



TOWN *of*  
**EAST FREMANTLE**



*Our Vision*

*Inclusive  
community and  
lifestyle, balancing  
growth and  
sustainability*



# Corporate Business Plan 2021-2025

Endorsed: 30 June 2021



TOWN *of*  
**EAST FREMANTLE**



*The Town of East Fremantle acknowledges the Whadjuk Nyoongar people as the traditional custodians of this land on which we govern and pays respect to Elders past, present and emerging.*

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# Message from the Mayor & Chief Executive Officer

The Town of East Fremantle is proud to present our Corporate Business Plan 2021 – 2025, which details how we will deliver on the objectives and strategies set in our long-term planning document, the Strategic Community Plan 2020 – 2030.

The Corporate Business Plan 2021–2025 lists actions, services and projects in five focus areas:

- Social: “A socially connected, inclusive and safe community.”
- Economic: “Sustainable, “locally” focused and easy to do business with.”
- Built Environment: “Accessible, well planned built landscapes which are in balance with the Town’s unique heritage and open spaces.”
- Natural Environment: “Maintaining and enhancing our River foreshore and other green, open spaces with a focus on environmental sustainability and community amenity.”
- Leadership and Governance “A proactive, approachable Council which values community consultation, transparency and accountability.”

The Town remains committed to continuous improvement, and that current service delivery standards are well received by our community. The 2019 Community Perceptions Survey revealed our performance across 39 areas had improved in two years, rating the Town as the second-highest performing local government in the MARKYT Industry index. Building on these gains, over the next four years, the Town will improve our overall efficiency and effectiveness in customer services through a mix of technological enhancements, innovations and process improvements and we will track our progress through meaningful and transparent performance measures.

An independent review of the Town’s Operations Department has recommended improvements that will be actioned as a priority in the coming year. Despite our small size, our Town has developed with our community ambitious plans for the redevelopment of key assets including the recreation precinct at Preston Point Road, and East Fremantle Oval. Plans for both projects are nearing finalisation and the Town will be working closely with government partners and others to source the funding for their delivery.

We present this Corporate Business Plan 2021 – 2025 as an important part of our overall ‘Plan for the Future’ and with effective forward planning, hard work and consistent service delivery, the future continues to shine brightly for the Town of East Fremantle.

Jim O’Neill  
**Mayor**

Gary Tuffin  
**Chief Executive Officer**

## Our Values

Town of East Fremantle Elected Members and employees are committed to achieving outcomes in the RITE way.

<b>Respect</b> Being courteous at all times and valuing the views and opinions of others by having due regards to their rights and responsibilities.	<b>Integrity</b> Holding oneself to consistent standards exemplified by being honest and having a strong moral code, upholding the reputation of the organisation.	<b>Teamwork</b> Working together to achieve agreed outcomes by building and sustaining a high performance work environment underpinned by trust and commitment.	<b>Empathy</b> Willing to develop an understanding of someone’s concerns and consider their needs and feelings in working with them to address work related issues and solve problems.
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# Town of East Fremantle Ward Map



