

Asset Management Plan **2024-2034**



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Author: Ben Symmons – AIM Consultants
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Executive Summary

The Shire of Carnarvon 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:

TRANSPORT

assets that support vehicular, pedestrian, cycling, mobility device, marine 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



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 \$329million and a replacement cost in excess of \$568million. These assets collectively depreciate by about \$9.2million 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 in an average condition. However, 11% of inspected assets are in either a poor or very poor condition. This means that there is potentially a \$53million backlog of renewal work, which may not be manageable through normal business activities. As such, further planning is required to develop management strategies for the long term future of these assets. An improvement action for this has been listed in this AMP.

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 progress towards its Vision for the Future.

This document is the Shire's Asset Management Plan (AMP). It seeks to outline the activities and strategies that will be carried out for the Shire's transport, property, recreation, fleet and IT assets over the next ten financial years (2024/25 to 2033/34).

What is asset management?

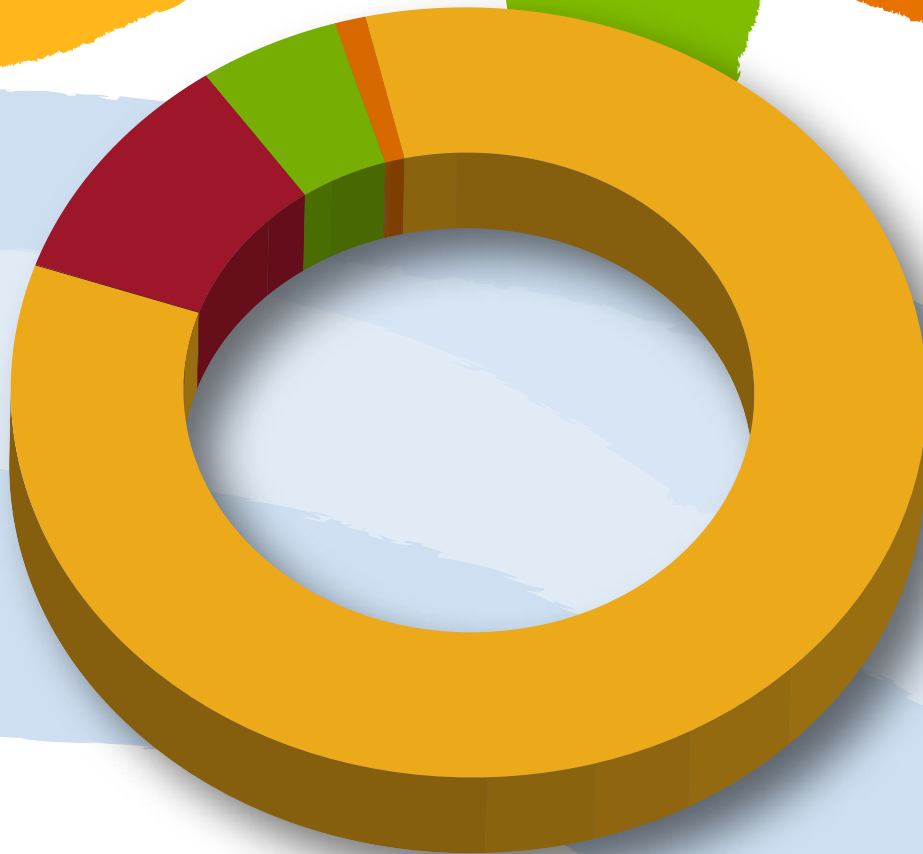
The role of Council is to deliver services that help realise the community's vision for the Shire. This vision is defined within the Shire's Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of infrastructure assets.

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 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 1,897 to 1,736 households (2006 to 2021). (Source: ABS).



TRAVEL MODES

Number of people travelling to work fell from 2,323 to 2,034 (2006 to 2021). (Source: ABS).



TRAVEL MODES

59% of all trips to work are as a car driver (2021), up from 51% (2006). (Source: ABS).



POPULATION

Fell from 5,685 to 5,246 people (2006 to 2021). (Source: ABS).



DEMOGRAPHICS

Median age rose from 35 to 40 (2006 to 2021). (Source: ABS).



TOURISM

Number of visitors to the 'coral coast' region fell from 2.41m to 2.2m (2019 to 2023). (Source: Tourism WA).



ANNUAL RAINFALL

Fell from ~240mm to ~200mm (1945 to 2023). (Source: BOM).



ANNUAL TEMPERATURE

Rose from mean maximum of ~32.1C to ~34.1C (1945 to 2023). (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 several different drivers. This includes:

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

Age and/or Usage - The renewal of some assets (e.g. Fleet & IT) is driven through the establishment of optimal replacement triggers such as age and/or usage. These

typically strive to balance cost, safety, reliability and functionality.

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

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 is important to determine the confidence that we can put in the outcomes that result (e.g. works programmes and valuations). It also allows the Shire to target where data improvements are required.

The Shire assesses its confidence in asset data using the following grading scale.

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

Source: IPWEA International Infrastructure Management Manual (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:
\$484,883,470

Fair Value:
\$277,411,426



Aviation

Quantity: **2 facilities**
Fair Value: **\$10,491,910**
Total CRC: **\$16,687,380**
CRC Percentage: **3%**



Parks

Quantity: **8**
Fair Value: **\$587,115**
Total CRC: **\$865,300**
CRC Percentage: **<1%**



Drainage

Quantity:
173 culverts
11km pipes
550 pits
1,773km table drains
11 levees
Fair Value: **\$63,695,323**
Total CRC: **\$123,693,072**
CRC Percentage: **26%**



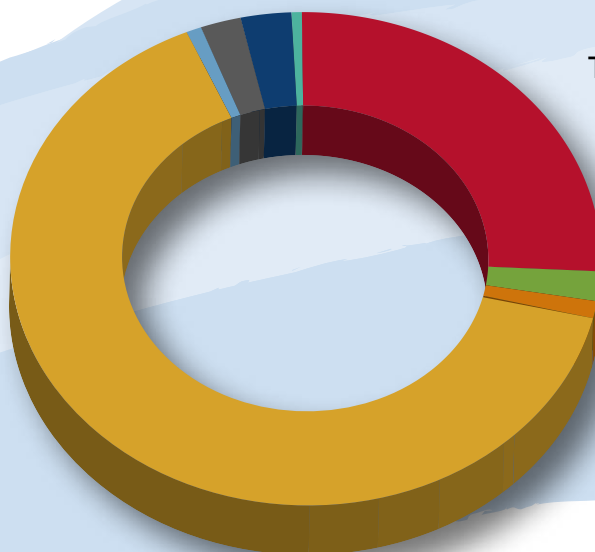
Paths

Quantity: **37km**
Fair Value: **\$5,069,471**
Total CRC: **\$11,622,449**
CRC Percentage: **2%**



Marine

Quantity: **4 assets**
Fair Value: **\$3,533,730**
Total CRC: **\$4,050,060**
CRC Percentage: **1%**



Roads

Quantity: **1,927km**
Fair Value: **\$185,394,877**
Total CRC: **\$311,878,329**
CRC Percentage: **64%**



Furniture

Quantity: **2,307 signs**
171 stock grids
Fair Value: **\$701,418**
Total CRC: **\$5,844,839**
CRC Percentage: **1%**



