



SHIRE OF KOJONUP

# AGENDA

## ANNUAL MEETING OF ELECTORS

9 April 2025

At the Kojonup Sporting Complex commencing 6.00pm

**1. WELCOME**

The Shire President, Cr Roger Bilney, declared the meeting open at \_\_\_\_pm and alerted the meeting to the procedures for emergencies including evacuation, designated exits and muster points and outline the procedures of the meeting.

**Acknowledgement of Country**

The Shire of Kojonup acknowledges the first nations people of Australia as the Traditional custodians of this land and, in particular, the Keneang people of the Noongar nation upon whose land we meet.

We pay our respect to their Elders past, present and emerging.

**2. ATTENDANCE AND APOLOGIES**

Cr Roger Bilney	Shire President
Cr Cindy Wieringa	Deputy Shire President
Cr Ned Radford	
Cr Paul Webb	
Cr Mick Mathwin	
Cr Kerry Mickle	

**STAFF**

Grant Thompson	Chief Executive Officer (CEO)
Tonya Pearce	Governance and Rates Officer

**LEAVE OF ABSENCE**

Cr Egerton-Warburton

**APOLOGIES**

**COMMUNITY MEMBERS**

**3. CONFIRMATION OF PREVIOUS MINUTES**

**RECOMMENDATION**

That the minutes of the Annual Meeting of Electors held 16 April 2024 be accepted.

**4. REPORTS**

**4.1. Shire President**

The Shire President, Cr Roger Bilney, will elaborate further on his report as contained within the Annual Report.

**4.2 Chief Executive Officer**

The Chief Executive Officer, Mr Grant Thompson, will elaborate further on his report as contained within the Annual Report.

**5. 2023/2024 ANNUAL REPORT**

**OFFICER RECOMMENDATION**

That the Shire of Kojonup 2023/2024 President's Report be received.

**OFFICER RECOMMENDATION**

That the Shire of Kojonup 2023/2024 Annual Report, as circulated, be received.

**6. PUBLIC QUESTIONS/OTHER BUSINESS OF A GENERAL NATURE**

**6.1 Questions Taken on Notice**

**6.2 An Opportunity for Questions, Feedback or Items to be raised from the floor**

**6.3 Council - Kodja Place Community Discussion**

**7. CLOSURE OF MEETING**

There being no further business the Shire President declared the meeting closed at \_\_\_\_pm.

**8. ATTACHMENTS**

- 3. Unconfirmed Minutes of an Annual Electors Meeting held 16 April 2024
- 5. Annual Report and Annual Financial Report 2023/2024



# Kojonup



SHIRE OF KOJONUP

## MINUTES

## ANNUAL MEETING OF ELECTORS

16 April 2024

At the Kojonup Sporting Complex commencing 6.00pm

**1. WELCOME**

The Shire President, Cr Roger Bilney, declared the meeting open at 6.05pm and alerted the meeting to the procedures for emergencies including evacuation, designated exits and muster points and outline the procedures of the meeting.

**Acknowledgement of Country**

The Shire of Kojonup acknowledges the first nations people of Australia as the Traditional custodians of this land and, in particular, the Keneang people of the Noongar nation upon whose land we meet.

We pay our respect to their Elders past, present and emerging.

**2. ATTENDANCE AND APOLOGIES**

Cr Roger Bilney	Shire President
Cr Cindy Wieringa	Deputy Shire President
Cr Ned Radford	
Cr Egerton-Warburton	
Cr Mick Mathwin	
Cr Kerry Mickle	

**STAFF**

Grant Thompson	Chief Executive Officer (CEO)
Judy Stewart	Manager Governance and Administration
Jill Watkin	Manager the Kodja Place, Tourism and Marketing

**LEAVE OF ABSENCE**

Nil

**APOLOGIES**

Cr Paul Webb  
Robyn and Chris Evans  
Melvin Hettner

**COMMUNITY MEMBERS**

Frank Pritchard, Laurie Prandi, Jill House, Frank House, Jill Mathwin, Digby Stretch, Kath Mathwin, Ian Robertson, Kristel Thomson, Ryan Coleman, Debbie Keillor, Peta Zadow, Cathy Ivey, Ian Bignell

3. CONFIRMATION OF PREVIOUS MINUTES

RECOMMENDATION/DECISION

1AEM/24 Moved Laurie Prandi

Seconded Jill Mathwin

That the minutes of the Annual Meeting of Electors held 19 July 2023 be accepted.

CARRIED

4. REPORTS

4.1. Shire President

The Shire President, Cr Roger Bilney, spoke to his report as contained within the Annual Report.

**Question:**

If there is a reduction in untied grant, what period of notice would we get?

**Answer:**

In the last payment period the Shire became aware of the amount just a short time (approx. 2 weeks) before it was paid into the Shire's account.

Most recent Federal Assistant Grant (FAG) was \$2.4m. Two and a half years ago we received the FAG in November.

The past two years we've received it in June – The Shire has been informed that last year \$100,000 was overpaid which will be deducted off the next FAG payment in 2024.

**Question:**

What is the model of calculation – is the formula publicly available?

**Answer:**

Not aware.

30 June 2023 - \$1.7m into previous financial year then \$422,000 in November with a press release two weeks prior.

Local Roads and Community Infrastructure Program (LRCIP) is winding down and funding will no longer be available for subsequent budgets – Phase 4 is the last of the LRCIP untied money. FAG is not for capital but can be used at discretion except for the road portion. We used that grant for any town road funding.

**Question:**

The items linked to that funding – do they drop out of the budget if the money doesn't come through?

**Answer:**

Not the current projects that are currently fully funded, but yes any future projects the Shire might have had allocated to LRCIP will require new funding sources or the Shire will have to prioritise projects.

**Question:**

Woodenup Road – widening?

**Answer:**

Legacy issues with roads that, overtime, agriculture machinery has scaled up faster than roads can support or the Shire can upgrade. The Shire is conscious of removing trees and native vegetation to support this but will continue to trim the trees using best endeavours without having to remove legacy flora.

The President presented a slideshow outlining the following:

- Shire's desire to be transparent, open and to communicate clearly and with integrity
- Sustainability discussion
- Grant funding and long term impact – why we are in the position we are: Long Term Financial Plan (LTFP) in 2015 was for 15 years. From 2019 to 2023 the Shire's debt increased from \$0.453m to \$5.249m.

**Question:**

Put rates up to cover?

**Answer:**

The Shire needs to bring the community along with such a decision – look at services we provide, are they what the community requires?

**Question:**

Compare with other Shires?

**Answer:**

The Shire has limited data in this space so can't answer at this stage, suspect similar. Our facilities are punching above our weight – suspect others have cashflow problems to differing degrees. It seems that the culture in Local Government is to keep rates down as low as possible.

Across 34 years the average rate increase was 4%: 1991 was 8.5% - 10 years later it was 25% (therefore, large increases in mix as well), increase doesn't drop off - base includes those previous rises. The goal is to stop the highs and lows and stabilize the cashflow over a longer period.

If 4.25% over the same period year in year out, the Shire could have raised an additional \$0.5m in last year's rates on UV rateable properties only. This would have covered the requirements for inflationary cashflow issues we are seeing.

**Question:**

4.25% each year?

**Answer:**

Average of 34 years (on UV – farming land).

**Question:**

Differential % to UV?

**Answer:**

UV values have increased but the rates on UV properties have not inflated inline with GRV such that GRV rate has increased 11 to 12 times, whereas the UV rate has only escalated 3-4 times compared to the increase in valuations and earning capacity of the land.

**Question:**

Is local government allowed to have a tiered rate?

**Answer:**

Not as suggested in the question, but the Shire does have flexibility between UV and GRV areas of value.

**Question:**

Smaller landowners pay less?

**Answer:**

No, the ability to differentiate between small and large land owners is problematic – last year charged 2023/24 \$570m valuation. UV – previously 1.5c in the dollar charged has halved to 0.7c in the dollar charged - value in farming land has outpaced increase in UV rate. GRV – different values and greater escalator on the rate in the dollar.

Shire is not wanting to increase the rates by 10% - when we do the Long Term Financial Plan, we need to build in a buffer to cater for cashflow requirements in the future. We manage by:

- Removing or delaying projects as cash is available
- Reducing reserves (\$750,000 in recent years)
- Increasing borrowings – we are currently at peak borrowing capacity with WA Treasury Corporation.
- LRCIP – Phase 4 is coming to an end – have received in excess of \$2m over 4 years (Men's Shed \$750,000, Toy Library roof, Harrison Place toilets, Soldier Road, parking at Netball Courts, Soldier Road, Memorial Hall restoration and re-roof, EV Charging Station (Shire site works), Apex Park, CCTV.

**Question:**

Any additional grants?

**Answer:**

Whilst LRCIP is no longer available, there are alternative grants but they are tied capital funding mechanisms – i.e.; 50% equivalent funding has to come from the Shire. Kojonup-Darkan Road – fully funded from Black Spot. Regional Road Group funding is 1/3<sup>rd</sup> Shire funding. Road grants – Milestones are 40% accounted for as a first payment, apply for next 40%, project needs to be completed to get last 20%.

Initial funding of projects can create cashflow issues. Rumble strip encountered contractor shortages and needs completion before getting last of money, \$447,000. \$1.875m trade receivables – gone up by \$1.5m due to long time projects.

**Question:**

Rates up .25% each year?

**Answer:**

May well need more than .25% but, if we had done that previously, we would be in a better position.

The LTFP is a fantastic model and allows looking at the next 15 years' cashflow. Can factor in things like streetscape by adding .25% to what we would raise.

Need to bring document out of drawer each year, consult with community on an annual basis, alter numbers as the plan rolls out e.g.; due to unforeseeable events and update each year for such things as the swimming pool, youth precinct, main street pipes/powerline problems.

The LTFP document can cover the continuity gap when we get a new CEO or Council.

**Question:**

Grants – people not factoring in cost of maintaining and operating?

**Answer:**

Need a change to project budgeting and estimates process to include the cost of operating and maintaining. May not happen but aiming for people to have their rates late July/Early August, not mid-September. Need to review services with community – Springhaven, the Kodja Place precinct. In good conversation with Springhaven provider.

The Shire is not selling the land or building assets at Springhaven, only leasing.

**Comment:**

It has gone from a low care hostel to high care.

**Response:**

Hall and Prior run home care packages and this is the future of Aged Care with mobile services.

**Question:**

Does the Shire have plans for extension?

**Answer:**

The Shire hasn't reviewed any plans at this stage.

**Comments:**

Malcolm Watson was President when original plans were drawn up, a public consultant was brought in – the Recreation Room didn't go down well with the community at the time. (Jill Mathwin will have a look for those plans). Judith McDougall drew plans up.

**Comment:**

Historically, consultants were engaged to do plans, this cost a lot of money and was a most cost inefficient waste of money resulting in parked projects.

**Response:**

Consultants are a resource where the Shire does not have the inhouse capability, LTFP requires a consultant – large, complex document, a consultant needs to be engaged.

**Comments:**

Right direction, community consultation – community knows what it wants.

Frustration with grants projects – should be asked what community wants. Historically, Community not asked but given to consultant who designed completely differently – community had no input – have a list of what people want. Staff told to employ people with the knowledge.

**Response:**

The project pipeline and framework we are now doing ensures that the Shire communicates with all stakeholders first so they can tell us what they want. Community wants to be involved.

**Comment:**

Difficult road ahead because time spent should be respected. Came back four years later – in the past nothing happened or was asked for, again and again – frustrated by bureaucracy.

**Response:**

Need to regain trust of community. The physical activity of decisions of borrowing money is strategic and for Council to decide.

Shire genuinely wants to know what the community wants.

Support strongly that every decision re borrowing needs to be clear – limits on capacity needs to be set by Council.

**Comment:**

Consistency needs to be there – look at all assets Shire owns, some are looking tired. Whatever is put in place needs to be able to be followed through.

**Response:**

Large projects (e.g.; Spring –\$2m. Men’s Shed, Streetscape etc), need to be fully considered before consultants are engaged. The scale of the project needs to be considered and benchmarked against the LTFP and capacity of the Shire to borrow money.

It’s not what consultants want, it’s what community wants – involve community in the design phase of the project earlier in the process.

Consultants do have a role when there is no capability in house and at certain points in any project. From an audit perspective, they do add value, i.e.; quantitative surveyors, designers, etc.

**4.2 Chief Executive Officer**

The CEO, Mr Grant Thompson, tabled the CEO’s report as read.

**5. REPORTS**

**OFFICER RECOMMENDATION/DECISION**

2AEM/24 Moved Ian Bignell

Seconded Digby Stretch

That the Shire of Kojonup 2022/2023 President’s Report be received.

**CARRIED**

**6. PUBLIC QUESTIONS/OTHER BUSINESS OF A GENERAL NATURE**

**6.1 Questions Taken on Notice**

Nil

**6.2 An Opportunity for Questions, Feedback or Items to be raised from the floor**

Strategic Community Plan (SCP)

The CEO presented a slideshow relating to the SCP.

First year of new SCP – two and a half years focusing on performance to get to this point with a lot of internal items. Cultural change takes five years - now have to focus on the next three years. SCPs are subject to four yearly reviews – the SCP is a Community plan.

**Question:**

Now what happens?

**Answer:**

Implement the Corporate Business Plan – Council will identify the ‘how’ to achieve the strategic initiatives identified by the Community. e.g.; Diverse Accommodation Options, land packages – Council considering how to release for new development.

**Question:**

Environment Action?

**Answer:**

Engagement is the next phase, asking Community to allow us time to fix this space. We are currently recruiting for expertise in this space.

**Question:**

Document system/electronic system?

**Answer:**

Yes, looking for an evolution in technology – Enterprise Resource Planning system and Managed IT system (software, records – we have a backlog to catch up) are currently in a tender process.

Audit findings – significant items will be addressed. The Shire missed out on a qualified audit, given 12 months to improve, internally focused, stabilising team, managing cashflow and all financial controls under constant review.

**Comment:**

Follow up that Councillors are getting things done.

**Response:**

Planning to have two councillors at the Kodja Place for once per month Councillor meetings (roster system). If hearing gossip, Community are asked to come to source and ask, give us a call if not happy.

**Question:**

The Kodja Place?

**Answer:**

The CEO presented a slideshow on the Black Cockatoo Café. The President advised that the Shire is looking at transitioning the Café back to the Community, have refrained from making any rushed decisions and would like to discuss with community. Goal in the first year is to break even as a minimum and medium term profitability, make it a success and have available for precinct? As a package, fantastic place to stop, best place Perth to Albany, we’re prepared to fund that as it is a major stopping place.

**Comment:**

Other Community services? This is a service? The real beneficiaries are the people travelling – how much are we prepared to invest?



**Comment:**

Lease should possibly be private.

**Response:**

Shire understands the comment. The Council doesn't want to make that decision on Community's behalf. The Shire needs to weigh up the value proposition of privatising the Café versus to work toward making the Kodja Place cost less to the Community and return value to the Kodja Place as it was originally setup. Using the highway to make Black Cockatoo Café work. Now making positive for community, previously profit was going out of town – it is considered a better community outcome to manage inhouse.

**Question:**

Any attempt to count people getting out of cars? More people spending now than 10 years ago.

**Answer:**

Traffic counters are in place and counting.

**Comment:**

Tourism is costing us money.

**Response:**

Café and visitor centre use flows on through multiplier effects into the community—people walk up the street and buy something. During the Bloom Festival, some businesses more than doubled their takings. The more niche shops, the more spend. Could consider adding toys to courtyard, holding more community events to attract people - will get better not worse. See Kodja Place as community hub – need community support and progress will continue.

**Comment:**

A large portion of funding, what the centre would contribute to the Community – don't lose that background.

**Response:**

People from all over the region are utilising KP for education etc, five other Shires coming in in the short term with large groups, need to get better at selling KP.

**Comment:**

Congratulations on Springhaven and Black Cockatoo Café turnaround.

