



# EAST FREMANTLE 2025



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2015 - 2025

STRATEGIC COMMUNITY PLAN

Approved July 2015

Prepared with the assistance of



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## MESSAGE FROM THE MAYOR

As we finalised our first Strategic Community Plan in 2013, we were facing the abolition of the Town of East Fremantle. It has been an eventful two years as we prepared for structural reform and our community vigorously and successfully advocated to retain our community's independence. During this period we maintained continuous service delivery and achieved a solid investment program in the Town's infrastructure, particularly footpaths.



Now we are looking forward again. The community (alongside others) warded off amalgamation – at least for the time being.

Now we must focus on consolidating East Fremantle as a thriving and distinctive township, with its strong identity and treasures – both historic and contemporary; both natural and built.

This revised Strategic Community Plan is the result of a “mini strategic review”. We have updated the plan and shown more clearly the implications of our current course in terms of services, projects and financial projections. This has taken into account community feedback through the recent residents' survey.

Investing in recreation and community facilities is a key priority and we will be seeking community involvement in more detailed planning in that area.

From October 2015 to June 2016, we will be undertaking a “major strategic review”. There will be plenty of chances for the community to consider the opportunities, challenges and choices facing East Fremantle over the next decade, and help to prioritise the budgets over the coming years.

Thanks to the passion and pride in our town, significant decision making remains in our own hands. Let's make the most of it by bringing that passion and pride to the task of creating a future that befits the Town of East Fremantle.

Jim O'Neill  
Mayor, Town of East Fremantle

## INTRODUCTION

Welcome to the Town of East Fremantle's Strategic Community Plan. The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, community groups, and education providers that contribute to the future of our community
- Inform decision-making with respect to other partners and agencies, including the State Government, other local governments, WALGA, and the private sector
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Inform future partners of our key priorities, and the ways in which we seek to grow and develop
- Provide a framework for monitoring progress against the community's vision and aspirations

This plan was adopted on July 2013. It will be reviewed by 30 June 2016 and every 2 years thereafter. The two yearly cycles will alternate between a mini strategic review and a major strategic review, as shown in the planning cycle diagram on page 5.

## Key points of the plan

### INVESTMENTS AND ENHANCEMENTS

- Six priorities from community engagement, highlighted in the community survey 2014:
  - *Footpaths and cycleways*: This area will be addressed in two ways. Priorities relating to recreational walkways and cycleways, and access to community facilities, will be included in the Recreation and Community Facilities Plan (see below). The question of standards (service levels) for footpaths in the Town generally will be included in the major strategic review.
  - *Streetscapes*: This area will also be addressed in two ways. First, Council will investigate an urban forestry approach (in conjunction with climate change adaptation). Second, service levels for streetscapes (such as verge maintenance) will be included in the major strategic review.
  - *Sport and recreation facilities and activities*: This will be the subject of a Recreation and Community Facilities Plan, to be developed in 2015/16 and implemented in the following years. It will include oval redevelopment, club facilities, recreational walkways and cycleways, parks and playgrounds, connectivity and access etc.
  - *Parks and playgrounds*: See sport and recreation facilities and activities above
  - *Swan River foreshore*: The draft Swan River Foreshore Master Plan will be finalised in 2015/16. Aspects of this will inform the Recreation and Community Facilities Plan. Some recommendations from the Master Plan will assist with climate change adaptation (protection of natural and infrastructure assets).
  - *Preservation and promotion of local heritage*: Heritage precinct development, including the Royal George Hotel (see also strategic sites development below).

- Strategic sites development (note this program will take around a year longer than the life of this plan):
  - Town Centre (includes the Town Hall and ancillary buildings)
  - Former Kaleeya Hospital
  - Woodside Hospital
  - Leeuwin Barracks
  - Royal George Hotel
- Climate change mitigation and adaptation: Regional work is being undertaken on this over the first year of the Plan. Following this, a local Climate Change Mitigation and Adaptation Plan will be prepared.
- Revamp of the Town’s website, social media and community engagement methods

#### STRENGTHENING CAPACITY

Furthermore, a number of initiatives are planned to strengthen the delivery of high quality, affordable services to the community:

- Development of a revenue strategy (see Financial Implications section below)
- Shared service delivery with the City of Fremantle (or other parties) where beneficial
- Incremental improvement to the standard of asset management planning

#### FINANCIAL IMPLICATIONS

The plan has been prepared with affordability in mind. The community has expressed ambitious aspirations but this must be weighed with the ability to pay the rates required to meet those aspirations.

Rates in the Town of East Fremantle have historically been kept relatively low. This is putting increasing pressure on the ability of the Town to maintain and invest in community infrastructure – roads, footpaths, cycleways, recreation facilities etc – which are highly desired by the community. The gap widens with every year this continues. This is because the compounding effect of rates increases is a lot lower over time on a lower base. Even over as short a time as 10 years this makes a very large difference to what the community is able to collectively fund.

Part of the answer is careful use of debt to help pay for assets that will be enjoyed by ratepayers for years to come. Rates can also be supplemented with other sources of revenue where possible and appropriate. It is also vital to ensure that the Town is efficient and stretches every dollar as far as possible.

All these avenues feature strongly in this plan and it’s companion, the Long Term Financial Strategy. This has enabled the Council to keep the projected total rates increases to 6.5% or lower over the coming years. The major strategic review will be an opportunity to revisit this judgement call with the community in the context of rebalancing aspirations with affordability. This will be based on good information on the costs and benefits of different scenarios, efficiency gains and potential non-rates revenue.

#### RATES DIFFERENTIAL

Council has also carefully considered the way that rates are distributed across the residential and commercial sectors. When the nature of businesses was very different than the present day, it was decided that commercial ratepayers would pay a considerably higher rate in the dollar than residential ratepayers. Now there are a larger number of smaller businesses and they are paying a disproportionate share of the total rates bill.

Council has decided to address this anomaly. While there is an argument that the adjustment should be made quickly so the rates are more fairly distributed as soon as possible, the Council wishes to smooth the adjustment for residential ratepayers. The adjustment will therefore be phased in over 10 years.

