

2018-2019 iGO Risk Register

Legend

Likelihood	Impact				
	Insignificant Risk can be mitigated by normal day to day processes	Minor Minor adverse impacts on achievement of IGO objectives	Moderate Moderate adverse impacts on achievement of IGO objectives	Major Significant adverse impacts on achievement of IGO objectives	Unacceptable IGO objectives unlikely to be achieved
Highly Likely >90% chance	High	High	Very High	Very High	Very High
Likely 50%-90% chance	Moderate	High	High	Very High	Very High
Possible 10%-50% chance	Low	Moderate	High	Very High	Very High
Unlikely 0%-10% chance	Low	Low	Moderate	High	Very High

Category	Sub Category	Details	Risk / Opportunity	Original Risk Rating	Suggested responses(s)	2018-2019 Risk Rating	2018-2019 Comments
Selling the iGO message	Managing the iGO message (including TDM vs. TDS differences)	<p>Lack of appreciation by affected parties that:</p> <ul style="list-style-type: none"> ◦ IGO focuses on Travel Demand Management (TDM) rather than from Travel Demand Satisfaction (TDS). ◦ A transport system which improves choice is not anti-motorist. ◦ The prioritisation of travel on the roads needs to be more sustainable. ◦ Under a TDM approach, consumers cannot expect congestion free roads and car parks that are always vacant and cost-free. ◦ TDM involves making transport users pay previously unseen costs (e.g., parking) as a mechanism to alter behaviour. Therefore, adopting a TDM approach is unlikely to be popular. <p>If transport users and other affected parties do not appreciate and accept the above messages, dissatisfied users may rate the iGO as a failure.</p>	Risk	Very High	<p>Education campaign ahead of iGO initiatives taking effect.</p> <ul style="list-style-type: none"> ◦ Cover not only the benefits of TDM approach, but also the costs of continuing down the TDS path – higher cost of vehicle related infrastructure (vs non vehicle), costs of congestion to commuters, businesses, environment etc. ◦ Quantify impacts where possible using metrics such a VTT and VOC. ◦ Highlight the hidden/less visible costs that consumers are already paying for the delivery and operation of the transport network and how that will only increase unless a new approach is adopted. ◦ Emphasise the current system's inability to cope with current population into the future, let alone expected rapid population growth. 	Very High	Representations to Council senior management emphasising the current transport system's inability to cope with current population into the future, let alone expected rapid population growth, has been undertaken when discussing investment priorities. However, limited other messaging used to date and effectiveness of communication is questionable.
	Community awareness of transport challenges	Inadequate appreciation by the general public about how quickly the city's population is forecasted to grow and the implications of this for transport, the economy and social infrastructure. Therefore, insufficient buy in and support of transport changes and development. May encounter pushback when, for example, PT interchanges are provided rather than more parking, or parking levers are used to alter parking patterns.					No action to date. Suggest needs to be a consideration in 2019-2020 due to increasing parking pressures in principal activity centres and around schools.
	Continued high reliance on cars	Continuation of car culture due to insufficient or ineffective behaviour modification campaigns.	Risk		<p>Education campaign (see above)</p> <p>Provide disincentives for residents to choose vehicle travel e.g., tolls, parking charges</p>		iGO Parking Pricing Strategy in progress

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Influencing travel behaviour	Increase in car's mode share of total trips	Automated vehicles and other technological advances reduce the driving effort required, resulting in car trips (as a percentage of total trips) actually increasing. This makes it more difficult to 'sell' the relative attractiveness of alternate transport modes and entice people away from car use.	Risk	Very High	Refer Technology section.	Very High	iGO Intelligent Transport Systems Strategy has been developed outlining Council's position on automated vehicles and transport technologies.
