



**SHIRE OF KONDININ**  
**MINUTES OF MEETING**  
**Infrastructure and Assets Committee**  
**Meeting**  
**ALL OPEN AND CONFIDENTIAL ITEMS**  
**Infrastructure and Assets Committee**  
**Meeting**

Held at the Council Chambers on 20 May 2026

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## **1 OPENING OF MEETING**

The meeting was opened by the Chair, Cr Green at 12.11pm

## **2 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS AND DIGNITARIES**

Not acknowledged

## **3 RECORDING OF ATTENDANCE**

### **3.1 ATTENDANCE**

Cr P Green (Presiding Member), Cr B Gangell (Deputy Presiding Member), Cr B Browning, Mr B Edwards, Ms D Wright, Manager Planning & Assets Mrs T Young, Chief Executive Officer B Wright

### **3.2 ATTENDANCE BY TELEPHONE OR INSTANTANEOUS COMMUNICATION**

Nil

### **3.3 APOLOGIES**

Nil

### **3.4 APPROVED LEAVE OF ABSENCE**

Nil

### **3.5 DECLARATIONS OF DISCLOSURES OF INTEREST**

Nil

## **4 APPLICATION FOR LEAVE OF ABSENCE**

Nil

## **5 PUBLIC TIME**

### **5.1 PUBLIC QUESTION TIME**

Nil

### **5.2 PUBLIC STATEMENT TIME**

Nil

## **6 QUESTIONS FROM MEMBERS WITHOUT NOTICE**

Nil

## **7 ANNOUNCEMENTS BY PRESIDING MEMBERS WITHOUT DISCUSSION**

Nil

## **8 DECLARATION OF MEMBERS TO HAVE GIVEN DUE CONSIDERATION TO ALL MATTERS CONTAINED IN THE AGENDA BEFORE THE MEETING**

Confirmed by all members

## **9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

## **10 REPORTS OF OFFICERS**

### **10.1 CHIEF EXECUTIVE OFFICER**

#### **10.1.1 Meeting Minutes & Supporting Documentation - Housing, Plant & Infrastructure**

**FILE NUMBER:**

**DATE:** 15 May 2026

**AUTHOR:** Bruce Wright, Chief Executive Officer

**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer

**DISCLOSURE OF INTEREST:** Author - Nil

Authoriser - Nil

**ATTACHMENTS:**

1. Ordinary Council Meeting Minutes - May 2024 - *Under Separate Cover*
2. Housing and Building Committee Minutes - February 2025 - *Under Separate Cover*
3. Works Committee Minutes - March 2025 - *Under Separate Cover*

### **RECOMMENDATION**

That the Infrastructure and Assets Committee:

1. Adopts the following meeting minutes, noting that they collectively establish the historical context, deliberations and decisions that underpin the Shire's current housing and asset planning position:
  - Ordinary Council Meeting – May 2024 (Item 9.7.1 Housing Matters)
  - Housing and Building Committee Meeting – February 2025
  - Works Committee Meeting – March 2025
2. Acknowledges that the composition of the current Committee differs from that of previous Committees and Council at the time these matters were originally considered, and that adoption of these minutes provides a consistent and formally recognised understanding of

the Shire's housing planning history for all Members

3. Endorses the adopted minutes and documentation as the foundational basis for the ongoing work of the Committee in relation to housing planning and delivery

## SUMMARY

This report seeks to present and formally adopt a series of meeting minutes relating to the Shire's housing and associated asset planning matters. These minutes capture the progression of discussions, decisions and strategic considerations undertaken by Council and its Committees over the past 12 to 18 months.

The adoption of these minutes provides a clear and recognised governance foundation for the newly established Committee, ensuring that all Members have a consistent understanding of the historical context informing current housing & asset planning activities.

It should be noted that significant progress in multiple areas has been achieved which will be the subject of reporting in agreed formats for subsequent Committee meetings.

## VOTING REQUIREMENT

Simple Majority

## COUNCIL'S ROLE

### Executive

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

## BACKGROUND

Over the past 12 to 18 months, the Shire has considered a range of housing-related matters across Council and Committee meetings. This has included the development and review of the Housing Replacement Plan and the Ten-Year Housing Maintenance and Capital Works Program, as well as broader discussion of workforce housing demand, asset condition, and housing delivery opportunities.

