

# Kojonup



## Workforce Plan

2019 - 2023

Updated December 2019

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## Guiding Values

# Kojonup



## **VISION**

*A safe community to live, work, play and prosper.*

## **OUR GUIDING VALUES**

### ***Integrity***

*We will act in an honest, professional and accountable manner that maintains the community trust.*

### ***Care and Respect for People***

*We will treat people with respect in all of our interactions. We are committed to the safety and wellbeing of our community and employees and will show care and empathy when addressing issues.*

### ***Responsible***

*We are mindful of our role as custodian of the community's assets and will make decisions in a responsible manner. We will consider value for money in decision making and ensure that our operations and systems promote efficiency and good governance.*

### ***Open and Reliable***

*We will carry out our business in a transparent and approachable way, respecting diverse views and valuing the input and contributions from the community. We will act consistently and communicate clearly.*

# Strategic Direction



## Chief Executive Officer Comments



**Kojonup's workforce planning strives to have the right people, with the right skills and resources in the right place, at the right time and cost to deliver the right outcomes listed in SMART Possibilities!**

'People' should be our greatest resource as every aspect of life involves some form of 'people' management. Workforce planning helps identify resources/costs required to achieve an organisation's purpose while constantly managing change. Workforce planning assists 'people' knowledge and understanding of the 'BUSINESS' of Council to build a resilient, cohesive and sustainable organisation that is demonstrated

through work ethic, performance, culture, values and behaviour.

Rural shires do not have marginal seats that attract political promises in the lead up to elections, even if they did, the ability to build up reserves is diminished by the continual need to maintain aging infrastructure and assets. The level of rates required to maintain, let alone undertake new projects remains a challenge as rates and sustainable increases are predominantly derived from rural properties who themselves rely on the outcome of each annual harvest, stock and wool prices regardless of rates being a business expense. The days of being able to run a viable farm on 500 acres is now more like 2000 plus acres.

We should be mindful that a 1% increase across the board in wages and salaries = \$38,000+- whereas a 1% increase in rates generates approximately \$35,000.

The State Audit Office also observed that the Shires Operational Surplus ratio is below state benchmarks, which Council acknowledges, however we are undertaking unprecedented Capital Development which requires Reserve Account allocations which are generally only achieved from operational surpluses. This trend will continue for the next 2 - 3 financial years as the Shire of Kojonup accesses Government Grants for projects that would otherwise be beyond our financial capacity.

Total Salary & Wages for 2018/19 factoring in Public Holidays, Leave Loading, Allowances, Authorised Overtime, etc., is depicted in the table below. Employee costs as depicted on page 2 of the 2019/20 Annual Budget = \$4.4 million and includes workers compensation insurance, training costs, communication expenses, conferences, safety expenses, medical examinations, fringe benefit tax, IT expenses, etc. which are reallocated to cost centres via Admin Cash reallocations or public work overheads reallocated.

Actual Rate Revenue received in 2018/19 = \$3.7 million.

The Shire of Kojonup is a major employer and contributor to the local economy.

Total Salary and Wages for 2018/2019	# of Staff	TOTAL	Percentage of TOTAL
Works & Services	21	\$ 1,202,276.33	31%
Parks and Reserves	5	\$ 287,808.84	7%
Cleaners	5	\$ 78,239.05	2%
Springhaven	47	\$ 1,116,138.47	29%
Community Development & Tourism	10	\$ 218,887.41	6%
CEO/Governance/Regulatory	6	\$ 411,767.48	11%
Corporate & Community Services (incl Pool)	16	\$ 543,866.97	14%
	<b>110</b>	<b>\$ 3,858,984.55</b>	

It should be noted that the Manager Regulatory Services retired and another team member resigned, one Works & Services team member retired, two Community & Corporate Team members resigned, two Community Development and Tourism members resigned as well as a number of casual placements at Springhaven. During 2019 the resignation of the Manager Community Development & Tourism was received, pending retirement of one possibly two team members from Works & Services prior to 30 June 2020 and the addition of 0.50 FTE Community Development Officer, 0.50 FTE Sport & Recreation Officer, 1.0 FTE Registered Nurse and applications being submitted for traineeship opportunities for both mature age and youth placements.

The Shire of Kojonup also owns and operates a 22-bed Aged Care Facility which in simplistic terms cost \$99,000 per resident for the 2018/19 financial year. Changes to Commonwealth funding and outcomes of the Royal Commission places additional financial strain on the shire being able to break even.

Attracting and retaining Registered, Enrolled Nurses, Carers and ancillary/support team members who will care for residents 24/7, 365 days each year in a highly regulated environment remains an enormous challenge throughout the region regardless of facility size.

The Manager Aged Care Services has been trying to engage Registered/Enrolled nurses for over 12 months however the Aged Care Award has no parity with the Nurses and Health Professional Awards and is grossly undervalued. The Royal Commission into Aged Care may recommend that this inequity be rectified however increased wages may require residents or their families to pay more for Aged Care accommodation. From a work force planning perspective, existing staff are unfortunately required to cover any staffing shortfall by undertaking additional shifts for the 24/7 facility which compounds work/life balance and rostering.

With the departure of the Manager Community Development & Tourism the CEO has assumed responsibility for The Kodja Place and Tourism aspects. The Manager Community & Corporate Services assumed responsibility for Community Development. A decision to advertise for a Manager Regulatory & Technical Services and Manager Economic Development & Tourism will be deferred until the new Executive Housing Project has been completed.

It was very pleasing that three casual Customer Service Officers were in 2019, resulting in one officer gaining full time employment at the Shire of Katanning and another being appointed as our 0.50 FTE Community Development Officer

It is also noted that CEO – Rick Mitchell-Collins has formally advised Council of his intent not to seek an extension to his current contract and will leave the Shire of Kojonup on 23 July 2021. The advance notice provides Council ample time to seek a replacement and allow the new CEO an opportunity to determine their preferred staff structure.

External funding is decreasing, rural population is aging, transport infrastructure and farm machinery have increased in size and width placing pressure on roads and road reserves that were not engineered for B Doubles, Road Trains, Harvesters and huge tractors. The Shire of Kojonup is still replacing wooden culverts that were installed decades ago and roadside clearing permits are becoming increasingly difficult to receive as the road reserve also acts as a flora and fauna reserve.

The pace at which Information Technology (IT) is developing continues at a rapid rate, especially when you consider the technological capabilities of a smart phone or I phone. Our ‘people’ need to continually keep pace with technology which requires training and annual budget provisions for upgrading hardware and software. The use of social media has exploded to such an extent that it is almost the norm for councils to employ a ‘communications officer’ who continually updates Facebook, Twitter, websites, etc., as the public uses this media to express their thoughts and opinions, expecting an immediate response.

Despite the best intentions to share resources and services, opportunities are restricted due to other competing core priorities, budget constraints, and lack of staff accommodation or remoteness from regional centres.

Local Government’s core work force function is providing good governance, a skilled and dedicated workforce which embraces Continuous Improvement of systems, processes, IT, communications, work practices, plant/equipment, organizational behaviour, effective decision making, work environments and increasing the capacity and capability of our workforce supported by training and development (upskilling) as well as multi-tasking to deliver cost effective services to our communities.

As indicated in the Workforce Plan the Shire of Kojonup has:

- A dedicated but ageing workforce that requires due consideration on succession planning by encouraging younger job seekers that there are terrific career opportunities in Local Government.
- 27% or 18.3 FTE (22 employees) have 10 plus years of continuous service therefore Long Service Leave entitlements need to be staggered to ensure continuity of teams. The longest continuous serving employee has 25 years with Council with another two employees over 20 years continuous service.
- The Manager Regulatory Services retired in August 2018 after 8 years’ service with Council and over 40 years’ service in Local Government creating a huge void in the intellectual knowledge and networks that Mort created throughout his career.

- It is important that Regulatory Services Officers are not placed under unrealistic work expectations trying to undertake tasks previously performed by the Manager. For this reason, admin support is being provided from our casual pool staff to provide Admin support for the Development Services Coordinator and Senior Ranger/Building Maintenance Coordinator.
- A similar resource allocation was made in respect of;
  1. Sue Miotti providing admin support for the Horticultural Supervisor.
  2. Stephanie Waldron providing admin support for Manager Works & Services.
  3. Vicki Ramm position description reviewed to reflect OSH, risk management, workplace inspection and Stores control.
  4. Claire Servaas FTE role as Records Officer changed to Records/Customer Service including Admin support for Manager Community & Corporate Services.
  5. Rob Cowie role now reflects Emergency Services as well as Payroll given his involvement with St John Ambulance, Volunteer Fire Brigades, and Emergency Management Planning.
- Recognition that the Works & Services 10 Year Works Program will be transitioning from road construction to road maintenance mode within the next 5 - 7 years as more reseals will be undertaken which are predominately outsourced placing pressure on Council to maintain existing employment levels. As a result, Works & Services employees may need to upskill, for example, to undertake fencing works, weed spraying, pipe laying, paving and concreting rather than trying to rely on contractors. Future building maintenance requirements may also present opportunities for upskilling existing team members.
- Staff turnover is relatively high (particularly for Aged Care Services) in part due to:
  - Commonwealth accreditation standards require a skilled workforce to care for 22 residents 24/7, 365 days of the year at Springhaven.
  - Low unemployment rate limits the “pool” of potential skilled/qualified employees.
  - Employment/recreational/leisure opportunities and greater diversity is more attractive in metropolitan area for Generation X, Y, Z’s and millennials.
  - “Brain Drain” of our youth who undertake secondary/tertiary education outside the Shire who do not return.
  - Seasonal aspects of agricultural industry do not provide continuity of employment over a full year.
  - The Aged Care Award undervalues the skill sets required to appropriately meet national accreditation standards and Council in the 2017/18 budget introduced an over award payment of 5% in order to attract and retain staff which still applies for the 2019/20 financial year.
  - Substantial improvements to Springhaven from the Southern Inland Health Initiative and Alzheimer’s WA now provide an attractive/contemporary work environment for staff with over 30 community members on the waiting list for care.
  - Temporary staff accommodation is now provided to attract drive in /drive out staff especially team members with RN or EN qualifications.
- Volunteer levels at Kodja Place initially decreased following implementation of the new management structure, however volunteer numbers are increasing as they

become more familiar with the new Council policies, procedures, processes and systems, however there is a core FTE staffing requirement for this 364 day facility as was highlighted in the original 2002 Business Plan but never achieved.

