

# Shire of Mt Marshall



**Asset Management Plan**  
2022 to 2032



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Date: 1 December 2022



# Executive Summary

**The Shire of Mount Marshall is a service providing organisation. Our services are underpinned by many different physical assets. This includes roads, paths, drainage, buildings, recreation spaces, fleet 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 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:

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 \$110.3million, and a replacement cost in excess of \$174.7million. These assets collectively depreciate by about \$3.6million 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 asset portfolio is in an average condition. 15% of inspected assets are currently in either a poor or very poor condition. This means that there is potentially a \$18.1million backlog of renewal work, which may not be manageable through normal business activities. As such, further analysis is required in order to determine the management strategy of these assets, and whether they can be renewed when required. An improvement action for this has been listed in this AMP.

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.



## 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, EQUIPMENT & IT

assets such as plant, equipment, vehicles and IT





# 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 to make the Shire an active, safe and vibrant community with shared social values based on mutual respect and fairness.

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 (2022/23 to 2031/32).



## What is asset management?

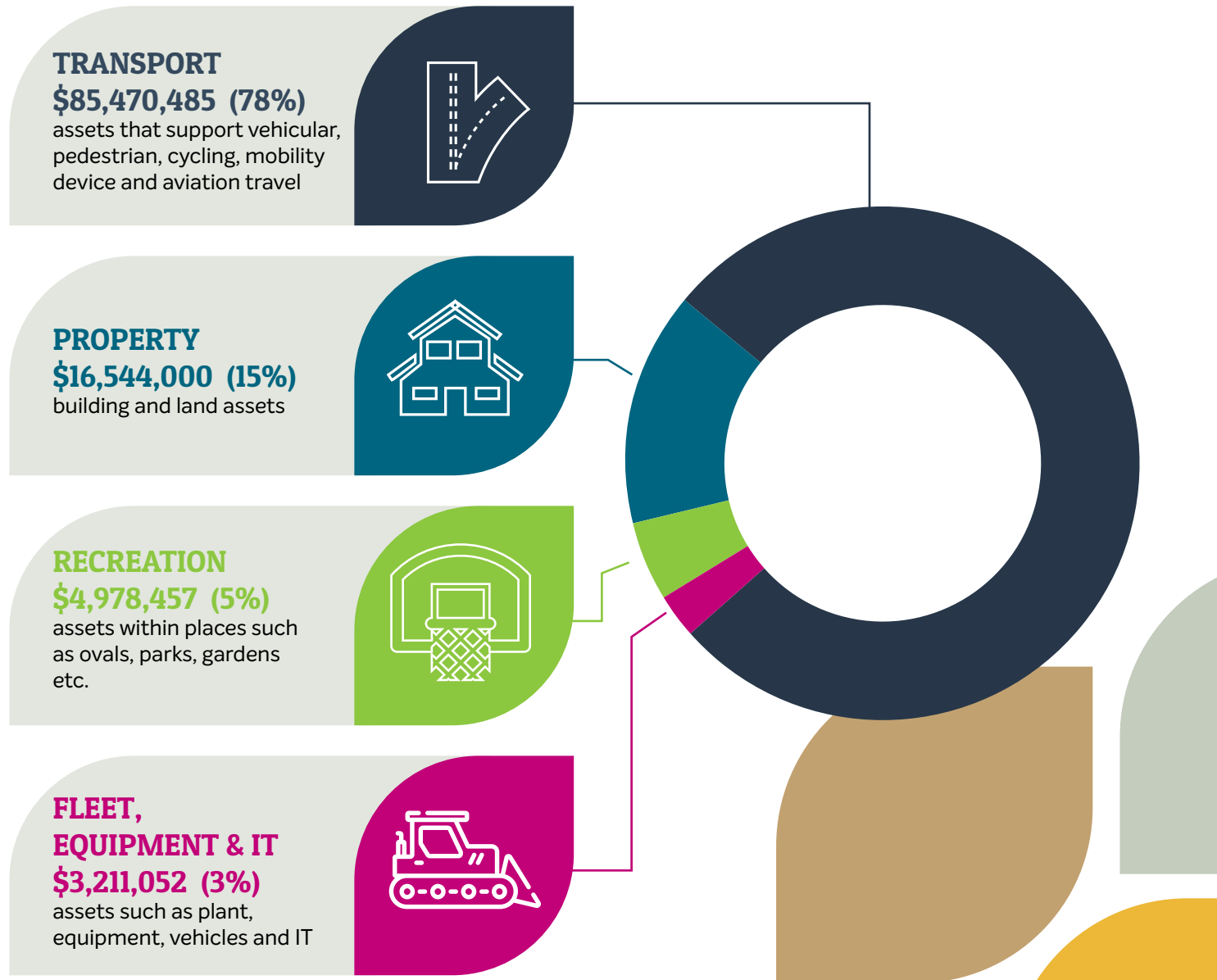
The role of Council is to deliver services that help realise the community's vision for the Shire. This vision is defined within the Shire's Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of infrastructure assets.

Infrastructure 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:



# 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 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 changed
- How we plan to manage our assets
- How the Shire assesses its data confidence
- Whether the four services are economically sustainable



# 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

Fell from 252 to 199 households (2001 to 2016)  
(Source: ABS)



## TRAVEL MODES

Number of people travelling to work fell from 222 to 193 (2001 to 2016)  
(Source: ABS)



## TRAVEL MODES

59% of all trips to work are as a car driver (2016), up from 47% (2001).  
(Source: ABS)



## TOURISM

Number of visitors to the 'golden outback' region fell from 1.27m to 1.15m (2019/20 to 2020/21).  
(Source: Tourism WA)



## DEMOGRAPHICS

Median age rose from 34 to 42 (2001 to 2016).  
(Source: ABS)



## POPULATION

Fell from 629 to 533 people (2001 to 2016).  
(Source: ABS)



## ANNUAL RAINFALL

Fell from ~330mm to ~310mm (1913 to 2018).  
(Source: BOM)



## ANNUAL TEMPERATURE

Rose from mean maximum of ~34.7C to ~35.2C (1950 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 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) 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.

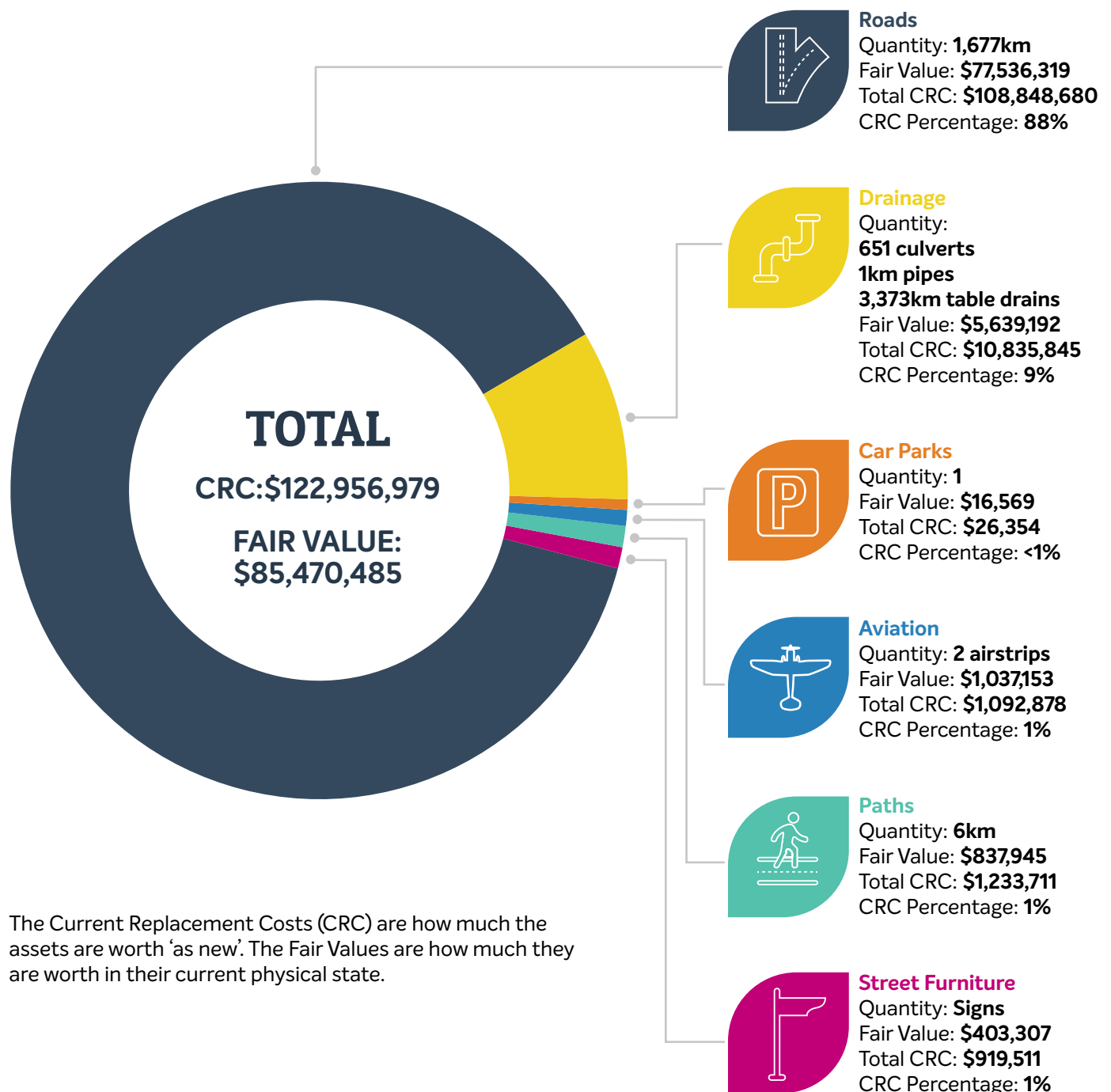
CONFIDENCE GRADE	ACCURACY	CONFIDENCE GRADE GENERAL MEANING
<b>Highly Reliable</b>	± 2%	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
<b>Reliable</b>	± 10%	Data based on sound records, procedures, investigations 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.
<b>Uncertain</b>	± 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.
<b>Very Uncertain</b>	± 40%	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
<b>Unknown</b>	Nil	None or very little data held.