At the Ordinary Council Meeting held in May 2024, Council received an update on housing matters, including the Housing Replacement Plan and the Ten-Year Housing Program, acknowledging them as working documents to inform future budget considerations.

This work was subsequently progressed through the Housing and Building Committee, most recently at its meeting in February 2025, where updated documentation and supporting information were again considered. The Committee also reviewed a number of related matters, including the implementation of the Staff Housing Policy, housing partnerships and valuation data informing rental and asset decisions.

Operational planning matters have also continued to be considered through other Committee structures, including the Works Committee, where forward programs continue to be reviewed and recommended for budget consideration.

While these minutes collectively capture detailed discussions and provide a clear record of the Shire's decision-making process, they have not been formally consolidated or presented together as part of a structured governance framework.

In addition, the establishment of the new Committee introduces a different composition of Members, some of whom were not involved in the original deliberations. Accordingly, there is a need to formally adopt the relevant minutes to ensure a shared and consistent understanding of the historical context moving forward.

## **FINANCIAL**

There are no direct financial implications associated with the adoption of the meeting minutes.

## **RISK**

There are no direct risk implications arising from the adoption of the minutes.

## **POLICY**

There are no direct policy implications arising from the adoption of the minutes.

## **STATUTORY**

Local Government Act 1995

## **STRATEGIC**

### **Theme**

4. CIVIC LEADERSHIP
2. ECONOMY

### **Goal**

- 4.2 We are a compliant and resourced Local Government
- 2.4 Housing meets existing and future community needs for families and workers

### **Strategy**

- 4.2.1 External audits and reviews confirm compliance with relevant Local Government legislation
- 4.2.2 Financial sustainability in achieving community aspirations
- 2.4.1 Shire housing stock is well maintained and expanded upon

## **COMMENT**

The Shire has undertaken a substantial body of work in relation to its housing and asset portfolio, with detailed discussions occurring across Council and Committee forums over an extended period. These discussions have informed the development of key documents, policies and projects, contributing to a well-informed operational approach to housing planning.

Notwithstanding this, the historical record of this work remains dispersed across multiple sets of minutes and meeting forums. The adoption of these minutes provides a necessary step in consolidating that history into a formally recognised foundation for the newly established Committee.

### **COMMITTEE RESOLUTION IAC/26/001**

Moved: Cr Bruce Browning

Seconded: Cr Beverley Gangell

That the Infrastructure and Assets Committee:

1. Adopts the following meeting minutes, noting that they collectively establish the historical

context, deliberations and decisions that underpin the Shire's current housing and asset planning position:

- Ordinary Council Meeting – May 2024 (Item 9.7.1 Housing Matters)
  - Housing and Building Committee Meeting – February 2025
  - Works Committee Meeting – March 2025
2. Acknowledges that the composition of the current Committee differs from that of previous Committees and Council at the time these matters were originally considered, and that adoption of these minutes provides a consistent and formally recognised understanding of the Shire's housing planning history for all Members
  3. Endorses the adopted minutes and documentation as the foundational basis for the ongoing work of the Committee in relation to housing planning and delivery

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

## 10.1.2 Infrastructure & Assets Committee - Business Agenda

### FILE NUMBER:

**DATE:** 15 May 2026

**AUTHOR:** Bruce Wright, Chief Executive Officer

**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer

**DISCLOSURE OF INTEREST:** Author - Nil

Authoriser - Nil

**ATTACHMENTS:** 1. Infrastructure & Assets Committee - Terms of Reference - *Under Separate Cover*

### UPDATE

The Committee Terms of Reference were previously adopted by Council.

Under the Terms of Reference, the key objectives of the Committee are to:

1. Provide oversight of the Shire's asset management planning, including long-term asset sustainability.
2. Ensure infrastructure investment aligns with strategic priorities and community needs.
3. Monitor the performance, condition, and lifecycle management of council-owned assets.
4. Promote cost-effective and efficient service delivery through prudent asset management.
5. Review risk management related to infrastructure and assets.
6. Advise the Council on major infrastructure projects, renewals, and disposals.

