



WE'RE OPEN
VIC PARK

TRANSPORT ASSET MANAGEMENT PLAN

OCTOBER 2021



TOWN OF
VICTORIA PARK

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EXECUTIVE SUMMARY

Transportation is one of the key services provided by the Town of Victoria Park to its community. This service is underpinned by a number of different infrastructure assets. This includes roads, paths, drainage, car parks and street furniture.

Ensuring that the Town meets the transport needs of current and future users is highly important. To do this, the Town takes a long-term management view. This view, and the plans and strategies that the Town has for its transport assets, are referenced in this document. This Transport Asset Management Plan (TAMP) is maintained as a live document to ensure that it remains up to date. It integrates with the Town's Strategic Community Plan and the Town's Transport Strategy. These provide the strategic direction for managing the Town's transport network over the next 10 years. They align with transport initiatives that will enable the Town to continue prospering as a vibrant inner-city community.

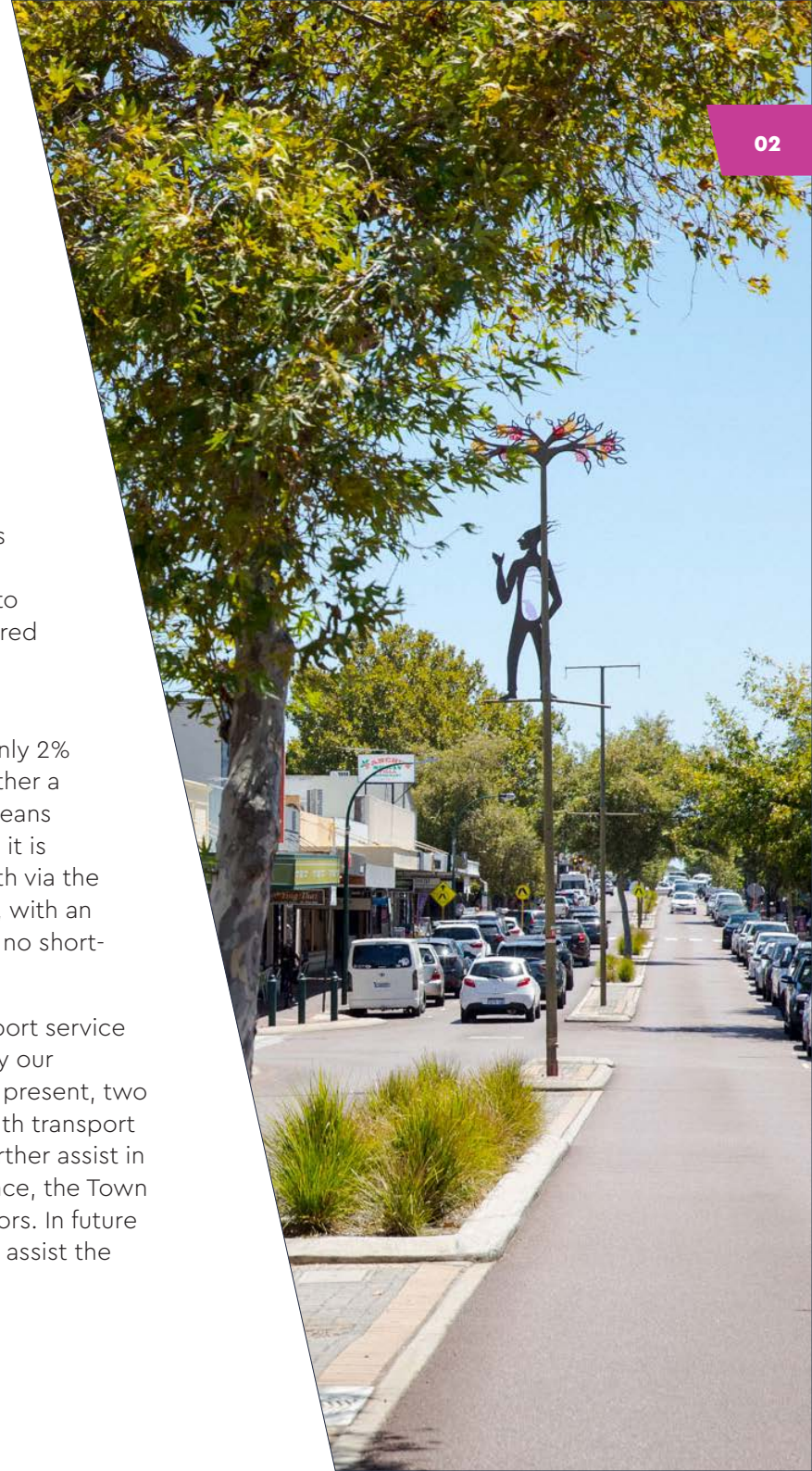
The Town understands that over this time, the way that the community moves around will change. This means that our transport assets may also have to change. The Town currently believes that construction and maintenance cost increases, environmental sustainability, population growth, staff changes and vehicle fuel/energy types are the potentially most significant drivers of change.