Structures

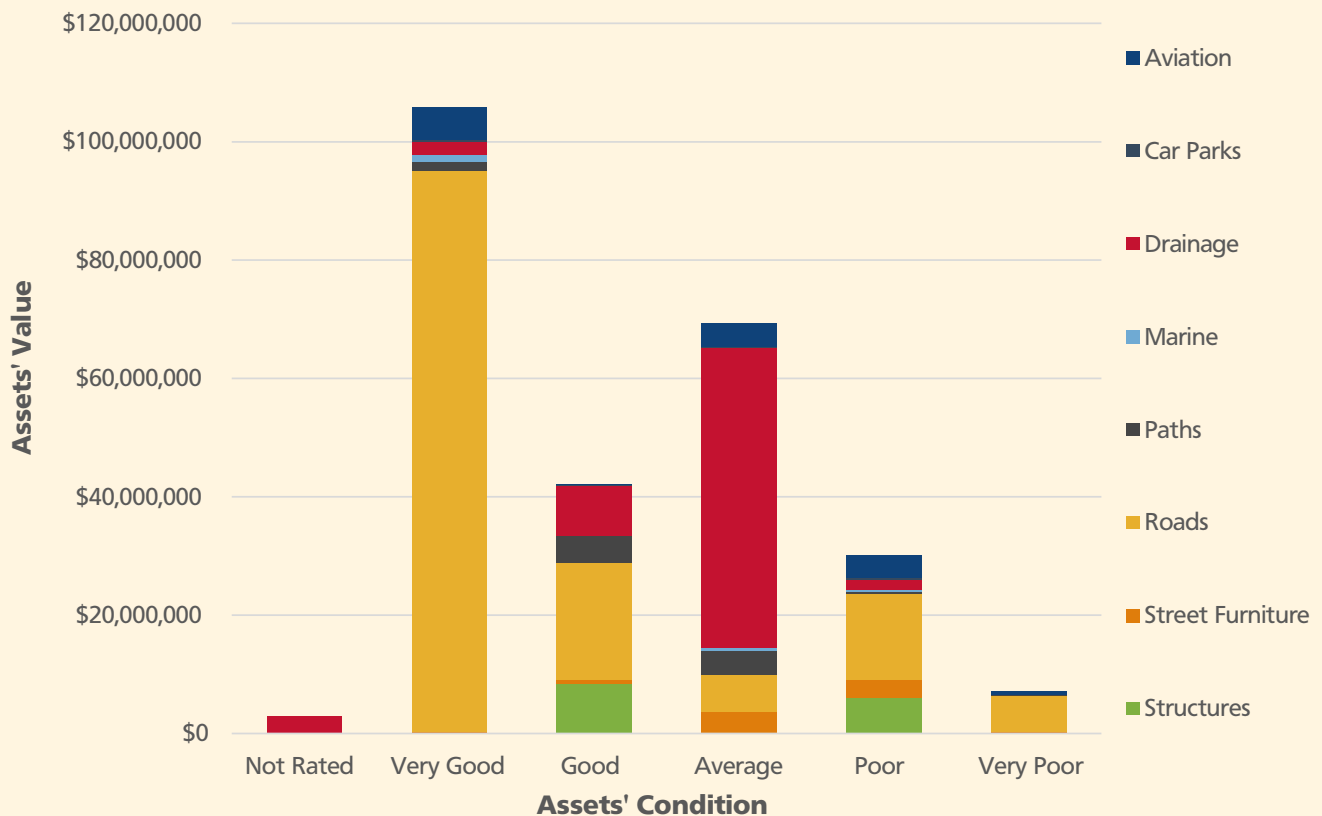
Quantity: **1 bridge**
Fair Value: **\$7,937,582**
Total CRC: **\$10,242,041**
CRC Percentage: **2%**

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 (fair value) in their current state.

The condition of our transport assets, by replacement cost, is as follows. It should be noted that this information was produced in 2018, and may now be out of date. An improvement action to undertake new asset condition inspections has been listed.



How confident are we?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 Aviation	 Reliable	 Reliable	 Reliable
 Car Parks	 Highly reliable	 Uncertain	 Highly reliable
 Drainage	 Reliable	 Uncertain	 Uncertain
 Marine	 Reliable	 Uncertain	 Reliable
 Paths	 Highly reliable	 Uncertain	 Highly reliable
 Roads	 Reliable	 Uncertain	 Reliable
 Street Furniture	 Reliable	 Uncertain	 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

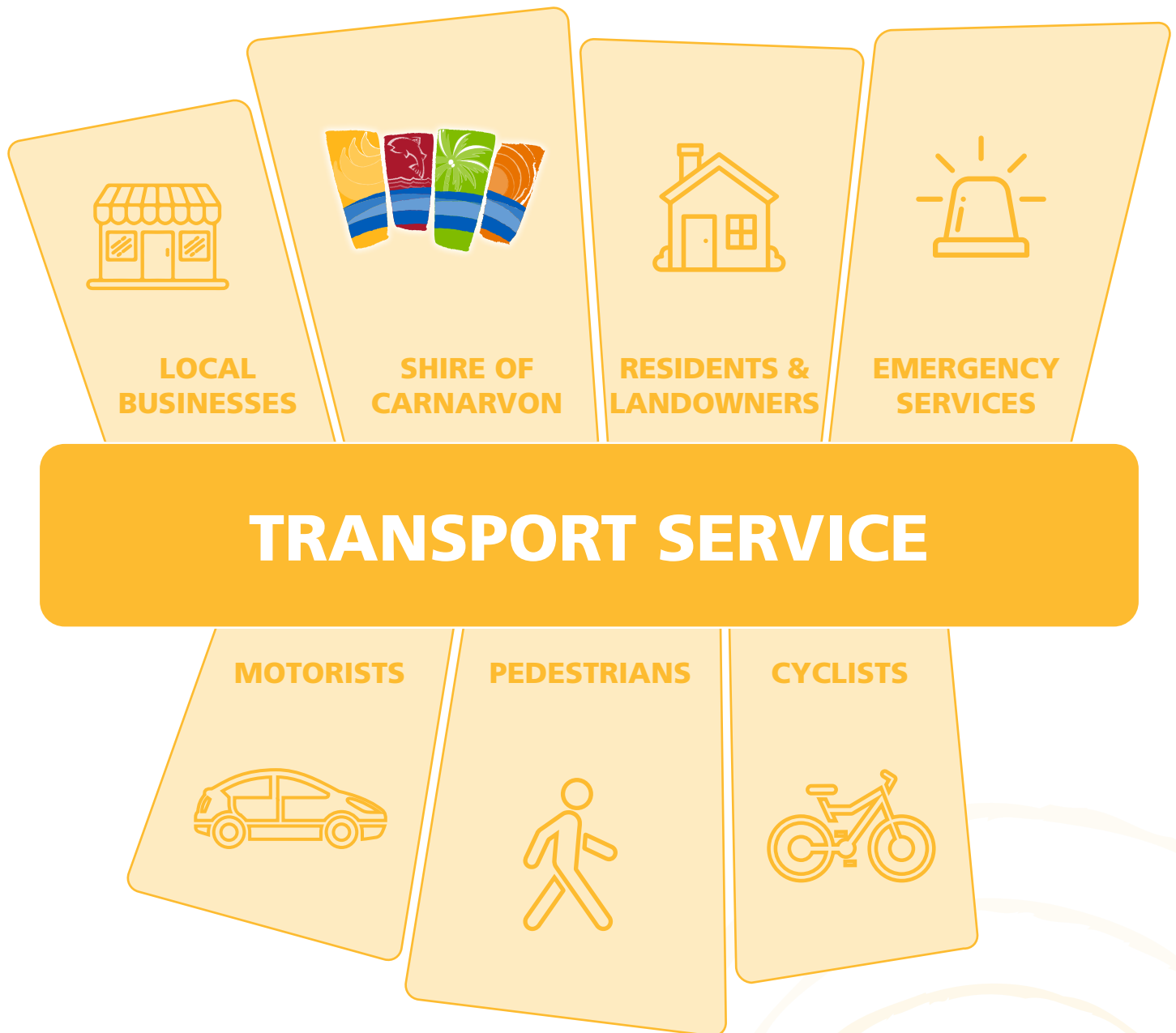
The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the transport service. This showed that the following service outcome(s) are of high importance. Service levels have then been selected for these outcomes,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

INPUT	STRATEGIC OUTCOME	KPIS
SCP	We need to encourage tourism by more activities and opportunities to access coastal sites, beaches, fishing etc.	Accessibility
SCP	We need to encourage new businesses and support already existing ones by encouraging people to stay in town for longer.	Aesthetics
SCP	We need to focus on improving and protecting public amenities in town (e.g. quality and number of public toilets, local rubbish bins, streetlights etc).	Aesthetics



Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In 2018, Shire staff considered who the major stakeholders are of its transport service. Seven were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



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

- Accessibility (7 occurrences)
- Quality (6 occurrences)
- Safety (6 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 that are at least satisfied with their ability to access coastal sites.	-	Unknown
Accessibility	Stakeholders	Percentage of survey respondents that are at least satisfied with their ability to access the Shire's transport services.	-	Unknown
Aesthetics	SCP	Percentage of survey respondents that are at least satisfied with the aesthetics appeal of townscape streetscapes.	-	Unknown
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of transport assets.	-	Unknown
Safety	Stakeholders	Percentage of survey respondents that are at least satisfied with the safety of the transport service.	-	Unknown

How is the service changing?

