Risk Management Register

Introduction

The QPGC Risk Management Policy requires that a Risk Management Register be established.

Objectives

A risk management review has been carried out with the Board of Queens Park Golf Club to:

- Summarise the major risks facing Queens Park Golf Club;
- Rate and document these risks;
- Discuss and document the controls and procedures in place to manage these risks;
- Develop a risk management control procedure for Board members.
- Establish a review process

A four-step process was adopted to undertake the review:

- Step 1 – Identify the hazard.
- Step 2 – Assess the risks' likelihood, impact and overall rating.
- Step 3 – Control or remove the risk.
- Step 4 – Review control measures.

Review Outcomes

A total of six risks were identified. All risks were given an **overall risk rating**. To calculate the overall risk rating the likelihood score of the risk is multiplied by the impact score. These terms are explained below:

Likelihood	Impact
1. Very Unlikely	1. Very low impact
2. Unlikely	2. Low Impact
3. Neither Likely or Unlikely	3 Medium Impact
4. Likely	4 High Impact
5. Very Likely	5 Very High Impact

Overall Rating:

Once the likelihood and impact of each risk is scored, then the overall risk rating can be calculated by multiplying the likelihood score by the impact score. Each risk can then be graded as low, medium or high. For example, a very unlikely risk with a very low impact would be rated as Low 1 (1 X 1).

1 - 8	**Low**
9 - 17	**Medium**
18 - 25	**High**

Likelihood	**Impact**				
	1. Very Low Impact	**2. Low Impact**	**3. Medium Impact**	**4. High Impact**	**5. Very High Impact**
5. Very Likely	**5 Low**	**10 Medium**	**15 Medium**	**20 HIgh**	**25 High**
4. Likely	**4 Low**	**8 Low**	**12 Medium**	**16 Medium**	**20 High**
3. Neither Likely or Unlikely	**3 Low**	**6 Low**	**9 Medium**	**12 Medium**	**15 Medium**
2. Unlikely	**2 Low**	**4 Low**	**6 Low**	**8 Low**	**10 Medium**
1. Very Unlikely	**1 Low**	**2 Low**	**3 Low**	**4 Low**	**5 Low**

Please Note: Any risk that is rated as medium or high should be reviewed regularly by the Board, ideally as a standing agenda item on monthly Board meetings.

Mitigating Actions

Mitigating actions are actions designed to lessen the likelihood and/or impact of each risk.

Risk Identification:

The following table summarises the risks that were identified by the Club.

The Risk Register in **Appendix A** contain information on all risks identified, including the effectiveness of the controls currently in place to manage those risks.

The value of this exercise is in the action plans and reporting put in place to ensure effective risk management at Queens Park Golf Club.

Action plans and Timetables agreed during this review are noted in **Appendix B.**

The Risk Management Officer will submit to the Board any risk assessments completed, in progress or not previously reported.

Risk No.	Risk	Likelihood	Impact	Risk Rating
1	Failure of Board to execute its responsibilities. • Reputation risk – failure to adhere to Board and Committee Member Code of Conduct or Charter. • Lack of succession planning, sudden loss of key member. Ageing membership, time poor younger members.	3 4	3 4	9 16
2	Failure to provide a club in demand – lack of members and volunteers • Major damage to course due to weather event, vandalism, or chemical misuse.	4	3	12
3	Significant loss of revenue. • Failure to attract sponsors for the Club	3	3	9
4	Failure to comply with legal and insurance obligations. • Inadequate mentoring and training of volunteers. • Increasing likelihood of litigation to the Club. • Injury of club member during a competition.	3 3 4	3 3 4	9 9 16
5	Technological Breach and Data Protection. • Cyber attack or breach by hacker. • Multiple users of Club technological equipment	4 4	5 3	20 12
6	Inclusion and Equality			

This review represents an assessment of risk at a point in time. Queens Park Golf Club must conduct its activities in a changing environment due to the dynamics of both the strategic and organisational environments.

The risk profile enables the Board to make conscious decisions about risk. The options available to the Board after a risk profile has been completed are:

- terminate the activity;
- transfer the risk associated to the activity (usually through outsourcing or insurance);
- reduce the potential consequences or likelihood by modifying/strengthening the control environment.
- accept the level of risk as being acceptable considering the risk/control philosophy of the Club, the adequacy of the current control environment and the cost of strengthening the control environment.

QPGC Risk Management Register			
Version	**Date**	**Author**	**Notes**
0.1	19/08/24	Sue McLean	First draft
0.2	07/11/24	Janet Flitton	Second Draft
0.3	13/03/25	Governance Co.	Third Draft
0.4	02/04/25	Janet Flitton	Fourth Draft
0.5	30/04/26	Gov Co	Fifth Draft
0.6	28/06/26	Gov Co./Board	Risk Assessment workshop held.
1.0	17/08/26	Gov Co.	Board Approved

Appendix A -QPGC Risk Register

Risk 1	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Actions
Failure of Board to execute its Responsibilities	Unsuitable skill sets amongst Board.	3	2	6	• Diversified skill set amongst Board and committees. • Code of conduct and Board/Committee charters in place. • Position Description for all Board positions.
	Lack of awareness of legal responsibilities.	1	3	3	• *Guide to running an incorporated association in Victoria* available to Secretary and Treasurer. • Position Description for all Board positions.
	Failure to source independent expert advice when necessary.	1	4	4	• Use of specialised contractors when necessary.
	Reputation risk – failure to adhere to Board and Committee Member Code of Conduct or Charter.	3	3	9	• Process available to remove Board Member if necessary.
	Lack of succession planning, sudden loss of key member. Ageing membership, time poor younger members.	4	4	16	• Succession planning process in place. • Willingness to outsource some roles and responsibilities.
	Failure to provide adequate communication with members.	1	4	4	• Regular communication with members via newsletters, emails and social media.

