

SHIRE OF KOJONUP



Audit & Risk Committee Agenda

5 November 2024

TERMS OF REFERENCE

AUDIT & RISK COMMITTEE

Established under Section 7.1 of the *Local Government Act 1995 (Act)* - every local government must have an Audit and Risk Committee (ARC).

Terms of Reference

ARC is responsible for assisting and independently advising Council in recommending appropriate actions and controls with regards to audit, risk oversight, governance, finances and systems of internal control.

Its role is to provide oversight related to significant risk exposures and control issues, including fraud risks, governance issues and other matters as necessary or requested by the CEO or Council. This is to ensure the Shire's activities are fully compliant with legislation, regulations, accounting and reporting Standards and that the Shire is executing its responsibility to the community in efficiently utilising their assets.

The ARC is not responsible for the executive management of these functions. The ARC will engage with management in a constructive and professional manner in discharging its advisory responsibilities and formulating its advice to Council.

Duties and Responsibilities:

Members of the ARC are expected to observe the legal and regulatory obligations of the Local Government.

Committee members must not use or disclose information obtained through the ARC except in meeting the ARC's responsibilities, or unless expressly agreed by the President of the Shire.

Committee Members must adhere to the Code of Conduct for Council Members, Committee Members and Candidates and demonstrate behaviour which reflects the Shire's desired culture.

ARC Members are expected to:

1. act in the best interests of the Shire as a whole;
2. apply good analytical skills, objectivity and good judgement;
3. express opinions constructively and openly, raise issues that relate to the ARC's responsibilities and pursue lines of enquiry in relation to the "Risk Controls" the Shire has in place;
4. contribute the time required to meet their responsibilities; and
5. exercise due care, diligence and skill when performing their duties.

Member Duties/Responsibilities:

- Oversee the Shire's risk management, through:
 - a) Biennial review of the Shire's Risk Management Policy;
 - b) Recommending and reviewing the Shire's Risk Appetite Statement in order to recommend the organisation's Risk Tolerance to the Council;
 - c) Reviewing reports on the movement of the Shire's current strategic risks, and the emergence of new strategic risks;
 - d) Overseeing strategic risks which sit outside of the Shire's Risk Appetite ; and
 - e) Monitor and receive reports concerning the development, implementation and on-going management of the Shire's Risk Management Plan and the effectiveness of its Risk Management Framework;
- Overseeing the Shire's processes for managing fraud and corruption, by:
 - a) Performing oversight responsibilities and advising Council;

- b) Enquiring with the CEO and the Office of the Auditor General (OAG) about whether they are aware of any actual, suspected, or alleged fraud or corruption affecting the Shire; and
- c) Reviewing summary reports from the CEO on communication from external parties including regulators that indicate problems in the internal control system or inappropriate management actions.
- Overseeing the Shire's financial management and legislative compliance, by:
 - a) Reviewing the Shire's annual Compliance Audit Return and reporting the results of that review to Council, in accordance with the Local Government (Audit) Regulations 1996;
 - b) Receiving and reviewing reports from the CEO regarding the appropriateness and effectiveness of the Shire's legislative compliance and ensuring any non-compliances are rectified on a timely basis;
 - c) Considering and recommending adoption of the annual financial report to Council;
 - d) Receive and review the biannual reports from the Chief Executive Officer (CEO) regarding the appropriateness and effectiveness of the Shire's risk management, internal controls and legislative compliance and make recommendations to Council; and
 - e) Consider and recommend adoption of the Annual Financial Report to the Council;
- Overseeing the internal audit function, by:
 - a) Assessing and making a recommendation to Council on an Internal Audit Plan to ensure that it comprehensively covers material business risks that may threaten the achievement of strategic objectives and which identifies key risks and control mechanisms;
 - b) Reviewing the quality and timeliness of internal audit reports;
 - c) Monitoring the implementation of internal audit recommendations; and
 - d) Considering the implications of internal audit findings on the organisation, its risks, and controls.
- Fulfilling responsibilities pertaining to external audit, by:
 - a) Reviewing reports from the OAG, including auditor's reports, closing reports and management letters;
 - b) Reviewing management's response to OAG findings and recommendations;
 - c) Monitoring the implementation of recommendations from external audits;
 - d) Reviewing results of relevant OAG audit reports and better practice publications for guidance on good practices, including any assessment by the CEO; and
 - e) Examine the reports of the auditor after receiving a report from the CEO on the matters and:
 - a. determine if any matters raised require action to be taken by the Shire; and
 - b. ensure that appropriate action is taken in respect of those matters.

Seek information or obtain expert advice through the CEO on matters of concern within the scope of the Committee's terms of reference following authorisation from the Council.

Membership

Four (4) Councillors; and

Two (2) Community Members

Supporting Team Members

Manager Financial & Corporate Services
Manager Governance & Administration
Chief Executive Officer or delegated nominee

Meetings

Quarterly for ordinary meetings and as required related to audit functions.

Open to Public: No

Voting: Voting is in accordance with Section 5.21 of the *Act*.

Confidentiality: All Committee members will be required to adhere to the Shire's confidentiality requirements as per the Code of Conduct for Council Members, Committee Members and Candidates.

Conduct of Meetings: ARC Meetings will be held in accordance with the *Act*, subsidiary legislation, and the Shire's Standing Orders.

Committee Sitting Fees and Reimbursements

The Shire is prohibited under Section 5.98-5.99 of the *Act*, and Regulation 30 of the Local Government (Administration) Regulations 1996, to pay a council member a fee for attending the ARC.

Currently, the Shire is prohibited from remunerating independent committee members; however, reimbursement of approved expenses for independent members may be paid to each independent external member in accordance with Section 5.100 of the *Act*.

The rules regarding remuneration for independent committee members are currently under review as part of the Local Government Reforms (2023). These guidelines are subject to any legislation changes.

AGENDA FOR AN AUDIT AND RISK COMMITTEE MEETING
TO BE HELD ON 5 NOVEMBER 2024

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13	OTHER ITEMS FOR DISCUSSION OR FURTHER RESEARCH AS RAISED BY MEMBERS	23
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15	CLOSURE	23

AGENDA

1 DECLARATION OF OPENING

The Chairman will declare the meeting open at _____ am and alert the meeting of the procedures for emergencies including evacuation, designated exits and muster points.

2 ATTENDANCE, APOLOGIES & LEAVE OF ABSENCE

MEMBERS

Cr Roger Bilney	Member (Chairperson)
Cr Paul Webb	Member
Cr Mick Mathwin	Member
Cathrine Ivey	Community Member
Jill Mathwin	Community Member

STAFF (OBSERVERS)

Grant Thompson	Chief Executive Officer
Tonya Pearce	Governance & Rates Officer

APOLOGIES

Cr Kerry Mickle	Member
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3 SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE

Nil

4 CONFIRMATION OF MINUTES

Audit & Risk Committee Meeting held 7 August 2024 ([Attachment 4.1](#))

OFFICER RECOMMENDATION

That the minutes of the Audit & Risk Committee Meeting held on 7 August 2024 be confirmed as a true and accurate record.

5 BUSINESS ARISING

6 DECLARATIONS OF INTEREST

7 SENIOR MANAGEMENT TEAM DISCUSSION

In accordance with the Financial Management Review adopted in February 2019, one senior manager will attend the Audit & Risk Committee on a rotational basis to discuss the following:

- Update on Manager's areas of responsibility and current projects/issues;
- Questions on Notice from the Audit and Risk Committee;
- Management's own recommendations for improvement in key areas.

Darryn Watkins, Manager Works & Infrastructure (MWI)

8 COMMITTEE TIMETABLE

As a guide and subject to availability, each Audit & Risk Committee agenda will contain the following (list to be expanded at the suggestion of members):

1st Quarter (January – March)

- Committee Status Report
- Compliance Audit Return
- Summary of Risk Management
- Volunteer Management
- Leave Provision Adequacy

2nd Quarter (April – June)

- Committee Status Report
- Summary of Risk Management
- Business Continuity Plan Review

3rd Quarter (July – September)

- Committee Status Report
- Interim Audit Report
- Summary of Risk Management
- Insurance Overview

4th Quarter (October – December)

- Committee Status Report
- Audit Report & Management Letter
- Annual Financial Report
- Annual Report
- Financial Management Review (each 3 years – 2021, 2024...)
- Risk, Legal Compliance & Internal Controls review (each 3 years – 2021, 2024...)
- Summary of Risk Management

The above list will remain at the commencement of each Committee agenda to act as a timetable and enable members to add to the items to be considered.

9 COMMITTEE STATUS REPORT

Date	Item Number & Title	Issue	Response	Status
2 November 2022	10.1 – Risk Management Update	Risk Management Framework, Risk Register and Key Organisational Risks Review.	To progress by September 2024	To be commenced
2 November 2022	11.2 – Financial Management Review	The recommendations and observations raised within the Report be reported back to the Audit and Risk Committee for monitoring.	FMR adopted by Council, issues currently being addressed by Manager Financial & Corporate Services	Ongoing
5 September 2023	Information Request	Cr P Webb - List of vehicles containing trackers – CEO		Present Next Meeting
5 September 2023	13.1 - Information Request	CEO and MFCS to look into feasibility of reduction in insurance premiums if the Shire was to increase insurance excesses	Requested with Insurer, assessing impact, not a straight correlation. MFCS to update ARC at next meeting	Commenced, status verified verbally from LGIS
5 September 2023	Documentation	New Organisational Workforce Structure – CEO	To be forwarded to Committee members after announcement of same	Completed, Workforce Plan to Council
6 February 2024	10.1 – Risk Dashboard Report	Boscabel Hall	MRS – check if people camping in grounds, arrange Boscabel Hall playground check.	Not started.
6 February 2024	11.3 – Volunteers insurance	Volunteers insurance	CEO to research.	Pending

10 SUMMARY OF RISK MANAGEMENT

10.1 RISK MANAGEMENT UPDATE

Please refer to the following attachments:

- 10.1.1 Risk Actions Report – November 2024

10.2 WORK HEALTH AND SAFETY

The CEO will provide an update on Work Health and Safety matters.

11 OFFICER REPORTS**11.1 RISK AND LEGISLATIVE COMPLIANCE REVIEW**

AUTHOR	Grant Thompson – Chief Executive Officer
DATE	Wednesday, 30 October 2024
FILE NO	GO.CNM.9
ATTACHMENT(S)	Nil

'PLACEMAKING' STRATEGIC COMMUNITY PLAN JULY 2023 TO JUNE 2033 To be <i>"The Cultural Experience Centre of the Great Southern"</i> STRATEGIC/CORPORATE IMPLICATIONS		
Key Strategic Pillar/s	Community Goal/s	Corporate Objective/s
Performance	12. A High Performing Council	12.2 SoK monitoring and reporting

DECLARATION OF INTEREST

Nil

SUMMARY

The purpose of this report is to undertake the required review of systems and procedures in relation to risk management, internal controls and legislative compliance as required by Regulation 17 of the Local Government (Audit) Regulations 1996.

BACKGROUND

Local government Chief Executive Officers are required to carry out at least a triennial review of legislative compliance, internal control and risk management and present the results of the review to the Council's Audit Committee.

COMMENT

To review the appropriateness and effectiveness of systems and procedures, a set of measurable items is required to enable comparison and/or analysis. The following tables attempt to identify, quantify and track progress of risk management, legislative compliance and internal controls:

Table 1.0 Risk Management Review Items

RISK MANAGEMENT								Commentary
	2014	2016	2018	2021	2022	2023	2024	
Risk Management Plan:								
Is there an Adopted Plan in Place?	✓	✓	✓	✓	✓	✓	✓	
Was it reviewed in the three year period?	n/a	✓	✓	✓	✗	✗	✗	In progress being reviewed by CEO currently
Was the Business Continuity & Disaster Recovery Plan reviewed?	n/a	✓	✓	✓	✓	✓	✓	
Was the Asbestos Management Plan reviewed?	✗	✓	✓	✗	✗	✓	✓	
Risk Register (2014-2018):								
Number of Extreme & High risk items on the register?								
- Springhaven	11	3	2	Change to Risk Management Framework 2019 - see below	NA	NA	In Progress	
- Office	17	7	4					
- Council	15	15	10					
- Depot	23	7	0					
- The Kodja Place	n/a	25	21					
Risk Register (2019 to 2024):								
Number of Low, Moderate & High Risks (15 Risk Profiles)								
Low				4	4	4		
Moderate				8	8	8		
High				3	3	3		
Is Risk regularly discussed and minuted at staff meetings and various councillor meetings:								
<i>BCDRP - Business Continuity & Disaster Recovery Plan</i>								
<i>WHS - Work Health & Safety</i>								
Springhaven (operational) (audits, BCDRP 2019>)	✗	✓	✓	✓	✓	✓	✓	
Office (WHS inc Audits ongoing 2024/25, BCDRP review & Management review of Risk Actions & Profiles)	✗	✓	✓	✓	✗	✓	✓	
Councillors (Audit & Risk Committee/Council agenda items)	✗	✗	✓	✓	✓	✓	✓	
Depot (WHS Audits ongoing 2024/25, BCDRP review & Management review of Risk Actions & Profiles)	✗	✗	✗	✓	✗	✓	✓	
The Kodja Place (WHS Audits ongoing 2024/25, BCDRP review & Management review of Risk Actions & Profiles)	✗	✗	✗	✓	✗	✓	✓	