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

Future change drivers



**Increasing
reliance on
municipal
revenue
sources**



**Tourism growth
and changing
needs (e.g. larger
caravan and RV
fleet).**



**Climate
change**



**Evolving
industry needs
(e.g. developing
hydrogen
industry, larger
trucks etc.)**

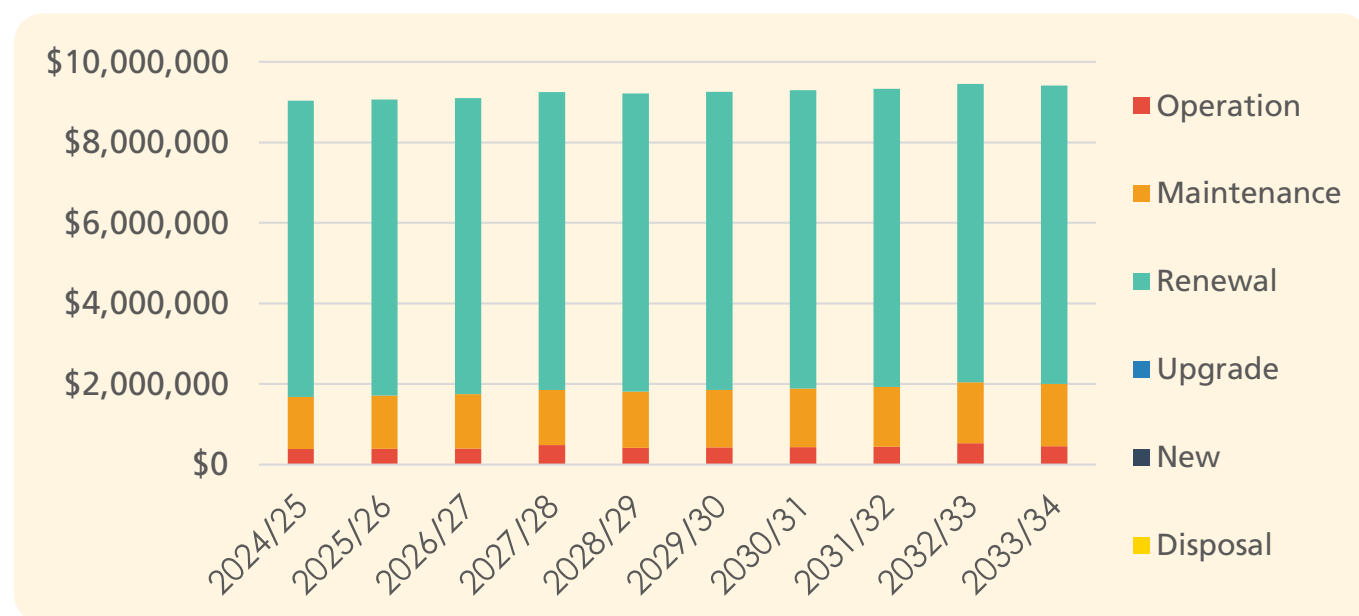
Change mitigation

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

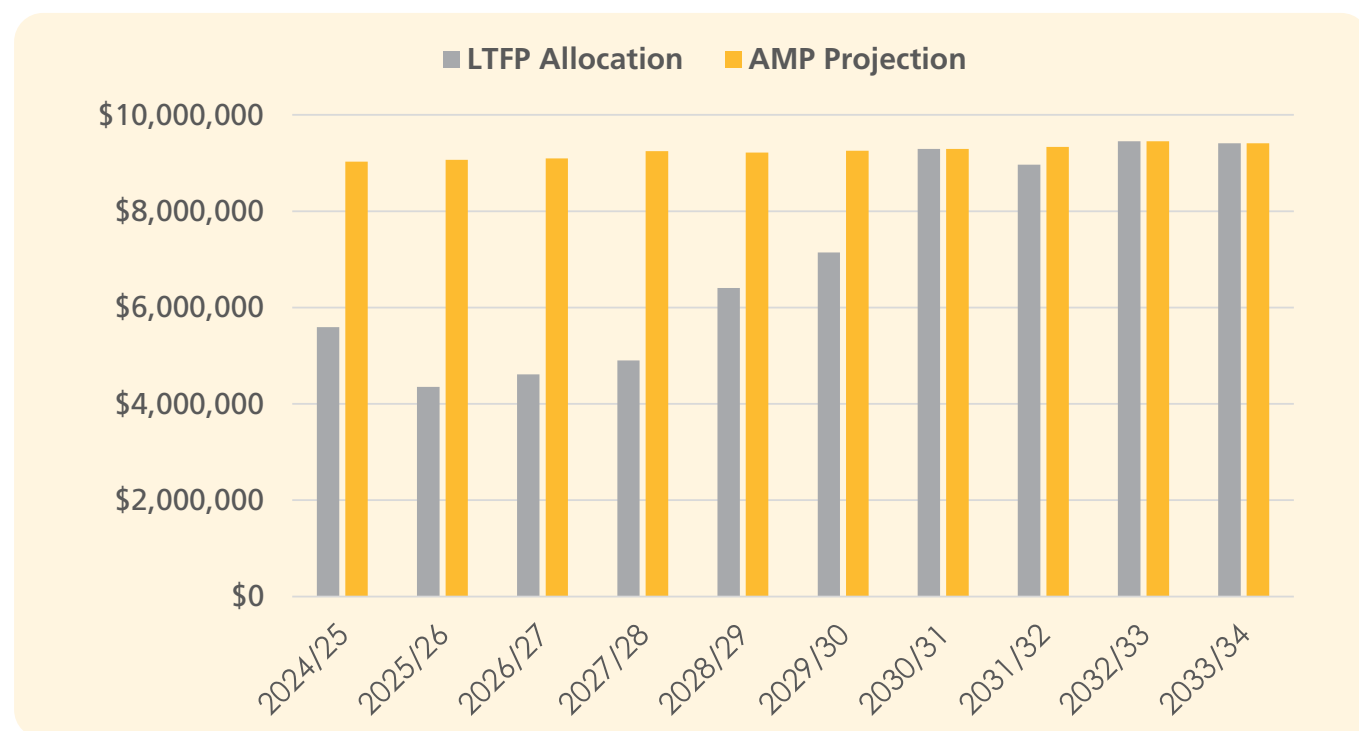
- Sustain the current level of asset management resources and improve the Shire's practices, processes and supporting tools (e.g. software).
- Continue to strengthen the accuracy of the AMP's works programme, and comparing the AMP to the LTFP.
- Sustaining access to / availability of key tourist routes and ancillary assets.
- Develop and implement a Footpath and Trails plan to meet the needs of visitors and an ageing population.
- Monitor the potential effects of climate change on transport infrastructure.
- Quantify the extent of the asset renewal gap with robust data to support lobbying efforts for additional renewal funding.
- Implement the Shire's Road Management Strategy
- Divest or decommission assets that:
 - Are surplus to need;
 - No longer serve a useful purpose;
 - Are able to be returned to the State Government or disposed of (by sale or lease) to commercial or community organisations.
- Adhere to the rating program recommended in the Shire's Revenue Strategy 2022 to ensure realistic increases in rates revenue.
- Actively pursue grant funding that can be used to fund improvements and enhancements to existing assets, rather than building new.

