

Shire of Wyndham East Kimberley Strategic Risk Register

Risk Identification Number (RID)	Risk Category	Directorate	Community Strategic Plan	Risk Title	Description of Risk (context)	Likelihood	Impact or consequence	Rating	Current Risk Mitigation	Comments or Actions from Current Risk Mitigation	Risk Owner	Residual Risk Rating	Remediation (CBP = Corporate Business Plan Action Number)	Expected completion date	Status update Remediation Report	Status
1	Service Delivery Interruption	Infrastructure	2.2 Provide sustainable public infrastructure that serves the current and future needs of the community	Asset Management	Failure to manage and implement a Council wide framework for sustainable whole of life Asset management which provides the desired level of service to the community.	Possible	Major	High	Asset Management Plan 2017-2027 CP OPS 3649 Maintenance of Shire Assets CP OPS 3659 Asset Management Policy Operational Works Program	16 sub Asset Plans have been developed by the Infrastructure team to feed into the overarching plan. These plans have been presented to council at briefing sessions.	Director Infrastructure	Medium	CBP 172: Forward Capital Works Plan CBP 172: Periodically Review the Shire Asset Management Plan and Report to Council CBP 172: Regular asset inspections to check condition along with preventative maintenance activities. CBP 172: Asset Condition Report issued to Council to prioritise funding and works. CBP 265: Drainage Upgrade and Creation Program CBP 253: Road Upgrade Program CBP 277, 274, 273: Create Safe and user friendly footpaths CBP 315: Mobile Plant Replacement Program CBP 290: Shire Bridge Management Program CBP 252: Road Maintenance Program	2021	Officers have continued to accumulate data to asset groups that have now grown to 23 asset group areas. At the October 2019 OCM the council have approved a 5-year plan prepared by consultants. This formed the basis for the Drainage Renewal Program to allocate funding in the 2020/2021 budget for maintenance works on the Weaver Plain Rd and Ironwood Dr cutoff drains, and further investigation of priority areas. Officers have undertaken condition assessments of the current road network. From this work Officers have developed and implemented a 5 year plan that has been reviewed by EMT. Tenders for the locations for new footpaths have been awarded. Self performing of renewal works has progressed to a test run for a 1km sectional repair with Shire staff to be performed in May 2021. Mobile Plant replacement program is substantially complete for the 2020/21 financial year. As part of the Asset Management Program an inspection process has been implemented for Shire bridges, jetty's and all property.	Ongoing
2	Service Delivery Interruption	Corporate Services	4.3 Ensure a strong and progressive organisation delivering customer focused services	Customer Service	Failure to ensure that customer services at the Shire are accessible and effective in resolving issues, providing services and delivering information to the community.	Likely	Moderate	High	CP CS 3280 Complaints Management Policy CP CS 3281 Customer Service Policy 2017 Customer Service Charter	Review of Customer Service Policy and Charter part of Director Corporate Services KPI for 2020.	Director Corporate Services	High	CBP 487: Service Delivery Review of Customer Services CBP 147: Digitisation of Records	2021	Review of Customer Services was deferred during 2020 due to Covid-19 and Acting responsibilities for CEO and Director Corporate Services positions. Review commenced January 2021 with improvements to reporting of Customer Service Requests implemented. Digitisation deferred in line with application review for the Shire.	Ongoing
3	Service Delivery Interruption	Infrastructure	3.1 To deliver the critical infrastructure that will create the conditions for economic growth across the Shire	Airport Services	Failure to plan and resource a suitable airport facility which meets the long term strategic goals and the region's economic development initiatives.	Almost Certain	Major	Extreme	East Kimberley Regional Airport Master Plan 2017 East Kimberley Air Action Coordination Group Internal Shire working group which is addressing the design requirements for the airport infrastructure needs, advocating for	Council Endorsed East Kimberley Air Action Coordination Group meeting to discuss ongoing economic development projects at the Kununurra Regional Airport including flights to Melbourne and air connectivity to the region in general.	Director Infrastructure/ Chief Executive Officer	Medium	CBP 237: Development of Runway Extension Plan CBP 553: Maintain Safety and Emergency Management Capabilities CBP 296: Wyndham Airport - Manage airport facilities	2021	Shire Officers have received the design and estimated costings from the design consultants the airport infrastructure project. A BBRF application for funding has been submitted. All action items for CBP 553 completed for the year. Revised Plans endorsed by Council in March 2021. CBP 554 - these works have been deferred.	Ongoing