# 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.



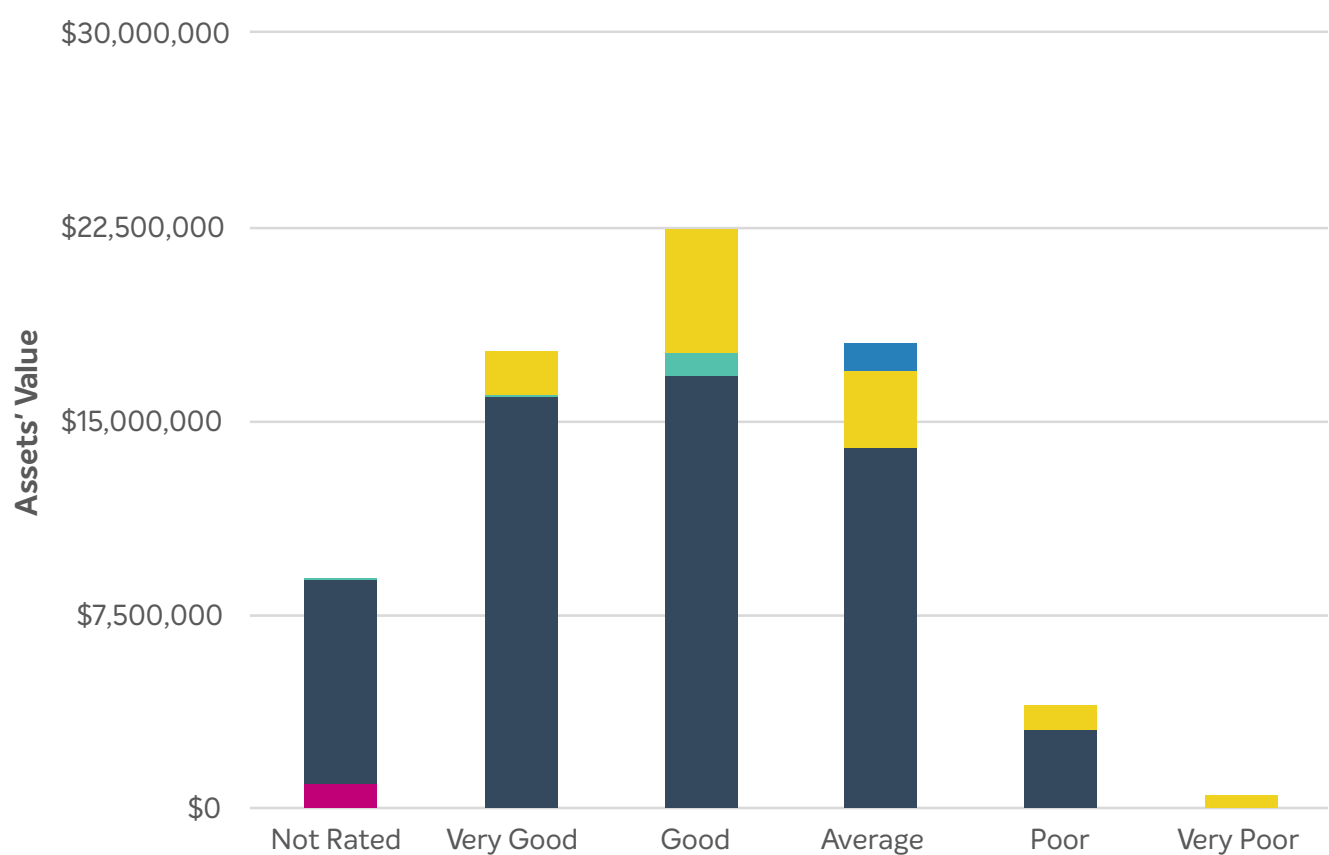
The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



# 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 how much they are worth in their current state.

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



























- Aviation
- Car Parks
- Drainage
- Paths
- Roads
- Street Furniture



# How confident are we?

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

Asset Class	Inventory	Condition	Valuation
 <b>Aviation</b>	 Reliable	 Reliable	 Reliable
 <b>Car Parks</b>	 Uncertain	 Uncertain	 Uncertain
 <b>Drainage</b>	 Uncertain	 Uncertain	 Uncertain
 <b>Paths</b>	 Highly reliable	 Highly reliable	 Highly reliable
 <b>Roads</b>	 Highly reliable	 Highly reliable	 Highly reliable
 <b>Street Furniture</b>	 Uncertain	 Uncertain	 Uncertain

# 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 service outcome(s) are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

Input	Strategic Outcome	KPIs
SCP – Environment (Built and Natural) – Deliver sustainable long-term planning for infrastructure that meets the needs of the community.	Maintenance and renewal of Shire assets is environmentally and financially sustainable.	Environmental sustainability Financial Sustainability
SCP – Environment (Built and Natural) – Design, construct and maintain infrastructure in a manner that maximise its life, capacity, and function	Shire facilities and assets continue to function effectively as they age	Fit for Purpose
DAIP – Outcome 2 – People with disability have the same opportunities as other people to access the buildings and other facilities provided by the Shire of Mt Marshall.	Identify footpaths, playgrounds, parks and public buildings which require upgrade to improve access for people with disability Ensure that ACROD parking, whenever required meets the needs of people with disability in terms of quantity and location.	Accessibility



## Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In March 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.

- Accessibility (6 occurrences)
- Condition (5 occurrences)
- Safety (4 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 car parks and footpaths that meet the DAIP and Disability Discrimination Act.	To Be Determined	Unknown
Accessibility	Stakeholders	Percentage of survey respondents that are at least satisfied with their ability to access the Shire's transport network.	To Be Determined	Unknown
Condition	Stakeholders	Percentage of transport assets, by current replacement cost, at or above a condition rating of average.	To Be Determined	81%
Environmental sustainability	SCP	Percentage of transport asset works that incorporate recycled material.	To Be Determined	Unknown
Financial sustainability	SCP	Percentage of transport focussed AMP financial ratios within their target bands.	To Be Determined	33%
Fit for purpose	SCP	Percentage of transport service community perception metrics that are at or above average.	To Be Determined	Unknown
Safety	Stakeholders	Percentage of survey respondents that are at least satisfied with the safety of the transport network.	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