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



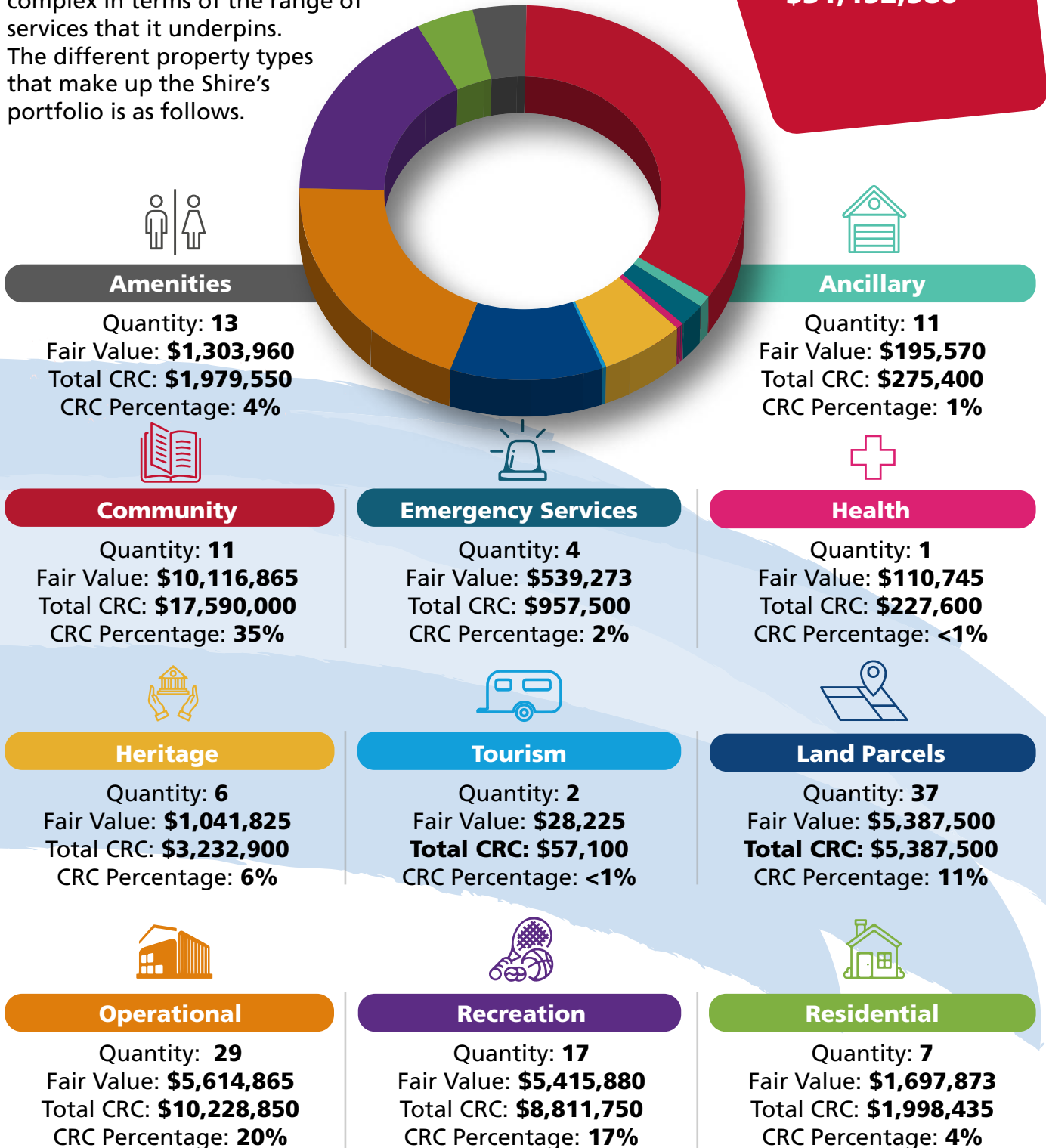
Shire of
CARNARVON
catch a *taste* of the great life

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.

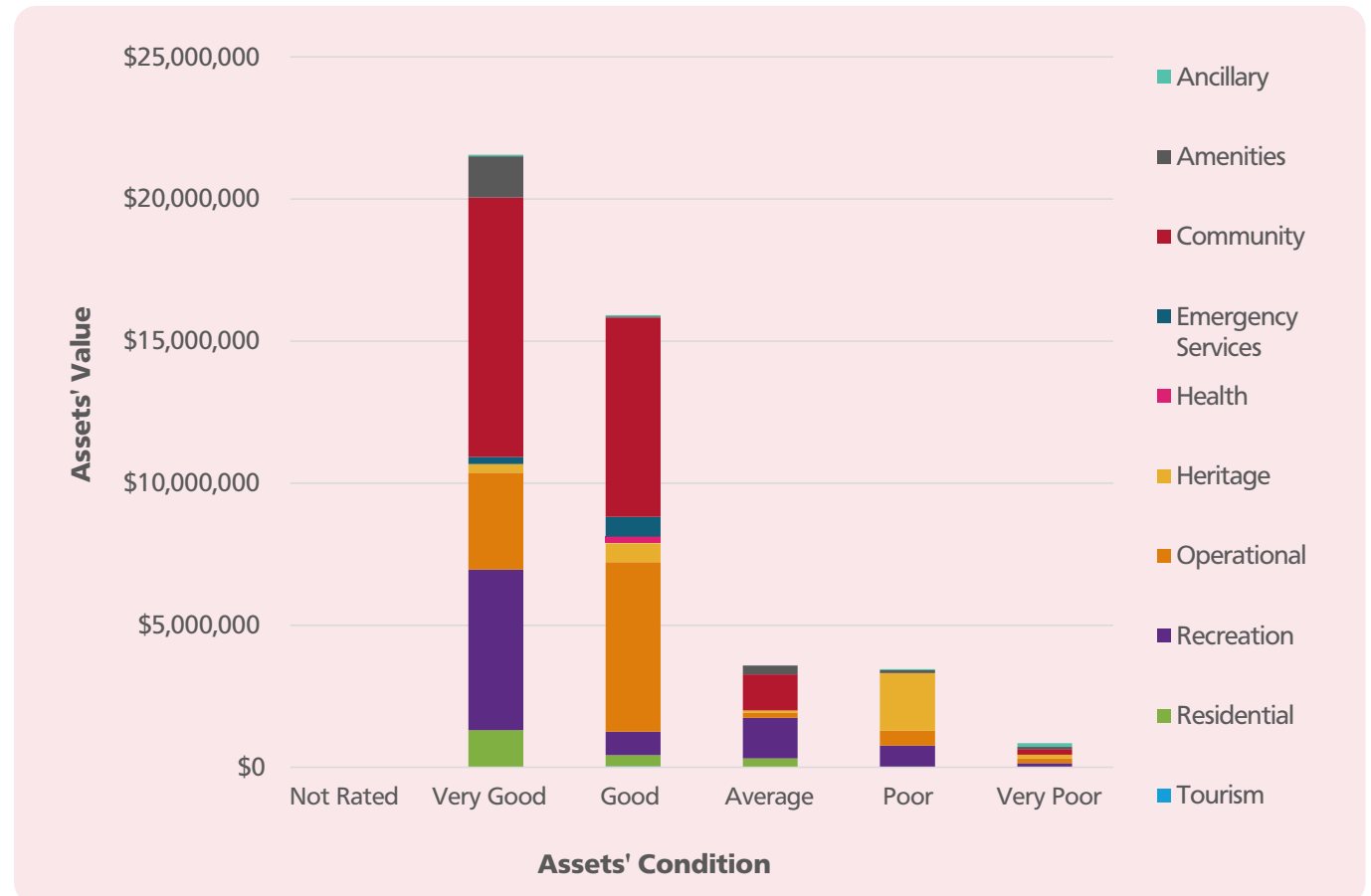


The Current Replacement Costs (CRC) are how much the assets are worth 'as new'. The Fair Values are how much they are worth in their current physical state.

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 calculating how much they are worth (fair value) in their current state.

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



How confident are we?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 Amenities	 Highly reliable	 Reliable	 Highly reliable
 Community	 Highly reliable	 Reliable	 Highly reliable
 Emergency Services	 Highly reliable	 Reliable	 Highly reliable
 Health	 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	Not Required	 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 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 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	We need to focus on improving and protecting public amenities in town (e.g. quality and number of public toilets, local rubbish bins, streetlights etc).	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 2018, 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 (4 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	SCP & Stakeholders	Percentage of Shire buildings that meet the DAIP and Disability Discrimination Act requirements.	-	Unknown
Accessibility	SCP & Stakeholders	Percentage of survey respondents who are at least satisfied with the accessibility of public Shire buildings.	-	30% (2023 DAIP)
Availability	Stakeholders	Percentage of survey respondents who are at least satisfied with the availability of public Shire buildings.	-	Unknown
Fit for purpose	SCP	Percentage of survey respondents who are at least satisfied with public toilets.	-	Unknown



How is the service changing?

