

**9.8 BEATTY PARK 2062 - PROJECT UPDATE**

- Attachments:**
1. **Beatty Park 2062 - Project Site Boundary**
  2. **BPLC Register of Key Documents 2016-2018**
  3. **Beatty Park 2062 - Project Implementation Update 2018/19-2020/21**
  4. **Asset Management and Sustainability Strategy Communications Plan**
  5. **Beatty Park 2062 - Project Plan 2020/21**

**RECOMMENDATION:**

That Council **NOTES** the:

1. **Beatty Park 2062 project implementation update included as Attachment 3; and**
2. **Beatty Park 2062 project is guided by the monthly Beatty Park 2062 Project Steering Committee meetings and the Communications Plan and Project Plan included as Attachments 4 and 5.**

**PURPOSE OF REPORT:**

To provide an overview and update of the Beatty Park 2062 project.

**BACKGROUND:**

The site being considered for the purposes of the Beatty Park 2062 project includes Beatty Park Leisure Centre (BPLC) and Beatty Park which is a State Registered heritage place (Register No. 3553) located on Reserve 885, Lot 1618 (No. 220) Vincent Street, North Perth. The project site, as defined in **Attachment 1**, is Crown land vested to the City for the purpose of recreation. A Management Order provides the City with the power to lease this land for a period not exceeding 21 years, subject to the Minister for Lands consent. The site is classified as a Class A reserve which has the highest degree of protection. The Class A classification is used solely to protect areas of high conservation or high community value. Any amendments to Class A reserves require advertising and the tabling of any proposal, to facilitate amendments, in both Houses of Parliament.

BPLC was constructed in 1962 as a purpose built aquatic facility for the VII<sup>th</sup> British Empire and Commonwealth Games. Major upgrades to BPLC were completed in 1994 and 2013. The 2013 upgrade followed an extended planning process including the preparation of a needs analysis and feasibility study for the 'Future Redevelopment of the Beatty Park Leisure Centre' in 2004 which was updated 2006. Redevelopment concept plans were then developed in late 2008.

In September 2010, Council approved revised concept plans and the following staged redevelopment:

- Stage 1 May 2011 – October 2012  
New extension, geothermal energy system, new 50 metre outdoor pool, plant room and associated equipment upgrade;
- Stage 2: 2012 – 2013 financial year  
Car park upgrade, associated landscaping and refurbishment of existing gymnasiums;
- Stage 3: 2013 – 2014 financial year  
New outdoor learners' pool, replacement of the indoor water slide, spa area renovation and upgrade of dive pool; and
- Stage 4: 2014 – 2015 financial year  
Upgrade grandstand/heritage works.

On 9 November 2010, Council approved the tender for the Provision of Consultant Services – Beatty Park Leisure Centre Redevelopment and on 23 August 2011, Council approved the construction tenders and 'Stage 1' works.

Stage 1 was completed in March 2013, at a cost of approximately \$17.5 million, and included substantial alterations and additions including the reconstruction of the external pool, pool plant and major upgrade to the entry and gym facilities. Since completion of Stage 1, no further stages have been implemented.

In 2015, the visual distinction between the condition of the original 1962 building elements including the grandstand and façade, and those of the latter stages, was identified as a potential issue. To gain a better understanding of the structural and material condition of the remaining 1962 portion of the facility, and to identify any additional information required in order to make informed decisions about the best long term direction for BPLC, a range of investigative projects and reports were commissioned in 2016, 2017 and 2018, as outlined in **Attachment 2**.

On 26 June 2018 at its Ordinary Meeting, Council adopted the Corporate Business Plan 2018/19 – 2021/22 (CBP), including:

| Title of Works   | Description of Works   | Budget Impact |
|--|--|---------------|
| 6.5 Beatty Park Leisure Centre Options Project                   | Development of options to resolve known and yet to be identified issues related to BPLC, inclusive of heritage, structural and business model solution development.                          | \$200,000     |
| 6.6 Beatty Park Leisure Centre Structural and Condition Upgrade. | Prepare and implement BPLC structural and condition upgrades through consideration of heritage, asset management, commercial development options, business performance and community values. | TBD           |

The CBP noted that the full budget implications of the BPLC Structural and Condition Upgrade were yet to be determined and would be informed by the BPLC – Options Project. To ensure renewal works did not conflict with any findings from the BPLC – Options Project, the City completed various renewal works associated with the pool operating plant in 2018 and 2019 and did not undertake renewal works relating to the 1962 portion of the facility.