## Western Australia Local Government Integrated Planning and Reporting Framework

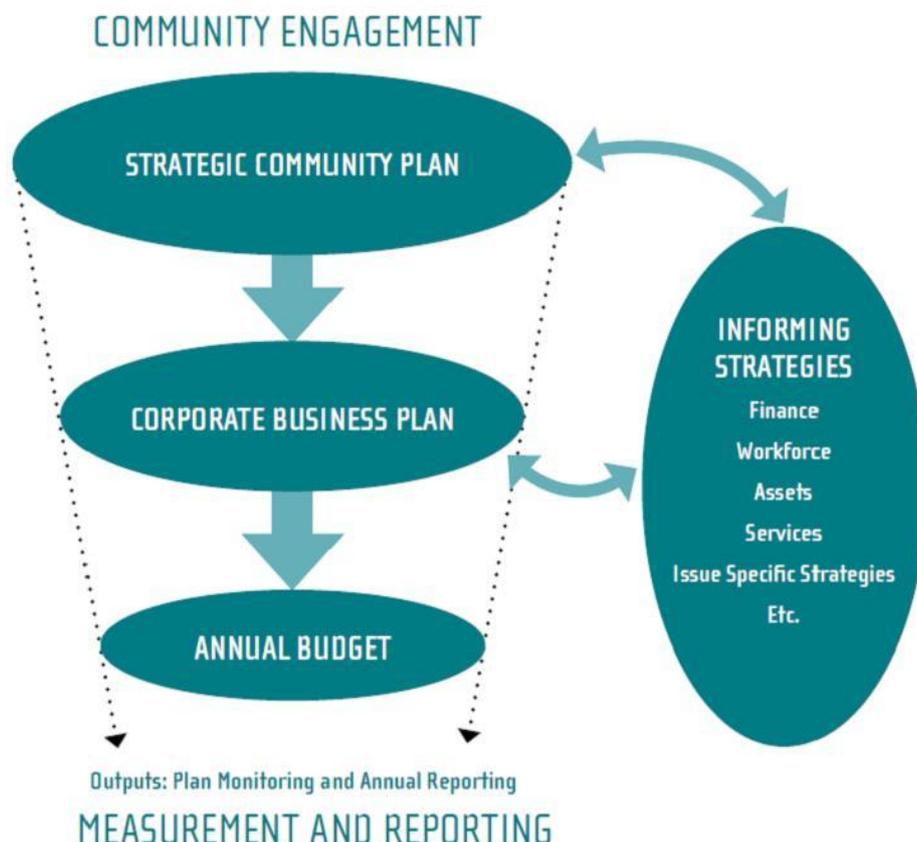
The Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council’s decisions take the community’s aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community’s vision and priorities for the future and shows how the Council and community intend to make progress over a ten year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget relates to that year’s “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

*The Western Australia Integrated Planning and Reporting Framework*



## The Planning Cycle

The Strategic Community Plan is a ten year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the diagram below. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

### *The Planning Cycle*



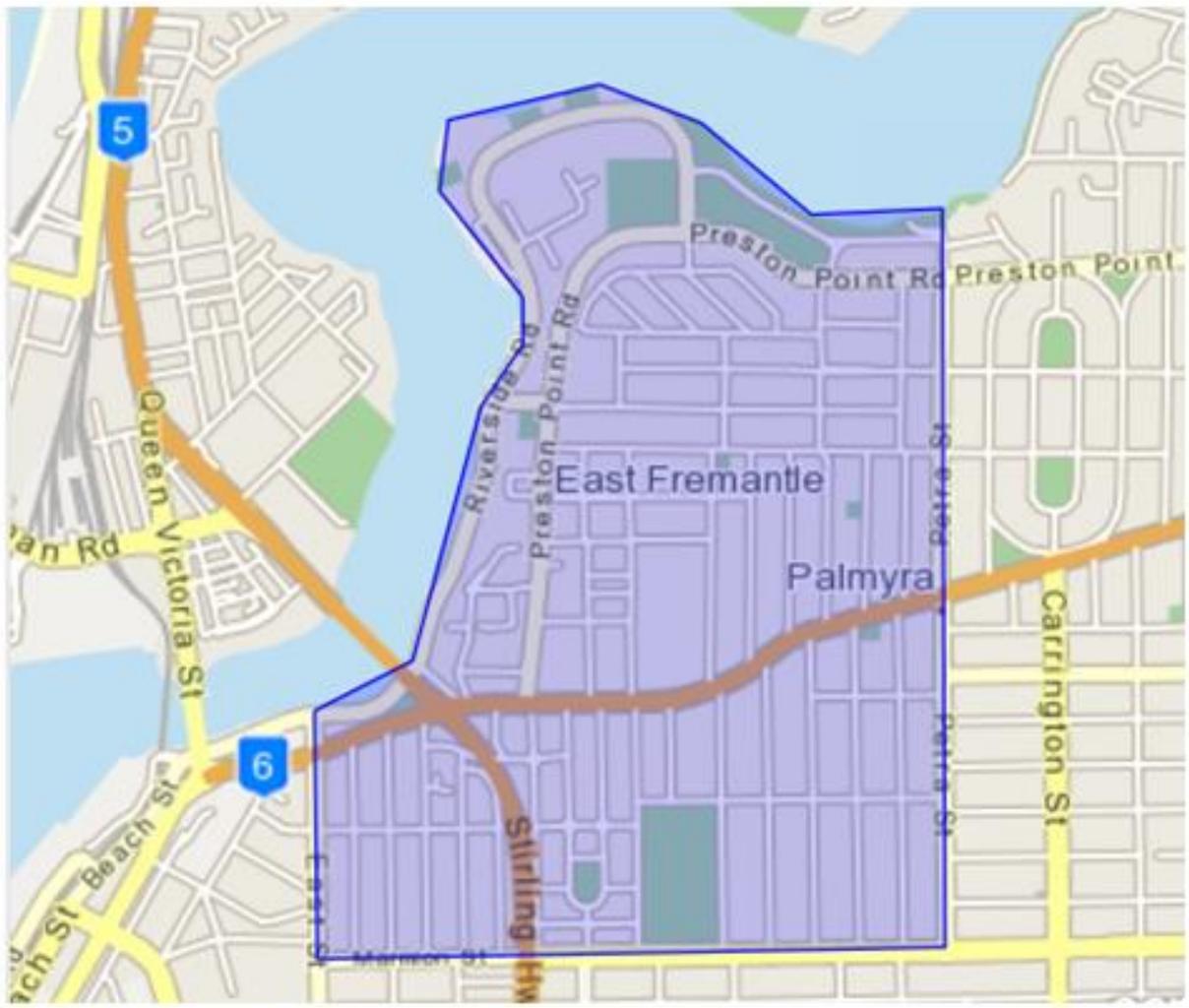
## STRATEGIC CONTEXT

This section lays out East Fremantle's community profile, other agency strategies and plans that have a bearing on the future of East Fremantle, and strategic issues facing the community.

### Community Profile

#### OVERVIEW

The Town of East Fremantle was created in 1897, when it separated from the Fremantle Municipal Council. We are an area of 3.2 square kilometres bordering the Swan River (see map below). Our Town has a strong cultural heritage and supports a large range of sporting clubs and community organisations.



