



Meeting attachments

Finance, Policy, Operations and Legislation Committee

Wednesday, 10 November 2021, 6.00pm

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FPOL2111-2 WALYALUP KOORT INTERIM PLACE DEVELOPMENT PLAN



Purpose

This document provides an interim action plan for the delivery of City, community and business led activation initiatives in the beating heart of Fremantle, Walyalup Koort.

An interim plan is being put in place for an eighteen-month period, ahead of the development of a longer-term Place Management Plan to identify key opportunities that can optimise business, enable community, and trial varying tailored experiences targeting growth of market segments at strategic times.

The actions outlined in the plan will be led by the City of Fremantle in partnership with businesses, stakeholders, and the community, to add vibrancy and drive economic prosperity for Walyalup Koort and surrounds.

It should be noted that this document is not intended to be a Place Management Plan, rather it exists as an interim action plan for an eighteen-month period. Throughout this period, a review of this plan's objectives and outcomes will be undertaken in order to inform the development of a Place Management Plan which will outline the longer-term approach to ensure the ongoing place-based management and activation of Walyalup Koort.

Background

In 2003, Fremantle Council recognised the need to deal with significant structural and maintenance issues associated with its old administration building. The following year the council established a Civic Area Redevelopment Project to look at a precinct-wide development of Kings Square, including the City-owned buildings and the privately-owned Myer building.

In 2011 the council revisited these earlier plans with a fresh new approach to the Kings Square precinct to kick-start Fremantle's much-needed revitalisation. During that time, Fremantle's local economy was in decline and the inner-city population had stagnated.

In recognition of these challenges the council progressed the delivery of innovative economic development and planning strategies, while promoting a new vision to potential investors. The rejuvenation of Kings Square was at the heart of the City's plan to achieve this.

Following an innovative 'Citizens Jury', the Kings Square Urban Design Strategy was adopted by the council in June 2012. These community-inspired design guidelines, along with a comprehensive business plan were then used as the brief for the Kings Square Architectural Design Competition.

The competition was promoted nationally and internationally in 2013 and conducted in accordance with the Australian Institute of Architects Competition Guidelines. It attracted more than 60 entries from around the world. The final winning design by Fremantle-based Kerry Hill Architects, along with other entries, formed part of a public exhibition in 2014.

The council then worked to further refine the design, fund the project, and entered into a public private partnership with Sirona Capital to leverage their \$220 million investment to redevelop old Myer and Queensgate sites as part of the broader renewal of Kings Square.

The Kings Square Project Business Plan, identified the importance of a high quality public realm to achieve the redevelopment project's objectives and to support the significant public and private investment into the precinct's buildings.

The subsequent Kings Square Urban Design Strategy, Kings Square architectural competition and Fremantle's Economic Development Strategy all reinforced the value of a coordinated and integrated precinct-wide approach to the area's revitalisation.

The community inspired FREO 2029 Transformational Moves 2015, bridged the gap between strategic thinking and realisation of change on the ground to meet the community's aspirations to revitalise the Fremantle city centre.

The Kings Square (now renamed as Walyalup Koort) redevelopment project has been a key 'transformational move' and is the largest, and one of the most important developments in Fremantle's history. The project is a once in a generation project, transforming Fremantle's heart into a vibrant civic, community and commercial hub.

The redevelopment presents a unique opportunity to redefine Walyalup Koort as the 'beating heart' of Fremantle, and an exciting and attractive place for people to eat and shop, work, relax and play.

The landmark precinct will attract and retain people within Fremantle's city centre including office workers, shoppers, visitors, tourists, and residents, and provide a high-quality public space to accommodate a wide range of uses, from occasional events, to regular activities and quiet contemplation.

The new Walyalup Koort precinct now provides the dense urban pattern of central Fremantle with a welcome green space and generous gathering areas. The upgraded public realm prioritises pedestrians with high quality landscaping and public amenity that is the focus for community activity.

This interim Place Development Action Plan aims to provide a framework for the short to medium term positioning of Walyalup Koort as the revitalised heart of Fremantle and a vibrant and new place to visit and experience.

History

The area upon which Walyalup Koort now sits has transformed over the years. Before Fremantle, there was Walyalup. In the Nyoongar language the area around modern-day Fremantle is known as Walyalup – meaning place of the Walyo or Woylie, a small brush-tailed bettong or kangaroo rat. The local Whadjuk people, part of the larger Nyoongar Aboriginal nation, have been its custodians for over 45,000 years.

The Traditional Owners hunted, fished, traded goods, passed on their creation stories (dreamtime), sang, danced, underwent rites of passage, and mourned their dead. They lived with an affinity to the land and a respect for the environment, observing and following the seasons and living in harmony with the natural world.

From 1833–1875, Fremantle saw the start of Kings Square. Kings Square was an important feature in the first plan for Fremantle which was drawn in 1833 by John Septimus Roe. In 1839, property owners around the square petitioned the State Governor for a church to be built in the square. This was approved in 1840 and construction works began with the foundation stone being laid on 6 April 1842. St John's Church of England opened on 4 August 1843 and was consecrated on 16 November 1848.

St John's Church faced east towards the Roundhouse atop Arthur Head and created the interesting dynamic of having a jail at one end of Fremantle's main street and a church at the other.

In 1876, the church applied to the Fremantle City Council for a strip of land, adjacent to the church wall, to be granted to the Church of England, for the purpose of building a new church on the site and to improve the amenity of Kings Square.

This application was refused, and some Councillors believed the church had enough land already. One year later, the church made a second proposal, offering the council land for a right of way for the extension of High Street through the square and the triangle of land to the south of the right of way in return for the strip of land and 500 pounds. The council accepted, subject to minor modification.

Construction started on the new limestone church in 1877, it was consecrated in 1882 and the bell tower was added in 1907. The grounds were enclosed with an iron palisade fence and Moreton Bay fig trees were planted around the church in the 1890s. The original St John's Church was demolished in 1884 to make way for High Street.

In 1887, Kings Square became the civic heart of Fremantle when the council constructed a substantial Town Hall and auditorium at the western end of their recently purchased half of Kings Square.

In 1924 the church signed an agreement with the council whereby they would maintain the church grounds in return for the church allowing public access to their land for passive recreation – and arrangement that has remained in place up to the current day.

In 1929 the council constructed the Centennial Buildings on the corner of William and Newman Streets to provide extra office accommodation for the adjacent Town Hall, tenancies for several statutory authorities and more commodious public toilets.

In the 1960s the character of Kings Square changed dramatically. The council demolished all the buildings on the southern triangle except for the Fremantle Town Hall and constructed the Civic Administration Building, the Exhibition Hall and, on the eastern corner, a large carpark. The section of High Street running through the square was closed to through traffic at this time and was used for car-parking. In 1966 a fountain designed by the Architect Raymond Jones was constructed at the corner of William and Adelaide Streets. Two extra floors were added to the Civic Administration Building in 1973 and the municipal library was installed on the ground floor of the building.

During the 1980s, Kings Square was renamed St John's Square, but the name did not stick and by 1991 the historic name was reinstated. In 1984, following Fremantle's nomination as the location for the defence of the America's Cup, the City of Fremantle undertook a major project to upgrade Kings Square, the Fremantle Town Hall, and the Administration Buildings. As a part of these works the 1960s fountain, carpark and landscaping was removed and Newman Street was closed and incorporated into the square as Newman Court. Archaeological investigations uncovered the location of the first St John's Church.

After more than a decade of public consultation and planning, the Kings Square Renewal Project officially kicked off in September 2017 when ground was broken on the redevelopment of the old Myer and Queensgate sites. The demolition of the City of Fremantle's old administration building followed in October 2018, with sod-turning ceremony held in April 2019 to mark the start of construction on the Walyalup Civic Centre.

In July 2021, following an extensive community consultation process, Kings Square was officially renamed Walyalup Koort. Walyalup is the Nyoongar name for an area that includes Fremantle and Koort means heart. The new name reflects the contribution to this land by the Whadjuk Nyoongar people and is a key milestone in our ongoing journey of reconciliation and recognition.

Vision, Objectives & Principles

The Kings Square Public Realm Concept Design developed in 2018 identified and defined a vision, objectives and key principles for the Walyalup Koort public realm. The key action areas identified in this plan have considered and are aligned to the achievement of objectives and principles outlined in the concept design document.

The Walyalup Koort vision was developed and refined based on the community's ideas on how Walyalup Koort will feel, look, be used, be inclusive, be safe, and importantly, how it will reflect the values and aspirations of the community.

Vision

Walyalup Koort is a place clearly recognised as the civic heart and key commercial hub of a revitalised Fremantle. A place that embraces and celebrates city life by responding to and connecting with all that Fremantle has to offer as a culturally vibrant destination.

Objectives

- To create a community, civic, retail, and commercial hub reflecting Walyalup Koort's unique place as the traditional 'centre' of Fremantle and a vibrant, active, and safe place for people
- To develop a landmark precinct that attracts and retains more people within Fremantle's city centre including office workers, shoppers, visitors, tourists, and residents
- To provide a high-quality public space which accommodates a wide range of uses from occasional major civic events to regular markets and quiet contemplation

Principles

Key principles of the redevelopment of Walyalup Koort included:

HIGH QUALITY SPACE <i>Attractive successful places</i> <ul style="list-style-type: none"> Consider the human scale and comfort Promote innovation, creativity, and sustainability A place that respects Fremantle permeability and materiality 	PLACES FOR PEOPLE <i>Places designed for community</i> <ul style="list-style-type: none"> Create community and social networks Active and passive spaces A place for community, businesses, and visitors 	CHARACTER <i>Places with their own identity</i> <ul style="list-style-type: none"> Promote Fremantle's character and identity Reinforce Fremantle's unique urban patterns A place with past and future heritage layers
DIVERSITY <i>Places with variety and choice</i> <ul style="list-style-type: none"> Promote mixed compatible uses in the private and public space Support active ground level frontage facing the public space A place with a broad range of experience 	EASE OF MOVEMENT <i>Easy to get to and move through</i> <ul style="list-style-type: none"> Reinforce pedestrian movement patterns Create attractive and safe routes and spaces A place that balances different rhythms of users 	CONTINUITY <i>Distinguish public and private</i> <ul style="list-style-type: none"> Create a public space that prioritises walking and cycling Promote continuity of street frontages A place part of a network of collective spaces
LEGIBILITY <i>Places easily understood</i> <ul style="list-style-type: none"> Favour landmarks as a wayfinding Create recognisable routes and nodes A place with readable and customised public spaces 	ADAPTABILITY <i>Places responsive to change</i> <ul style="list-style-type: none"> Promote activation, place making, and events Cater for social, economic and technology trends A place environmentally and culturally responsive 	SAFETY <i>Places to use day and night</i> <ul style="list-style-type: none"> Promote day and night activities and uses Integrate surveillance and dissuasion A place that engages community and businesses

Site Analysis

In December 2016 as part of the preparation of the draft concept design, the City undertook an observational study on the use of the public space in and around Walyalup Koort on an ordinary weekday. Based on the Public Space Public Life methodology developed by urban designer Jan Gehl, the study analysed how people currently use the various spaces to set a reference point for the redesign process.

In summary, the key findings were:

- Peak use of the space was between 10am and 2pm
- The old playground was mostly used in the morning by young children
- Walyalup Koort is a critical part of the broader pedestrian network
- The Newman Court/William Street entry point to the public realm is the most used
- Streets around the public space had higher activity levels than within the public realm
- High Street axis is the most direct pedestrian route within the public realm
- People sought out shade and quiet areas within the public realm to sit and rest
- People attract people – sitting, watching and being part of city life were the most common activities

Pedestrian patterns

The predominant movement mode in Walyalup Koort was pedestrian. The movement patterns varied, including walking through the space, arriving, and staying in the space, and entering the space to go to a specific destination. Over recent years, a series of modifications have been made to the surrounding streets to reduce the impact of vehicle movements and to improve the pedestrian environment.

Cycling patterns

Cycling is a growing mode of transport in Fremantle and is actively promoted by the City through the introduction of a contra-flow bicycle lane in the Walyalup Koort section of William Street. Site observations suggest most cycling activity in Walyalup Koort was slow speed in nature and required access in multiple directions across and around the space. Although the contraflow lane is used, it is also apparent cyclists use the broader public realm and co-exist well with pedestrians with a minimum amount of conflict.

Vehicle movement and parking

The existing movement pattern for vehicles in Walyalup Koort is one-way. Vehicles enter at Adelaide Street, traveling around the Town Hall and along William Street. Servicing and parking are maintained along most of the length of this route.

Both Newman Court and High Street (in Walyalup Koort) are constructed to allow occasional vehicle access for events and specific purposes. Newman Court has universal access bays that are heavily used by users of the visitor centre and library, and parking allocation for authorised vehicles that access mainly through William Street. Car parking is viewed as detracting from the character of Walyalup Koort.

Urban character

The redevelopment aimed to re-establish Walyalup Koort as a vibrant, coherent urban space

defined and enclosed by buildings and landscape. The design aesthetic has been selected to reflect and reinforce a Fremantle sense of place.

Walyalup Koort has been designed to support public events or gatherings, smaller more regular and organised events, markets and community events, shopping and alfresco spaces as well as quiet contemplative spaces.