# Meet your Local Representatives

<p><b>Mayor Jim O'Neill</b></p> <p><i>Mayor 2017 - 2021</i></p>	<p>72 Allen Street East Fremantle WA 6158 0413 211 873 <a href="mailto:mayor.oneill@eastfremantle.wa.gov.au">mayor.oneill@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Jenny Harrington</b></p> <p>Deputy Mayor <i>Councillor 2017 - 2021</i> <i>Plympton Ward</i></p>	<p>31 Allen Street East Fremantle WA 6158 0418 911 777 <a href="mailto:cr.harrington@eastfremantle.wa.gov.au">cr.harrington@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Tony Natale</b></p> <p><i>Councillor 2019-2023</i> <i>Preston Point Ward</i></p>	<p>4 Woodhouse Road East Fremantle WA 6158 0419 929 825 <a href="mailto:cr.natale@eastfremantle.wa.gov.au">cr.natale@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Andrew McPhail</b></p> <p><i>Councillor 2017 - 2021</i> <i>Richmond Ward</i></p>	<p>11 Angwin Street East Fremantle WA 6158 0412 936 772 <a href="mailto:cr.ajmcphail@eastfremantle.wa.gov.au">cr.ajmcphail@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Dean Nardi</b></p> <p><i>Councillor 2019-2023</i> <i>Richmond Ward</i></p>	<p>120 Marmion Street East Fremantle WA 6158 (08) 9339 5632 <a href="mailto:cr.nardi@eastfremantle.wa.gov.au">cr.nardi@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Michael McPhail</b></p> <p><i>Councillor 2017 - 2021</i> <i>Preston Point Ward</i></p>	<p>78 East Street East Fremantle WA 6158 0404 979 273 <a href="mailto:cr.mcphail@eastfremantle.wa.gov.au">cr.mcphail@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Cliff Collinson</b></p> <p><i>Councillor 2019-2023</i> <i>Plympton Ward</i></p>	<p>48 King Street East Fremantle WA 6158 (08) 9339 6452 <a href="mailto:cr.collinson@eastfremantle.wa.gov.au">cr.collinson@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Tony Watkins</b></p> <p><i>Councillor 2017 - 2021</i> <i>Woodside Ward</i></p>	<p>63 Irwin Street East Fremantle WA 6158 0427 980 907 <a href="mailto:cr.watkins@eastfremantle.wa.gov.au">cr.watkins@eastfremantle.wa.gov.au</a></p>	
<p><b>Councillor Kerry Donovan</b></p> <p><i>Councillor 2019-2023</i> <i>Woodside Ward</i></p>	<p>3A Oakover Street East Fremantle WA 6158 0407 985 832 <a href="mailto:cr.donovan@eastfremantle.wa.gov.au">cr.donovan@eastfremantle.wa.gov.au</a></p>	

# Integrated Planning and Reporting

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and a Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

This Corporate Business Plan 2021-2025, together with the Strategic Community Plan 2020 - 2030, is the Town of East Fremantle’s Plan for the Future.

Under Local Government (Administration) Regulations 1996 Regulation 19DA (3), a Corporate Business Plan is to:

- a) set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget, the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the Local Government Act 1995.

The development of the Plan has also been influenced by the Department of Local Government and Sport and Cultural Industries Framework and Guidelines for Integrated Planning and Reporting.

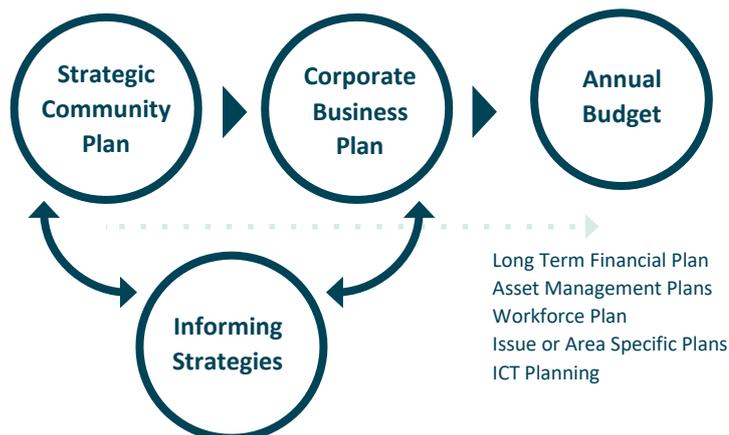
## Strategic Community Plan

The Strategic Community Plan is Council’s principal 10-year strategy and planning tool, guiding the remainder of the Town’s strategic planning. Community engagement is central to the Strategic Community Plan.

The Town of East Fremantle community had a strong involvement and voice in the development of the Strategic Community Plan 2020-2030. The community were invited to share their vision, aspirations and objectives for the future of the Town of East Fremantle, and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations, as held by the local community. Importantly for the Council, these views helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the previous Corporate Business Plan 2022-2025.

## Elements of the Integrated Planning and Reporting Framework



# *Integrated Planning and Reporting (continued)*

## **Corporate Business Plan**

Achieving the community's vision and the Town's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan. The Corporate Business Plan then converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

## **Workforce Plan**

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Town's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Workforce Plan captured within the Strategic Resource Plan (Long-term Financial Plan). A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.



## **Strategic Resource Plan**

The Town took a combined approach to asset management and long-term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plan is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

### **Asset Management Planning Component**

The Town has developed an Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Town's current processes and sets out the steps required to continuously improve the management of Town controlled assets.

Capital renewal estimates are contained within the Strategic Resource Plan and have been considered within this document.