**AVAILABILITY OF  
EXTERNAL FUNDING**



**AVAILABILITY AND  
COST OF MATERIALS,  
INCLUDING WATER, FOR  
CONSTRUCTION AND  
MAINTENANCE WORKS**



**POPULATION  
CHANGE**

## Change mitigation

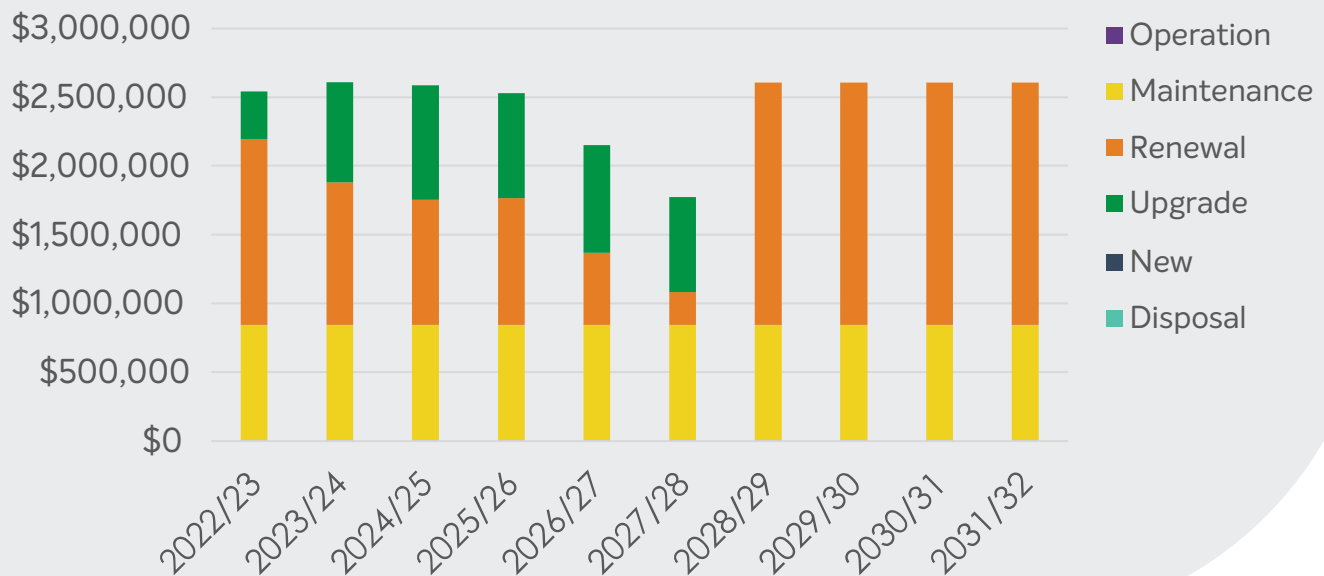
To meet the challenges that will arise from service change, the Shire plans to:

- Maintain appropriate road asset data (e.g. road imagery, traffic data) 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.
- Continue to engage with State Government on funding opportunities, legislation & policy.
- Continue to secure local sources of road building materials and water.
- Continue to maintain the AMP so that it is responsive to population changes.

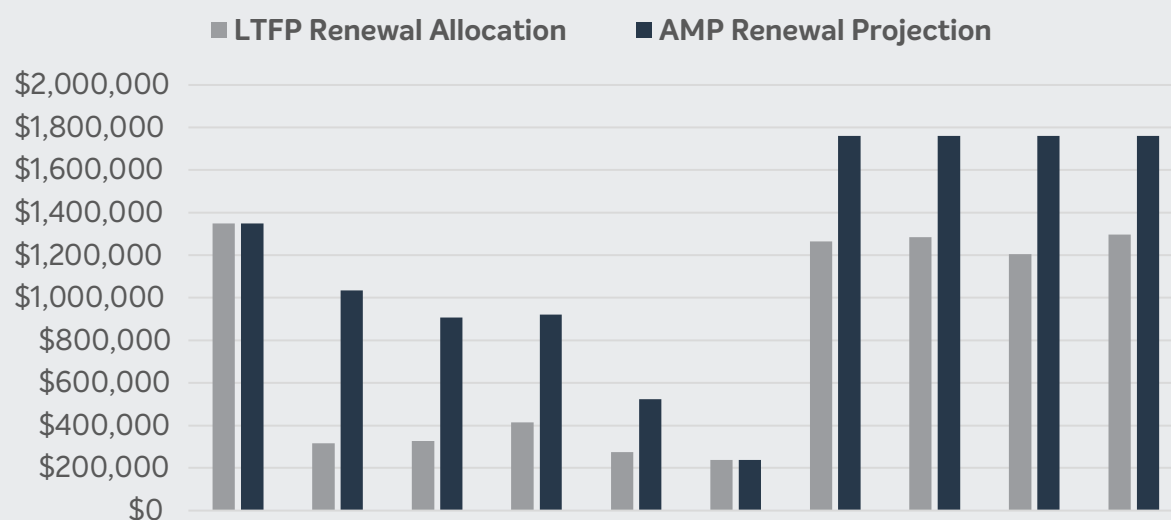


# What will the service cost?

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



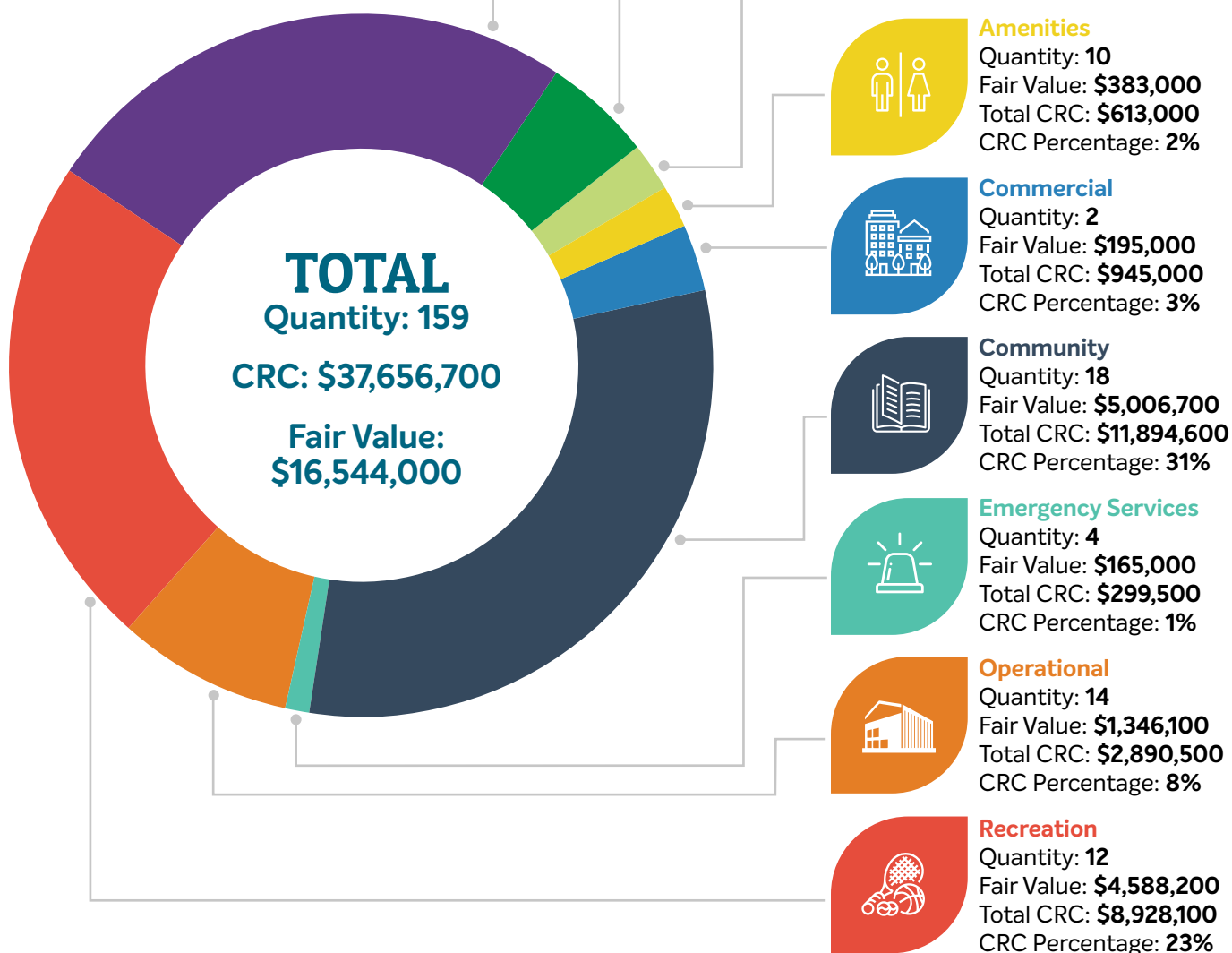
Projected Transport Service Cost vs Available Funding