Recreation and playground

A children's playground was integrated into the design of the public realm and will be a unique play area that draws on the principles of 'nature play' applied to an urban setting. It has been integrated into the overall landscape design for the area, ensuring a balance between safety from vehicles on Queen Street whilst retaining an open and welcoming presence from within the public realm.

Event infrastructure and place activation

Walyalup Koort has historically been well used by the community as a space for public events and festivals. Walyalup Koort stands to add significant value to Fremantle's reputation as being a vibrant and creative city and ongoing activation can disperse people throughout the rest of the CBD to encourage visitors to explore unique Fremantle experiences.

Relevant infrastructure has been considered as part of the redevelopment process and infrastructure requirements for events will continue to be assessed as part of the implementation of this interim plan.



Stakeholder Engagement

In recent years, the City has proactively delivered a number of surveys, reviews and proposals. Community engagement processes were designed to hear from a broad range of stakeholders in the project. This included neighbouring property owners, community groups, government agencies, users of Walyalup Koort, local business, local primary schools, and the general public.

In 2021, the Walyalup Koort Place Development Working Group was established to develop a clear understanding of place activation opportunities that will leverage the Walyalup Koort public realm to generate economic and social opportunity.

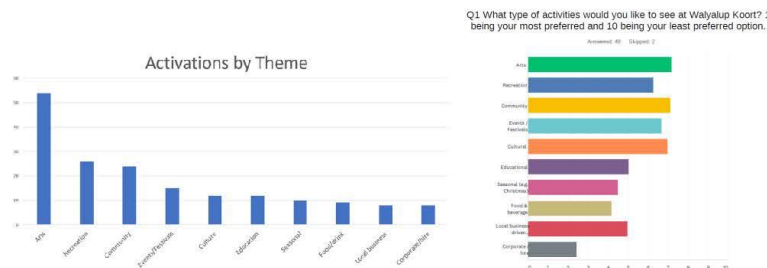
The working group comprised of representatives from the Fremantle business community, Fremantle Chamber of Commerce, Department of Communities, Sirona Capital, City of Fremantle Elected Members and City officers.

A summary of key findings from the community feedback that informed the development of this Plan has been provided to follow.

Key Themes

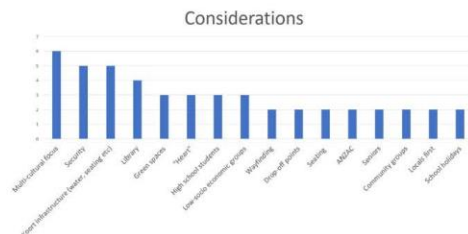
Fremantle is the epicentre for arts, culture, and events in Western Australia. There is great opportunity to leverage its existing offering by including Walyalup Koort as a key destination for activations, events, activities, and programs. The following activation themes were identified and are ranked by popularity.

Arts, recreation, community, events and festivals, and culture themed activations were ranked as the most important activation opportunities.



Key Considerations

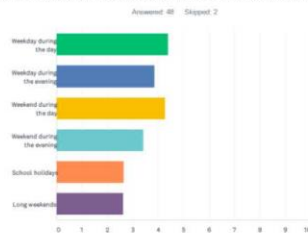
Infrastructure, security, and applying a multicultural focus were identified as key considerations that must be made to ensure the ongoing activation of Walyalup Koort.



Key Timings

Different experiences can be delivered to different user groups at strategic times of the day and week throughout the year. Businesses identified that weekdays and weekends, during the day, would be the most beneficial time to activate Walyalup Koort.

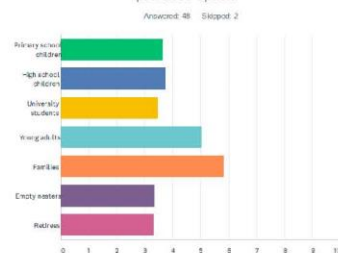
Q2 Which times do you think would be most beneficial to activate Walyalup Koort? 1 being your most preferred and 6 being your least preferred.



Key Users

Walyalup Koort can be a key attractor for visitors throughout the week and during the day, from early morning, right through to the evening from a variety of key user segments, including primary and high school children, university students, families, empty nesters, retirees, day trippers and tourists. Businesses identified families and young adults as the most popular key target markets to attract to Walyalup Koort.

Q3 Who do you believe are the key targets markets we need to attract at Walyalup Koort? 1 being your most preferred and 7 being your least preferred option.



Community Led Activation

Walyalup Koort was designed for the community and exists to add value to the lives of people who live, work, and visit Fremantle.

To help enhance a sense of ownership, promote inviting and inclusive spaces, and inspire the community to stay longer and enjoy the space the following key themes were identified to support and encourage community led activation:

- Easily accessible information on how to engage with the space
- Adaptable spaces made available for community events
- Activations targeted at inner city and broader Fremantle residents to introduce them to the amenity, and community facilities
- Opportunity for community led events to access financial support
- Extend community programs and activities delivered by the library and visitor centre into Walyalup Koort to encourage engagement with the space
- Provide technical and logistical event management advice to community event organisers to assist the community in delivering events and activations

Interim Action Plan 2021 – 2023

Based on the feedback and advice collected via business and community engagement, the following action areas have been identified as key priorities to be delivered as part of an interim eighteen-month action plan in the lead up to the development of a Place Management Plan for beyond 2023.

- 1 – Build Awareness
- 2 – Enable Business
- 3 – Enable Community
- 4 – Tailor Experience
- 5 – Establish and Adapt
- 6 – Manage and Measure

A series of actions have been developed for each action area, with delivery being led by the City of Fremantle in partnership with businesses, stakeholders, and the community, to add vibrancy and drive economic prosperity for Walyalup Koort and surrounds.

Action Area 1 – Build Awareness

Fremantle is a historic port town with spirit and soul and has an identity closely associated with the sea. Walyalup Koort is Fremantle's beating heart and represents a significant opportunity to amplify those brand pillars through the effective promotion of its own unique narrative, identity, and experiences.

In recognising this we are going to:

Develop and deliver a brand identity that positions Walyalup Koort as Fremantle's beating heart and deliver a program of marketing and communications that effectively leverages the existing This is Fremantle brand and builds awareness across the metropolitan area.

To achieve this, we will:

1. Develop a brand narrative and catalogue of content that can be used for the effective marketing and promotion of the space.
2. Develop and deliver a comprehensive communications and PR plan to be rolled out throughout the initial opening period.
3. Deliver a targeted marketing campaign via the THIS IS FREMANTLE brand to attract visitors after official launch activities have concluded.
4. Deliver marketing activities that target key user groups to build awareness around on-ground experiences, amenity and events.
5. Identify opportunities for cooperative marketing partnerships with key stakeholders that will drive brand awareness and visitation and provide marketing support to events wishing to activate the space.

Action Area 2 – Enable Business

As a catalyst for the revitalisation of Fremantle's City Centre, Walyalup Koort presents an opportunity for businesses to leverage the City's investment and drive increased trade through engaging with the space. The eclectic mix of retailers and hospitality operators that surround Walyalup Koort live and breathe the space every day and can therefore add significant value to the experience of anyone visiting and engaging with it daily.

In recognising this we are going to:

Consistently engage and collaborate with surrounding businesses to develop and deliver approaches to activating Walyalup Koort, in a way that both draws on their ideas and advice and enables their presence in the space.

To achieve this, we will:

1. Establish and coordinate an approach to consistently communicate with and seek feedback from surrounding businesses, via a suitable forum or communication tool.
2. Encourage and facilitate use of the space by surrounding businesses to collectively deliver event-based activations that leverage significant occasions or celebrations (i.e., Fremantle Dockers away games, Anzac Day, West Australian Football League finals etc.).
3. Establish an approach to provide a midweek lunchtime extended alfresco area in Walyalup Koort and enable surrounding businesses to encourage their customers to utilise the space.
4. Establish the delivery of a consistently scheduled activation that draws a regular attendance to the area at a certain time and creates footfall for businesses in an off-peak period.
5. Limit the delivery of events and activations that provide a very similar or identical offering to a surrounding bricks and mortar business or provide those businesses with the first right of refusal to participate.

Action Area 3 – Enable Community

Walyalup Koort is for the community first and exists to add value to lives of the people who live, work, and visit Fremantle. We want our local community to activate the space by taking ownership, incorporating it into their daily lives and using it as a place to gather, engage and share their stories.

In recognising this we are going to:

Develop and deliver initiatives that encourage and enable community led activation and support the community to utilise the space.

To achieve this, we will:

1. Relocate the Fremantle Visitor Centre to the ground floor triangular tenancy and deliver an adapted operational model that positions it as a source of information and engagement for the local community, and provides an adaptable space made available

for community use outside of the usual hours of the Fremantle Visitor Centre and into the evenings.

2. Deliver activations targeted at inner city and broader Fremantle residents to introduce them to the amenity, experience, and community facilities available at Walyalup Koort.
3. Make a set of criteria available for the waiver of fees and charges, and the provision of cash sponsorship for community led events in line with the requirements of City policies and procedures.
4. Extend community programs and activities delivered by the Walyalup Civic Centre Library and Fremantle Visitor Centre into Walyalup Koort to encourage activation and engagement with the space.
5. Provide technical and logistical event management advice to community event organisers who utilise the space, to assist the community in delivering quality, safe events and activations.

Action Area 4 – Tailor Experience

Walyalup Koort sits at the heart of our city and will be a meeting place for all walks of life. It exists for everybody and will be used by many different people in many ways at different times of the day. The consistent convergence of a diversity of people, and activity at all times of day will be critical to the success of the space.

In recognising this we are going to:

Tailor the delivery of experiences and activations to different user groups at strategic times, to encourage a diversity of use by different segments of the community.

To achieve this, we will:

1. Leverage existing City programs and external operators to deliver passive and active recreation-based activities (i.e., yoga, fitness, small format teams sports) in off-peak times.
2. Build a midweek program of lunch time activations and interventions to encourage office workers to engage with the space during their lunch break.
3. Leverage the play space, Walyalup Civic Centre Library programs, school holiday activations, and coffee offering at the Fremantle Visitor Centre, to create a safe and consistently welcoming space for young families.
4. Partner with surrounding schools and universities to enable the utilisation of the space as part of their programs, school excursions, extracurricular activities and student amenity offering.
5. Develop an approach to advertising and promoting the program of activities and interventions on the ground in Walyalup Koort in order to inform specific user groups of upcoming opportunities, at the times they are most likely to utilise the space (i.e., morning coffee rush and commute, mid-morning families and recreation, lunchtime for office workers).

Action Area 5 – Establish & Adapt

Fremantle is the epicentre for arts, culture, and events in Western Australia and Walyalup Koort stands to add significant value to our reputation as being a vibrant and creative city. An opportunity exists for the space to support the delivery of events and activations that can disperse visitors throughout the rest of the CBD. Notwithstanding this opportunity the physical fabric of the space has evolved, and events and activations held in the space over the next twelve to eighteen months will provide the opportunity to test the space and adapt our approach to effective management and delivery of these types of events.

In recognising this we are going to:

Establish and build a calendar of events and activations for Walyalup Koort over the next twelve to eighteen months and monitor impacts and success factors, to develop a feasible longer-term approach to the use of the space.

To achieve this, we will:

1. Deliver a trial Christmas-based activation in the space in 2021, that delivers a range of events and family activities.
2. Develop and promote a calendar of existing activities that can be delivered in the space, while also proactively pursuing and securing the delivery of multiple externally run events and activations that will engage the local community and attract, and disperse visitors throughout the CBD.
3. Offer and encourage the use of the space to deliver small activations that promote major events being held elsewhere in the City at the same time, to encourage pedestrian movement between Walyalup Koort and the event.
4. In line with community feedback, prioritise the delivery of events that cater for families, deliver arts and cultural outcomes and/or increase trade and footfall for surrounding businesses at off-peak times.
5. Monitor and report on the impacts of larger events held in the space as well as seek feedback from surrounding stakeholders and businesses and adjust event priorities based on feedback.

Action Area 6 – Manage & Measure

Walyalup Koort will continue to establish itself as an iconic destination within Fremantle and will reflect our values, our commitment to the community, and drive perceptions held by the community and visitors. Prominent and iconic public spaces require strong coordinated approaches to management, and it is the responsibility of the City and other major stakeholders to effectively deliver on this.