In total, the Town's transport assets have a combined fair value of \$252million. These assets collectively

depreciate by approximately \$6m each year as they age and wear. The Town aims to replace these assets prior to the end of their physical lives, so that the service to our community can be maintained at desired service levels.

Overall, the Town's network is in a good condition. At the last time of inspection only 2% of transport assets were found to be in either a poor or very poor condition. While this means there is a \$5.8m backlog of renewal work, it is anticipated that this can be caught up with via the proposed works programme. In addition, with an asset consumption ratio of 74%, there are no short-term financial sustainability concerns.

The Town strives to ensure that the transport service quality is provided at the level required by our community, at a cost that it can afford. At present, two of the six community satisfaction levels with transport services are below the WA average. To further assist in understanding service delivery performance, the Town is starting to monitor service level indicators. In future versions of the TAMP, these indicators will assist the Town in its decision making.



WHY DOES THE TOWN PROVIDE ASSETS?

Physical infrastructure assets exist for the single purpose of facilitating the delivery of services. For example, this includes core services such as governance and administration, transportation, recreation, waste management, and property. These services contribute to the Town achieving its vision, 'a dynamic place for everyone'.

To ensure alignment with the Town's strategic planning framework, we have developed a vision for the transport network over the next ten years. The vision is *to provide an integrated, accessible and sustainable transport network which connects people to places and supports the Town as a liveable inner-city community*. Three themes underpin this vision, and are:

- A healthy community
- An accessible Town
- A liveable Town

The Town's Transport Asset Management Plan's (TAMP) purpose is to document the ongoing asset management activities and resources required to achieve the vision and maintain the transportation service levels over the next ten financial years.

What is Asset Management?

The role of Council is to deliver services that help realise the community's vision for the Town. This vision is defined within the Town'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.

Our Transport Network

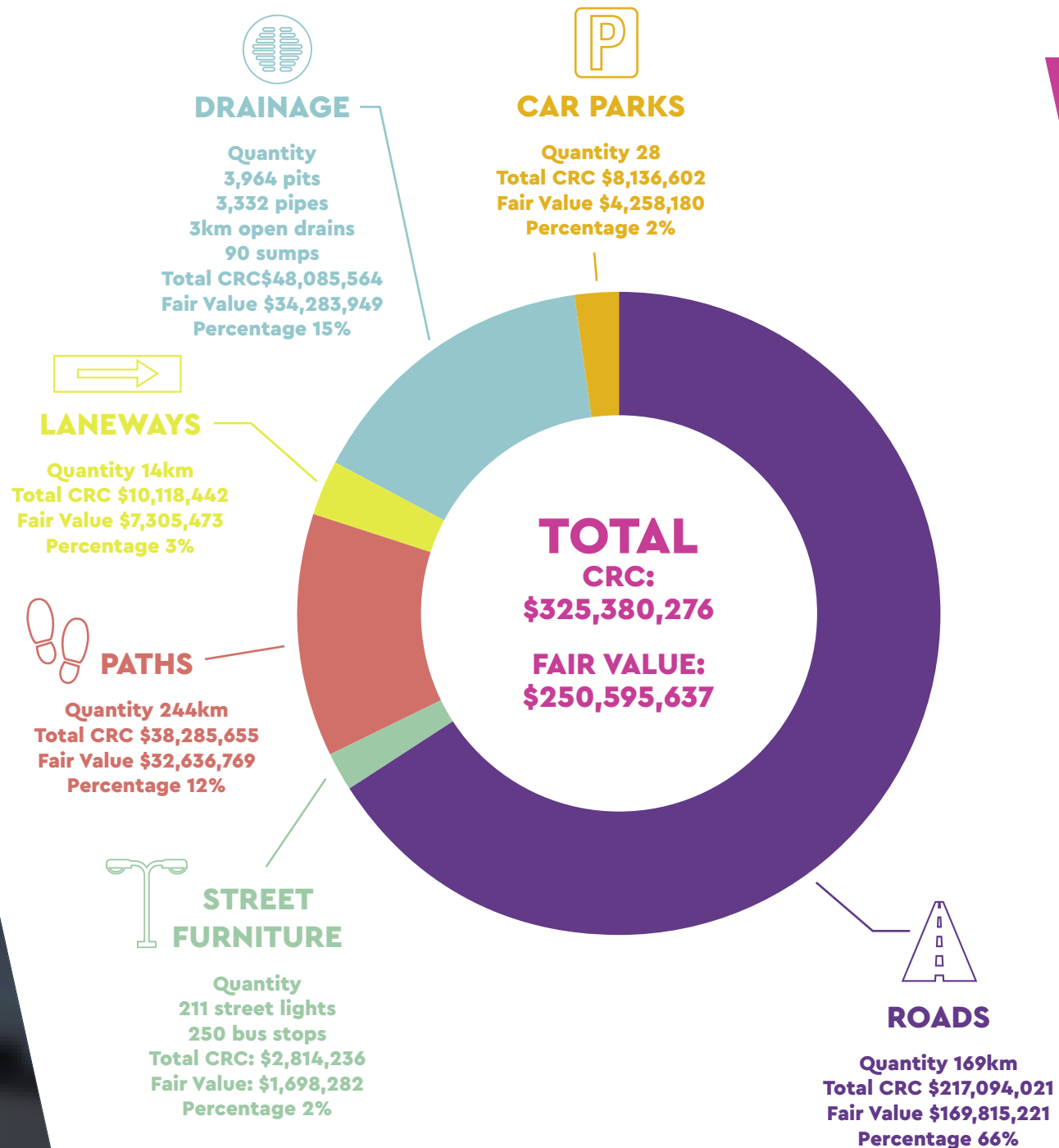
The Town's transport network provides an integrated service with other private, local government and state government controlled infrastructure. It aims to meet the day to day needs of the community and considers modes such as vehicular, cycling and pedestrian. The service is supported through the provision of infrastructure such as roads, paths, drainage, street furniture and car parks.



WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our transport network is the largest asset class both in size and value. The individual asset types that make up this network, and their total values, are outlined in Figure 1. The Current Replacement Costs (CRC) are how much they are worth 'as new'. The Fair Values are how much they are worth in their current physical condition.

Figure 1: Quantity and Value of Transport Assets



WHAT IS THEIR CONDITION?

The physical condition of infrastructure assets affects its ability to deliver the intended services, at the required quality. Therefore, the Town periodically inspects assets and records their condition. For consistency, the condition of all transport assets is reported on a 1 (very good) to 5 (very poor) rating scale. The condition data is used for a variety of other outputs, including the predicting when assets may need renewing, and how much they are worth in their current state.

The condition of our transport assets at the last time of inspection is detailed in Figure 2.

State of our Assets

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

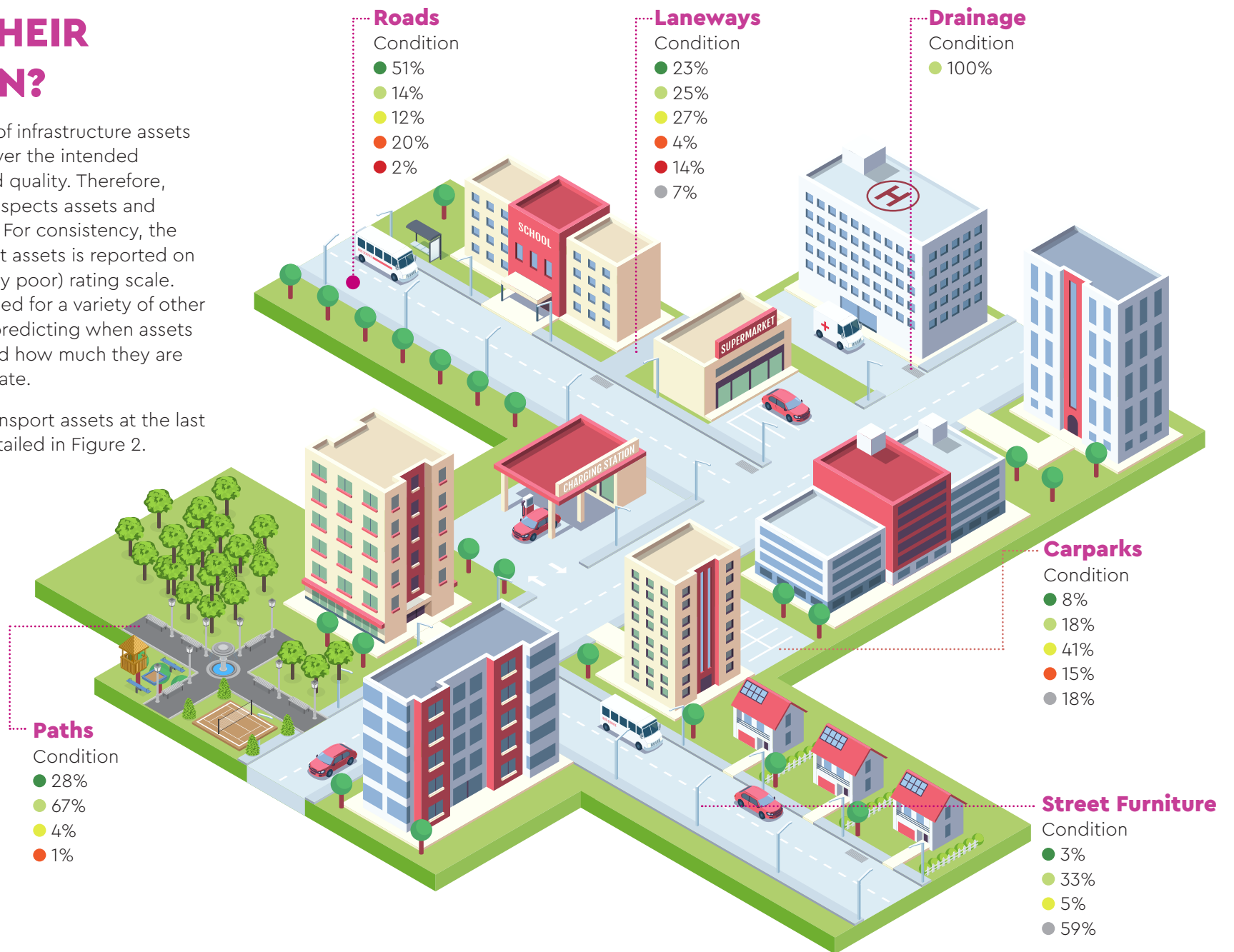


Figure 2: Condition of Transport Assets by Replacement Cost

HOW CONFIDENT ARE WE?

Although the Town records data on its transport assets for inventory, condition and value, it is important to understand how confident it is of the data accuracy. This is important to determine the confidence that we can put in the outcomes that result (e.g. valuations). It also allows the Town to target where data improvements are required. The Town has assessed its confidence in transport 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.