4	Community	Governance	3.2 To be business friendly and the Shire of choice for inward investment in the Kimberley	Advocacy	Failure to provide effective advocacy for the Shire and the Region to develop projects, support industry and provide opportunities for all.	Possible	Moderate	High	Active Participation of Council on Committees Working with the EKCCI on joint projects and grants Shire President and Councillors advocating for projects that are important to the community. Including commercial projects that enhance the economic development of the Shire in advocacy initiatives	Councillors endorsed onto Committees at the November 2019 Ordinary Council Meeting	Chief Executive Officer	Medium	CBP 550: Development of an Economic Development Plan CBP 308: Wyndham Port Logistics Study CBP 228: Provide Support to EKMG CBP 215: Identify Services that can collocate in Wyndham CBP 230: Advocate Black Spot Programs CBP 460: Advocate for Airport Enterprise Precinct CBP 226: Deliver ANW Tourism Contribution CBP 238: Facilitate Funding Program for water reuse scheme at the KGC CBP 227: Provide funding to the Kununurra VC	Jun-21	CBP 550: Economic Development Strategy is complete and was endorsed by council at its April 2021 OCM. CBP308: Deferred - to be incorporated in the CDCNA project. CBP 228: Shire Officers meet monthly with the EKMG. The Shire supports the EKMG financially with a budget allocation. CBP 215: Shire Officers have relocated a significant portion of the Record keeping duties to Wyndham. CBP 230: The Shire has budgeted to secure \$192k of Blackspot funding for the 2020/21 financial year for projects currently underway and for projects to commence in April 2021. CBP 460: The Shire has in meetings with State Ministers and Members of Parliament and their Federal counterparts. Documentation has been supplied to them as well as to other government agencies such as Regional Development Australia. The Shire has put in a BBRF application to fund the upgrades. CBP 226 - Contribution given. CBP 238: The water reuse scheme is no longer a priority as there are alternate methods of getting water to the golf course. CBP 227: Funding has been provided to the KVC.	Ongoing
5	Community	Planning and Community Development	1.2 Increase community participation in sporting, recreation and leisure activities	Community Services	Failure to provide community services which meet the needs and expectations of the community to support social cohesion and participation.	Likely	Major	High	CP COM 3580 Community Development Recreation Space Strategy 2016 - 2020 Trails Master Plan 2017 Draft Kununurra Leisure Centre Redevelopment Design CP PMG-3780 Leasing of Council Managed Reserve Land - Community CBP 399: Create Community Safety Plan CBP 401: Seek Funding to extend CCTV CBP 405: Provide support to TAMS and Advocate for banned drinkers register	Desktop review of Recreation Space Strategy is in process. Funding for Stage 1 trail from Lakeside Link Path to Celebrity Tree Park has been obtained. Quotes for detailed design being sought, with design to be completed March 2020 Draft KLC Business Case and cost benefit analysis to be presented for comment at February or March 2020 Briefing Session	Director Planning and Community Development	High	CBP 311: Review the Recreation Space Strategy CBP 454: Recreation Facilities Renewal Program Wyndham CBP 428: Recreation Renewal Facilities Program Kununurra CBP 448: Finalise Kununurra Leisure Centre Redevelopment Design and Business Case CBP 395: Implement actions identified in the Trails Master Plan CBP 211: Event Precinct Master Plan CBP 216: Prepare updated land use planning and growth plans Service Area: Provide community leases to various community groups in line with CP PMG-3780 Leasing of Council Managed Reserve Land - Community to support community organisations in the provision of services, facilities and events.	Rec Space July 2021 KLC Redevelopment (plans and business case completed) First stage of Trails Master Plan July 2020	Kununurra Leisure Centre Redevelopment Design and Business Case finalised and lodged with application under BBRF Round 5 in March 2021. Additional State Govt funding was provided to expand the splash pad component and a contract has been awarded for this project which will be completed at the end of the 2021 calendar year. Foreshore Trails pathway is currently under construction.	Ongoing