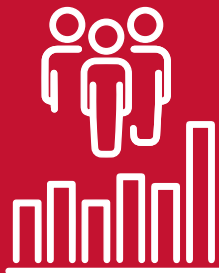
With a diverse portfolio, and a long history, many of our buildings no longer support the services they were initially designed for. Looking forward, our buildings will need to continue to adapt as our community and environment also changes.

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**



**Population
fluctuations
(contracting and
expanding)**



**Increasing
operation,
maintenance and
construction costs.**

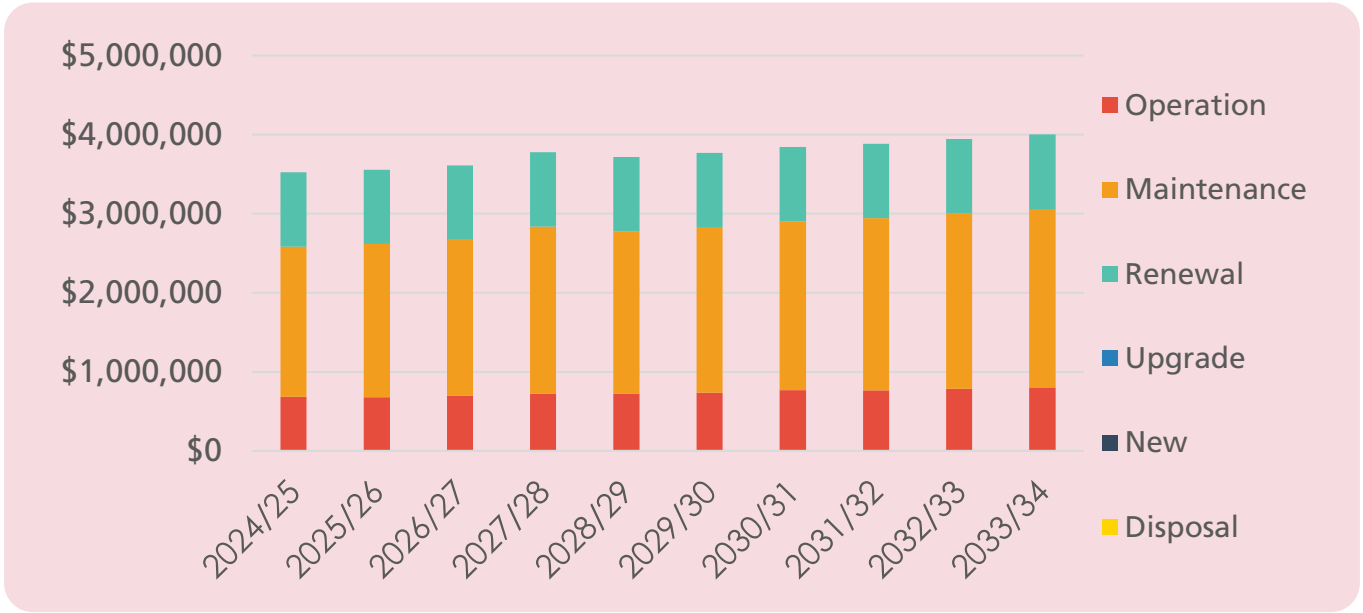
Change mitigation

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

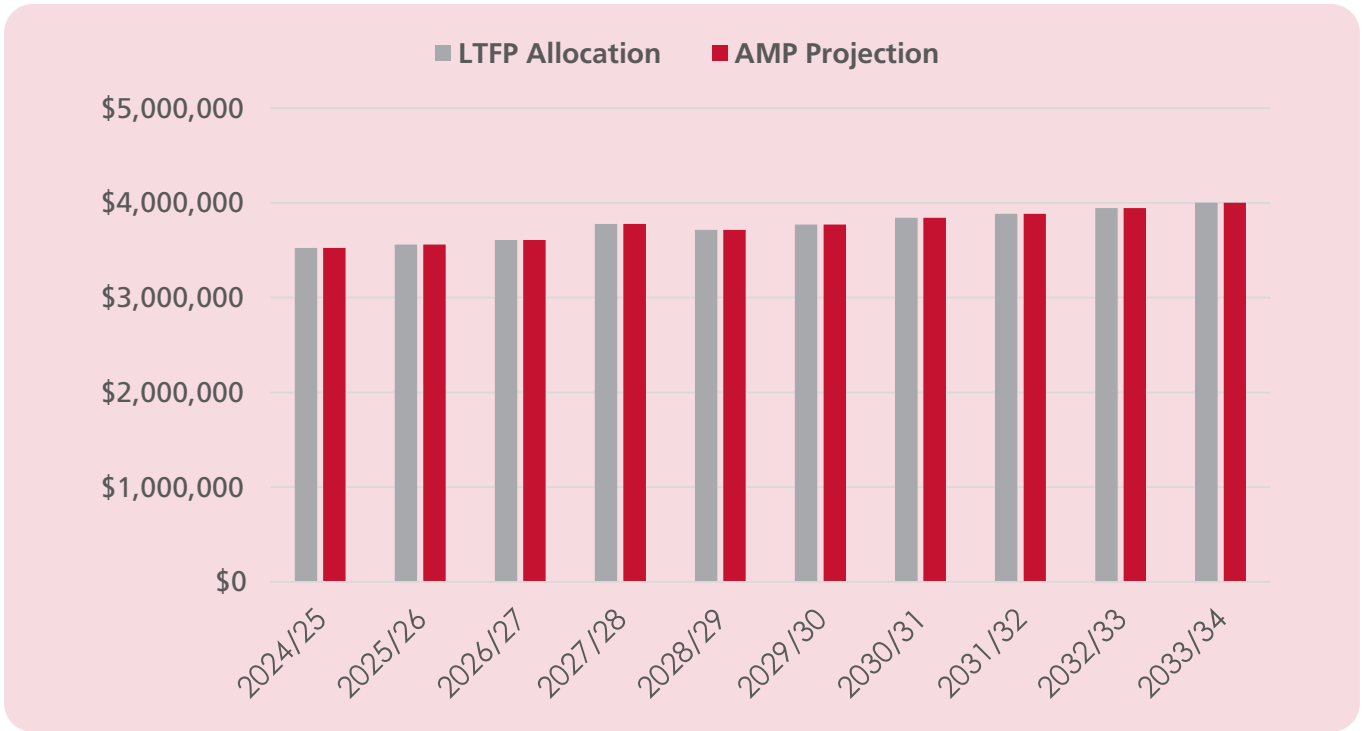
- Continue to develop the AMP, to accurately understand the long term financial needs of the property portfolio.
- Work with state and federal government agencies to ensure that external funding remains available and sufficient to fund property asset works.
- Continue to plan for the future of the property service, so that it meets the needs of the community at a cost it can afford.
- Divest or decommission assets that:
 - Are surplus to need;
 - No longer serve a useful purpose;
 - Are able to be returned to the State Government or disposed of (by sale or lease) to commercial or community organisations.
- Adhere to the rating program recommended in the Shire's Revenue Strategy 2022 to ensure realistic increases in rates revenue.
- Actively pursue grant funding that can be used to fund improvements and enhancements to existing assets, rather than building new.

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.

TOTAL

NUMBER OF RECREATION PLACES: 42

CRC: \$32,440,767

FAIR VALUE: \$18,048,994



Active Spaces

Quantity: 7

Fair Value: **\$3,904,455**

Total CRC: **\$7,713,250**

CRC Percentage: **24%**



Building Surrounds

Quantity: 2

Fair Value: **\$240,715**

Total CRC: **\$382,450**

CRC Percentage: **1%**



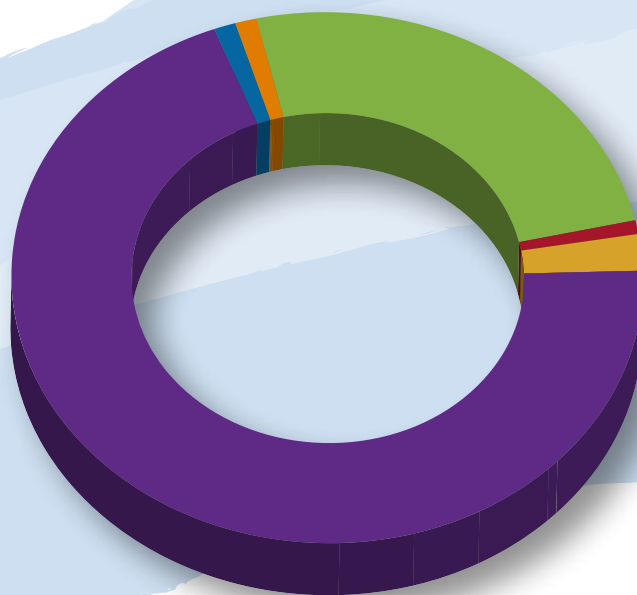
Cemeteries/Memorials

Quantity: 5

Fair Value: **\$378,600**

Total CRC: **\$624,700**

CRC Percentage: **2%**



Passive Spaces

Quantity: 21

Fair Value: **\$12,999,217**

Total CRC: **\$21,772,664**

CRC Percentage: **67%**



Tourism Spaces

Quantity: 5

Fair Value: **\$321,578**

Total CRC: **\$444,100**

CRC Percentage: **1%**



Water Harvesting

Quantity: 2

Fair Value: **\$204,430**

Total CRC: **\$1,503,603**

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?

