**Comment:**

Bypass route will equate to 30% less income, lose 3 or 4 businesses – daft to close the main street.

**Response:**

Alternative freight route for heavy vehicles under review by the Council – Council want to find an alternative and not looking at bypass.

**Comment:**

COVID-19 – shut highway, business turnover dropped by 65%, Bridgetown said no to bypass.

**Response:**

We do have trucks which pose a risk and present a danger to community. Need to discuss with community this year.

**Comment:**

Parking on main road – people keep driving because they can't park, they don't realise they can walk through from behind shops.

**Response:**

Community discussion sessions are required on this item.

**Comments:**

Serious discussions/slow down going downhill, 50kms going up 40Km coming down – not three caravans outside IGA. Need caravan parking.

**Response:**

1. Set speed limit going down at 40kph maximum
  2. Median strip in middle
  3. Moving traffic not needing to stop - slip lanes placed so trucks don't have to stop
- Need wider road for the above.  
Data needs to support changes.

**Comment:**

Reduce to 40kph going down, leave at 50kph going up. Stop turning right into Gregory Street going down.

**Response:**

Need to have the discussion with the community re: alternative freight route.

**Question:**

Every couple of months get together?

**Answer:**

Generally every quarter is more practical.

**Question:**

What is happening with Landcare?

**Comment:**

Natural Resource Manager being recruited.

**Question:**

Committed to look after the land that we use etc.

**Answer:**

Looking at reviewing initiatives around this. It is a clear item in the SCP.

*Kristel Thomson and Ryan Coleman left the meeting at 8.20pm.*

**OFFICER RECOMMENDATION/DECISION**

3AEM/24 Moved Cathy Ivey

Seconded Digby Stretch

That the Shire of Kojonup 2022/2023 Annual Report, as circulated, be received.

**CARRIED**

**7. CLOSURE OF MEETING**

There being no further business the Shire President declared the meeting closed at 8.20pm.

**8. ATTACHMENTS**

- 3. Unconfirmed Minutes of an Annual Electors Meeting held 19 July 2023
- 5. Annual Report and Annual Financial Report 2022/2023

UNCONFIRMED



**SHIRE OF KOJONUP**

**ANNUAL REPORT**

**2023/2024**



## PLACEMAKING VISION

*The Cultural Experience Centre of the Great Southern.*

## OUR CORE VALUES

### *Integrity*

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

### *Care and Respect for People*

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

### *Responsible*

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

### *Open and Reliable*

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

## A Word from the Shire President



I am pleased to present to the Community, the Shire of Kojonup Annual Report for the 2023/24 financial year. 2023/24 has been a challenging year with the Council being internally focused on governance, performance and finalising the growth phase of the Federal Government Local Road and Community Infrastructure Programs (LRCIP).

It is fair to state that in this 23/24 financial year the Council's focus has been on two key governance areas;

1. Internal financial and management controls; and
2. Improving the financial decisions of the Council.

The Council relies on an established Audit & Risk Committee providing insight into the risks of the Shire and advising Council on potential governance threats to our organisation.

It has come to pass that many of the financial control issues that Auditors have previously identified have been rectified and improved over the past three years. This is reflected in the outcome from the recent audited finances and the meetings your Council has had with both Lincolns, the Shire auditors, and Office of the Auditor General. Both these organisations stated the Shire has improved materially over the past few years with transparent financial management and oversight of its governance and risk.

As a community resident you should also be aware that this audit was not just about financial controls and management, but covered a cross section of governance across the whole organisation, including risk management, contracts leases and agreements management, compliance audit to regulations, records and ICT controls, financial decisions by Council and other areas of strategy, workplace plans and the implementation of the corporate business plan. Overall, the Shire has been provided with positive feedback about its management and compliance frameworks. This doesn't mean we are perfect, far from it and we still have a long way to go.

The Council is currently in a cultural and organisational change phase that will continue for a few years yet and it is not time to be complacent. The Council takes its obligations to regulatory compliance very seriously. There are still many areas to improve upon. The Council has faced difficult decisions this year, and I can assure you each councillor takes their responsibility very seriously.

Change does not come to fruition without a plan or the right people to implement the plan. As a result, I would like to thank our Chief Executive Officer (CEO), Grant Thompson, and the Management Team for the work it has undertaken throughout the year on the Community's behalf. It is they who ensure the organisational frameworks are managed and controlled to improve our organisational processes and build our workforce.

It is not an easy job to implement change but have no doubt the Council is focused on continuous improvement to create value the Shire needs to be sustainable and improve liveability over time.

The Council appreciates that some key positions have remained vacant over the course of this year and this places an increased workload on others around the Shire. To all our Team Members the Council recognises your input and thanks you for your efforts.

At this point I want to wish Craig McVee, now Retired Manager Works & Services, a happy retirement from the Shire after 42 years of service.

I must also extend my gratitude to all my fellow councillors for their contributions and effort within the Council. To support the changes required and steady the ship has not been easy so thanks to all the Councillors who were involved during the 2023/24 period.

Councillors' dedication and hard work are invaluable to the direction of the Shire, and I urge Community Members to consider standing for Council at some point to contribute to the future of your Shire.

I would also like to acknowledge and thank the many incredible volunteers in our Shire, particularly our bushfire and emergency responders, who selflessly dedicate countless hours each week to serve the community and contribute to the culture in Kojonup. Your commitment, professionalism and sacrifice are noticed and very much appreciated by everyone.

There are many decisions in this year that have created value but may be unseen by everyone.

- In 2023/24 the Council was able to finalise the construction of the Men's Shed;
- Built an EV Charging station;
- in conjunction with the George Church Community Medical Centre agreed on a pathway to secure, and for Council to fund, Medical services in Kojonup, provide a house, a vehicle and cash funding to secure the services of Livingston Medical Services. The community has clearly expressed the importance of having a full-time Medical Service and the Council has listened.
- Your Council secured a pathway to ensure Springhaven and Aged Care was sustainable and future proofed. This was a major land transaction for the Council and the transition of Springhaven to Hall & Prior took a lot of planning and effort.

As a result of this I would like to thank Graeme Prior, Director and owner of Hall & Prior for his support of this transition, and Kristi Holloway, Regional Director Hall & Prior, who worked closely with the Shire Team to ensure this transition was smooth and seamless.

Community Development is an area of Local Government the Council wishes to develop and it is reviewing the community development requirements over the coming year and wants your input. The Council has a goal of holding more community conversations on issues affecting the Shire and in particular Kodja Place and its role and place in the Kojonup Community.

We have much to celebrate in our Shire, and I am incredibly excited for the future. I consider it a privilege to be a part of the governance process whilst we celebrate our culture and ensure Kojonup remains a welcoming place to live, work and visit.

**Cr Roger Bilney**  
***Shire President***

## Cr. Bilney's first day as SHIRE PRESIDENT





# Your Council



**Shire President**  
**Cr Roger Bilney**  
2021 - 2025

Delegate on the following Committees:

- Audit and Risk
- Kojonup NRM Advisory
- Bush Fire Advisory
- Kojonup Aging in Place
- GS Zone of WALGA
- Southern Link VROC
- Regional Joint Development Assessment Panel



**Deputy Shire President**  
**Cr Cindy Wieringa**  
2023 – 2027

Delegate on the following Committees:

- Historical, Tourism and Cultural
- GS Zone of WALGA
- Southern Link VROC
- Great Southern Treasures



**Ned Radford**  
2023 – 2027

Delegate on the following Committees:

- Bush Fire Advisory
- Roads and Technical Services Advisory

Delegate deputy:

- Regional Joint Development Assessment Panel
- GS Regional Road Group



**Paul Webb**  
2021 – 2025

Delegate on the following Committees:

- Bush Fire Advisory
- Audit and Risk
- Roads and Technical Services Advisory
- GS Regional Road Group



**Cr Alan Egerton-Warburton**  
2021 – 2025

Delegate on the following Committees:

- Kojonup NRM Advisory
- Kojonup Aging in Place
- Roads and Technical Services Advisory
- Regional Joint Development Assessment Panel

Delegate deputy:

- GS Zone of WALGA



**Cr Kerry Mickle**  
2023 – 2025

Delegate on the following Committees:

- Audit and Risk
- Disability Access and Inclusion
- Historical, Tourism and Cultural
- GS Recreation Advisory Group

Delegate deputy:

- Regional Joint Development Assessment Panel
- Kojonup Homes for the Aged



**Cr Mick Mathwin**  
2023 – 2027

Delegate on the following Committees:

- Audit and Risk
- Bush Fire Advisory
- Kojonup Aging in Place
- Kojonup Homes for the Aged

Delegate deputy:

- GS Zone of WALGA
- Southern Link VROC

## Councillor Attendance at Meetings in 2023/2024

CR BILNEY	CR EGERTON- WARBURTON	CR RAFORD	CR P WEBB	CR F WEBB	CR SINGH	CR WIERINGA	CR GALE	CR MATHWIN	CR MICKLE
Ordinary Council									
10	10	10	10	2	3	8	2	7	7
Special Council									
3	3	2	2			3		3	2
Audit and Risk Committee									
3	1	1	3	1			1	2	1
Bush Fire Advisory Committee									
2		4	2					2	
Local Emergency Management Committee									
		1							
Annual Electors Meeting									
2	2	2			1	2	1	1	1
Briefing Sessions									
16	16	16	15	3	5	14	4	11	11



**EV Chargers on the ‘EV Highway’**

# Chief Executive Officer's Report



The Kojonup Community deserves much from its Shire, particularly value for the money it provides through the collection of rates. We call this Community Return on Capital. As the CEO, I am committed to best practice and continuous improvement for the Shire of Kojonup to increase the Community Return on Capital.

This entails a strong focus on improving all the required management controls and regulatory requirements, which are many. Have we got it perfect yet, no, but we are on the path of improvement.

The Kojonup Shire is a medium sized organisation and it needs to be run efficiently to maximise value creation. It is not a large Shire nor is it a small Shire. In fact, compared to its peers it is the middle child of Shires in this Region. It has to operate like a larger Shire but with scarcer resources to implement projects and activities.

Even before the Shire can focus on capital projects, it has obligations to provide certain services as part of its regulatory functions:

1. Roads and Infrastructure;
2. Waste Management Services;
3. Regulatory functions such as:
  - a. Environmental Health,
  - b. Emergency services,
  - c. Town Planning and
  - d. other regulatory building services supporting growth.
4. Financial and risk management;
5. Climate and community resilience;
6. Asset management;
7. Stakeholder relationships;
8. Community Development;

and more. These are but a few of the services that the Shire must fund from the pool of monies it receives from the community.

Over the past ten years, during the Shires build phase, the Shire has attracted significant external funds and has seen the build of a few great assets; new and renewed staff housing, resident housing for community, netball courts & sports complex renewals, Harrison Place toilets, new emergency services tower and more.

As a result of this growth the Shire borrowed matching funds to Grants, accumulating in a high debt level. What this means is that over the past two years the Shire has had to implement austerity measures and cost management to ensure the cost of borrowings (interest and principal) can be serviced and the principal debt reduced over time ensuring positive cashflow.

Furthermore, the budget process is regulated such that a zero sum budget is required, that is all monies coming in must be spent or placed in a reserve account for a specific future use. It is important that community members appreciate any budget requests they are seeking should be presented in the months of March or April for Council to consider them for the subsequent year.

I tell you this because the Shire receives a lot of requests for funding or maintenance and other requests from community during the budget year and this sometimes causes angst amongst members that the Shire *“has no money”*. This is not the case, but what it does mean is the Council has already allocated the money it is responsible for and doesn't have discretionary money to undertake additional projects or tasks.

As the President stated it has been an internally focused year for the Shire, working on finalising the capex program that had been previously funded from the build phase and commencing focus on the strategic Pillar of a High Performing Shire. Performance of financial controls, of people and roles, project management and regulatory functions and other important functional aspects within the organisation.

Driven by the Strategic Community Plan Pillars, our focus remains on the overall performance of the Shire, ensuring roads are improving with the resources we have at our disposal, community asset management remains a high priority, and subdivisions related to housing and economic growth is on the development radar, all aligned to the strategy.

The following list are the main Shire Managed capital projects in 2023/24:

1. Roads to Recovery (RTR) program of roads to the value of \$299,262.07
2. Soldier Road Footpath - \$298,900.67 (RTR)
3. Regional Road Group (RRG) construction to the value of \$3,447,832.63
4. Major Works Rural Trees (Hubbe Road) - \$138,747.17 (Council funded)
5. New town furniture up to \$44,000
6. Completed the Emergency Services Tower circa \$300,000
7. Purchased new Plant and Equipment up to \$150,000
8. Completed the Menshed – \$425,000
9. Renewed Staff Housing – \$200,000
10. Old School re-roofing - \$100,000
11. Cat Pound - \$6,500

This coming year the Team will be focusing on implementing new Information Communication Technologies, an electronic document and records management system (EDRMS), upgrading the operating systems and cyber security, and a new Enterprise Resource Planning (ERP) System to improve our financial management and reporting, human resource management, customer relationship management, complaints and praise management, infringement management and many other functions that the Shire needs to operate.

The Shire has gone to market and identified its preferred technology partners through the required procurement processes. These systems will drive productivity, a better experience for our community and easier access to information for our Team Members. This is an 18 month program so please be patient with the Team as we roll this out.

The Council is constantly directing the Administration Team that Community Consultation and communication is a priority. Therefore, this coming year you will start to see a change in tack on how we communicate to you and a re-fresh of community development. We are currently reviewing our social media platforms to determine how we can better communicate with community.

I would like to acknowledge the great team at the Shire. We couldn't do this without the right people. Attracting and retaining the people with the right skills is extremely important and a challenge. We are introducing a program of Community First, Safety Always. We want our Team Members to focus on good community service and at the same time go home safe every day to their families.

Although you may not see as much activity outside the organisation, internally the Team is actively implementing new ways of working through systems, processes and better controls to support a more efficient and high performing Council. Do we always get it right? No, but we will always strive to do so.

Lastly, I want to thank all Community Members who have attended Council meetings, Forums, Briefing Sessions, Advisory meetings, Work Shops, lodged submissions, constructive feedback, made suggestions or requests or just volunteered to help - Thank You for taking the time to give us your feedback and taking an interest in the present and future direction of the Shire of Kojonup.

The Team and I look forward to continuing the excellent work in the year ahead.

