

6.2 ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY - OUTCOMES OF ADVERTISING

- Attachments:**
1. **Asset Management and Sustainability Strategy**
 2. **Asset Management Discussion Paper**
 3. **AMSS Consultation Summary Report 2021**

RECOMMENDATION:**That Council:**

1. **ENDORSES the Asset Management and Sustainability Strategy, included as Attachment 1;**
2. **NOTES:**
 - 2.1 **The submissions received during community engagement, and Administration's responses, included as Attachment 3.**
 - 2.2 **The adopted Asset Management and Sustainability Strategy 2020-2030 will be subject to further formatting, styling and graphic design as determined by the Chief Executive Officer prior to publication**

PURPOSE OF REPORT:

For Council to consider the revised Asset Management and Sustainability Strategy (**Attachment 1**) and note the submissions received during the consultation period (**Attachment 3**).

BACKGROUND:

The Asset Management and Sustainability Strategy (AMSS) provides detailed and technical guidance around the planning, management and provision of the City's assets. The Asset Management Discussion Paper (**Attachment 2**) was used to accompany the AMSS by highlighting the key points to inform community engagement. The information in the Asset Management Discussion Paper is the same information found in the AMSS and contains no new or additional information.

At the 15 December 2020 Ordinary Meeting, Council adopted the draft AMSS and draft Asset Management Discussion Paper for public comment. The City ran community engagement between 24 March and 30 May 2021 via the following methods:

- E-newsletter to business and community groups
- Dedicated project on a page on Imagine Vincent, providing opportunity to comment
- Notices at the City's Administration Centre and Library
- Notices on the City's website and social media posts
- Six pop-up engagement sessions
- Three Community Panel workshops

During the consultation period, the City held pop-up engagement sessions to invite the community to respond to the AMSS survey and discuss the draft AMSS.

Date & Time	Location
Saturday 17 April, 8am - 11am	North Perth Common, at the Native Plant Sale
Saturday 1 May, 11am - 12noon	Banks Reserve
Saturday 8 May, 10.30am - 12.30pm	Hawaiian's Mezz Shopping Centre
Monday 10 May, 10am - 11.30am	Beatty Park Leisure Centre
Tuesday 11 May, 11am	City of Vincent Library
Saturday 29 May, 10am	City of Vincent Administration Centre, at the engagement open day

The AMSS was also included in the City of Vincent Consultation Open Day held at the City of Vincent Administration Centre on 29 May 2021.

The consultation engagement events were followed by three Community Engagement Panel (Panel) workshops on the draft AMSS on 3 August, 18 August and 25 August 2021. The Panel was designed to include participants from across the City's demographic spectrum with 180 applicants invited to participate and 40 accepting the invitation. Element Advisory was appointed to facilitate the workshops.

DETAILS:

Throughout the community consultation the City was able to engage a variety of community members to help shape the future of its major assets. The results of the online community consultation submissions are as follows:

- AMSS Survey participants – 94 (including 16 from Panel members)*
- Email submissions – 5
- Total page visits – 958
- Document downloads – 188 AMSS and 85 of Asset Management Discussion Paper

*In instances where the 16 Panel responses have significantly varied from the 78 public comment period (consultation) responses the data has been separated for analysis.

All submissions and Administration's responses has been included as **Attachment 3**. The submissions included a variety of feedback, both positive and negative.

The feedback on the AMSS was generally supportive with comments that included:

- Strong support for the proposed asset management strategy, encouraging Council to consider it a core functional responsibility to implement and support the strategy. 'It is through a good asset management strategy that the Council will continue to deliver satisfactory and sustainable assets and services'
- A positive way forward
- A sensible way forward
- Very well thought through

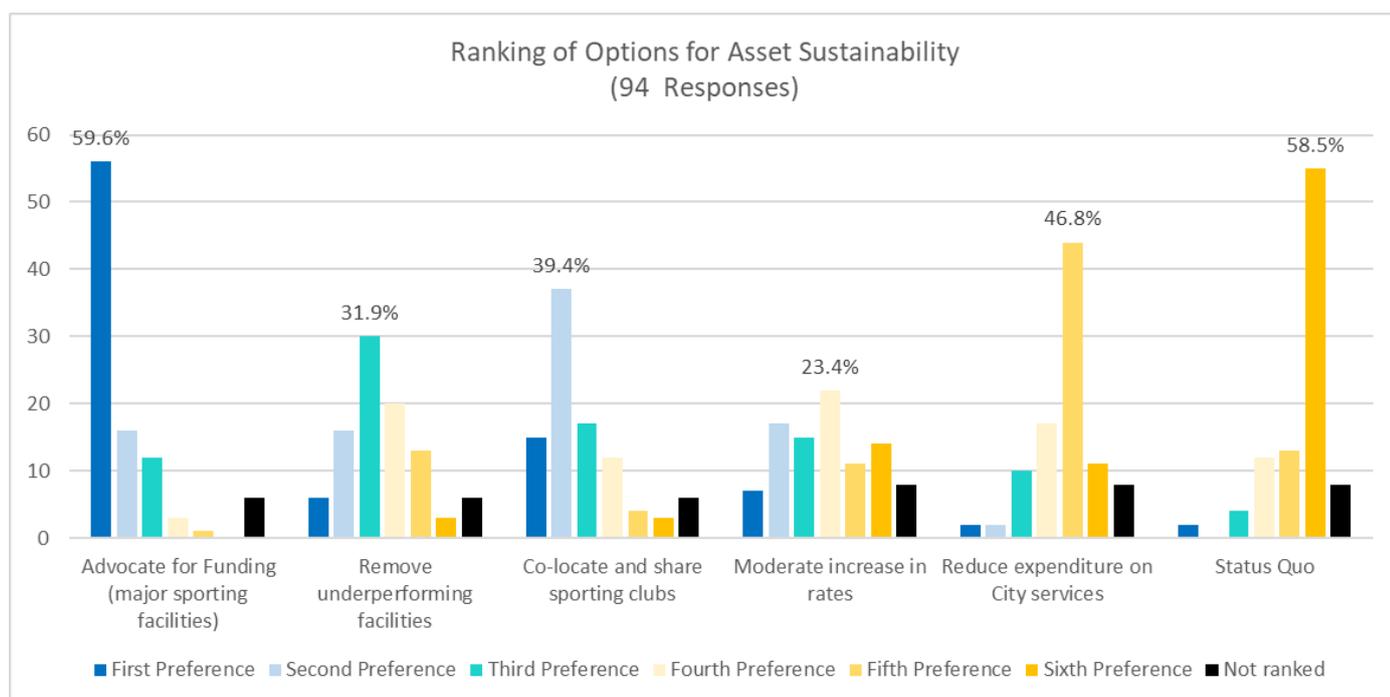
No comments received during the consultation period were unresponsive of the AMSS, although there were some concerns raised about the City prioritising asset management for its large-scale assets, like Beatty Park, over comparatively small-scale sport and recreation buildings.

AMSS Survey

The AMSS survey asked participants to rank options for asset sustainability from preferred (first) to least preferred (sixth) from the following categories.

- Advocate for greater State and Federal government funding for the City's major sporting facilities
- Remove underperforming facilities
- Co-locate and share sporting club facilities
- Moderate increase in rates
- Reduce expenditure on City services
- Maintain status quo

The figures below provides a summary of the results received from the AMSS survey responses. More detailed data and analysis can be found in the AMSS Consultation Summary Report 2021 (see Part One No 1. 'Ranking of Options and Values' in **Attachment 3**).



Little to no support for maintaining the status quo and strong support for advocating for State and Federal government funding for major sporting facilities

As shown in the figure above, the survey results demonstrate only limited acceptance for maintaining the status quo with 58.5% of overall responses ranking this option as their sixth preference - the least preferred option. In contrast, 59.6% of survey participants ranked advocating for State and Federal government funding for major sporting facilities as their most preferred option.

This suggests that the release of the draft AMSS and the Long Term Financial Plan has raised awareness about the potential risks in achieving asset sustainability if a status quo approach is maintained. It also demonstrates the importance of ongoing advocacy for funding support.

Strong to moderate support for co-location and sharing of sporting clubs

The overall results of the AMSS survey indicate moderate to strong support for the co-location of sporting clubs with 39.4% ranking this as their second preference in the survey. This highlights the importance of the City of Vincent Sport and Recreation Facilities Plan in development.

Some support for removal of underperforming facilities

The majority overall, combined responses to the survey ranked this option as their third preference (31.9%).

The results from the AMSS survey consultation (in black) and the Panel responses (in blue) are summarised below with key trends identified. The table below shows the most votes for each category as a percentage to compare the consultation responses with Panel responses.

Survey rankings (Highest %)	Advocate for Funding (major sporting facilities)	Remove underperforming facilities	Co-locate and share sporting clubs	Moderate increase in rates	Reduce expenditure on City services	Status Quo
First Preference	59% 62.5%					
Second Preference		37.5%	43.6% 18.8%	31.3%		
Third Preference		33.3%	18.8%	25%		
Fourth Preference			18.8%	25.6%		
Fifth Preference					43.6% 62.5%	
Sixth Preference						55.1% 75%

Moderate support for increase in rates and removal of underperforming facilities strengthened after Panel workshops

As demonstrated in the table above, the most noticeable shift is in relation to the option to rank a ‘moderate increase in rates’. The majority ranked this as their fourth preference in the consultation period. In contrast, most of the Panel participants rated this as second preference, followed by it being a third preference.

The Panel results showed a stronger support for the option to remove underperforming facilities, with 37.5% nominating this as their second preference (along with a moderate increase in rates at 31.3%).

Limited support for reducing expenditure on City services

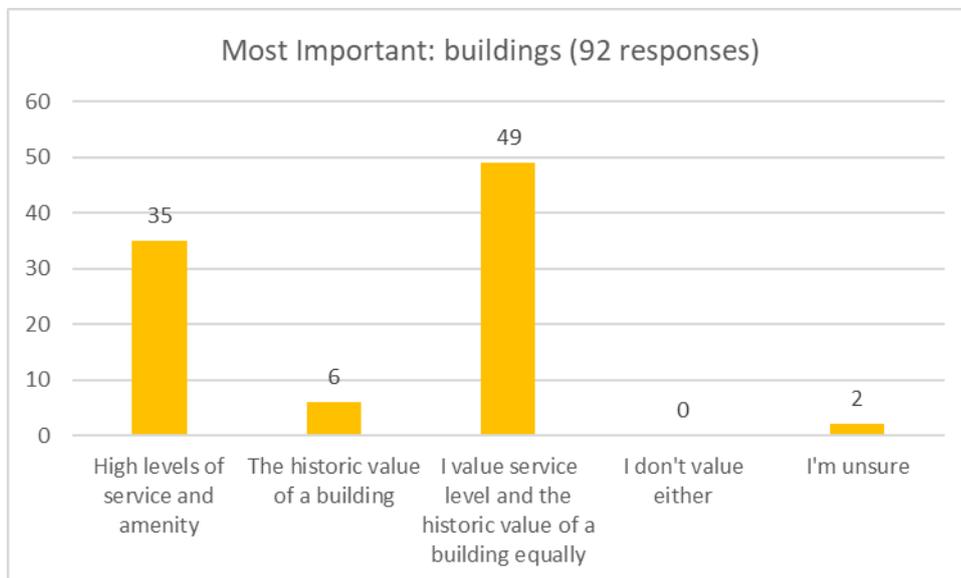
The overall, combined responses to the survey ranked this option as their fifth preference (46.8%), the second least preferred after maintaining the status quo. The limited support for this option was even more pronounced from the Panel with 62.5% ranking this fifth.

The Panel responses to the survey questions demonstrate the benefits of awareness-raising and workshopping the City’s asset sustainability challenges with the community. For example, once large-scale asset management complexities were assessed at Workshop Two and rates modelling was provided at Workshop Three there was improved support for a rates rise and removal of underperforming facilities in the Panel’s AMSS survey responses. Details of the Panel workshops are found in the AMSS Consultation Summary Report 2021 (see Part Three ‘Community Panel Workshops’ in **Attachment 3**).

The survey also asked participants to identify what’s most important when it comes to buildings in Vincent. The survey question invited participants to identify what’s most important from the following options:

- high levels of service and amenity
- historic value
- valuing service level and historic value equally
- unsure or don’t value either

The overall, combined survey responses demonstrate that valuing service levels equally with historic value of a building was the most important in the rankings. When comparing the second and third responses to this question, there is a demonstrated preference for high levels of service and amenity over the historic value of a building.



Some of the other trends from the AMSS survey included:

- **Beatty Park as a building with outstanding value with limited to no support for maintaining the Beatty Park grandstand** Comments on the grandstand was that the existing stands ‘prevent opportunity for expansion’ ‘should not be funded if it cannot be used’, is a ‘major financial drain’, ‘should be removed’ or reduced in size because swimming competitions are now held at other venues in Perth. There was also concurrently a lot of votes for Beatty Park more broadly as an outstanding facility (33 votes which is equal highest with the City of Vincent Library).

- **A breadth of survey comments on buildings within the City of Vincent's asset portfolio**
Support for maintenance of toilets in public parks was a key trend identified for buildings.
- **High use and satisfaction with parks in Vincent** with 83 out of 93 responses indicating that parks were used either daily (54) or weekly (29). Satisfaction levels indicated that a high number were 'very satisfied' or 'fairly satisfied' with parks. Hyde Park received comparatively high nominations as a park considered to have 'outstanding value' (30%).
- **Most responders to the survey indicated that they never used playgrounds** (35 out of 93). Of those who responded to satisfaction levels for playgrounds, Braithwaite Park received the highest vote as a playground with 'outstanding value' (40%).

AMSS Written Responses

Five written responses were received during consultation. They are summarised as follows:

- Two responses from individuals with asset management expertise. The submissions related to the AMSS specifically, providing analysis of the asset management objectives and deliverables of the AMSS, including suggestions for ways forward and recognition of good work.
- One submission was regarding the management of the Banks Reserve Pavilion.
- Two of the five submissions were from sporting clubs (Forrest Park Croquet Club and North Perth Tennis Club) and these submissions provided a response to the AMSS and also on specific asset management issues. One of the trends identified with the sporting club submissions was a concern that the City is not addressing asset management needs of smaller building assets because of a focus on the large-scale facilities such as Beatty Park and Leederville Oval.

Modifications to AMSS and Asset Management Discussion Paper

There were a series of changes made to the AMSS as a result of the comments received, the key changes are in the table below.

Section & Officer Comments	Proposed Change
'Rationalisation for Asset Sustainability' Proposed change to reflect contribution some sporting clubs make to maintaining assets in the City of Vincent.	The rationalisation program of works will also be linked to the Sport and Recreation Facilities Plan currently underway (recommended in the POS Strategy). The Plan will deliver a strategic direction for the City that will better accommodate sporting club growth, <i>recognise the valuable contribution Clubs leasing buildings make to maintenance of the assets they use</i> , and improve community accessibility to public open space.
'Objectives' in AMSS Proposed change to provide simplified wording and a clear distinction between the aims of each objective.	The AMSS has four key objectives to meet the City's asset sustainability goals: 1. Having enough funds to keep our assets up-to-date; 2. Keeping our historic assets safe for use; 3. <i>Future planning for sustainable assets</i> ; and 4. Making sure <i>our assets meet current and emerging community needs</i> .
'What assets do we own?' Additional sub-section inserted to recognise leasing arrangements (including asset management responsibilities for large assets)	<i>Leasing City of Vincent Assets</i> <i>The City of Vincent has a number of assets that it leases. These arrangements range from longer-term leases (VenuesWest for management of HBF Park) with the organisation responsible for operational maintenance of the asset, to more standard commercial tenancies (10 year leases with 5+ leasing options). The Property Management Framework that was adopted by Council in November 2020, was implemented to ensure that City owned properties that are leased or licenced are managed in a consistent, fair and transparent manner. The Framework provides an equitable methodology for calculating lease and licence charges for Category One and Two properties. Category Three and Four properties that are large organisations, government and commercial leases and licences are by negotiation.</i>
'Vision and Objectives' in AMSS Proposed change to better explain key activities in asset management	Asset management is a continuous process, covering the full life of an asset. <i>The following are the main ways an asset is managed:</i> <ul style="list-style-type: none"> • <i>Operate and Maintain (including inspect, operate, maintain, service the asset)</i> • <i>Dispose (including demolish, sell, remove, mothball an asset)</i> • <i>Renew (including rehabilitate, resurface, refurbish the asset)</i> • <i>Replace</i>

Section & Officer Comments	Proposed Change
	<ul style="list-style-type: none"> • <i>Upgrade/expand</i> • <i>New (create an asset); and</i> • <i>Acquire an asset.</i>
<p>'Vision and Objectives' in AMSS</p> <p>Proposed change to clarify the context of the statement.</p>	<p>The City of Vincent has a growing population. Along with a changing demographic profile, this will influence demand on current and future assets. For example, the City's <i>senior residents</i> may require different facilities than <i>its young people</i>, families <i>or</i> couples <i>without dependents</i>.</p>
<p>'What is asset management?' in Asset Management Discussion Paper</p> <p>Proposed change to better explain key activities in asset management</p>	<p>What is asset management?</p> <p>Asset management generally involves the day-to-day operation and maintenance of assets. <i>Assets can also be managed in the following ways:</i></p> <ul style="list-style-type: none"> • <i>Dispose (including demolish, sell, remove, mothball an asset)</i> • <i>Renew (including rehabilitate, resurface, refurbish the asset)</i> • <i>Replace</i> • <i>Upgrade/expand</i> • <i>New (create an asset); and</i> • <i>Acquire an asset.</i> <p>Asset management is the process of balancing the needs of the community, with financial and environmental responsibilities throughout the lifetime of the asset.</p>

CONSULTATION/ADVERTISING:

No further consultation on the AMSS as a whole is required. The actions proposed in the implementation section of the AMSS will each be advertised as necessary.

LEGAL/POLICY:

During the 2019-2020 audit the Office of the Auditor General (OAG) noted the adverse trend for the past three years in the asset sustainability ratios when considering the basic standard set by Department of Local Government, Sport and Cultural Industries of between 0.9 to 1.1. In 2020 the adopted 2020/21-2029/30 Long Term Financial Plan which reflects that the projected asset sustainability ratio will reach the benchmark ratio by 2024/25. During budget setting, Council has focused its attention on ensuring capital spend is biased toward renewal instead of new expenditure. Noting that the sustainability ratio has been recently re-stated as part of adjustments regarding accounting treatment for HBF Stadium, the unaudited draft financial ratio now stands at 0.36 in 2019 and 0.52 as of 30 June 2021 – demonstrating an improved ratio for the City. The updated, audited sustainability ratio will be confirmed in the next Long Term Financial Plan. Additionally, the City has implemented the following initiatives in 2021:

- Budget prioritisation for capital projects for renewal instead of new
- Prepared a 4-year capital works program 2020/21-2023/24

The AMSS is part of the Integrated Planning and Reporting Framework as recommended in the Department of Local Government Sports and Cultural Industries Integrated Planning and Reporting: Asset Management Guidelines (September 2016).

RISK MANAGEMENT IMPLICATIONS

Low: There is a moderate increased public safety risk and increased risk of community concern regarding an extended period of underinvestment in maintaining the City's assets which has resulted in a downward trend in the City's Asset Sustainability Ratio.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Enhanced Environment

*Our parks and reserves are maintained, enhanced and well utilised.
We have minimised our impact on the environment.*

Accessible City

*We have better integrated all modes of transport and increased services through the City.
Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use.*

Connected Community

*Our community facilities and spaces are well known and well used.
We are an inclusive, accessible and equitable City for all.*

Thriving Places

Our physical assets are efficiently and effectively managed and maintained.

Sensitive Design

Our built form character and heritage is protected and enhanced.

Innovative and Accountable

Our resources and assets are planned and managed in an efficient and sustainable manner.

The Innovative and Accountable Priority of the City's Strategic Community Plan 2018-2028 (SCP) identifies the need to ensure that the City's resources and assets are planned and managed in an efficient and sustainable manner. The purpose of the AMSS is to provide a strategic framework that guides the:

- planning, management and provision of assets
- renewal and investment in assets
- utilisation and rationalisation of assets
- best use of resources for the benefit of current and future generations

The City of Vincent's challenge is that asset renewal demand currently exceeds the City's ability to fully fund asset renewal investment. To meet this challenge, the City must strike the balance between maintaining its current portfolio and scale of ageing assets while meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.

SUSTAINABILITY IMPLICATIONS:

This is in keeping with the following key sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024*.

*Sustainable Energy Use/Greenhouse Gas Emission Reduction
Sustainable Transport*

PUBLIC HEALTH IMPLICATIONS:

This is in keeping with the following priority health outcomes of the *City's Public Health Plan 2020-2025*:

Increased mental health and wellbeing

Increased physical activity

Reduced injuries and a safer community

FINANCIAL/BUDGET IMPLICATIONS:

The total cost of the standalone project items included in the Implementation Plan is \$187,000. If adopted, the actions within the AMSS Implementation Plan will be further detailed and included in the City's annual budget and Long Term Financial Plan.



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ASSET MANAGEMENT & SUSTAINABILITY STRATEGY

2020–2030



Acknowledgment of Country

The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

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Asset Management & Sustainability Strategy 2020-2030

OVERVIEW

Purpose

The purpose of the City of Vincent Asset Management and Sustainability Strategy (AMSS) is to provide a strategic framework that guides the:

- planning, management and provision of assets;
- renewal and investment in assets;
- utilisation and rationalisation of assets; and
- best use of resources for the benefit of current and future generations.

The Challenge

The City of Vincent's challenge is that asset renewal demand currently exceeds the City's ability to fully resource asset renewal investment.

To meet this challenge, the City must strike the balance between maintaining our current portfolio and scale of ageing assets whilst meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.

The AMSS is designed to set out our challenges, identify objectives and assist in mapping out the opportunities for better asset management for a sustainable future in consultation with the Vincent community.

The AMSS Vision

'Our assets and facilities are cared for and well utilised, meet the needs of our growing and diverse community and respond to a changing environment in a planned and financially sustainable way.'

Objectives

The AMSS has four key objectives to meet the City's asset sustainability goals:

1. Having enough funds to keep our assets up-to-date;
2. Keeping our historic assets safe for use;
3. Future planning for sustainable assets; and
4. Making sure our assets meet current and emerging community needs.

The AMSS is intended to guide the management of the City's asset portfolio over the next ten years with regular review of progress of the Implementation Plan.

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Asset Management & Sustainability Strategy 2020-2030

VISION AND OBJECTIVES

Asset management is a continuous process, covering the full life of an asset.

The following are the main ways an asset is managed:

- Operate and maintain (including inspect, operate, maintain, service the asset)
- Dispose (including demolish, sell, remove, mothball an asset)
- Renew (including rehabilitate, resurface and refurbish an asset)
- Replace
- Upgrade/expand
- New (create an asset); and
- Acquire an asset.

Underpinning the activities associated with asset management is the identification of key risks that affect asset management processes and the City's capacity to deliver on the community's level of service. The City has identified key risks associated with providing the required levels of service and the inability to complete all identified activities and projects. The risks include financial liability and community dissatisfaction.

Through the AMSS and Asset Management Plans (AMPs) the City will endeavour to manage these risks within available funding, resourcing and infrastructure risk management processes.

The AMSS has been developed with the following components to ensure it achieves the desired policy outcomes and effective corporate governance:

- Define major asset classes;
- Plan for levels of service;
- Link to the Long Term Financial Plan and the Workforce Plan; and
- Set governance and management arrangements.

Vision

The Strategic Community Plan 2018-2028 (SCP) articulates the community's vision and aspirations for the future. The residential population is growing and this brings new challenges and opportunities that impact on current assets and future asset demand. The following outcome under the SCP Innovative and Accountable Priority establishes the vision of the AMSS.



'Our assets and facilities are cared for and well utilised, meet the needs of our growing and diverse community and respond to a changing environment in a planned and financially sustainable way.'

(AMSS Vision)

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To achieve the outcomes of the Innovative and Accountable priority the City of Vincent will continue 'to be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously' (SCP pg.25).

Objectives

The City has developed four key objectives to meet the City's asset sustainability goals.

1. [Having enough funds to keep our assets up-to-date](#)

An asset sustainability ratio indicates whether assets are being kept up-to-date, or if they are generally degrading over time.

According to the Department of Local Government and Communities Asset Management Guidelines (2016), an asset sustainability ratio of less than 90% indicates that the local government may be underinvesting in renewal and replacement of its asset base. The asset sustainability ratio for the City in 2018/19 was 33%, equating to an asset renewal gap in a single year of approximately \$7.5 M. This is well below the established benchmark of 90%.

An overriding principle of the AMSS is renew over new so that the City will be in a better position to manage risks within available funding.

The Long Term Financial Plan 2020/21-2029/30 (LTFP) has also set long-term targets to address the asset renewal gap (see Targets).

Asset Management & Sustainability Strategy 2020-2030

2. [Keeping our historical assets safe for use](#)

The City's asset portfolio includes a number of long-lived assets that are getting older and more expensive to maintain. The significant aged condition of some of the City's assets are in urgent need of attention to keep them safe for users. If they are not maintained to appropriate levels, there may be several consequences including user safety.

The City has committed some major renewal funding to long-lived assets like Beatty Park Leisure Centre, but long-term funding to keep these assets safe to use remains a major challenge. Part of the deliverables detailed in the AMSS Implementation Plan will be advocating to federal and State governments to provide support for the City's assets as well as sourcing other alternative funding contributions.

3. [Future planning for sustainable assets](#)

The City of Vincent has several master plans and development plans that are proposed to be implemented over the course of the AMSS (ten years). Historically, the actions within these master plans and development plans have been prioritised and budgeted on an annual basis. Moving forward, the lifecycle costs of priority projects will be included in the City's long-term financial planning.

Lifecycle costs includes the cycle of activities that an asset goes through for the life of that asset. To keep the asset performing at an appropriate level,

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adequate funding needs to be set aside to maintain that asset each year for the life of that asset.

The AMSS requires that all new major capital works projects include lifecycle costs in its detailed costing estimates. Only then will they be considered for endorsement.

A key action item in the AMSS is an Asset Prioritisation Plan that will provide important data to inform asset management decisions for new major capital works projects. The Asset Prioritisation Plan in the AMSS will speak to an asset hierarchy based on a matrix of measurements that includes utilisation, fit-for-purpose considerations and community values.

4. Making sure our assets meet current and emerging community needs

The City of Vincent has a growing population. Along with a changing demographic profile, this will influence demand on current and future assets. For example, the City's senior residents may require different facilities than its young people, families or couples without dependents.

Asset Management & Sustainability Strategy 2020-2030

The Implementation Plan in the AMSS will define levels of service for the asset portfolio and establish a community focus group to discuss asset management issues. This will help keep levels of service and participatory asset discussions as key principles of asset management going forward.

The City of Vincent will also adopt a continuous improvement approach with an updated Asset Management Framework. There will be a focus on establishing and nurturing a 'whole-of-organisation' culture for best practice in asset management. To achieve this outcome, the City will continually improve the quality of data that informs asset management decision-making and ensure that the community remains informed on the status of the City's assets.

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Asset Management & Sustainability Strategy 2020-2030

INTEGRATED PLANNING AND REPORTING FRAMEWORK

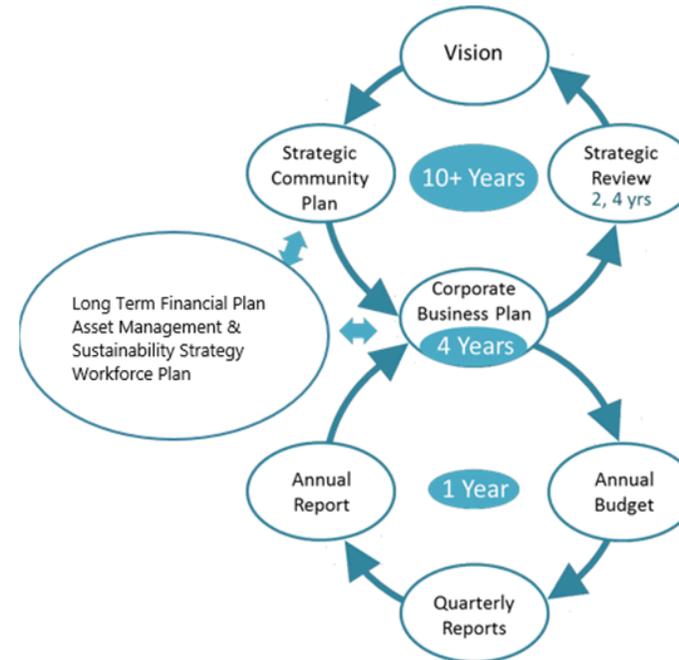
The Local Government Act 1995 requires every local government to 'plan for the future'. The AMSS is an important piece of future planning that is influenced by, and will feed into, the Corporate Business Plan 2020/2021-2023/2024 (CBP) and SCP to form part of the City's Integrated Planning and Reporting Framework (IPRF). The CBP and SCP are significant guiding documents for planning, budgeting, resource allocation and service delivery within the City, over the next decade.

The CBP identifies the development of the AMSS to 'develop a financially sustainable strategic approach to City Assets' (CBP No.24) as part of the Innovative and Accountable priority in the SCP.

The AMSS is informed by the City of Vincent Asset Management Policy (2009) and Asset Management Strategy 2010- 2020. The AMSS also feeds into the Asset Management Plans (Buildings, Transport and Recreation/Parks).

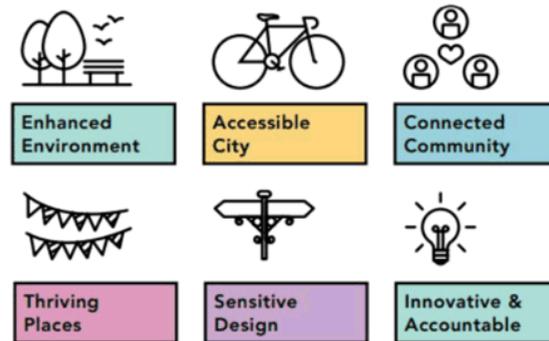
The effective management of the City's assets is crucial to the sustainable delivery of services that meet the current and future needs of the community. The alignment of the AMSS with the IPRF will ensure that asset management is established as part of the City's integrated planning.

Figure 1 IPRF Cycle (adapted from LTFP 2020/21-2029/30)



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Asset Management & Sustainability Strategy 2020-2030

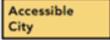
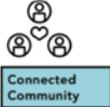


The vision of the AMSS is underpinned by six SCP priorities that are set out as Guiding Principles. The relationship between the Guiding Principles and the outcomes the AMSS will deliver is also highlighted.

Guiding Principle	Application to AMSS
<p><i>Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.</i></p>  <div style="background-color: #e67e96; padding: 2px; display: inline-block;">Thriving Places</div>	<p>Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.</p>
	Outcome
	<p>Our physical assets are efficiently and effectively managed.</p>
Guiding Principle	Application to AMSS
<p><i>The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.</i></p>  <div style="background-color: #76c7b0; padding: 2px; display: inline-block;">Innovative & Accountable</div>	<p>We will continue to adopt best practice to ensure the financial resources and assets of the City are responsibly managed and the quality of services, performance procedures and processes is improved and enhanced.</p> <p>We will develop and implement an Asset Management Framework.</p>
	Outcome
	<p>Our assets and financial resources are responsibly managed.</p> <p>We use innovative thinking to capitalise on our assets by lowering costs and generating income.</p> <p>We are transparent with the community about our asset sustainability challenges and the importance of participatory asset discussions.</p>

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Asset Management & Sustainability Strategy 2020-2030

<p>Guiding Principle</p> <p><i>We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.</i></p>  	<p>Application to AMSS</p> <p>We have better integrated modes of transport and increased services through the City; and</p> <p>Our pedestrian and cycle networks are well designed, connected, accessible and encourage increased use.</p> <p>Outcome</p> <p>The City's transport network is designed and maintained in the most cost effective manner to provide a safe and connected City for all users.</p>
<p>Guiding Principle</p> <p><i>We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.</i></p> 	<p>Application to AMSS</p> <p>We strive to integrate accessibility, diversity and inclusion into our operations and service delivery to meet the needs of everyone in our community.</p> <p>Our community facilities and spaces are well known and well used.</p> <p>Outcome</p> <p>Our asset portfolio is diverse and provides opportunities for the City's community members to build relationships and connections with each other and the City.</p>

<p>Guiding Principle</p> <p><i>The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.</i></p> 	<p>Application to AMSS</p> <p>Our strategies enable investment in our parks and reserves;</p> <p>We increase access to green space in high priority areas; and</p> <p>We promote and implement initiatives to reduce non-renewable energy use and increase the use of renewable energy.</p> <p>Outcome</p> <p>Our parks and reserves are maintained, enhanced and well utilised.</p> <p>We have minimised our impact on the environment.</p>
<p>Guiding Principle</p> <p><i>Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.</i></p> 	<p>Application to AMSS</p> <p>Our built form character and heritage is protected and enhanced.</p> <p>Outcome</p> <p>Our built form is in line with our growing and changing community.</p>

Asset Management feeds into many of the City's existing projects and programs and the objectives of the AMSS will influence new and revised strategic planning documents, as well as other development projects, to

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assist in achieving best practice outcomes for asset management in the City. The core strategic documents linked to the AMSS are detailed in the table below.

