

# SHIRE OF KONDININ



## ASSET MANAGEMENT PLAN 2023-33



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**Date:** 7 March 2023



# EXECUTIVE SUMMARY

The Shire of Kondinin is a service providing organisation. Our services are underpinned by many different physical assets. This includes roads, paths, drainage, buildings, recreation spaces, fleet, equipment and IT.

Ensuring that the Shire meets the service needs of current and future users is important to us. To do this, the Shire takes a long-term management view. This view, and the plans and strategies that the Shire has for its assets, are recorded within this document.

This Asset Management Plan (AMP) is maintained as a live document to ensure that it remains up to date. It integrates with the Shire's Strategic Community Plan so that it is balanced against our long-term vision. It is also structured around the four major service areas of:

-  **TRANSPORT** - assets that support vehicular, pedestrian, cycling, mobility device and aviation travel
-  **PROPERTY** - building and land assets
-  **RECREATION** - assets within places such as ovals, parks, gardens etc.
-  **FLEET & IT** - assets such as plant, equipment, vehicles and IT

This AMP considers a future planning view of ten years. The Shire understands that over this time, the way that the community uses our services will change. This means that our assets may also have to change.

In total, the Shire's assets have a combined fair value of \$241million, and a replacement cost in excess of \$298million. These assets collectively depreciate by about \$12.4million each year as they age and wear. The Shire then often replaces assets at the end of their physical lives, so that services can be maintained.

Overall, the Shire's assets appear to be in a good condition, with just 2% seemingly in a poor or very poor condition. Although this means that there may be a \$7million backlog in potential renewal works, this is thought to be manageable within the Shire's normal business activities. However, there is potential to further improve the robustness of the Shire's recorded asset data and works programmes. Improvement actions to enhance this position have been listed.

The Shire strives to ensure that the quality of the four services is provided at the level required by our community, at a cost that it can afford. To further assist in understanding service delivery performance, the Shire is starting to monitor service level indicators. In future versions of the AMP, these indicators will assist the Shire in its decision making.





## WHY DOES THE SHIRE PROVIDE ASSETS?

Physical assets exist for the single purpose of facilitating the delivery of services. This includes core services such as governance, transport, recreation and culture, housing and waste management. These services contribute to the Shire having a thriving and sustainable future.

This document is the Shire's Asset Management Plan (AMP). It seeks to outline the activities and strategies that will be carried out for the Shire's transport, property, recreation, fleet and IT assets, over the next ten financial years (2023/24 to 2032/33).

## WHAT IS ASSET MANAGEMENT?

The role of Council is to deliver services that help realise the community's vision for the Shire. This vision is defined within the Shire's Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of physical assets.

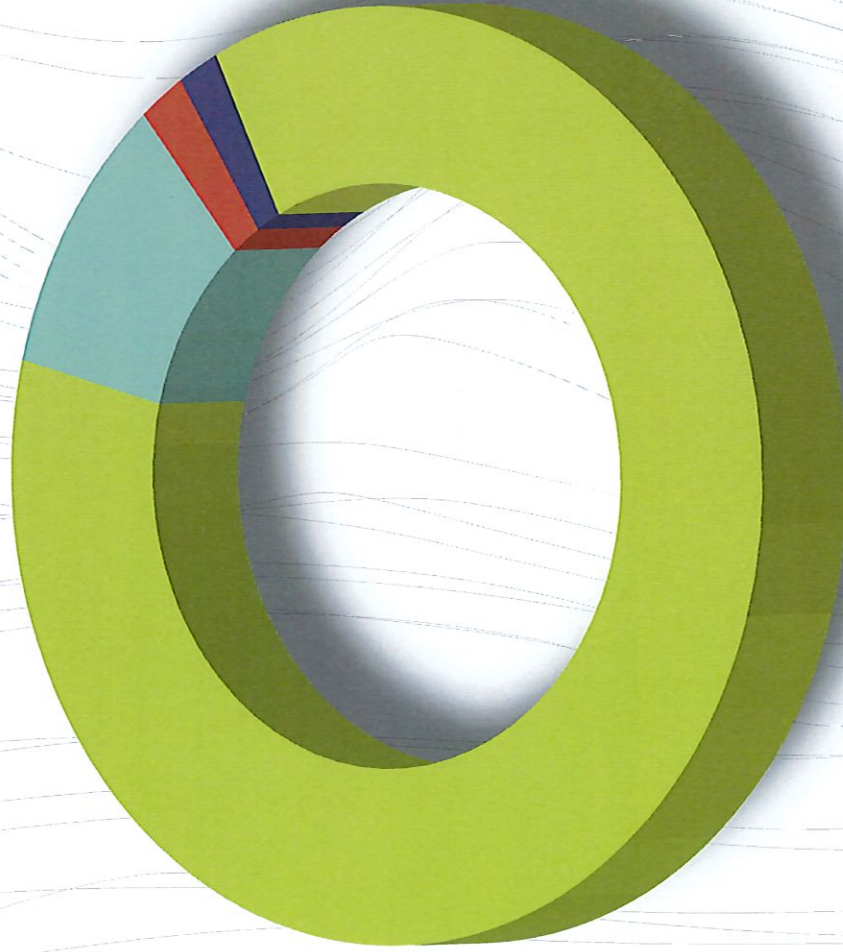
Assets can be challenging to provide, operate, maintain and renew in a sustainable way and with limited financial resources. Good asset management practices seek to take a long-term planning view, that balance the service quality, against the cost to the community.





## WHAT IS OUR ASSET PORTFOLIO?

The Shire's assets provide an integrated service with other private, local government and state government controlled infrastructure. The AMP, and its reported asset fair values, is structured around the four major service areas of:



### TRANSPORT

**\$208,597,120 (86.5%)**

assets that support vehicular, pedestrian, cycling, mobility device and aviation travel



### PROPERTY

**\$24,151,333 (10%)**

building and land assets



### RECREATION

**\$4,626,464 (1.9%)**

assets within places such as ovals, parks and gardens



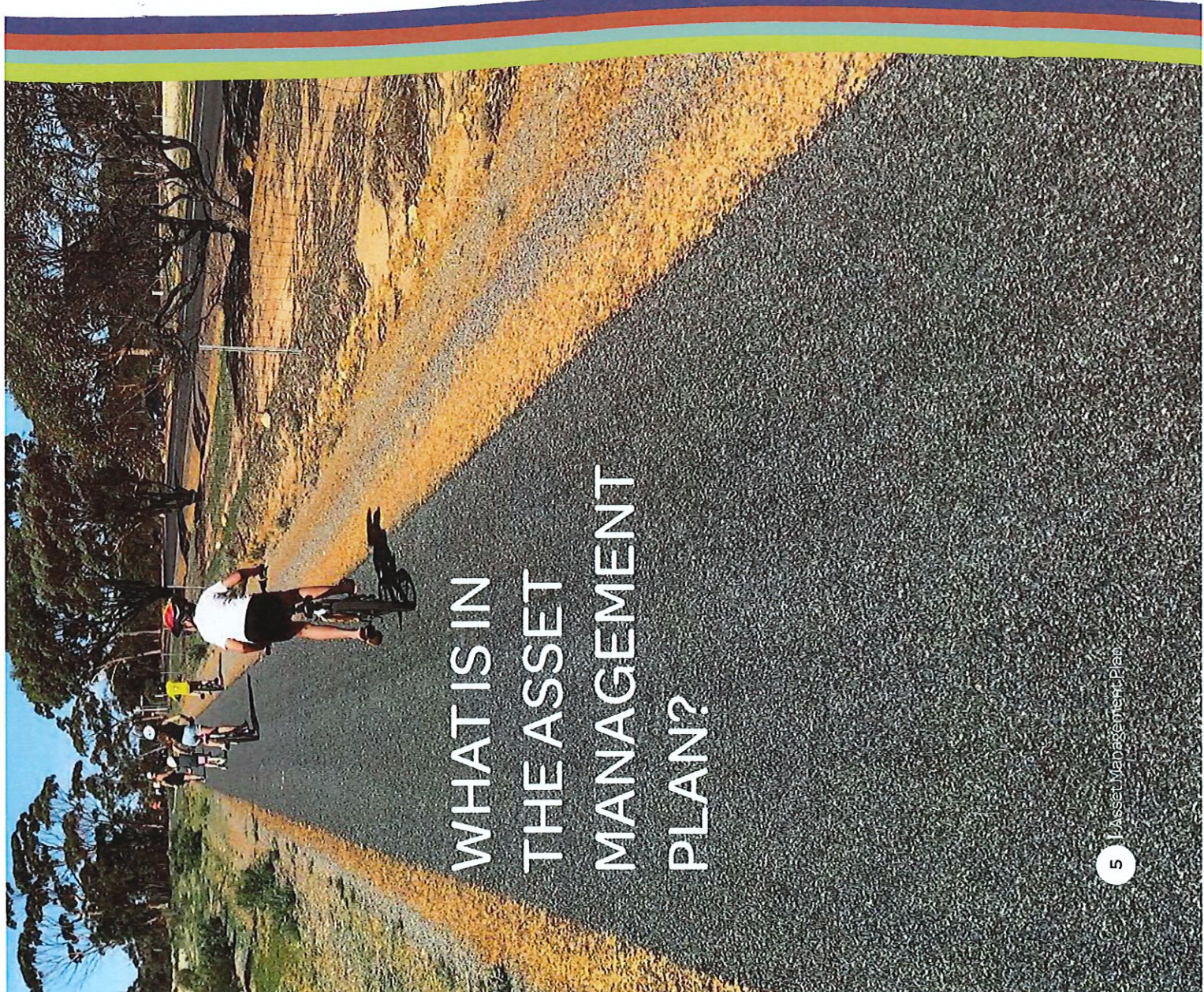
### FLEET, EQUIPMENT & IT

**\$3,754,590 (1.6%)**

assets such as plant, equipment, vehicles and IT







# WHAT IS IN THE ASSET MANAGEMENT PLAN?

**Each of the four service area sections in this AMP are structured the same. They outline:**

- What assets we have and what they're worth
- What condition the assets are in
- How confident we are in the accuracy of our asset knowledge
- How well the service is performing
- How we think the service is likely to change in the future
- How much we think the services' assets will cost to operate, maintain, renew, build and buy

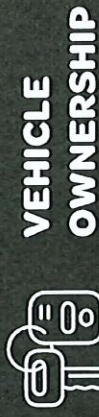
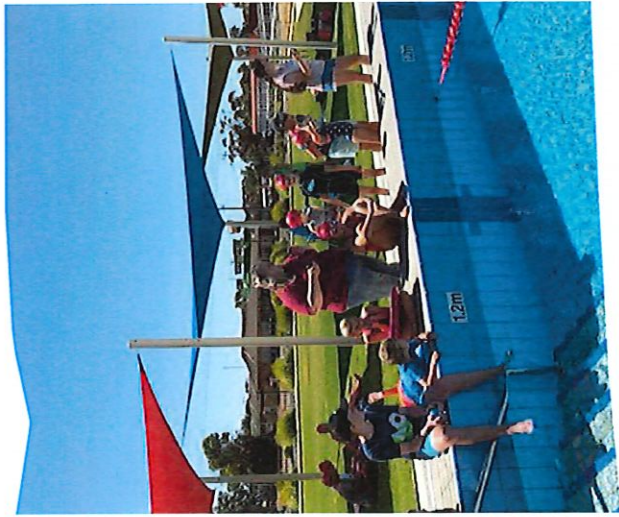
**In addition, the AMP also records:**

- How community demand for our services and assets may have historically changed
- How we plan to manage our assets
- How the Shire assesses its data confidence
- Whether the four services are economically sustainable
- How the Shire will improve its asset management



## HAS THE DEMAND FOR SERVICES AND ASSETS CHANGED?

Historically our community, economy and environment has changed. In turn, this has required many of the services and assets that the Shire provides to also evolve to meet different needs. Looking backwards, some of the major drivers of service change may have been.