**Grant Thompson**  
***Chief Executive Officer***

# Shire Management Team 2023-2024

## Grant Thompson

*Chief Executive Officer*

- Strategic Planning
- Organisational performance
- Medical/Health Services
- Environment/NRM/
- Sports Precinct

## Craig McVee

*Manager Works and Services*

- Roads/Verges
- Plant/Equipment
- Signage
- Drainage
- Cultural Officer

## Jill Johnson

*Manager Financial and Corporate Services*

- Financial Management
- Asset and Risk Management
- Integrated Planning and Reporting
- Governance, Policies and Delegations

## Robert Jehu

*Regulatory Services Manager*

- Building Maintenance
- Regulatory Functions
- Swimming Pool Management

## Judy Stewart

*Manager Governance & Administration*

- Shire Governance
- Shire Administration Management
- Council support
- CEO Support

## Jill Watkin

*Manager Kodja Place, Tourism Marketing*

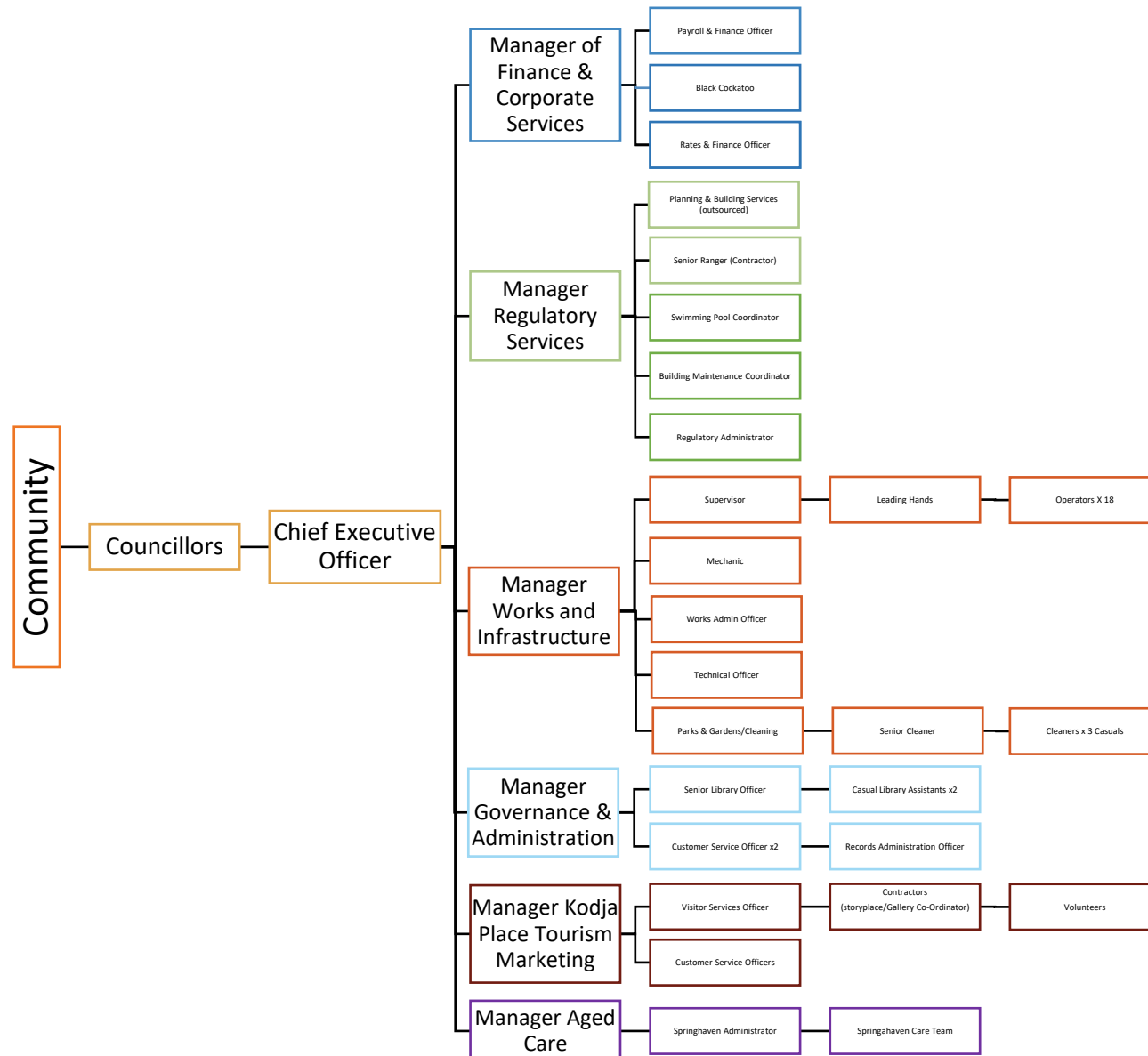
- Management of The Kodja Place Precinct
- Tourism
- Events and Marketing

## Ryan Woolley

*Clinical Manager Aged Care*

- Springhaven Frail Aged Lodge
- Aged Care Regulatory Support
- Clinical Care for residents

# Organisational Structure 2023-2024



## Changes to Our Team

The Shire thanks the following staff, who departed from the Shire of Kojonup team during the 2023/2024 financial year, for their contribution:

Departing Employees			
Employee Name	Given Names	Date Commenced	Job Title
Aleigha	Barclay	17/07/2023	Casual Restaurant Café Worker
Barnard	Nerida	22/09/2023	Casual Restaurant Café Worker
Bell	Caitlyn	01/09/2020	Personal Care Assistant
Carcillar	Ariel	26/09/2023	Traffic Controller/General Hand
Carcillar	Ariel	22/07/2023	Casual Cleaner
Croucher	David	06/09/2023	Main Cook
Daniels	Nicole	03/03/2022	Kitchenhand / Cook
Dunkley-Cooper	Kane	23/02/2024	Swimming Pool Manager
Fort	Kerry-Anne	12/07/2021	Level 3 Cleaner
Garcia	Leah	08/08/2020	Relief Cleaner
Gatward	Abigail	06/09/2023	Carer - Level 2
Guille	Isobel	07/12/2023	Relief Swimming Pool Manager
Hanekamp	Robert	08/12/2021	Building Maintenance Officer
Jones	Nathan Ian	16/11/2022	Swimming Pool Manager
Keefe	Toia	17/07/2023	Casual Restaurant Café Worker
Kwan	Jason	22/11/2023	Casual Restaurant Café Worker
Levis	Daniel	22/11/2023	Casual All Rounder
Macfarlane	Alexandra	06/03/2019	Activities Co-Ordinator
Marland	Heather McNeill	13/08/2001	Senior Finance Officer
McKenzie	James Alexander	04/07/2022	Traffic Control - General Hand
McKenzie	Richard	09/10/2000	Loader/Plant Operator
Michael	Damian	28/08/2023	Casual All Rounder/Plant Operator
Miotti	Sue	18/09/2014	Works Admin Officer
Murray	Marina	18/05/2015	Supervisor - Horticultural Tradesperson
North	Bronwyn	25/01/2023	Carer - Level 2
O'Regan	Ciara	17/02/2020	Manager Aged Care Services
Page-Dawson	Denahra	25/07/2023	Carer - Level 2
Peet	Emelee	10/10/2022	Bushfire Risk Planning Coordinator
Robertson	Bethany	04/01/2023	Junior Lifeguard
Simmonds	John	09/12/2023	Relief Swimming Pool Manager
Smith	Marni	11/08/2023	Permanent Part Time Café Supervisor
Stewart	Judy	03/09/2018	Manager Governance & Administration
Swain	Stephanie Louise	27/10/2021	Senior Ranger
Swinfield	Mark	13/03/2018	Chemical Applicator
Thurlow	Edward James	13/02/2008	Gardener - Depot
Woolley	Ryan	13/06/2023	Acting Director of Nursing
Zschech	Rhiannon	07/08/2023	Casual Cleaner



We welcomed to our team, the following new employees:

<b>New Employees</b>			
<b>Employee Name</b>	<b>Given Names</b>	<b>Date Commenced</b>	<b>Job Title</b>
Antao	Stephen	08/12/2023	Casual Cleaner
Bauer	Maria	17/07/2023	Casual Restaurant Café Worker - L6
Brown	Eloise	05/06/2024	Property Services Team Leader
Campbell	Michaela	17/07/2023	Casual Restaurant Café Worker
Campbell	Hannah	19/05/2024	Casual Restaurant Café Worker
Chandler	Diahann	17/07/2023	Casual Restaurant Café Worker
Cussons	Sarah Lacey	17/07/2023	Casual Restaurant Café Worker
Dema	Tandin Lekzin	09/10/2023	Personal Care Assistant - Casual
Dema	Karma Lekzin	09/12/2023	Personal Care Assistant
Fernando	Amila Giayan	25/10/2023	Head Chef Manager
Gementiza	Nelvin	26/09/2023	Traffic Controller/General Hand
Greeuw	Samantha	17/07/2023	Casual All Rounder
Jorgensen	Michelle	17/07/2023	Casual All Rounder
Lamug	Rodriego	19/01/2024	Casual Cleaner
Mariano	Jennifer	19/01/2024	Casual Cleaner
Mariano	Jennifer	05/04/2024	Personal Care Assistant
Marinoni	Lucy	06/12/2023	Personal Care Assistant
Neels	Christina	22/11/2023	Casual Cleaner
Padilla	Joan Valerie	18/03/2024	Personal Care Assistant
Pederson	Jazz	17/07/2023	Restaurant Café Worker
Perera Mahamarakkala Kurukulasooriya	Patabadige Shehan Imesh	20/01/2024	Casual Restaurant Café Worker
Plaza	Carol	04/10/2023	Casual Administrator
Potaka	Shonavae	04/02/2024	Casual Restaurant Café Worker
Riley	Gavin	08/01/2024	All Rounder/Plant Operator
Robinson	Amelia	12/02/2024	Casual Restaurant Café Worker
Romic	Jessica	17/07/2023	Supervisor
Romic	Kylie	26/09/2023	Customer Services Officer - Administration
Rumble	Georgia	04/10/2023	Early Childhood Coordinator Assistant - Casual
Stripp	Sharni	02/04/2024	Swimming Pool Coordinator
Wallam	Shiann	17/07/2023	Restaurant Café Worker
Walpole	McAuley	11/09/2023	Traffic Controller/General Hand
Williams	Georgia	17/07/2023	Casual Restaurant Café Worker

## Statistically in 2023/2024, the Shire has:

<p>Conducted 11 Council Meetings</p> 	<p>Conducted 17 Briefing Sessions</p> 	<p>Conducted 3 Special Council Meetings</p> 	<p>Obtained \$4,227,254 in Grant Revenue &amp; Contributions</p> 
<p>Received 17,648 visitors to the Kojonup Visitors Centre</p> 	<p>Issued 10 building related approvals at a value of \$1,329,693 million</p> 	<p>Supported 1 Subdivision Applications.</p> 	<p>Issued 5 Development Approvals for Projects</p> 
<p>569 Travel groups camped at the designated camp ground</p> 	<p>Progressed 3 road widening programs for 36.51km totalling \$1,738,349</p> 	<p>Resealed 7.5km of bitumen totalling \$666,549</p> 	<p>Conducted 29.87km of tree pruning and mulching on rural roads</p> 
<p>Re-sheeted 0km of gravel roads totalling \$Nil</p> 	<p>7,688 people attended the K.O'H.M swimming pool between 1 November 2023 and 12 April 2024</p> 	<p>An Area of 2,937km<sup>2</sup></p> 	<p>A population count of 1901 in the 2021 Census</p> 

***Thank you to ALL volunteers in the Shire who give their time freely to keep us SAFE, SECURE and make Kojonup a GREAT PLACE to live.***

***“It is TRULY APPRECIATED.”***

**Bushfire and Emergency  
Service Volunteers**

**Rose Pruning at the Kodja  
Place Rose Maze**





## Plan for the Future - Strategic Community Plan (SCP)

In accordance with the local government integrated planning requirements the Shire of Kojonup has reviewed its Strategic Community Plan (SCP) and adopted a new SCP, titled *Placemaking*, which sets the strategic direction for the organisation for ten (10) years from 2023 – 2033. It is the community's plan and is based primarily on the feedback from the Community.

From this feedback, a 10-year, Strategic Community Plan was formed. This SCP was named 'Placemaking' and focused on building the liveability in Kojonup around enhancing cultural experiences and asset planning.

The Council has since formed its operating plan, the Corporate Business Plan (CBP), which lays out the implementation and execution of the Strategic Community Plan, all aligned to the feedback received.

The initiatives are prioritised based on the community needs and targets a sustained level of services to support a desired **population of 2250**.

It should be noted that 30% of community members wanted high population growth (i.e. greater than 2400 by 2032) while another 30% of community members partaking in the survey wanted a slight increase in population (i.e. near 2000 by 2032). This is a stretch target.

The number one mentioned key issue potentially **inhibiting** population growth was housing and accommodation. This features heavily in the new SCP. Many community members cited the lack of a district high school going through to year 12 as being another issue for holding population down.

Community members expressed pages of highlights when considering Kojonup's **point of difference**. 27% of all responses related to Kojonup's central location, while 11% of responses highlighted Kojonup's significant history and culture as the point of difference.

Focusing on '**living** in Kojonup', 11% of respondents noted that high school education (not having yr.11 and 12) was a limiting factor, another 11% said that lack of housing options was a concern, while a further 11% cited the poor quality of roads as an issue. It is also worth noting that 9% of the responses related to improving crime and safety. There was much positivity on the character and culture of Kojonup people.

With regards **visitation**, community members strategically highlighted that focus should be on increasing or improving the short-term experiences of visitors, rather than multi-day stop-overs. This is because Kojonup is considered 'on the way' to other places and all roads lead through Kojonup. Many comments were received regarding the main road/town site in regard to safety, beautification, signage and off-street parking.

Regarding **business development**, respondents suggested encouraging a diverse economy, including catering for those who 'work-from-home', supporting new business but also importantly supporting the current businesses to grow. Feedback was gathered on ways existing businesses can thrive.

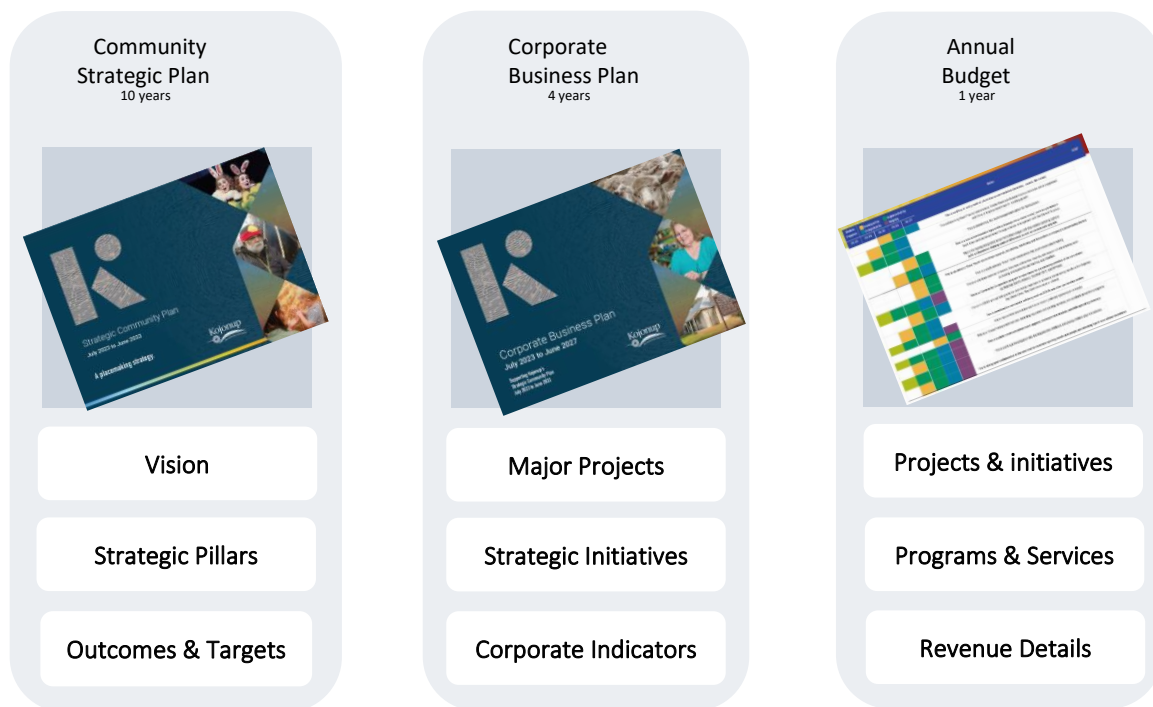
Telecommunications also was a trigger for business growth, thus population growth.