Strategic Community Plan 2018-2028	The SCP is Vincent's most significant guiding document. The SCP drives planning, budgeting and resource allocation and service delivery over the next decade. The vision set out in the SCP is that <i>'in 2028 the City of Vincent is a leafy and vibrant 24 hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a Council that says yes!'</i>
Corporate Business Plan 2020/2021-2023/2024	The CBP aligns Vincent's functions to Council's six key priorities outlined in the SCP. It is a four year delivery plan, giving effect to four years of the 10 year SCP. The AMSS is identified as one of the City's strategic projects within the CBP, showing its significance and priority in the future planning in the City.
Long Term Financial Plan 2020/21-2029/30	The LTFP is an important planning tool to demonstrate the alignment between the City's organisational capacity and Council's strategic aspirations developed in conjunction with the community. The plan considers the impact of a range of financial strategies on the City of Vincent's economic environment over a ten-year horizon.
Public Open Space Strategy 2018	The purpose of Vincent's Public Open Space Strategy is to provide a strategic framework that guides the management, provision, use of and investment in parks, reserves and other open spaces.
Local Planning Strategy and Local	The Local Planning Strategy is the principal document for outlining and communicating the future land use planning for Vincent. The Local Planning Scheme

Planning Scheme No. 2	controls the types of uses and development allowed in different zones.
Sustainable Environment Strategy 2019-2024	The objectives of the CBP to provide a sustainable green environment for the community is implemented through the Sustainable Environment Strategy. This is the roadmap for delivering a sustainable natural and built environment for the community.
Accessible City Strategy 2020-2030	The ACS sets a vision and priorities for transport strategy, policy and infrastructure, with a specific focus on the needs of land use and activity across the City.
Disability Access and Inclusion Plan 2017-2022	The Western Australian Disability Services Act 1993 (amended 2004) requires all State and Local Government Authorities to implement a Disability Access and Inclusion Plan (DAIP) to ensure that people with disability have equity of access and inclusion to services, facilities, functions and information. This DAIP sets out details on the issues affecting people with disability and guides the City on how to manage its assets to ensure that equitable access is available to everyone.
Workforce Plan 2020-2021	Informed by the SCP and CBP, the Workforce Plan aims to support the City of Vincent in achieving the skilled, flexible and diverse workforce it needs to deliver value for money services.
Capital Works Program 2020/21-2023/24	A four year program to ensure the City's existing infrastructure is sufficiently maintained and renewed to support existing programs and services and anticipates emerging needs within the community.
Property Management Framework (2020)	A framework for City-owned properties that provides a classification for leases and licences, along with an equitable methodology for calculating annual lease and licence fees.

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VINCENT CONTEXT

The City of Vincent is located three kilometres from Perth and is the custodian for an extensive range of community assets. The City, a comparatively smaller metropolitan local government covering an area of 11.4 square kilometres, has a number of long-lived assets that represents significant investment over time. For example, in 1962 the pool on the Beatty Park site was constructed for the Commonwealth Games before being opened to the public. In 1993-4 the State of Western Australia vested Beatty Park Leisure Centre with the newly formed Town of Vincent. There were substantial upgrades (\$5.3m) during this time and a further \$17.5m in upgrades that was undertaken by the City of Vincent in 2011-2013. In the 2020/21 financial year, the City has committed a further \$2.9m for major renewal of the indoor swimming pool and other components.

The City has a higher proportion of working aged adults (15 years and over) than the State average with the majority aged 20-34 years. In 2016, it was identified that 81% of the City's resident workers were employed outside of Vincent. This means that the provision of reliable transport assets, such as roads and cycling paths, is critical. In the City, couples with no children represents 48% of the population which is higher than the state average. The City's assets provide crucial services to this cohort through the provision of night time and weekend sport and leisure activities in facilities including the

Loftus Community and Recreation Centre and Beatty Park Leisure Centre.

The provision of well-maintained assets such as community halls and parks is an important way for the City's diverse demographic groups to remain connected with their local communities.

KEY STATISTICS

Figure 2 Placeholder: graphic of the following stats

Within the City of Vincent we have the following assets:

Six major regional leisure and sporting facilities

- Beatty Park Leisure Centre
- Leederville Oval
- Litis Stadium
- Perth Oval (HBF Park)*
- Dorrien Gardens*
- Loftus Community and Recreation Centre

(*currently leased).

- 21 Operational and heritage buildings
- 8 community halls and pavilions
- 106.4 ha of parks and gardens including two regional public open space assets: Hyde Park and Britannia Reserve.
- 46 playgrounds
- 144kms of road,
- 260kms of shared paths
- 27 carparks
- 94 bus shelters
- 68 tennis courts
- One Bowling Club
- One Croquet Club

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- One Bocce Rink Club
- One Volleyball - Inner City Beach Centre
- Two Skate Parks
- One Administration Building , Leederville
- One City of Vincent Library and Local History Building, Leederville
- One City of Vincent Depot, Osborne Park (not in City of Vincent)

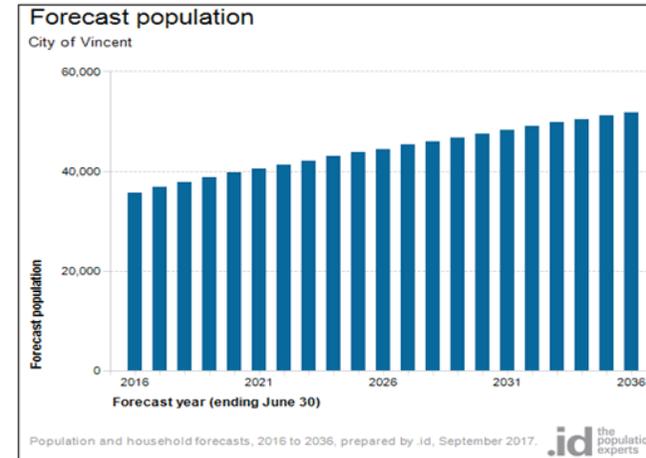
Population Forecasting

The City of Vincent’s population has steadily increased and developed into a rich melting pot of cultures, which has contributed to its unique diversity. The City is committed to ensuring that its community facilities and spaces are well known and will adapt to the needs of a growing population and changing demographic profile.

According to the ABS (2018) The Estimated Resident Population (ERP) for the City of Vincent is 36,088. The estimated population provided by *id.forecast* is 37,812 (a discrepancy of 1,724).

POPULATION GROWTH

The City’s forecast population data compiled by *id.forecast* covers the period 2016 to 2036 and was last updated in 2017. The forecast anticipates an average annual growth of 2.61% between 2016 and 2021, moderating to 1.88% to 2026, 1.65% to 2031 and 1.40% to 2036.



It is noted here that the above Forecast Population graph reflects a 2018 estimate of 37,812 provided by *id.forecast* (as per discrepancy with ERP previously noted).

DEMOGRAPHIC FORECASTING

Changes in the demographic profile will have an impact on how the City manages its assets and ensures that they are appropriately maintained and well-used. For example, a small number of the City’s historical facilities do not have female change-rooms and this needs to be addressed to reflect current community needs. Below is the *id.forecast* relating to the City’s demographic profile.

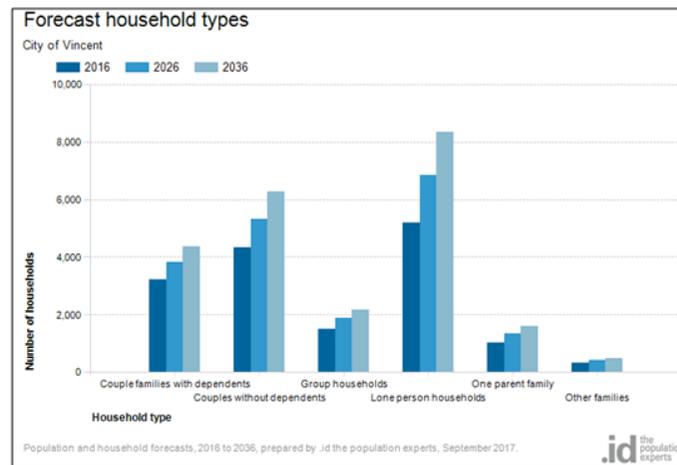
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	2016 Actual	2030 Forecast
Median Age Band	30 - 34 years	30 - 34 years
Gender – Male	51.2%	51.0%
Gender - Female	48.8%	49.0%
Average Household Size	2.23	2.21

Source: Forecast.id 2017

A forecast of households types, shows a significant increase in lone person households by 2036 (a change of +3,517) and a moderate increase in couples with dependents (+1,156) and couples without dependents as well (+1,929).



Ensuring that levels of service meet the future population growth and changing demographic profile is essential for meeting SCP deliverables and is featured in the AMSS Implementation Plan (Action Item No. 2).

Transport Network

The City aims to ensure that transport networks are well-maintained and appropriate for the needs of the community. Approximately 15% of the City's residents travel to work using active modes of transport that include walking and cycling. There are approximately 18% of residents who use public transport (buses and trains) to travel to work and about 67% are in cars.

The City of Vincent road network exists as both a regional distributor network, with a large amount of through regional traffic connecting neighbourhoods, and a local connector servicing residents, town centres and mixed-use areas. As the City is expected to grow in population (see above) the corresponding car ownership levels will place an unstable load on the road network in the long run. Ensuring the City manages its transport assets becomes a critical part of future planning for asset sustainability.

Parking demand varies considerably across the City's five town centres with Leederville generating a substantial proportion of the overall requirement for parking. However, this needs to be considered in the context of Leederville being the largest town centre.

Public parking in Vincent can be summarised as:

- More than 17,500 spaces, distributed across the LGA;
- 2,000 bays in off-street car parks;

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- 1,600 bays paid bays (1,100 off-street and 500 on-street bays);
- 6,000 unrestricted (free all-day) parking bays, located primarily in residential neighbourhood streets;
- 8,000 time-restricted bays (paid or free), located within or adjacent to Activity Centres or Corridors, or in other areas of increased demand; and
- 500 on-street spaces are subject to some form of residential permit (either as a restriction or an exemption).

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Due to the concentration of existing development in the City, there is less opportunity to create a large, communal public car park. As such, pent-up demand can spill over into the surrounding on-street parking. High-quality parking management has the ability to influence a reduction in private vehicle trip generation. Through the Accessible City Strategy 2020-2030, the City aims to create a more sustainable land-use and transport environment. This has many positive flow-on affects that will help with asset sustainability. For example, the City has an obligation to maintain the road network to an appropriate standard and endeavours to undertake regular condition assessments of the entire network and carries out regular maintenance programs.

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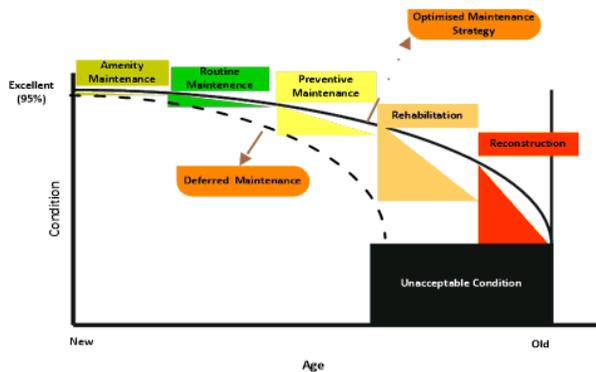
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ROAD PRESERVATION AND RENEWAL

The City has 144 kms of roads including District Distributor A Roads that carry in excess of 25,000 vehicles per day.

The District Distributor A roads in the City of Vincent, such as Loftus and London Streets, carry in excess of 25,000 vehicles per day. There are also Access Roads (residential streets) that carry fewer than 200 vehicles per day and everything in between.

As would be expected the road surface on arterial roads deteriorates faster than the low volume residential streets. The road condition data is used to determine the annual road resurfacing program.



Why do we have a resurfacing program?

It costs, on average, three times as much to reconstruct a road than it does to resurface it. The City strives to intervene at the optimum time, the point at which preventive maintenance becomes cost prohibitive and before surface failure requires reconstruction.



A recently resurfaced road
(Angove Street - District Distributor B)

By resurfacing at the optimum time the road will not have to be resurfaced for another 18/20 years for District Distributor A to 25+ years for a low volume Access Road.

An example of longitudinal reflective cracking (Coronation Street – Access Rd)



An interim crack sealing, or preventative maintenance, to extend the life of the asset (Fleet St – Access Road)



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Where are we now?

The City is the custodian of a significant number of assets including infrastructure assets (e.g. 144kms of road), buildings, furniture, plant, equipment and land. Currently, the City has responsibility for planning the maintenance, renewal, upgrade, retirement and eventual replacement of the following assets (approximate estimates as of 30 June 2020).

Category	Value (approx.)
Transport Assets (roads, paths, drainage network, car parks)	\$167M
Building Assets (Community Buildings and Facilities)	\$160M
Recreation/Parks Assets (Parks and Reserves only)	\$23M
Plant and Equipment	\$5M
Land Assets	\$128M

[LTFP 2020/21-2029/30 \(2020\)](#)

In recent years, the City has focused on delivering a range of new and upgraded facilities that have expanded and improved the public realm. However, asset renewal has not delivered on the levels required to ensure assets can be used to appropriate capacity into the future. Ensuring that the City makes up for the recent asset renewal gap has informed the key objectives of LTFP and the AMSS.

Two major capital projects have been identified as having known service performance deficiencies in the Asset Management Plan for Buildings. Addressing these deficiencies has been prioritised by the City of Vincent with detailed and targeted development plans currently underway.

Location	Major Service Deficiency
Leederville Oval	Poor condition grandstand and associated infrastructure
Beatty Park Leisure Centre	Poor condition of grandstand and associated infrastructure

Source: [City of Vincent AMP Buildings 2019](#)

Further to this, funding models and timelines of several master plans and development plans will be based on identifying priorities through:

- the projections of the LTFP;
- the detailed Asset Management Plans (Buildings and Recreation);
- the planned Asset Prioritisation Plan and the Sports and Recreation Facilities Plan; and
- Detailed cost estimates for all new substantial capital works projects.

There will also be a focus on sourcing alternative funding contributions.

The impact of the COVID-19 pandemic is also a key consideration for appropriately managing the City's assets into the long-term. The 2020/21 Annual Budget for the City of Vincent was developed on the assumption that the COVID-19 pandemic has greatly impacted on the total operating revenue for the City. Whilst the easing of restrictions has come earlier than originally

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anticipated, the speed of recovery is still uncertain and the impact on the economy will be long-lasting. In a local context, this means that, for facilities such as Beatty Park Leisure Centre, there is an expectation of a lag between operating expenditure returning to normal and revenue achieving pre COVID-19 levels.

ASSET CLASS

Asset classes usually include different but similar categories of asset. The following major asset classes discussed in the AMSS are outlined in the following table and are drawn from the three AMP asset classes (Transport, Recreation/Parks and Buildings). It is noted here that the AMP asset classes that are the focus of the AMSS, are inconsistent with some general financial reporting conducted by the City of Vincent and discussed in the LTFP. For example, the AMP includes parks within a 'Recreation' asset class. The LTFP, however, generally includes parks and reserves within its 'Infrastructure' asset class (see pg.6 of the LTFP) with the exception of its asset renewal demand and depreciation data that is based on a review of the AMPs (pg.14 of the LTFP). Ensuring consistent use of asset classes across the organisation is identified as a critical issue in the gap analysis and will be addressed as a high priority action item in the Implementation Plan.

Asset Class	Description
Transport	Roads, Paths, Bus Shelters, Bridges, Drainage, Car Parks
Recreation/Parks	Softscape, Hardscape, Structures, Furniture, Electrical & Lighting Equipment, Irrigation & Water
Buildings	Operational and Heritage Buildings, Halls and Pavilions, Ablutions and Club Rooms

Source: City of Vincent AMP Buildings 2019

The asset classes are recorded in the City's asset register and reviewed through the application of risk-based decision making. The detailed tasks required for ongoing management of these major assets are found in the three associated AMPs.

LEVELS OF SERVICE

Levels of service are a key mechanism for managing asset management demand and costs. Therefore, it is important to regularly reassess the level of service to be provided by the asset portfolio. A level of service is the defined service quality for a particular activity (i.e. road maintenance) or service area (i.e. street lighting) against which service performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental considerations, acceptability and cost (2015 IIIMM). A key element for determining customer levels of service is to understand who the stakeholders of assets are, what values they place on those assets and what they want to achieve from them. In the City of Vincent, community stakeholder's values and objectives are service-based. Therefore, the need to

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identify and consider these values is an important part of determining levels of service. The service needs and aspirations of the community are the primary drivers for good asset management, which seeks to achieve the best possible value for ratepayers and communities. Seeking community feedback on levels of service for the City of Vincent is a key part of the Implementation Plan (Action Item No.2 and No.6).

Supporting the customer service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that best achieve the desired customer outcomes and demonstrate effective performance. It is the responsibility of the City's Administration to identify customer and technical levels of service and model the quality and cost standards for each asset class and the entire asset portfolio based on these levels of service.

Along with the main demands for new services, created by a population increase and change in population demographic, the City's demand management practices will involve public consultation and measurement of current service levels. Currently, the City's funding levels are insufficient to continue to provide existing services at present levels in the medium term.

The main service consequences are:

- Loss of accessibility to properties and places;
- Inadequate capacity; and
- Assets that are not fit-for-purpose.

To mitigate these risks, the City will continue to account for how its assets are performing. Through the continuous monitoring of service levels, the City will be better positioned to address any service deficiencies that arise through the activities of its operational and rationalisation program of works.

ASSET MANAGEMENT INFORMATION SYSTEMS

Asset management information systems are a combination of process, data and software applied to provide essential outputs for effective asset management. Below are the systems the City currently uses.

System	Description
Civica (Authority)	Used to store the City's critical financial data to inform the City's asset management and associated reporting.
Intramaps	Used to record the City's locations and the condition of assets using GIS mapping capability in the system.
Excel	Used for the City's Asset Register.

As discussed in the Gap Analysis, there is a commitment to improving the use of the City's current systems which will include utilising the assessment management software available through Civica (Authority). Migrating existing infrastructure data to appropriate asset management software such as *AssetFinda* will also be explored as part of the Implementation Plan.

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What assets do we own?

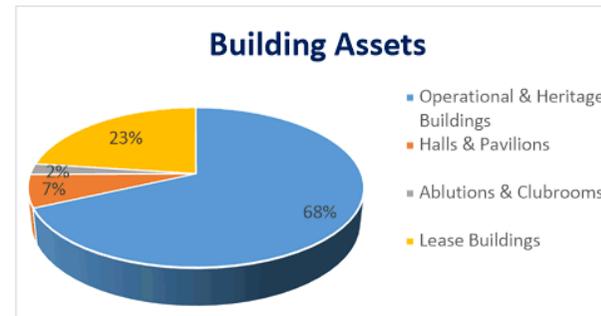
The Buildings (property infrastructure) assets are used to provide a range of services to the community and are detailed here in relation to quantity and replacement value. The following is noted:

- The AMP (Buildings) report states that ‘until the future direction of Beatty Park is decided the capital expenditure that will be required has been excluded from this iteration of the plan’ (section 1.3).
- The AMP data provided by Talis consultants was last revised in 2019. AMPs are revised regularly with the next revision scheduled for 2021.

The City’s Building, Transport and Recreation/Parks assets form the majority of the City’s asset portfolio (around 72% in costs) and are therefore the main focus of the AMSS.

Category	Quantity	Replacement Value
Operational & Heritage Buildings	21	\$103,754,200
Halls & Pavilions	10	\$10,045,200
Ablutions & Clubrooms	17	\$3,340,000
Lease Buildings	33	\$34,903,600
	Total	\$152,043,000

Source: City of Vincent AMP Buildings 2019



Source: City of Vincent AMP Buildings 2019

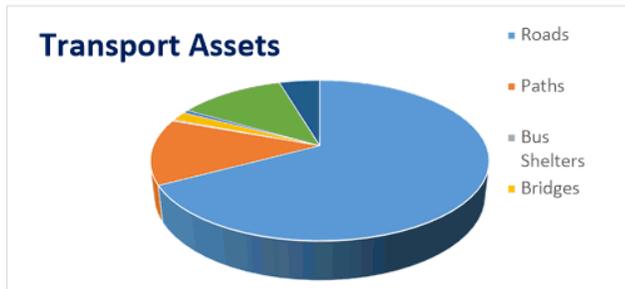
The Transport (infrastructure assets) provide important transportation services to the community and are detailed below in terms of dimensions and replacement value.

Asset Category	Dimension	Replacement Value
Roads	144km	\$152,460,432
Paths	260km	\$30,080,951
Bus Shelters	94	\$630,000
Bridges	3	\$4,207,710
Drainage Pits	2,585	\$1,423,110
Drainage Pipes	105,310m	\$27,479,548
Car Parks	27	\$10,472,800
	Total	\$226,754,551

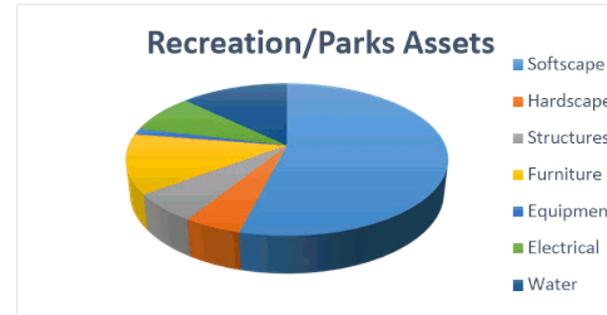
Source: City of Vincent AMP Transport 2019

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Source: City of Vincent AMP Transport 2019



Source: City of Vincent AMP Recreation 2019

The Assets covered by the Asset Management Plan (Recreation/Parks) includes:

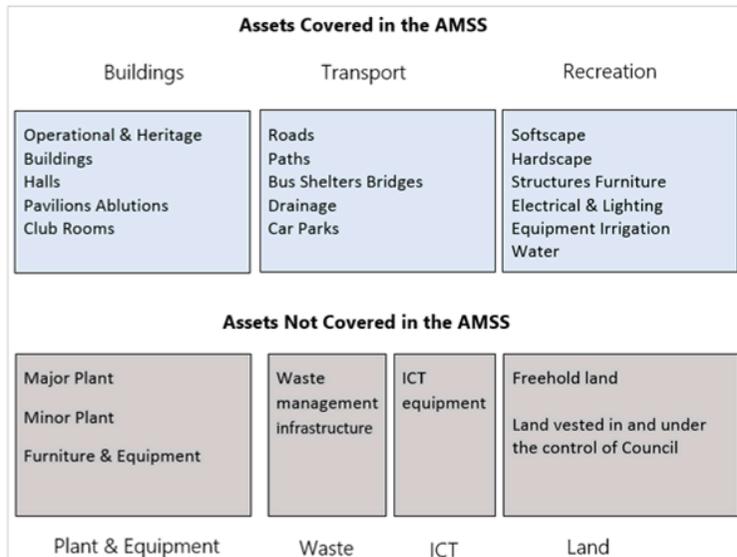
Asset Category	Replacement Value
Softscape	\$14,316,667
Hardscape	\$1,300,956
Structures	\$1,591,705
Furniture	\$3,350,251
Electrical & Lighting	\$352,197
Equipment	\$2,193,101
Irrigation & Water	\$3,427,270
Total	\$26,532,146

Source: City of Vincent AMP Recreation 2019

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Along with the three AMPs, there is also an established replacement schedule for assets in the 'Plant and Equipment' asset class.



Detailed ICT and updated Plant and Equipment asset management plans will be scheduled as part of the Implementation Plan in the AMSS, noting that the management principles for these categories differ from traditional community assets, such as buildings, roads, bridges, drainage, parks and paths.

City land assets are excluded from the AMSS. The City has an internal register of City land with sale and development potential and Council will consider the potential sale of lots on an ongoing basis. Administration is progressing with the sale of a number of these lots.

Leasing City of Vincent Assets

The City of Vincent has a number of assets that it leases. These arrangements range from longer-term leases (VenuesWest for management of HBF Park) with the organisation responsible for operational maintenance of the asset, to more standard commercial tenancies (10 year leases with 5+ leasing options). The Property Management Framework that was adopted by Council in November 2020, was implemented to ensure that City owned properties that are leased or licenced are managed in a consistent, fair and transparent manner. The Framework provides an equitable methodology for calculating lease and licence charges for Category One and Two properties. Category Three and Four properties that are large organisations, government and commercial leases and licences are by negotiation.

Recreation/Parks assets contribute greatly to the City's inner-city community. Through the POS Strategy and other initiatives, the City is prioritising the creation and enhancement of the natural environment.

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Braithwaite Park Nature Play Playground - built around the philosophy of nature based elements

The City of Vincent provides 46 playgrounds, with many being the fixed, 'off the shelf', primary coloured metal variety that were ubiquitous in local government parks in the 1990s. More recently, the City has invested in nature play areas at Braithwaite Park and Banks Reserve, which are more contemporary and challenging for a range of ages.

The City of Vincent's Public Open Space Strategy has also identified a gap in youth facilities, such as skate and active zones and more challenging play structures.

Based on population growth, changing demographics and community expectations, we will need to change our playground offering through significant capital investment over the next few years.



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How are our assets performing?

Assets need to be managed in a way that ensures they do not deteriorate to a point where they are in danger of no longer being able to provide the minimum required level of service.

Asset condition reflects the proportion of service years remaining for an asset. For example, if an asphalt footpath with a life of 25 years is considered very poor, it will have a condition rating of 5 meaning there is between 0 and 5 years of service remaining, in which time it should be considered for full replacement.

Condition Grading	Description of Condition
1	Excellent: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

Source: City of Vincent AMP Buildings 2019

The City undertakes condition rating of its key assets in order to determine their remaining useful life and to prioritise future capital works as part of its rationalisation program of works. By undertaking regular inspections, the City

is also able to understand at what rate assets are deteriorating and is then able to monitor the effectiveness of maintenance and renewal activities in reaching the expected useful life of assets. Below is an example of a simple 'condition' and 'defect' example that demonstrates the condition grading used at the City.

Figure 3 City of Vincent Internal Asset Management Presentation 2019



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Figure 4 City of Vincent Internal Asset Management Presentation 2019



A visual condition assessment of the property network was undertaken in 2016 and as such there is a moderate to high level of confidence in the condition data for the building asset class (noting here that there is no formal condition assessment regime for drainage, bridges, bus shelters or carparks). A subsequent Building Condition Audit was also conducted in 2018 (see 'Long-Term Financial Planning of our assets').

Each asset type varies in complexity and is assessed using different parameters. Some assets are more costly to replace if they are allowed to

deteriorate to a very poor state. Best practice would be to reach an ideal balance across the asset portfolio where the average overall asset deterioration is controlled and an asset average condition profile is maintained that prevents the profile from moving from a fair condition (3 condition grading) to poor condition (4 condition grading).

Poor condition is not the only factor that will require an asset to be replaced.

Other factors include:

- Whether an asset is fit-for-purpose;
- An asset does not meet minimum standards;
- Poor condition of surrounding and associated assets;
- Standards may also change; or
- Standards are introduced where no standard previously existed (e.g. changes to compliance and the Disability Discrimination Act 1992).

Detailed confidence grading informs the AMPs.

What are we spending on our key asset classes?

Understanding the historical data on the City's three major asset classes and the estimated funding over a ten year period (2019/20-2028/29) is an important part of identifying if the City is spending enough on key assets. This is particularly important because it enables an identification of where any spending deficiencies are concentrated. For example, the following data is drawn from the AMPs (2019) and demonstrates a significant funding

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shortfall per year of what is required to maintain the City's recreation assets to current conditions (see below).

Transport Asset Class

Based upon historical data the estimated 10 year funding (2019/20 – 2028/29) for the City's Transport asset class is \$54,554,236 or \$5,455,424 per year which is 66% of the cost to provide the service.

This is a funding shortfall of \$2,765,062 (on average) per year of what is required to maintain the assets to current condition.

Recreation/Parks Asset Class

Based upon historical data the estimated 10 year funding (2019/20 – 2028/29) is \$50,000,587 or \$5,000,059 per year which is 66% of the cost to provide the service. This is a funding shortfall of \$1,679,038 (on average) per year of what is required to maintain the assets to current conditions.

Buildings Asset Class

Based upon historical data the estimated 10 year funding (2019/20 – 2028/29) is \$114,149,884 or \$11,414,988 per year which is 84% of the cost to provide the service. This is a funding shortfall of \$2,244,248 (on average) per year of what is required to maintain the assets to current condition.

The above analysis demonstrates a total shortfall across the three asset classes as \$6,688,348 per year of what is required to maintain the assets to current conditions.

In addition to the above funding shortfalls for the City's building asset classes are major critical assets that have yet been fully funded to ensure renewal in the long-term. As noted above, they include Leederville Oval and Beatty Park Leisure Centre grandstand.

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Beatty Park Leisure Centre Grandstand

This highly-valued asset is in need of significant additional investment to keep it maintained for future generations.

Owned by the State of Western Australia and vested in the City of Vincent, the site has become an icon as one of the most popular and identifiable aquatic facilities in WA. Nearly 1 million people visit the centre each year.

Beatty Park has, over time, been upgraded and expanded to suit modern requirements. Certain parts of the facility, such as the heritage-listed grandstand, has been retained and represent a significant risk to the City. We also have large maintenance projects underway, beginning with \$2.9 million in 2020/21 for major renewal to the indoor swimming pool, change room facilities and upgrading electrical and filtration systems.

Significant further investment is needed for the 1962 grandstand. The project will cost between \$8 to \$12m to retain and safeguard the structure of the grandstand for the next 25 years. This investment is currently beyond our means and not contained within the City's LTFP. We will need support, additional funding contributions or a creative solution to progress any significant work to the grandstand.



Beatty Park Leisure Centre c.1962

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

The need for change

In accordance with its terms of reference, the City's Audit Committee's responsibilities include reviewing reports of internal audits and monitoring the implementation of recommendations for managing risk. In June 2020, the Audit Committee noted a negative trend in the City's asset sustainability ratio over several years which represents significant risk for the City. Addressing this risk is aimed at finding a balance between the replacement of existing assets with expectations for improvements to asset based services. If there is a reduction in the funding allocated to asset renewal it can lead to a renewal gap. The gap is demonstrated through the negative trend in the City's asset sustainability that also includes the asset consumption and renewal funding ratio.

The asset sustainability ratio indicates whether a local government is renewing or replacing existing nonfinancial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal and replacement of assets relative to the rate of depreciation for the same period. The following table, drawn from the LTFP and based on a review of the AMPs, demonstrates the annual estimated cost (2019/20) to meet the renewal demand compared to the current depreciation applied for each asset category held by the City.

Asset Class	Renewal Demand	Depreciation
Transport	\$4,446,443	\$4,777,000
Recreation/Parks	\$1,316,394	\$915,000
Buildings (Property)	\$3,929,360	\$4,131,000
Total	\$9,692,197	\$9,823,000

LTFP 2020/21-2029/30 (2020)

Sustainability is demonstrated if the ratio is in or around 100% depending on the overall condition of assets. As shown below, there has been a significant shortfall in the City's KFI's.

Key Financial Indicators	2018/19	2017/18	2016/17
Asset Sustainability Ratio	0.33	0.43	0.51
Asset Consumption Ratio	0.68	0.69	0.64
Asset Renewal Funding Ratio	0.83	0.81	N/A

City of Vincent (September 2020)

The asset sustainability ratio for the City for the last three years has reflected a decline in comparative funding. An asset renewal gap over successive years can translate into a deterioration of the asset, resulting in increased costs in the future. Renewal expenditure, on the other hand, usually results in a reduction in maintenance costs in the longer term since it is replacing the older, more maintenance intensive asset with a more efficient one. Renewal of assets is vital to ensure continuity of existing services that rely upon assets for their delivery.

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Given these considerations, there will be a prioritisation of **Renew over New** with proposals for new discretionary capital projects will require the preparation of a detailed cost estimates for all new substantial capital works projects that includes lifecycle costing before the project is considered for endorsement and inclusion in future revisions of the LTFP.

This will ensure that a financially sustainable approach is being maintained to the renewal and expansion of the City's assets to meet the ongoing needs of the community.

TARGETS

The ratio standards set by the Department of Local Government, Sports and Cultural Industries (DLGSCI) are to ensure that local governments meet minimum standards of asset management. It is noted here that there is no single indicator that demonstrates a local government's financial sustainability nor does it necessarily mean that it is fatal if a particular local government falls below the DLGSCI's 'preferred' benchmark for that particular indicator in a single year. The City will measure and report asset management sustainability annually in accordance with the IPRF and Regulation 50 of the Local Government (Financial Management) Regulations 1996. The following targets are drawn from the LTFP (2020).

The Asset Consumption Ratio for depreciable assets is outlined below:

Depreciated Replacement Cost/ Current Replacement Cost. This ratio seeks to highlight the aged condition of a local government's stock of physical assets. It measures the rate at which depreciable assets have been consumed by comparing their written down value to their replacement cost. The City has committed to achieve the following target for the asset consumption ratio which is identified as key performance indicator.

1. **Asset consumption ratio** (ACR): The City will aim to responsibly maintain, renew/replace assets in accordance with the Asset Management Strategy and target an ACR between 0.5 and 0.7.

Projected ratios for the Asset Consumption Ratio range is between 72% and 66% for the period of 2020-2030. The City exceeds the benchmark in all years covered here although the trend is downwards. It is also noted that the ratio covers all asset categories and it is likely that individual categories, such as Buildings would reflect a lower ratio.

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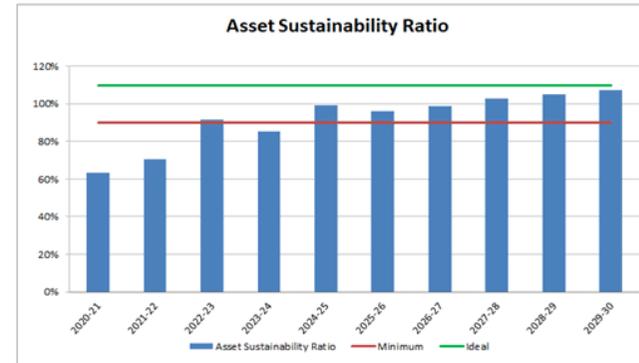
LTFP 2020/21-2029/30 (2020)

The *Asset Sustainability Ratio* indicates whether the City's assets are being replaced or renewed at the same rate that the overall asset stock is wearing out. The City has committed to achieve the following target for the asset sustainability ratio which is identified as key performance indicator.

2. **Asset sustainability ratio (ASR):** This ratio indicates whether existing assets are being renewed or replaced at the same rate that its overall stock of assets is wearing out. The City will aim to renew its assets at appropriate times, at the same rate it is depreciating and target an ASR between 0.9 and 1.1.

Projected ratios for the Asset Sustainability Ratio range is between a low of 63% and a high of 107% for 2020-2030.

Asset Management & Sustainability Strategy 2020-2030



LTFP 2020/21-2029/30 (2020)

The *Asset Renewal Ratio* is a measure of the ability of a local government to fund its projected asset renewal / replacements as required. The City has committed to achieve the following target for the asset renewal ratio which is identified as key performance indicator.

3. **Asset renewal ratio (ARR):** This ratio indicates the ability of the City to fund its projected asset renewals in the future. The City will aim to develop a Long Term Financial Plan that is supported by the AMSS to determine this ratio and target an ARR between 0.95 and 1.05 (Action Item No. 1).

