ASSET MANAGEMENT PLAN 2023-33

SHIRE OF VICTORIA PLAINS
WESTERN AUSTRALIA

CONTENTS

Author: Ben Symmons – AIM Consultants
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EXECUTIVE SUMMARY

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

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 referenced 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 and mobility device travel

PROPERTY
building and land assets

RECREATION
assets within places such as ovals, parks, gardens etc.

FLEET, EQUIPMENT & 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 $149.5million, and a replacement cost in excess of $211.3million. These assets collectively depreciate by about $9.4million 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 are generally in an average to good condition. However, at least 11% of inspected assets are currently in either a poor or very poor condition. This means that there is a potential $18.9million backlog of renewal work, which may be difficult to manage within the Shire's normal business activities. An improvement action has been captured within this AMP to consider this position. In addition, there is also further scope to improve the robustness of the Shire's recorded asset condition data and capital works programmes.

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 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 infrastructure 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 community amenities. These services help the Shire to support a perfect lifestyle, and be a place to grow.

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 equipment 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 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 infrastructure. Our AMP is structured around the four major service areas shown below (with their respective fair values):

RECREATION $1,042,200 (1%)

assets within places such as ovals, parks, gardens etc.

TRANSPORT $136,039,252 (91%)

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

FLEET, EQUIPMENT & IT $4,579,812 (3%)

assets such as plant, equipment, vehicles and IT

PROPERTY $7,836,002 (5%)

building and land assets

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 physical condition our 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 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 service areas are economically sustainable

- How the Shire will improve its asset management

HAS THE DEMAND FOR SERVICES AND ASSETS HISTORICALLY 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	Fell from 329 to 279 households (2006 to 2021). (Source: ABS).
	TRAVEL MODES	Number of people travelling to work remained unchanged at 314 (2001 to 2016). (Source: ABS).
	TRAVEL MODES	71% of all trips to work are as a car driver (2016), up from 51% (2001). (Source: ABS).
	POPULATION	Fell from 901 to 812 people (2006 to 2021). (Source: ABS).
	DEMOGRAPHICS	Median age rose from 39 to 48 (2006 to 2021). (Source: ABS).
	TOURISM	Number of visitors to the 'golden outback' region grew from 1.10m to 1.25m (2020 to 2021). (Source: Tourism WA).
	ANNUAL RAINFALL	Fell from ~490mm to ~410mm (1912 to 2021). (Source: BOM).
	ANNUAL TEMPERATURE	Rose from mean maximum of ~34.6C to ~35.8C (1966 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 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. We do this through regular inspection/monitoring, and through some planned operation and maintenance schedules. For example, this includes maintenance such as corrective (e.g. pothole filling), and preventative (e.g. servicing and painting). 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 a number of 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.

After projects have been identified, they are then listed on to the AMP works programme. The AMP has identified the need for the works programme to be further developed. This is an improvement action within the AMP.

UPGRADE & NEW WORKS

The need for new and/or upgraded assets (e.g. to meet a service deficiency) can be identified from a number of potential sources. This includes 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 assists in determining 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 (IIMM)

ABOUT THE TRANSPORT SERVICE

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our Transport network is the largest asset group both in size and value. The individual asset classes that make up this network are as follows.

TOTAL:
CRC: $136,039,252
Fair Value: $188,442,050

CAR PARKS
Quantity: **Unknown**
Fair Value: **Unknown**
Total CRC: **Unknown**
CRC Percentage: **Unknown**

PATHS
Quantity: **6km**
Fair Value: **$584,509**
Total CRC: **$794,352**
CRC Percentage: **<1%**

STREET FURNITURE
Quantity: **1 bus shelter**
Fair Value: **$5,400**
Total CRC: **$6,000**
CRC Percentage: **<1%**

DRAINAGE
Quantity: **1,104 culverts 27m pipes, 4 pits, 1,556km table drains**
Fair Value: **$23,605,862**
Total CRC: **$39,661,965**
CRC Percentage: **21%**

ROADS
Quantity: **808km**
Fair Value: **$109,730,981**
Total CRC: **$141,139,733**
CRC Percentage: **75%**

STRUCTURES
Quantity: **7 bridges**
Fair Value: **$2,112,500**
Total CRC: **$6,840,000**
CRC Percentage: **4%**

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 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 calculating how much they are worth in their current physical state (fair value). The condition of our transport assets, by replacement cost, is as follows.

State of our Assets
- 🟢 Very Good
- 🟩 Good
- 🟡 Average
- 🟠 Poor
- 🔴 Very Poor
- ⚪ Not Rated

Structures
Condition
- 🟢 36%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 64%
- ⚪ 0%

Roads
Condition
- 🟢 28%
- 🟩 42%
- 🟡 24%
- 🟠 6%
- 🔴 0%
- ⚪ 0%

Street Furniture
Condition
- 🟢 100%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- ⚪ 0%