- Gavin Bunbury-Richardson (Pool Manager) continues to ensure activities at the pool cater for all ages and abilities. His involvement with the Swimming Club is greatly appreciated.
- Lack of Staff housing was identified as a key impediment in attracting and retaining staff in 2013/14. Kojonup as part of the Great Southern Regional Housing Initiative was successful in attracting \$10 million from the Federal Government 'Building Better Regions' Fund and \$2.6 million State funding from "Aging in Place' to secure the building of 2 Executive residences, 2 staff units, 3 GROH dwellings and 3 Independent Living Units.
- Conversion of the Bagg Street Clinic into staff accommodation was completed June 2018 providing improved scope for employees/visitors to stay overnight rather than drive fatigued after a long day.
- The Shire of Kojonup continues to share Environmental Health and Building Surveying services with the Southern Link Voluntary Regional Organisation of Council (VROC). Partner councils as well as the Shire of Katanning will continue to explore resource sharing opportunities for HR Management, Risk Management and IT.
- Continuous Improvement underpins all Council operations with team members recognising the merit in training and development, increasing competencies and improved process planning as a safe, supportive and engaged workforce does achieve increased productivity as well as a sense of purpose. Substantial Training and Development has occurred over the past 5 years with Managers developing a Training and Skills Matrix which proactively targets team member's continuous improvement.
- Productivity Gains need to be measurable and reported on a regular basis to assist with bench marking. Lost days due to illness, injury, etc. are assessed on an annual basis as well as over 3 and 5 year periods. Improvements for example in Road Grading approach are measured against historic records resulting in significant benefits both operationally and financially.
- There is a large deficiency in Emergency Management regarding the development and review of Local Disaster Recovery and Emergency Management Planning. The majority of Neighbouring shires have opted for a DFES/Council shared arrangement for Community Emergency Services Officers however Kojonup has resisted this approach given it has active volunteer rural fire brigades. Emergency Management extends beyond fires and as such human resource capacity and capability particularly in administration and planning requires continued monitoring.
- ICT Strategy and Plan is being developed to ensure the organisation and team members have the skills and resources to utilise the ever-changing technology and applications that are considered the 'norm' in today's business environment.
- Maternity Leave has allowed new team members to be engaged with the Shire which increases future capacity and capability.

Despite the above challenges, I am extremely proud of team member's application to the many tasks at hand. There is still much to be achieved but upon reflection there has also been a great deal of progress made which is very encouraging. Thank you, team members, for your

receptiveness to change and challenging past approaches as the improvements are very noticeable.

Thank you, Council, for your continued support as it is never taken for granted.

Rick Mitchell-Collins  
***Chief Executive Officer***

## Community Strategic Plan 'SMART POSSIBILITIES' 2017 -2027



The Community strategic plan reflects the shared vision of the Shire of Kojonup *and* the community under five (5) Key Pillars namely:

### **KP1 – PLACE**

(Kojonup celebrates its diversity for residents and visitors.)

### **KP2 – CONNECTED**

(Kojonup advances through connections, partnerships and alliances)

### **KP3 – PERFORMANCE**

(Kojonup's people show commitment to strategy and operational excellence)

### **KP4 - PROSPERITY**

(Kojonup invests in its own prosperity and drives economic growth)

### **KP5 – DIGITAL**

(Kojonup is ambitious with technology, data and analytics)

## **Our Motto**

“One Community, Many Choices”

## Workforce Planning

The Workforce Plan 2019-2023 is one of the core components of the Shire's Integrated Planning Framework. Together with the Asset Management Plan and Long-Term Financial Plan, the Workforce Plan details the workforce requirements to deliver our Strategic Community Plan and Corporate Business Plan.

### What is Workforce Planning?

"A continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future." (ANAO 2004)

The above definition highlights the key elements of Workforce Planning.

Workforce Planning:

- Is continuous, not a one-off activity;
- Is a process, not a static action or set of actions;
- Is about shaping the workforce with a clearly identified purpose and to bring about particular changes;
- Has its purpose linked with organizational objectives; and
- Applies not just to the current workforce but anticipates future workforce requirements.

### Benefits of Workforce Planning

- Respond quickly and more strategically to change by recognizing emerging challenges;
- Improve efficiency, effectiveness and productivity by having employees with the right knowledge and skills and who are a good fit for the job they are in;
- Facilitate strategic staffing and planning for future workforce requirements by identifying these in a timely manner, monitoring staff departures and making arrangements to fill key vacancies;
- Strengthen the organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;
- Encourage understanding of the organisation's workforce profile so that existing workforce capacity can be maximized and the future workforce shaped as needed;
- Assist with identifying and managing people with the knowledge critical for efficient and effective business operations, and managing corporate memory;
- Adapt and integrate management and business processes, technology and systems and adjust organizational structure to use resources most effectively;
- Monitor costs and directly link workforce expenditure against business outputs and outcomes; and
- Strengthen the Shire of Kojonup through stronger career paths and staff development including Resource Sharing opportunities if mutually convenient and does not create unrealistic expectations or workloads.

## Workforce Planning & Integrated Planning

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines now in place across the local government sector in Western Australia.

At the strategic level the Workforce Plan will take into account the community aspirations, priorities and objectives identified in Kojonup's Community Strategic Plan (CSP). The CSP sets out the longer term vision for Council and will highlight workforce needs.

The Workforce Plan becomes an essential component of the Corporate Business Plan as it will identify workforce requirements and strategies for current and future operations over the next four years or more.



Steps involved in workforce planning as per Dept. of Local Government toolkit.

## Environment and Workforce

### Availability of Labour

Local Government is experiencing skills shortages in a number of professional areas and this has resulted in the Australian Centre of Excellence for Local Government (ACELG) conducting the first Australian Local Government Workforce and Employment Census, previously known as the National Data Set. The Census is part of a national initiative to improve workforce development in local government and will enable local governments to benchmark themselves against other Councils both regionally and nationally.

The Department of Education, Employment and Workplace Relations (DEEWR), which monitors the labour market and provides data on skill shortages, identifies occupations such as Civil Engineers, Engineering Technicians, Urban Planners and Environmental Health Officers as areas containing skills shortages within the local government industry.

One of the reasons identified for shortages in areas such as engineering and environmental health has been the difficulty in attracting young people into these fields. Information compiled by ACELG from ABS data shows that over the last ten years, enrolments in Environmental Health degree courses have dropped from 250 in 2003 to approximately 65 in 2010. Other factors contributing to the skills shortage include difficulty in attracting candidates to rural areas, the image of local government and uncompetitive rates of pay compared with the private sector.

An Australian Bureau of Statistics survey in 2011 found that in previous years, 76% of men had retired before the age of 63 and 76% of women before the age of 60. The average retirement age was 58 for men and 47 for women. In a cultural change report in 2009, it is now anticipated that more than one third of older Australians plan to work until at least 70. Such a trend should augur well for local councils wishing to retain access to critical professional skills over the next decade.

### Regional Western Australia

In regional Western Australia, employment is spread relatively evenly between the South Western corner of the state and the balance of WA (being the South Eastern and Northern areas of the state) despite the significant difference in the geographic size of the two regions. To November 2011 the majority of new jobs in regional WA were created in the South West (up by 4%).

### Great Southern Region Profile

The Great Southern Region is one of the nine regions of Western Australia. It is a section of the larger South Coast of Western Australia and neighbouring agricultural regions. It covers 39,007 square kilometres of diverse landscape, bordering 250km of the Southern Ocean and extending 200km inland. It comprises about 1.5% of Western Australia's total land area.

The Great Southern comprises 11 Local Government Areas including the City of Albany, Shire's of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling. The 2011 ABS Census estimated the Great Southern Region's resident population at 55,357 which is an increase from 52,592 in 2006.

In 2010, the unemployment rate in the Great Southern was estimated to be 4.5%. The capacity to attract and retain skilled labour in the region will continue to be a challenge considering the ageing population and migration of people aged 20-35yrs.

According to the Great Southern Development Workforce Plan, "with a potential increase in the resources sector and the existing geographical and economic variations across the Great Southern region, growth and trends in population are unlikely to be consistent. However, from the information presented in the plan and the various studies referenced, the region can expect to face issues of:

- The ageing of the workforce;
- Challenges with securing labour supply;
- Competitive salaries and wages;
- Addressing employee attrition;
- Out-migration; and
- Competition from the resources sector.