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Asset Management & Sustainability Strategy 2020-2030

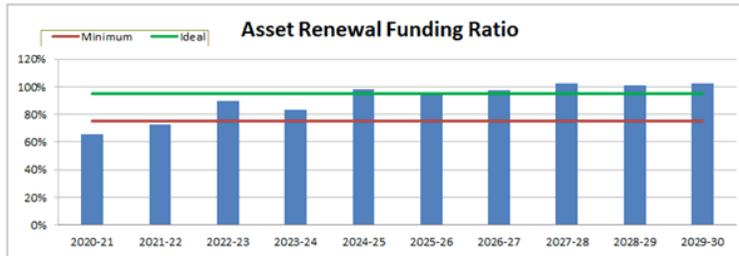


Figure 5 LTFP 2020/21-2029/30 (2020)

The results of the calculation of each of the key financial indicators and detail of the industry benchmarks is provided in the Table below. This approach to renewal expenditure aims to close the asset renewal gap.

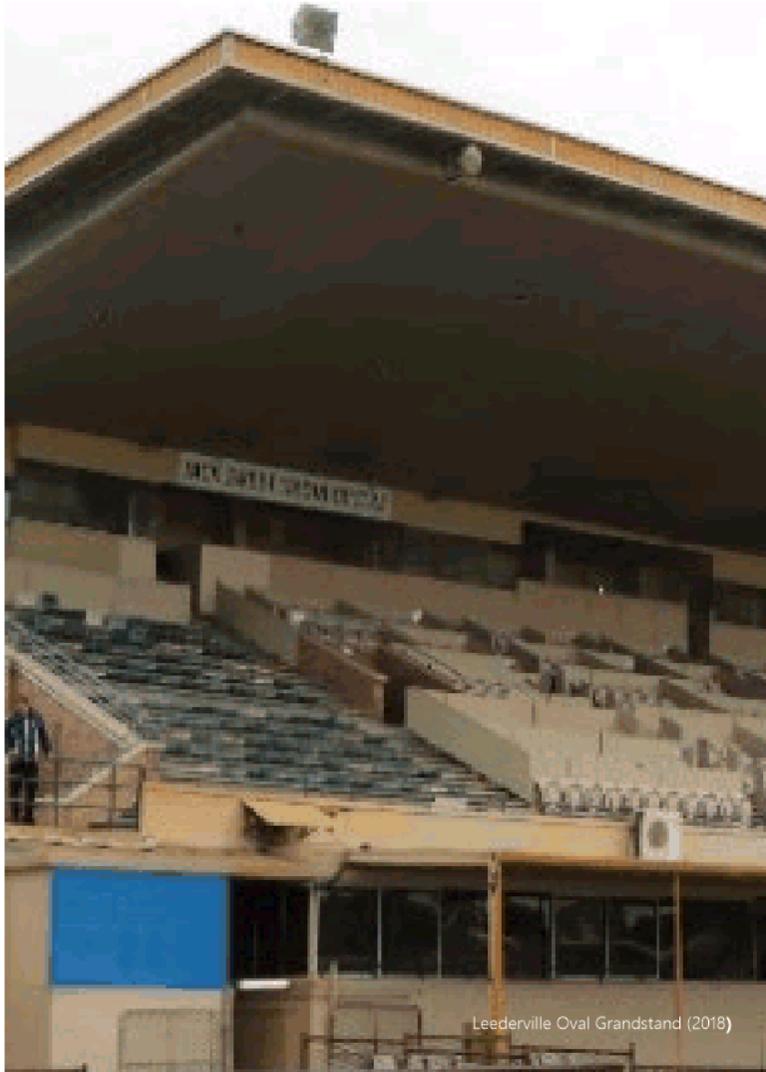
Key Financial Indicator	20/21	21/22	22/23	23/24	24/25	29/30
Asset Consumption Ratio	●	●	●	●	●	●
Benchmark > 50%	71.9%	71.1%	70.3%	69.5%	68.8%	65.9%
Asset Renewal Funding Ratio	●	●	●	●	●	●
Benchmark > 75%	65.5%	72.6%	89.5%	83.5%	97.9%	102.6%
Asset Sustainability Ratio	●	●	●	●	●	●
Benchmark > 90%	63.2%	70.5%	91.5%	85.4%	99.1%	107.2%

Figure 6 source (Abbreviated version of Table in LTFP 2020/21-2029/30 (2020))

As the City progresses towards achieving its asset sustainability targets, there remains the challenge of addressing critical renewal funding requirements for identified major assets like Leederville Oval grandstand. To date, this long-lived asset has not been fully funded in the City's long-term financial planning.

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Asset Management & Sustainability Strategy 2020-2030



Leederville Oval Grandstand (2018)

*The facilities at **Leederville Oval** are dated and ageing and not keeping pace with community expectations*

Leederville Oval is owned by the State of WA and vested in the City of Vincent through a Management Order. The City of Vincent is working with the two East Perth and Subiaco Football clubs, the WA Football Commission and the community to commence a master planning project for Leederville Oval. The master plan will explore development opportunities for the oval and the facility's outstanding works that impose significant costs.

The Master Plan takes into consideration the upgrade, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use.

The Master Plan aims to ensure that there is the provision of a good quality facility that is fit-for-purpose with additional and/or improved facilities and infrastructure. Capabilities as a multi-use community asset (that increases community access and utilisation) within the Leederville town centre. The Master Plan will explore:

- Current and future requirements of the WA Football Commission, East Perth Football Club and Subiaco Football Club;
- Facility management options; and
- Capital funding model options.

The estimated costs for the Leederville Oval Precinct development includes \$12-13m as a short-term development option. The Master Plan also considers more substantial development options linked to precinct-wide opportunities. These figures are not contained in the City's LTFP.

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LONG-TERM FINANCIAL PLANNING FOR OUR ASSETS

The primary consideration of the AMSS is to ensure that the City plans for long-term asset sustainability. This requires understanding what funds the City has available both for managing current assets and for the financial planning of future assets. The City will continue to follow the asset rationalisation program of works and prioritise the development of more overarching assessment of assets through an Asset Prioritisation Plan. The City will be in a better position to manage risks within available funding by:

- Prioritising renewal projects above new, expansion or upgrade projects;
- When new, expansion and upgrade projects are planned, lifecycle costs will be considered and provided for;
- Exploring additional funding opportunities, including the community's willingness to pay more;
- Reducing the number of assets and/or the levels of service provided, if funding cannot be secured;
- Insuring against risk and potential third party claims;
- Monitoring asset conditions and taking appropriate actions to minimise risks;
- Monitoring organisational asset management performance and identifying challenges and proactively implementing 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
- Reviewing the City's current methodologies and practices for providing services to improve efficiencies.

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It is noted that although renew over new will be a guiding principle for asset sustainability, there may be circumstances where this is not appropriate. For example, replacement of costly, aged assets that are not fit-for-purpose with a new asset may bring improved service delivery and associated cost benefits. This will be one of the considerations in the Asset Prioritisation Plan (see 'Rationalisation for Asset Sustainability' for more information).

What funds do we have?

The LTFP is the high-level strategic document that helps align the community's aspirations, strategic intent and organisational capacity. The LTFP projects the City's financial position over a ten-year time period using a series of realistic, conservative financial assumptions.

The financial modelling provides the City with informed information to assess its capacity to maintain overall financial sustainability into the long-term and, most importantly, ensure that the City has in place the necessary funding arrangements to support proposed capital replacement programs (asset sustainability) and new capital projects.

Overall, the LTFP provides a relatively positive forecast, including substantial improvement to the City's asset renewal activities (see Targets). However, the recent economic disruption as a result of the COVID-19 pandemic has had a significant and lasting impact, adding to the funding challenges of the City.

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The LTFP has earmarked:

- 73% of the capital works program for 20/21 for renewal projects;
- 14% for new projects; and
- 13% for upgrades.

The Base version detailed in the LTFP provides a prudent approach in this uncertain economic climate, however a number of scenarios have been included for comparative purposes. The Base position will achieve improvements but it does not deliver the level of resilience and financial capacity that will be required in the longer term. This reinforces the importance of the annual reviews of the LTFP and the AMSS which will be linked to those financial considerations.

In developing the LTFP it is recognised that Beatty Park Leisure Centre (Grandstand) and the Public Open Space Strategy (POS) – Implementation (which includes Leederville Oval grandstand) are expected to occur within the life of the LTFP, but have yet to be assigned timelines or funding models. Preliminary costings to deliver the POS Strategy have been prepared and estimate the planning and implementation of the 32 key actions listed in the POS Strategy to be in the order of \$37.6 million. There are also other asset-related projects outside of the POS Strategy that have not been assigned timelines or funding models. There is already a degree of endorsement for some key projects and programs but final endorsement should be subject to the provision of detailed cost estimates.

GROWTH IN RATEABLE PROPERTIES

The annual increase in the number of rateable properties is an important consideration, as the majority of these additional properties are residential dwellings,

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with a direct link to population. Statistically, the average household size in the City of Vincent is 2.23, which is projected to decline slightly over time as the percentage of ‘lone person households’ increases proportionately from 33% to 36% by 2036. The 10-year projection for rateable properties in outlined in the table below.

Rateable Properties		
Base (1/07/2019)	1 July 2020	30 June 2030
18,879	19,013	22,231

LTFP 2020/21-2029/30 (2020)

Are we spending enough?

The LTFP delivers a plan to address the asset renewal gap that prioritises the renewal of assets and achieves a significant improvement in the Asset Sustainability Ratio. The LTFP also provides modelling on a projected base position and additional scenarios for consideration (2020). The base position is the starting point and this version assumes that the impact of COVID-19 restrictions, particularly as it translates to revenue in parking and leisure activities, will extend beyond Year 1, stepping to full recovery over a three year period. Coupled with a freeze on Rates in Year 1 and the consequential compound effect over the life of the LTFP, this has required tight controls over operating expenditure particularly in Year 1, with a progressive, but constrained recovery over the life of the LTFP. In view of the significant challenge in achieving long-term financial sustainability, the Base position is supported in the LTFP as a short-term approach and further consideration of alternative scenarios is proposed.

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The LTFP also builds on the base position by providing financial modelling to factor in a large range of improvements provided in the City's master plans and development plans. This alternative financial scenario includes the Public Open Space Strategy implementation and the structural condition report on the Beatty Park Leisure Centre. Whilst these works would deliver significant improvements, funding this extensive range of works would require a combination of rate increases together with additional reserve and loan funding. This alternative Scenario is not recommended in the LTFP at this stage, 'as an effective Asset Management Strategy is considered critical prior to committing to that scale of works' (2020 pg.25).

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The AMSS has put together key action items to consider long-term financial scenarios that address funding for development plans and master plans (Action Item 1). This will enable the City to move towards more sustainable asset management.

As noted in the LTFP, there is also the opportunity for the City to investigate other funding sources, whether it be City-owned land sales or sourcing additional funding contributions. For example, linking the redevelopment of Banks Reserve to the adjoining East Perth Powerstation Redevelopment Precinct.

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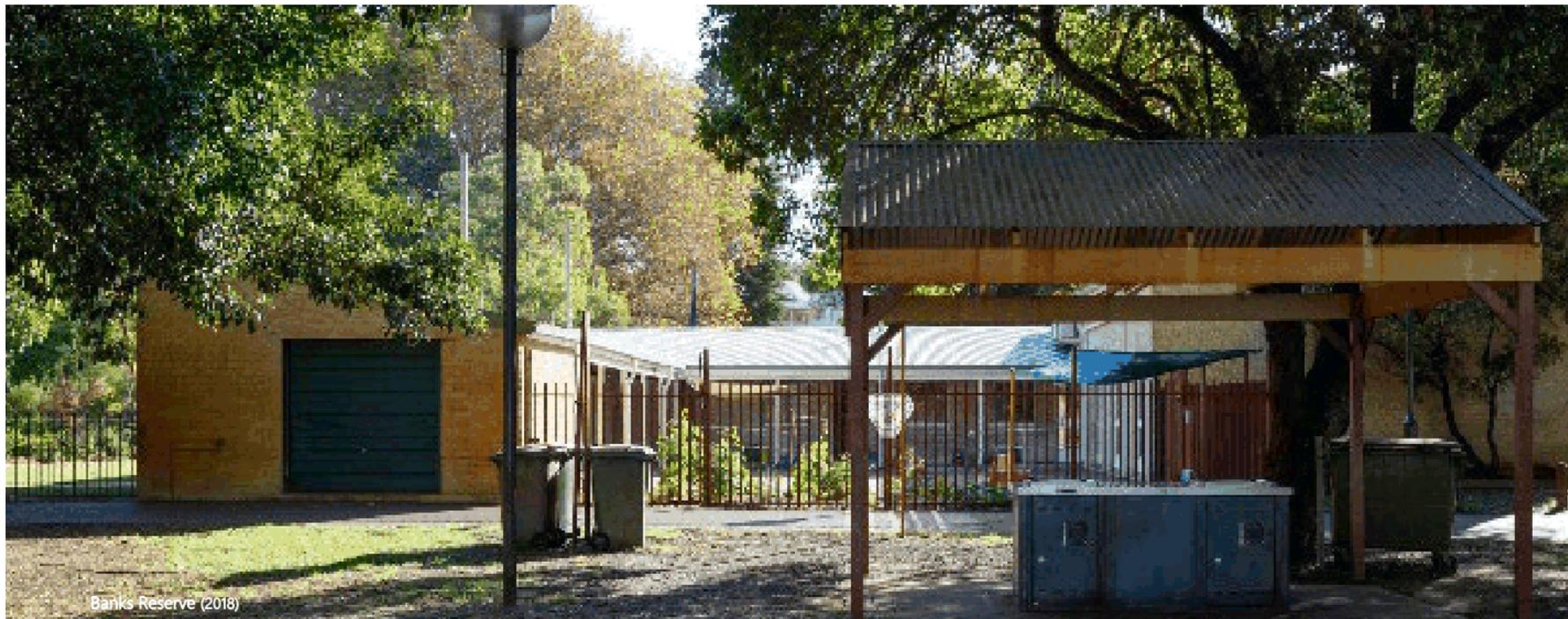
Banks Reserve - the pavilion is ageing, does not take advantage of the riverfront location, has limited use and provides limited activation opportunities.

The facility is not fit-for-purpose, it is not tenanted and is infrequently used. It would take significant investment to bring it up to a modern standard.

During the **Banks Reserve Master Plan** community consultation, residents highlighted that the Pavilion is unsuitable for many activities due to its location, design and dated infrastructure. Feedback identified the need for an improved, shared community space that takes full advantage of the prime river front.

The Master Plan aims to improve the amenity of the foreshore area, reduce ongoing lifecycle costs and explore potential redevelopment opportunities.

The Banks Reserve Master Plan proposes the demolition of Banks Reserve Pavilion to create an open plaza area that will increase activation and promote greater use. Demolition of the pavilion would allow for a greater focus on enhancing well-used and in demand facilities to a standard that the community is proud to use.



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Asset Management & Sustainability Strategy 2020-2030

Rationalisation for asset sustainability

The Asset Management Strategy 2010-2020 identified an action item to undertake a City of Vincent-owned building conditions audit. On 8 May 2018, the audit was presented to Council and it was noted that the City of Vincent had 81 structures (excluding minor parks structures such as shade sails and gazebos) and over 57 sites in its building portfolio which imposed a significant and on-going maintenance cost to the City. The audit also identified some buildings as underutilised by the community. The City of Vincent Buildings Information Table that detailed the outcomes of the audit included:

- an overview of the City's buildings;
- their purpose;
- their utilisation rates;
- a general description of condition;
- information on the associated cost of each building (both capital and operational); and
- a comment on Community Needs Assessment.

The AMP (Buildings) was updated to incorporate this data in 2019. The information provided in the audit, and the updated AMPs, has provided guidance on a rationalisation program for the City's building assets. This program of works is also accounted for in the City's operational Capital Works Program and includes activities such as the 'community halls renewal and rationalisation program' (2020). The assets team regularly reviews the

condition of the main component groups to further identify which assets are in poor condition and nearing end of life. For example, the table below demonstrates how the audit, along with the implementation of the rationalisation program, has led to the appropriate disposal of some poor performing (Grade 4-5) assets.

Abbreviated data from Building Conditions Audit 2018

Facility Name	Asset Maintenance Costs (annualised)	Community Need Assessment	Current Asset Condition	Asset Options Retain/Renew Redevelop/Dispose
Beatty Park Pavilion	\$2,500	Underutilised Community Building	Poor Condition \$45K in 'draft' 18/19 OPEX to demolish.	Dispose <i>Demolished 2019</i>
Birdwood Square - Ablutions & Change Rooms	\$1,500	Public Open Space Amenity	Poor Condition \$45K in 'draft' 19/20 OPEX to demolish.	Dispose <i>Demolished 2019</i>
Litis Stadium - Ablutions (x3)	N/A	Litis Stadium Master Plan	Average - Poor Condition. 1 x demolish 18/19, 2 x	Dispose <i>Demolished 2019</i>

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WHAT DO WE MEAN BY NOT FIT-FOR-PURPOSE?

Condition

- Multiple aging components in building.
- Low aesthetic appeal.
- Structural components such as brick walls and concrete foundation are still sound.
- Functional components such as toilets and taps are able to be replaced.



Level of Service

- Located next to a premium Recreation asset.
- Small structure possibly incapable of meeting demand.
- Medium to High public focus.
- This building is representative of the services provided by the Council and the City.

RENEW OVER NEW

As part of the public toilet renewal program, the tired and worn out asset has now been renewed while keeping the existing heritage structure.



This ensures a cost-effective approach to managing our assets.

The toilet block now includes unisex accessible toilets, LED lighting and contemporary fixtures and fittings that also ensure accessibility for a person who uses a wheelchair. The privacy walls have also been removed to improve accessibility and reduce the potential for vandalism.

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The rationalisation program of works has also been informed by the technical expertise of the City's Administration. Assessments carried out by the technical team involved with asset management has taken the buildings condition audit into account along with following considerations:

- Compliance matters (including asbestos issues);
- Usage (if the assets is fit-for-purpose);
- Degree and frequency of vandalism;
- Amenity; and
- Other matters (e.g. sewage or drainage concerns).

The buildings condition audit has also referred to relevant project master plans and development plans as part of its assessment.

Facility Name	Community Need Assessment	Current Asset Condition	Asset Options Retain/ Renew Redevelop/ Dispose
Banks Reserve - Ablutions	Banks Reserve Master Plan	Poor condition, proposed to replace with Modus type stand alone.	Demolish / Redevelop
Leederville Oval - Ablutions	Leederville Oval Master Plan	Average condition. Future new fit out required if retained	Demolish / Redevelop
North Perth Tennis Club Bowling & Recreation	Tennis West Strategic Facilities Plan Woodville Reserve Master Plan	Reasonable condition.	Demolish / redevelop

Formalising this approach as part of an Asset Prioritisation Plan will include the identification of key asset classes and holdings with a high level assessment of aged condition of these assets (Action Item No.2).

The rationalisation program of works will also be linked to the Sports and Recreation Facilities Plan currently underway (recommended in the POS Strategy). The Plan will deliver a strategic direction for the City that will better accommodate sporting club growth, recognise the valuable contribution Clubs leasing buildings make to maintenance of the assets they use and improve community accessibility to public open space. The plan will ensure the City can sustainably and responsibly manage the City's sport and recreation assets through the provision of a Facility Rationalisation Plan that caters for clubs future growth and identifies assets which are no longer required. This will be considered a component of the overarching Asset Prioritisation Plan identified as a key priority in the AMSS Implementation Plan. The Asset Prioritisation Plan will address a range of service delivery considerations to form an overarching City-wide analysis and asset hierarchy. The hierarchy will be informed by a matrix of asset performance measurements that includes:

- assets with high-community benefit;
- asset utilisation;
- fit-for-purpose considerations;

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- opportunities to source alternative funding opportunities; and
- future asset demand that takes into account demographics and trend analyses.

These considerations will also align with the City's Property Management Framework (2020). The objective of this framework is to meet growing community needs by ensuring that City-owned and managed properties are prioritised for use where occupancy arrangements include co-location, shared-use and highest community utilisation.

Once the Asset Prioritisation Plan is completed it will inform decision-making on the renewal, upgrade, procurement and maintenance of the City's three key asset classes.

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

In order to achieve best practice in managing the City's assets there must be ongoing, good governance and management arrangements. The ongoing management of the City's assets involves the following key stakeholders.

Council

The role and responsibility of council is as follows:

- represent the needs of the community and act as stewards for key assets;
- set the corporate Asset Management policy and vision;

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- allocate resources to meet the organisation's objectives in providing services while managing risks;
- ensure the organisation is financially sustainable; and
- promote and raise awareness of asset management to the community.

Chief Executive Officer

The role and responsibility of the CEO is as follows:

- overall responsibility for developing the AMSS;
- reporting on the status of assessment management within the organisation;
- implement the AMSS within agreed resources;
- monitor and review performance of staff in achieving the objectives of the AMSS; and
- promote and raise awareness of asset management to the Council, staff, users and community.

City of Vincent Administration

Administration staff involved in asset management:

- guides, directs and facilitates asset management plan development;
- provides required information for Council to achieve core competency in asset management;
- delivers levels of services to agreed risk and cost standards and report to Council on service delivery versus service level standard; and
- develops and implements operational plans for maintenance, refurbishment and capital works programs.

All staff must ensure best practice in regards to asset management by implementing the City's relevant policies, decision and local laws and ensure appropriate management of City assets.

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Asset Management & Sustainability Strategy 2020-2030

Asset Management and Sustainability Sub-Committee

The Implementation Plan for the AMSS (Action item No.5) Administration will establish a sub-committee that will provide oversight on critical asset management issues. The Asset Management and Sustainability Sub-Committee will help guide the development and implementation of the AMSS, providing guidance on the delivery of services while ensuring asset sustainability principles are used in all relevant projects. Membership of the AMS Sub-Committee will include executive staff and asset and finance staff as well as staff involved in leisure planning projects and other key master plans to ensure a cross-functional asset management group.

GAP ANALYSIS

In order to prepare detailed AMPs for the major asset classes, the City will continually improve the quality of data that informs asset management decision-making. Currently the asset register is a series of excel spreadsheets that have limited functionality for the purposes of asset management. The City will explore alternatives such as the asset management software available in Civica (Authority) that is not currently used. This software will also allow more consistent use of asset class categories across the organisation and improved financial reporting on assets to include total replacement cost

of assets, written down value of assets that can then inform remaining useful life calculations.

The City will also explore opportunities to retain an additional asset management software such as the *AssetFinda* system used by other local governments in WA (Action Item No.4).

As current assessments have indicated a 'renewal gap' (see above) the consolidation of this information will provide Council and the Asset Management and Sustainability Sub-Committee more reliable and robust data that will provide them more certainty in:

- planning for the long-term asset sustainability; and
- making recommendations to Council on additional funding requirements for proposed master plans and development plans.

These results will also form the basis of annual budget reviews and establishes maintenance, operational, renewal and upgrade costs as well as lifecycle costs for new assets.

The SCP provides guidance on community values of assets. The last City of Vincent community perceptions survey that specifically sought feedback on the service levels and performance of the asset portfolio was completed in 2012. It is critical that the City continues to prioritise engagement with the community on service levels and asset performance not just through the SCP, but through other means. The Implementation Plan will address this

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through the establishment of a community focus group workshop to discuss asset management issues and ensure that customer levels of service and participatory asset discussions are key principles of asset management going forward (Action Item No.6).

The AMPs will also undertake key actions in accordance with the infrastructure risk management customer levels of service measures used in the asset management plan which are:

1. Quality: How good is the service ... What is the condition or quality of the service?
2. Quantity: Function is it suitable for its intended purpose Is it the right service?
3. Capacity/Use Is the service over or under used ... Do we need more or less of these assets?

CONTINUOUS IMPROVEMENT OF SKILLS AND PROCESSES

The City of Vincent will adopt a continuous improvement approach that establishes and nurtures a 'whole-of-organisation' culture focused on best practice in asset management. To achieve this, the City will educate its staff to have greater awareness and application of asset management principles.

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For example, the City will prioritise the development of skills across the organisation to ensure that staff use GIS to locate assets as required and provide regular updates on their aged condition and status. Along with a general best practice approach, the commitment to improvement of skills and processes will involve educating staff on the current status of the City's assets and the need to think about long-term asset sustainability. There will also be the provision of training appropriate staff in key asset management topics such as condition assessments, valuation of assets and accounting treatment (Action Item No.4).

The aims of the AMSS will also be linked to subsequent reviews of the Workforce Plan 2020-2021 to ensure that the employment of relevant staff (asset management and GIS) is considered a priority need within the Infrastructure and Environment Directorate.

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IMPLEMENTATION PLAN

The Implementation Plan provides key overarching action items for achieving the key objectives of the AMSS. The action items are based on a review of the Asset Management Strategy 2010-2020 with an identification of action items achieved in that Strategy and those that have not been completed or are part of ongoing asset management activities.

REVIEW AND IMPLEMENTATION OF THE AMSS

Reporting is important for the City to be able to measure and monitor progress of the projects and action items identified in the AMSS. Firstly, through the AMS Sub-Committee, there will be quarterly reporting on the action items of the AMSS. This will ensure that long-term planning will be considered along with a detailed cost estimates and timelines including lifecycle costs that will now be required for all new substantial capital works projects (as recommended in the LTFP). This will be decided upon as the City moves towards progressing with its development and master plans (including the Beatty Park Master Plan 2062). Secondly, the City will use the AMSS to feed into annual budget reviews and ensure that lifecycle costings for the master plans and development plans are factored into the LTFP reviews.

It is important to note that the AMSS will likely not remain static. As it is reviewed, new information (for example, the completed Asset Prioritisation Plan) will be included that may modify previously accepted positions. As the City continues to deliver and refine the opportunities identified in the AMSS, it will maintain an open and transparent dialogue with the community.

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ACTION ITEMS

The purpose, vision and objectives of the AMSS will be achieved through the implementation of the following short (1 – 3 years), medium (4 – 7 years) and long term (8 years +) and ongoing (Ong) key deliverables.

No.	Action – what we'll do	Deliverable – how we'll do it	Timing				Priority	Funding Allocation
			Short	Med	Long	Ong		
1	Consider and then implement long-term funding scenarios that will close the asset renewal gap and plan for relevant projects that have detailed cost estimates and timelines	Improve the City's Asset Sustainability Ratio restored to a minimum 90% position by 2022/23	●				High	As per LTFP (Base Position)
		Improve the City's Asset Sustainability Ratio restored to a minimum 100% position for the life of the AMSS			●		High	As per LTFP (Base Position)
		Consider base position and other long-term financial scenarios and determine preferred option for future planning	●				High	Operational
		Consider additional costings for relevant projects listed within the City's CBP that have provided lifecycle costs as part of its detailed cost estimates and timelines. Make informed implementation decisions that link to LTFP projections	●	●			High	Operational
		Report on renewal ratio for key assets and provide targeted financial details that will inform annual budget reviews				●	Medium	Operational

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No.	Action – what we'll do	Deliverable – how we'll do it	Timing				Priority	Funding Allocation
			Short	Med	Long	Ong		
2	Review key asset classes to allocate levels of service (both current and future usage) to provide a framework for asset sustainability and rationalisation going forward	Develop an Asset Prioritisation Plan for Building, Transport and Recreation/Parks that is informed by: <ul style="list-style-type: none"> • Building conditions audit (2018) • Current rationalisation program of works (informed by building conditions audit and condition grading assessments) • Active Reserve Strategic Club Allocation & Facility Rationalisation Plan (feeds into Sports and Recreation Facilities Plan that is in development) • AMPs for Building, Transport and Recreation/Parks 	●				High	\$80,000
		Review, classify and allocate levels of service to all City buildings for current and future usage of assets that incorporates population forecasts and demographic changes and align with SCP priorities (feeds into AMPs)	●	●			Medium	\$40,000
3	Review and update Asset Management Framework that supports asset sustainability management principles	Provide detailed cost estimates and timelines including lifecycle cost template in project management framework to be used for all new substantial capital works projects (also informed by recommendations of Asset Prioritisation Plan when completed)				●	High	Operational
		Revise current AMPs as part of three year cycle (2021/24/27/30)				●	High	Operational
		Review Asset Management Policy 2009		●			Medium	Operational
		Completion of Asset Management Plan (Plant and Equipment)		●			Medium	\$15,000
		Completion of Asset Management Plan (Information Communication Technology)		●			Medium	\$5,000
		Plan, allocate resources and deliver upgrades to meet disability access improvements, risk management and compliance and legislative requirements				●	High	Operational

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

No.	Action – what we'll do	Deliverable – how we'll do it	Timing				Priority	Funding Allocation
			Short	Med	Long	Ong		
4	Work towards best practice in asset management through continuous improvement in asset management processes, capability and maturity	Skill development of staff using GIS to map asset locations appropriately				●	Medium-High	\$5,000
		Explore <i>Assetfinda</i> and <i>Civica</i> (Authority) asset management software to replace current asset data storage	●	●			High	Operational
		Adopt software that improves consistency in asset class use across the organisation	●	●			High	\$40,000
5	Provide support and oversight on critical asset management issues and ensure ongoing monitoring of Implementation Plan	Establishment of AMS sub-committee to oversee implementation of current and proposed relevant development plans and master plans				●	High	Operational
6	Enhance current demand management practices through public consultation and associated measurement of current community service levels	Ensure participatory asset discussions by undertaking a community focus group workshop to understand community value of assets and compare with current service level measurements	●				High	\$2,000

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

No.	Action – what we'll do	Deliverable – how we'll do it	Timing				Priority	Funding Allocation
			Short	Med	Long	Ong		
7	Advocate for support for asset sustainability through the promotion of City assets and the development potential of underutilised public open spaces	Advocate to State and Federal Government for support to renew the City's regional facilities				●	Medium	Operational
		Pursue partnership opportunities with appropriate funding bodies				●	Medium	Operational

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

GLOSSARY & ACRONYMS

AMPs – Asset Management Plans (Buildings, Transport, Recreation/Parks)

AMSS – Asset Management and Sustainability Strategy 2020-2030

CBP – City of Vincent Corporate Business Plan

DLGSCI – Department of Local Government, Sport and Cultural Industries

IIIMM - International Infrastructure Management Manual

LTFP- Long Term Financial Plan

POS Strategy – Public Open Space Strategy

SCP – City of Vincent Strategic Community Plan

Asset

A physical component of a facility which has value, enables a service to be provided and has an economic life of greater than 12 months.

Asset Class

Groupings of assets of similar nature and use in a local government's operations.

Asset Consumption

The average proportion of "as new condition" left in an asset.

Asset Disposal

The process of removing and disposing of an asset upon the end of its useful life.

Asset Maintenance

Regular repair works to prevent deterioration of the assets' capability, such as pothole filling, minor repairs etc.

Asset Management

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

Asset Operations

Continuously required expenditure which enables the asset to provide benefits to the community such as mowing, street sweeping and lighting power charges.

Asset Renewal

Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance.

Asset Upgrade

The significant upgrade of an asset to produce a higher level of service, such as dualling or widening of a road, extending of a building, installation of reticulation to a dry park.

Customer Levels of Service

Measures how the customer receives the service and whether value to the customer is provided. Community levels of service are developed in consultation with the community, demographics, trend analyses and customer feedback.

Level of Service

Designed quality of a particular activity (e.g. road maintenance) or service area (e.g. lighting) against which performance can be measured.

Technical Levels of Service

Technical measures that relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Lifecycle

The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset.

City of Vincent

Asset Management & Sustainability Strategy 2020-2030

MORE INFORMATION

To find out more about our *Asset Management and Sustainability Strategy*, or any of our programs, contact:

City of Vincent

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CITY OF VINCENT

ASSET MANAGEMENT DISCUSSION PAPER





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4 | City of Vincent

OVERVIEW

Purpose

The purpose of the City of Vincent Asset Management and Sustainability Strategy (AMSS) is to provide a strategic framework that guides the:

- planning, management and provision of assets;
- renewal and investment in assets;
- utilisation and rationalisation of assets; and
- best use of resources for the benefit of current and future generations.

The Challenge

The City of Vincent's challenge is that asset renewal demand currently exceeds the City's ability to fully resource asset renewal investment.

To meet this challenge, the City must strike the balance between maintaining our current portfolio and scale of ageing assets whilst meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.

The AMSS is designed to set out our challenges, identify objectives and assist in mapping out the opportunities for better asset management for a sustainable future in consultation with the Vincent community.

The AMSS Vision

Our assets and facilities are cared for and well utilised, meet the needs of our growing and diverse community and respond to a changing environment in a planned and financially sustainable way.

Objectives

The AMSS has four key objectives to meet the City's asset sustainability goals:

1. Having enough funds to keep our assets up-to-date;
2. Keeping our historic assets safe for use;
3. Future planning for sustainable assets; and
4. Making sure our assets meet current and emerging community needs.

The AMSS is intended to guide the management of the City's asset portfolio over the next ten years with regular review of progress of the Implementation Plan.

Asset Management Discussion Paper | 5



BACKGROUND

When we talk about assets, we mean something that is a physical resource. An asset has value, provides a service and has an economic life greater than 12 months. Assets include buildings, roads, parks, vehicles, computers and many other physical objects.

In the City of Vincent, our assets include six major sporting and leisure facilities, 144km of road, 8 community halls and pavilions, and 46 playgrounds, including 3 nature playgrounds.

Caring for our assets has a direct bearing on the health and wellbeing of our community who use them. To care for our assets appropriately, we need a plan that addresses our challenges and opportunities. This is where our AMSS comes in.

PURPOSE

What is the Asset Management and Sustainability Strategy (AMSS)?

The purpose of the AMSS is to address the City's Strategic Community Plan Innovative and Accountable Priority.

"Our assets and facilities are cared for and well utilised, meet the needs of our growing and diverse community and respond to a changing environment in a planned and financially sustainable way."

The AMSS includes guidance for decisions around the planning, management and provision of the City's assets. In the AMSS, we have grouped our key assets into three asset classes:

- Transport
- Recreation/Parks
- Buildings

What is the Asset Management Discussion Paper?

This Asset Management Discussion Paper is intended to accompany the AMSS by highlighting the key points that we need to inform the community about. As a discussion paper, a lot of the ideas in here are draft and may change based on community engagement exercises.

What is asset management?

Asset management generally involves the day-to-day operation and maintenance of assets. Assets can also be managed in the following ways:

- Dispose (including demolish, sell, remove, mothball an asset)
- Renew (including rehabilitate, resurface and refurbish an asset)
- Replace
- Upgrade/expand
- New (create an asset); and
- Acquire an asset.

Asset management is the process of balancing the needs of the community, with financial and environmental responsibilities throughout the lifetime of the asset.

From our research, we've come up with the following key objectives that the AMSS seeks to address:

1. Having enough funds to keep our assets up-to-date;
2. Keeping our historic assets safe for use;
3. Future planning for sustainable assets; and
4. Making sure our assets meet current and emerging community needs.