Table 2.0 Internal Control Items

INTERNAL CONTROLS	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Commentary
Policies & Delegations:											
Was the Delegation Register reviewed (financial year)?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	In progress being reviewed by CEO currently
Were all Council Policies reviewed?	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	Dec-23
Fraud, Corruption & Misconduct Policy adopted						✓					
Budget & Finance:											
Was Budget adopted prior to 31 August?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Was the Budget reviewed on time (between 01/01 & 31/03)?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
When was the Annual Electors Meeting held?	April	April	March	December	May	March	December	October	Aug	July	
Audit Management Letter - Number of Items Raised	5	4	4	4	6	1	3	5	6	9	
Integrated Planning:											
Was the Long Term Financial Plan reviewed?	n/a	✓	n/a	✗	✗	✗	✗	✗	✗	in progress	In progress to be reviewed 2025
Was the Strategic Community Plan reviewed?	n/a	✓	n/a	✓	n/a	✓	n/a	✗	✓	✓	
Was the Corporate Business Plan reviewed?	✓	✓	✗	✓	✓	✓	✓	✗	✗	✓	
Was the Asset Management Plan reviewed?	n/a	✓	n/a	✓	n/a	n/a	n/a	n/a	n/a	✗	Long Term Plans being reviewed in 2025 - LTFP, AMP, P&E, Roads
Was the Workforce Plan reviewed?	✓	✓	✗	✓	✓	✓	✗	✗	✗	✓	Attached with new structure
Springhaven Lodge:											
Were Springhaven Policies reviewed by the Council?	✓	✗	✓	✓	✓	✓	in progress		✓	✓	
Springhaven Quality Agency Audit Visits											
- Issues noted (scheduled audit/ <i>unannounced partial audit</i>) - all three yearly (full) audits post 2018 will be unannounced visits	3 out of 127 2.36%	0 out of 44 0%	0 out of 33 0%	0 0%	0 out of 44 0%	Delayed due to pandemic -	0 out of 42 -	0 out of 42 0%	Inf. Cntrl Compliant	RN Compliant	Springhaven transition plan executed

Table 3.0 Legislative Compliance

	LEGISLATIVE COMPLIANCE											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Commentary
Compliance Audit Return (CAR):												
Was the CAR completed by 31 March each year?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Number of negative responses	3	8	1	0	1	0	2	3	4	3	3	1. CBP Adoption - CBP adopted February 2024, outside of 2023 compliance year. 2. significant items reported in the auditor's report, copy of the report given to the Minister within three months of the audit report being received by the local government? Report created but was not sent to Minister.
Information Statement:												
Was the review undertaken?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Financial Audit Report	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Current Audit not finalised for 23/24 - no metrics
Number of Items Raised	2	1	0	0	1	1	3	5	6 (1 sig)	5	9 (3 sig)	

CONSULTATION

Governance & Rates Officer

STATUTORY REQUIREMENTS

Local Government (Audit) Regulations 1996

17. *CEO to review certain systems and procedures*
- (1) *The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —*
- (a) risk management; and*
 - (b) internal control; and*
 - (c) legislative compliance.*
- (2) *The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.*
- (3) *The CEO is to report to the audit committee the results of that review.*

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

RISK MANAGEMENT IMPLICATIONS

RISK MANAGEMENT FRAMEWORK			
Risk Profile	Risk Description/Cause	Key Control	Current Action
<i>Compliance</i>	<i>Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This includes new or proposed regulatory and legislative changes, in addition to the failure to maintain updated internal & public domain legal documentation.</i>	<i>Three year legislative review of compliance (Reg. 17)</i>	<i>Triennial reporting</i>
<i>Adequate</i>			
IMPLICATIONS			

Compliance with Regulation 17 of the Local Government (Audit) Regulations 1996 is a primary tool of the risk management process and one that is required by legislation. It is a triennial review of our systems and processes reported to the Council via the Audit and Risk Committee and, as such, is available publicly.

ASSET MANAGEMENT IMPLICATIONS

Nil

SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That the Audit & Risk Committee recommend to Council that the 2024 Risk and Legislative Compliance Review, as required under Regulation 17 of the Local Government (Audit) Regulations 1996 on the appropriateness and effectiveness of the Shire of Kojonup's systems and procedures in relation to risk management, internal control and legislative compliance as outlined in this report, be adopted.

11.2 INSURANCE POLICIES 2024/2025

AUTHOR	Jill Johnson – Manager Financial & Corporate Services
DATE	Wednesday, 30 October 2024
FILE NO	RM.REG.1
ATTACHMENT(S)	11.2.1 - Vehicle and Plant Register 11.2.2 - Property Register

‘PLACEMAKING’ STRATEGIC COMMUNITY PLAN JULY 2023 TO JUNE 2033 To be “The Cultural Experience Centre of the Great Southern” STRATEGIC/CORPORATE IMPLICATIONS		
Key Strategic Pillar/s	Community Goal/s	Corporate Objective/s
Performance	12. A High Performing Council	12.2 SoK monitoring and reporting

DECLARATION OF INTEREST

Nil

SUMMARY

The purpose of this report is to inform the Audit and Risk Committee of the insurance levels and associated costs held by the Shire of Kojonup (Shire) for the 2024/2025 financial year.

BACKGROUND

Insurance is one of the Shire’s largest annual expenses and most important risk management tasks and, therefore, it is appropriate that the Council, in addition to staff, be comfortable with the levels of insurance taken out.

COMMENT

The Shire of Kojonup obtains insurance cover through LGIS (Local Government Insurance Services). LGIS is partly owned by WALGA and offers insurance through its Scheme Membership and also through policies taken out with insurers. It is able to obtain policies from main stream insurance at a reduced rate as it brokers on behalf of all scheme members.

Below is a list of insurances held by the Shire for the 2024/2025 financial year including the insurance provider, limit of liability and the cost of premium.

There has been an overall increase of 7.61% on last year; this is, however, lower than the predicted 15% forecast.

- LGIS Property has a scheme portfolio rate increase of 2%.
- LGIS Motor Vehicle Fleet has decreased.
- Workcare has an increase from 3% to 4% due to 5yr claims loss ratio at 195% and a lift in salaries.

Policy	2023/2024 Premium	2024/2025 Premium	Insurer	Liability	Interest Protected
LGIS Bushfire	\$57,866	\$59,244	Scheme	\$750k	Volunteer Bushfire members, medical expenses, loss of salary/wages and death benefits
LGIS Liability	\$45,012	\$48,613	Scheme	\$500m	Public liability - Death or Personal Injury, Loss or Damage to Property
Casual Hirers Liability	\$ 0	\$0	Covered by Scheme	\$10m	Legal liability to third parties for death, illness or personal injury and loss of damage to property at hired facility
Commercial Crime and Cyber Liability	\$4,617	\$4,645	Scheme	\$400k	Direct financial loss sustained by member
LGIS Property	\$114,555	\$118,670	Scheme	\$600m	Physical loss, destruction or damage to property including machinery breakdown and electronic equipment
LGIS Workcare	\$164,175	\$203,553	Scheme	\$500k	Workers Compensation and Injury Management including Journey Accident Cover
Corporate Travel	\$878	\$854	Scheme	\$10m	External Journey beyond 50km
Management Liability	\$41,950	\$41,950	Scheme	\$4.25m	Councillors and Officers Liability and Employment practices Liability
Marine Cargo	\$725	\$797	JLT	\$400k	All goods &/or interests belonging &/or appertaining whilst in transit by land, air, water and parcel post
Motor Vehicle	\$79,685	\$75,783	Scheme	\$3.2m	All motor vehicles and trailers owned leased or mortgaged under hire purchase or hired in or let out. Includes volunteer bushfire brigade members' vehicles.
Personal Accident - Volunteers, Councillors	\$517	\$508	Scheme	\$300k	Elected members and volunteers if injured or die whilst engaged in work for the Shire if said work is authorised by the Shire
Medical Malpractice Liability	\$7,519	N/A	Vero Insurance	\$20m	Cover of Medical Practice lawsuits for Springhaven no longer required.
TOTAL	\$517,499	\$554,617			

CONSULTATION

David Woods – Account Manager, LGIS

Grant Thompson – Chief Executive Officer

Jill Johnson – Manager Finance & Corporate Services

STATUTORY REQUIREMENTS

Local Government Act 1995 Section 5.42(1)

Delegation Register – Admin 007 – Entering into Contracts of Insurance

The Chief Executive Officer (CEO) is Delegated Authority to enter into appropriate contracts of insurance. In exercising the delegation, the CEO is to have regard to the provisions of the Annual Budget.

Section 5.49(2) (Workers' compensation arrangement) of the *Local Government Act 1995* states:
(2) WALGA is to establish and manage, for the benefit of itself and any eligible body that chooses to participate, a group self-insurance arrangement against liability to pay compensation under the WCIM Act.

POLICY IMPLICATIONS

2.1.8 – Financial Governance – Management of financial risk prudently, having regard to economic circumstances.

FINANCIAL IMPLICATIONS

Insurance is the most important risk management task undertaken each year. Insurance is the Shire's single largest ongoing external cost and without adequate cover the Shire is extremely exposed to financial and property loss and open to liability.

RISK MANAGEMENT IMPLICATIONS

Without sufficient insurance cover the Shire runs the risk of being unable to maintain its current level of service in the event of a major/catastrophic loss and possibly exposes itself to litigation costs if not adequately insured.

ASSET MANAGEMENT IMPLICATIONS

Nil

SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That the Audit & Risk Committee recommend to Council that the information regarding the levels of the Shire of Kojonup's insurance for the 2024/2025 financial year be noted.

11.3 WORKFORCE & DIVERSITY PLAN – JULY 2023 to JUNE 2027

AUTHOR	Grant Thompson – Chief Executive Officer
DATE	Thursday, 31 October 2024
FILE NO	CM.CIR.1
ATTACHMENT(S)	11.3.1 – 7151-D WDP Kojonup (2) 11.3.2 – Organisational Structure October 2024

‘PLACEMAKING’ STRATEGIC COMMUNITY PLAN JULY 2023 TO JUNE 2033 To be “The Cultural Experience Centre of the Great Southern” STRATEGIC/CORPORATE IMPLICATIONS		
Integrated Planning Requirement		
Key Pillar	Community Outcomes	Corporate Actions
Performance	12. A High Performing Council.	12.3 Values and culture Growth

DECLARATION OF INTEREST

Nil

SUMMARY

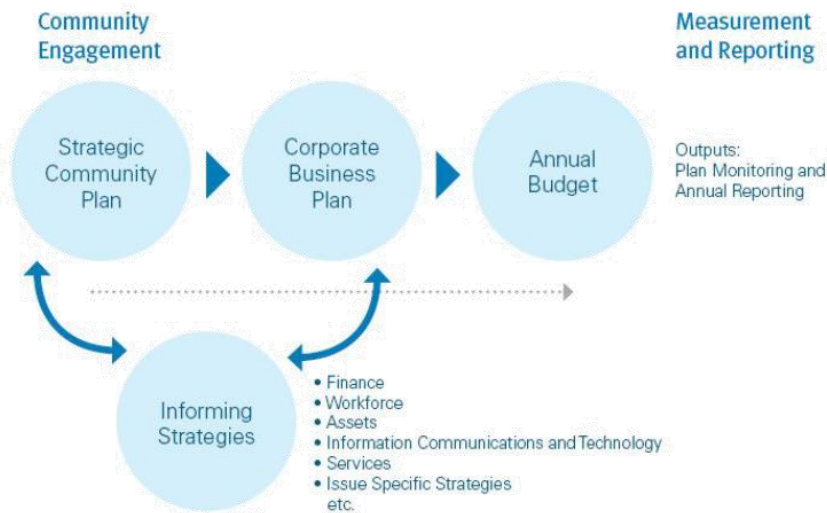
The purpose of this report is to consider recommending to Council the adoption of the Shire of Kojonup’s (Shire) Workforce & Diversity Plan as an informing and guiding document for the Corporate Business Plan 2023-2027 (Plan).

BACKGROUND

The Shire of Kojonup’s first Corporate Business Plan was adopted in 2013 and a desktop review was undertaken in 2015. A SMART strategy was created in 2017 and has been the subject of a major re-write in 2023, now titled “*Placemaking Strategy*”.

The Corporate Business Plan is the Shire’s internal execution component of the integrated planning and reporting process for local government in Western Australia.

This process can be summarised as follows:



Elements of Integrated Planning and Reporting Framework

COMMENT

Kojonup’s Corporate Business Plan (CBP) results in a four-year business plan and four-year actions to focus our internal resources to complete.

The Workforce plan overlays another guiding document to structure the Shire to align to its strategic deliverables.

Placemaking sets the strategic direction for the Community for the next ten (10) years, the Corporate Business Plan directs the execution of the Strategic initiatives and the Workforce and Diversity Plan recommends how the Chief Executive Officer (CEO) will resource the Shire with the relevant roles.

As a result of consultation, the vision for the Shire of Kojonup is to be:

“THE CULTURAL EXPERIENCE CENTRE OF THE GREAT SOUTHERN”

Placemaking sets out four (4) ‘key pillars’ or areas of focus for the community. These are as follows:

1. Lifestyle;
2. Visitation;
3. Economics; and
4. Performance.

These key pillars, and the re-aligned strategic goals, give the Shire direction on investment, services, and management of assets. The next step is to build the Corporate Business Plan focusing on achieving these strategic outcomes; this CBP will determine the future financial and budget decisions for the next four years.

It is envisaged that decisions the Shire ratifies and executes will be measured against achieving these deliverables. The Corporate Business Plan directs all of the Shire’s decision making and resources to align to the strategic outcomes.

The Workforce and Diversity Plan guides the CEO to create a most effective structure to achieve the strategic deliverables.

The attached Workforce plan outlines changes required to align to the new structure and build a workforce that can deliver those strategic and corporate initiatives.

‘Placemaking’ contains achievable milestones and goals and, if implemented effectively, may grow Kojonup as a population and a hub for a cultural experience in the Great Southern Region.

It is requested that the A&R Committee, after due consideration, recommend to Council the Workforce and Diversity Plan be adopted by the Council.

CONSULTATION

Development of Kojonup’s Workforce and Diversity Plan was undertaken as a part of collecting data from the Strategic Community Planning (SCP) process.

STATUTORY REQUIREMENTS

As part of the integrated planning and reporting process for local governments in WA, Local Government (Administration) Regulations 1996 require:

‘19C. Corporate Business Plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.*
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.*
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.*
- (5) In making or reviewing a strategic community plan, a local government is to have regard to —*
 - a) the capacity of its current resources and the anticipated capacity of its future resources; and*
 - b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and*
 - c) demographic trends.*
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.*
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*

**Absolute majority required.*

- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

- (9) *A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.*
- (10) *A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.'*

Long term planning will also be completed as an essential measure of good governance as a part of the Corporate Business Plan.

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Placemaking guides the future direction and vision for the Shire. The Corporate Business Plan will be primarily based on the contents of the SCP and will then flow into future budget and financial considerations.

Placemaking strategies have an unforeseen financial impact that, until the initiatives have been developed further, cannot be forecast at this stage. The adoption of the report by the Council does not have a direct financial impact.

