



## **Appendix 7b**

### **16.5 Risk Register and Review of Risk Management Policy**

*Risk Register*

# **Ordinary Meeting of Council**

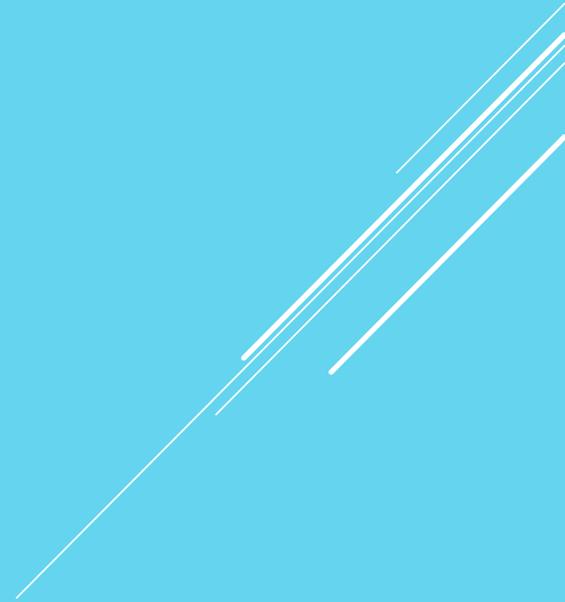
Wednesday 23 June 2021 at 7:00pm

Via videoconference (Zoom)