#### POPULATION

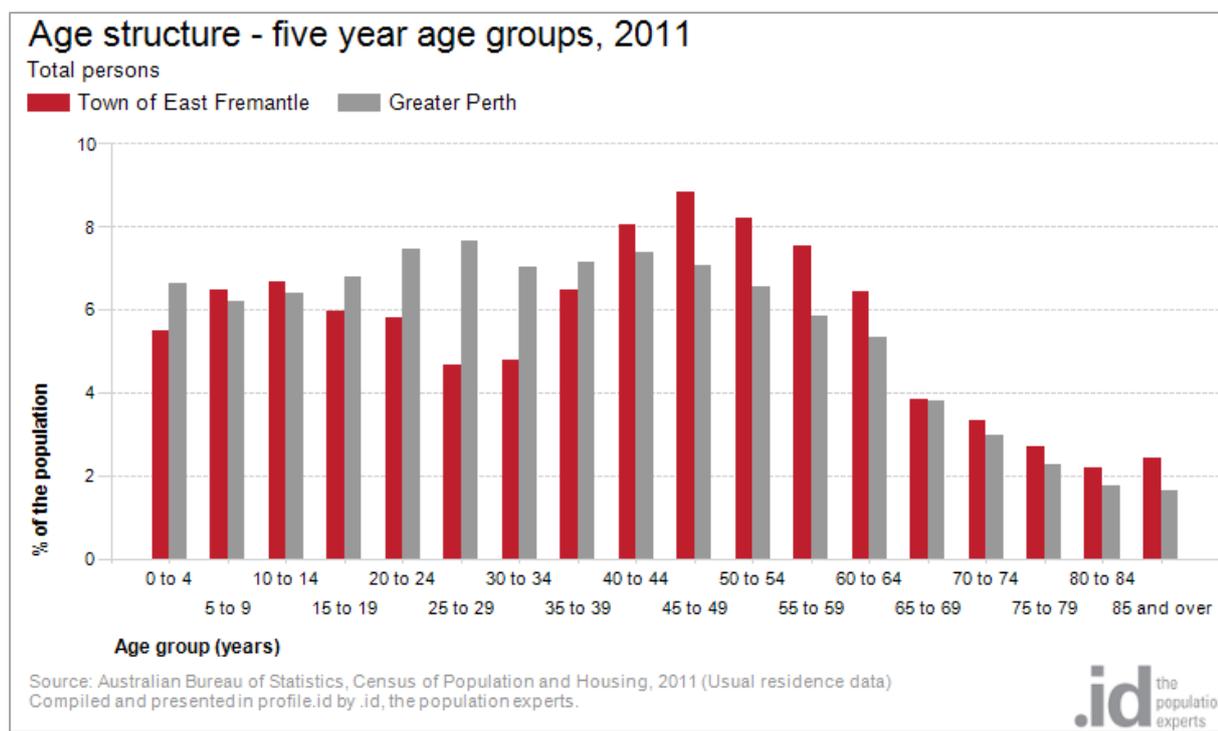
Since 2004, our community has experienced steady population growth. Currently, our population is estimated at 7,831 with the Department of Planning projecting that we will grow to 8,600 by 2026. If the Department's infil target for 900 additional dwellings in East Fremantle is met, population growth will be approximately 800 higher than this estimate.

## LOCAL CLUBS AND ASSOCIATIONS

The Town of East Fremantle has approximately 30 Clubs and Associations; a relatively high number for its population size.

## AGE PROFILE

The age profile of our community compared to greater Perth is as follows:



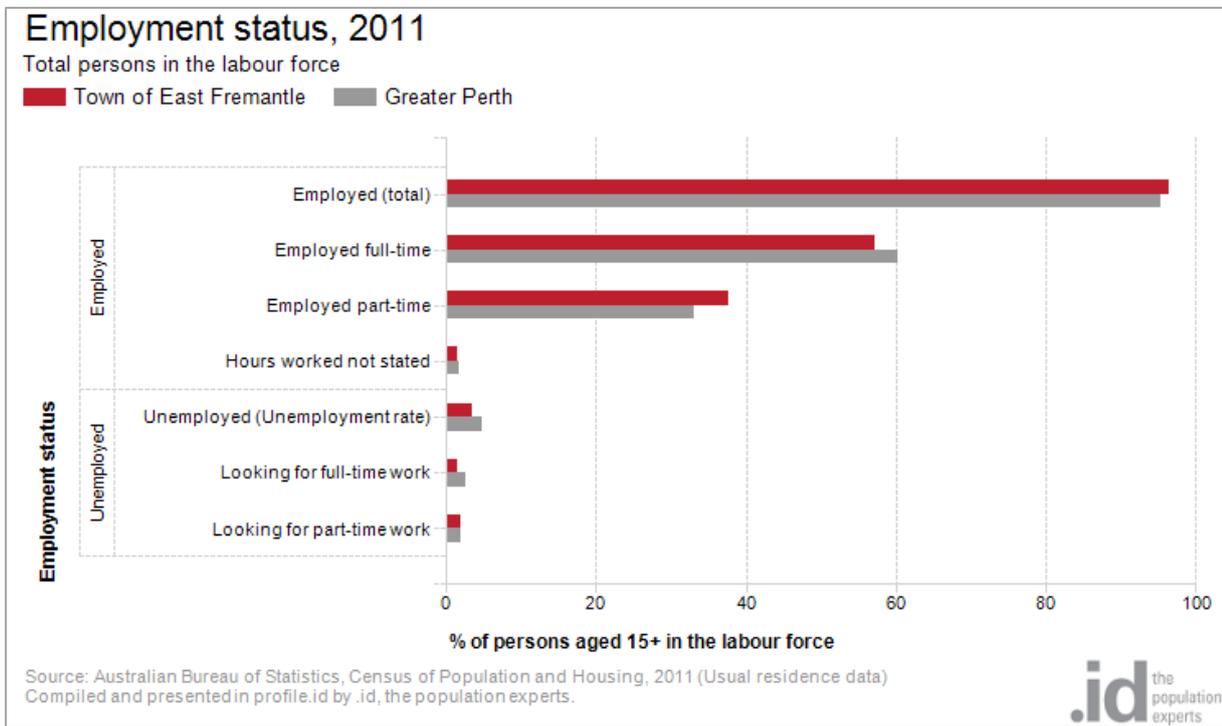
From 2006 to 2011, the Town of East Fremantle's population increased by 231 people (3.4%). This represents an average annual population change of 0.68% per year over the period.