### VEHICLE OWNERSHIP

Number of dwellings with vehicles fell from 342 to 292 (2006 to 2021) – Source: ABS Census.



### TRAVELLING TO WORK

Number of people traveling each day for work fell from 369 to 329 (2006 to 2021) – Source: ABS Census.



### TRAVEL MODES

66% of all trips to work are as a car driver (2021), up from 62% (2006) – Source: ABS Census.



### POPULATION

Fell from 963 to 839 people (2006 to 2021) – Source: ABS Census.



### DEMOGRAPHICS

Median age rose from 34 to 46 (2006 to 2021) – Source: ABS Census.



### TOURISM

Number of visitors to the 'golden outback' region (which the Shire is within) rose from 1.1m to 1.2m (2020 to 2021) – Source: Tourism WA.



### ANNUAL RAINFALL

Fell from ~360mm to ~320mm per annum (1912 to 2021) – Source: BOM.



### ANNUAL TEMPERATURE

Rose from a mean maximum of ~32.3C to ~33.6C (1948 to 2021) – Source: BOM

By looking forward, while being mindful of the past, this AMP identifies what the most likely drivers of future change will be. To meet the challenges that will arise from service change, the Shire has identified mitigation actions that will be carried out. These are recorded within each respective service area.



## HOW DOES THE SHIRE MANAGE ITS ASSETS?

All our assets have a lifecycle, though the length can vary significantly. For example, we replace our fleet assets more often than our buildings. Despite this, their lifecycles tend to commence with the identification of the need for an asset, and ends with its decommissioning (e.g. disposal, demolition etc.). A key goal is to try to provide and manage these assets sustainably. This means that the Shire aims to renew assets at suitable times, when funding is available, to keep costs down and limit our risk exposure.

We manage our assets through three distinct stages. The Shire's approach to each stage is as follows:

## OPERATION AND MAINTENANCE WORKS

Ideally, our assets are operated and maintained by employing planned strategies, that seek to keep reactive maintenance to low levels. We do this through regular inspection/monitoring, and through some planned operation and maintenance schedules. For example, this includes patching, pothole filling, painting, servicing, cleaning, repairing etc. Each planned task occurs at defined periods and is specific to asset types, their relevant importance and risk profile. However, there is scope to improve the breadth and robustness of the schedules. This is an improvement action within the AMP.

## RENEWAL WORKS

The need for assets to be renewed can be triggered by several different drivers. This includes:

**PHYSICAL CONDITION** - Assets are periodically inspected to determine their physical condition. Using this information, the Shire then predicts assets' potential year of renewal. Staff then consider these assets to determine the final timing, scope and budget of any future renewal project.

**AGE AND/OR USAGE** - The renewal of some assets (e.g. Fleet & IT) is driven through the establishment of optimal replacement triggers such as age and/or usage. These typically strive to balance cost, safety, reliability and functionality.

**STRATEGY** - Other Shire strategies can also trigger renewal works. For example, this can include the Strategic Community Plan, Corporate Business Plan, disability access and inclusion initiatives and the availability of external funding.

## UPGRADE & NEW WORKS

The need for new and/or upgraded assets (e.g. to meet a service deficiency) is identified from a number of potential sources, such as the Shire's Strategic Community Plan, Corporate Business Plan and Disability Access and Inclusion Plan. Each potential project is investigated and considered by Shire staff and where valid, often prioritised against similar projects. Approved projects are then listed on to the AMP works programme.



# HOW DOES THE SHIRE ASSESS ITS DATA CONFIDENCE?

Although the Shire records asset data for inventory, condition and value, it is important to understand how confident it is of the accuracy. This is important to determine the confidence that we can put in the outcomes that result (e.g. works programmes and valuations). It also allows the Shire to target where data improvements are required. The Shire assesses its confidence in asset data using the following grading scale.



CONFIDENCE GRADE	ACCURACY	CONFIDENCE GRADE GENERAL MEANING
Highly Reliable	± 2%	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
Reliable	± 10%	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	± 25%	Data based on sound records, procedures, investigations and analysis which are incomplete or unsupported, or extrapolation from a limited sample for which highly reliable or reliable grade data is available.
Very Uncertain	± 40%	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
Unknown	Nil	None or very little data held.

Source: IPWEA International Infrastructure Management Manual



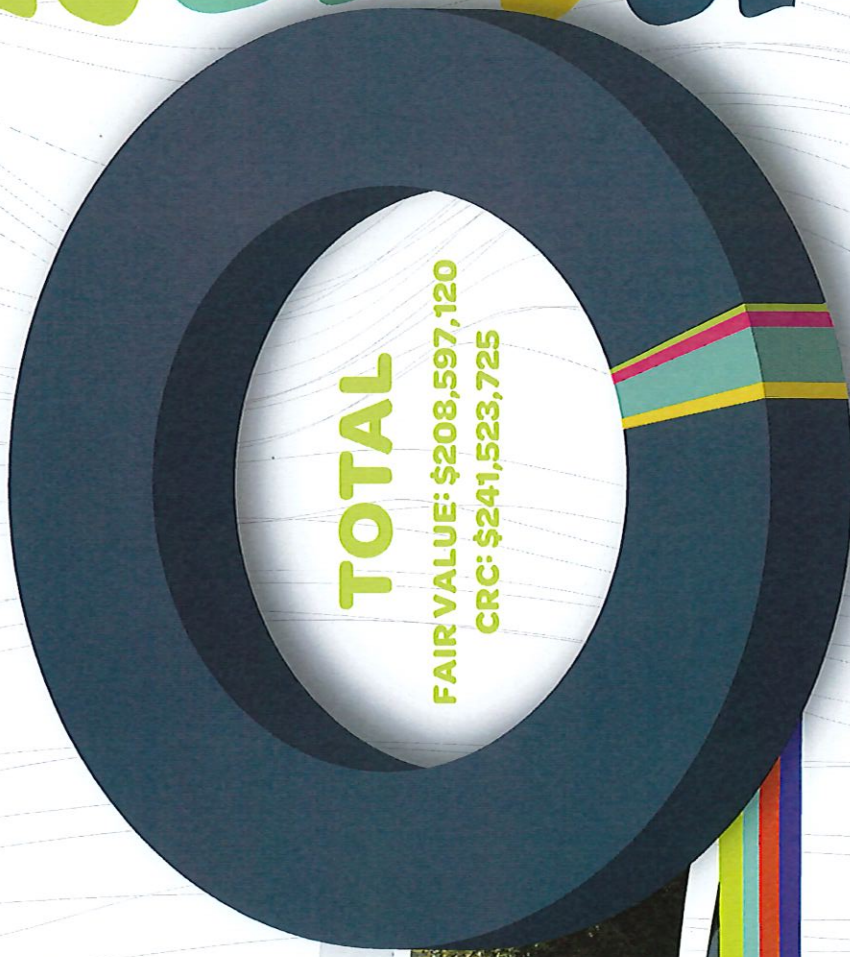
# ABOUT THE TRANSPORT SERVICE





## WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our Transport network is the largest asset group in terms of value. The individual asset classes that make up this network are as follows:



The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.

**AVIATION**  
**QUANTITY:** 1 airstrip  
**FAIR VALUE:** \$577,480  
**TOTAL CRC:** \$872,000  
**CRC PERCENTAGE:** <1%

**CAR PARKS**  
**QUANTITY:** 7 car parks  
**FAIR VALUE:** \$279,820  
**TOTAL CRC:** \$780,000  
**CRC PERCENTAGE:** <1%

**DRAINAGE**  
**QUANTITY:** 1,028 culverts,  
 34 pits, 793m pipes, 2,656km  
 open/table drains  
**FAIR VALUE:** \$3,456,620  
**TOTAL CRC:** \$4,196,367  
**CRC PERCENTAGE:** 2%

**PATHS**  
**QUANTITY:** 11.1km  
**FAIR VALUE:** \$316,200  
**TOTAL CRC:** \$563,000  
**CRC PERCENTAGE:** <1%

**ROADS**  
**QUANTITY:** 1,316km roads,  
 18.3km kerbing  
**FAIR VALUE:** \$203,967,000  
**TOTAL CRC:** \$235,112,358  
**CRC PERCENTAGE:** 97%

