GLEN EIRA CITY COUNCIL

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Asset Management Framework refresh

Engagement summary report

AUGUST 2024

BENTLEIGH

BENTLEIGH EAST

BRIGHTON EAST

CARNEGIE

CAULFIELD

ELSTERNWICK

GARDENVALE

GLEN HUNTLY

MCKINNON

MURRUMBEENA

ORMOND

ST KILDA EAST

Executive summary

Glen Eira City Council is the custodian of approximately $1.1 billion of infrastructure assets. Managing community assets for current residents and future generations is one of Council's most important responsibilities.

The *Asset Plan 2022–2032 (the Plan)* is the main document that guides the efficient and effective management of these assets over a 10-year period. It acts as our direction setting document for asset management work. The *Asset Management Strategy* and *Policy* provide more detail about what we want to achieve for the community and how we'll do it. They are our to-do lists — they set out how we'll deliver on the actions and goals of the *Plan.*

The *Plan* was developed two years ago and details the categories of assets and how Council intends to manage these assets over the next ten years to meet our current service levels. The *Plan* was informed by a high level 'Collaborate' engagement under the IAP2 public participation spectrum that included three phases of community engagement from February to June 2022. Phase one included targeted engagement, phase two included deliberative engagement using a community citizens' panel, and phase three included community wide engagement on the draft *Plan.*

The engagement resulted in the *Plan* incorporating four key improvement initiatives: climate resilience and environmental sustainability; governance and culture; information management and reporting; and lifecycle and long-term planning. The *Plan* was adopted by Council in June 2022. Since its adoption it has initiated the refreshing of Council's *Asset Management Policy* and Asset *Management Strategy* to better align with the *Plan*.

The refresh of Council's draft *Asset Management Policy* and draft *Asset Management Strategy* was supported by a 'consult' level community-wide communication and engagement campaign that ran from **5 July to 21 July 2024**. This engagement program set out to complement the already extensive 'involve' level engagement that occurred in 2022 and provided our community with an opportunity to check-in to see that the policy and strategy align with the *Plan*.

The community engagement program was promoted through a broad range of communication channels including the Have Your Say platform, social media, newsletters, email correspondence, radio, and posters. All engagement feedback was channeled through an online survey which received 30 survey submissions. The main body of the report contains the detailed engagement findings and survey data, with a snapshot of key findings outlined below.

What we heard

	54 per cent (14 respondents) were satisfied or very satisfied with the way Council manages its assets.
	23 per cent, (six respondents) were dissatisfied or very dissatisfied with the way Council manages its assets.

Most respondents agreed or strongly agreed with the seven asset management objectives rating them at 60 per cent or higher.

1. 60 per cent (18 respondents) agree or strongly agree with objective one: Climate resilient and environmentally sustainable.

2. 83 per cent (25 respondents) agree or strongly agree with objective two: Inclusive and accessible.

3. 67 per cent (20 respondents) agree or strongly agree with objective three: Community informed and service led.

4. 64 per cent (19 respondents) agree or strongly agree with objective four: Governance and culture.

5. 67 per cent (20 respondents) agree or strongly agree with objective five:

   Information management and reporting.

6. 67 per cent (20 respondents) agree or strongly agree with objective six: Lifecycle and long-term planning.

7. 64 per cent (19 respondents) agree or strongly agree with objective seven:

   Best practice and continuous improvement.

	62 per cent (18 respondents) would like Council to report on our infrastructure assets annually.

Top three themes from comments on the Asset Policy	Number of responses	Percentage of responses
Prioritise climate resilience, environmental sustainability, and climate targets.	**3**	**23%**
Complaints about inspection and management of footpaths.	**2**	**15%**
Simplify, spell check and make document(s) easy to read.	**2**	**15%**

Top three themes from comments on the Asset Strategy	Number of responses	Percentage of responses
Complaints or queries about the way assets are managed.	**4**	**27%**
Complaints about the management and poor state of footpaths, landscapes, roads, and carparks.	**3**	**20%**
Responses of 'no' further comment or comments unrelated to asset management.	**3**	**20%**

Engagement report

Background

Glen Eira City Council manages $1.1 billion of infrastructure assets on behalf of the community. These range from buildings, roads and drainage systems, through to footpaths, bike paths, parks and ovals. Managing these community assets for current residents and future generations is one of Council's most important responsibilities.