RISK MANAGEMENT IMPLICATIONS

RISK MANAGEMENT FRAMEWORK			
Risk Profile	Risk Description/Cause	Key Control	Current Action
<i>Risk rating – Nil</i>			
IMPLICATIONS			
The Workforce & Diversity Plan is a vital document guiding the future structure and workforce actions of the Shire; legislation requires timely review of this document and this item is in accordance with said legislation thereby mitigating risk of non-compliance.			

ASSET MANAGEMENT IMPLICATIONS

Nil

SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

OFFICER RECOMMENDATION

That the Audit and Risk Committee recommend the Shire of Kojonup's Workforce and Diversity Plan 2023-2027, as attached, to Council for adoption.

12 CEO UPDATES

12.1 Springhaven Major Transaction Update – Business Plan, Business Sale Agreement, Lease Agreements

12.2 Risk Framework and Risk Assessment Review Update

13 OTHER ITEMS FOR DISCUSSION OR FURTHER RESEARCH AS RAISED BY MEMBERS

14 NEXT MEETING

The next meeting of the Audit and Risk Committee is scheduled to be held to align to the next Audit Process in 5 February 2025 at 9:00am.

15 CLOSURE

There being no further business to discuss, the Chairperson thanked members for their attendance and declared the meeting closed at _____am.

ATTACHMENTS (SEPARATE)

4.1 – Unconfirmed Audit & Risk Committee Minutes 7 August 2024

10.1.1 - Risk Actions Report – November 2024

11.2.1 - Vehicle and Plant Register

11.2.2 - Property Register

11.3.1 – 7151-D WDP Kojonup (2)

11.3.2 – Organisational Structure October 2024

SHIRE OF KOJONUP



Audit & Risk Committee

Minutes

7 August 2024

TERMS OF REFERENCE

AUDIT & RISK COMMITTEE

Established under Section 7.1 of the *Local Government Act 1995 (Act)* - every local government must have an Audit and Risk Committee (ARC).

Terms of Reference

ARC is responsible for assisting and independently advising Council in recommending appropriate actions and controls with regards to audit, risk oversight, governance, finances and systems of internal control.

Its role is to provide oversight related to significant risk exposures and control issues, including fraud risks, governance issues and other matters as necessary or requested by the CEO or Council. This is to ensure the Shire's activities are fully compliant with legislation, regulations, accounting and reporting Standards and that the Shire is executing its responsibility to the community in efficiently utilising their assets.

The ARC is not responsible for the executive management of these functions. The ARC will engage with management in a constructive and professional manner in discharging its advisory responsibilities and formulating its advice to Council.

Duties and Responsibilities:

Members of the ARC are expected to observe the legal and regulatory obligations of the Local Government.

Committee members must not use or disclose information obtained through the ARC except in meeting the ARC's responsibilities, or unless expressly agreed by the President of the Shire.

Committee Members must adhere to the Code of Conduct for Council Members, Committee Members and Candidates and demonstrate behaviour which reflects the Shire's desired culture.

ARC Members are expected to:

1. act in the best interests of the Shire as a whole;
2. apply good analytical skills, objectivity and good judgement;
3. express opinions constructively and openly, raise issues that relate to the ARC's responsibilities and pursue lines of enquiry in relation to the "Risk Controls" the Shire has in place;
4. contribute the time required to meet their responsibilities; and
5. exercise due care, diligence and skill when performing their duties.

Member Duties/Responsibilities:

- Oversee the Shire's risk management, through:
 - a) Biennial review of the Shire's Risk Management Policy;
 - b) Recommending and reviewing the Shire's Risk Appetite Statement in order to recommend the organisation's Risk Tolerance to the Council;
 - c) Reviewing reports on the movement of the Shire's current strategic risks, and the emergence of new strategic risks;
 - d) Overseeing strategic risks which sit outside of the Shire's Risk Appetite ; and
 - e) Monitor and receive reports concerning the development, implementation and on-going management of the Shire's Risk Management Plan and the effectiveness of its Risk Management Framework;
- Overseeing the Shire's processes for managing fraud and corruption, by:
 - a) Performing oversight responsibilities and advising Council;

- b) Enquiring with the CEO and the Office of the Auditor General (OAG) about whether they are aware of any actual, suspected, or alleged fraud or corruption affecting the Shire; and
- c) Reviewing summary reports from the CEO on communication from external parties including regulators that indicate problems in the internal control system or inappropriate management actions.
- Overseeing the Shire's financial management and legislative compliance, by:
 - a) Reviewing the Shire's annual Compliance Audit Return and reporting the results of that review to Council, in accordance with the Local Government (Audit) Regulations 1996;
 - b) Receiving and reviewing reports from the CEO regarding the appropriateness and effectiveness of the Shire's legislative compliance and ensuring any non-compliances are rectified on a timely basis;
 - c) Considering and recommending adoption of the annual financial report to Council;
 - d) Receive and review the biannual reports from the Chief Executive Officer (CEO) regarding the appropriateness and effectiveness of the Shire's risk management, internal controls and legislative compliance and make recommendations to Council; and
 - e) Consider and recommend adoption of the Annual Financial Report to the Council;
- Overseeing the internal audit function, by:
 - a) Assessing and making a recommendation to Council on an Internal Audit Plan to ensure that it comprehensively covers material business risks that may threaten the achievement of strategic objectives and which identifies key risks and control mechanisms;
 - b) Reviewing the quality and timeliness of internal audit reports;
 - c) Monitoring the implementation of internal audit recommendations; and
 - d) Considering the implications of internal audit findings on the organisation, its risks, and controls.
- Fulfilling responsibilities pertaining to external audit, by:
 - a) Reviewing reports from the OAG, including auditor's reports, closing reports and management letters;
 - b) Reviewing management's response to OAG findings and recommendations;
 - c) Monitoring the implementation of recommendations from external audits;
 - d) Reviewing results of relevant OAG audit reports and better practice publications for guidance on good practices, including any assessment by the CEO; and
 - e) Examine the reports of the auditor after receiving a report from the CEO on the matters and:
 - a. determine if any matters raised require action to be taken by the Shire; and
 - b. ensure that appropriate action is taken in respect of those matters.

Seek information or obtain expert advice through the CEO on matters of concern within the scope of the Committee's terms of reference following authorisation from the Council.

Membership

Four (4) Councillors; and
Two (2) Community Members

Supporting Team Members

Manager Financial & Corporate Services
Governance & Rates Officer
Chief Executive Officer or delegated nominee

Meetings

Quarterly for ordinary meetings and as required related to audit functions.

Open to Public: No

Voting: Voting is in accordance with Section 5.21 of the *Act*.

Confidentiality: All Committee members will be required to adhere to the Shire's confidentiality requirements as per the Code of Conduct for Council Members, Committee Members and Candidates.

Conduct of Meetings: ARC Meetings will be held in accordance with the *Act*, subsidiary legislation, and the Shire's Standing Orders.

Committee Sitting Fees and Reimbursements

The Shire is prohibited under Section 5.98-5.99 of the *Act*, and Regulation 30 of the Local Government (Administration) Regulations 1996, to pay a council member a fee for attending the ARC.

Currently, the Shire is prohibited from remunerating independent committee members; however, reimbursement of approved expenses for independent members may be paid to each independent external member in accordance with Section 5.100 of the *Act*.

The rules regarding remuneration for independent committee members are currently under review as part of the Local Government Reforms (2023). These guidelines are subject to any legislation changes.

MINUTES OF AN AUDIT AND RISK COMMITTEE MEETING
HELD ON 7 AUGUST 2024

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MINUTES

1 DECLARATION OF OPENING

The Chairman will declare the meeting open at 9.01am and alert the meeting of the procedures for emergencies including evacuation, designated exits and muster points.

2 ATTENDANCE, APOLOGIES & LEAVE OF ABSENCE

MEMBERS

Cr Roger Bilney	Member (Chairperson)
Cr Kerry Mickle	Member
Jill Mathwin	Community Member

STAFF (OBSERVERS)

Grant Thompson	Chief Executive Officer
Tonya Pearce	Rates & Governance Officer
Dwayne Lottering	Property Services and Natural Resource Manager

APOLOGIES

Cr Paul Webb	Member
Cr Mick Mathwin	Member
Cathrine Ivey	Community Member

3 SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE

Nil

4 CONFIRMATION OF MINUTES

Audit & Risk Committee Meeting held 7 May 2024 (Attachment 4.1)

OFFICER RECOMMENDATION/COMMITTEE DECISION

9AR Moved J Mathwin

Seconded Cr Mickle

That the minutes of the Audit & Risk Committee Meeting held on 7 May 2024 be confirmed as a true and accurate record.

CARRIED 3/0

For: Cr Bilney, Cr Mickle, J Mathwin

5 BUSINESS ARISING

Nil

6 DECLARATIONS OF INTEREST

Nil

7 SENIOR MANAGEMENT TEAM DISCUSSION

In accordance with the Financial Management Review adopted in February 2019, one senior manager will attend the Audit & Risk Committee on a rotational basis to discuss the following:

- Update on Manager's areas of responsibility and current projects/issues;
- Questions on Notice from the Audit and Risk Committee;
- Management's own recommendations for improvement in key areas.

Dwayne Lottering introduced himself and briefed the Committee on his role as the Property Services and Natural Resource Manager.

Dwayne Lottering Left the meeting at 9.20am

8 COMMITTEE TIMETABLE

As a guide and subject to availability, each Audit & Risk Committee agenda will contain the following (list to be expanded at the suggestion of members):

1st Quarter (January – March)

- Committee Status Report
- Compliance Audit Return
- Summary of Risk Management
- Volunteer Management
- Leave Provision Adequacy

2nd Quarter (April – June)

- Committee Status Report
- Summary of Risk Management
- Business Continuity Plan Review

3rd Quarter (July – September)

- Committee Status Report
- Interim Audit Report
- Summary of Risk Management
- Insurance Overview

4th Quarter (October – December)

- Committee Status Report
- Audit Report & Management Letter
- Annual Financial Report
- Annual Report
- Financial Management Review (each 3 years – 2021, 2024...)
- Risk, Legal Compliance & Internal Controls review (each 3 years – 2021, 2024...)
- Summary of Risk Management

The above list will remain at the commencement of each Committee agenda to act as a timetable and enable members to add to the items to be considered.

9 COMMITTEE STATUS REPORT

Date	Item Number & Title	Issue	Response	Status
2 November 2022	10.1 – Risk Management Update	Risk Management Framework, Risk Register and Key Organisational Risks Review.	To progress by September 2023	To be commenced
2 November 2022	11.2 – Financial Management Review	The recommendations and observations raised within the Report be reported back to the Audit and Risk Committee for monitoring.	FMR adopted by Council, issues currently being addressed by Manager Financial & Corporate Services	Ongoing
5 September 2023	Information Request	Roger House - Netball Courts costing (1/2 grant funded) figures – CEO/MFCS	CEO Updated Council on the costs	Completed
5 September 2023	Information Request	Cr P Webb - List of vehicles containing trackers – CEO		Present Next Meeting
5 September 2023	13.1 - Information Request	CEO and MFCS to look into feasibility of reduction in insurance premiums if the Shire was to increase insurance excesses	Requested with Insurer, assessing impact, not a straight correlation. MFCS to update ARC at next meeting	Commenced, status verified verbally from LGIS
5 September 2023	Documentation	New Organisational Workforce Structure – CEO	To be forwarded to Committee members after announcement of same	Completed, Workforce Plan to Council
6 February 2024	10.1 – Risk Dashboard Report	Boscabel Hall	MRS – check if people camping in grounds, arrange Boscabel Hall playground check.	Not started.
6 February 2024	11.3 – Volunteers insurance	Volunteers insurance	CEO to research.	Pending

10 SUMMARY OF RISK MANAGEMENT

10.1 RISK MANAGEMENT UPDATE

Please refer to the following attachments:

- 10.1.1 Risk Dashboard Report – August 2024
- 10.1.2 Risk Actions Report – August 2024

11 OFFICER REPORTS

12 CEO UPDATES

- 12.1 Springhaven Major Transaction Update – Business Plan, Business Sale Agreement, Lease Agreements.
- 12.2 Netball Court Project Review Update – CEO presented findings.

13 OTHER ITEMS FOR DISCUSSION OR FURTHER RESEARCH AS RAISED BY MEMBERS

COMMITTEE RECOMMENDATION/DECISION

Moved Cr Mickle Seconded J Mathwin

The Audit & Risk Committee recommend that the lessons learnt from the sports precinct project and the recommended improvements for new projects be presented to Council at the next briefing session.

CARRIED 3/0

For: Cr Bilney, Cr Mickle, J Mathwin

14 NEXT MEETING

The next meeting of the Audit and Risk Committee is scheduled to be held on 5 November 2024 at 9:00am.

15 CLOSURE

There being no further business to discuss, the Chairperson thanked members for their attendance and declared the meeting closed at 11.10am.

ATTACHMENTS (SEPARATE)

4.1 – Unconfirmed Audit & Risk Committee Minutes 7 May 2024

10.1.1 - Risk Dashboard Report – August 2024

10.1.2 - Risk Actions Report – August 2024

UNCONFIRMED

Actions	Risk Profile	Due Date	Responsibility	Action Status
Commence annual building inspections	2	Mar-22	MRS	14/7/21 Spreadsheet being developed. BMC to start doing tenanted building inspections end of March - 2 weeks' notice (3 per week) BMC started inspections (2022) but not recorded on spreadsheet. Due to BMC resigning, the Shire is behind on annual building inspections. Restructuring the Property Management area will support getting this back on schedule. New Property Services Manager has commenced and scheduled annual inspections for August. Completed 2024
Formalise exit interview procedure - template for review	5	Apr-22	CEO	HR processes are due for review 2025. MFCS to commence review.
Implement user-friendly stock control and reconciliation (fuel) procedure	12	Jul-22	CEO/MWS/ MFCS	Work group addressing the issue led by FO. Finance Officer to work with Depot. Monthly reconciliations are now greatly improved, albeit still a manual process. Once procedure has been decided. New MFCS to review inventory and stock management process in 2025. Not Started.