The largest changes in age structure in this area between 2006 and 2011 were in the age groups:

- 60 to 64 (+134 persons)
- 35 to 39 (-108 persons)
- 55 to 59 (+70 persons)
- 20 to 24 (+69 persons)

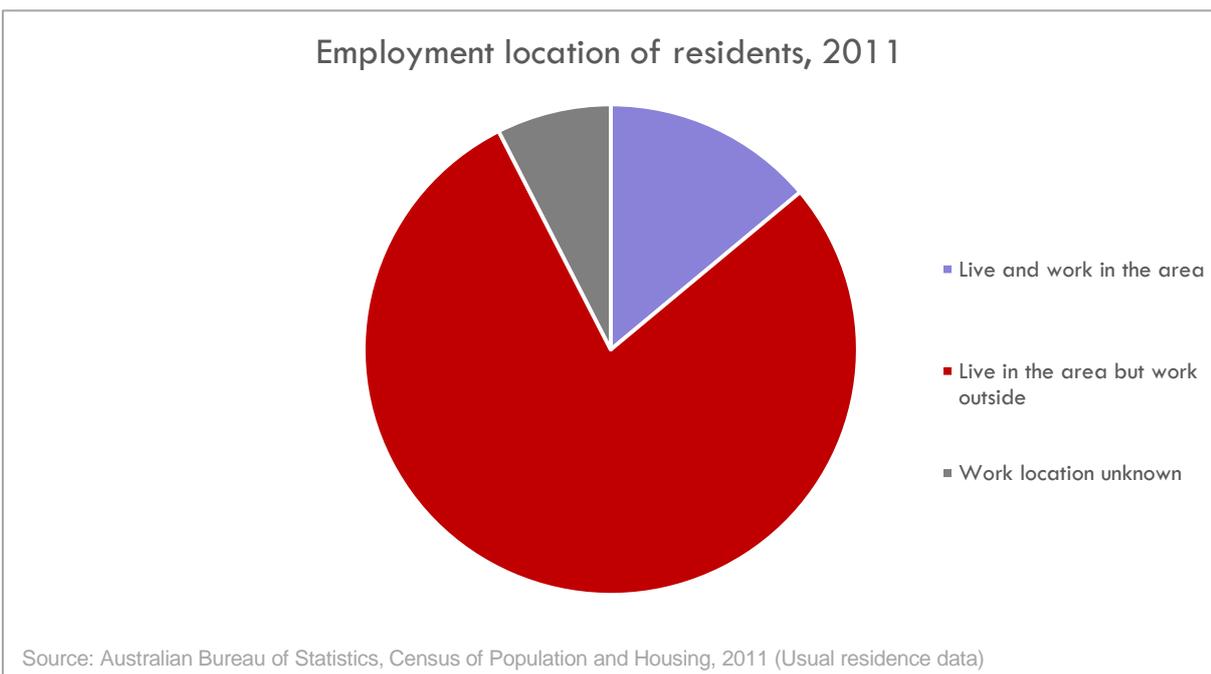
EMPLOYMENT STATUS

As shown in the following diagram, there is a higher proportion in employment, and a lower proportion unemployed in East Fremantle compared with greater Perth. East Fremantle residents also enjoy a comparatively high rate of full time employment.



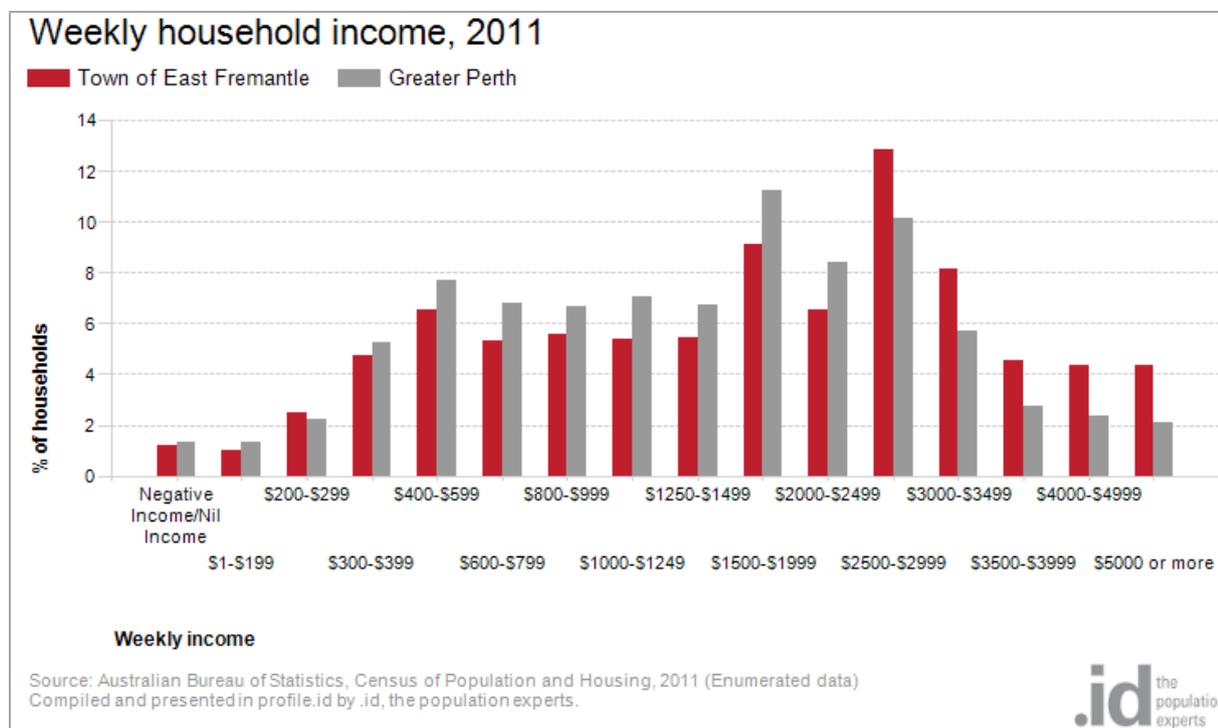
HOME VS WORK

Of the 2,574 people who work in the Town of East Fremantle, 495 or 24.5% also live in the area. Conversely, 2,802, or 78.6% of the Town’s working residents travel outside of the area to work.



## HOUSEHOLD INCOME

As shown in the graph below, there is a larger proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$600 per week) in East Fremantle than in greater Perth.



## LOCAL ECONOMY

Selection of key statistics:

- Gross Regional Product: \$0.4 billion
- Number of local businesses: 825
- Largest industry: Health Care and Social Assistance
- Local jobs: 2,574
- Employed residents: 4,195

## Key Challenges for our Community

### MANAGING GROWTH

East Fremantle has wonderful natural and built assets, a strong community and the capacity to steadily accommodate more people and visitors. This is also consistent with the State Government’s planning framework for metropolitan Perth. Growth and development can add to the vitality of our town, but only if it is carefully managed and provided for.

Our Town is characterised by heritage buildings, quality amenities, and well maintained streetscapes. We’re known for our “urban-village” feel and it’s the quality of our surrounds that help make the Town so attractive. Our community values the accessibility and quality of these spaces, and we want to protect these for future generations.

### RECREATION AND COMMUNITY FACILITIES

The current state of recreation and community facilities is not up to the standard now expected in a modern, liveable area. The Oval precinct is ripe for revitalisation and there is potential for a greater variety of high quality play spaces, such as nature playgrounds. The redesign of facilities creates opportunities to bring people together, enhancing social capital as well as improving utilisation and experiences.

This requires considered planning and involvement by users and the general community. There will be challenges to overcome as groups consider the options and conflicting preferences may emerge. There will be time and good processes to work through such tensions and ensure the result best meets the needs of the community.