We heard through our biggest-ever engagement program – Our Priorities, Our Future – that the community wants us to maximise our assets and look after them responsibly. It was one of the community's key recommendations to Council.[1]

The way we manage our assets is defined through three of our strategic documents, the Asset Management Plan, the Asset Management Policy, and the Asset Management Strategy.

The *Asset Plan 2022–2032, (the Plan)* is the main document that guides the efficient and effective management of these assets over a 10-year period— it acts as our direction setting document for asset management work. The *Asset Management Strategy* and *Policy* provide more detail about what we want to achieve for the community and how we'll do it. They are our to-do lists — they set out how we'll deliver on the actions and goals of the *Plan.*

We developed the *Plan* two years ago to communicate the importance and magnitude of the infrastructure assets that Council manages to the community. The *Plan* details the categories of assets and how Council intends to manage these assets over the next ten years to meet our current service levels.

The *Plan* was informed by an 'involve' engagement that included three phases of community engagement that took place from February to June 2022. The first phase included targeted engagement on challenges and opportunities anticipated during the term of the *Plan.* Phase two included deliberative engagement using a community citizens' panel. This involved 22 panel members meeting over three sessions to respond to the remit (primary question) "has council got the balance right between the cost and quality of their assets with the changing needs of the community?".

The panel identified four recommendations: "Climate resilience and environmental sustainability; innovative and adaptive to change; prioritising inclusivity and accessibility to promote wellness for all community members; and accountability and access to information". This was then followed by the last phase of engagement which included broad engagement on the draft *Plan.*

[1] Our Priorities, our Future Engagement Summary Report page 4,

The feedback received through the three phases of community engagement, resulted in the *Asset Plan 2022–2032*, adopting four key improvement initiatives: climate resilience and environmental sustainability; governance and culture; information management and reporting; and lifecycle and long-term planning.

The *Asset Plan* was adopted in June 2022. Since its adoption we have initiated a refresh of Council's Asset Management Framework documents specifically the *Asset Management Policy* and Asset *Management Strategy*. The improvement initiatives have now been incorporated into the *Asset Policy* and *Strategy* to ensure the alignment of all strategic asset management documents.

Engaging the community

The refreshed draft *Asset Management Policy* and draft *Asset Management Strategy* was open for the community's feedback from **5 July to 21 July 2024.**

As there had already been extensive engagement conducted in developing our *Plan* through three engagement phases, this engagement was undertaken at the 'consult' level on the IAP2 public participation spectrum. The program targeted citizen panel members and interested residents from across the broader community.

The engagement aimed to check-in with panel members and residents to make sure the refreshed draft *Asset Management Policy* and draft *Asset Management Strategy* aligned with the key objectives of the *Plan* in relation to the community's key priorities.

The engagement program was supported by a range of communications activities. All engagement feedback was channeled through an online survey. The tables below outline the communication and engagement activities delivered, their reach and participation numbers.

Communication activities	Reach
Have Your Say project engagement page live with survey available	**Views:** 274 **Visitors:** 195 **Followers:** 2
Social media post on Facebook with paid boost Promoting the engagement opportunity for community members to have their say.	**Reach:** 6,192 **Impressions**: 8,783

