



TOWN *of*  
**EAST FREMANTLE**

## **Strategic Community Plan 2020 – 2030**

*“Inclusive community and lifestyle,  
balancing growth and sustainability”*

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## Acknowledgement of Country

*In preparation of this document, the Town of East Fremantle acknowledges the Whadjuk Nyungar people, who are the traditional custodians of the land in the region and pay respect to their elders past, present and emerging. The Town also acknowledges other Aboriginal language groups in the area.*

## Introduction to the Strategic Community Plan

Welcome to the Town of East Fremantle's Strategic Community Plan (the Plan). The Plan is a long-term (10 years) 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 those goals.

Required under legislation, the Plan ensures we provide good governance and prepare well for the future of the Town.

The Plan is part of our fulfilment of our commitment to the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR, which enables robust and transparent decision-making.

The Plan will be used to:

- Guide Council decision-making and priority setting;
- Engage local residents, owners of local properties and businesses, community and sporting 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 and Federal Government, other local governments and regional local government collectives, WALGA and LGPRO, 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 community, 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 and reporting on our progress against the community's vision and aspirations.

When setting the direction for the Town, Council is mindful of the financial, asset and workforce constraints that we work within, and only plans for what we believe we can achieve.

## Message from the Mayor



It is my pleasure to present the Town of East Fremantle Strategic Community Plan 2020-2030. This revised plan is a further refinement of the Town's future vision first drafted in 2013 and revisited in 2017.

Refocusing our vision in 2020 was timely, given the enormous challenges faced by our community during the pandemic. It has reminded us of what is really important – our homes, our families and friends, our Town. More than ever we need to be focussed on the health, safety and wellbeing of our community.

Our new Vision - "Inclusive community and lifestyle, balancing growth and sustainability", reflects the new emphasis on embracing the diversity in our community, including recognition of our Town's Aboriginal history and its contemporary Whadjuk community, and the priority given by our community to addressing challenges posed by climate change and its impacts on our natural environment.

To realise this Vision, this Plan delivers on key initiatives guided by these key principles:

- A socially connected, inclusive and safe community;
- Sustainable, locally focused and easy to do business with;
- Accessible, well-planned built landscapes in balance with the Town's unique heritage and open spaces;
- Maintaining and enhancing our River foreshore and other green, open spaces with a focus on environmental sustainability and community amenity; and
- A proactive, approachable Council which values community consultation, transparency and accountability.

This Plan outlines the Town's broad goals and sets priorities in the areas of Social, Economic, Built and Natural Environment and Governance and Leadership.

It reflects our passion for protecting our proud heritage; our commitment to providing a safe and inclusive society for all ages and interests; the increasing importance in making passive and active recreation accessible and available to all; and our strengthened commitment to community engagement.

I thank the community members of all ages and our business community who contributed to the development of this plan, and commend my fellow elected members for their contribution, support and commitment to the Town of East Fremantle. Together we have created a plan to guide this and future Councils to achieving the very best outcomes for our community for the future.

Mayor Jim O'Neill

## Message from the Chief Executive Officer

The Strategic Community Plan (the Plan) sets the path ahead and the future priorities for East Fremantle. It is a living document that guides all of the Town's operations, policies, plans and activities on a daily basis. To keep it fresh, current and reflective of local needs, we review this Plan every two years.



The Plan is future-focussed and aspirational. By aiming on where we want our Town to be by 2030, it helps us to chart a path towards realising that Vision in incremental and manageable steps that we can implement year on year.

This Plan has been created and revised with input from the community we serve, and it helps us to design the services, plans and strategies we need to provide for them. These initiatives come to life through implementation and are actioned through targeted and budgeted measures including our long-term financial plan, Corporate Business Plan and annual budgets.

This new refined Vision comes as our Town has survived a very trying period, and our challenge is to apply the lessons learned so that we can continue to strengthen our community's capacity and resilience, working together to make our Town the envy of all. Ultimately, it comes down to relationships. The bonds shared between neighbours, the support for local business and community groups, and the rapport and trust we have built with our residents and with other partners and service providers and investors who are all working together to make this Town the vibrant, progressive and exciting place it is, and will become.

There are many new projects we are working on now that will ensure that East Fremantle retains its historic character and enviable lifestyle, while adapting to the very latest technology and new options for healthy and sustainable living, sports and leisure, retail, hospitality and more.

Our focus on innovation guided us through the pandemic in good stead, and we will continue to undertake research about changes and trends that may affect the Town. We have reaffirmed our commitment to communicating the progress of our Plan through the Town's website, social media, e-newsletters and other printed material.

I look forward to working with the elected officials, staff and with you – our community – to bring to life the Vision in this Plan so that East Fremantle remains an "Inclusive community and lifestyle, balancing growth and sustainability".

Gary Tuffin  
***Chief Executive Officer***

## Our Community

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 bounded to the north and west by the Swan River.

The Town has a resident population of 7,860 (ABS 2019) with a strong cultural heritage and approximately 40 clubs and associations; a relatively high number for its population size – these groups, staffed mainly by volunteers, add much to our residents' quality of life.