This meeting provides an opportunity for the Chair and Committee to establish a revised meeting framework that consolidates housing, built assets, roads and infrastructure into a single point of reference, ensuring a more coordinated and strategic approach to planning, prioritisation and decision-making.

It is recommended that the first meeting of the Committee focus on establishing its scope, structure and priorities, including agreement on a consolidated agenda framework, confirmation of the current planning baseline, and identification of key strategic priorities to guide future work. This will ensure the Committee operates with clarity, consistency and a strong alignment to the Shire's broader planning and financial frameworks.

a) The establishment of a standard agenda format, to include for example:

- Housing
- Buildings / Facilities
- Roads and Infrastructure
- Strategic / Forward Planning
- General Asset Management

b) Identify and agree on short term priorities.

c) Establish reporting & review expectations.

d) Establish a linkage to the Shire strategic plans, budget and long-term financial plan.

The Information Report was noted by the Committee.
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In consideration of the minutes, the information report and supporting documentation, the Committee entered a focussed discussion. The Chair and Committee acknowledged that this meeting is convened after a hiatus following the change of CEO's and the combination of previous Committees to create the Infrastructure and Assets Committee. This meeting brings together the minutes from past meetings, former reporting protocols and supporting information to determine an appropriately aligned strategic agenda of the Committee.

The Committee discussions focussed on the strategic intent of the Committee and the development of a reporting framework for the Committee meetings. In developing a reporting framework, the Committee agreed on the following (subject to amendment as required) data to be presented in the form of a simple spreadsheet (subject of adoption by the Committee) providing appropriate information relative to the asset classes:

### Asset Overview & Portfolio Status

- Roads
- Buildings (including housing)
- Plant & Equipment
- Water / drainage / footpaths
- Playgrounds
- Trees and natural spaces.

### Asset Performance & Condition

- Performance ratings
- Condition ratings
- Critical asset condition
- Current and remaining useful life indicators

### Maintenance & Works Delivery

- Planned vs actual maintenance
- Expenditure
- Major plant upgrades
- Reactive -vs- planned maintenance

### Capital Works Program

- Asset renewal gap (difference between that required and the actual allocation)
- Lifecycle cost projections
- Long term financial plan alignment
- Cost to maintain trends

### Financial Sustainability

- Asset renewal gap
- Lifecycle cost projections
- Long term financial plan alignment
- Cost to maintain trends

### Risk Management

- Identification of high-risk assets
- Compliance risks
- Service failure risks
- Mitigations

### Service Level & Community Impacts

- Defined service standards (e.g. road condition or facility standards)
- Customer service and service requests including response times
- Impacts of asset condition on service delivery.

### Strategic Asset Planning

- Asset management plans
- Status and updated integration with the Strategic Community Plan

- Demand forecasting
- Review of existing plans and re-integration against LTFP.

#### Projects & Opportunities

- Grant opportunities
- Partnership programs
- Redevelopments
- Advocacy needs

#### Key Issues & Decisions Required

- Items requiring Council direction
- Budget pressures
- Emerging risk or urgent works

#### Strategic Review – Policy & Strategy

- Status and updates for:
  - Asset management plans
  - Asset management policy and strategy
  - Alignment with the long-term financial plan & strategic community plan
- Policy & Strategy Review program
- Risk Management
- Identification of gaps and required updates

Cr Green noted a contradiction in the Housing Policy & Strategic documents that will require amendment during strategic policy reviews.

### 10.1.3 Infrastructure & Assets Committee - Housing Portfolio

**FILE NUMBER:****DATE:** 15 May 2026**AUTHOR:** Bruce Wright, Chief Executive Officer**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer**DISCLOSURE OF INTEREST:** Author - Nil

Authoriser - Nil

**ATTACHMENTS:**

1. Housing Replacement Plan - February 2025 - *Confidential Under Separate Cover*
2. Ten Year Housing Maintenance & Capital Works Program - *Confidential Under Separate Cover*
3. Shire of Kondinin - Staff Housing Policy - *Under Separate Cover*

**RECOMMENDATION**

That Infrastructure and Assets Committee:

1. Adopts the following documents as the current baseline for the Shire's housing planning:
  - Housing Replacement Plan (February 2025)
  - Ten-Year Housing Maintenance and Capital Works Program
  - Staff Housing Policy (Staff-004)
  - Supporting valuation and workforce planning information
2. Acknowledges that these documents have historically been developed and considered as working documents to inform budget and operational decision-making rather than as a formally adopted Strategic Housing Framework;
3. Endorses the progression of a consolidated Strategic Housing Framework, based on the adopted documents, to provide a coordinated and long-term framework for housing planning and delivery;
4. Requests that the Strategic Housing Framework include the review and development of the following key areas:
  - Prioritisation of housing replacement and renewal
  - Funding and delivery models
  - Asset retention and disposal framework
  - Rental pricing and housing categories
  - Alignment with workforce demand and service delivery
  - Integration with broader asset, infrastructure and financial planning

**SUMMARY**

This report seeks to bring together the Shire's existing housing documentation and formally establish a pathway toward the development of a consolidated Strategic Housing Framework.

While significant work has been undertaken over a number of years to assess the condition of housing stock, identify future requirements and progress key housing initiatives, this work has largely occurred through individual reports and projects rather than as a unified strategic framework.

The purpose of this report is to adopt the existing documentation as a baseline position and to initiate a structured review process that will consolidate this work into a formal Strategic Housing Framework to guide future planning, investment and decision-making.

## **VOTING REQUIREMENT**

Simple Majority

## **COUNCIL'S ROLE**

### **Advocacy**

When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

### **Executive**

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

## **BACKGROUND**

The Shire has undertaken a comprehensive review of its housing portfolio through Council and Committee processes, supported by key documents including the Housing Replacement Plan and the Ten-Year Housing Maintenance and Capital Works Program. These documents, together with work on staff housing policy, rental valuations and workforce demand, provide a strong evidence base for decision-making.

To date, this work has primarily informed budget and operational decisions, resulting in a number of key initiatives progressing; however, it has not been consolidated into a single, endorsed strategic framework.

The establishment of the new Committee, together with the adoption of the relevant meeting minutes, provides an opportunity to bring this work together and transition to a coordinated, long-term Strategic Housing Framework.

## **FINANCIAL**

There are no immediate financial implications arising from the adoption of the existing documents or the initiation of the Strategic Housing Framework review.

## **RISK**

There is a strategic and governance risk in continuing to deliver housing projects without an overarching and formally adopted strategy. While current decision-making is informed by detailed documentation, the absence of a consolidated framework may lead to inconsistent prioritisation, reactive decision-making and difficulty in aligning projects with long-term financial planning.

There is also a risk that investment decisions may not be optimised without clear guidance on asset lifecycle management, replacement timing, and funding pathways.

The development of a consolidated Strategic Housing Framework will mitigate these risks by providing clarity, consistency and alignment across planning, delivery and financial decision-making.

**POLICY**

Staff Housing Policy

**STATUTORY**

Local Government Act 1995

**STRATEGIC****Theme**

4. CIVIC LEADERSHIP

**Goal**

4.2 We are a compliant and resourced Local Government

**Strategy**

4.2.1 External audits and reviews confirm compliance with relevant Local Government legislation

**COMMENT**

The Shire has established a solid foundation for housing planning through the preparation of the Housing Replacement Plan, the Ten-Year Housing Maintenance and Capital Works Program, and the implementation of the Staff Housing Policy. Collectively, these documents provide a clear understanding of the current housing stock, future requirements and the framework for managing housing as a key asset.

However, this work has developed incrementally and has primarily supported operational and budget decision-making rather than forming part of a single, coordinated strategic framework. As a result, there remains an opportunity to bring these elements together into a more structured and integrated framework.