### RIVER AND FORESHORE AMENITY

There is more pressure on the foreshore as the population and visitor numbers grow, business opportunities are pursued and the impact of climate change is felt. The health, amenity and accessibility of the foreshore is of great importance to the people of East Fremantle and this area will be a key challenge to address in the life of this plan.

### CLIMATE CHANGE ADAPTATION

Over the period of this Plan, climate change adaptation will come increasingly to the fore as we identify and address the implications for planning, infrastructure, emergency preparedness and community resilience.

### STRATEGIC SITES

There are a number of strategic sites that are currently languishing and have been earmarked for attention to ensure they contribute to the amenity and local economy of East Fremantle. These are:

- Town Centre (which includes the Town Hall and ancillary buildings)
- Former Kaleeya Hospital
- Woodside Hospital
- Leeuwin Barracks
- Royal George Hotel

## COMMUNITY ENGAGEMENT AND COMMUNICATIONS

The response to the proposed amalgamation reflected what we know about the passion and pride of our local community. It is an enormous challenge now to show what we can achieve as a community, with the local government boundaries we have. To do this, we need a step change in our engagement with the community.

This includes reaching out to groups in our community who are traditionally less involved in local government. As our population and place evolve, we need to ensure that we are creating an inclusive environment which meets the needs of our increasingly diverse community.

## INTENSIFYING THE “EAST FREO” POINT OF DIFFERENCE

We are a distinct part of metropolitan Perth with built heritage, natural environment, art and culture, and strong community spirit. There is a recognisable “East Freo” vibe that is different from Fremantle or our other near neighbours. The challenge is to weave this distinctiveness through our planning, infrastructure, community celebrations etc. to build on this strength as part of our success story in the coming decade.

## FINANCIAL SUSTAINABILITY

Like all communities, we are experiencing rising expectations while facing cost and income pressures. At the same time, we are realising that the past legacy of minimising rates has left a relatively weak rating base and little appetite for the required catch up. There is little awareness of the costs and benefits of what the Town provides and the difficult choices it is facing when deciding priorities for the future. It will be imperative to engage the community more directly in these choices - these are the community’s dollars paying for the community’s assets. Wise decision-making will be needed to ensure a path of maintenance and investment that best meets the community’s needs at an acceptable cost.

# COMMUNITY ENGAGEMENT IN DEVELOPING THE PLAN

The original Strategic Community Plan was developed through community engagement and included a workshop with 63 members of the community. The workshop asked participants to describe what they valued most about the Town, and what needed to be protected and maintained.

The participants at the workshop were predominantly in the 55+ age group. Members of the community who could not attend the workshop were invited to provide their feedback through online submission. Members of staff were also engaged as part of the process.

Since then, a Community Survey of 523 residents and ratepayers has been undertaken, with representation across all the populations in East Fremantle. This has considerably enriched our understanding of what is important to the community and the six highest priorities for improvement, namely: footpaths and cycleways; streetscapes; sport and recreation facilities and activities; parks and playgrounds; Swan River foreshore; and local heritage protection and promotion.

In the upcoming major strategic review, we aim to engage a great many more residents in the issues and options for the coming decade.

## STRATEGIC DIRECTION

### OUR VISION

“Our Town has a distinct identity. We are recognised for the integration of our heritage, lifestyle, environment, and community values.”

### ACHIEVING OUR VISION

Our vision will be achieved through actions across four Key Focus Areas, which are the core components of our business.



### COUNCIL'S STRATEGIC PRIORITIES

The Council intends that current services will continue to be delivered but there will be a particular focus on the following strategic priorities. These are reflected in the Key Focus Area tables starting on page 10:

- Six priorities from community engagement: footpaths and cycleways; streetscapes; sport and recreation facilities and activities; parks and playgrounds; Swan River foreshore; preservation and promotion of local heritage
- Strategic sites development (Town Centre, which includes the Town Hall and ancillary buildings; former Kaleeya Hospital; Woodside Hospital; Leeuwin Barracks, Royal George Hotel)
- Climate change mitigation and adaptation: Regional work is being undertaken on this over the first year of the Plan. Following this, a local Climate Change Mitigation and Adaptation Plan will be prepared.
- Community engagement and communication

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## Town's Roles

Local governments operate under Statute but also with some discretion. The four primary roles the Council has are:

### DELIVERY OF FACILITIES AND SERVICES

This role includes services like parks and gardens, roads, footpaths, drainage, recreation and cultural facilities, and events.

Most services are based on infrastructure like parks and playgrounds, roads and buildings. Maintenance and renewal of these infrastructure assets is a vital part of Council's service delivery role.

Some services are non-asset based, such as events and community information.

### REGULATION

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (eg licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation because they have the potential to impose costs or adverse effects on others (eg food poisoning, injuries or hazardous activities too close to population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act.

### INFLUENCE

Influencing the decisions of others who do or can contribute to positive community outcomes in East Fremantle is an important role. Advocacy to State government for recognition, funding, favourable policies or other forms of support is a good example of this role. In recent times, this has focused on the Royal George Hotel and the Perth Freight Link.

### CIVIC LEADERSHIP

Council has a role as civic leader in the community. With strong leadership and community support, the Council can achieve much more than just through its own direct service delivery. For example, working with businesses on mainstreet development is an act of civic leadership, facilitating better outcomes through "joined up" planning and action.

## Council Decision-making criteria

These criteria show what Council takes into account when considering significant issues. They reflect the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

### HOW WELL DOES IT FIT OUR STRATEGIC DIRECTION?

Does the option help to achieve our vision and aspirations?

### WHO BENEFITS?

How are the benefits distributed across the community?

### CAN WE AFFORD IT?

How well does the option fit within our long term financial plan? What do we need to do to manage the costs over the lifecycle of the asset / project / service?

### DOES THE COMMUNITY SUPPORT IT?

How well informed is the community about the costs and benefits of the option? What is the level of community support? Is the community united or divided? What is the evidence?

### DOES IT INVOLVE A TOLERABLE RISK?

What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?

