

ASSET MANAGEMENT & SUSTAINABILITY STRATEGY COMMUNICATIONS PLAN

1.1. Background

The purpose of the Asset Management and Sustainability Strategy (AMSS) is to outline how the City's asset portfolio will meet the service needs of the community into the future. Asset management is a continuous process, covers the full life of an asset and can include the creation of assets as well as acquisition, upgrades, maintenance, renewal, disposal and day-to-day operation of assets.

The key issues that the City currently faces is that asset renewal demand exceeds the City's ability to fully resource asset renewal investment. The AMSS is designed to set out the key challenges and plan for the City's priorities to ensure improved asset management and sustainability.

Sound asset management will maximise asset service delivery potential, ensure assets are fit-for-purpose and meet community needs and changing expectations and environment. Lifecycle management of assets needs to be aligned to planning, service delivery and long-term financial sustainability.

The asset management challenge is to strike the right balance between maintaining the scale, magnitude and breadth of the assets that the City currently manages, whilst meeting the changing and evolving infrastructure needs of a growing and diverse community, and doing so within the City's means.

Project Purpose

As part of future planning for the City's asset portfolio, the community will be invited to consider the asset challenges in the City and consider the following:

- Prioritising renewal projects above new, expansion or upgrade projects;
- When new, expansion and upgrade projects are planned, lifecycle costs will be considered and accounted for;
- Advocacy for funding opportunities;
- Options if additional funding cannot be secured;
- Monitoring asset conditions and taking appropriate actions to minimise risks;
- Monitoring organisational asset management performance to identify challenges and proactively implement improvement plans;
- Accepting some of the risks associated with not being able to undertake all identified maintenance and renewal works with associated long term implications; and
- Clearly define the opportunities and constraints associated with the City's assets and facilities; and
- Develop a plan to guide the long-term future of the City's assets and facilities.

Communications Context

- We want to generate community and stakeholder understanding of the project including the past, present and future project context, and the associated financial implications
- We want to clearly communicate the opportunities and constraints associated with our facilities
- Showcase the comprehensive investigative work and site analysis completed to date on some of our facilities (touching on Beatty Park Leisure Centre as a case study)
- We want to communicate the issues whilst mitigating challenging conversations
- We want clear and consistent messaging that evolves over a twelve month period to deliver consultation in line with community expectations, and
- This project is likely to have a significant community media focus

Communications Objectives

- Raise awareness and understanding of the project including past, present and future project context and the opportunities and constraints
- Gain a deeper understanding of community and stakeholder values, issues and opinions of the identified opportunities and constraints
- Drive community interest to advocate for the future of the City's assets and facilities
- Ensure clarity around any information sought from the community and stakeholders
- Manage the community conversation as much as possible and be a source of truth
- Appropriately address community and stakeholder questions and issues, and
- Ensure timely, accurate, consistent and coordinated information to all stakeholders

Strategic Alignment

The project aligns with the City's Strategic Community Plan (2018-2028) through the Innovative and Accountable priority. The CBP identifies the development of an Asset Management and Sustainability Strategy to develop a financially sustainable strategic approach to City Assets (No 24).

1.2. Case Study: Beatty Park Leisure Centre

Purpose

Beatty Park will be discussed as a case study within the AMSS. Communication relating to Beatty Park will be presented within the context of the overarching conversation about the City's assets and facilities.

The case study aims to:

- Raise awareness of the impact that Beatty Park has on the City and the potential implications for Vincent ratepayers,
- Communicate the importance of Beatty Park to the broader Vincent and WA community, by communicating the project context, project status and opportunities and constraints, and
- Set the context for future conversations about the future of Beatty Park.

Stakeholders

Sector	Stakeholders
Community	City of Vincent ratepayers City of Vincent Elected Members City of Vincent Administration Beatty Park Leisure Centre employees Beatty Park members and patrons Beatty Park tenants (Swimming WA, Beatty Park Physiotherapy) Beatty Park 2062 Project Steering Committee Leederville Oval users (Subiaco FC, East Perth FC) Local schools Frequent hirers of City of Vincent halls and facilities Local aged care facilities
Government	Heritage Council of Western Australia Department of Planning Lands and Heritage Department of Local Government, Sport and Cultural Industries Member for Perth State Member for Perth

	Minister for Sport and Recreation State and Federal Government Ministers Western Australian Senators
Industry	Parks and Leisure Australia Royal Life Saving WA
Media	Local Newspapers (Perth Voice, Guardian Express, Stirling Times, The Post, Western Suburbs Weekly) The Western Australia The Sunday Times All media

1.3. Communication & Engagement Tools

Responsibilities for implementing the following tools are outlined in section 1.4 below.

