





Ipswich City Council Risk Register – Corporate Risk Register

Risk Name and Number	Risk Description	Key Causes	Potential Impacts	Current Controls	Current Risk Rating	Target Risk Rating	Action Plan	Owner	Milestone	Status
1. Transformation program does not deliver expected outcomes / benefits. (Opportunity to continue to monitor and report on progress)	As a key strategic priority the transformation program is both wide-ranging and complex and as such presents significant challenge if benefits are to be achieved	C1. Ability to execute constrained by capability and capacity C2. Benefits are not clearly defined C3. Key assumptions are incorrect / unreliable (timing, cost, effort, etc) C4. Loss of corporate knowledge C5. Changing strategic priorities C6. Change is not embedded into BAU operations	I1. Disengaged staff I2. Loss of stakeholder confidence I3. Unplanned / additional costs to deliver I4. Future business initiatives constrained by lack of core capability in key supporting areas I5. Impact on financial sustainability I6. Impact on quality of BAU service delivery	A5442167  Risks and Issues Model.doc	High	Medium	Business Transformation Team will continue to monitor and report quarterly to ELT and Council on the progress of the various initiatives under the program	GM Coordinator & Performance	End of year report to be completed for December Council meeting	Some delay for some projects.
2. Failure to reset corporate culture to support future state strategy and vision	The delivery of the transformation agenda as well as ongoing business as usual services is dependant upon implementing and encouraging an appropriate culture to support effective service delivery and governance practices	C1. Staff do not understand expectations / vision - failure to communicate C2. Change program is not adequately supported C3. Sub-optimal organisational design / span of control and governance arrangements C4. Leadership action is not consistent with vision - tone from the top C5. Reward and recognition is not aligned to performance and behaviours	I1. Financial impact I2. Poor recruitment outcomes I3. Loss of corporate knowledge I4. Lack of available resources I5. Reputational damage I6. Inability to provide core services	 BTP Wire page - Comms plan.xlsx   Internal Comms Plan BTP 2019.xlsx	High	Medium	1. ELT are developing change plans for each department which include initiatives to address causal factors identified in the last culture survey. In addition to this ELT are focusing on leadership across the organisation, which was a significant causal factor in many of the adverse outcomes identified in the survey. 2. Enhance reporting and monitoring of culture indicators through the establishment of a culture framework. Including various information sources such as employee surveys, 'pulse check' surveys and metrics related to performance and compliance.	GM Coordination & Performance	Change plans will be finalised in December and implemented in 2020.	Some delay
3. Immature corporate governance arrangements	Execution of business strategies and plans should occur within the boundaries of robust governance arrangements that ensure the Council's business is conducted in	C1. Limited capacity to address due to competing priorities and capacity C2. Future-state governance model not yet defined C3. Staff fail to operate in accordance with	I1. Loss of confidence by stakeholders I2. Increased risk of corporate governance breaches / control failures I3. Staff disengagement I4. Sub-optimal / unwanted business outcomes I5. Strategy execution	Governance Policy <a href="https://wire.ipswich.qld.gov.au/Documents/CS/Governance%20Policy.pdf">https://wire.ipswich.qld.gov.au/Documents/CS/Governance%20Policy.pdf</a>  Governance Framework	Extreme	Medium	Adoption of a Corporate Governance Framework and Good Governance Guide Development and implementation of a governance capability plan for the organisation	GM Corporate Services	Adoption of Framework and Guide January 2020 Capability Plan to be finalised by March 2020 with	On track

	accordance with regulatory requirements; business decisions are based on defensible and transparent criteria; and staff are held accountable for their performance. This also depends upon adequate leadership capability to drive change and improvement where required	governance requirements C4. Accountabilities and authorities still being defined C5. Limited internal capability to execute change / improvement	made more difficult to achieve	 Governance Framework.docx					implementation as per plan milestones	