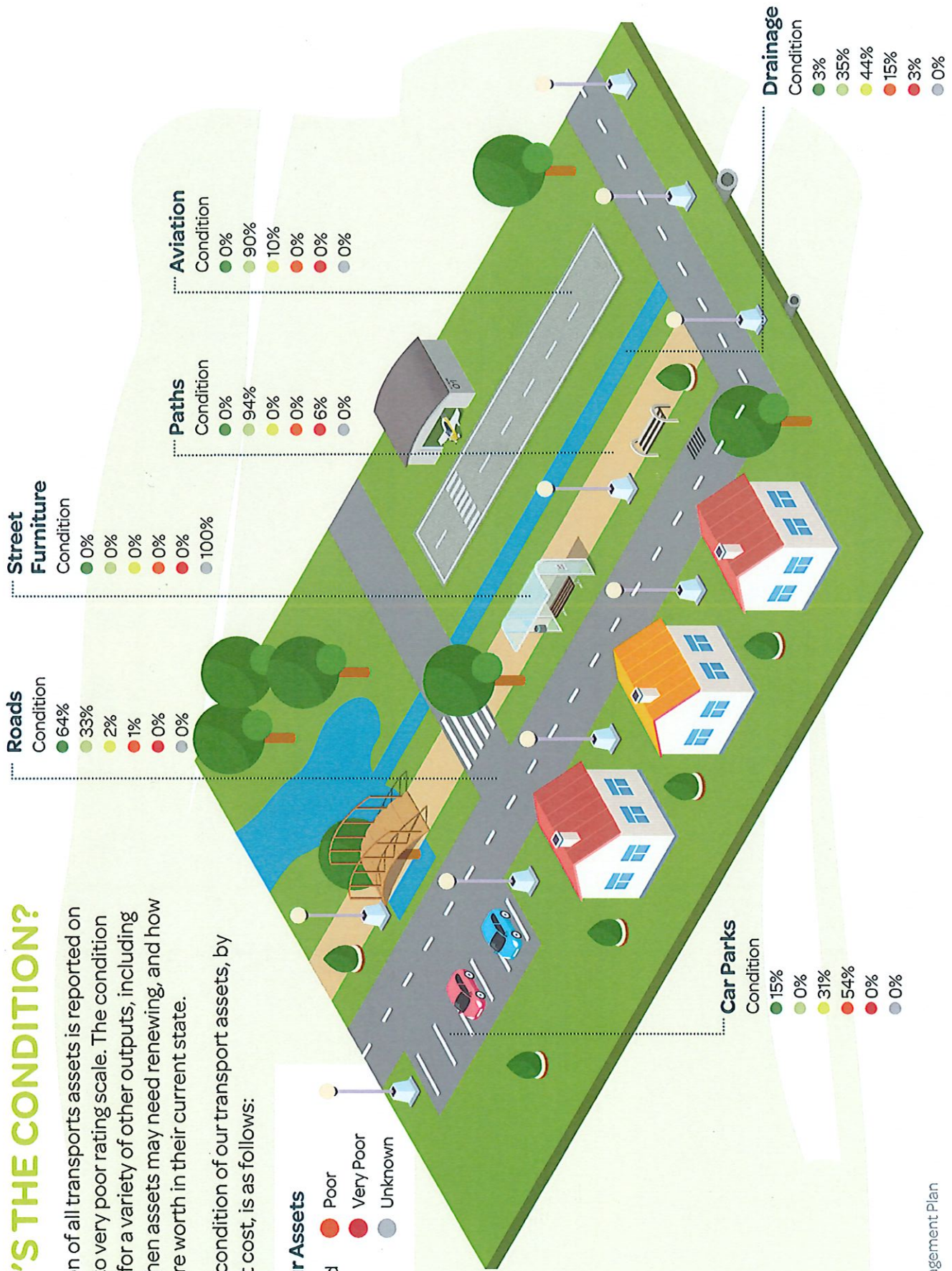
**STREET FURNITURE**  
**QUANTITY:** 1 bus shelter  
**FAIR VALUE:** Unknown  
**TOTAL CRC:** Unknown  
**CRC PERCENTAGE:** -



# WHAT'S THE CONDITION?

The condition of all transports assets is reported on a very good to very poor rating scale. The condition data is used for a variety of other outputs, including predicting when assets may need renewing, and how much they are worth in their current state.

The current condition of our transport assets, by replacement cost, is as follows:





# HOW CONFIDENT ARE WE?

The Shire's current confidence in its transport asset data is:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 <b>AVIATION</b>	 Uncertain	 Reliable	 Reliable
 <b>CAR PARKS</b>	 Uncertain	 Uncertain	 Reliable
 <b>DRAINAGE</b>	 Reliable	 Uncertain	 Uncertain
 <b>PATHS</b>	 Reliable	 Reliable	 Reliable
 <b>ROADS</b>	 Highly Reliable	 Highly Reliable	 Highly Reliable
 <b>STREET FURNITURE</b>	 Highly Reliable	 Unknown	 Unknown



## HOW IS THE SERVICE PERFORMING?

The Shire needs to ensure that the service performance delivered by our transport assets meets the needs of users. However, the quality of these services can be varied, and in turn these can influence overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the transport service at a level that the community desires and is willing to pay.

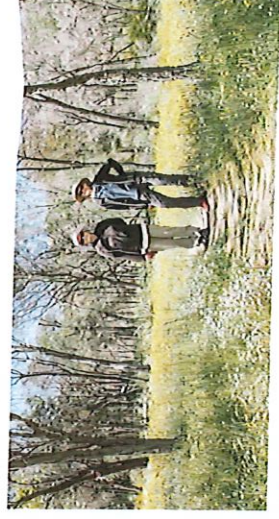
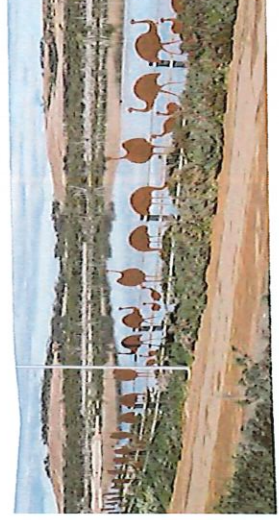
## SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its transport service. These have been developed through consideration of strategic and customer inputs.

## STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the transport service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP - Economy	2.2 - Safe and efficient transport network enables economic growth	Efficiency Safety
	2.3 - Coordinated planning and promotion of the visitor and tourist experience	Tourism
DAIP	Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of Kondinin.	Accessibility





## CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In October 2022, Shire staff considered who the major stakeholders are of its transport service. Six were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required. These have been used with the Strategic Input KPIs as the basis for the AMP's transport service levels.

- Condition (4 occurrences)
- Quality (5 occurrences)
- Safety (5 occurrences)





## SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its transport service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP	Percentage of Shire Car Parks that have compliant ACROD bays.	Not determined	Unknown
Condition	Stakeholders	Percentage of transport assets, by current replacement cost, at or above a condition rating of average.	Not determined	99%
Efficiency	SCP	Percentage of survey respondents that are at least satisfied with transport network efficiency.	Not determined	Unknown
		Percentage of townsite properties that have direct access to the path network.	Not determined	Unknown
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of transport assets.	Not determined	Unknown
Safety	SCP & Stakeholders	Percentage of survey respondents that are at least satisfied with transport network safety.	Not determined	Unknown
Tourism	SCP	Percentage of RV drivers who are at least satisfied with parking and destination access.	Not determined	Unknown



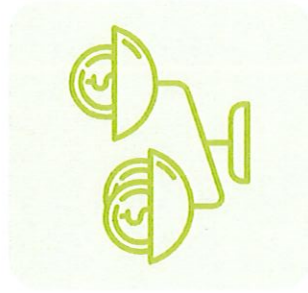
## HOW IS THE SERVICE CHANGING?

Transport continues to evolve, driven by factors such as fuel types, technology, automation, demographics and even social pastimes. Looking forward over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for transport services.

## FUTURE CHANGE DRIVERS



THE COST OF OPERATING, MAINTAINING, RENEWING AND CONSTRUCTING TRANSPORT INFRASTRUCTURE



THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN TRANSPORT ASSETS



THE AVAILABILITY OF SUITABLE STAFF TO MANAGE THE TRANSPORT NETWORK



THE AVAILABILITY OF WATER FOR ROAD WORK USE

## CHANGE MITIGATION

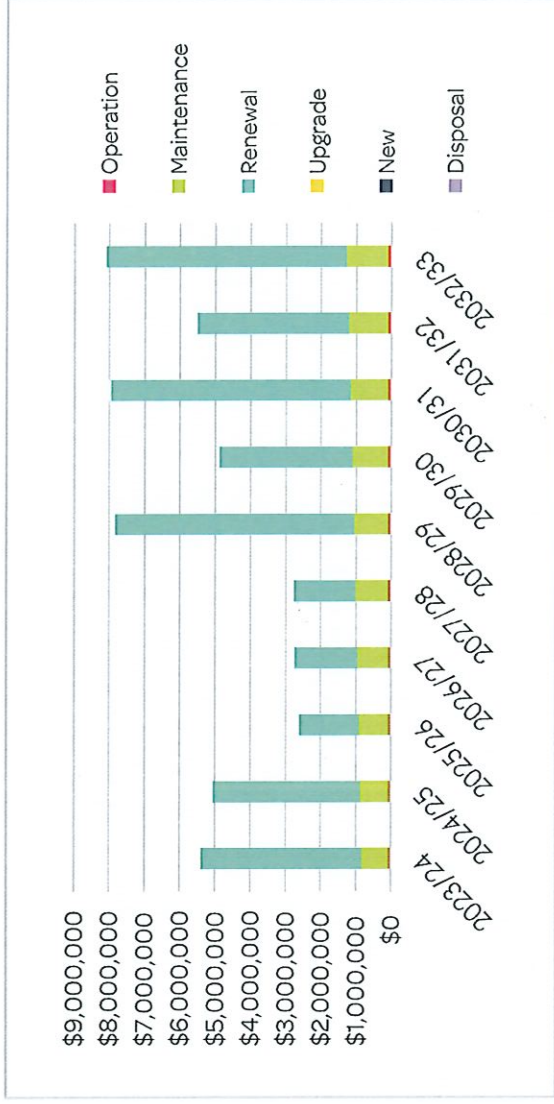
To meet the challenges that will arise from service change, the Shire plans to:

- Continue to improve its asset management practices (e.g. planned maintenance schedules)
- Maintain appropriate road asset data (e.g. road imagery, traffic data) so that grants (i.e. Disaster Recovery Funding Arrangements (DRFAWA) can be accessed when required
- Improve its capital works programme, so that projects are ready for grant opportunities
- Continue to engage with State and Federal Government to access revenue streams
- Continue to implement the Workforce Management Plan
- Seek to construct additional tanks and dams, and explore other opportunities, for water harvesting

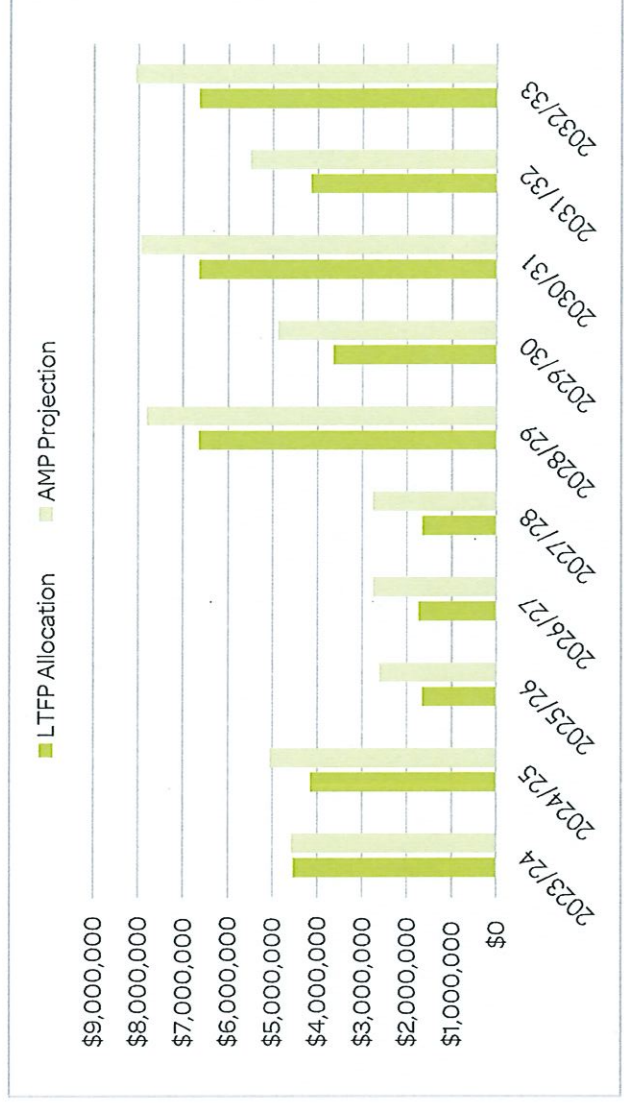


## WHAT WILL THE SERVICE COST?

The transport network represents a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme used by this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