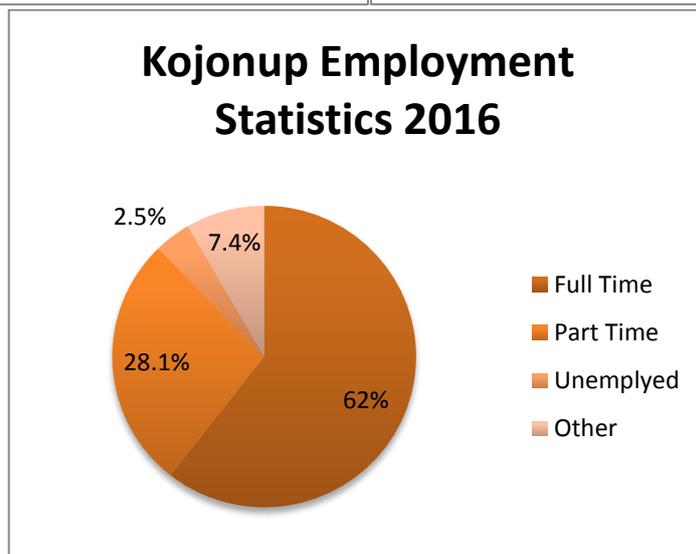
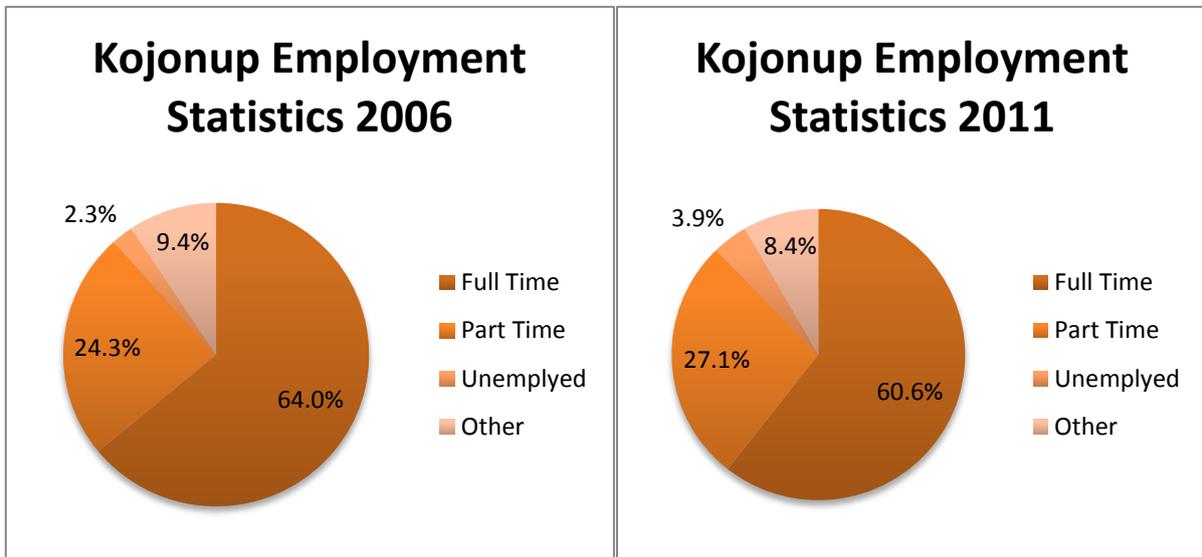
## Kojonup Employment

Comparing the figures from the 2006, 2011 and 2016 census it shows that Kojonup's full time employment rate has decreased 2% over 10 years. Part Time work has risen 3.8% and under employment opportunities decreased 2% over 10 years. Median age in 2016 = 44 years

- Children aged 0 - 14 years made up 21.2% of the population and people aged 65 years and over made up 20.1% of the population.
- In the 2016 Census, there were 1,985 people in Kojonup (S) (Local Government Areas). Of these 50.6% were male and 49.4% were female. Aboriginal and/or Torres Strait Islander people made up 4.4% of the population.
- Of the employed people in Kojonup (S) (Local Government Areas), 15.0% worked in Sheep Farming (Specialised). Other major industries of employment included Grain-Sheep or Grain-Beef Cattle Farming 13.0%, Local Government Administration 4.1%, Road Freight Transport 3.7% and Other Grain Growing 3.5%.
- Of employed people in Kojonup (S) (Local Government Areas), 8.9% worked 1 to 15 hours, 9.2% worked 16 to 24 hours and 55.0% worked 40 hours or more.
- The median weekly personal income for people aged 15 years and over in Kojonup (S) (Local Government Areas) was \$720.
- In Kojonup (S) (Local Government Areas), of couple families with children, 26.6% had both partners employed full-time, 4.9% had both employed part-time and 25.2% had one employed full-time and the other part-time.
- In Kojonup (S) (Local Government Areas), of people aged 15 years and over, 70.0% did unpaid domestic work in the week before the Census. During the two weeks before the Census, 29.5% provided care for children and 10.4% assisted family members or others

due to a disability, long term illness or problems related to old age. In the year before the Census, 38.9% of people did voluntary work through an organisation or a group.

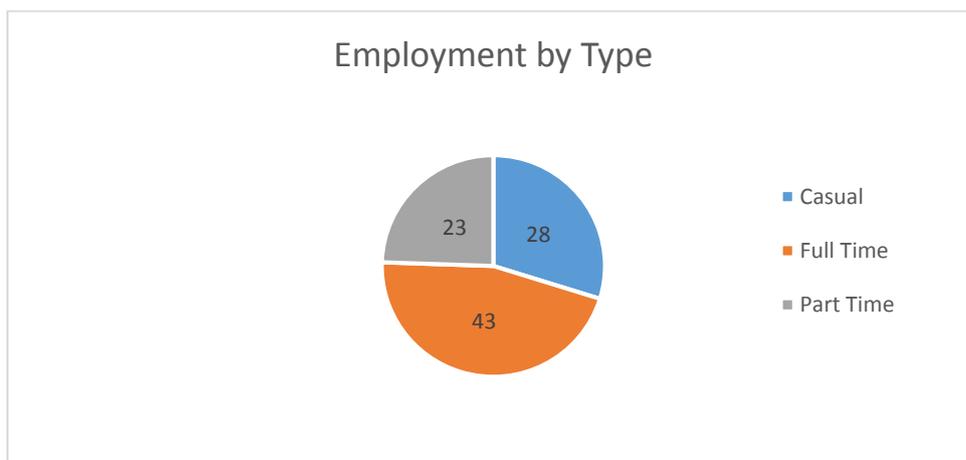
- Of people aged 15 and over in Kojonup (S) (Local Government Areas), 16.9% reported having completed Year 12 as their highest level of educational attainment, 14.8% had completed a Certificate III or IV and 6.7% had completed an Advanced Diploma or Diploma.
- In Kojonup (S) (Local Government Areas), of people aged 15 years and over, 56.3% of people were in a registered marriage and 12.5% were in a de facto marriage.
- In Kojonup (S) (Local Government Areas), 26.7% of people were attending an educational institution. Of these, 35.3% were in primary school, 11.8% in secondary school and 6.2% in a tertiary or technical institution.
- The most common responses for religion in Kojonup (S) (Local Government Areas) were No Religion, so described 28.7%, Anglican 25.9%, Catholic 16.3%, Not stated 12.9% and Uniting Church 6.1%. In Kojonup (S) (Local Government Areas), Christianity was the largest religious group reported overall (66.4%) (this figure excludes not stated responses).



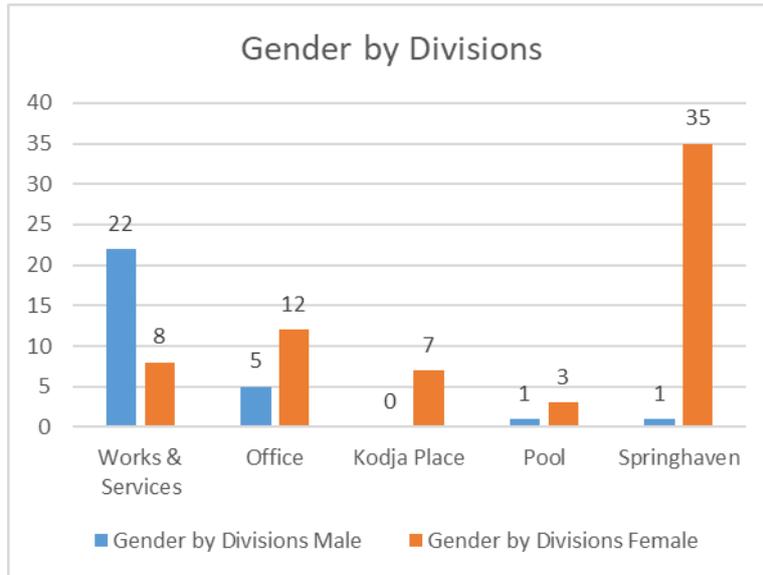
## Current Workforce

The Shire of Kojonup has a total workforce of 94 as at 30 June 2019 (64.7 FTE) with Springhaven possessing the highest number of casual and part time positions which is indicative of the nature of work and seasonal fluctuations, remembering Kojonup is one of the few Shires owning/operating a 22 bed Aged Care Facility. The casual/part time positions attached to the Depot relate to Cleaners. Improving skill sets of team members remains a high priority throughout the entire organization. There has been a concerted effort to reclassify Casual positions to Part Time allowing team members to accrue entitlements and provide some surety of employment.

The retirement of the Manager Regulatory Services in August 2018 required team members to directly report to the CEO until the Staff Housing Project is completed on or before 30 June 2020. Anthony Middleton – Manager Corporate Services assumed the new title of Manager Corporate and Community Services from 1 July 2018 to reflect the important role that sporting groups and community organisations play in making Kojonup a great place in which to work and live.



2019 - Full Time 46 %, Part Time 30%, Casual 24 %  
2018 – Full Time 46%, Part Time 18% Casual 36%  
2017 – Full Time 46%, Part Time 18%, Casual 36%  
2016 – Full Time 37%, Part Time 15%, Casual 39%  
2015 – Full Time 38%, Part Time 15%, Casual 32%  
2014 – Full Time 38%, Part Time 15%, Casual 32%  
2013 – Full Time 53%, Part Time 25%, Casual 22%



**2019** – Office 17, Depot 30, Springhaven 36, CDT 7, Pool 4 = 94 (64.7 FTE)

**2018** – Office 19, Depot 30, Springhaven 39, CDT 5, Pool 7 = 99 (68.6 FTE)

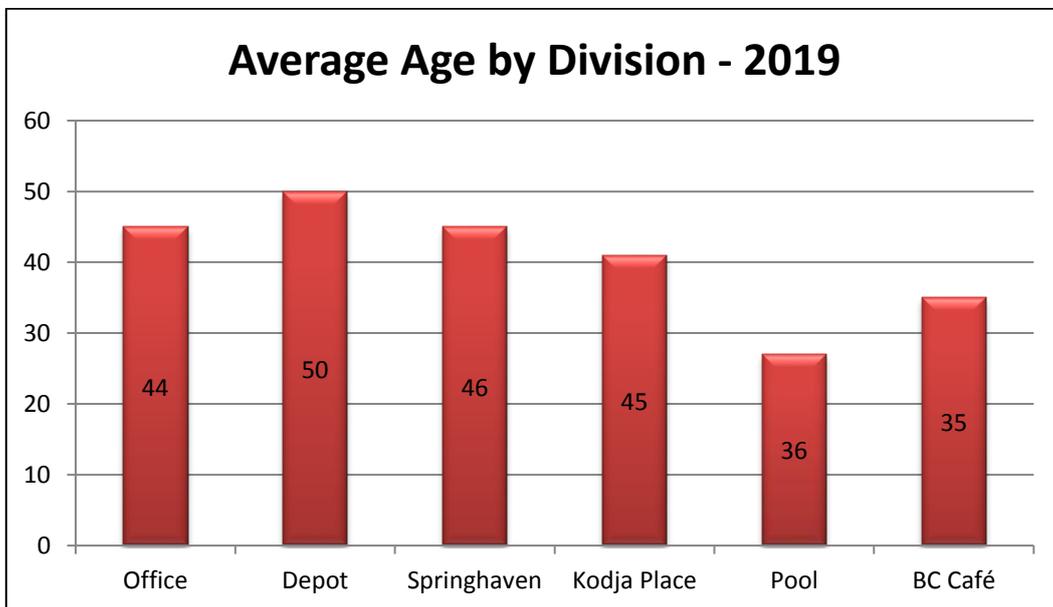
**2017** – Office 19, Depot 30, Springhaven 39, CDT 5, Pool 3, Café 4 = 100 (68.9 FTE)