<b>4. Sub-optimal service delivery - misalignment with community needs</b>	A core challenge for Council is to ensure that funding, service delivery, capital investment revenue (rates and charges, etc) are balanced to meet community priorities and expectations	C1. Inadequate strategic portfolio investment decision process C2. Political directives / priorities C3. Lack of understanding of community needs C4. Failure to review catalogue of services C5. No overarching strategy to aggregate service / infrastructure strategies C6. Longer-term investments based on current rather than future needs	I1. Strategy execution fails I2. Reduced funding available for future investment I3. Community disengagement I4. Financial sustainability impacted I5. 'Stranded' assets or services	Budget: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0018/114732/Ipswich-City-Council-Budget-2019-2020.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0018/114732/Ipswich-City-Council-Budget-2019-2020.pdf</a> 5 year corporate plan: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0016/81421/Corporate_Plan_2017_2022.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0016/81421/Corporate_Plan_2017_2022.pdf</a> Operational Plan: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0010/118639/City-of-Ipswich-Operational-Plan-2019-2020.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0010/118639/City-of-Ipswich-Operational-Plan-2019-2020.pdf</a> Advance Ipswich: <a href="https://www.ipswich.qld.gov.au/about_council/corporate_publications/advance-ipswich">https://www.ipswich.qld.gov.au/about_council/corporate_publications/advance-ipswich</a> Vision2020: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0019/117163/Vision-2020-August-2019.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0019/117163/Vision-2020-August-2019.pdf</a>	Medium	Low	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Infrastructure and Environment and Community, Cultural and Economic Development	Being Monitored	
<b>5. Infrastructure does not support future growth and social equity</b>	A critical objective for the Council is to drive and support increased population growth and social equity which requires timely investment in strategic infrastructure assets	C1. Incorrect planning assumptions C2. Infrastructure plan is not aligned integrated with partners C3. Funding requirements exceed sustainable revenue / funding C4. Inadequate strategic	I1. Over-investment in assets and / or stranded assets I2. Population growth is constrained I3 Failure to attract new business into the region I4. Ongoing financial sustainability impacted I5. Infrastructure does not	5 Year Corporate Plan: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0016/81421/Corporate_Plan_2017_2022.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0016/81421/Corporate_Plan_2017_2022.pdf</a> Planning & Development Departmental Business Plan: <a href="#">Business Plan 2014-2016</a>	Medium	Low	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Infrastructure and Environment and Planning and regulatory Services	Being Monitored	

		<p>portfolio investment decision process</p> <p>C5. Infrastructure planning is not aligned with land use planning</p> <p>C6. Infrastructure planning is not aligned with social policy</p>	<p>meet community expectations</p> <p>I6. Increased community issues and social exclusion</p>	<p><a href="#">(PDF, 928 KB)</a></p> <p>Advanced Ipswich:  <a href="https://www.ipswich.qld.gov.au/about_council/corporate_publications/advance-ipswich">https://www.ipswich.qld.gov.au/about_council/corporate_publications/advance-ipswich</a></p> <p>Population Growth Monitoring Policy:  <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0016/86101/Population-Growth-Monitoring-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0016/86101/Population-Growth-Monitoring-Policy.pdf</a></p> <p>Population Growth Monitoring Policy:  <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0016/86101/Population-Growth-Monitoring-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0016/86101/Population-Growth-Monitoring-Policy.pdf</a></p>						