### **Long Term Financial Planning**

The Town of East Fremantle is planning for a positive and sustainable future. The Town seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Strategic Resource Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

### **Review of Plan**

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

# Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Strategic Resource Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

<b>Town of East Fremantle</b>						
Abridged Forecast Statement of Funding						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	
	\$	\$	\$	\$	\$	
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>						
<b>Revenues</b>						
Rates	8,248,874	8,548,091	8,795,986	9,051,070	9,313,551	
All other operating revenue	2,584,078	2,677,799	2,713,835	2,751,960	2,795,228	
	10,832,952	11,225,890	11,509,821	11,803,030	12,108,779	
<b>Expenses</b>						
Cash operating expenditure	( 9,623,396)	( 9,572,028)	( 10,011,025)	( 9,958,214)	( 10,109,289)	
<b>Net funding available from operational activities</b>	<b>1,209,556</b>	<b>1,653,862</b>	<b>1,498,796</b>	<b>1,844,816</b>	<b>1,999,490</b>	
<b>Net capital program (excloding carry over projects)</b>	<b>( 5,937,142)</b>	<b>( 1,119,909)</b>	<b>( 1,246,686)</b>	<b>( 1,587,842)</b>	<b>( 1,737,558)</b>	
<b>Net borrowings</b>	<b>4,859,840</b>	<b>( 322,559)</b>	<b>( 211,487)</b>	<b>( 215,539)</b>	<b>( 219,668)</b>	
<b>Net reserve transfers</b>	<b>( 821,774)</b>	<b>( 211,394)</b>	<b>( 40,623)</b>	<b>( 41,435)</b>	<b>( 42,264)</b>	
Opening surplus/(deficit) July 1	689,520	0	0	0	0	
<b>Estimated surplus/(deficit) for the year ended 30 June</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Note:

1. 2021-22 figures are in accordance with the draft budget
2. Outward years are in accordance with the Strategic Resource Plan
3. Outward years need to be rebalanced due to COVID impacts on underlying assumptions in the Strategic Resource Plan

# Capital Program

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Town. The redevelopment of the East Fremantle Oval and other community infrastructure remains a high priority due to the social, community and economic benefit these assets provide. However, funding the renewal of these assets is likely to be a significant financial challenge beyond the Town's forecast capacity if external funding is not available. The Town has approximately \$1.5m available annually from operational activities for investing and financing activities.

An extensive capital works program has been planned over the term of the Plan with a mixture of new/upgrade assets and asset renewals aimed at ensuring the continued provision of high-quality community infrastructure to residents of the Town. The following is the capital works program for 2021/22:

Project	Project Description	Capital Project Value for Year
Gill Street	Gill Street Footpath - Western Side	\$64,200
Irwin Street	Irwin Street Kerbing - Large quantities of kerb require replacement	\$10,000
Angwin Street	Angwin Street - Footpath - Eastern side near Canning Hwy	\$8,400
Canning Hwy	Canning Hwy Footpath - South side various sections, near Petra (westside)	\$90,000
Silas Street Drainage	Silas Street Drainage upgrade - Between St Peters & Council Place	\$196,000
Zephyr Car Park Drainage	Zephyr Car Park Drainage upgrade - River outfall rationalisation, inc. GPT install	\$50,370
Locke Crescent Drainage	Locke Crescent Drainage diversion works - diverting water into Habgood St	\$80,000
Henry Jeffery Oval	Henry Jeffery Oval resurfacing and reticulation upgrades	\$121,594
Stratford Park	Fence replacement at Stratford park	\$10,000
Softfall - Near Dome	Softfall at exercise equipment near Dome	\$12,000
Preston Point Oval	Preston Point oval - Lighting upgrade	\$30,000
Tricolore - BBQ	BBQ replacement at Tricolore	\$10,000
Various - Bench seats	Bench seat upgrades at various locations	\$12,500
Various - Building maint/upgrades	Building maintenance/upgrades at various locations - assessment April 2021	\$80,000
Camp Waller	Camp Waller Upgrades	\$50,000
EF Oval Precinct	EF Oval Precinct Redevelopment	\$15,132,000
Miscellaneous Sports and Recreation Infrastructure	Youth Facilities	\$70,000
Public Art	Public Art/Sculpture Program	\$45,000
		<b>\$16,072,064</b>



# Service Delivery

Based on the community feedback received, the Town of East Fremantle set five key priority areas within the Strategic Community Plan as it delivers services to the community. Strategic performance indicators provide an indication of progress, as the Town strives to achieve these objectives and the community will be kept informed by means of the Annual Report.