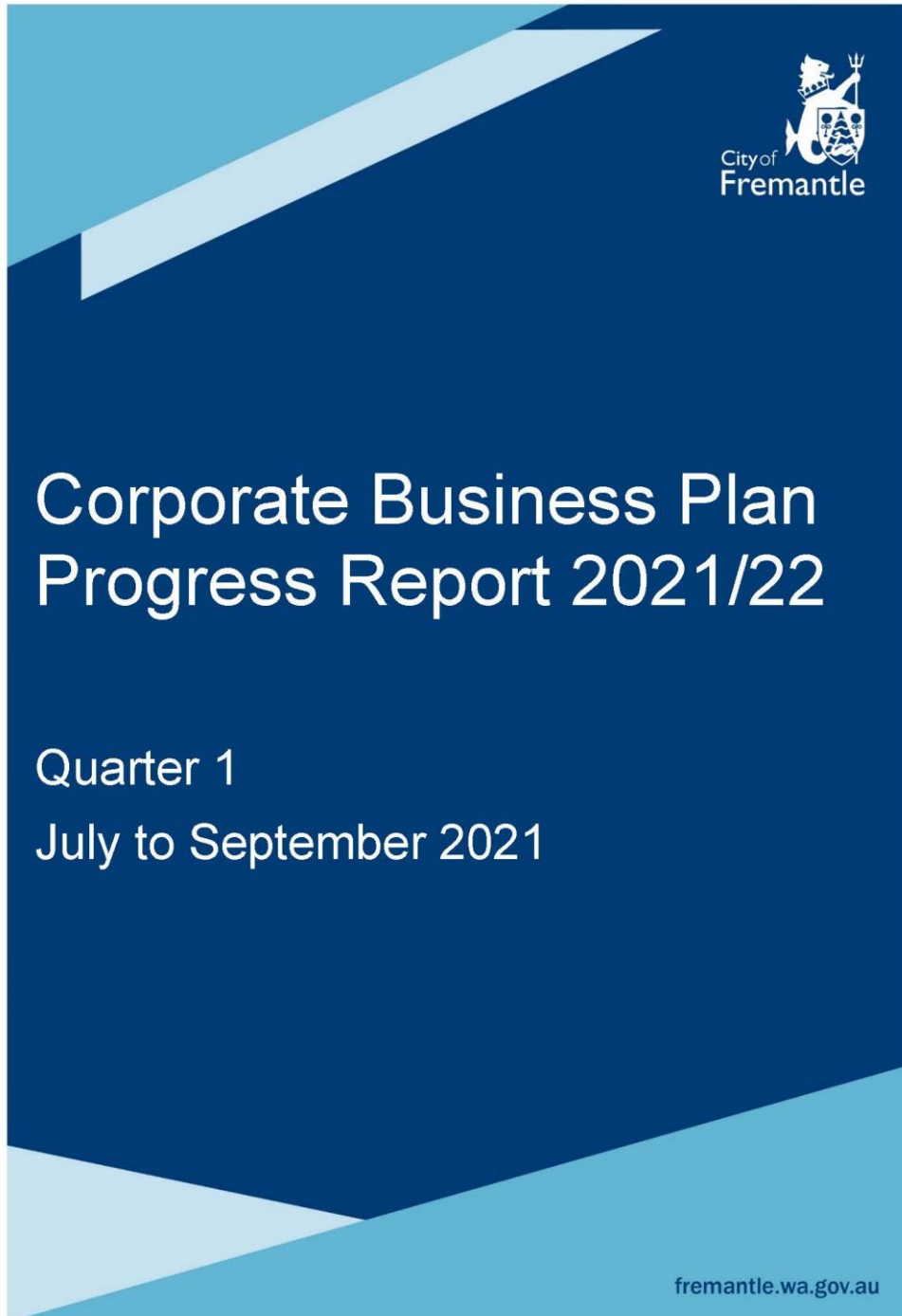
In recognising this we are going to:

Build a cross-functional capability within the City and work closely with major stakeholders to effectively manage and respond to the needs of users, and promptly resolve challenges or issues arising from engagement with the space.

To achieve this, we will:

1. Develop a place management-based governance model to ensure relevant internal City teams are mobilised for the timely management of the space, and a single point of contact exists within the City to act as the overarching place coordinator for the Walyalup Koort public realm.
2. Work with the City's community safety team and local police to develop ongoing strategies for creating a safe and welcoming space for all users.
3. Continue to work closely with major Walyalup Koort stakeholders (St John's Church, Sirona Capital, Department of Transport, Department of Communities), and surrounding businesses, to activate and manage the space.
4. Collect, monitor, and regularly report on data that can be used to assess the effectiveness of activation initiatives, extent of any impacts, and inform future approaches to managing and activating the space.
5. Commence the development of a place management plan to determine and define the requirements for the ongoing management and activation of the Walyalup Koort public realm.

**FPOL2111-3 CORPORATE BUSINESS PLAN – QUARTERLY REPORT – JULY TO
SEPTEMBER 2021**



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Integrated Planning and Reporting Framework

The 2021/22 Corporate Business Plan Report provides an outline of the priorities, services and planned projects scheduled for the financial year. Together these translate the goals from the strategic community plan into operations, matching council priorities with the resources available. The progress of these will be reported to Council quarterly throughout the financial year.

The relationship between the documents is shown in the diagram below.



Introduction

This report provides detail on the planned projects, services, and activities for 2021/22.





The report is presented in line with the organisational structure with a link back to the key focus areas of the City of Fremantle Strategic Community Plan identified below.



Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Strategic Priorities – Highlight Report

The following have been identified as the key strategic priorities for 2021/22.

Progress summary	Status	Key focus area(s)
Walyalup Koort – Graham Tattersall, Project Director <ul style="list-style-type: none"> Walyalup Civic Centre <ul style="list-style-type: none"> The internal commissioning works are well progressed, and defect surveying/compliance assessments have commenced. IT and audio-visual final fix works have commenced. Externally, the building is now wind and weather tight and secure, the main works remaining being to the William Street loading/service area. The program remains on track for practical completion in early November, with Library and Customer Services anticipated opening to the public as of Monday 15 November; staged staff occupation to follow over the subsequent 2/3 weeks. Newman Court/High Street <ul style="list-style-type: none"> The contractor is about to commence the final fit out of street furniture around Newman Court and High Street. These works are programmed to complete by Monday 15 November. Playground: <ul style="list-style-type: none"> Works to the playground are complete, the playground will be accessible to the public via a 'soft opening' on 15 November – the formal launch on Friday 26 November. Adelaide/Queen Street trees: <ul style="list-style-type: none"> The first phase of tree pits and tree planting works have been completed to Adelaide and Queen Street, this included the amendment of parking bays. 		
Port Beach – Ryan Abbott, Manager Parks and Landscape <p>The Port Beach project has progressed with the environmental investigations and reports to support the EPA submission being developed and finalised. The design and specifications for the dredging works are being developed. The tender for the sand screening works has been released and awarded.</p>		
Fremantle Oval – Russell Kingdom, Project Director <p>The following consultants have been engaged to advance the project planning for the Oval redevelopment: quantity surveyor, architect, project manager and government funding strategist. We anticipate the draft business plan and funding documentation will be completed by January 2022.</p>		
Strategic Community Plan Review – Phillida Rodic, Manager Strategic Planning <p>The consultant has been appointed, and background planning and preparation in train. The project is progressing in accordance with the approach and program approved by Council 24/3/21.</p>		

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

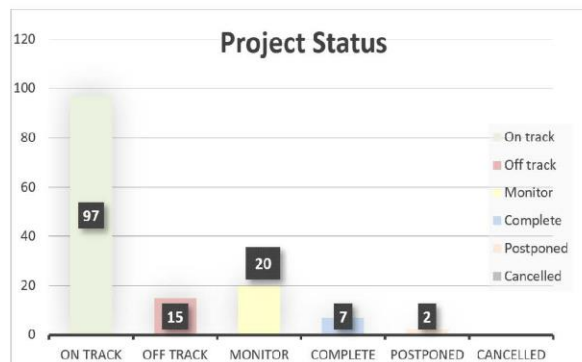
Capital and Operating Project and Program Performance

This year's Capital and Operating Works Program commenced with 140 projects. 1 new project has been added to the program (Contribution – Sculpture at Bathers).

The program is progressing well. 4% of projects are completed. 67% of projects are on track (the majority of these are multi-year projects). For further information and mitigation strategies for those projects that are slightly delayed and are being closely monitored, please see the report below and in particular, Attachment 1- Approved Capital and Operating Projects and Programs.

The following diagram shows the progress status of the Operating and Capital Projects as of 30 September 2021.

On track	Off track	Monitor	Completed	Postponed	Cancelled
Progressing on time and is on track for expected completion date.	Significant delays and is unlikely to be delivered within scheduled timeframes.	Issues with scheduled timeframes but is expected to be delivered on time and will be closely monitored.	Has been delivered.	Decision has been made to postpone project.	Decision has been made to cancel project.
69%	11%	14%	5%	1%	0%



On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Business unit delivery

Leadership and governance

Support the City with legislative compliance and achieve accountability for organisational decision-making and behaviours. This is supported through civic services, meeting management and Elected Member coordination and support function

Resources

Workforce (FTE)	4.0 (governance), 14.1 (leadership)		
Base Operating budget	Adopted	Current	Actuals
Expenditure	(3,452,173)	(3,015,570)	(764,777)
Income	0	0	0
Net	(3,452,173)	(3,015,570)	(764,777)

Resources

Capital & Operating Projects	Adopted	Current	Actuals
Expenditure	(105,000)	(112,919)	(1,217)
Income	0	7,919	0
Net	(105,000)	(105,000)	(1,217)

Progress update

The review of systems and procedures in accordance with regulation 17 is well underway and will be reported through to the next Audit Risk Management Committee. Election preparation is complete, and the induction of newly elected members will begin shortly.

Key services and deliverables

Leadership	<ul style="list-style-type: none"> ➤ Provide strong leadership to the organisation ➤ Partner with relevant groups and associations 	<ul style="list-style-type: none"> ➤ Monitor relevant legislative updates
Legislative Compliance	<ul style="list-style-type: none"> ➤ Develop & maintain the City's Delegated Authority & Authorisations ➤ Coordinate and facilitate statutory audits and reviews 	<ul style="list-style-type: none"> ➤ Manage the City's disclosures
Civic Services	<ul style="list-style-type: none"> ➤ Support Council in the practice of good governance ➤ Provide support and advice to internal staff 	<ul style="list-style-type: none"> ➤ Manage the City's international relationships
Elected Member Coordination and Support	<ul style="list-style-type: none"> ➤ Coordinate elected member training and reporting ➤ Maintain elected member policy provisions 	<ul style="list-style-type: none"> ➤ Manage statutory disclosures and registers
Council and Elected Member Meetings	<ul style="list-style-type: none"> ➤ Manage & coordinate council, committee & other elected member meetings 	<ul style="list-style-type: none"> ➤ Maintain statutory meeting registers
Elections	<ul style="list-style-type: none"> ➤ Coordinate and facilitate City of Fremantle Elections 	



Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects

	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Regulation 17 Review and Compliance Audit Return						
Compliance Audit Return						
Coordinate Elected Member 'essentials training'						
Coordinate Delegated Authority Review						
Contribution – WAEC elections P-10118						

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Arts and Culture

To deliver projects and services that develop the creative sector, celebrate, and connect community, and bring audiences to Fremantle.

Resources

Workforce (FTE)	32.15		
Base Operating budget	Adopted	Current	Actuals
Expenditure	(5,688,901)	(5,770,136)	(1,314,590)
Income	3,213,910	3,295,145	578,349
Net	(2,474,991)	(2,474,991)	(736,241)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(616,476)	(662,894)	(139,223)
Income	541,476	547,894	232,512
Net	(75,000)	(75,000)	93,289

Progress update

Arts and Culture continue to deliver projects and services that develop the creative sector, celebrate, and connect community and bring audiences to Fremantle. Highlights include Fremantle Festival: 10 Nights in Port and FAC's Indian Ocean Craft Triennale opening with multicultural performances from the Indian Ocean nations. All arts programming attracted new and diverse audiences to Fremantle. Fremantle Arts Centre was successful in being awarded the contract to deliver Revealed 2022.

Key services and deliverables

Festivals	<ul style="list-style-type: none"> Produce Hidden Treasures Winter Music Festival Produce Fremantle International Street Arts Festival Produce Fremantle Festival: 10 Nights in Port 	<ul style="list-style-type: none"> Produce Fremantle Heritage Festival Commissioning new works
Fremantle Arts Centre	<ul style="list-style-type: none"> Operate the Fremantle Arts Centre Contribute to creative economy incl artist career development 	<ul style="list-style-type: none"> Provide inclusive & innovative content to local, regional & national audience Deliver multi-disciplinary programming with high quality outcomes
Public Art	<ul style="list-style-type: none"> Deliver high quality artistic activation Manage the Public Art Collection 	<ul style="list-style-type: none"> Liaise with developers to deliver percent for art projects
Studio provision	<ul style="list-style-type: none"> Provide affordable studio spaces for artists 	
Moore's Building	<ul style="list-style-type: none"> Subsidised gallery space for artists 	<ul style="list-style-type: none"> Outreach multi-media space for community projects
Sector & audience devlpt	<ul style="list-style-type: none"> Develop and deliver initiatives to support the creative sector and diverse audiences 	

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Install – Walyalup Civic Centre - Public Art P-11687					
Program – Biennale Public Art P-11830					
Event – Sculpture at Bathers P-11960					
Program – Revealed Aboriginal Artist P-12031					
Develop a Creative Plan for the City					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Economic Development and Marketing

Deliver services and projects that assist in positioning Fremantle as an exceptional place to live, work, visit and invest in and lead and support civic and community events for and in the City of Fremantle to ensure they are well managed and attended, presenting a positive image of the City.

Resources

Workforce (FTE)	11.53			
Base Operating budget		Adopted	Current	Actuals
Expenditure		(5,118,800)	(5,118,800)	(953,396)
Income		11,953,455	11,953,455	3,233,163
Net		6,834,655	6,834,655	2,279,767

Resources

Capital & Operating Projects budget	Budget	Current	Actuals
Expenditure	(5,861,444)	(5,905,814)	(260,575)
Income	5,856,444	5,900,814	260,620
Net	(5,000)	(5,000)	45

Progress update

We welcomed 54 new citizens at the September citizenship ceremony. Five external events were held across the City, collectively more than 20,000 people attended events in Fremantle this quarter. Across this quarter we have hosted and/or approved double the number of events compared to this time last year.

