

## Red Imported Fire Ants (*Solenopsis invicta*) – Key decisions

Date	Action	Comments
10 January 2010	Roush Review	The Roush Review was provided to the Oversight Committee. The review concluded that eradication would not be feasible using current techniques.
1 April 2010	Independent review panel for the NRIFAEP Teleconference	The Review Panel advised the Oversight Committee they did not believe the RIFA incursion in Queensland could be eradicated with current techniques. The Review Panel recommended the RIFA program focuses on the containment of the current infestation for 18-24 months, until key research is completed. At the conclusion of 24 months containment, another review should be undertaken to determine the feasibility of eradication.
14 April 2010	NMG Teleconference	<p>The NMG noted increases in RIFA detections during the year. The NMG agreed to the updated program, which was aimed at aggressive containment with a view to eradication for an 18-24 month period, while research into remote sensing is completed.</p> <p>The final costing for the program was endorsed out-of-session. Initial advice from Queensland indicated that approximately \$21 million was needed for 2010-11. The NMG agreed the \$21 million indicted was required for a national response to RIFA was warranted. Queensland advised the NMG that infestations can be eradicated if they can be detected.</p>
23 April 2010	NRMMC Meeting 17	<p>NRMMC noted the findings of the Roush Review which concluded RIFA cannot be eradicated from Brisbane using current techniques. The council was advised that the NMG believed it is premature to cease the pursuit of eradication, and proposed the program be one of containment with a view to eradication.</p> <p>The council noted the program's budget for 2010/11 and would be considered and finalised out-of-session.</p>

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23 April 2010	PIMC Meeting 17	PIMC noted the NMG had endorsed a program of containment with a view to eradication for an 18 to 24 month period. A response plan and final costing for the revised program were not finalised: provided for endorsement out-of-session. Initial advice received from Queensland indicated an approximate cost of \$21 million for 2010/11.
14 May 2010	High Level working group Meeting	The High Level working group considered four options for the 2010/11 program. Queensland developed a paper that summarised the history of the program and all the options available for the continuation of the program. The working group received updates on the program's progress, which covered the remote sensing trials and the NRIFAEP; and were advised of a link existing between land clearing for development and the increased risk of RIFA infestation. The group agreed the NRIFAEP should continue in the national interest and considered four program options for 2010-11.
June 2010		Requested a review of the NRIFAEP based on comments received and were circulated OOS for consideration by the NMG and the NRMCMC. The group also agreed to approach the Department of Defence to consider cost sharing of RIFA management activities on Defence land. Queensland Minister Mulherin wrote to Minister Burke requesting short-term matching funding (\$3 million) to bridge the \$6 million shortfall in the \$21 million budget. The Australian Government response indicated a decision would be made at the next COAG meeting.
30 June 2010	National ICT Australia Limited deed	DAFF entered into a funding deed with National ICT Australia Limited (NICTA) for the development of a prototype system able to execute automatic identification and screening for RIFA. Funds (\$100 000) were drawn from Departmental funds (National Biosecurity Committee, project code 200024).
16 September 2010	Tramp Ant Consultative Committee (TACC) Teleconference 1	First meeting. TACC replaced NTAC and the RIFA consultative committee.

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13 October 2010	NMG OOS	Yarwun proof of freedom paper was circulated OOS for NMG endorsement. The paper noted that: all operations to eradicate a RIFA incursion in Yarwun had been completed; there had not been any detection in Yarwun since 28 September 2006, this was the first time in the world that an established RIFA population had been eradicated and the efforts of Queensland were recognised. What resulted was based on the declaration that jurisdictions removed existing RIFA related movement controls on fire ant host materials from the Yarwun restricted area. A media statement declared eradication had been successful on 5 November 2010.
21 October 2010	High level working group Teleconference	The working group approved the proposed 2010/11 budget of \$21 million: \$15 million was set aside for aggressive containment activities, and the remaining \$6 million for control activities that ensured public safety and the integrity of amenity areas. Queensland agreed to provide an additional \$3 million, which was to be subject to fund matching from the Australian government.  The group agreed to the declaration of 'proof of freedom status,' for the Yarwun area. The declaration of freedom resulted in the lifting of RIFA related movement controls from the area and was the first time an established RIFA population had been eradicated from anywhere in the world.
22 October 2010	NMG Teleconference	The NMG endorsed Yarwun proof of freedom status.
7-8 December 2010	TACC Meeting 2	The first day of the meeting covered the eradication program's progress to date. The second day, covered the scientific research conducted throughout 2009/10, and any future research needs.

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		The NMG noted that while the level of infestation remained low, the detection of outlier colonies; the movement of high risk materials; new infestations in new areas with disturbed ground; and the detection of a small number of densely clustered colonies were of concern.
10 December 2010	NMG OOS Paper RIFA OOS-2-2010	The NMG agreed to the 2010/11 operational plan with the aim of eradication, and a national cost sharing program of \$15 million a year in the 2010/11 and the 2011/12 financial years. The NMG also noted that Queensland had committed a further \$3 million. The Commonwealth only provided in principle support for a matching Commonwealth contribution. The NMG requested advice on the future of the program; this advice would be based on the remote sensing project's trial results.
3 February 2011	TACC Teleconference 3	TACC determined that the impact of Tropical Cyclone Yasi on the eradication program was negligible. This was based on the infested areas being largely unaffected by the cyclone, prior treatment had been applied to all infestations.
10 March 2011	PISC – Meeting 20	PISC noted the RIFA NMG has been asked to agree to the short- and long-term objectives of the current eradication efforts, and to agree to a national cost-shared program of \$15 million in each of the 2010-11 and 2011-12 years, which would be subject to jurisdictional budgetary considerations.
21 March 2011	TACC Teleconference 4	The fourth TACC teleconference did not involve RIFA.
15 April 2011	PIMC – Meeting 19	PIMC agreed to fund a nationally cost-shared component of the response, noting that the NMG has agreed to a nationally cost-shared program of \$15 million for 2010–11 and 2011–12. The Commonwealth and Queensland considered the cost-sharing of additional response activities, and that Queensland had already committed an additional \$3 million for 2010–11.

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5 September 2011	TACC Teleconference 5	<p>TACC noted that recently detected outlier colonies are of concern; however, their presence didn't present a threat to the program's eradication operations continuing as planned for 2011-12. TACC also agreed that 'Option 1' was the preferred treatment control to implement in what remained of the financial year.</p> <p>TACC expressed concern with the delay with the delivery of the Remote Sensing data; this delay had been caused by problems with the integration of the electronics of all three cameras. TACC agreed they would nominate experts from their jurisdictions to participate at the Scientific Advisory Panel Forums, which were proposed to begin in October 2011.</p>
6 September 2011	NMG Teleconference	<p>The NMG met to consider the future of the program; noted that activities carried out in 2010/11 have contained and suppressed the spread of RIFA in the south-east; agreed to the carryover \$1.38 million in unspent funds; endorsed the 2011/12 work program; noted that delays in implementing the remote sensing program meant its impact on the program still remained unknown.</p> <p>The group agreed in-principle to a \$15 million program for 2012/13 aimed at containment and suppression. The actual 2012/13 budget would be subject to the results of the remote sensing program, which had been considered at the NMG at the end of 2011.</p>
28 November 2011	TACC Teleconference 6	<p>TACC noted the Scientific Advisory Panel meeting, which would discuss the molecular genetics of the Queensland RIFA population; and consider alternative management options based on the data that has already been collected.</p> <p>TACC noted the update on the remote sensing project, and that trails had already begun, but, due to the complications with the cameras not much of the area could be tested in the time remaining, given the limited ideal climatic conditions. TACC also noted Queensland's proposed re-zoning legislation for the RIFA Restricted Areas; which had to still be endorsed by Queensland parliament.</p>