	Reactions: 77 **Comments:** 11 **Shares:** 4 **Link clicks:** 50
Community engagement e-newsletter	**Recipients:** 4,479 **Opened:** 2,418 **Link clicks:** 114 **Click throughs to engagement:** 49
Sustainability e-newsletter Article in the July edition	**Recipients:** 3,949 **Opened:** 1,872 **Link clicks:** 141 **Click throughs to engagement**: 5
Sustainability Facebook post 13 July	**Reach:** 84 **Impressions:** 93 **Click throughs to engagement:** 2
Posters	Displayed in libraries, Moorleigh Village and Town Hall.
Website banner Banner on Glen Eira City Council's website homepage	**Clicks**: 13
Golden Days Radio 95.7 FM Presented on the radio 6 July	Approx 8,000 listeners

Engagement activities	Number that participated
Online community survey	30
Email to Asset Plan Community Panel members from 2022	17 panel members contacted

HAVE YOUR SAY ONLINE COMMUNITY SURVEY RESPONSES

A survey was made available for the community to provide their feedback on both the *Asset Management Policy and Strategy* through our Have Your Say platform. The engagement was live for just over two weeks from **Friday 5 July to Sunday 21 July 2024.**

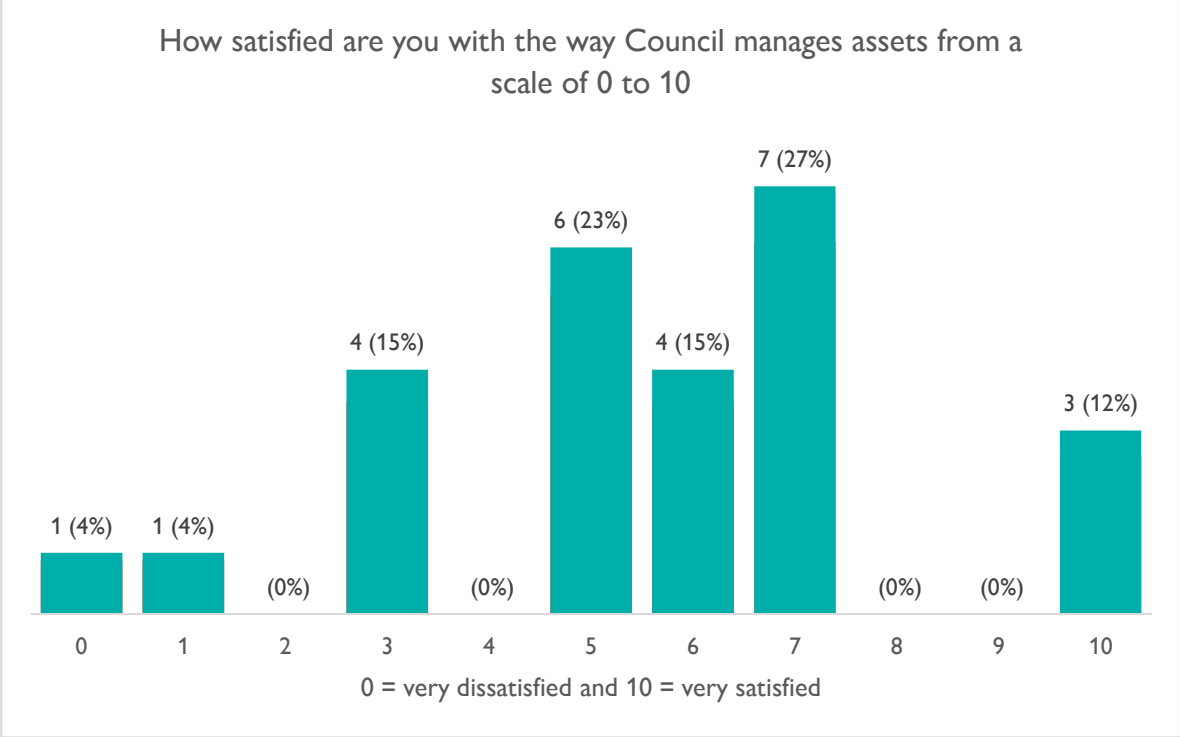
The survey included five questions that explored survey respondent views on the revised draft *Asset Management Policy and Strategy*. It included closed questions; i.e. rating and select box questions, as well as open questions.