## Council’s Services

Key Focus Area	Community strength and identity	Infrastructure and waste services	Built and natural environment	Governance and leadership
Aspirations	Our community is strong, safe and close-knit: we support and foster a sense of identity and belonging	The needs of our community are met through the provision of high quality infrastructure and waste services	Our town is developing in harmony with our unique character within the fabric of the region’s built and natural environment	The community is served by a leading and listening local government
Services	<ul style="list-style-type: none"> <li>■ Library</li> <li>■ Arts</li> <li>■ Events</li> <li>■ Community health and safety</li> <li>■ HACC</li> </ul>	<ul style="list-style-type: none"> <li>■ Parks</li> <li>■ Street trees</li> <li>■ River and foreshore</li> <li>■ Roads, drainage, footpaths, cycleways</li> <li>■ Public transport (bus shelters etc)</li> <li>■ Waste management services</li> <li>■ Council-owned buildings</li> <li>■ Recreational facilities</li> </ul>	<ul style="list-style-type: none"> <li>■ Land use planning</li> <li>■ Strategic sites development</li> <li>■ Building Services</li> <li>■ Heritage protection</li> </ul>	<ul style="list-style-type: none"> <li>■ Councillor support and meetings</li> <li>■ Compliance</li> <li>■ Risk Management</li> <li>■ Local Laws</li> <li>■ Policies and procedures</li> <li>■ Communications and community engagement</li> <li>■ Customer service</li> <li>■ Advocacy</li> <li>■ Strategic and corporate planning</li> <li>■ Stewardship of assets</li> <li>■ Financial management</li> <li>■ Skilled, effective, and equipped workforce</li> </ul>

## KEY FOCUS AREA 1: COMMUNITY STRENGTH AND IDENTITY

ASPIRATION: OUR COMMUNITY IS STRONG, SAFE AND CLOSE-KNIT: WE SUPPORT AND FOSTER A SENSE OF IDENTITY AND BELONGING

### *Where are we now?*

There is a strong community identity in the Town of East Fremantle, which is highly valued. Maintenance of this community identity is assisted through numerous sporting clubs and community organisations, which bring together residents and visitors. A key feature of our Town is a sense of belonging to a cohesive and safe community.

### *Where will we be by 2023?*

In 2023, our community has grown, though we have maintained the sense of local identity and feeling of belonging. Encouraged by that sense of belonging, our community actively participates in local events and organisations, and in community issues that affect them.

### *How will we get there?*

The following outcomes and activities outline how we will maintain and build on our community strength and identity.

Outcomes	How the Town will contribute to these outcomes
1.1 Access to information resources, culture and entertainment	<ul style="list-style-type: none"> <li>■ Provide access to the City of Fremantle library which is a joint enterprise with the City and the Library Board of WA.</li> </ul>
1.2 Celebrate and develop of the community's identity through arts and culture	<ul style="list-style-type: none"> <li>■ Purchase public art as a means of building community spirit. The Town makes an annual allocation to its Public Art Fund reserve for this purpose.</li> <li>■ Provide or support the provision of selected community events.</li> <li>■ Promote local events through the Council website and local newspapers.</li> </ul>
1.3 Protection of community health, safety and amenity	<ul style="list-style-type: none"> <li>■ Administer laws and undertake activities to ensure public health is maintained in the Town.</li> <li>■ Enforce relevant acts, legislation and local laws to ensure the safety and amenity of local residents and visitors.</li> </ul>
1.4 Provision of HACC Services in the Town	<ul style="list-style-type: none"> <li>■ The Town of East Fremantle Neighbourhood Link program provides a comprehensive range of care services (HACC) to the frail, aged and people with disabilities living in the region. The Town facilitates this service through the provision of a building and corporate services.</li> </ul>

## KEY FOCUS AREA 2: INFRASTRUCTURE AND WASTE SERVICES

ASPIRATION: THE NEEDS OF OUR COMMUNITY ARE MET THROUGH THE PROVISION OF HIGH QUALITY INFRASTRUCTURE AND WASTE SERVICES

### *Where are we now?*

The infrastructure and services that we provide are highly utilised and valued by our community. We maintain the physical and environmental assets of the Town.

### *Where will we be by 2023?*

In 2023, our residents have a greater choice and access to the things they need. Our physical and environmental assets are protected and maintained for future generations, and our network of alternative transport modes is actively utilised by residents and visitors.

### *How will we get there?*

The following outcomes outline how we will maintain and build on infrastructure and services.

Outcomes	How the Town will contribute to these outcomes
2.1 Provide amenity, recreation opportunities and enhancement of the natural environment.	<ul style="list-style-type: none"> <li>■ Provide and manage parks and open space</li> <li>■ Provide and manage a network of street trees</li> <li>■ Maintain foreshore amenity and protection against erosion and flooding</li> </ul>
2.2 Ensure the Town is connected, safe and accessible	<ul style="list-style-type: none"> <li>■ Manage and maintain roads, drainage, footpaths and cycleways</li> <li>■ Provide and manage bus shelters</li> <li>■ Provide public information on transport</li> </ul>
2.3 Promoting sustainable environmental management and use of sustainable resources	<ul style="list-style-type: none"> <li>■ Provide waste collection and disposal services</li> </ul>
2.4 Council owned buildings for public use are maintained, accessible and safe	<ul style="list-style-type: none"> <li>■ Provide facilities for sport and recreation</li> <li>■ Provide buildings for other public purposes</li> </ul>

## KEY FOCUS AREA 3: BUILT AND NATURAL ENVIRONMENT

ASPIRATION: OUR TOWN IS DEVELOPING IN HARMONY WITH OUR UNIQUE CHARACTER WITHIN THE FABRIC OF THE REGION'S BUILT AND NATURAL ENVIRONMENT

### *Where are we now?*

Green open space, and access to the river is highly valued in our Town, and we want to protect these for future generations. Our community has a strong desire to maintain our heritage buildings and takes pride in our historic streetscapes. We recognise the need to plan effectively for population growth, whilst ensuring the unique character of our community and its heritage is not lost.

### *Where will we be by 2023?*

Parks, open spaces, and access to the river continue to be valued by our community. Heritage buildings are better protected, and new developments are designed to enhance the character of our Town.

We have a Town Centre that has made the most of re-development opportunities for the benefit of our community. It contributes to a sense of social cohesion and is well utilised by residents and visitors.

### *How will we get there?*

The following outcomes outline how we will maintain our lifestyle and the natural environment.

Outcomes	How the Town will contribute to these outcomes
3.1 Facilitating sustainable growth whilst maintaining urban and natural character	<ul style="list-style-type: none"> <li>■ Strategic Land Use Planning</li> <li>■ Development applications</li> <li>■ Develop Strategic Sites (identified as Special Control Areas in the Local Planning Strategy) to achieve sustainable and strategic objectives for economic prosperity and urban amenity:               <ul style="list-style-type: none"> <li>– Town Centre (includes the Town Hall and ancillary buildings)</li> <li>– Former Kaleeya Hospital</li> <li>– Woodside Hospital</li> <li>– Leeuwin Barracks</li> </ul> </li> </ul>
3.2 Maintain a safe and healthy built and natural environment	<ul style="list-style-type: none"> <li>■ Building control</li> </ul>
3.3 Community values and protects its built heritage	<ul style="list-style-type: none"> <li>■ Heritage planning</li> <li>■ Identify and protect significant heritage buildings</li> <li>■ Undertake projects to preserve the Town Hall precinct</li> </ul>

## KEY FOCUS AREA 4: GOVERNANCE AND LEADERSHIP

ASPIRATION: THE COMMUNITY IS SERVED BY A LEADING AND LISTENING LOCAL GOVERNMENT

### *Where are we now?*

The Town of East Fremantle is mindful of the need to focus on the needs of our community and to manage the Council's resources in a cost effective way. We plan and spend Council's budgets in a financially responsible and sustainable manner, balancing current community demands with the need to maintain the long term fiscal viability of the Town.