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6	Community	Planning and Community Development	1.3 Promote quality education, health, childcare, aged care and youth services	Community Development	Failure to facilitate community development initiatives which support positive social outcomes for community members, including; health, aged care, youth services and Indigenous services.	Possible	Moderate	Low	Disability Access and Inclusion Plan CP/COM - 3580 Community Services Policy Kununurra Waringarri Aboriginal Corporation (KWAC) Deed of Agreement Wyndham Youth Aboriginal Corporation Memorandum of Understanding. MG MoU CP PMG-3780 Leasing of Council Managed Reserve Land - Community	DAIP is required to be reviewed every two years, and is due for review. Community Services Policy identifies the need to research and document the social needs of the community, and to support the development and/or maintenance of a diverse range of external services delivered by the community-based sector. KWAC Agreement is for the Shire to provide funding of \$75,000 funding for the provision youth services in Kununurra. WYAC MOU outlines the joint provision of youth services in Wyndham. The Shire provides access to facilities (Wyndham Recreation Centre) and a SWEK Wyndham Youth Officer, an 0.6 FTE position funded through the Department of Communities. The Shire owns the childcare centre buildings in Kununurra and Wyndham, and provides a	Director Planning and Community Development	Low	CBP 211: Review and implement the Disability and Access Inclusion Plan. CBP 487: Review Community Services Policy, identify social needs of community, and support the community based sector to provide a diverse range of external services delivered by the community-based sector. CBP: Advocate for East Kimberley Youth Hub CBP 349: Continue to partner with KWAC and WYAC to ensure the provision of youth services in Kununurra and Wyndham. CBP 336: Finalise lease renewal process for the Kununurra and Wyndham childcare centre buildings. CBP 370: Work with community to develop Arts and Culture Plan CBP 371: Update and Promote Future Leaders Program CBP 372: Deliver Community Grants Program	1/07/2020 (Completed)	CBP 372: The Community Grants Program was reviewed and new policy and guidelines adopted by Council in 2020 including Community Support Grant (Covid-19 related).	Ongoing
7	Environment	Infrastructure	2.2 Provide sustainable public infrastructure that serves the current and future needs of the community	Waste Management	Failure to plan and resource a suitable waste management program or facility which is sustainable, reduces environmental degradation, improves public safety and complies with regulatory requirements.	Likely	Moderate	High	Licence Agreements with the Department of Environment Closure Plans for existing sites, developments and costings New KNX site identified and permissions and licencing requirements met	WY landfill site - implementation of Council resolution Budget process 2020/21 to consider waste services manager KNX new landfill site action plan to be developed	Director Infrastructure	High	CBP 487: Development of a Waste Management Strategy for both Landfill sites. CBP 377: Development of Works program for WY Landfill Site and the proposed new KNX site. Table change to establishment request in budget process including funding options.	Jul-20	Waste Management Strategy has not commenced pending determining the remaining useful life of the existing facilities. Consultants have undertaken a study of the remaining life and concluded that Wyndham has 13 years and Kununurra has 4 years. Officers pursuing a new site on Valentine Springs Road as well as potentially extended the one at Kununurra. Officers are also seeking approval for Kununurra to be licenced to take bio-security wast from Wyndham Port. An application has been submitted and we are awaiting the results of an audit.	Ongoing
8	Environment	Planning and Community Development	2.1 Conserve the Shire's unique environment for the enjoyment of current and future generations	Heritage	Failure to secure land which promotes heritage and meets the operational and service delivery requirements of the Shire.	Likely	Moderate	High	Lake Kununurra Foreshore and Aquatic Use Plan Local Planning Strategy 2019 Activities and Thoroughfare Local Law 2005 Parking and Facilities Local Law 2003 Fencing Local Law 2017 Extractive Industries Local Law 2003 Property Local Law 2003 CP HTH-3761 Licensing of Overflow Sites in Caravan Parks and Camping Grounds CP HTH-3762 Licensing of Temporary Caravan Parks and Camping Grounds CP PMG-3781 Leasing of Council Managed Owned Land-Commercial CP PMG-3780 Leasing of Council Managed Reserve Land - Community CP PMG-3782 Property Street Numbering	The Shire will be required to develop a Heritage List, which will replace the previous Municipal Heritage Inventory, under the Local Planning Scheme to identify places within the Scheme area that are of cultural heritage significance and worthy of built heritage conservation. This is identified in the CPB to commence in the 2020/2021 financial year.	