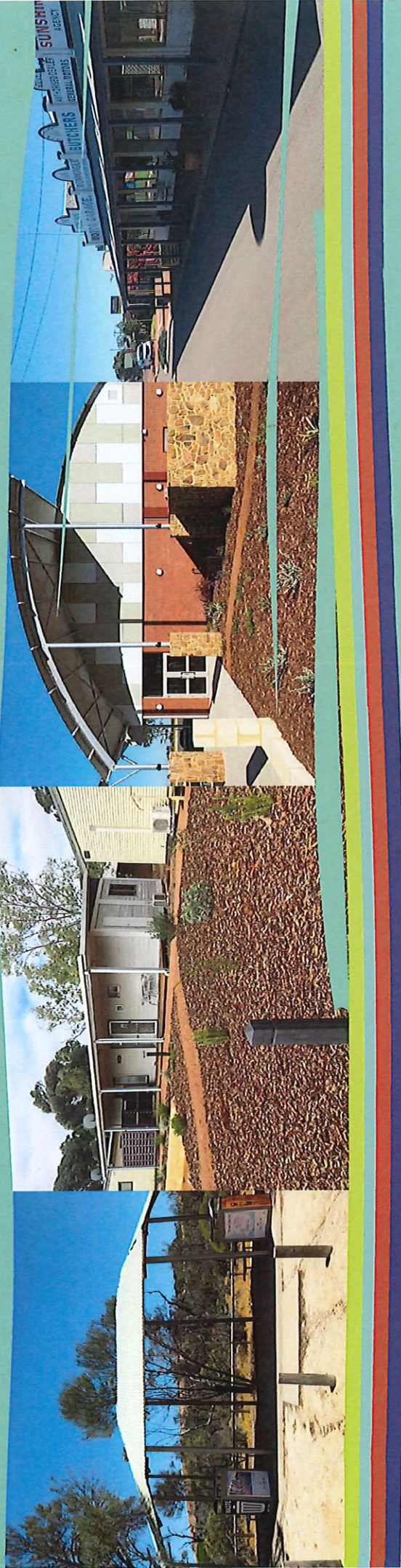
Projected Transport Service Cost



Projected Transport Service Capital Cost vs Available Funding



# ABOUT THE PROPERTY SERVICE





# WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

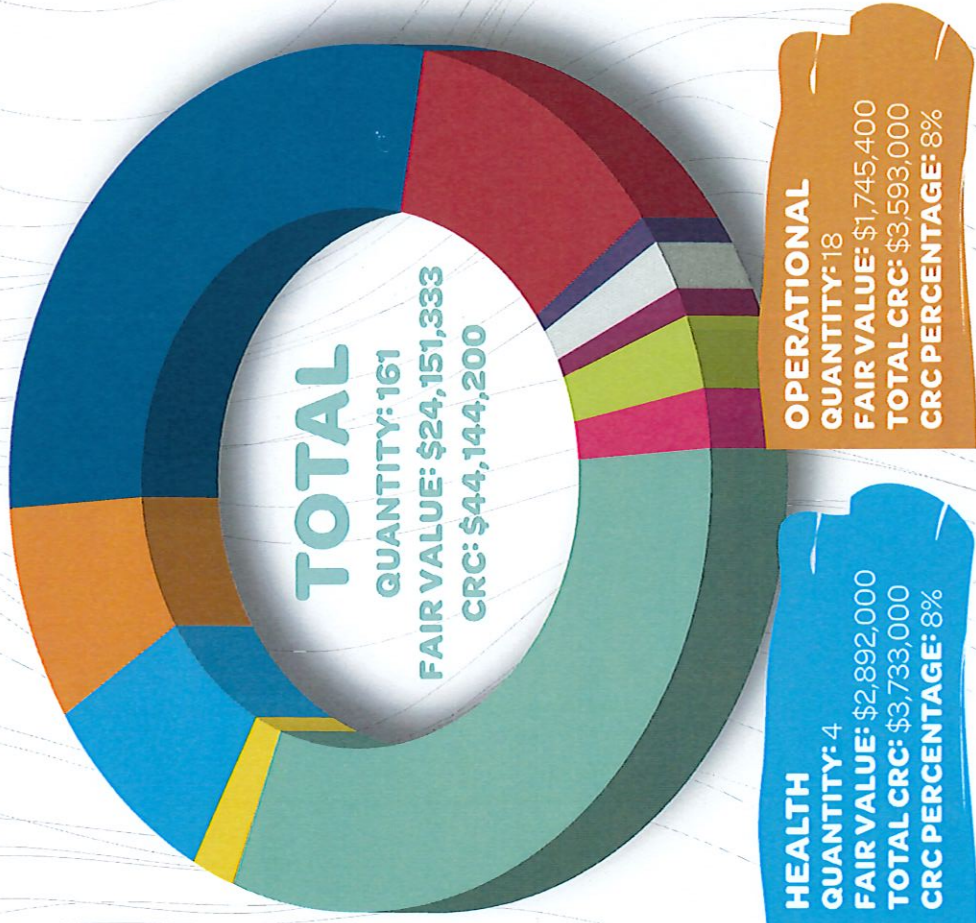
**AMENITIES**  
 QUANTITY: 12  
 FAIR VALUE: \$631,000  
 TOTAL CRC: \$1,393,500  
 CRC PERCENTAGE: 3%

**COMMERCIAL**  
 QUANTITY: 1  
 FAIR VALUE: \$55,000  
 TOTAL CRC: \$890,000  
 CRC PERCENTAGE: 2%

**COMMUNITY**  
 QUANTITY: 15  
 FAIR VALUE: \$5,794,000  
 TOTAL CRC: \$13,960,000  
 CRC PERCENTAGE: 32%

**EMERGENCY SERVICES**  
 QUANTITY: 4  
 FAIR VALUE: \$515,000  
 TOTAL CRC: \$768,000  
 CRC PERCENTAGE: 2%

While our property asset portfolio is not our largest asset class in terms of size and value, it is the most complex in terms of the range of services that it underpins. The different property types that make up the Shire's portfolio is as follows:



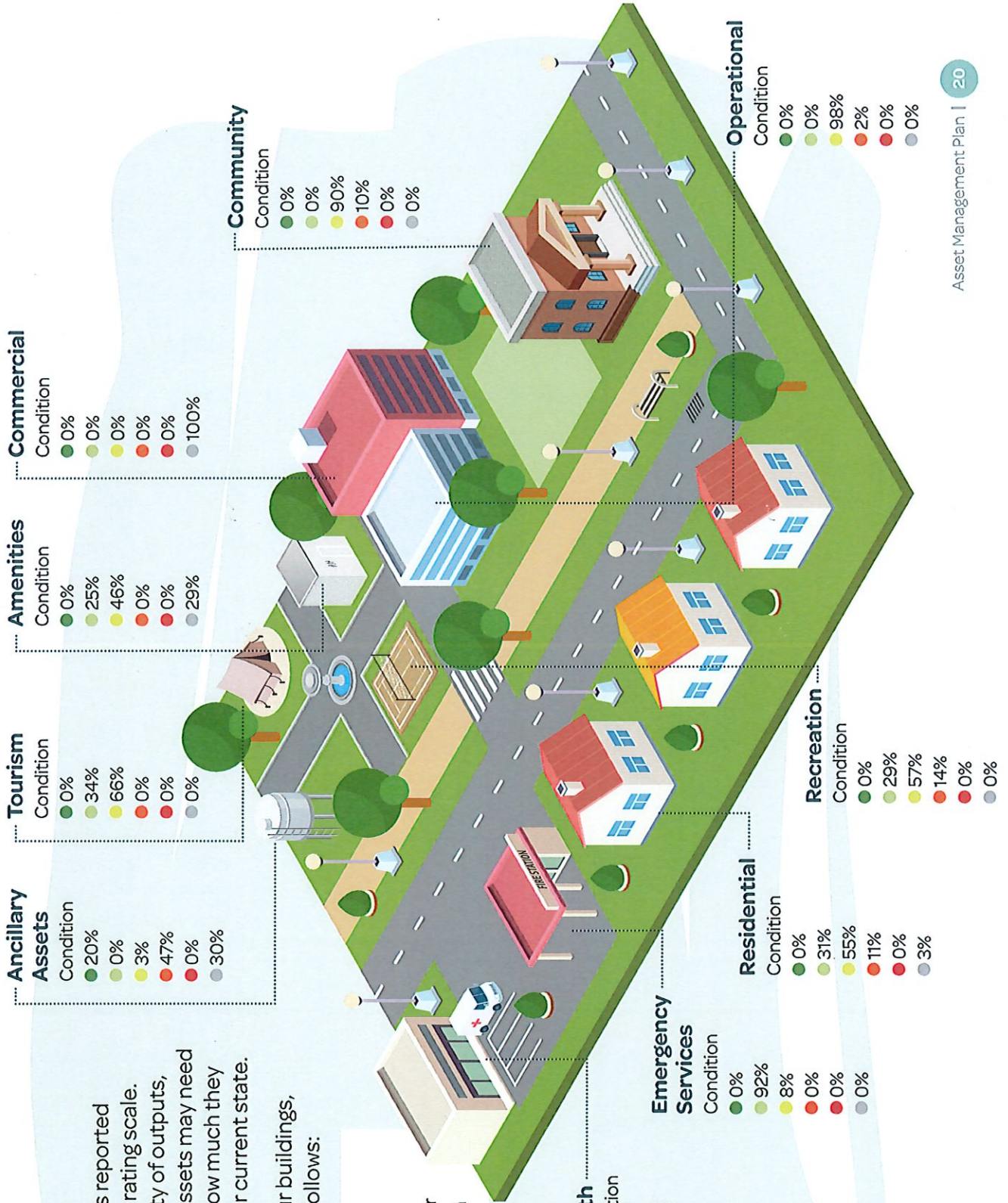
The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



# WHAT'S THE CONDITION?

The condition of buildings is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current state.