# 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 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.



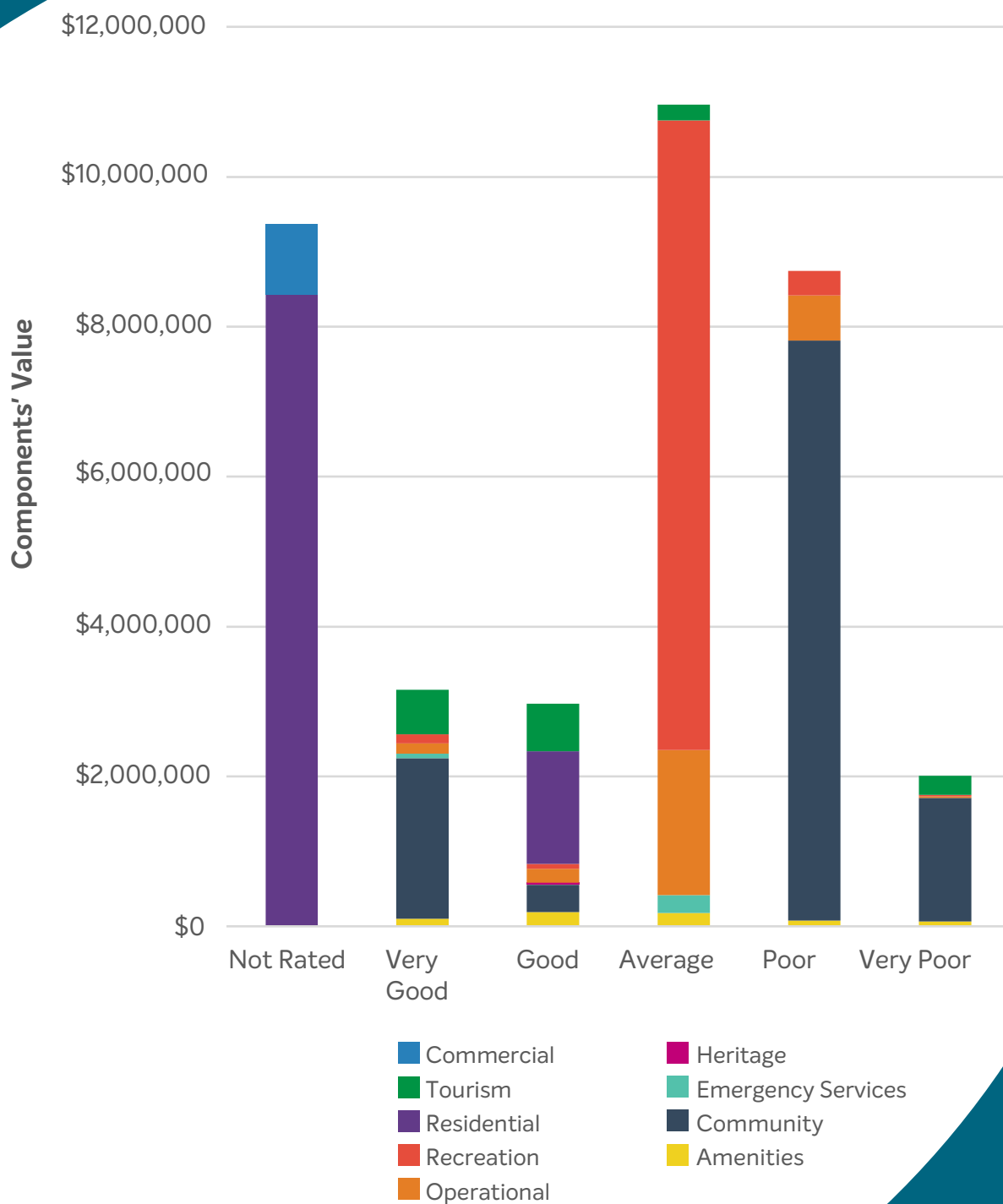
The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.



# What's the condition?




The condition of buildings is reported on a very good to very poor rating scale. The condition data is used for a variety of outputs, including predicting when assets may need renewing, and how much they are worth 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
 Amenities	 Highly reliable	 Reliable	 Highly reliable
 Commercial	 Highly reliable	 Reliable	 Highly reliable
 Community	 Highly reliable	 Reliable	 Highly reliable
 Emergency Services	 Highly reliable	 Reliable	 Highly reliable
 Heritage	 Highly reliable	 Reliable	 Highly reliable
 Operational	 Highly reliable	 Reliable	 Highly reliable
 Recreation	 Highly reliable	 Reliable	 Highly reliable
 Residential	 Highly reliable	 Reliable	 Highly reliable
 Tourism	 Highly reliable	 Reliable	 Highly reliable
 Land Parcels	 Highly reliable		 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 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 service outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

Input	Strategic Outcome	KPIs
SCP – Community – Support and maintain facilities that connect people, promote a healthy community and are appropriate for residents	Community surveys indicate high satisfaction with the facilities provided by the Shire.	Fit for purpose
SCP – Environment (Built and Natural) – Deliver sustainable long-term planning for infrastructure that meets the needs of the community.	Maintenance and renewal of Shire assets is environmentally and financially sustainable.	Environmental sustainability Financial sustainability
SCP – Environment (Built and Natural) – Design, construct and maintain infrastructure in a manner that maximise its life, capacity, and function	Shire facilities and assets continue to function effectively as they age	Fit for purpose
DAIP – Outcome 2 – People with disability have the same opportunities as other people to access the buildings and other facilities provided by the Shire of Mt Marshall.	Identify footpaths, playgrounds, parks and public buildings which require upgrade to improve access for people with disability	Accessibility
	Ensure that all future premises leased by the Shire are accessible.	

## Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During March 2022, Shire staff considered who the major stakeholders are of its property 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.

- Accessibility (5 occurrences)
- Availability (4 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	Percentage of Shire buildings that meet the DAIP and Disability Discrimination Act requirements.	To Be Determined	Unknown
Accessibility	Stakeholders	Percentage of survey respondents who are at least satisfied with the accessibility of public Shire buildings.	To Be Determined	Unknown
Availability	Stakeholders	Percentage of survey respondents who are at least satisfied with the availability of public Shire buildings.	To Be Determined	Unknown
Environmental sustainability	SCP	Percentage of building water and power derived from renewable sources.	To Be Determined	Unknown
Financial sustainability	SCP	Percentage of property focussed AMP financial ratios within their target bands.	To Be Determined	33%
Fit for purpose	SCP	Percentage of survey respondents that are at least satisfied that the Shire's buildings meet their needs.	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 COMMUNITY  
DEMOGRAPHICS AND  
SERVICE REQUIREMENTS**



**MAINTAINING AND  
SUSTAINING HERITAGE  
LISTED BUILDINGS**



**POPULATION  
CHANGE**

## Change mitigation

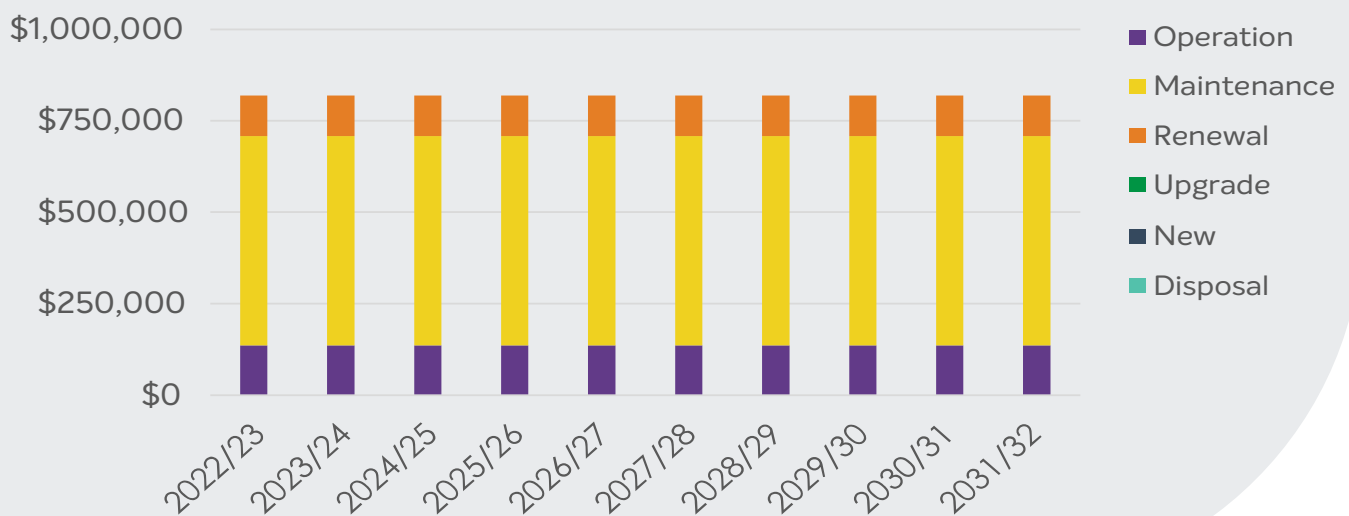
To meet the challenges that may arise from service change, the Shire plans to:

- Continue to develop the AMP, to accurately understand the long term financial needs of the property portfolio.
- Work with state and federal government agencies to ensure that external funding remains available and sufficient to fund property asset works.
- Continue to plan for the future of the property service, so that it meets the needs of the community at a cost it can afford.
- Continue to maintain the AMP so that it is responsive to population changes.