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29-30 November 2011	SAP Meeting	An expert panel of population and molecular geneticists reviewed the genetic data that had been collected from the detected RIFA colonies in Queensland. It concluded that eradication pressure had been successfully exerted, partly due to decreasing genetic diversity, on the remaining populations.
20 December 2011	TACC Teleconference 7	TACC endorsed the draft policy that bases the restricted area on suburb boundaries; endorsing the proposed changes to the movement controls through restricted areas.
January 2012		The Biosecurity Management Communication Strategy had been progressed. The department would continue its ongoing liaison with the energy and resource sector project proponents, monitoring industry uptake, compliance and effectiveness of this partnership approach.
February 2012	Audit of the RIFA program	A financial audit of the program commenced in February 2012, done by Deloitte, with the preliminary findings expected by mid-2012. The anticipation is that the audit would provide a level of confidence that the funding is being used appropriately.
1-2 February 2012	TACC Science Forum (Brisbane)	The forum focused on technical developments in the detection and eradication of RIFA. The review panel recommended the NMG endorse the NRIFAEP Future Program 2012-15 Response Plan.
27 February 2012	TACC Teleconference 8	TACC met and discussed the programs progress, including the Scientific Advisory Panel's Forums, Research and Development, and the eradication program's operations.  TACC agreed to the proposed RIFA Forward Plan for 2012-15, and the plan's Milestones. TACC agreed to all the recommendations, except for (e). Recommendation (e) needed to explain the breakdown of cost-shared funding, and funding provided by the Queensland government. TACC noted the proposed cost of \$21 million, with: \$15 million nationally cost-shared, and the remaining \$6 million supplied by Queensland.

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14 March 2012	NMG Teleconference	The NMG endorsed the first year's funding for the program, agreeing to recognise the three year plan was based on \$21 million per year. The NMG agreed to continue the cost sharing component of the program for the first year of the three year plan (\$15 million per year). The NMG noted that Queensland would provide \$6 million in additional investment for each year, 2010-11 and 2011-12.
27 April 2012	Standing Council on Primary Industries (SCoPI) Meeting 1	Council endorsed funding requirements for the Red imported fire ants eradication program for 2012–13.
26 June 2012	NMG out-of-session	The NMG accepted a report on the completion of outputs under the NMG agreed response plan for 2011-12.
August 2012	NBC	The National Biosecurity Committee (NBC) agreed that a Red Imported Fire Ants working group would be convened to develop a contingency plan for management should eradication no longer be considered feasible. The contingency plan will be provided to NMG in March 2013.
21 September 2012	PISC 2 out-of-session item 07	PISC noted the status of the RIFA program.
24 October 2012	TACC Meeting 9	TACC held a face-to-face meeting at the Fire Ant Control Centre, Oxley, to consider the 2011-12 Annual Report, the 2012-13 RIFA work program and the carryover of \$807,901 in 2011-12 program underspends.
26 October 2012	SCoPI 2 out-of-session item 03	Council noted the status of the RIFA program.

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19 September 2012	NMG out-of-session	The NMG noted the outcomes of the Deloitte Touche Tohmatsu financial audit of the National RIFA Eradication Program. The audit examined the financial management practices and expenditure of the eradication program from July 2009-2012. The audit did not find any evidence of misappropriation of funding.
16 November 2012	NMG Teleconference	As at 7/1/2013 Minutes are still to be finalised. The NMG noted additional non cost-shared Queensland funding was reduced from \$6million to \$1.125 million for 2012-13. The NMG agreed to an efficiency audit of National Red Imported Fire Ant Eradication Program be conducted under the provisions of the NEBRA. The NMG noted that the National Biosecurity Committee agreed that the working group developing the contingency plan should take into consideration the findings of the RIFA benefit cost analysis, remote sensing data and delimitation review.



Note: Only risk treatment strategies for Extreme (red) and High (orange) risks are required to be developed, implemented, managed and further monitored using the Risk Report.