Paths
Condition
- 🟢 34%
- 🟩 38%
- 🟡 25%
- 🟠 3%
- 🔴 1%
- ⚪ 0%

Drainage
Condition
- 🟢 13%
- 🟩 36%
- 🟡 34%
- 🟠 13%
- 🔴 4%
- ⚪ 0%

Car Parks
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 100%
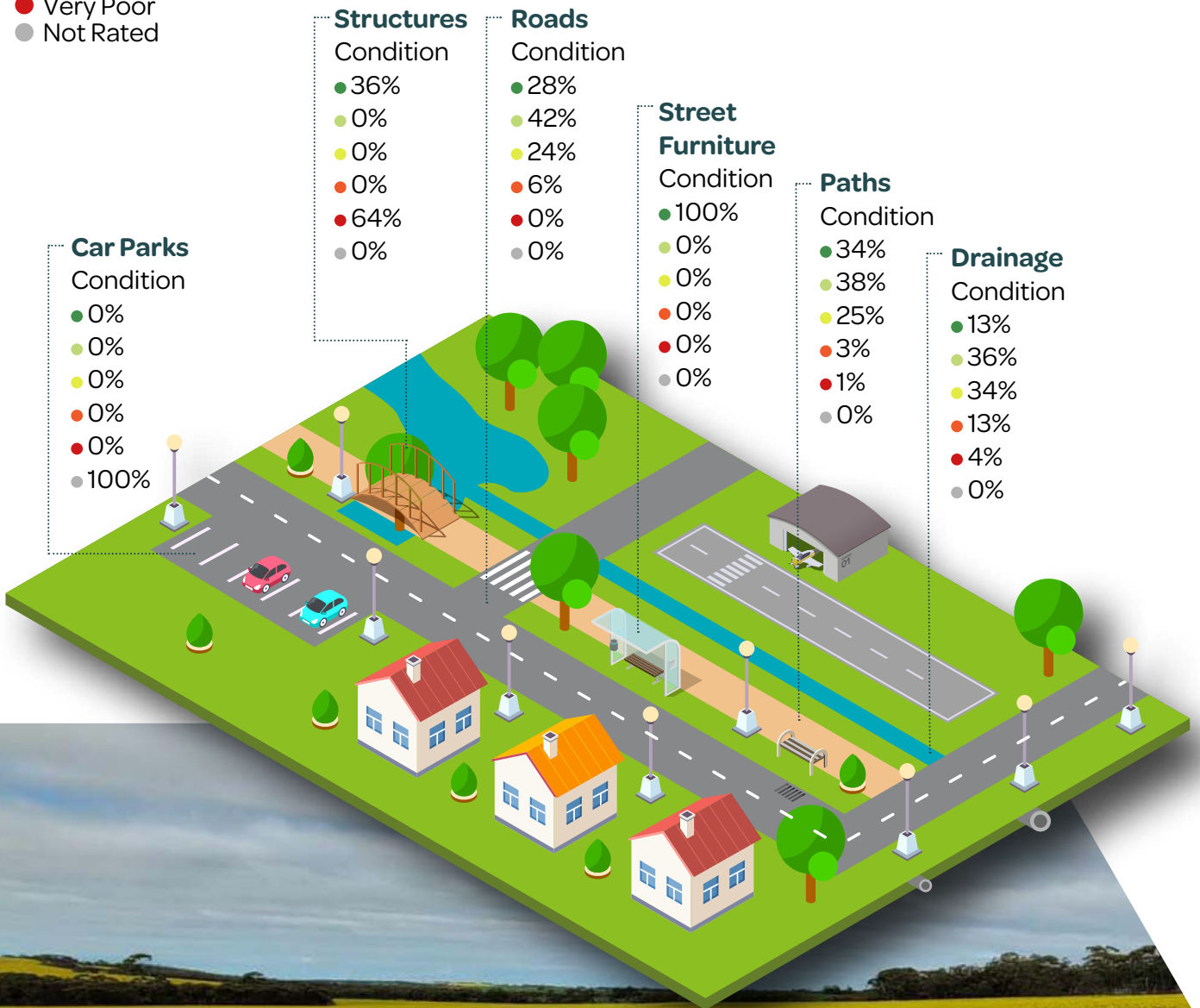
HOW CONFIDENT ARE WE?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
CAR PARKS	UNKNOWN	UNKNOWN	UNKNOWN
DRAINAGE	RELIABLE	RELIABLE	RELIABLE
PATHS	HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE
ROADS	RELIABLE	RELIABLE	RELIABLE
STREET FURNITRE	HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE
STRUCTURES	HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE

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 the service can be varied, and in turn this 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 outcomes are of high importance. Service levels have then been selected for these, so that their performance can be monitored.

INPUT	STRATEGIC OUTCOME	KPI(S)
SCP 1.1 Healthy, connected and safe communities	Maintain and extend the footpath network	Accessibility (paths)
SCP 2.2 Safe and efficient transport network enables economic growth	Local benefits are delivered through our active participation in the Wheatbelt Secondary Freight Network	Accessibility Safety (roads and drainage)
	Safe and well maintained connection to Great Northern Hwy	
	Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)	
DAIP Outcome 1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority	Parking spaces for people with disabilities to be allocated at key access positions at library / Shire offices	Accessibility (car parks)

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In 2022, Shire staff considered who the major stakeholders are of its transport service. Five 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 (3 occurrences)
- Quality (3 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.
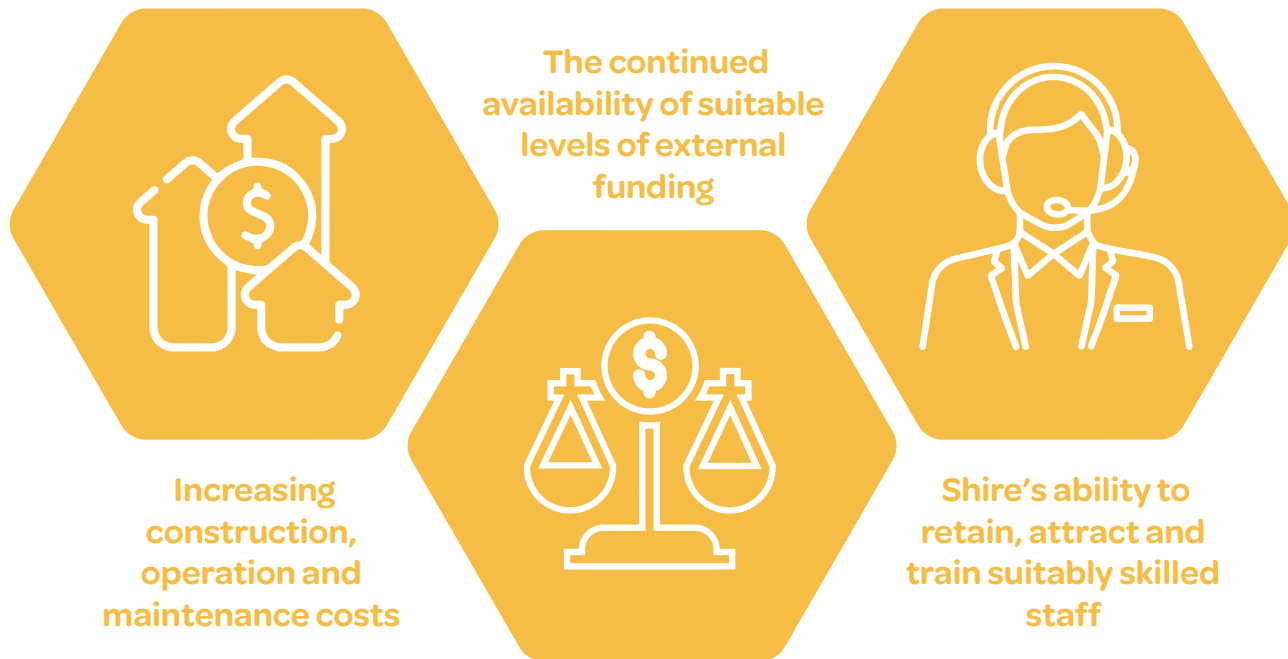
KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	SCP	Percentage of survey respondents who are at least satisfied with their ability to access the Shire's path network.	To be determined	Unknown
Accessibility	SCP	Percentage of survey respondents who are at least satisfied with their ability to access the road network when required.	To be determined	Unknown
Accessibility	DAIP	Percentage of Shire car parks that meet disability access standards.	To be determined	Unknown
Condition	Stakeholders	Percentage of transport assets that are at least in an average condition (by CRC value).	To be determined	88%
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of transport assets (e.g. fit for purpose).	To be determined	Unknown
Safety	SCP	Percentage of survey respondents who are at least satisfied with the safety of the transport service.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

Transport continues to evolve, driven by factors such as fuel types, technology, automation, demographics and even social past times. 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 continued availability of suitable levels of external funding

Increasing construction, operation and maintenance costs

Shire's ability to retain, attract and train suitably skilled staff

Change mitigation

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

- Maintain appropriate road asset data (e.g. road imagery, traffic data etc) so that grants (i.e. Disaster Recovery Funding Arrangements (DRFAWA)) can be accessed when required.

- Maintain an accurate long term capital works programme, so that projects are ready for grant opportunities, and can be appropriately funded by the long term financial plan.

- Continue to engage with State Government on funding opportunities, legislation & policy.

- Continue to maintain and implement the Workforce Management Plan.