The October School holidays activation, BEEP! TOOT! HONK! saw over 5,627 children and parents across 7 days. The July school holiday activation Freo Builds, saw 5,040 children and parents across 10 days. Due to popular demand the activation was extended for an additional four weekends and saw a further 1,488 children and parents.

The Visit Fremantle website and holiday planner are complete, and we are about to launch the Christmas and website marketing campaigns.

Innovation ecosystem business case has been completed and officers are now seeking support from stakeholders to progress the concept.

Currently developing an end of term review and summary of results for the destination marketing strategic plan.

Working towards fit out and occupation for the retail leases in the Walyalup Civic Centre and have completed the Walyalup Koort Place Development Plan ready for council consideration.

Key services and deliverables

Investment attraction	➤ Undertake economic research and analysis	➤ Carry out investment attraction initiatives
Industry development	➤ Deliver initiatives that support the growth of new and existing industries	
Place activation	➤ Deliver place activation outcomes for public spaces	
Civic and community events	➤ Manage civic events and support and administer community events	
Events management	➤ Manage approvals and administer outdoor commercial events	
Destination marketing and development	➤ Undertake advocacy initiatives that aid in progressing key projects	➤ Implement the Destination Marketing Strategic Plan
Business support and engagement	➤ Communicate and engage with businesses	
Property management, acquisition & disposal	➤ Leasing, acquisition, and disposal of City property	
Commercial parking	➤ Manage and administer the provision of public parking	
Corporate planning	➤ Coordinate internal corporate planning activities	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Liaise with and support Fremantle Chamber of Commerce						
Business case for research and innovation hub						
Development of business and investor concierge program						
Walyalup Koort place activation program						
Program - Destination Marketing campaigns						
Deliver – Expert in Residence P-11973						
Purchase – Street party equipment and training P-12052						

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Financial Services

Support the City through financial, procurement and revenue functions whilst ensuring legislative compliance and providing excellent customer service.

Resources

Workforce (FTE)	19.20		
Base Operating budget	Adopted	Current	Actuals
Expenditure	(4,537,786)	(4,537,785)	(1,003,227)
Income	52,539,880	52,539,880	50,793,566
Net	48,002,094	48,002,094	49,790,338

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	0	0	0
Income	0	0	0
Net	0	0	0

Progress update

The end of year audit by the Office of Auditor General (OAG) commenced on 5 October and will run for 4 weeks. The draft annual financial statements have been finalised and submitted to the OAG. The 2021/22 statutory budget and fees and charges are adopted, and annual rates notices have been issued. Financial reporting and ongoing monitoring of performance to budget continue to be a priority for the finance business unit.

Key services and deliverables

Financial management and planning	Develop long term financial planning and the annual budget Prepare annual budget review & monthly budget amendments	Manage cash flow and investment of funds
Revenue control	Coordinate rating Administer debt management Coordinate accounts receivable Prepare fees and charges	Monitor and manage the City's banking Maintain electoral roll Manage grant register
Expenditure control	Coordinate accounts payable Advise and monitor procurement and purchasing Manage purchase cards	Manage financial asset register Coordinate payroll
Risk management	Coordinate risk management framework and reporting	Manage insurance premiums and claims
Financial reporting & performance	Prepare and analyse monthly financial reporting Prepare annual financial statements in accordance with legislation	Comply with financial audits

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Train and educate staff to promote continuous improvement and compliance with legislation					
Conduct financial asset stocktake and fair value revaluation					
EFT refund project					
Transition of depot staff to electronic timesheets					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Information Technology

Support the organisation by delivering fit for purpose technology, software and information including all communications infrastructure and the development, maintenance, and support of new and existing business systems.

Resources

Workforce (FTE)	18.40			
Base Operating budget	Adopted	Current	Actual	
Expenditure	(9,214,406)	(9,214,406)	(2,322,535)	
Income	0	0	0	
Net	(9,214,406)	(9,214,406)	(2,322,535)	

Resources

Capital and Operating Projects budget	Adopted	Current	Actual
Expenditure	(198,070)	(198,070)	0
Income	148,070	148,070	0
Net	(50,000)	(50,000)	0

Progress update

Continued implementation of the HRIS system has now seen digital timesheets for the depot progressing. User engagement has been increasing and is on track. The newly implemented ESRI service has enabled the City to publish imagery as an image service and share it with internal and public users.

The renaming from Kings Square to Walyalup Koort is awaiting minister approval. High Street Upgrade – Road naming – Terrazzo Lane and Pulford Lane is complete with minister approval.

The following is a snapshot of the customer portal use and IT services:-

	Customer portal use				E-forms raised	FOI applications	IT service desk requests open	IT service desk requests closed
	Building applications	Planning applications	Service requests	Other requests				
Q4, 20/21	132	168	1529	39	1002			
Q1 21/22	232	257	1816	183	2868	10	1642	1660

Key services and deliverables

Business Systems	<ul style="list-style-type: none"> ➤ Maintain Document Management ➤ Maintain all other software systems in use Maintain Enterprise Resource Planning (ERP) 	<ul style="list-style-type: none"> ➤ Maintain Corporate GIS System, GIS Imagery & Spatial data ➤ Maintain HR, Payroll and Learning Management System
Telecommunications	<ul style="list-style-type: none"> ➤ Provide and maintain telecommunications equipment 	
CCTV Network	<ul style="list-style-type: none"> ➤ Maintain and repair CCTV network and equipment 	
IT support	<ul style="list-style-type: none"> ➤ Provide IT service desk support for the organisation 	
Land Administration	<ul style="list-style-type: none"> ➤ Administration of land parcels 	<ul style="list-style-type: none"> ➤ Research and allocate road naming
Corporate information management	<ul style="list-style-type: none"> ➤ Maintain compliance with relevant legislation ➤ Manage Freedom of Information requests 	<ul style="list-style-type: none"> ➤ Governance of Document Management System ➤ Manage corporate records in compliance with relevant legislation

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key services and deliverables



Development & management of software systems	➤ Web-based customer request management system ➤ Online forms and applications	➤ Integration between systems
Network & comms mgmt	➤ Design, build and maintain fixed and wireless network	➤ Maintain public access WiFi
IT Operations	➤ Maintain internet, cloud and other hosted technology ➤ Maintain Microsoft Standard Operating Environment	➤ Maintain PC's, tablets, printers, and accessories ➤ Maintain and Operate Data Centre

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Replace PC Fleet						
Replace Voice Communication system						
WCC Fit out and Relocation						
OAG IT Audit Remediation						
Software – IT Strategy Going Digital P-11832						
Software – Firewall security P-11909						
Purchase – Swim Program – iPads P-12034						

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Field Services

Ensure the City meets its lawful obligations in relation to providing a safe and healthy community.

Resources

Workforce (FTE)	34			
Base Operating budget	Adopted	Current	Actuals	
Expenditure	(4,503,573)	(4,503,573)	(1,172,829)	
Income	2,870,834	2,870,834	842,957	
Net	(1,632,739)	(1,632,739)	(329,873)	

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(258,700)	(258,700)	0
Income	0	243,700	0
Net	(258,700)	(15,000)	0

Progress update

The vehicle mounted parking licence plate recognition cameras project has been postponed and will be undertaken next financial year to combine with the upgrade of parking machines that offer the pay per plate option. The hand-held number plate recognition component however will be introduced. The way the City manages parking appeals has been updated with a new e-form to manage the appeals and an updated parking appeals policy due for review by Council this year.

Environmental Health food business inspection numbers are lower than expected this quarter and we anticipate will return to target next quarter. Two policies have been approved and are being implemented which will improve the processing of event/gathering management and food business regulation.









Development compliance are experiencing a larger than usual number of various compliance issues mainly associated with the built environment and infill development.

Community Safety statistics remain reasonably stable with the team working closely with WAPOL to understand the new hotspots/crime trends once the Woolstores closes for renovations. As the weather warms up dog patrols at Stevens Reserve, Leighton Beach and South Beach will increase to deal with the influx of dog related incidents.

Key services and deliverables

Environmental Health	<ul style="list-style-type: none"> Administer & enforce relevant legislation Undertake actions from 2020 Auditor General audit Identify and monitor contaminated site 	<ul style="list-style-type: none"> Educate the public and food business owners on Public Health Determine applications received as per the applicable legislation Conduct environmental health inspections and analyse samples
Parking compliance	<ul style="list-style-type: none"> Administer parking compliance Issue and manage parking infringements 	<ul style="list-style-type: none"> Issue parking permits Manage abandoned vehicles
Building and planning compliance	<ul style="list-style-type: none"> Administer & enforce applicable legislation to ensure compliance with relevant approvals 	<ul style="list-style-type: none"> Respond to resident complaints in relation to non-compliant development and take appropriate action to remedy when required Provide high level customer service & advice in relation to development & building compliance
CCTV monitoring	<ul style="list-style-type: none"> Monitor and manage CCTV throughout the City Liaise with WA Police 	<ul style="list-style-type: none"> Engage with building owners in the CBD regarding the installation and monitoring of CCTV
Community safety	<ul style="list-style-type: none"> Liaise with WA Police Comply with State Legislation Deliver the Community Safety and Crime Prevention Plan 	<ul style="list-style-type: none"> Conduct foot and bike patrols in CBD and attend callouts Provide Community Safety briefings and attend safety meetings

Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Software – Mobile compliance P-11720						 
Purchase – Parking licence plate recognition cameras P-12036						 
Purchase – Hand-held licence plate recognition equipment P-12038						 
Purchase – Noise level meter P-12039						 

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Community Development

Create an environment where it is easy for people to lead safe, happy and healthy lives.

Resources

Workforce (FTE)	55.54			
Base Operating budget		Adopted	Current	Actuals
Expenditure		(6,238,496)	(6,249,996)	
Income		4,081,100	4,081,100	
Net		(2,157,396)	(2,168,896)	

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(99,797)	(157,596)	(49,052)
Income	29,097	86,896	62,351
Net	(70,700)	(70,700)	13,299

Progress update

Community Development continues to take a strength-based approach and work together with the community to generate action and positive change, ensuring everyone has access to opportunities to connect and contribute to a diverse community. We have continued to manage our partnerships with stakeholders including the homeless sector, sporting clubs and community groups.

Two projects that were supported by the Walyalup Aboriginal Reference Group were completed, the CANWA Place Names Walyalup Project and the Mapping Walyalup Cultural Project.

The success of the Neighbour to Neighbour program has been recognized with a 2021 Resilient Australia DFES WA Award, the award celebrates and promote initiatives that build whole of community resilience to disasters and emergencies.

The September Community Grant round closed with 13 applications currently under assessment. The City received two Quick Response Grants, three venue support and five donation requests.

Leisure Centre attendances were on track for the first quarter 105,431 compared to 102,485 for same period last year. New lane ropes have been installed to both the outdoor and 25 metre swimming pools. Installation of the ultraviolet disinfected system for the program pool that treats the pool water against micro organisms.

LED lights have been installed over the sports courts at Samson Recreation Centre. Customer satisfaction survey completed, indicating 44.6% have use the Centre for over 5 years. It also shows that nearly half the people live within the 5-10km radius. However, of those who responded 15% were residents of the City, with the remaining 75% from other local government areas.