The Town of East Fremantle has resisted the push for infill development and encouraged the retention of the many heritage homes, gardens and streetscapes in the area. Council continues to liaise with State Planning authorities to ensure any increase in housing density is well planned and ensures our community and families continue to enjoy the standard of amenity of their forebears, with green and welcoming spaces for children to play in and a sense of history and community unparalleled elsewhere.

This includes a population that is projected to grow to 10,654 by 2036, at an average growth rate of 1.7% per annum.

The Town has a median age of 43, with a slightly lower proportion of people aged up to 19 years (24.2%) as compared to Western Australia (25.3%), and also a higher proportion of people in the older age groups (60+), with 23.2% of the population falling into that group when compared to 19.3% for Western Australia (Census 2016).

Most recent information from the Department of Education, Skills and Employment estimates the Town's unemployment rate for the March 2020 quarter was 3.0%, which compares favourably with the Greater Perth unemployment rate for the same quarter of 5.8%, almost double the local rate. The Greater Perth unemployment rate for the June 2020 quarter was 6.2%.

In the year ending June 2015, 4,184 residents of the Town were employed and approximately 78% of these people travel outside the Town to work. At the same period, there were 2,466 jobs located in the Town. Of these people approximately 24% also live in the area, reinforcing their commitment to East Fremantle.

*"The Town has one of the highest population densities per square kilometre in Western Australia. In addition, the Town has an in-fill target of an additional 900 dwellings by 2031, which, once achieved, will reset the density per square kilometre."*

Ward Map

# Ward Map



## Mayor and Councillors

Name	Contact Details	Photo
<b>Mayor Jim O'Neill</b> Mayor 2017 - 2021	0413 211 873 <a href="mailto:mayor.oneill@eastfremantle.wa.gov.au">mayor.oneill@eastfremantle.wa.gov.au</a>	
<b>Councillor Jenny Harrington</b> Deputy Mayor Councillor 2017 – 2021 Plympton Ward	0418 911 777 <a href="mailto:cr.harrington@eastfremantle.wa.gov.au">cr.harrington@eastfremantle.wa.gov.au</a>	
<b>Councillor Tony Natale</b> Councillor 2019-2023 Preston Point Ward	0419 929 825 <a href="mailto:cr.natale@eastfremantle.wa.gov.au">cr.natale@eastfremantle.wa.gov.au</a>	
<b>Councillor Andrew McPhail</b> Councillor 2017 – 2021 Richmond Ward	0412 936 772 <a href="mailto:cr.ajmcphail@eastfremantle.wa.gov.au">cr.ajmcphail@eastfremantle.wa.gov.au</a>	
<b>Councillor Dean Nardi</b> Councillor 2019-2023 Richmond Ward	(08) 9339 5632 <a href="mailto:cr.nardi@eastfremantle.wa.gov.au">cr.nardi@eastfremantle.wa.gov.au</a>	
<b>Councillor Michael McPhail</b> Councillor 2017 – 2021 Preston Point Ward	0404 979 273 <a href="mailto:cr.mcphail@eastfremantle.wa.gov.au">cr.mcphail@eastfremantle.wa.gov.au</a>	
<b>Councillor Cliff Collinson</b> Councillor 2019-2023 Plympton Ward	(08) 9339 6452 <a href="mailto:cr.collinson@eastfremantle.wa.gov.au">cr.collinson@eastfremantle.wa.gov.au</a>	
<b>Councillor Tony Watkins</b> Councillor 2017 – 2021 Woodside Ward	0427 980 907 <a href="mailto:cr.watkins@eastfremantle.wa.gov.au">cr.watkins@eastfremantle.wa.gov.au</a>	
<b>Councillor Kerry Donovan</b> Councillor 2019-2023 Woodside Ward	0407 985 832 <a href="mailto:cr.donovan@eastfremantle.wa.gov.au">cr.donovan@eastfremantle.wa.gov.au</a>	

## The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the diagram below. Its purpose is to ensure integration of community priorities into strategic planning for councils, in addition to delivering on the objectives that have been set by these priorities.