**CONSULTATION**

Nil

**COMMITTEE RESOLUTION IAC/26/002**

Moved: Cr Beverley Gangell

Seconded: Cr Bruce Browning

That Infrastructure and Assets Committee:

1. Adopts the following documents as the current baseline for the Shire's housing planning:
  - Housing Replacement Plan (February 2025)
  - Ten-Year Housing Maintenance and Capital Works Program
  - Staff Housing Policy (Staff-004)
  - Supporting valuation and workforce planning information
2. Acknowledges that these documents have historically been developed and considered as working documents to inform budget and operational decision-making rather than as a formally adopted Strategic Housing Framework;
3. Endorses the progression of a consolidated Strategic Housing Framework, based on the adopted documents, to provide a coordinated and long-term framework for housing planning

and delivery;

4. Requests that the Strategic Housing Framework include the review and development of the following key areas:

- Prioritisation of housing replacement and renewal
- Funding and delivery models
- Asset retention and disposal framework
- Rental pricing and housing categories
- Alignment with workforce demand and service delivery
- Integration with broader asset, infrastructure and financial planning

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

### 10.1.4 Infrastructure & Assets Committee - Fleet & Plant Management

**FILE NUMBER:****DATE:** 15 May 2026**AUTHOR:** Bruce Wright, Chief Executive Officer**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer**DISCLOSURE OF INTEREST:** Author - Nil

Authoriser - Nil

**ATTACHMENTS:**

1. Ten Year Plant & Equipment Replacement Schedule - *Under Separate Cover*
2. Plant Hours Report - April 2026 - *Under Separate Cover*
3. Shire Vehicle Replacement Policy - *Under Separate Cover*

**RECOMMENDATION**

That the Infrastructure and Assets Committee:

1. Adopts the following documents as the current baseline for the Shire's fleet and plant management framework:
  - Ten-Year Plant and Equipment Replacement Schedule
  - Plant Hours Report – April 2026
2. Acknowledges that these documents have historically been used to inform operational and budget decision-making rather than as part of a formally consolidated Strategic Fleet Management Framework
3. Endorses the progression of a coordinated Strategic Fleet Management Framework to guide long-term planning, replacement, utilisation and procurement of fleet assets

**SUMMARY**

This report seeks to consolidate the Shire's fleet and plant management documentation and establish a structured approach to fleet planning through the development of a coordinated Strategic Fleet Management Framework.

While the Shire has maintained a detailed replacement schedule and operational usage data, these have primarily been used to support annual budget decisions and operational requirements. This report adopts these documents as the current baseline and provides a pathway to transition toward a more integrated and strategic approach to fleet management.

**VOTING REQUIREMENT**

Simple Majority

**COUNCIL'S ROLE****Advocacy**

When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive**

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

**BACKGROUND**

The Shire maintains a detailed Ten-Year Plant and Equipment Replacement Schedule, which outlines individual fleet assets, expected replacement timing, estimated trade-in values and replacement costs over a forward planning period.

This schedule provides a comprehensive view of the Shire's fleet profile, including a wide range of plant and equipment such as light vehicles, prime movers, graders, loaders and specialised equipment, with replacement cycles generally ranging from short-term vehicle turnover through to long-term heavy plant replacement programs.

In addition, the Shire monitors plant utilisation through the Plant Hours Report, which records usage across vehicles and equipment, including kilometres travelled and operating hours over the reporting period.

Together, these documents provide a strong operational understanding of fleet condition, utilisation and forward replacement requirements. However, they are primarily used to support budget development and project delivery rather than forming part of a formalised Strategic Fleet Management Framework.

As with housing and other asset areas, the establishment of the new Committee provides an opportunity to consolidate this work and progress toward a more structured and strategic approach to fleet planning and management.

**FINANCIAL**

The adoption of the schedule as a baseline and progression to a formal strategy will support improved alignment with the Long-Term Financial Plan and enable more consistent and predictable capital allocation.

**RISK**

There is an operational and financial risk associated with managing fleet assets without an integrated Strategic Fleet Management Framework. While the current replacement schedule provides clear forward planning, the absence of a coordinated strategy may lead to inconsistencies between actual usage, asset lifecycle decisions and replacement timing.

**POLICY**

There are currently no overarching policies governing fleet management comparable to those in place for housing. The development of a Strategic Fleet Management Framework may result in the need for formal policy development in areas such as vehicle replacement criteria, utilisation thresholds, and procurement standards.