**2016** – Office 16, Depot 24, Springhaven 33, Kodja Place 4, Pool 7, Café 7 = 91 (62.5 FTE)

**2015** – Office 20, Depot 21, Springhaven 34, Kodja Place 3, Pool 3 = 81 (54 FTE)

**2014** – Office 24, Depot 19, Springhaven 24 = 67 (52 FTE)

**2013** – Office 19, Depot 22, Springhaven 26 = 67 (52 FTE)



**2019** – Springhaven 46, Depot 50, Office 44, Kodja Place 45, Pool 36

**2018** – Springhaven 48, Depot 52, Office 47, Kodja Place 43, Pool 30

**2017** – Springhaven 47, Depot 49, Office 45, Kodja Place 42, Pool 29, BCC 35

**2016** – Springhaven 45, Depot 50, Office 45, Kodja Place 41, Pool 27, BCC 35

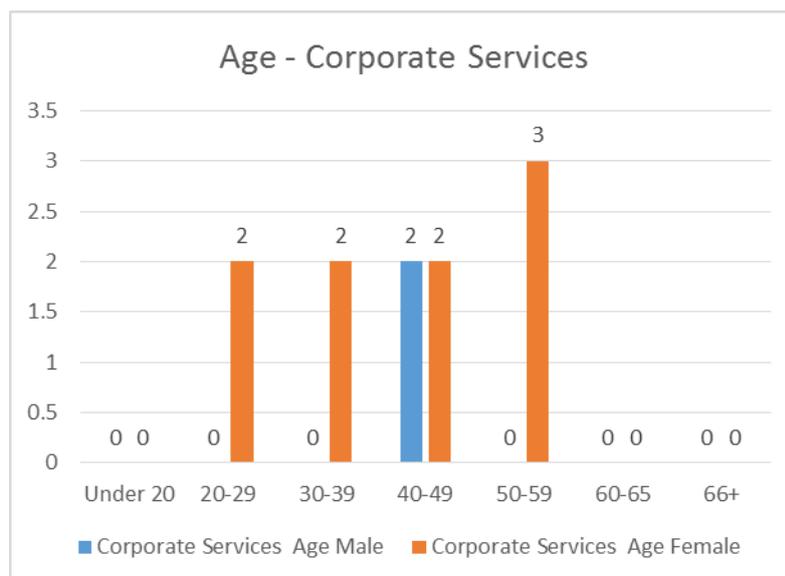
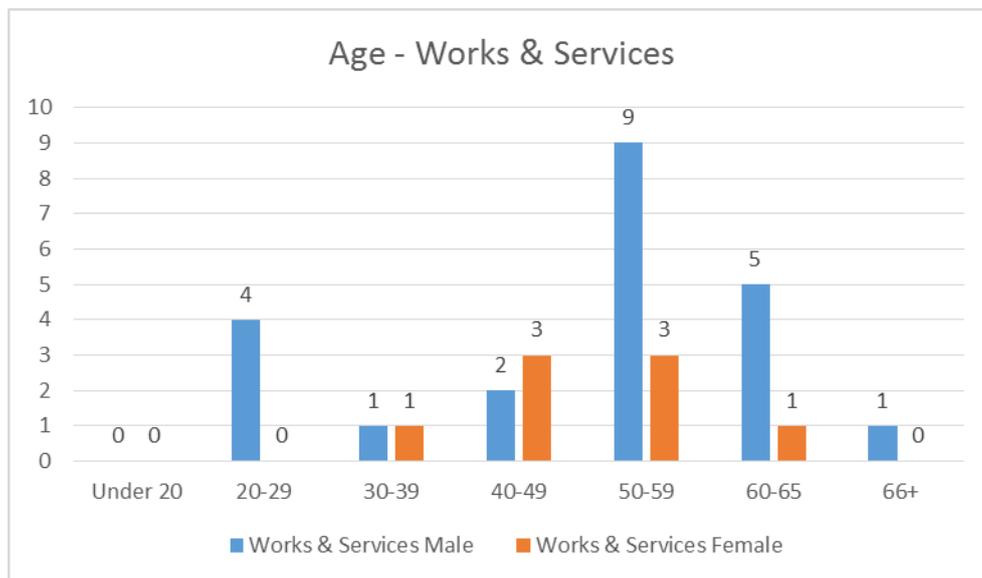
**2015** – Springhaven 47, Depot 49, Office 45, Kodja Place 37, Pool 29

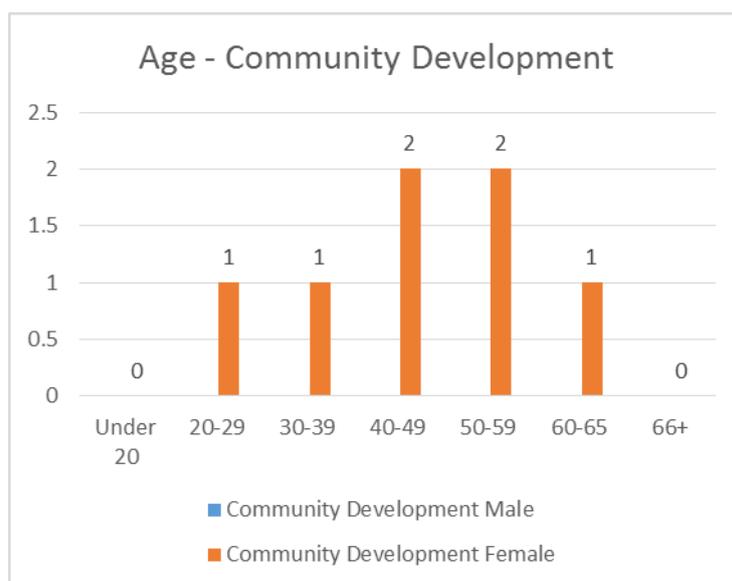
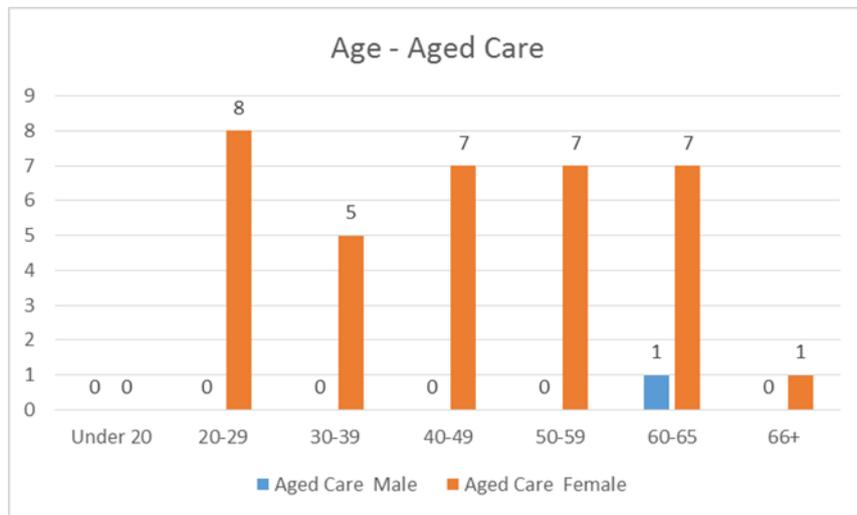
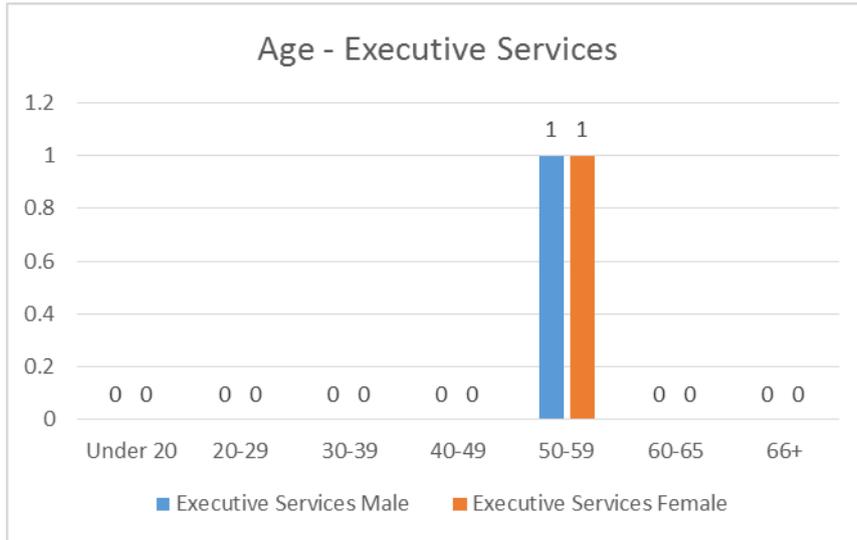
**2014** – Springhaven 44, Depot 50, Office 43