The Fremantle Community Legal Centre has provided service to 251 clients for this quarter, 156 were new clients, 90 are repeats and 173 are existing clients. With advice to 50 clients at the Fremantle Magistrates Court. Delivery of the community education services at the Library and Meeting Place on family law and FVROs.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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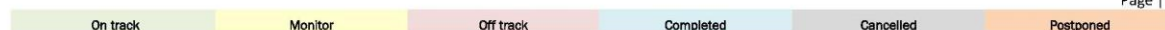
Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key services and deliverables



Fremantle Leisure Centre	<ul style="list-style-type: none"> ➤ Operate the Fremantle Leisure Centre ➤ Provide a learn to swim program ➤ Provide a crèche facility 	<ul style="list-style-type: none"> ➤ Provide gym and group fitness programs ➤ Provide a safe facility that promotes health, wellbeing & social networking
Samson Recreation Centre	<ul style="list-style-type: none"> ➤ Operate the Samson Recreation Centre ➤ Provide a variety of sporting programs 	<ul style="list-style-type: none"> ➤ Provide a space for community groups to hire
Access and inclusion	<ul style="list-style-type: none"> ➤ Develop, implement, and monitor the Access and Inclusion Plan 	<ul style="list-style-type: none"> ➤ Plan, implement and coordinate community development programs with a focus on access and inclusion
Youth	<ul style="list-style-type: none"> ➤ Develop, implement & evaluate programs/projects that enable engagement & participation of young people in local cultural life 	<ul style="list-style-type: none"> ➤ Actively engage in partnerships with agencies and service providers to facilitate and support youth-determined activities ➤ Inform Council on youth issues and trends
Positive Ageing	<ul style="list-style-type: none"> ➤ Implement & evaluate actions in the Age Friendly City Plan 	<ul style="list-style-type: none"> ➤ Develop & implement programs and projects that provide opportunities for over 55s to engage and participate in local community life
Aboriginal engagement	<ul style="list-style-type: none"> ➤ Research & identify needs & aspirations of the Aboriginal community ➤ Facilitate the building of local community strength and resilience 	<ul style="list-style-type: none"> ➤ Inform Council on Aboriginal cultural and heritage matters ➤ Implement & evaluate the actions for the Walyalup Reconciliation Action Plan 2019-2022
Fremantle Community Legal Centre	<ul style="list-style-type: none"> ➤ Operate the Fremantle Community Legal Centre ➤ Provide information, advice and intervention services ➤ Deliver community education services to individuals or groups about relevant legal issues 	<ul style="list-style-type: none"> ➤ Provide service presence at court, for residential tenancies listings and violence restraining orders ➤ Collect and provide Commonwealth and State departments with data about client demographics and service provision ➤ Raise awareness in the community on issues that impact the community, incl. domestic violence, homelessness, financial disadvantage
Volunteering	<ul style="list-style-type: none"> ➤ Deliver and evaluate the Neighbour to Neighbour program based on community needs 	<ul style="list-style-type: none"> ➤ Promote, support, and contribute to the development of volunteering ➤ Build connections with internal and external stakeholders
Community Grants	<ul style="list-style-type: none"> ➤ Plan and source funding opportunities ➤ Maintain the City's Community Development Grant program 	<ul style="list-style-type: none"> ➤ Implement the Smarty Grants online portal and promote through the City's website
Walyalup Aboriginal Cultural Centre	<ul style="list-style-type: none"> ➤ Activate the Walyalup Aboriginal Cultural Centre (WACC) ➤ Promote the WACC as a venue for hire 	<ul style="list-style-type: none"> ➤ Enable exposure of the community of Aboriginal arts and culture ➤ Facilitate building local community knowledge of Aboriginal culture
Health and wellbeing	<ul style="list-style-type: none"> ➤ Develop, implement and evaluate projects and initiatives which increase and improve community access and participation in healthy active lifestyles ➤ Develop and implement the Social Inclusion Plan ➤ Build capacity of local sporting & recreation clubs & community orgs 	<ul style="list-style-type: none"> ➤ Manage and promote partnerships with stakeholders including the homeless section including goodwill outreach service providers. ➤ Implement & evaluate Community Sport & Recreation Facilities Plan 2020-2030 actions.

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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Implement Age Friendly City Plan						
Implement Walyalup Reconciliation Action Plan						
Develop and Implement Social Inclusion Plan						
Develop and implement Community Sport and Recreation Facilities Plan						
Deliver Neighbour to Neighbour Program						
Design and construct – Leighton Beach access P-11983						
Deliver – 20 lives 20 homes report P-12062						

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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Customer Experience and Learning

Consistently deliver the best service experience to our customers, visitors, residents and ratepayers.

Resources

Workforce (FTE)	33.59			
Base Operating budget		Adopted	Current	Actuals
Expenditure		(3,431,000)	(3,390,000)	(721,010)
Income		245,071	245,071	198,704
Net		(3,185,929)	(3,144,929)	(522,306)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(108,135)	(106,365)	0
Income	13,135	11,365	0
Net	(95,000)	(95,000)	0

Progress update

The Visitor Centre is well into planning the move into the triangular space of the Walyalup Civic Centre (WCC).

The Library celebrated Poetry Month with a month-long campaign promoting the reading and writing of poetry. The month culminated in a major event, BeSpeak WA Poetry Showcase in partnership with Red Room Poetry, Fremantle Press, First Edition, Freo. Social and WA Poets Inc. and attracted 120 attendees.

The City signed a three-year MoU to continue the Library Connect program through to September 2024 into the library at Walyalup Civic Centre.

Fremantle History Centre completed a digitisation project of the City's 300 historical rate books, improving access to the information and protecting the original copies from handling and retrieval.

All programs at the Meeting Place for the first quarter of this financial year booked to 100% capacity at the start of the term, some with waiting lists. This is first time programs have all booked out since March 2020.

The Fremantle Toy Library has started two regular after school programs for local school children: weekly LEGO club regularly attracts up to 30 attendees, and the fortnightly sewing club has 15.

Buster attendance is back to its pre-COVID levels with 1,996 people attending sessions.

A snapshot into the Customer Service and Visitor Centre:-

	Calls answered (avg wait time 12 seconds)	Emails responded to	Customers serviced at front counter	Customer satisfaction	Visitors to Visitor Centre
Quarter 1, 21/22	14,937	5,100	3,200	96%	7,200

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key services and deliverables



Customer service	<ul style="list-style-type: none"> ➤ Provide excellence in customer service ➤ Effectively handle enquiries, service requests and payments from customers 	<ul style="list-style-type: none"> ➤ Manage incoming customer communication channels including phone calls, emails, online forms and in person enquiries
Visitor information	<ul style="list-style-type: none"> ➤ Promote Fremantle as a tourism destination ➤ Support cruise ship servicing 	<ul style="list-style-type: none"> ➤ Provide excellence in customer service & enhance the visitor experience ➤ Provide unbiased information and insights about the Fremantle area and surrounding region
Library & lifelong learning	<ul style="list-style-type: none"> ➤ Plan, acquire and manage an engaging library collection for the Walyalup Civic Centre Library 	<ul style="list-style-type: none"> ➤ Develop a range of sustainable and engaging programs to support community learning and attract use of the Walyalup Civic Centre Library

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Event – Building digital skills P-11954						
Purchase – Telephony system P-12063						

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Communications

Communicate the activities, decision and priorities of Council and the City in a variety of ways.

Resources

Workforce (FTE)	10			
Base Operating budget	Adopted	Current	Actuals	
Expenditure	(947,073)	(947,073)	(259,163)	
Income	0	0	0	
Net	(947,073)	(947,073)	(259,163)	

Resources

Capital and Operating Projects	Adopted	Current	Actuals
Expenditure	(26,524)	(20,131)	(2,262)
Income	0	20,131	0
Net	(26,524)	0	(2,262)

Progress update

The media program continued to highlight key decisions of Council and programs and services including progress of Walyalup Koort redevelopment, Port Beach coastal erosion project, consultation opportunities and much more. Projects supported included Fremantle Chamber of Commerce awards, Neighbour to Neighbour program (State award winner) and the introduction of a 40km speed limit across the large part of Fremantle and South Fremantle.

Key services and deliverables

Media and public relations	Manage and enhance the City's reputation via a coordinated program of proactive and responsive media statements, briefings and positive opportunities
Corporate communications	Lead & support a planned approach to developing & implementing communications & marketing activities, supporting the organisation in keeping our community informed
Campaigns and advocacy	Demonstrating the value for money and visibility of service
Internal comms	Keeping staff updated and informed
Design & branding	Manage the City's brand & deliver graphic design services
Online (digital comms)	Manage the City's websites and social media platforms

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Plan – Corporate website P-10994					
Purchase- Time-lapse photography P-11641					
Plan – Walyalup Koort communications P-11736					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Strategic Planning

Coordinate the strategic planning endeavours of the City and assist in translating these into action.

Resources

Workforce (FTE)	8.15			
Base Operating budget		Adopted	Current	Actuals
Expenditure		(1,089,771)	(1,089,771)	(191,170)
Income		5,000	5,000	0
Net		(1,084,771)	(1,084,771)	(191,170)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(243,000)	(263,000)	0
Income	20,000	60,000	40,000
Net	(223,000)	(203,000)	40,000

Progress update

Several engagement activities have been carried out this quarter including Griffiths Park upgrade, the Verge Garden and Tree Policy, the Access and Inclusion Plan and various statutory applications. A review of 5 local planning policies complete, and a new draft Waste Management Plan for New Development policy has been prepared.

A review of heritage areas has been undertaken, the draft Heritage Areas Policy has been prepared and the Annual Heritage List update has been compiled. Heritage application volumes remain well above average. The Parking Plan and CAT Bus Review are nearing completion and steady progress is being made on the Local Planning Strategy review. The One Planet Annual Report has been completed, excepting water and energy modelling. The Roundhouse Signage project is being developed by the Roundhouse Guides. The City has provided input on a draft.

Key services and deliverables



Community engagement	➤ Coordinate and provide advice on community engagement activities	➤ Support Precinct Groups
Strategic town planning	➤ Process scheme amendments, structure plans & local development plans	➤ Maintain local planning strategy, scheme, and policies
Heritage management	➤ Maintain Heritage List and Survey	➤ Provide heritage conservation and management advice
Sustainability coordination	➤ Coordinate One Planet activities (as per Action Plan)	➤ Report on One Planet targets (Annual Report)
Strategic planning and projects	➤ Coordinate miscellaneous strategic planning projects	

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Contribution – Signage roundhouse P-11804					
Program – Undertake heritage review (WGV) P-10426					
Program – Strategic Community Plan Review P-12043					
Plan – South Fremantle heritage area review P-12046					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

City Design and Projects

Provide a professional in-house service in urban design, project management and major city projects.

Resources

Workforce (FTE)	3.0		
Base Operating budget	Adopted	Current	Actuals
Expenditure	(402,135)	(402,135)	(76,146)
Income	0	0	0
Net	(402,135)	(402,135)	(76,146)

Resources

Capital and Operating Projects budget	Adopted	Current	Actuals
Expenditure	(332,999)	(423,547)	(42,981)
Income	302,999	393,547	42,982
Net	(30,000)	(30,000)	1

Progress update






The Walyalup Koort Nyoongar public artwork is being further refined by the artist team. Discussions with the events team are taking place and the funding document is anticipated to be completed by the end November.

The Fremantle Park and Leisure Centre Masterplan has completed preliminary scenarios which is sufficient to write the brief for the Business Case. We anticipate that this will be presented to Council in March 2021 for review.

Key services and deliverables

Urban design	➤ Provide urban design advice	➤ Develop precinct plans / masterplans
Major project management	➤ Coordinate urban design projects	➤ Represent the City regarding State Government projects and report to Council

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Represent the City regarding State Government projects & report to Council					
Italian Club redevelopment					
Plan – Fremantle Oval Precinct P-10300					
Design and construct – Walyalup Koort – Public Artwork P-11878					
Plan – Leisure Centre redevelopment business case P-12051					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Development Approvals

Carry out the statutory functions of the City in relation to the built environment, including processing applications for Planning and Building approvals.

Resources

Workforce (FTE)	11			
Base Operating budget	Adopted	Current	Actuals	
Expenditure	(1,361,734)	(1,361,734)	(324,750)	
Income	786,700	786,700	230,203	
Net	(575,034)	(575,034)	(94,547)	

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	0	0	0
Income	0	0	0
Net	0	0	0

Progress update

After the introduction of the online portal for building and planning applications, the majority of these are now being lodged online reducing the need for customers to attend the front counter to lodge.

The number of building permits and development applications being submitted to the City remain at high levels.

Key services and deliverables

Statutory planning	➤	Provide planning advice and information	➤	Process development applications
Building approvals	➤	Provide building advice and information	➤	Process building permit applications

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Increase the service requests available on the city's customer portal					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Asset Management

Plan, scope and coordinate the maintenance and management of the City's asset portfolio to provide optimised life cycle and community outcomes.

Resources

Workforce (FTE) 9.0

Base Operating budget	Adopted	Current	Actuals
Expenditure	(1,269,245)	(1,269,245)	(303,592)
Income	0	0	0
Net	(1,269,245)	(1,269,245)	(303,592)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(9,059,403)	(10,036,918)	(3,896,570)
Income	7,435,277	8,452,792	3,716,075
Net	(1,624,126)	(1,584,126)	(180,495)

Progress update

All projects from the capital works program have been handed over to the Assets Team and capitalised. The current project program is progressing well. We are currently undergoing a major review of procurement processes and templates.






Key services and deliverables



Asset registers & systems	➤ Maintain and improve asset registers and systems	
Asset management plans	➤ Develop and maintain Asset Management Plans	
Commercial building assets	➤ Manage tenant liaison – inspections, requests	➤ Develop predictive maintenance schedules for commercial buildings
Forward works plans	➤ Provide forward works plans for asset types linked to long term financial plan	
Project scoping and planning	➤ Ensure all projects are scoped ➤ Ensure projects are prepared for grant funding opportunities & delivery in future years	➤ Provide up to date project management documentation, processes, and reporting
Project Management Office	➤ Manage & update Project Management Framework to reflect best practice ➤ Assess and prioritise all new projects	➤ Provide project reviews and reporting ➤ Deliver corporate project management training
Building capital works	➤ Deliver projects to agreed time, cost, and quality	➤ Deliver up to date project management documentation, processes, and reporting
Community facility planning	➤ Develop plans, policies and guidelines for the management and development of community facilities	➤ Submit grant applications for state and federally funded projects
Procurement and contracts	➤ Provide advice and support for tenders and requests for quotations ➤ Provide advice and support for contract performance	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Program-Walyalup Koort building						
Program-Arthur Head Wall stabilisation P-10260						
Design and construct – Leisure Centre – Pool roof P-11670						
Design and construct – Markets Building Services P-11843						
Design –South Beach–Changerooms P-11992						

On track	Monitor	Off track	Completed	Cancelled	Postponed	Page 27
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Infrastructure Engineering

Provide our community with safe roads for pedestrians, cyclists and vehicles through maintenance and upgrades to our road reserve and mechanical maintenance of the City's fleet and plant.