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 (fair value) in their current state.

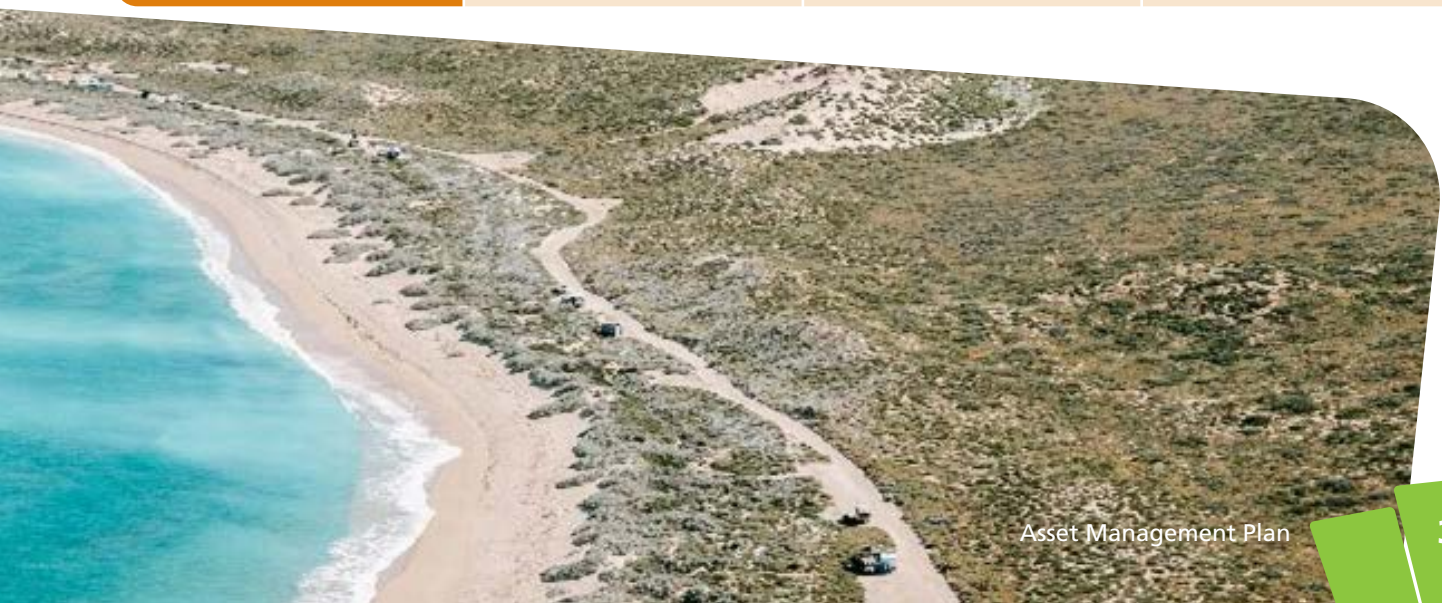
The current condition of our recreation places, by replacement cost, is as follows.



How confident are we?

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

ASSET CLASS	INVENTORY	CONDITION	VALUATION
 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
 Water Harvesting	 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 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	We need to better promote and improve the appearance and appeal of Carnarvon and Coral Bay as a tourist destination including the town's appearance and appeal by public artwork, tree planting, visible advertising, maintaining clean public amenities etc.	Aesthetics
SCP	We need more and better public facilities such as new playgrounds for both kids and youth (e.g. water or adventure), skatepark, basketball courts, barbecues, outdoor exercise equipment etc.	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 2018, Shire staff considered who the major stakeholders are of its recreation service. Seven were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



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

- Availability (5 occurrences)
- Quality (5 occurrences)

Service Level Targets and Performance

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

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Aesthetics	SCP	Percentage of survey respondents at least satisfied with recreation places' aesthetic appeal.	-	Unknown
Availability	Stakeholders	Percentage of Shire properties that are serviced by park areas in accordance with the recreation hierarchy.	-	Unknown
Fit for purpose	SCP	Percentage of survey respondents that are at least satisfied that the Shire's recreation places meet their needs.	-	Unknown
Quality	Stakeholders	Percentage of survey respondents that are at least satisfied with the quality of park assets.	-	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.



Demographic change (ageing population)



Population fluctuations (contracting and expanding)