Table 1: Data Confidence Grading

THE CURRENT CONFIDENCE IN THE TOWN'S ASSET DATA IS:

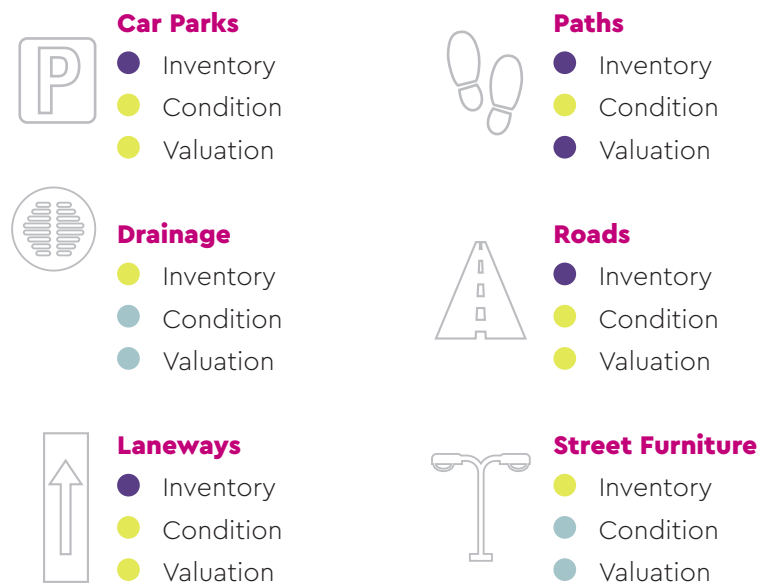


Figure 3: Transport Asset Data Confidence



HOW IS THE SERVICE PERFORMING?

The Town 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 this influences overall cost. As a general rule, as the service quality gets higher, so too does cost. Therefore, the Town needs to balance this and deliver the transport service at a level that the community desires and is willing to pay.

Service Satisfaction

Periodically, the Town engages with its community to understand their satisfaction with the various services that it provides. The results enable service performance and importance to be assessed. In addition, when other WA local governments perform the same survey, the Town is able to benchmark its performance.

The community's satisfaction with the transport service at the last survey is shown in Figure 4. When compared with other WA local governments, four of the six metrics are above the WA industry average. Both lighting and parking management were below average, and with declining satisfaction rates. The review of lighting has been listed as a TAMP improvement action. The review of parking is being undertaken through the Parking Management Plan.

