

## 12.3 Social Infrastructure Strategy - Request for Final Adoption

<b>@Location</b>	Town-wide
<b>Reporting officer</b>	Place Leader Strategic Planning
<b>Responsible officer</b>	Manager Place Planning
<b>Voting requirement</b>	Simple majority
<b>Attachments</b>	1. Social Infrastructure Strategy [12.3.1 - 92 pages] 2. Summary of Public Comments [12.3.2 - 8 pages]

### Recommendation

That Council notes the submissions received and adopts the Social Infrastructure Strategy.

### Purpose

The purpose of the report is to present the draft Social Infrastructure Strategy to Council for adoption.

### In brief

- The Social Infrastructure Strategy (SIS) provides a strategic approach for the Town to plan, deliver and manage social infrastructure based on forecasted population growth as per the Town's Draft Local Planning Strategy (Draft LPS).
- The SIS builds upon earlier work commenced in the Draft Social Infrastructure Plan 2017 (Draft SIP 2017) and provides a recommended series of actions and work programs to facilitate delivery of high-level social infrastructure planning needs.
- In November 2021, Council endorsed the draft Social Infrastructure Strategy to proceed to a period of public advertising.
- 15 submissions were received during the public comment period of which two thirds indicate support for the draft Social Infrastructure Strategy with the remaining third unsure and/or making recommendations for improvement.

### Background

1. A Social Infrastructure Strategy provides a strategic approach for the Town to plan, deliver and manage social infrastructure based on forecasted population growth as per the Town's draft Local Planning Strategy.
2. The Town previously engaged a consultant to prepare a Draft Social Infrastructure Plan in 2017 (Draft SIP 2017). At its meeting of 12 September 2017, Council considered the Draft SIP 2017 and resolved as follows:
  - a. The Town of Victoria Park Social Infrastructure Plan attached to and forming part of this report be received.
  - b. Strategic Asset Management Plans for the Aqualife Centre, Leisurelife Centre and Library be developed in 2017/18.
  - c. Public Open Space Strategy for the Town to be developed in 2017/18.
  - d. The Town to work with key stakeholders to identify strategic partnerships and explore setting up a Social Infrastructure Taskforce.

- e. Explore the development of an information portal in collaboration with the community to facilitate community group networking, information sharing, event advertising and other information needs identified by the community.
3. Notably, the Council did not resolve to endorse the Draft SIP 2017. Progress on other actions laid out in the resolution has achieved varying degrees of completion.
4. Since the time of the Draft SIP 2017 report, the Town has made considerable progress on progressing its key strategic documents, in particular the Draft Local Planning Strategy and several of the strategic documents identified in the 2017 resolution. Further, the Town has adopted its place-based approach and reviewed several of its processes relating to budget and asset planning. It is an opportune time to return to the Draft SIP 2017 and update the document to reflect the Town's current planning approach and needs.
5. A review of the Draft SIP 2017 assessment of need has been undertaken alongside a desktop study of key strategic developments and several consultation processes with Town of Victoria Park administration, Elected Members, and key facility users.
6. This approach has positioned the SIS to be aligned to the Draft LPS and be formulated to consider both population capacity (that is, the absolute potential population having regard for local planning and development controls) and actual changes in population, growth, need and activity trends over time.
7. In November 2021, Council endorsed the draft Social Infrastructure Strategy to proceed to a period of public advertising. The draft SIS was publicly advertised for a period of five weeks from 2 December 2021 to 7 January 2022.

## Strategic alignment

Civic Leadership	
Strategic outcome	Intended public value outcome or impact
	<p>CL02 – A community that is authentically engaged and informed in a timely manner.</p> <p>The Town has engaged with the community and key stakeholder key stakeholder groups throughout the preparation of the SIS. Comments received during the public comment period are summarized in Attachment 2.</p>
@Economic	
Strategic outcome	Intended public value outcome or impact
	<p>EC02 - A clean, safe and accessible place to visit.</p> <p>The SIS focuses on improving the amenity of and accessibility to the Town's places that provide social infrastructure.</p>
Environment	
Strategic outcome	Intended public value outcome or impact
	<p>EN05 - Appropriate and sustainable facilities for everyone that are well</p> <p>The SIS will assist the Council in facility planning appropriate to the</p>

built, well maintained and well managed.	population's needs.
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<b>Social</b>	
Strategic outcome	Intended public value outcome or impact
S03 - An empowered community with a sense of pride, safety and belonging.	Social infrastructure facilities provide opportunities for the community to converge and form relationships, and for community service providers (particularly NFPs) to establish and service the local community.