Environmental sustainability

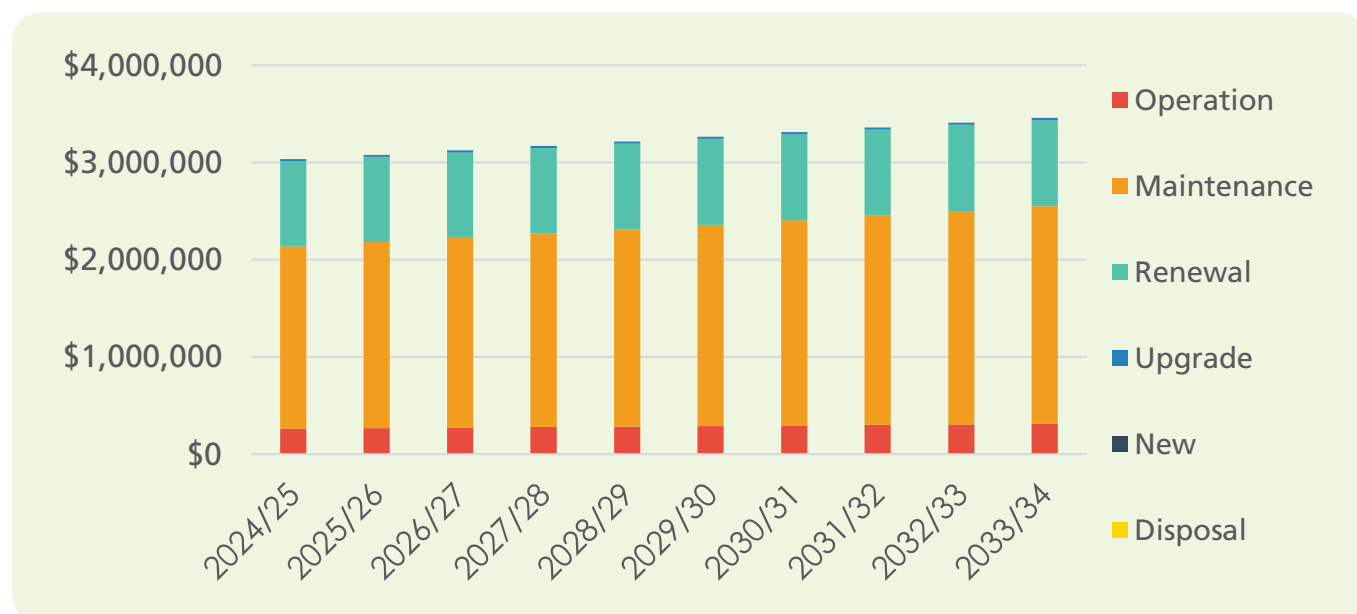
Change mitigation

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

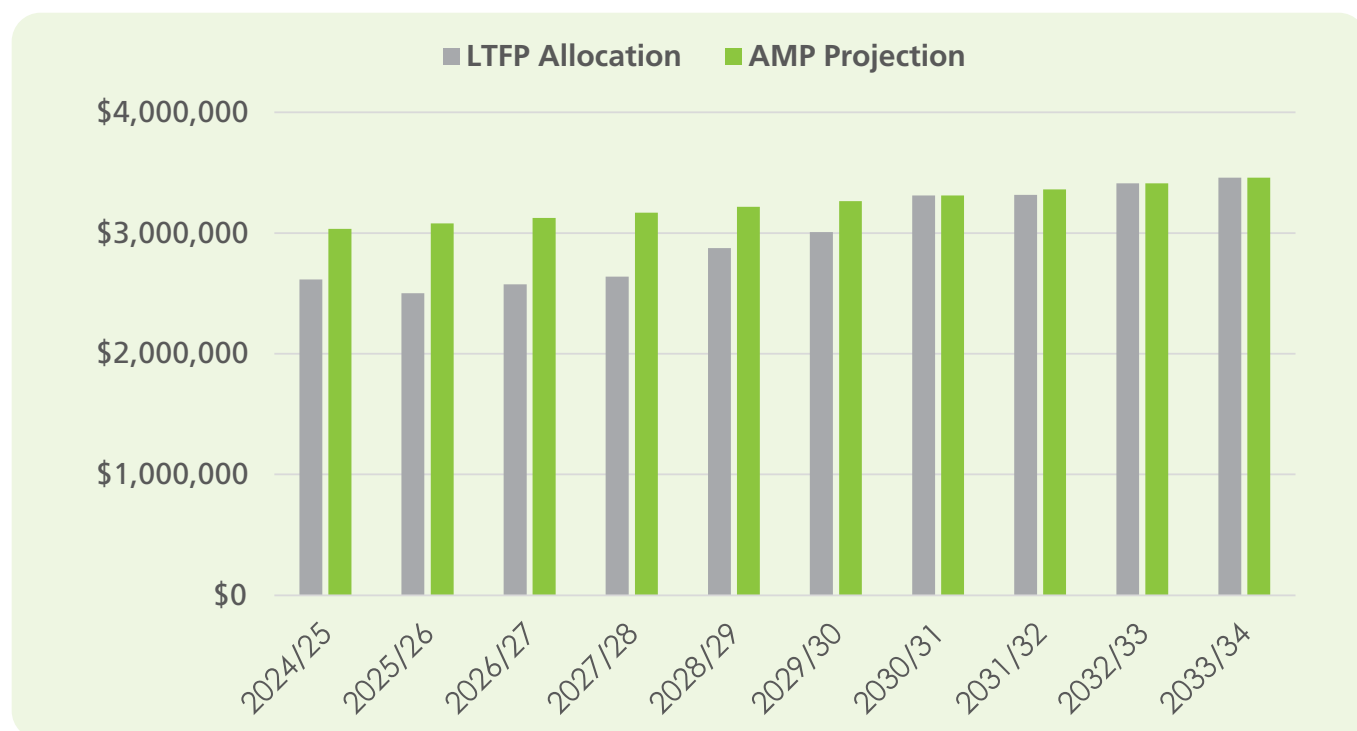
- Engage with the community to understand what its future service needs are likely to be.
- Monitor the use of water on recreation places, and continue to transition to sustainable sources.
- Adhere to the rating program recommended in the Shire's Revenue Strategy 2022 to ensure realistic increases in rates revenue.
- Divest or decommission assets that:
 - Are surplus to need;
 - No longer serve a useful purpose;
 - Are able to be returned to the State Government or disposed of (by sale or lease) to commercial or community organisations.
- Actively pursue grant funding that can be used to fund improvements and enhancements to existing assets, rather than building new.

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



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:

TOTAL
TOTAL ASSETS:
96
Fair Value:
\$2,277,119



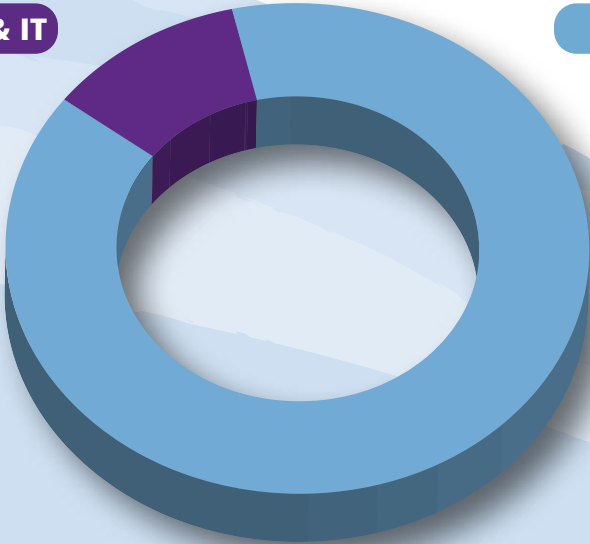
Furniture, Equipment & IT

Quantity: **21**
Fair Value: **\$252,190**
Fair Value
Percentage: **11%**









Plant & Vehicles

Quantity: **75**
Fair Value: **\$2,024,929**
Fair Value
Percentage: **88%**



How confident are we?

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

ASSET CLASS	INVENTORY	VALUATION
 Furniture, Equipment & IT	 Reliable	 Reliable
 Plant & Vehicles	 Reliable	 Reliable

How is the service performing?

The Shire seeks to ensure that the service performance delivered by our fleet, equipment & IT assets meets the needs of users. However, the quality of 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 & 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.

Strategic Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During 2019, 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.



FLEET & IT SERVICES

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

- Reliability (3 occurrences)
- Safety (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 fleet, equipment & IT service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Reliability	Stakeholders	Percentage of surveyed users who are at least satisfied with the reliability of Shire fleet assets and IT systems.	-	Unknown
Safety	Stakeholders	Number of reported lost time injury days per financial year, caused by an item of plant or a vehicle.	-	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.



**Fuel/energy
costs**



**Technology
improvements
& changes**



**Staff changes,
needs and skill
development**

Change mitigation

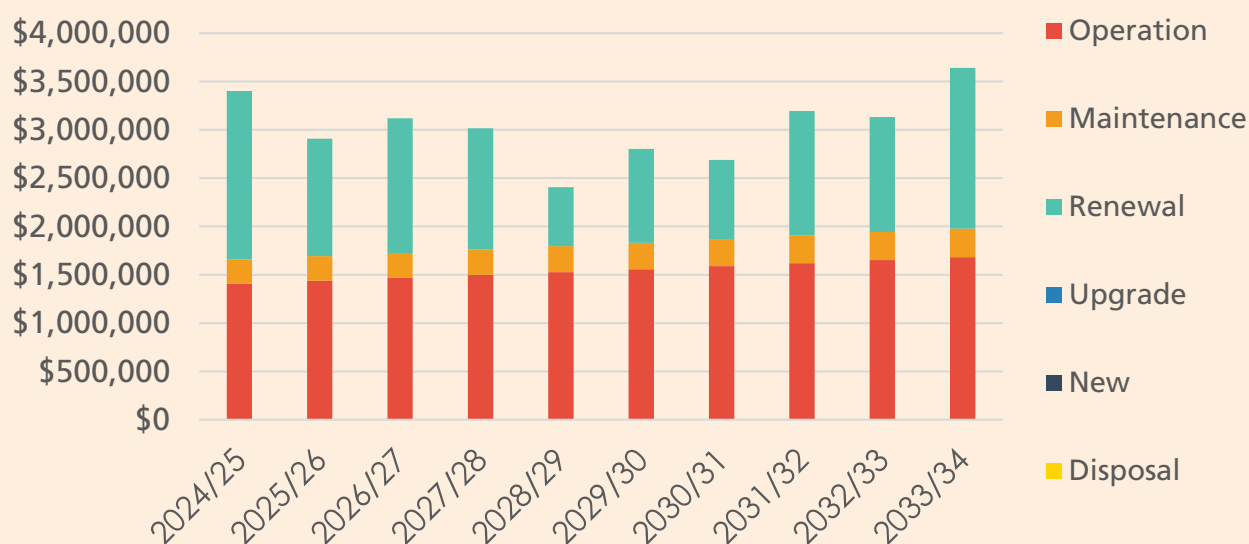
To meet the challenges that will arise from service change, the Shire plans to:

- 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.
- Develop and implement a Fleet Replacement Program to optimise turnover and to minimise servicing and maintenance costs.