Director Planning and Community Development	Medium	Service Area: Review of Local Laws and Policies to Align with the new local planning strategy and planning scheme. CBP 440: Develop a Heritage List for the Shire. CBP 211: Lake Kununurra Foreshore Committee to be reactivated in February 2020. CBP 234: Prepare Priority Place Plans	2020 (Local Laws) 2021 (Local Planning Policies) 2021/22 Kununurra Streetscape plans and partial implementation (close to water playground/KLC and shared Loop Pathway)	Officers have previously provided schedule of suggested amendments to a number Local Laws (Property and Activities in Thoroughfares Local Law). Officers have also commenced a review of Local Planning policies and one being related to Shipping Containers (as on-site storage) has been adopted by Council. Two previous Local Planning Policies have been removed and replaced with development guidelines. Additional reviews are being undertaken and will be reported to Council in the medium term. The Department of Planning,Lands and Heritage have provided funding to prepare a Heritage List for the Shire which will commence in June 2021 . Reactivation of the Lake Kununurra Foreshore Committee did not occur within the required timeframes, due to resourcing issues, and is being reprioritised. The Shire has been working with urban design consultants to prepare a number of priority place plans, including plans for Swim Beach, Celebrity Tree Park, Foreshore Road (Wyndham Port) and the Croc Park (Koolinda Street) Wyndham. Planting has been undertaken in Wyndham Highway and Croc Park, however, most streetscape/landscape work associated with the development of these plans are being directed to those areas adjacent to the new Kununurra Water Playground and combined foreshore and shared loop pathways projects. Additional works will nevertheless be undertaken at Croc Park in Wyndham to improve lighting and pathways.	Ongoing
9	Environment	Planning and Community Development	2.1 Conserve the Shire's unique environment for the enjoyment of current and future generations	Regulatory Services	Failure to manage developments and projects in line with regulatory planning, building and health requirements, leading to a poorly developed region and environmental degradation.	Likely	Major	High	Local Planning Scheme 9 Health (Food) Local Law 2009 Health Local Law 2003 Dogs Local Law 2003 Cemeteries Local Law 2003 Bush Fire Brigade Local Law 2017	Local Law Review Process to commence February 2020	Director Planning and Community Development Director Infrastructure	Low	CBP 343 : Development of a Shire of Wyndham East Kimberley Health Plan CBP 166: Review of Local Laws and Council policies.	Scoping 21/22 - document preparation 2022/23	The Shire will review its previous scope of the Public Health Plan in May 2021 although most work to prepare a document will not be progressed until 2022/23.	Ongoing

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10	Finance	Corporate Services	4.4.4 Apply best practice financial management to ensure long term sustainability	Resourcing Funding Requirements	Failure to adequately resource and manage funding requirements which meet the needs of the Shire's service delivery requirements and strategic objectives	Unlikely	Major	Medium	Annual Budget Long Term Financial Plan Audit Finance and Risk Committee Meets Quarterly CP FIN-3200 Strategic Rating Policy CP FIN-3201 Significant Accounting Policies CP FIN-3203 Investments CP FIN-3204 Purchasing Policy CP FIN 3208 Rates Exemptions for Charitable Organisations (Non-Rateable Land) Attachment A CP FIN-3212 Rates and Charges Debt Collection	Policies updated in accordance with schedule and operational requirements. Policies and Organisational Directives reviewed on a rotational basis when due.	Director Corporate Services	Low	CBP 167: Implementation of LTFP and Annual Budget	2021	Annual Budget adopted June 2020. Additional internal controls implemented to monitor expenditure and cashflow. Adoption of CP FIN-3219 Covid-19 Financial Hardship - Rates and Sundry Debtors. Policies updated in accordance with the review schedule and in instances of legislative change. Financial risk due to Covid-19 was mitigated through the following actions: Annual budget prepared using conservative forecasts for revenue and reductions in operating expenditure budget. Council approval for application for Short Term Cash flow funding through WA Treasury. Transfer of reserve funds to Covid-19 reserve to fund local infrastructure projects. Additional Grant funding sources identified and applied for on an ongoing basis. Development of the Long Term Financial Plan is being undertaken in conjunction with development of the Asset Management Plan, the Corporate Business Plan for 2021-2024 and the 2021-2022 Annual Budget.	Ongoing