Risk No Month/Year	Identify Risks		Analyse and Evaluate Risks							Treat Risks			Risk Treatment Officer			
	Priority or Objective description e.g. from Scorecard, Strategic Plan	Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment					
					Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence		Level of Risk		
<b>Directorate (including Policy &amp; Planning)</b>																
DIR 2/10	Political & Financial	National cost sharing funding ceases due to withdrawal of national funding partners	No	No	1.Effective communication with National cost share partners.2.Regular reporting to partners.	Yes	Unlikely	Severe	Medium	13	Full and complete information to funding partners to ensure full understanding of the success, activities, and concerns of the program. Regular reporting arrangements.	Unlikely	Major	Medium	13	NOB
DIR 3/10	Political & Financial	National cost sharing funding does not meet program timing				Blank	Blank	Blank	Nil	Nil		Blank	Blank	Nil	Nil	
DIR 4/10	Political	RIFA detected in another State/Territory	No	No	Program strategies are designed to keep the pest contained in SEQ.	Yes	Possible	Moderate	Medium	13	Continue treatment of high risk sites and monitor compliance with movement controls. Communication strategy with high risk stakeholders such as mining companies.	Possible	Minor	Medium	8	
DIR 5/10	Political & Operational	RIFA not eradicable	No	No	Prophalactic treatment undertaken in high risk areas. Targetted treatment of high risk sites.	Yes	Unlikely	Major	Medium	14	Coninue to ensure treatment efficacy and identification of high risk areas such as development sites.	Unlikely	Major	Medium	14	
DIR 6/10	Operational	Major outlying RIFA detection	No	No	Large area of prophalactic treatment to the west.	Yes	Possible	Moderate	Medium	13	Remote sensing will be used to delimitate in the next 3 years. Within this time it is possible that a major outlyier will be detected. This will be immediately treated and controlled.	Possible	Minor	Medium	8	
DIR 7/10	Operational	Shear number of RIFA detections too many	No	No	Large area of prophalactic treatment has been undertaken.	Yes	Unlikely	Major	Medium	14	Through the program the genetic diversity of RIFA has decreased making it unlikely that any outliers would be viable colonies.	Unlikely	Minor	Low	5	
DIR 12/10	Political & Financial	Remote sensing project failure due to time, cost, quality and scope creep	No	No	Testing has been undertaken to ensure the effectiveness of the technology.	Yes	Possible	Major	High	18	Resources to be put towards ensuring that the project succeeds.	Possible	Major	High	18	NOB
DIR 13/10	Political & Financial	Another major animal, plant or pest outbreak e.g. FMD, EI, Citrus Canker, etc	Yes	No	Establishment of Emergency Management Unit with trained staff on call.	Yes	Likely	Moderate	High	17	Continue to support EMU and establish sytems to manage such an outbreak.	Likely	Moderate	High	17	
DIR 14/10	Operational	Electric Ant outbreak in Townsville / Cairns	No	No	Program is designed to contain EA to current areas and limit movement of carriers.	Yes	Unlikely	Major	Medium	14	Continue current program until eradication.	Unlikely	Major	Medium	14	NOB
DIR 15/10	Operational	Asian Honey Bee outbreak	No	No	Currently transitioning to management program.	Yes	Unlikely	Moderate	Medium	9	Continue with management program.	Unlikely	Moderate	Medium	9	NOB
DIR 16/10	Operational	Yellow Crazy Ant program not being implemented	No	No	Program is treating infestations as they are detected.	Yes	Unlikely	Moderate	Medium	9	Continue with current program.	Unlikely	Moderate	Medium	9	NOB
DIR 17/10	Operational	Another major exotic Ant incursion e.g. Raspberry Ant, Neglectors, etc				Blank	Blank	Blank	Nil	Nil		Blank	Blank	Nil	Nil	
DIR 18/10	Management Practices	Lack of clearly defined procedures, policies and documentation contributes to the likelihood of risk occurring	No	No	Documentation undergoing review process.	Yes	Unlikely	Moderate	Medium	9	Annual review process to be implemented.	Unlikely	Minor	Low	5	HL
DIR 19/10	Compliance Monitoring	Information and knowledge management records are not being properly kept resulting in lack of shared understanding of information	No	No	Documentation undergoing review process.	Yes	Unlikely	Moderate	Medium	9	Annual review process to be implemented, central storage point to be identified.	Unlikely	Minor	Low	5	HL
DIR 23/10	Personnel	Work-life balance and hours of work cannot be maintained due to unexpected events/deliverables	No	No	Flexible work arrangements are in place.	Yes	Unlikely	Moderate	Medium	9	Emphasis flexible work arrangements, examine priorities, implement good planning practices.	Unlikely	Minor	Low	5	
DIR 24/10	Fraud	Deliberate spread of RIFA by staff or public	No	No	Current Regulations	Yes	Unlikely	Moderate	Medium	9	Update Regulation to ensure they are current.	Unlikely	Minor	Low	5	HL
DIR 25/10	Major Agencies & Businesses	Agencies/businesses feel out of touch with program, are not mindful of responsibilities and are not actively or passively supportive of the Fire Ant program	No	No	Comprehensive community engagement program	Yes	Possible	Major	High	18	Coninue ensuring that community engagement practices meet with current needs.	Unlikely	Major	Medium	14	
DIR 26/10	Major Agencies & Businesses	Major agencies and businesses are not adequately informed of Fire Ant requirements (program credibility questioned and leadership faces criticism)	No	No	Comprehensive community engagement program	Yes	Unlikely	Major	Medium	14	Ensure major agencies and businesses are identified and the list updated.	Unlikely	Moderate	Medium	9	
DIR 27/10	Personnel	Short term employment conditions result in high turnover of staff and loss of corporate knowledge	No	No	Documentation undergoing review process so it is complete and up to date.	Yes	Possible	Moderate	Medium	13	Annual review process to be implemented, central storage point to be identified.	Possible	Minor	Medium	8	
DIR 28/10	Operational	Inadequately resourced and maintained systems result in inaccurate program management and inconsistent reporting				Blank	Blank	Blank	Nil	Nil		Blank	Blank	Nil	Nil	
<b>People and Performance</b>																

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P&P 1/10	Industrial Relations	Risk of industrial disputation by AWU in the event of planned staff reductions	No	No	1. Effective relationship with AWU advocate. 2. Active consultation with AWU advocate 3. FACC CA 2006 4. Effective Relationship with Workforce Strategy (IR)	Yes	Likely	Moderate	High	17	Ensure effective and appropriate consultation and negotiation with AWU. Enhance relationship with AWU. Develop enhanced industrial processes.	Possible	Moderate	Medium	13	NOB
P&P 2/10	Industrial Relations	Risk of industrial disputation by QPSU if BQCC do not convert temporary employees to permanent status because of no ongoing funding of the Program	No	No	1. Temporary Employment Directive 2. Workforce Strategy support BQCC's decision 3. Workforce Strategy represent BQCC at SBU	Yes	Possible	Moderate	Medium	13						
P&P 3/10	Human Resources	Risk of exit/movements of highly skilled staff out of BQCC. Workforce planning - roles and responsibilities for each BQCC section, includes succession planning	No	No	1. BQCC roles and responsibilities document 2. Achievement Plans BQCC Managers are clear about their sections responsibilities and have identified any skill shortages and succession plans 3. Effective recruitment and selection processes	Yes	Unlikely	Minor	Low	5						
P&P 4/10	Cessation of program	Risk of a decision made beyond BQCC control to cease or substantially downsize the program	Yes	No	Funding decision from Commonwealth and States due in April each year	No	Likely	Severe	Extreme	24	Full and complete information to funding partners to ensure full understanding of the success, activities, and concerns of the program. BQCC staff are aware of their employment tenure. Discussions with industrial parties occur as soon as a funding decision is known. Strategy in place to manage downsize process.	Possible	Major	High	18	NOB
P&P 5/10	Human resources	Risk of poor staff performance because of longevity of temporary project	No	No	1. BQCC have tight HR processes to manage poor performance. 2. Operations Coordinator spends more time in the field. 3. DEEDI Discipline Process. 4. DEEDI performance improvement processes. 5. Effective case management 6. Consultation with WI	Yes	Unlikely	Minor	Low	5						
P&P 6/10	Workplace health & safety	Risk of serious injury to staff member due to a WHS incident, particularly involving ATV's	Yes	No	1. Active WHS Committee 2. Staff are involved in and consulted with regarding SOP's 3. External accredited training provider delivers hands-on and theory based ATV training 4. All injuries are reported to WHSO 5. BQCC have their own appointed WHSO. 6. WHSO spends time in the field and attends staff briefings	Yes	Possible	Major	High	18	Intensive case management for any injured worker. Operations Coordinator to consult with injured worker and then refer to Rehab Consultant for case management and any further action. WHSO is across all WHS issues. All notifiable incidents are reported to the Division of Workplace Health and Safety. Active consultation with BQCC employees about WHS responsibilities. Staff are educated about SOP's and involved in their development and maintenance. Due to the nature of ATV operations BQCC have done everything possible to provide a safe working environment including engaging external trainers and ATV operations experts, however, ATV operations remain a high risk.	Likely	Moderate	High	17	NOB
P&P 7/10	Workplace health & safety	Risk of BQCC not meeting its responsibilities under WHS legislation re educating staff	No	No	1. All field staff are educated in WHS procedures. 2. WHS is incorporated into daily work activities and Achievement Plans. 3. Effective induction program. 4. Proactive WHSO and BQCC Managers.	Yes	Rare	Minor	Low	3						
P&P 8/10	Organisational capability	Risk of BQCC managers not having sufficient management skills to appropriately manage their staff	No	No	1. DEEDI Foundations of Leadership training. 2. Guidance and support provided to managers by Director and HR staff	Yes	Unlikely	Minor	Low	5						