Hyde Park (2017)

1. HAVING ENOUGH FUNDS TO KEEP OUR ASSETS UP-TO-DATE

The Challenge

An asset sustainability ratio indicates whether assets are being kept up-to-date, or if they are degrading over time.

According to the Department of Local Government and Communities Asset Management Guidelines (2016), an asset sustainability ratio of less than 90% indicates that the local government may be underinvesting in renewal and replacement of its asset base and therefore these assets are degrading too much.

The asset sustainability ratio for the City in 2018/19 was 33%, equating to an asset renewal gap in a single year of approximately \$7.5 M. Although we have been below the recommended level in recent times, it is not fatal. The AMSS will help us get back above 90%.

Other challenges with funding is that a number of State/federal grants are only provided if the City also contributes funds. The City also actively looks for funding from both State and federal sources but funding is often available to build new facilities but not to maintain existing facilities.



Addressing the Challenge

An overriding principle of the AMSS is renew over new so that the City will be in a better position to manage risks within available funding. This means prioritising maintenance projects above new, expansion or upgrade projects, where possible.

The Long Term Financial Plan (LTFP) has also set long-term targets to address our asset renewal gap.

Renew Over New



Hyde Park East Toilet Block

As part of the public toilet renewal program, the tired and worn out asset has now been renewed while keeping the existing heritage structure.

City of Vincent Library & Local History Centre

It is noted here that there is no single indicator that demonstrates a local government's financial sustainability nor does it necessarily mean that it is fatal if a particular local government falls below the DLGSCI's 'preferred' benchmark for that particular indicator in a single year.

Projected ratios for the Asset Sustainability Ratio range is between a low of 63% and a high of 107% for 2020 – 2030.



Addressing the renewal gap: renewal targets from the Long Term Financial Plan (Source: LTFP 2020/21 – 2029/30)



Mount Hawthorn (2018)

CASE STUDY 1 – ROADS

The City has over 144 km of roads, including some that carry more than 25,000 vehicles per day.

District Distributor roads in the City of Vincent, such as Loftus Street and London Street, carry more than 25,000 vehicles per day. Some Access Roads (residential streets) carry fewer than 200 vehicles per day.

As would be expected, the road surface on those major roads deteriorates faster than the low volume residential streets. We gather data on road condition to determine the annual road resurfacing program.

Why do we have a resurfacing program?

It costs, on average, three times as much to reconstruct a road than it does to resurface it. The City strives to intervene at the optimum time, the point at which preventive maintenance becomes cost prohibitive and before surface failure requires reconstruction. Each year, we prepare a list of roads and undertake the necessary upgrades for each of them.

By resurfacing at the optimum time, the road will not have to be fully reconstructed for 20 to 25 years.



An interim crack sealing, - preventative maintenance, to extend the life of the asset (Fleet St - Access Road)



A recently resurfaced road (Angove Street - District Distributor B)



Oxford Street, Mount Hawthorn



Beatty Park Leisure Centre (2017)

2. KEEPING OUR HISTORICAL ASSETS SAFE FOR USE

The Challenge

The City's asset portfolio includes a number of long-lived assets that are getting older and more expensive to maintain.

The significant aged condition of some of the City's assets are in urgent need of attention to keep them safe for users. If they are not maintained to appropriate levels, there may be several consequences including user safety, higher maintenance costs and a loss of amenity.

The City's Asset Management Plan (AMP) has already identified Beatty Park grandstand and Leederville Oval grandstand as having known service performance deficiencies.

Addressing the Challenge

Having identified the issues, we're now focussing on creating detailed and targeted plans for Beatty Park and Leederville Oval.

Our initial findings show that there will be a considerable cost to keep these assets safe. Alongside our other asset management commitments, our annual income cannot currently cover all of these costs.

Part of the deliverables detailed in the AMSS Implementation Plan will be advocating to federal and State governments to provide support for the City's assets as well as sourcing other alternative funding contributions.

Having identified the issues, we're now focusing on creating detailed and targeted plans for the ageing Beatty Park grandstand (which has been closed to the public for several years) and the Leederville Oval grandstand.

We want to make sure these great facilities are safe, open and available to the public, but we must ensure sufficient funds are available to keep them adequately repaired and maintained.



CASE STUDY 2A – BEATTY PARK LEISURE CENTRE GRANDSTAND

This highly-valued asset is in need of significant additional investment to keep it maintained for future generations.

Owned by the State of Western Australia and vested in the City of Vincent, the site has become an icon as one of the most popular and identifiable aquatic facilities in WA. Nearly 1 million people visit the centre each year.

In 1962, the pool on the Beatty Park site was constructed for the Commonwealth Games before being opened to the public. In 1993-94 the State of Western Australia vested Beatty Park Leisure Centre with the newly formed Town of Vincent. There were substantial upgrades (\$5.3m) during this time and a further \$17.5m in upgrades that were undertaken by the City of Vincent in 2011-2013. In the 2020/21 financial year, the City has committed a further \$2.9m for major renewal to the indoor swimming pool, change room facilities and upgrading electrical and filtration systems.

Certain parts of the facility, such as the heritage-listed grandstand, has been retained and represent a significant risk to the City and further investment is needed. The project will cost between \$8 to \$12m to retain and safeguard the structure of the grandstand for the next 25 years. This investment is currently beyond our means and not contained within the City's LTFF. We will need support, additional funding contributions or a creative solution to enable us to progress any significant work to the grandstand.



CASE STUDY 2B – LEEDERVILLE OVAL

The facilities at Leederville Oval are dated and ageing and not keeping pace with community expectations

Leederville Oval is a Western Australian Football League ground that is located at 246 Vincent Street, Leederville. The facility is used as a home ground by the East Perth Football Club and the Subiaco Football Club.

Leederville Oval is owned by the State of WA and vested in the City of Vincent through a Management Order. The City of Vincent is working with East Perth and Subiaco football clubs, the WA Football Commission and the community to commence a master-planning project for Leederville Oval. The Master Plan will explore development opportunities for the oval and address the facility's outstanding maintenance and repair work.

The Master Plan considers upgrades, replacement or construction of new buildings, landscaping, playing surfaces and other facilities for community and sporting club use.

The Master Plan aims to make Leederville Oval a high quality and fit-for-purpose facility with additional and improved services and infrastructure. Further integration with Leederville Town Centre will also improve community access and usage. The Master Plan will explore:

- Current and future requirements of the WA Football Commission, East Perth Football Club and Subiaco Football Club;
- Facility management options; and
- Capital funding model options.

The estimated costs for the Leederville Oval Precinct development includes \$12-13m as a short-term development option. The Master Plan also considers more substantial development options linked to precinct-wide opportunities. These figures are not contained in the City's LTFF.



North Perth Town Hall (2017)

3. FUTURE PLANNING FOR SUSTAINABLE ASSETS

The Challenge

The City of Vincent has several master plans and development plans that are proposed to be implemented over the course of the AMSS (ten years). Historically, the actions within these master plans and development plans have been prioritised and budgeted on an annual basis. Moving forward, the lifecycle costs of priority projects will be included in the City's long-term financial planning.

The preliminary costings for some of these works are significant. For example, the Public Open Space (POS) Strategy has 32 key actions with a total cost in the order of \$37.6 million. The POS Strategy is currently unfunded and the City will need to plan how it delivers the actions over a period of time.

Lifecycle costs includes the cycle of activities that an asset goes through for the life of that asset. To keep the asset performing at an appropriate level, adequate funding needs to be set aside to maintain that asset each year for the life of that asset.

Addressing the Challenge

The AMSS requires that all new major capital work projects incorporate lifecycle costs as part of their detailed cost estimates. Only then will they be considered for endorsement as the full cost implications will be known.

A key action item in the AMSS is an Asset Prioritisation Plan that will provide important data to inform asset management decisions for new major capital work projects. The Asset Prioritisation Plan in the AMSS will speak to an asset hierarchy based on a matrix of measurements that includes utilisation, fit-for-purpose considerations and community values.

Through the AMSS, the City will be in a better position to manage risks within available funding not only by keeping to a principle of renew over new but also by:

- Considering lifecycle costs whenever new, expansion or upgrade projects are planned;
- Exploring additional funding opportunities, including the community's willingness to pay more; and
- Reducing the number of assets and the levels of service provided, if funding cannot be secured.



Banks Reserve (2017)

CASE STUDY 3 – BANKS RESERVE

The Pavilion is ageing, does not take advantage of the riverfront location, has limited use and provides limited activation opportunities.

The facility is not fit-for-purpose, it is not tenanted and is infrequently used. It would take significant investment to bring it up to a modern standard.

During community consultation for the Banks Reserve Master Plan, residents highlighted that the Pavilion is unsuitable for many activities due to its location, design and dated infrastructure. Feedback identified the need for an improved, shared community space that takes full advantage of the prime riverfront.

The Master Plan aims to improve the amenity of the foreshore area, reduce ongoing lifecycle costs and explore potential redevelopment opportunities.

The Banks Reserve Master Plan proposes the demolition of Banks Reserve Pavilion to create an open plaza area that will increase activation and promote greater use. Demolition of the pavilion would allow for a greater focus on enhancing well-used and in demand facilities to a standard that the community is proud to use.



Banks Reserve (2017)



Mary Street Piazza (2017)

4. MAKING SURE OUR ASSETS MEET CURRENT AND EMERGING COMMUNITY NEEDS

The Challenge

The City of Vincent has a growing population. Along with a changing demographic profile, this will influence demand on current and future assets. For example, our ageing population will require different facilities than youth, families and couples.

The City has a higher proportion of working aged adults than the State average. In 2016, it was identified that 81% of the City's resident workers were employed outside of Vincent. This means that the provision of reliable transport assets, such as roads and cycling paths, is critical to help them get to and from work.

In the City of Vincent, couples with no children represents 48% of the population. For this cohort, major assets include the provision of night time and weekend sport and leisure activities. Ensuring that the community has opportunities to remain connected to its local social networks is also a critical part of the City's Connected Community priority from the Strategic Community Plan.

After acquiring buildings that serve a certain need, it is important to update those buildings or assets in response to changing demands and community requirements.

Addressing the Challenge

Because the City of Vincent's community values and objectives are service-based, they help with determining community levels of service that are an important part of asset management. One of the key ways to identify these values and objectives is through our Strategic Community Plan that provides guidance on community values for our assets.

It is critical that we continue to prioritise engaging with our community on service levels and asset performance.

The Implementation Plan will address this issue through the establishment of a community focus group workshop to discuss asset management issues. This will help keep levels of service and community participation in asset discussions as key principles of the City's asset management going forward.

CASE STUDY 4 - BRAITHWAITE PARK

Braithwaite Park Nature Play Playground
- built around the philosophy of nature based elements

The City of Vincent provides 46 playgrounds, with many being the fixed, 'off the shelf', primary coloured metal variety that were ubiquitous in local government parks in the 1990s. More recently, the City has invested in nature play areas at Braithwaite Park and Banks Reserve, which are more contemporary and challenging for a range of ages.

The City of Vincent's Public Open Space Strategy has also identified a gap in youth facilities, such as skate and active zones and more challenging play structures.

Based on population growth, changing demographics and community expectations, we will need to change our playground offering through significant capital investment over the next few years.



IMPLEMENTATION PLAN

The purpose, vision and objectives of the AMSS will be achieved through the implementation of the following short (1 – 3 years), medium (4 – 7 years) and long term (8 years +) and ongoing (Ong) key deliverables.

NO.	ACTION – WHAT WE’LL DO	DELIVERABLE – HOW WE’LL DO IT	TIMING				PRIORITY	FUNDING ALLOCATION
			SHORT	MED	LONG	ONG		
1	Consider and then implement long-term funding scenarios that will close the asset renewal gap and plan for relevant projects that have detailed cost estimates and timelines	Improve the City’s Asset Sustainability Ratio restored to a minimum 90% position by 2022/23	✓				High	As per LTFP (Base Position)
		Improve the City’s Asset Sustainability Ratio restored to a minimum 100% position for the life of the AMSS			✓		High	As per LTFP (Base Position)
		Consider base position and other long-term financial scenarios and determine preferred option for future planning	✓				High	Operational
		Consider additional costings for relevant projects listed within the City’s CBP that have provided lifecycle costs as part of its detailed cost estimates and timelines. Make informed implementation decisions that link to LTFP projections	✓	✓			High	Operational
		Report on renewal ratio for key assets and provide targeted financial details that will inform annual budget reviews				✓	Medium	Operational
2	Review key asset classes to allocate levels of service (both current and future usage) to provide a framework for asset sustainability and rationalisation going forward	Develop an Asset Prioritisation Plan for Building, Transport and Recreation/Parks that is informed by: <ul style="list-style-type: none"> Building conditions audit (2018) Current rationalisation program of works (informed by building conditions audit and condition grading assessments) Active Reserve Strategic Club Allocation & Facility Rationalisation Plan (feeds into Sports and Recreation Facilities Plan that is in development) AMPs for Building, Transport and Recreation/Parks 	✓				High	\$80,000
		Review, classify and allocate levels of service to all City buildings for current and future usage of assets that incorporates population forecasts and demographic changes and align with SCP priorities (feeds into AMPs)	✓	✓			Medium	\$40,000

NO.	ACTION – WHAT WE’LL DO	DELIVERABLE – HOW WE’LL DO IT	TIMING				PRIORITY	FUNDING ALLOCATION
			SHORT	MED	LONG	ONG		
3	Review and update Asset Management Framework that supports asset sustainability management principles	Provide detailed cost estimates and timelines including lifecycle cost template in project management framework to be used for all new substantial capital works projects (also informed by recommendations of Asset Prioritisation Plan when completed)				✓	High	Operational
		Revise current AMPs as part of three year cycle (2021/24/27/30)				✓	High	Operational
		Review Asset Management Policy 2009		✓			Medium	Operational
		Completion of Asset Management Plan (Plant and Equipment)		✓			Medium	\$15,000
		Completion of Asset Management Plan (Information Communication Technology)		✓			Medium	\$5,000
4	Work towards best practice in asset management through continuous improvement in asset management processes, capability and maturity	Plan, allocate resources and deliver upgrades to meet disability access improvements, risk management and compliance and legislative requirements				✓	High	Operational
		Skill development of staff using GIS to map asset locations appropriately				✓	Medium-High	\$5,000
		Explore Assetfinda and Civica (Authority) asset management software to replace current asset data storage	✓	✓			High	Operational
		Adopt software that improves consistency in asset class use across the organisation	✓	✓			High	\$40,000
5	Provide support and oversight on critical asset management issues and ensure ongoing monitoring of Implementation Plan	Establishment of AMS sub-committee to oversee implementation of current and proposed relevant development plans and master plans				✓	High	Operational
6	Enhance current demand management practices through public consultation and associated measurement of current community service levels	Ensure participatory asset discussions by undertaking a community focus group workshop to understand community value of assets and compare with current service level measurements	✓				High	\$2,000
7	Advocate for support for asset sustainability through the promotion of City assets and the development potential of underutilised public open spaces	Advocate to State and Federal Government for support to renew the City’s regional facilities				✓	Medium	Operational
		Pursue partnership opportunities with appropriate funding bodies				✓	Medium	Operational



CITY OF VINCENT

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ASSET MANAGEMENT & SUSTAINABILITY STRATEGY

2020-2030

CONSULTATION SUMMARY REPORT
2021

ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

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ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

Overview

Throughout the community consultation the City was able to engage a variety of community members to help shape the future of its major assets. The results of the online community consultation submissions (consultation) are as follows:

- Consultation Survey participants – 78*
- Email submissions – 5
- Total page visits – 958
- Document downloads – 188 AMSS and 85 of Asset Management Discussion Paper

*The 17 Panel members who attended Workshop Three were invited to undertake the AMSS survey and 16 filled it in. The results have been combined with the 78 consultation responses (meaning there is a total of 94 AMSS survey responses). In examples where the 16 Panel responses have significantly varied from the 78 consultation responses the data has been separated for analysis.

The following consultation methods were used to raise community awareness during the public comment period:

- E-newsletter to business and community groups;
 - Dedicated project on a page on Imagine Vincent, providing opportunity to comment;
 - Notices at the City's Administration Centre and Library; and
 - Notices on the City's website and social media posts.
- As well as the online survey, the following pop-up engagement sessions were held to invite the community to respond to the AMSS survey and discuss the AMSS.

Date & Time	Location
Saturday 17 April, 8am - 11am	North Perth Common, at the Native Plant Sale
Saturday 1 May, 11am - 12noon	Banks Reserve, Joel Terrace, East Perth - at the BBQ area next to the pavilion
Saturday 8 May, 10.30am - 12.30pm	Hawaiian's Mezz Shopping Centre, 148 Scarborough Beach Road, Mt Hawthorn
Monday 10 May, 10am - 11.30am	Beatty Park Leisure Centre, 220 Vincent Street, North Perth
Tuesday 11 May, 11am	City of Vincent Library foyer, 99 Loftus Street, Leederville

The AMSS was also included in the City of Vincent Consultation Open Day held at the City of Vincent Administration Centre on 29 May 2021.

This report provides data from the AMSS survey and responses (Part One), the written submissions received during the public comment period and responses (Part Two) and the results of the Panel workshops (Part Three). The modifications to the AMSS and Asset Management Discussion Paper are found at Appendix 1. Verbatim comments to the survey are found at Appendix 2.

ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

Part One – AMSS Survey Summary

The results from the AMSS survey consultation and the Panel responses are summarised and compared in 'Ranking of Options and Values' section below. The remaining data received for the AMSS survey from the consultation period and from the Panel have been consolidated in 'Asset Use and Satisfaction Levels'.

1. Ranking of Options and Values

The survey asked participants to rank options for asset sustainability from preferred (first) to least preferred (sixth) from the following categories

- Advocate for greater State and Federal government funding for the City's major sporting facilities;
- Remove underperforming facilities;
- Co-locate and share sporting club facilities;
- Moderate increase in rates;
- Reduce expenditure on City services; and
- Maintain status quo

The figures below provides a summary of the results received from the consultation survey responses

Figure 1 Ranking of Options for Managing Vincent's Assets (Panel and consultation responses combined)

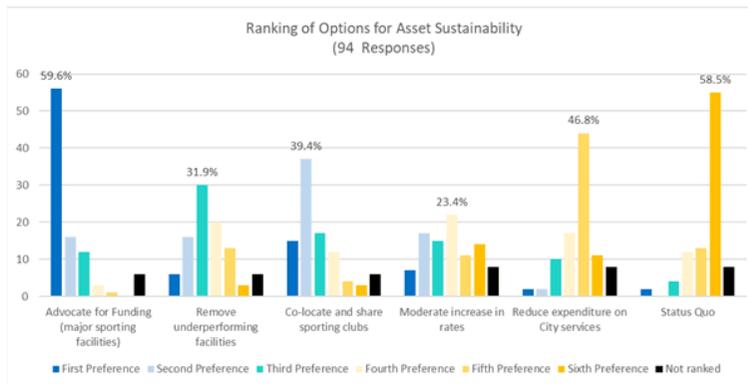


Figure 2 Consultation Results Ranking of Options for Managing Vincent's Asset

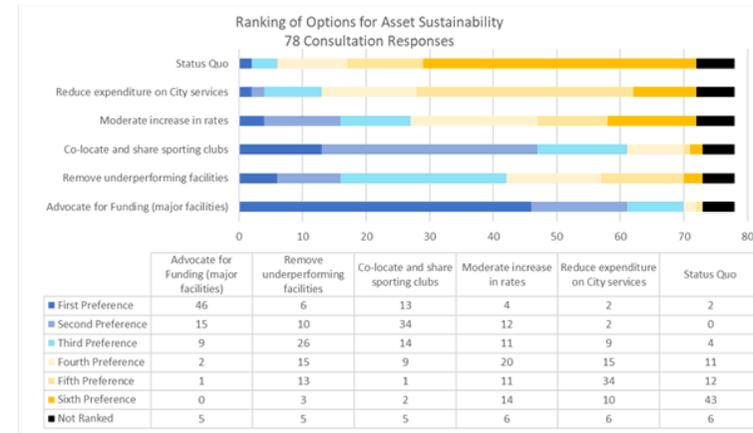


Figure 3 Panel results Ranking of Options for Managing Vincent's Assets



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The Panel survey responses to this question demonstrates some key differences from the consultation survey results, as demonstrated in Figure 3 above and Table 1 that provides these differences as percentages.

Table 1 Comparison of Panel and Consultation Ranking Results (majority %)

Survey rankings (Highest %) Community Panel	Advocate for Funding (major sporting facilities)	Remove underperforming facilities	Co-locate and share sporting clubs	Moderate increase in rates	Reduce expenditure on City services	Status Quo
First Preference	59% 62.5%					
Second Preference		37.5%	43.6% 18.8%	31.3%		
Third Preference		33.3%	18.8%	25%		
Fourth Preference			18.8%	25.6%		
Fifth Preference					43.6% 62.5%	
Sixth Preference						55.1% 75%

The trends and differences between the consultation responses and the Panel responses are as follows:

Little to no support for maintaining the status quo

The survey results demonstrate only limited acceptance for maintaining the status quo with 58.5% of overall responses ranking this option as their sixth preference - the least preferred option. The limited support is more pronounced with the Panel survey responses. Not only is this the least preferred option at 75% (see Table 1) but there are no rankings for this option in the first, second, or third preferred options (see Figure 3). This suggests that messaging from Council alongside the release of the AMSS and the Long Term Financial Plan has raised awareness about the City’s current asset sustainability challenges. The workshops have also been effective in demonstrating to Panel members the liabilities involved in maintaining a status quo approach.

Moderate support for increase in rates strengthened after community Panel workshops

As demonstrated in Table 1, the most noticeable shift is in relation to the option to rank a ‘moderate increase in rates’. The majority ranked this as their fourth preference in the consultation period. In contrast, most of the Panel participants rated this as second preference, followed by it being a third preference. None of the Panel members ranked this fifth or sixth preferred option (see Figure 3). The overall ranking for this preference, shown in Figure 1, is 23.4% nominating this as their fourth preference.

Strong support for advocating for federal and state funding for major sporting facilities

The overall, combined responses to the survey ranked this option as their first preference (60%). The responses from the Panel was 62.5% and 59% from the consultation responses. This demonstrates clear support for future advocacy planned for Beatty Park.

Strong to moderate support for co-location and sharing of sporting clubs

The overall results (combining consultation and Panel responses) to the AMSS survey indicate moderate to strong support for the co-location of sporting clubs with 39.4% ranking this as their second preference in the survey. The Panel results are more mixed with an even number of people choosing this as their second, third and fourth preference (see Figure 3). Workshop Three included a case study to demonstrate how co-location might work. Feedback provided at the workshop suggested that Panel members involved in sporting club activities had concerns about how co-location would impact on their club in terms of their own independent revenue raising (bar and canteen income) and potential damage to the shared asset. This demonstrates the importance of ensuring that the development of the City of Vincent Sport and Recreation Facilities Plan involves club input and transparency around decision making for rationalisation.

Some support for removal of underperforming facilities

The majority overall, combined responses to the survey ranked this option as their third preference (32%). The consultation results to the AMSS survey indicate moderate to strong support for the removal of underperforming facilities with 33.3% ranking this as their third preference. The Panel results showed a stronger support for this option, with 37.5% nominating this as their second preference (along with a moderate increase in rates – see Table 1). Workshop Three invited the Panel to tour Beatty Park and undertake an

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assessment of the facility as representative of a large-scale asset with complex asset management considerations. Feedback provided at Workshop Two demonstrated concern about the costs associated with ageing facilities such as the Beatty Park grandstand and the results demonstrate improved support for the removal of underperforming facilities as a result of this workshopping.

Limited support for reducing expenditure on City services

The overall, combined responses to the survey ranked this option as their fifth preference (47%), the second least preferred after maintaining the status quo (see Figure 1). The ranking demonstrates only limited support with the option to reduce City services with the majority of responses from the Panel ranking this as their fifth preferred option at 62.5%.

The Panel responses to the survey question above demonstrate the benefits of awareness-raising and workshopping the City's asset sustainability challenges with the community. For example, once large-scale asset management complexities were assessed at Workshop Two and rates modelling was provided at Workshop Three there was improved support for a rates rise and removal of underperforming facilities in the Panel's AMSS survey responses. Details of the Panel workshops are found in Part Three of this report.

The survey also asked participants to identify what's most important when it comes to buildings in Vincent. The survey question invited participants to identify what's most important from the following options:

- high levels of service and amenity;
- historic value;
- valuing service level and historic value equally; and
- unsure or don't value either.

The overall, combined survey responses demonstrate that valuing service levels equally with historic value of a building was the most important in the rankings. When comparing the second and third responses to this question, there is a demonstrated preference for high levels of service and amenity over the historic value of a building.

Figure 4 Most important for community buildings in Vincent overall results

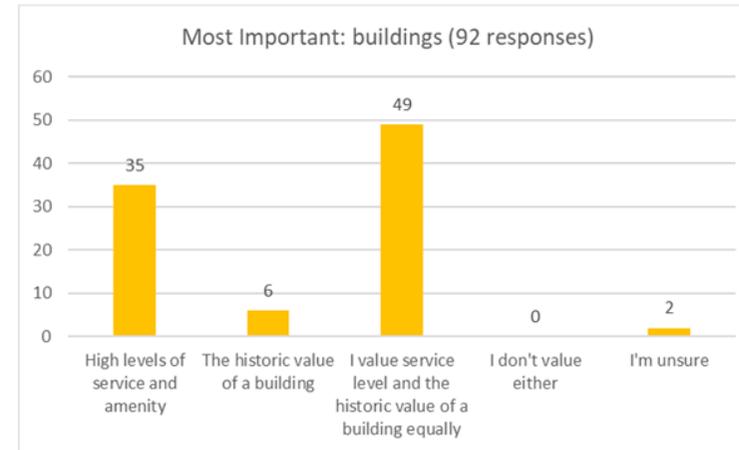
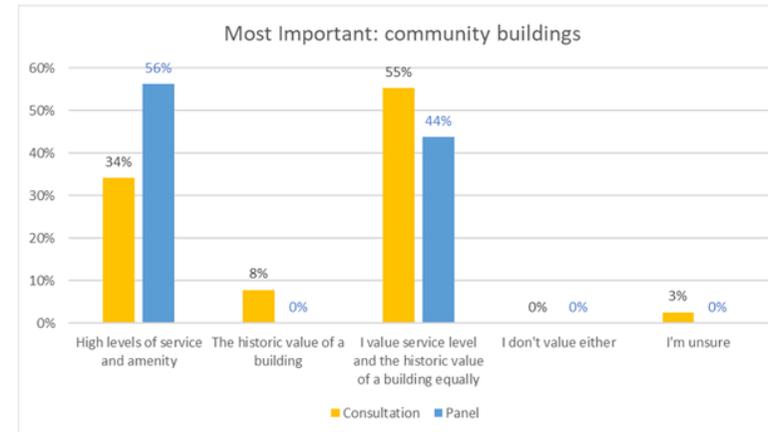


Figure 5 Most important for community buildings in Vincent Panel and consultation comparison



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1. Responses to the AMSS

The survey asked participants to provide comments or thoughts about the proposed draft AMSS. The responses from the consultation and Panel are summarised in the table below (a total of 94 responses)

Table 2 Final comments on AMSS

Themes and General Comments	Response/Action
<p>1. Rates Increase Preference for higher rates than reduction in services Support rates increase in alignment with other local governments Do not support rate increase due to limited income</p> <p>2. Suggestions for way forward</p> <ul style="list-style-type: none"> • Amalgamation of City of Vincent areas with City of Perth that share same postcodes • Support reducing assets where possible and in alignment with property management framework • Focus on services not heritage. Higher priority heritage values should be protected primarily by the State and Commonwealth • Consider removing grandstands. Too many grandstands (Beatty Park, Litis Stadium and Leederville Oval) that will not be used to full capacity • Consider selling off assets when there are more than one in close proximity that provide the same service (e.g. Beatty Park and Loftus Recreation Centre gyms) • Remove playgrounds not being used e.g. Matlock St Park • Saving money through reducing duplication, instead of having silos. For example, sharing facilities with neighbouring Councils <p>3. Suggestions way forward Beatty Park grandstand</p> <ul style="list-style-type: none"> • Consider spending resources on something other than Beatty Park grandstand (for e.g. powerlines) • If funding for grandstand will not allow it to be used then it is unacceptable financial cost • Consider removing • A major financial drain on a small rates base. The City to consider revoking its Management Order and returning the asset to join with the VenuesWest portfolio (similar to HBF Park) • Resources should not be put into trying to make it function as a grandstand again. It is not required - swimming competitions are now 	<p>1. The City of Vincent is exploring a range of options to address its asset sustainability challenges. In June the City approved a moderate rates increase (2.4%) in the annual budget 2021/2022. The AMSS community Panel considered rate rise modelling and broadly supported a moderate to high residential rate rise for Vincent (currently ranked 6th lowest for minimum residential rates out of 29 Perth metropolitan local governments).</p> <p>2. The City of Vincent is exploring a range of options to address its asset sustainability challenges. This includes planning for the future of our aged assets (including grandstands), balancing protection of heritage values while maintaining quality levels of service, renew over new projects and opportunities for co-location of sporting clubs through the City of Vincent Sport and Recreation Facilities Plan.</p> <p>3. Responses regarding Beatty Park grandstand will be addressed through the Beatty Park 2062 Masterplan.</p> <p>4. Responses regarding Banks Reserve Pavilion will be addressed in the Banks Reserve Masterplan implementation.</p> <p>5. The City of Vincent is currently investigating opportunities on the future of this asset.</p> <p>6a. & 6b. Noted.</p> <p>6c. The City, in partnership with the relevant artists, aim to provide ongoing maintenance of its public artworks. The City will explore the formalising of asset management for this category noting that the management principles for these assets differ from traditional community assets such as buildings, roads, bridges, drainage, parks and paths.</p> <p>6d. The 'Rationalisation for Asset Sustainability Section' of the AMSS has been modified as follows: 'The Plan will deliver a strategic direction for the City that</p>

ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

Themes and General Comments	Response/Action
<p>held at other venues around Perth. Instead, looking forward, consider what future uses would be compatible with Beatty Park. Physio and allied health services for example</p> <ul style="list-style-type: none"> Consider removal of much of the grandstand, retaining just enough, such as one section or outline, to show what used to be there, while making the structure safe. <p>4. Banks Reserve Pavilion</p> <ul style="list-style-type: none"> Should not be removed Support its removal as per the AMSS <p>5. Leederville Oval</p> <p>Facilities, like Leederville Oval, which are mainly used by other organisations (DSR and two Football Clubs) should primarily be funded by those bodies, with Vincent's contribution not exceeding the small proportion relating to public use</p> <p>6. AMSS</p> <ol style="list-style-type: none"> A sensible way forward A positive way forward Arts and Cultural facilities should be addressed in the AMSS The AMSS does not recognise lessee Club contributions to maintenance/capital improvement of assets Bike Paths, park facilities for dog owners, increasing natural biodiversity of parks and increasing social connectivity within parks are not mentioned in the AMSS The City needs to focus on what the local community needs and uses Well thought through <p>7. Sustainability and terminology in AMSS</p> <ol style="list-style-type: none"> Use of 'sustainability' term is incorrect as this term relates to zero carbon, employment creation, local food security, transport etc. There should be a focus on sustainability and energy efficiency. Waste disposal in own area-circular local economy EV charging facilities should be available <p>8. Parking Issues</p> <ol style="list-style-type: none"> Consider impact of potential for traffic issues brought on by high density developments in Banks Reserve area. 	<p>will better accommodate sporting club growth, <i>recognise the valuable contribution Clubs leasing buildings make to maintenance of the assets they use</i>, and improve community accessibility to public open space.' (see Appendix 1 of this report)</p> <p>6e. Responses regarding bike paths will be addressed in the City of Vincent Accessible City Strategy 2020-2030 and associated plans concerning this form of transport. Dog exercise facilities will be addressed in the City of Vincent Dog Exercise Strategy. In 'The Integrated Planning and Reporting Framework' section of the AMSS, it is noted that the AMSS is informed by key guiding documents that include the Public Open Space Strategy (2018) that provides a strategic framework that guides the management, provision, use of and investment in parks, reserves and other open spaces. The AMSS is also guided by the Sustainable Environment Strategy 2019-2024 that provides a roadmap for delivering a sustainable natural and built environment for the community.</p> <p>6f and 6g. Noted.</p> <p>7a. The aim of the AMSS is to ensure long-term asset sustainability, financial sustainability and to meet the asset sustainability ratio targets set in the Department of Local Government and Communities Asset Management Guidelines.</p> <p>7b. The City remains committed to ensuring energy efficiency and appropriate waste disposal. For example, from late October 2021 The City will start moving to a three-bin service, which will include a new FOGO bin. The FOGO bin is for food and organic waste such as fruit, vegetables, fish, garden trimmings and animal waste.</p> <p>7c. One EV charging station is provided at the Avenue Car Park in Leederville. The City is currently looking upgrading this station and providing additional EV charging facilities for its public car parks.</p> <p>8a.b.c. Development Applications for high-density developments are required to address any parking issues that may arise from that development before approval is considered. Other parking matters are addressed as part of the aims of the City of Vincent Accessible City Strategy 2020-2030.</p> <p>9a and 9b The City is committed to improving laneway accessibility with the provision of appropriate lighting and laneway art through place planning and</p>

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Themes and General Comments	Response/Action
<p>b. Access and parking issues in the Cleaver Precinct c. Resident parking is tricky. Use on street parking for one car. Farmer Street - no restrictions.</p> <p>9. Laneways a. Laneways could do with more lighting b. Love the laneway art.</p> <p>10. Bicycle and Pedestrian paths a. There are accessibility issues regarding footpaths around Vincent b. Some footpath sections need an upgrade (notice when kids scooting)</p> <p>11. Other issues/general comments a. Do not support removal of public toilets in parks (e.g. Birdwood Square and Beatty Park) b. In general the lack of simple maintenance and care is not in alignment with neighbouring shires. For example, clearing a storm water drain. c. North Perth Common – support the concept but child-friendly. More fencing is required, including near robots. Needs some tweaks. d. Council has done a good job - catering well for children - now cater for older children e. Great city to live in and great things happens f. I feel pretty lucky to live here, it's great g. Would love to be able to use diving blocks at Beatty Park h. Would love to see more parklets and alfresco like Spritz i. Update Eco signs and use better to communicate with community j. The playing surfaces and lights needs to be considered as assets and long term maintenance and rejuvenation plans created</p> <p>12. Community Engagement Panel Feedback to question</p> <ul style="list-style-type: none"> • More community consultation and utilise community ability to contribute in meaningful manner • Better marketing to source greater community support of grant advocacy efforts • It is important that a complete financial approach be taken 	<p>arts development projects. For example, item Action item 4.4 in the Leederville Town Centre Place Plan is to 'undertake a lighting audit to identify opportunities for lighting improvements'. This action refers to lighting laneways, open spaces and key walking routes to parking areas</p> <p>10. In 'The Integrated Planning and Reporting Framework' section of the AMSS, it is noted that the AMSS is informed by key guiding documents that include the Accessible City Strategy 2020-2030 and the Disability Access and Inclusion Plan 2017-2022 to ensure that people with disability have equity of access and inclusion to services, facilities, functions and information.</p> <p>11a. The City of Vincent is committed to ensuring that toilet facilities are fit-for-purpose and of an acceptable standard. The Capital Works Program identifies renewal opportunities for these sorts of facilities. Removal of toilet facilities are based on a range of factors including utilisation, fit-for-purpose considerations, vandalism costs and anti-social behaviour considerations. Before disposal, Birdwood Square and Beatty Park toilet facilities were locked for a trial to test utilisation with limited comments received during this period.</p> <p>11b. The City of Vincent carries out regular maintenance of our assets including drains on an annual basis. 11c. Investigation into the functionality of North Perth Common is currently underway. 11d. and 11.e and 11.f. Noted. 11g. Responses regarding Beatty Park will be addressed in the Beatty Park 2062 Masterplan. 11h. The City of Vincent is currently finalising the Vibrant Spaces policy to increase vibrancy and support the provision of parklets in appropriate areas across the City. 11i. The City of Vincent has established a yearly calendar of City messages which includes the eco-signs to ensure they are utilised effectively and aren't empty for long periods of time. 11j. Long term planning regarding lighting and playing surfaces will be addressed in the City of Vincent Sport and Recreation Facilities Plan.</p> <p>12. The City will continue to consult and engage with the community on how it is addressing its asset sustainability challenges. The AMSS will align closely with the Long Term Financial Plan to ensure long-term planning for its financial and asset sustainability.</p>

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2. Asset Use and Satisfaction Levels

The survey asked participants to provide information on asset use and satisfaction for buildings, parks and playgrounds. The results indicated high satisfaction levels with parks and civic buildings in Vincent. There were moderate satisfaction levels for other building and playground assets although there was a significant representation in the 'neither satisfied nor unsatisfied' for most of the relevant categories.