**STATUTORY**

Local Government Act 1995

**STRATEGIC****Theme**

4. CIVIC LEADERSHIP

**Goal**

## 4.2 We are a compliant and resourced Local Government

### Strategy

#### 4.2.1 External audits and reviews confirm compliance with relevant Local Government legislation

### COMMENT

The Shire has established a clear and practical foundation for fleet management through the maintenance of a comprehensive plant replacement schedule and the ongoing monitoring of fleet utilisation. These documents demonstrate a strong operational approach to managing plant and equipment and support effective delivery of works programs and services.

However, similar to the housing portfolio, this approach has developed incrementally and is largely focused on operational and budget considerations. While this has ensured that fleet requirements are addressed as they arise, it has not been formalised into a coordinated strategy that aligns utilisation, replacement and financial planning in a consistent manner.

### CONSULTATION

Nil

#### **COMMITTEE RESOLUTION IAC/26/003**

Moved: Cr Bruce Browning

Seconded: Cr Beverley Gangell

That the Infrastructure and Assets Committee:

1. Adopts the following documents as the current baseline for the Shire's fleet and plant management framework:
  - Ten-Year Plant and Equipment Replacement Schedule
  - Plant Hours Report – April 2026
2. Acknowledges that these documents have historically been used to inform operational and budget decision-making rather than as part of a formally consolidated Strategic Fleet Management Framework
3. Endorses the progression of a coordinated Strategic Fleet Management Framework to guide long-term planning, replacement, utilisation and procurement of fleet assets

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

## 10.1.5 Infrastructure & Assets Committee - Built Environment

**FILE NUMBER:****DATE:** 15 May 2026**AUTHOR:** Bruce Wright, Chief Executive Officer**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer**DISCLOSURE OF INTEREST:** Author -

Authoriser -

**ATTACHMENTS:**

1. Shire of Kondinin - Built Asset Schedule - *Under Separate Cover*
2. Shire of Kondinin - Public Facilities Policies - *Under Separate Cover*

**RECOMMENDATION**

That the Infrastructure and Assets Committee:

1. Endorses the current Property Register as the baseline dataset for all built asset planning.
2. Recognise existing Public Facilities and Sporting Infrastructure policies as the current governance framework supporting these assets.
3. Develop a Strategic Building Framework to guide long-term management of the built asset portfolio, including associated built recreation assets such as playgrounds.

**SUMMARY**

The Shire of Kondinin manages a broad and diverse built asset portfolio, incorporating buildings, operational infrastructure, housing, community facilities and key recreation assets including playgrounds. Recent years have seen: continued capital upgrades and renewal works, planned preventative maintenance programs, ongoing inspection and operational regimes.

While these practices demonstrate improving asset management maturity, the portfolio is still managed operationally rather than strategically at a whole-of-portfolio level.

This report establishes a baseline position and identifies the need for a Strategic Building Framework that incorporates both buildings and associated community infrastructure such as playgrounds.

**VOTING REQUIREMENT**

Simple Majority

**COUNCIL'S ROLE****Advocacy**

When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive**

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

## **BACKGROUND**

The attached Property Register outlines the Shire's built asset base across Kondinin, Hyden and Karlgarin, including:

- Civic and administrative buildings
- Community halls and public facilities
- Health and social infrastructure
- Sporting and recreation buildings
- Operational and emergency service assets
- Residential housing stock
- Tourism and visitor infrastructure

In addition, the Shire owns and manages a range of playgrounds and associated park infrastructure, which form an important part of community service delivery and liveability outcomes.

The portfolio has evolved over time and reflects historical investment decisions, community expectations and grant-funded infrastructure development. While maintenance and capital works programs are in place, there is no single strategic framework for built assets.

The Shire of Kondinin Community Survey identified that community sentiment toward the Shire's built assets is mixed but trending toward moderate dissatisfaction, with clear and consistent themes emerging across facilities, buildings and playgrounds.

The community recognises that the Shire provides important infrastructure and has invested in maintaining and upgrading assets. Many facilities are seen as functional, clean and generally well-managed, with standout examples such as aquatic facilities receiving very strong positive feedback.

However, this positive baseline is offset by a strong perception that a significant portion of the asset base is ageing, inconsistent and not keeping pace with community expectations.

## **FINANCIAL**

Financial implications will manifest through ongoing maintenance of non-strategic assets, increasing renewal costs from ageing infrastructure and a mismatch between asset demand and financial capacity

## **RISK**

A strategic framework will support the mitigation of financial, service delivery, operational and strategic risks.