Actions	Risk Profile	Due Date	Responsibility	Action Status
Formation of Position Descriptions for Volunteers - progressing.	4	Apr-22	CEO	Managers to form position descriptions. SH has volunteers' handbook which acts as a PD. Library PD completed. In draft form. 14/7/21 - Volunteer PD's completed for Parks/Reserves, KP and Library and are now in use. Volunteer Manual also updated to reflect minor amendments. 80% completed Volunteer handbook being updated for KP. Handbook completed with November 2022 updates. Completed.
Finalise EBA	5	Dec-23	CEO	CEO will take the lead and is currently reviewing the process to undertake EBA negotiations 2nd Quarter 2022. After strategic planning process. 1 quarter behind on Strategic Planning and there interdependency on this item means the EBA discussion pushed out until 1 Quarter 2023. New EBA must align to the WA Industrial relations framework as local government is now covered by the WAIRC not Fairworks Australia. Underway - delays with implementation of WAIRC, EBA negotiations forecast late 202. CEO discussed timeline with ASU (Union), back end of year. ASU distracted by other areas of local government, CEO expecting to be approached with timeframe soon. Expected to commence first half of 2024. CEO to update on industrial issues occurring in the sector. In conversation with ASU back end of year negotiation. Notice to Bargain has been submitted by the WASU, Shire has 21 days to respond, CEO intends to agree on negotiation and commence discussions in September. Commenced Discussions with Union early October 2024 . Estimated to complete prior to new year
Restrict access to non-compliant/damaged/dangerous buildings until the future of these buildings is determined.	1	May-22	MRS	Inspection of public buildings required to establish any non-compliance, damage or danger. MRS/BS to coordinate annual inspection of buildings. List to be compiled of relevant buildings; produce checklist and assess as part of budgetary process. Annual inspections now scheduled pre-budget (March) each year - No buildings. Property Services to review.

Risk assessment of Showgrounds	1	Dec-23	CEO	LGIS assessment completed. Budget for consultant - existing or move - community/stakeholder views. Need to review Showground report. To be sent to Committee. Work to be scheduled in Long term asset management plan. Completed.
MOU for Community Halls - together with previous	1	Jul-23	CEO	Community Halls management - draft MOU with CEO/MCCS Governance issue. Ongoing.
Review and test LEMA Plan	2	Apr-22	MRS	Plan to be tested asap Done, approved and endorsed. CESM to follow up.
Develop post event procedures and event evaluation debrief - together with previous - end to end process for event management	10	Mar-22	MRS	Progressing - In process

Develop Lease agreements register for all Shire facilities - progressing community hall agreements, sporting group agreements. Governance issue.	10	Jul-23	CEO	Community Halls management - draft MOU with CEO/MCCS. Kojonup Historical Society (Elverd Cottage, Barracks and Post Office) lease agreement - draft forwarded to CEO & MCCS 27/05/21 for comment. Kojonup Bowling Club - draft in progress. So many buildings still without leases. Not completed, a priority for this financial year (2022/23) to finalise relationships with Community groups and assets. List being compiled CEO auditing currently. Documents to be completed July 2023. Ongoing. Governance identifying areas of review. Commenced review of leases contracts. GRO and CEO have a scheudle in palce review leases and contracts.
Negotiate Service level agreement with Vendors.	11	Jun-22	CEO	Ramped Technology. New licencing agreement due in April 2023, CEO investigating preferred vendors to replace hardware, architecture and software requirements for the Shire. Request for Proposal being developed; to be advertised shortly. RFP documentation drafted and finalised, will be advertised first two weeks of May. CEO has discussed risks with Ramped, Request for Proposal drafted for managed services and cyber security and expected to be advertised in September. ICT Managed Service tender 02 2023 under analysis and review. Due end May. August decision pending. Completed, Council approved and Execution of services underway and transitioning to be completed November 2024.
Draft Improved Events planning process guidelines (including Planning Approvals, risk assessments, event management plans, food safety at stalls etc).	10	Jun-22	MRS	Event plan application has been established. Itinerant traders - Done new events application with all.
Community education re public events on private property - together	10	Mar-22	MRS	Progressing - In process. New EHO to update.

Annual tenancy inspections for staff and public housing - scheduled & notice in writing - same date as for no. 1	10	Mar-22	MRS	Starting early 2022 - Completed Inspections done but not captured on spreadsheet Annual inspections occurring, Delayed due BMC resigning and no replacement. Property Services Manager Advertised this past month. Property Services Manager undertaken inspections as per Tenancy Act.
Conduct annual evacuation drill at all facilities	14	Apr-23	CEO	Progressing, training of fire wardens to occur. Drill to be scheduled 1st Quarter 2022 Ongoing - to be placed on Governance Calendar Ongoing. Needs scheduling.
Fobs security improvements for administration building	9	Dec-23	CEO	Fob quotes requested. Whole of Security review to commence 1st half of 2022. Monitor through security review. Security review deferred to late 2023 in line with holistic technology review. CCTV Grants being applied for now, initial high level concept only. Tender for CCTV to be advertised 1st quarter 2024. Expense is a constraint at this stage, postponed for future budget.

Implement formal project management guidelines	13	May-22	CEO	Implementation 2nd Quarter 2022 - framework back to SMT. Related to new system changes regarding ICT, Project Management Framework (PMF) being rolled out 2023. Biannual inspections take place. Project Management body of knowledge being rolled out in new Corporate Business Plan and aligned to structural changes July 1st 2023. Project Manager contracted, new structure rolling out as of 19 May 2023. CEO can provide verbal presentation at meeting. Currently rolling out with the appointment of Project Manager/Community Services (PMCS), forms being developed and team being educated on PM Framework within the Shire. Implementation and roll out underway. Education and roll out phase underway, ongoing next twelve months.
Implement a formal peer review process	8	Dec-23	CEO	Link to PM framework - SMT to discuss. CEO to investigate what this is, not started Ongoing This is a benchmarking exercise Shire Vs Shire. CEO to progress early 2024 after 6 months of SCP. Benchmarking exercise to commence 2024. In Line with LTFP second half of calendar year. After review CEO advise this is not relevant at the moment and needs review. CEO to discuss.
Review and assess Community Engagement Strategy and Plan	6	Apr-23	CEO	Organisation wide, Community engagement is tied to the new strategic plan rollout and actions from the operating plan. SCP to be rolled out in April. Stakeholder Engagement Plan being formulated (CEO) in readiness for July roll out of new Community Business Plan. Completed and rolled out with new budget 1st September. Stakeholder Plan under development and being aligned to the Corporate Business Plan (CBP) rollout in 1st Quarter 2024. Delayed but in progress. 3rd Quarter 2024. In progress, CEO drafting currently.

Update fixed assets record (RAMM) to include Parks, Reserves, street furniture and signage and drainage infrastructure	9	Apr-22	CEO/MWS	Ongoing including buildings - Pocket RAMM? Training - BCM Ref: ICT Plan as per previous discussion. Technical Officer to take on RAMM training and ongoing updates. Status. New TO and WAO to receive training via WALGA/Roadwise TBC to enable road data to be updated. Enterprise Resource Planning (ERP) Tender including Asset Management under review and analysis. Expected rollout second half of 2024. Re- Assess when new ERP is being rolled out in 2025.
Add additional generator input points (Admin building)	11	Jul-23	MRS	To be arranged. Generator on a trailer? Link to LEMA Looking for funding Still in progress - no money in budget. CESM Reviewing, Grant dependent. CESM to review requirements

Draft Bush Fire Risk Management Plan	2	Dec-23	MRS	Bushfire Planning and Risk Coordinator BPRC employed to commence undertaking assessments and mitigation planning. Done by BFRP Coordinator and sent to DFES. Kojonup Plan drafted and under review by DFES. Awaiting DFES feedback. Kojonup Plan completed awaiting final wrap up from DFES, program finishes in March. Completed. First round of MAF funding applied for Kojonup, awaiting decision.

SHIRE OF KOJANUP
VEHICLE AND PLANT REGISTER 2022/2023
 Updated for Renewal 08/04/2022

UPDATING SCHEDULES FOR NEXT PERIOD OF PROTECTION

Please review all declared values to reflect MARKET value for Council's assets.

Please add or delete assets as appropriate.

Ensure each vehicle is noted as follows (if applicable):-

1. Vehicles usually or exclusively used for carrying dangerous goods (DG) should be clearly identified from the drop down in Column H
2. Vehicles with mobile telephone, two way radio, facsimile or similar equipment (EA) fitted should be clearly identified by selecting from the drop down in Column H
3. Vehicles with both DG and EA should be clearly identified by selecting the drop down in Column H
4. Identify any vehicles that runs solely on electric, hydrogen, LPG, or CNG in Column G
5. If the registered owner is not the Member in your protection policy, provide details.

LGIS REF	ASSET NO	PLANT NO	DESCRIPTION & MAKE OF VEHICLE	TYPE OF VEHICLE (Select from drop down)	PURPOSE/ USE (Select from drop down)	Type of Fuel (other than Petrol, Diesel & Hybrids)	DG EA	Estimated maximum carrying capacity (Litres)	Type of DG	Dry Hire	Driving Learning Programs	ENGINE NUMBER	YEAR OF FIRST REGISTRATION	VIN	REGO	DECLARED VALUE	CONTRIBUTION
12		P25018	All Motor Body Builder Pig Trailer									6T9T25WA1E04WX008			1TPC362	\$ 52,000	\$ 521.81
			All Motor Rockwheeler Semitrailer 2021									6K9TANSEMMA294001			1TWC603	\$ 98,343	\$ 986.86
13		P25019	Allmotor Body Builders Dolly												1TOG 863	\$ 24,302	\$ 243.87
14		P25020	BGC Trailer												KO 5830	\$ 1,000	\$ 10.03
15		P25021	Boxtop Trailer (Bushfire)												1TER 728	\$ 669	\$ 6.71
16	PE0464	P25022	Boxtop Trailer (Bushfire)												1TER 737	\$ 669	\$ 6.71
17		P25023	Boxtop Trailer (Bushfire)												1TER 735	\$ 669	\$ 6.71
19		P35007	Boxtop Trailer (Bushfire)												1TER 736	\$ 669	\$ 6.71
20		P35008	Boxtop Trailer (Bushfire)												1TER 731	\$ 669	\$ 6.71
21		P0247	Boxtop Trailer (Bushfire)												1TER 729	\$ 669	\$ 6.71
22		P0242	Boxtop Trailer (Bushfire)												1TER 730	\$ 669	\$ 6.71
23			Boxtop Trailer (Bushfire)												1TER 734	\$ 669	\$ 6.71
24			Boxtop Trailer (Bushfire)												1TER 733	\$ 699	\$ 7.01
25			Boxtop Trailer (Bushfire)												1TER 738	\$ 669	\$ 6.71
26			Can-Am Defender HD8 DPS SSV 2016									M1200267			KO11743	\$ 25,000	\$ 250.87
27			Caterpillar 305E2 Mini Excavator									CAT0305EKH5M01803			KO8423	\$ 94,250	\$ 945.79
28			Caterpillar Front End Loader				EA					C8N11296			KO291	\$ 306,388	\$ 3,074.57
29			Caterpillar Grader 12MT				EA					G9G01583			KO007	\$ 333,500	\$ 3,346.64
			Caterpillar Grader 2021												KO000	\$ 403,739	\$ 4,051.48
30			Caterpillar Roller				EA								KO917	\$ 204,500	\$ 2,052.14
32			Caterpillar Roller				EA								KO170	\$ 204,500	\$ 2,052.14
33			Caterpillar Steel Roller									CAT0CS76HCYX01004			KO11612	\$ 139,500	\$ 1,399.87
34		P27004	Caterpillart Skid Steer 259D3 2019									CAT0259DAMC900517			KO736	\$ 95,430	\$ 957.63
35		P35006	Colorado 4x4 LS Dual Cab Auto									FX3G170751194			KO525	\$ 40,569	\$ 407.11
36		P0249	Caterpillar 2020 924KCL2									CAT0924KTKW402577			KO240	\$ 294,250	\$ 2,952.77
37		P27007	Custom Made Boxtop Trailer												1TOK 585	\$ 7,922	\$ 79.50
38		P27008	Duraquip skid mounted Water Tanker 12000L													\$ 34,257	\$ 343.77
40		P0250	Duraquip Water Tanker									6K9DURATMEG112053			1TQA893	\$ 72,524	\$ 727.77
41		P28006	Hino - 4.5T Truck - Garden Sprayers				EA					JHHXDJ2H70K013034			KO470	\$ 70,458	\$ 707.04
42		P28007	Hino TTop 2017				EA					N04CUS35473			KO054	\$ 71,115	\$ 713.63
43		P15004	Hino 300 series 921 Xlong Auto crew				EA					J05EUJ11026			KO540	\$ 84,128	\$ 844.22
44		P15005	Hino 700 Series 2017				EA					E13CVG10833				\$ 238,350	\$ 2,391.82
45		P28008	Hino 700 Series 2017 (KO 122)				EA					E13CVG10827			KO122	\$ 238,350	\$ 2,391.82
46		P29004	Hino 700 Series 2019				EA					E13CVG20467			KO8926	\$ 226,416	\$ 2,272.06
47	PE0461	P17003	Hino Prime Mover 2018				EA					E13CVG20310			KO134	\$ 200,860	\$ 2,015.61
48		P11203	Hino Tip Truck				EA					JHHUCSOH00K019126			KO571	\$ 53,000	\$ 531.85
49		P11025	Holden Equinox									T21800028HOGX607LTG			KO662	\$ 30,256	\$ 303.62
50		P11204	Holden Equinox									T218248HOGX0571			38KO	\$ 28,483	\$ 285.82
51		P11019	Howard Porter Side Tipping Dog Trailer & Dolly												1TFN570	\$ 50,000	\$ 501.74
52		P11020	Isuzu FireTD - Year 1999				EA					GHHI286784			1DCF738	\$ 160,000	\$ 1,605.58
53		P11022	ISUZU WHITE PRIME MOVER 2010				EA					6HK1413000			KO921	\$ 140,000	\$ 1,404.88
56		P22002	Izusu NLR Tri-Tipper				EA					4JJ13P8036			KO524	\$ 64,257	\$ 644.81
			Isuzu MU-X 2021									T003278			KO914	\$ 46,374	\$ 465.36
			Isuzu MU-X 2021									T013595			KO784	\$ 46,374	\$ 465.36
57		P18006	John Deere Mower									1TC1445DJDT131013			KO582	\$ 35,000	\$ 351.22
			John Deere Tractor 2022												1HQB307	\$ 69,390	\$ 696.32
58		P31001	KIA Carnival EX SWB Auto 2.7L V6									KNAMB752386205312			65KO	\$ 20,000	\$ 200.70
			Kubota 15HP Zero Turn Mower with Grass Catcher									KBGGDAC0EM6J41062			KO006	\$ 15,520	\$ 155.74
59		P31002	Loadstar Boxtop 2015												1TQJ322	\$ 1,000	\$ 10.03
60		P34037	Loadstar Trailer									Chasis 6A5T20A1000000057			1TKT1707	\$ 990	\$ 9.93
62		P34064	Mini Moke & Carriages													\$ 10,000	\$ 100.35
			Mitsubishi Outlander 2022									JMFXTGM4WNN001861			KO5	\$ 34,768	\$ 348.89
65		P34063	Mitsubishi Pajero									4N15UDY1943			1KO	\$ 42,671	\$ 428.20
66		P34062	Mitsubishi Rosa Bus									4D32H85346			KO095	\$ 45,000	\$ 451.57
68			Mobile Air Compressor												KO. 5969	\$ 3,000	\$ 30.10
69			Mobile Fuel Tanker Trailer												KO.5686	\$ 1,000	\$ 10.03
70		P29003	Multi Media Trailer												KO10555	\$ 30,000	\$ 301.05
72		P25013	Muradup Fire Truck				EA					4HK1755281			1DKK079	\$ 250,000	\$ 2,508.72
73		P25012	Roadswest Low Loader									6T9T25WA1D0ADN165			1TOR705	\$ 100,000	\$ 1,003.49
74		PO248	Sewerjetter Ranger R550D												KO10536	\$ 79,977	\$ 802.56
75		P27006	Skid Steer Trailer												BY80148	\$ 7,000	\$ 70.24
76		P35019	Tandem Axle Side Tipping Trailer - Allroad Motor Body Builders									6T9T25WA1C04WX009			1TNB660	\$ 80,000	\$ 802.79
77		P19003	Toyota Hi-Ace Van									JTFHX02P700109099			KO1022	\$ 36,700	\$ 368.28
			Toyota Hilux 2022									MR0KA3CD001273005			KO10	\$ 55,998	\$ 561.93
78		P35022	Toyota Hilux Ute									2GD4016211			K016	\$ 42,000	\$ 421.47
			Toyota Prado									JTEBR3FJ10K220733			2KO	\$ 77,497	\$ 777.67
79		P35023	Train & Carriages													\$ 30,000	\$ 301.05