Buildings

The survey categorised its questions about use and satisfaction levels into three categories: buildings, parks and playgrounds. Buildings was further broken-down to reveal data regarding:

- Use of Community halls, pavilions and club rooms;
- Satisfaction with Community halls
- Satisfaction with club rooms and pavilions
- Satisfaction with toilet blocks
- Satisfaction with civic buildings

The survey asked participants how often they use community halls, pavilions or club rooms in Vincent and their satisfaction regarding these facilities. The results are found in the figures below.

Figure 6 Use of community halls, pavilions and club rooms in Vincent

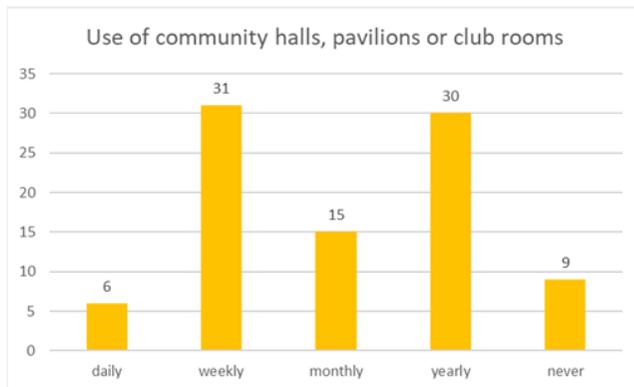


Figure 7 Satisfaction levels for community halls in Vincent

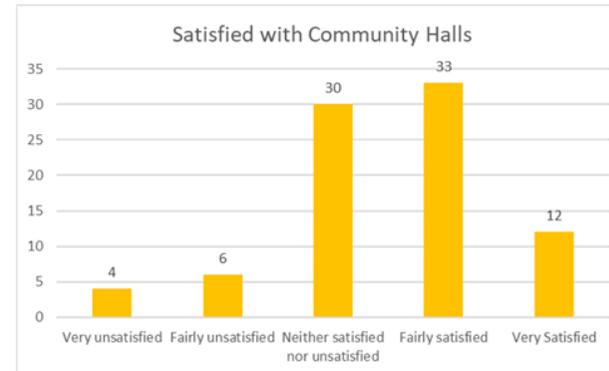


Figure 8 Satisfaction levels for club rooms and pavilions in Vincent



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Figure 9 Satisfaction levels for toilet blocks in Vincent

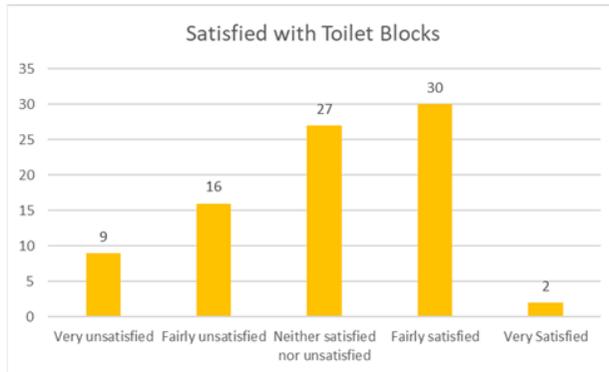
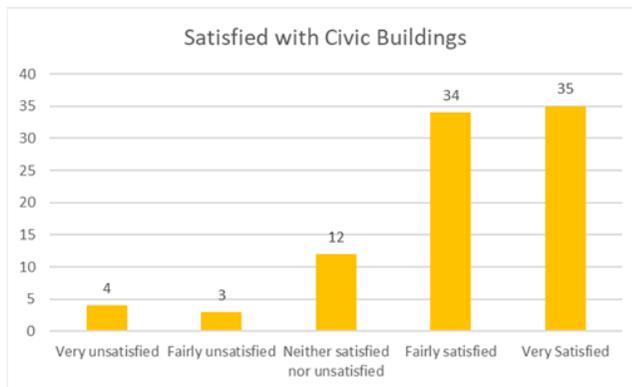


Figure 10 Satisfaction levels for civic buildings in Vincent



Parks

The survey asked participants how often they visited City of Vincent parks and their satisfaction levels with this asset. The results are found in the Figures 11 and 12.

Figure 11 Park visit frequency in Vincent

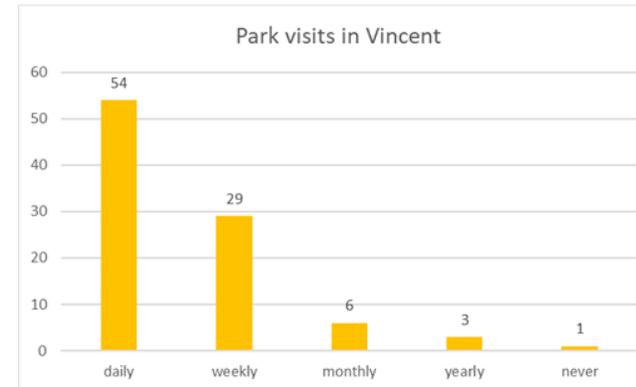


Figure 12 Satisfaction levels for parks in Vincent



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Playgrounds

The survey asked participants about how often they visit playgrounds and their satisfaction levels regarding this asset. The results are found in the figures below.

Figure 13 Playground visit frequency in Vincent

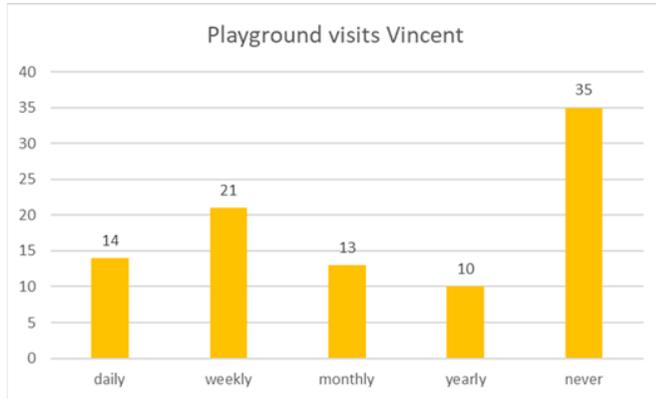
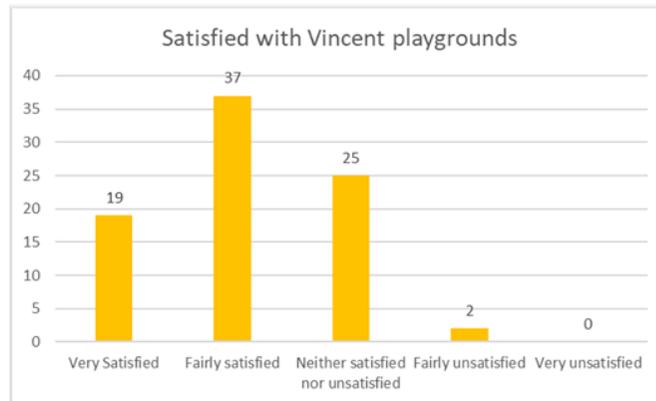


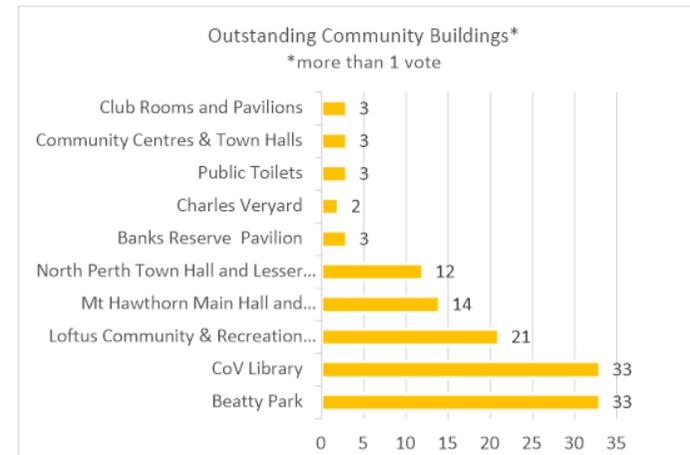
Figure 14 Satisfaction levels for playgrounds in Vincent



Buildings

The survey asked participants to nominate buildings that provide the most community value or those that they consider outstanding community buildings. Beatty Park, the City of Vincent Library specifically and the Loftus Community and Recreation Centre more broadly received the most nominations.

Figure 15 Outstanding community buildings in Vincent



Other Outstanding Buildings (1 vote in survey)

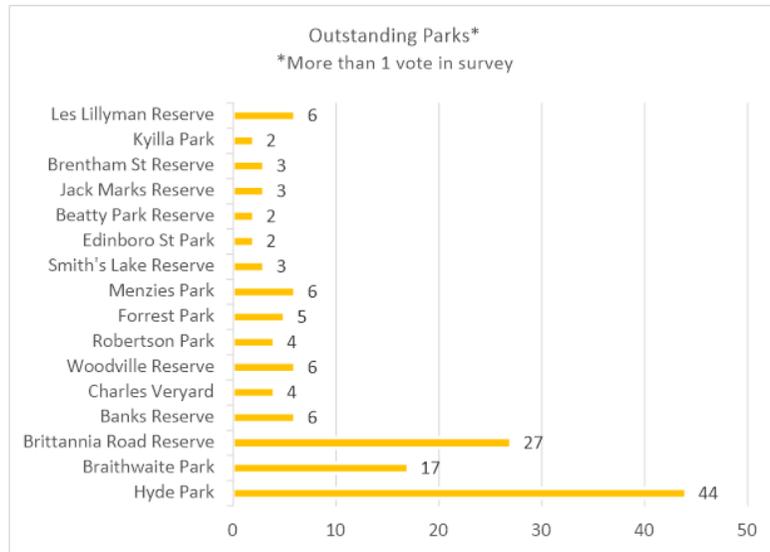
- Leederville Cricket Club
- North Perth Tennis Club
- Royal Park Town Hall
- Woodville Reserve
- Litis Stadium (Velodrome Grandstand)
- Member Tennis Clubs
- Robertson Park Tennis Club
- Loton Park Tennis Club

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Parks

The survey asked participants to nominate parks that provide the most community value or those that they consider outstanding parks. Hyde Park, Braithwaite Park and Britannia Road Reserve received the most nominations.

Figure 16 Outstanding parks in Vincent



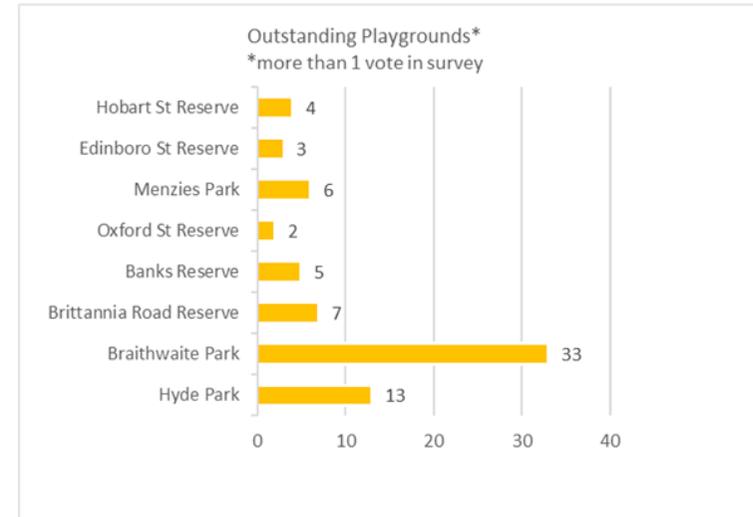
Other Outstanding Parks (1 vote in survey)

- Oxford St Reserve
- Stuart St Park
- Axford Park
- Matlock St Reserve
- Brigatti Gardens
- Kyilla Park
- Leake Alma Road Reserve

Playgrounds

The survey asked participants to nominate playgrounds that provide the most community value or those that they consider outstanding playgrounds.

Figure 17 Outstanding playgrounds in Vincent



Other Outstanding Playgrounds (1 vote in survey)

- Woodville Reserve
- Oxford St Reserve
- Forrest Park
- Matlock St Reserve
- Kyilla Park
- Fairfield St (Officer comment: may mean Edinboro St Reserve)
- Les Lilleyman
- Leederville Skate Park

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3. Assets: below acceptable standard
Buildings below an acceptable standard

The survey asked participants to nominate buildings that were considered to be below acceptable standard and not fit-for-purpose. There were varied responses to this category as summarised below.

Table 3 Buildings below acceptable standard

Themes and General Comments	Response/Action
<p>1. Public Toilets</p> <ul style="list-style-type: none"> • Menzies toilet block • Hyde Park toilets • Britannia toilets • Leederville toilet • Kyilla Park toilet block <p>2. Banks Reserve Pavilion Consider a picnic area than the current building Install a coffee/food van The City of Vincent to consider replacing this community asset as close to its original location as possible</p> <p>3. Forrest Park Croquet Club rooms are aged and not up-to-date</p> <p>4. Robertson Park Tennis Courts Facilities are aged including toilets and change rooms</p> <p>5. Woodville Reserve Pavilion Woodville Reserve Pavilion is old and rundown Concerned by the antisocial crowd it attracts Reserve used a lot every day have the potential to become a community hub</p> <p>6. Beatty Park The City of Vincent is to consider vesting parts of Beatty Park back to the State Government because without ongoing external financial assistance it cannot continue to maintain them and at the same time meet its obligations to its residents</p>	<p>1. The City of Vincent is committed to ensuring that toilet facilities are fit-for-purpose and of an acceptable standard. The Capital Works Program identifies renewal opportunities for these sorts of facilities. Removal of toilet facilities are based on a range of factors including utilisation, fit-for-purpose considerations, vandalism costs and anti-social behaviour considerations.</p> <p>2. Responses regarding Banks Reserve Pavilion will be addressed in the Banks Reserve Masterplan implementation.</p> <p>3. Responses regarding Forrest Park buildings will be addressed in the City of Vincent Sport and Recreation Facilities Plan.</p> <p>4. Responses regarding Robertson Park has been addressed in the recently adopted Robertson Park Development Plan.</p> <p>5. Responses regarding sporting facilities on Woodville Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Woodville Reserve Masterplan.</p> <p>6. Responses regarding the Beatty Park grandstand will be addressed in the Beatty Park 2062 Masterplan.</p> <p>7. The City of Vincent is currently investigating opportunities on the future of this asset.</p> <p>8. Responses regarding sporting facilities on Woodville Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Woodville Reserve Masterplan.</p>

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<p>7. Leederville Oval The City to consider vesting back to the State Government if it cannot secure ongoing financial commitment from both the State Government and the WA Football Commission</p> <p>8. North Perth Tennis club and North Perth Bowls club</p> <p>9. Robertson artist space. The artists in residence aren't providing the community art programs they are subsidised to provide.</p> <p>10. The Y- HQ YMCA building Leederville.</p> <p>11. Leederville Tennis Club</p> <p>12. Royal Park Hall</p> <p>13. Loftus Centre and Administration Building</p> <ul style="list-style-type: none"> • Library stock needs an update. Car park often full. • City of Vincent Admin is unattractive and not in keeping with the locality 	<p>9. Robertson Park Artists Open Studio provides a range of arts studio classes and puts on regular open days. More information is found here. https://www.robparkart.info/</p> <p>10. The City Buildings team have been notified and are available to undertake an inspection of the building to investigate any maintenance issues.</p> <p>11. Fencing upgrades have been approved for the City's Capital Works Program (2021/22 update). Further responses regarding Leederville Tennis Club will be addressed in the Sport and Recreation Facilities Plan.</p> <p>12. Minor upgrades for the Hall, including carpet and blind renewal has been approved in the City's Four Year Capital Works Program (2021/22 update).</p> <p>13. Noted.</p>
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Buildings identified for renewal or upgrade

The survey asked participants to nominate community buildings and facilities that they considered high priority for renewal up upgrade. The responses to this category are summarised below.

Table 4 Buildings high priority for renewal

Themes and General Comments	Response/Action
<p>1. Menzies Park Upgrade Menzies Park toilet, change room facilities and develop a larger community room</p> <p>2. Beatty Park</p> <ul style="list-style-type: none"> • Retain and upgrade stands so that venue can be used to host bigger events • Demand for pools will increase with population increase in Vincent. The existing stands prevent opportunity for expansion • More bicycle lane connections • Non-compliance areas high priority for renewal <p>3. Leederville Toy Library Would benefit from expansion of space as membership increases</p> <p>4. Royal Park Hall Would benefit from activation</p> <p>5. Banks Reserve Pavilion</p> <ul style="list-style-type: none"> • Reconfigure to facilitate engagement with river and picnic area • The City of Vincent to consider replacing this community asset as close to its original location as possible. With infill development along Joel Terrace and its surrounds important that there is local community infrastructure <p>6. Woodville Reserve The soccer building needs major upgrades Bowls Club North Perth Tennis Club</p>	<p>1. Upgrades have been approved for Menzies Park in the Four Year Capital Works Program (2021/22 update). This will include upgrades to the toilets and change rooms. Further responses regarding Menzies Park will be addressed through the City of Vincent Sport and Recreation Facilities Plan.</p> <p>2. Responses regarding Beatty Park grandstand will be addressed in the Beatty Park Masterplan 2062. The Accessible City Strategy 2020-2030 that has deliverables aimed at improving bicycle lane accessibility and connections through objective 1.2 to 'ensure pedestrian and cycling routes (including schools) are of a high quality and safe for all users'.</p> <p>3. Officers will contact Leederville Toy Library to discuss this matter further.</p> <p>4. The new facilities bookings team at Beatty Park are working with all current and potential hirers of facilities within Vincent to ensure they are utilising spaces appropriate to their needs. Activation of underutilised spaces will then be discussed with the City's Marketing team and promotions developed where necessary.</p> <p>5. Responses regarding Banks Reserve will be addressed in the Banks Reserve Masterplan implementation.</p> <p>6. Responses regarding Woodville Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Woodville Reserve Masterplan</p> <p>7. The City is currently investigating opportunities for upgrades to this asset. An international sized futsal court is to be considered as part of a future upgrade to the facility but is not planned in the short term due to lack of available space to expand into.</p> <p>8. Responses regarding Litis Stadium will be addressed in the Britannia North West Development Plan.</p> <p>9. The City has undertaken recent upgrades to this valued, heritage-listed facility with the installation of air conditioning in 2019. Further upgrades have been approved in the Capital Works Program to modernise the toilet and kitchen facilities.</p>

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<p>7. Loftus Community and Recreation Centre Consider upgrades 5-10 years. Add an international-sized futsal court</p> <p>8. Litis Stadium Upgrade change rooms and sporting facilities. Not enough toilets</p> <p>9. North Perth Town Hall</p> <p>10. Toilets in parks General comment and specific comment in relation to Charles Veryard</p> <p>11. Bicycle lane connections</p> <p>12. Forrest Park clubhouse</p>	<p>10. The City of Vincent is committed to ensuring that toilet facilities are fit-for-purpose and of an acceptable standard. The Capital Works Program identifies renewal opportunities for these sorts of facilities. Responses regarding facilities at Charles Veryard will be addressed in the Charles Veryard Masterplan</p> <p>11. The Integrated Planning and Reporting Framework' section of the AMSS, it is noted that the AMSS is informed by key guiding documents that include the Accessible City Strategy 2020-2030 that has deliverables aimed at improving bicycle lane accessibility and connections through objective 1.2 to 'ensure pedestrian and cycling routes (including schools) are of a high quality and safe for all users'.</p> <p>12. Responses regarding Forrest Park buildings will be addressed in the City of Vincent Sport and Recreation Facilities Plan.</p>
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ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

Underperforming buildings and facilities identified for removal

The survey asked participants to nominate buildings and facilities that were not addressing community needs and underperforming and could be removed. The summary is provided in the table below.

Table 5 Underperforming buildings identified for removal

Themes and General Comments	Response/Action
<p>1. Removal of facilities</p> <ul style="list-style-type: none"> Removal of facilities is a detriment to the community Removal of assets not used by community that cost local government money should be removed provided there is community consultation <p>2. Re-consider City expenditure on upgrading the Floreat Athena Football Club grounds Due to City also being responsible for HBF Park and the Perth Soccer Grounds.</p> <p>3. Consider removing 'micro' playgrounds that are not used</p> <p>4. Not clear how often public exercise equipment is utilised</p> <p>5. Beatty Park grandstand consider removing Without significant and ongoing funding from the State or Federal Government to help in maintaining the grandstand the City should direct its very limited resources elsewhere across the community</p> <p>6. Public toilets Public toilets in parks should be provided and maintained and not removed. For example Birdwood Square</p> <p>7. Removal of rooms and cricket pitch at Beatty Park has reduced options for the community</p> <p>8 Loftus Community and Recreation Centre</p> <p>a. Loftus Centre not needed when there is already Beatty Park close by</p> <p>b. Outside astroturf court is not a safe surface to play on when it rains, can be quite dangerous. Also not consistent with the "Sports Dimensions Guide For Playing Areas"</p>	<p>1. Removal of facilities is only considered if the asset is below an acceptable standard and underperforming in terms of utilisation rates versus costs to maintain. Many of Vincent's significant assets are subject to master planning/development planning processes that involve some measure of consultation with the community.</p> <p>2. Responses regarding Litis Stadium will be addressed in the Britannia North West Development Plan.</p> <p>3. The City considers management of smaller parks and reserves on a case-by-case basis.</p> <p>4. Responses regarding exercise equipment will be addressed in the City of Vincent Play Space Strategy</p> <p>5. Responses regarding the Beatty Park grandstand will be addressed in the Beatty Park Masterplan 2062.</p> <p>6. The City of Vincent is committed to ensuring that toilet facilities are fit-for-purpose and of an acceptable standard. The capital works program identifies renewal opportunities for these sorts of facilities. Removal of toilet facilities are based on a range of factors including utilisation, fit-for-purpose considerations, vandalism costs and anti-social behaviour considerations. Before disposal, Birdwood Square toilet facilities were locked for a trial to test utilisation with limited comments received during this period.</p> <p>7. Responses regarding Beatty Park Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Beatty Park Reserve and Charles Veryard Masterplan.</p> <p>8a. Noted</p> <p>8b. The court is currently smaller than minimum requirements for a playing area and, being outside, is subject to the elements. The City is investigating opportunities for future modifications to accommodate international dimensions but this will depend on</p>

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<p>9. Leederville Oval</p> <p>10. North Perth Common – underutilised and not suited to purpose.</p> <p>11. Royal Park Hall</p> <p>12. Halverson Hall</p> <p>13. Bocce Rink</p> <p>14. Banks Reserve Pavilion</p> <p>15. Woodville Reserve Pavilion</p>	<p>the scale of the project and is not yet confirmed. It will be considered as part of a future upgrade to the facility.</p> <p>9. The City of Vincent is currently investigating opportunities on the future of this asset.</p> <p>10. The City is currently investigating options to better activate the space and to align with the View Street carpark urban design concept.</p> <p>11. The new facilities bookings team at Beatty Park are working with all current and potential hirers of facilities within Vincent to ensure they are utilising spaces appropriate to their needs. Activation of underutilised spaces will then be discussed with the City's Marketing team and promotions developed where necessary.</p> <p>12. Noted.</p> <p>13. Any response regarding the Bocce Rink will be addressed as part of the Sport and Recreation Facilities Plan.</p> <p>14. Responses regarding Banks Reserve Pavilion will be addressed in the Banks Reserve Masterplan implementation.</p> <p>15. Responses regarding sporting facilities on Woodville Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Woodville Reserve Masterplan.</p>
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Parks

The survey asked participants to nominate parks that were considered to be below acceptable standard. The results are summarised in the table below.

Table 6 Parks below acceptable standard

Themes and General Comments	Response/Action
<p>1. Britannia Road Reserve Britannia Road Reserve would benefit from having less grass and be separated into specific areas Lighting at Britannia an issue</p> <p>2. Menzies Park The size of Menzies Reserve oval is not adequate for football or cricket for want of some simple earthworks and relocation of the playground</p> <p>3. Woodville Reserve Woodville tables need upgrading Woodville oval is in poor condition and drainage</p> <p>4. Axford Park Axford Park has poor, undefined edge. Benefit from landscaping upgrades. The pavilion appears like an outdated piece of "victoriana" and fragments the park - suggest removing it and making the park more flexible in its use.</p> <p>5. Forrest Park Lack of path lighting (for afterhours walkers) No public toilets</p> <p>6. Dog Exercise Facilities The fenced off dog area at Woodville Reserve needs maintenance. *The Fitzgerald St park is good but there are conflicting uses within it. It's too large to be utilised just as a dog park but is unsafe for small children. The City of Vincent to consider a smaller fenced off section within the Fitzgerald St park for dogs.</p> <p>Britannia Road Reserve should have dog exclusion zones to allow for community sports to take place without interruption</p>	<p>1. Responses regarding the Britannia Road Reserve will be addressed in the Britannia North West Reserve Development Plan.</p> <p>2. Responses regarding Menzies Park will be addressed through the City of Vincent Sport and Recreation Facilities Plan.</p> <p>3. Response to be addressed as part of a future Four Year Capital Works Program, the Sport and Recreation Facilities Plan and the Woodville Reserve Masterplan.</p> <p>4. The City of Vincent is investigating improvements to Axford Park. A timeline to be confirmed.</p> <p>5. Will be addressed as part of a future Four Year Capital Works Program and planning for this area.</p> <p>6. Responses regarding dog walking facilities will be addressed in the City of Vincent Dog Exercise Strategy and as part of future planning for the relevant sites. *This dog exercise area has been addressed through the Robertson Park Development Plan.</p> <p>7. Responses regarding play facilities will be addressed through the City of Vincent Play Space Strategy. The City is currently investigating the provision of a kiosk at the site.</p> <p>8a. Since the removal of the lunchtime food service there has been a significant decrease in rough sleepers presenting at Weld Square. The City of Vincent works in collaboration with WAPOL and Outreach service providers to offer support and assistance where possible. The Rangers continue to patrol the area daily and report any issues observed to the relevant agencies.</p> <p>8b. The City is aware that the surface at Loton Park is uneven, mainly due to the area being used as a carpark. Annual maintenance works are undertaken to maintain the area to an acceptable standard.</p>

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<p>Unacceptable that Jack Marks Reserve has become a park only used and useable by people with dogs.</p> <p>Kyilla Park not fenced or provided with lighting for dog walking</p> <p>7. Hyde Park Needs more easy access play Undeveloped with poorly served amenities</p> <p>8. Other Comments</p> <ul style="list-style-type: none"> a. Weld Square feels unsafe and accrues rubbish. b. Loton Park at HBF Park is underused and the grass is uneven Britannia Reserve, and Menzies oval playing surfaces not suitable for cricket, rugby or football due to maintenance issues. c. Unacceptable to have too many parks to be maintained; for example, the View St parklet. d. Not every park space needs to have something, as long as there is good shade and close by amenities, shops or toilets available. Safety is a key thing to consider. e. The park at 10 Monmouth St would benefit from landscape upgrades f. The park on Edinboro Street – lack of parking g. Blackford St Park, it isn't very appealing h. The small local reserves are below acceptable standard Beatty park reserve is underutilised and unavailable for playing sports i. Les Lilleyman are they removing cricket pitch j. Toilets needed for Hobart St park 	<p>Britannia Reserve and Menzies Park are infested with areas of 'Parramatta Grass' and tufted weed of which currently there is no selective herbicide available for its control. These areas are used for active Sport and maintained given budget restraints to an acceptable level for match play and training.</p> <p>8c. The provision of parks is informed by the Public Open Space Strategy (2018). The City considers management of smaller parks and reserves on a case-by-case basis.</p> <p>8d. Noted.</p> <p>8e. The City will shortly commence consultation for landscape upgrades to this site with two (2) concept designs for consideration. A report will be provided to Council prior to December 2021 advising of the results of the consultation and providing a recommendation on which option should be implemented. This is considered a short-term solution as further investigations on the future of this site are explored.</p> <p>8f. Parking provisions will be considered as part of the broader objectives of the Accessible City Strategy 2020-2030 and related plans.</p> <p>8g. Will be investigated as part of future planning for the area.</p> <p>8h. The City aims to maintain its local reserves to an acceptable standard for the community. Any changes to these will be considered on a case-by-case basis. Responses regarding Beatty Park Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and Beatty Park Reserve and Charles Veryard Masterplan</p> <p>8i. Nothing confirmed at this point in time. Responses regarding Les Lilleyman will be addressed in the City of Vincent Sport and Recreation Facilities Plan.</p> <p>8j. Will be addressed as part of future planning for the site.</p>
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Playgrounds

The survey asked participants to nominate playgrounds that were considered to be below acceptable standard. The results are summarised in the table below.

Table 7 Playgrounds below acceptable standard

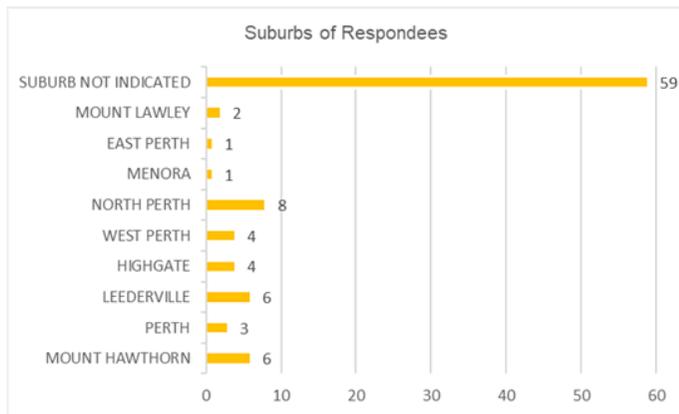
Themes and General Comments	Response/Action
<p>1. Britannia Road Reserve Bottom end of Britannia Reserve has many opportunities, however cost could be prohibitive, without a broad plan to activate the area</p> <p>2. Woodville Reserve a. Tables and chairs are old and require repair b. Woodville playground is aged. Equipment is basic</p> <p>3. Menzies Park Play equipment at Menzies would benefit from wider range of options across age ranges</p> <p>4. Leederville Skate Park Leederville skate park needs to be updated</p> <p>5. Robertson Park The playground at Robertson Park is aged</p> <p>6. Axford Park Reserve Small and underutilised.</p> <p>7. Other comments</p> <p>a. Outdoor exercise equipment requires maintenance Swings and sand plays removed and more shade needed. An absence of 'wild play' areas for children</p> <p>b. Sell some land for residential development</p> <p>c. Playground on Matlock Street Reserve</p> <p>d. Blackford Street Park</p>	<p>1. Responses regarding this part of the Britannia Road Reserve will be addressed in the City of Vincent Sport and Recreation Facilities Plan and future planning for the site.</p> <p>2a. Responses regarding Woodville Reserve tables and chairs will be addressed as part of a future Four Year Capital Works Program. 2b. Responses regarding Woodville playground and equipment will be addressed through City of Vincent Play Space Strategy and the Woodville Reserve Masterplan.</p> <p>3. Responses regarding Menzies Park will be addressed through the City of Vincent Play Space Strategy.</p> <p>4. Responses regarding Leederville Skate Park will be addressed in the Leederville Skate Park and Oxford St Reserve Redevelopment.</p> <p>5. Responses regarding Robertson Park has been addressed in the recently adopted Robertson Park Development Plan.</p> <p>6. The City of Vincent is investigating improvements to Axford Park. A timeline to be confirmed.</p> <p>7a. Responses regarding outdoor exercise equipment and play facilities will be addressed in the City of Vincent Play Space Strategy.</p> <p>7b. In the section 'What assets do we own?' on pg19 of the AMSS, it is noted that the City has an internal register of City land with sale and development potential and Council will consider the potential sale of lots on an ongoing basis.</p> <p>7c. and d. Responses regarding play facilities will be addressed in the City of Vincent Play Space Strategy and future Four Year Capital Works Program.</p>

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4. AMSS Survey Analysis

In examining the data and identifying trends, it is noted that a comparatively smaller number of responders (see Figure 18 below) indicated a suburb of residence compared with those who chose not to indicate a suburb in the survey. This means there are limitations to the ability to link a comment regarding a specific asset to the survey participant's location.