Priority Areas	Measuring our Success
<b>Social:</b> <i>A socially connected, inclusive and safe community</i>	
1.1: Facilitate appropriate local services for the health and wellbeing of the community	<ul style="list-style-type: none"> <li>• Community perception of the value of services, inclusiveness and wellbeing</li> </ul>
1.2: Inviting open spaces, meeting places and recreational facilities	<ul style="list-style-type: none"> <li>• Community perception of the value of recreational facilities and meeting spaces</li> </ul>
1.3: Strong community connection within a safe and vibrant lifestyle	<ul style="list-style-type: none"> <li>• Community perception of the value of vibrancy and connectivity</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase community perception of safety</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase in community participation and satisfaction with events</li> </ul>
<b>Economic:</b> <i>Sustainable, locally focussed and easy to do business with</i>	
2.1: Actively support new business activity and existing local businesses	<ul style="list-style-type: none"> <li>• Increased participation in attendance at business forums held in the Town</li> </ul>
2.2: Continue to develop and revitalise local business activity centres	<ul style="list-style-type: none"> <li>• Community perception of the value of support provided to business</li> </ul>
	<ul style="list-style-type: none"> <li>• Asset Sustainability Ratio</li> </ul>
	<ul style="list-style-type: none"> <li>• Asset Consumption Ratio</li> <li>• Asset Renewal Funding Ratio</li> </ul>
<b>Built Environment:</b> <i>Accessible, well planned built landscapes which are in balance with the Town's unique heritage and open spaces</i>	
3.1: Facilitate sustainable growth with housing options to meet future community needs	<ul style="list-style-type: none"> <li>• Community perception of the value of strategic development site outcomes</li> </ul>
3.2: Maintaining and enhancing the Town's character	<ul style="list-style-type: none"> <li>• Community perception of the value of the Town's preservation of character.</li> </ul>
3.3: Plan and maintain the Town's assets to ensure they are accessible, inviting and well connected	
<b>Natural Environment:</b> <i>Maintaining and enhancing our river foreshore and other green, open spaces with a focus on environmental sustainability and community amenity</i>	
4.1: Conserve, maintain and enhance the Town's open spaces	<ul style="list-style-type: none"> <li>• Community perception of the value of Town's conservation and management</li> </ul>
4.2: Enhance environmental values and sustainable natural resource use	<ul style="list-style-type: none"> <li>• Recycling Rates – kilogram per capita (maintain and aim to improve)</li> </ul>
4.3: Acknowledge the change in our climate and understand the impact of those changes	<ul style="list-style-type: none"> <li>• Waste to landfill – kilograms per capita (maintain or decrease)</li> </ul>
<b>Leadership and Governance:</b> <i>A proactive, approachable Council which values community consultation, transparency and accountability</i>	
5.1: Strengthen organisational accountability and transparency	<ul style="list-style-type: none"> <li>• Achieve an unqualified audit</li> </ul>
5.2: Proactively collaborate with the community and other stakeholders	<ul style="list-style-type: none"> <li>• Community perception of value of the Town's communication and consultation processes</li> </ul>
5.3: Strive for excellence in leadership and governance	<ul style="list-style-type: none"> <li>• Community satisfied with Town's responsiveness</li> </ul>
	<ul style="list-style-type: none"> <li>• % of customer requests or enquiries responded to within target timeframes</li> </ul>
	<ul style="list-style-type: none"> <li>• Financial ratio levels for benchmarking of local governments</li> </ul>

# Service Delivery Strategies

The following strategies describe, at a high level, what we will do to meet the priorities and aspirations expressed by our community. The detailed actions reflect the planned prioritisation over the next four years.