11	Finance	Corporate Services	4.1 Effective representation through advocacy at a regional, state and national level	Government Funding	Failure to resource a change in material funding from State and Federal funding arrangements.	Unlikely	Major	Medium	Annual Budget Long Term Financial Plan	Monitor the critical funding sources for the Shire such as FAG's and Roads to Recovery	Director Corporate Services	Medium	CBP 167, 53: Periodically Review the Shire's Long Term Financial Plan against the objectives in the Strategic Community Plan and Corporate Business Plan CBP 253: Monitor the critical funding sources for the Shire such as FAG's and Roads to Recovery	2021	Annual Budget adopted June 2020. Additional Federal funding accessed through Local Roads and Community Infrastructure Program Additional funding sources have been accessed including: WA Treasury Short Term Lending Facility Transfer of reserve funds to Covid-19 reserve to fund local infrastructure projects. Development of the Long Term Financial Plan is being undertaken in conjunction with development of the Asset Management Plan, the Corporate Business Plan for 2021-2024 and the 2021-2022 Annual Budget.	Ongoing
12	Finance	Corporate Services	4.4 Sustainably maintain the Shire's financial viability	Forward Planning	Failure to manage the disbursement of funds to meet the needs of the Shires forward planning requirements, including the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plans and Annual Budget.	Possible	Major	High	Quarterly Progress Reporting of the Corporate Business Plan Quarterly Reporting and Risk Assessment of Forward Planning Documents and Strategic Risks Monthly management accounts produced and budget variances analysed and reported on	First Strategic Risk Document created, reporting on Quarter 2 Workshops Commenced for mid-year Budget Review	Director Corporate Services	Low	CBP 167: Corporate Business Plan Review CBP 167: Mid Year Budget Review CBP 167: Monthly Management accounts CBP 167: Monthly Financial Report to Council	Jun-21	CBP 53: Annual review of the CBP completed. Review included the integration of Risk Management Framework and Asset Management. Internal template for CBP Projects developed and being populated. Internal Project Plan will provide greater detail on the Shire's Projects and improve agreed outcomes from each project.	In Progress
13	Legal and Compliance	Governance	4.3 Ensure a strong and progressive organisation delivering customer focused services	Governance Framework	Failure to manage a governance framework which transparently embraces good governance practices	Likely	Moderate	High	Annual Completion Compliance Audit Return Interim and Annual Financial Audits Strategic Risk Reporting Quarterly to Audit Finance and Risk Committee	Compliance Audit Return due 31 March 2021. The annual financial audit was completed in November 2020 with an unqualified report.	Chief Executive Officer	Medium	CBP 166: Development of a formalised Shire Governance Framework CBP 166: Formalised reporting on Strategic Risks to Council	2021	As part of the Business Continuity and Response Planning for Covid-19 the Shire developed a risk analysis which helped to prioritise essential services with an expectation of a loss of service to the community. This analysis helped Council prioritise the expectations of the CEO and Administration in managing the pandemic. The Shire is developing a compliance calendar to be implemented in Q3 that will ensure all governance matters are addressed timeously.	In Progress
14	Legal and Compliance	Governance	1.2 Sustainably maintain the Shire's Financial viability	Regulation 17	Failure to manage the appropriateness and effectiveness of the Shire's systems and procedures in relation to risk management, internal control and legislative compliance	Possible	Moderate	Medium	Audit Regulation 17 Review conducted by external Auditor	Regulation 17 Review Conducted by Moore Stephens August 2018. Recommendations from the review were forwarded to the Audit Finance and Risk Committee for review	Chief Executive Officer	Medium	CBP 164: Implementation of recommendations from Regulation 17 Review	Aug-21	During the pandemic, risk management, internal control and legislative compliance has been challenged. Working remotely or working from home due to travel or quarantine requirements meant a focus on business continuity planning to ensure the compliance functions of the Shire could be prioritised. A review of the Regulation 17 actions has been completed and is to be presented to the Audit (Finance and Risk) Committee at the May meeting.	In Progress