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.
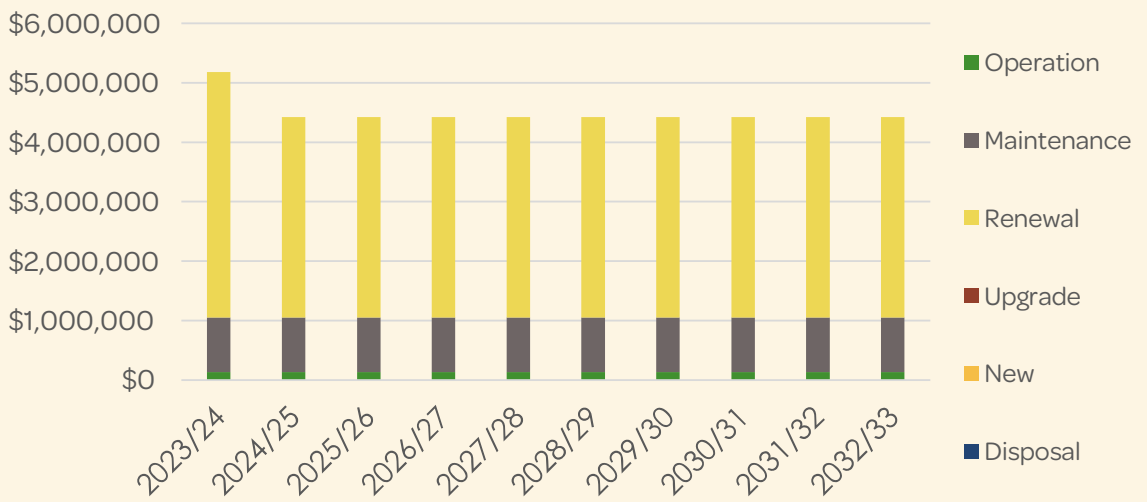
Projected Transport Service Cost

<Pending LTFP update>

Projected Transport Service Cost vs Available Funding

ABOUT THE PROPERTY SERVICE

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While our property asset portfolio is not our largest asset class in terms of size or 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 are as follows.

TOTAL: 79
CRC: $7,836,002
Fair Value: $16,719,000

AMENITIES
Quantity: **8**
Fair Value: **$421,423**
Total CRC: **$844,000**
CRC Percentage: **5%**

COMMUNITY
Quantity: **6**
Fair Value: **$1,972,000**
Total CRC: **$6,655,000**
CRC Percentage: **39%**

COMMERCIAL
Quantity: **2**
Fair Value: **$148,300**
Total CRC: **$339,000**
CRC Percentage: **2%**

OPERATIONAL
Quantity: **10**
Fair Value: **$620,800**
Total CRC: **$1,938,000**
CRC Percentage: **12%**

EMERGENCY SERVICES
Quantity: **5**
Fair Value: **$408,000**
Total CRC: **$940,000**
CRC Percentage: **6%**

RESIDENTIAL
Quantity: **15**
Fair Value: **$2,103,579**
Total CRC: **$3,250,000**
CRC Percentage: **19%**

RECREATION
Quantity: **3**
Fair Value: **$1,236,000**
Total CRC: **$1,630,000**
CRC Percentage: **10%**

ANCILLARY
Quantity: **16**
Fair Value: **$103,900**
Total CRC: **$301,000**
CRC Percentage: **2%**

LAND PARCELS
Quantity: **14**
Fair Value: **$822,000**
Total CRC: **$822,000**
CRC Percentage: **5%**

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?

At present, the Shire does not hold formal data on the condition of its buildings. An improvement action to develop an ongoing inspection process has been listed.

State of our Assets

- 🟢 Very Good
- 🟩 Good
- 🟡 Average
- 🟠 Poor
- 🔴 Very Poor
- ⚪ Not Rated

Commercial
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Recreation
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Ancillary
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Amenities
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Land Parcels
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Operational
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Community
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Emergency Services
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%

Residential
Condition
- 🟢 0%
- 🟩 0%
- 🟡 0%
- 🟠 0%
- 🔴 0%
- ⚪ 0%
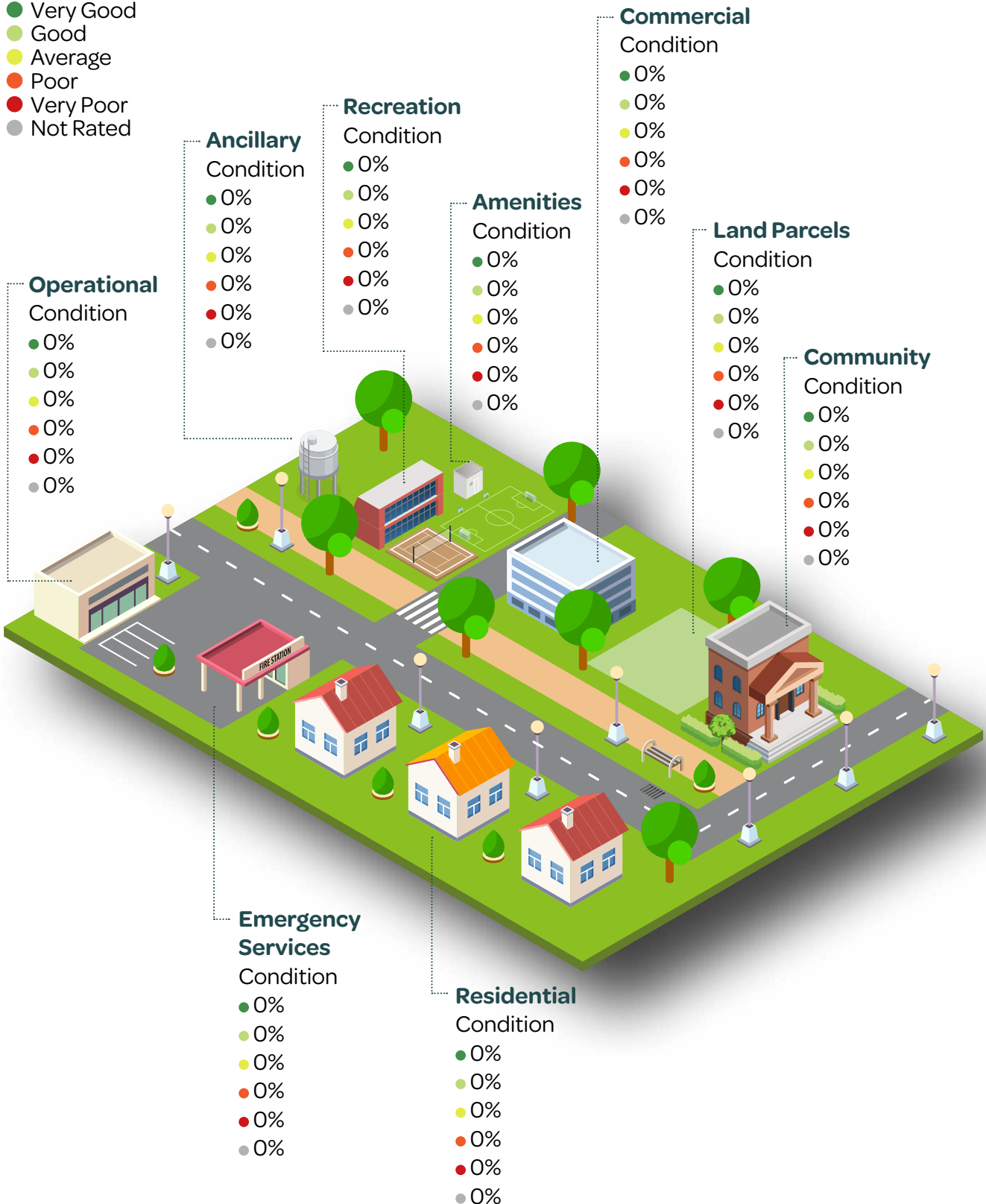
HOW CONFIDENT ARE WE?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
AMENITIES	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
COMMERCIAL	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
COMMUNITY	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
EMERGENCY SERVICES	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
OPERATIONAL	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
RECREATION	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
RESDENTIAL	HIGHLY RELIABLE	UNCERTAIN	RELIABLE
LAND PARCELS	HIGHLY RELIABLE		HIGHLY RELIABLE
ANCILLARY	HIGHLY RELIABLE	UNCERTAIN	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 service can be varied, and in turn this has an effect on overall cost. As a general rule, 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 outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC OUTCOME	KPI(S)
SCP 1.3 Recreational, social and heritage spaces are safe and are activated	Shire owned community buildings and places of interest are well maintained and used	Condition Usage
SCP 2.1 We understand traditional and emerging industries across the Shire	We can attract and retain staff because we maintain and increase our housing stock	Fit for purpose
SCP 2.3 Visitors have a positive experience across our communities	Clean, accessible and modern public toilets	Accessibility Quality
DAIP Outcome 1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority	Additional Public Toilet facilities for people with disabilities to be made available	Accessibility