Tool	Deliverable/Explanation
Community Engagement Panel	+ Establish a new independent community panel (existing community panel from 2017 has expired) + Panel will be demographically representative of the City of Vincent population.
Community Panel Workshop	+ Workshop with the newly established community panel + Workshop to be held by an independent facilitator + Workshop will focus on the AMSS, with the goal of testing the project concepts and working with the panel to set the consultation approach for the AMSS. + Beatty Park will be touched on as a case study under the AMSS.
Imagine Vincent page	+ Consultation page with online survey, based on outcomes from the community panel workshop + Consultation will be held for statutory requirement of 42 days
Letters/direct email to businesses, community groups, local schools, aged care facilities and frequent facility hirers.	+ Letters/direct emails will introduce the topics of the AMSS and invite recipients to provide feedback
Media release	+ Media release developed to launch community-wide consultation on the AMSS
City of Vincent website	+ News item with media release, directing to Imagine Vincent consultation page + Homepage header artwork directing to Imagine Vincent consultation page
City of Vincent Facebook Page	+ Key messages from Mayor as City spokesperson + Community noticeboard style and approach + Modify to support delivery of break out project messages
City of Vincent LinkedIn page	+ Community and business messages
E-newsletters	+ Newsletters will be issued as required
Local public notice	+ Public notice in local newspapers advertising that the AMSS is open for public comments for 42 days
Beatty Park Facebook Page	+ Sharing of content and messages from City of Vincent Facebook page
Beatty Park Pop Ups	+ Staff pop ups at Beatty Park and other locations to talk to patrons and residents about the future of Beatty Park

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1.4. Key Actions

Phases	Deliverables	Responsible Team	Support Team	Release Date
Phase 1: Setting the scene and consultation on the AMSS	<p>Test the concepts and issues in the AMSS with community members to develop a consultation strategy. This will be done by:</p> <ul style="list-style-type: none"> Establishment of a new independent community panel (panel from 2017/SCP is outdated) Workshop with the newly formed community panel. The workshop will be independently facilitated and used to discuss the concepts and issues of the AMSS. Feedback will inform the community-wide consultation strategy. The community panel workshop will touch on BPLC as a case study under the AMSS. 	Marketing	Policy & Place Engineering	March 2021
Phase 2: Community-wide consultation on the AMSS	<p>Based on outcome of the community panel workshop, we will develop a strategy to communicate and consult on the AMSS with the wider community. This may include but is not limited to:</p> <ul style="list-style-type: none"> Imagine Vincent consultation page Media release Communications on City of Vincent website and social media channels Public notices in community newspapers Letters/direct email to businesses, community groups, local schools, aged care facilities and frequent facility hirers. Notices in the City's monthly full-page newspaper advert and digital e-newsletter Sharing of content and messaging to City of Vincent Library and Beatty Park Leisure Centre social media channels Pop ups at Beatty Park Leisure Centre 	Marketing	Policy & Place Engineering	TBC
Phase 3: Review and next steps	<p>Following the AMSS consultation, the project team will review all community feedback and plan next steps. Next steps may include further communication and engagement relating to specific assets such as Beatty Park, Leederville Oval etc.</p>	Policy & Place	Marketing Engineering	TBC

Panel Methodology and Time Line



1.5. The registration process

The independent agency will deliver the registration and selection of the panel in a manner that is professional, transparent and separate from the City.

- Invitations are sent directly to either a random sample or to all households (and businesses) inviting them to register their interest to participate. This is done by direct mail using Australia Post.
- Of those who register, a random sample is selected to fill the required number of participants to represent the City's population and demographic goals
- The demographic goals are developed based on Census data and in consultation with the steering committee
- Registrations should close 4 weeks prior to first meeting, so that the selection and follow up processes can be completed
- The City will send background reading to the panel 10 days before the first workshop

1.6. Panel Invitation inclusions

- Explanation of the reason for the establishment of the panel
- why this issue is important with a succinct background to the issue/s
- how Council will respond to the Panel's recommendations
- the dates and locations of the meetings
- the honorarium that will be paid for participation (\$200 per half day panel)
- how to register or get more information