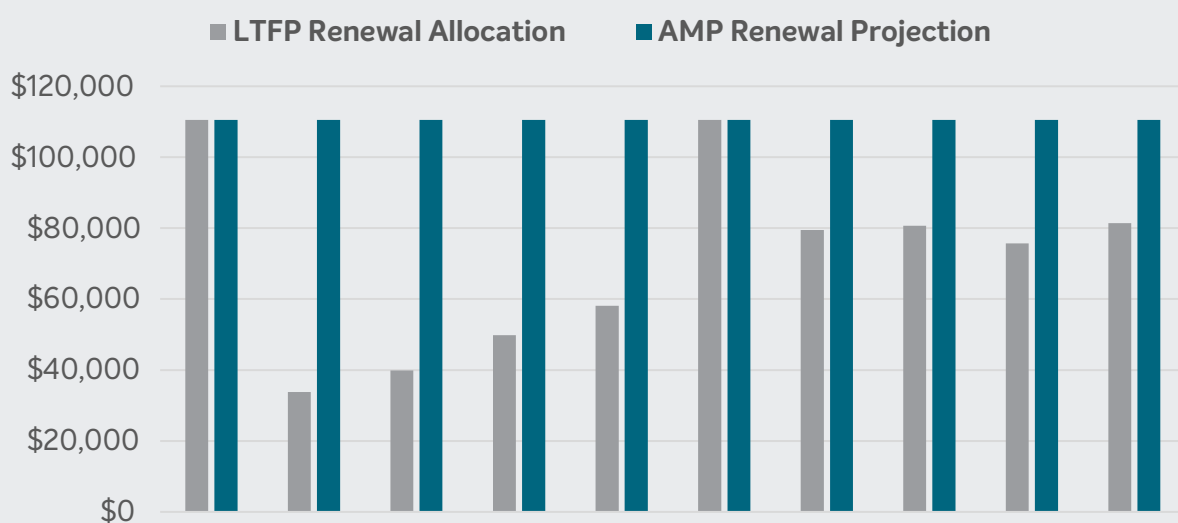


# What will the service cost?

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 Cost vs Available Funding

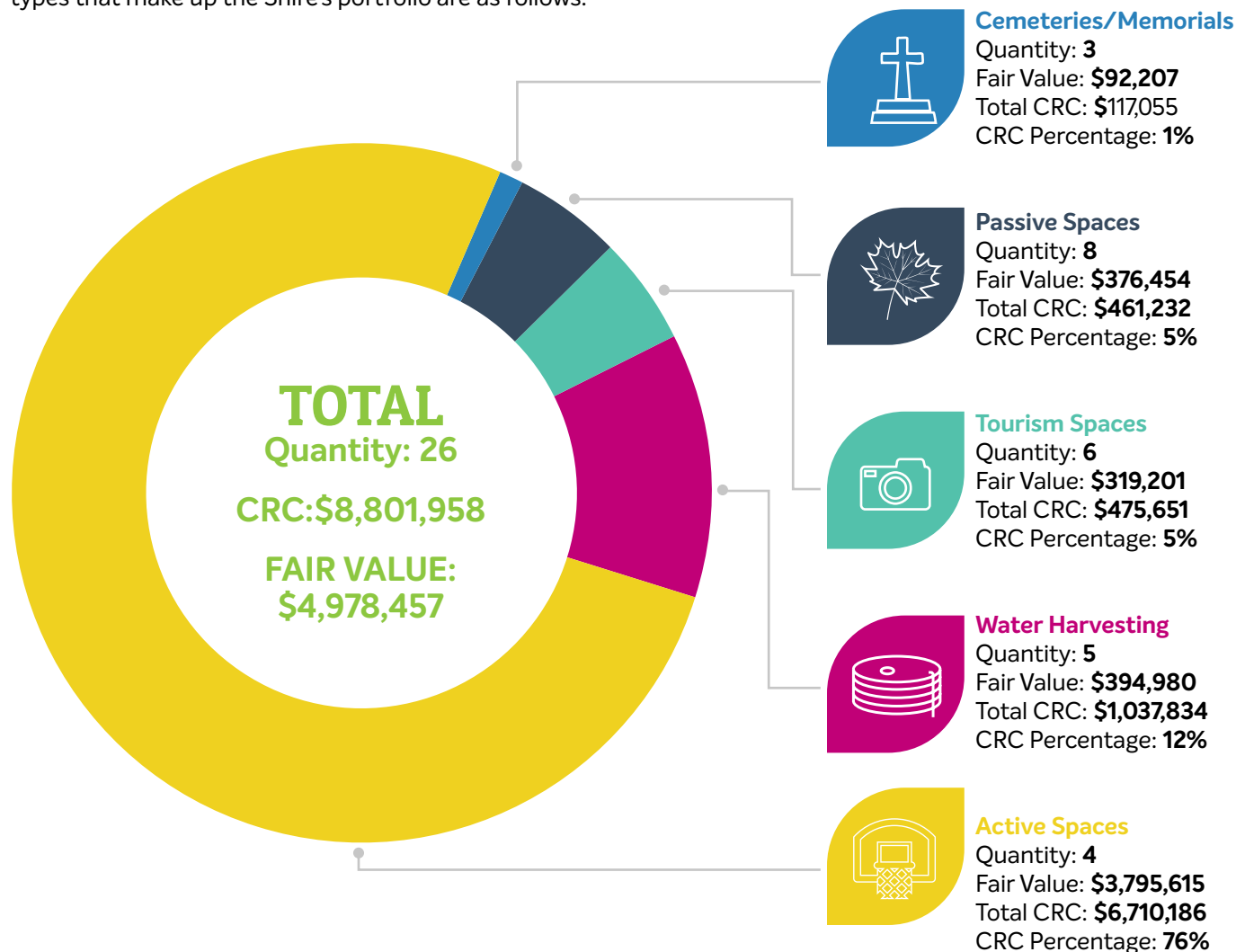


# About the Recreation Service



# 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.



# 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 how much they are worth in their current state.

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



# 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>Cemeteries/ Memorials</b>	 Reliable	 Uncertain	 Reliable
 <b>Passive Spaces</b>	 Reliable	 Uncertain	 Reliable
 <b>Tourism Spaces</b>	 Reliable	 Uncertain	 Reliable
 <b>Water Harvesting</b>	 Reliable	 Uncertain	 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 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.

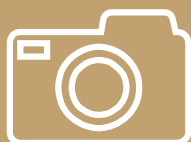
### Strategic Inputs

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 service outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

Input	Strategic Outcome	KPIs
SCP – Community – Support and maintain facilities that connect people, promote a healthy community and are appropriate for residents	Community surveys indicate high satisfaction with the facilities provided by the Shire.	Fit for purpose
SCP – Environment (Built and Natural) – Deliver sustainable long-term planning for infrastructure that meets the needs of the community.	Maintenance and renewal of Shire assets is environmentally and financially sustainable.	Environmental sustainability Financial sustainability
SCP – Environment (Built and Natural) – Design, construct and maintain infrastructure in a manner that maximise its life, capacity, and function	Shire facilities and assets continue to function effectively as they age	Fit for purpose
DAIP – Outcome 2 – People with disability have the same opportunities as other people to access the buildings and other facilities provided by the Shire of Mt Marshall.	Identify footpaths, playgrounds, parks and public buildings which require upgrade to improve access for people with disability	Accessibility

## Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During March 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.



**TOURISTS  
& VISITORS**



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

**RECREATION  
SERVICE**



**PASSIVE  
USERS**

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

- Accessibility (2 occurrences)
- Aesthetics (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 recreation service performance.

KPI	Driver	Performance Measure	Target	Current
Accessibility	DAIP & Stakeholders	Percentage of recreation places that meet the DAIP and Disability Discrimination Act requirements.	To Be Determined	Unknown
Aesthetics	Stakeholders	Percentage of survey respondents at least satisfied with recreation places' aesthetic appeal.	To Be Determined	Unknown
Environmental sustainability	SCP	Percentage of recreation places water and power derived from renewable sources.	To Be Determined	Unknown
Financial sustainability	SCP	Percentage of recreation focussed AMP financial ratios within their target bands.	To Be Determined	33%
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