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

COMMUNITY & SPORTING GROUPS

TOURISTS & VISITORS

PROPERTY SERVICE

SHIRE STAFF & COUNCIL

HOUSING RESIDENTS (STAFF & INDEPENDENT LIVING)

RESIDENTS & VISITORS

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

• Condition (3 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 & SCP	Percentage of Shire public toilets that meet the DAIP and Disability Discrimination Act requirements.	To be determined	Unknown
Condition	SCP & Stakeholders	Percentage of buildings, by current replacement cost, at or above a condition rating of average.	To be determined	Unknown
Fit for purpose	SCP	Percentage of staff who are at least satisfied that the Shire's residential buildings meet their needs.	To be determined	Unknown
Quality	SCP	Percentage of survey respondents who are at least satisfied with the quality of Shire public toilets.	To be determined	Unknown
Usage	SCP	Percentage of buildings at or above their target usage rate.	To be determined	Unknown

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.

Changing tourism numbers and expectations

Changing socio-economic aspects of the Shire

Increasing operation, maintenance and construction costs

Change mitigation

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

- Continue to monitor the usage levels of tourism focussed buildings, so that they meet user's needs.

- Monitor the performance of the AMP's property service levels KPIs.

- Continue to develop the AMP works programme, to accurately understand the long-term financial needs of the property portfolio.

- Work with state and federal government agencies to ensure that external funding remains available and sufficient to fund property asset works.

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.
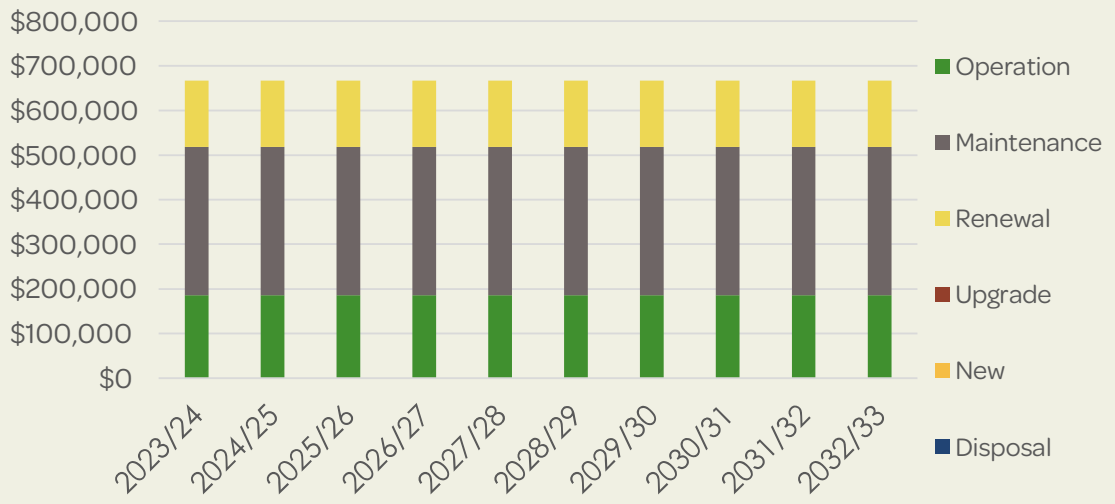
Projected Property Service Cost

<Pending LTFP update>

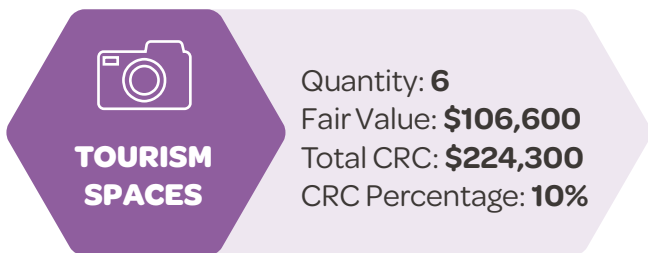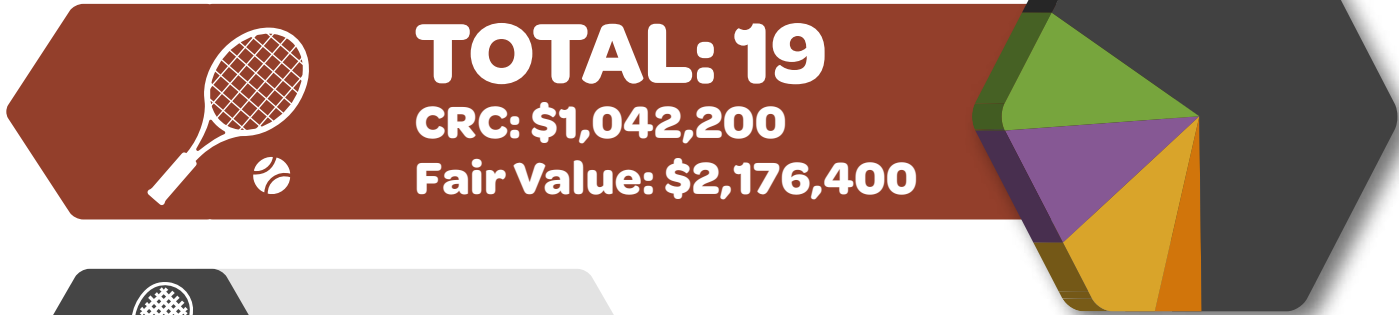Projected Property Service Cost vs Available Funding

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.