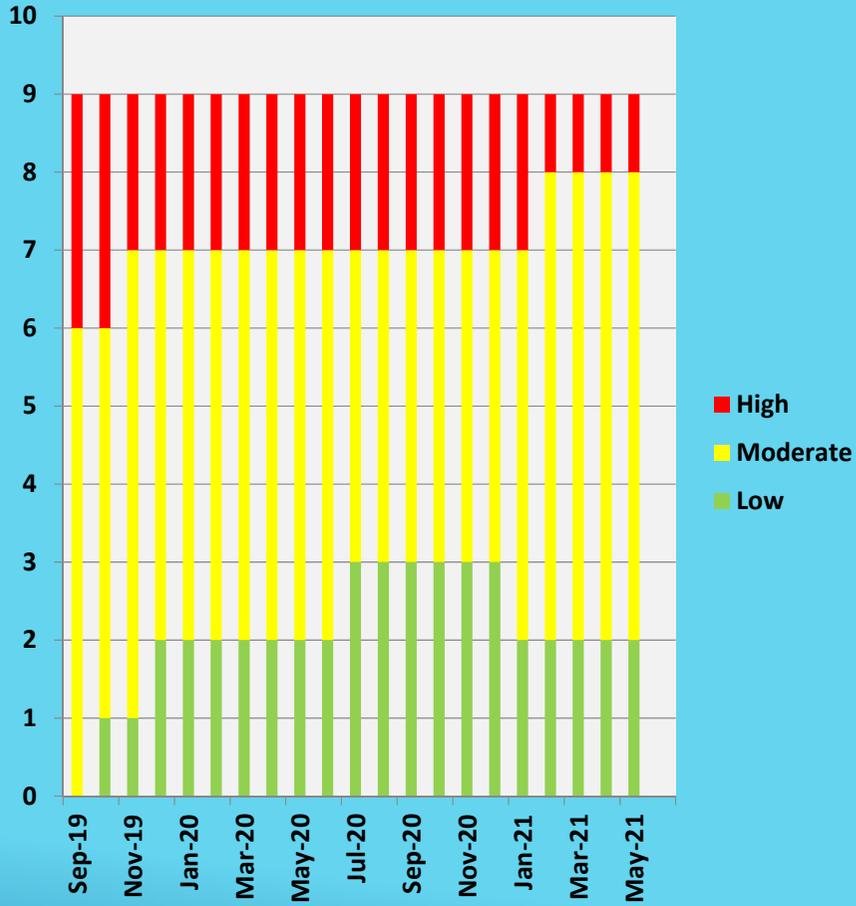
# BOQ RISK REGISTER

Updated 28 May 2021

# RISK DASHBOARD

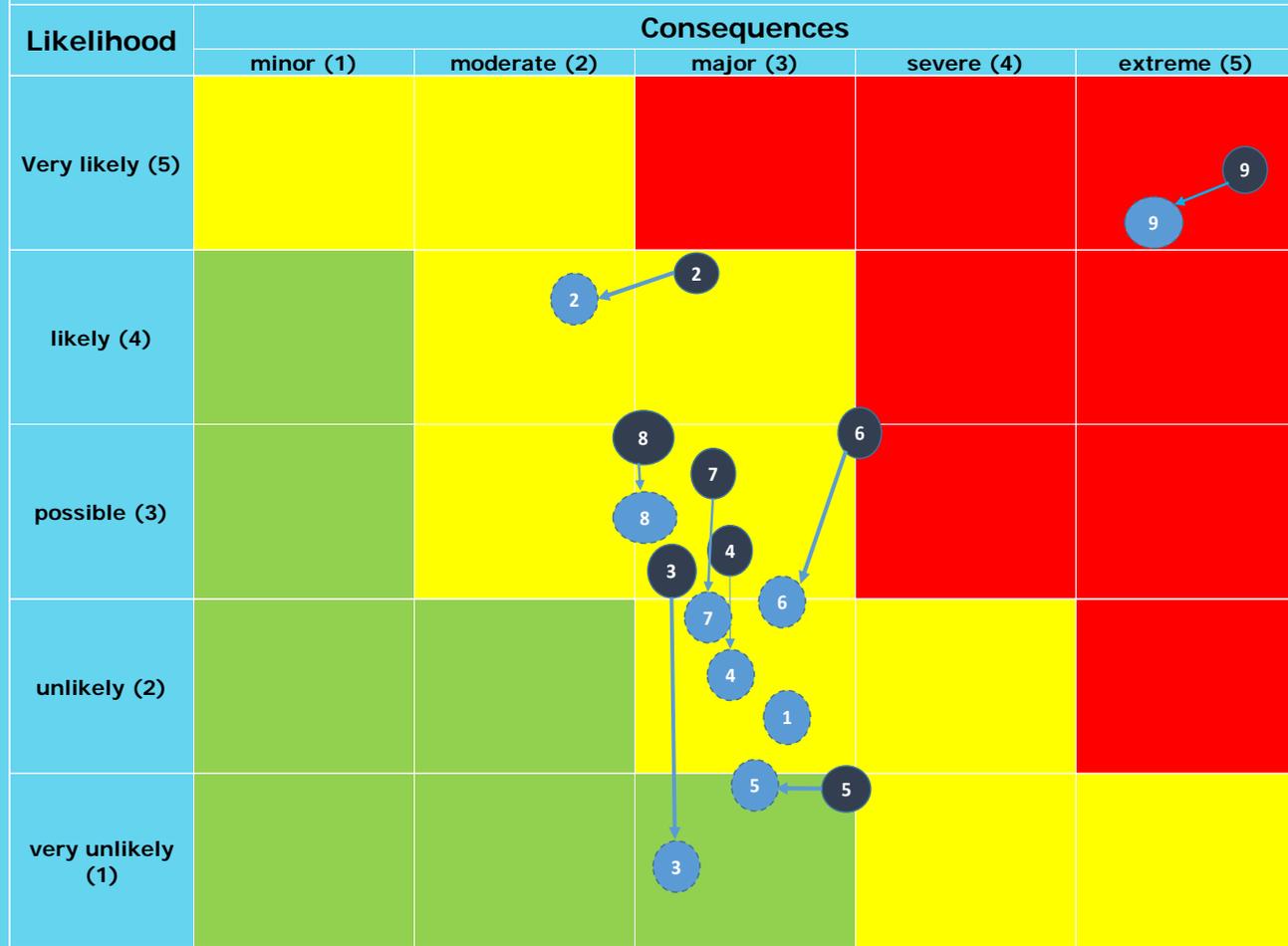


### Severity of Risks by Month



This graph shows the distribution of high, medium and low risks over time

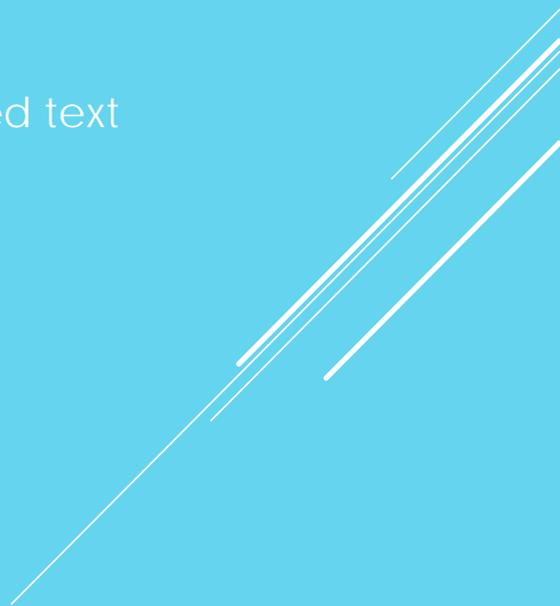
### Risk Movement Matrix



This graph shows the planned movement of individual risks over time

# RISK REGISTER

Note: Changes since the previous version are shown in red text



Risk Title	Risk Owner	Risk Description				Overall Risk			
<b>Risk 1: Leadership</b>		The risk of BoQ not being able to implement its strategic objectives				Current	M	Planned	M
Risk Event	Consequences	Current Controls	Control effectiveness	Current Risk Rating					
				Likelihood	Consequence	Level			
1.1. Ineffective Councillor performance	1. Community disenchantment	1. Strong induction program, ongoing guidance	Effective	2	4	M			
1.2. Ineffective management performance	2. Inability to achieve objectives	2. Objective setting by Council	Effective	2	4	M			
1.3. Failure to manage major projects well	3. Inability to achieve objectives	3 Committees govern some projects	Effective	1	4	M			
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating			
						Likelihood	Consequence	Level	
1.1. na	Effective	na	na	Complete	na	2	3	M	
1.2. Manager development course	Effective	MCS	Jun-21	Scheduled	na	2	3	M	
1.3. Implementation of Auditor recommendations in relation to project management framework	Effective	GMPI	Dec-20	Complete	Partial improvement of processes occurred	1	4	M	

Risk Title	Risk Owner	Risk Description	Overall Risk					
<b>Risk 2: People</b>	GMOPCS	The risk of not being able to attract, retain and get the best from quality staff	Current	M	Planned	M		
Risk Event	Consequences	Current Controls	Control effectiveness	Current Risk Rating				
				Likelihood	Consequence	Level		
2.1. Low morale	Low productivity	Sound leadership; Good communication channels	Effective	3	3	M		