On 28 July 2020 at its Ordinary Meeting, Council adopted the 2020/21 Annual Budget including an amount of \$2.93 million for the five BPLC Upgrade maintenance and renewal projects listed below.

1. Indoor passive pool tiling.
2. Indoor passive pool filtration.
3. Change room renewal to the northern elevation, and other indoor passive pool improvements.
4. Electrical renewal to the grandstand structure and associated tenancies.
5. Critical maintained to the grandstand as identified in the BPLC 1962 Grandstand Structural Assessment Report.

On 18 August 2020 at its Ordinary Meeting, Council adopted the Long Term Financial Plan (LTFP) for the period 2020/21 – 2029/30. The LTFP is the high-level strategic document that aligns community aspirations, strategic intent and organisational capacity. It guides the City's approach to delivering infrastructure and services to the community and demonstrates commitment to managing operations in a responsible and sustainable manner, by projecting the City's financial position over a ten-year period using a series of realistic financial assumptions.

The BPLC – Options Project was excluded from the LTFP calculations due to the ongoing planning associated with the project and the fact that timelines and funding models were yet to be assigned. Although the LTFP did not factor in the potential costs associated with the project, the project was acknowledged in the LTFP narrative, and will be included in a future iteration of the LTFP, should a clear direction for the project and detailed cost estimates for this direction be determined.

In September 2020, the City received \$270,557 Local Roads and Community Infrastructure Program funding for essential BPLC Upgrade works and on 15 September 2020 at its Ordinary Meeting, Council adopted the City of Vincent Corporate Business Plan 2020/21 – 2023/24, including:

| Title of Works                                  | Description of Works  | Funding     |
|---|---|-------------|
| 22 Beatty Park 2062                             | Development of a long-term approach to preserve and protect the history and heritage of the 1962 grandstand and other major elements of the site. | ✓           |
| 23 Beatty Park Leisure Centre Upgrade           | Planning, development and implementation of a project scheduled to conduct overdue renewal to the facility.                                       | \$2,930,000 |
| 24 Asset Management and Sustainability Strategy | Develop a financially sustainable strategic approach to City Assets.  | ✓           |

The BPLC – Options Project, previously listed as CBP No 6.5, was renamed ‘Beatty Park 2062’, in reference to the centenary of the VII<sup>th</sup> British Empire and Commonwealth Games and development of BPLC.

The BPLC Structural and Condition Upgrade, previously listed as CBP No. 6.6, was renamed BPLC Upgrade. A new initiative, CBP No. 24 Asset Management and Sustainability Strategy (AMSS), was listed as works to be complete over the next four years which would directly impact the Beatty Park 2062 and BPLC Upgrade projects.

The effective management of assets is crucial to the sustainable delivery of the City’s services. The City holds a large portfolio of long-lived assets, including BPLC, and the City’s asset renewal demand currently exceeds the City’s ability to fully resource asset renewal investment. In line with the CBP, the City is preparing the AMSS to outline how the City’s asset portfolio will meet the service needs of the community as well as ensure future funding needs are identified well in advance.

The draft AMSS explores the City’s asset management challenges and considers Beatty Park 2062, as a case study, within the broader context of the City’s assets. On 15 December 2020 at its Ordinary Meeting, Council will consider the draft AMSS for advertising. If endorsed for advertising, the outcomes of advertising and final adopted AMSS will inform the future direction of the Beatty Park 2062 project.

To guide the development of an improvement plan for the long term future of BPLC, inclusive of heritage, structural and business model solutions, the City initiated the Beatty Park 2062 project and established the Beatty Park 2062 Project Steering Committee (PSC) in February 2019.

The PSC includes representatives from the City, the Department of Local Government, Sport and Cultural Industries (DLGSC) and the Department of Planning, Lands and Heritage (DPLH) Heritage Services. Working collaboratively with DLGSC and DPLH Heritage Services, the City is seeking to determine an agreed approach to preserve the cultural heritage significance of the 1962 grandstand, and other major elements of the site, whilst balancing stakeholder expectations, community satisfaction and complex site constraints.