TOTAL: 19
CRC: $1,042,200
Fair Value: $2,176,400

ACTIVE SPACES
Quantity: **4**
Fair Value: **$683,000**
Total CRC: **$1,439,800**
CRC Percentage: **66%**

BUILDING SURROUNDS
Quantity: **4**
Fair Value: **$95,700**
Total CRC: **$186,500**
CRC Percentage: **10%**

CEMETERIES/ MEMORIALS
Quantity: **2**
Fair Value: **$53,500**
Total CRC: **$97,700**
CRC Percentage: **4%**

PASSIVE SPACES
Quantity: **3**
Fair Value: **$103,400**
Total CRC: **$228,100**
CRC Percentage: **10%**

TOURISM SPACES
Quantity: **6**
Fair Value: **$106,600**
Total CRC: **$224,300**
CRC Percentage: **10%**

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.
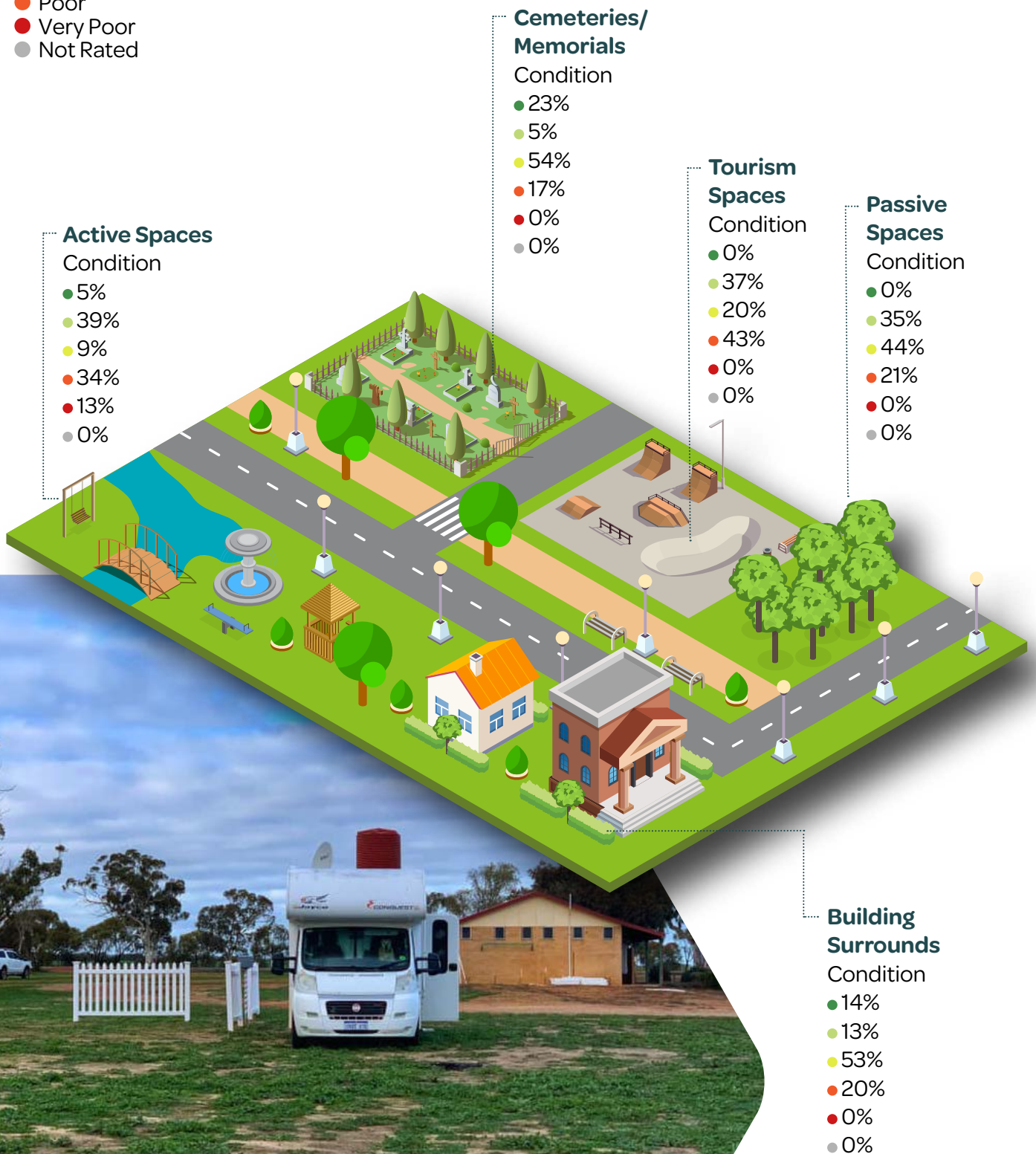
WHAT'S THE CONDITION?

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

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

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated

Active Spaces
Condition
- 5%
- 39%
- 9%
- 34%
- 13%
- 0%

Cemeteries/Memorials
Condition
- 23%
- 5%
- 54%
- 17%
- 0%
- 0%

Tourism Spaces
Condition
- 0%
- 37%
- 20%
- 43%
- 0%
- 0%

Passive Spaces
Condition
- 0%
- 35%
- 44%
- 21%
- 0%
- 0%

Building Surrounds
Condition
- 14%
- 13%
- 53%
- 20%
- 0%
- 0%

HOW CONFIDENT ARE WE?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
ACTIVE SPACES	● RELIABLE	● RELIABLE	● RELIABLE
BUILDING SURROUNDS	● RELIABLE	● RELIABLE	● RELIABLE
CEMETERIES /MEMORIALS	● RELIABLE	● RELIABLE	● RELIABLE
PASSIVE SPACES	● RELIABLE	● RELIABLE	● RELIABLE
TOURISM SPACES	● 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 this service can be varied, and in turn this has an effect on overall cost. As a general rule, 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 outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

STRATEGIC PRIORITY	STRATEGIC OUTCOME	KPI(S)
SCP 1.3 Recreational, social and heritage spaces are safe and are activated	Sport and recreation facilities are planned, maintained and developed in a coordinated manner, aligned with community need	Condition Fit for purpose
SCP 2.3 Visitors have a positive experience across our communities	Our parks and community spaces are green, tidy and accessible	Accessibility Aesthetics
	Visitors receive timely and accurate information about attractions and amenities	Information

Customer Inputs

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

COMMUNITY GROUPS & EVENTS

TOURISTS & VISITORS

RECREATION SERVICE

ACTIVE USERS & CLUBS

PASSIVE USERS

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

- Availability (3 occurrences)
- Condition (3 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 recreation service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	SCP	Percentage of recreation places that comply with Disability and Discrimination Act requirements.	To be determined	Unknown
Aesthetics	SCP	Percentage of survey respondents at least satisfied with recreation places' aesthetic appeal.	To be determined	Unknown
Availability	Stakeholders	Percentage of survey respondents at least satisfied with their ability to use recreation places when required.	To be determined	Unknown
Condition	SCP & Stakeholders	Percentage of recreation assets, by current replacement cost, at or above a condition rating of average.	To be determined	60%
Fit for purpose	SCP	Percentage of survey respondents that are at least satisfied that the Shire's recreation places meet their needs.	To be determined	Unknown
Information	SCP	Percentage of surveyed visitors who are at least satisfied with their ability to access timely and accurate information about attractions and amenities.	To be 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.