Question one asked survey respondents: Overall, how satisfied are you with the way Council currently manages its assets?

Survey respondents were given a scale of 0 to 10, where 0 was very dissatisfied and 10 was very satisfied. 87 per cent (26 respondents) answered the question and 13 per cent (four respondents) skipped the question.

Results were mixed across the rating scale. 23 per cent, (six respondents) provided a rating of either very dissatisfied or disatisfied; 23 per cent, (six respondents) provided a rating of neither being satisfied nor dissatisfied and 54 per cent, (14 respondents) provided a rating of being satisfied or very satisfied. Overall, there was a slightly higher rating towards respondents being more satisfied than dissatisfied in the way Council manages its assets.

The following graph outlines the results in detail.



Question two asked survey respondents: How much do you agree with the seven asset management objectives outlined in our Asset Management Strategy?

The question detailed the seven asset management objectives and asked survey respondents to express their view from a choice of five responses:

Strongly disagree	Disagree	Neutral	Agree	Strongly agree

100 per cent of survey respondents answered this question. All objectives received an 'agree' rating of 60 per cent or higher. The highest-ranking objective was number two: Inclusive and accessible (planning and managing our assets to build inclusivity, accessibility, and safety in response to the diverse needs of our community). 83 per cent (25 respondents) agree or strongly agree with this objective.

Detailed results are outlined in the seven graphs below. In summary:

1. 60 per cent (18 respondents) agree or strongly agree with objective one: Climate resilient and environmentally sustainable.

2. 83 per cent (25 respondents) agree or strongly agree with objective two: Inclusive and accessible.

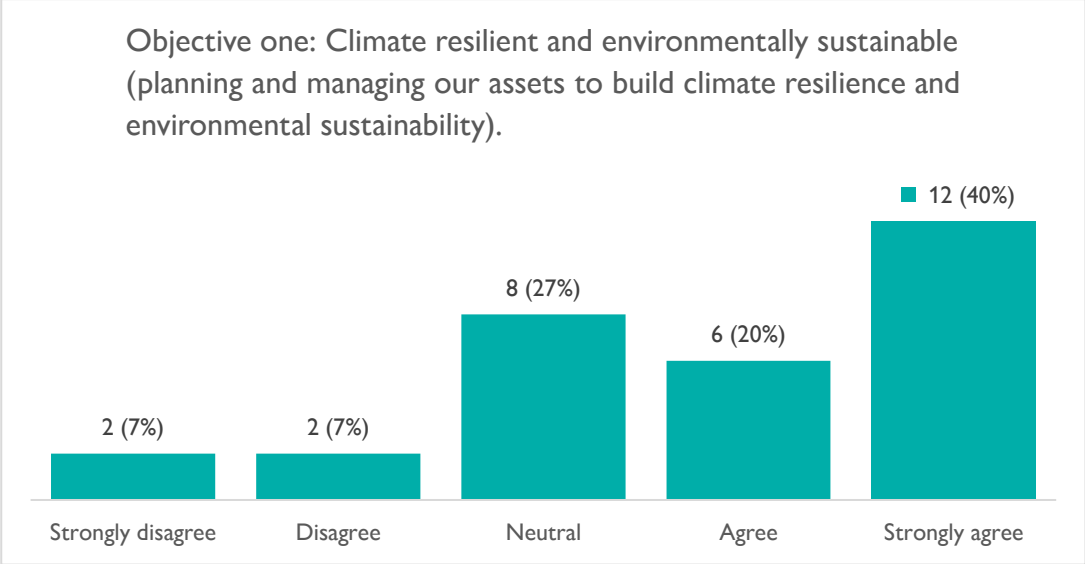
3. 67 per cent (20 respondents) agree or strongly agree with objective three: Community informed and service led.

4. 64 per cent (19 respondents) agree or strongly agree with objective four: Governance and culture.