## **POLICY**

Public Facilities & Sporting Clubs and Amenities Policies

## **STATUTORY**

Local Government Act 1995

## **STRATEGIC**

### **Theme**

4. CIVIC LEADERSHIP

**Goal**

4.2 We are a compliant and resourced Local Government

**Strategy**

4.2.1 External audits and reviews confirm compliance with relevant Local Government legislation

4.2.3 Strategic Resource Plan - ratios

**COMMENT**

The Shire of Kondinin has a well-established and extensive built asset base, supported by operational policies and ongoing maintenance practices. The development of a Strategic Building Framework represents the next step in maturing the Shire's approach, ensuring that built assets are: fit-for-purpose, financially sustainable, aligned to community needs and managed as a coordinated portfolio.

**CONSULTATION**

Nil

**COMMITTEE RESOLUTION IAC/26/004**

Moved: Cr Bruce Browning

Seconded: Cr Beverley Gangell

That the Infrastructure and Assets Committee:

1. Endorses the current Property Register as the baseline dataset for all built asset planning.
2. Recognise existing Public Facilities and Sporting Infrastructure policies as the current governance framework supporting these assets.
3. Develop a Strategic Building Framework to guide long-term management of the built asset portfolio, including associated built recreation assets such as playgrounds.

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

Noted by Cr Gangell that a reporting framework similar to that utilised by the ARIC is implemented.

## 10.1.6 Asset Management Plans & the Long-Term Financial Plan

**FILE NUMBER:****DATE:** 15 May 2026**AUTHOR:** Bruce Wright, Chief Executive Officer**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer**DISCLOSURE OF INTEREST:** Author - Nil  
Authoriser - Nil**ATTACHMENTS:** 1. Shire of Kondinin Asset Management Plans - *Under Separate Cover***RECOMMENDATION**

That the Infrastructure and Assets Committee:

1. Endorses a structured review of all Asset Management Plans (AMPs) to ensure alignment with the Long-Term Financial Plan (LTFP) and Strategic Community Plan.
2. Endorses the update of AMPs to reflect current asset data, service levels and financial assumptions, noting that existing plans are dated and evolving in maturity.
3. Endorses the Committee to act as the guide to integration across strategic documents, including prioritisation of asset renewal and capital investment.

**SUMMARY**

Asset Management Plans are a critical component of the Shire's integrated planning framework, linking the Strategic Community Plan (community priorities), the Long-Term Financial Plan (financial capacity) and the delivery of infrastructure and services

They translate strategic objectives into service levels, asset requirements and long-term costs.

A general review of the Shire's AMPs indicates that while the AMPs exist and provide a sound technical foundation and the LTFP incorporates asset renewal assumptions; there is only partial alignment between these documents.

Improved integration is required to ensure that asset investment decisions are strategic, service levels are clearly defined and long-term financial sustainability is achieved.

**VOTING REQUIREMENT**

Simple Majority

**COUNCIL'S ROLE****Advocacy**

When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive**

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

## **BACKGROUND**

The Shire has developed AMPs across key asset classes (including transport and recreation), which define service levels and performance expectation, identify lifecycle costs and renewal needs and provide long-term expenditure projections (typically 15 years).

These plans are intended to integrate with core planning documents, including the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and Annual Budget.

The LTFP is the Shire's primary financial sustainability tool and incorporates asset renewal requirements derived from AMPs and provides a 10-year forecast of capital and operating expenditure.

This structure aligns with the Integrated Planning and Reporting framework.

An opportunity is presented to the Committee to align strategic frameworks across asset classes: roads, property, transport, plant and equipment and in so doing, undertake a review of the AMPS to better inform the LTFP.

## **FINANCIAL**

The LTFP demonstrates that asset renewal requirements are incorporated into long-term financial modelling. A renewal gap approach is recognised and being addressed through budgeting. Funding sources include rates, grants, reserves and debt for major projects.

AMPs (15-year lifecycle models) and LTFP (10-year projections) are not fully reconciled, particularly in outer years and across asset classes

## **RISK**

Financial.