Construction, operation and maintenance cost increases

Environmental sustainability

Water availability

Change mitigation

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

- Monitor the use of power and water on recreation places, and continue to transition to sustainable sources.

- Continue to develop the AMP works programme, to accurately understand the long-term financial needs of the recreation service.

- Work with other government agencies, so that available external funding can be accessed for capital works, wherever possible.

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.
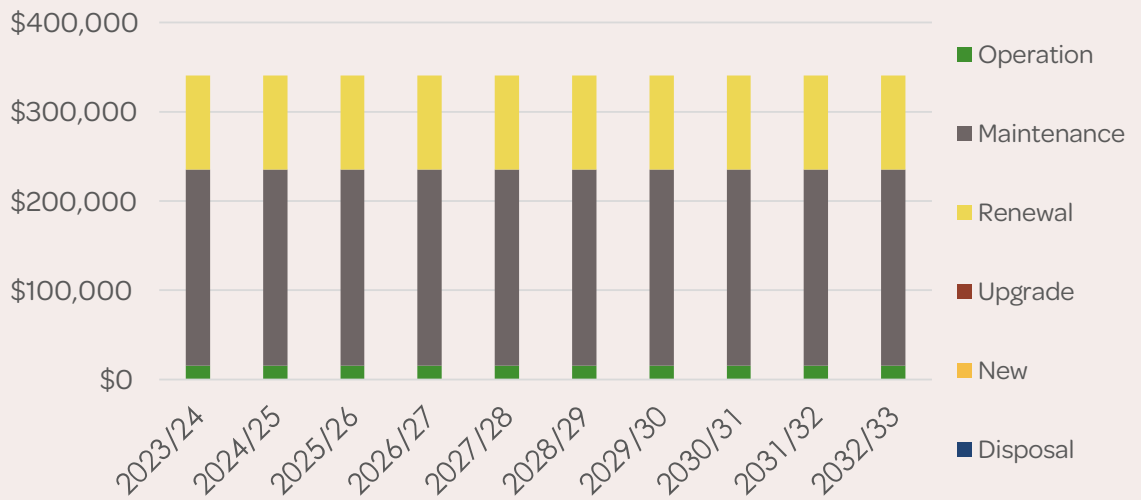
Projected Recreation Service Cost

<Pending LTFP update>

Projected Recreation Service Cost vs Available Funding

ABOUT THE FLEET & EQUIPMENT SERVICE
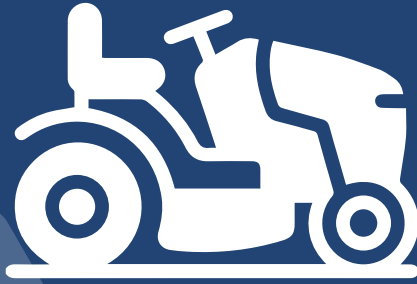
WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

The Shire's fleet & equipment 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:

TOTAL: 122
Fair Value: $4,579,811

FURNITURE, EQUIPMENT & IT
Quantity: **69**
Fair Value: **$2,086,160**
Fair Value Percentage: **49%**

PLANT & VEHICLES
Quantity: **53**
Fair Value: **$2,493,651**
Fair Value Percentage: **51%**
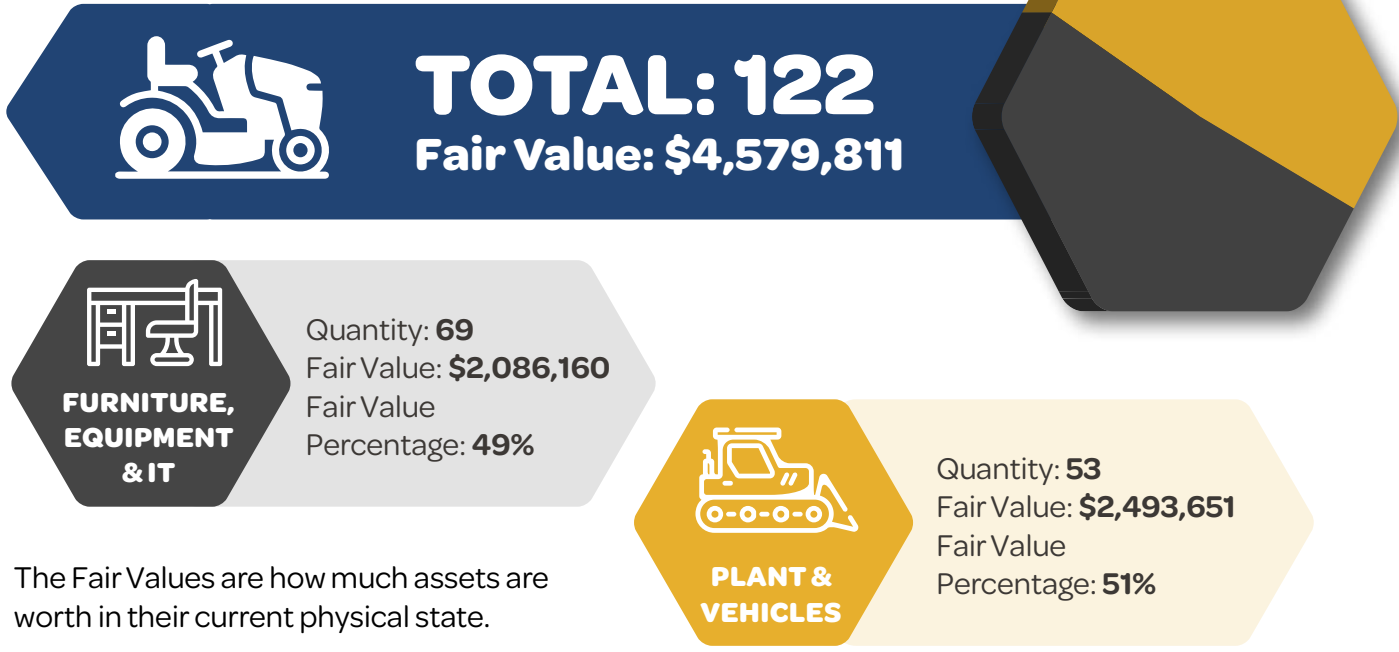
The Fair Values are how much assets are worth in their current physical state.

HOW CONFIDENT ARE WE?

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

ASSET TYPE	INVENTORY	VALUE
FURNITURE, EQUIPMENT & IT	🟢 HIGHLY RELIABLE	🟢 HIGHLY RELIABLE
PLANT & VEHICLES	🟢 HIGHLY RELIABLE	🟢 HIGHLY RELIABLE

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our fleet & equipment assets meets the needs of users. However, the quality of this service can be varied, and in turn this has an effect on overall cost. As a general rule, 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 & equipment 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 drivers that may directly relate to fleet & equipment services. This showed that the following strategic outcome is of high importance. A service level has been selected for this outcome, so that its performance can be monitored.

