice is arranged within 6 months of council elections</p>	<p>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)</p> <p>Return on Investment reporting undertaken on all projects as a regular undertaking at EC and GMCA meetings.</p>	<p>EC 2022-23</p>

Figure 1 – Consequence Ratings Table drawn from GSCC

Consequence Ratings Table								
Consequence	Rating	Assets & Infrastructure	Legal & Compliance	Environmental	Financial	Financial GMCA 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 GMCA 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, 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 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 – Likelihood Ratings Table drawn from GSCC

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 MSC Consequence Ratings Table are not commensurate with the budget of the MSC. In line with MSC 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 2022/2023 budget

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

Other withdrawal scenarios – from these use a possible loss scenario of \$36,000 which is around 22% of total income of \$162k

Scenario for 22/23 FY

Member group	Contribution or range	Scenario and loss	
Regional City Level 1 (1)	\$29,023	RC 1 withdraws	\$ 29,023
Regional City Level 2 (2)	\$18,367-\$20,112	All withdraw	\$ 38,079
Large Shires (3)	\$12,738- \$16,420	2 withdraw	\$ 25,799 (3 large shire \$42,219)
Small Shires (7)	\$2,636 - \$7,289	All withdraw	\$ 36,713
Regional agencies (3)	\$5,244 ea	All withdraw	\$ 15,732

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 Executive Committee to be the minimum EFT for effective operation of the GMCA, although it would reduce the range of GMCA activity, including advocacy and project initiation, and may risk staff changes.

SUITABLE RESERVE HELD BY GMCA.

The above suggests a reserve of \$36,000 would be suitable buffer for reduced operating funding, plus maintain about \$20,000 if possible for discretionary activity approved by the Alliance to benefit all Alliance members. This gives a reserve minimum of \$36,000 and a desired reserve of \$50,000-\$55,000.