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P&P 9/10	Fraud	Risk of staff making false WorkCover/WH&S Claims particularly during a time of employment uncertainty	No	Yes	1. WHS procedures. 2. Effective relationship with WorkCover, DEEDI Legal, Crown Law and WI 3. Tight WHS and Rehab processes 4. Rehab Coordinator manages all rehab and return to work programs	Yes	Possible	Moderate	Medium 13					
P&P 10/10	Fraud	Risk of staff using position to gain access to properties for criminal gain	No	Yes	1. Code of Conduct 2. Ethical decision making model 3. Effective relationship with WI 4. Induction program 5. Tight HR processes	Yes	Rare	Moderate	Low 6					
P&P 11/10	Fraud	FACC specific misuse of government equipment/resources	No	Yes	1. Annual stocktake 2. Asset & sundry item registers maintained. 3. FSIS register maintained. 4. Site security in place.	Yes	Possible	Minor	Medium 8					
P&P 12/10	Bait supply	Difficulties in securing adequate bait supplies	No	No	1. Bait requirements planned in advance. 2. Alternate baits being trialled. 3. Bait levels monitored & reported monthly.	Yes	Possible	Major	High 18	Order supplies well in advance when requirements for each season is known. Existing major supplier can source alternate products from overseas if local manufacture becomes unavailable.	Unlikely	Moderate	Medium 9	HK
P&P 13/10	Physical infrastructure	Building/s rendered unusable or unable to be occupied either due to WPH&S reasons or severe damage	No	No	1. Spare usable office buildings available on site. 2. Site depot at Wacol could be used as backup. 3. Existing accommodation can be rationalised.	Yes	Unlikely	Moderate	Medium 9					
P&P 14/10	Vehicle fleet	Major event resulting a high number of vehicles being inoperable	No	No	1. Regular servicing & maintenance. 2. Use local car hire for short term needs. 3. Security staff on site lessen risk from intruders.	Yes	Unlikely	Moderate	Medium 9					
<b>Operations</b>														
OPS 1/10	FAIS Reporting	Anomalies existing between reports within same system.	Yes	No	Procedure for data entry. Report generation procedure. Training of data entry staff.	Partial	Possible	Moderate	Medium 13					
OPS 2/10	Parcel Treatment Incomplete	Parcels have not received the required amount of treatment in a given period of time	Yes	No	Non treatment advice. Fais entry. Treatment SOP.	Partial	Likely	Moderate	High 17	PC to generate report notifying restricted properties not receiving nominal amount of treatments. Specific strategy implemented to monitor high risk sites to ensure all treatments applied to high risk sites.	Unlikely	Insignificant	Low 2	JH
OPS 3/10	Field Staff Information Management	Loss of data or inaccurate data maintenance of information required for efficient and effective management of field staff management such as FSIS data failure.	No	No	Procedure for data entry. Report generation procedure. Training of data entry staff.	Partial	Possible	Minor	Medium 8					
OPS 4/10	Privacy issue with personal information on field staff forms	ROS / ROT's issued to field staff that contain personal contact, ownership and access information to residential and commercial sites across the Greater Brisbane Area are accessed for criminal purposes.	Yes	Yes	SOP's. Induction. Code of conduct. QA from data entry.	Yes	Rare	Major	Medium 10					
OPS 5/10	Public Complaints	Adverse negative publicity in response to staff behaviour/action or Power of Entry procedures	Yes	Yes	Code of conduct. Induction training program. SOP's. Workforce integrity.	Partial	Possible	Moderate	Medium 13					
OPS 6/10	Major Staff Tragedy	Significant accident / injury/illness to staff and resultant psychological effects. OHS risk.	No	No	HR procedures. OHS. Staff training. Fatigue management. EAS. SOP's.	Yes	Possible	Minor	Medium 8					
OPS 7/10	Staff motivation	Reduced Operational effectiveness through staff becoming unmotivated in program because of uncertainty in future funding of program.	Yes	No	Management controls. Effective communication through staff briefing by Director..	Partial	Likely	Minor	Medium 12					
OPS 8/10	Fraud	Falsification of fire ant records /ROT/ROS	No	Yes	Documented SOP's for audit, supervision and investigation. Code of conduct. Induction training.	Yes	Rare	Minor	Low 3					
OPS 9/10	Fraud	Time theft from staff not being managed in field by effectively by .TL	No	Yes	Appropriate systems and processes for supervision and auditing staff tasking and efficiencies. TL training. FAIS. Code of conduct.	Yes	Unlikely	Minor	Low 5					

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<b>Program Compliance</b>														
PC 1/10	FAIS Reporting	Risk of anomalies in recording and reporting information	Yes	No	1. Report generation procedure. 2. Changing of Business Rules to suit current requirements.	Yes	Possible	Minor	Medium 8	additional investigation and involvement of other sections to substantiate records. Ongoing audits				
PC 2/10	Key staff turn over	Risk of key staff with specific skill sets gaining other employment	No	No	1. Provide training and other opportunities to staff to build and reward loyalty. 2. Seek assistance from other BQCC units or PPP to replace departing staff. 3. Achievement Plans - BQCC Managers are clear about their sections responsibilities and have identified any skill shortages and succession plans	Yes	Possible	Moderate	Medium 13	Document processes and cross train roles / skills / knowledge between staff, particularly at Manager level and key positions. Succession plans developed.				
PC 3/10	IPQ	Risk of insufficient staff to complete IPQ Inspections		No	1. Utilise all staff that are appointed as an Inspector under the Act to conduct inspections 2. Utilise all teams to assist said Inspectors	Yes	Unlikely	Moderate	Medium 9	Consult with Biosecurity/Put additional staff on Higher duties for shorter periods depending on funding				
PC 4/10	Frequency of Audits not as per Eradication Plan	Risk of <100% of businesses on ARMP not having had an Audit completed		No	1. Roster all Inspectors to undertake weekly Audits 2. Record all Audits undertaken into CRM	Yes	Possible	Moderate	Medium 13	Prioritise list of businesses requiring Audit, revise Eradication plan and amend frequency of Audit	Blank	Blank	Nil Nil	
PC 5/10	Compliance Monitoring	Risk of unannounced monitoring of movement controls in field situations				Blank	Blank	Blank	Nil Nil	Develop system of reporting by Field Operations	Blank	Blank	Nil Nil	JH CM
PC 6/10	Staff Development	Risk of staff lacking motivation and sense of position development		No	1. Provide staff training. 2. Effective communication through regular meetings. 3.	Yes	Possible	Minor	Medium 8	Implement meaningful Achievement Plans, identify opportunities for development and training for key staff.	Blank	Blank	Nil Nil	JH
PC 7/10	Significant increase in Scope	Risk of significant new detections resulting in increase of workload		No	1. Additional staff hired for short term needs. 2. High Area Workload strategy review	Yes	Possible	Moderate	Medium 13	If in area of High Work load strategic review is required If in area of low work load slight increase in monitoring activities.	Blank	Blank	Nil Nil	JH
PC 8/10	Industrial Dispute	Risk that Inspectors do not complete inspections of weekend markets	No	No	1. Roster all Inspectors to undertake market inspections	Yes	Unlikely	Minor	Low 5	Negotiate with staff on a individual basis				
PC 9/10	Insufficient treatments	Risk of inaccurate records for property statuses	No	No	1. Regular evaluation of properties. 2. Develop a report to notify of properties with insufficient treatments 3. Even distribution of workload	Partial	Possible	Moderate	Medium 13					
PC 10/10	IPQ	Risk of more stringent Interstate Plant Quarantine entry requirements		No		Blank	Unlikely	Moderate	Medium 9	Third Party Providers	Blank	Blank	Nil Nil	JH /Cameron Tree
PC 11/10	Building and Development Data	Risk that BQCC is unable to manage the volume and complexity of incoming data		No		Blank	Unlikely	Minor	Low 5	Work with BQCC groups to ensure data is utilised effectively and the outcomes are managed.				
PC 12/10	Steam Treatment Facility	Risk that Facility may not effectively treat soil		No		Blank	Blank	Blank	Nil Nil	Continue to work with collaborator to finalise project	Blank	Blank	Nil Nil	JH
PC 13/10	Fraud	Risk of false certification of inspections by an Inspector (Bribes)		Yes	1. Documented SOP's for audit, supervision and investigation. 2. Code of conduct. 3. Induction training	Yes	Rare	Major	Medium 10					
PC 14/10	Procedures, Policies & Documentation	Risk of a lack of clearly defined procedures and documentation contributes to the likelihood of risk occurring		No	1. Establish SOPs and train staff	Partial	Possible	Minor	Medium 8	Allocate sufficient resources to clearly document procedures and ensure that this documentation is updated regularly.				
<b>Science</b>														
SC 1/10	Loss of experienced staff	Additional workload for remaining staff		No		Blank	Blank	Blank	Nil Nil	All Science staff multiskilled to fill short term loss	Blank	Blank	Nil Nil	CJ
SC 2/10	diagnostics laboratory processing overload	high submission rate of suspect ant samples		No	Continued engament and employment of experienced casuals. Diagnostic training dor all staff.	Yes	Unlikely	Minor	Low 5	Continued training of new science staff in diagnostic and identification of alternate people.	Unlikely	Minor	Low 5	Cj
SC 3/10	issue of bait permits refused or delayed	major bait permits expire on various dates and will need to be re-issued by APVMA	No	No	Continued negotiation with APVMA for re issuing of permits. There are chemicals perminately registered that can be used if permits are not continued.	Yes	Rare	Moderate	Low 6	Continual consultation with Chem Services and APVMA and comprehensive application package.	Rare	Moderate	Low 6	Cj