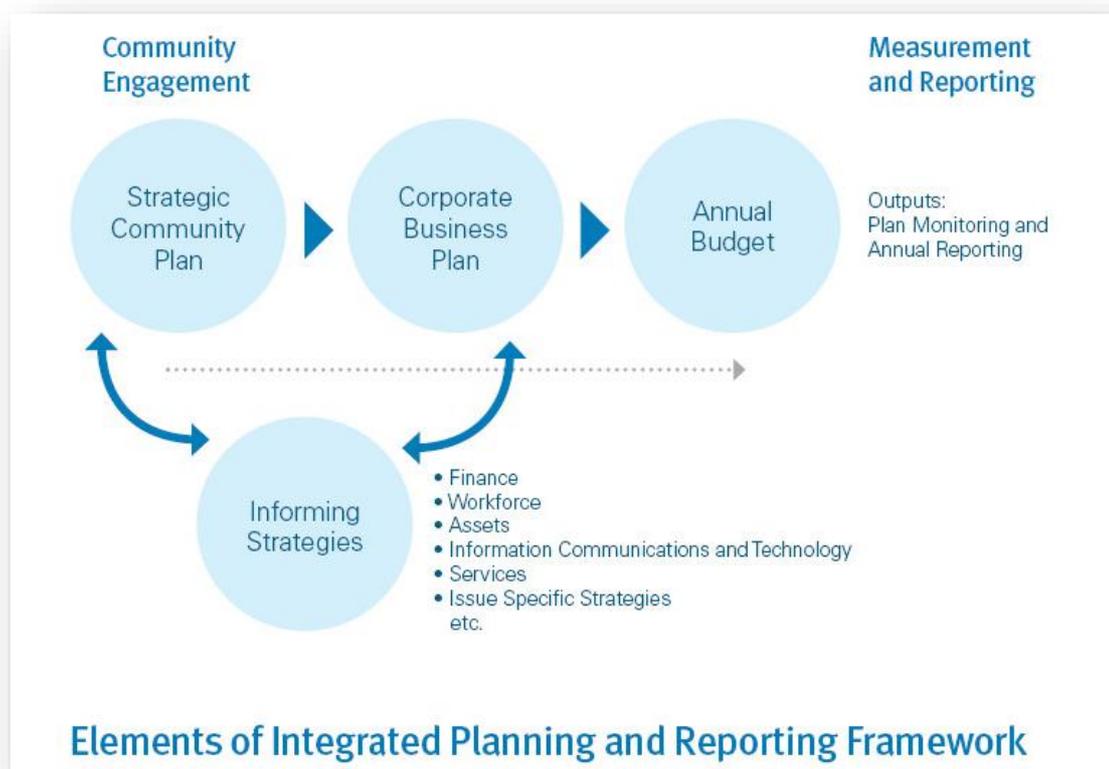
Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

- Level 1: Strategic Community Plan (10+ years);
- Level 2: Corporate Business Plan (4+ years); and
- Level 3: Operational Plans (1 year).

The Plan articulates the community’s vision and priorities for the future and shows how the Council intends to make progress over a ten-year period. The Plan is reviewed every two years. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

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

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



## Our Informing Strategies

- Integrated Planning and Reporting Framework
  - Annual Budget 2020-2021
  - Annual Report 2019-20 (and future years)
  - Corporate Business Plan 2020-2024
  - Strategic Community Plan 2017-2027 (under review)
  - Strategic Resource Plan 2019-2034
- Asset Management
  - East Fremantle Oval Precinct Revitalisation Vision 2018
  - Foreshore Master Plan 2016
  - Leeuwin Vision Plan 2016
  - Preston Point Precinct Master Plan 2020
  - Public Art Strategy 2017
  - Recreation and Community Facilities Strategy 2016
  - Urban Streetscape and Public Realm Style Guide 2020
  - Integrated Traffic Management and Movement Strategy 2020
- Services
  - CHSP Business Plan
  - Disability Access Inclusion Plan 2020-2024
  - Public Health Plan 2018-2022
  - SMHS Pathway to Healthy Community 2017
- Information, Communications & Technology
  - Communications and Engagement Strategy 2020-2024
  - Strategic ICT Plan 2019 (under review)
- Workforce
  - Workforce Plan 2019
- Specific Strategies
  - George Street Designated Heritage Area
  - Local Planning Strategy 2019

## Resourcing the Plan

The Strategic Community Plan has been prepared to cover a minimum period of 10 years and set out the community's vision, aspirations and objectives for the Town. To achieve the vision, a series of priorities, objectives and strategies were developed.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Town's strategic priorities requires careful operational planning and prioritisation. This planning process is formalised as a Corporate Business Plan which operates on a rolling four-year basis.

The Strategic Resource Plan is one component of a number of integrated strategic planning practices the Town has developed. Combining asset management planning and long-term financial planning into one document, the Strategic Resource Plan considers and influences workforce planning along with other key strategic plans. The Town's Strategic Resource Plan has been prepared to achieve compliance with the Local Government (Administration) Regulations 1996 and has been guided by the Department's Integrated Planning Framework and Guidelines. All these Plans are available to view on the Town's website.

## Key Strategic Achievements from 2017 to early 2020

### SOCIAL

*A socially connected, inclusive and safe community*



The Town was excited to support the Perth Festival 2020's closing event "Highway to Hell" (winner of the 2020 Australian Event Awards "Best Cultural Event") and to continue to present East Fremantle's George Street Festival (2017, 2018 and 2019).

To provide further direction for sports and recreation (including passive) the Town developed the Preston Point Road North Recreation Precinct Masterplan 2019.

The Town has made major headway in furthering the development of East Fremantle Oval Revitalisation Project, in completing a design Charrette process, resulting in the production of concept vision (Master Plan), which has been used to further progress the development of a supporting Business Case.

### ECONOMIC

*Sustainable, locally focused and easy to do business with*

The Town has registered as a Small Business Friendly Local Government through the Small Business Development Corporation and has made a commitment to meet its obligation under the program.



The Town continues to improve its support for local businesses through building relationships, networking, area promotion and assisting with access to expert advice.

### BUILT ENVIRONMENT

*Accessible, well planned built landscapes which are in balance with the Town's unique heritage and open spaces*

Extensive renovations to the Town Hall (Administrative Centre) were undertaken to provide contemporary work environment, whilst respecting the heritage value of the building. The Town was proud to receive a Commendation for the East Fremantle Town Hall refurbishment at the 2019 WA Heritage Awards.