	Insufficient patronage of Public Transport and Active Travel networks	Residents are prepared to use PT and active travel facilities but issues with routes, timetables, linkages, and end of trip facilities act as deterrents.	Risk		Engage users in design of PT and AT networks Work with businesses and educational bodies to optimise routes and timetables Ensure that the networks give adequate consideration to the safety and comfort of users e.g., lighting, linkages end of trip facilities.		Advocacy to Translink for a 'Whole of Ipswich Bus Network Review' and State government for the extension of the railway corridor from Springfield to Ripley in progress. Effectiveness of historic advocacy efforts is questionable Delivery of the Principal Active Transport Network in a logical and connected manner in progress. However, there are risks associated with current delivery timeframes due to investment shortfalls and human resources for delivery
	User pays systems	Lack of community acceptance for direct user pays systems, especially for transport infrastructure which has until now been available free of (direct) charge. Examples of direct pay for benefit schemes include parking fees and transport levies.	Risk		Refer 'Selling the iGO message' actions above.		Refer 'Selling the iGO message' notes above.
	Expectation of benefits	Can be difficult to achieve cultural change without financial and/or time savings that are disproportionately large relate to the cost (e.g., inconvenience).	Risk		If can't demonstrate direct financial benefits of the changes, make clear the costs of not doing so e.g., increased congestion, travel time, car operating costs etc.		No action to date with the community
	Expectation of benefits	Encouraging consumers to switch away from car use requires the alternative to be attractive in terms of not just cost but also time, comfort and security.	Risk		Consider 'soft' requirements when designing alternate transport facilities.		No action to date
	PT not attractive	Current situation is not conducive to strong demand for buses and trains - infrequent bus services, circuitous routes, no urban bus routes connecting Ipswich directly to Brisbane, relatively high fares, limited parking nearby. Therefore, significant work required to not only actually upgrade services but also make potential users aware of the new facilities and services. Necessary in order to meet the target of a 400% increase in PT patronage.	Risk		Engage with key user groups (businesses, school, unis etc.) to gain their input re: network design.		Development of the iGO Public Transport Advocacy and Action Plan has involved a community survey and workshops with key stakeholders such as USQ, QR, DTMR, Chamber of Commerce, Rail Back on Track Advocacy Group etc.
	Missed opportunities	If don't provide adequate PT services in greenfield sites early on, car-centric travel behaviour will become entrenched and harder to change. Hard to get funding support as small size of early population unlikely to justify a viable PT network.	Risk		Timing is key, need to advocate for provision of PT and AT services and infrastructure into new residential and commercial development from day 1.		Successful early delivery of public transport services to Ripley Valley PDA in 2019.
	Ownership and control of transport network	Separation of control over various parts of the transport network impedes successful implementation of iGO. Council must liaise with transport operators, state and federal governments in order to effect change. Even with strong buy in from the various parties, coordination and logistics remains a challenge. Transport agencies (TMR, Queensland Rail and Translink) not incentivised to buy into iGO.	Risk		Develop a plan specifically focused on ways of effectively liaising with and influencing transport agencies. Ensure that the plan includes multiple avenues and contacts to facilitate continuity over the life of iGO and insulate it from management changes within the agencies.		No action to date Undertaking Translink and TMR Metro Region co-ordination meetings at the officer level to discuss planning activities four times a year. Continued attendance at the TMR and ICC Senior Managers Meeting
	Property owners	Resistance from residential or commercial property owners who could be impacted by land acquisitions, or from business owners whose car parks may be impacted by iGO's desire for shared parking arrangements.	Risk		Need to get ahead of this issue and proactively manage it. Could actually be a selling point for iGO - increased emphasis on PT and AT reduces the risk of land acquisitions, community disruptions etc.		No action to date
	Road network	Approximately 85% of the road network in Ipswich is council controlled, which should assist with the implementation of road-related iGO initiatives.	Opportunity		n/a		n/a

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Stakeholder Management	Business	Local businesses unlikely to champion or even accept iGO unless they can appreciate the financial benefits to them of transport changes. Also less likely to be supportive if there is a cost to them.	Risk	Very High	Within the overall advocacy program, tailor a section to business owners which focuses on their particular concerns and provides responses.	Very High	No action to date