The current condition of our buildings, by replacement cost, is as follows:
















# HOW CONFIDENT ARE WE?

The Shire's current confidence in its property asset data is:



ASSET CLASS	INVENTORY	CONDITION	VALUATION
 <b>AMENITIES</b>	Highly reliable	Uncertain	Highly reliable
 <b>COMMERCIAL</b>	Highly reliable	Very uncertain	Highly reliable
 <b>COMMUNITY</b>	Highly reliable	Reliable	Highly reliable
 <b>EMERGENCY SERVICES</b>	Highly reliable	Reliable	Highly reliable
 <b>HEALTH</b>	Highly reliable	Reliable	Highly reliable
 <b>OPERATIONAL</b>	Highly reliable	Reliable	Highly reliable
 <b>RECREATION</b>	Highly reliable	Reliable	Highly reliable
 <b>RESIDENTIAL</b>	Highly reliable	Reliable	Highly reliable
 <b>TOURISM</b>	Highly reliable	Reliable	Highly reliable
 <b>LAND PARCELS</b>	Highly reliable	Highly reliable	Highly reliable
 <b>ANCILLARY ASSETS</b>	Highly reliable	Uncertain	Highly reliable



## HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our property assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the property service at a level that the community desires and is willing to pay.

## SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its property service. These have been developed through consideration of strategic and customer inputs.

## STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the property service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP - Community	1.3 - Celebrate our pioneers, community members and protect our heritage	Heritage building condition
	1.6 - Support emergency services planning, risk mitigation, response and recovery	Fit for purpose
SCP - Economy	2.4 - Housing meets existing and future community needs for families and workers	Condition
DAIP	Outcome 1: People with disability have the same opportunities as other people to access the services of, and any events organised by, the Shire of Kondinin	Accessibility
DAIP	Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Shire of Kondinin.	Accessibility



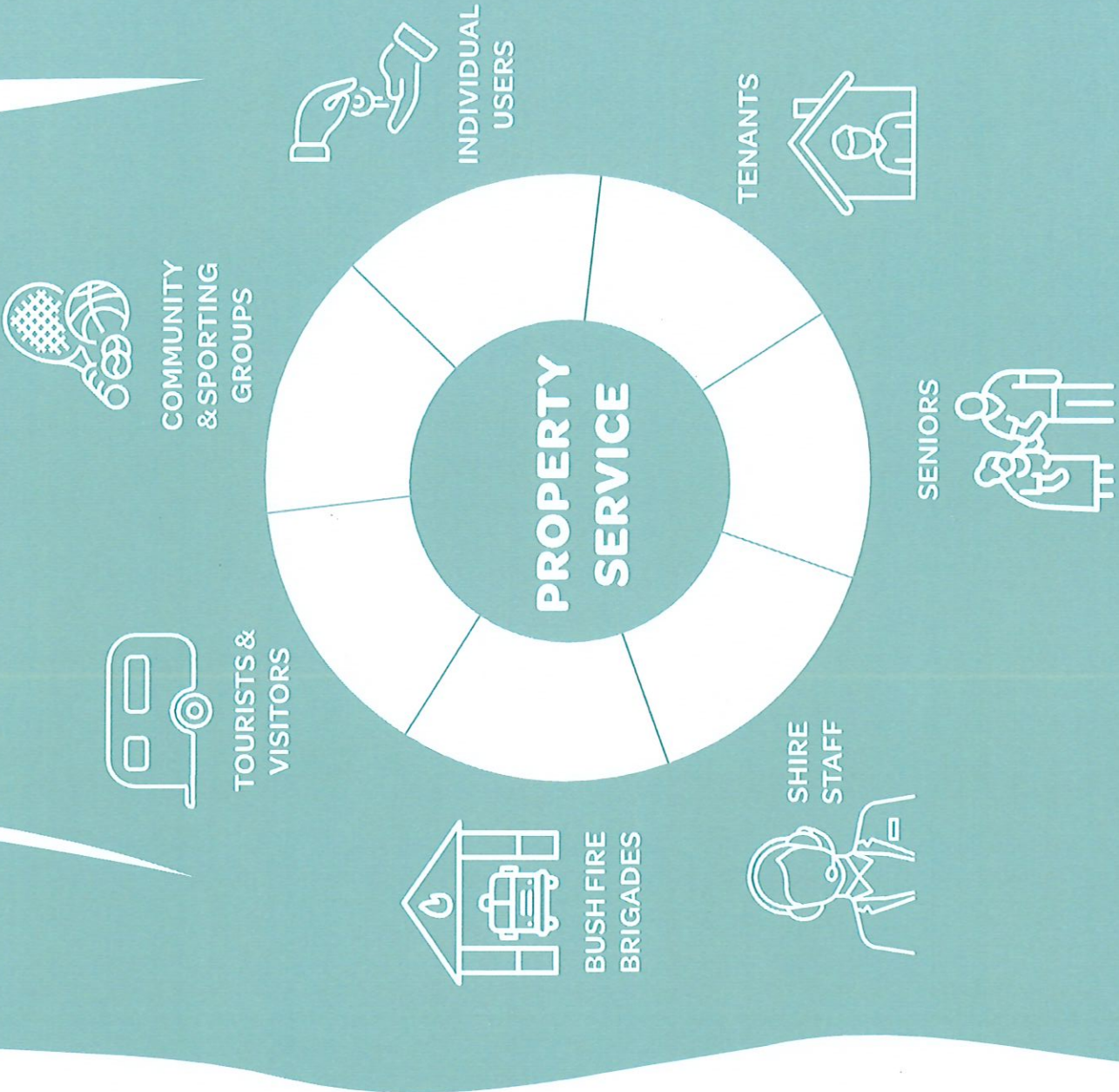
## CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During October 2022, Shire staff considered who the major stakeholders are of its property service. Seven were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Accessibility (4 occurrences)
- Condition (7 occurrences)





## SERVICE LEVEL TARGETS AND PERFORMANCE

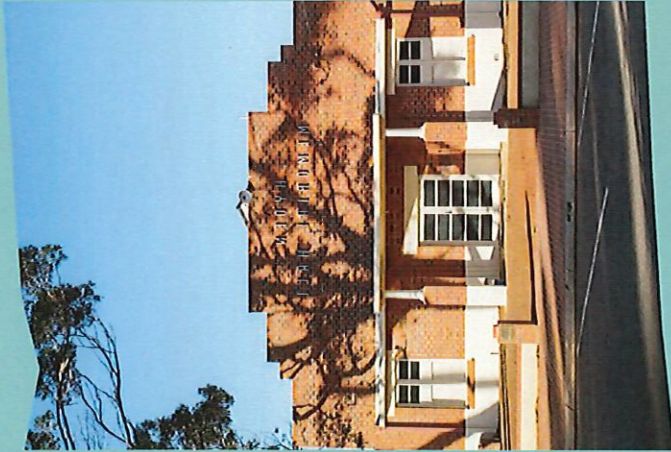
The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its property service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP & Stakeholders	Percentage of buildings that comply with Disability and Discrimination Act requirements.	Not determined	Unknown
Fit for purpose	SCP	Percentage of survey respondents who believe that emergency service buildings are fit for purpose.	Not determined	Unknown
Condition	SCP	Percentage of heritage building components, by current replacement cost, at or above a condition rating of average.	Not determined	Unknown
Condition	SCP	Percentage of Shire residential building components, by current replacement cost, at or above a condition rating of average.	Not determined	86%
Condition	Stakeholders	Percentage of Shire building components, excluding heritage and residential buildings, by current replacement cost, at or above a condition rating of average.	Not determined	88%



## HOW IS THE SERVICE CHANGING?

With a diverse portfolio, and a long history, many of our buildings no longer support the services they were initially designed for. Looking forward, our buildings will need to continue to adapt as our community and environment also changes.

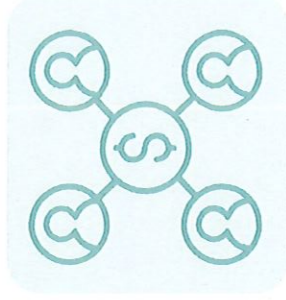


## FUTURE CHANGE DRIVERS

Over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for property services.



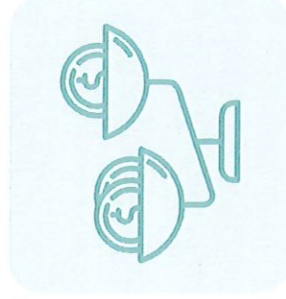
THE COST OF OPERATING, MAINTAINING, RENEWING AND CONSTRUCTING BUILDING INFRASTRUCTURE



THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN BUILDING ASSETS



BUILDING PORTFOLIO'S ENVIRONMENTAL SUSTAINABILITY



PROPERTY PORTFOLIO'S FINANCIAL SUSTAINABILITY

## CHANGE MITIGATION

To meet the challenges that may arise from service change, the Shire plans to:

- Continue to develop the AMP, to accurately understand the long term financial needs of the property portfolio
- Identifying buildings that are not fit for purpose and/or poorly utilised and considering them for upgrade or disposal
- Work with state and federal government agencies, to ensure that external funding remains available and sufficient, to fund property asset works.
- Monitor the use of building's water and power usage from renewable and non-renewable sources.