# 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.



**ENVIRONMENTAL  
SUSTAINABILITY OF  
RECREATIONAL ASSETS**



**CHANGING RECREATION  
PARTICIPATION RATES**



**WATER  
AVAILABILITY**

## Change mitigation

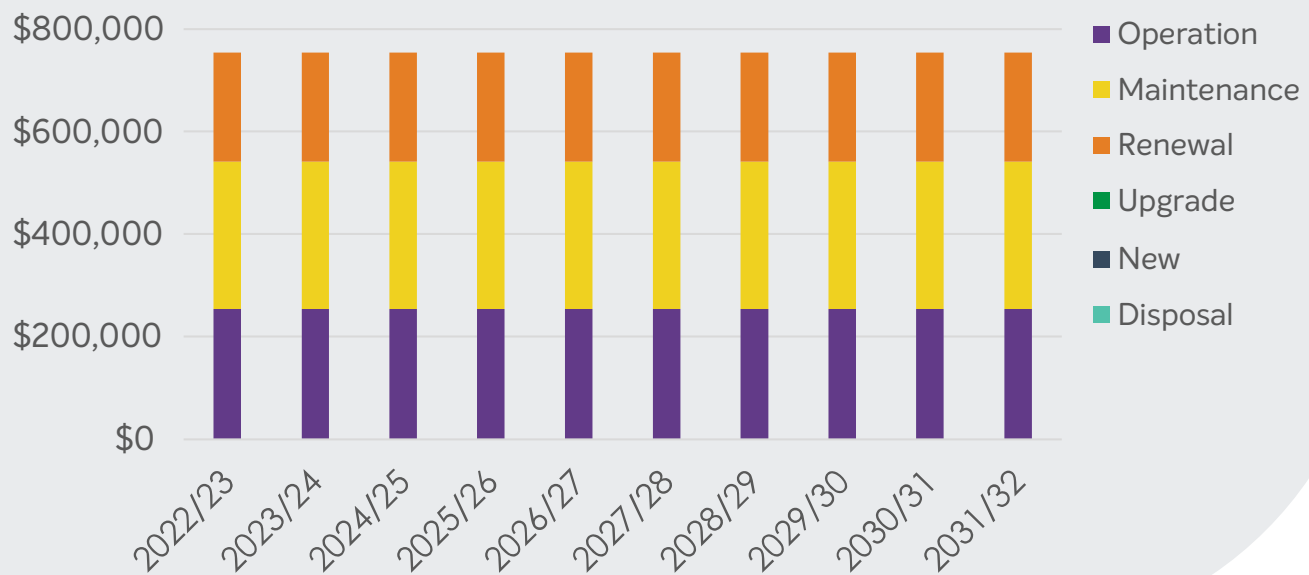
To meet the challenges that will arise from service change, the Shire plans to:

- Engage with the community to understand what its future service needs are likely to be.
- Monitor the use of power and water on recreation places, and continue to transition to renewable sources.

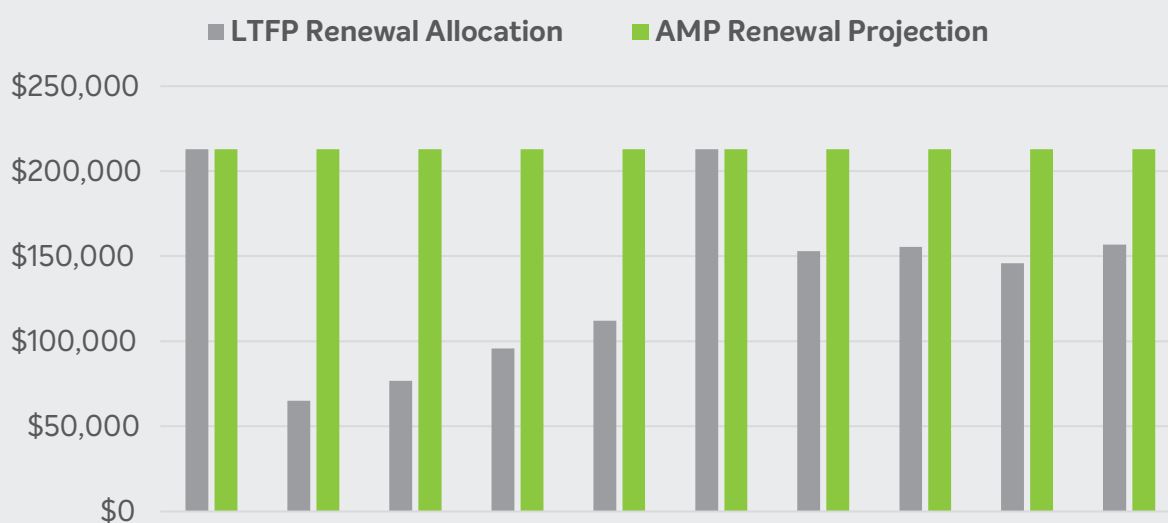


# What will the service cost?

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.



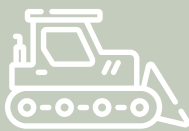
Projected Recreation Service Cost



Projected Recreation Service Cost vs Available Funding

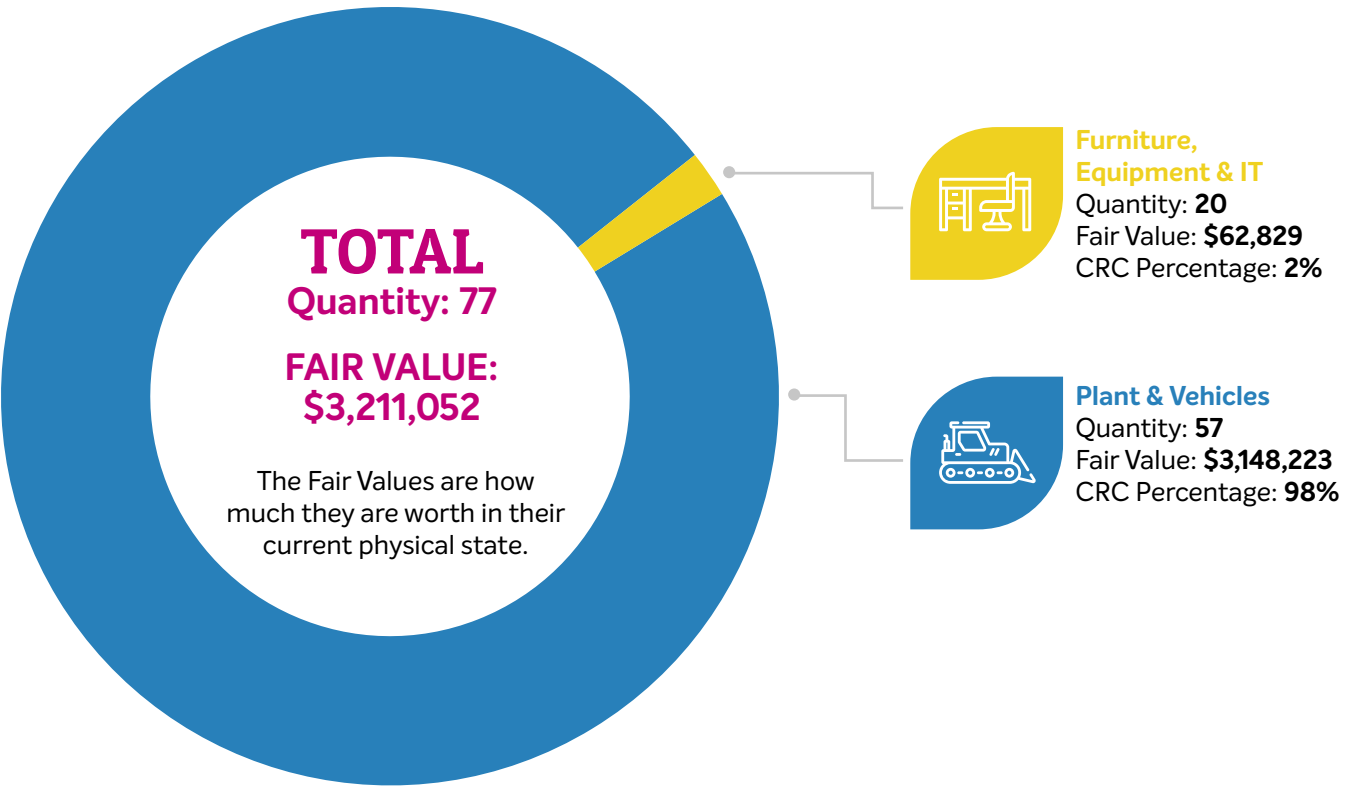


About the  
**Fleet,  
equipment  
& IT service  
Service**




# 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:



## How confident are we?

The Shire’s current confidence in its fleet, equipment and IT asset data is:

Asset Class	Inventory	Valuation
 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 & IT assets meets the needs of users. However, the quality of these services 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