2.2. Departure of key staff	Loss of corporate knowledge	Preparation of handover notes	Adequate	4	3	M		
2.3. Low wages	Inability to attract and retain quality staff	Strong work environment	Effective	5	2	M		
2.4. Absence of multiple key staff in one area	Other staff overloaded / absence of decision makers	Acting staff and contract staff	Effective	1	3	L		
2.5 Organisational Restructure 2021	Reduced morale, poor service delivery	Detailed plan, extensive consultation	Effective	2	4	M		
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating		
						Likelihood	Consequence	Level
2.1. NFA	Effective	na		Complete	na	3	3	M
2.2. Improved records management system	Effective	MCS	Jun-22	Commenced	Will ensure retention of all records created by staff	4	1	M
2.3. NFA	Effective	na		Complete	na	5	2	M
2.4. Agreement with G21 Councils to provide backup support for key staff	Effective	GMOPCS	Dec-21	Not started	na	1	2	L
2.5 NFA	Effective	na		Complete	na	2	4	M

Risk Title	Risk Owner	Risk Description				Overall Risk			
<b>Risk 3: Governance</b>	GMOPCS	The risk of poor governance				Current	L	Planned	L
Risk Event	Consequences	Current Controls	Control effectiveness	Current Risk Rating					
				Likelihood	Consequence	Level			
3.1. Fraud, embezzlement etc	1.a. Loss of funds 1.b. Loss of reputation	Full suite of policies in place	Effective	3	3	M			
3.2. Lack/adequacy/following of policies	2. as above	Full suite of policies in place	Effective	1	3	L			
3.3. Inadequate insurance	loss of funds and potentially capacity to operate	Annual review of insurances	Effective	1	3	L			
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating			
						Likelihood	Consequence	Level	
3.1. Implement training	Effective	GMOPCS	Jan-20	Complete	All staff training at All Staff Meeting	1	3	L	
3.2. Implement awareness training on introduction/review of policies	Effective	GMOPCS	Jan-20	Complete	Compliance training program in development	1	3	L	
3.3. NFA	Effective	na		Complete	Insurance audited late 2020	1	3	L	