Resources

Workforce (FTE)	34.0			
Base Operating budget		Adopted	Current	Actuals
Expenditure		(5,715,837)	(5,715,837)	(1,068,961)
Income		296,760	296,760	39,552
Net		(5,419,077)	(5,419,077)	(1,029,409)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(4,049,645)	(4,153,081)	(160,283)
Income	2,612,943	2,716,379	307,372
Net	(1,436,702)	(1,436,702)	147,089

Progress update

The Port Beach informal carpark reached practical completion and is now opened to public in time for Spring.

The tender is open for 2021/22 road renewal program (for both asphalt and micro-surfacing).

The order for the LED lighting at Paddy Troy Mall and the area around Frank Gibson Park has been placed with Western Power.

Key services and deliverables



Road reserve upgrade and maintenance	➤ Asset renewal planning	➤ Reactive and planned road maintenance
	➤ Traffic calming and traffic safety investigations	➤ Manage project budgets and schedules
Engineering design and project management	➤ Detailed design and cost estimation for Capital delivery (road safety, road and drainage renewal)	➤ Preparation of engineering concept designs
Street lighting upgrade and maintenance	➤ Asset renewal planning	➤ Reactive street lighting maintenance
	➤ Traffic management approvals	➤ Crossover approvals
Engineering compliance and approvals	➤ Construction management approvals	➤ Development applications
	➤ Obstruction permits	
Drainage upgrade and maintenance	➤ Asset renewal planning	➤ Develop planned maintenance schedule and process to document drainage maintenance
	➤ Reactive drainage maintenance	
Plant and vehicle maintenance and replacement	➤ Asset renewal planning	
	➤ Reactive and planned vehicle maintenance	
Cycle infrastructure & footpath maintenance	➤ Reactive and programmed footpath maintenance	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

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Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Program - Carpark					
Program - Plant and equipment					
Program - Footpath					
Program - Road resurfacing					
Program - Drainage					
Program - Road safety					
Program - Lighting					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

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Parks and Landscape

Provide healthy green spaces which support our diverse community to experience vibrant, active lifestyles.

Resources

Workforce (FTE)	37.0		
Base Operating budget	Adopted	Current	Actuals
Expenditure	(7,982,973)	(7,982,973)	(1,256,480)
Income	284,711	284,711	22,939
Net	(7,698,262)	(7,698,262)	(1,233,542)

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(9,863,264)	(10,909,585)	(1,398,510)
Income	8,514,264	9,560,585	5,184,370
Net	(1,349,000)	(1,349,000)	3,785,860

Progress update

The playground at Walyalup Koort reached practical completion in August.

The Fremantle Public Golf Course reached practical completion in September.

The annual winter tree planting program is complete.

Key services and deliverables

Landscape design and maintenance	➤ Asset renewal planning ➤ Master planning	➤ Project design and delivery
Street and park furniture	➤ Asset renewal planning	➤ Reactive and programmed furniture, lighting and sporting infrastructure maintenance
Recreation reserve maintenance	➤ Weed and pest management	➤ Turf, garden, bores, irrigation & playground maintenance
Beach maintenance	➤ Coastal monitoring ➤ Maintain access paths ➤ Litter control and beach raking	➤ Sand drift management ➤ Reactive infrastructure maintenance
Road reserve landscape maintenance	➤ Maintain median and verge gardens ➤ Weed management	➤ Commercial car park landscape maintenance
Natural area planning & management	➤ Management planning and implementation	➤ Project design and delivery
Street tree planting and maintenance	➤ Inspect and collect tree asset data	➤ Tree Management and planting
Playground equipment maintenance and renewal	➤ Management planning and implementation	➤ Project design and delivery

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

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Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Program - Parks - Infrastructure					
Program - Parks - Irrigation					
Program - Parks - Playspace					
Design and construct – Booyembara Park masterplan P-10412					
Design and construct – Walyalup Koort playspace P-11680					
Plan – Coastal monitoring P-11708					
Design and construct – Port Beach coastal adaptation P-11823					
Design and construct-Fremantle Golf Course building and community facility P11882					
Program – Northbank foreshore stabilisation – Stage 3 P-11970					
Design and construct-Booyembara Park-Mountain Bike Trail P-12058					

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

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Facilities and Environmental Management

Provide a resource recovery service that responds to the City's needs and minimises the impact on the environment, maintenance of City buildings, and managing the City's sustainability strategies within the built and asset environments.

Resources

Workforce (FTE) 40.97

Base Operating budget	Adopted	Current	Actuals
Expenditure	(14,093,913)	(14,133,913)	(2,418,224)
Income	1,587,060	1,587,060	469,887
Net	(12,506,853)	(12,546,853)	(1,948,337)

Resources

Capital & Operating Project budget	Adopted	Current	Actuals
Expenditure	(245,335)	(289,734)	(10,186)
Income	178,335	222,734	171,224
Net	(67,000)	(67,000)	161,038

Progress Update

The residential verge collection review is progressing, the consultation stage is complete and final analysis is being undertaken ready for the presentation of a business case to Council in December 2021. A consultant has been commissioned to undertake a review of the commercial and CBD residential waste service.

The first planned building maintenance works has been completed (\$68k public toilets).




Key services and deliverables

Waste collection and disposal	Provision and management of domestic waste services Provision of a commercial contracted waste service Provision of waste management to public bins	Verge collections Illegal dumping Events waste
City cleansing	Provide CBD cleaning operation Provision of rapid response service within CBD Roadkill and road accident response	Sweep suburbs Management of sharps bins Clean bus stops
Resource recovery centre	Operation of resource recovery centre Expand waste streams received Commercial and domestic waste recovery	Waste education Data management and reporting
Waste education	Extend FOGO rollout to multi-unit developments Manage bin tagging Operate monthly recycle roadshows	Lead waste avoidance campaign Performance reporting School and club waste education
Reuse shop	Extend existing facility service	
Household hazardous waste	Establish & operate household hazardous waste drop off point	
Maintenance of buildings	Building compliance Preventative building maintenance Reactive building maintenance Planned building maintenance	Building cleaning and bathroom services Building security and key systems Asbestos management Building pest control
Container deposit scheme	Establish and implement an aggregate refund point	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status	
Program-Waste & FOGO roll-out						
Program – Solar panels P-11873						
Software – Utility data management system P-12033						

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

People and Culture

Perform functions that enable the organisation to achieve business outcomes through its people and culture.

Resources

Workforce (FTE)	8.9			
Base Operating budget	Adopted	Current	Actuals	
Expenditure	(1,354,431)	(1,354,431)	(331,605)	
Income	0	0	0	
Net	(1,354,431)	(1,354,431)	(331,605)	

Resources

Capital & Operating Projects budget	Adopted	Current	Actuals
Expenditure	(50,000)		(30,300)
Income	0		0
Net	(50,000)		(30,300)

Progress Update

The culture change project is ongoing and the move to activity-based working is scheduled for November 2021.

The engagement survey project will commence in November 2021 and the contract to deliver this has been awarded.

Key services and deliverables

Recruitment and induction	➤ Provide an efficient recruitment and induction process
Learning and development	➤ Develop and implement an organisational training plan
Change management	➤ Support the organisation in Culture change
Industrial relations	➤ Manage EBA negotiations and agreements
Performance management	➤ Provide a suitable performance management process and system for the organisation
Occupational Health and Safety	➤ Educate and manage occupational health and safety for the organisation
	➤ Provide suitable reporting

Key projects

	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Status
Deliver the culture change project for Activity based working					ongoing
Deliver – Culture change survey P-12037					Commencing November 2021

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Amendments to the Corporate Business Plan (new projects or amendments greater than \$100,000)

Project	Project ref	Adopted expenditure budget 2021/22 (\$)	Amended expenditure budget 2021/22 (\$)	Comments
Contribution–Sculpture at Bathers Beach	P-11960	0	40,000	New project. Allocate the City's contribution to the event of the Sculptures at Bathers Beach. This event is held every second year, next event Feb/March 2022.

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Performance Indicators

Progress against the performance indicators will be reported on annually as at 30 June.

Economic development



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Vacancy rate within the city centre	Monitor	↓
Visitor numbers to the City Centre	Influence	↑
Value of major developments in the economic development pipeline	Monitor	↑
Economic impact from activations	Influence	↑
Number of discrete Visitor Centre visits	Influence	↑

Environmental responsibility



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Trees planted as per Urban Forest Plan	Control	100%
Corporate water use	Control	↓
Natural areas under active management. Natural areas managed in accordance with approved management plan/policy	Control	↑
Leisure Centre water usage (Gold Waterwise Facility)	Control	↓
Tonnage of domestic waste to landfill	Monitor / Influence	↓
Road construction and maintenance waste material to landfill	Control	↓

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

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Transport and connectivity



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Deliver improvements to bicycle infrastructure in accordance with the Bike Plan	Control	100%
Audit and maintain safe footpaths for our community	Influence	↑
Utilisation of City of Fremantle parking bays	Influence	↑

Character, culture and heritage



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Attendance at City's cultural facilities / events	Influence	↑
Number of artists in residence	Influence	↑
Media reach for festivals and cultural facilities	Control	↑
Investment in built heritage	Influence	↑

Places for people



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Deliver Walyalup Koort activation program	Control	100%
Number of new dwellings approved	Influence	↑

Health and happiness



INDICATOR	COUNCIL RESPONSIBILITY LEVEL	TARGET
Number of discrete library visits	Influence	↑
Leisure Centre attendees	Control	↑
No. of seniors using Wanjoor Lounge	Monitor	↑
Attendance to anti-social behaviour	Influence	↓

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Capability



Indicator	Target	Results
Customer service satisfaction	90%	97% for 2020/21
Financial ratios		
Current ratio	>1	
Debt service cover ratio	>2	
Operating surplus ratio	>0	
Own source revenue coverage ratio	>0.60	
Asset consumption ratio	>0.60	
Asset renewal funding ratio	>0.75	
Asset sustainability ratio	>0.90	

Note Financial and asset ratios are per the Audited Financial Statements for year ending 30 June 2022 once published.

Budget compliance figures are correct at date of reporting

The financial and asset ratios will be reported at the end of the financial year while budget compliance update will be reported quarterly.

Budget compliance +/-10%	Q1	Q2	Q3	Q4	Current quarter variance (\$)
Operating revenue (inc rates)	(0.11%)				
Operating expense	9.04%				
Capital revenue	11.26%				
Capital expense	(47.69%)				

Indicator	Council responsibility level	Target
Number of people actively engaged	Influence	↑
Elected member attendance at committee and council meetings	Monitor	↑
All development applications determined within statutory timeframes	Control	100%
Asset management plans for major assets categories in place	Control	100%

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Attachment 1: Approved Capital and Operating Projects and Programs

Project Description	Project type	CFWD (Y/N)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
People and Culture											
P-12037 Deliver - Survey Change Culture	Operating - Project	N	✓	✓			0			50,000	30,300
Office of the Chief Executive											
Leadership and Governance											
P-10118 Contribution - WACC elections	Operating - Project	N	✓				75			105,000	1,217
City Business Directorate											
Economic Development and Marketing											
P-10458 Disposal - 7 Quarry St	Capital - Disposal	Y	✓				20		Decision deferred until after Council election.	(2,720,000)	-
P-11052 Disposal - 9 Quarry St	Capital - Disposal	Y	✓				20		Decision deferred until after Council election.	(2,250,000)	-
P-11973 Deliver - Entrepreneurs Program - Expert in Residence	Operating - Project	Y	✓				100			55,620	55,575
P-12041 Program - Ticket machines	Capital - Renewal	N	✓				10			466,000	205,000
P-12044 Deliver - Promote Fremantle video	Operating - Project	N	✓	✓			100			10,000	-
P-12052 Purchase - Street party equipment and training	Operating - Project	N	✓	✓			0			5,000	-
Information Technology											
P-10498 Install Network Infrastructure	Capital - New	Y	✓	✓			75		Project delayed due to Pindan liquidation	20,000	-
P-10897 Relocation - Wi-Fi network infrastructure	Capital - Renewal	Y	✓	✓			25		Project delayed due to Pindan liquidation	32,032	-
P-11077 Install - Kings Sq network infrastructure	Capital - Renewal	Y	✓	✓			0		Project delayed due to Pindan liquidation	34,638	-
P-11636 Relocation - Vocas communications	Capital - Renewal	Y	✓	✓			50		Project delayed due to Pindan liquidation	21,400	-
P-11832 Software-IT Strategy Going Digital	Operating-Project	Y	✓	✓			66			40,000	-
P-11909 Software - Firewall security	Capital - Renewal	N	✓	✓			0			50,000	-
P-12034 Purchase - Swim Program - Ipads	Capital - Renewal	N	✓	✓			0			20,000	-
Field Services											
P-11720 Software - Mobile compliance	Operating - Project	Y	✓	✓			20			23,700	-
P-12036 Purchase - Parking licence plate recognition cameras	Capital - New	N	✓				0		Pushed back to 22/23 FY to tie in with pay per plate parking upgrades.	180,000	-
P-12038 Purchase - Hand held licence plate recognition equipment and software	Capital - New	N	✓				10			40,000	-
P-12039 Purchase - Noise Level Meter	Capital - New	N	✓				100			15,000	12,415
Community Development											
Arts and Culture											
P-10545 Program - Artworks Victor Felstead	Capital - New	N	✓	✓	✓		0			7,000	-
P-10848 Program-In Cahoots art exhibition	Operating-Project	Y	✓	✓	✓		15			111,384	40,831
P-11687 Design and Construct - Walyalup Koort - Public art	Capital - Renewal	N	✓	✓			30			60,200	29,244
P-11729 Program-Reveal Aboriginal Artist 2020	Operating-Project	Y	✓				95			18,898	19,301
P-11830 Program - Biennale Public Art	Operating - Project	N	✓				50			78,182	78,182
P-11945 Program-Revealed Aboriginal Artist 2021	Operating - Project	Y	✓				10			-	-
P-11960 Contribution - Sculpture at Bathers Beach	Operating - Project	N	✓				0			40,000	-

