

## Strategic Risk Register - Borough of Queenscliffe

FINANCIAL				
Risk Ref	Risk Name			
F101	Financial Sustainability of Council			
		<b>GROSS RISK</b>	<b>RESIDUAL RISK</b>	<b>Potential Control Measures</b>
	<b>Risk Description</b>	<b>Calculated Risk Level</b>	<b>Calculated Risk Level</b>	<b>In progress</b>
Cause & Impact	Risk of not achieving long term financial sustainability The financial sustainability of the Council is at risk when;	16	12	Continue to invest in cost efficiencies (ICT transformation projects).
	<ul style="list-style-type: none"> <li>Limited/constrained revenue sources (lower rate cap (rate cap lesser than the CPI), stagnated rate base, Financial Assistance Grants not being directly linked to inflation and socio-economic factors specific to the Borough (e.g. having significant proportion of non-residential rate payers who are not included in population calculations for distribution of Grants)</li> <li>Ineffective expenditure management (growth of ongoing expenditure outweigh growth of ongoing income)</li> <li>Deteriorating economic conditions in the municipality (Income losses, unemployment, and business closures in the Borough due to the drop in visitors (BoQ has a tourism focused economy)</li> <li>Insufficient overall fiscal responsibility (open communication with the public regarding financial decisions, budgets, and expenditures fosters trust and accountability, transparent reporting practices demonstrate responsible financial management, need to balance short-term needs with long-term financial sustainability objectives)</li> </ul>			Service level review to ensure sustainable service standards.
				Implement an asset management system covering all assets managed by Council to forecast future assets renewal and depreciation expenses more accurately.
Risk Ref	Risk Name			
F102	Government Political and Policy Changes			
		<b>GROSS RISK</b>	<b>RESIDUAL RISK</b>	<b>Potential Control Measures</b>
	<b>Risk Description</b>	<b>Calculated Risk Level</b>	<b>Calculated Risk Level</b>	<b>In progress</b>
Cause & Impact	Council loses ability to manage and control coastal Crown land (state government takes over control of coastal crown land)	15	8	Investments in caravan parks amenities on land owned by Council to make it more attractive to generate additional income potentials.
	Council's sensitivity to income from caravan parks			Capital projects management framework to include consideration of service need and project viability (including lifecycle analysis) within the inception phase and the planning phase of projects.
	Commonwealth and state governments transfer program or service responsibilities to local government with insufficient funding, or provide grants that don't keep pace with the actual delivery costs incurred by councils			

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### SERVICE

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE01	Poor Project Management	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Ir	Failure to manage major projects well including inability to achieve objectives	16	9	Develop and implement a framework / system for monitoring of projects once started/initiated.

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE02	Inadequate Risk Management and Governance practices	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Impac	Poor risk management and governance practices resulting fraud, embezzlement, financial losses, data losses and complete failure in services.	16	9	Implement regular/comprehensive staff training / awareness sessions on policies and procedures for effective implementation and monitoring.

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE03	Failure to Close Asset Management Gap	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Impac	Failure to close asset management gap therefore deteriorating service capacity of Council's asset base.	16	9	Implement an asset management system covering all assets managed by Council to forecast future assets renewal and depreciation expenses more accurately.

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Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE04	ICT Failure (including Cyber risk)	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Impact	Risk Description			
	Risk of loss due to breach of confidentiality, failure of integrity of systems and data, inappropriateness or unavailability of systems and data, or inability to change ICT within a reasonable time and costs when the environment or business requirements change (i.e. agility)	20	16	Moving away from all of BOQ's on premise hosted applications into reliable and secure vendor hosted applications (certified vendors for data security). Full suit of ICT policies and procedures and regular staff awareness programs. IT Disaster Recovery Plan will be reviewed and updated when vendor hosted applications are in place.

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE05	Community and Stakeholder Engagement (Expectation)	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Imp	Risk Description			
	Discontent within the community and other stakeholders due to disconnect in services Council offer (perceived as delivered) and their expectations (Service Gap).	15	12	Development of the Service Level Plan after a comprehensive community consultation exercise.

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
SE06	Not Managing Trees	Calculated Risk Level	Calculated Risk Level	In progress
Cause & Impact	Risk Description			
	Risk of not managing trees situated within Councils properties (including Crown land that Council manage) resulting not achieving their full complement of benefits to the community and/or negatively impacting public safety.	16	12	Develop a comprehensive tree management system and procedures.

# Strategic Risk Register - Borough of Queenscliffe

## HEALTH AND WELLBEING

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
		Calculated Risk Level	Calculated Risk Level	In progress
HW01	Failure to Ensure Safety at Public Places and at Workplace			
Cause & Impact	Risk Description			
	Failure to ensure safety in public places and at the workplace result in injuries (even death) to members of the community, staff, contactors engaged by the Council and visitor visiting the Borough.	20	8	Review of effectiveness of beach warning and safety signs across Council managed coastal foreshores. Develop and implement periodic refresher training to all relevant staff members on OH&S management processes to have it embedded into day to day operations.

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
		Calculated Risk Level	Calculated Risk Level	In progress
HW02	Major Disasters			
Cause & Impact	Risk Description			
	The risk of a catastrophe striking the Borough (fire / storm / terrorist attack / Tsunami / flooding ) Spreading of diseases (including a pandemic) impacting wellbeing of people (Councillors, employees, volunteers, contractors, community members, clients, visitors)	10	8	Comprehensive review of Councils BCP and regular response drills/testing exercise.

## LEGISLATIVE

Risk Ref	Risk Name	GROSS RISK	RESIDUAL RISK	Potential Control Measures
		Calculated Risk Level	Calculated Risk Level	In progress
LE01	Legislative Compliance			
Cause & Impact	Risk Description			
	Risk of not complying with Acts governing Council's operations e.g. Local Government Act, Planning & Environment Act, etc.	16	9	Develop a compliance management checklist for the organisation. Regular/structured refresher training to staff about compliance.

# Strategic Risk Register - Borough of Queenscliffe

## ENVIRONMENTAL

Risk Ref	Risk Name
EN01	Impacts of Climate Change

	Risk Description	GROSS RISK	RESIDUAL RISK	Potential Control Measures
		Calculated Risk Level	Calculated Risk Level	In progress
Cause & Impact	<p>Impacts of Climate Change</p> <p>Climate change has far-reaching and multifaceted impacts that affect various aspects of the planet, including the environment, societies, economies, and ecosystems. As a coastal community, the Borough is vulnerable to the impacts of climate change, particularly those related to sea-level rise, extreme weather events, and coastal erosion.</p> <p>Impacts of climate change include long term inundation, increased risk of bushfire, drought, extreme heat events and associated health risk, food and water insecurity, loss of bio-diversity, cultural and Indigenous impacts, loss of Council assets, investment in adaptation (but not limited to..)</p>	25	25	Undertake Climate Risk assessment in the planning for new/upgrade/renewal projects.
				Work in collaboration with Bellarine and Bayside councils and relevant state Government agencies to prepare, plan and implement remediation and adaption strategies to address coastal inundation due to sea level rise.