<b>6. Aging infrastructure assets</b>	Existing infrastructure assets owned and operated by ICC assets are not fit for their intended purpose arising from lack of investment and maintenance.	<p>C1. Unclear maintenance responsibilities with leased assets</p> <p>C2. Asset condition is unknown / out of date</p> <p>C3. Inadequate costing strategies to support capital and operational investment decisions</p> <p>C4. Unplanned / unforeseen damage to assets, e.g. through natural disaster</p> <p>C5. Maintenance / replacement / refurbishment demand exceeds available funding</p> <p>C6. Inadequate investment prioritisation strategies</p> <p>C7. Infrastructure planning is not aligned with land use planning</p>	<p>I1. Loss of asset</p> <p>I2. Injury or death to public</p> <p>I3. Reputational damage</p> <p>I4. Litigation costs</p> <p>I5. Remediation costs</p> <p>I6. Pressure on revenue</p>	<p>Infrastructure Asset Management Policy:  <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/86124/Infrastructure-Asset-Management-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/86124/Infrastructure-Asset-Management-Policy.pdf</a></p>	<b>Medium</b>	<b>Low</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Infrastructure and Environment	Being Monitored	
<b>7. Ability to effectively plan and respond to natural</b>	Risks relating to ICC's ability to adequately plan to or respond to natural disasters	<p>C1. Inability to accurately forecast and model significant events</p> <p>C2. Lack of coordination with / from external organisations</p>	<p>I1. Injury or death of community member</p> <p>I2. Damage to property</p> <p>I3. Economic and financial impact</p> <p>I4. Inability to provide core</p>	<p>Floodplain Management Strategy:  <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/75441/ICC-Floodplain-Management-">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/75441/ICC-Floodplain-Management-</a></p>	<b>Medium</b>	<b>Low</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Infrastructure and Environment	Being Monitored	

disasters		C3. Roles and responsibilities not clearly defined and communicated C4. Plans are out of date / not reflective of the risk environment C5. Resource and capacity requirements not understood	service I5. Reputational damage	<a href="#">Strategy.pdf</a> Local Disaster Management Plan: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/85413/CURRENT-Local-Disaster-Management-Plan-LDMP-Web_Low-Res-A3739033.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0003/85413/CURRENT-Local-Disaster-Management-Plan-LDMP-Web_Low-Res-A3739033.pdf</a> Emergency and Evacuation Procedures: <a href="https://www.ipswich.qld.gov.au/residents/emergency_management/emergency-evacuation-procedures">https://www.ipswich.qld.gov.au/residents/emergency_management/emergency-evacuation-procedures</a> Emergency Management Dashboard: <a href="http://emd.ipswich.qld.gov.au/">http://emd.ipswich.qld.gov.au/</a>						
8. Workforce model, capability and flexibility	The current environment is presenting challenges in terms of what and how talent at all levels is acquired and deployed to meet both current and future needs at market competitive costs to serve. An appropriate workforce model (including remuneration structures, EBA, safety framework, etc.) is needed to support business agility and strategic business outcomes	C1. Shortage of available skills in the market C2. Value proposition is not competitive C3. High rate of turnover C4. Restrictive EBA C5. Current workforce capability is not aligned to future business model and business needs C6. Corporate culture affecting attractiveness of ICC as a place to work C7. Future uncertainty	I1. Cost of alternative resourcing models (contractors and consultants) I2. Corporate capability is constrained - strategy execution impacts I3. Loss of corporate knowledge I4. Capacity constraints to deliver on priorities I5. Business as usual services impacted I6. Staff engagement impacted	Flexible Working Hours Policy: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0012/85989/Flexible-Working-Hours-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0012/85989/Flexible-Working-Hours-Policy.pdf</a> Ipswich City Council Website: Why Choose Ipswich City Council: <a href="https://www.ipswich.qld.gov.au/about_council/careers/why_choose_us">https://www.ipswich.qld.gov.au/about_council/careers/why_choose_us</a>	High	Medium	1. Successful delivery of TP2 Develop and Implement a People and Culture Performance Framework, specifically Phase 2 – Develop an organisational capability framework which has deliverables: <ul style="list-style-type: none"> <li>List of universal capabilities with detailed descriptions to ensure clear understanding of employee performance expectations aligned to business plans, organizational goals and</li> <li>Create framework and necessary processes through which capabilities will be implemented</li> <li>Integration with performance review processes to capture development needs</li> <li>Analyse training and development needs to create training and development strategy</li> <li>Creation of universal learning pathways for employees and managers</li> </ul>	GM Corporate Services	Adoption of Framework and Guide January 2020 Capability Plan to be finalised by March 2020 with implementation as per plan milestones	Some delays