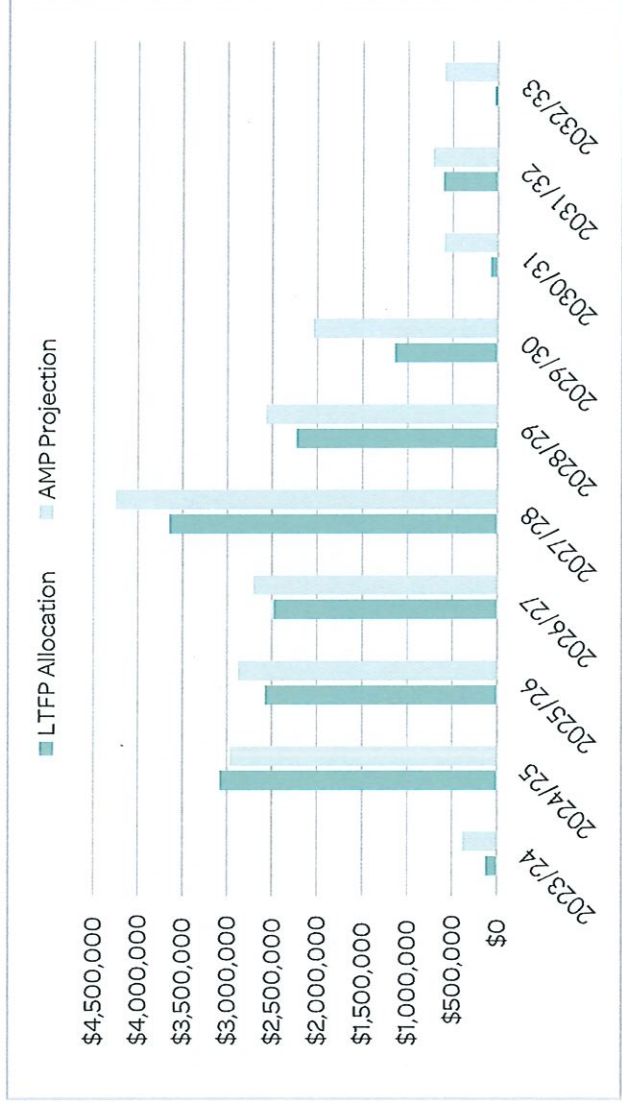


## WHAT WILL THE SERVICE COST?

Properties represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Property Service Cost



Projected Property Service Capital Cost vs Available Funding



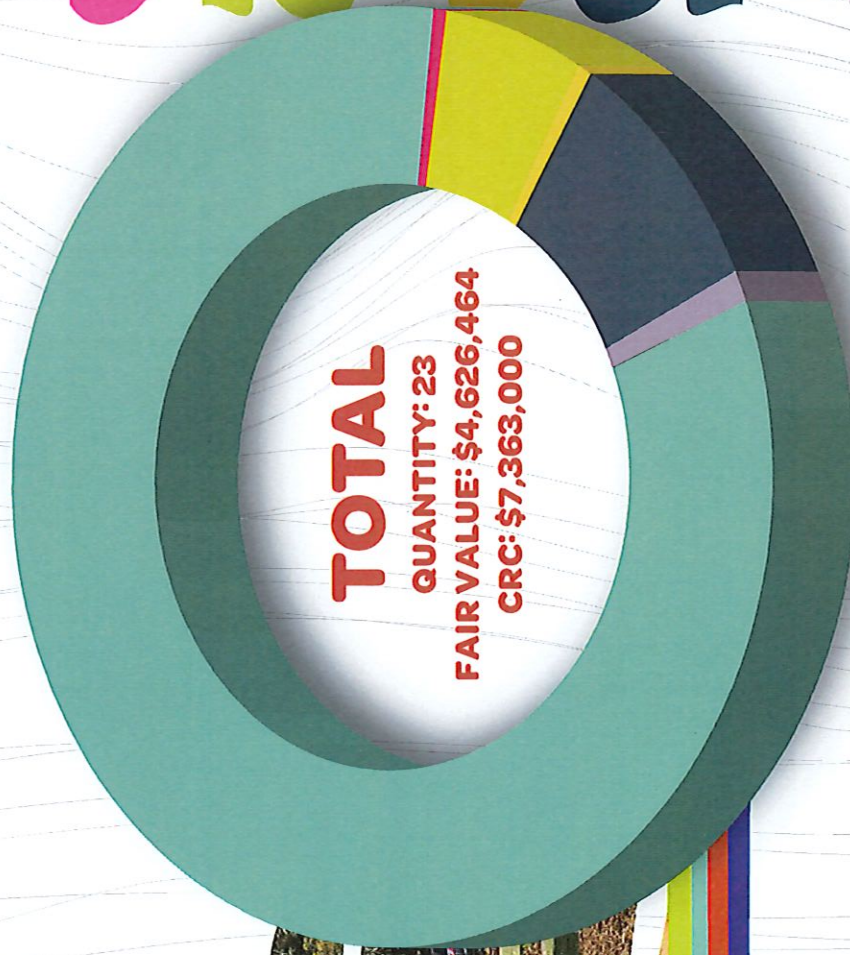
# ABOUT THE RECREATION SERVICE





## WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While the Shire's recreation places have a relatively small value when compared to other service assets, they are extremely important to the community. The different recreation place types that make up the Shire's portfolio are as follows:



The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



**ACTIVE SPACES**  
**QUANTITY:** 7  
**FAIR VALUE:** \$3,974,484  
**TOTAL CRC:** \$6,120,000  
**CRC PERCENTAGE:** 83%



**CEMETERY/MEMORIAL SPACES**  
**QUANTITY:** 1  
**FAIR VALUE:** \$22,500  
**TOTAL CRC:** \$25,000  
**CRC PERCENTAGE:** <1%



**PASSIVE SPACES**  
**QUANTITY:** 5  
**FAIR VALUE:** \$231,367  
**TOTAL CRC:** \$441,000  
**CRC PERCENTAGE:** 6%



**STREET SPACES**  
**QUANTITY:** 1  
**FAIR VALUE:** \$5,000  
**TOTAL CRC:** \$10,000  
**CRC PERCENTAGE:** <1%



**TOURISM SPACES**  
**QUANTITY:** 8  
**FAIR VALUE:** \$371,513  
**TOTAL CRC:** \$695,000  
**CRC PERCENTAGE:** 9%



**WATER HARVESTING SPACES**  
**QUANTITY:** 1  
**FAIR VALUE:** \$21,600  
**TOTAL CRC:** \$72,000  
**CRC PERCENTAGE:** 1%



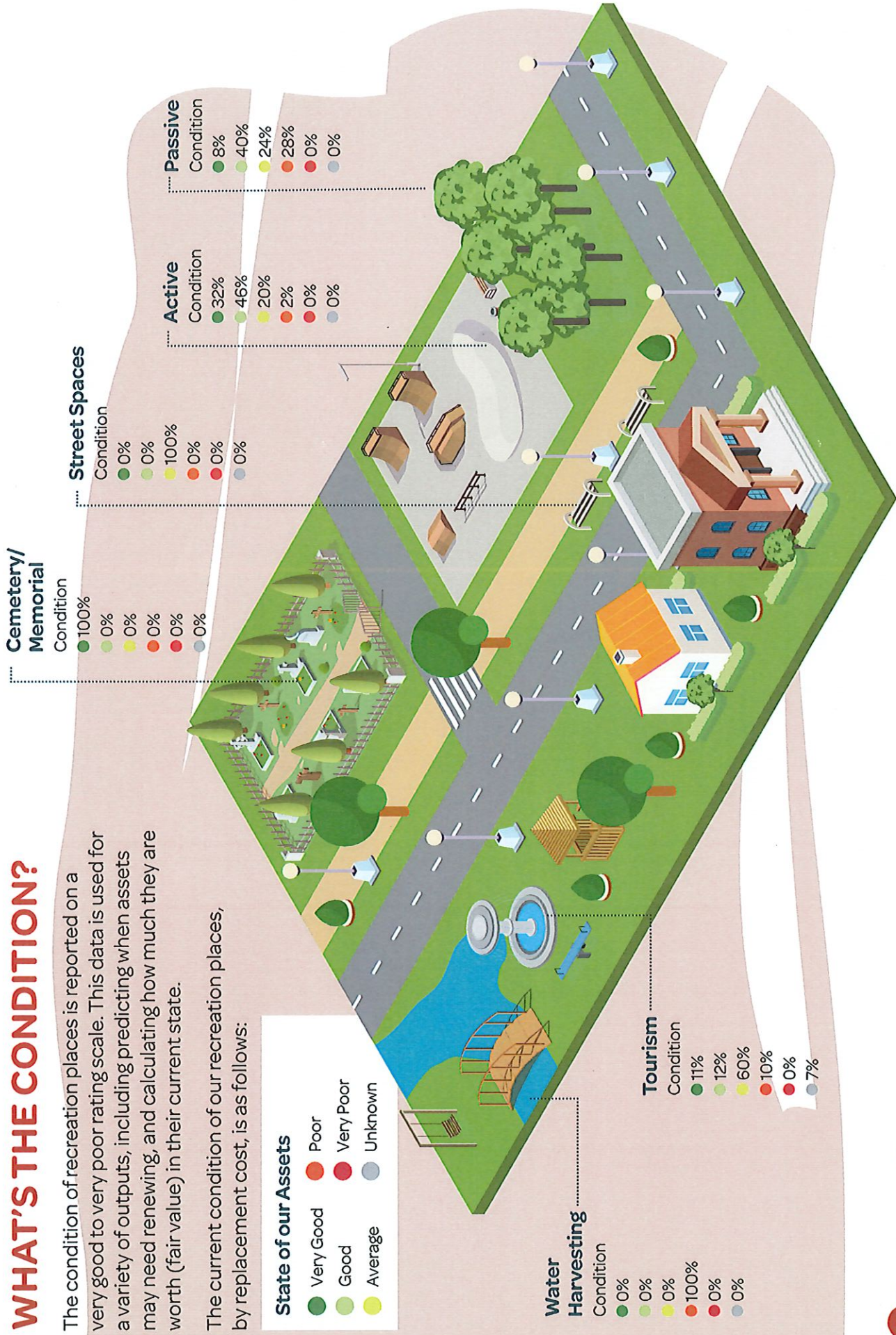
# WHAT'S THE CONDITION?

The condition of recreation places is reported on a very good to very poor rating scale. This data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth (fair value) in their current state.

The current condition of our recreation places, by replacement cost, is as follows:

## State of our Assets

























- Very Good
- Good
- Average
- Poor
- Very Poor
- Unknown





# HOW CONFIDENT ARE WE?

The Shire's current confidence in its recreation asset data is:

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 <b>ACTIVE SPACES</b>	 Reliable	 Reliable	 Reliable
 <b>CEMETERY/ MEMORIAL SPACES</b>	 Reliable	 Reliable	 Reliable
 <b>PASSIVE SPACES</b>	 Reliable	 Reliable	 Reliable
 <b>STREET SPACES</b>	 Reliable	 Reliable	 Reliable
 <b>TOURISM SPACES</b>	 Reliable	 Reliable	 Reliable
 <b>WATER HARVESTING SPACES</b>	 Reliable	 Reliable	 Reliable



## HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our recreation assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

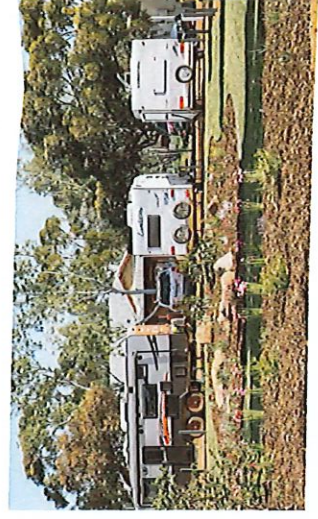
### SERVICE LEVELS

Service levels describe the quality performance that the Shire aims to provide for its recreation service. These have been developed through consideration of strategic and customer inputs.

### STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the recreation service. This showed that the following strategic priorities are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC PRIORITY	SERVICE LEVEL
SCP - Community	1.3 - Celebrate our pioneers, community members and protect our heritage	Accessibility Aesthetics
	1.4 - Recreational and social spaces encourage active and healthy lifestyles	Accessibility Fit for Purpose Green Cleanliness
SCP - Economy	2.1 - Support the diverse industry across the Shire	Aesthetics Fit for Purpose Green Cleanliness





## CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During October 2022, Shire staff considered who the major stakeholders are of its recreation service. Three were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Aesthetics & Cleanliness (3 occurrences)



**ACTIVE USERS  
(E.G. CLUBS &  
PLAYERS)**



**PASSIVE  
USERS**



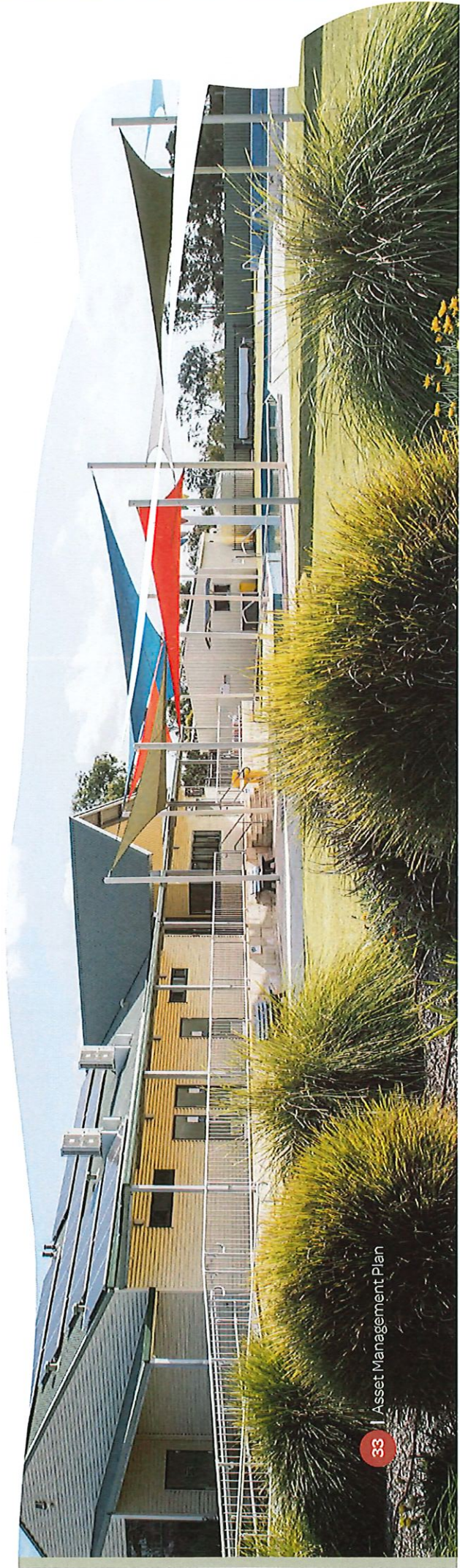
**TOURISTS &  
VISITORS**



## SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its recreation service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Aesthetics	SCP & Stakeholder	Percentage of survey respondents at least satisfied with the recreation spaces' aesthetic appeal and cleanliness.	Not determined	Unknown
Accessibility	SCP	Percentage of survey respondents at least satisfied with the accessibility of recreation spaces.	Not determined	Unknown
Fitness for purpose	SCP	Percentage of survey respondents that are at least satisfied with recreation spaces' fitness for purpose.	Not determined	Unknown
Green	SCP	Percentage of survey respondents that are at least satisfied with recreation spaces' 'greenness'.	Not determined	Unknown



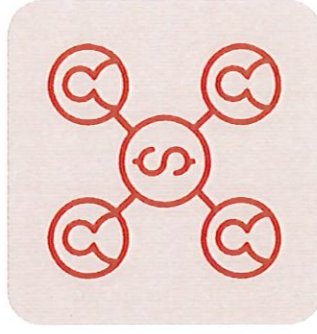


## HOW IS THE SERVICE CHANGING?

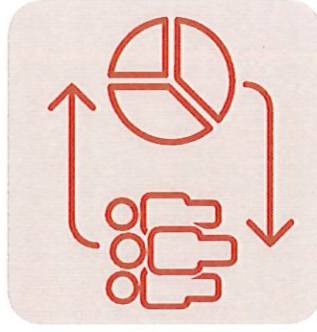
Recreation services often underpin our community fabric, and enables people to come together. However, the breadth of recreation choices is likely to have never been so large. This presents many challenges when trying to provide the right assets and services for the community's needs.

## FUTURE CHANGE DRIVERS

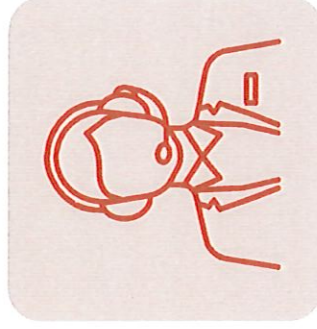
Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for recreation services.



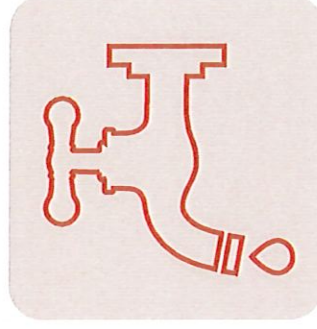
**THE AVAILABILITY OF, AND ABILITY TO ACCESS, EXTERNAL SOURCES OF FUNDING TO SUSTAIN RECREATION ASSETS**



**DEMOGRAPHIC CHANGE**



**AVAILABILITY OF STAFF RESOURCES**



**AVAILABILITY OF WATER RESOURCES**

## CHANGE MITIGATION

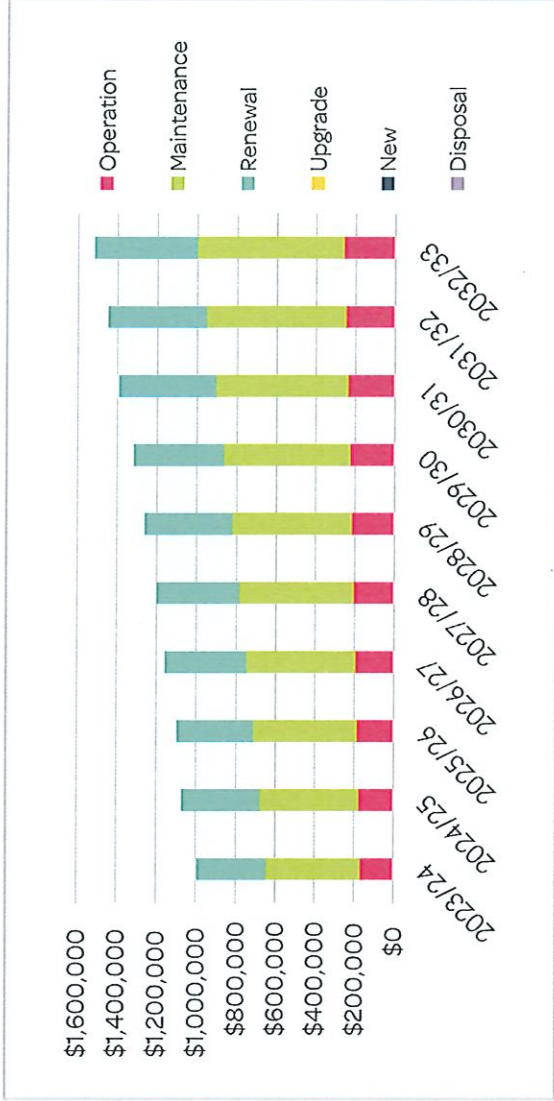
To meet the challenges that will arise from service change, the Shire plans to:

- Work with state and federal government agencies, to ensure that external funding remains available and sufficient, to fund recreation asset works
- Engage with the community to understand what its future service needs are likely to be, as the median age continues to increase.
- Continue to implement the Workforce Management Plan.
- Seek to construct additional tanks and dams, and explore other opportunities, for water harvesting.

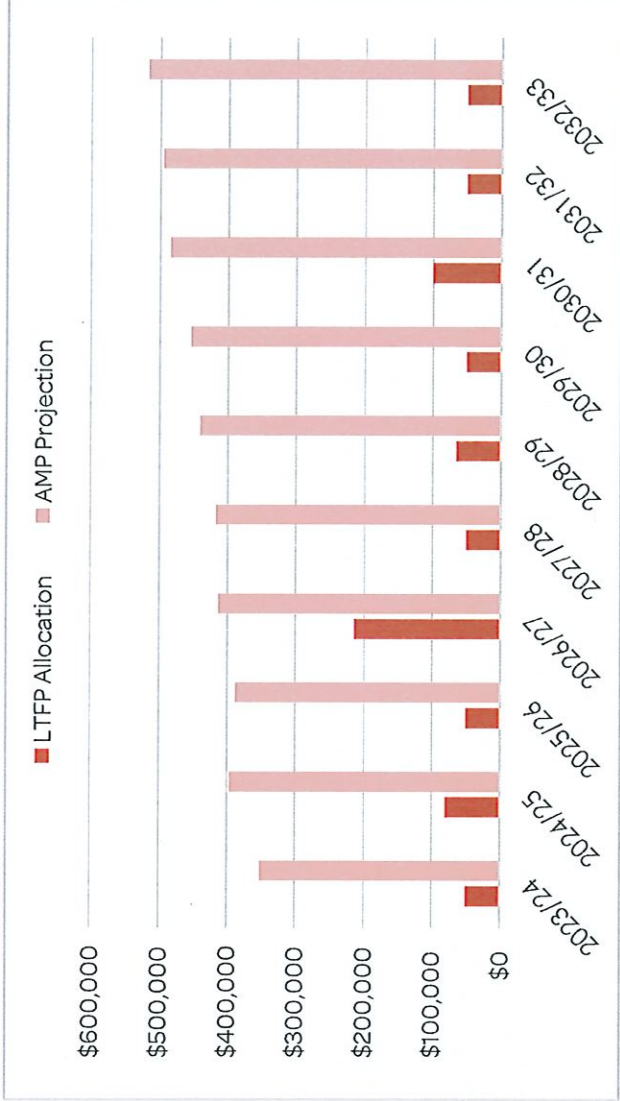


# WHAT WILL THE SERVICE COST?

Recreation places represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Recreation Service Cost



Projected Recreation Service Capital Cost vs Available Funding



# ABOUT THE FLEET, EQUIPMENT & IT SERVICE





## WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

The Shire's fleet, equipment & IT asset portfolio is crucial in enabling many of our operational day to day tasks to be completed. The different asset types that make up the portfolio are:



The Fair Values are how much they are worth in their current physical state.