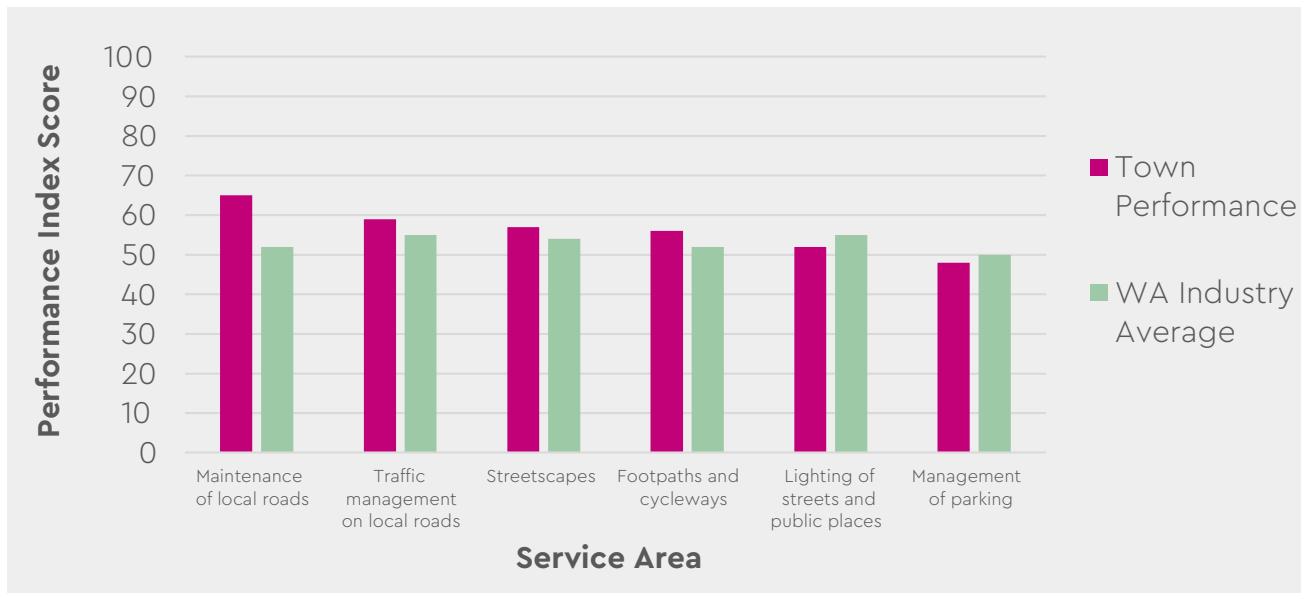
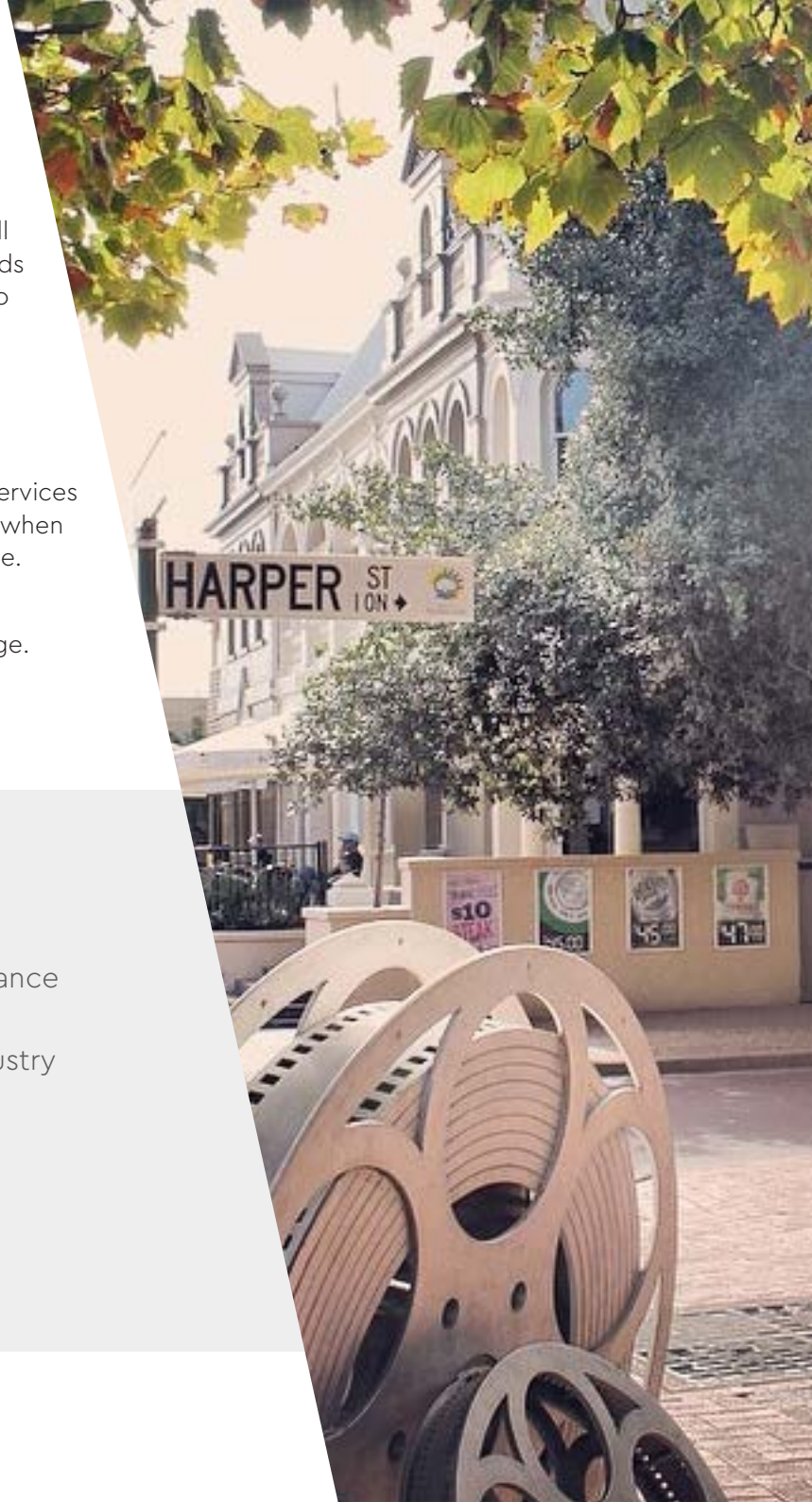