In February 2019, an Investment Logic Mapping process was undertaken in consultation with DPLH and DLGSC. This process helped to identify the problems and benefits associated with the Beatty Park 2062 site and the gaps in information required to make informed decisions about the future of the site. Three priority problems were determined by the PSC as part of the Investment Logic Mapping process including:

- Extended closure of BPLC following critical asset failure would cause widespread disruption to community and commercial activities;
- Excluding youth, seniors and people with impaired mobility from sports and recreation services impedes meaningful lifelong participation; and
- Further neglect of the heritage listed grandstand would result in the loss of a valued part of Perth’s history.

In seeking to sensitively resolve and address the problems identified above, as well as explore options to improve the general utilisation of the site to better cater for the needs of the community, the PSC determined additional information relating to the structural integrity of BPLC should be sought to inform any future solutions.

In June 2019, a site tour of BPLC was undertaken with representatives from the Heritage Council and City’s Design Review Panel and in July 2019, the City engaged consultants to prepare a structural assessment report for the 1962 portion of BPLC inclusive of materials investigation, façade condition and adaptability assessments.

The assessments found that the current material health and base building structure to be in a reasonable state and determined the scope for the extension of material life for the next 50 years to be good. The BPLC 1962 Grandstand Structural Assessment Report was completed in December 2019 and confirmed Building Code compliance issues would significantly limit future use of the grandstand without significant investment and adaptation.

In order to determine what improvements could be delivered at responsible cost, the consultants brief required the review of all previous bodies of work and the estimated cost of full or partial retention of the grandstand.

The report concluded that the façade retention and base building works required to retain the entire grandstand for a future 50 years, with no adaptive works and limited functionality, to be the order of \$7.5 million. The cost to retain individual wings of the grandstand ranged from \$4.45 million to \$6.5 million. These scenarios were costed to better understand the structural integrity of the grandstand as a single construction and as separate wings.

On 17 March 2020, the Structural Assessment Report findings and associated costings were presented to DPLH Heritage Services, DPLH Land Management Metropolitan & Peel, DLGSC and Development WA to inform discussions around the future development feasibility of the Beatty Park 2062 site. The meeting concluded that the site constraints were too high and available unconstrained developable land in the area too small to suggest a positive business case could be prepared.

Given the estimated building retention costs, a strong partnership with the State and Federal Governments was essential for a long term solution for this site.

To date, the implementation of the Beatty Park 2062 project has resulted in a total expenditure of \$71,278. The expenditure has occurred over both the 2018/19 and 2019/20 financial year as follows:

|  |                 |
|--|-----------------|
| 2018/19 Investment Logic Mapping   | \$6,897         |
| 2019/20 Assessment and Design Documentation for Plant Room Slab Deterioration Mitigation | \$3,850         |
| 2019/20 Façade Condition Assessment & Report   | \$6,300         |
| 2019/20 Materials Investigation Assessment & Report                                      | \$17,731        |
| 2019/20 Structural Assessment Report & Order of Magnitude                                | \$36,500        |
| <b>Total Project Expenditure</b>   | <b>\$71,278</b> |

An amount of \$100,000 is listed in this financial year to undertake risk related renewal works at BPLC and this will allow for the box gutter in the stand to be renewed. An amount of \$250,000 has been identified as being required in both 21/22 and 22/23 to continue the grandstand works deemed urgent to prevent water ingress as identified in the structural engineers report. The total amount required (\$600,000) is more than the \$350,000 estimate to allow for unforeseen works that are likely to be required once the structure is exposed. These amounts will be subject to the annual budget process and approval.

## **DETAILS:**

### **Project Implementation**

The implementation of the Beatty Park 2062 project is documented in **Attachment 3**.

On 20 October 2020, Council approved the Beatty Park Upgrade Business Case as part of the delivery of the BPLC Upgrade project. In line with the business case and as part of the BPLC Upgrade project, the City will deliver \$3.1 million in essential BPLC maintenance and major renewal works in 2020/21. These works include the critical maintenance of the grandstand identified in the Structural Assessment Report, commissioned as part of the Beatty Park 2062 project.