One other aspect the Community informed the Council on, they want a high performing Shire. This became a pillar of the community plan and is reflected heavily in the current execution phase because we need to



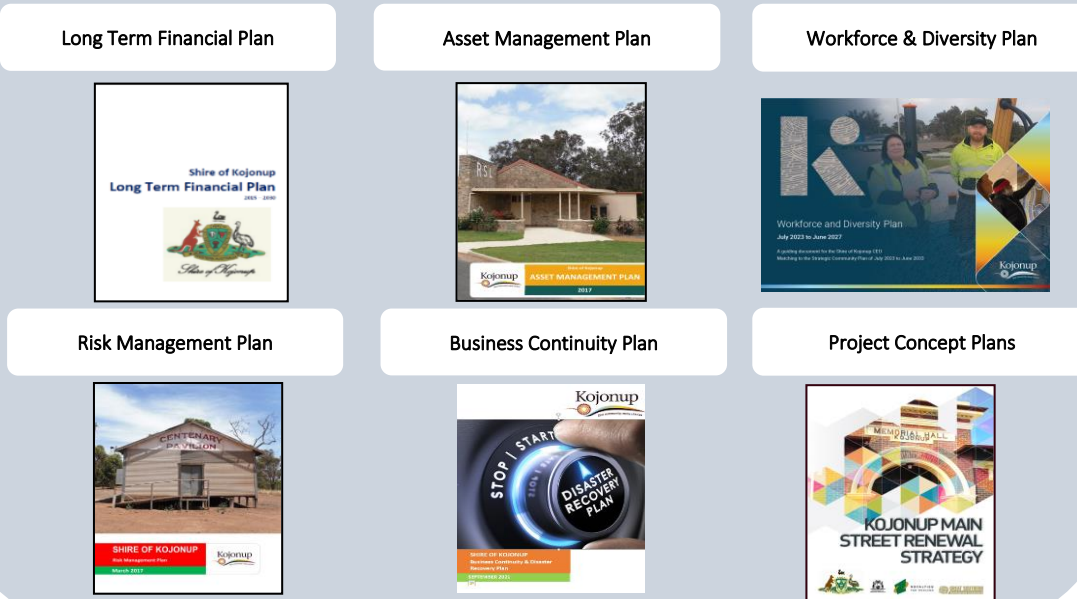
get the base right first and then grow as a community. Community members created a ‘north star’ vision when they created the SCP, a placemaking vision that goes to the heart of Kojonup, its culture, growth and liveability. The updated Corporate Business Plan (CBP) was created and adopted by Council and sets the direction and priorities for Kojonup until 2027. The CBP is the first step towards achieving the community targets and sets out key initiatives for the first four years of the strategy.

## Strategic Direction



### Informing Plans – 10 Years

The Resourcing Strategy is used to test and inform the long-term aspirations of the Community Strategic Plan and to guide the deliverables which can be achieved in the Corporate Plan and Annual Budget.



The four (4) 'key pillars' established in the *Placemaking* strategy are as follows:



1. **Lifestyle** (supporting the lifestyle and liveability in Kojonup);
2. **Economics** (Kojonup invests in its own prosperity and drives economic growth);
3. **Visitation** (supporting lifestyle activities and experiences in Kojonup)
4. **Performance** (supporting the social responsibility, Civic duty, Community relationships and the Shires obligation to operational excellence).

The community's aspirations in each theme are described, followed by a commitment from the Shire of Kojonup to work towards realising these aspirations. Each commitment by the Shire includes an implementation timeframe that relates to the Shire's four year corporate business planning cycle.

There is a reason these are 10 year plans. Change takes time to plan, fund, develop, embed and complete. When you add culture on top of growth it can take longer.

The following commentary outlines actions taken or about to be commenced for each objective within the CBP. You will see that the Shire has been steadily working toward execution in the following dashboard reports and the strategy timeline is on par with the benchmark. Anything above 2 at this point in time is on track.

#### Key and Legend to the Strategic Dashboard reporting:

Progress Benchmark To Date: <i>greater than 2 is tracking to timeframes</i>			Implementation Overall score:	2.50	Overall initiatives tracking above benchmark 
	Target Type	Target type description	Scoring		
	Not started:	Initiative at idea / concept stage, deliberately dependent on other process or approval to complete before commencing	1		
	Scoped:	Concept in planning stage or ready to be presented to key stakeholders.	2		
	Developed:	Concept Approved to go to next level. A clear work plan for the implementation phase has been developed, high confidence in executability based on resourcing plan, early work may have started.	3		
	Implemented:	Program of work and/or build phase has commenced, but not yet embedded in the organisation - if we stop paying attention the change is not likely to be sustained or things go wrong. Minimum of 6 months required before embedding/completion.	4		
	Embedded:	Initiative/Program has been embedded in the organisation and is now business as usual.			
	Completed:	Post-implementation or construction of an asset is complete, consideration of next wave deliverable to go further.			

# Key Pillar 1 – Lifestyle

This Pillar focuses on strategic issues: Housing, Land development, Proactive Community Spirit, regional infrastructure development supporting the lifestyle and liveability in Kojonup.

Shire of Kojonup Corporate Annual Plan 2023/24						
Key Pillar	Outcome	Strategy Initiated Deliverables	CBP Actions	Phase	Score	Notes
Cultural Experience Lifestyle	1. Diverse Accommodation Options	1.1 Abundant short-stay	1.1.1 Accommodation audit - Participate in Regional Housing Strategy	Completed	4	GS Regional Housing Audit in conjunction with GSDC, Review and Strategy Completed. Kojonup a key Shire participant on the Group. Document release ETA 2025.
			1.1.2 Occupancy rate assessment	Completed	4	As a part of the Housing Audit the gaps identified in the market
		1.2 House, land development stimulus	1.2.1 Review existing stimulus policy	Scoped	2	In Process, Katanning Road Subdivisions and title being finalised
			1.2.1 Progress Subdivisions	Scoped	2	
		1.3 Future-proof aged care	1.3.1 Aged care management appraisal	Completed	4	Springhaven Major Land Transaction Completed
			1.3.2 Aged care business case	Completed	4	
			1.3.3 EOI Undertaken and preferred partner identified	Completed	4	
			1.3.4 Transition to New Operator	Completed	4	
	2. Proactive Community Spirit	2.1 Placemaking Community Advisory Team	2.1.1 Terms of reference	Completed	4	Kojonup Historical and Cultural Advisory Committee Created and this covers the terms of reference of Placemaking Committee
			2.1.2 Expression of interest	Completed	4	
		2.2 Placemaking Youth Advisory Team	2.2.1 Terms of reference	Not started	1	Youth Committee on hold until 2025
			2.2.2 Expression of interest	Not started	1	
		2.3 Volunteer support	2.3.1 Review and benchmark existing support	Not started	1	Review not started at this stage
			2.3.2 Community engagement	Scoped	2	Community Development structural changes scoped and reviewed
			2.3.3 Volunteer of the Year terms of reference	Scoped	2	Concept scoped and partially implemented
		2.4 Community Revenue Team	2.4.1 Review Revenue Streams	Implemented	2	Review is ongoing, Grant role identified internally to be SME on Grant applications
			2.4.2 CRT & Community Development to be scoped	Implemented	3	Finance team restructured to include revenue collection
		2.5 'Experience-Kojonup' Community Incentive Scheme	2.5.1 Develop criteria and TOR	Not started	2	Scope to be presented to Council 2025
		2.6 Wellbeing advancement	2.6.1 Kojonup health and regional wellbeing plan to be developed	Scoped	2	Being progressed
		3.2 Roads prioritisation	3.2.1 Annual road prioritisation methodology review	Completed	3	Roads Program completed for 2023/2024
			3.2.2 10 Year Road Plan updated 2025 Review	Scoped	2	10 Year Road Plan draft developed and being reviewed
	3. Regional Development	3.3 Telecommunications advocacy	3.3.1 Black spot mapping and advocacy item	Completed	3	Undertaken blackspot priority advocacy project through the WALGA Zone. Telstra advised of key areas in the Shire and advocated for program to improve the services. Ongoing.
		3.4 Children care and activities	3.4.1 Childcare Management structure and future proofing childcare	Implemented	4	Worked with KCCC, wound up and Wanslea Leasing Childcare facility
		3.5 Sport collaboration	3.5.1 SoK Sport Alliance review	Scoped	2	Shire relationship with KSA and all Sporting Clubs to be reinvigorated
Key Pillar	Outcome	Deliverable	Action	Lifestyle Key Pillar average score:	2.75	Above benchmark 😊
Progress Benchmark To Date: <i>greater than 2 is tracking to timeframes</i>				Implementation Overall score:	2.50	Overall initiatives tracking above benchmark 😊



**World Poetry Day Guest Presenter: Andi, Leonie  
& Tanya**



**Play Café: Each  
Wednesday at the  
APEX PARK  
During school term.**





# Twilight Markets November 2023



# Key Pillar 1 – Economics

This Pillar focuses on strategic issues: Economic Growth, Industrial Land development, infrastructure and programs that support industry development supporting the economic growth for all residents in Kojonup.

Shire of Kojonup Corporate Annual Plan 2023/24						
Key Pillar	Outcome	Strategy Initiated Deliverables	CBP Actions	Phase	Score	Notes
Cultural Experience Economics	4. Grown Existing Business	4.1 Economic support	4.1.1 Business Group established	Not started	1	Scheduled 2025/26
		4.2 'Ko-work' entrepreneurs centre	4.2.1 Kodja Place Business Hub concept developed	Implemented	3	KP Meeting rooms established and rented out for use
		4.3 School-based 'Creative-Kojonup' partnership	4.3.1 KP Schools Program for School Naidoc Week	Embedded	4	Yearly Event with all regional schools participating
	5. Assisted New Business	5.1 Industrial land release	5.1.1 Subdivision to be completed over the course of the plan with land released in stages	Implemented	2	New land leased, plan developed to release more lots, roads and headworks constraints holding up the full development. Council reviewing fastracking release over coming period of 3-5 years
		5.2 SoK Diversity WA Partnership	5.2.1 Diversity Awareness Programs to be established	Scoped	1	On hold so Advisory Committee can consider
			5.2.2 Noongar Advisory Committee to be established	Scoped	2	Terms of Reference being developed
		5.3 Reason-to-stop retail attraction	5.3.1 Shire to encourage visitors to stop with attractive assets such as toilets, parks etc	Implemented	3	Positive Feedback on stopping points
		5.4 Four 'R's business	5.4.1 Focus on recycling and develop future waste management strategies	Scoped	2	
		5.5 Cultural experience new business	5.5.1 New cultural business established	Scoped	2	
	6. Attracted Cultural Industry	6.1 'Creative-Kojonup' creative industries collective	6.1.1 Town Teams project to be established	Scoped	3	
		6.2 'Creative-Kojonup' experiential culture-awareness training	6.2.1 Cultural Awareness Programs to be established for community	Not started	1	
		6.3 Cultural industry support	6.3.1 New cultural business established	Implemented	3	Tours and On Country business established through WAITOC
Key Pillar	Outcome	Deliverable	Action	Economics Key Pillar Average Score	2.25	On Par with benchmark 😐
Progress Benchmark To Date: <i>greater than 2 is tracking to timeframes</i>				Implementation Overall score:	2.50	Overall initiatives tracking above benchmark 😊



**Black Cockatoo Café**

## **Kojonup EV CHARGING STATION is on the MAP**



## **Kojonup LIBRARY**





## Key Pillar 3 – Visitation

This Pillar focuses on strategic issues: Retail Growth, Cultural Experiences for both Visitors and Residents, Streetscape and assets, and the future generation of Kojonup, Youth supporting lifestyle activities and experiences in Kojonup.

Shire of Kojonup Corporate Annual Plan 2023/24						
Key Pillar	Outcome	Strategy Initiated Deliverables	CBP Actions	Phase	Score	Notes
Cultural Experience Visitation	7. Experience-Kojonup Anytime Adventure	7.1 The Kodja Place Cultural Place up-scale	7.1.1 New technology for storytelling to be implemented in Kodja Place	Embedded	4	Grant funding has allowed this project to commence and upgrade the technologies in Kodja Place
		7.2 'Experience-Kojonup' attraction upscale	7.2.2 Integrate the Historical Precinct assets with town trail and tours from Kodja Place	Scoped	3	Work has taken place to finalise the town trail and incorporate the historical precincts and points of interest into the town walk
		7.3 'Experience-Kojonup' nature	7.3.1 Develop a natural trails implementation and funding plan	Scoped	2	On hold due to Outdoors Great Southern (OGS) going into administration. OGS managed the implementation and funding phases on behalf of regional Shires. Governance issues to be managed with other regional participating Shires.
		7.4 Digital 'Experience-Kojonup'	7.4.1 New technology for tourists to access information and use of QR codes	Scoped	2	Underway as a part of the town trail and Kodja Place programs
	8. Experience-Kojonup Occasional Adventures	8.1 'Creative Kojonup' visual arts	8.1.1 Art and visual art events and programs for Community	Embedded	4	Annual calendar of events. Ongoing
		8.2 'Experience-Kojonup' performing arts	8.2.1 Performing Art events and programs for Community	Scoped	2	To be developed further.
		8.3 Cultural experience annual event calendar	8.3.1 Calendar and events notices created	Implemented	4	Ongoing development required
	9. Experience-Kojonup Vibrant Spaces	9.1 Experience-Kojonup main street renewal (phase A).	9.1.1 Community Survey required	Not started	1	This project kick off planning phase 2026
		9.2 Experience-Kojonup main street renewal project (phase B)	9.2.1 Community Survey required	Not started	1	This project kick off planning phase 2027
		9.3 'Kojonup Proud' region-wide program		Not started	1	This project kick off planning phase 2026
		9.4 Kojonup Youth Precinct	9.4.1 Implement and construct a Youth Precinct	Scoped	2	On hold, Funding required for precinct project, target 2025/26 for planning and grant applications, dependent on long term financial plan 2025
Key Pillar	Outcome	Deliverable	Action	Visitation Key Pillar average score	2.36	On Par with benchmark 😐
Progress Benchmark To Date: <i>greater than 2 is tracking to timeframes</i>				Implementation Overall score:	2.50	Overall initiatives tracking above benchmark 😊



**WILDFLOWERS**  
Photographed by locals  
and visitors during the  
annual BLOOM  
FESTIVAL



## Key Pillar 4 – Performance

This Pillar focuses on strategic issues: Higher Performing Shire, Governance, efficient use of community capital supporting the Social responsibility, Civic duty and Community relationships in Kojonup.