Figure 4: Transport Service Community Satisfaction



SERVICE LEVELS

Service levels describe the quality performance that the Town 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) 2017–2022 were reviewed to identify any drivers that may directly relate to the transport 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	Social 1 – A healthy community	Accessibility
SCP	Economic 2 – A clean, safe and accessible place to visit.	Accessibility Safe
SCP	Environment 2 – A safe, interconnected and well maintained transport network that makes it easy for everyone to get around.	Condition Connectivity Safe
	Environment 3 – A place with sustainable, safe and convenient transport options for everyone.	Convenient Safe Sustainable
DAIP	Outcome 2: People with disability have the same opportunities as other people to access the buildings and other facilities of the Town of Victoria Park.	Accessibility

Table 2: Strategic Inputs Influencing the Transport Service

Customer Inputs

As a service provider, it is important that the Town clearly understands the needs of its stakeholders (e.g. customers). In May 2021, Town staff considered who the major stakeholders are of its transport service. Seven were identified, as outlined in Figure 5. While there may be other minor stakeholders, they have not been specifically considered by this TAMP.

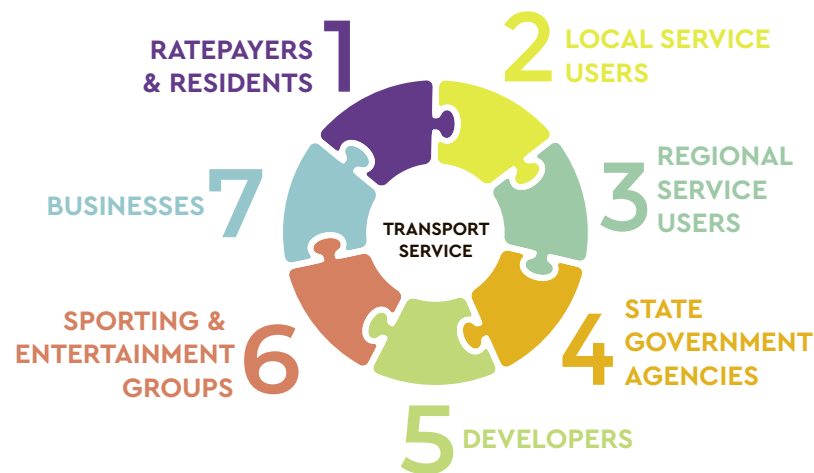


Figure 5: Transport Network Stakeholders

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 service levels.

- Accessibility (3 occurrences)
- Availability (3 occurrences)
- Safety (4 occurrences)

SERVICE LEVEL TARGETS AND PERFORMANCE

The SCP informing service attributes have been combined with the customer service needs. The Strategic Input KPIs have been selected for service levels. The following KPIs are used to monitor transport service delivery performance.