Progress status key:

On track	Monitor	Off track	Completed	Cancelled	Postponed
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City of Fremantle CBP Report 2021/22

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Project Description	Project type	CFWD (Y/N)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-12031 Program-Revealed Aboriginal Artist 2022	Operating - Project	N					0			250,000	-
Community Development											
MP Age Friendly Communities - Together Again Cafe Project	Operating-Project	Y	✓	✓			90			11,353	-
P-11934 Deliver - Sharing Our Story	Operating - Project	Y	✓	✓			90			11,890	-
P-11955 Software - Legal Centre	Operating - Project	Y	✓	✓			80			15,323	5,052
P-11983 Design and construct - Leighton Beach Access	Capital - New	N	✓	✓			25			50,000	-
P-12062 Report - 20 home 20 lives	Operating - Project	N	✓				100			43,200	43,200
Communications and Events											
P-10994 Design - Corporate website	Operating-Project	Y	✓	✓			20			13,800	-
P-11641 Purchase - Time-lapse photography	Operating - Project	Y	✓	✓			90		Project extended due to Pindan liquidation	2,470	3,273
P-11736 Plan - Walyalup Koorit communications	Operating - Project	N	✓	✓			40			3,861	10,359
Customer Experience and Learning											
P-12063 Purchase - Telephony System	Operating - Project	N		✓	✓		0			95,000	-
P-11954 Event - Building digital skills	Operating-Project	Y	✓	✓	✓		0			11,365	-
Strategic Planning and Projects Directorate											
Strategic Planning											
P-10426 Program - Undertake heritage review	Operating - Project	N	✓	✓	✓		5			50,000	-
P-11894 Contribution - Roundhouse signage	Operating - Project	Y	✓				85			20,000	-
P-12043 Program - Strategic Community Plan Review	Operating - Project	N	✓	✓	✓		5			173,000	-
P-12046 Plan - South Fremantle heritage area	Operating - Project	Y	✓				50			20,000	-
City Design and Projects											
P-10300 Plan-Fremantle Oval Precinct	Operating-Project	Y	✓	✓	✓		15			250,000	42,981
P-11878 Design and Construct - Walyalup Koorit - Public Artwork	Capital - Renewal	Y	✓	✓	✓		15			137,949	-
P-12051 Plan - Leisure Centre Redevelopment Business Case	Operating - Project	N		✓	✓		20			30,000	-
Development Approvals											
Infrastructure Directorate											
Asset Management											
P-10260 Program - Arthur Head - Wall stabilisation	Capital - Renewal	Y	✓	✓			70			474,256	129,050
P-10297 Construct - Civic building	Capital - Renewal	N	✓	✓			85		Project delayed due to Pindan liquidation	427,818	682
P-10298EX Construct - Civic Building (extra)	Capital - Renewal	N	✓	✓			85		Project delayed due to Pindan liquidation	3,000,000	
P-10898 Install - Civic building AV equipment	Capital - Renewal	N	✓	✓			70		Project delayed due to Pindan liquidation	353,524	330,598
P-10962 Relocation - Civic building	Operating - New	N	✓				20		Project delayed due to Pindan liquidation	100,000	-

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: Darker shading indicates longer term project / **Projects quarantined and require council approval before commencing

Project Description	Project type	CFWD (Y/N)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-10964 Restoration-Town Hall Internal	Capital - Renewal	Y	✓	✓	✓	✓	95		Project delayed due to Pindan liquidation	21,650	1,675
P-11670 Design and Construct-Leisure Centre Pool Roof	Capital - Renewal	Y	✓	✓	✓	✓	0			936,560	-
P-11682 Construct - Civic building fit out	Capital - Renewal	N	✓	✓	✓	✓	90		Project delayed due to Pindan liquidation	656,826	2,959
P-11838 Design and Construct - Kings Sq adult change facility	Capital - New	N	✓	✓	✓	✓	95		Project delayed due to Pindan liquidation	150,000	-
P-11842 Design and Construct-Westgate Mall courtyard	Capital - Renewal	Y	✓	✓	✓	✓	20			36,780	-
P-11843 Design and Construct- Markets Building Services	Capital - Renewal	Y	✓	✓	✓	✓	28		Project delayed due to ongoing design and contract negotiations with FMPL	2,278,033	7,900
P-11943 Construct - Town Hall - Fire upgrade	Capital - Renewal	N	✓	✓	✓	✓	90		Project delayed due to Pindan liquidation	70,587	-
P-11965 Purchase - Leisure Centre - Disinfectant System	Capital - Renewal	Y	✓	✓	✓	✓	100			50,000	-
P-11968 Purchase - Leisure Centre - Pool blankets	Capital - Renewal	Y	✓	✓	✓	✓	65		Project delayed due to shipping problems caused by COVID-19	94,000	24,320
P-11981 Design and Construct - Mens Shed - Wall	Capital - Renewal	Y	✓	✓	✓	✓	0			100,000	-
P-11982 Design and Construct - Arts Centre - Sewer	Capital - Renewal	Y	✓	✓	✓	✓	100			70,000	52,365
P-11985 Design and Construct - APACE - fence	Capital - Renewal	N	✓	✓	✓	✓	0			20,000	-
P-11986 Design and Construct - Port Beach - Toilets	Capital - Renewal	N	✓	✓	✓	✓	0			50,000	-
P-11987 Design and Construct - Fremantle Education Centre	Capital - Renewal	N	✓	✓	✓	✓	5			200,000	-
P-11988 Design and Construct - Gill Fraser Grandstand - Staircase	Capital - Renewal	N	✓	✓	✓	✓	0			50,000	-
P-11989 Design and Construct - Ken Allen - Clubhouse	Capital - Renewal	N	✓	✓	✓	✓	0			120,000	-
P-11990 Design and Construct - Ken Allen - Pavers	Capital - Renewal	N	✓	✓	✓	✓	0			60,000	-
P-11992 Design - South Beach change rooms	Capital - Renewal	N	✓	✓	✓	✓	5			150,000	-
P-11993 Design and Construct - Union Stores - Window	Capital - Renewal	N	✓	✓	✓	✓	0			30,000	-
P-11995 Restore - Heritage Walls	Capital - Renewal	N	✓	✓	✓	✓	0			30,000	-
P-12045 Design and Construct - Leisure Centre - Shade Sail	Capital - Renewal	N	✓	✓	✓	✓	0			150,000	-
P-12050 Purchase - South Beach - Temporary Toilets	Capital - New	N	✓	✓	✓	✓	0			120,000	-
Program - Infrastructure Recovery	Capital - Renewal	N	✓	✓	✓	✓	0			227,326	-
Infrastructure Engineering											
P-10865 Construct-Fremantle Park carpark	Capital - New	Y	✓	✓	✓	✓	0			450,000	-
P-11328 Program - Purchase plant and equipment	Capital - Renewal	N	✓	✓	✓	✓	40			25,000	10,296
P-11910 Design and Construct - Bike Projects	Capital - New	Y	✓	✓	✓	✓	10			20,000	2,000
P-11914 Design and Construct - Hampton Road - Bike lane - stage 2	Capital - New	Y	✓	✓	✓	✓	0			30,000	-
P-11915 Program - Road safety - South Tce Node 2	Capital - New	N	✓	✓	✓	✓	0			268,000	-
P-11952 Design and Construct Hampton Road Drainage	Capital - Renewal	Y	✓	✓	✓	✓	0			67,449	96
P-11966 Design and Construct - Montreal St - Traffic Calming	Capital - New	N	✓	✓	✓	✓	0			10,000	-
P-11980 Design and Construct - Western Power Streetlight LED	Operating-Project	Y	✓	✓	✓	✓	20		Project is being managed by Western Power to deliver.	112,940	90,448
P-11984 Design and Construct - John Curtin Pedestrian Crossing	Capital - New	N	✓	✓	✓	✓	0			45,200	-
P-11997 Design and Construct - Footpath - Maxwell Street	Capital - Renewal	N	✓	✓	✓	✓	0			40,000	-
P-11998 Design and Construct - Nicholas Street - Drainage	Capital - Renewal	N	✓	✓	✓	✓	0			35,000	-
P-11999 Install - Lefty Tip Fence	Capital - New	N	✓	✓	✓	✓	10			19,000	-
P-12001 Resurface - MRRG - Hampton Rd (NB)	Capital - Renewal	N	✓	✓	✓	✓	0			188,378	-

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Project Description	Project type	CFWD (V/N)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-12002 Resurface - MRRG - Hampton Rd (SB)	Capital - Renewal	N	✓	✓	✓	✓	0			208,134	-
P-12003 Resurface - MRRG - McCombe Ave (NB&SM)	Capital - Renewal	N	✓	✓	✓	✓	0			353,869	-
P-12004 Resurface - MRRG - Ord Street (NB)	Capital - Renewal	N	✓	✓	✓	✓	0			198,329	-
P-12005 Resurface - MRRG - South Terrace 1 (NB&SB)	Capital - Renewal	N	✓	✓	✓	✓	0			303,287	-
P-12006 Resurface - MRRG - South Terrace 2 (NB&SB)	Capital - Renewal	N	✓	✓	✓	✓	0			208,431	-
P-12007 Resurface - R2R - Booth Court	Capital - Renewal	N	✓	✓	✓	✓	0			10,000	-
P-12008 Resurface - R2R - Cumber Way	Capital - Renewal	N	✓	✓	✓	✓	0			40,000	-
P-12009 Resurface - R2R - Marshall Way	Capital - Renewal	N	✓	✓	✓	✓	0			55,000	-
P-12010 Resurface - R2R - O'Hara Street	Capital - Renewal	N	✓	✓	✓	✓	0			25,000	-
P-12011 Resurface - R2R - Proctor Street	Capital - Renewal	N	✓	✓	✓	✓	0			15,000	-
P-12012 Resurface - R2R - Prowse Street	Capital - Renewal	N	✓	✓	✓	✓	0			25,000	-
P-12013 Resurface - R2R - Sowden Drive	Capital - Renewal	N	✓	✓	✓	✓	0			35,000	-
P-12014 Resurface - R2R - Watkins Street	Capital - Renewal	N	✓	✓	✓	✓	0			155,000	-
P-12016 Design and Construct - Ord Street - Bike Lane	Capital - New	N	✓	✓	✓	✓	0			60,000	-
P-12017 Relocate - Electric Vehicle Chargers	Capital - New	N	✓	✓	✓	✓	0			15,000	-
P-12018 Install - South Beach - Solar Lighting	Capital - New	N	✓	✓	✓	✓	20			25,000	-
P-12019 Design and Construct - Hilton - Underground Power	Capital - New	N	✓	✓	✓	✓	10			395,000	-
P-12020 Design and Construct - Samson - Bollards	Capital - New	N	✓	✓	✓	✓	95			12,445	650
P-12022 Purchase - Speed Display Signs	Capital - New	N	✓	✓	✓	✓	25			15,000	-
P-12029 Design and Construct - McCombe Avenue - Bike Lane	Capital - New	N	✓	✓	✓	✓	10			65,000	-
P-12047 Design and Construct - Wiluna and Hope - Intersection	Capital - New	N	✓	✓	✓	✓	0			262,667	-
P-12048 Design and Construct - Paddy Troy Mall - Lighting and Trees	Capital - New	N	✓	✓	✓	✓	20			25,000	9,865
P-12049 Design and Construct - Duffield Avenue - Footpath	Capital - New	N	✓	✓	✓	✓	0			80,000	-
P-12053 Design and Construct - Leighton Beach traffic calming	Capital - New	N	✓	✓	✓	✓	0			10,000	-
P-12054 Design and Construct - Port Beach - Carpark	Capital - New	N	✓	✓	✓	✓	90			50,000	39,537
P-12057 Contribution - Westgate Mall Courtyard	Capital - New	N	✓	✓	✓	✓	0			160,000	-
P-12059 Design and Construct - Marine Tce and Capo D'Orlando Ave - Bicycle refuge	Capital - New	N	✓	✓	✓	✓	0			30,000	-
Parks and Landscapes											
P-10077 Program - Parks - Infrastructure	Capital - Renewal	N	✓	✓	✓	✓	50			230,000	390
P-10412 Design and construct - Booyembara Park Masterplan	Capital - New	Y	✓	✓	✓	✓	30			404,075	-
P-11680 Design and construct - Walyalup Koort playspace	Capital - New	Y	✓	✓	✓	✓	65			195,078	152,839
P-11708 Plan - Coastal monitoring	Operating-Project	Y	✓	✓	✓	✓	75			40,075	-
P-11819 Design and construct - Dick Lawrence - Playspace	Capital - Renewal	Y	✓	✓	✓	✓	30			180,000	85
P-11823 Design and construct-Port Beach coastal adaptation	Capital - New	Y	✓	✓	✓	✓	3			2,993,415	34,983
P-11882 Design and construct - Fremantle Golf Course Building and Community Facility	Capital - New	Y	✓	✓	✓	✓	68			3,955,261	812,728
P-11904 Design and construct- Gilbert Fraser - Lighting	Capital - Renewal	Y	✓	✓	✓	✓	0			278,120	81,707
P-11911 Design and construct - Leighton Beach - Shelters	Capital - Renewal	Y	✓	✓	✓	✓	100			53,147	-
P-11912 Design and construct - Coral Park - Irrigation Upgrade	Capital - Renewal	N	✓	✓	✓	✓	30			80,000	4,960
P-11970 Program - Northbank Foreshore Stabilisation (Stage 2)	Operating-Project	Y	✓	✓	✓	✓	5			42,606	24,106
P-11978 Purchase - Proclamation tree plaque	Capital - Renewal	Y	✓	✓	✓	✓	0			8,000	6,550