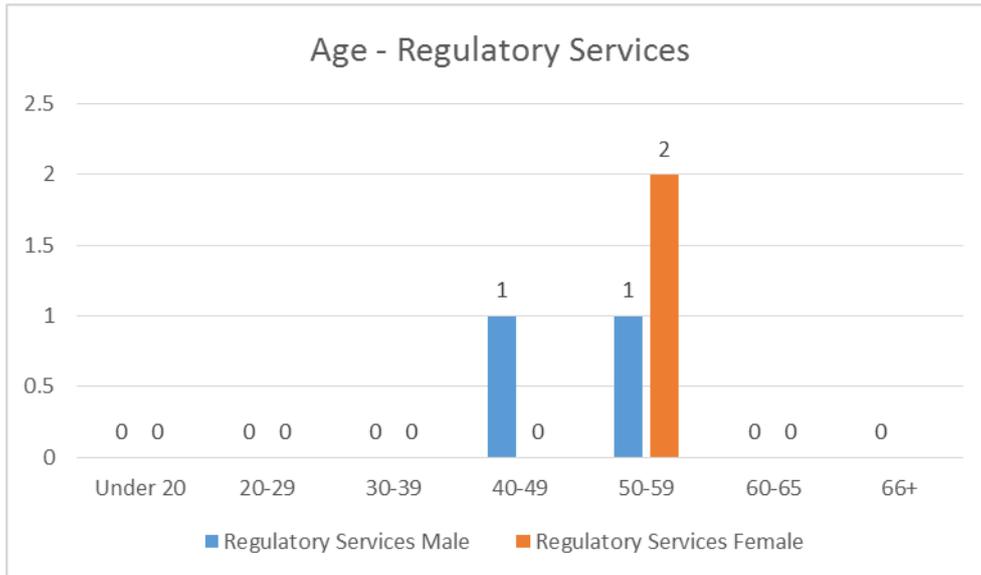
**2013** – Springhaven 42, Depot 45, Office 40

It is of no surprise that the Shire of Kojonup has an ageing workforce. The result is not dissimilar to smaller country councils in Western Australia and rural Australia. It should also be no surprise that family members and relatives may be employed by Council in smaller communities. The over-riding criterion is that any such appointments have been made with full disclosure, merit based and impartially in accordance with pre-determined selection criteria including appropriate disclosure of interest otherwise accusations of nepotism and cronyism may be justified.

Generation X and Y have a greater propensity to seek employment in more populated centres perceiving there is greater job variety and life opportunities.







## Workforce during 2019

The list of actions in the Community Strategic Plan ‘SMART Possibilities’ 2017 – 2027+ will not be addressed unless we have a competent, capable, committed team (appropriately resourced) who value continuous improvement whether:

1. “hands on” at the coal face,
2. through higher education, training and development or
3. attracting appropriately qualified personnel that are willing to mentor and coach other team members.

The Shire has improved its IT systems and processes, plant and equipment and the focus will now be on team member training and development to use the vast array of technology available thereby increasing organisation and individual knowledge and improve work outputs.

The Shire will continue to address succession planning, providing staff housing and other entitlements within budget, explore resource sharing opportunities, job sharing, external hire on a project by project basis as we strive to remain a viable Local Government Shire and meet the needs of the community.

## Training & Development 2018/19

### Springhaven – Aged Care Services

- Manual handling x 2 half day sessions twice a year for all care and clinical staff provided by external provider – mandatory.
- Fire training three times a year for all staff provided by external provider – mandatory.
- 3 day course “Understanding Accreditation” – two staff attended.
- Wound management one day course – four staff attended.
- Better Practice conference two days – MACS attended.
- Emergency management in Aged Care – MACS attended.
- Renewal First Aid Certificate – eight staff over last twelve months – mandatory.
- LGBTI Training – six staff attended.
- Managing difficult employee’s masterclass – two staff attended.
- Improving the care of people living with Dementia 2 day workshop – two staff attended.
- Dementia Training onsite by Albany TAFE one day course – all care staff.
- Palliative/EOL training onsite one day course – all care staff.
- Making the most of complaints one day workshop – MACS attended.
- Improving nutrition 2 day course – two staff attended.
- Chronic wound clinical workshop – four staff attended.
- Resistive behaviours in people with dementia provided by external provider on site – all care staff attended.
- Understanding ACFI one day course – Two staff attended

Apart from the above all staff need to complete our mandatory online training each year as follows:

- Food safe
- Infection control
- Work place behaviour
- Protecting the elderly from abuse
- Seating and eating
- Privacy, confidentiality and dignity
- Ergonomic manual handling
- Fire drills and evacuation practice

All staff are paid to complete these online education sessions and attend training, conferences and workshops as outlined.

### Regulatory Services

- Public Health Act Updates
- AIBS Workshops
- Certificate IV Project Management Practice
- Executive Leadership Program
- Annual Rangers Conference
- Ramm Asset Conference/Workshop
- Roadside Reserve Management Workshop

- Environmental Health Officer Regional Meetings
- Waste Management State Conference
- ONRSR Governance and Risk Workshops
- LGIS Regional Governance and Risk Management Seminar
- LGIS Risk Management Workshops

### **Works & Services**

- Fork Lift - 1 employee attended
- Traffic Control refresher – 6 employees
- Cert III Reserve Rehabilitation – 1 employee
- Cert IV Training & Assessment – 1 employee
- WA Turf Seminar – 4 employees
- Microsoft Excel - 2 employees
- Microsoft Word – 2 employees
- HC Licenses – 4 employees
- Sharps Handling – 6 employees
- First Aid Training – 5 employees
- Fire Prevention Controls – 1 employee
- Chainsaws – 2 employees
- Hydraulics – 1 employee
- Test and Tagging – 1 employee
- Loader – 2 employees
- Trainee – Civil Construction 1 employee
- Cert III Horticulture – 1 employee

### **Community Development & Tourism**

- Records Training
- Conference: Outdoors and Trails Conference
- Seminars: Lottery west/DSR/GSDC Grant writing information session
- Tourism and Visitor Services Conference
- WAITOC Indigenous Tour Operators Conference
- Event Management
- Risk Assessment and Management (Events)
- Volunteer Management
- Destination Marketing
- Digital Marketing and Media
- Fire warden training
- OHS in the workplace training (basic)
- InDesign/Photoshop training
- Brochure/Publication design
- Tourism Research techniques and analysis
- POS Training/Retail/Sales
- Curriculum development/programming (Education market)
- Basic PR/Media Relations
- Understanding Marketing

- Understanding Visitor Services and Accreditation
- Tourism Boost Programs (various)
- Interpersonal and Communications skills development
- Handling Stress and difficult situations in the workplace
- Familiarisation visits

### **Corporate Services**

- Moore Stephens Financial Management Workshop
- Moore Stephens Budgeting Workshop
- LGMA Finance Professionals Conference
- IT Vision Conference
- SynergySoft finance essentials
- Financial & Management Reporting
- Interpreting Awards (HR)
- Fringe Benefits Tax training
- Regional Library Days
- Cemetery & Crematorium Assoc. WA Meetings
- Early Years
- HR – Managing Difficult Employees
- Emergency Management – Australasian Natural Disaster Conference
- HR – WALGA Awards Training
- Department of Licensing Training

Training and Development is focussed on both organisational and individual growth and continuous improvement. An organisations strength is derived from the quality of decisions made against its strategic objectives and human resources available to implement same.

Of course, councils the size of Kojonup need external assistance based on projects undertaken however this need is balanced by developing and encouraging in-house capacity and capability building by taking ownership of roles and functions. This approach increases all team member’s knowledge of the “business” of Council and in turn, greater Community understanding that Council is aspiring to meet the Community Strategic Plan objectives.

It is also vital that “Resources” such as Information Technology “match” job descriptions rather than title or length of tenure. For example, a team member who produces spreadsheets, graphs, posters, logos/designs as per their job description should be provided ‘work appropriate IT’ not just basic software.

The front cover shows team members who successfully completed the Operational Leadership Course conducted by LGIS.

## Annual, Sick, Public Holidays, Absentee & TOIL

A Workforce Plan would not be complete without an assessment of entitlements. For example, if a Council has an ageing workforce, it would be expected that sick leave also increases as team members are not as healthy or immune from colds and muscle strains whether indoor or outdoor staff as they once were.

### Jan – Dec 2014

(Figures shown in hours)

Division	P/Hol	Sick Leave	Annual Leave	LSL	RDO's	W/Comp	Unpaid	Compass	Total
Works & Services	2163.30	1420.20	3232.80	901.90		76.00	903.75	217.00	8914.95
Corporate	678.60	532.60	1428.65				141.50		2781.35
Aged Care	436.60	395.25	1388.81	365.00			76.50	56.00	2718.16
CD & T									
Regulatory	375.10	278.50	449.10	393.68			(9.45)		1486.93
Executive	197.60	7.60	142.85				47.10	30.40	425.55
<b>Total All</b>	<b>3851.20</b>	<b>2634.15</b>	<b>6642.21</b>	<b>1660.58</b>		<b>76.00</b>	<b>1159.40</b>	<b>303.40</b>	<b>16326.94</b>

CD&T not formed as a Division until July 2015

### Jan – Dec 2015

Division	P/Hol	Sick Leave	Annual Leave	LSL	RDO's	W/Comp	Unpaid	Compass	Total
Works & Services	2318.95	1633.00	2879.20	411.50		30.50	542.50	141.00	7956.65
Corporate	587.40	344.30	1175.05		274.65		251.05	17.00	2649.45
Aged Care	399.80	499.60	1187.13				(1.00)		2085.53
CD & T	61.60	7.60			(22.8)			8.00	54.40
Regulatory	316.70	145.12	415.23		(29.0)		30.50		878.55
Executive	192.00	7.60	136.80		(108.5)		99.25		327.15
<b>Total All</b>	<b>3876.45</b>	<b>2637.22</b>	<b>5793.41</b>	<b>411.50</b>	<b>114.35</b>	<b>30.50</b>	<b>922.30</b>	<b>166.00</b>	<b>13951.73</b>