**FURNITURE, EQUIPMENT & IT**  
**QUANTITY: 37**  
**FAIR VALUE: \$808,695**  
**PERCENTAGE: 23%**

**PLANT & VEHICLES**  
**QUANTITY: 47**  
**FAIR VALUE: \$2,782,695**  
**PERCENTAGE: 77%**

## HOW CONFIDENT ARE WE?

The Shire records inventory and valuation data for its fleet, equipment, and IT assets. The Shire's current confidence in its data is:

ASSET TYPE	INVENTORY	VALUATION
FURNITURE, EQUIPMENT & IT	● Reliable	● Reliable
PLANT & VEHICLES	● Reliable	● Reliable



## HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our fleet, equipment & IT assets meets the needs of users. However, the quality of these services can be varied, and in turn this influences overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

### SERVICE LEVELS

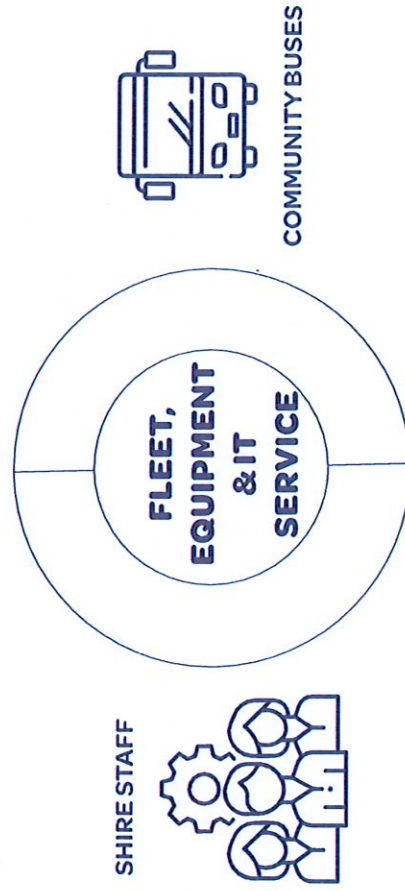
Service levels describe the quality performance that the Shire aims to provide for its fleet & IT services. These have been developed through consideration of strategic and customer inputs.

### STRATEGIC INPUTS

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any strategies that may directly relate to fleet & IT services. None were found.

### CUSTOMER INPUTS

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During October 2022, Shire staff considered who the major stakeholders are of its fleet & IT services. Two were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Condition (2 occurrences).
- Reliability (2 occurrences).



# SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its fleet, equipment & IT service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Condition	Stakeholders	Percentage of survey respondents who are at least satisfied with the condition of fleet & IT assets.	To be determined	Unknown
Reliability	Stakeholders	Percentage of survey respondents who are at least satisfied with the reliability of fleet & IT assets.	To be determined	Unknown



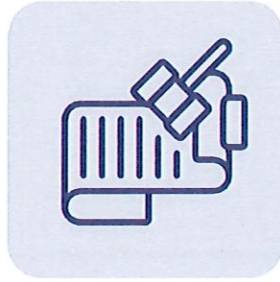


## HOW IS THE SERVICE CHANGING?

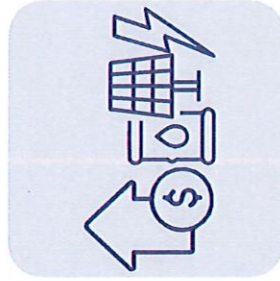
While our fleet and IT assets are predominantly used by Shire staff, they are vital tools to enable broader services, such as transport, property and recreation, to be delivered. However, these tools are evolving rapidly within an environment where technology sophistication seems to regularly change the way we work.

## FUTURE CHANGE DRIVERS

Looking forward, over the life of this Plan, the Shire considers the following drivers to likely affect the demand for fleet & IT services.



**COUNCIL POLICY  
DIRECTION AND  
DECISIONS**



**FUEL AND ENERGY  
TYPES AND COST**



**TECHNOLOGY  
CHANGE**



**STAFF  
AVAILABILITY  
AND SKILLS**

## CHANGE MITIGATION

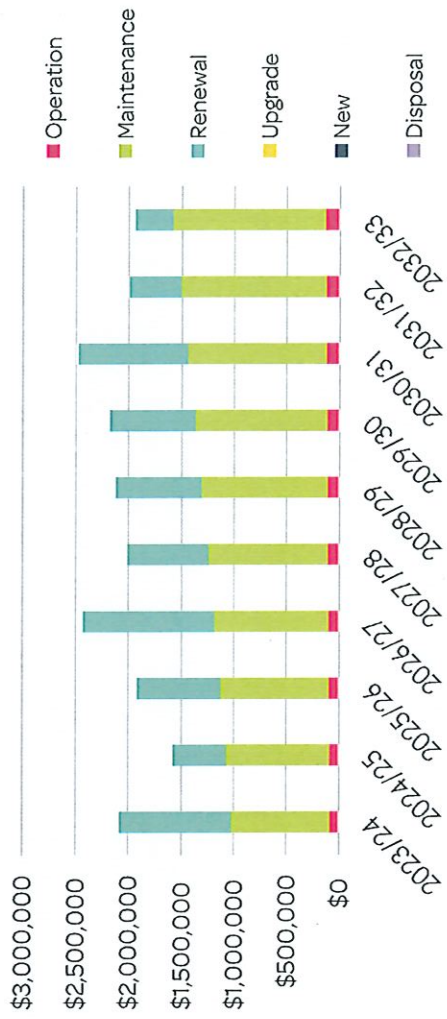
To meet the challenges that will arise from service change, the Shire plans to:

- Periodically brief Council on the performance of the AMP.
- Continue to monitor changes to fleet technologies.
- Keep abreast of changes and incorporate into the fleet when appropriate.
- Identify staff training needs through performance review processes.

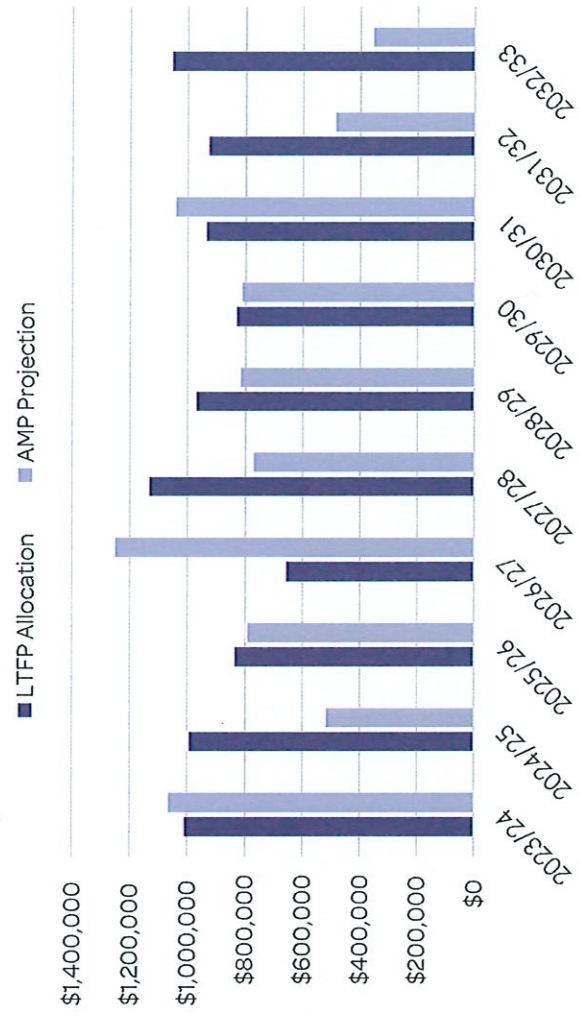


## WHAT WILL THE SERVICE COST?

To ensure that we can continue to sustainably provide the services, the Shire maintains a long-term works programme. This programme contains all planned works activities, and sets out how much the services will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Fleet, Equipment & IT Service Cost



Projected Fleet, Equipment & IT Service Capital Cost vs Available Funding



# ARE THE SERVICES ECONOMICALLY SUSTAINABLE?

The Shire monitors the economic sustainability of the AMP through three financial ratios. They measure the past, present and future ability to renew assets when required.

## PAST

### - SUSTAINABILITY RATIO (ASR)

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset base is wearing out. The standard is met if the ratio can be measured and is 90% (or 0.90). The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10). The ratio is not required for fleet, equipment and IT assets.

#### TRANSPORT



#### PROPERTY



#### RECREATION



## PRESENT

### - CONSUMPTION RATIO

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their depreciated replacement cost (worth in current state) to their replacement cost (worth in as new state). The standard is met if the ratio can be measured and is 50% or greater (0.50 or >). The standard is improving if the ratio is between 60% and 75% (0.60 and 0.75). The ratio is not required for fleet, equipment and IT assets.

#### TRANSPORT



#### PROPERTY



#### RECREATION



## FUTURE

### - RENEWAL FUNDING RATIO

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. The standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). The standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the sustainably ratio falls within the range 90% to 110%, and consumption ratio falls within the range 50% to 75%. Fleet, equipment and IT assets have been included in this ratio.

#### TRANSPORT



#### PROPERTY



#### RECREATION



#### FLEET, EQUIPMENT & IT





## HOW WILL THE SHIRE IMPROVE ITS ASSET MANAGEMENT?

Where possible, and appropriate, the Shire is committed to improving its asset management practices. The following actions have been identified by this AMP for future implementation.

SERVICE AREA	TASK
ALL	<p>Monitor the performance of the AMP's service levels.</p> <p>Consolidate all existing asset inventory, condition and valuation data into RAMM.</p> <p>Further develop the Shire's planned operation, maintenance and capital works programmes.</p>
TRANSPORT	<p>Record aviation and car park inventory data into RAMM.</p> <p>Record the condition of car park, drainage and street furniture assets into RAMM.</p> <p>Calculate culvert and street furniture values.</p>
PROPERTY	<p>Assess the condition of Shire buildings that have not been inspected in recent years.</p> <p>Record all buildings within RAMM.</p>
RECREATION	<p>Clearly define all 'recreation spaces' and their child assets.</p>



# FURTHER READING

THE FOLLOWING DOCUMENTS SUPPORT THIS AMP.

- SHIRE OF KONDININ - STRATEGIC COMMUNITY PLAN
- SHIRE OF KONDININ - ASSET MANAGEMENT POLICY
- SHIRE OF KONDININ - LONG TERM FINANCIAL PLAN
- SHIRE OF KONDININ - AMP WORKS PROGRAMME 2023-2033
- SHIRE OF KONDININ - DISABILITY ACCESS AND INCLUSION PLAN 2018-2023