STRATEGIC PRIORITY	STRATEGIC OUTCOME	KPI(S)
SCP 2.2 Safe and efficient transport network enables economic growth	Road plant and equipment enables achievement of the 10yr Road Plan	Fit for purpose

Customer Inputs

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

FLEET & EQUIPMENT SERVICES

SHIRE OF VICTORIA PLAINS STAFF & VOLUNTEERS

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

- Condition (1 occurrence)
- Financial sustainability (1 occurrence)
- Quality (1 occurrence)
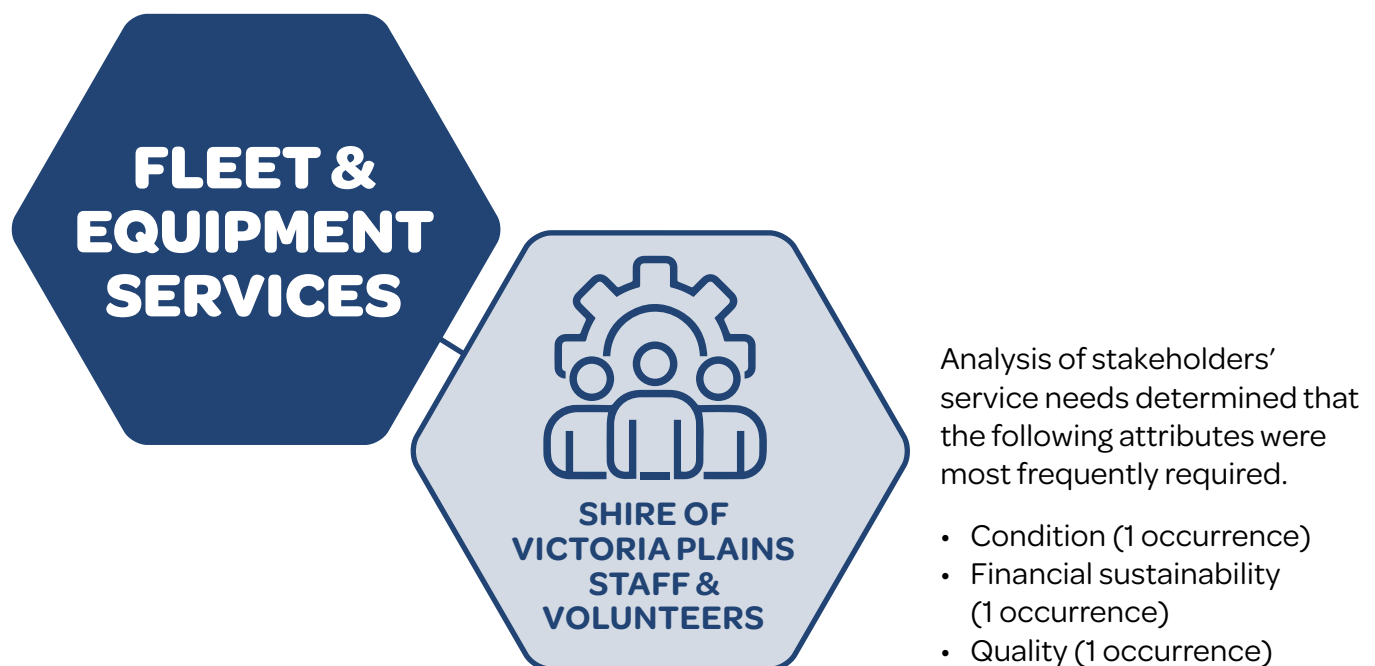
SERVICE LEVEL TARGETS AND PERFORMANCE

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 service performance.

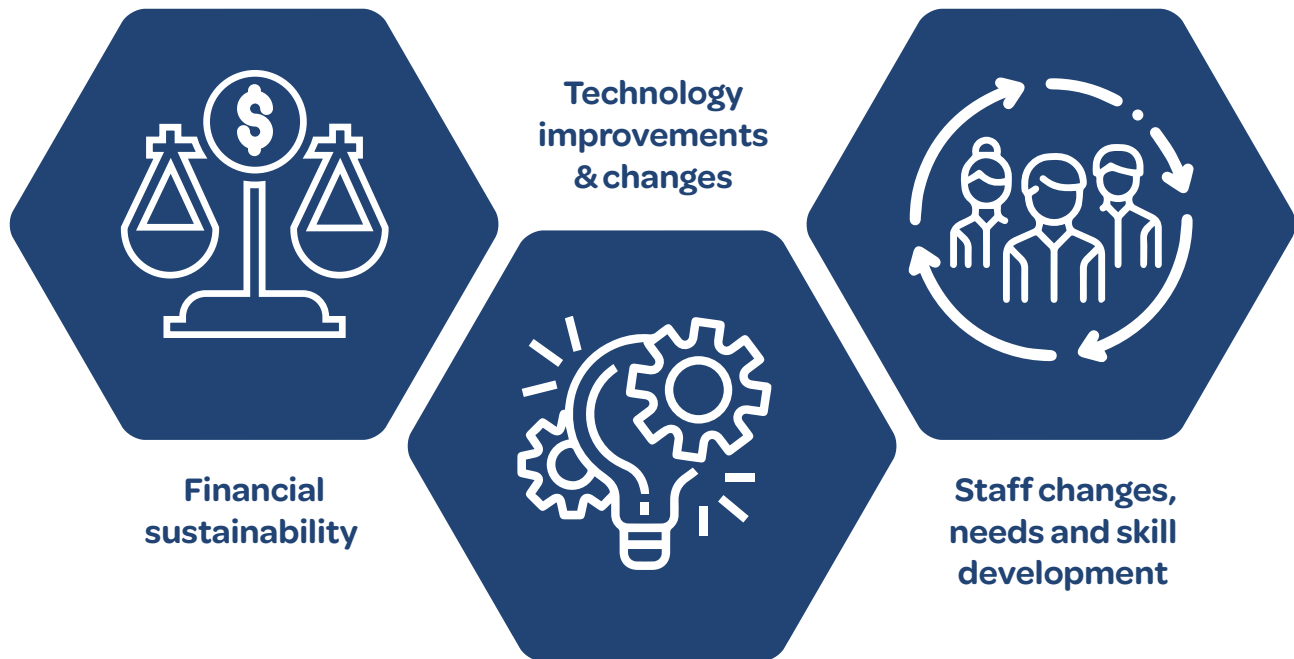| KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Fit for purpose	SCP	Percentage of survey respondents who are at least satisfied that the fleet and equipment assets they use, is fit for purpose.	To be determined	Unknown
Condition	Stakeholders	Percentage of survey respondents who are at least satisfied with the condition of the fleet and equipment assets they use.	To be determined	Unknown
Financial sustainability	Stakeholders	Percentage of fleet and equipment AMP financial ratios within their target bands.	To be determined	Unknown
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of the fleet and equipment assets they use.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

While our fleet and equipment 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

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

Technology improvements & changes

Financial sustainability

Staff changes, needs and skill development

Change mitigation

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

- Continue to monitor the cost/ benefit (e.g. cost per hour of use) achieved from individual fleet assets.

- Continue to monitor changes to fleet technologies, including fuel types, and implement when appropriate to the Shire.

- Continue to align the AMP with the Workforce Management Plan and Long Term Financial Plan.