Risk 2	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Actions
Failure to provide a club in demand –	Poor financial management.	2	4	8	• Stable financial position. • Regular financial reporting. • Annual external audit of financial records.
lack of members and volunteers	Fraud.	2	2	8	• Two-person sign off on expenses. • Cash Handling Policy and Financial Delegation Policy in place.
	Sub-standard golf course and facilities.	2	3	6	• Engaged and informed members.
	Increasing membership fees.	3	2	6	• Competitive price structure. • Engaged and informed members.
	Declining market participation.	1	3	3	• Active golf and social calendar.
	Lack of volunteers to execute Club functions.	1	4	4	• Succession planning processes in place.
	Major damage to course due to weather event, vandalism, or chemical misuse.	4	3	12	• Flexibility of competitions – can play a 9-hole competition on high elevation holes.

Risk 3	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Actions
Significant loss of Revenue	Inadequate audit controls regarding delegations of authority and financial processes.	2	4	8	• Monthly review by Board of financial position. • Annual independent financial audit. • Comprehensive annual budgeting process. • Cash handling controls in place. • Two-person sign-off on expenses. • Secure payments of membership and other fees.
	Failure to retain existing members.	1	3	3	• Monthly review of membership numbers. • Cost/member ratio – GA affiliation fees based on membership – less members, less cost.
	Failure to attract new members.	1	2	2	• Pathways for new members are well developed.
	Clubhouse destroyed.	1	3	3	•
	Extended poor weather.	4	2	8	•
	Increasing outside competition.	1	2	2	• Competitive price structure.
	Failure to attract sponsors for the Club.	3	3	9	• Sponsors are acknowledged and rewarded.

Risk 4	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Action
Failure to comply with legal and insurance requirements.	Lack of awareness of legal responsibilities.	2	3	6	• Comprehensive documentation outlining Board position responsibilities. • External financial agent engaged for BAS and other financial obligations.
	Inadequate mentoring and training of volunteers.	3	3	9	• Effective succession planning and mentoring of volunteers.
	Reduced cover due to premium costs.	2	3	6	• Adequate affordable insurance cover through GA.
	Poor broker advice.	2	3	6	• Insurance broker meets industry standards.
	Increasing likelihood of litigation to the Club.	3	3	9	• Access to a solicitor. • Adequate insurance through Golf Australia
	Lack of regular review of QPGC insurance policies.	1	4	4	• Networking with similar clubs as to insurance costs. • Annual Board planner in place, includes insurance renewal. • Insurances reviewed annually with broker.
	Injury of club member during a competition.	4	4	16	• Education of members regarding reporting process. • Adequate insurance through Golf Australia.

Risk 5	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Actions
Technology breach or failure	Cyber-attack or breach by hacker.	4	5	20	• Strong controls over passwords and access to sensitive information. • Up to date software and virus protection. • Use of external expertise as needed.
	Multiple users of Club technological equipment.	4	3	12	• Limited volunteer access to data and financial records. • Strong controls over passwords and access to sensitive information.
	Failure of technology due to environmental damage – water, heat.	3	2	6	• Care is taken to protect equipment from potential damage – protection from sun and damp.
	Inadequate anti-virus software.	2	5	10	• Up to date software and virus protection.
	Privacy issues from use/abuse of social media/website.	2	3	6	• Comprehensive Privacy Policy. • Membership to social media is screened and posts are monitored.

Risk 6	Risk Description/Issues	Likelihood	Impact	Overall Rating	Mitigating Actions
Inclusion and equality	Low participation of the following groups: • gender • age • abilities • diversity • gender identification	 1 1 2 4 2	 4 3 2 2 2	 4 3 4 8 4	• as per Golf Australia policies. • Code of Conduct in place. • Developed pathways for women and juniors. • Child Safe Policy in place. • Working with Children certificates required for Board and Committee members. • Board reviews participation rates by membership category each month. • Suggestion Box provided. • If demand arises then measures will be put in place.

Appendix B – Action Plans and Timetable

Risk	Action Plans	Rating	Responsibility	Due Date
Failure of Board to execute its responsibilities.	• Reputation risk – failure to adhere to Board and Committee member Code of Conduct or Charter • Lack of Succession Planning, sudden loss of key member. Ageing membership, time poor younger members.	9 – Medium 16 - Medium	The Board - a standing agenda item on monthly Board meetings.	Next Board meeting.
Failure to provide a club in demand – lack of members and volunteers	• Major damage to course due to weather event, vandalism or chemical misuse.	12 - Medium	The Board - a standing agenda item on monthly Board meetings.	Next Board meeting.
Significant loss of revenue.	• Failure to attract sponsors for the Club.	9 – Medium.	The Board - a standing agenda item on monthly Board meetings.	Next Board meeting.
Failure to comply with legal and insurance requirements.	• Inadequate mentoring and training of volunteers. • Increasing likelihood of litigation to the Club. • Injury of Club member during a competition.	9 – Medium 9 – Medium 16 - High	The Board - a standing agenda item on monthly Board meetings.	Next Board meeting.
Technological breach/failure	• Cyber attack or breach by hacker. • Multiple users of Club technological equipment,	20 – High 12 - Medium	The Board - a standing agenda item on monthly Board meetings.	Next Board meeting,