Figure 18 Resident suburb in Vincent



The responses to the survey have highlighted some key trends to inform how the City can address its asset sustainability objectives with the key trends as follows:

- Beatty Park as a building with outstanding value with limited to no support for maintaining the Beatty Park grandstand**
 Comments on the grandstand was that the existing stands 'prevent opportunity for expansion' 'should not be funded if it cannot be used', is a 'major financial drain', 'should be removed' or reduced in size because swimming competitions are now held at other venues in Perth. There was also concurrently a lot of votes for Beatty Park more broadly as an outstanding facility (33 votes which is equal highest with the City of Vincent Library).
- A breadth of survey comments on buildings within the City of Vincent's asset portfolio.** Support for maintenance of toilets in public parks was a key trend identified for buildings.
- High use and satisfaction with parks in Vincent** with 83 out of 93 responses indicating that parks were used either daily (54) or weekly (29). Satisfaction levels indicated that a high number were 'very satisfied' or 'fairly satisfied' with parks. Hyde Park received comparatively high nominations as a park considered to have 'outstanding value' (30%).
- Most responders to the survey indicated that they never used playgrounds** (35 out of 93). Of those who responded to satisfaction levels for playgrounds, Braithwaite Park received the highest vote as a playground with 'outstanding value' (40%).

The responses to the survey provide a range of views on the levels of service provided by the City of Vincent's assets.

Part Two – Written Submissions

Five written responses were received during consultation. Two responses related to the AMSS specifically, providing analysis of the asset management objectives and deliverables of the AMSS, including suggestions for ways forward and recognition of good work.

One submission was regarding the management of the Banks Reserve Pavilion.

Two of the five submissions were from sporting clubs (Forrest Park Croquet Club and North Perth Tennis Club) and these submissions provided a response to the AMSS specifically. One of the trends identified with the sporting club submission was a concern that the City is failing to appropriately manage smaller building assets because of a focus on the large-scale facilities such as Beatty Park and Leederville Oval. The details of the written submissions and the summary of those submission and responses are below.

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5. 'City of Vincent Asset Strategy' Written Submission 1

Themes and General Comments	Response/Action
<p>1. Summary Comment – strong support for the proposed asset management strategy from long term Vincent resident and ratepayer with significant asset management experience.</p> <p>2. Recognition of good work – significant undertaking to produce asset plans and strategy for such a large and diverse asset portfolio. The assets provide service ratepayers enjoy and tend to go unnoticed until they unexpectedly fail. Any effort to recognise and sustain value is vital.</p> <p>A concern that the City previously couldn't demonstrate it was investing sufficiently in the asset portfolio to sustain the assets. This piece of work is a necessary systematic approach to understand the long-term sustainability and cost of the asset portfolio. It is a first pass at understanding the asset services and value of assets to the community. The strategy will not be effective without the continued efforts of staff and the support of the elected Council even though it may not have a high community profile. It is necessary.</p> <p>3. Encourage an approach of let's do the best we can right now and improve the details later.</p> <p>4. AMSS a good start but lacking sophisticated detail to be robust. Assume that the City intends to (or already has) developed and adopted comprehensive asset management plans to substantiate the Strategy and ten-year investment plans.</p> <p>5. The strategy is of particular importance to the City of Vincent that owns several high value, long life and aged assets The City owns for example, Beatty Park, Litis Stadium, Leederville Oval). It also owns several bulk (network) assets such as roads, drains, parks, paths and car parks which are also of cumulative high value, long life and significant age. It is essential that the City understands responsibility, usage, benefits, costs and risks of these assets in order to manage these assets and invest wisely.</p> <p>6. Vision of the AMSS captures the key requirements of service, affordable and sustainable. Risk management is satisfactory implied. A shorter, easier</p>	<p>1. and 2. Noted.</p> <p>3. The Implementation Plan in the AMSS includes key deliverables to provide a more detailed and targeted approach to asset sustainability for future planning in the City of Vincent. This includes:</p> <ul style="list-style-type: none"> • Develop an Asset Prioritisation Plan for Buildings, Transport and Recreation/Parks to allocate levels of service and provide a framework for asset sustainability and rationalisation of assets. • Ensure participatory asset discussions by undertaking a community focus group workshop to understand community value of assets and compare with current service level measurements (this deliverable has been completed with 3 community Panel workshops held in August 2021). <p>4. The Asset Management Plans for Buildings, Transport and Recreation/Parks are updated every three years. This will be updated to reflect the City's confirmed long-term financial planning for its asset portfolio. The long-term financial planning will also be reflected in the City's ten year Long Term Financial Plan reviewed annually and its operational Capital Works Program (four-year program of works) that is also reviewed annually. As noted in the 'Review and Implementation of the AMSS' section 'it is important to note that the AMSS will likely not remain static. As it is reviewed, new information (for example the completed Asset Prioritisation Plan) will be included that may modify previously accepted positions.'</p> <p>5. Noted.</p> <p>6. The vision aligns with the Strategic Community Plan priorities and demonstrates the future planning required to ensure asset sustainability. The Asset Management discussion paper that accompanies the AMSS is designed to provide 'shorter, easier and more direct phrasing' to communicate the City's asset sustainability challenges (while keeping the same vision).</p> <p>7. Agreed. The objectives have been modified to the following:</p> <ol style="list-style-type: none"> 1. Having enough funds to keep our assets up-to-date; 2. Keeping our historic assets safe for use; 3. <u>Future</u> planning for <u>sustainable</u> assets; and

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<p>and more direct phrasing catch phrase approach would be useful in promoting the message.</p> <p>7. Objectives The objectives are suitable but somewhat confused. The objectives given are sound but might be better and more simply phrased. Objectives might be better phrased as clear Specific, Measurable, Achievable, Relevant and Time bound. (SMART objectives). For example- “City of Vincent will plan for and provide assets and asset-based services that</p> <ul style="list-style-type: none"> • Meet current and emerging community needs; • Are up to modern; • Are safe for use; • Are sustainable; and • Are appropriately funded. <p>8. Guiding and reference documents the strategy correctly identifies the Strategic Community Plan as a guiding document. It would be useful if it also identified the various informing strategies such as the City Recreational Plan, transport Plan and other high and medium level planning that provide direction. These are the documents that describe in detail what is meant by “community need” and “modern”.</p> <p>9. Concurrently the City is relatively small in terms of revenue capacity and ability to meet large unexpected capital expenditure needs. The City needs to be smarter than most other local governments in order to identify and plan for long term needs</p> <p>10. Private versus public ownership and responsibility. The City, like most local governments, owns many assets which are outsourced for management, maintenance or operation. The strategy should really address this and define clear roles and responsibility, including financial liability and risk liability. This belongs in the Asset Strategy as the City needs to have a common and well-defined approach across all asset classes. The four principle roles include asset owner, asset manager, asset user (tenant/lessee) and maintenance provider.</p> <p>11. Reliance on financial data and ratios. Use of the “Asset Sustainability Ratio” and “Condition Ratio” is appropriate at a high level but the City should have regard for the limitations of these “scoring approaches” to performance management. In particular:</p>	<p>4. Making sure <u>our</u> assets <u>meet current and emerging community needs</u>.</p> <p>8. In the ‘Integrated planning and reporting framework’ section of the AMSS, there is a table that lists the ‘core strategic documents linked to the AMSS’ (page 10). These include the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Public Open Space Strategy (2018) and Accessible City Strategy 2020-2030.</p> <p>9. Agreed. One of the key aims of the AMSS is to raise awareness of the unique challenges for a moderately-sized, inner-city local government that, when compared with other metropolitan local government has lower residential rates (6th lowest out of 29 metropolitan local governments for minimum residential rates for 2020/21) while also having responsibility for the upkeep of several large, historic assets.</p> <p>10. Agreed. In the ‘What assets do we own’ section of the AMSS the following has been modified to include the additional sub-section to recognise leasing arrangements (including asset management responsibilities for large assets). <u>Leasing City of Vincent Assets</u></p> <p><u>The City of Vincent has a number of assets that it leases. These arrangements range from Best Practice long-term year leases (VenuesWest for management of HBF Park) with the organisation responsible for operational maintenance of the asset, to standard commercial tenancies (10 year leases with 5+ leasing options). The Property Management Framework that was adopted by Council in November 2020, was implemented to ensure that City owned properties that are leased or licenced are managed in a consistent, fair and transparent manner. The Framework provides an equitable methodology for calculating lease and licence charges for Category One and Two properties. Category Three and Four properties that are large organisations, government and commercial leases and licences are by negotiation.</u></p> <p>11. As noted in the ‘Targets’ section of the AMSS ‘there is no single indicator that demonstrates a local government’s financial sustainability nor does it necessarily mean that it is fatal if a particular local government falls below the DLGSCI’s ‘preferred’ benchmark for that particular indicator in a single year. The City will measure and report asset management sustainability annually in accordance with the IPRF and Regulation 50 of the Local Government (Financial Management) Regulations 1996”.</p>
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<p>a. The ratios use financial valuation (depreciation) and investment as a proxy for asset condition and performance remains valid only if these financial assessments accurately reflect the asset portfolio. If for instance the assets are being over depreciated compared to their actual deterioration a false result will emerge.</p> <p>To use these ratios the City needs to have a robust fair value valuation process that is informed by regular and quality inspections of assets.</p> <p>b. Asset ratios tend to have an “averaging effect” that can hide particular issues. For example a freshly refurbished or new high value asset (Beatty Park) might obscure that the City owns multiple deteriorated buildings. The average condition ratio will be fine but having one great asset and multiple failed assets.</p> <p>c. Fixed targets for sustainability and condition ratios do not reflect that good planning, from time to time, requires variation in investment and condition. For example a large high value asset (Beatty Park) would be expected to deteriorate and depreciate over a long period before requiring a large investment in renewal/refurbishment every few decades. This does not lend itself to a smooth distribution of investment (financial sustainability) but does require a more sophisticated approach to capital investment planning.</p> <p>12. The Asset Sustainability ratio and setting a good target is an appropriate a good objective for network assets such as road pavements, parks, smaller buildings and similar bulk assets.</p> <p>13. The term “renew over new” is misleading outside of the industry. It could also be constraining. Sometimes the best investment strategy is replacement because the asset is not meeting need or the cost of maintaining the old asset is too high. The sentiment and approach is sound. It might be better to rephrase using “best whole of life investment”.</p> <p>14. For consistency the City to define in the strategy the following investment tactics/definitions which lend themselves to prioritisation approach. These terms are industry standards and it would be good if the organisation could define and describe intentions for assets consistently. The particular benefit would be communicating to public and staff the medium-term future of a location (e.g. Litis stadium old toilet block to be</p>	<p>11a. The City of Vincent's assets are subject to regular inspections and assets are revalued every three years. As The City continues to collect data across its assets the confidence levels increases.</p> <p>11b. Agreed. Alongside a staged approach to meet asset sustainability ratio targets (keeping in mind the ‘averaging effect’ that may arise when reviewing these calculations), the City is also implementing a range of approaches to achieve its asset sustainability goals. This includes an emphasis on renewal projects in its Capital Works Programs and, through the Asset Prioritisation Plan. As stated in the ‘Rationalisation for asset sustainability’ section of the AMSS, the Asset Prioritisation Plan will include the identification of key asset classes and holdings with a high level assessment of aged condition of these assets (Action Item No.2). The APP will also be informed by the Sport and Recreation Facilities Plan and a matrix of asset performance measurements including:</p> <ul style="list-style-type: none"> ● assets with high-community benefit; ● asset utilisation; ● fit-for-purpose considerations; ● opportunities to source alternative funding opportunities; and ● future asset demand that takes into account demographics and trend analyses <p>11c. Agreed. The unique challenges involved with a large, deteriorating asset like Beatty Park requires targeted and detailed analysis that leads to long-term financial and asset management planning for these sorts of assets. For example, this detailed and targeted approach for Beatty Park is being addressed through Beatty Park 2062 Masterplan.</p> <p>12. Noted.</p> <p>13. Agreed that ‘sometimes the best investment strategy is replacement’. In the AMSS section ‘Long-term financial planning for our assets’ the following is noted. ‘Although renew over new will be a guiding principle for asset sustainability, there may be circumstances where this is not appropriate. For example, replacement of costly, aged assets that are not fit-for-purpose with a new asset may bring improved service delivery and associated cost benefits. This will be one of the considerations in the Asset Prioritisation Plan.</p> <p>14. Agreed, the AMSS will be modified to the following:</p>
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<p>disposed) so it can be included in the public perception and organisation plans</p> <ul style="list-style-type: none"> • Dispose (including demolish, sell, remove, mothball, etc) • Operate and Maintain (including inspect, operate, maintain, service, etc) • Renew (including rehabilitate, resurface, refurbish, etc) • Replace • Upgrade/expand • New <p>15. In terms of asset performance measurement it might be prudent to measure and respond to up to 4 different criteria, rather than just condition. I have observed that the City (wisely) makes investment decisions on at least 4 different criteria</p> <ul style="list-style-type: none"> • Asset condition – if the asset remains in appropriate physical, aesthetic or operating condition • Asset functionality – if the asset is meeting the service need, community expectations, demand, utilization • Asset risk – if the asset is a safety, financial, service, reputation or other risk • Value for money – if the asset is providing value for money or a better option is available <p>16. Assets not covered. I note this strategy applies to non-current real assets only. Plant & Equipment, furnishings, IT hardware, Art work, libraries, building contents, intangible assets, stock, WIP, goodwill, etc are not included. This is highly appropriate for an initial infrastructure strategy</p>	<p><i>Asset management is a continuous process, covering the full life of an asset. The following are the main ways an asset is managed:</i></p> <ul style="list-style-type: none"> • <u>Operate and Maintain (including inspect, operate, maintain, service the asset)</u> • <u>Dispose (including demolish, sell, remove, mothball an asset)</u> • <u>Renew (including rehabilitate, resurface, refurbish the asset)</u> • <u>Replace</u> • <u>Upgrade/expand</u> • <u>New (create an asset); and</u> • <u>Acquire an asset.</u> <p>The Asset Management discussion paper will be modified to the following:</p> <p><i>What is asset management?</i> <i>Asset management generally involves the day-to-day operation and maintenance of assets. Assets can also be managed in the following ways:</i></p> <ul style="list-style-type: none"> • <u>Dispose (including demolish, sell, remove, mothball an asset)</u> • <u>Renew (including rehabilitate, resurface, refurbish the asset)</u> • <u>Replace</u> • <u>Upgrade/expand</u> • <u>New (create an asset); and</u> • <u>Acquire an asset.</u> <p><i>Asset management is the process of balancing the needs of the community, with financial and environmental responsibilities throughout the lifetime of the asset.</i></p> <p>15. Agreed. This criteria will be used as key principles to inform the development of the Asset Prioritisation Plan.</p> <p>16. Noted.</p>
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6. 'Planning Strategy – managing risk' Written Submission 2

Themes and General Comments	Response/Action
<p>1. Profile and experience – postgraduate study with a focus on City of Vincent assets and experience in asset management programs.</p> <p>2. Planning Strategy – Managing Risk It all comes down to planning/managing risk and expectations and in that there are three simple guiding principles: What keeps you out of jail. What maintains the status quo. What improves/develops your business. My example I am using is the building assets in the city.</p> <p>3. Planning Inputs There are 4 inputs that inform the planning strategy above:</p> <ul style="list-style-type: none"> • Asset current condition • Current usage • Current and future community need • How much money do you have? <p>4) Populate the Project List and Visualise The city is slightly different to a sustaining capital group in that you also have maintenance costs (opex costs). So, it may be worth including those in the list. My suggestion is to build up each of the lists separately and then combine. Maintenance, sustaining and improvement capital. From the chart at the bottom of my first page of handwritten notes you can see I put the projects and or required spend in order of the risk as I mentioned above. Each of the bars is a project or spend and the height is dollar value. The chart is populated left to right based on most risk or need at the left through to the 'nice to have projects' on the far right. Your budget can then be placed on the spreadsheet as a slider and you can make it movable so you can see what happens if you change the budget, you change the risk and it's very easy to see what that does to your portfolio. If you build the spreadsheet up from the three project type streams (Operational, sustaining and improve) capital, you can also turn them on and off to compare your priorities across the spend types. That can help with budget allocations.</p>	<p>1. Noted.</p> <p>2. Agreed. As stated in the 'The Challenge' section of the Asset Management Discussion Paper: 'To meet this challenge, the City must strike the balance between maintaining our current portfolio and scale of ageing assets whilst meeting the needs of a growing and diverse community and a changing environment. This needs to happen within our means and be financially sustainable in the long term.' This reflects the three guiding principles stated in Submission 2 for 'Planning Strategy – Managing Risk'.</p> <p>3. Agreed. The four inputs identified align with the key principles identified in written submission 1 (see response 16) to inform the development of the Asset Management sub-committee reporting framework and Asset Prioritisation Plan:</p> <ul style="list-style-type: none"> • <i>Asset condition – if the asset remains in appropriate physical, aesthetic or operating condition</i> • <i>Asset functionality – if the asset is meeting the service need, community expectations, demand, utilisation</i> • <i>Asset risk – if the asset is a safety, financial, service, reputation or other risk</i> • <i>Value for money – if the asset is providing value for money or a better option is available</i> <p>These principles will be considered along with input 4– <i>how much money do you have?</i> to inform long-term financial planning.</p> <p>4. Noted. As stated in 'Things to Consider' in this submission (no.2). The City undertakes an annual review of its works program and where possible prioritises 'low cost, high value' work. The City is currently reviewing and mapping all of its processes and the suggested methodology proposed in this submission and this will be included as modelling to inform asset management reporting to the AMS sub-committee (see 'Governance and Management Arrangements' section of the AMSS).</p>

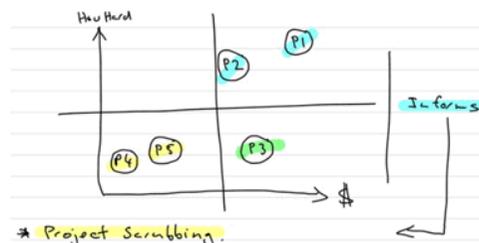
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Project Prioritisation Process The above list is really a complete dump of all work/spend that is on the books. The next step is to start breaking that down into the types of projects/spend, how much, how easy/hard and what is the 'bang for buck'. Taking into account the SCP, CBP and the other informing strategies the city has such as the RAP, town centre plans, asset condition reports etc. At this point you will also start to understand where the gaps in your data such as estimate accuracy/amount, scope definition and timing of projects. Essentially as per my below hand sketch, you list the projects and then plot to see where the projects lie in terms of cost effort and value. It informs and shows the quick wins, high value/easy to implement and the projects (such as Beatty Park) that need a longer-term multi-year budget allocation

➤ Prioritise Project List based on strategy.

	\$	Time (w)	Effort (How hard)	Bang for buck.
1) P1	\$xx	4	5	5
2) P2	\$xx	1	4	1
3) P3	\$xx	2	1	2
4) P4	\$xx	1	1	3
5) P5	\$xx	1	1	4



Project Maturity assessments will also be reflected in Capital Works Programs and reporting to the AMS sub-committee.

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<p>Project Maturity Assessment Based on the identified projects above, conduct a project maturity assessment based on current information/project development stage. As an example, if a particular project such as a building upgrade is only currently an idea and there is just ballpark costs etc, it is unlikely you could get it implemented in the current financial year, so it gets planned into the following years. Project maturity assessments would be different for the city as opposed to a mining company, but the concepts remain relatively similar. The maturity assessments drive the project priorities to an extent based on what is achievable spend for the size of your budget and the resources you have available to execute. James mentioned he has a team of three plus himself. Future Planning With all the data and priorities that have been identified, it is now a process of building up what the longer-term plans look like. The idea here is to get a forward look ahead so that planning for next year's projects can commence. The idea within Rio was that any project that didn't have at least order of magnitude costs, scope and schedule developed was pushed out to the following year/s</p> <p>Future Planning With all the data and priorities that have been identified, it is now a process of building up what the longer-term plans look like. The idea here is to get a forward look ahead so that planning for next year's projects can commence. The idea within Rio was that any project that didn't have at least order of magnitude costs, scope and schedule developed was pushed out to the following year/s.</p> <p>Things to Consider Find the easy to do, low cost, high value work. Have a long-term plan for the high cost, hard to do projects. Find the synergies across projects and develop programs of work to create cost efficiencies.</p>	
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7. North Perth Tennis Club Written Submission 3

Themes and General Comments	Response/Action
<p>1. Distortion in figures – There is a clear distortion in the document due to the significant capital works (& ongoing annual maintenance requirements) attributable to large buildings with heritage value that will not benefit the wider community residents of COV generally – namely Beatty Park and Leederville Oval buildings. In part this seems to be acknowledged, however there is no reference to the current % of usage of these assets by COV residents. Overall these two buildings plus the other “big four” assets noted in the AMSS, result in a poor basis for analysis of other more “general use” community assets of COV.</p> <p>2. Incorrect and misleading reference - On page 11 of the AMSS (under the Key Statistics section) there is an incorrect and misleading reference to the number of tennis courts in COV. There are only three membership based tennis clubs (Leederville, Loton Park & North Perth with 32 courts) and then the public use facility at Robertson Park with 32 courts (and further reducing with additional alternate sports infrastructure (netball and Skate Park) planned for there). So currently a total of 64 (not 68) courts – 36 grass courts and 28 hardcourts.</p> <p>3. Significant parking issues associated with Robertson Park that seems to not be addressed in the AMSS.</p> <p>4. The demographic analysis comments appear flawed as implying an “aging population” position in the future, which we refute and is a counter-intuitive assumption based upon the obvious young families flocking to COV. Additionally, there are clear pressures on all the primary schools in the COV boundaries with increased State Govt. expenditure on capital works, as evidenced at Kyilla Primary school for example. So the comment on page 6 of the AMSS – “For example, the ageing population may require different facilities than youth, families and couples” is totally incorrect. In fact the demands from young families and renters in the COV is increasing the needs for appropriate sporting & other facilities looking into the next ten years timeframe.</p> <p>5. Buildings Condition Audit for North Perth Tennis Club and Bowling & Recreation Centre. In the “Rationalisation for Asset Sustainability” section of the AMSS, there is reference to three properties where the table heading –</p>	<p>1. Noted. As stated in the ‘Rationalisation for asset sustainability’ section of the AMSS, the Asset Prioritisation Plan will include a matrix of asset performance measurements including prioritisation of assets with high-community benefit and utilisation. The APP will also be informed by the Sport and Recreation Facilities that caters for clubs future growth and identifies assets which are no longer required. These key pieces of work will provide more detailed utilisation rates across the City to better understand how both large-scale and small-scale assets are being used.</p> <p>2. It is confirmed that Robertson Park currently has 36 courts leading to a Total of 68 tennis court in the City of Vincent.</p> <p>3. Parking has been addressed through the Robertson Park Development Plan (adopted at Ordinary Council Meeting on 14 September 2021).</p> <p>4. The sentence has been modified to demonstrate that this is providing an example of different asset service needs of population groups within Vincent. It now reads: For example, the City’s <i>senior residents</i> may require different facilities than <i>its young people</i>, families <i>or</i> couples <i>without dependents</i>.</p> <p>Additionally, as stated in the ‘Demographic Forecasting’ section of the AMSS ‘A forecast of households types, shows a significant increase in lone person households by 2036 (a change of +3,517) and a moderate increase in couples with dependents (+1,156) and couples without dependents as well (+1,929)’ followed by a graphic demonstrating the forecasted demographic change. As per Objective 4 of the AMSS ‘Making sure we have the assets we need now and in the future’ the aim of asset management is to ensure Vincent’s assets address the service needs of its residents and respond to any demographic changes as part its long term planning.</p> <p>5. As stated in the ‘Rationalisation for Asset Sustainability’ section of the AMSS - the condition of an assets was one consideration of the 2018 buildings condition audit that also provided:</p> <ul style="list-style-type: none"> • an overview of the City’s buildings • their purpose

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<p>“Asset Options” concludes that all three buildings – 2 being ablutions blocks and the other is incorrectly described as “North Perth Tennis Club Bowling & Recreation” (they are two separate & distinct properties)– are rated as “demolish/redevelop”. This assessment makes no sense for the given the non-ablution building is currently assessed as being in a “reasonable condition”. Also the significant costs of demolition are not included as an important factor versus usage and annual maintenance costs. Also sporting facilities generally for Clubs are subject to lease agreements that place most of the maintenance/insurance costs on the lessee – thus minimising the costs of upkeep on the COV.</p> <p>6. The AMSS fails to recognise the usage of building facilities by other resident groups in the COV.</p>	<ul style="list-style-type: none"> • utilisation rates • a general description of condition, • information on the associated cost of each building (both capital and operational); and • a comment on Community Needs Assessment. <p>The approach for this asset will now be addressed in the City of Vincent Sport and Recreation Facilities Plan and Woodville Reserve Masterplan</p> <p>6. Multi-use of leased facilities is an outcome supported through the City of Vincent Property Management Framework.</p>
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8. Forrest Park Croquet Club Written Submission 4

Themes and General Comments	Response/Action
<p>1. The failure of the AMSS to consider the influencers of asset management and maintenance.</p> <p>2. a. Limited interest in maintenance of minor buildings by Administration. The technical staff of the City of Vincent have a vested interest in the asset management of roads, footpaths and parks. Few City of Vincent staff have any interest in the minor buildings.</p> <p>b. Compounding the issue are the major buildings because they impact the City of Vincent’s budget. That impact results in active management.</p> <p>3. Forrest Park Croquet Club’s experience with the City of Vincent in building maintenance has been unsatisfactory. Despite indications that works would occur, the funds have been diverted to other projects or not expended. In recent times, the City of Vincent have performed works at Forrest Park Croquet Club with no real notice or planning. The inference drawn is that works are undertaken when funds are found and not through planned expenditure.</p> <p>4. Forrest Park Croquet Club to adopt the following approach</p> <ul style="list-style-type: none"> • Annually Forrest Park Croquet Club will provide the City of Vincent its proposed prioritised maintenance works program. • Forrest Park Croquet Club will, where appropriate, combine improvement works with maintenance works to achieve better value for money outcomes. • This approach requires assistance from the City of Vincent staff with defining the scope of works and budgets. • The outcomes expected from the City is a commitment in the budget to fund the priority works program items of Forrest Park Croquet Club. 	<p>1. The ‘Rationalisation for Asset Sustainability Section’ of the AMSS has been modified as follows: ‘The [Sport and Recreation Facilities] Plan will deliver a strategic direction for the City that will better accommodate sporting club growth, <u>recognise the valuable contribution Clubs leasing buildings make to maintenance of the assets they use</u>, and improve community accessibility to public open space.</p> <p>2a. The City has recently met with the Club to discuss maintenance issues and has implemented some minor upgrades.</p> <p>2b. As stated in the overview section of the AMSS, the challenge for the City is to ‘strike the balance between maintaining our current portfolio and scale of ageing assets whilst meeting the needs of a growing and diverse community’. This includes management of smaller-scale building facilities. Through the following AMSS objectives the City aims to achieve this balance: Having enough funds to keep our assets up-to-date – ensuring there is a focus on renew over new and ensure there is enough renewal funding put aside each year for use across the asset portfolio. Keeping our historical assets safe for use – acknowledging the unique challenges of management of large-scale, historic assets means this issue needs to includes advocating to federal and State governments to provide support for the City’s assets as well as sourcing other alternative funding contributions and looking at a range of options through the Beatty Park Masterplan and other master planning projects for these sorts of assets.</p> <p>In the AMSS ‘planning for the future of our assets’ will address the next for more detailed long-term planning for the management of the City’s assets. The City of Vincent has several master plans and development plans that are proposed to be implemented over the course of the AMSS (ten years). Historically, the actions within these master plans and development plans have been prioritised and budgeted on an annual basis. Moving forward, the lifecycle costs of priority projects will be included in the City’s long-term financial planning. One of the key pieces of work to inform the long-term financial planning of asset management will be the Asset Prioritisation Plan. This will include a matrix of asset performance measurements including prioritisation of assets with high-community benefit and utilisation. The APP will also be informed by the Sport and Recreation Facilities that caters for</p>

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	<p>clubs future growth and identifies assets which are no longer required. This will ensure more transparency in the undertaking of works across the City.</p> <p>3. and 4. Noted. The City has recently visited with the Club to discuss maintenance issues and ways forward. This has resulted in minor upgrades to the building along with a successful grant leading to floodlighting for the Park. The City is committed to continuing this positive communication. Further responses regarding Forrest Park buildings will be addressed in the City of Vincent Sport and Recreation Facilities Plan.</p>
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9. Banks Reserve Pavilion Written Submission 5

Themes and General Comments	Response/Action
<p>1. Utilisation of Banks Reserve Pavilion</p> <ul style="list-style-type: none"> • History of. Over the years, the Pavilion has been used for family events and social gatherings as well as for a range of workshops and meetings hosted by various NGOs that we have been involved with over the last few decades. • Utilisation rates do not reflect number of unsuccessful inquiries to hire the Pavilion Told that usage had gone down in recent years but if there is no record of the number of unsuccessful inquiries to hire the Hall, then this argument is skewed. It also does not take into account the impact on the local community of being denied access to the Hall given the Council's decision to support – and benefit from - commercial interests at \$2K/week. Therefore the City is responsible for the decrease in the Hall's usage. • Impact of removal of Pavilion on community: The Council must also take responsibility for impact of the Hall's closure on the numerous residents, especially the elderly, who had attended the regular yoga classes. • Area unique for lack of accessible access to facilities this area of Vincent is unique for not having easy access to facilities – commercial or community – of any nature. <p>2. Upgrade and Maintenance of the Hall</p> <ul style="list-style-type: none"> • Comparatively minor amount to repair Pavilion. \$650K was quoted as the cost required to have the Hall made usable again. This is a relatively small amount of money in the Council's budget especially considering how much is being allocated to sporting facilities across the City – facilities like Beatty Park that are arguably used by as many non-rate payers as local residents. Given this, surely the state government has a significant funding responsibility for such facilities. • Opportunity to build co-management and co-design arrangement with the community <p>3. Previous community consultation We understand how difficult it must be to canvas options, receive feedback and to consider individual preferences for the future of the City's built assets, especially by those who would be most directly affected by any significant change. It would be safe to say however that the majority (if not all) of those present at the meeting [Banks Reserve Pavilion Q&A on 1 May 2021] would have contributed to the community consultation and added</p>	<p>Summary response for Submission 5: The development of the Banks Reserve Masterplan involved an extensive public consultation process prior to its adoption by Council. There will be further community engagement as part of the detailed design process for the proposed Banks Reserve Plaza. The details of the consultation are provided in the 27 July 2021 Ordinary Council Meeting (OCM) report where Council provided a response to a petition received opposing the demolition of the Pavilion. See here</p> <p>1. Administration assessed current Pavilion utilisation (2018 data provided in OCM report 27 July 2021). While the facility occupancy rate is quite high this is primarily due to the existing Kiddies Learning Hub Pty Ltd Licence Agreement that expires on 28 June 2019. Facility occupancy is significantly lower when Kiddies Learning Hub usage is excluded. Total Usage Hours (including Kiddies Learning Hub) Occupancy Rate Total Usage Hours (excluding Kiddies Learning Hub Occupancy Rate 2,427.5 43% 447.5 8%</p> <p>Any unsuccessful enquiries made to book the Pavilion in recent years have not been recorded, and have not been able to be considered as part of the broader utilisation rates and consultation feedback on the Pavilion.</p> <p>To meet the community needs for the space, a scenario under consideration is the inclusion of a meeting space in the future Plaza area which is currently a high level concept and subject to further detailed design work. This proposal is in line with the Masterplan.</p> <p>2. While the Pavilion has been assessed as being in 'fair' condition it does not meet current accessibility and public building standards. Many of the building components are rapidly nearing end of life with required works to bring the Pavilion up to a reasonable standard being extensive and costly. Approximately \$35,000 is spent per annum on building maintenance but this does not address the current accessibility or public building deficiencies. It is anticipated that these building maintenance costs will continue to increase over time as the building components reach end of life.</p> <p>3. The development of the Banks Reserve Masterplan involved an extensive public consultation process prior to its adoption by Council. The City's Corporate Business Plan 2017/18 – 2020/21 included an action to</p>

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<p>comment on our preferences – so it is hard for us to feel like we have been heard when the Council’s decision to demolish the Hall is clearly contrary to our stated wishes.</p> <p>4. Insensitive works undertaken at Banks Reserve This is in addition to other extremely insensitive works already undertaken by the Council in Banks Reserve precinct including;</p> <ul style="list-style-type: none"> a The closure of toilets connected to the Hall and the placement of the ugly uni-sex, universal access toilet building; b The removal of sheoak trees; c The laying of gravel and large wood chips around picnic tables and river access routes making it impossible to wear bear feet, or have children play in these areas – the risk of falls, gravel rash and splinters has sky-rocketed; d The placement of an ugly bin-shed in the prime view-line of the river from the carpark; e The closure of two jetties with no notice to residents and for no apparent reason (see previous correspondence to Councillors); f the erection of the fence announcing demolition of the Hall. <p>5. Positive upgrades acknowledged: popular playground, skatepark and BBQ area which serves locals as well as numerous people from out of the area pretty much every day. This area has been sensitively designed to create a perfect boulevard among the beautiful mature trees and along the now lush and lovely regenerated creek banks.</p> <p>6. Another boulevard on the other side of the creek is not required, On the contrary, it would seem sensible to add value to the play area and to use the Hall to offer more support and opportunities to families and others who gather, pass by or come for the occasion; a kid’s art class, a cup of coffee, a death café, a book club, a choir, a men’s shed, a bake-off, a family birthday, a clothes swap, dancing (lots of dancing!), board games, a chess club, a yoga class,.....and so the list goes on.</p> <p>7. Reverse decision to demolish Pavilion A major function of local government however is about supporting and building community and enabling community activities that contribute to that end. As local residents, it is difficult to see how the demolition of our only community building fits into the City of Vincent’s responsibility.</p>	<p>prepare a Masterplan for Banks Reserve. The draft Banks Reserve Masterplan was prepared based upon extensive community and stakeholder consultation – the details can be found here.</p> <p>There were two rounds of advertising of the Masterplan for comment in 2018 and 2019. 54 comments were received across both consultations, with 31 in support, 12 opposed and 11 unsure. From 14 April 2021, residents were invited to a Q&A session on site on 1 May 2021 about the future of Banks Reserve which was attended by the Mayor, Deputy Member, Elected Members and City staff. The meeting also coincided with a pop up community engagement event on the City’s draft AMSS.</p> <p>4a. The public toilets within the pavilion building were non-compliant in respect of universal access and prone to on-going and extensive vandalism and anti-social behaviour. To make them compliant and to maintain them to an appropriate standard, and level of service, would have far exceed the cost of the modular toilet since installed in their place.</p> <p>4b. The Sheoaks trees removed were Casuarina glauca - a non-native weedy species which if left uncontrolled, can take over naturally vegetated areas. Prior to having these trees removed, the City obtained a permit from the Department of Biodiversity, Conservation and Attractions to undertake the works. All specimens removed were first identified by a qualified botanist to ensure no native Casuarinas species were removed.</p> <p>4c. These works were undertaken as part of the City’s Ecozoning program. Due to the presence of large mature trees in the area, it was not possible to maintain turf in these areas so it was decided to convert areas to native garden with mulch. Areas of gravel were incorporated into the design to provide access to the picnic tables (accessible for wheel chair access). Long term, the mulched native gardens and gravel areas reduce water usage and maintenance requirements whilst increasing biodiversity and native habitat in the area.</p> <p>4d. The City is planning the removal of the bin-shed.</p> <p>4e. The jetties were assessed by an independent marine engineering consultant as being in poor condition and as such supporting their continued use was not a risk the City was prepared to accept. In regards the concrete jetty near the Old East Perth Power Station, Development WA (DevWA) is currently assessing its significance to the Power Station</p>
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	<p>redevelopment project and are considering options to either restore the existing jetty or build a new one to accommodate future ferry services.</p> <p>4f. Once the building was considered no longer fit-for-purpose and the services disconnected the City had a duty of care to ensure that it was secured.</p> <p>5. Noted</p> <p>6. The development of the Banks Reserve Masterplan involved an extensive public consultation and the future Plaza area has been endorsed in the Masterplan.</p> <p>7. Further work has been carried out since April 2021 to investigate options for maintaining a community facility in some form on the site. Three scenarios were considered the final scenario considered was the inclusion of a meeting space in the future Plaza area which is currently a high level concept and subject to further detailed design work. This proposal is in line with the Masterplan. On 27 July Ordinary Council Meeting the following recommendation was endorsed by Council. It was noted:</p> <ul style="list-style-type: none">• that the demolition of the pavilion is a project that is scheduled to occur in 2021; and• that the provision of a community meeting space will be considered as part of the detailed design of the proposed Banks Reserve Plaza
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Part Three – Community Panel Workshops

Following the 15 December 2020 Ordinary Meeting that endorsed the AMSS Communication Plan the City recruited the Panel to participate in workshops focused on the AMSS. Element Advisory was appointed to independently facilitate the three workshops. The Panel is designed to include participants from across the City’s demographic spectrum and 180 applicants were invited to participate with 40 accepting the invitation. The role of the Panel is advisory with the aim of facilitating input into decision-making on a range of Vincent projects. The AMSS was the first project the Panel have been asked to workshop. The Panel workshops were held in the month of August 2021. The major activities and outcomes are summarised below.