1		P30005	1982 Volvo Bus														THDC10044524884						1DBK105	\$	22,000	\$	220.77																							
2		P30006	2012 Allroads Tandem Axle Dolly														6T9T23WA1C04WX011						1TNL804	\$	24,248	\$	243.33																							
3	PE0459	P30007	2015 Caterpillar 2.5 Tonne Diesel Forklift														CT18C85682						KO11777	\$	31,361	\$	314.70																							
4		P26003	2015 Isuzu FSS600							EA							4HK1346228						1GFG819	\$	357,877	\$	3,591.26																							
5		P35010	2016 Caterpillar Grader 12M Grader								EA							CAT0012MEB9200472						KO107	\$	338,585	\$	3,397.66																						
6		P26002	2019 Caterpillar Grader 0012								EA							CAT0012MJB201063						KO368	\$	355,000	\$	3,562.39																						
7		P36002	320DLQ Hydraulic CAT Excavator								EA							GDC36014						KO891	\$	269,136	\$	2,700.75																						
8		P36003	4 x 4 Cr/Cab Holden Colarado								EA							LWING183101155						KO2	\$	44,912	\$	450.69																						
9		P36004	4 x 4 Cr/Cab Holden Colarado								EA							LWING183181265						KO118	\$	43,022	\$	431.72																						
10		P25016	4 x 4 Space Cab Holden Colarado								EA							LWING190031110						KO528	\$	50,215	\$	503.90																						
11		P25017	8"x5" Tandem Trailer															VIN6A5T20320000000038						1TED612	\$	1,000	\$	10.03																						
																											\$	-																						
			Miscellaneous Equipment and Attachments																							\$	90,000	\$	903.14																					
			Bushfire/brigade member vehicles (up to \$1,000,000)																							\$	-	\$	1,500.00																					
TOTAL DECLARED VALUE																																															\$	6,881,982.33	\$	70,559.94

MAXIMUM LIMIT OF LIABILITY

Maximum value of Vehicles at anyone location at any one time (e.g. over the Christmas Break - total value of vehicles stored at Depot)	\$	4,500,000
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SECTION 2

Third Party Liability	\$	35,000,000
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Premium Calculation

1.003%



Workforce and Diversity Plan

July 2023 to June 2027

A guiding document for the Shire of Kojonup CEO
Matching to the Strategic Community Plan of July 2023 to June 2033

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Introduction

The Workforce and Diversity Plan (the Plan) is a vital part of the Local Shire's Integrated Planning and Reporting framework. This is because the Local Shire, as a major employer in the region, is the key body responsible for ensuring the deliverables within the Strategic Community Plan are achieved. While the community owns the Strategic Community Plan, the Local Shire must play the leading role in its successful delivery, and it does this through executing the Shire of Kojonup Corporate Business Plan.

All Local Shire employees were engaged to provide feedback during the development of this Workforce and Diversity Plan. The Local Shire employees were provided opportunity to contribute via face-to-face engagement and anonymous electronic and survey responses. Sentiment from the employees is captured within this Plan, with specific recommendations made to address employee needs.

In addition, community views were used to form guiderails for the Plan. During the community engagement phase of the Strategic Community Planning process, the feedback gathered was consistent regarding Kojonup's need to change, to grow. This request was in recognition of halting the steady population decline recorded over the last 20 years. In particular, the community noted the potential impact of this population decline on the existing high level of services and quality of living currently enjoyed by the residents of Kojonup.

**More than 32% of Western Australians
are born overseas.**

To achieve this community desire for change, the Shire of Kojonup workforce must be structured, capable, diverse and, most importantly, resourced at the required level to execute both the Corporate Business and Strategic Community Plans.

A new CEO and council members, coupled with a new Strategic Community Plan, present Kojonup with the ideal conditions to take the first step towards achieving an inspiring new vision. For Kojonup to be 'the cultural experience centre of the Great Southern' the Local Shire workforce must be aligned and motivated to perform not only their essential existing tasks, but also the new tasks required to change. Recommendations to achieve this alignment and motivation are included within the Plan.

The material in this Workforce and Diversity plan suggests a subtle shift in the structure of the Local Shire's workforce. This shift in structure, not the individual people, has been recommended to create efficiency and bring about more focused workstream delivery that is aligned to the Corporate Business Plan.

This plan has been formed with content coming from:

- Views and data gathered through workforce and community engagement
- Leading-practice workforce and diversity
- Data from other comparative Local Shire teams

The Plan focusses on the timeframe of July 2023 to June 2027, in line with the Strategic Community Plan and the Local Shire's Corporate Business Plan.





A message from our CEO

The Shire of Kojonup currently has an enviable lifestyle supported by a wide range of quality services, facilities, and a diverse natural environment. Unfortunately, however, demographic data shows a steady decline in our population, which presents a risk to this lifestyle. With continued population decline, it is likely that services essential to our lifestyle will be reduced or removed. If we continue doing the same as we always have, the population will continue to decline.

In recognition of this risk, the Strategic Community Plan provides a roadmap to halt the population decline and then, ultimately, increase the population to a level that future-proofs our lifestyle. Through executing the Corporate Business Plan, which is aligned to the Strategic Community Plan, the Local Shire is committed to ensuring that this lifestyle is sustained and enhanced for future generations.

The Shire of Kojonup will now better acknowledge that the diversity of our workforce will soon be our greatest strength. At the Shire we'll focus on building a more diverse workplace as it will enable us to have a greater understanding of people we serve in our community, and a better connection with our stakeholders and partners we'll work alongside.

We commit to creating a new environment that values and utilises the contributions of people with different backgrounds, experiences and perspectives. We are prepared to challenge ourselves to do better on not just diversity, but inclusion as well. Our workforce and our community will be richer from this new focussed investment.

Workforce and Diversity Planning is vital to achieve the community's aspirations and is an ongoing process. While this Workforce and Diversity Plan is for the period between July 2023 and June 2027, it will be updated as required. This is because of the increasing need for agility in delivery, brought on by societal trends and shifting employee expectations.

Included in the preparation of this new Workforce and Diversity Plan was a comprehensive review of the Shire's organisational structure. It is healthy for an organisation to review its structure. The demands and expectations imposed on the organisation by our community, the Council, other tiers of government and business are fluid and it is important that the organisational structure can cater for these.

THE CULTURAL
EXPERIENCE CENTRE
OF THE GREAT SOUTHERN



The vision of the Shire of Kojonup is that 'by 2033 Kojonup aims to be the cultural experience centre of the Great Southern'. In order to achieve this vision, the Shire must have the required size, skill and diversity within its workforce.

CEO's workforce and diversity recommendations

1. Structure and roles

The Local Shire's workforce is not structured, and the roles within the structure do not currently contain the required work, to execute the Strategic Community and Corporate Business Plan.

Recommendation #1

- a: Align the SoK workforce structure and roles to achieve the Strategic Community Plan and the new Corporate Business Plan
- b: Allocate numbered Deliverables from the Strategic Community Plan to each role within the new structure

2. Diversity and inclusion

While the Local Shire has the required diversity and inclusion policies in place, there has been a lack of implementation and monitoring of effectiveness of these policies, which has led to the Shire receiving a non-compliance notice.

Recommendation #2

A diversity and inclusion action plan is incorporated into the Workforce Plan. Page 22 of this document contains specific, measurable actions that enhance the diversity and inclusion within the Shire.

3. Culture

The Local Shire's workforce members were candid in their feedback regarding the culture of the Local Shire, indicating significant room for improvement. The Shire is committed building a positive and high performing culture that supports lifelong learning and development.

Recommendation #3

To advance Shire of Kojonup's focus on culture it is recommended that the following actions occur

- The CEO, along with Elected Members, defines and models SoK's culture that aligns to the Community's wishes in their SCP.
- The Council is to oversee growth in culture.
- The CEO provides a mechanism to monitor such culture.
- The Shires' Values are currently will be reviewed by all workforce members and Elected Members and communicated to stakeholders.
- The Council is to oversee the reward and recognition of workforce performance.

4. Succession planning and retention of staff

There has been considerable staff turnover in recent years, several vacant roles, and there are likely to be retirements in the next two years. It is also difficult to attract the right people with the right skills.

Recommendation #4

Implement a Retention and Attraction and Succession Plan that incorporates individual and leadership development.



Workforce and Diversity Planning – the process

Workforce and Diversity planning fits hand in glove with all other planning at the Local Shire's integrated planning and reporting process. There are over 20 secondary plans in this set – all secondary plans are guided by the Strategic Community Plan.

This Workforce and Diversity plan is written to coincide with the four-year phase of the Strategic Community Plan and Corporate Business Plan. To complete Workforce and Diversity planning, there are typically four steps.

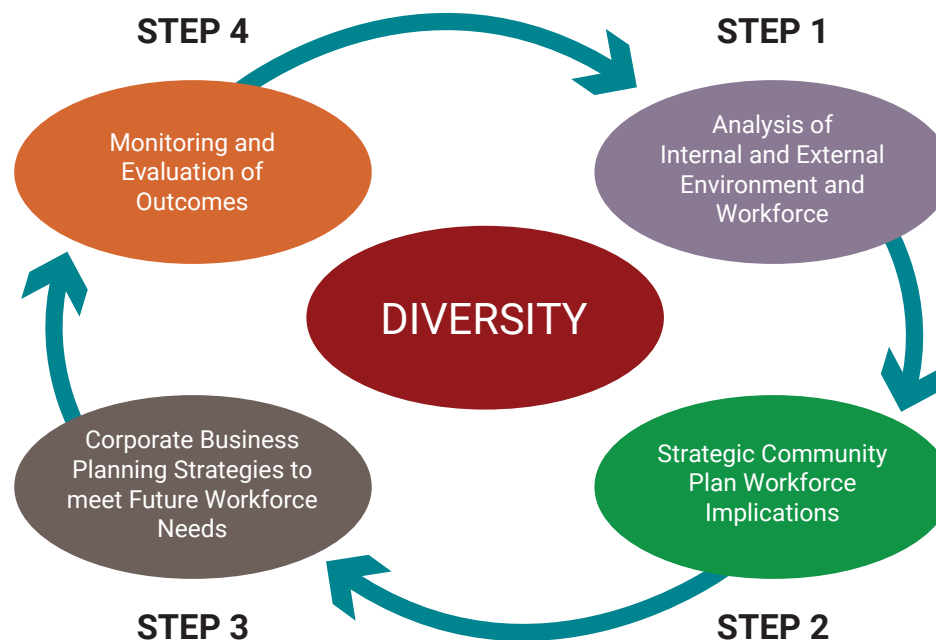
The first step is an analysis step, to determine 'where the workforce is now'. This analysis includes knowledge of this Local Shire's performance, external environment, leading-practice Shire performances, workforce data, changing workforce patterns over several years, and more. Gaps are identified as to what could have been changed or improved over time. The workforce is to be very empowered in this process, so they are the major contributors to this gap analysis.

The second step is analysing the Strategic Community Plan and the Corporate Business Plan and determining the implications of these Plans on the workforce. The current workforce structure and capabilities are overlayed on the Strategic Community Plan to determine gaps to achieve the community's aspirations.

The third step is workforce design. This design includes workforce structures, upskilling, policies, procedures and resources to support the workforce, investment in people, their skills and their functioning as a team. Performance measures are also included in this design phase so the CEO can monitor changes and growth, and then inform the community of this growth.

The fourth step is workforce performance monitoring and reporting. A good workforce systemises performance. As the Strategic Community Plan and Corporate Business Plan have an in-built execution system, the workforce is set up to be accountable for performance. All that remains is new and advanced support for the workforce to enable it to do the job at hand and to mitigate against workforce risks.

The Western Australian Department of Local Government provides a document called; workforce planning, The Essentials A Toolkit for Western Australian Local Governments (2012). This toolkit further explains the four steps to forming a strong workforce plan (as shown in the toolkit's diagram on this page).



STEP 1

Step 1: Analysis of the internal and external environment and workforce diversity

Analysis of
Internal and External
Environment and
Workforce

A. Internal Environment

The Shire of Kojonup, with a current population recorded as 1912, is located in the Great Southern region of Western Australia and covers an area of 293 099 kilometres. The Shire is the gateway to the Great Southern area and contains one major historic town Kojonup. 150 years ago, European settlers found the freshwater spring in the heart of Kojonup town, where the oldest surviving military barracks are found in Western Australia.