To better guide future development, the Town has completed its new Urban Streetscape & Public Realm Style Guide which provides the Town with clear guidance on the development of the public realm, including:

1. **CONSISTENCY** Provide a consistent style and design palette for future works to the public realm and streetscape.
2. **CHARACTER** Design guidelines that enhance and celebrate the unique Town’s character, recognising and responding to identified areas or precincts of a similar nature.
3. **SAFETY & COMFORT** Create comfortable and safe places for people to use which encourage walking, cycling and use of public transport.
4. **QUALITY** Provide clear guidance to those involved in designing and constructing public realm spaces on the quality of design expected.

## NATURAL ENVIRONMENT

*Maintaining and enhancing our river foreshore and other green open spaces with a focus on environmental sustainability and community amenity*

The John Tonkin Reserve interpretive node and headlands project has made an amazing difference to the Town’s foreshore with the creation of an extended beach area, installation of interpretive signage and a small amount of revegetation. This project was undertaken in collaboration with the Department of Biodiversity, Conservation and Attractions.



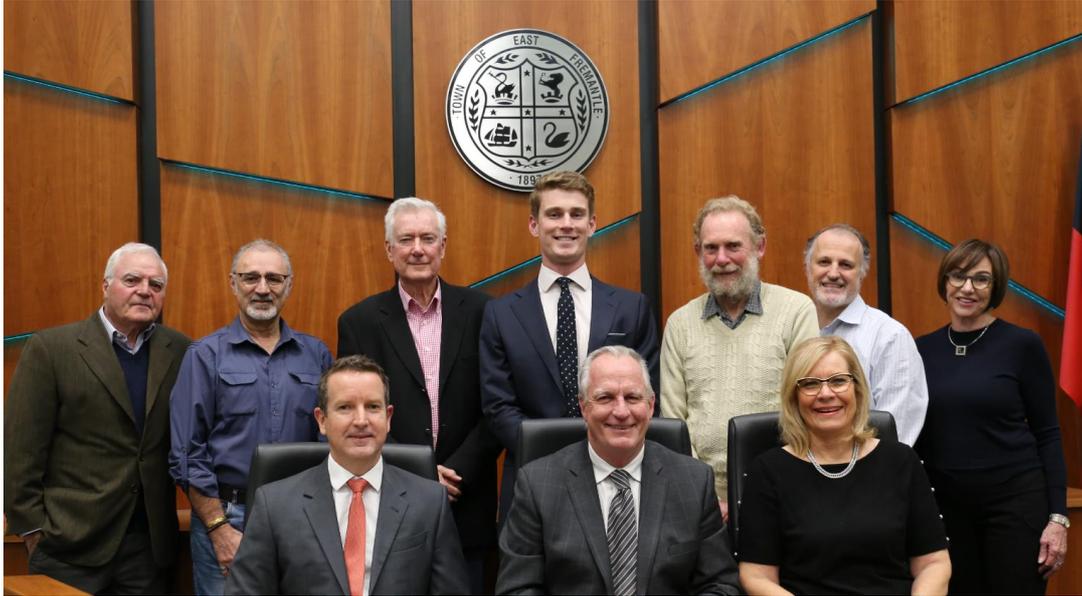
The implementation of the Town’s three-bin Food Organics, Garden Organics (FOGO) system was supported by the engagement of a dedicated Waste Education Officer who continues to educate and inspire.



In August 2020, the Town achieved Waterwise status allocated by the Water Corporation, with ‘Gold’ status expected by 2021, with many new policies, including for water-wise verges and spas/pools, already developed by year end of 2020.

## LEADERSHIP & GOVERNANCE

*A proactive, approachable Council which values community consultation, transparency and accountability*



A number of professional development training sessions have been provided to elected members to assist them with their roles.

The Town appointed a senior Customer Service Officer to drive improvements in our levels of customer-focused services. To support this role, a Customer Services Improvement team was formed to oversee the development of a new Customer Service Charter and implementation of an electronic Customer Service Request system. Regular reporting on customer service statistics is revealing the benefits of the Town's investment in this important area. During 2019/20, over 16,000 phone calls were made to residents, with 74% of these enquiries being resolved upon first contact.

The 2019 biennial Community Scorecard survey showed that, according to community perception, the Town of East Fremantle is the second highest performing local government in the index, and this was achieved by delivering 39 service improvement measures since the last survey in 2017.