## Service Delivery – Strategic Priority 1

### Social: A socially connected, inclusive and safe community

Objective 1.1		Facilitate appropriate local services for the health and wellbeing of the community				
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →
1.1.1 Facilitate or partner to ensure a range of quality services are provided at a local level	1.1.1.1 Implement the Public Health Plan	■	■	■	■	→
	1.1.1.2 Continue support/provision for the ongoing shared public library services	■	■	■	■	→
	1.1.1.3 Continue the provision of the Commonwealth Home Support Program subject to ongoing funding	■	■	■	■	→
	1.1.1.4 Continue service partnership with the Glyde In Community Learning Centre	■	■	■	■	→
1.1.2 Strengthen the sense of place and belonging through inclusive community interaction and participation	1.1.2.1 Prepare and implement the Community Development Strategy	■	■	■	■	→
	1.1.2.2 Implement activities as per the Disability Access and Inclusion Plan	■	■	■	■	→
	1.1.2.3 Implement activities as per the Reconciliation Action Plan	■	■	■	■	→
Objective 1.2		Inviting open spaces, meeting places and recreational facilities				
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →
1.2.1 Provision of adequate facilities to support healthy and active lifestyles	1.2.1.1 Implement the Preston Point Road North Recreation Facility Master Plan subject to funding	■	■	■	■	→
	1.2.1.2 Implement actions from the Recreation and Community Facilities Strategy subject to funding	■	■	■	■	→
	1.2.1.3 Provide community facilities and infrastructure in line with asset management planning	■	■	■	■	→
1.2.2 Activate inviting open spaces that encourage social connection across all age groups	1.2.2.1 Undertake the redevelopment of the East Fremantle Oval Precinct subject to budget parameters	■	■	■	■	→

## Service Delivery – Strategic Priority 1 (continued)

Objective 1.3 Strong community connection within a safe and vibrant lifestyle		2021/22	2022/23	2023/24	2024/25	2025 →
STRATEGY	ACTIONS					
1.3.1 Partner and educate to build a strong sense of community safety	1.3.1.1 Undertake an assessment of CCTV options for community hotspots	■	■	■	■	→
	1.3.1.2 Partner with neighbouring local governments and state agencies to promote community health and safety	■	■	■	■	→
	1.3.1.3 Provide effective regulatory services and associated community education	■	■	■	■	→
	1.3.1.4 Continue the partnership with the City of Fremantle with respect to joint emergency management arrangements	■		■		→
1.3.2 Facilitate opportunities to develop community connections through events and celebrations	1.3.2.1 Provide/facilitate community assistance grants	■	■	■	■	→
	1.3.2.2 Encourage youth and general community engagement and participation	■	■	■	■	→
	1.3.2.3 Implement the 4-year public art program in line with the Public Arts Strategy	■	■	■	■	→
	1.3.2.4 Deliver the East Fremantle George Street Festival	■	■	■	■	→
	1.3.2.5 Prepare and implement an Annual Calendar of Events	■	■	■	■	→
	1.3.2.6 Undertake local heritage survey	■				→
	1.3.2.7 Continue to promote the Town's culture and heritage	■	■	■	■	→
1.3.3 Facilitate community group capacity building	1.3.3.1 Fund a single annual round of the Community Grants Program	■	■	■	■	→

## Service Delivery – Strategic Priority 2

### Economic – Sustainable, locally focussed and easy to do business with

Objective 2.1		Actively support new business activity and existing local businesses						
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →		
2.1.1	Ensure a “local” focus through supporting and promoting opportunities for local business.	2.1.1.1	Continue to support and facilitate opportunities for business and community groups	■	■	■	■	→
2.1.2	Facilitate opportunities/ forums where local business people can meet and share ideas	2.1.2.1	Maintain strong relationships with the business community	■	■	■	■	→
Objective 2.2		Continue to develop and revitalise local business activity centres						
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →		
2.2.1	Facilitate local small business access through planning and activation to support community and business growth.	2.2.1.1	Maintain business-friendly status via the Small Business Development Corporation Charter	■	■	■	■	→
		2.2.1.2	Undertake regular and frequent parking patrols to ensure parking availability and turnover in the Town centres and George Street	■	■	■	■	→
		2.2.1.3	Prepare and implement a Commercial Development Strategy	■	■	■	■	→

## Service Delivery – Strategic Priority 3

### Built Environment – Accessible, well planned built landscapes which are in balance with the Town’s unique heritage and open spaces