Today Kojonup is a strategically central country town in the Great Southern region. The town's community is proud of its heritage and links to the traditional custodians of the region; the Noongar Aboriginal people are celebrated by the award-winning Kodja Place Museum.

Located on Highway 95, running directly from Perth to the historic port of Albany, Kojonup is just a two-hour drive from the state capital and a short hour and a half from Albany. It is the administrative and commercial centre of a prosperous pastoral district, offering a wealth of business and lifestyle opportunities to those who set store by traditional Australian values, enjoy the fresh, clean country air, and realise the ease of access to all key amenities and facilities.

The Kojonup region has sustained a healthy and strong agriculture industry supporting the canola, wheat and wool industries.

The Local Shire has a new vision 'to be the cultural experience centre of the Great Southern' and has four guiding values; Integrity, Care and Respect for People, Responsible and, Open and Reliable. To achieve the vision will require the workforce and community to embrace change, whilst living the values.

Workforce feedback on the work environment

Team members attended a face-to-face engagement session and had opportunity to complete an online survey, that captured the following feedback regarding the work environment at the Shire of Kojonup;

- 75% of all team members believe that their current Manager encourages and

allows them to perform their role unhindered.

- 43% of all team members feel that they have been working aligned to a Corporate Business Plan in the last 4 years
- 44% of the workforce expressed positive sentiment towards the culture as being good, however, just over 53% felt the culture, was either poor, fair or average.

Team member comments

"The Depot is a great place to work from"

"The Culture is changing for the better, however, there are still a work to do on the internal culture"

"Under the new CEO it is getting better"

"The work environment is improving, but not all roles are encouraged to participate."

"My current Manager encourages and allows me to perform my role unhindered. When I have an issue, he provides direction and encouragement."

"More communication is needed between departments and of what other departments work projects are. EG - The landscaping took place at the Ovals with no consultation between P&G who will now have to manage the facility. This will include raking of the sand area, doing the monthly play equipment inspection, hand mowing the lawn and undertaking irrigation checks. There was no budget allowed for this, this year."

"The landscaping took place at the Ovals with no consultation between P&G who will now have to manage the facility"

"The Shire of Kojonup currently has an Administration meeting every fortnight; however, I believe there would also be a benefit in having a Department meeting to discuss more focused issues, also, this would encourage participation amongst the team members and therefore inclusion".

"We need more of a Customer Service culture from parts of the business"

"We are under resourced and understaffed"

Some staff expressed the desire for enhanced recruitment practices, for example improved reference checking prior to employment.

Other staff expressed the opinion that management could be more consistent with current policy and procedure when managing staff, e.g., employees should be given the code of conduct from the start and it should be implemented, which refers to consistent management practices.

Others commented that the IT systems were a source of frustration and required some updating, while others sought training, but the perception was requests were turned down.

From the staff data collected, three strong themes emerged

- The desire to enhance culture
- The opportunity to align to a vision and corporate business plan
- The need for recruitment, training and development

The Local Shire has not previously conducted annual staff surveys; therefore, workforce sentiments have not been formally tracked in the past.

Typical workforce planning data includes:

- Workforce satisfaction rates
- Staff engagement data, to include diversity and inclusion insights
- Culture data
- Training completion and skill development data
- Performance data
- Comparative AAGR and other LGA scores
- Outside employment market information
- Extended industry information

Workforce views on the future of Kojonup (Collected September 2022)

In addition to feedback gathered on the work environment, the workforce was provided with an opportunity to contribute towards the Strategic Community Planning engagement process. The following views were recorded;

- We need to turn Kojonup into a destination; people currently pass on through (workforce)
- "I like it as it is, it a great place, its peaceful and easy to get around" (Workforce)
- "We need to make everyone aware of our history and culture; we know, but no one else does" (Workforce)
- We need to do more to protect our environment, protect the trees, using less chemicals and more technology (workforce)

- Just a great place to be.
- Thriving service centre, many food and drink outlets, entertainment available, an invested local population is a small place with a big heart and a lot of history. Our streets are stacked with amenity, utilising infrastructure which encourages people to sit and stay awhile. The main street is a shared thoroughfare encouraging pedestrian traffic, light vehicles, and plenty of accessible parking for RVs. The main street has a theme honouring its combined heritage, the flowering trees and park-like infrastructure are everywhere encouraging you to sit, breathe the clean air and stay awhile. Kojonup is the home to a variety of boutique shopping opportunities along the main street, art and craft shops are everywhere, and visitors stop at our indoor-outdoor restaurants enjoying breakfast, lunch and dinner. Kojonup has a Cultural hub (Kodja Place) which is the home of Kojonup Noongar-Aboriginal people. Kojonup has been identified as a centre of importance by the WA Government for Indigenous Health Services and other Regional Health Services which are now located in the medical hub.
- To be recognised as a town where opportunities to own a business are great and supported by a thriving school. Our location to Perth and the west and south coast is ideal. Our streetscape will be smartened up by then and maybe we will have a bypass for heavy vehicles.
- A vibrant and busy place
- A busier little town that welcomes people
- Probably not much different
- A medium size town with the whole population working together
- Thriving businesses and economy, with the standard of sporting competition elevated, youths more engaged and the school borders wanting to return home after graduating more often than they do
- Kojonup would have become an Agricultural 'mecca', with people flocking here to live and work here, knowing that their children can grow and be educated (all the way to year 12) in a wonderful, country community. University students will be expanding their horizons through the delivery of our practical farm course. Once they get a taste for rural life they may return to Kojonup to live and work.
- "First, we need to seriously assess why Kojonup has decreased in size. Then we need to take the major contributors to our town decline and seek to counter them. It may be that we cannot increase the population but it we may be able to halt any further decline"
- A busier little town that welcomes people
- More kids back at the school, needing more teachers and other infrastructure and more sporting teams back in Kojonup
- Still a small town but a little bit busier, happier younger generations living here

B. External Environment

External factors with the ability to impact upon the Shire's workforce are outlined below

Geographic challenges

Geographic challenges are associated with the distance from the metropolitan area. While considered a strategic advantage for transportation reasons, Kojonup is approximately a three-and-a-half-hour drive from Perth, making the distance a potential barrier for recruitment of new staff.

Demographic challenges

Demographic challenges are associated with an ageing population, the outmigration of youth and negative population growth rates. The implementation of the new Strategic Community Plan is designed to address this issue.

Diversity and Inclusion

In Australia, national and state laws cover equal employment opportunity and anti-discrimination in the workplace. As an employer, the Shire of Kojonup must understand its rights and responsibilities under human rights and anti-discrimination law.

In May 2022, the Shire of Kojonup received notification that the current workforce plan was not compliant with respect to Section 145 of the Equal Opportunity Act 1998. The Equal Employment Opportunity (EEO), diversity and inclusion requirements state that EEO management plans must include;

- a development process for EEO policies and programs.
- strategies to communicate EEO policies and programs
- methods for collecting and recording workforce diversity data
- processes to identify discriminatory practices.
- goals and targets to measure the success of the plan.
- strategies to evaluate EEO policies and programs,
- processes to review and update the plan and finally
- the appointment and delegation of people to implement the plan

Specifically, this law is to ensure,

- elimination, so far as is possible, discrimination against persons on the ground of sex, marital status or pregnancy, family responsibility or family status, sexual orientation, race, religious or political conviction, impairment, age, publication of relevant details on the Fines Enforcement Registrar's website or, in certain cases, gender history in the areas of work, accommodation, education, the provision of goods, facilities and services and the activities of clubs;
- to eliminate, so far as is possible, sexual harassment and racial harassment in the workplace and in educational institutions and sexual harassment and racial harassment related to accommodation; and
- to promote recognition and acceptance within the community of the equality of men and women; and
- to promote recognition and acceptance within the community of the equality of persons of all races and of all persons regardless of their sexual orientation, religious or political convictions or their impairments or ages.

This Plan contains specific actions to address the Shire of Kojonup's Diversity and Inclusion requirements.

Tight labour market and rising costs of living

Australia's labour market is tighter than it has been in many years. The unemployment rate is 3.5 %, the lowest level since 2008. It is noted that all industries are suffering due to a lack of workers available for a variety of roles. Coupled with increasing costs of living and the amount of money the mining sector in Western Australia is offering workers, Local Shires are finding it increasingly difficult to recruit suitably qualified staff.

Labour force demographics and employee expectations are constantly changing. The age at which people retire has increased over the past 10 years, impacted by the 2008 Global Financial Crisis (GFC) and more recently by government changes to superannuation and retirement ages. Part time and flexible working arrangements are increasingly a feature of work, with parents of young children and those aged over 55 having the right to request flexible arrangements.

It is important for the Shire to offer flexible work practices and professional development opportunities.

C. Workforce

Current Workforce investment

Workforce trends

	FY 13/14	FY 17/18	FY 21/22
Total SoK workforce numbers (FTE)		67	79
SoK Springhaven workforce numbers (FTE)		16	27
Total salary of SoK workforce	\$3,284,845	\$4,236,077	\$4,801,960
Percentage of SoK workforce salary to expenditure		42.3%	41.9%
SoK annual revenue		\$8,697,108	\$9,749,814
SoK annual expenditure		\$10,014,770	\$11,462,502

There was a large increase in local shire total workforce salary between 13/14 and 17/18 due to the Shire employing staff associated with the Springhaven Aged Care facility. Maintaining a 40% workforce salary to expenditure target should be considered when considering any new appointments.

Current Workforce situation

Workforce Head Count (excluding aged care) 22/21

Headcount by department	Required	Actual	Gap	Vacant roles
CEO Office and executive services	2	2	0	
Tourism and Kodja Place	5	5	0	
Corporate and Community Services	11	9	2	Manager Corporate and Community Services, Community Development Officer
Regulatory Services	6	5	1	Town Planner
Works and Services	32	32		
Total FTE	56	53	3	

Staff Recruitment, Retention and Exit data, FY 21/22

Turnover trends, and current exit information

Turnover rate % 22/21	36%
Turnover rate % 21/20	32%
Turnover rate % 20/19	36%
Number of staff expected to retire in next 12 months	1
Number of exits in last 12 months (total)	31
Number of exits in last 12-24 months (total)	58
Staff Entry in last 12 months	24
Average time taken to fill vacant roles (months)	3

There is a continuing need to better understand the changing characteristics of the workforce and what motivates and retains people. Turnover rates have increased slightly in what is a relatively depressed economic market. The Shire faces a greater risk of further turnover and it is important that the Shire continues to strengthen its leadership and engagement of staff, and appropriately manage staff performance, both in terms of career advancement and managing poor performance in constructive ways.

Maintaining market competitiveness within the industry is essential as is ensuring the provision of benefits such as salary packaging benefits, flexible work practices and learning and development opportunities. The Shire must leverage its key competitive advantages of location, the fulfilment of working for and within the Kojonup community, and the relative security of the local government industry. The Shire must continue to focus attraction strategies on those who value these factors and those who have similar values to the organisation itself.

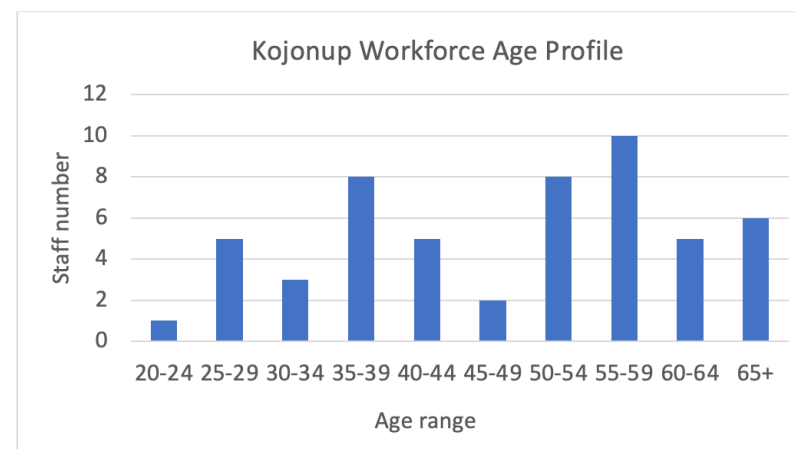


**1 in 5 people
in Australia
have a disability¹**

Diversity in the workforce helps us to

- be more innovative
- develop good policy
- better understand and serve our clients
- attract a wide range of talented staff.

Workforce age profile (excluding Springhaven)



It's expected that one staff member will retire in 2022. The workforce age profile shows that there are six staff over the age of 65, which suggests more staff could leave in the next 12-24 months due to retirement, having implications for recruitment and succession planning.

Demographic Analysis by department

Department	Required staff	Headcount	% Women	% Men	% Australian	% Australian aboriginal	% From Culturally diverse backgrounds
Executive Services	2	2	100%	0%	100%	0%	0%
Tourism and Koja Place	5	5	80%	20%	40%	20%	40%
Corporate and Community Services	11	9	89%	11%	78%	0%	11%
Regulatory Services	6	5	40%	60%	80%	0%	20%
Works and Services	32	32	34%	66%	38%	25%	38%
Aged Care Services	31	31	97%	3%	55%	0%	45%
Total	87	84	68%	32%	47%	14%	39%

Future workforce profile

A critical phase of the workforce planning process is to review future skill requirements, staffing levels, and projected employment costs. The organisation must ensure it plans and manages its resourcing in a way that meets its future service delivery requirements while at the same time ensuring it operates within its financial means

Useful demographic data

To better understand the workforce, the Shire needs to improve its workforce data collection, including, but not limited to;

- Role characteristics, such as hours of work, overtime and flex hours, hours worked by contractors and consultants, leave liabilities, qualifications, training, job location.
- Workforce characteristics, such as the number of employees FTE versus short-term or contract staff versus staff location, transferability of staff.
- Job characteristics, such as age and gender profile, equal opportunity factors, length of service, grades and classification, and recruitment and retention rates.

Gap analysis of internal environment, external environment, and the workforce current situation

Before consideration is given to the community's needs as indicated in the Strategic Community Plan, a gap analysis of the internal environment, external environment and workforce has been completed.

This gap analysis takes into consideration what would be considered reasonable practice for a like-kind organisation in a regional local government area.