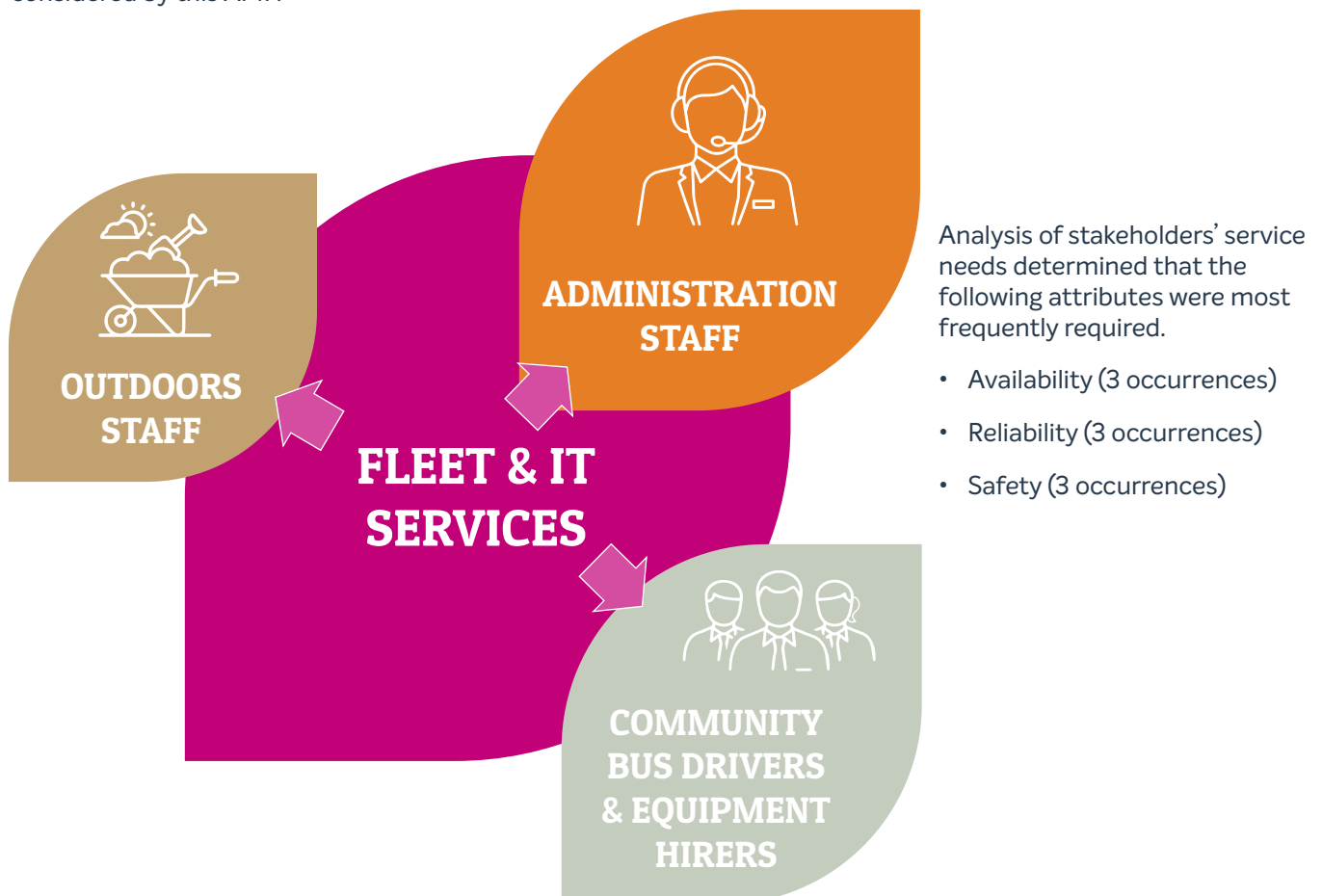
Service levels describe the quality performance that the Shire aims to provide for its fleet & IT services. These have been developed through consideration of strategic and customer inputs.

### Strategic Inputs

The Strategic Community Plan (SCP) was reviewed to identify any drivers that may directly relate to the fleet and IT service. This showed that there were none that directly influenced the service.

### Customer Inputs

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

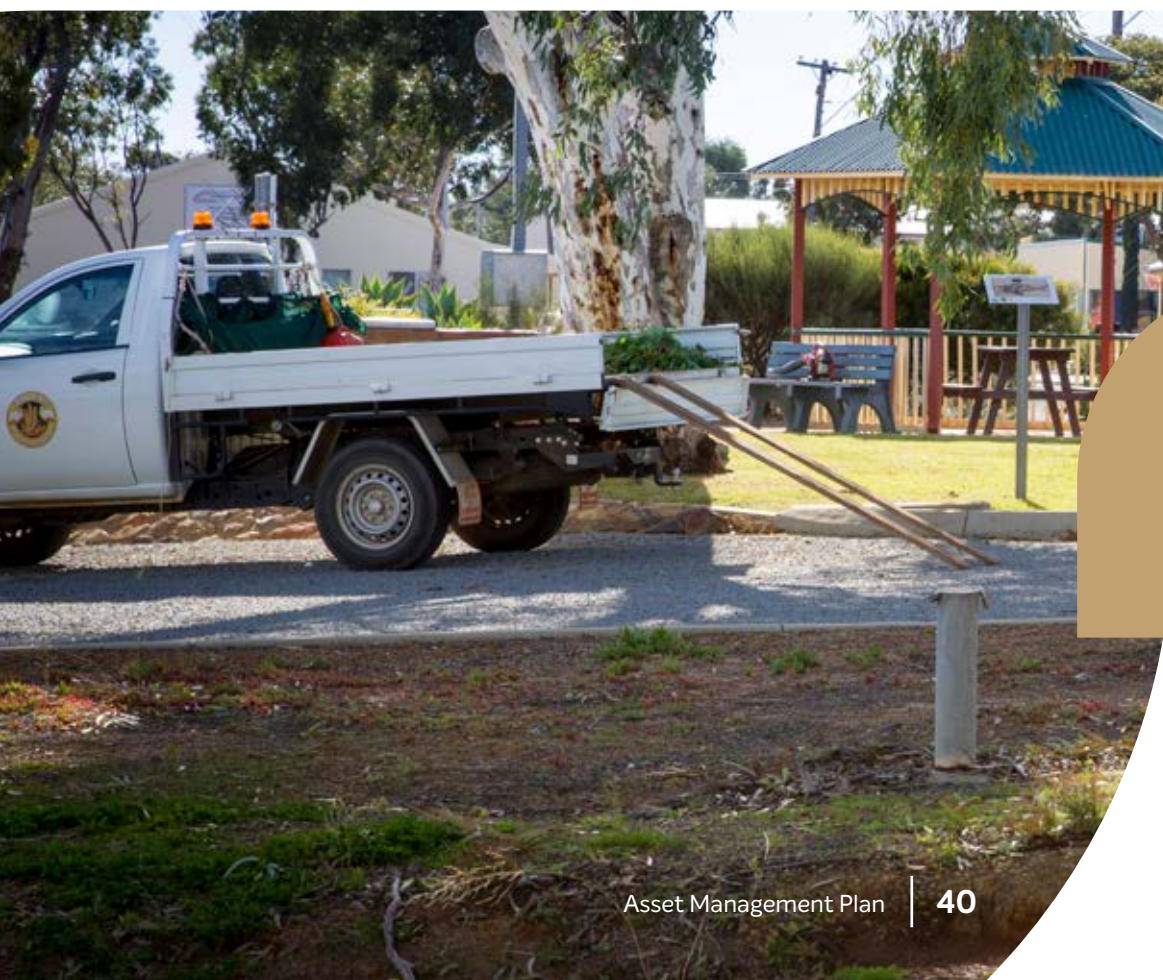




# Service Level Targets and Performance

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
Availability	Stakeholders	Percentage of surveyed users who are at least satisfied with the availability of Shire fleet assets and IT systems.	To Be Determined	Unknown
Reliability	Stakeholders	Percentage of surveyed users who are at least satisfied with the reliability of Shire fleet assets and IT systems.	To Be Determined	Unknown
Safety	Stakeholders	Number of reported lost time injury days per financial year, caused by an item of plant or a vehicle.	To Be Determined	Unknown



# How is the service changing?

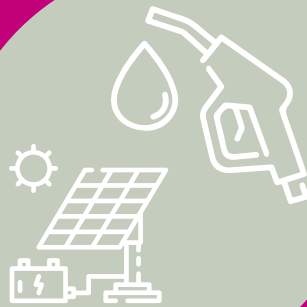
While our fleet and IT assets are predominantly used by Shire staff, they are vital tools to enable broader services, such as transport, property and recreation, to be delivered. However, these tools are evolving rapidly within an environment where technology sophistication seems to regularly change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

## Future change drivers

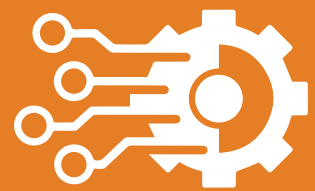
Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for fleet & IT services.