9. Inadequate technology, digital capability and technology infrastructure	The application of technology is a critical business enabler, but is currently presenting challenges given the extensive change agenda occurring across the	C1. Legacy systems that are difficult to support and maintain C2. Scale and pace of technology change exceeds capacity and capability to respond C3. Incomplete /	I1. Demand on resources I2. Loss of data assets I3. Loss of system availability and performance I4. Impact on customer experience I5. Business agility	Information and Communications Technology (ICT) Policy <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86017/Information-and-Communications-">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86017/Information-and-Communications-</a>	High	Medium	1. Develop project plan and commence implementation commencing 2020 and finalising in 2024	GM Corporate Services	As per project plan milestones	Some delays

	organisation. The ability to effectively execute on a sustainable information systems strategy is a risk to business agility and delivery of front and back office services	immature core IT governance practices (asset mgmnt, access mgmnt, change mgmnt, etc.) C4. Technology strategy not aligned to business priorities	impacted	<a href="https://wire.ipswich.qld.gov.au/Documents/ICT/ICC%20ICT%20Access%20Management%20Directive.pdf">Technology-ICT-Policy.pdf</a> ICC ICT Access Management Directive (The Wire) <a href="https://wire.ipswich.qld.gov.au/Documents/ICT/ICC%20ICT%20Change%20Management%20Directive.pdf">https://wire.ipswich.qld.gov.au/Documents/ICT/ICC%20ICT%20Access%20Management%20Directive.pdf</a> ICC ICT Change Management Directive (The Wire) <a href="https://wire.ipswich.qld.gov.au/Documents/ICT/ICC%20ICT%20Change%20Management%20Directive.pdf">https://wire.ipswich.qld.gov.au/Documents/ICT/ICC%20ICT%20Change%20Management%20Directive.pdf</a> ICT Performance Monitoring & Reporting Framework: (The wire) <a href="https://objprd.council.ipswich.qld.gov.au/id:A4892218/document/versions/published">https://objprd.council.ipswich.qld.gov.au/id:A4892218/document/versions/published</a>						
<b>10. Ineffective regulatory regime(s)</b>	ICC has a role to play in setting and enforcing regulations that protect the local community and environment. Failure to effectively discharge this regulatory oversight role effectively may impact on both reputation as well as the safety, environment and community experience for local residents	C1. Ineffective / disproportionate response to non-compliance C2. Reactive strategy to compliance C3. Regime design is not risk-based / risk environment changes C4. Inadequate records management C5. Inconsistent application of legislation C6. Resource allocation is not aligned to demand / risk	I1. Potential litigation I2. Harm to the environment I3. Adverse media / activist focus I4. Reputational damage I5. Fines and penalties / cost to remediate	Compliance Handbook: <a href="https://wire.ipswich.qld.gov.au/Documents/HSRS/Compliance%20Handbook.pdf">https://wire.ipswich.qld.gov.au/Documents/HSRS/Compliance%20Handbook.pdf</a>  Local Laws	<b>Medium</b>	<b>Low</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Planning and Regulatory Services	Being Monitored	