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15	Operational	Governance	4.3 Ensure a strong and progressive organisation delivering customer focused services	Council Policy	Failure to develop appropriate, meaningful policies which enable the administration to perform in an effective and efficient way.	Unlikely	Moderate	Medium	Policy Management Policy Implemented by Council, which includes a policy review schedule Essential Councillor Training	Newly elected Councillors signed up for Councillor Essentials Training with WALGA	Chief Executive Officer	Low	Service Delivery Area: Ongoing Councillor Training CEO KPI to review all strategic documents including Council Policies and set a program to have policies that are due for review updated	2021	Policies were updated in accordance with Policy Management Policy. A master listing of strategic documents including Council Policies has been compiled and is being reviewed. Policies that are due for review have been identified and will be updated progressively over the rest of the calendar year.	In Progress
16	Operational	Corporate Services	4.3 Ensure a strong and progressive organisation delivering customer focused services	ICT	Failure to implement and maintain an Enterprise Information, Communication and Technology System which provides for needs, future requirements and business continuity for the Shire's operations.	Possible	Moderate	High	CP ICT Information Management and ICT Acceptable Use Policy CP ICT -3282 CCTV Management and Operation Manual	Evaluate the IT infrastructure with respect to emerging technology. Evaluate the Shire's enterprise solution against other products that could provide a better and more cost effective service	Director Corporate Services	Medium	CBP 164: Business Continuity Plan CBP 196: ICT Strategic Plan CBP 196: IT Server Back-up Plan CBP 196: Alternative Administration Location Plan	2021	ICT Strategy adopted by Council October 2020 Business Continuity plan created as part of COVID-19 response. Back-ups reviewed and changes planned for implementation in 2020/21	In Progress
17	Operational	Governance	4.2 Good decision making through engagement with the community	Council Decision Making	Failure to make Council decisions which allow for efficient and effective use of operational resources to deliver services which meet the needs of the community and region, comply with statutory requirements and promote economic and social development.	Possible	Moderate	High	Council Briefing Sessions from the Administration Audit Finance and Risk Committee to make recommendations to Council on high risk issues Detailed Budget Workshop's to deliver information	Budget Workshops to commence in February in preparation for the 2021-22 budget	Chief Executive Officer	Medium	Service Area: Schedule Meetings in accordance with legislation and Nominate Councillors to Committees	Dec-21	The Shire has conducted all of its scheduled OCM's and briefing sessions. All committees that require councillors to be appointed have been appointed. Community consultations have been conducted in particular with the Wyndham community relating to service provision and infrastructure. Community groups have had the opportunity to address Council at briefing sessions.	Ongoing
18	Reputation	Planning and Community Development	1.1 Bring community together and promote our rich culture and heritage	Community Engagement	Failure to undertake effective community engagement strategies which develop the Shire's understanding of the needs and aspirations of the community, grow community capacity and ensure supportable outcomes are reached with stakeholders.	Possible	Major	High	CBP 1 Community Scorecard and Reporting Consultation Strategic Community Plan Consultation Corporate Business Plan Consultation on Key Projects as part of project development Council Reports require comment on Community Consultation Prepare a Reconciliation Action Plan	Ongoing reporting of Corporate Business Plan progress is at Q2	Director Planning and Community Development	High	CBP 57: Review Communications Policy to ensure effective engagement with the community CBP 376: Prepare an Aboriginal Engagement Plan	Jan 2020 and ongoing	The Shire has increased its social media engagement with the community. The website is continually being assessed and adjusted to provide better functionality and readability for both the front end-user and administration team. As such, as part of the Shire's strategic plans, we have completed a turn over from PDF-based forms to web forms. This has allowed forms to be more user friendly for the community. However, the webforms are not yet user-friendly for our administration team. Thus, we are working with Marketcreation to rectify this situation. The communications strategy is being developed. CBP376 - This action will be reviewed and is likely to form an action associated with the economic development portfolio.	In Progress