### Shire of Kojonup Corporate Annual Plan 2023/24

Key Pillar	Outcome	Strategy Initiated Deliverables	CBP Actions	Phase	Score	Notes		
Shire of Kojonup Performance	10. Contributed Socially	10.1 Environment Action Plan	10.1.1 NRM Committee Revitalisation	Implemented	4	NRM re-established with strategic charter undertaken		
			10.1.2 Develop Regional Alliance for Climate and Community resilience	Scoped	3	Committee established		
			10.1.3 Develop and participate in inland drought study and community resilience plan	Scoped	3	Kojonup participating in program in conjunction with GSDC and partnering Shires		
		10.2 Shire and Community Reconciliation Action Plan	10.2.1 RAP to be developed and driven with the Noongar advisory committee and community	Scoped	1	Inline with the implementation of the Noongar Advisory Committee		
		10.3 Diversity and Inclusion Action Plan	10.3.1 Develop workforce and diversity plan in line with regulations	Embedded	4	Completed as a part of Integrated Planning requirements		
	11. Fresh Community Engagement	11.1 Targeted community engagement	11.1.1 Review and enhance Community Stakeholder and Communication Plan and engagement mediums	Scoped	2	Under development and motted for rollout in 2025		
		11.2 Self-help communication system	11.2.1 Website and online functional refresh/upgrade	Scoped	3	Partial upgrades and changes for base platform done, interdependent on new ERP systems for integration into back end.		
		11.3 'Experience-Kojonup' brand & storytelling	11.3.1 Continually review Brand and Kojonup marketing	Not started	1	Brand is now scheduled for a review in 2027		
		11.4 Visionary milestone celebrations	11.4.1 Community survey required	Not started	1	Due 2025/2026		
	12. A High-Performing Council	12.1 SoK finances and funding	12.1.1 Undergo refresh of financial riaks and controls	Embedded	4	Completed as per Audit and Risk Committee		
			12.1.2 Review revenue streams and grant funding	Scoped	2	Under review		
			12.1.3 Review costs structure and internal cost management	Implemented	3	Review undertaken, implementation occurring		
			12.1.4 Long term financial plan to be reviewed and updated	Scoped	3	Scheduled for 2025 to be completed as per Audit and Risk Committee		
		12.2 SoK monitoring and reporting	12.2.1 Improve data and information flow to Council	Implemented	4	Completed as per Audit and Risk Committee		
			12.2.2 Improve Data and information flow to Community	Scoped	2	Under review, dependent on new systems implementation, scheduled for completion 2026		
		12.3 SoK values and culture growth	12.3.1 Develop organisational cultural change program	Scoped	2	Ongoing changes to structure and culture, 5 year plan interdependent on workplace and diversity plan. One Community, One Shire, One Team program. Scheduled for further roll out 2025/2026		
		12.4 Community data and knowledge commitment	12.4 Create annual Community survey instrument	Scoped	2	under development		
		12.5 Information Communication Technology (ICT) upgrade program	12.5.1 Implement new ERP system	Implemented	3	Tendered and preferred vendor selected due fo completion 2026		
			12.5.2 Implement new Managed services regime	Completed	4	Tendered and implemented 2024		
			12.5.3 Electronic Document Records Management System Upgrade	Embedded	3	Tendered, preferred vendor selected, due for implementation March 2025		
		12.6 Asset management	12.6.1 Asset management system review to be undertaken.	Scoped	3	Part of ERP system		
			12.6.2 Asset management program to be implemented	Scoped	2	New Manager appointed and system under review		
			12.6.3 Long term asset management plan (LTAMP) to be reviewed and updated	Scoped	2	LTAMP to be completed in 2025		
						Performance Key Pillar Average score	2.65	Tracking above benchmark 
				Progress Benchmark To Date: greater than 2 is tracking to timeframes		Implementation Overall score:	2.50	Overall initiatives tracking above benchmark 



## Kojonups newest Australian Citizens of the Year



**Ciara O'Regan**  
**September 2023**



**Alexandra Macfarlane**  
**September 2023**



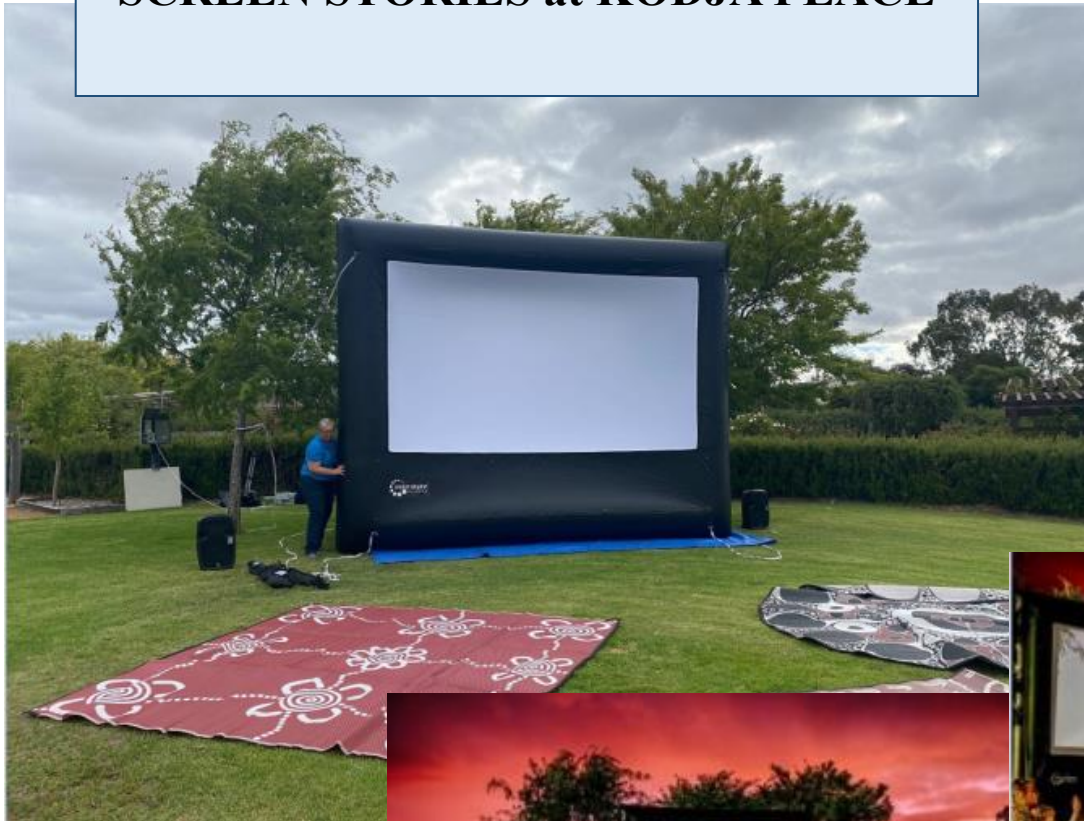
**COMMUNITY Meetings**

**Construction of a new FOOTPATH at the  
SPORTING COMPLEX**





## SCREEN STORIES at KODJA PLACE



# Statutory Statements

## National Competition Policy

Local Governments are required to report their progress in implementing National Competition Policy in their annual report. There are a number of specific requirements placed on local government in the areas of competitive neutrality, legislation review and structural reform. We are conscious of this obligation when interacting and discussing with other local governments related to shared platforms.

## Competitive Neutrality

The principle of competitive neutrality is that government businesses should not enjoy a competitive advantage or disadvantage, simply as a result of their public sector ownership.

Competitive Neutrality should apply to all significant business activities which generate a user-pays income of over \$200,000 per annum unless it can be shown it is in the public interest.

A public benefit test is used to determine if competitive neutrality is in the public interest. This involves assessing the benefits of implementing competitive neutrality against the costs. If the benefits exceed the costs, competitive neutrality should be implemented.

## Structural Review of Public Monopolies

- There were no instances where structural reform principles were applied during the reporting period; and
- There were no instances where structural reform was considered but not applied in the reporting period.

## Legislative Review

The Annual Report is to include a statement of which local laws have been reviewed, the conclusions of those reviews and a forward strategy for all local laws still to be reviewed. Local Laws are required by legislation to be reviewed every eight years.

During 2023/2024 the Shire of Kojonup Cat Local Law, from the previous year, was sent back to the Council for further edits and the Council was required to agree on an undertaking related to managing cats in public spaces. It is now in effect with those undertakings agreed to by Council.

## Disability Access and Inclusion Report

The Shire of Kojonup reports all DAIP activities against outcomes in its DAIP Strategy. During the 2023/2024 reporting period:

1. New disability parking bays were created at The Kodja Place and Black Cockatoo café to improve accessibility for community members with disability.
2. The toilets in Kodja Place were renovated to include accessible sinks and bathrooms. The Kodja Place bathrooms hand dryers were placed lower for easy access by people with disability especially in wheelchairs.
3. Part of the Shire's Ten Year Footpath Improvement / Replacement Program, took place by improving footpaths on Soldier road (leading to the cemetery and Myrtle Benn Nature Reserve) and Benn Parade (leading to the Kojonup Sport Precinct). These upgrades will ensure improved accessibility throughout the community.

4. The Shire of Kojonup recently completed the new Electric Vehicle Charging station with 6 charging bays. These charging bays were designed to have improved ramps and pathways for accessibility. The build of the ramp to the pay meter has been designed to give easy wheelchair access. This charging station has increased the accessibility to a public facility to minimise any lost opportunities by those with a disability.
5. Disability awareness training was provided to team members in July 2023. Annual staff performance reviews provide staff with the opportunity to discuss further training requirements specific to their role. These activities mean that staff are now better equipped to provide services to people with disability.
6. The Shire of Kojonup recently launched a new accessible website for the Kojonup Shire which now meets WCAG 2.0 standard, Level A using high contrast and text re-sizing options. These upgrades allow people with disability especially those with vision impairments to have better access to the Shire's online information. The Shire of Kojonup ensures that all public information regarding community groups and Health Services Providers are updated and available on the website.



#### **Related Party Disclosures**

There were nil Related Party Disclosures during the 2023/2024 period.

#### ***State Records Act 2000***

The Shire of Kojonup is responsible for managing the Shire's records in accordance with the *State Records Act 2000* and the Recordkeeping Plan RKP2015028/1.

The Shire of Kojonup has a legislatively current Recordkeeping Plan, and Information Management Policy, and has in place Procedure, Risk Assessment and Records Training (Tips & Tricks) documents.

The Shire is now focused on Privacy & Responsible Information Sharing (PRIS) regulations formulated by State Government under the *Privacy & Responsible Information Sharing Act 2024* (PRIS Act). The legislation broadly aligns to the following:

1. guiding privacy principles and a framework to govern the collection, use, disclosure and security of personal information across the public sector;

2. a mandatory information breach notification scheme, requiring agencies to notify the Information Commissioner and affected individuals of serious information breaches involving personal information;
3. a statutory mechanism for WA public sector agencies to share information only when adhering to new stringent standards for risk assessment, decision making, governance and transparency; and
4. a mechanism that supports Aboriginal data governance in WA, by requiring that Aboriginal people and communities are involved or consulted when government information that primarily affects Aboriginal people is shared.

### **Freedom of Information**

(Section 96 & 97 of the *Freedom of Information Act 1992*)

Council's Freedom of Information (FOI) Statement was reviewed and adopted by the Council on 27 July 2021 with a copy being available from the Shire Administration Office, 93 Albany Highway, Kojonup, or from our website at: [www.kojonup.wa.gov.au](http://www.kojonup.wa.gov.au)

During the 2023/2024 period the Shire of Kojonup received nil Freedom of Information applications.

### **Complaints Report**

(Section 5.121 of the *Local Government Act 1995*)

This annual report is required to contain details of entries made in the register of complaints, including:

- The number of complaints recorded in the register of complaints; and
- How the recorded complaints were dealt with.

There were nil complaints made in accordance with this legislation in the 2023/24 financial year.

### **Public Interest Disclosure Act 2003**

In accordance with this legislation, procedures have been implemented to facilitate reporting and action of public interest disclosures. During the 2023/2024 period, nil public interest disclosures were lodged.

**SHIRE OF KOJONUP**  
**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

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The Shire of Kojonup conducts the operations of a local government with the following community vision:

Kojonup is a smart region featuring a technologically advanced agricultural community, an educational and historical destination, and a healthy and enviable lifestyle

Principal place of business:  
93 Albany Highway  
Kojonup WA 6395



**SHIRE OF KOJONUP  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

*Local Government Act 1995  
Local Government (Financial Management) Regulations 1996*

**STATEMENT BY CEO**

The accompanying financial report of the Shire of Kojonup has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2024 and the financial position as at 30 June 2024.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 20<sup>th</sup> day of DECEMBER 2024



CEO

GRANT THOMPSON

Name of CEO



**SHIRE OF KOJONUP**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
<b>Revenue</b>				
Rates	2(a),23	4,895,815	4,892,541	4,593,076
Grants, subsidies and contributions	2(a)	4,227,254	2,067,218	4,133,200
Fees and charges	2(a)	1,571,978	1,460,385	1,455,695
Interest revenue	2(a)	156,794	82,500	78,200
Other revenue	2(a)	1,020,803	960,271	339,984
		11,872,644	9,462,915	10,600,155
<b>Expenses</b>				
Employee costs	2(b)	(5,632,862)	(5,227,726)	(4,842,312)
Materials and contracts		(2,794,347)	(3,597,906)	(2,272,579)
Utility charges		(449,295)	(378,064)	(381,105)
Depreciation		(5,189,105)	(4,497,915)	(4,822,083)
Finance costs		(142,449)	(137,918)	(132,107)
Insurance		(471,633)	(501,145)	(422,807)
Other expenditure	2(b)	(354,330)	(347,008)	(130,121)
		(15,034,021)	(14,687,682)	(13,003,114)
		(3,161,377)	(5,224,767)	(2,402,959)
Capital grants, subsidies and contributions	2(a)	3,301,772	3,882,617	4,786,956
Profit on asset disposals		10,320	-	16,320
Loss on asset disposals		-	-	(12,308)
Fair value adjustments to financial assets at fair value through profit or loss	4(a)	2,100	-	4,608
		3,314,192	3,882,617	4,795,576
<b>Net result for the period</b>		<b>152,815</b>	<b>(1,342,150)</b>	<b>2,392,617</b>
<b>Total comprehensive income for the period</b>		<b>152,815</b>	<b>(1,342,150)</b>	<b>2,392,617</b>

This statement is to be read in conjunction with the accompanying notes.



**SHIRE OF KOJONUP**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2024**

	NOTE	2024	2023
		\$	\$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	8,105,816	6,019,273
Trade and other receivables	5	1,186,795	2,307,951
Inventories	6	215,910	166,878
Other assets	7	3,766	12,760
<b>TOTAL CURRENT ASSETS</b>		<b>9,512,287</b>	<b>8,506,862</b>
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	5	110,473	110,473
Other financial assets	4(a)	103,962	101,862
Inventories	6	-	18,861
Property, plant and equipment	8	33,176,529	33,568,228
Infrastructure	9	123,336,973	122,628,808
<b>TOTAL NON-CURRENT ASSETS</b>		<b>156,727,937</b>	<b>156,428,232</b>
<b>TOTAL ASSETS</b>		<b>166,240,224</b>	<b>164,935,094</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	4,224,764	2,588,706
Other liabilities	12	841,285	819,546
Borrowings	13	517,952	447,038
Employee related provisions	14	741,815	786,161
<b>TOTAL CURRENT LIABILITIES</b>		<b>6,325,816</b>	<b>4,641,451</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	13	4,479,878	4,988,862
Employee related provisions	14	69,293	176,707
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>4,549,171</b>	<b>5,165,569</b>
<b>TOTAL LIABILITIES</b>		<b>10,874,987</b>	<b>9,807,020</b>
<b>NET ASSETS</b>		<b>155,365,237</b>	<b>155,128,074</b>
<b>EQUITY</b>			
Retained surplus		69,384,025	71,068,011
Reserve accounts	26	4,840,738	3,003,937
Revaluation surplus	15	81,140,474	81,056,126
<b>TOTAL EQUITY</b>		<b>155,365,237</b>	<b>155,128,074</b>

This statement is to be read in conjunction with the accompanying notes.





SHIRE OF KOJONUP  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
<b>Balance as at 1 July 2022</b>		67,659,417	4,019,914	81,056,126	152,735,457
Comprehensive income for the period					
Net result for the period		2,392,617	-	-	2,392,617
Total comprehensive income for the period		2,392,617	-	-	2,392,617
Transfers from reserve accounts	26	1,062,701	(1,062,701)	-	-
Transfers to reserve accounts	26	(46,724)	46,724	-	-
<b>Balance as at 30 June 2023</b>		71,068,011	3,003,937	81,056,126	155,128,074
Write back of trade & other payables		-	-	84,348	84,348
<b>Restated balance at 1 July 2023</b>		71,068,011	3,003,937	81,140,474	155,212,422
Comprehensive income for the period					
Net result for the period		152,815	-	-	152,815
Total comprehensive income for the period		152,815	-	-	152,815
Transfers to reserve accounts	26	(1,836,801)	1,836,801	-	-
<b>Balance as at 30 June 2024</b>		69,384,025	4,840,738	81,140,474	155,365,237

This statement is to be read in conjunction with the accompanying notes.