The PSC continues to meet monthly to guide the Beatty Park 2062 project. The AMSS Communications Plan (Communications Plan) has been developed to guide project communications moving forward. The Communications Plan is included as **Attachment 4** and relates to both the AMSS and Beatty Park 2062 project communications. The Beatty Park 2062 project is discussed as a case study within the AMSS and the communications relating to Beatty Park 2062 will be presented within the broader context of the City's asset management and sustainability.

Future project milestones will be determined by the PSC and informed by the implementation of the Communications Plan and outcomes of the draft AMSS advertising. The Beatty Park 2062 Project Plan, included as **Attachment 5**, will be updated accordingly and presented monthly at Council Workshops and quarterly at Council Meetings.

### **Advocacy**

Since 1962, BPLC has become an icon in the Western Australian community as one of the most popular and identifiable aquatic facilities in the State. It was the first purpose built aquatic centre in Western Australia and nearly 1 million people visit the facility each year. For BPLC to continue to meet the needs of the community, it requires significant investment.

The City is committed to ongoing and extension advocacy to garner support for the Beatty Park 2062 project and investment in the site. The City has advocated to State and Federal Government Ministers and Members of Parliament. A snapshot of previous advocacy activities is outlined below:

- On March 2019, the City met with and wrote to Mr Patrick Gorman MP, Federal Member for Perth noting the regional heritage significance of BPLC and the significant capital funding any structural and condition upgrades and site improvements would require;
- On 29 May 2020, the City wrote to Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport & Regional Development, thanking the Federal Government for the \$270,557 Local Roads and Community Infrastructure Program funding received and seeking additional funding for the essential structural works to retain and make safe the grandstand for public use and enjoyment; and
- In August 2020 the City wrote to Premier Mark McGowan MLA, requesting support for investment in BPLC.
- On 29 September 2020, the City briefed the Hon Mick Murray MLA, Minister for Sport and Recreation and John Carey MLA, on the Beatty Park 2062 project including the Structural Assessment Report findings and essential structural works to make the grandstand safe for public enjoyment.
- On 27 November 2020, the City wrote to Senator Dean Smith, seeking support to advocate to the Federal Government for assistance to protect and preserve Beatty Park Leisure Centre.

The City has prepared a Beatty Park 2062 Advocacy Agenda (Advocacy Agenda) which will be a living document, updated quarterly. The Advocacy Agenda will guide the City's advocacy for State and Federal Government support as well as identify opportunities to source alternative funding contributions.

#### **CONSULTATION/ADVERTISING:**

A detailed Communications Plan outlining the City's approach to communications and community engagement around city asset management moving forward is included as **Attachment 4**.

#### **LEGAL/POLICY:**

Nil.

#### **RISK MANAGEMENT IMPLICATIONS**

Low: It is low risk for Council to note an update on the project.

#### **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.*

##### Connected Community

*Our community facilities and spaces are well known and well used.*

##### 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.*

*We are open and accountable to an engaged community.*

**SUSTAINABILITY IMPLICATIONS:**

Nil.

**PUBLIC HEALTH IMPLICATIONS:**

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

*Reduced injuries and a safer community*

*Increased physical activity*

*Reduced exposure to environmental health risks*

*Increased mental health and wellbeing*

**FINANCIAL/BUDGET IMPLICATIONS:**

To date, the implementation of the Beatty Park 2062 project has resulted in a total expenditure of \$71,278.

As part of the 2020/21 first quarterly budget review, an amount of \$15,000 was allocated to the project. Should this amount be exhausted in the 2020/21 financial year, a total of \$86,278 will have funded the implementation of the Beatty Park 2062 project from 2018/19 to 2020/21.

The effective management of the City's assets is crucial to the sustainable delivery of the City's services. In order to sustainably plan for the future of BPLC and Beatty Park, the City needs to understand the current and ongoing maintenance and renewal costs associated with the site. The Beatty Park 2062 project is being delivered to enable the City to better understand these on-going costs, as well as current and future community needs and expectations. The delivery of the project will enable the City to make informed decisions regarding the future of the Beatty Park and will contribute to the City's sound financial management and asset sustainability. Actual costs of the Beatty Park 2062 project are to be incorporated into the LTFFP, once determined.