	Business	Limited ability of iGO to influence businesses to change core working hours and locations and promoting telecommuting, especially within large organisations that are bound by corporate policies and work practices.	Risk				
	Business	Businesses reluctant to participate in programs to increase uptake of active travel options for commuting, due to costs to the business (e.g., the need to provide end of trip facilities for bike riders or runners).	Risk		Investigate options to subsidise these costs e.g., retrofitting of older buildings to incorporate end of trip facilities for cyclists, walkers and runners. Promote events such as Ride to Work Day. Highlight economic benefits e.g., reduced need to provide car parking for employees. Demonstrate indirect benefits to them e.g., become more attractive as an employer, improved health of workforce.		Council have promoted Ride to Work events
	Developers	Developers not supportive of Council efforts to implement TDM measures in greenfield sites (to promote non car based travel behaviours from the outset), as they do not see any direct or immediate commercial benefits for them.	Risk		Establish mechanisms to incentivise developers to accommodate sustainable transport options.		Discussions held as part of the Ipswich Planning Scheme Review
	Education sector	Lack of support from schools for attempts to promote student travel by school bus, public transport or active travel networks.	Risk		Work closely with Qld government (which subsidises school bus services) to address barriers to use.		No action to date
	Visibility of iGO initiatives	If the public doesn't understand that iGO deliverables are linked to population growth rather than time, they may form the view that the plan is not delivering (if population growth slows).	Risk		Ensure that all iGO communications highlight the linking of iGO initiatives to population, not just time.		iGO communications have been linked to population
	Education sector	By the iGO horizon of 435k people, 40% of population will be under 25 years of age. Opportunity to influence large number of total private vehicle trips (and long term travel behaviours) simply by targeting school trips.	Opportunity		n/a		iGO continues to support the Healthy Active School Travel Program. Opportunity to expand program in coming years
	Visibility of iGO initiatives	Getting stakeholder (particularly community) buy in can be enhanced by some very visible 'quick wins' to showcase iGO and build goodwill. Examples - upgrades to end of trip facilities, supporting facilities at park and ride sites, providing school travel maps.	Opportunity		n/a		School travel maps are being investigated.
	Stakeholder consultation delays work	Identification, prioritisation and implementation of iGO initiatives are delayed due to the need for extensive stakeholder engagement.	Risk		Ensure that iGO program allows for consultation periods, and includes contingency periods for protracted consultations on controversial projects.		Risk realised as part of the iGO Public Transport Advocacy and Action Plan with the timing of the State elections and consultation complexities with TMR. Additional consultation timing factored into subsequent iGO Network Action Plan development such as the iGO Road Safety Action Plan
Political support	Insufficient political leadership to implement the plan	Leadership either not strong enough to make and back up actions against car travel or not interested anymore (change of leadership).	Risk	Very High	Engage with government at all levels – many tentacle approach. Build strong working relationships at departmental levels (which are less likely to be directly impacted by changes in government).	Very High	Risk has been realised. Change of Council leadership occurred in 2018-2019 and will occur again in March 2020. Subsequently, changes to Council's funding priorities have occurred and are likely to occur again in the future. In 2019-2020 need to better communicate the benefits and risks in implementing or not implementing iGO to Council senior management to help inform investment decisions and support State government advocacy efforts.
	Limited support from state and federal governments	Support and buy in from government is critical, but may be limited due to the strength of the relationship with Council, or a lack of clear avenues to influence decision makers.	Risk		Pre-empt potential changes in key contacts by engaging with opposition parties as well as government.		
	Political cycles	Agencies such as TMR, QR, Translink very driven by political cycles and therefore have a short run focus.	Risk		Highlight how iGO projects can assist in delivering on common objectives.		
	Waning political support over time	Political support for iGO ebbs and flows over time due to changing governments and priorities.	Risk, Opportunity		Develop and promote the message that iGO will have community wide benefits (take a 'portfolio approach').		
