

Option 1 - Continue Service

Criteria	Risks	Inherent				Residual			Opportunities
		Likelihood	Consequence	Inherent Risk	Control	Likelihood	Consequence	Residual Risk	
Health and Wellbeing	Due to the location of assets adjacent to roads and other high risk activities, there is a risk of plant human interaction leading to injury or fatality.	Possible	Extreme	High	Traffic control including reduction in speed limits, notifications/lock out procedures.	Possible	Moderate	Medium	
	Due to contaminants in tradewaste effluent, there is a risk of employees coming into contact with contaminants leading to health impacts.	Possible	Major	High	PPE, preventative maintenance, monitoring of tradewaste effluent quality.	Unlikely	Major	Medium	
	Due to need to carry out underwater inspections and maintenance on diffusers there is a risk of diving incidents occurring leading to death or hospitalisation.	Unlikely	Extreme	High	PPE, SWMS, using qualified and experienced contractors/	Rare	Extreme	High	
Financial	Due to the age of the assets, there is a risk of unplanned failures leading to higher maintenance costs.	Almost certain	Moderate	High	Preventative maintenance carried out	Possible	Moderate	Medium	
	Due to the age of the assets and effluent makeup, there is a risk that renewals will occur sooner than expected, leading to lower than required depreciation expenses being accounted for.	Possible	Major	High	Review of new tradewater effluent connections to ensure effluent from different sources do not detrimentally react.	Unlikely	Major	Medium	
	Due to dredging activities in the harbour, there is a risk that the diffusers may be damaged leading to unplanned expenditure.	Possible	Major	High	Stakeholder engagement with Gladstone Ports Corporation.	Unlikely	Major	Medium	
Reputation	Due to inability to continually monitor quality of tradewaste effluent being released from the facility, there is a risk that unauthorised releases of contaminants may occur into the harbour leading to negative public reactions and/or apportioning blame on Council.	Possible	Moderate	Medium	Media releases following events. Tradewaste facility use agreements absolve Council of liability.	Possible	Minor	Medium	
	Due to legislative position of no nett increase of nutrients into the Great Barrier Reef catchment, there is a risk that DES may not issue environmental authorities to proponents, leading to Council not accepting new connection applications.	Possible	Moderate	Medium	Tradewaste facility use agreements place reliance on proponents to negotiate Environmental Authorities. Council assist in connecting proponents with potential nutrient off-set opportunities.	Possible	Minor	Medium	
Environment	Due to age and location of assets, there is a risk of pipeline breakages leading to uncontrolled releases of contaminants to the environment.	Almost certain	Moderate	High	Preventative maintenance carried out. Pipelines from proponents to tradewaste facility to be owned and maintained by the proponent.	Possible	Moderate	Medium	
	Due to centralised nature of approvals, there is a risk that DES treats the tradewaste facility as a treatment facility leading to need for an environmental authority.	Possible	Moderate	Medium	Discussions have been held with DES. Need to ratify previous DES direction that Council only provides the infrastructure to transmit tradewaste effluent to the receiving environment.	Unlikely	Moderate	Medium	
	Due to changes in legislations, there is a risk that Council will be required to obtain an environmental authority leading to greater exposure.	Possible	Moderate	Medium	Out of Council's control	Possible	Moderate	Medium	
	Due to tradewaste effluent being received from more than one proponent there is a risk that effluents may negatively react leading to environmental harm.	Possible	Moderate	Medium	Proponents required to undertake investigations and demonstrate no impact when obtaining environmental authorities from DES.	Unlikely	Moderate	Medium	
Regulatory and Legal	Due to the discharge pipework passing through private land without easements in place, there is a risk that Council will be responsible for reinstatement of damage, leading to unplanned expenditure.	Almost certain	Moderate	High	Obtain appropriate easements with impacted land owners	Unlikely	Moderate	Medium	
	Due to the discharge pipework passing through private land without easements in place, there is a risk that there will be a delay in Council obtaining approval to access infrastructure, leading to additional scope of works to repair damage.	Possible	Minor	Medium	Council has emergency access provisions	Rare	Minor	Low	
	Due to uncertainty over location of tradewaste delivery infrastructure between the proponents boundary and the tradewaste boundary, there is a risk that delivery infrastructure will be located in private property leading to access issues.	Likely	Minor	Medium	Access agreement to specify proponents to own and be responsible for delivery infrastructure between the proponent boundary and tradewaste facility boundary	Rare	Minor	Low	
	Due to proponents discharging volumes greater than allowed under agreements there is a risk of overflows at the tradewaste facility leading to environmental harm	Possible	Minor	Medium	Flow monitoring with alarms to detect excess flows. Physical restrictions in place to limit volume entering the tradewaste facility.	Rare	Minor	Low	
Service Delivery	Due to the age of infrastructure there is a risk that unplanned breakages will interrupt service provisions for a period of time.	Almost certain	Moderate	High	Preventative maintenance to reduce likelihood. Provisions in agreement to reduce consequence.	Possible	Minor	Medium	
	Due to location of pipeline assets there is a risk that response times may increase leading to longer downtime.	Possible	Moderate	Medium	Obtain easement to allow unhindered access.	Possible	Minor	Medium	

**Option 2 - Discontinue Service**

Criteria	Risks	Inherent				Residual			Opportunities
		Likelihood	Consequence	Inherent Risk	Control	Likelihood	Consequence	Residual Risk	
Health and Wellbeing	None identified								Council employees are not exposed to potentially harmful tradewaste effluent.
Financial	Due to the discontinuation of service there is a risk that capital costs will not be recovered leading to impacted on residential ratepayers.	Almost certain							Reduced exposure to future capital expenditure.
Reputation	Due to discontinuation of service there is a risk that potential industrial proponents will establish outside of the region leading to Council failing to achieve its vision to diversify the region.	Likely	Moderate	High					Reduced exposure to negative public perception due to issues with tradewaste effluent discharges through Council infrastructure.
Environment	None identified								Reduced environmental exposure.
Regulatory and Legal	Due to proponents not being recognised on the Water Supply (Safety and Reliability) Act 2008, there is a risk that they will not be able to access their own infrastructure leading to environmental and performance issues.	Almost certain	Moderate	High	Proponents will need to negotiate access easements	Rare	Moderate	Low	A proponent could obtain service provider status to operate the tradewaste effluent disposal scheme.
	Due to proponents not have legal ability to undertake compulsory acquisitions of land for easements, there is a risk that proponents will be unable to construct the necessary infrastructure leading to inability to continue to operate.	Possible	Extreme	High	Council could obtain the easements and then transfer rights to proponents.	Rare	Minor	Low	
Service Delivery	Due to proponents not monitoring their own infrastructure there is a risk of unplanned releases of effluent from pipework not being detected in a timely manner leading to sinkholes on roads.	Almost certain	Moderate	High					
	Due to lack of interest in the market there is a risk that no company purchase the tradewaste facility leading to discontinuation of service to the industrial community.	Possible	Extreme	High					