10. Workshop One outcomes

Where and When: Tuesday, 3 August 2021 from 6pm-7:30pm at the Loftus Community Centre.

Attendance: 41 Panel members.

Purpose: establishing the Panel, introductions and expectations of the Panel’s ongoing participation. An overview of asset management principles and the AMSS was presented at the workshop.

The Panel members met for the first time at Workshop One. The Panel participated in collaborative activities and there were ground rules established regarding etiquette and agreement reaching.

The Panel was then provided an overview of asset management at the City of Vincent and the AMSS specifically. Below is a table summarising the responses from the Panel on their participation in the project.

Table 8 Motivations and expectations of Panel workshops

What motivated you to join the Panel?	What does agreement look like to you?	What etiquette ground rules should we establish for the Panel?
<ul style="list-style-type: none"> • Belief in participating at a local level • Viewing social media communications, wanting to represent my suburb in discussion • Understanding how consultation informs City decisions • Active citizenship is important • Opportunity for collaboration with my neighbours and community members • To have a voice for future planning in Vincent • Bring a different perspective to the Panel • To improve living in Vincent • Wanting to be part of the solutions 	<ul style="list-style-type: none"> • Majority rules and consensus making • Timeframes are important • Identify issues that can’t be resolved and park them if need be • Have a pragmatic approach. • Ensure all participants feel heard • Declare conflicts and identity biases • Incremental decision making • Making informed decisions 	<ul style="list-style-type: none"> • Keeping discussions on track • Using simple, accessible language that avoids jargon • Positive, respectful interactions • Allow space for individual opinions

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Image 1 Workshop One Panel attendees



11. Workshop Two outcomes

Where and When: Wednesday, 18 August 2021 from 5.30 – 7pm at Beatty Park to view recent maintenance and upgrades to the facility. This was followed by a workshop at the Function Room in the Administration Building.

Attendance: 28 Panel members

Purpose: to understand asset management complexities by focusing on two case studies: firstly a large-scale asset (Beatty Park) and, secondly, a small-scale asset (Leederville Toilet Block).

Workshop Two involved the assessment and workshopping of the following key issues:

- Understanding the complexities and considerations in managing a large-scale asset and a small-scale asset
- Exploring the AMSS objectives to identify the relative weighting of those objectives (what the Panel valued the most)
- Providing high-level explanation of the decisions the City is having to make around assets or service trade-offs (theoretical only)
- Introducing financial considerations for the next workshops

The first part of Workshop Two was a tour of the Beatty Park facility as an example of a large-scale asset that the City manages. The tour showcased recent upgrades to Beatty Park including maintenance works to the indoor swimming pool, upgrades to the change rooms and toilet facilities, and inground services to Beatty Park. This gave Panel members an appreciation of what goes into the running and upkeep of such a large asset within the City.

Image 2 Workshop Two tour of Beatty Park



The second part of Workshop Two involved intensive workshopping of the key asset sustainability issues. Firstly, the Panel were taken through an understanding of the different types of asset management activities including the following asset condition grading.

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Table 9 Asset condition grading

Condition Grading	Description of Condition
1	Excellent: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very poor: physically unsound and/or beyond rehabilitation

The workshop also explained levels of service that can relate either to the physical performance of an asset or the customer expectation and satisfaction of the asset. Levels of service can be multiple faceted: customer satisfaction, environmental requirements and legal requirements.

Small-scale and Large-scale asset case study assessments

Along with Beatty Park, as a case study for a large-scale asset was the Leederville (Avenue Carpark) toilet as a small-scale example. The Panel were asked to determine if the asset should be considered for renewal or replacement by using the following criteria:

- Condition rating (score out of 5 with 5 being very poor)
- Customer satisfaction LOS (score out of 5 which 5 being very poor satisfaction)
- Consider other user groups if asset is removed (score out of 5 with 5 indicating high impact)

Overall, the Leederville Toilet Blocks were rated poorly, however Panel members were considerate of all user-groups of the asset, which made determining a score a complex process. The results and comments are summarised below.

Image 3 small-scale asset case study (noting this was assessed as an example only and Panel results did not inform future of this asset)



Table 10 Small-Scale Asset Case Study - Leederville Toilet Block

Condition Grading Average	Customer Satisfaction Average	Impact on user group if removed	Comments
Poor: 3.4	Poor: 3.9	Moderate Impact 3.8	<ul style="list-style-type: none"> • Removal would be devastating for some groups, particularly the homeless • Need to identify utilisation rates before removal • Significant maintenance required • Could be co-located with another facility nearby for passive surveillance • Structurally sound but cleanliness an issue

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This workshoping exercise led to an increased awareness of the cost-impacts of vandalism on these types of assets and its tendency to attract anti-social behaviour. There was discussion on how to reduce ongoing asset maintenance/repair costs through various strategies such as homeless support or replacing the asset with an Exeloo toilet.

The same worksheet and activity was undertaken for the large-scale asset, Beatty Park. The asset was rated high by the Panel. However, it was noted by the Panel that it was challenging to rate this asset due to its different functions and the aged components that needed costly renewal investment.

Table 11 Large-Scale Asset Case Study - Beatty Park

Condition Grading Average	Customer Satisfaction Average	Impact on user group if removed	Comments
Good: 2.7	High: 1.1	High Impact 5	<ul style="list-style-type: none"> • 1/5 new, 2/5 old room, 4/5 grandstand • If the grandstand was separate then the score outcome would be different asset • 5 for modern facility - 1/2 for heritage grandstand • Plenty of use of facilities and happy customers • Well used - great services to users • Free parking • Variety of services - Olympic sized pool highly valued • Heated pools & childrens' pools

There was recognition of the complexities of managing large-scale assets as demonstrated in the comments provided for this exercise, noting the grandstand as an issue for overall scoring of the asset.

Weighting the AMSS Objectives

Panel members were asked to rate the AMSS objectives to get an understanding of which objectives were more important to them. The objectives were modified slightly for the purpose of the exercise, the results are below.

Table 12 Weighting of Objectives (modified AMSS objectives)

Objective	Weighting
1. Do we have enough funds to keep our asset up to date? (Objective 1 in AMSS)	39%
2. Has it got historical value and is it safe for use? (Objective 2 in AMSS)	13%
3. Is this a high-priority asset for the City's population? (Objective 4 in AMSS)	24%
4. Will this asset meet the needs of the future population? (Objective 4 in AMSS)	25%

Overall, the Panel rated Objective 1: Do we have enough funds to keep our asset up to date? As the most important with a weighting of 46 (39%).

12. Workshop Three outcomes

Where and When: Wednesday 25 August from 5.30 – 8.30pm at the Function Room in the Administration Building.

Attendance: 17 Panel members.

Purpose: to explore options for asset funding, prioritisation and trade-offs to reach sustainability for asset management.

The workshop was opened by Mayor Cole who thanked Panel members for their contribution. There were different levels of rate rises modelled for the Panel to understand what they would be willing to support. The group was then asked to discuss other approaches for asset sustainability (reflected in the AMSS survey questions) including co-location of sporting clubs, removal of underperforming assets and reduction in services. Sixteen of the Panel members then completed the AMSS survey.

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Rates Comparisons and Modelling

The Panel was provided with details on how Vincent's rates compare with other local governments, noting that it is currently ranked sixth lowest among 29 local governments for its minimum residential rates (see Figure 21) and 1/3 of Vincent's residential rate payers are on the minimum residential rate (Figure 19).

Figure 19 Residential property rate payers: number and amount paid

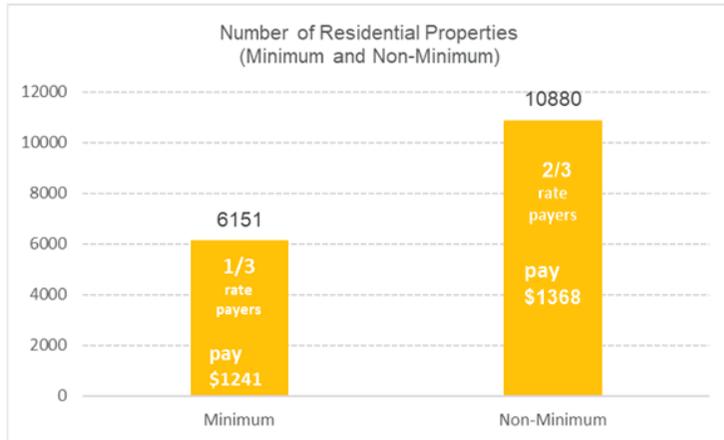


Figure 20 Ten year funding mix by type

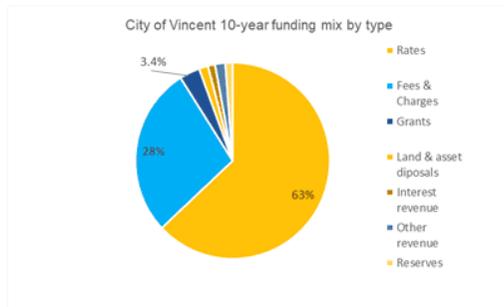


Figure 21 Comparing Vincent's average ratepayer with other councils

Rate Payable if GRV is \$17,160, plus Waste and Security Charges (2020)						
Local Government Authority	Rate in the Dollar	Minimum Rate	Waste Charge	Security Charge	Total if GRV is \$17,160	2020 Ranking
Cottesloe	6.860000	1,161.00	\$ -	\$ -	\$ 1,177.18	1
East Fremantle	7.422500	1,106.00	\$ -	\$ -	\$ 1,273.70	2
Claremont	6.600000	1,314.00	\$ -	\$ -	\$ 1,314.00	3
Stirling	5.612200	853.00	\$ 335.00	\$ 30.00	\$ 1,328.05	4
Melville	7.347628	1,283.43	\$ -	\$ 47.00	\$ 1,330.43	5
Vincent	7.786140	1,211.90	\$ -	\$ -	\$ 1,336.10	6
Joondalup	5.966900	850.00	\$ 346.00	\$ -	\$ 1,369.92	7
Canning	5.642288	852.00	\$ 381.50	\$ 56.30	\$ 1,406.02	8
Fremantle	8.193900	1,344.00	\$ -	\$ -	\$ 1,406.07	9
Perth	6.450000	750.00	\$ 318.00	\$ -	\$ 1,424.82	10
Belmont	6.558500	840.00	\$ 303.00	\$ -	\$ 1,428.11	11
Peppermint Grove	8.599000	1,400.00	\$ -	\$ -	\$ 1,475.59	12
Cockburn	8.510000	1,353.00	\$ -	\$ 72.57	\$ 1,532.89	13
Mosman Park	7.206000	907.00	\$ 322.50	\$ -	\$ 1,559.05	14
Victoria Park	9.160000	1,136.00	\$ -	\$ -	\$ 1,571.86	15
Cambridge	6.275260	953.00	\$ 506.00	\$ -	\$ 1,582.83	16
Gosnells	7.419000	980.00	\$ 340.00	\$ -	\$ 1,613.10	17

It was explained to the Panel the respective contributions of the various funding sources to the total funding mix over the ten-year period covered by the Long Term Financial Plan (see Figure 20).

The figure indicates that most of the City's revenue is generated by rates followed by fees and charges and then grants (3.4%). Over the life of the LTFP, the funds will be applied towards meeting the costs of operational service delivery as well as expenditure on infrastructure renewals, debt servicing and replenishing Reserves. The proposed expenditure program was then demonstrated to the Panel, reflecting approximately 76% being applied to operational expenditure, 11% on infrastructure maintenance and renewals and 9% for property, plant and equipment.

The Panel was also provided with rates rise modelling to demonstrate how a high rate rise would look for the rate payer and the revenue it would generate.

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Figure 22 Rates Rise Modelling (example only)

16.75%	Rates rise increase to move from sixth lowest to the middle of the rates league table (see Figure 21 above)
+\$4.7M City Rates Revenue	Additional City revenue generated from rates rise
+\$192 Per year	Average Ratepayer increase
+\$3.70 Per week	

After receiving the overview of how rates work along with modelling on a rate rise and where the City sits in relation to other metropolitan councils in terms of how it collects rates, Panel members were asked to complete the first activity of the workshop. The Panel was asked to address an appetite for rate rises and the range that would be acceptable.

Overall, Panel members believed a moderate to high rate rise was preferable as they understood it was needed to achieve asset sustainability. The group raised a key concern that the broader community wouldn't be likely to accept a rate rise of 2.5% to 10% unless there were effective and clear communications around it including:

- What the percentage equates to in dollar terms (e.g. \$50 increase per month)
- Why the rate rise is needed
- Information around current asset unsustainability
- What the City of Vincent charges in context to other local councils for perspective

It was also important to the Panel to understand where the funding would be allocated and the Panel broadly supported marketing and community engagement investment so that they could know more about the issues and would be able to support any hard decisions.

Levels of Service and Trade-Offs

The Panel were presented with information about the City's levels of services and which ones are required by legislation. The feedback was that external-facing services delivered to customers are important and bureaucratic

services and administration should be cut and be transparent to justify the spending.

A summary of written comments provided by the Panel included:

- Aged care and community care is needed, even though it is not currently provided
- Generally, services delivered to customers are important, bureaucratic services don't seem as important (should be cut). City needs to communicate how efficient they are regarding bureaucratic services and administration – be transparent to justify the spending
- Increase marketing and community engagement generally – therefore community will make better, more informed decision

Co-location of sporting clubs case study

Another Panel activity was understanding how co-location of facilities for Vincent's sporting clubs could be applied. Co-location and sharing of facilities for sporting clubs received the second preference in the ranking of options for asset sustainability in the AMSS survey (see Part One of this report). A presentation was given to provide context on the current Sporting and Recreation Facilities Plan under development as well with Woodville Reserve as the case study. The Panel were then asked the following question: Thinking about co-located facilities, what are three positives and three concerns? The results are summarised in the table below.

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Figure 23 Positives and concerns about sporting club co-location

Positives	Concerns
Local sporting clubs have a positive community impact	Conflicts with scheduling and use of shared spaces
Will lead to increased utilisation of sporting clubs	May lead to loss of green space as it is sold off (officer's comment – this is not the intention of the Sport and Recreation Facilities Plan. The provision of public open space is supported through the City of Vincent Public Open Space Strategy 2018).
More funding opportunities for multipurpose facilities	Facilities may be too generic and don't provide services for each club's needs.
Cheaper running costs for clubs and the City	Loss of income/revenue for club and loss of identity
Better quality of facility available for community use	Community and volunteer loss
Reduced environmental impact	Sponsorship loss due to competing branding

The results and comments regarding co-location demonstrates the importance of meaningful community consultation during the development of the Sport and Recreation Facilities Plan. This will be facilitated through the recently adopted City of Vincent 'Community and Stakeholder Engagement Framework'.

Ranking three major asset classes.

The Panel were invited to provide an importance rank of the City's three major asset classes (transport, recreation / parks, and buildings). Panel members rated buildings as the most important asset, just slightly higher than recreation and parks. Transport was seen as the least important asset class. Some of the comments are summarised in Table 13.

Table 13 Ranking Three Major Asset Classes

Three Asset Classes	Reasons for ranking
Transport (third in rankings)	Needing to get from A to B on a daily basis Road / rail / cycling / pathways Keen to discourage car use More 'active' usage and public transport State pays majority of works
Recreation/parks (middle ranking)	Oxygenation Enjoyment Recreation Mental health Use of park is high Appreciation of green space Comes with community infrastructure that is accessible, builds community culture, universal access, better health outcomes
Buildings (first in rankings)	Living Entertainment / relaxation / shopping Education Exercise Buildings won't be used by all But some buildings are part of character/history More costly to run More non-Vincent residents using the facility

To conclude the final workshop, the Panel members were invited to complete the AMSS survey and the results of those responses are found in Part one of this report.

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13. AMSS Panel analysis

The Panel responses have clearly demonstrated the benefits of awareness-raising and workshopping the City's asset sustainability challenges with the community. For example, once large-scale asset management complexities were assessed at Workshop Two and rates modelling was provided at Workshop Three there was improved support for a rates rise and removal of underperforming facilities. Some of the key findings from the workshops are as follows

Panel key findings	Officer response
Answering and scoring the asset management criteria is significantly impacted by utilisation and the groups impacted by its potential removal. Understanding who the stakeholders are is important to the process.	This is aligned with the AMSS objective four: Making sure we have the assets we need now and in the future.
Check back to the Strategic Community Plan to make decisions and align with vision and objectives	The SCP is a key informing document for the development of the AMSS with key principles from the SCP identified in the section 'Integrated planning and reporting framework'.
Need to make the distinction between data and consultation – data can help to inform feedback.	One of the key deliverables identified in the implementation of the AMSS is 'work towards best practice in asset management through continuous improvement in asset management processes, capability and maturity' and this will be addressed by replacing the current asset data storage with more appropriate asset management software. This will also be addressed through the Asset Prioritisation Plan, another key deliverable in the implementation of the Strategy.
The Panel could see how rate rises were needed and necessary, after receiving the information they have through the workshops. Particularly if the general community were adequately informed about the reasons for rates rise and where the City of Vincent sits in terms of its rate levels in comparison to other LGA's.	Noted.
The Panel would be interested to potentially cut bureaucratic and administration services from the service offer in order to reallocate City spending. They also would like to see more communications about what these services do and how efficient they are.	Noted. One of the key methods of communicating services and budget allocation is through Vincent's annual budgets, Four Year Capital Works Program and the City of Vincent Annual Report.
Co-location of facilities to improve asset management and sustainability was mostly accepted by the Panel, however some concerns over loss of identity for clubs, loss of club income (through the bar and kitchen facilities), and conflicting schedules. Some positives regarding asset location include convenience, increased utilisation, improved quality of facilities, and cost savings.	The results and comments regarding co-location demonstrates the importance of meaningful community consultation during the development of the Sport and Recreation Facilities Plan. This will be facilitated through the recently adopted City of Vincent 'Community and Stakeholder Engagement Framework'.
More community consultation and utilise community ability to contribute in meaningful manner.	This approach is aligned with the recently adopted City of Vincent 'Community and Stakeholder Engagement Framework'.
Better marketing to source greater community support of grant advocacy efforts	Noted.
It is important that a complete financial approach be taken.	One of the key objectives of the AMSS is to implement long-term planning for asset sustainability that will be reflected in the Long Term Financial Plan.

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Appendix 1 Proposed changed to the AMSS and Asset Discussion Paper

Section & Officer Comments	Current Text	Proposed Change
<p>'Rationalisation for Asset Sustainability' Proposed change to reflect contribution some sporting clubs make to maintaining assets in the City of Vincent.</p>	<p>The rationalisation program of works will also be linked to the Sport and Recreation Facilities Plan currently underway (recommended in the POS Strategy). The Plan will deliver a strategic direction for the City that will better accommodate sporting club growth and improve community accessibility to public open space.</p>	<p>The rationalisation program of works will also be linked to the Sport and Recreation Facilities Plan currently underway (recommended in the POS Strategy). The Plan will deliver a strategic direction for the City that will better accommodate sporting club growth, <u>recognise the valuable contribution Clubs leasing buildings make to maintenance of the assets they use,</u> and improve community accessibility to public open space.</p>
<p>Draft Objectives in AMSS Proposed change to provide simplified wording and a clear distinction between the aims of each objective. As noted in written submission 1 (see community consultation summary report)</p>	<p>The AMSS has four key objectives to meet the City's asset sustainability goals: 1. Having enough funds to keep our assets up-to-date; 2. Keeping our historic assets safe for use; 3. Planning for the future of our assets; and 4. Making sure we have the assets we need now and in the future.</p>	<p>The AMSS has four key objectives to meet the City's asset sustainability goals: 1. Having enough funds to keep our assets up-to-date; 2. Keeping our historic assets safe for use; 3. <u>Future planning for sustainable the future of our assets;</u> and 4. Making sure <u>we our have the assets meet current and emerging community needs we need now and in the future.</u></p>
<p>What assets do we own? Additional sub-section inserted to recognise leasing arrangements (including asset management responsibilities for large assets)</p>	<p>City land assets are excluded from the AMSS. The City has an internal register of City land with sale and development potential and Council will consider the potential sale of lots on an ongoing basis. Administration is progressing with the sale of a number of these lots. Recreation/Parks assets contribute greatly to the City's inner-city community. Through the POS Strategy and other initiatives, the City is prioritising the creation and enhancement of the natural environment.</p>	<p>City land assets are excluded from the AMSS. The City has an internal register of City land with sale and development potential and Council will consider the potential sale of lots on an ongoing basis. Administration is progressing with the sale of a number of these lots. <u>Leasing City of Vincent Assets</u> <u>The City of Vincent has a number of assets that it leases. These arrangements range from longer-term leases (VenuesWest for management of HBF Park) with the organisation responsible for operational maintenance of the asset, to more standard commercial tenancies (10 year leases with 5+ leasing options). The Property Management Framework that was adopted by Council in November 2020, was implemented to ensure that City owned properties that are leased or licenced are managed in a consistent, fair and transparent manner. The Framework provides an equitable methodology for calculating lease and licence charges for Category One and Two properties. Category Three and Four properties that are large organisations, government and commercial leases and licences are by negotiation</u> Recreation/Parks assets contribute greatly to the City's inner-city community. Through the POS Strategy and other initiatives, the City is prioritising the creation and enhancement of the natural environment.</p>
<p>Vision and Objectives in AMSS Proposed change to better explain key activities in asset management</p>	<p>Asset management is a continuous process, covering 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.</p>	<p>Asset management is a continuous process, covering the full life of an asset. <u>The following are the main ways an asset is managed:</u></p> <ul style="list-style-type: none"> • <u>Operate and Maintain (including inspect, operate, maintain, service the asset)</u> • <u>Dispose (including demolish, sell, remove, mothball an asset)</u> • <u>Renew (including rehabilitate, resurface, refurbish the asset)</u> • <u>Replace</u> • <u>Upgrade/expand</u> • <u>New (create an asset); and</u> • <u>Acquire an asset. and can include the creation of assets as well as acquisition, upgrades, maintenance, renewal, disposal and day-to-day operation of assets.</u>
<p>What is asset management? in Asset Management Discussion Paper Proposed change to better explain key activities in asset management</p>	<p>What is asset management? Asset management generally involves the day-to-day operation and maintenance of assets as well as construction, acquisition, upgrading, renewal, sale and demolition. Asset management is the process of balancing the needs of the community, with financial and environmental responsibilities throughout the lifetime of the asset.</p>	<p>What is asset management? Asset management generally involves the day-to-day operation and maintenance of assets. <u>Assets can also be managed in the following ways:</u></p> <ul style="list-style-type: none"> • <u>Dispose (including demolish, sell, remove, mothball an asset)</u> • <u>Renew (including rehabilitate, resurface, refurbish the asset)</u> • <u>Replace</u> • <u>Upgrade/expand</u> • <u>New (create an asset); and</u> • <u>Acquire an asset as well as construction, acquisition, upgrading, renewal, sale and demolition.</u> <p>Asset management is the process of balancing the needs of the community, with financial and environmental responsibilities throughout the lifetime of the asset.</p>
<p>Vision and Objectives (Objective 4) Proposed change to clarify the context of the statement.</p>	<p>The City of Vincent has a growing population. Along with a changing demographic profile, this will influence demand on current and future assets. For example, the City's ageing population may require different facilities than youth, families and couples.</p>	<p>The City of Vincent has a growing population. Along with a changing demographic profile, this will influence demand on current and future assets. For example, the City's <u>ageing senior residents population</u> may require different facilities than <u>its young people, youth,</u> families <u>or</u> couples <u>without dependents.</u></p>

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Appendix 2 – AMSS survey verbatim comments

AMSS Survey Results Verbatim Written Responses	
Q1 Which City of Vincent buildings do you think provide the most community value? Are there any outstanding community buildings that come to mind?	
1	Mount Hawthorn Community Centre and Braithwaite Park are a hive of activity. birthday parties, playgroup, scheduled weekly community sports and recreation, community health nurse etc
2	I use Beatty Park for swimming & North Perth Town Hall for dancing. Both are good although I didn't know the North Perth town hall existed before going to a class there.
3	"Leederville Cricket Club
4	"
5	
6	
7	Beatty Park
8	"Beatty Park is of high value to our family. We attend several times a week for the gym and to use the pools.
9	
10	As members of the Leederville Toy library we also highly value Loftus community Centre. It has a great vibe on busy weekend days with lots of diversity.
11	
12	"
13	"the bulldozed sports club rooms with toilets in Beatty Park
14	We understood this building including Beatty Park oval was
15	on the State Heritage List. Why was it removed. If only the
16	immediate community had been consulted first."
17	Beatty Park
18	
19	Beatty Park, Vincent library
20	Old velodrome grandstand
21	Beatty Park leisure centre
22	Public toilets, City of Vincent library/fitness centre, Beatty Park swimming pool
23	don't know
24	
25	Library and loftus community centre are excellent.
26	
27	
28	North Perth Tennis club
29	Leederville Library, Mt Hawthorn Community Centre
30	"Library
31	Loftus Community centre
32	Mt Hawthorn community centre
33	North Perth Community Centre"
34	
35	Public rest rooms, the library, beatty park
36	North Perth Town Hall and Lesser Hall
37	The Main library is pleasant and welcoming to use.
38	Library, Beatty park, north Perth town hall
39	All the City's buildings have intrinsic community value. It's just that some have more value to me than others. If a building has no community value it should not form part of the City's asset base. Physical assets are so expensive to maintain only those that have the community's support should be held. And this includes assets with heritage significance. Indeed it is these, particularly those that have State or national significance, that need to be reviewed by the City as to whether the City's scarce resources should be allocated to keeping/maintaining them. A good example of this form of heritage asset is the Beatty Park grandstand. The City is looking to commit several million dollars to making the grandstand safe but to what purpose other than make it safe? None because it no longer has a purpose. Without ongoing appropriate levels of funding from either State or Federal Government I do not believe that the City of Vincent should residents' funds on maintaining such a piece of infrastructure when other community facilities are so inadequately resourced. I believe that the grandstand's importance to our sporting heritage can be maintained even without its physical presence.
40	Mount Hawthorn Community Centre, Vincent Library
41	None
42	Member Tennis Clubs and the Community Library & Beatty Park complex
43	Town halls! Especially the one in North Perth
44	Beatty Park, Vincent Library, Loftus Centre, North Perth Town Hall.
45	
46	Vincent Library
47	
48	"Library
49	Beatty Park
50	Charles veryard hall/toilets
51	Mt hawthorn lesser/main hall +toilets
52	North Perth town hall"
53	
54	Beatty Park, the library
55	Beatty Park provides outstanding service to its community even though a user needs to pay
56	Library
57	Lofts centre and Beatty park
58	Beatty Park, Vincent library, North Perth town hall
59	
60	Libraries and Community Halls.
61	club rooms and pavilions
62	Beatty park gym, new toilet block Braithwaite
63	
64	Library; Toilets in parks; Halls throughout the city (Royal park, North Perth, Banks Reserve, Hall in Braithwaite Park, Woodville Reserve etc)
65	Possibly the civic centre and beatty park
67	
68	Banks Reserve Community Hall
69	Recreation Centre and Library
70	The Banks Reserve Hall
71	The Library
72	Loftus community centre (use weekly) , library (weekly use) mt hawthorn lesser hall
73	
74	Library, Community centre
75	All great, don't use them often but enjoy variety.
76	Library
77	Beatty Park, Loftus Centre, sporting clubs
78	
79	Town hall
80	Beatty Park
81	
82	Beatty park and loftus centre
83	Library
84	Loftus centre
85	Britannia Oval
86	Loton Park Tennis Club and North Perth Town Hall
87	Library, Sport clubs
88	Beatty park and Loftus
89	Beatty park, Loftus centre, library
90	Library
91	North Perth and Mt Hawthorn town halls. Vincent offices
92	Library, Beatty park, loftus rec, Robertson tennis
93	Loftus is excellent. Could do with a CAT service 5-8pm?!
94	Main Community Centre
Q2 Are there any community buildings that you think are below an acceptable standard or not fit for purpose? If so, which ones and why?	

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1	Menzies toilet block (poor lighting inside, doesn't feel safe the way it is for young kids) and pavilion Hyde Park toilets similar when I've visited.
2	Banks reserve pavilion. It would be better if it was a picnic area than the current ugly building. Not sure a kiosk is necessary but a coffee/food van would be preferable to the current status quo.
3	Menzies Park Pavillion
4	
5	
6	Robertson Park Tennis Centre. Facilities are old and rundown. Toilets and changerooms are a disgrace
7	
8	
9	Toilet block Hyde Park
10	Concerned by the antisocial crowd Woodville pavilion hosts/attracts
11	
12	
13	No
14	
15	Forrest Park Croquet Club club rooms
16	
17	Not in my surrounding area at this time.
18	Toilets at Britannia. Not hygienic.
19	
20	Woodville Reserve Pavilion, the building is getting old and look rundown as Woodville Reserve used a lot every day have the potential to become a real community hub
21	No
22	
23	
24	Forrest Park Croquet Club, it is very run down and out-dated.
25	
26	The toilet block at Britannia Reserve could be upgraded please.
27	Toilets In Leederville
28	<p>"It is possible that there are many across the City that fit this description as many of the City's buildings were building in the late 19th Century or early to the mid-20th Century. For the purpose of this survey I will focus on three. Beatty Park Leisure Centre. To quote from the City's website ...</p> <p>""Beatty Park leisure Centre was built and used for the 1962 British Empire and Commonwealth Games. It comprised two 50 yard pools, a diving pool, extensive spectator seating and press rooms. Over the next 31 years, the Centre played a prominent role in the development of swimming and aquatic sports in Western Australia, both in education and at an elite level.""</p> <p>With the development of Challenge Stadium its importance diminished rapidly yet the City of Vincent is saddled (via a legacy from the City of Perth restructure in the mid-1990s) with a piece of aging infrastructure that it must maintain even though significant parts of it have no practical use, including the ... ""extensive spectator seating and press rooms"" which sit alongside the outside pool (another piece of infrastructure one could argue is no longer fit for purpose as all new swimming pools are not constructed to 50m nor are they constructed out of doors).</p> <p>The cost of maintaining these buildings (some of which have heritage listing) is largely, if not solely borne by the City. This is not a sustainable pathway to the future effective management of the City's assets. Council needs to seriously consider surrendering the vesting for parts of Beatty Park back to the State Government because without ongoing external financial assistance it cannot continue to maintain them and at the same time meet its obligations to its residents.</p> <p>Leederville Oval.</p> <p>Leederville Oval's history dates back to the early 20th Century and like Beatty Park is no longer fit for purpose but expenditure for maintaining the oval and its facilities sits square in the City's ""ballpark"". Whilst its has a seating capacity of 25,000 it is extremely unlikely that Leederville Oval will ever host a football game with that many spectators in attendance. The last time a near capacity crowd was achieved was in 1978 - way before the West Coast Eagles and the Dockers!!</p>

	The City should look to surrendering the vesting back to the State Government if it cannot secure ongoing financial commitment from both the State Government and the WA Football Commission to help in redeveloping and maintaining an asset which has value only if it reflects the needs and aspirations of current and future residents and not what ""once was"".
	Banks Reserve Pavilion
	The Banks Reserve Pavilion was constructed in the 1960s, principally for use by the Sea Scouts and its construction reflects this purpose. Since the departure of the sea scouts the building has been used for many different purposes over the years - from a community kindergarten (which my children attended), a Montessori school, a ballet school, a venue for yoga classes, a church group, social gatherings to name but a few. All these activities worked within the constraints of being in a building that wasn't quite built for the activity in questions but as a building with many of the problems inherent it is not possible to hide from the fact that the building is old and not fit for for the 21st Century, with a vesting that perhaps also needs revision.
	I know that the building is slated for demolition and this makes me so sad because so much of my family's history is intertwined with the pavilion, Walter's Brook and the playground and park that it nestles alongside. But I also know from a 35 year career in Local Government that saving a building is also not always the best solution.
29	
30	The Leederville car park toilets. Also what happened to the toilets at Birdwood Park ?
31	
32	Hyde Park toilets
33	No
34	
35	
36	
37	Beatty Park Western toilets
38	
39	Hyde Park western toilet blocks, not in great shape.
40	
41	
42	Leederville oval Snd litis stadium snd beatty park have too many grandstands//seats/bleachers that are not used and are not likely to be
43	Halvorsen Hall, Leederville Tennis Club, Royal Park Hall
44	
45	N/A
46	the soccer building at Woodville Reserve
47	
48	
49	Not prepared to nominate any as I fear they will be demolished.
50	the big issue is why use the halls etc, ?
51	
52	Banks Reserve Hall is fit for purpose. It could use some minimal improvement but is currently marked for demolition.
53	
54	No, and definately not the Banks Reserve Hall which has such good bones and potential to bring the community together in so many meaningful and creative ways.
55	I think Beatty Park is coming to the end of its life
56	
57	
58	
59	
60	
61	
62	
63	Nothing comes to mind, very happy
64	Club rooms in Muir street - toilets need improvement
65	Library stock needs an update. Building is ok. Car park often full.