KPI	Driver	Performance Measure	Target	Current	Data Confidence
Accessibility	DAIP, SCP & Stakeholders	Percentage of Town path segments that meet the DAIP and Disability Discrimination Act requirements.	-	-	-
Accessibility/ Connectivity	DAIP, SCP & Stakeholders	Percentage of survey respondents that are satisfied with their ability to access and navigate the Town's transport network.	-	-	-
Availability	Stakeholders	Percentage of survey respondents that are satisfied with the management of Town vehicle parking.	50%	48%	Highly Reliable
Condition	SCP	Percentage of transport assets by current replacement cost that are in an average condition (3) or better.	-	98%	Uncertain
Financial sustainability	SCP	Percentage of TAMP financial ratios within their target bands.	100%	33%	Uncertain
Safety	SCP & Stakeholders	Annual number of reported injuries attributable to Town transport assets' condition (CRMS) and/or safety hazards.	<3 reported injuries. 0 permanent disablement and deaths	-	-

Table 3: TAMP Service Levels



HOW IS THE SERVICE CHANGING?

Generally, the demand for transport services changes over time. As a result, the assets that support this service, and the way in which they are managed, may also change.



Historic change

Looking backwards, a number of drivers may have changed the demand for the Town's transport service, they were:

- Vehicle ownership – Rose from 12,398 to 13,581 households (2001 to 2016).
- Travel modes – 66% of all trips to work were as a car driver (2016).
- Population – Rose from 26,505 to 34,986 (2001 to 2016).
- Demographics – Median age remained at 34 (2001 to 2016).
- Tourism – Number of visitors to the Perth region fell from 19.2m to 18.7m (2015/16 to 2019/20).
- Rainfall – Fell from ~880mm to ~630mm (1945 to 2020).
- Temperature – Rose from mean maximum ~32C to ~33.8C (1944 to 2020).

Future change drivers

Looking forward, over the life of this Plan, the Town considers the following drivers to likely affect the demand for transport services.

- Vehicle fuel/energy types (e.g. fleet electrification).
- Construction and maintenance cost increases.
- Staff changes.
- Population growth.
- Environmental sustainability.

Change mitigation

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

- Plan for the needs of a changing vehicle fleet and incorporate required asset works into the AMP (e.g. vehicle charging stations).
- Continue to monitor asset usage rates.
- Maintain the workforce management plan.
- Consider the effects of climate change when designing new assets.
- Continue to improve its asset management practices (e.g. planned maintenance schedules).
- Integrate transport initiatives identified by the Climate Change Action Mitigation Plan and the Transport Strategy into the TAMP Works Programme.

HOW IS THE SERVICE MANAGED?

Our transport assets have varying lengths of physical life. However, a key goal is to try to maximise life, so as to keep costs down. We manage each stage of our assets' lives as follows.



Operation and Maintenance Works

The Town operates and maintains its transport assets by employing preventative maintenance strategies wherever possible. We do this through regular inspection, and by applying planned operation and maintenance schedules. For example, this includes patching, path edge grinding, sweeping, relining, vegetation removal and so on. Each planned task occurs at defined periods, and are specific to asset types and their relevant importance. To enhance our operation and maintenance activities, the Town is implementing a software system that will generate works tasks from the works schedules.



Renewal Works

Transport assets are periodically inspected to determine their physical condition. Using this information, the Town 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. Projects are then listed on to the Works Programme.

In addition to condition, other Town strategies can also trigger renewal works. For example, the Town's Place Plans, Transport Strategy and Parking Management Plan can also trigger works to occur. These works are also captured within the Works Programme.



Upgrade & New Works

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from a number of potential sources, such as the Town's Place Plans, Transport Strategy and Parking Management Plan. Each potential project is investigated by Town staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the long term Works Programme.



WHAT WILL THE SERVICE COST?

The transport network represents a significant ongoing cost commitment to our community. To ensure that we can continue to sustainability provide the service, the Town 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 (Figure 6). On an annual basis, the works programme in this TAMP informs the Town's broader Long Term Financial Plan (LTFP). In the event that the TAMP and the LTFP do not balance financially, then the Town can adjust its practices (e.g. service level performance) to reach a sustainable point. In particular, whether the Town is able to fund the renewal of assets when required (Figure 7).