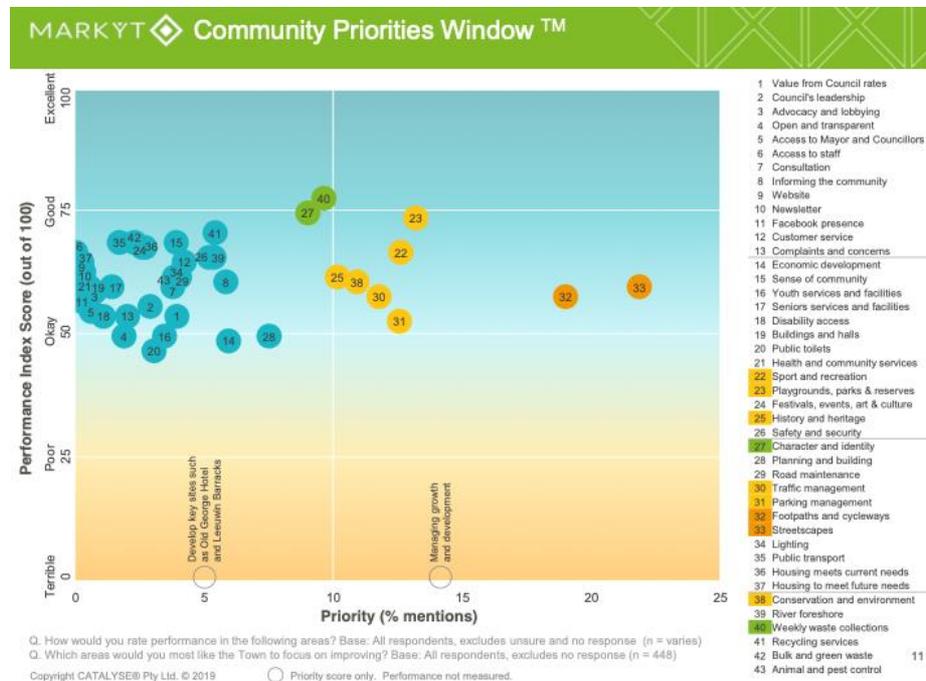
During COVID-19, the Town was one of the first of Perth's local governments to close its Administration Office as a preventative health measure, and shift 100% of its services online. The Town retained its entire staff complement, with all employees working from home, and additional services offered to care for the vulnerable members of our community.

The Town continues its focus on innovation, with new systems installed that are streamlining service delivery internally and for our residents and customers.

### Community Involvement

### Community Perception Survey

Before undertaking consultation with the community for this plan, we reviewed feedback for our biennial Community Perception Survey. This identified that the community would like the Council to prioritise improvements in footpaths, cycleways and streetscapes. Secondary priorities identified include sport and recreation, playgrounds, parks and reserves, history and heritage, traffic and parking management, conservation and the environment.



### Community Engagement

Following the completion of research into trends, issues and impacts likely to affect the Town into the future, community members of all ages and interests were invited to provide their input via a survey and/or attendance at community workshops.

Over 400 people were actively engaged in the review of the Town of East Fremantle' Strategic Community Plan, which is more than double the number of people who took part in previous years' community consultation on the Plan.

The survey was made available online and in printed copy. Two versions were created. 159 people completed the general survey and 54 people completed the "We Need YOUth" survey. An in-person survey was also conducted with 7 senior patrons of Neighbourhood link.

Community members were also invited to attend a number of workshops to discuss and provide their priorities for the reviewed Strategic Community Plan.

- the Business Breakfast workshop was attended by 22 representatives from local businesses;
- two broad-based Community workshops were attended by 48 residents;
- an in-class activity at Richmond Primary School gained the views of 103 upper primary students; and
- a Youth Think Tank explored priorities with 12 young people.

Following analysis of community feedback, the plan was refined with Council to develop the outcomes, objectives and strategies needed to achieve the overall vision.

## Community Priorities

### Social

Our community values:

- *Community connectedness, sense of place and identity;*
- *Activation for social and business interactions;*
- *Healthy and active lifestyle choices (active recreation for young families);*
- *Accessible services for all (ages and abilities);*
- *Community safety;*
- *Celebration of the Town's heritage and recognition of Aboriginal culture.*

### Economic

For a thriving economy, our Town needs:

- *Facilitated economic growth through promotion and marketing support;*
- *Buy local / employ local support local initiatives;*
- *Place activation to support businesses;*
- *Mobile workspaces and digital connectivity;*
- *Business incubators, incentives;*
- *Simplified compliance - easy to do business with, flexible.*

### Built Environment

Our community wants to live in a Town which:

- *Balances heritage and charm with growth and environmental sustainability;*
- *Is attractive, safe and inviting;*
- *Has integrated transport networks encouraging non-vehicular movement.*

### Natural Environment

It is very important to our community that the Town plans for:

- *Green, open spaces and outdoor recreation opportunities for all ages and abilities;*
- *Activation and protection of the River and foreshore;*
- *Increased tree canopy;*
- *Climate Change responsiveness to minimise negative environmental impacts.*

### Leadership and Governance

Our community calls for a Council and Administration that:

- *Actively seeks community engagement and involvement;*
- *Values customer service and communication – transparency in decision making and performance;*
- *Builds strong relationships with stakeholder groups - in particular neighbouring LGAs;*
- *Lobbies the State Government on behalf of the community.*

## How our Strategic Community Plan is used

The Strategic Community Plan outlines the vision for the Town of East Fremantle and identifies community priority areas for the next 10 years.

### VISION

A descriptive statement of the future desired position for the Town of East Fremantle.

### STRATEGIC PRIORITY AREAS

Strategic Priority 1: Social  
Strategic Priority 2: Economic  
Strategic Priority 3: Built Environment  
Strategic Priority 4: Natural Environment  
Strategic Priority 5: Leadership and Governance

Within each of the key result areas are the following elements to give the overall blueprint for the Town:

#### Objectives

What we are trying to put in place and achieve.