	Unable to attract public funding	Funding requirements are often large and long term, which makes them hard to justify on a short term cost/benefit basis. Therefore, it can be difficult to get buy in from financiers, politicians etc. Fundamental disconnect between the time frame of payback for transport infrastructure projects, and the short term nature of political and business cycles. Budget cycles (and therefore political horizon) - annual (if not more frequent).	Risk		Implement effective measures to coordinate bid preparation – ensure targeting of efforts, consistent messaging, and incorporation of feedback into subsequent funding requests. Highlight interim benefits that can be realised from large scale, long term investment programs.		Advocacy for the Ipswich to Sprignfield Rail Line being further developed and matured. However, yet to be successful in obtaining a funding commitment

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Funding	Unable to attract public funding	Funding not enough to implement the plan, state and federal financial support is limited or non-existent.	Risk	Very High	Highlight how funding of iGO projects can lead to delivery of shared, mutual objectives Investigate alternative funding options – private enterprises, transport levies, user pays systems, developer contributions. Review experience of other councils to leverage lessons learnt regarding effective and ineffective funding proposals. If total funding is ultimately inadequate, use a prioritisation process to ensure that whatever funds are received are directed towards initiatives that will do the most to realise iGO's vision.	Very High	Currently investigating the ability to use parking revenue towards iGO initiatives in the Ipswich CBD. The iGO Public Transport Advocacy and Action Plan also researched the use of public transport levies by other Councils. Suggest becomes a consideration of 2019-2020 to put forward alternative funding mechanisms and review priority initiatives for implementation.
	Competition from other portfolios	Difficult to attract public funding for transport initiatives due to competing funding claims from other Council portfolios e.g., education, health, parks services.	Risk		Identify and emphasise how funding of transport initiatives can assist in realisation of other portfolios' objectives e.g., promote improved physical and mental health.		Risk has been realised with the investment competition from the Ipswich mall redevelopment and its impact on the 10 year transport infrastructure and investment plan. Very high likelihood that transport infrastructure will not be delivered in time to meet the city's planned growth. Suggest becomes a consideration of 2019-2020 to communicate the risks of this approach to Council Senior Management
	Private funding	iGO recognises the need to consider ways of attracting funding from the private sector. However, no actions have been identified. Therefore, unclear how this will be achieved.	Risk		Develop specific action plan for targeting private sector funding.		No action to date
	Making the case for Ipswich (over other areas)	May be difficult to attract funding for development of transport infrastructure in an area that, while growing rapidly, does not have the visibility or obvious appeal of tourism areas like the Gold Coast, or major business centres such as Brisbane.	Risk		Need to sell the case for investment in Ipswich vs. other regional centres. What strategic value does it offer the state? How is investment in Ipswich preferable over other regional centres? Highlight key role in logistics, travel routes, tourism opportunities etc. Adopt a cross-council approach and work with other councils and transport bodies in SEQ to develop joint funding proposals.		Increased advocacy efforts for the Ipswich to Springfield Rail Line and participation in the SEQ City Deal
	Investment returns	Investment in active travel and public transport infrastructure can be smaller than investment in roads (or still significant but more attractive on a cost/benefit basis), and therefore may be easier to attract funding.	Opportunity		Use comparative metrics to assist in supporting the case for funding of non-road related transport initiatives.		No action to date
Actual population growth rates differ from plan	Population forecasts	Population forecasts can differ materially across different sources. Land use planning is required to use SEQ population forecasts, which can be more optimistic than those used for infrastructure planning.	Risk	High	Identify the best means of tracking population growth in real time	High	Ipswich population was 190,000 in 2016 and has reached just over 220,000 in 2019. This equates to approx. 10,000 additional people per year. The State has also released Shaping SEQ since iGO release, increasing Ipswich's projected population to 540,000 by 2041.