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.
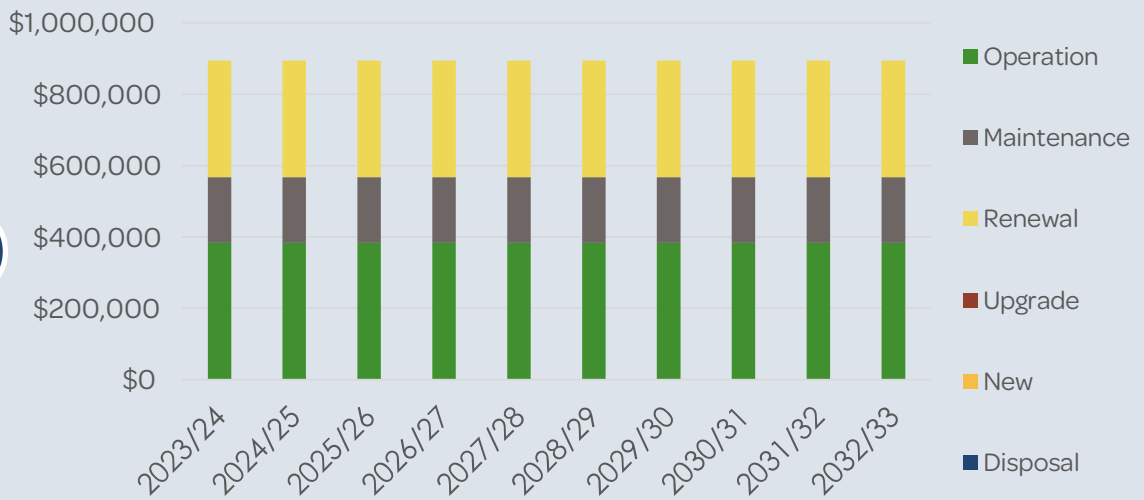
Projected Fleet & Equipment Service Cost

Projected Fleet & Equipment Service 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 and equipment assets.

Transport	Property	Recreation
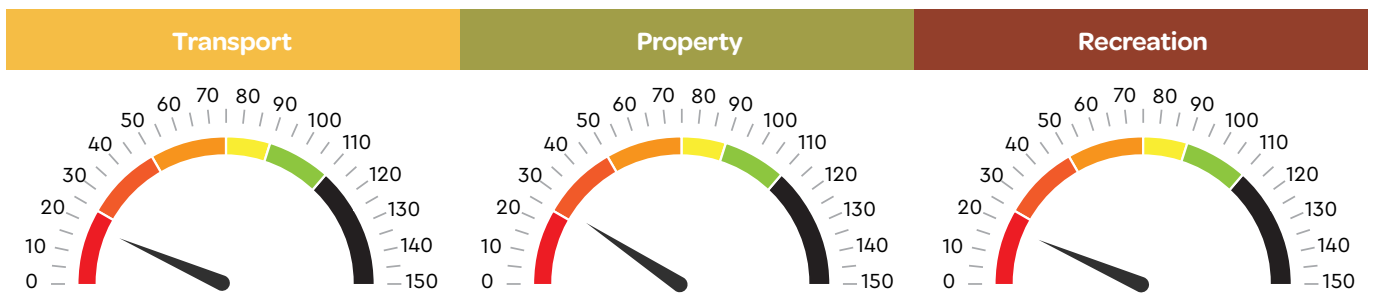
Present – Consumption Ratio

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 and equipment assets.

Transport	Property	Recreation
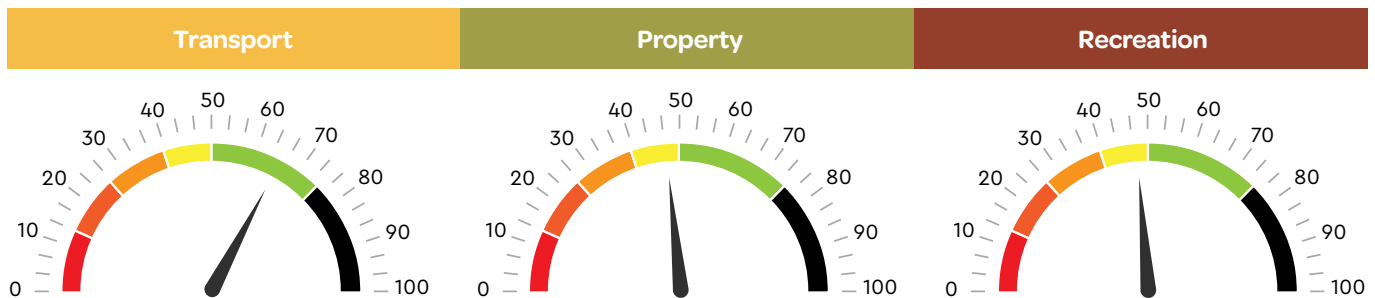
Future – Renewal Funding Ratio

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 and equipment assets have been included in this ratio.

Transport	Property	Recreation	Fleet, Equipment & IT

<PENDING LTFP>
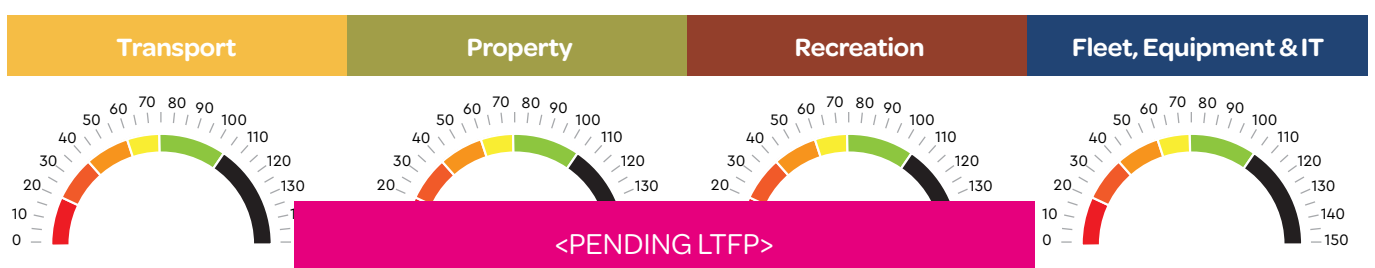
HOW WILL THE SHIRE IMPROVE ITS ASSET MANAGEMENT?

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	Monitor all service levels.
	Implement and/or sustain all service demand mitigation actions.
	Continue to develop and refine the AMP Works Programme.
	Review all planned asset operation and maintenance schedules, and further develop where required.
	Review all assets that are currently recorded as being in either a poor or very poor condition, and determine suitable management strategies (e.g. renewal).
TRANSPORT	Develop an asset inventory of car parks, assess their condition and produce valuations for each.
	Review the assigned useful lives of table drain assets.
PROPERTY	Develop and implement a cyclical building condition inspection programme, and develop a five year capital works programme.

FURTHER READING

The following documents support this AMP.

- **Shire of Victoria Plains**
  – Strategic Community Plan

- **Shire of Victoria Plains**
  – Asset Management Policy

- **Shire of Victoria Plains**
  – Long Term Financial Plan

- **Shire of Victoria Plains**
  – AMP Works Programme 2023-2033

- **Shire of Victoria Plains**
  – Disability Access and Inclusion Plan 2015-2020