### Jan – Dec 2016

Division	P/Hol	Sick Leave	Annual Leave	LSL	RDO's	W/Comp	Unpaid	Compass	Total
Works & Services	2183.50	1487.21	3551.98	1023.80		8.50	564.25	137.00	8956.24
Corporate	606.10	246.68	1590.95	486.10	225.10		373.47		3528.40
Aged Care	399.50	467.48	1677.06	244.50				60.50	2839.04
CD & T	172.00	(3.05)	95.90		(36.4)		(18.00)		210.45
Regulatory	374.80	267.20	607.45		8.00				1257.45
Executive	177.60	22.80	182.40		13.45		(67.70)		328.55
<b>Total All</b>	<b>3913.50</b>	<b>2488.32</b>	<b>7705.74</b>	<b>1754.40</b>	<b>210.15</b>	<b>8.50</b>	<b>852.02</b>	<b>197.50</b>	<b>17120.13</b>

### Jan – Dec 2017

Division	P/Hol	Sick Leave	Annual Leave	LSL	RDO's	W/Comp	Unpaid	Compass	Total
Works & Services	2718.8	1613.62	3699.9	1337.4		5.5	581		9956.22
Corporate	758.6	369.1	1172.2	125.6	-28.45		22.8		2419.85
Aged Care	712.9	680.4	1723.51			270.82	215.5		3603.13
CD & T	305	156.92	543.15		-27.85	21.0			998.22
Regulatory	301.2	271.50	779.95		-4.8				1347.85
Executive	158.3	33.65	391.6		-4.25				579.30
<b>Total All</b>	<b>4954.80</b>	<b>3125.19</b>	<b>8310.31</b>	<b>1463.0</b>	<b>-65.35</b>	<b>297.32</b>	<b>819.3</b>		<b>18904.57</b>

### Jan – Dec 2018

Division	P/Hol	Sick Leave	Annual Leave	LSL	RDO's	W/Comp	Unpaid	Compass	Other	Total
Works & Services	2921.90	2045.09	3729.65	1794.50	0.00	123.00	304.50	52.50	89.00	11060.14
Corporate	818.80	867.25	2090.23	475.00	-63.20	0.00	6.00	0.00	16.00	4210.08
Aged Care	631.80	680.50	1836.53	80.77	0.00	81.00	39.50	17.00	24.50	3391.60
CD & T	116.80	199.54	98.20	-4.00	0.00	0.00	0.00	0.00	74.50	485.04
Regulatory	256.90	86.05	707.65	0.00	-7.40	0.00	0.00	0.00	13.00	1056.20
Executive	148.00	38.00	273.60	0.00	-53.60	0.00	22.80	0.00	32.95	461.75
<b>Total All</b>	<b>4894.20</b>	<b>3916.43</b>	<b>8735.86</b>	<b>2346.27</b>	<b>-124.20</b>	<b>204.00</b>	<b>372.80</b>	<b>69.50</b>	<b>249.95</b>	<b>20664.81</b>

### Observations

- A concerted effort by team members to reduce Annual Leave accrued as well as RDO's is required otherwise team members become fatigued and may under perform. As the heading indicates – leave should be taken annually!
- Sick Leave has spiked despite Flu Vaccinations but an aging workforce may be more susceptible to bugs and take longer to obtain full health.
- Unpaid leave can only be authorised by the CEO on a case by case basis and is not to be regarded as an automatic approval.
- The increase in Workers Compensation at Springhaven is due to one employee being absent for a considerable period.
- As team members approach/transition to retirement there is a tendency to retain accrued leave and other entitlements.

## Southern Workforce Development Plan 2013- 2016

The Southern Workforce Development Plan includes an “action plan which is based on a series of strategies that emerged during the consultations undertaken in the preparation of the *Great Southern workforce development plan 2013-2016*. These strategies fall into two broad categories including direct and indirect incentives.”

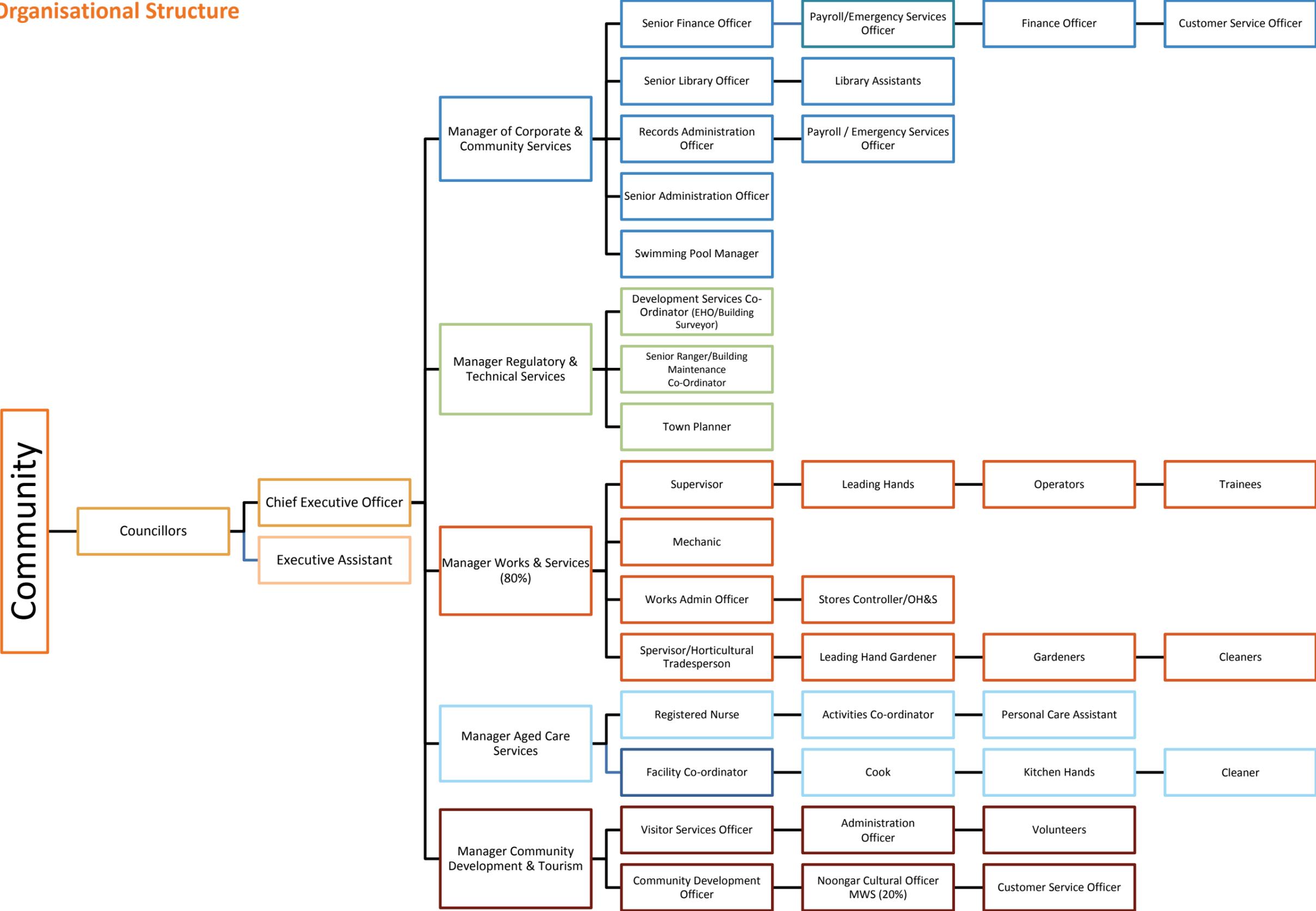
The table is referenced against the Shire of Kojonup and where it sits within the region in terms of their current status in offering those incentives.

Direct Employee Incentives – Great Southern Region	Kojonup	Indirect Incentives - Great Southern Region	Kojonup
Wages	✓	Health Services	✓
Housing Loan support	x	School education	✓
Accommodation subsidies	✓	Higher education opportunities	✓
Relocation allowances	✓	VET pathways	✓
Salary packaging	✓	Public transport	x
Travel assistance	✓	Aged care facilities	✓
Flexible working conditions	✓	Social & cultural opportunities	✓
Retention bonuses –	x	Land development	✓
Education/training support	✓	Affordable housing	✓
Child care support	x	Child care services	✓

The priority actions proposed provide practical solutions to a number of complex workforce development challenges. They have been designed to enable government to adequately plan and resource workforce related strategies and for the region’s employers to advise government and implement workforce planning initiatives in their workplaces.

**NOTE:** The Shire of Kojonup is currently offering or is able to offer most of the incentives identified across the Great Southern in order to attract and retain a skilled workforce.