Risk No Month/Year	Identify Risks				Analyse and Evaluate Risks						Treat Risks			Risk Treatment Officer
	Priority or Objective description e.g. from Scorecard, Strategic Plan	Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment			
					Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk	
SC 4/10	biosecurity breach	deliberate release of fire ant colony from rearing facility		Yes	Security protocols including limited distribution of keys.	Yes	Unlikely	Major	Medium 14	Continual vigilance and adherence to security protocol by all staff. On going site monitoring	Unlikely	Major	Medium 14	MEH, SM
SC 5/10	allergic reaction to RIFA sting	one or more SS staff experience anaphylactic reaction		No	Procedures in place to minimise likelihood of staff being stung	Yes	Possible	Major	High 18	ensure all staff adhere to standard operating procedures and wear all PPE when handling fire ants	Unlikely	Major	Medium 14	MEH, SM
<b>Community Engagement</b>														
CE 1/10	Political	Community becomes less motivated to act as programs continue	Yes	No	Maintain profile through media stories and engagement projects. Look for opportunities to promote messages through collaboration with other agencies and take advantage of CSA support where available.	Partial	Possible	Major	High 18	Conduct periodic communication campaigns to further reduce possibility of community apathy	Possible	Major	High 18	MJL
CE 2/10	Personnel	Staff leaving for permanent/longer term jobs and time to replace and train new officers	Yes	No	Provide training and other opportunities to staff to build and reward loyalty. Seek assistance from other BQCC units or casual staff trained for occasional use.	Partial	Likely	Moderate	High 17	Collaborate with other BQCC units to provide acting up opportunities across BQCC and other Biosecurity Qld workplaces. Maintain excellent systems and procedures to facilitate induction and maintain knowledge.	Possible	Minor	Medium 8	MJL
CE 3/10	Operational	Significant findings resulting in decreased community belief in the success of program	Yes	No	Promote successes in the program.	Partial	Possible	Major	High 18	Use advertising to ensure messages are clear and well addressed. Ensure all staff are familiar with the situation and use consistent messages with the public.	Possible	Moderate	Medium 13	MJL
CE 4/10	Political	Failure to deal with incoming complaints in an effective and timely manner	Yes	No	Work with Operations staff to ensure incoming complaints are dealt with effectively. CMS system in operation (EA and RIFA). CE staff trained in CMS. Manage complaints efficiently as they arise. Reduce incidence of complaints by ensuring staff awareness of SOPs is strong and conduct is appropriate.	Yes	Rare	Moderate	Low 6					
CE 5/10	Political	Industry associations are not adequately informed of programs' progress or requirements. (Industry associations are required to be effectively briefed and updated as the programs progress)	Yes	No	Maintain an updated register of all relevant industry associations which shows the level and history of engagement. Identify key groups for regular updating and provide quarterly update when possible. Appoint specific liaison officer for RIFA.	Yes	Unlikely	Minor	Low 5					
CE 6/10	Political	Elected representatives are not adequately informed of Fire Ant requirements. (Councils and local, state and federal representatives are required to be effectively briefed and updated as programs progress)	Yes	No	Ensure all contact details are up to date and all reps are regularly briefed. CE activities work closely with officials keeping them informed and working in partnerships. Manage transitions.	Yes	Rare	Moderate	Low 6					
CE 7/10	Political	Incoming queries might not be dealt with in an effective and timely manner	No	No	Use CCS and CE mailboxes appropriately and work closely with BIC to ensure fast response to queries.	Yes	Unlikely	Moderate	Medium 9					