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66	City of Vincent Admin as very unattractive and not in keeping with the locality
67	Don't know
68	
69	No
70	So far good
71	Unsure
72	Overall, pretty happy. But I think need to do more on graffiti. Cleaning it up straight away to prevent more happening.
73	
74	Unsure
75	Menzies Pavilion and Leederville Cricket Club. Canteens are revolting.
76	
77	
78	Woodville Pavilion. Toilet block near kids playground in Hyde Park.
79	Beatty park Subi oval
80	Leederville Oval
81	
82	???
83	None
84	
85	
86	Nil
87	
88	No
89	Toilet block near IGA
90	
91	North Perth tennis club. North Perth Bowls club. Kyilla Park toilet block.
92	Robertson artist space. The artists in residence aren't providing the community art programs they are subsidised to provide
93	HQ is not great. Amazing tenants
94	Some public toilets.
Q3 Which parks do you think provide the most community value? Are there any outstanding parks in Vincent that come to mind?	
1	Braithwaite Park, Hyde Park, Menzies Park
2	Hyde Park provides the most value :)
3	No outstanding parks
4	Hyde Park
5	
6	Hyde Park is outstanding.
7	Hyde Park is brilliant. The nature parks are great. We also love the North Perth dog park - facilities are not outstanding but the sense of community is great.
8	Smiths Lake and surrounds
9	Hyde Park
10	Woodville, Hobart Street, Hyde Park
11	Hyde Park, Charles Veryard
12	Woodville , britannia
13	Hyde Park- best park in Perth! We have so many smaller parks and parklets too- punching above our weight on the quality of parks in our local council area
14	I love that we have lots of little parks e.g. Axford park, Matlock St Reserve. These small local parks are wonderous little oases in suburbia. Edinboro St is very good. Hyde park is obviously valuable to many.
15	don't know
16	Hyde park
17	Braithwaite Park is great and Hyde Park is great as well. Both have substantial shady areas which are critical in our City.
18	Britannia/ Braithwaite/ the hidden one near Aranmore PS
19	
20	hyde park
21	Menzies Park, Braithwaite Park

22	Britannia park Beatty Park swimming pool Smith's lake area All the little parks in suburban streets
23	Hyde Park. I approve of the moves to replace areas of lawn with with creeper, also I like the gravel paths which have recently come in for criticism. The park does not need any more concrete or bitumen.
24	Hyde Park, Forrest Park, Brigatti Gardens, Jack Marks Park
25	I use Britannia Reserve - love the comfortable walking path
26	Brittania Reserve is always well used by dog walkers, sports people, people on the footpaths and bike facilities - a successful park should be busy. I like the trees at the edge that provide shade and the wide footpath for pedestrians going in two directions.
27	Brentham Street Reserve, Britannia, Hyde park, banks reserve
28	I think this question is too difficult to answer because you can only see that part of the City you most often frequent. In terms of my daily travels, Banks Reserve, Hyde Park and Forrest Park are used by many many people. Leederville Oval on the other hand is not used by locals much at all because its access is limited due to its use by the WA Football Commission and possibly other agencies.
29	Braithwaite Park, Hyde Park
30	Hyde Park
31	
32	Hyde Park ☺
33	Hyde, Charles Veryard, Woodville, Kyilla, Britannia - they are all very important
34	
35	Britannia road park
36	Banks reserve look at it every day
37	Hyde park_o/standing Beatty Park-o/s Brathwaite-o/s Brittania Woodville Alma/Forrest st
38	Hyde Park
39	Hyde Park. Robertson Park is also good.
40	
41	Charles Veryard, Hyde Park
42	Hobart street park
43	Britannia, Braithwaite, Woodville,
44	
45	Hyde Park
46	Hyde Park is outstanding, Jack Marks is outstanding as a dog park, Braithwaite Park is outstanding for the playground
47	Braithwaite, Britannia, Menzies
48	
49	The park nearest to where anyone lives. For me Hyde Park, Robertson Park and Banks Reserve are outstanding but all have value.
50	Britannia park
51	Banks Reserve
52	Banks Reserve
53	
54	The Banks Reserve Park especially now that it has the play area
55	Stuart Street Park, Robertson Park, Hyde Park, Oxford St Reserve, Smiths Lake
56	Britannia Park - biking Braithwaite Park
57	Braithwaite- nature and fencing and no dogs for little kids to get scared
58	Braithwaite, Edinboro st little park
59	All good, Hyde Park, Britannia, Brentham
60	Britannia
61	Public amenity of parks is great- Braithwaite, fencing is great, Brittania
62	Hyde Park, Braithwaite
63	Britannia - community use, soccer cricket dog walkers all in one place
64	Braithwaite and Britannia

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65	Really like Braithwaite, kid friendly and nice place to hang out. Parks are really looking nice.
66	Britannia.
67	Braithwaite park - a couple of big open zones, indoor areas
68	Hyde park use at least 4 x a week Playgrounds, walking and water park Would be good if part of the playground was gated (has a runner) Hyde Street park also use a lot
69	Charles Veryiade
70	Uses Hyde Park, for meditation
71	Hyde Park
72	Hyde Park is one of our feature parks. Like to see a kiosk. Would love to see a river to lakes walk. Use Kyilla extensively too.
73	
74	Lillyman
75	Menzies, Britannia, Les Lilleyman. Good facilities, lovely landscaping, beautiful, like the walking paths, boys love the bike track. Takes their shovels and spend hours there.
76	Britannia Braithwaite
77	Britannia reserve - Litis stadium
78	Hyde Park is the standout. The water playground is amazing, now shaded too. Woodville Reserve. Like that it is fenced and gated.
79	Hyde park
80	Les Lillyman
81	Parks that have opportunities for different ages and parks with shade
82	Forrest park sports, dog park, playground and Hyde park lakes, walks, bbqs , playground, water fountains
83	Lilleyman
84	Forrest; Hyde; dog park Broome st;
85	Britannia and Menzies
86	Hyde Park
87	Britannia, Les Lilleyman
88	Britannia, menzies
89	Hyde Park, Les Lilleyman, Britannia
90	Britannia
91	Britannia, Braithwaite
92	Robertson Park, Hyde Park
93	Hyde park
94	Menzies Oval.
Are there any parks in Vincent that you think are below an acceptable standard? If so, which ones and why?	
1	
2	Weld Square. The place feels very unsafe and is always covered in trash. Loton Park at HBF Park is a bit underused. The grass there is uneven due to it being a carpark during games which makes it unpleasant to run on.
3	Britannia Reserve, and Menzies oval playing surfaces have and continue to remain appalling and not suitable for cricket, rugby or football due to this asset (the playing surface) not being valued and no long term maintenance strategy in place. The size of Menzies Reserve oval is not adequate for football or cricket for want of some simple earthworks and relocation of the playground.
4	
5	
6	Britannia Reserve has too much grass. It would be nicer if broken up into separate areas.
7	
8	
9	Woodville tables are old and falling apart
10	
11	
12	Lighting at Britannia is a disgrace.

13	I think it's unacceptable to have too many parks- we have too many parks that have to be maintained; the View St parklet for eg was not needed.
14	not that I'm aware.
15	don't know
16	
17	Not every park space needs to have something, as long as there is good shade and close by amenities, shops or toilets available. I am happy. Safety is a key thing to consider as well.
18	
19	
20	Woodville reserve. he gates are broken and need locks as often blow open with the wind as it uses mostly as a dog park, needs a double gat system and dogs can escape underneath the fences. Need more benches as not enough for the current use
21	No
22	
23	The tiny park at 10 monmouth st which the council recently voted to keep would benefit greatly from garden plantings around its perimeter, also at least one large tree, seating and some shade cover.
24	
25	
26	Axford Park still feels like a forgotten piece of road reserve with a poor, undefined edge. A low hedge or planting at the boundary would help to give the park some form. The markets didn't survive and never fitted the park well due to the elongated shape split by the pavilion. The car park is a poor visual edge and the wholesale food place opposite makes no effort to maintain its verge unfortunately, and this adds to the diminished quality of the streetscape around the park. The pavilion appears like an outdated piece of "victoriana" and fragments the park - suggest removing it and making the park more flexible in its use.
27	
28	
29	
30	Forrest Park - lack of path lighting (for afterhours walkers). No public toilets.
31	
32	Robertson Park
33	No
34	Britannia should have dog exclusion zones to allow for community sports to take place without interruption
35	
36	
37	
38	
39	
40	
41	
42	The park on Edinburgh street - great park but underused due to lack of parking
43	Blackford St Park, it isn't very appealing everyone goes to Braithwaite 300m away
44	
45	Birdwood Square, definitely needs some toilets to be installed again. Weld Square is a place I would never visit as it's always full of homeless/drunk people and not a safe place to visit.
46	The fenced off dog area at Woodville Reserve is horrible and muddy and not maintained to an acceptable standard
47	
48	
49	Jack Marks Reserve has become a park only used and useable by people with dogs. I do not like seeing this happen. Parks should be welcoming and able to be used by all.
50	the small local reserves
51	
52	not that i am aware of
53	Used to go to the Kyilla oval with the dog, however, I now go to the ECU Mount Lawley dog park as it is fenced and has lighting at night, so I'm more comfortable with the dog off the lead. The Fitzgerald St park is good but I feel like there are conflicting uses within it. It's too large to be utilised just as a dog park and you often see small children crawling around on the grass with dogs running around them (often not a problem, however, I have seen some children get cleaned up). This does make some owners uneasy when they see a small child if they do not have the ability to recall their dog consistently (me

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	- guilty, working on it), especially over a large area. Due to the small size of the ECU dog park, it is clear that the use of the park is for dogs so you're less likely to see small children brought into the area. Additionally, owners are more conscious and active in controlling their dog's behaviour, reducing the chance of conflict between dogs. It may be suitable to create a smaller fenced off section within the Fitzgerald St park for dogs in order to clearly define that area as a dog park, however I understand that you are limited in space due to the soccer pitch. Alternatively, a small fenced off area in the north eastern portion of the Kyilla park could be constructed.
54	
55	Mick Michael Park - feels very shabby, especially on the Violet Street side
56	Menzies - only one playground and club
57	Agina and Scarborough beach - no shade for playground
58	Some could use tic
59	
60	
61	
62	
63	Beatty park reserve is underutilised - shame not used more for playing sports ? Les Lilley man are they removing cricket pitch
64	
65	No.
66	No.
67	Not sure
68	None come to mind
69	No
70	
71	No
72	Not really.
73	
74	No
75	No, all great.
76	
77	
78	No. A. big thing is having shade, and that is good. Hobart St could do with toilets.
79	No
80	NA
81	
82	Nil
83	None
84	
85	No
86	Nil
87	
88	No
89	No
90	
91	Woodville oval is in terrible condition. Poor drainage.
92	
93	Hyde park needs more easy Access play
94	Hyde Park under developed and poorly served with amenities.
	Which Vincent playgrounds do you think provide the most community value? Are there any outstanding playgrounds that come to mind?
1	Menzies park, Braithwaite Park
2	I thought the new banks reserve one was pretty interesting even as an adult.
3	Braithwaite Park
4	
5	Brathewaite
6	

7	Hyde Park water playground - brilliant asset.
8	
9	Braithwaite Park
10	Woodville, Hobart Street, Hyde Park
11	
12	Forest st park
13	Hyde Park water park and playground
14	I usually attend playgrounds as a by-product of attending a park, e.g. Edinboro St & Matlock St Reserve. The park benches in these areas are multipurpose!
15	
16	Hyde park
17	Braithwaite is my preferred go to as it is close and has food retailers close by.
18	The new bike tracks are great for older kids. I'd love to see more adult and fitness options about..
19	
20	
21	Brathwaite Park
22	Britannia park
23	
24	
25	
26	The Nature playground opposite Mt Hawthorn primary school is well used. Also the Britannia Reserve bike trails are fun for the kids.
27	Braithwaite Park
28	
29	Braithwaite Playground, Hyde Park Playground
30	
31	
32	
33	
34	
35	
36	
37	See prev question on parks
38	
39	
40	
41	
42	Braithwaite park
43	Braithwaite
44	
45	Hyde Park
46	Braithwaite Park
47	Braithwaite
48	
49	Braithwaite and Banks Reserve are outstanding. Also Hyde Park. Equipment more varied and interesting.
50	the pump track and informal wild play area on the western side of Britannia park
51	
52	I like the improvements to Banks reserve playground.
53	The ones at the Kyilla oval look good. The Edinboro St and Hobart St ones are very popular.
54	The Banks Reserve one - and why not bild on this investment with a kiosk at the adjacent Hall?
55	Hyde Park water park, Braithwaite Park, Banks Reserve, Oxford St Reserve
56	Britannia pump park
57	Braithwaite
58	Braithwaite & Edinborough st
59	
60	Braithwaite
61	Braithwaite things for older kids too, Britannia pump and nature ride
62	Braithwaite, all ages

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63	Braithwaite Hobart street gets good usage Fairfield Street -
64	
65	Take friends kids for a walk and sometimes and find the playground natural and good for different age groups.
66	Braithwaite
67	Braithwaite and Menzies
68	Hyde Park Hyde Street Park
69	Braithwaite
70	
71	Na
72	General comment: They seem to be upgraded all the time. If something is broken it gets fixed. Braithwaite Park
73	
74	
75	Braithwaite, Menzies, Brittonia playground.
76	Braithwaite with grandchildren 2 and 6 Braithwaite pump park
77	
78	Hyde Park, Braithwaite is outstanding, good shade, great toilets.
79	Hyde park
80	Hobart Street
81	Playgrounds that cater to different ages and abilities. Playgrounds that have shade. Playgrounds that are safe
82	Hyde park especially for families
83	Lilleyman
84	Mt hawthorn
85	Menzies and BMX track
86	Hyde Park
87	
88	None
89	Braithwaite, Menzies,
90	Britannia
91	Hyde Park, Braithwaite, Joel Terrace
92	
93	Leederville Oxford st HQ skate park
94	Menzies Park.
Are there any playgrounds in Vincent that you think are below an acceptable standard or not well used by the community? If so, which ones and why?	
1	The little triangular piece of land on Scarborough Beach Road opposite Federation Street in Mt Hawthorn. Could sell some of the land for residential development and upgrade a smaller footprint of land for the park?
2	None come to mind.
3	
4	
5	
6	
7	Where have the pop up sand plays gone? They were great
8	
9	Woodville playground is old
10	
11	
12	No
13	No
14	not that I'm aware
15	
16	

17	Bottom end of Brittonia Reserve has many opportunities, however cost could be prohibitive, without a broad plan to activate the area.
18	
19	
20	
21	Joondanna Park
22	
23	
24	
25	
26	
27	
28	
29	
30	
31	
32	
33	
34	Most outdoor exercise equipment require maintenance
35	
36	
37	
38	
39	
40	
41	
42	Matlock Street reserve. Really small And rarely see it used
43	Woodville. Equipment is very basic. Tables and chairs are old and require repair
44	
45	N/A
46	The playground at Robertson Park is a bit sad looking
47	
48	
49	
50	Generally they are not a lot of fun, nothing for the kids to do no wild play
51	
52	
53	
54	
55	
56	Menzies
57	Agina and Scarborough
58	
59	
60	
61	
62	
63	
64	Taken away a lot of swings for some reason and need more shade
65	Can't think of any
66	Britannia south
67	Play equipment at Menzies ok - would be good to see a wider range of options - little kids often and dominated by big kids
68	
69	No
70	
71	Na
72	Can't think of any.

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73	
74	Woodville reserve
75	Leederville skate park needs a clean up. Dirty, dated, bit rough. The concrete part is fine. My boys think it's cool (ages 11 and 13).
76	
77	
78	No.
79	
80	
81	Playground on Matlock Street between Green street and Scarb beach road
82	Nil
83	None
84	
85	
86	No
87	
88	None
89	No
90	
91	Not aware of any
92	
93	
94	Park on Scarborough Beach Road next to Egina Street. Needs more play equipment.
Q7 Are there any community buildings or facilities that you think should be a high priority to renew or upgrade? If so, what needs to be updated to meet community needs?	
1	Menzies Park toilet block and make the pavilion open for community bookings when not being used by sport clubs
2	Retain & Upgrade Beatty Park stands so that the venue can be used to host bigger events.
3	Menzies Park so it properly provides good change facilities, toilets and larger community room
4	
5	
6	
7	The Leederville Toy library has a rapidly increasing membership with people becoming more aware of reducing waste and increasing financial pressures. They are fast outgrowing the small space and could benefit from moving to a larger area at the heart of the community - lots of members join because they walk past and see them library.
8	The Library should be being used for people lodge planning and bilding applications . IThese services surely should be returned to the now empty foyer of the original council buildings opened in 1995. What has happened to the photograph of North Perth Town Hall featuring the original Pioneers of Vincent on the foyer wall behind the now disappeared counter?
9	North Perth Town Hall and Beatty Park
10	Woodville Pavillon, toilet blocks
11	Royal Park Hall could do with activating since there is rarely anything on there. Even the thai food fair moved elsewhere...
12	Old velodrome grandstand needs to be saved
13	No
14	
15	
16	
17	Not that impact me.
18	
19	
20	North Perth Tennis club
21	The Menzies Park Pavillion is not a building to be proud of architecturally
22	
23	
24	Forrest Park clubhouse.
25	

26	
27	
28	<p>The Banks Reserve Pavilion was constructed in the 1960s, principally for use by the Sea Scouts and its construction reflects this purpose. Since the departure of the sea scouts the building has been used for many different purposes over the years - from a community kindergarten (which my children attended), a Montessori school, a ballet school, a venue for yoga classes, a church group, social gatherings to name but a few. All these activities worked within the constraints of being in a building that wasn't quite built for the activity in questions but as a building with many of the problems inherent it is not possible to hide from the fact that the building is old and not fit for the 21st Century, with a vesting that perhaps also needs revision.</p> <p>I know that the building is slated for demolition and this makes me so sad because so much of my family's history is intertwined with the pavilion, Walter's Brook and the playground and park that it nestles alongside. But I also know from a 35 year career in Local Government that saving a building is also not always the best solution.</p> <p>I would ask that the City look to replace this community asset as close to its original location as possible. With infill development along Joel Terrace and its surrounds local community infrastructure is just as important as it was in the 1950s when y family first came to live on Joel Terrace.</p>
29	
30	
31	
32	Bathrooms in parks
33	Beatty Park is most obviously in need of major upgrades. There is very high demand for both outdoor pools and this is only likely to drastically increase as Vincent's population becomes denser. The existing stands prevent any possibility of expansion.
34	Litis stadium
35	
36	
37	
38	
39	
40	
41	
42	Beatty park - indoor pool / this is underway
43	Beatty Park, North Perth Town Hall,
44	
45	N/A
46	Woodville Reserve soccer building needs to be improved. The City shouldn't get rid of buildings without understanding their cultural significance and use
47	
48	
49	Need a rolling plan to upgrade each facility in tern, in addition to annual maintenance. If a facility is primarily leased to one organisation (such as more than 75% of time) they should contribute.
50	I think its about the vision of the officers in the council about how they let places be used. the officers are not noted for their understanding of what it takes to build a place or understanding the community, they seem to spend all their time in the office setting up on line surveys instead of wandering around and talking to people
51	Banks Reserve Pavilion . Reconfigure to facilitate engagement with river and Picnic area . Relocate cycle path which poses dangers from speeding cyclists
52	Banks Reserve Hall needs to be taken off the demolition list and a community engagement process undertaken to detirmine how it could be best used (and improved if necessary).
53	Loftus Centre will probably need some work in 5-10 years, its starting to look a bit dated. A few LGs are starting to build international sized indoor futsal courts as the sport is rising in popularity due to it being a fairly safe sport and indoor all year round.
54	The Banks Reserve Hall
55	I doo value both service and historic value equally, but I think ultimately service level has to win. There are enough creative people who can re-use and incorporate historic aspects of the building into new buildings.
56	Buildings at Britannia reserve club and toilets , not enough toilets, basketball playground at other end
57	Floreat Athena - toilets? Britannia
58	

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59	
60	
61	
62	Beatty Park - so much potential - outside needs a facelift - go twice a week
63	
64	North Perth Town Hall - needs to be well maintained
65	North Perth Town Hall kitchen.
66	Changing rooms at Britannia
67	
68	Nothing comes to mind
69	Toilets at Charles Veriade
70	Beatty Park only average maybe time to upgrade Trees in car park need regular trimming
71	Loftus
72	Beatty Park gym, more bike lane connections.
73	
74	Woodville community pavillion
75	Menzies Pavilion and Leederville skate park.
76	
77	Litis Stadium - generally changerooms and sporting facilities
78	North Perth Town Hall toilets and kitchen.
79	
80	North Perth Town Hall
81	
82	Beatty park high priority
83	None
84	
85	
86	North Perth Bowls Club
87	
88	No
89	Beatty park
90	
91	Beatty Park grandstand. North Perth tennis club. North Perth bowls club.
92	North Perth town hall
93	
94	Beatty Park non compliance areas.
Q8 Are there any community buildings or facilities that you think are not addressing community needs and could be removed? The identification and removal of under-performing facilities would allow the City to focus resources where they are needed most.	
1	Park opposite Federation Street as previously noted
2	I would advocate for getting rid of the Banks reserve pavilion as it occupies a nice spot on the river. I also don't really see the justification for spending CoV money on upgrading the Floreat Athena FC grounds when we already have HBF Park and the Perth Soccer Club grounds.
3	Removal of any facility is to the detriment of the the community. Removal of rooms and cricket pitch at Beatty Park has prevented this being an option for girls and boys cricket and football in the community forever as the asset is lost.
4	
5	
6	
7	
8	The Loftus center is a very important building which must be retained for use for activities for the young and the old.
9	
10	
11	I've never seen anyone use the exercise equipment aimed at older citizens in the parks.
12	
13	No
14	
15	

16	
17	Not in my immediate area
18	
19	
20	Woodville Reserve Pavilion
21	No
22	
23	
24	Some of the public exercise equipment that are installed in parks, it would be interesting to see how often they are used, especially in Weld Square.
25	
26	Public toilets in parks need to be attractive, clean and safe to use - the parks are well used for exercise and the facilities should be welcoming accordingly.
27	
28	The extensive spectator seating and press rooms that form the grandstand at Beatty Park. Whilst recognising the heritage significance of the structure it is something that the City cannot be expected to maintain on its own into the future. Without significant and ongoing funding from the State or Federal Government to help in maintaining the grandstand I think the City should direct its very limited resources elsewhere across the community.
29	
30	
31	
32	
33	Not sure
34	Beatty park and leederville oval
35	Beatty park grandstand
36	
37	Beatty Park grand stand
38	
39	
40	
41	
42	Beatty park litis park and Leederville oval grandstand / bleachers. Too big and probably will never be used to capacity
43	Royal Park Hall, Litis Stadium, Halvorsen Hall,land Bocce Rink
44	
45	N/A
46	I don't think you need Loftus Centre when there is already Beatty Park close by.
47	
48	
49	No, no, no. Removal of facilities leaves a gap in that area. I strongly oppose removal of toilets in parks. Birdwood Square is heavily used by sporting clubs who now have no toilet facilities. It also makes it difficult for the Highgate Primary School to use for sport as Bulwer St is requires two supervising adults every time students cross the street. The issue of vandalism of toilets needs to be managed by other methods than removing the facility. Halls with low usage should be promoted to increase usage, including usage by private companies. Private companies offering anything from yoga classes to childcare are providing services of use to our community. They should not be dismissed as "just private companies" as some elected members have said.
50	
51	
52	
53	The outside astroturf court at loftus, it's not a safe surface to play on when it rains, can be quite dangerous. Also not consistent with the "Sports Dimensions Guide For Playing Areas".
54	
55	I think Beatty Park as it is is not fit for purpose anymore
56	Can't think of any
57	Tiny playgrounds that don't seem to be used
58	
59	
60	

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61	
62	
63	
64	
65	If not being used by community, and not a huge money spinner for the local government, and with community consultation.
66	No.
67	
68	No
69	Unsure
70	No
71	Unsure
72	Nothing comes to mind.
73	Footpaths around mount hawthorn on southern side of scarb Bach road
74	Unsure
75	I never see anyone in the little parks on Shakespeare or Matlock.
76	
77	
78	No.
79	
80	Leederville Oval
81	Beatty Park grand stand
82	Nil
83	None
84	
85	
86	No
87	
88	No
89	Beatty park outside needs to be updated
90	
91	Some of the small parks / playgrounds. The View Street catastrophe. Underutilised and not suited to purpose
92	Leederville oval
93	
94	Nil.
Q9 Do you have any final comments or thoughts about the proposed draft Asset Management & Sustainability Strategy?	
1	
2	I would rather pay higher rates than have services reduced. Provided that higher rates doesn't fund special interest groups.
3	The playing surfaces and lights needs to be considered as assets and long term maintenance and rejuvenation plans created.
4	I would like to see the City of Vincent abolished and at least that area south of Vincent Street merged with City of Perth. All these areas with these postcodes 6000 - Perth; 6003 - Highgate and Northbridge; 6004 - East Perth; 6005 - West Perth should be wholly in the CoP. As a general principle all residents in the same postcode should be in the same LGA, It might not seem relevant to this survey but it is a viable option and should be considered as a way of managing these assets.
5	
6	Thanks for the opportunity for input
7	
8	Council will likely be forced to backtrack on its clogging up of streets in Cleaver Precinct because resident owners will be unable to access main roads to travel anywhere - so much for SAFE? ACTIVE streets strategy.
9	
10	
11	

12	
13	We don't need more parks like the Barlee car park proposed parklet, sell some land to fix budget holes. We have so many parks already, we're doing a great job with parks, we have got enough.
14	The reason I have chosen options that avoid Rates increases for question 16 is that I am on a limited income and don't use sporting venues/ovals/clubs for those sport activities. I do use local parks. So I'm saying I'm not keen on subsidising sports facilities with rates increases, but appreciate their value to others in the community.
15	
16	
17	This makes sense and reducing assets where possible is a great start. This in my view is tightly linked to the Property Management program, however passing costs to clubs or leasees is not really an option in my view. This will kill the community in time, when we have nothing but open space.
18	
19	EV charging facilities should be available at CoV buildings, such as the library.
20	
21	No
22	
23	I am disturbed at the recent demolition of two park pavilions that also served as public toilets - these were at Birdwood Square and Beatty Park (the park itself, not the Recreation Centre). The gardens that have replaced them are attractive, but they cannot be used as a changing room or toilet. We need more public toilets, not fewer, and relying on the private sector (eg service stations) to provide them is not good enough. The toilet block at Copley Park in the City of Stirling is a model that could be followed. It is automatically locked at night but is accessible the rest of the time. Also I am wondering how the players of sports at these parks are supposed to manage now with no changing room facilities.
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25	
26	
27	Bike paths, park facilities for dog owners, increasing natural biodiversity of parks & increasing social connectivity within parks are not mentioned in the strategy. These are important considerations for road and park assets.
28	
29	Arts and cultural facilities should be addressed in this also. If Vincent wants to be active and engaged with the art community and ensure culture is accessible and embedded into the daily life of the City, where are the facilities provided to arts and cultural groups, individuals and organisations? So often sport and rec gets the focus and money when it comes to community assets, please don't forget the value of arts and culture in our City and your review of City assets.
30	Yes. Beatty Park Pool is a major financial drain on a small rates base. Suggest that as the State owns the complex that the City revokes its Management Order and returns the asset to join with the VenuesWest portfolio (similar to HBF Park). The City needs to focus on what the local community needs and uses - toilets, parks, fix the ageing broken curbs and signage. In general the lack of simple maintenance and care is not in alignment with neighbouring shires. Still waiting 3 months later to get a storm water drain cleared - even a followup email to the Mayor remains unanswered and unactioned. The City of Bayswater and Town of Cambridge have great parks and gardens and a well presented image.
31	The document needs to be tightened up around COV demographic analysis, COV Resident usage projections backed by current survey data for the next 10 years and recognition of lessee Club contributions to maintenance/capital improvement of assets (at minimal cost to COV) and maintenance analysis excluding the distortions from Beatty Park, Leederville oval etc that relate to heriatge buildings.
32	
33	In the Strategy it is estimated \$8 - 12 million is required 'to retain and safeguard the structure of the grandstand for the next 25 years'. It isn't clear from this statement whether the stands would be open and utilised by the public. If thge work would not allow for public use it would be an outrageous waste of limited available funds.
34	
35	Focus should be on core council services, not spending money for heritage
36	Banks reserve pavilion is teh only public community building in this pocket of Vincent. There is no others building it used to be used a lot about 8 years ago what happened where the users kicked out mmm the YOGA group was, Montessori school what about the drumming group and the church all gone now.....
37	

ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY CONSULTATION SUMMARY

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41	
42	We have great resources - parks halls sports clubs gyms etc. Too many grandstands in Beatty park litis park amd Leederville oval. Never going to be fully used. Do we need a gym at lift us centre snd Beatty park?
43	Remove/self off three buildings and use the money to paid towards upgrading facilities. There is also no need to have two gyms under the City of Vincent one at Beatty Park and the other at Loftus Centre when they are 300m apart. This is an opportunity to reduce cost.
44	
45	N/A
46	The City needs to seriously entertain a rates increase to deal with its ageing asset problem. This would spread the load amongst the community and our rates are currently low in comparison to other local governments.
47	I would rather money spent on sinking the powerlines than on a beatty park upgrade.
48	
49	In regards to the grandstand at Beatty Park, resources should not be put into trying to make it function as a grandstand again. It is not required - swimming competitions are now held at other venues around Perth. Instead, looking forward, consider what future uses would be compatible with Beatty Park. Physio and allied health services for example. I suggest removal of much of the grandstand, retaining just enough, such as one section/end or outline, to show what used to be there, while making the structure safe. Retain the old entrance, which can function as the entrance to related facilities (offices etc) within that area. Facilities, like Leederville Oval, which are overwhelmingly used by other organisations (DSR and two Football Clubs) should primarily be funded by those bodies, with Vincent's contribution not exceeding the small proportion relating to public use.
50	This is not a sustainability strategy. Sustainability is about things like zero carbon, employment creation , local food security, transport etc
51	P34 of Asset Management strategy : what goes the proposal to link the redevelopment of Banks Reserve to the adjoining East Perth power station redevelopment precinct mean? The proposal by two major investors to redevelop the 8.5 hectares of land at Lot 100 Summers Street must be considered with extreme scrutiny and caution . This land is accessed from East Parade by a small road called Summers Street, that enters the Banks Precinct locality. The potential for traffic issues cannot be underestimated. High rise and high density dwellings, (flats) are proposed for this site. Please send me acknowledgment of receipt of this submission . Yours faithfully [redacted]
52	From the city perspective I would prefer that community amenity be a much higher priority than heritage that is of a State or Nation wide value. These heritage values should be protected primarily by the State and Commonwealth.
53	
54	Please don't take away the Banks Reserve Hall - it is the only facility in a unique area bordered by busy streets. The Hall was the most used hall until the Council put profits before the locals and as a resident in that area of Vincent I am not happy. With a small investment the Hall can again become a vibrant community hub - we miss it and know that of it goes we will never see anything built there again.
55	I support Banks Pavilion being knocked down per the strategy. As much as I value Beatty Park and Leederville Oval, if we don't get federal funding to upgrade these facilities, I think it would be better to knock them down and start again, retaining/reusing some of its heritage aspects where possible. There is so much that is being done, and can be done, in the City that I am reluctant to keep sinking massive amounts of money into these two facilities which probably weren't designed to last as long as they have. I think we must be practical with our assets.
56	
57	You could remove some small playgrounds that aren't used and sell the land? Matlock st reserve.
58	Generally City of Vincent has good facilities but I don't use sporting clubs
59	
60	

61	I would like to see focus on sustainability and energy efficiency. Waste disposal in own area- circular local economy
62	Council has done a good job - catering well for kids - now cater for older kids.
63	
64	Should be another option of efficiencies - IT technology in maintaining buildings...
65	Great City to live in and great things happens.
66	City of Vincent is a very visible and community orientated Council.
67	
68	
69	A sensible way forward
70	
71	A positive way forward
72	If you can save money through reducing duplication, instead of having silos, like sharing facilities with neighbouring Councils, that would be good way to save money and provide for better facilities.
73	
74	
75	Would love to be able to use diving blocks at Beatty Park. Love the laneway art. I feel pretty lucky to live here, it's great. Would love to see more parklets and alfresco like Spritz. Update Eco signs and use better to communicate with community.
76	Noticed whilst in a wheelchair and crutches that accessibility and footpaths of a much higher standard than City of Stirling - a very accessible city
77	
78	Laneways could do with more lighting, some footpath sections need an upgrade (notice when kids scooting), resident parking is tricky. Use on street parking for one car. Farmer street - no restrictions. North Perth Common - love the idea of it but not kid friendly. More fencing, including near robots. Needs some tweaks.
79	
80	
81	
82	Nil
83	Interesting and educative experience
84	
85	
86	Need more session and to go through each assets ..
87	Well thought through
88	Very happy with the community engagement, i think it was highly beneficial for all!
89	
90	More community consultation and utilise community ability to contribute in meaningful manner. Some community residents may be able to help rally the community. Don't have to rely entirely on city staff
91	
92	Better marketing to source greater community support of grant advocacy efforts
93	
94	It is important that a complete financial approach be taken.