#### Strategies

High level statements about how we will achieve the objectives.

#### Measures

Specific data that will allow us to see how well we have implemented the Strategic Community Plan.

#### Monitoring

We will also monitor other key data that we, as a local government need to be aware of and consider, but do not control.

The strategic direction of the Town is translated into services and projects that are delivered to our community through the Corporate Business Plan which is reviewed annually. This ensures strategic priorities are translated into real actions.

Decisions made by the Town of East Fremantle are guided by our **Vision**, our **Values** and our **Strategic Priorities**.

**Our Vision**

Consultation with our community has informed a slightly amended Vision statement for the Town of East Fremantle:

**“Inclusive community and lifestyle, balancing growth and sustainability”**

**Sustainability** is defined as strategies and actions which provide the most positive environmental, social and economic impacts to best meet the needs of current and future generations.

**Our Values**

Elected officials and staff of the Town of East Fremantle work to the highest standards of ethics and behaviour and are guided by our **Corporate Values**, which are;

	<p>Being courteous at all times and valuing the views and opinions of others by having due regard to their rights and responsibilities</p>
	<p>Holding oneself to consistent standards exemplified by being honest and having a strong moral code, upholding the reputation of the organisation</p>
	<p>Working together to achieve agreed outcomes by building and sustaining a high performance work environment underpinned by trust and commitment</p>
	<p>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</p>

## 2020 – 2030 Strategic Community Plan at a glance

Our Strategic Community Plan responds to the community's key areas of interest. Our Vision and Objectives for each strategic priority area over the next 10 years are as follows:

Strategic Priority Area	Objectives
<b>Social</b>	
Vision: <b><i>"A socially connected, inclusive and safe community"</i></b>	1.1 Facilitate appropriate local services for the health and wellbeing of the community
	1.2 Inviting open spaces, meeting places and recreational facilities
	1.3 Strong community connection within a safe and vibrant lifestyle
<b>Economic</b>	
Vision: <b><i>"Sustainable, "locally" focused and easy to do business with."</i></b>	2.1 Actively support new business activity and existing local businesses
	2.2 Continue to develop and revitalise local business activity centres
<b>Built Environment</b>	
Vision: <b><i>"Accessible, well planned built landscapes which are in balance with the Town's unique heritage and open spaces."</i></b>	3.1 Facilitate sustainable growth with housing options to meet future community needs
	3.2 Maintaining and enhancing the Town's character
	3.3 Plan and maintain the Town's assets to ensure they are accessible, inviting and well connected.
<b>Natural Environment</b>	
Vision: <b><i>"Maintaining and enhancing our River foreshore and other green, open spaces with a focus on environmental sustainability and community amenity."</i></b>	4.1 Conserve, maintain and enhance the Town's open spaces.
	4.2 Enhance environmental values and sustainable natural resource use
	4.3 Acknowledge the change in our climate and understand the impact of those changes.
<b>Leadership and Governance</b>	
Vision: <b><i>"A proactive, approachable Council which values community consultation, transparency and accountability."</i></b>	5.1 Strengthen organisational accountability and transparency
	5.2 Proactively collaborate with the community and other stakeholders
	5.3 Strive for excellence in leadership and governance

**Strategic Priority 1: Social**

*“A socially connected, inclusive and safe community”*

Objectives <i>What we need to achieve</i>	Strategies <i>How we’re going to do it</i>	Measures of Success <i>How we will be judged</i>
1.1 Facilitate appropriate local services for the health and wellbeing of the community	1.1.1 Facilitate or partner to ensure a range of quality services are provided at a local level	Community perception of value of services, inclusiveness and wellbeing
	1.1.2 Strengthen the sense of place and identity through inclusive community interaction and participation.	
1.2 Inviting open spaces, meeting places and recreational facilities	1.2.1 Provision of adequate facilities to support healthy and active lifestyles.	Community perception of value of recreational facilities and meeting spaces
	1.2.2 Activate inviting open spaces that encourage social connection across all age groups.	
1.3 Strong community connection within a safe and vibrant lifestyle	1.3.1 Partner and educate to build a strong sense of community safety.	Community perception of value of vibrancy and connectivity Increase community perception of safety. Increase in community participation and satisfaction with events
	1.3.2 Facilitate opportunities to develop community connections through events and celebrations	
	1.3.3 Facilitate community group capacity building.	

Council’s ongoing supporting services	Partnering with ...
<p>Corporate &amp; Community Services</p> <ul style="list-style-type: none"> <li>• HACC – through Neighbourhood Link program.</li> <li>• Access Improvements</li> <li>• Shared Library Services (City of Fremantle)</li> <li>• Youth Services</li> <li>• Vibrancy through public art</li> <li>• Facilitate and partner for the development of regular community events</li> <li>• Promote local events</li> <li>• Support for volunteers and friends’ groups</li> <li>• Disability Services</li> <li>• Customer Services</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>• Ensuring adherence to Local Laws</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>• Environmental Health Services</li> </ul> <p>Operation Services.</p> <ul style="list-style-type: none"> <li>• Maintain Boat Ramp facilities</li> <li>• Asset maintenance</li> <li>• Strategic Planning services</li> <li>• Ranger Services</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Department of Fire and Emergency Services</li> <li>• Department for Child Protection</li> <li>• Department of Communities</li> <li>• Department of Health</li> <li>• Department of Biodiversity, Conservation and Attractions</li> <li>• Department of Transport</li> <li>• Water Corporation</li> <li>• Main Roads / Swan River Trust</li> <li>• State Library Board</li> <li>• Western Australian Police Service</li> <li>• Disability Services Commission</li> <li>• Road Safety Commission</li> <li>• SMRC (Southern Metro Regional Council)</li> <li>• SWG (South West Group)</li> <li>• City of Fremantle/City of Melville (neighbouring LGAs)</li> <li>• WA Local Government Association</li> <li>• Local Government Professionals WA</li> </ul>