# Organisational Structure



## Staff Duties

<b>Chief Executive Officer - 1FTE</b> <ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Organisation performance</li> <li>Human Resource Management</li> <li>Economic Development</li> <li>Governance</li> <li>Counter Disaster Management</li> </ul>	<b>Manager Corporate and Community Services – 1 FTE</b> <ul style="list-style-type: none"> <li>Financial Management</li> <li>Information &amp; Communications Technology</li> <li>Asset Management</li> <li>Risk Management</li> <li>Grant acquittals</li> <li>Sporting Facilities</li> <li>Sport Precinct</li> <li>Special Projects – RAAP, BBRF</li> <li>Integrated Planning &amp; Reporting</li> </ul>	<b>Pool Manager – (October to March)</b> <ul style="list-style-type: none"> <li>Management and operation of Pool during summer months</li> <li>Management of casual pool staff</li> <li>Assist Kokonup Swim-Clubs</li> </ul>	<b>Manager Works &amp; Services – 0.8 FTE</b> <ul style="list-style-type: none"> <li>Roads/Verges</li> <li>Parks/Gardens/Reserves</li> <li>Signage</li> <li>Plant/Equipment</li> <li>Drainage</li> </ul> <b>Works and Services Construction Team = 9 FTE</b> <b>Works and Services Maintenance Team = 3 FTE</b>	<b>Manager Aged Care Services – 1 FTE</b> <ul style="list-style-type: none"> <li>Manage day to day operations of Aged Care Services</li> </ul>	<b>Manager Community Development &amp; Tourism – 1 FTE.</b> <ul style="list-style-type: none"> <li>Management of Precinct</li> <li>Policy development</li> <li>Marketing</li> <li>Tourism</li> <li>Branding/Promotions</li> </ul>
<b>Executive Assistant – 1 FTE</b> <ul style="list-style-type: none"> <li>Prepare Agenda/Minutes/Action Plan</li> <li>Website/Kokonup News/Advertising</li> <li>CEO/Shire President/Executive Managers support</li> <li>Councillor Liaison</li> <li>Maintain delegation/seal registers</li> <li>Relief record keeping</li> </ul>	<b>Records Admin Officer – 1 FTE</b> <ul style="list-style-type: none"> <li>PA to the MCCC</li> <li>Register all incoming mail, email, etc daily.</li> <li>Training of all staff in records</li> <li>Co-ordinate, implement &amp; maintain record systems</li> <li>Relief Executive Assistant</li> <li>Coordinate the organisations Integrated Planning &amp; Reporting.</li> </ul>	<b>Manager Regulatory &amp; Technical Services 0.8 FTE Vacant</b> <ul style="list-style-type: none"> <li>Environmental Health</li> <li>Waste Management</li> <li>Building Maintenance</li> <li>OSH</li> <li>Project Management</li> <li>Emergency Services</li> </ul>	<b>Supervisor – 1 FTE</b> <ul style="list-style-type: none"> <li>Supervise/monitor road construction team members and contractors.</li> <li>Risk Management/Safe Work Methods Compliance.</li> <li>Financial consideration including preparation of estimates.</li> <li>Training and development. <ul style="list-style-type: none"> <li>Leading Hands – 2 FTE</li> <li>Operators – 10 FTE</li> <li>Trainees - 2</li> </ul> </li> </ul> <b>OSH/Stores Controller 1 FTE</b> <ul style="list-style-type: none"> <li>Coordinate purchasing and storage of materials and equipment for outside works crew</li> <li>Occupational Health and Safety</li> </ul>	<b>Nursing/specialist staff – 2.5 FTE</b> <ul style="list-style-type: none"> <li>Comply with Accreditation Standards as required under the Aged Care Act.</li> <li>Registered Nurse - 1.0 FTE</li> <li>Occupational Therapist</li> <li>Occupational Therapy Assistant - 0.5 FTE</li> </ul>	<b>Cultural Officer - 0.2 FTE</b> <ul style="list-style-type: none"> <li>Kokonup Aboriginal Corporation</li> <li>Cultural Liaison and Awareness</li> <li>Wirrapanda Foundation</li> <li>Universities</li> <li>Cultural Tours/Product</li> <li>WAITOC</li> </ul>
<b>Senior Finance Officer – 1 FTE</b> <ul style="list-style-type: none"> <li>Management of FBT &amp; BAS reporting</li> <li>Reserve Accounts</li> <li>Rates and property</li> <li>Bank Reconciliation</li> <li>Insurances and Valuations</li> <li>Monitor and balance all ledgers</li> <li>Assist Manager Corporate Services in overall financial functions of Shire</li> </ul>	<b>Payroll &amp; Emergency Management Officer - 1 FTE</b> <ul style="list-style-type: none"> <li>Payroll</li> <li>Debtors</li> <li>Customer Service/Licensing Relief</li> <li>Emergency Management</li> <li>Bushfire Administration</li> </ul>	<b>Development Services Co-Ordinator – 1 FTE</b> <ul style="list-style-type: none"> <li>Environmental health</li> <li>Planning/building team co-ordination</li> <li>Health local laws</li> <li>Acting Mgr Regulatory &amp; Technical Services during periods of leave <ul style="list-style-type: none"> <li>Project Management</li> </ul> </li> </ul>	<b>Works Admin Officer – 0.6</b> <ul style="list-style-type: none"> <li>Office Administration assistance</li> <li>Uniforms/Corporate Shirts</li> <li>OSH admin</li> </ul>	<b>Personal Care Assistants – 5.0 FTE</b> <ul style="list-style-type: none"> <li>Manage daily care of residents including medication management</li> <li>Maintain high standards of cleanliness and hygiene</li> <li>Supervise dietary intake of residents</li> <li>Administration duties concerning residents</li> </ul>	<b>Community Development Officer – 0.5 FTE</b> <ul style="list-style-type: none"> <li>Hall &amp; equipment hire (PA systems etc.)</li> <li>Community event/festival support</li> <li>Community volunteer development</li> <li>Provides relief and assistance with Visitor Centre operation</li> <li>Seniors, Youth, Disability, Sporting &amp; Special Interest Groups</li> </ul>
<b>Finance Officers – 1 FTE &amp; 0.4 FTE</b> <ul style="list-style-type: none"> <li>Creditors</li> <li>IT Support (Basic)</li> <li>Plant Register/Stock Inventory</li> <li>Petty cash</li> <li>Customer Service/Licensing Relief</li> <li>Purchase orders</li> <li>Support and relief to other staff</li> </ul>	<b>Senior Library Officer – 1 FTE – Library Assistant – 0.1 FTE</b> <ul style="list-style-type: none"> <li>Library administration</li> <li>Collection maintenance</li> <li>Library promotion</li> <li>Cemeteries Management</li> <li>Community Service programs <ul style="list-style-type: none"> <li>A Smart Start</li> <li>Kindy café</li> <li>Better Beginnings</li> </ul> </li> <li>Customer Service/Licensing Relief</li> </ul>	<b>Snr Ranger/Building Maintenance Co-Ordinator – 1 FTE</b> <ul style="list-style-type: none"> <li>Building Maintenance</li> <li>Ranger Services</li> <li>Assist CEO in advice/research for NRM</li> <li>Security</li> <li>Energy Efficiency</li> <li>Mentor and support Ranger Assistant</li> <li>Bushfire Inspections</li> </ul>	<b>Mechanic – 1 FTE</b> <ul style="list-style-type: none"> <li>Plant/Equipment Maintenance &amp; scheduling.</li> <li>Purchasing and stock control of parts &amp; equipment.</li> </ul>	<b>Facilities Co-ordinator - 1.0 FTE</b> <ul style="list-style-type: none"> <li>Co-ordinates and provides support in consultation with the Manager Aged Care Services</li> </ul>	<b>Visitor Services Officer – 1 FTE</b> <ul style="list-style-type: none"> <li>Visitor Information Centre</li> <li>Retail content</li> <li>Community event/festival support</li> <li>Storyplace/Gallery Tours</li> </ul>
<b>Customer Service Officer – 1 FTE</b> <ul style="list-style-type: none"> <li>Customer Service</li> <li>Mail/Cashier/support other staff</li> <li>Cemeteries Assistance</li> <li>Licensing</li> <li>Stationary</li> <li>Key Register</li> <li>Facility hire</li> <li>Animal registrations</li> <li>Records Assistance – Filing etc.</li> </ul>	<b>Senior Admin Officer – 1FTE</b> <ul style="list-style-type: none"> <li>Coordinate Risk Management</li> <li>Contracts, Leases &amp; Agreements</li> <li>Policy Review, Delegations, Compliance Audit</li> <li>Manage lease register</li> <li>Tenders &amp; Major Quotations</li> </ul>	<b>Regulatory/Technical Admin Assistant – 0.4 FTE</b> <ul style="list-style-type: none"> <li>Customer Service</li> <li>Administrative support</li> </ul>	<b>Supervisor-Horticultural Trades Person – 1 FTE –</b> <ul style="list-style-type: none"> <li>Management of parks and gardens (3 gardeners)</li> <li>Responsible for Gardening &amp; Cleaning staff</li> </ul> <b>Works and Services Cleaners = 3FTE</b>	<b>Cook – 1.2 FTE</b> <b>Cook/Other – 1.7 FTE</b> <ul style="list-style-type: none"> <li>Supply and delivery of meals and snacks to residents</li> <li>Input into menu for residents</li> <li>Complies with food hygiene regulations and Food Safe.</li> <li>Complies with infection control measures</li> </ul>	<b>Customer Service Officers (Casual) 0.5 FTE</b> <ul style="list-style-type: none"> <li>Visitor Information Centre</li> <li>Retail content</li> <li>Community event/festival support</li> <li>Storyplace/Gallery</li> <li>Tours</li> </ul>

## Strategies to Meet Future Workforce Needs – Updated 2019

### Workforce Resourcing

Key Area	Goal	Specific Outcomes	Status	Notes
Workforce planning	Develop a thorough understanding of our current and future workforce needs	<ul style="list-style-type: none"> <li>Develop a Workforce Plan as part of the Integrated Planning Strategy and ensure the document is reviewed and updated on a regular basis.</li> </ul>		Workforce Plan updated February 2017.
		<ul style="list-style-type: none"> <li>Create processes to improve the recording of human resource data to allow appropriate analysis of workplace issues and trends.</li> </ul>		Review to be completed by November 2020
		<ul style="list-style-type: none"> <li>Ensure that all exiting staff participates in an exit interview to allow an understanding of workforce challenges and priorities.</li> </ul>		Exit interviews completed as part of employee manual
Meeting organisational needs	Develop a workforce with the required skills and expertise to implement the Shire of Kojonup's Delivery Program	<ul style="list-style-type: none"> <li>Review the corporate structure in terms of the Council's strategic direction.</li> </ul>		Completed all Staff duties list aligning with Org Chart and updated PD's
		<ul style="list-style-type: none"> <li>Continue to engage suitable qualified contractors, consultants and casual staff to support the delivery of priorities and strategies under the Council's Delivery Program.</li> </ul>		Ongoing
		<ul style="list-style-type: none"> <li>Develop ICT Strategy/Plan that assesses IT resources based on Job Description.</li> </ul>		Draft ICT Strategy/Plan developed May 2018 and being progressed by MCCA & CEO
		<ul style="list-style-type: none"> <li>Continue to develop and foster resource sharing arrangements with neighbouring Councils and regional organisation (e.g. VROC) to continue to ensure that the service needs of the organisation can be met.</li> </ul>		Commenced network meetings with staff from other councils aligned to VROC. Kojonup Resource Sharing officers with VROC partners e.g. Building