Risk Title	Risk Owner	Risk Description	Overall Risk					
<b>Risk 4: Financial</b>	GMOPCS	The risk of significant damage to the financial sustainability of Council	Current	<b>M</b>	Planned	<b>M</b>		
Causes	Consequences	Current Controls	Control effectiveness	Current Risk Rating				
				Likelihood	Consequence	Level		
4.1. Reduction in core grant funding	No long term financial sustainability	Lobbying	Adequate	3	3	M		
4.2. Lower rate cap	No long term financial sustainability	Lobbying	Adequate	3	3	M		
4.3. Caravan Park revenue downturn	No long term financial sustainability	Marketing	Adequate	2	3	M		
4.4. Failure to win grants available	No long term financial sustainability	Best efforts	Poor	3	3	M		
4.5. Failure to close asset management gap	No long term financial sustainability	Monitor and seek new grants	Adequate	2	4	M		
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating		
						Likelihood	Consequence	Level
4.1. Seek alternate revenue streams	Effective	GMOPCS	Jul-22		Paper considering alternates to Council	2	3	M
4.2. Seek alternate revenue streams	Effective	GMOPCS	Jul-22		Paper considering alternates to Council	2	3	M
4.3. Seek alternate management model for CPs	Effective	GMOPCS	Jun-21	In progress	Consultant engaged	1	2	L
4.4. Establish process for grant applications	Effective	GMOPCS	Jul-21		Paper to EMT	2	3	M
4.5. Policy re asset management	Effective	GMPI	Jun-21	Complete	Paper to Council	2	4	M

Risk Title	Risk Owner	Risk Description				Overall Risk			
<b>Risk 5: Compliance</b>	GMOPCS	The risk of BoQ not complying with legislation or regulation				Current	L	Planned	L
Causes	Consequences	Current Controls	Control effectiveness	Current Risk Rating					
				Likelihood	Consequence	Level			
5.1 Failure to comply with Local Govt Act	Administrator, monitor, dismissal	Experience of key staff, legal support	Effective	1	3	L			
5.2 Failure to comply with OHS legislation or regulation	Fines, reputation, injury	Currently implementing an effective control system	Effective	2	4	M			
5.3 Failure to comply with merit, gender, privacy, or FOI	Fines, reputation,	Experience of key staff, culture	Effective	1	3	L			
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating			
						Likelihood	Consequence	Level	
5.1 Increased level of training	Effective	GMOPCS	All 2020	Complete	training to reduce likelihood and type of breach. HR officers undergoing Cert L4	1	3	L	
5.2 Adoption of MAV framework	Effective	GMOPCS	Dec-20	Complete	Key policies now implemented	2	3	L	
5.3 Increased training	Effective	GMOPCS	Jan-20	Complete	Incorporate in compliance training module	1	3	L	

Risk Title	Risk Owner	Risk Description	Overall Risk					
<b>Risk 6: IT</b>	GMOPCS	Operational. The risk of BoQ being unable to operate effectively due to poor systems support	Current	<b>M</b>	Planned	<b>M</b>		
Causes	Consequences	Current Controls	Control effectiveness	Current Risk Rating				
				Likelihood	Consequence	Level		
6.1. IT hardware failure	Unable to manage finance and rates	1. a. Firewalls b. Backups	Adequate	2	4	M		
6.2. IT attack	Unable to manage finance and rates. Privacy breach	2. a. Firewalls b. Backups	Adequate	4	3	M		
6.3. Breach of copyright, piracy	Financial risk	3. a. Advice re portable computing b. System controls for networked computing	Effective	1	3	L		
6.4. Inappropriate use of IT	Reputation risk	4. firewalls	Effective	2	3	M		
6.5. Inadequate infrastructure	Unable to operate	5. Maintenance regime	Effective	2	3	M		
6.6 Failure of IT Strategy Implementation	Financial, unable to operate	Project management, redundancy in system	Effective	2	4	M		
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating		
						Likelihood	Consequence	Level
6.1. Review the Business Continuity Plan	Effective	GMOPCS	Jun-21	Commenced	na	2	3	M
6.2. Strengthened Business Continuity Plan and staff awareness exercises	Effective	GMOPCS	Jun-21	staff awareness conducted	Increased support from state government reducing risk	4	3	M
6.3. Training	Effective	GMOPCS	Jan-20	Planned	Part of compliance training	1	3	L
6.4. Increase awareness training	Effective	GMOPCS	annual	Complete	Part of induction/compliance training	2	3	M
6.5. Develop & Implement an IT Strategy	Effective	GMOPCS	Dec-21	Complete	Strategy complete and implementation commenced	2	3	M
6.6. Specialist assistance with project	Effective	GMOPCS	Apr-21	Complete		2	3	M