	Population growth varies from forecasts	Population growth not in line with expectations (quantum, timing, age distribution, physical distribution)	Risk		Reconcile differences between various population projections		
	iGO deliverables do not keep pace with actual population growth	Deliverables are pegged to population size, not years. While this makes sense in that population is a key driver of transport needs, it means that iGO must respond quickly with transport deliverables if population growth is faster than expected. Even with active monitoring, this can be difficult due to the large scale and long lead time of many transport projects. It can be difficult to track population growth in real time, especially when growth is rapid. Published population data often lags actual growth.	Risk		Develop scenario plans that allow for deviations from official population projections, and identify resulting transport needs		
	Rapid population growth	Ipswich is forecasted to experience the fastest population growth rate in the SEQ region. How realistic is it that transport targets can be delivered in line with population changes in a period of rapid growth?	Risk				
		iGO recognises the need for both technical Network Action Plans (NAP) (e.g., for parking and freight) and delivery mechanisms (e.g., advocacy, public awareness and promotion, stakeholder engagement). The delivery mechanisms will act as key levers to assist in the achievement of the network action plans and therefore iGO as a whole. However, there are currently no plans to develop formal plans for each of the delivery mechanisms.			Prioritise the development of specific plans for the identified Delivery Mechanisms e.g., Advocacy, Partnerships, Stakeholder Engagement, Awareness and Promotion. Cross reference these delivery plans with Network Action Plans to ensure that benefits are maximised.		

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Operationalising iGO	Sub optimal Delivery Mechanisms	Without such formal plans, these key activities may not happen in a coordinated way. This could result in duplication of effort, missed opportunities and sub optimal outcomes. Examples include the risk that a single business is approached more than once by different iGO members on different topics, a key section of the community is not targeted, or inconsistent iGO messages are communicated. In particular, stakeholder engagement is key. iGO recognises the vital importance of collaboration and liaison with key transport, traffic and road safety organisations (TMR, police etc.). Although stakeholder management may be addressed in the various (yet to be developed) network action plans, it needs a plan of its own.	Risk, Opportunity	Very High	Monitor and report on the Delivery Plans.	Very High	No action to date
	iGO performance measures not measurable	A number of identified actions are simply 'ongoing' (e.g., working with schools on the Healthy Active School Travel (HAST) program). Without specific checkpoints, measurement of success will be difficult. Other identified initiatives have very long and/or vague time frames. For example, the Freight section notes plans to undertake community awareness campaign regarding the importance of freight to the city's future, but the timeframe is 'within the next 10 years'. It is unclear whether this is likely to occur towards the start or end of this broad timeframe, or following a certain trigger. While more specific actions will be documented in the Network Action Plans, there is a risk that iGO may lose credibility if narrower and more measureable time frames are not specified.	Risk		Actions documented in the upcoming Network Action Plans need to be SMART (Specific, Measurable, Assignable, Realistic and Time Bound). Where actions are truly 'ongoing' or are to be implemented in stages, incremental monitoring and reporting should be implemented to determine whether or not progress is being made. SMART actions should be communicated to key stakeholders so that they are aware of the timing of planned initiatives.		Network action plans identify signature projects and more specific performance indicators to help with each plan's 5 year review. Monitoring the performance of iGO and ensuring that the right data is being collected to enable this will be a key focus of the iGO Performance and Data Strategy which is to be developed in 2019-2020.
	iGO oversight	Steering committee to be established but parameters regarding authority, leverage and success criteria are unclear.	Risk		Key parameters of the iGO steering committee need to be established: <ul style="list-style-type: none"> How will success be measured? Numerical KPIs e.g., certain % increase in density of dwellings along identified corridors? Where success is not so easily quantified, what qualitative measures could be used? Committee's authority needs to be established and communicated e.g., will it have the power to compel the reassignment of resources to ensure close out of iGO actions? 		No action to date.