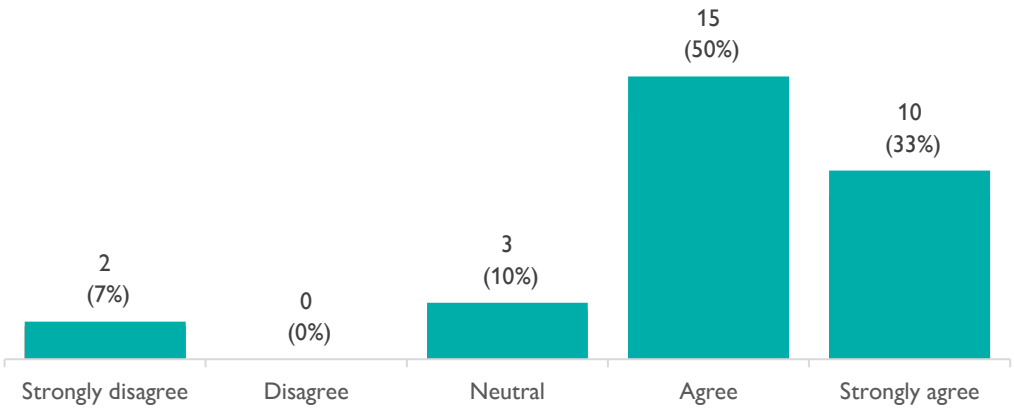
5. 67 per cent (20 respondents) agree or strongly agree with objective five: Information management and reporting.

6. 67 per cent (20 respondents) agree or strongly agree with objective six: Lifecycle and long-term planning.

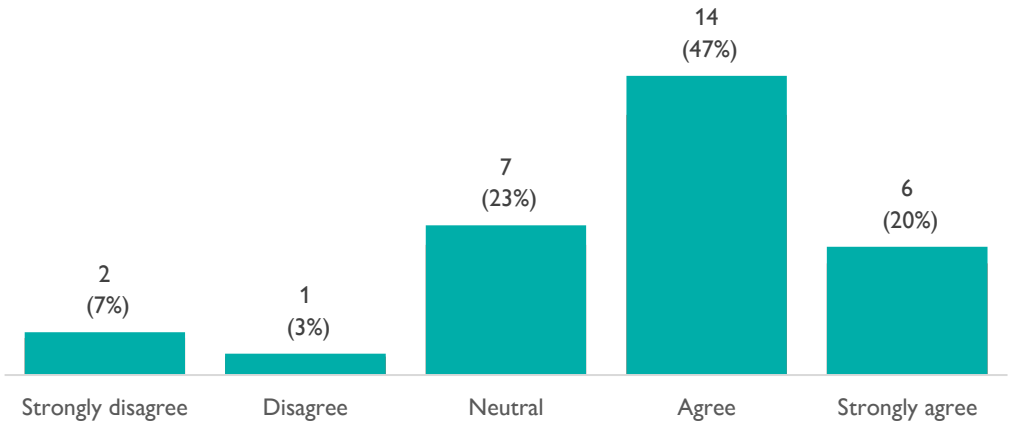
7. 64 per cent (19 respondents) agree or strongly agree with objective seven: Best practice and continuous improvement.



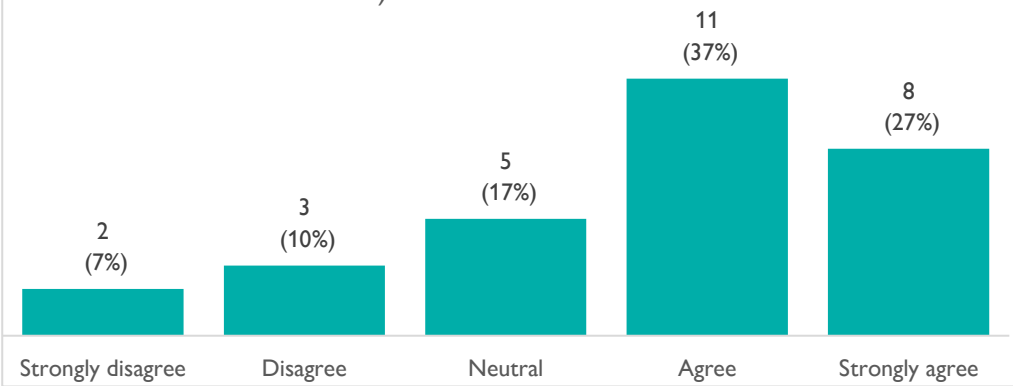
Objective two: Inclusive and accessible (planning and managing our assets to build inclusivity, accessibility, and safety in response to the diverse needs of our community).