<b>11. Failure to deliver anticipated CBD Development outcomes</b>	The CBD project is a major initiative for ICC to rejuvenate the central precinct, but presents risk due to the inherent uncertainty associated with a development of this nature and the dependence upon other	C1. Unforeseen cost blowout C2. Inherent uncertainty of demand C3. Tenancies are not taken up C4. Failure to attract third-party investment C5. Community does not perceive the	I1. Loss of revenue I2. Reduced capital available for other investments I3. Loss of utility for the community I4. Stranded assets I5. Community disengagement	Vision 2020: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0019/117163/Vision-2020-August-2019.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0019/117163/Vision-2020-August-2019.pdf</a> Business Attraction and Investment: <a href="https://www.ipswich.qld.gov.au/business/business">https://www.ipswich.qld.gov.au/business/business</a>	<b>High</b>	<b>Medium</b>	Development outcome is an activated CBD district. Capital projects are on track and new focus of management team is around the events and activation of the precinct.	GM Coordination & Performance	Activation and Events program to be released December 2019.	<b>On track</b>

	parties to back the scheme	development as a CBD C6. Unable to dispose of assets		<a href="#">s-attraction-and-investment</a>						
<b>12. Significant fraud / corruption / probity event</b>	Risk of significant fraud being committed both internally and externally to Ipswich City Council	C1 Poor corporate culture C2. Immature governance arrangements (internal control environment) C3. Risks not identified C4. Non-adherence to policy and procedure across key activities (e.g. grants, procurement, etc) C5. Known risks not addressed	I1. Reputational Damage I2. Financial Impact I3. Potential regulatory breaches I4. Fines and penalties I5. Loss of assets / resources	What is Corrupt Conduct: (The Wire) <a href="https://wire.ipswich.qld.gov.au/Pages/What-is-corrupt-conduct.aspx">https://wire.ipswich.qld.gov.au/Pages/What-is-corrupt-conduct.aspx</a> Ipswich City Council Fraud and Corruption Control Plan (The Wire) <a href="https://wire.ipswich.qld.gov.au/Documents/CS/ipswich_city_council_fraud_and_corruption_control_plan_10_feb_2016.pdf">https://wire.ipswich.qld.gov.au/Documents/CS/ipswich_city_council_fraud_and_corruption_control_plan_10_feb_2016.pdf</a> Corruption Prevention <a href="https://wire.ipswich.qld.gov.au/Pages/Corruption-prevention.aspx">https://wire.ipswich.qld.gov.au/Pages/Corruption-prevention.aspx</a> Use of Probity Auditors and Advisors in Procurement <a href="https://wire.ipswich.qld.gov.au/Documents/Proc/Procurement%20guide%20probity%20auditors%20and%20advisors.pdf">https://wire.ipswich.qld.gov.au/Documents/Proc/Procurement%20guide%20probity%20auditors%20and%20advisors.pdf</a>	<b>High</b>	<b>Medium</b>	Fraud and Corruption control plan is currently out for review and feedback. 1. Currently developing a Fraud and Corruption education and learning program 2. Policy and admin directive, Fraud / Corruption and control plan to be added to The Wire 3. Corporate Fraud and Corruption risk register will be reviewed and updated in December	GM Corporate Services	Policy and admin directive / fraud, corruption and control plan to be added to The Wire	On track
<b>13. Preventable harm to worker</b>	Failure to reasonably respond to risks to the physical, mental and/or financial wellbeing of staff, as a result of events occurring both in and related to our workplaces and work activities, and in staff members' personal lives	C1. Inherently high risk work environment C2. Failure to adhere to policies and safe work procedures / staff unaware C3. Risk have not been identified / assessed C4. Failure to take action / investigate accidents and near misses C5. Poor safety culture	I1. Physical / mental injury - lost time I2. Increased WorkCover costs I3. Lack of available resources / lost productivity I4. Reputational damage - media, regulatory, legal/ coronial I5. Withdrawal of labour I6. Enforced changes to working practices	Public Interest Disclosure Procedure: <a href="https://wire.ipswich.qld.gov.au/Documents/CS/Public%20Interest%20Disclosure%20Procedure%20-%20FCS-062.pdf">https://wire.ipswich.qld.gov.au/Documents/CS/Public%20Interest%20Disclosure%20Procedure%20-%20FCS-062.pdf</a> Contact Officer Network: <a href="https://wire.ipswich.qld.gov.au/Pages/Contact-Officer-Network.aspx">https://wire.ipswich.qld.gov.au/Pages/Contact-Officer-Network.aspx</a> Access EAP <a href="https://wire.ipswich.qld.gov.au/Documents/People%20and%20Culture/accesseap_poster.pdf">https://wire.ipswich.qld.gov.au/Documents/People%20and%20Culture/accesseap_poster.pdf</a> Workplace Safety and Wellbeing – Safety Framework (The Wire)	<b>High</b>	<b>Medium</b>	1. Successful delivery of TP2 Develop and Implement a People and Culture Performance Framework, specifically Phase 4 – Safety Management and Employee Wellbeing Plan deliverables: • Develop & implement WHS Strategic Plan • Conduct Safety and Wellbeing Framework Review • Implement Safety and Wellbeing Framework Recommendations • Implement Corporate and Department Safety Management Plans	GM Corporate Services	TP2 Phase 4 Completion 30/06/2020	On track