	Timing of deliverables / interdependencies	Risk that interdependencies will not be addressed given that the various network action plans are to be developed at different times. For example, significant cost may be incurred to retrofit a bike track in an established area.	Risk		Steering Committee to provide oversight of individual plans and ensure that interdependencies are identified and accommodated.		No action to date
	Delivering on actions by specified points	iGO mentions a 5 year plan out to 2020. However, given that it is already 2017, steps need to be taken in order to avoid the impression of not delivering on plan.	Risk		Review planned timing of identified deliverables and update as required. Identify a reserve list of projects in order to ensure efficient use of resources if scheduled projects are delayed or additional funds are made available.		No action to date
	Meeting PT targets	Certain types of trips are not conducive to PT usage e.g., construction trade trips, shift workers commuting. If these trips make up a significant proportion of the workforce, it may be difficult to meet the ambitious PT patronage targets.	Risk		Need to frame targets in light of current and future workforce characteristics. Restate city wide targets as area specific (e.g., CBD, retail centres, schools) to recognise the different PT demand profiles).		Looking into the feasibility of investing in a multi-modal transport model to assist with PT mode share target allocations
	Adequate level of resources	A certain level of (human) resources is necessary for the delivery of iGO, and the implementation of the plan will be impacted if they are not available in a timely manner.	Risk		Give priority to establishment of the iGO steering committee and assign resources to develop the network action plans and delivery plans. Consider partnering with external consultants to develop and implement specific network plans if internal resources are not available.		Resources towards iGO planning activities in 2018-2019 were increased, though there are still internal human resourcing gaps when it comes to delivering the specific iGO projects
	Project cost estimates are not accurate				Monitor initiatives and report on spend vs. budget and value for money of		Risk has been realised. Results in de-scoping to find cost

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	Poor budget management leads to over spending	Individual initiatives cost more than budgeted.	Risk		Monitor initiatives and report on spend vs. budget and value for money on measures implemented.		savings and project value for money review by I&E Senior Managers
	iGO initiatives do not represent value for money	Individual initiatives do not deliver value for money, which impedes future funding requests	Risk		Poor value for money schemes will be re-considered for inclusion in future programmes.		Project delivery delayed
	Individual initiatives delayed	Delays in delivery of individual projects for any reason (other than funding)	Risk		Implement flexible budgeting program which allows for transfer of funds from one budget to another to ensure that the highest priority projects are completed while staying within the overall budget. Where a scheme experiences delays, explore opportunities to transfer funding to other priority schemes.		No action to date. Suggest consider in 2019-2020
Commercial impacts of iGO	Logistics	Good opportunity for iGO to assist with promoting Ipswich as a logistics hub; shows businesses that Council is serious in investing in required infrastructure.	Opportunity	Moderate	Work with Chamber of Commerce and key industry bodies to promoting Ipswich as a logistics hub.	Moderate	To be undertaken as part of iGO Freight Action Plan in 2019-2020
	Productivity	Reduced congestion on roads means reduced commuting time, which can lead to an increase in work hours and output. Additionally, reduced congestion can address some of the ‘first and last mile’ issues of freight trips, which in turn promotes efficiency, productivity and profitability.	Opportunity		Continue to identify and promote the benefits of non-vehicle based transport.		Cycle Ipswich website in process of being updated, iGO Brassall Bikeway promotional video in progress, Walk/ Ride to work day events completed
	Employment opportunities and attractiveness	Attraction and retention of staff may be assisted by faster and easier commutes, increased transport options, and a sense that businesses are expanding locally. Helps increase Ipswich’s attractiveness over other employment hubs (including Brisbane) and thus retain valuable human resources.	Opportunity		n/a		No action to date.
	Business profitability	If iGO actions result in higher parking occupancy rates, this may deter some potential customers from travelling to a business (either due to risk of not getting a park at all, or the higher congestion while trying to find one). Can have negative implications for local businesses.	Risk		Work with Chamber of Commerce and key industry bodies to identify and realise other means of customers accessing local businesses e.g., provide pricing incentives for customers to attend outside of peak periods, promote alternate transport options.		iGO Parking Pricing Strategy in process which considers the Ipswich CBD and Springfield Central
	Business profitability	If Council introduces paid parking in a commercial area, local businesses may suffer and therefore object.	Risk				
Density of residential and commercial developments	Urban sprawl	Some aspects of iGO may inadvertently promote urban sprawl. Examples include introduction of automated vehicles, expansion of PT network.	Risk	Moderate	Minimise where possible.	Moderate	Development contained within the urban footprint
	Strong Activity Centres and Increased Density (Land Use)	iGO highlights desire for compact, mixed use developments, close to major PT nodes, strong activity centres, limiting urban sprawl. While benefits of this are clear, is this what the community wants? iGO notes that retrofitting existing suburbs can be challenging as residents like things to remain as they are.	Risk		Promote iGO’s benefits to community.		Opportunities incorporated within the Ipswich Planning Scheme Review currently out for public consultation
Environmental impacts	Reduced vehicle emissions	Reduced emissions resulting from a move away from vehicle travel (vehicle volumes, congestion levels).	Opportunity	Moderate	n/a	Moderate	No action to date.