Figure 6: Projected Transport Service Cost

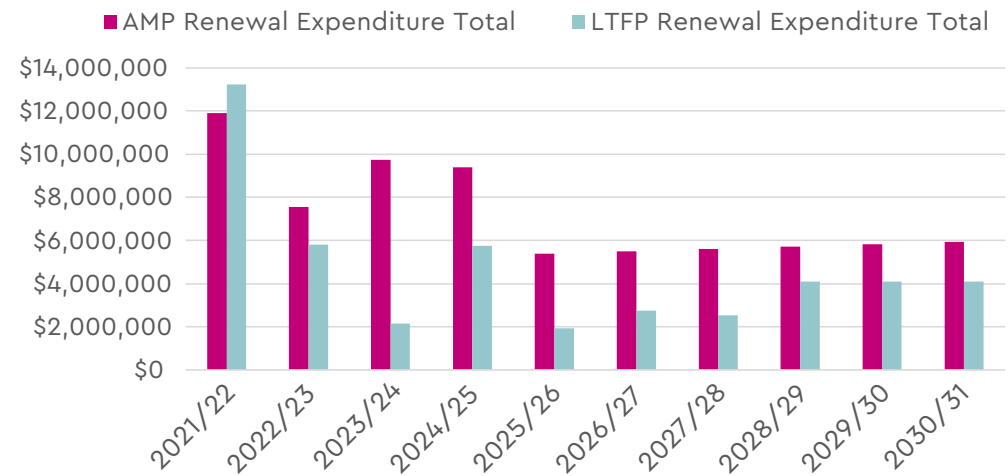


Figure 7: Projected Transport Asset Renewal Expenditure vs Available Funding

IS THE SERVICE SUSTAINABLE?

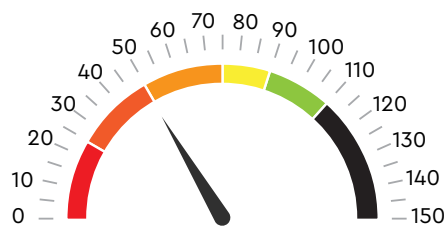
The Town monitors the effectiveness of the TAMP through three financial ratios. They measure the past, present and future ability to renew assets when required.



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 ratio compares the average actual expenditure on asset renewal (over past three financial years) to the annual depreciation expense.

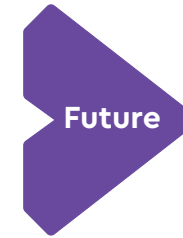
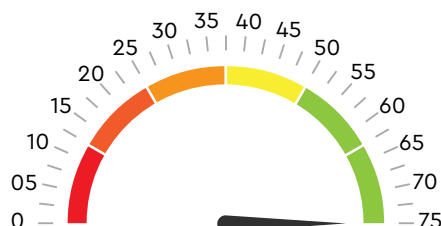
The standard is met if the ratio can be measured and is 90% (or 0.90). The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).



Consumption Ratio

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their fair value (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).



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. It compares the available renewal funding in the LTFP with the required renewal funding in the AMP.

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%.

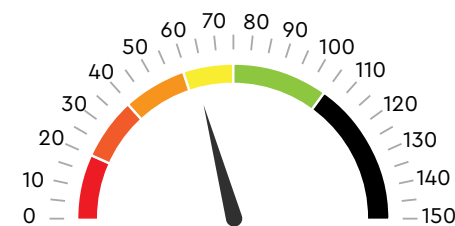


Figure 8: TAMP Financial Sustainability Measures.

HOW WILL THE TOWN IMPROVE ITS SERVICE MANAGEMENT?

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

Task	Responsibility	Year
Review the performance of lighting of streets and public places due to below average, and declining, satisfaction rates.	Street Improvement	2022/23
Continue to improve the robustness of the works programme.	Asset Planning/ SAAG	On-going
Monitor the performance of all service levels.	Street Operations	On-going
Improve the data confidence levels of all asset classes to reliable or better.	Asset Planning/ SAAG	2022/23
Document all transport operation and maintenance schedules.	Street Operations/ Asset Planning	2024/25
Review the road condition ratings used to trigger renewal works, and to calculate fair values.	Street Operations/ Asset Planning	2021/22

Table 4: TAMP Improvement Plan





Further Reading

Town of Victoria Park – Strategic Community Plan

Town of Victoria Park – Asset Management Policy 222

Town of Victoria Park – Long Term Financial Plan

Town of Victoria Park – AMP Works Programme 2021–2031

Town of Victoria Park – Public Open Space Strategy

Town of Victoria Park – Urban Forest Strategy

Town of Victoria Park – Transport Strategy – Draft

Town of Victoria Park – Parking Management Plan (2021)

Town of Victoria Park – Local Planning Strategy

Town of Victoria Park – Social Infrastructure Strategy

Town of Victoria Park – Environment Plan (2021) – Draft

Town of Victoria Park – Climate Change Action Mitigation Plan

Town of Victoria Park – Arts and Culture Plan

Town of Victoria Park – Disability Access and Inclusion Plan



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