**SHIRE OF KOJONUP  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2024**

	NOTE	2024 Actual \$	2023 Actual \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates		4,878,209	4,611,407
Grants, subsidies and contributions		5,362,272	2,576,965
Fees and charges		1,579,829	1,455,695
Interest revenue		156,794	78,200
Goods and services tax received		163,223	87,441
Other revenue		1,020,803	339,984
		<u>13,161,130</u>	<u>9,149,692</u>
<b>Payments</b>			
Employee costs		(5,775,646)	(4,695,030)
Materials and contracts		(1,006,529)	(2,800,692)
Utility charges		(449,295)	(381,105)
Finance costs		(142,449)	(132,107)
Insurance paid		(471,633)	(422,807)
Goods and services tax paid		(264,895)	-
Other expenditure		(354,330)	(130,121)
		<u>(8,464,777)</u>	<u>(8,561,862)</u>
<b>Net cash provided by operating activities</b>		<b>4,696,353</b>	<b>587,830</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchase of property, plant & equipment	8(a)	(903,018)	(830,662)
Payments for construction of infrastructure	9(a)	(4,641,732)	(4,052,337)
Capital grants, subsidies and contributions		3,323,511	4,557,200
Proceeds from sale of property, plant & equipment		49,499	69,773
<b>Net cash (used in) investing activities</b>		<b>(2,171,740)</b>	<b>(256,026)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings	25(a)	(438,070)	(413,215)
Proceeds from new borrowings	25(a)	-	600,000
<b>Net cash provided by (used in) financing activities</b>		<b>(438,070)</b>	<b>186,785</b>
<b>Net increase in cash held</b>		<b>2,086,543</b>	<b>518,589</b>
Cash at beginning of year		6,019,273	5,500,684
<b>Cash and cash equivalents at the end of the year</b>	3	<u><b>8,105,816</b></u>	<u><b>6,019,273</b></u>

This statement is to be read in conjunction with the accompanying notes.



SHIRE OF KOJONUP  
STATEMENT OF FINANCIAL ACTIVITY  
FOR THE YEAR ENDED 30 JUNE 2024

	NOTE	2024 Actual \$	2024 Budget \$	2023 Actual \$
<b>OPERATING ACTIVITIES</b>				
<b>Revenue from operating activities</b>				
General rates	23	4,895,815	4,892,541	4,593,076
Grants, subsidies and contributions		4,227,254	2,067,218	4,133,200
Fees and charges		1,571,978	1,460,385	1,455,695
Interest revenue		156,794	82,500	78,200
Other revenue		1,020,803	960,271	339,984
Profit on asset disposals		10,320	-	16,320
Fair value adjustments to financial assets at fair value through profit or loss	4(a)	2,100	-	4,608
		11,885,064	9,462,915	10,621,083
<b>Expenditure from operating activities</b>				
Employee costs		(5,632,862)	(5,227,726)	(4,842,312)
Materials and contracts		(2,794,347)	(3,597,906)	(2,272,579)
Utility charges		(449,295)	(378,064)	(381,105)
Depreciation		(5,189,105)	(4,497,915)	(4,822,083)
Finance costs		(142,449)	(137,918)	(132,107)
Insurance		(471,633)	(501,145)	(422,807)
Other expenditure		(354,330)	(347,008)	(130,121)
Loss on asset disposals		-	-	(12,308)
		(15,034,021)	(14,687,682)	(13,015,422)
Non cash amounts excluded from operating activities	24(a)	6,901,752	4,499,915	4,658,060
<b>Amount attributable to operating activities</b>		3,752,795	(724,852)	2,263,721
<b>INVESTING ACTIVITIES</b>				
<b>Inflows from investing activities</b>				
Capital grants, subsidies and contributions		3,301,772	3,882,617	4,786,956
Proceeds from disposal of assets		49,499	-	69,773
		3,351,271	3,882,617	4,856,729
<b>Outflows from investing activities</b>				
Payments for land held for resale		-	(100,000)	-
Purchase of property, plant and equipment	8(a)	(903,018)	(1,544,696)	(830,662)
Purchase and construction of infrastructure	9(a)	(4,641,732)	(4,517,921)	(4,052,337)
		(5,544,750)	(6,162,617)	(4,882,999)
<b>Amount attributable to investing activities</b>		(2,193,479)	(2,280,000)	(26,270)
<b>FINANCING ACTIVITIES</b>				
<b>Inflows from financing activities</b>				
Proceeds from borrowings	25(a)	-	-	600,000
Transfers from reserve accounts	26	-	-	1,062,701
		-	-	1,662,701
<b>Outflows from financing activities</b>				
Repayment of borrowings	25(a)	(438,070)	(447,119)	(413,215)
Transfers to reserve accounts	26	(1,836,801)	(37,569)	(46,724)
		(2,274,871)	(484,688)	(459,939)
<b>Amount attributable to financing activities</b>		(2,274,871)	(484,688)	1,202,762
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>				
Surplus or deficit at the start of the financial year	24(b)	3,915,666	3,490,000	475,453
Amount attributable to operating activities		3,752,795	(724,852)	2,263,721
Amount attributable to investing activities		(2,193,479)	(2,280,000)	(26,270)
Amount attributable to financing activities		(2,274,871)	(484,688)	1,202,762
<b>Surplus or deficit after imposition of general rates</b>	24(b)	<b>3,200,111</b>	<b>460</b>	<b>3,915,666</b>

This statement is to be read in conjunction with the accompanying notes.



**SHIRE OF KOJONUP  
FOR THE YEAR ENDED 30 JUNE 2024  
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SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

1. BASIS OF PREPARATION

The financial report of the Shire of Kojonup which is a Class 3 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

**Local Government Act 1995 requirements**

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 Leases which would have required the Shire to measure any vested improvements at zero cost.

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls; and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 Property, Plant and Equipment, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

**Critical accounting estimates and judgements**

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - note 8
  - Infrastructure - note 9
- Expected credit losses on financial assets - note 5
- Measurement of employee benefits - note 14

Fair value hierarchy information can be found in note 22

**The local government reporting entity**

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 27 of the financial report.

**Initial application of accounting standards**

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

**New accounting standards for application in future years**

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current
- AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

These amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

- AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements

These amendments may result in additional disclosures in the case of applicable finance arrangements.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**2. REVENUE AND EXPENSES**

**(a) Revenue**

**Contracts with customers**

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	When rates notice is issued
Specified area rates	Rates charge for specific defined purpose	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	When rates notice is issued
Service charges	Charge for specific service	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design,	Over time	Fixed terms transfer of funds based on agreed milestones and	Contract obligation if project not complete	Output method based on project milestones and/or completion
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-	Over time	Fixed terms transfer of funds based on agreed milestones and	Contract obligation if project not complete	Output method based on project milestones and/or completion
Grants with no contract commitments	General appropriations and contributions with no	No obligations	Not applicable	Not applicable	When assets are controlled
Fees and charges	Building, cemetery services, library fees, property hire, private	Single point in time	Full payment prior to issue	None	Output method based on provision of service or completion of
Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	When assets are controlled
Reimbursements	Insurance claims and reimbursable expenses	Single point in time	Payment in arrears for claimable event	None	When claim is agreed or when expense is incurred

Consideration from contracts with customers is included in the transaction price.

**Revenue Recognition**

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

**For the year ended 30 June 2024**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	-	-	-	4,895,815	4,895,815
Grants, subsidies and contributions	2,345,752	-	-	1,881,502	4,227,254
Fees and charges	1,244,679	-	327,299	-	1,571,978
Interest revenue	-	-	52,301	104,493	156,794
Other revenue	762,954	-	106	257,743	1,020,803
Capital grants, subsidies and contributions	-	3,359,305	-	(57,533)	3,301,772
<b>Total</b>	<b>4,353,385</b>	<b>3,359,305</b>	<b>379,706</b>	<b>7,082,020</b>	<b>15,174,416</b>

**For the year ended 30 June 2023**

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	-	-	4,590,857	2,219	4,593,076
Grants, subsidies and contributions	1,957,774	-	-	2,175,426	4,133,200
Fees and charges	1,138,483	-	317,212	-	1,455,695
Interest revenue	-	-	39,544	38,656	78,200
Other revenue	101,517	-	-	238,467	339,984
Capital grants, subsidies and contributions	-	4,786,956	-	-	4,786,956
<b>Total</b>	<b>3,197,774</b>	<b>4,786,956</b>	<b>4,947,613</b>	<b>2,454,768</b>	<b>15,387,111</b>

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**2. REVENUE AND EXPENSES (Continued)**

**(a) Revenue (Continued)**

Note	2024 Actual \$	2023 Actual \$
<b>Interest revenue</b>		
Interest on reserve account	52,643	38,584
Trade and other receivables overdue interest	39,903	39,544
Other interest revenue	64,248	72
	<u>156,794</u>	<u>78,200</u>

The 2024 original budget estimate in relation to:  
Trade and other receivables overdue interest was \$30,000.

**Fees and charges relating to rates receivable**  
Charges on instalment plan

4,293	3,951
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The 2024 original budget estimate in relation to:  
Charges on instalment plan was \$4,000.

**(b) Expenses**

**Auditors remuneration**

- Audit of the Annual Financial Report  
- Other services – grant acquittals

40,000	34,200
5,895	3,500
<u>45,895</u>	<u>37,700</u>

**Employee Costs**

Employee benefit costs

5,632,862	4,842,312
<u>5,632,862</u>	<u>4,842,312</u>

**Finance costs**

Interest and financial charges paid/payable  
for lease liabilities and financial liabilities not  
at fair value through profit or loss

142,449	132,107
<u>142,449</u>	<u>132,107</u>

**Other expenditure**

Sundry expenses

354,330	130,121
<u>354,330</u>	<u>130,121</u>



**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**3. CASH AND CASH EQUIVALENTS**

	Note	2024	2023
		\$	\$
Cash at bank and on hand		8,105,816	6,019,273
<b>Total cash and cash equivalents</b>		<b>8,105,816</b>	<b>6,019,273</b>
Held as			
- Unrestricted cash and cash equivalents		2,296,340	1,901,911
- Restricted cash and cash equivalents	16	5,809,476	4,117,362
		<b>8,105,816</b>	<b>6,019,273</b>

**MATERIAL ACCOUNTING POLICIES**

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

**Restricted financial assets**

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

**4. OTHER FINANCIAL ASSETS**

	Note	2024	2023
		\$	\$
(a) <b>Non-current assets</b>			
Financial assets at fair value through profit or loss		103,962	101,862
		<b>103,962</b>	<b>101,862</b>
<b>Financial assets at fair value through profit or loss</b>			
Units in Local Government House Trust - opening balance		101,862	97,254
Movement attributable to fair value increment		2,100	4,608
Units in Local Government House Trust - closing balance		<b>103,962</b>	<b>101,862</b>

**MATERIAL ACCOUNTING POLICIES**

**Financial assets at fair value through profit or loss**

The Shire has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.



SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

5. TRADE AND OTHER RECEIVABLES

Note	2024 \$	2023 \$
<b>Current</b>		
Rates and statutory receivables	473,511	451,798
Trade receivables	722,277	1,857,295
Allowance for credit losses of trade receivables	(8,993)	(1,142)
	1,186,795	2,307,951
<b>Non-current</b>		
Pensioner's rates and ESL deferred	110,473	110,473
	110,473	110,473

**Disclosure of opening and closing balances related to contracts with customers**

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

Note	30 June 2024 Actual \$	30 June 2023 Actual \$	1 July 2022 Actual \$
Contract assets	7	3,766	12,760
Allowance for credit losses of trade receivables		(8,993)	(1,142)
Total trade and other receivables from contracts with customers		(5,227)	11,618
			(1,142)

**MATERIAL ACCOUNTING POLICIES**

**Rates and statutory receivables**

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

**Trade receivables**

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations or for the construction of recognisable non financial assets as part of the ordinary course of business.

**Other receivables**

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers and amounts received as grants for the construction of recognisable non financial assets.

**Measurement**

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

**Classification and subsequent measurement**

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

6. INVENTORIES

Note	2024	2023
	\$	\$
<b>Current</b>		
Fuel and materials	1,452	15,878
Land held for resale		
Cost of acquisition	214,458	151,000
	215,910	166,878
<b>Non-current</b>		
Land held for resale		
Cost of acquisition	0	18,861
	0	18,861

The following movements in inventories occurred during the year:

<b>Balance at beginning of year</b>	185,739	171,905
Inventories expensed during the year	(319,700)	(320,158)
Additions to inventory	349,871	333,992
<b>Balance at end of year</b>	215,910	185,739

**MATERIAL ACCOUNTING POLICIES**

**General**

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**Land held for resale**

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

**Land held for resale (Continued)**

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Shire's intentions to release for sale.

SHIRE OF KOJONUP  
 NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
 FOR THE YEAR ENDED 30 JUNE 2024

7. OTHER ASSETS

Other assets - current  
 Contract assets

2024	2023
\$	\$
3,766	12,760
3,766	12,760

MATERIAL ACCOUNTING POLICIES

Other current assets

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

Contract assets

Contract assets primarily relate to the Shire's right to consideration for work completed but not billed at the end of the period.

**SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**8. PROPERTY, PLANT AND EQUIPMENT**

**(a) Movements in Balances**

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Assets not subject to operating lease			Plant and equipment				Total property, plant and equipment
	Land \$	Buildings - non- specialised \$	Buildings - specialised \$	Total Property \$	Furniture and equipment \$	Plant and equipment \$	Tools \$	
<b>Balance at 1 July 2022</b>	2,281,424	10,754,885	16,390,394	29,426,703	368,455	4,088,922	1,672	33,885,752
Additions	-	21,541	450,756	472,297	9,243	349,122	-	830,662
Disposals	-	-	-	-	-	(65,761)	-	(65,761)
Depreciation	-	(226,849)	(427,343)	(654,192)	(20,776)	(406,582)	(875)	(1,082,425)
<b>Balance at 30 June 2023</b>	2,281,424	10,549,577	16,413,807	29,244,808	356,922	3,965,701	797	33,568,228
<b>Comprises:</b>								
Gross balance amount at 30 June 2023	2,281,424	10,776,426	16,841,602	29,899,452	427,750	5,593,893	12,541	35,933,636
Accumulated depreciation at 30 June 2023	-	(226,849)	(427,795)	(654,644)	(70,828)	(1,628,192)	(11,744)	(2,365,408)
<b>Balance at 30 June 2023</b>	2,281,424	10,549,577	16,413,807	29,244,808	356,922	3,965,701	797	33,568,228
Additions	10,661	206,785	536,978	754,424	-	148,594	-	903,018
Disposals	-	-	-	-	-	(39,179)	-	(39,179)
Depreciation	-	(227,588)	(440,076)	(667,664)	(37,625)	(549,452)	(797)	(1,255,538)
<b>Balance at 30 June 2024</b>	2,292,085	10,528,774	16,510,709	29,331,568	319,297	3,525,664	-	33,176,529
<b>Comprises:</b>								
Gross balance amount at 30 June 2024	2,292,085	10,983,211	17,378,580	30,653,876	427,750	5,667,488	12,541	36,761,655
Accumulated depreciation at 30 June 2024	-	(454,437)	(867,871)	(1,322,308)	(108,453)	(2,141,824)	(12,541)	(3,585,126)
<b>Balance at 30 June 2024</b>	2,292,085	10,528,774	16,510,709	29,331,568	319,297	3,525,664	-	33,176,529

**SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**8. PROPERTY, PLANT AND EQUIPMENT (Continued)**

(b) Carrying Amount Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
<b>(i) Fair Value - as determined at the last valuation date</b>					
<b>Land and buildings</b>					
Land	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2022	Price per m <sup>2</sup> /market borrowing rate
Buildings - non-specialised	2	Market approach using recent observable market data for similar properties / income approach using discounted cashflow methodology	Independent registered valuers	June 2022	Observable open market values of similar assets adjusted for condition and comparability at the highest value and best use.
Buildings - specialised	3	Cost approach using current replacement cost	Independent registered valuers	June 2022	Construction costs and current condition, residual values and remaining useful life assessment inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

**(ii) Cost**

<b>Furniture and equipment</b>	N/A	Cost	N/A	N/A
<b>Plant and equipment</b>	N/A	Cost	N/A	N/A



**SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024**

**9. INFRASTRUCTURE**

**(a) Movements in Balances**

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Infrastructure kerbing	Infrastructure drainage	Infrastructure bridges	Infrastructure footpaths	Infrastructure parks	Other infrastructure	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Balance at 1 July 2022</b>	93,409,952	2,684,095	11,492,499	5,793,354	1,110,450	2,041,885	5,783,894	122,316,129
Additions	3,483,009	-	26,403	-	-	427,935	114,990	4,052,337
Depreciation	(2,474,061)	(199,439)	(499,926)	(113,328)	(60,738)	(117,193)	(274,973)	(3,739,658)
<b>Balance at 30 June 2023</b>	94,418,900	2,484,656	11,018,976	5,680,026	1,049,712	2,352,627	5,623,911	122,628,808
<b>Comprises:</b>								
Gross balance at 30 June 2023	147,808,303	4,985,965	25,020,548	11,332,778	1,823,976	2,481,009	5,898,884	199,351,463
Accumulated depreciation at 30 June 2023	(53,389,403)	(2,501,309)	(14,001,572)	(5,652,752)	(774,264)	(128,382)	(274,973)	(76,722,655)
<b>Balance at 30 June 2023</b>	94,418,900	2,484,656	11,018,976	5,680,026	1,049,712	2,352,627	5,623,911	122,628,808
Additions	3,802,734	-	-	-	298,901	70,030	470,067	4,641,732
Depreciation	(2,648,763)	(199,439)	(500,411)	(113,328)	(61,557)	(126,819)	(283,250)	(3,933,567)
<b>Balance at 30 June 2024</b>	95,572,871	2,285,217	10,518,565	5,566,698	1,287,056	2,295,838	5,810,728	123,336,973
<b>Comprises:</b>								
Gross balance at 30 June 2024	151,611,037	4,985,965	25,020,548	11,332,778	2,122,877	2,551,039	6,368,951	203,993,195
Accumulated depreciation at 30 June 2024	(56,038,166)	(2,700,748)	(14,501,983)	(5,766,080)	(835,821)	(255,201)	(558,223)	(80,656,222)
<b>Balance at 30 June 2024</b>	95,572,871	2,285,217	10,518,565	5,566,698	1,287,056	2,295,838	5,810,728	123,336,973

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

9. INFRASTRUCTURE (Continued)

(b) Carrying Amount Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value - as determined at the last valuation date					
Infrastructure - roads	3	Cost Approach using depreciated replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Infrastructure kerbing	3	Cost Approach using depreciated replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Infrastructure drainage	3	Cost Approach using depreciated replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Infrastructure bridges	3	Cost Approach using depreciated replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Infrastructure footpaths	3	Cost Approach using depreciated replacement cost	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Infrastructure parks	3	Approach using depreciated replacement registered valuers/Management	Management valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs
Other infrastructure	3	Cost Approach using depreciated replacement cost	Independent registered valuers/Management Valuation	June 2022	Construction costs (Level 2) and current condition, residual values and remaining useful life assessments (Level 3) inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.



SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

10. FIXED ASSETS

(a) Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings - non-specialised	30 to 50 years
Buildings - specialised	30 to 50 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Tools	4 to 10 years
Infrastructure - roads	12 to 50 years
Infrastructure kerbing	12 to 50 years
Infrastructure drainage	20 to 50 years
Infrastructure bridges	20 to 50 years
Infrastructure footpaths	20 to 50 years
Infrastructure parks	20 to 100 years
Other infrastructure	20 to 100 years



SHIRE OF KOJONUP  
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10. FIXED ASSETS (Continued)

**MATERIAL ACCOUNTING POLICIES**

**Initial recognition**

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

**Measurement after recognition**

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

**Reportable Value**

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are *land and buildings classified as property, plant and equipment*, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

**Revaluation**

Land and buildings classified as property, plant and equipment, *infrastructure or vested improvements that the local government controls* and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

**Depreciation**

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

**Depreciation on revaluation**

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

**Impairment**

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

**Gains or losses on disposal**

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**11. TRADE AND OTHER PAYABLES**

**Current**

Sundry creditors	
Prepaid rates	
Accrued payroll liabilities	
ATO liabilities	
Bonds and deposits held	
Accrued interest on long term borrowings	
Springhaven accommodation bonds	
Accrued expenses	

2024	2023
Actual	Actual
\$	\$
120,191	234,601
65,020	60,913
143,844	134,868
69,860	153,273
31,428	-
41,618	25,851
3,695,000	1,945,000
57,803	34,200
4,224,764	2,588,706

**MATERIAL ACCOUNTING POLICIES**

**Financial liabilities**

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**Trade and other payables**

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

**Prepaid rates**

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**12. OTHER LIABILITIES**

	<b>2024</b>	<b>2023</b>
	<b>\$</b>	<b>\$</b>
<b>Current</b>		
Capital grant/contributions liabilities	841,285	819,546
	<b>841,285</b>	<b>819,546</b>
<b>Reconciliation of changes in capital grant/contribution liabilities</b>		
Opening balance	819,546	1,049,302
Additions	841,285	819,546
Revenue from capital grant/contributions held as a liability at the start of the period	(819,546)	(1,049,302)
	<b>841,285</b>	<b>819,546</b>
<b>Expected satisfaction of capital grant/contribution liabilities</b>		
Less than 1 year	841,285	819,546

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

**MATERIAL ACCOUNTING POLICIES**

**Capital grant/contribution liabilities**

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 22(i)) due to the unobservable inputs, including own credit risk.



**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**13. BORROWINGS**

	Note	2024			2023		
		Current	Non-current	Total	Current	Non-current	Total
		\$	\$	\$	\$	\$	\$
Secured							
Debentures		517,952	4,479,878	4,997,830	447,038	4,988,862	5,435,900
<b>Total secured borrowings</b>	<b>25(a)</b>	<b>517,952</b>	<b>4,479,878</b>	<b>4,997,830</b>	<b>447,038</b>	<b>4,988,862</b>	<b>5,435,900</b>

**Secured liabilities and assets pledged as security**

The Shire of Kojonup has complied with the financial covenants of its borrowing facilities during the 2024 and 2023 years.

**MATERIAL ACCOUNTING POLICIES**

**Borrowing costs**

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 22(i)) due to the unobservable inputs, including own credit risk.

**Risk**

Details of individual borrowings required by regulations are provided at Note 25(a).

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**14. EMPLOYEE RELATED PROVISIONS**

**Employee Related Provisions**

**Current provisions**

**Employee benefit provisions**

Annual leave

Long service leave

**Employee related other provisions**

Employment on-costs

**Total current employee related provisions**

**Non-current provisions**

**Employee benefit provisions**

Long service leave

**Employee related other provisions**

Employment on-costs

**Total non-current employee related provisions**

**Total employee related provisions**

	2024	2023
	\$	\$
Annual leave	429,832	414,455
Long service leave	228,776	281,339
	658,608	695,794
Employment on-costs	83,207	90,367
	83,207	90,367
<b>Total current employee related provisions</b>	<b>741,815</b>	<b>786,161</b>
Long service leave	60,783	155,007
	60,783	155,007
Employment on-costs	8,510	21,700
	8,510	21,700
<b>Total non-current employee related provisions</b>	<b>69,293</b>	<b>176,707</b>
<b>Total employee related provisions</b>	<b>811,108</b>	<b>962,868</b>

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

**MATERIAL ACCOUNTING POLICIES**

**Employee benefits**

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

**Short-term employee benefits**

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

**Other long-term employee benefits**

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case obligations are presented as current provisions.

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

15. REVALUATION SURPLUS

	2024 Opening Balance \$	Total Movement on Revaluation \$	2024 Closing Balance \$	2023 Opening Balance \$	2023 Closing Balance \$
Revaluation surplus - Land & Buildings	11,589,786	69,831	11,659,617	11,589,786	11,589,786
Revaluation surplus - Furniture and equipment	77,021	-	77,021	77,021	77,021
Revaluation surplus - Plant and equipment	497,970	-	497,970	497,970	497,970
Revaluation surplus - Infrastructure - roads	62,404,223	14,517	62,418,740	62,404,223	62,404,223
Revaluation surplus - Other infrastructure	6,487,126	-	6,487,126	6,487,126	6,487,126
	81,056,126	84,348	81,140,474	81,056,126	81,056,126



**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**16. RESTRICTIONS OVER FINANCIAL ASSETS**

	<b>Note</b>	<b>2024 Actual \$</b>	<b>2023 Actual \$</b>
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	5,809,476	4,117,362
		5,809,476	4,117,362
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	26	4,840,738	3,003,937
Contract liabilities	12	-	-
Capital grant liabilities	12	841,285	819,546
Bonds and Deposits		31,428	-
Unspent loans	25(b)	96,025	293,879
<b>Total restricted financial assets</b>		<b>5,809,476</b>	<b>4,117,362</b>

**17. UNDRAWN BORROWING FACILITIES AND CREDIT  
STANDBY ARRANGEMENTS**

Bank overdraft limit	200,000	200,000
Bank overdraft at balance date	-	-
Credit card limit	30,000	30,000
Credit card balance at balance date	-	(7,545)
<b>Total amount of credit unused</b>	<b>230,000</b>	<b>222,455</b>
<b>Loan facilities</b>		
Loan facilities - current	517,952	447,038
Loan facilities - non-current	4,479,878	4,988,862
<b>Total facilities in use at balance date</b>	<b>4,997,830</b>	<b>5,435,900</b>
<b>Unused loan facilities at balance date</b>	<b>NIL</b>	<b>NIL</b>

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**18. CONTINGENT LIABILITIES**

In compliance with the *Contaminated Sites Act 2003* Section 11, the Shire of Kojonup has identified the following sites to be possible sources of contamination:

Kojonup Shire Airport, Lot 3 on diagram 72650, 175 Aerodrome Road, Kojonup.  
Kojonup Shire Depot, Lot 31 on diagram 63815, 19 Bilson Street, Kojonup.

Until the Shire conducts an investigation to determine the presence and scope of contamination, assess the risk, and agree with the Department of Water and Environmental Regulation on the need and criteria for remediation or a risk based approach, the Shire is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Water and Environmental Regulation Guidelines.

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

19. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members.

Note	2024 Actual \$	2024 Budget \$	2023 Actual \$
President's annual allowance	12,582	30,400	28,411
President's meeting attendance fees	22,800	21,400	19,482
President's annual allowance for ICT expenses	-	-	3,000
	35,382	51,800	50,893
Deputy President's annual allowance	13,845	7,600	5,327
Deputy President's meeting attendance fees	9,376	12,228	9,436
Deputy President's annual allowance for ICT expenses	-	-	2,250
Deputy President's travel and accommodation expenses	175		
	23,396	19,828	17,013
All other council member's meeting attendance fees	73,765	73,372	72,270
All other council member's annual allowance for ICT expenses	-	-	17,250
All other council member's travel and accommodation expenses	604	700	339
	74,369	74,072	89,859
19(b)	133,147	145,700	157,765

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Short-term employee benefits	575,218	685,886
Post-employment benefits	69,391	75,300
Employee - other long-term benefits	11,071	14,288
Council member costs	133,147	157,765
19(a)	788,827	933,239

*Short-term employee benefits*

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

*Post-employment benefits*

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

*Other long-term benefits*

These amounts represent annual leave and long service leave entitlements accruing during the year.

*Council member costs*

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**19. RELATED PARTY TRANSACTIONS**

**Transactions with related parties**

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	<b>2024</b> <b>Actual</b> \$	<b>2023</b> <b>Actual</b> \$
Sale of goods and services	2,912	4,698
Purchase of goods and services	412,223	301,012
<b>Amounts outstanding from related parties:</b>		
Trade and other receivables	145	2,018
<b>Amounts payable to related parties:</b>		
Trade and other payables	167	11,687

**Related Parties**

The Shire's main related parties are as follows:

*i. Key management personnel*

*Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Shire, directly or indirectly, including any council member, are considered key management personnel and are detailed in Notes 19(a) and 19(b).*

*ii. Other Related Parties*

Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

*iii. Entities subject to significant influence by the Shire*

There were no such entities requiring disclosure during the current or previous year.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**20. JOINT ARRANGEMENTS**

**Share of joint operations**

In 1998/99, the Shire in conjunction with Homeswest, constructed 2 units for low income residents in the Kojonup townsite. In 2002 an additional 3 units were constructed. The Shire's interest in these units is as follows:

5A and 5B Vanzuilecom Street (2 x 2 Bedroom Units) - 18.20%

2,4 and 6 Elverd Street (2 x 2 Bedroom Units & 1x3 bedroom Unit) - 20.65%

**Statement of Financial Position**

	<b>2024 Actual</b>	<b>2023 Actual</b>
	<b>\$</b>	<b>\$</b>
Land and Buildings	236,209	227,409
Less: accumulated depreciation	(8,372)	(4,108)
Cash backed reserve account	88,963	84,750
<b>Total assets</b>	<b>316,800</b>	<b>308,051</b>
Accumulated surplus	227,837	223,301
Reserve accounts	88,963	84,750
<b>Total equity</b>	<b>316,800</b>	<b>308,051</b>

**Statement of Comprehensive Income**

Other revenue	37,960	37,960
Depreciation	(4,264)	(4,108)
Other expense	(29,530)	(19,372)
<b>Profit/(loss) for the period</b>	<b>4,166</b>	<b>14,480</b>
<b>Total comprehensive income for the period</b>	<b>4,166</b>	<b>14,480</b>

**Statement of Cash Flows**

Other revenue	37,960	37,960
Other expense	(29,530)	(19,372)
<b>Net cash provided by (used in) operating activities</b>	<b>8,430</b>	<b>18,588</b>

**MATERIAL ACCOUNTING POLICIES**

**Joint operations**

A joint operation is a joint arrangement where the Shire has joint control with two or more parties to the joint arrangement. All parties to joint arrangement have rights to the assets, and obligations for the liabilities relating to the arrangement.

Assets, liabilities, revenues and expenses relating to the Shire's interest in the joint operation are accounted for in accordance with the relevant Australian Accounting Standard.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**21. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

On 14 October 2024 the Shire of Kojonup entered into business sale, property lease and residential lease agreements to transfer the accreditation and operations of Springhaven Aged Care Facility to Hall and Prior.

The estimated financial impact of the business sale will result in:

A reduction in operating expenditure of \$2,940,000 per annum

A reduction in operating income in the form of grants and subsidies of \$2,983,000 per annum.

An increase in operating revenue from fees and charges for rent of residential property of \$100,000 per annum.

A one-off cash settlement sum received by the Shire for sale of assets for \$250,000, less employee leave liability of \$131,480.

A transfer of \$3,110,000 for refundable accommodation deposits held to Hall and Prior.



SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

22. OTHER MATERIAL ACCOUNTING POLICIES

**a) Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

**b) Current and non-current classification**

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

**c) Rounding off figures**

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

**d) Comparative figures**

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

**e) Budget comparative figures**

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

**f) Superannuation**

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

**g) Fair value of assets and liabilities**

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

**h) Interest revenue**

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

**i) Fair value hierarchy**

AASB 13 *Fair Value Measurement* requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

**Level 1**

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2**

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

**Valuation techniques**

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

**Market approach**

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

**Income approach**

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**Cost approach**

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

**j) Impairment of assets**

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116 *Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

**SHIRE OF KOJONUP**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2024**

**23. RATING INFORMATION**

(a) General Rates

RATE TYPE	Basis of valuation	Rate in \$	Number of Properties	2023/24 Actual Rateable Value*	2023/24 Actual Rate	2023/24 Actual Interim Rates	2023/24 Actual Total Revenue	2023/24 Budget Rate	2023/24 Budget Interim Rate	2023/24 Budget Total Revenue	2022/23 Actual Total Revenue
(i) General rates											
GRV - Urban	Gross rental valuation	0.147157	562	7,572,037	1,114,278	5,147	1,119,425	1,114,279	300	1,114,579	1,040,057
UV - Rural	Unimproved valuation	0.006398	494	573,649,010	3,670,206	2,284	3,672,490	3,670,206	-	3,670,206	3,446,413
<b>Total general rates</b>			<b>1,056</b>	<b>581,221,047</b>	<b>4,784,484</b>	<b>7,431</b>	<b>4,791,915</b>	<b>4,784,485</b>	<b>300</b>	<b>4,784,785</b>	<b>4,486,470</b>
(ii) Minimum payment		<b>Minimum Payment \$</b>									
GRV - Urban	Gross rental valuation	831	71	113,267	59,001	-	59,001	59,001	-	59,001	60,840
UV - Rural	Unimproved valuation	831	56	3,696,490	46,536	-	46,536	46,536	-	46,536	43,680
<b>Total minimum payments</b>			<b>127</b>	<b>3,809,757</b>	<b>105,537</b>	<b>-</b>	<b>105,537</b>	<b>105,537</b>	<b>-</b>	<b>105,537</b>	<b>104,520</b>
<b>Total general rates and minimum payments</b>		<b>Rate in</b>	<b>1,183</b>	<b>585,030,804</b>	<b>4,890,021</b>	<b>7,431</b>	<b>4,897,452</b>	<b>4,890,022</b>	<b>300</b>	<b>4,890,322</b>	<b>4,590,990</b>
(iii) Ex-gratia Rates											
CBH Ex-gratia rates											
<b>Total amount raised from rates (excluding general rates)</b>											
Rate write-offs											
<b>Total Rates</b>											
Rate instalment interest											
Rate overdue interest											

The rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

\*Rateable Value at time of raising of rate.



## 24. DETERMINATION OF SURPLUS OR DEFICIT



SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

25. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual				Budget			
		Principal at 1 July 2022	New Loans During 2022-23	Principal Repayments During 2022-23	Principal at 30 June 2023	New Loans During 2023-24	Principal Repayments During 2023-24	Principal at 30 June 2024	
		\$	\$	\$	\$	\$	\$	\$	\$
Medical Centre Donation		123,523	-	(4,294)	119,229	-	(8,699)	110,530	
Bagg Street Unit		63,613	-	(9,611)	53,802	-	(10,115)	43,687	
GROH Housing - GSHI		934,056	-	(115,236)	818,822	-	(112,583)	706,239	
Aged Units - GSHI		30,377	-	(10,008)	20,369	-	(10,125)	10,244	
Staff Housing - GSHI		855,837	-	(64,266)	791,569	-	(60,276)	731,293	
Sports Complex		215,867	-	(17,162)	198,705	-	(8,900)	189,805	
Sports Complex Retaining Wall		72,051	-	(9,692)	62,359	-	(9,885)	52,474	
Overall Lighting		231,128	-	(24,220)	206,908	-	(24,573)	182,335	
Netball Courts & Roof		1,390,000	-	(52,268)	1,337,732	-	(53,783)	1,283,949	
Airstrip Lighting		136,583	-	(4,984)	131,599	-	(10,157)	121,442	
Staff Housing		55,000	-	(10,594)	44,406	-	(10,793)	33,613	
GROH Housing		55,000	-	(10,594)	44,406	-	(10,793)	33,613	
Harrison Place Toilets & Park		400,000	-	(33,385)	366,615	-	(34,706)	331,909	
Land development		386,078	-	(32,223)	353,855	-	(33,498)	320,357	
Staff Housing Renovations		300,000	-	(14,476)	285,524	-	(15,121)	270,403	
Communications Tower		-	400,000	-	400,000	-	(16,042)	383,958	
Harrison Place Toilets & Park (New)		-	200,000	-	200,000	-	(8,021)	191,979	
<b>Total</b>		<b>5,245,115</b>	<b>600,000</b>	<b>(413,215)</b>	<b>5,435,300</b>	<b>-</b>	<b>(447,119)</b>	<b>4,988,782</b>	

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

25. BORROWING AND LEASE LIABILITIES (Continued)

(a) Borrowings (Continued)

Borrowing Finance Cost Payments									
Purpose	Loan Number	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2024	Budget for year ending 30 June 2024	Actual for year ending 30 June 2023		
					\$	\$	\$		
Medical Centre Donation	137	WATC*	1.73%	28/02/2035	(1,902)	(1,952)	(2,050)		
Bagg Street unit	135	WATC*	3.07%	22/06/2028	(1,567)	(1,575)	(1,871)		
GROH Housing - GSHI	138	WATC*	1.44%	28/02/2030	(10,907)	(11,449)	(12,509)		
Aged Units - GSHI	139	WATC*	1.17%	28/02/2025	(169)	(209)	(287)		
Staff Housing - GSHI	140	WATC*	1.73%	28/02/2035	(13,178)	(13,521)	(14,203)		
Sports Complex	134	WATC*	4.94%	29/06/2032	(9,591)	(9,800)	(10,450)		
Sports Complex Retaining Wall	136	WATC*	1.99%	31/05/2029	(1,175)	(1,192)	(1,370)		
Oval Lighting	142	WATC*	1.45%	28/04/2031	(2,853)	(2,915)	(3,206)		
Netball Courts & Roof	143	WATC*	2.88%	4/03/2042	(37,607)	(38,108)	(39,136)		
Airstrip Lighting	141	WATC*	1.51%	28/08/2034	(1,825)	(1,875)	(1,976)		
Staff Housing	144	WATC*	1.87%	4/03/2027	(715)	(780)	(915)		
GROH Housing	145	WATC*	1.87%	4/03/2027	(715)	(780)	(915)		
Harrison Place Toilets & Park	146	WATC*	3.92%	8/06/2032	(13,939)	(14,025)	(15,263)		
Land development	147	WATC*	3.92%	8/06/2032	(13,454)	(13,537)	(14,732)		
Staff Housing Renovations	148	WATC*	4.49%	28/06/2037	(6,295)	(12,643)	(13,076)		
Communications Tower	150	WATC*	4.52%	29/06/2033	(17,705)	(9,038)	(49)		
Harrison Place Toilets & Park (New)	149	WATC*	4.52%	29/06/2033	(8,852)	(4,519)	(99)		
<b>Total</b>					<b>(142,449)</b>	<b>(137,918)</b>	<b>(132,107)</b>		
<b>Total Finance Cost Payments</b>					<b>(142,449)</b>	<b>(137,918)</b>	<b>(132,107)</b>		

\* WA Treasury Corporation

(b) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance 1 July 2023	Borrowed During Year	Expended During Year	Unspent Balance 30 June 2024
			\$	\$	\$	\$
Loan 148 - Staff house renovations	WATC*	24/06/2022	293,879	-	(197,854)	96,025
			293,879	-	(197,854)	96,025

\* WA Treasury Corporation



SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

26. RESERVE ACCOUNTS

	2024 Actual Opening Balance	2024 Actual Transfer to	2024 Actual Transfer (from)	2024 Actual Closing Balance	2024 Budget Opening Balance	2024 Budget Transfer to	2024 Budget Transfer (from)	2024 Budget Closing Balance	2023 Actual Opening Balance	2023 Actual Transfer to	2023 Actual Transfer (from)	2023 Actual Closing Balance
Restricted by council												
(a) Leave reserve	247,421	42,973	-	290,394	245,886	30,908	-	276,794	235,650	11,771	-	247,421
(b) Plant reserve	251,346	12,495	-	263,841	252,079	2,611	-	254,690	582,448	6,733	(337,835)	251,346
(c) Economic development reserve	-	-	-	-	-	-	-	-	88,507	786	(89,293)	-
(d) Springhaven lodge reserve	1,945,000	1,750,000	-	3,695,000	1,945,000	-	-	1,945,000	2,195,000	-	(250,000)	1,945,000
(e) Low income housing reserve	84,750	4,213	-	88,963	84,224	83	-	84,307	83,483	1,267	-	84,750
(f) Sporting facility reserve	63,655	3,164	-	66,819	63,260	63	-	63,323	62,737	918	-	63,655
(g) Springhaven buildings upgrade and renewal reserve	-	-	-	-	-	-	-	-	2,165	15,904	(18,069)	-
(h) Bushfire communications reserve	-	-	-	-	-	-	-	-	89,346	793	(90,139)	-
(i) Landfill waste management reserve	81,262	4,040	-	85,302	80,758	80	-	80,838	80,047	1,215	-	81,262
(k) Land acquisition and development reserve	-	-	-	-	-	-	-	-	37,289	333	(37,622)	-
(l) Community grants reserve	9,894	492	-	10,386	9,832	10	-	9,842	9,745	149	-	9,894
(m) Independent living units reserve	160,569	7,983	-	168,552	159,573	158	-	159,731	158,168	2,401	-	160,569
(n) Spencer street youth precinct reserve	-	-	-	-	-	-	-	-	31,270	278	(31,548)	-
(o) Natural resource management reserve	98,909	4,917	-	103,826	98,295	97	-	98,392	97,430	1,479	-	98,909
(p) Memorial hall & lesser hall upgrades reserve	-	-	-	-	-	-	-	-	7,146	63	(7,209)	-
(q) Day care building maintenance reserve	-	-	-	-	-	-	-	-	14,766	146	(14,912)	-
(r) Swimming pool reserve	41,083	2,042	-	43,125	40,829	40	-	40,869	40,469	614	-	41,083
(s) Springhaven equipment reserve	-	-	-	-	-	-	-	-	16,503	146	(16,649)	-
(t) Saleyards reserve	-	-	-	-	-	-	-	-	39,555	351	(39,906)	-
(u) RSL hall renewal reserve	-	-	-	-	-	-	-	-	10,300	92	(10,392)	-
(u) Benn parade multi-facility reserve	-	-	-	-	-	-	-	-	14,301	119	(14,420)	-
(v) Townscape reserve	-	-	-	-	-	-	-	-	49,801	442	(50,243)	-
(v) Kodja place building upgrade & renewal reserve	17,880	889	-	18,769	17,769	18	-	17,787	17,630	250	-	17,880
(v) Kodja place tourist precinct reserve	17	1	-	18	17	-	-	17	10,007	89	(10,079)	17
(w) Shire office/library building upgrade & renewal reserve	-	-	-	-	-	-	-	-	1,007	-	(1,007)	-
(x) Works depot building upgrade & renewal reserve	-	-	-	-	-	-	-	-	1,006	-	(1,006)	-
(y) Netball court resurface reserve	1,013	3,535	-	4,548	1,007	3,501	-	4,508	1,007	6	-	1,013
(z) The spring reserve	-	-	-	-	-	-	-	-	16,018	142	(16,160)	-
(aa) Sporting complex building upgrade & renewal reserve	1,136	57	-	1,193	1,129	-	-	1,129	1,080	56	-	1,136
(ab) Playgrounds & parks reserve	-	-	-	-	-	-	-	-	20,026	179	(20,205)	-
(ac) Trails network construction reserve	2	-	-	2	2	-	-	2	6,007	2	(6,007)	2
	3,003,937	1,836,801	-	4,840,738	2,999,660	37,569	-	3,037,229	4,019,914	46,724	(1,062,701)	3,003,937

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.



**SHIRE OF KOJONUP**  
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**FOR THE YEAR ENDED 30 JUNE 2024**

**26. RESERVE ACCOUNTS (continued)**

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Name of reserve account		Purpose of the reserve account
Restricted by council		
(a) Leave reserve		To be used to fund annual and long service leave requirements.
(b) Plant reserve		To smooth funding allocations over financial years for the purchase of major plant items.
(c) Economic development reserve		To be used for Pillar 5 - 'Digital' within 'Smart Possibilities' in the Kojonup Community Strategic Plan.
(d) Springhaven lodge reserve		To cash back refundable bonds paid by residents of the facility.
(e) Low income housing reserve		To be used for major maintenance of Jean Sullivan Units. All operating profit is to be transferred to this reserve in accordance with the joint venture agreement.
(f) Sporting facility reserve		To fund Council contribution to CSREFF Funding grants or to fund construction or renewal of Shire sporting facilities.
(g) Springhaven buildings upgrade and renewal reserve		To be used for major maintenance and capital renewal of Springhaven facility buildings.
(h) Bushfire communications reserve		To construct and maintain critical bushfire communication infrastructure.
(i) Landfill waste management reserve		To be used for future upkeep, maintenance, expansion, post closure activities and or reclamation of the Shire's waste management facilities.
(j) Energy efficiency reserve		To fund energy efficiency initiatives within the Shire's operations. 50% of any savings resulting from expenditure of this reserve account is to be transferred back into the reserve.
(k) Land acquisition and development reserve		To fund the purchase of land, sub-division expenses and receipt sub-division sales revenue.
(l) Community grants reserve		To finance community grant scheme rounds and to financially manage larger community grants that may extend over more than one financial year.
(m) Independent living units reserve		To transfer operating profits from Loton Close units to this reserve to fund major maintenance and future asset replacement.
(n) Spencer street youth precinct reserve		To fund development, planning and construction of a skate park, pump track and youth centre at the Spencer Street site.
(o) Natural resource management reserve		For the Shire of Kojonup to progress the following projects: - 1. Bridal Creeper and tagasaste Eradication program. 2. Managing water resources including water harvesting and re-use opportunities in the Shire for the use in Kojonup parks and reserves during summer. 3. Undertake weed management and planting of native trees and shrubs in conjunction with Schools, Kojonup Aboriginal Corporation and community groups within identified Reserves such as: a) Myrtle Benn, Farrar and Quin Quin; b) Showground's area, and c) Blackwood Road arboretum to improve bio diversity, fauna habitat and natural resource management outcomes. To construct a medical centre as defined within the existing Shire of Kojonup Town Planning Scheme No.3. For the expenditure of major building maintenance items on the Kojonup Day Care Centre building, corner of Elverd & Honner Streets, Kojonup. To fund major refurbishment and/or asset replacement of the Kevin O'Halloran Memorial Swimming Pool. To fund major equipment purchases at Springhaven Lodge. To fund capital renewal and upgrades to the Kojonup Saleyards To be used for major refurbishment and/or re-purposing of the Kojonup RSL Hall. To be used to fund the co-location of Historical Society, Men's Shed and Kojonup Tourist Railway facilities to the Benn Parade Railway precinct. To be used for major townscape improvements to the Kojonup Town Centre. To be used for building upgrades and renewals to Kodja Place. To be used to fund the implementation of the recommendations contained within the Kodja Place Master Plan. To be used for major upgrade and capital renewal of the Shire Administration Centre and library buildings. To be used for major upgrade and capital renewal of the Works & Services Depot buildings. To be used for the future replacement of the netball court playing surfaces. To be used for major capital upgrades and improvements at the Kojonup Spring area. To be used for major upgrade and renewal of the Sporting Complex Building. To be used to fund the major asset renewal of playground equipment and park infrastructure. To be used to construct recreational trails within the Shire of Kojonup in accordance with the Great Southern Master Trails Plan and the Shire of Kojonup Trails Plan.
(p) Memorial hall & lesser hall upgrades reserve		
(q) Day care building maintenance reserve		
(r) Swimming pool reserve		
(s) Springhaven equipment reserve		
(t) Saleyards reserve		
(u) RSL hall renewal reserve		
(v) Benn parade multi-facility reserve		
(v) Townscape reserve		
(v) Kodja place building upgrade & renewal reserve		
(v) Kodja place tourist precinct reserve		
(w) Shire office/library building upgrade & renewal reserve		
(x) Works depot building upgrade & renewal reserve		
(y) Netball court resurfacing reserve		
(z) The spring reserve		
(aa) Sporting complex building upgrade & renewal reserve		
(ab) Playgrounds & parks reserve		
(ac) Trails network construction reserve		

SHIRE OF KOJONUP  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2024

27. TRUST FUNDS

Funds held at balance date which are required to be held in trust and which are not included in the financial statements are as follows:

	1 July 2023	Amounts Received	Amounts Paid	30 June 2024
	\$	\$	\$	\$
Loton Close bonds	761	0	0	761
	761	0	0	761