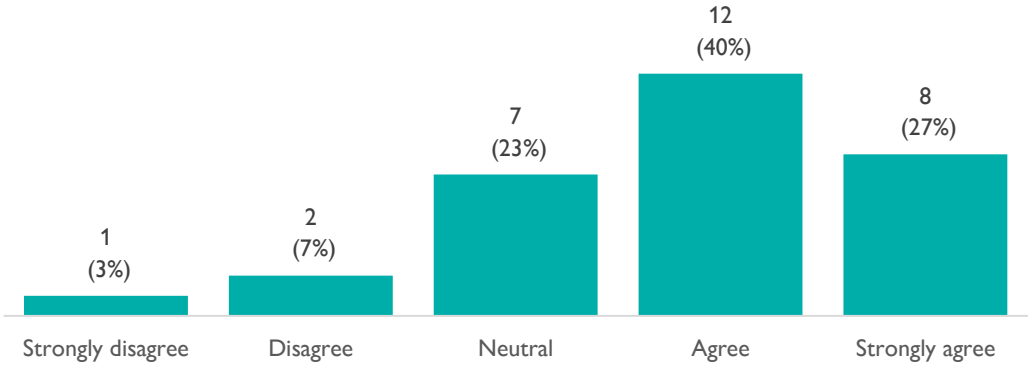
Objective three: Community informed and service led (service delivery needs and engagement with our community inform asset management decision making).



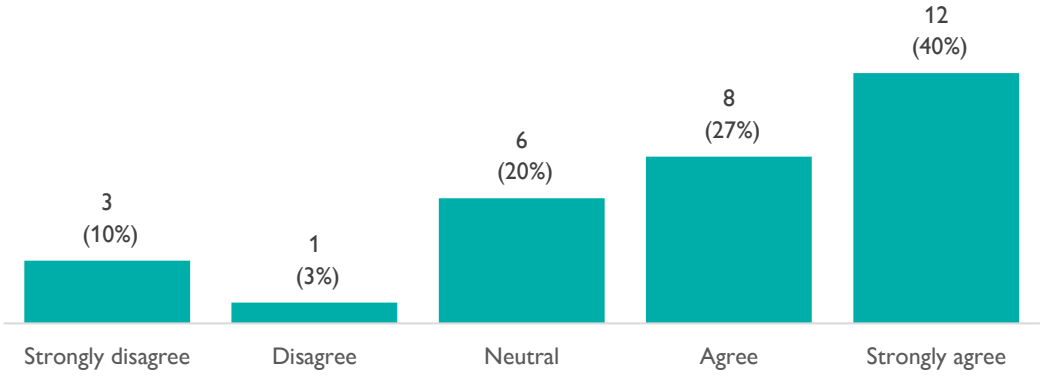
Objective four: Governance and culture (developing a governance framework and workforce culture to transparently manage, monitor and report on the Asset Management Framework actions).