We seek and support opportunities to work with other local governments to pursue regional services and other resource sharing arrangements where appropriate.

### *Where will we be by 2023?*

We are considered an exemplar of modern local government in a metropolitan setting. Our engaged community ensures we know their priorities and we have more effective community partnerships in place.

### *How will we get there?*

The following outcomes outline how we will be a leading and listening local government.

Outcomes	How the Town will contribute to these outcomes
4.1 Effective Leadership and Governance	<ul style="list-style-type: none"> <li>■ Maintain a high standard of governance and accountability</li> <li>■ Develop and implement a Strategic Community Plan, Corporate Business Plan and an integrated suite of informing strategies, in accordance with the Local Government Act 1995</li> </ul>
4.2 Well managed organisation meeting all compliance requirements	<ul style="list-style-type: none"> <li>■ Manage Section 17 of the Local Government Audit Regulations 1996 risk management process</li> </ul>
4.3 Efficient regulatory tools to enhance public safety and amenity	<ul style="list-style-type: none"> <li>■ Maintain a suite of up to date local laws to regulate nuisances, enhance public safety and to give effect to the functions of the Town</li> </ul>
4.4 Clear policies and procedures to guide the planning and operations of the Council	<ul style="list-style-type: none"> <li>■ Maintain up to date policies and procedures to ensure clarity of the Council's intent on planning and operational matters</li> </ul>
4.5 Effective communications and community engagement	<ul style="list-style-type: none"> <li>■ Consult and engage with the community on issues, projects and decisions that affect them</li> <li>■ Conduct workshop and information sessions on key strategic issues</li> <li>■ Publish information on issues on the Council website, newsletter and in local media</li> </ul>
4.6 High standards of service to the Town's	<ul style="list-style-type: none"> <li>■ Provide customer service to the community via</li> </ul>

Outcomes	How the Town will contribute to these outcomes
customers	the front counter, telephone and email
4.7 Effective leadership and governance	<ul style="list-style-type: none"> <li>■ Advocate on key issues and work with other local authorities and organisations for the benefit of the community</li> </ul>
4.8 Prudent management of Council infrastructure and building assets to support the delivery of services that meet community needs	<ul style="list-style-type: none"> <li>■ Manage assets for the benefit of present and future communities</li> </ul>
4.9 A financially sustainable Town	<ul style="list-style-type: none"> <li>■ Provide financial management services to enable the Town to sustainably provide services to the community</li> </ul>
4.10 A strong, capable organisation with appropriately qualified staff supported with the necessary tools	<ul style="list-style-type: none"> <li>■ Manage and develop the Town's workforce to enable delivery of services to the community</li> <li>■ Provide IT infrastructure and resources to effectively support the delivery of services</li> <li>■ Manage and operate a fit for purpose vehicle fleet, plant and equipment</li> </ul>

# FINANCIAL IMPLICATIONS

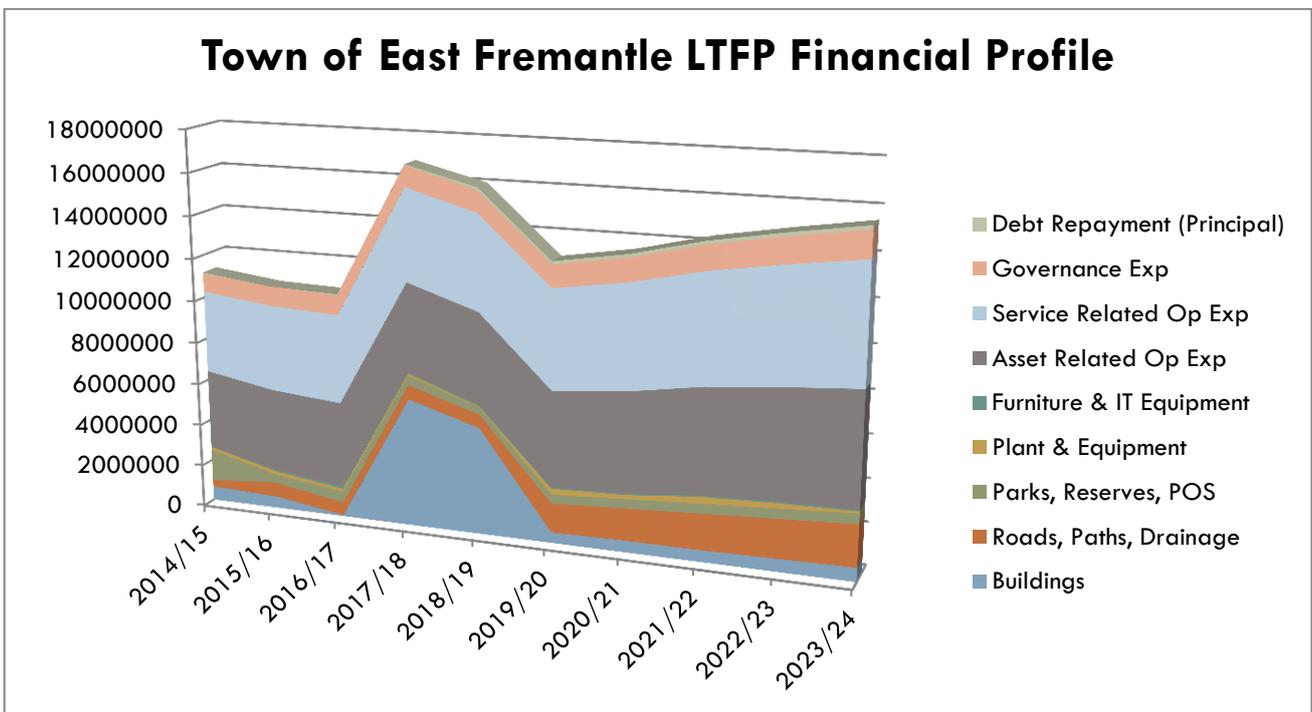
## 10 Year Financial Profile

A longer term view of financial sustainability has become increasingly important as we have the stewardship over long term assets.