## Strategic Priority 2: Economic

*“Sustainable, “locally” focused and easy to do business with.”*

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
2.1 Actively support new business activity and existing local businesses	2.1.1 Ensure a “local” focus through supporting and promoting opportunities for local business.	<ul style="list-style-type: none"> <li>Increased participation in attendance at business forums held in the Town</li> <li>Community perception of value of support provided to business</li> </ul>
	2.1.2 Facilitate opportunities/ forums where local businesspeople can meet and share ideas.	
2.2 Continue to develop and revitalise local business activity centres	2.2.1 Facilitate local small business access through planning and activation to support community and business growth.	

Council’s ongoing supporting services	Partnering with ...
<p>Community &amp; Corporate Services</p> <ul style="list-style-type: none"> <li>Host regular forums for business community to meet.</li> <li>Economic Development Program</li> <li>Information Technology</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>Communication of programs and initiatives via Facebook, website, e-news, flyers, advertisements etc.</li> </ul> <p>Regulatory services</p> <ul style="list-style-type: none"> <li>Strategic Planning services</li> <li>Development services</li> <li>Customer Services</li> <li>Health</li> <li>Ranger</li> </ul>	<ul style="list-style-type: none"> <li>Community and local traders</li> <li>Department of Planning, Lands and Heritage</li> <li>Department of Health</li> <li>Western Australian Planning Commission</li> <li>Fremantle Chamber of Commerce</li> <li>South Metropolitan Regional Council</li> <li>South West Group</li> <li>WA Local Government Association (WALGA)</li> <li>Local Government Professionals WA</li> <li>Other LGAs</li> <li>WA Rangers</li> <li>Focus Networks</li> <li>IT Vision</li> <li>Market Creations</li> </ul>

### Strategic Priority 3: Built Environment

*“Accessible, well planned built landscapes which are in balance with the Town’s unique heritage and open spaces.”*

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
3.1 Facilitate sustainable growth with housing options to meet future community needs	3.1.1 Advocate for a desirable planning and community outcome for all major strategic development sites.	Community perception of value of strategic development site outcomes.
	3.1.2 Plan for a mix of inclusive diversified housing options.	Community perception of streetscapes
	3.1.3 Plan for improved streetscapes.	
3.2 Maintaining and enhancing the Town’s character	3.2.1 Ensure appropriate planning policies to protect the Town’s existing built form.	Community perception of value of the Town’s preservation of character.
3.3 Plan and maintain the Town’s assets to ensure they are accessible, inviting and well connected.	3.3.1 Continue to improve asset management within resource capabilities.	<ul style="list-style-type: none"> <li>• Asset Sustainability Ratio</li> <li>• Asset Consumption Ratio</li> <li>• Asset Renewal Funding Ratio</li> </ul>
	3.3.2 Plan and advocate for improved access and connectivity	

Council’s ongoing supporting services	Partnering with ...
<p>Regulatory Services</p> <ul style="list-style-type: none"> <li>• Strategic Planning services</li> <li>• Development services</li> <li>• Building Services</li> <li>• Health Services</li> <li>• Ranger Services</li> </ul> <p>Operation Services</p> <ul style="list-style-type: none"> <li>• Environment</li> <li>• Engineering Services</li> <li>• Asset Management</li> <li>• Parks and Gardens</li> </ul> <p>Corporate &amp; Community Services</p> <ul style="list-style-type: none"> <li>• Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• WA Planning Commission</li> <li>• Department of Planning, Lands, Heritage</li> <li>• Property developers, architects, aged care</li> <li>• Main Roads / Swan River Trust</li> <li>• Department of Transport/Road Safety Commission/TravelSmart</li> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Department for Child Protection</li> <li>• Department of Communities</li> <li>• Department of Health</li> <li>• Department of Biodiversity, Conservation and Attractions</li> <li>• Water Corporation, State Library Board</li> <li>• Western Australian Police Service</li> <li>• Disability Services Commission</li> <li>• Road Safety Commission</li> <li>• SMRC / SWG</li> <li>• Neighbouring LGAs</li> </ul>

### 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.”***

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
4.1 Conserve, maintain and enhance the Town’s open spaces.	4.1.1 Partner with Stakeholders to actively protect, conserve and maintain the Swan River foreshore	<ul style="list-style-type: none"> <li>• Community perception of value of Town’s conservation and management</li> <li>• Recycling Rates – kilogram per capita (maintain and aim to improve)</li> <li>• Waste to landfill – kilograms per capita (maintain or decrease)</li> </ul>
	4.1.2 Plan for improved parks and reserves.	
	4.1.3 Improve and protect the urban forest and tree canopy.	
4.2 Enhance environmental values and sustainable natural resource use	4.2.1 Reduce waste through sustainable waste management practices, including effective community and business education.	
4.3 Acknowledge the change in our climate and understand the impact of those changes.	4.3.1 Improve systems and infrastructure standards to assist with mitigating climate change impacts.	