## Engagement

Internal engagement	
Stakeholder	Comments
Community Planning (All service areas)	Participated in two workshops with the consultant and several one-on-one meetings with the project lead. Ideas and feedback have been considered in preparation of the report.
Property and Leasing	Participated in two workshops with the consultant and several one-on-one meetings with the project lead. Ideas and feedback have been considered in preparation of the report.
Asset Management	Participated in two workshops with the consultant and several one-on-one meetings with the project lead. Ideas and feedback have been considered in preparation of the report.
C-Suite	Two updates on the progress of the work, most recently an outline of the proposed works programs (which Elected Members also received)

External engagement	
Stakeholders	Community and key user groups with regular usage arrangements for social infrastructure facilities provided by the Town.
Period of engagement	<ol style="list-style-type: none"> <li>1. <i>Community Engagement: 12 April 2021 to 30 April 2021</i></li> <li>2. <i>Public comment: 2 December 2021 – 7 January 2022</i></li> </ol>
Level of engagement	Consult
Methods of engagement	<ol style="list-style-type: none"> <li>1. <i>April: online survey and on-on-one interviews</i></li> <li>2. <i>December – January: Community Survey via Your Thoughts and written submissions</i></li> </ol>

Advertising	<ol style="list-style-type: none"> <li>1. Community groups were contacted directly by email</li> <li>2. <i>Newspaper Advertisement (Southern Gazette) and social media</i></li> </ol>
Submission summary	<i>Public Comment: 15 unique responses</i>
Key findings	<p>Initial engagement results in April 2021 revealed that community groups have strong connections to the Town and that space and funding are key concerns for growing organisations.</p> <p>15 submissions were received during the public comment period revealing general support for the SIS. A summary of the public comments received are provided at Attachment 2 with levels of support for the SIS 'Vision', 'Principles' and 'Overall' detailed as follows:</p> <p><i>SIS Vision</i>  <i>Support: 13</i>  <i>Unsure: 2</i>  <i>Oppose: 0</i></p> <p><i>SIS Principles</i>  <i>Support: 11</i>  <i>Unsure: 2</i>  <i>Oppose: 2</i></p> <p><i>SIS Overall</i>  <i>Support: 10</i>  <i>Unsure: 5</i>  <i>Oppose: 0</i></p>

Other engagement	
Stakeholder	Comments
Department of Education	Acknowledge the need for increased school capacity in Burswood and East Victoria Park if the population of these areas grows in keeping with projections

## Legal compliance

Not applicable.

## Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	Failing to adopt the Social Infrastructure	Major	Possible	High	Low	TREAT risk by preparing a

	Strategy may result in the Town not setting aside adequate funds to deliver social infrastructure in accordance with the assessed need					process for regular review of social infrastructure need and performance and ensuring this is aligned with the budget and service area delivery planning processes
Financial	Failing to align projects to an endorsed strategy may result in the Town providing unnecessary social infrastructure, resulting in underutilised, low-return facilities	Minor	Unlikely	Low	Low	TREAT risk by preparing a process for regular review of social infrastructure need and performance, and ensuring this is aligned with the budget and property management processes
Financial	Failing to adopt the Social Infrastructure Strategy may result in the Town failing to consider long-term social needs when making decisions about the future of its property assets	Major	Possible	High	Low	TREAT risk by preparing a process for regular review of social infrastructure need and performance, and ensuring this is aligned with the budget and property management processes
Environmental	Failing to align projects to an endorsed strategy may result in planned social infrastructure projects conflicting with the preservation of Town managed	Moderate	Unlikely	Medium	Medium	TREAT risk by ensuring that environmental and heritage values are considered at the early stages of all site planning and project delivery

	environmental or heritage assets					
Health and safety	Nil					Low
Infrastructure/ ICT systems/ utilities	Nil					Medium
Legislative compliance	Nil					Low
Reputation	As the Social Infrastructure Strategy has received largely supportive feedback, failure to adopt the strategy may be perceived negatively by the community.	Minor	Possible	Medium	Low	TREAT risk by providing clear information to community on the reasoning behind recommendation, and proactively and genuinely considering any feedback received during the consultation periods
Service delivery	Failing to adopt the Social Infrastructure Strategy may negatively impact the Town's capacity to facilitate delivery of the social infrastructure	Major	Possible	High	Medium	TREAT risk by preparing a process for regular review of social infrastructure need and performance and ensuring this is aligned with the budget and service area delivery planning processes. Regularly review the Social Infrastructure Strategy alongside the Place Plans to ensure the number of scheduled projects does not exceed organisational capacity.

## Financial implications

<b>Current budget impact</b>	Sufficient funds exist within the annual budget to address this recommendation.
<b>Future budget impact</b>	Should Council adopt the SIS then the proposed programs of work will start to be planned in detail and costs (and their timing) included in the Long-Term Financial Plan where they are known or can be estimated.

## Analysis

### Relevant documents

[Draft Social Infrastructure Plan 2017](#)