# BEATTY PARK 2062 - SITE BOUNDARY



- + Owned by the State of WA and vested to the City of Vincent
- + Management Order - power to lease not exceeding 21yrs, subject to consent of the Minister for Lands
- + City of Vincent MHI Category A - Conservation Essential
- + HCWA Register of Heritage Places No. 3553

# SITE PLANNING



-  + Class A Reserve: Greatest degree of protection/ used solely to protect areas of high conservation or high community value
-  + Land Use: Recreation
-  + TPS 2 Zone: Reserve - Public Purposes - Civic Use
-  + TPS 2 Zone: Reserve - Public Open Space

## Attachment 2

**BEATTY PARK LEISURE CENTRE (BPLC)**  
**REGISTER OF KEY DOCUMENTS 2016 - 2018**

|          | Date                     | Produced By                     | Title  | Scope   | File Ref: |
|----------|--------------------------|---------------------------------|--|---|-----------|
| <b>1</b> | <b><u>Asset</u></b>      |                                 |  |   |           |
| 1.1      | March 2016               | Lycopodium                      | Building Asset Condition and 10 Year Capital Works Plan – Renewal Only |   | D16/22429 |
| 1.2      | January 2018             | SPM Assets                      | Asset Management Plan - BPLC   | To provide a robust planning process to facilitate the delivery of services through effective provision and management of the City's assets at the BPLC. The AMP aims to document the asset management practices and procedures that will be implemented by the City over the coming years. | D18/22390 |
| <b>2</b> | <b><u>Structural</u></b> |                                 |  |   |           |
| 2.1      | 21/02/2017               | Structerre Consulting Engineers | Structural Inspection of Grandstand Structure                          | To inspect and comment upon the existing grandstand structure. Report comments on maintenance and current codes and non-compliance matters.   | D17/24294 |
| 2.2      | 21/02/2017               | Structerre Consulting Engineers | Preliminary Report for BCA Compliance for Beatty Park Grandstand       | To provide an assessment of the BCA requirements if the building is to be used as a class 9b- Sporting Complex and give specific compliance details that will need to be implemented into the building to achieve compliance.   | D18/57093 |
| 2.3      | 15/03/2017               | Structerre Consulting Engineers | Preliminary Report for BCA Compliance for Beatty Park Indoor Pool      | To provide an assessment of the BCA requirements if the building is to be used as a class 9b- Sporting Complex and give specific compliance details that will need to be implemented to achieve compliance.   | D17/30996 |
| 2.4      | 15/03/2017               | Structerre Consulting Engineers | Structural Inspection of Northern 1994 Structures                      | To inspect and comment upon the existing northern 1994 structures and the plant rooms that were constructed or modified during the 1994 works. Report comments on maintenance and current codes and non-compliance matters.   | D17/30995 |
| 2.5      | 27/06/2017               | Structerre Consulting Engineers | Vermiculite Fire Retardant Falling Off Beam                            | Desktop review of information to provide comment on the likely cause and possible inspection options available and remedial measures.   | D17/77196 |

**Attachment 2**

|          |                        |                                 |   |   |            |
|----------|------------------------|---------------------------------|---|---|------------|
| 2.6      | 27/06/2017             | Structerre Consulting Engineers | Demolition Scope of Works and Moisture Damage Recommendations | To provide a demolition scope of works machinery protection recommendations and moisture damage repair recommendations for the sauna and steam rooms (responds to D17/30995). | D17/77197  |
| 2.7      | 19/07/ 2018            | Schwanke Consulting             | Building Compliance Assessment report                         | Fire safety risk assessment of the BPLC grandstand.   | D18/162893 |
| 2.8      | 21/062018              | MA Lalli & Assoc.               | Existing Structure – Structural Condition Assessment          | Condition report on the 1962 step down pool deck toilet block and western top floor grandstand toilet block.  | D18/89773  |
| <b>3</b> | <b><u>Heritage</u></b> |                                 |   |   |            |
| 3.1      | January 2018           | TPG                             | Conservation Management Plan Review                           | To satisfy a condition of planning approval of the BPLC Redevelopment. A review of the BPLC Conservation Plan prepared in 2007.   | D18/53194  |
| 3.2      | February 2018          | TPG                             | Interpretation Plan   | To recommend strategies for the interpretation of Beatty Park Leisure Centre's cultural heritage value.   | D18/53197  |