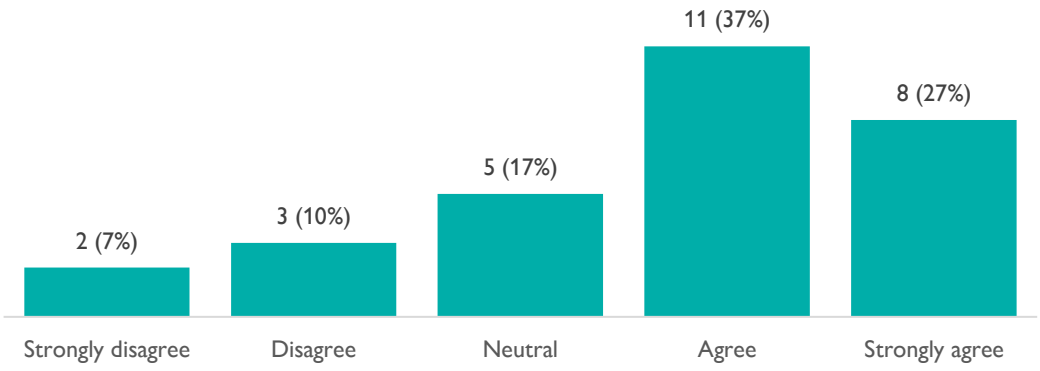
Objective five: Information management and reporting (establishing a centralised Asset Management Information System and regularly measuring and reporting on performance to keep the community informed and engaged).



Objective six: Lifecycle and long-term planning (adopting a whole-of-life approach to managing our assets, developing an integrated framework of long term service, asset and financial planning and giving funding priority to asset maintenance and renewal).



Objective seven: Best practice and continuous improvement (aligning our Asset Management practices with best practice Australian and international standards, and by demonstrating a culture of continuous improvement).



Question three asked survey respondents: How frequently would you like Council to report on our infrastructure assets?

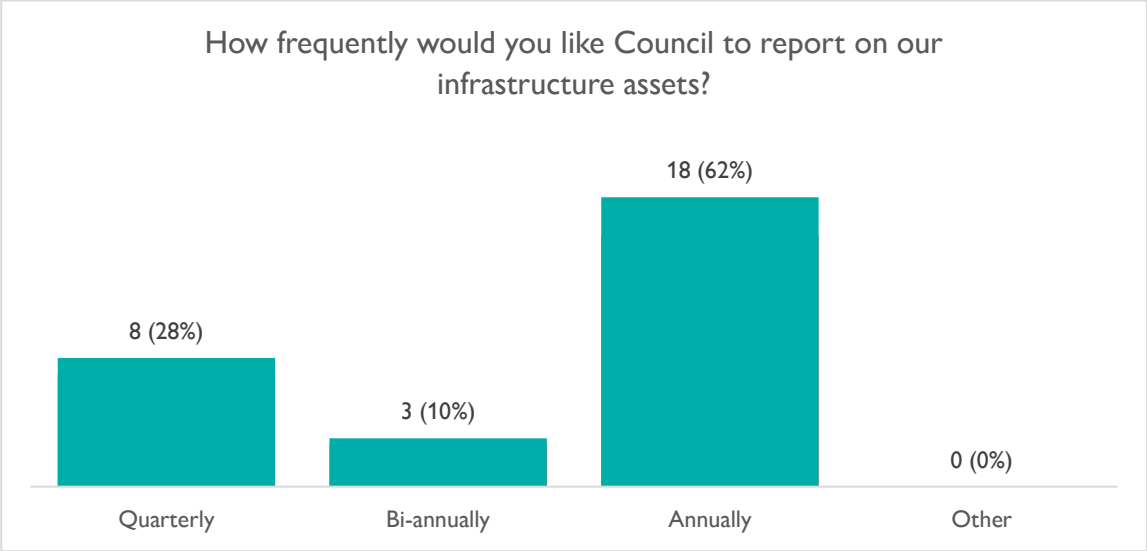
Respondents were given the option to choose from four responses:

Quarterly	Bi-annually	Annually	Other

97 per cent (29 respondents) answered this question and 3 per cent (1 respondent) skipped it.

The majority, 62 per cent (18 respondents) would like Council to report on our infrastructure assets annually.

Just over a quarter, 28 per cent (8 respondents) would like Council to report on our infrastructure assets quarterly.