Risk No Month/Year	Identify Risks				Analyse and Evaluate Risks						Treat Risks			Risk Treatment Officer
	Priority or Objective description e.g. from Scorecard, Strategic Plan	Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment			
					Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk	
CE 8/10	Project Management	Volunteers not effectively managed or resourced by BQCC	Yes	No	Register established. Volunteers still involved with program activities in a more strategic way. Ensure recognition of their value continues. Promote through media whenever possible. Take every opportunity to keep Volunteers abreast of program development and make them know they are valued.	Yes	Unlikely	Moderate	Medium 9					
CE 9/10	Political	Major agencies, businesses or Councils are not adequately informed of programs' progress and requirements	Yes	No	Maintain the commitment of these groups by active involvement and support of their activities. Quarterly information newsletter to be distributed. Agencies involved in appropriate activities on a partnership basis. Appoint specific liaison officer for RIFA.	Yes	Unlikely	Moderate	Medium 9					
CE 10/10	Operational	Inability to gain timely access to all properties where operations are scheduled for delivery	Yes	No	Maintain clear communication with Program Compliance to ensure timely address of all actionable sites. Maintain clear procedures for addressing client concerns.	Yes	Rare	Moderate	Low 6					
CE 11/10	Project Management	A public report is not actioned	No	No	Maintain excellent systems – including service provided by BIC – for managing public reports. Ensure all staff are competent in using systems.	Yes	Possible	Major	High 18	Conduct regular QA checks cross referencing incoming reports to completed actions.	Unlikely	Moderate	Medium 9	MJL
<b>Emergency Management Unit</b>														
EMU 1/10	Political	Risk that procedures are not written in accordance with policy so that inappropriate action is taken	Yes	No	Networking with policy officers	Yes	Unlikely	Moderate	Medium 9					
EMU 2/10	Political	Risk that political pressure will drive a response negating preparedness activities	Yes	No	Maintain politician and political interface communications and provide appropriate advice	No	Likely	Moderate	High 17	Keep politicians informed and aware of real issues. Manage community expectations. Provide advice using risk management and cognitive decision making principles	Possible	Moderate	Medium 13	All response staff, particularly those at the political interface. Information needs to be supplied from the ground up to ensure accuracy
EMU 3/10	Political	Risk that community expectations of the EMU are too high given the resources made available and the EMU credibility will be reduced	Yes	No	Keep community informed	No	Almost Certain	Moderate	High 20	Provide more resources	Possible	Moderate	Medium 13	Biosecurity Queensland Directorate, SET
EMU 4/10	Political	Risk of political intervention will drive preparedness activities in an inappropriate direction	Yes	No	Maintain politician and political interface communications and provide appropriate advice	No	Almost Certain	Moderate	High 20	Keep politicians informed and aware of real issues. Manage community expectations. Provide advice using risk management and cognitive decision making principles	Possible	Moderate	Medium 13	All response staff, particularly those at the political interface. Information needs to be supplied from the ground up to ensure accuracy
EMU 5/10	Political	Risk that preparedness activities become reactive rather than proactive due to political influence	Yes	No	Maintain politician and political interface communications and provide appropriate advice	No	Almost Certain	Moderate	High 20	Keep politicians informed and aware of real issues. Manage community expectations. Provide advice using risk management and cognitive decision making principles	Possible	Moderate	Medium 13	All response staff, particularly those at the political interface. Information needs to be supplied from the ground up to ensure accuracy
EMU 6/10	Personnel	Risk of loss of key staff from the EMU resulting in diminished capacity/capability of the unit	Yes	No	Mentoring, keep staff informed of goings on within the unit and forces external to the unit, give ownership of activities to staff	Yes	Likely	Moderate	High 17	Provide appropriate feedback to staff, try to keep morale high, provide more resources to avoid burnout, keep expectations of the unit real	Possible	Moderate	Medium 13	Manager, EMU; Director BQCC; Directorate
EMU 7/10	Personnel	Risk of inappropriately trained EMU staff because of diminishing budget/resources	Yes	No	Provide appropriate training; RRT involvement; work with other agencies to draw on available resources	Yes	Possible	Minor	Medium 8					

Risk No Month/Year	Identify Risks				Analyse and Evaluate Risks						Treat Risks			Risk Treatment Officer		
	Priority or Objective description e.g. from Scorecard, Strategic Plan	Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment					
					Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk			
EMU 8/10	Personnel	Risk of staff burnout because of too high expectations with too little resource	Yes	No	Mentoring, keep staff informed of goings on within the unit and forces external to the unit, give ownership of activities to staff; keep expectations real; achievement planning; regular consultation with staff; feedback re: performance	Yes	Likely	Moderate	High	17	Provide appropriate feedback to staff, try to keep morale high, provide more resources to avoid burnout, keep expectations of the unit real	Possible	Moderate	Medium	13	Manager, EMU; Director BQCC; Directorate
EMU 9/10	Personnel	Risk of loss of staff morale because of too high expectations, too little recognition and too little resource	Yes	No	Operational planning agreed to by GMs and Directors	No	Likely	Minor	Medium	12						
EMU 10/10	Operational	Risk of systems not developed sufficiently or prepared for emergency response due to lack of resources	Yes	No	Operational planning agreed to by GMs and Directors	No	Likely	Minor	Medium	12						
EMU 11/10	Compliance Monitoring	Risk of after action reviews not being progressed through agreement/acknowledgement of stakeholders	Yes	No	Consultative approach; multiple avenues to collect information; draft copies circulated for comment	No	Almost Certain	Moderate	High	20	Continue to work with stakeholders to get sign off; elevate to higher level if relevant GM/Director not willing to sign off/come to agreement	likely	Moderate	High	17	Director BQCC; Directorate; SMT
EMU 12/10	Compliance Monitoring	Risk of corrective actions not being undertaken because of lack of resources	Yes	No	Re-allocate resources	No	Almost Certain	Moderate	High	20	Provide more resources; reallocate resources	Likely	Moderate	High	17	Director BQCC; Directorate; SMT; Manager EMU
EMU 13/10	Financial	Risk of scarce resources being allocated to less important activities	Yes	No	Re-allocate resources	No	Almost Certain	Moderate	High	20	Provide more resources; reallocate resources	Likely	Moderate	High	17	Director BQCC; Directorate; SMT; Manager EMU
EMU 14/10	Management Practices	Risk that preparedness activities are not aligned with BQ strategy	Yes	No	Networking with policy officers and GMs/Directors; read and apply strategy	Yes	Unlikely	Minor	Low	5						
EMU 15/10	Management Practices	Risk that preparedness activities are not aligned with BQ policy and direction	Yes	No	Networking with policy officers and GMs/Directors; read and apply policy	Yes	Unlikely	Minor	Low	5						
EMU 16/10	Management Practices	Risk that preparedness activities are not integrated with day-to-day activities	Yes	No	Operational planning agreed to by GMs and Directors	Yes	Almost Certain	Moderate	High	20	Determine agreed shared responsibility for items in the operational plan; ensure staff have preparedness activities written into their achievement plans	likely	Moderate	High	17	SMT; subordinate staff
EMU 17/10	Management Practices	Risk that response activities are not integrated with day-to-day activities	Yes	No	Some preparedness activities are integrated with day to day activities	No	Almost Certain	Moderate	High	20	Emergency response systems need to be better integrated with day-to-day activities (including IT systems etc.)	likely	Moderate	High	17	SMT; Directorate
EMU 18/10	Fraudulent recording of Operations activities	Risk of staff not recording hours worked appropriately both during day-to-day activities and during emergency response	Yes	No	Staff are informed of proper procedure; staff hand in time sheets	Yes	Unlikely	Minor	Low	5						
EMU 19/10	Natural Disaster & Business Continuity	Risk of lack of business continuity during a response due to a lack of a business continuity management plan	Yes	No	None	No	Almost Certain	Moderate	High	20	Develop and implement a business continuity management plan	Possible	Moderate	Medium	13	BQ Directorate
EMU 20/10	Project Management	Risk that preparedness activities are considered lower priority during 'peace-time' because of the perceived lack of urgency	Yes	No	None		Almost Certain	Moderate	High	20	Determine agreed shared responsibility for items in the operational plan; ensure staff have preparedness activities written into their achievement plans	likely	Moderate	High	17	SMT; subordinate staff
EMU 21/10	Project Management	Risk of incorrect procedures/work instructions/plans etc that may misguide a response	Yes	No	Use QMS to ensure that documents are reviewed by appropriate staff; ensure training is consistent with writings in plans, procedures etc.	Yes	Possible	Moderate	Medium	13						
EMU 22/10	Project Management	Risk of incorrect procedures/work instructions/plans etc that may misguide a response	No	No		Blank	Blank	Blank	Nil	Nil						
<b>Information Services</b>																
IS 1/10	Personnel Management	Loss of productivity due to lack of staff, backups to existing staff, knowledge currency, personal risk management and staff management	Yes	No	1. Staff training 2. System Documentation	Partial	Possible	Moderate	Medium	13						
IS 2/10	Computer Systems Unavailable	Loss of computer systems due to power failure, hardware crash, software corruption, theft or natural disaster (incl plotter)	Yes	No	1. UPS Installation 2. Regular Backups 3. Continual System Maintenance	Partial	Likely	Severe	Extreme	24	A project business case and funding proposal has been submitted to the DEEDI ICT Governance Board to redevelop the key application and database used by the Fire Ant Eradication Program. Approval and implementation of this project is fundamental to ensuring the stability and integrity of critical business data.	Possible	Moderate	Medium	13	Tim Pluples/I&TS
IS 3/10	Data Integrity	Data stored on main systems and local PC's is lost or corrupted. Data security is compromised by illegal access	Yes	Yes	1. Regular Backups 2. Sufficient Application Security	Yes	Possible	Minor	Medium	8						