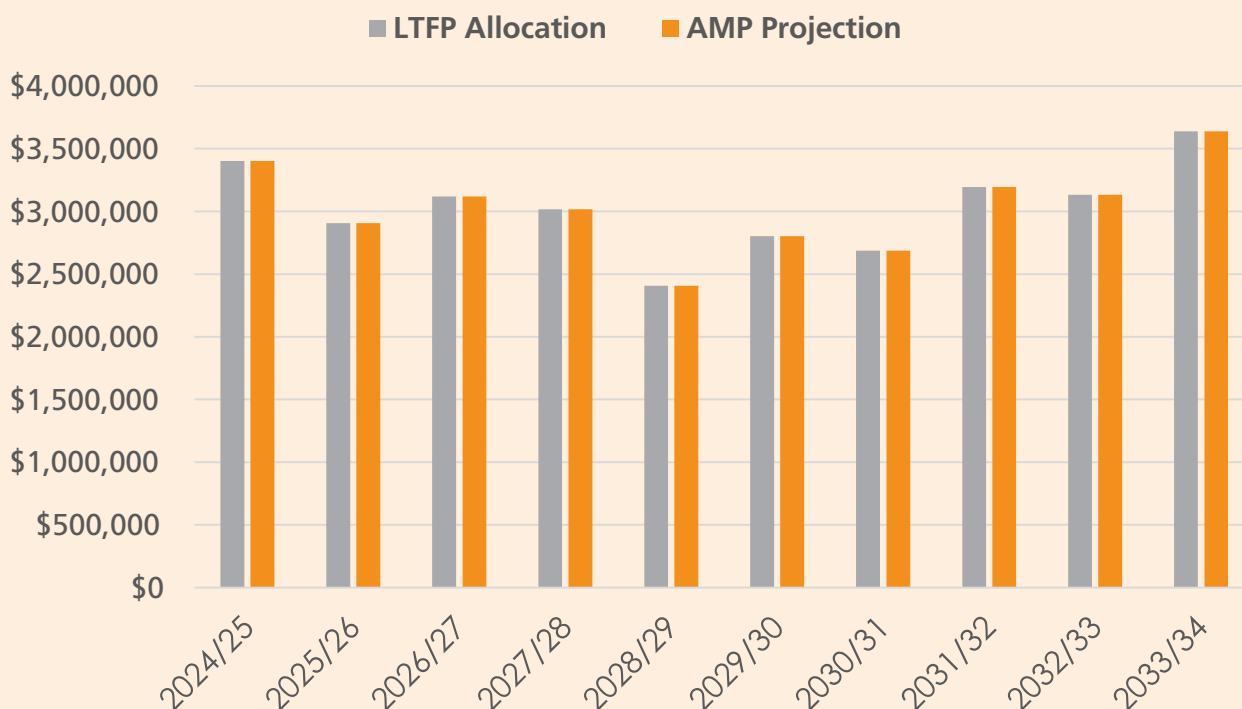


What will the service cost?

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



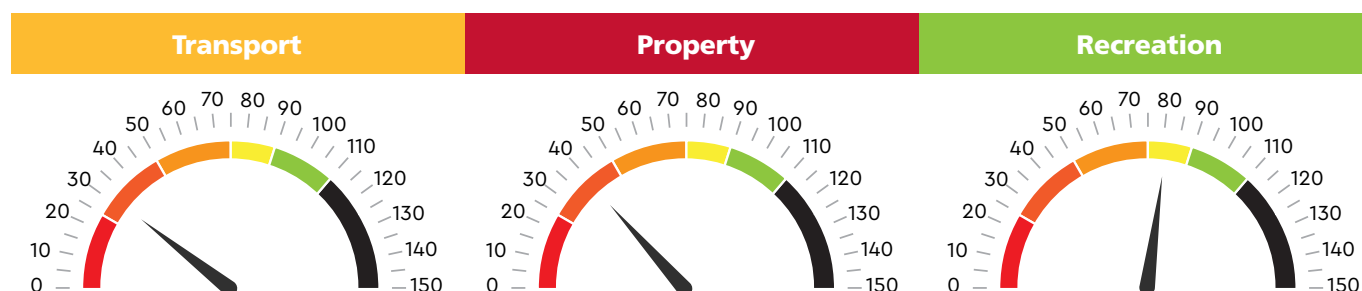
Projected Fleet, Equipment & IT Service Cost vs Available Funding

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.

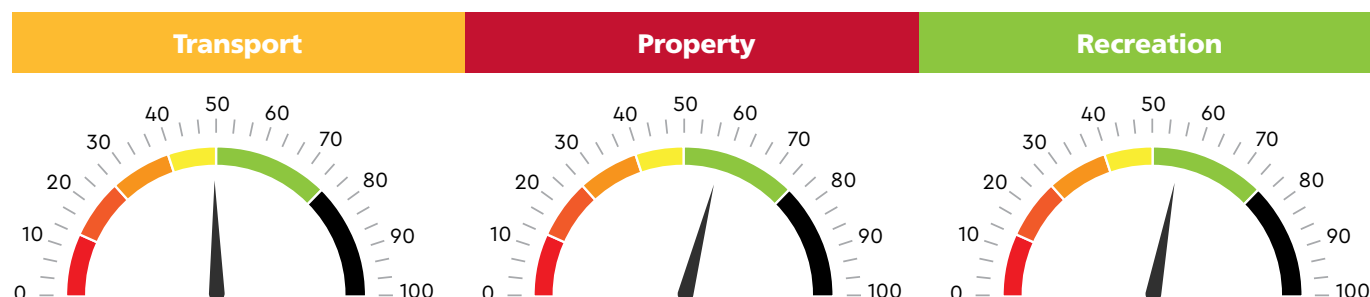
Past - Sustainability Ratio (ASR)

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.



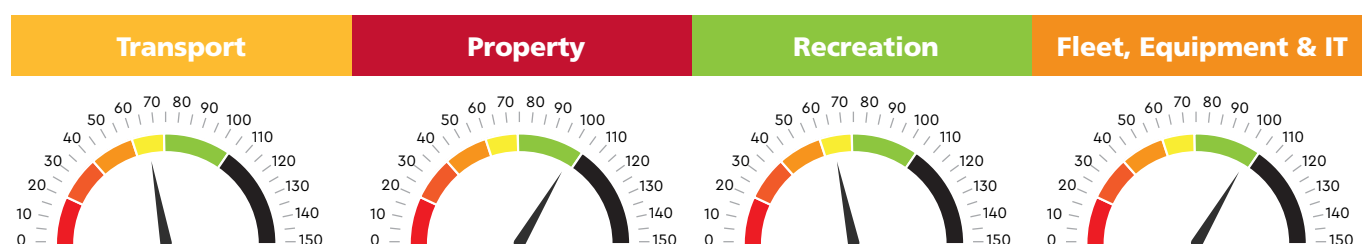
Present - Consumption Ratio

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 sustainably ratio falls within the range 90% to 110%, and consumption ratio falls within the range 50% to 75%. Fleet, equipment and IT assets have been included in this ratio



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.
	Develop management strategies to address assets that are currently in a poor or very poor condition.
Transport	Consider the need to implement a formal climate change effect review process when planning new capital works.
	Develop and implement a cyclical asset inspection schedule, and set renewal intervention triggers (e.g. condition).
	Further develop a long term renewal programme, and update the AMP's Works Programme.
	Update and implement the Footpath plan to meet the needs of an ageing population.
	Undertake new transport asset condition inspections.
Property	Develop and implement a cyclical building condition inspection programme, and develop a five year works programme.
Recreation	Review the list of recreation parks places and ensure that all associated assets have recorded inventory data, condition rating and valuations.
	Further develop a long term renewal programme, and update the AMP's Works Programme.
Fleet & IT	Further develop a long term renewal programme, and update the AMP's Works Programme.

Further reading

The following documents support this AMP.

- Shire of Carnarvon – Strategic Community Plan (2022 to 2032)
- Shire of Carnarvon – Asset Management Policy
- Shire of Carnarvon – Long Term Financial Plan
- Shire of Carnarvon – AMP Works Programme 2024-2034
- Shire of Carnarvon – Disability Access and Inclusion Plan 2022-2027
- Shire of Carnarvon - Public Open Space Strategy November 2022