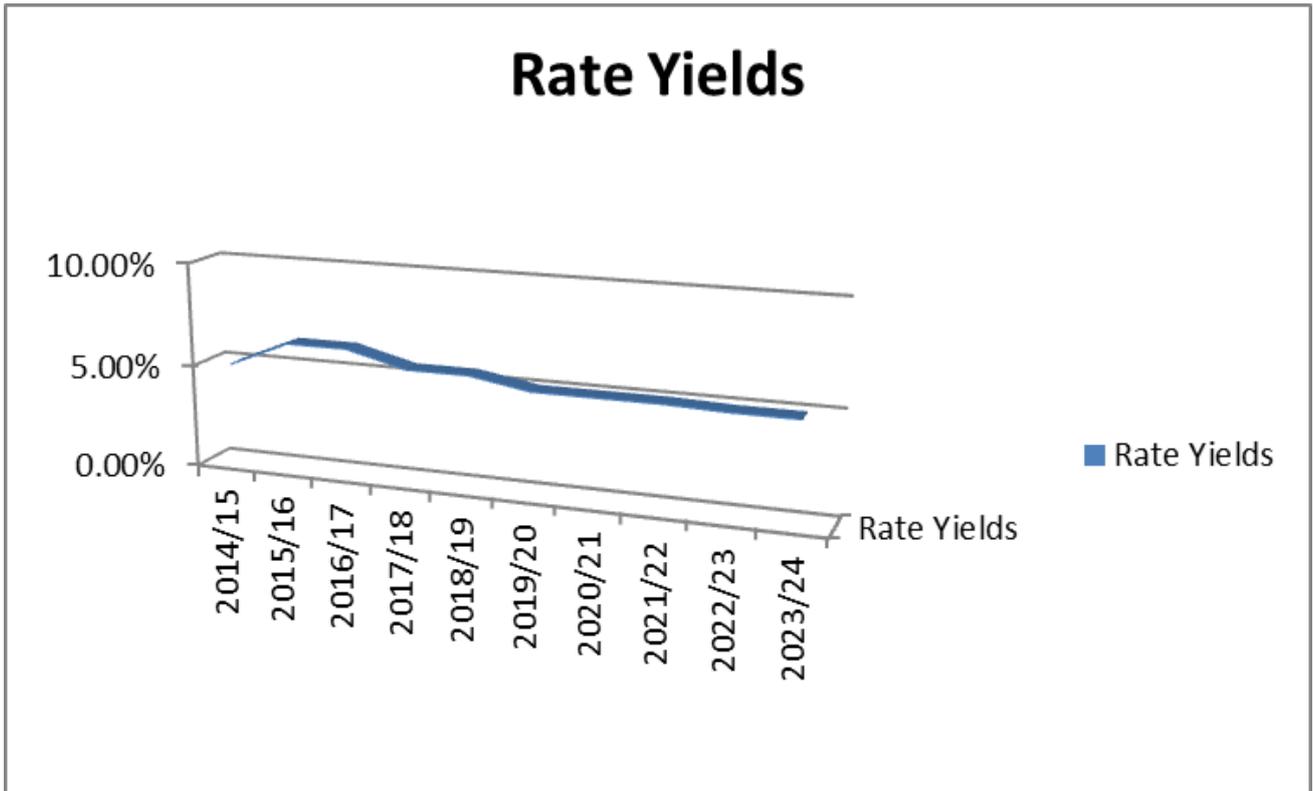
In finalising our ten year financial plan Council is predicting that significant investment in underlying recreation building infrastructure will be required to service future sporting and recreation needs for the Town. This is the subject of a comprehensive recreation and community facilities study to be undertaken in 2015/2016, which will provide a clear direction for the most appropriate investment before further decisions are made on how best to cater for the future needs of the Town.

There is also a strengthening of renewal expenditure on basic infrastructure for roads, footpaths and drainage in outer years, in accordance with the principles of prudent asset management.

The graph below shows the 10 year profile for debt repayment, operating expenditure and capital expenditure. The “spike” in the middle period is driven by the estimated investment in recreation and community facilities mentioned above. The majority of funding for this expenditure will come from borrowings (capitalising on low interest rates) and asset sales as a strategy to contain rates growth at a reasonable level. The profile shows a 6.25% increase over the next two years, tapering to below 5% in outer years (see Rate Yields graph).



Currently when comparing the town to local governments of similar characteristics in the Western Suburbs or our larger neighbours to the South and East, it is evident that our current rate revenue is lower for residential rates. Conversely it should be noted that we have a comparatively high rate revenue from commercial rates which is an area that will be normalised over the term of the Plan.



## HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The indicators below will help Council and the community monitor progress towards achieving East Fremantle's community vision and strategic goals. Some of them are in the direct control of the Town while many are less so. These are colour coded for ease of reference. The Strategic Community Plan is more focused on Community Wellbeing Indicators, whilst the Corporate Business Plan will focus on Council Performance Indicators.

Key: Local Government level of control/ influence:

High	Areas that are in direct control of local government.
Medium	Issues that local government does not control but can influence.
Low	Areas that local government neither controls nor is likely to influence, but are of concern to the community and impact on community well-being.
-	Not applicable (under development)

### STRATEGIC PRIORITIES

	Indicator	Desired Trend/Target
-	Impact indicator for recreation and community facilities	To be developed through Recreation and Community Facilities Plan
-	Impact indicator for river and foreshore amenity	To be developed through major strategic review
M	Strategic sites development: <ul style="list-style-type: none"> <li>- Town Centre (includes the Town Hall and ancillary buildings)</li> <li>- Former Kaleeya Hospital</li> <li>- Woodside Hospital</li> <li>- Leeuwin Barracks</li> <li>- Royal George Hotel</li> </ul>	To be completed by 2020
M	Community engagement and communications	Greater than 10% community participation in the major strategic review

## KEY FOCUS AREAS

	Indicator	Desired Trend/Target
	Community Strength and Identity	
M	Volunteering and participation in community organisations	Increase
M	People feel they belong in our community	Increase
	Infrastructure and Waste Services	
H	Satisfaction with footpaths and cycleways	Increase
H	Satisfaction with streetscapes	Increase
H	Waste diverted from landfill	At least maintain
	See also Strategic Priorities (recreation and community facilities) above	
	Built and Natural Environment	
M	Community satisfaction with the area's character and identity	Increase
-	Impact indicator for climate change adaptation	To be developed as part of Climate Change Adaptation Plan
	Governance and Leadership	
	See Strategic Priorities (community engagement and communications) above and Financial Sustainability and Asset Management below	

## FINANCIAL SUSTAINABILITY AND ASSET MANAGEMENT

	Indicator	Desired Trend/Target
	Financial Sustainability	
H	Operating Surplus Ratio The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	10% or greater
H	Current Ratio The liquidity position of a local government that has arisen from the past year's transactions.	1:1 or greater

	Indicator	Desired Trend/Target
H	<p>Debt Service Cover Ratio</p> <p>The ratio of cash available for debt servicing to interest, principal and lease payments.</p>	2 or greater
H	<p>Own Source Revenue Coverage Ratio</p> <p>An indicator of a local government's ability to cover its costs through its own revenue efforts.</p>	Between 40% and 60%
	Asset Management	
H	<p>Asset Consumption Ratio</p> <p>The ratio highlights the aged condition of the local government's stock of physical assets.</p>	50% or greater
H	<p>Asset Sustainability Ratio</p> <p>This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.</p>	90% or greater
H	<p>Asset Renewal Funding Ratio</p> <p>This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without:</p> <ul style="list-style-type: none"> <li>– additional operating income;</li> <li>– reductions in operating expenses; or</li> <li>– an increase in net financial liabilities above that currently projected.</li> </ul>	Between 75% - 95%.