## **POLICY**

Nil

## **STATUTORY**

Local Government Act 1995

## **STRATEGIC**

### **Theme**

4. CIVIC LEADERSHIP

### **Goal**

4.2 We are a compliant and resourced Local Government

### **Strategy**

4.2.1 External audits and reviews confirm compliance with relevant Local Government legislation

4.2.2 Financial sustainability in achieving community aspirations

4.2.3 Strategic Resource Plan - ratios

**COMMENT**

The Shire has a strong foundation in place, with established Asset Management Plans, a functional Long Term Financial Plan and a clear strategic planning framework pathway established by the Committee.

The next stage is to move from individual documents to a fully aligned planning system, where community priorities drive service levels, service levels inform asset needs and asset needs are matched to financial capacity.

This is not about creating new plans, but about aligning and updating existing ones to function as a single, cohesive framework.

This work will strengthen decision-making, improve prioritisation of capital works and ensure the long-term sustainability of the Shire's assets and services

**CONSULTATION**

Nil

**COMMITTEE RESOLUTION IAC/26/005**

Moved: Cr Bruce Browning

Seconded: Cr Beverley Gangell

That the Infrastructure and Assets Committee:

1. Endorses a structured review of all Asset Management Plans (AMPs) to ensure alignment with the Long-Term Financial Plan (LTFP) and Strategic Community Plan.
2. Endorses the update of AMPs to reflect current asset data, service levels and financial assumptions, noting that existing plans are dated and evolving in maturity.
3. Endorses the Committee to act as the guide to integration across strategic documents, including prioritisation of asset renewal and capital investment.

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

### 10.1.7 Infrastructure & Assets Committee - Meeting Schedule - 2026

**FILE NUMBER:**
**DATE:** 15 May 2026

**AUTHOR:** Bruce Wright, Chief Executive Officer

**AUTHORISED OFFICER:** Bruce Wright, Chief Executive Officer

**DISCLOSURE OF INTEREST:** Author - Nil  
 Authoriser - Nil

**ATTACHMENTS:** Nil

**RECOMMENDATION**

That the Infrastructure and Assets Committee:

- Endorses the Infrastructure & Assets Committee 2026 meeting schedule to include:

Date	Time	Location
22 July 2026	2pm	Council Chambers Kondinin
23 September 2026	2pm	Hyden CRC
18 November 2026	2pm	Hyden CRC

**SUMMARY**

This report seeks Committee endorsement of the proposed meeting schedule for the Infrastructure & Assets Committee for the remainder of 2026.

It is proposed that Committee meetings be held on the following dates:

22 July 2026 – 2.00pm, Council Chambers Kondinin

23 September 2026 – 2.00pm, Hyden CRC

18 November 2026 – 2.00pm, Hyden CRC

All meetings are proposed to be held prior to the Ordinary Meeting of Council on each respective date.

**VOTING REQUIREMENT**

Simple Majority

**COUNCIL'S ROLE**
**Advocacy**

When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive**

The substantial direction setting and oversight role of the Council. E.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

**STRATEGIC**

**Theme**

- 1. COMMUNITY

**Goal**

- 1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire

**Strategy**

- 1.2.1 Local health facilities, visiting allied health and volunteer health services are retained
- 1.2.2 Seniors have access to local support services and social programs

**COMMITTEE RESOLUTION IAC/26/006**

Moved: Cr Beverley Gangell

Seconded: Cr Bruce Browning

That the Infrastructure and Assets Committee:

- 1. Endorses the Infrastructure & Assets Committee 2026 meeting schedule to include:

Date	Time	Location
22 July 2026	2pm	Council Chambers Kondinin
23 September 2026	2pm	Hyden CRC
18 November 2026	3pm	Hyden CRC

**CARRIED 3/0**

For: Crs Paul Green, Beverley Gangell and Bruce Browning

Against: Nil

## **11 BUSINESS OF AN URGENT NATURE**

Nil

## **12 CLOSE OF MEETING**

### **12.1 DATE OF NEXT MEETING**

To be held at the Kondinin Council Chambers at **2PM** on Wednesday 22 July 2026.

### **12.2 CLOSURE**

The Meeting closed at 12.37pm.