Risk Title	Risk Owner		Risk Description			Overall Risk			
<b>Risk 7: Health and Safety</b>	CEO		The risk of staff or others being injured			Current	<b>M</b>	Planned	<b>M</b>
Causes	Consequences		Current Controls			Control effectiveness	Current Risk Rating		
							Likelihood	Consequence	Level
7.1. Physical safety issues	1. Injury or death		1. Policies			Effective	2	3	<b>M</b>
7.2. Stress and mental wellness triggers	2.a. Injury 2.b. Performance issues		2 EAP			Effective	3	3	<b>M</b>
7.3. Disease	3.a. Illness 3.b. Work attendance		3. Flu shots, mosquito awareness and prevention			Effective	2	2	<b>L</b>
7.4. Public liability risk	4.a. Trees 4.b. Asset failure		4. Monitoring and Insurance			Effective	3	<b>3</b>	<b>M</b>
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating			
						Likelihood	Consequence	Level	
7.1. OH&S Policy to be further developed, safe driving course to be considered for those driving	Effective	GMOPCS	Dec-20	Complete	Policies further developed, safe driving not yet scheduled	2	2	<b>L</b>	
7.2. OH&S Policy to be further developed	Effective	GMOPCS	Dec-20	Complete	na	3	3	<b>M</b>	
7.3. OH&S Policy to be further developed	Effective	GMOPCS	Dec-20	Complete	na	2	2	<b>L</b>	
7.4. NFA	Effective	GMOPCS		Complete	na	3	<b>3</b>	<b>M</b>	

Risk Title	Risk Owner	Risk Description	Overall Risk					
<b>Risk 8: Assets and Infrastructure</b>	GMPI	The risk of damage to our assets or infrastructure	Current	<b>M</b>	Planned	<b>M</b>		
Causes	Consequences	Current Controls	Control effectiveness	Current Risk Rating				
				Likelihood	Consequence	Level		
8.1. Loss or damage of equipment	1. inability to carry out functions	1. Regular maintenance	Effective	2	2	L		
8.2. Failure of infrastructure	2. Financial and amenity	2. Maintenance schedules, renewal	Effective	2	3	M		
8.3. Damage to citizens by infrastructure	3. Regulatory and financial	3. Maintenance schedules, renewal	Effective	3	3	M		
8.4 Poor asset records	4. Inability to understand effect	4. Records for significant assets held	Adequate	3	2	M		
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating		
						Likelihood	Consequence	Level
8.1. NFA	Effective	na		Complete	Council has little equipment on its asset registers as operational function is a service based contract	2	2	L
8.2. NFA	Effective	na		Complete	na	2	3	M
8.3. NFA	Effective	na		Complete	na	3	3	M
8.4 Establish register of open space assets	Effective	GMI&P	TBA	Commenced	Currently considering and prioritising & receiving assistance from DELWP	2	2	L

Risk Title	Risk Owner	Risk Description				Overall Risk			
<b>Risk 9: Catastrophic</b>	CEO	The risk of a catastrophe striking the Borough				Current	H	Planned	H
Causes	Consequences	Current Controls	Control effectiveness	Current Risk Rating					
				Likelihood	Consequence	Level			
9.1. Global warming	long term inundation	Nil	Adequate	5	5	H			
9.2. Fire/storm destroys Council office	loss of records, systems, heat events	BCP, heat plan for vulnerable residents	Adequate	1	4	M			
9.3. Terrorist attack	Loss of life and assets	MEMP	Adequate	1	4	M			
9.4. Flooding isolates the Borough	Inability to carry out normal functions	MEMP	Adequate	3	2	M			
9.5. Pandemic	Inability to carry out normal functions	MEMP, Pandemic Policy	Adequate	3	4	H			
Planned Control	Planned Control effectiveness	Responsible	Due date	Status	Comment	Planned Risk Rating			
						Likelihood	Consequence	Level	
9.1. Develop climate action plan	Adequate	CEO	Feb-20	Advanced	long term time frame	5	5	H	
9.2. Review BCP	Adequate	GMOPCS	Nov-19	Underway	na	1	3	M	
9.3. NFA	Adequate	na		Complete	na	1	4	M	
9.4. NFA	Adequate	na		Complete	na	3	2	M	
9.5. Establish structures to cope with Delivery of services and Business Continuity in pandemic	Adequate	GMOPCS	May-20	Complete	Review again after COVID-19	3	3	M	