Risk No Month/Year	Identify Risks				Analyse and Evaluate Risks						Treat Risks			Risk Treatment Officer
	Priority or Objective description e.g. from Scorecard, Strategic Plan	Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment			
					Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk	
IS 4/10	Data Integrity	Reports that are generated from data stored within the system is inaccurate due to incorrect business logic	Yes	Yes	1. Quality assurance of data 2. Change management procedures	Yes	Unlikely	Major	Medium 14					
IS 5/10	Loss of Network	The local area network within BQCC is damaged or the wide area network connecting BQCC and DEEDI is damaged	Yes	No	None	No	Unlikely	Severe	High 19	Installation of a second network link to PIB. Ability to move staff to another location where network access is available. Ability to acquire a mobile network truck to facilitate wireless network functionality	Unlikely	Moderate	Medium 9	Tim Pluples/I&TS
IS 6/10	System Security	Systems are violated by such things as a virus attack, physical damage or illegal access	Yes	Yes	1. Firewall 2. Application Security 3. Security of Infrastructure 4. Regular Backups	Yes	Unlikely	Severe	High 19	Virus protection software installed on servers and local PC's. Computer rooms are secured with restricted access and padlocks on machines. Access to systems controlled by Change Management processes and relevant authorisations.	Unlikely	Severe	High 19	Tim Pluples/I&TS
IS 7/10	Change Management	System development is affected by scope creep, ever changing priorities, legislative or government changes	Yes	No	1. Information Services Request - approval and prioritisation of tasks 2. BQCC IS Governance Board 3. Clearly defined scope and work schedule	Yes	Possible	Minor	Medium 8					
IS 8/10	Change Management	System failure or loss of functionality due to programming or configuration errors	Yes	Yes	1. User Acceptance Testing 2. Release Documentation 3. Change Advisory Board	Yes	Possible	Moderate	Medium 13					
IS 9/10	Procedures, Policies & Documentation	Lack of clearly defined procedures, policies and documentation contributes to the likelihood of risk occurring	Yes	No	1. System Documentation	Partial	Likely	Moderate	High 17	Allocate sufficient resources to clearly document procedures and system functionality and ensure that this documentation is updated regularly.	Unlikely	Moderate	Medium 9	Tim Pluples
IS 10/10	Inadequate System Performance	Computer System is unavailable to keep up with demand	Yes	No	1. Server performance monitoring 2. Ability to upgrade if required	Yes	Possible	Major	High 18	Continually review performance and recommend upgrades accordingly.	Unlikely	Major	Medium 14	Tim Pluples/I&TS

Approved/Endorsed by: Neil O'Brien  
 Position: Director BQCC  
 Signature: .....  
 Date: ...../...../.....

Approved/Endorsed by: Kareena Arthy  
 Position: Managing Director Biosecurity Queensland  
 Signature: .....  
 Date: ...../...../.....



### Risk Matrix

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Severe
	Consequences are not material for department	Consequences are relatively unimportant or small scale	Consequences are important or significant for department	Consequences are very serious or very significant	Consequences are extremely serious or disastrous
<b>Almost Certain</b> Will occur in almost all circumstances	Medium (11)	Medium (16)	High (20)	Extreme (23)	Extreme (25)
<b>Likely</b> Will probably occur in most instances	Low (7)	Medium (12)	High (17)	High (21)	Extreme (24)
<b>Possible</b> Might occur at some time	Low (4)	Medium (8)	Medium (13)	High (18)	High (22)
<b>Unlikely</b> Will probably not occur at anytime	Low (2)	Low (5)	Medium (9)	Medium (14)	High (19)
<b>Rare</b> May occur in exceptional circumstances	Low (1)	Low (3)	Low (6)	Medium (10)	Medium (15)

**'Level of Risk' Initial Risk Assessment from Risk Register**

Level of Risk	Risk Magnitude	Action Description
Extreme Risk	23-25	Immediate Senior Management action required to reduce its magnitude as it could be devastating to the department. Referral to EMG is required. Risk treatment plan developed and treatment action commenced and monitored.
High Risk	17-22	Senior Management action required. Existing controls are partially effective in mitigating the risk. Referral to EMG if the risk has strategic implications. Treatment Plan may be developed.
Medium Risk	8-16	Allocation of specific management responsibility for the risk. Monitoring and treatment procedures put in place. Regular reporting commensurate with the nature of the risk.
Low Risk	1-7	Treatment with routine procedures. Monitoring and reporting on an as-needed basis.

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**Drop Down Box Data**

**Effective**

- Yes
- No
- Partial
- Blank

**Likelihood**

- Almost Certain
- Likely
- Possible
- Unlikely
- Rare
- Blank

**Consequence**

- Insignificant
- Minor
- Moderate
- Major
- Severe
- Blank

**Status**

- Red
- Orange
- Green
- Not updated

**Strategic Risk**

- Yes
- No

**Fraud**

- Yes
- No

	Rare	Unlikely	Possible	Likely	Almost Certain	Blank
<b>Severe</b>	Medium	High	High	Extreme	Extreme	Nil
<b>Major</b>	Medium	Medium	High	High	Extreme	Nil
<b>Moderate</b>	Low	Medium	Medium	High	High	Nil
<b>Minor</b>	Low	Low	Medium	Medium	Medium	Nil
<b>Insignificant</b>	Low	Low	Low	Low	Medium	Nil
<b>Blank</b>	Nil	Nil	Nil	Nil	Nil	Nil

	Rare	Unlikely	Possible	Likely	Almost Certain	Blank
<b>Severe</b>	15	19	22	24	25	Nil
<b>Major</b>	10	14	18	21	23	Nil
<b>Moderate</b>	6	9	13	17	20	Nil
<b>Minor</b>	3	5	8	12	16	Nil
<b>Insignificant</b>	1	2	4	7	11	Nil
<b>Blank</b>	Nil	Nil	Nil	Nil	Nil	Nil