Question four asked survey respondents: Do you have any further feedback on the Draft Asset Management Policy?

This was an open question in which 43 per cent (13 respondents) answered the question and 57 per cent (17 respondents) skipped the question.

Comments have been summarised into key themes detailed in the table below.

Theme	Number of responses	Percentage of responses
Prioritise climate resilience, environmental sustainability, and climate targets.	**3**	**23%**
Complaints about inspection and management of footpaths and lighting.	**2**	**15%**
Simplify, spell check and make document(s) easy to read.	**2**	**15%**
Responses of 'no' further comment.	**2**	**15%**
Queries about the purchase of the Elsternwick Club.	**1**	**8%**
Policy needs implementation, resourcing, and monitoring.	**1**	**8%**
Budget to include lifecycle costs to show expenditure gaps.	**1**	**8%**
Support pet friendly facilities and senior facilities.	**1**	**8%**
Concerns that businesses have more influence.	**1**	**8%**

A selection of illustrative verbatim quotes

'I like that 'Climate resilient and environmentally sustainable' is your first principle in the Draft Policy.'

'Most of this is word salad. Meanwhile I am still waiting for footpaths that won't cause a fall and improved lighting'

'Any policy is only as good as its implementation and oversight. Proper resourcing is fundamental to success.'

'Include annualised lifecycle costs in annual budget to provide visibility of expenditure gaps.'

'Difficult to read and understand, Why do you need separate documents for policy and strategy? If I am the target audience, ie rate payer, then keep the language simpler and shorter sentences. Use familiar language. Eg what is a deliberative consultation?!'

'Specifically our Climate Policy needs strengthening. We must work harder to achieve our 2025 and 2030 (community) targets. Using 'offsets' is not the answer'.

Question five asked survey respondents: Do you have any further feedback on the Draft Asset Management Strategy?

This was an open question in which 50 per cent (15 respondents) answered the question and 50 per cent (15 respondents) skipped it.

Comments have been summarised into key themes below.

Theme	Number of responses	Percentage of responses
Complaints or queries about the way assets are managed.	**4**	**27%**
Complaints about the management and poor state of footpaths, landscapes, roads and carparks.	**3**	**20%**
'No' further comments or topics unrelated to asset management.	**3**	**20%**
Need to improve open space and biodiversity in Glen Eira.	**1**	**7%**
Add a tool to assess the vulnerability of assets according to climate impacts.	**1**	**7%**
Include bike paths and bike lanes.	**1**	**7%**
Concern that businesses with legal access hold greater influence than the average person.	**1**	**7%**

Asset management should be in the community's best interest.	**1**	**7%**
Need for a shorter summary document.	**1**	**7%**

A selection of illustrative verbatim quotes

'It's very comprehensive, could we please have a summary document.'

'Why are the footpaths in Elsternwick Village shopping area along Glenhuntly road so filthy? Are they ever cleaned? If people are allowed to walk dogs and let them toilet on the footpaths, they should be cleaned regularly…'

'Actually fix the roads, footpaths & schools…'.

'For instance, the state of landscaping in the council carparks in Elsternwick is lamentable.'

'Yes, actually " manage" assets by physically checking them, and not relying on privately engaged building inspectors, who don't really care about the state of either roads or footpaths.

Totally unimpressed with councils current "management" of assets.'
'Assets are about community and their management needs to be focussed on what is best for the community, not what is best for Council. Assets such as the Council's now shut down childcare centres should be reinstated for the good of the community.'

'How do you determine priority across asset management objectives?'

*'Regarding open space; we have the least of any Municipality in Melbourne. This is disappointing. We must also manage these council open spaces better, eg: the species of plants planted. These should be indigenous species which do not attract Noisy Minors to the area. If the right plants are selected then Glen Eira's biodiversity and especially it's indigenous bird species will increase. There needs to be a re-assessment of the plants used in our parks, it is a real problem***.'**