				Surveyor & EHO and receiving Building Surveyor service from Plantagenet.
Recruitment and selection	Attract and engage qualified and skilled people	<ul style="list-style-type: none"> <li>Develop and adopt a recruitment strategy that focuses on attracting skilled and qualified staff to the organisation to address staff shortages where necessary. Ensure the strategy addresses the recruitment advertising process, secondment and job share opportunities, resource sharing and partnerships.</li> </ul>	😊	Recruitment Policy and Procedure completed as part of employee manual.
		<ul style="list-style-type: none"> <li>Actively recruit younger people, especially for employment in the Works and Services Department, through the exploration of innovative and dynamic recruitment processes – including social media and family friendly incentive packages.</li> </ul>	😊	Included in recruitment strategy as above
Placements	Provide opportunities for people to experience what the Shire of Kojonup has to offer	<ul style="list-style-type: none"> <li>Partner with local secondary and tertiary education institutes within the region to offer pathways for work experience.</li> </ul>	😊	Included in recruitment strategy as above
		<ul style="list-style-type: none"> <li>Support managers to develop work placement positions – including short and medium term placements.</li> </ul>	😊	Included in recruitment strategy as above
		<ul style="list-style-type: none"> <li>Support work placement participants to ensure their experiences are both valuable and enjoyable.</li> </ul>	😊	Included in recruitment strategy as above

## Employee & Professional Development

Key Area	Goal	Specific Outcomes	Status	Notes
Trainees and apprentices	Recognise the value of entry level development positions in all areas	<ul style="list-style-type: none"> <li>Identify opportunities for placement of trainees and apprentices with the Shire and actively promote these positions throughout the Council.</li> </ul>	😊	Included in recruitment strategy as above. Met with Worklink – June 2018 in an attempt to have providers address Local Govt opportunities to engage trainees rather than impose Commonwealth criteria as outcomes not being achieved for rural shires.
		<ul style="list-style-type: none"> <li>Develop and maintain relationships with key training providers and Apprenticeship Centres.</li> </ul>	😊	Included in recruitment strategy as above
		<ul style="list-style-type: none"> <li>Foster an environment of mentorship between supervisors and employees.</li> </ul>	😊	Ongoing
Employee orientation	New employees are embraced in an open and welcoming manner	<ul style="list-style-type: none"> <li>Create a comprehensive induction program that creates a strong first impression of the Kojonup Council to make new employees feel instantly welcome and included.</li> </ul>	😊	Induction policy and procedure completed as part of employee manual and work group reviewed during 2017.
		<ul style="list-style-type: none"> <li>Ensure the Shire values and behaviours and appropriately reinforced.</li> </ul>	😊	Included in induction program as above and at staff/tool box meetings.
Succession Planning	Key roles are considered and appropriately planned	<ul style="list-style-type: none"> <li>Identify critical roles throughout the organisation.</li> </ul>	😊	Completed all Staff duties list aligning with Org Chart and updated PD's
		<ul style="list-style-type: none"> <li>Where and when appropriate support junior level staff to develop skills and experience that will support future career progression and advancement.</li> </ul>	😊	Completed all Staff duties list aligning with Org Chart and updated PD's
Succession Planning	Key roles are considered and appropriately planned	<ul style="list-style-type: none"> <li>Support innovative responses to gaps in key roles such as staged retirement, external mentoring programs and intensive training opportunities.</li> </ul>	😊	Ongoing – MRS retired August 2018. M Aitken (W&S) retired April 2018

				and not replaced. D Sullivan (W&S) retirement age and may retire 2019/20 financial year. K Martin and Mick Cowie (both W&S) nearing age pension status and may also retire 2019/20.
Learning and Development	Employee development opportunities are provided to all employees	<ul style="list-style-type: none"> <li>Develop an annual training calendar to ensure that training opportunities are provided to all employees and routinely encouraged. To support the implementation to the Council's Delivery Program, training planning should include focus on; increasing information technology skills, communications, machinery and community development.</li> </ul>		Forms part of Continuous Improvement Program to link records kept in Synergy and current training spread sheets. Also included in Performance Review template
	Employee development opportunities are provided to all employees	<ul style="list-style-type: none"> <li>Ensure staff is adequately trained to ensure compliance with relevant departmental legislation including planning consent conditions, building regulations, industrial relations, traffic management plans and waste management.</li> </ul>		Ongoing - see above
		<ul style="list-style-type: none"> <li>Provide opportunities for works staff to retrain to reduce their need to perform manual labour.</li> </ul>		Ongoing

## Review, Reward & Recognition

<i>Key Area</i>	<i>Goal</i>	<i>Specific Outcomes</i>	<i>Status</i>	<i>Notes</i>
Employee reviews	Regular reviews to recognise employees capabilities and performance	<ul style="list-style-type: none"> <li>In consultation with employees continue to develop the annual Development Review process identifying key achievements and commitment to the Shire.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Provide staff with training and education identified through the Development Review process.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Ensure that links to key areas of the Council's Delivery Program are made within staff review processes.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Ensure that supervisors and managers provide open and ongoing feedback to employees.</li> </ul>	😊	Ongoing
Fixed pay	Salary levels reflect role performance and the broader market	<ul style="list-style-type: none"> <li>Pay rates are routinely reviewed against the industry benchmark and used during All of Staff Agreement negotiations.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Ensure that all industrial relations requirements are met.</li> </ul>	😊	Ongoing
Recognition scheme	Commitment, loyalty and continued service to the Shire of Kojonup is recognised and valued	<ul style="list-style-type: none"> <li>Continue to recognise and celebrate key employment milestones of long term staff members. Celebrate and acknowledge professional development achievements made by staff throughout the organisation.</li> </ul>	😊	Ongoing

## Workforce Relations

Key Area	Goal	Specific Outcomes	Status	Notes
Work/life balance	Shire of Kojonup supports flexible work arrangements where there are mutual benefits	<ul style="list-style-type: none"> <li>Continue to explore flexible working opportunities for staff and encourage use of practices that enhance work/life balances.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Ensure that all departments support appropriate flexible work arrangements.</li> </ul>	😊	Ongoing
		<ul style="list-style-type: none"> <li>Ensure flexible work approaches are fit for purpose; merit based and align with organisational requirements.</li> </ul>	😊	Ongoing
Equal Employment Opportunity	A workplace free of discrimination, harassment, bullying	<ul style="list-style-type: none"> <li>Continue to actively promote and support a workplace that is free from discrimination and harassment.</li> </ul>	😊	LGIS training occurred in Oct 2014 and policy and procedure in place
		<ul style="list-style-type: none"> <li>Ensure that all within the Council adhere to anti bullying behaviours and practices.</li> </ul>	😊	Policy and procedure completed as part of employee manual
Employee assistance	Professional and independent support is available for employees	<ul style="list-style-type: none"> <li>Where appropriate and required, provide provision for employees to access confidential qualified support and assistance.</li> </ul>	😊	Plan in place
Work environment	A consistent, productive and positive work environment	<ul style="list-style-type: none"> <li>Ensure that the Code of Conduct and other policies are understood and demonstrated.</li> </ul>	😊	Included in Employee Manual
		<ul style="list-style-type: none"> <li>Ensure that managers address poor behaviour and standards promptly and strongly.</li> </ul>	😊	Policies and procedures included in employee manual

## Organisational Safety and Wellbeing

<i>Key area</i>	<i>Goal</i>	<i>Specific Outcomes</i>	<i>Status</i>	<i>Notes</i>
Safe work environment and compliance with OSH Legislation	A workplace that is safe and healthy	<ul style="list-style-type: none"> <li>Regularly review all human resource processes.</li> </ul>		Under review - To check Synergy records with Payroll Officer.
		<ul style="list-style-type: none"> <li>Ensure that all employees are aware of their workplace responsibilities ensuring legislative and internal compliance.</li> </ul>		Contained in completed Induction policy and procedure
		<ul style="list-style-type: none"> <li>Ensure that appropriate safety processes and policies are developed and communicated to all staff throughout the organisation.</li> </ul>		Contained in completed Induction policy and procedure
Risk Management	Risk management is an embedded business practice	<ul style="list-style-type: none"> <li>Ensure that appropriate staff are trained and resourced to undertake required risk identification and management tasks.</li> </ul>		Risk management plan and policy completed and approved
		<ul style="list-style-type: none"> <li>Develop a risk management plan and framework.</li> </ul>		completed and approved
Injury Management	Injured employees are returned to their pre-injury role	<ul style="list-style-type: none"> <li>Retain close communication with injured staff to support their return to work.</li> </ul>		Ongoing
Employee health and wellbeing	A fit and healthy workplace	<ul style="list-style-type: none"> <li>Employees are encouraged to take responsibility for their health and wellbeing.</li> </ul>		Ongoing

## Leadership Culture

Key Area	Goal	Specific Outcomes	Status	Notes
Strong leadership	A strong and committed leadership approach	• Continue to ensure the Management Team at the Council regularly meets and presents clear and open leadership to staff.	😊	Ongoing - meetings occurring regularly
		• Continue to support the active leadership by Councillors.	😊	Ongoing - meetings occurring regularly
		• Regularly update staff on key issues, projects and decisions.	😊	Ongoing - meetings occurring regularly
Organisational culture	A positive, vibrant and responsive organisation	• Support and encourage staff driven initiatives that focus on building a vibrant and connected workforce.	😊	Ongoing
		• Acknowledge positive contributions made by staff to the organisation.	😊	Ongoing
		• Develop appropriate policies and procedures relating to staffing issues as required.	😊	Completed Employee Manual
Change management	Employees actively participate in new initiatives and improved approaches	• Continue to encourage staff to explore and pursue opportunities to advance their skills and undertake professional development challenges within the organisation.	😊	Ongoing
		• Support information sharing between staff – both formally and informally.	😊	Ongoing
Employee engagement	A workforce that is engaged and empowered	• Develop and implement ongoing two-way communication processes that encourage staff to be involved in the organisation and their own professional growth.	😊	Ongoing
		• Encourage staff to be actively involved in all review and updates of all Integrated Planning and Reporting documents.	😊	Ongoing
		• Encourage a facilitative leadership style among managers and supervisors.	😊	Ongoing