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<b>14. Preventable harm to a member of the public</b>	Risk of injury or death as a result of Ipswich City Council undertaking provision of service or negligence	C1. Potential sources of risk not identified C2. Improper use of equipment and facilities C3. Not adhering to safe operating procedures C4. Ineffective disaster management preparedness and response	I1. Reputational Damage I2. Potential Litigation I3. Compensation \$ I4. Injury / death I5. Regulatory Breach	Footpath Inspection and Maintenance Policy: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0017/86120/Footpath-Inspection-and-Maintenance-Policy.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0017/86120/Footpath-Inspection-and-Maintenance-Policy.pdf</a> Parks and Recreation Asset, Inspection, Maintenance and Repair Policy: <a href="https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0007/86137/Parks-and-Recreation-Asset,-Inspection,-Maintenance-and-Repair-Policy.pdf">https://www.ipswich.qld.gov.au/_data/assets/pdf_file/0007/86137/Parks-and-Recreation-Asset,-Inspection,-Maintenance-and-Repair-Policy.pdf</a>	<b>Medium</b>	<b>Medium</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Infrastructure and Environment and Community, Cultural and Economic Development	Being monitored	
<b>15. Loss of / unauthorised access and use of information assets</b>	Loss of confidentiality, integrity of information systems and assets managed by ICC - includes internal and external (cyber) threats	C1. Limited technical capability to respond to changing / increasing threat C2. Risk exposures not understood - no information classification strategy C3. Accountabilities for information security not defined / understood C4. Immature IT governance in key areas (e.g. access management, Info Security, Threat & Vulnerability Mgmt)	I1. Loss of information assets I2. Breach of legislation / compliance I3. Business interruption I4. Reputational damage I5. Fines and penalties / cost to remediate	Privacy Impact Assessment Guidelines: (The Wire) <a href="https://objprd.council.ipswich.qld.gov.au/id:A4892167/document/versions/published">https://objprd.council.ipswich.qld.gov.au/id:A4892167/document/versions/published</a>	<b>Medium</b>	<b>Low</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through existing processes.	Corporate Services	Being Monitored	

		C5. Non-compliance by staff with prescribed information security practices							
<b>16. Environmental harm arising from Council activities</b>	The nature of activities undertaken by ICC has the potential to significantly impact the environment. Managing these impacts is core to our licence to operate and must be built into the way that we work. This includes moving beyond a compliance approach to establishing our environmental credibility	C1. Uncontrolled release of toxic / hazardous materials C2. Failure to identify and respond to changes in regulations C3. Changes to business activities lead to new risk C4. Sustainability impacts not considered in decision-making C5. Non-compliance by staff with approved procedures	I1. Potential litigation I2. Harm / injury to the public, employees and/or the environment I3. Adverse media / activist focus I4. Increased cost of operations I5. Fines and penalties / cost to remediate	Master Planning of Open Space Policy: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86134/Master-Planning-of-Open-Space-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86134/Master-Planning-of-Open-Space-Policy.pdf</a> Urban Forest Policy: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86152/Urban-Forest-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0004/86152/Urban-Forest-Policy.pdf</a> Ipswich Outdoor / Nature-Based Recreation Policy: <a href="https://www.ipswich.qld.gov.au/data/assets/pdf_file/0006/86127/Ipswich-Outdoor-Nature-Based-Recreation-Policy.pdf">https://www.ipswich.qld.gov.au/data/assets/pdf_file/0006/86127/Ipswich-Outdoor-Nature-Based-Recreation-Policy.pdf</a>	<b>Medium</b>	<b>Low</b>	Further intervention has not been identified and this risk will continue to be mitigated through current controls and monitored through current processes.	Infrastructure and Environment	Being Monitored