# ASSET MANAGEMENT & SUSTAINABILITY STRATEGY COMMUNICATIONS PLAN

## 1.1. Background

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

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

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

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

## Project Purpose

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

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

## Communications Context

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

### Communications Objectives

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

### Strategic Alignment

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

## 1.2. Case Study: Beatty Park Leisure Centre

### Purpose

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

The case study aims to:

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

### Stakeholders

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

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

### 1.3. Communication & Engagement Tools

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

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

## ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY COMMUNICATIONS & ENGAGEMENT PLAN

### 1.4. Key Actions

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

## Panel Methodology and Time Line



### 1.5. The registration process

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

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

### 1.6. Panel Invitation inclusions

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



| CITY OF VINCENT   |  | PROJECT ON A PAGE   |                                  | Health   | Time | Cost   | Quality | % Complete  | Start    | Finish   |     |     |     |     |     |     |     |     |         |         |         |
|---|--|---|----------------------------------|--|------|--|---------|---|----------|----------|-----|-----|-----|-----|-----|-----|-----|-----|---------|---------|---------|
|   |  |   |                                  | !  | !    | ✘  | ✓       | 30%   | 01/02/19 | 31/12/21 |     |     |     |     |     |     |     |     |         |         |         |
| <b>Project Name:</b>  | Beatty Park 2062   |   |                                  | <b>Project Status</b>  |      | <b>Project Manager:</b> Project Planner, Recreation        |         | <b>Directorate:</b> Strategy & Development  |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Corporate Business Plan 20/21 – 23/24 Strategic Project</b>  | CBP No. 22   |   |                                  | <b>Business Case</b>   |      | <b>Executive Sponsor:</b> ED Community & Business Services |         | <b>Service Area:</b> Policy & Place   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Asset Class select from drop down</b>  | Land & Building  |   | <b>Expenditure Type:</b> Renewal |  |      | <b>Container &amp; Record No:</b> SC3269 D20/4385          |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Timeframe:</b>   | 3 years  | <b>OBJECTIVES</b>   |                                  | <b>Key Impacted Stakeholders</b>   |      |  |         | <b>STATUS UPDATE</b>  |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Decision Maker</b>   | Council  | Description: Development of an improvement plan and long-term approach to preserve the cultural heritage significance of the 1962 grandstand, and other major elements of the site, which balances various stakeholder expectations and informs the asset management and improvement of the Beatty Park Leisure Centre. |                                  | <ul style="list-style-type: none"> <li>Community</li> <li>Rate Payers</li> <li>Facility Users</li> <li>Tenants</li> <li>Heritage Council</li> <li>Project Steering Committee</li> <li>Council</li> </ul> |      |  |         | Delayed due to Covid-19. Meeting with Minister Mick Murray held on site on Tuesday 29 October. Project Steering Committee (PSC) meeting held 13 November 2020. Project background, overview, Structural Assessment Report findings and Communications Plan to be presented at 15 December 2020 Ordinary Council Meeting. There is insufficient budget to implement initiatives for this project, therefore funding opportunities need to be explored.   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Project Classification:</b>  | Major or Complex   |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>% of FTE Time pw (project manager + Team)</b>  | 30%  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Total FTE cost (estimated):</b>  | 0.33 current FTE   |   |                                  |  |      |  |         | <b>Key Issues (what has been identified)</b>  |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Project Cost: (budget)</b>   | Nil (\$15,000 subject to quarterly budget review)  | <ul style="list-style-type: none"> <li>Perception and expectations</li> <li>Funding capability</li> </ul>   |                                  |  |      |  |         | <ul style="list-style-type: none"> <li>Cultural heritage significance</li> <li>Compliance with current standards</li> <li>Funding capability</li> </ul>   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Account No. (Finance to allocate)</b>  |  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Project Milestones and Forecast Expenditure</b><br><i>(Optional Phasing and Gantt Charts tabs available)</i>   |  |   |                                  | <b>Comments</b>  |      | <b>2020 / 21</b>   |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
|   |  |   |                                  |  |      | <b>Budget</b>  | JUL     | AUG   | SEP      | OCT      | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | 21 / 22 | 22 / 23 | 23 / 24 |