19	People Health & Safety	Infrastructure	2.2 Provide sustainable public infrastructure that serves the current and future needs of the community	Community Safety	Failure to manage and implement an effective, forward planned capital works program which meets the safety and functional requirements of the community.	Possible	Major	High	Kununurra and Wyndham Emergency Management Arrangements 2016 Kununurra and Wyndham Emergency Management Plan 2016 Long Term Financial Plan Asset Management Strategy, Asset Management Policy and Forward Capital Works Programs	Review of LTFFP underway to be presented with 2020/21 Annual Budget Detailed Asset Management Plans and Forward Capital Works Programs being developed.	Director Infrastructure	Medium	CBP 172: Develop Forward Capital Works Program CBP 172: Undertake Survey and Design works. CBP 172: Prepare and issue RFQ's to the open market. CBP 414 Review ERMP CBP 471: Wyndham Boat Ramp -Complete design and construction documentation for funding to replace structure	Jan-21	Officers have continued to accumulate data to asset groups that have now grown to 23 asset group areas. The Shire has reviewed its ERMPs as part of the response to the Covid-19 pandemic. Detailed Design for Wyndham boat ramp has been completed and designers are looking at some alternative options due to the CAPEX costs being \$8.4M. Stage 2 of the CARDNO report is under design by Talis Consultants. Works commencing in May 2021 on Nutwood, Rosewood, Bandicoot and Hibiscus drainage.	In Progress
20	People Health & Safety	Corporate Services	3.3 Develop and retain skilled people that business needs to succeed	Organisational Culture	Failure to create and maintain an organisational culture which promotes a safe and positive work environment, fosters employee satisfaction, motivates employees to perform and increases organisational effectiveness	Likely	Major	High	Workforce Plan 2017-2027 Enterprise Agreement 2017-2020 Bi-Annual Culture Survey Annual Performance Management of the Chief Executive Officer Robust recruitment and retention processes and practices	New CEO appointed after recruitment process Action Plan from Staff Survey to be implemented	Chief Executive Officer/ Director Corporate Services	High	CBP 351: Implement a Shire Development Traineeship Program CBP: Employment of a new Chief Executive Officer CBP 361: Review of Workforce Plan scheduled for 2020 CBP 361: Continuous improvement of recruitment and retention processes and procedures CBP 361: CULTYR Survey Action Plan approved by OMT and EMT CBP 198: Review Workforce Management Plan	Jul-21	The Shire has not developed and implemented a Traineeship Program. However the Shire has engaged with Indigenous Corporations and East Kimberley College to recruit trainees. The Shire has employed two school based trainees. The CEO recruitment process was run by an independent consultant, the Council, HR and Governance staff. A contract was concluded in early July 2020. Recruitment and retention processes are continually being improved. The Shire has made progress toward implementing an online recruitment process under its current Enterprise System. The review of the Workforce plan and the Action Plan arising out of the CULTYR Survey have been deferred. On an informal basis many of the individual recommendations in the separate departments have been implemented.	In Progress

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21	People Health & Safety	Corporate Services	3.3 Develop and retain skilled people that business needs to succeed	Staff Deficiency	Failure to attract and retain suitably qualified and experienced technical staff to meet organisational requirements.	Almost Certain	Major	Extreme	Workforce Plan 2017-2027 Adequate Budget Allocation for recruitment and retention of staff Annual Performance Management of the Chief Executive Officer Robust recruitment and retention processes and practices.	Workforce Plan to be reviewed in 2020 Action Plan from Staff Survey to be implemented	Chief Executive Officer/ Director Corporate Services	Extreme	CBP 361: Review of Workforce Plan	Sep-21	The Workforce Plan is due to be commenced in Q4.	Not started