Identified gaps:

1. Work culture.

Only 44% of the workforce rated the culture as 'good', while 16%, 16% and 22% rated the culture as poor, fair and average respectively. The perceptions of the workplace culture may in part explain some of the turnover data, although more data and regular employee engagement data is required.

2. Staff turnover.

The past three years, the average turnover was 34.6%. This is considerably higher than similar shire workforces in the southwest region

3. Recruitment.

There are currently three positions unfilled.

4. Succession planning

Several staff are reaching the age of retirement. These people have been long standing employees, so its essential that the tacit knowledge and wisdom is captured, and succession plans are put in place.

5. IT systems

A lack of investment in IT upgrades is frustrating staff and contributing to inefficient practice

6.Diversity and inclusion planning

Planning and monitoring of diversity and inclusion practice ensures there are mechanisms in place to enable diverse groups to operate effectively in the workplace.

7. Maintaining service levels and productivity given resource limitations and competing demands

As the Shire develops, community expectations and demand for service delivery and facilities continues to increase. Council must find a way to meet these increasing demands while at the same time remaining financially sustainable.

To achieve this, workforce growth should be conservative and assume the continued achievement of efficiency gains with existing staff. In order to achieve further efficiencies, the Shire will need to ensure a focus on continuous improvement and should invest in the training of staff so that they can more readily identify productivity improvements. Investment in systems which facilitate efficiency gains will also be important as will the prioritisation of service provision and levels of service.



STEP 2

Strategic Community Plan Workforce Implications

Step 2: Strategic Community and Corporate Business Plan workforce implications

Overlaying the Strategic Community Plan

Each Deliverable within the Strategic Community Plan has a single point of accountability. By analysing this Plan, the workforce structure becomes apparent. Structure, and roles within the structure, must be aligned to achieve each Deliverable.

There are 51 points of accountability in the SoK Strategic Community Plan. This delineation of accountability also assists the development of the CEO and Manager's job descriptions and the performance management process. It must be noted that business as usual tasks, such as the legislative needs a Local Shire workforce, is not included in the list of deliverables.

The colour coding represents the four key pillars of Cultural Experience Lifestyle (**blue**), Cultural Experience Economics (**green**), Cultural Experience Visitation (**orange**) and Shire of Kojonup Performance (**Ochre**).

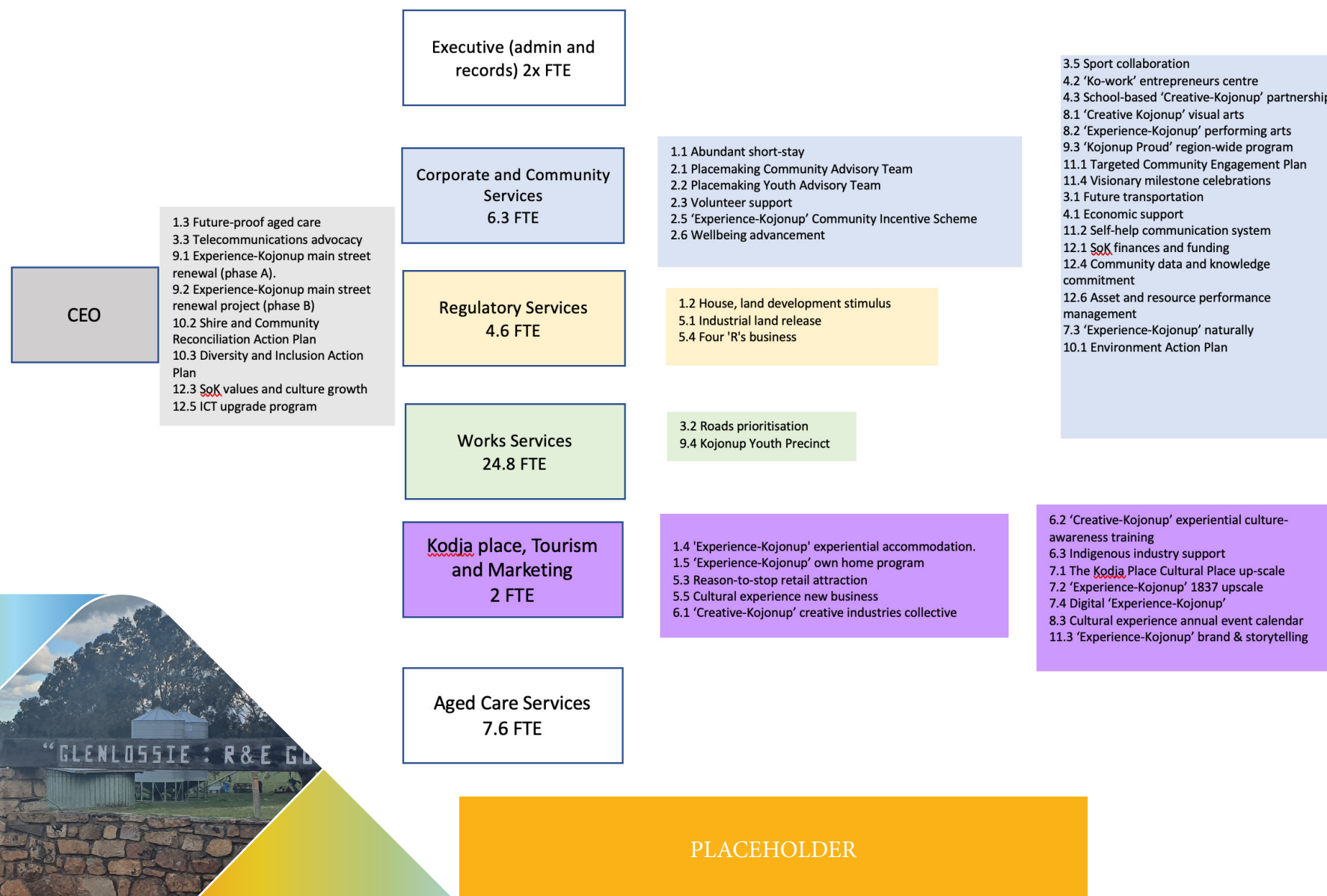
Within the Strategic Community Plan there are distinct Deliverables that are targeted as specific Shire of Kojonup placemaking projects. These are highlighted xxx . Deliverables can be initiated by the Local Shire (shaded) or by the community (unshaded). There are four years to achieve the deliverables, with the timelines for implementation shown.

All deliverables are not the same size, scale, effort, duration or financial impact.

By analysing the list of Deliverables, we can see where the current workforce matches the community aspirations, therefore expectations, and where it doesn't match.



Current Workforce Structure mapped against the Strategic Community Plan Deliverables



Gap analysis of current situation

The above diagram identifies the following issues regarding the existing structure and the capacity to execute the Corporate Business Plan

1. The CEO is accountable for too many Deliverables.

Ideally, a CEO should be directly accountable for no Deliverables within a Strategic Community Plan. The CEO, on the other hand, should be accountable for the successful execution of the entire Plan. In this way, the CEO enables the Management team, by using strategic leadership and the alignment of the required resources.

In reality, however, Regional Local Shire CEO's often take accountability for the higher-level strategic Deliverables. This is because of a variety of restraints (eg capacity and capability of existing personnel, budget etc) that make it impracticable for CEO's to effectively delegate. In this instance, there are two potential Deliverables that could be considered as opportunities to delegate – Deliverables # 3.3, 9.1 and 9.2

2. Overload of Corporate and Community Services

As is often the case, when one department, such as corporate affairs, is combined with another (eg community), it becomes a loading zone for the majority of the work. In this instance, 22 deliverables from the SCP are found in this portfolio. Whilst there are sufficient FTE's to absorb the workload, a more defined breakdown of the structure will assist with clarity and monitoring execution of the SCP.

3. Lack of Deliverables aligned to the Works Manager

The SCP has a lack of major infrastructure projects. This is because the SCP is deliberately targeting change through culture enhancement, as opposed to built-form. Works teams traditionally are the largest teams within Local Shires due to the manpower required to upkeep roads, parks and gardens, and maintenance. There is an opportunity to broaden the traditional role of the Works Manager by including some additional Deliverables under this portfolio.

4. Focus on Placemaking

The Kodja Place, Tourism and Marketing department is not large enough to cater for the additional placemaking Deliverables that are essential to the Strategic Community Plan.

5. Aged care services

The Local Shire currently manages the aged care services, absorbing 7.6 FTE. There is potential to look at other models of management that reduce or remove this responsibility from the council.



Step 3: Workforce and Diversity design

The Corporate Business Plan contains a Key Pillar relating to the Shire of Kojonup Performance. Within this Key Pillar, there are several Deliverables aimed at addressing the future workforce needs.

In particular, Deliverable 10.3 addresses the need for a Diversity and Inclusion Action Plan, while Deliverable 12.3 addresses the Shire’s growth in values and culture.

With regard workforce structure, the allocation of a single point accountability to each Deliverable clearly shows the requirement for resourcing in each department, while the timeline for execution provides a guide for the recruitment of team members required to execute the various work.

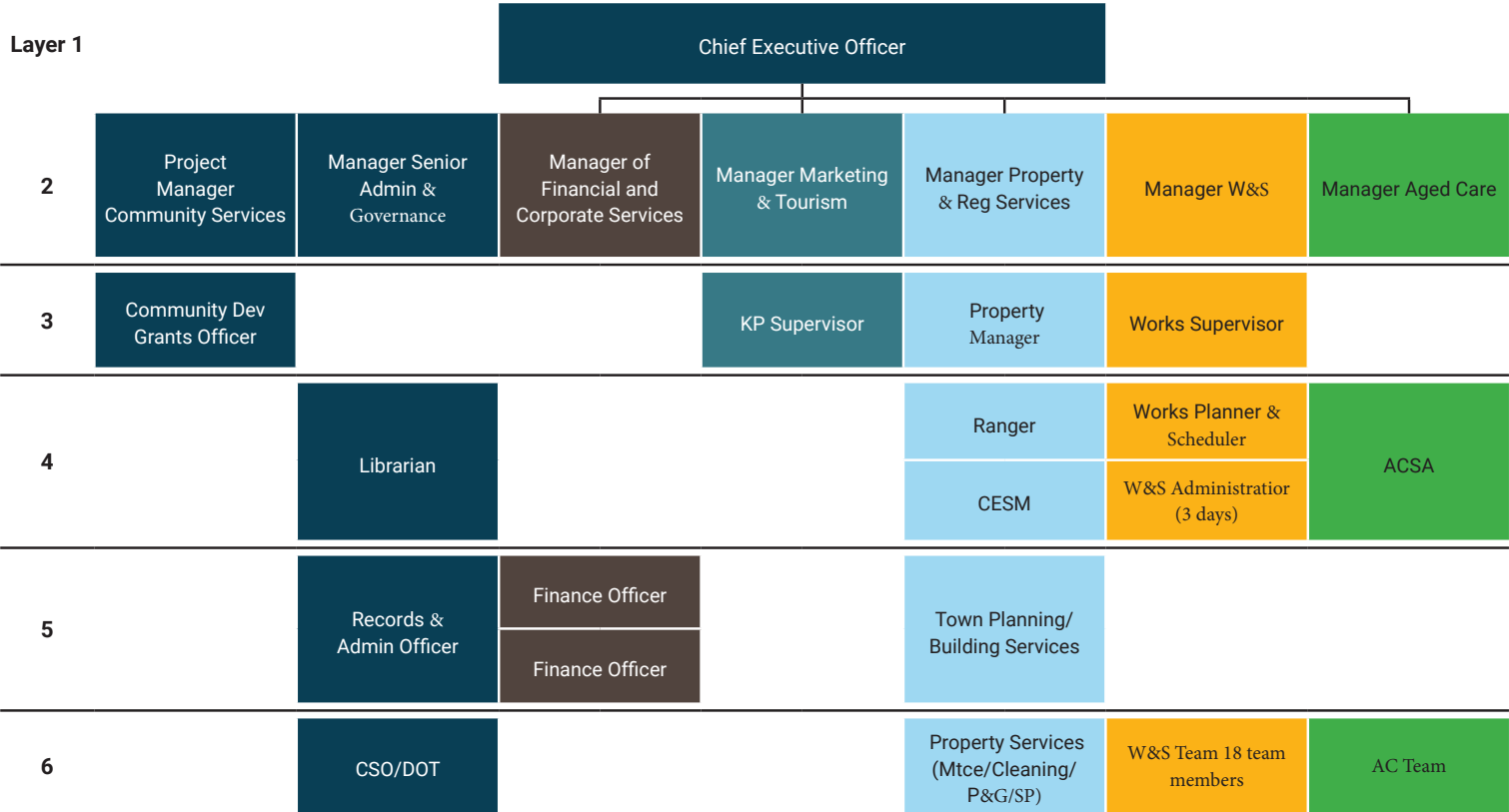
Recommendations to meet the needs of the Corporate Business Plan

The over-arching principle regarding the proposed workforce structure is clarity of roles directly aligned to the Corporate Business Plan. Each Deliverable within the Corporate Business Plan must have a discrete , single point of accountability. In some cases, new titles, roles and/or position descriptions may have to be established to ensure the Deliverables are executed according to the timeframes outlined in the Corporate Business Plan.