RISK REGISTER, MARCH 2012 - BIOSECURITY QUEENSLAND CONTROL CENTRE

Risk Event	Analyse and Evaluate Risks							Treat Risks				Risk Treatment Officer		
	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment					
			Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk			
<b>Directorate (including Policy &amp; Planning)</b>														
Funding: All programs - National cost sharing funding ceases due to withdrawal of national funding partners	No	No	1.Effective communication with National cost share partners.2.Regular reporting to partners.	Yes	Unlikely	Severe	Medium	13	Full and complete information to funding partners to ensure full understanding of the success, activities, and concerns of the program. Regular reporting arrangements.	Unlikely	Major	Medium	8	NOB
RIFA detected in another State/Territory	No	No	Program strategies are designed to keep the pest contained in SEQ.	Yes	Possible	Moderate	Medium	13	Continue treatment of high risk sites and monitor compliance with movement controls. Communication strategy with high risk stakeholders such as mining companies.	Possible	Minor	Medium	8	
RIFA not eradicable	No	No	Prophalactic treatment undertaken in high risk areas. Targetted treatment of high risk sites.	Yes	Unlikely	Major	Medium	14	Coninue to ensure treatment efficacy and identification of high risk areas such as development sites.	Unlikely	Major	Medium	14	
Major outlying RIFA detection	No	No	Large area of prophalactic treatment to the west.	Yes	Possible	Moderate	Medium	13	Remote sensing will be used to delimitate in the next 3 years. Within this time it is possible that a major outlyier will be detected. This will be immediately treated and controlled.	Possible	Minor	Medium	8	
Risk of a decision made beyond BQCC control to cease or substantially downsize the program	Yes	No	Funding decision from Commonwealth and States due in April each year	No	Likely	Severe	Extreme	24	Full and complete information to funding partners to ensure full understanding of the success, activities, and concerns of the program. BQCC staff are aware of their employment tenure. Discussions with industrial parties occur as soon as a funding decision is known. Strategy in place to manage downsize process.	Possible	Major	High	18	NOB
Surveillance - NRIFAEP: Remote sensing project failure due to time, cost, quality and scope creep	No	No	Testing has been undertaken to ensure the effectiveness of the technology.	Yes	Possible	Major	High	18	Resources to be put towards ensuring that the project succeeds.	Possible	Major	High	18	NOB
Treatment: Difficulties in securing adequate bait supplies. Major bait permits expire on various dates and will need to be re-issued by APVMA.	No	No	1. Bait requirements planned in advance. 2.Alternate baits being trialled. 3. Bait levels monitored & reported monthly. Continued negotiation with APVMA for re issuing of permits. There are chemicals perminately registered that can be used if permits are not continued.	Yes	Possible	Major	High	18	Order supplies well in advance when requirements for each season is known. Existing major supplier can source alternate products from overseas if local manufacture becomes unavailable. Continual consultation with Chem Services and APVMA and comprehensive application package.	Unlikely	Moderate	Medium	9	HK
Community becomes less motivated to act as programs continue	Yes	No	Maintain profile through media stories and engagement projects. Look for opportunities to promote messages through collaboration with other agencies and take advantage of CSA support where available.	Partial	Possible	Major	High	18	Conduct periodic communication campaigns to further reduce possibility of community apathy	Possible	Major	High	18	MJL
A public report is not actioned	No	No	Maintain excellent systems – including service provided by BIC – for managing public reports. Ensure all staff are competent in using systems.	Yes	Possible	Major	High	18	Conduct regular QA checks cross referencing incoming reports to completed actions.	Unlikely	Moderate	Medium	9	MJL

Risk Event	BQ Strategic Risk Y/N	Fraud and Corruption Aspect Y/N	Analyse and Evaluate Risks					Treat Risks				Risk Treatment Officer
			Existing Controls		Initial Risk Assessment			Proposed Treatment Strategy	Residual Risk Assessment			
			Control	Effective	Likelihood	Consequence	Level of Risk		Likelihood	Consequence	Level of Risk	
Computer Systems: Loss of computer systems due to power failure, hardware crash, software corruption, theft or natural disaster (incl plotter). The local area network within BQCC is damaged or the wide area network connecting BQCC and DEEDI is damaged	Yes	No	1. UPS Installation 2. Regular Backups 3. Continual System Maintenance	Partial	Likely	Severe	Extreme 24	A project business case and funding proposal has been submitted to the DEEDI ICT Governance Board to redevelop the key application and database used by the Fire Ant Eradication Program. Approval and implementation of this project is fundamental to ensuring the stability and integrity of critical business data. Installation of a second network link to PIP. Ability to move staff to another	Possible	Moderate	Medium 13	Tim Pluples/I&TS

Approved/Endorsed by: Kareena Arthy  
 Position: Managing Director Biosecurity Queensland  
 Signature: .....  
 Date: ...../...../.....

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### Risk Matrix

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Severe
	Consequences are not material for department	Consequences are relatively unimportant or small scale	Consequences are important or significant for department	Consequences are very serious or very significant	Consequences are extremely serious or disastrous
<b>Almost Certain</b> Will occur in almost all circumstances	Medium (11)	Medium (16)	High (20)	Extreme (23)	Extreme (25)
<b>Likely</b> Will probably occur in most instances	Low (7)	Medium (12)	High (17)	High (21)	Extreme (24)
<b>Possible</b> Might occur at some time	Low (4)	Medium (8)	Medium (13)	High (18)	High (22)
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<b>Rare</b> May occur in exceptional circumstances	Low (1)	Low (3)	Low (6)	Medium (10)	Medium (15)

**'Level of Risk' Initial Risk Assessment from Risk Register**

Level of Risk	Risk Magnitude	Action Description
Extreme Risk	23-25	Immediate Senior Management action required to reduce its magnitude as it could be devastating to the department. Referral to EMG is required. Risk treatment plan developed and treatment action commenced and monitored.
High Risk	17-22	Senior Management action required. Existing controls are partially effective in mitigating the risk. Referral to EMG if the risk has strategic implications. Treatment Plan may be developed.
Medium Risk	8-16	Allocation of specific management responsibility for the risk. Monitoring and treatment procedures put in place. Regular reporting commensurate with the nature of the risk.
Low Risk	1-7	Treatment with routine procedures. Monitoring and reporting on an as-needed basis.

DAF RTI DL Release



**Drop Down Box Data**

**Effective**

- Yes
- No
- Partial
- Blank

**Strategic Risk**

- Yes
- No

**Likelihood**

- Almost Certain
- Likely
- Possible
- Unlikely
- Rare
- Blank

**Fraud**

- Yes
- No

**Consequence**

- Insignificant
- Minor
- Moderate
- Major
- Severe
- Blank

**Status**

- Red
- Orange
- Green
- Not updated

	Rare	Unlikely	Possible	Likely	Almost Certain	Blank
<b>Severe</b>	Medium	High	High	Extreme	Extreme	Nil
<b>Major</b>	Medium	Medium	High	High	Extreme	Nil
<b>Moderate</b>	Low	Medium	Medium	High	High	Nil
<b>Minor</b>	Low	Low	Medium	Medium	Medium	Nil
<b>Insignificant</b>	Low	Low	Low	Low	Medium	Nil
<b>Blank</b>	Nil	Nil	Nil	Nil	Nil	Nil

	Rare	Unlikely	Possible	Likely	Almost Certain	Blank
<b>Severe</b>	15	19	22	24	25	Nil
<b>Major</b>	10	14	18	21	23	Nil
<b>Moderate</b>	6	9	13	17	20	Nil
<b>Minor</b>	3	5	8	12	16	Nil
<b>Insignificant</b>	1	2	4	7	11	Nil
<b>Blank</b>	Nil	Nil	Nil	Nil	Nil	Nil

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