| 1.  | Beatty Park 2062 Project Steering Committee (PSC) Reconvened - meeting held 21 October 2020  |   |                                  | The project commenced in February 2019.  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 2.  | Draft Communications Plan and Advocacy Plan - prepared   |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 3.  | Draft Communications Plan and Advocacy Plan - tabled at 13 November PSC meeting  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 4.  | Beatty Park 2062 Council Report - to be presented at 15 December Ordinary Council Meeting, including project background and overview, Structural Assessment Report findings and Communications Plan (Communications Plan will guide the communications for the Asset Management and Sustainability Strategy (AMSS) and Beatty Park 2062) |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 5.  | December PSC Meeting - to discuss elements of the Communications Plan that relate to Beatty Park 2062 and provide advice and guidance regarding additional details for implementation  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 6.  | Community Focus Group Workshop (Workshop will be a combined AMSS and Beatty Park 2062 workshop. Timing aligns with approved AMSS PoaP)   |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| 7.  | Future Project Milestones to be determined by PSC at ongoing monthly meetings.   |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
|   |  |   |                                  | <b>Total</b>   |      | \$   | -       |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>KPI's, Benefits &amp; Project Success Indicators</b>   |  |   |                                  |  |      |  |         | <b>Deliverables</b>   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| How is success measured e.g. timeframe, budget, targets   |  |   |                                  |  |      |  |         | <b>What the project delivers:</b> <ul style="list-style-type: none"> <li>Communications Plan and Advocacy Plan - to raise community awareness about the current state of BPLC, the existing and future costs associated with BPLC, the opportunities and constraints associated with BPLC (including Beatty Park Reserve) and to seek potential funding sources to assist with the delivery of the improvement plan.</li> <li>Improvement plan - business case &amp; feasibility study.</li> <li>Strategic Community Plan outcomes including: Our parks and reserves are maintained, enhanced and well utilised; Our community facilities and spaces are well known and well used; We encourage innovation in business, social enterprise and imaginative uses of space, both public and private; Our physical assets are efficiently and effectively managed and maintained; Our built form character and heritage is protected and enhanced.</li> </ul> |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Benefits:</b> <ul style="list-style-type: none"> <li>Transparent and effective communication between the City, the local community and the broader Perth community.</li> <li>An improvement plan which balances the various stakeholder expectations to deliver the most cost effective solution.</li> <li>A framework to consider prioritisation of related renewal requirements.</li> <li>A plan to deliver a long term solution.</li> </ul> |  |   |                                  |  |      |  |         |    |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Project Success is:</b> <ul style="list-style-type: none"> <li>The development and adoption of an improvement plan that is supported by the Heritage Council and DPLH.</li> <li>An improvement plan that is recognised as delivering a suitable solution to improve the utilisation of BPLC to better cater for the needs of the community and to guide the long term asset management and improvement of BPLC.</li> </ul>                     |  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>What happens if we don't do the project?</b> <ul style="list-style-type: none"> <li>Lack of guidance for prioritising renewal work.</li> <li>Less ability to secure external funding.</li> <li>BPLC becomes underutilised, inefficiently managed and maintained.</li> </ul>  |  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>Staff changes/skillset or improvements required for this project to succeed</b>  |  |   |                                  | <b>Process/Policy changes or improvements required for this project to succeed</b>   |      |  |         | <b>ICT System changes or improvements required for this project</b>   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <ul style="list-style-type: none"> <li>There are no staff changes required in 2020/21.</li> </ul>   |  |   |                                  | <ul style="list-style-type: none"> <li>NA</li> </ul>   |      |  |         | <ul style="list-style-type: none"> <li>Asset Management software may be beneficial in preventing the need for similar projects in the future as well as improve the record keeping of any future renewal and maintenance of BPLC.</li> </ul>  |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <b>What's Out of Scope?</b>   |  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |
| <ul style="list-style-type: none"> <li>This program does not cover/include/manage road maintenance that may be required as a result of third party works, i.e. service authorities.</li> </ul>  |  |   |                                  |  |      |  |         |   |          |          |     |     |     |     |     |     |     |     |         |         |         |