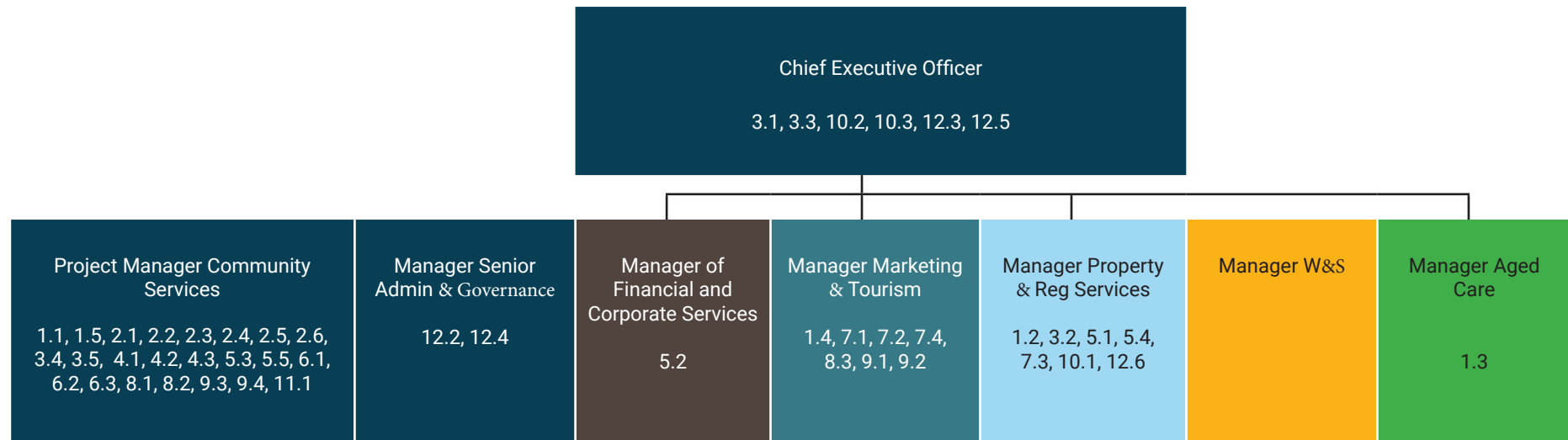
Recommended workforce structure

STEP 3

Corporate Business Planning Strategies to meet Future Workforce Needs



Recommended roles with Deliverable



Workforce structure and the skills required

The following skills and mindset aligned to roles will enhance the recommended workforce structure outcomes;

CEO

- Culture strengthening, through engagement survey and targeted workforce retention and development tactics
- Gathering performance insights through measurement and data
- Financial strategy (recruitment of a senior financial officer CFO)
- Ambition to drive change quickly

Corporate and Financial services

- Financial planning, forecasting, monitoring and reporting
- Human resources; succession planning, staff retention planning and activation
- Data insights; capture, analysis and reporting of data
- Policy writing

Community Development

- Engagement
- Service provision (eg sport and recreation, arts and culture)
- Income generation; grant application, fund raising, sponsorship

Placemaking

- Marketing and communications
- Brand development
- Digital transformation
- Event management

Works skills

- Major project prioritisation, planning and implementation
- Planning and policy formation

Regulatory services

- Economic stimulus and growth
- Compliance

Different skills can be present in different people (Eg. The CEO could have significant financial skills to complement the corporate team), so flexibility to assist across teams, where practical, should be encouraged

Delivering a workforce to meet the new Corporate Business Plan outcomes

How to implement the new Workforce and Diversity Plan

June 2023. Appoint full time, part time, contract or consultants to fill current gaps (x3) and Corporate Business Plan identified gaps. These positions do not represent a person, nor a full-time position - these are roles to be filled.:

- Town teams coordinator
- Community spirit coordinator
- Business development coordinator
- Natural resource officer
- Grants and data officer
- Human resources officer
- Finance officer

June 2023: A workforce of approximately 53 FTE's, plus contractors (data tracked), plus consultants (data tracked) to the maximum of 40% annual expenses.

Future workforce – the 'how to' guide.

CORPORATE BUSINESS PLAN lists five Deliverables (under Outcome 12) with keywords being:

- Finances and funding
- Monitoring and reporting
- Values and culture
- Data and knowledge
- ICT upgrade
- Asset and resources

The timeline of change could look like:

Early 2023: audit and quiz current staff to determine aspirations to fill roles and skills from current gaps and STRATEGIC COMMUNITY PLAN gaps

Mid 2023: ear-mark budget to support and grow workforce, quickly. Allow for 40% of expenses on workforce (not permanent).

Mid 2023: increase speed of record keeping and data access

By Dec 31, 2023: Considered 'essential' for the CEO to close in 2023 are the gaps in;

- Personnel to implement the SCP according to timelines, in particular the Placemaking and Community Development departments
- Culture building,
- Strategic performance and monitoring,
- Diversity and inclusion compliance
- Recruitment, retention and succession

Resource implications

There are implications for a growing Local Shire workforce.

1. Financial management
2. Marketing and communications
3. Economic growth

Attraction, retention, and succession

It is always challenging for regional Local Shire to attract a workforce when there is a low population, high employment across the region and relatively lower amenities. However, the Shire of Kojonup, is a well-known safe and central location, with a high rating of 'liveability' amongst its community.

A new Strategic Community Plan with a clear vision for the future, coupled with a new CEO, presents ideal conditions to attract a workforce to take up the new roles. By selling Kojonup's strengths and forward-thinking plans, the conditions exist to ignite the current workforce and community members to take up new roles.

Attracting workforce to take up their roles

- A workforce with a defined mouth-watering vision and point-of-difference, strong values and inspiring branding,
- A workforce that has inspired recruitment, retention, and pathways, in particular, enthused succession
- There'll be interest, understanding, data-awareness and positivity about the Local Shire from community,
- It will be admired for good culture, and contemporary internal processes
- It will be a high-performing, engaged by celebrated progress,
- A workforce satisfying Environmental, Social and Governance (ESG) standards which millennials are preferring,
- A continually learning, with high support in training and development, and positive challenge to improve .
- Strategic community plan and corporate business plan, being executable in nature, will also assist in workforce attraction, retention and succession, as the workforce can choose to be involved in particular deliverables or 'pieces of the puzzle'. Job descriptions are innately supplied in this type of model.

Diversity and inclusion

Background

Australia has one of the most diverse populations in the world. People come from a wide range of ethnic and cultural backgrounds, with different religious beliefs, sexual orientations, disabilities, family responsibilities, socio-economic background, life and work experience.

Workplace diversity maintains the basic principles of equity, merit and non-discrimination which formed the basis of equal employment opportunity (EEO) legislation, and puts a new emphasis on valuing workplace difference as good management practice.

Some of the benefits of a diverse workforce with a range of talents, perspectives and opportunities can include:

- increased innovation and creativity which are valued and encouraged
- improved client service

- increased ability to attract and retain quality employees
- increased employee satisfaction and productivity, and
- improved teamwork and internal and external relationships.

Under Section 145 of the Equal Opportunity Act 198, local shires have to demonstrate they are compliant with respect to eliminating any discrimination in the workplace.

Specifically, this is to ensure

- elimination, so far as is possible, discrimination against persons on the ground of sex, marital status or pregnancy, family responsibility or family status, sexual orientation, race, religious or political conviction, impairment, age, publication of relevant details on the Fines Enforcement Registrar's website or, in certain cases, gender history in the areas of work, accommodation, education, the provision of goods, facilities and services and the activities of clubs;
- to eliminate, so far as is possible, sexual harassment and racial harassment in the workplace and in educational institutions and sexual harassment and racial harassment related to accommodation; and
- to promote recognition and acceptance within the community of the equality of men and women; and
- to promote recognition and acceptance within the community of the equality of persons of all races and of all persons regardless of their sexual orientation, religious or political convictions or their impairments or ages.

Our diversity profile

Department	% Women	% Men	% Australian	% Australian aboriginal	% Other Nationality
Executive Services	100%	0%	100%	0%	0%
Tourism and Kojia Place	80%	20%	40%	20%	40%
Corporate and Community Services	89%	11%	78%	0%	11%
Regulatory Services	40%	60%	80%	0%	20%
Works and Services	34%	66%	38%	25%	38%
Aged Care Services	97%	3%	55%	0%	45%

Workplace Diversity and Inclusion: Action Plan (deliverable 10.3 in CBP)

We recognise that all people bring different qualities, skills, qualifications, experience and attitudes to work and that valuing and making the most of these differences can improve the workplace for individuals and enhance the overall performance of our organisation.

Intent of the action plan:

- Diversity is endorsed and promoted at a leadership level
 - Ensure diversity is embedded into the SoK Corporate Business Plan
 - Model appropriate behaviours to embrace and promote a diverse workforce
 - Ensure progress towards diversity goals is a standing agenda item at the leadership meeting
- Our employees will be educated in diversity
 - Updates related to diversity are published
 - Diversity events are celebrated throughout our organisation and included in the 'important dates' calendar
 - All employees are educated on how to work effectively in a diverse workforce through unconscious bias training
 - Equal Employment Opportunity information and our Workforce and diversity plan is included in the induction process
- We will promote our diversity to our members and the general public
 - Our Workforce and diversity plan is published on our website
 - Employee profiles will be available on our website
- Our recruitment requirements will include:
 - Use of easy to understand language, free of acronyms in all documentation
 - Differentiating between essential and desirable criteria
 - Our diversity statement on all recruitment advertising
 - Identifying roles which are not degree qualified and simplify job descriptions and associated documentation
 - Considering specialist advertising
 - Considering interview format – instead of asking for verbal answers, have applicants show examples
 - Gaining data to understand where our applicants are coming from so they can be targeted

Measurement: 100% of diversity and inclusion actions completed

	Actions	Completed by	Accountable
Data	10.3.1 Annual diversity and inclusion staff survey	6 monthly	Manager Senior Admin and Governance
Leadership	10.3.2 Leadership in SoK actively encourage and promotes workplace diversity principles. 10.3.3 Workplace diversity principles included in staff induction and training programs	Q1 2023	CEO
Recruitment	10.3.4 Set indicators and measure on an annual basis <ul style="list-style-type: none"> • Gender balance • Age distribution • Indigenous and Torres strait people • People with disability 	Q1 2024	Manager Senior Admin and Governance
	10.3.5 Encourage through recruitment practice, that the SoK is an equal opportunity employer and would welcome applications from indigenous people and or people with disabilities	Q1 2023	
	10.3.6 Seek advice from disability support agencies to implement working options for people with disability (e.g. job sharing)	Q2 2023	
Retention	10.3.7 All managers to work closely with new recruits to identify issues early, e.g. ease of access, and implement solutions.	Q1 2023	Senior managers
	10.3.8 Identify specific career development needs and development opportunities for Indigenous employees and other diversity groups in their performance management meetings including mainstream programs.	Annual	Senior managers
	10.3.9 Ensure all employees with a disability have the necessary equipment and ergonomic items to actively participate in the workplace.	Q2 2023	Senior managers
Culture	10.3.10 Incorporate behaviours which support diversity and inclusion principles into SoK performance management documentation and guidance material.	Q2 2023	CEO
	10.3.11 Encourage Managers to be aware of issues for employees with disabilities e.g. when relocating, access building, facilities, staff events	Q1 2023	Senior managers
	10.3.12 Identify and promote support networks for all SoK staff from diverse backgrounds including Indigenous employees and those with a disability.	Q1 2023	Project Manager Community Services
	10.3.13 Provide education tools for staff in workshops and other learning activities to recognise and manage inappropriate behaviour towards minorities, people with disabilities	Q2 2023	

Step 4: Workforce Performance, monitoring and reporting

STEP 4

Monitoring and
Evaluation of
Outcomes

Performance

The Corporate Business Plan is presented in an executable structure. This provides for clear accountability and monitoring of progress. The structure can be further broken down into a series of 90 Day Plans, each with specific actions linked to the Deliverables within the Corporate Business Plan. Each action can be monitored, therefore proving a 'scorecard' for performance.

The table below a 90 Day Plan template

SHIRE OF KOJONUP PERFORMANCE	Outcome	Deliverables	Action	Key Pillar average score	2
	10. Contributed Socially	10.1 Environment Action Plan			
		10.2 Shire and Community Reconciliation Action Plan			
		10.3 Diversity and Inclusion Action Plan			
	11. Fresh Community Engagement	11.1 Targeted Community Engagement Plan			
		11.2 Self-help communication system			
		11.3 'Experience-Kojonup' brand & storytelling			
		11.4 Visionary milestone celebrations			
	12. A High-Performing Council	12.1 SoK finances and funding			
		12.2 SoK monitoring and reporting			
		12.3 SoK values and culture growth			
		12.4 Community data and knowledge commitment			
		12.5 ICT upgrade program			
		12.6 Asset and resource performance management			

The corporate business plan's performance is monitored and reported in four ways:

- Deliverable progress is monitored, assessed, and reported on within the workforce,
- Deliverables are reported on through Local Shire at monthly Council meetings,
- Deliverables are reported on in quarterly reports to all community members through all communication streams,
- Deliverables are reported on annual in the Annual Report.

Where to from here?

The Local Shire's next community engagement 'Future Think' process runs from December 2024 to March 2025.

The Next Strategic community plan and subsequent corporate business plan is to be formed by June 2025, ready for realisation July 2025 to June 2029.

Workforce Planning is a continual process. This Workforce Plan is a good guide for the CEO, for July 2021 to June 2025 performance phase of corporate business plan. It is only a guiding document to workforce planning, with much empowerment to the CEO to make continual progressions on top of this guide.

For further details on the corporate business plan workforce plan, and the integrated and reporting process for the Local Shire, reach out to:
CEO

93 Albany Highway, Kojonup WA 6395
PO Box 163, Kojonup WA 6395



SoKO Structure October 2024



Layer

1

Chief Executive Officer

Grant Thompson

Exec

Strategy/
Governance

2

Governance &
Rates Officer (EA)

Tonya Pearce

Project Manager &
Regulatory
Services

Estelle Lottering

Manager
Financial &
Corporate Services

Jill Johnson

Manager
Property Services
& NRM

Dwayne Lottering

Manager
Works &
Infrastructure

Darryn Watkins

Manager
Culture Marketing
& Tourism

Jill Watkin

Snr Mgt

Planning/
Governance

3

Senior Librarian

Lorreen Greeuw

Team Leader
Property Services
& NRM

Eloise Brown

Works
Foreman

Douglas Fraser

Kodja Place
Supervisor

Kristel Thomson

FOH

Front of
House/
Supervision

4

Works & Finance
Admin [Shared]
Hayley Clarke

Works & Finance
Admin [Shared]
Hayley Clarke

LOB

Line of
Business/
Admin/
Scheduling

Records &
Administration
Officer
TBD

Technical Officer
Gerald Alizer

5

Town Planning/
Building Services
(Outsourced)

Payroll/
Senior Finance
Officer
Vivicka Kahn

Mechanic

Lee Lucev

BOH

Back of
House/
Execution

Finance Officers
**Bree Cavanagh/
Rachel Egerton
Warburton**

6

Ranger Services
(Outsourced)

Environmental
Health Officer
(Shared
Katanning)

Customer
Service Officers

**Kylie
Romic/Stacey
Hawkes**

Mtce x 1/Grounds
Mtce x 4/
Swimming Pool x
1/ Security Mgt/

17 Works &
Infrastructure
Team
(Roads & Civils)

Casual Customer
Service Officers

X 4

CESM

Shane Harris

Frontline

Execution