Council’s ongoing supporting services	Partnering with ...
<p>Corporate &amp; Community services</p> <ul style="list-style-type: none"> <li>• Volunteer support</li> </ul> <p>Operation Services</p> <ul style="list-style-type: none"> <li>• Street tree Planting</li> <li>• Building Maintenance</li> <li>• Fleet Management</li> <li>• Waste management</li> <li>• Parks and Gardens</li> <li>• Waste management services through the SMRC</li> <li>• Foreshore erosion control</li> <li>• Promote environmentally sound practices</li> <li>• Storm Water Management Plan</li> <li>• Asset Management Plan</li> <li>• Engineering</li> <li>• Recreation and Culture</li> <li>• Environmental Services</li> </ul> <p>Governance</p> <ul style="list-style-type: none"> <li>• Communication of programs and initiatives via Facebook, website, e-news, flyers, advertisements etc.</li> </ul> <p>Regulatory Services</p> <ul style="list-style-type: none"> <li>• Strategic Planning services</li> </ul>	<ul style="list-style-type: none"> <li>• Western Australian Planning Commission</li> <li>• Main Roads</li> <li>• Swan River Trust</li> <li>• Department of Parks and Wildlife</li> <li>• Department of Biodiversity, Conservation and Attractions</li> <li>• Water Corporation</li> <li>• South Metropolitan Regional Council (SMRC)</li> <li>• Department of Fire and Emergency Services</li> <li>• South West Group</li> <li>• LGIS (insurance providers)</li> <li>• WALGA</li> <li>• LGPRO</li> <li>• Consultants/service providers on transport, traffic, planning, engineering, heritage, landscaping</li> <li>• Local businesses</li> </ul>

### Strategic Priority 5: Leadership and Governance

*“A proactive, approachable Council which values community consultation, transparency and accountability.”*

Objectives	Strategies	Measures of Success <i>How we will be judged</i>
5.1 Strengthen organisational accountability and transparency	5.1.1 Strengthen governance, risk management and compliance.	<ul style="list-style-type: none"> <li>Achieve an unqualified audit</li> <li>Community perception of value of the Town’s communication and consultation processes</li> <li>Community satisfied with Town’s responsiveness</li> </ul>
	5.1.2 Ensure effective engagement with community and stakeholders.	
	5.1.3 Improve the efficiency and effectiveness of services.	
5.2 Proactively collaborate with the community and other stakeholders	5.2.1 Foster and promote strategic collaborative relationships with neighbouring LGAs, NGOs, State and Federal government representatives and agencies.	
5.3 Strive for excellence in leadership and governance	5.3.1 Deliver community outcomes through sustainable finance and human resource management.	<ul style="list-style-type: none"> <li>% of customer requests/enquiries responded to within target timeframes</li> <li>Financial ratio levels for benchmarking of local governments</li> </ul>
	5.3.2 Improve organisational systems with a focus on innovation.	
	5.3.2 Increased focus on strengthening and fostering a positive customer service experience.	

Council’s ongoing supporting services	Partnerships
<p>Governance</p> <ul style="list-style-type: none"> <li>Access to information via multi-media platforms</li> <li>Maintain contemporary and relevant policy and procedures in accordance with the LG Act and Regulations</li> <li>Employing competent and knowledgeable staff</li> <li>Advocating on behalf of the community</li> <li>Executive Team</li> <li>Human Resources Management</li> <li>Community Engagement</li> </ul> <p>Corporate &amp; Community Services</p> <ul style="list-style-type: none"> <li>Financial Management</li> <li>Customer Services</li> <li>Information Technology</li> <li>Rating Services</li> <li>Records Management</li> </ul> <p>Operation Services</p> <ul style="list-style-type: none"> <li>Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>Department of Local Government, Sport and Cultural Industries</li> <li>Western Australia Local Government Association</li> <li>Local Government Insurance Services</li> <li>Australian Accounting Standards Board</li> <li>Council’s appointed Auditors</li> <li>WALGA/LGPRO</li> <li>Neighbouring LGAs</li> <li>IT Vision</li> <li>Focus Networks</li> <li>Market Creations</li> <li>Cultural diversity experts</li> </ul>

## Strategic Risk Management

It is the Town's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management), in the management of all risks that may affect the Town, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management forms part of the Town's strategic, operational, project and line management responsibilities and where practicable is incorporated within the Town's Integrated Planning Framework.

The Town's Executive Leadership Team will determine and communicate the risk management policy, objectives and procedures, as well as direct and monitor implementation, practice and performance.

Every employee, elected member, volunteer and contractor within the Town is recognised as having a role in risk management, from the identification of risks, to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process or management of specific risks or categories of risk.

**Risk Management:** Coordinated activities to direct and control an organisation with regard to risk.

**Risk Management Process:** Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Inside Cover

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