#### Objective 3.1 Facilitate sustainable growth with housing options to meet future community needs

STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →
3.1.1 Advocate for a desirable planning and community outcome for all major strategic development sites	3.1.1.1 Actively represent the local community in relation to any major planning development projects	■	■	■	■	→
3.1.2 Plan for a mix of inclusive diversified housing options	3.1.2.1 Review and adopt the Local Planning Strategy	■				→
3.1.3 Plan for improved streetscapes	3.1.3.1 Implement a Verge Policy and Urban Streetscape Guidelines	■	■	■	■	→

#### Objective 3.2 Maintaining and enhancing the Town’s character

STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →
3.2.1 Ensure appropriate planning policies to protect the Town’s existing built form	3.2.1.1 Finalise, advertise, and implement a major review of the Town Planning Scheme	■	■			→
	3.2.1.2 Review Local Planning Policies – Residential Design Guidelines	■	■			→
	3.2.1.3 Implement the Bushfire Management Plan	■	■	■	■	→
	3.2.1.4 Develop and implement Heritage Precincts	■				→

#### Objective 3.3 Plan and maintain the Town’s assets to ensure they are accessible, inviting and well connected.

STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →
3.3.1 Continue to improve asset management within resource capabilities	3.3.1.1 Maintain and implement current Asset Management Plans	■	■	■	■	→
	3.3.1.2 Implement the 15-year capital works program in line with integrated strategic planning	■	■	■	■	→
	3.3.1.3 Annual review of suitability and utilisation of light and heavy fleet	■	■	■	■	→
	3.3.1.4 Develop and implement proactive asset maintenance schedules	■	■	■	■	→
3.3.2 Plan and advocate for improved access and connectivity	3.3.2.1 Maintain community facilities in accordance with the Disability Access and Inclusion Plan	■	■	■	■	→
	3.3.2.2 Continued involvement and support with the South West Group	■	■	■	■	→
	3.3.2.3 Prepare and implement the Integrated Traffic Management and Movement Strategy	■	■	■	■	→

## Service Delivery – Strategic Priority 4

### Natural Environment – Maintaining and enhancing our river foreshore and other green, open spaces with a focus on environmental sustainability and community amenity

Objective 4.1		Conserve, maintain and enhance the Town's open spaces					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
4.1.1	Partner with stakeholders to actively protect, conserve and maintain the Swan River foreshore	4.1.1.1 Ongoing implementation of the Foreshore Management Plan subject to funding	■	■	■	■	→
		4.1.1.2 Continue to partner with stakeholders to actively protect, conserve and maintain the Swan River foreshore	■	■	■	■	→
4.1.2	Plan for improved streetscapes, parks and reserves	4.1.2.1 Prepare and implement an Urban Streetscape and Public Realm Style Guide	■	■	■	■	→
		4.1.2.2 Investigate opportunities for activating public open spaces	■	■	■	■	→
4.1.3	Improve and protect the urban forest and tree canopy	4.1.3.1 Continue with annual street planting program	■	■	■	■	→
Objective 4.2		Enhance environmental values and sustainable natural resource use					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
4.2.1	Reduce waste through sustainable waste management practices, including effective community and business education	4.2.1.1 Implement Food Organics and Green Organics (FOGO) waste collection and disposal services	■	■	■	■	→
		4.2.1.2 Partner with the City of Fremantle to provide free community access to the Fremantle Recycling Centre	■	■	■	■	→
		4.2.1.3 Ongoing implementation of the Regional Waste Strategy	■	■	■	■	→
Objective 4.3		Acknowledge the change in our climate and understand the impact of those changes					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
4.3.1	Improve systems and infrastructure standards to assist with mitigating climate change impacts	4.3.1.1 Investigate further climate change and mitigation initiatives	■	■	■	■	→
		4.3.1.2 Undertake a tree audit to determine requirements for tree plantings and tree replacement	■	■	■	■	→
		4.3.1.3 Implement actions under the Climate Emergency Strategy	■	■	■	■	→

# Service Delivery – Strategic Priority 5

## Leadership and Governance - A proactive, approachable Council which values community consultation, transparency and accountability