	Increased vehicle emissions	Contra effect – increase in total vehicle kilometres travelled, and congestion, due to: <ul style="list-style-type: none">◦ AVs encouraging more road based travel◦ AVs making longer trips more viable◦ Increases in total distances travelled as cars travel empty to pick up passengers◦ Increases in total distances travelled as cars park outside the CBD◦ Slower intersection throughput to facilitate passenger comfort	Risk		Analysis of automated vehicles needs to be balanced and consideration given to the potential downsides as well as the upsides.		iGO Intelligent Transport Systems Strategy has been developed outlining Council’s position on automated vehicles and transport technologies.
	Loss or contamination of land as a result of transport projects	Loss or contamination of land as a result of transport projects.			All proposed land acquisitions to include an environmental impact assessment.		Environmental impacts considered as part of each transport project

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Geographical constraints	Limited space	Physical limits on available land.	Risk	High	Coordinate with planning authorities.	Moderate	No action to date
	Transport corridors	Preserving transport corridors (land) for future use difficult as land is not within Council's control.	Risk		Advocate for preservation of transport corridors with relevant authorities.		Land is preserved through the development assessment process and via Council's new hardship policy
	Competing priorities	Need to balance requirements for transport networks with other community facets e.g., heritage, green spaces, protection of habitats and vegetation, signature parks.	Risk		Work with heritage groups, national/state trusts, environmental groups etc.		Transport projects undertake consultation with internal and external stakeholders
Social cohesion, community health, culture	Community cohesion	Reduction of emphasis on major road arterials can encourage local communities to engage with each other e.g., less physical separation, people encouraged to cluster around PT hubs.	Opportunity	Moderate	Help facilitate realisation of benefits Organise and run community events that celebrate the benefits of increased sense of community Maximise the positive messages from e.g., opening of new active travel facilities or train/bus routes Promote the use of community spaces by walking groups, personal trainers etc. to highlight the visible benefits of iGO	Moderate	Marketing campaigns have been held to celebrate the opening of new active transport infrastructure and the new Ripley Bus Route
	Social justice	Opportunity for iGO to widen access of community to viable transport options. PT is a lower cost option than having to purchase and run a car.	Opportunity		Address the critical features required for PT uptake - convenience, reliability, safety, pricing.		Advocating to Translink for a 'Whole of Ipswich Bus Network Review' and progressively upgrading bus stops to be DDA compliant
	Social justice	iGO recognises the need to provide for residents who do not have access to a car (as opposed to just encouraging those who do to switch to alternative transport options).	Opportunity				Consideration of 'reliant' users as part of the development of the iGO Public Transport Advocacy and Action Plan
	Accessibility	Use of AT facilities for leisure purposes also removes the need to purchase gym or personal training memberships - therefore exercise opportunities are made available to a greater section of the population.	Opportunity		Promote the AT network as a viable alternative to paid gym memberships. Facilitate awarding of permits to personal trainers etc. wanting to use parks for group sessions.		iGO Brassall bikeway promotional video in progress
	Affordability	Via the above, iGO can contribute to affordable living, not just affordable housing.	Opportunity		Provide circuit training stop points along AT routes to attract users who are not interested in simply running, walking or riding.		