**FINANCIAL VALUE OF  
THE FLEET**



**CHANGES TO FLEET  
FUEL/ENERGY SOURCES  
AND COST**



**TECHNOLOGY  
CHANGES**

## Change mitigation

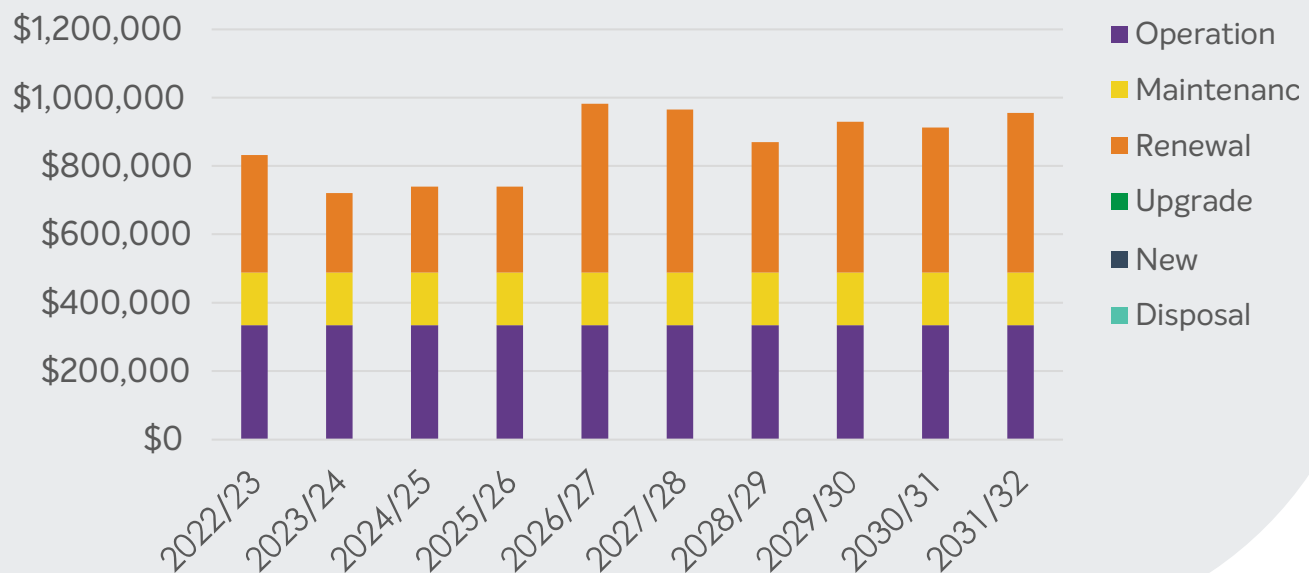
To meet the challenges that will arise from service change, the Shire plans to::

- 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.

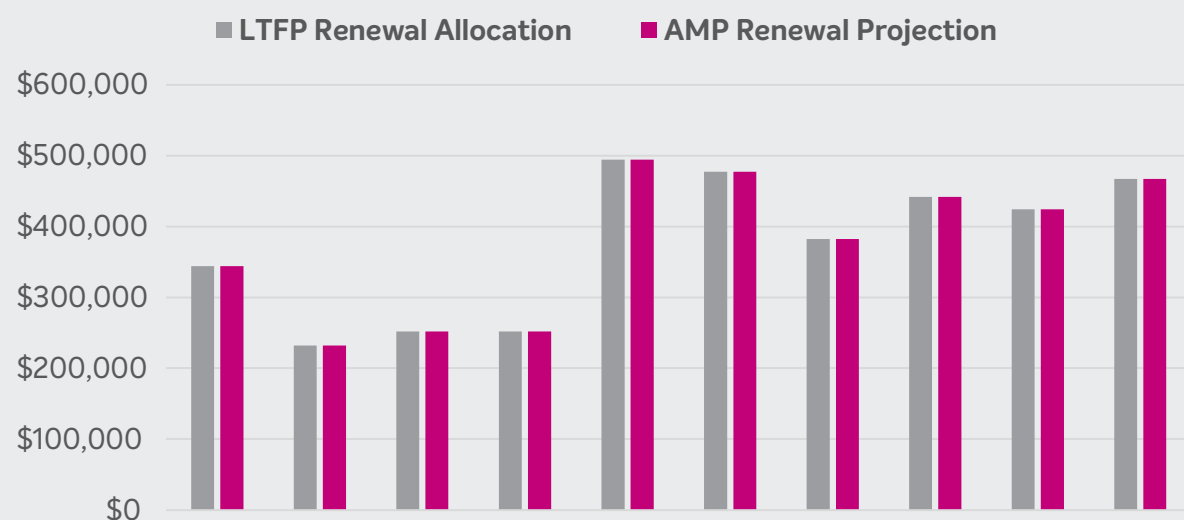


# What will the service cost?

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



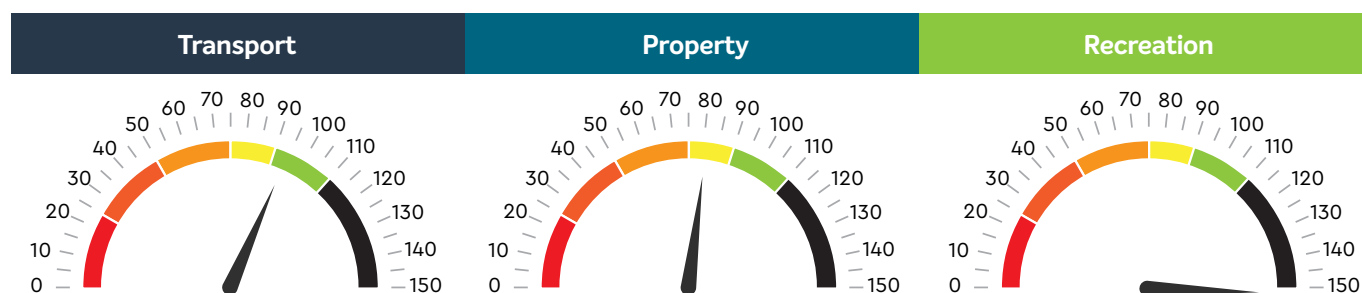
Projected Fleet, Equipment & IT Service Cost vs Available Funding.

# 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.

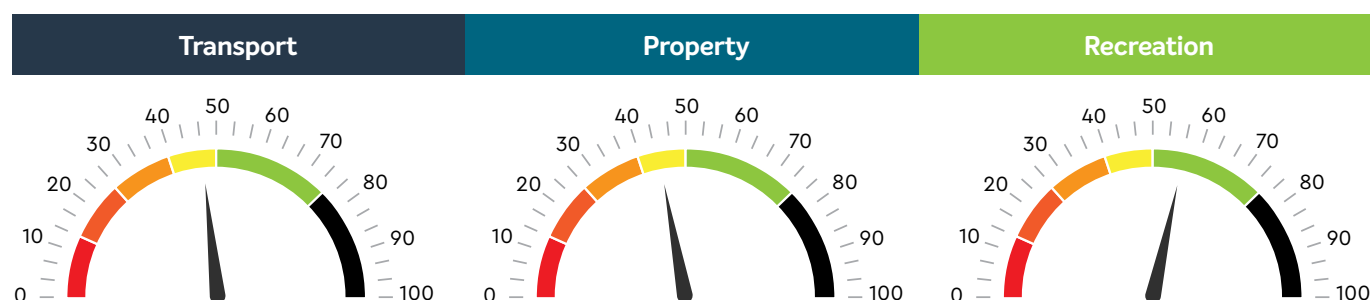
## Past – Sustainability Ratio (ASR)

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.



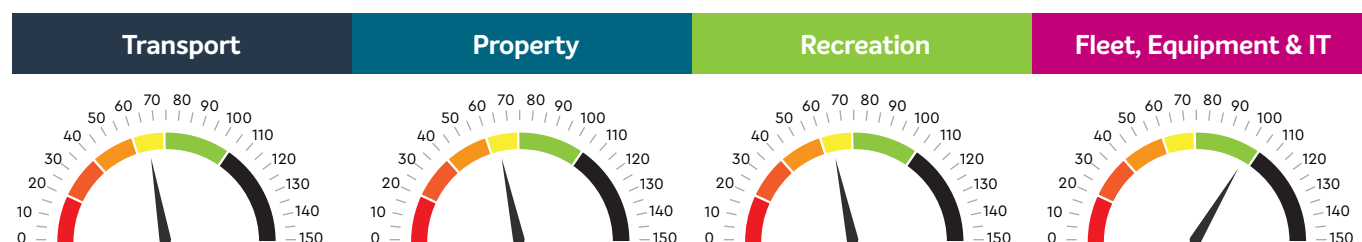
## Present – Consumption Ratio

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.



## 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 sustainability 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.





# 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.
	Review all planned asset operation and maintenance schedules, and further develop where required.
	Further develop the AMP Works Programme and critically review the lifecycle management strategy for assets currently in either a poor or very poor condition.
Transport	Develop an inventory of Shire car parks, assess their condition, and produce associated valuations.
	Develop the Shire's pipe drainage inventory, assess its condition and revalue.
	Update the Shire's street furniture inventory data, and condition ratings.
	Review the transport assets' consumption ratio.
Property	Review all buildings that are currently detailed as being in either a poor or very poor condition. Consider their future works requirements.
Recreation	Review the list of recreation parks places and ensure that all associated assets have recorded inventory data, condition rating and valuations.





# Further reading

The following documents support this AMP.

- Shire of Mt Marshall – Strategic Community Plan
- Shire of Mt Marshall – Asset Management Policy
- Shire of Mt Marshall – Long Term Financial Plan
- Shire of Mt Marshall – AMP Works Programme 2022-2032
- Shire of Mt Marshall – Disability Access and Inclusion Plan 2020-2025