Objective 5.1		Strengthen organisational accountability and transparency					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
5.1.1	Strengthen governance, risk management and compliance	5.1.1.1	■	■	■	■	→
		5.1.1.2	■	■	■	■	→
		5.1.1.3	■	■	■	■	→
		5.1.1.4	■	■	■	■	→
		5.1.1.5	■	■	■	■	→
		5.1.1.6	■	■	■	■	→
5.1.2	Ensure effective engagement with community and stakeholders	5.1.2.1	■		■		
		5.1.2.2	■	■	■	■	→
5.1.3	Improve the efficiency and effectiveness of services	5.1.3.1	■	■	■	■	→
		5.1.3.2	■	■	■	■	→
		5.1.3.3	■	■	■	■	→
Objective 5.2		Proactively collaborate with the community and other stakeholders					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
5.2.1	Foster and promote strategic collaborative relationships with neighbouring LGAs, State and Federal government representatives and agencies, NGOs	5.2.1.1	■	■	■	■	→
		5.2.1.2	■	■	■	■	→
		5.2.1.3	■	■	■	■	→
Objective 5.3		Strive for excellence in leadership and governance					
STRATEGY	ACTIONS	2021/22	2022/23	2023/24	2024/25	2025 →	
5.3.1	Deliver community outcomes through sustainable finance and human resource management	5.3.1.1	■	■	■	■	→
		5.3.1.2	■	■	■	■	→
		5.3.1.3	■	■	■	■	→
		5.3.1.4	■	■	■	■	→

5.3.2	Improve organisational systems with a focus on innovation	5.3.2.1	Maximise online functionality for Council systems and services	■	■	■	■	➔
		5.3.2.2	Continuous review and improvement of policies, systems and procedures	■	■	■	■	➔
5.3.3	Increase focus on strengthening and fostering a positive customer service experience	5.3.3.1	Fully implement the Customer Service Charter and Customer Service Policy (and associated procedures, workflow, and management reporting)	■	■	■	■	➔

# Strategic Risk Management and Services

It is important to consider the external and internal context in which the Town of East Fremantle operates, relative to risk, in order to understand the environment in which the Town seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below.

## External Factors

- Increasing community expectations in relation to service levels and delivery
- Rapid changes in information technology, changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Climate change and subsequent response
- State Government recycling rates

## Internal Factors

- The objectives and strategies contained in the current Strategic Community Plan
- The timing and actions contained in the Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- Level of stakeholder and community engagement
- The financial capacity of the Town
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

Services and facilities provided by the Town have been linked with the relevant strategies in the Strategic Community Plan, providing a connection with the desired outcomes and community vision.

<b>Town Services</b>	
Customer service	5.3.2
Community consultation   engagement	5.1.2   5.2.1
Asset maintenance planning	3.3.1   3.3.2   3.3.3
Financial management	5.3.1
Town planning	3.2.1
Economic development	2.1.1   2.1.2
Regional collaboration	5.2.1
Festival   event management	1.3.3
Emergency services	1.3.1
Ranger services	5.1.3
Natural resource management	4.1.1   4.1.2   4.2.1   4.3.1
Waste collection	4.2.1
Recycling	4.2.1
Building control	1.3.1
Health administration   inspection	1.3.1
<b>Facilities   Infrastructure</b>	
Parks   gardens   reserves	4.1.2
Quality of town centre	4.1.2
Sport   recreation facilities	1.2.1
Foreshore   boat ramps	3.3.3
Council buildings   heritage assets	1.3.3
Community   town halls	3.3.2
Library services	1.1.1
Roads infrastructure	3.3.2
Public toilets	3.3.2
<b>Community Support   Advocacy</b>	
Medical   health services	1.1.1
Youth services	1.3.2
Aged   disabled services	1.1.2
Support for community groups and volunteers	2.1.1



## References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan 2021 – 2025:

- Town of East Fremantle Strategic Community Plan 2020 - 2030.
- Council website: [www.eastfremantle.wa.gov.au](http://www.eastfremantle.wa.gov.au);
- Town of East Fremantle Corporate Business Plan 2020-2024.
- Town of East Fremantle Strategic Resource Plan 2021-2036.
- Town of East Fremantle Workforce Plan 2020; and
- Town of East Fremantle Annual Financial Report 2019–2020.

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### Disclaimer

This Plan has been prepared for exclusive use by the Town of East Fremantle.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Town of East Fremantle, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Town of East Fremantle.

This Plan is supplied in good faith for public information purposes and the Town of East Fremantle and Moore Stephens accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

### Review of the Corporate Business Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

### Document Management

Version	2021 – 2025   V1.1
Status	Draft
Date of Adoption	Proposed 30/06/2021



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