	Physical and mental health	AT and PT promote improvements in physical and mental health, contributing to greater liveability.	Opportunity				
	Cultural preservation	Need to balance transport requirements with the need to protect the heritage, character and lifestyle of the city.	Risk		Work with key community groups to identify and deliver on mutual objectives.		Transport projects undertake consultation with internal and external stakeholders
Transport related technologies	Transport network flexibility and adaptability	Transport technological options and opportunities have changed even in the short time since the development of the iGO. Over the whole lifespan of the iGO, technological advances will be significant, so much so that many outcomes may not even have been considered yet. In this situation, it is difficult to build a transport network that supports current/medium term requirements but also remains flexible enough to accommodate tech advances. iGO needs to consider (or at least remain flexible enough to accommodate) technological advances over its lifespan. Risks: <ul style="list-style-type: none"> Opportunities may be missed iGO actions will need to be reengineered to accommodate new technologies (e.g., structure of roadways) New supporting infrastructure required e.g., recharging points for electric cars 	Risk	Moderate	Where possible, give consideration to potential technological changes when developing iGO's action and delivery plans. Explicitly consider and allow for the potential downsides of new transport related technologies.	High	iGO Intelligent Transport Systems Strategy has been developed outlining Council's position on automated vehicles and transport technologies. However, Council needs to ensure that there is consistent and reliable funding and resources allocated towards the implementation of the plan in order to realise the benefits and manage the risks.
	Timing and leveraging	iGO comes into effect at a time of rapid development of transport related technologies. If iGO can realise their benefits, it has the potential to have a significant positive impact on Ipswich's future transport network.	Opportunity				
	Selection and funding of new technologies	It can be difficult to identify, from the myriad of new technology options available, which will be of most benefit to Ipswich. Attracting funding for the development of, or investment in, new technologies can be challenging.	Risk				
	Safety and legal liability	How will safety and liability matters be addressed (e.g., relating to autonomous or semi-autonomous vehicles)?	Risk				

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	Remaining relevant for traditional travel preferences	Need to continue to cater for the proportion of the population who will never change from travelling by car/driving themselves (although this will become less of an issue over time if can bring younger drivers on board with new technologies).	Risk				
	Implications for other transport modes	If promote AV's and the like, can have implications for AT, PT, freight, parking etc. that need to be addressed. Examples include: <ul style="list-style-type: none"> ◦ Interactions of AV's with other vehicles such as trucks ◦ Potentially slower AV speeds ◦ Increased or reduced demand for AT and PT ◦ Location and nature of parking - special parking spaces, recharging facilities 	Risk				
Plan flexibility and resilience	Major planned events	Given the long term nature of iGO, numerous major events are likely to be held in and around Ipswich and SEQ. These include the 2018 Gold Coast Commonwealth Games and (potentially) the Olympic Games in 2028. These and other similar events have the potential to impact iGO. Potential impacts include increased tourism and demand for event related businesses. Effects could be both positive and negative for Ipswich's transport network.	Risk and Opportunity	Very High	Work with relevant bodies to ensure that the transport related impacts of major events are a core factor in consideration of, and planning for, major events.	Very High	Input provided into the SEQ People Mass Movement Study which is to inform Brisbane's Olympic Bid
	Emergency response and disaster recovery	iGO does not explicitly recognise the need for transport related contingency plans, to be activated in the event of natural disasters or terrorism e.g., roads unusable or barricaded. Although such emergency response plans may be outside of iGO's scope, the transport network is both a potential target and a vital component of any emergency response. As such, iGO needs to be linked in with relevant plans.	Risk		Ensure that state and SEQ emergency plans are updated as applicable to reflect significant changes to Ipswich's transport network.		No action to date
	Funding diversion following unplanned natural events	Council and government support for (and funding of) iGO objectives falls as a result of major unplanned natural events e.g., flooding, fires.	Risk		Identify a set of 'core' iGO initiatives that must be delivered as a bare minimum. Obtain government assurances that funding for these initiatives is guaranteed.		No action to date. Suggest becomes a consideration of 2019-2020