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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Project Description	Project type	CFWD (Y/N)	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-12000 Program - Doepeel St trees	Capital - Renewal	N					0			30,000	-
P-12023 Design and construct - Alfred Park - Irrigation	Capital - Renewal	N					30			40,000	-
P-12024 Design and construct - Bathers South Beach - Structures	Capital - Renewal	N					0			36,381	-
P-12026 Design and construct - Florence Park - Playground	Capital - Renewal	N					0			10,000	-
P-12027 Design and construct - Griffiths Park - Upgrade	Capital - Renewal	N					0			347,000	-
P-12028 Program - Coastal monitoring (South)	Capital - Renewal	Y					0			77,238	-
P-12058 Design and construct - Booyeembara Park - Mountain Bike Trail	Capital - New	N					0			760,000	3,000
P-12060 Contribution - Bushland restoration work	Operating - Project	N					0			10,000	-
P-12064 Design and construct - Fremantle Driving Range - Upgrade	Capital - Renewal	N					0			120,000	-
Facilities and Environmental Management											
P-10273 Purchase - FOGO bin	Operating - Project	Y					90			44,210	-
P-10397 Plan - Waste education	Operating - Project	N					0			15,000	168
P-11873 Program-Solar Panels City	Capital - New	Y					5			31,510	-
P-11886 Design and construct - Depot - Site preparation	Operating - Project	Y					0			20,759	-
P-11887 Design and Construct - 14 Parry Street - Waste &	Capital - New	Y					0			20,000	-
P-11963 Better Bins Plus - Go FOGO	Operating-Project	Y					8			106,355	9,947
P-12032 Purchase - FOGO bins - Multi unit dwellings	Capital - New	N					0			40,000	-
P-12033 Software - Utility data management system	Capital - New	N					0			12,000	-

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On track	Monitor	Off track	Completed	Cancelled	Postponed
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FPOL2111-8

ADOPTION HOMELESSNESS ACTION PLAN 2021-2023



Draft Homelessness Action Plan 2021-24

Cover to be designed in consultation with CoF Graphic Designer.

- High res landscape image
- Logo.
- Title.
- Adoption date.

Draft Homelessness Action Plan (2021-24)

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Introduction	3
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Strategic context	4
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Monitoring, Reporting and Review	5
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Introduction

The City of Fremantle set the vision for Fremantle to be a compassionate city that cares for the wellbeing of our people and the environment we share, through the Strategic Community Plan 2015-2025.

The Homelessness Action Plan 2021-2024 sets out the City's commitment to respond to the power of extreme social exclusion – homelessness. The plan's three-year timeframe is intended to keep actions current and achievable to meet community need in an evolving social landscape.

Housing and homelessness are complex issues that are the core responsibility of the State and Federal Governments. The City supports *All Paths Lead to a Home: Western Australia's 10 Year Strategy on Homelessness 2020-2030*, and the adopted housing first initiative as a key priority by the state government.

The creation of socially inclusive communities, where all people are connected, safe and welcomed is the responsibility of local governments. Ending homelessness requires a whole of community approach with coordinated and integrated strategies and responses.

Integral to the reduction of people at risk of or experiencing homelessness is partnerships. The City is committed to working with key sector stakeholders and people with lived experience through the delivery of the Homelessness Action Plan over the next three years.

Purpose

The Homelessness Action Plan 2021-2024 outlines our ongoing commitment to create and sustain a socially inclusive city.

It outlines a framework to respond to this complex challenge with limited resources. The scope of actions will:

- Direct evidence-based advocacy to increase investment in local services and resources to meet the needs of people in Fremantle.
- Support and coordinate the delivery of initiatives that provide opportunity for active participation community connection and resilience.
- Build a greater understanding in the broader community of the roles, responsibilities, and priorities in responding to homelessness and its impacts.

The City is committed to working with key stakeholders in improving the capacity of the community and reducing homelessness to functional zero.

Understanding homelessness

People do not choose to enter homelessness. There are many contributing factors that force a person to enter homelessness all of which are complex and nuanced to individual circumstance.

The top five reasons for seeking assistance from specialist homelessness services were: ¹

- Domestic and family violence
- Financial difficulties
- Relationship/family breakdown
- Housing crisis
- Inadequate or inappropriate dwelling conditions

A person is considered to be experiencing homelessness- as defined by the Australian Bureau of Statistics (ABS), if they do

¹ Specialist Homelessness Services- AIHW- [Homelessness Strategy](#)

not have suitable accommodation alternatives and their current living arrangement:

- Is in a dwelling that is inadequate
- Has no tenure, or if their initial tenure is short and not extendable
- Does not allow them to have control of space for social relations.

Homelessness in the community

Fremantle experiences a higher level of people experiencing chronic homelessness than most metropolitan local government areas. This is due to the large number of service providers in the area and being a second destination City after Perth.

The City utilises the By Name List as a key data source to understand the needs and circumstances of people experiencing homelessness in the Fremantle community.

The visibility of people forced to sleep rough on our streets was amplified through the global pandemic. This anecdotal feedback has been evidenced through the State Strategy and suggests that the number of people who are experiencing homelessness in the community is increasing.

Across Western Australia there are over 9,000 people experiencing homelessness each night, with over 4,100 people accessing Specialist Homeless Services every day and 2 out of 3 requests for accommodation through homeless services going unmet.²

² Shelter WA – ABS 2016 Census – [AIHW 2020](#)

Strategic context

This action plan contributes to the achievement of the *City of Fremantle's Community Safety and Crime Prevention Plan 2019-24*, addressing:

Topic 1 Stakeholders partnerships and internal capacity.

- **Recommendation 2** Work with partners to increase social support available in the Fremantle community.
- **1.2.7** Create a homelessness plan/strategy for the City of Fremantle

State context

All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020–2030. The Strategy sets out a vision for Western Australia where everyone has a safe place to call home and is supported to achieve stable and independent lives. The Strategy sets out a ten-year vision for how all levels of government, the community sector and the wider community can work together in Western Australia towards ending homelessness.

The Strategy, supported by the City of Fremantle, clearly sets out how local government can contribute to this vision:

- Making information on local services and supports available and accessible.
- Ensuring Rangers and front-line staff are informed and supported to interact with people experiencing homelessness and, where appropriate, refer them to local services.
- Working with Police to support and refer people experiencing homelessness to local services and supports.

- Coordinating volunteer and charity groups through a place-based approach that better meets the needs of people experiencing homelessness.
- Utilising land and assets to create places that are inclusive and can support vulnerable people.

Focus areas

This action plan was formed by ongoing consultation with key stakeholders through existing working groups and partnerships. It has taken into consideration existing data, trends, and the review of best-practice approaches that are within the role and responsibility of a local government authority, as outlined in the State Strategy meeting the actions of the City's *Community Safety and Crime Prevention Plan 2019-2024*.

Focus area 1 – Accessible information

Develop and maintain accessible information to support decision making and connection to key services. We aim to increase the community awareness and understanding of social vulnerabilities, homelessness.

Focus area 2 – Support and assist

We will work to support people who are sleeping rough and experiencing homelessness in the City.

Focus area 3 – Advocacy

We will continue to advocate for the right resources and services be made available in Fremantle for greater impact in the reduction of homelessness across the continuum.

Monitoring, Reporting and Review

The actions in the Homelessness Action Plan will be reported annually through the Corporate Business Plan. The plan will be reviewed within three years.

Action Plan

Action	Recommendation	Responsibility	Priority	Sequencing & stages	Resourcing
Accessible information					
1. Develop and implement an accessible directory of information and crisis support services operating in Fremantle and the wider metro region-printed and digital access.	Ongoing	Community Development	High	Update print document twice yearly Digital update bi-monthly	Operational budget
2. Provide access to tenancy information, and welfare advocacy through the Fremantle Community Legal Centre-including community legal information sessions.	Ongoing	Fremantle Community Legal Centre Lifelong Learning	Med	Minimum 4 sessions per year	Operational budget
3. Develop and implement a communication framework to increase staff, stakeholder and community understanding of, participation in, and support initiatives that respond to homelessness.	Project	Community Development Communications	Med	Operational mid 2022	Operational budget
Support and assist					
4. Connect people with services and support to assist in exiting homelessness.	Project	Community Safety Lifelong Learning	High	Library Connect 3 year commitment ending 2024	Operational budget
5. Develop evidenced based, service partnership agreements with external accredited outreach providers.	Ongoing	Community Development Community Safety	Med	Annually	Operational budget

6. Coordinate charity and volunteer goodwill groups to ensure services are targeted, and meet the needs of the community (Registration Process)	Policy	Community Development Community Safety	Med	Annually	Operational budget
7. Develop and implement a protocol to guide a supportive and appropriate response from frontline staff when interacting with people experiencing homelessness.	Project	Community Development Community Safety	Med	Completed mid 2022 Updated quarterly	Operational budget
Advocacy					
8. Advocate to WA State Government to deliver a sustainable supply of supported and diverse social housing and accommodation options.	Advocacy	Communications	High	Ongoing	Operational budget
9. Advocate to State and Federal Governments for investment in services that will reduce the cycle of the housing/homelessness continuum.	Advocacy	Communications	Med	Ongoing	Operational budget
10. Explore innovative ways to create housing diversity through the review and assessment of the City of Fremantle's current Housing Affordability Policy.	Policy	Strategic Planning Community Development	Med	Ongoing	Operational budget
11. Maintain an evidence base on the trends of homelessness in the city to inform policy responses, innovative place-based program delivery and alternative housing solution.	Project	Community Development	Med	Ongoing	Operational budget

12. Continue partnership with Imagined Futures, Human Services District Leadership Group for the South West Metropolitan Region	Ongoing	Community Development	Med	Quarterly meetings	Operational budget
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NOTE: Actions listed here will be assessed against other strategic priorities of the City through the corporate budgeting process. Inclusion of an action on this list does not commit the City to delivering it: however, it identifies it as desirable and allows it to be scoped and fed into the corporate prioritization process.

Responsibility and review information	
Responsible officer:	Manager/Director/CEO
Document adoption/approval details	Approval/adoption date Proof of adoption/approval - meeting name or document no#
Document amendment details	Amendment approval/adoption date Proof of adoption/approval - meeting name or document no#

FPOL2111-9 VOLUNTARY GOODWILL SERVICE PROVIDER POLICY

Council Policy



Voluntary Goodwill Service Providers

Policy scope

The Voluntary Goodwill Service Provider Policy supports the coordination of the safe and responsible delivery of essential services to people experiencing food insecurity and other vulnerabilities in the City of Fremantle.

This policy applies to the operation and management of all voluntary goodwill services operating in public places in the City of Fremantle.

Policy statement

The City acknowledges the contribution made by voluntary goodwill service providers to people experiencing disadvantages, including food insecurity and homelessness, in the community.

This policy outlines the coordination management of voluntary goodwill provision and provides guiding principles for the facilitation of the delivery of effective and responsible service provision and addressing the needs and rights of service users.

1. Objectives

- a. Provide a clear regulatory framework for the administration of goodwill service providers.
- b. Support the provision of access to basic amenities such as food and ablutions in a safe and respectful environment that protects users' dignity.
- c. Strengthen relationships between charitable goodwill community groups and homeless service support organisations in Fremantle to reduce community need.
- d. Remove the duplication of service delivery and over servicing that can inadvertently entrench people in crisis support.
- e. Educate volunteer goodwill groups about how they can best support people to access services with the aim to exit homelessness.
- f. Provide a risk management framework that seeks to maintain the safety of the users, the providers, and the wider community.

2. Registration Process

Voluntary Goodwill Service Providers are required to apply to the City for an approval permit prior to commencing any delivery of service.

Submitted applications do not grant automatic approval. A permit will only be issued if the application demonstrates:

- a clear need for the service,

- consideration of collaboration,
- non-duplication of service
- delivery in City allocated site location only

Permits are valid for 12 months from approval date, with the option for renewal.

3. City Responsibilities

The City seeks to maintain public places and amenities that are safe, amenable, and equitably utilised by all members of the community. This includes people who are experiencing severe forms of disadvantage, homelessness, and forced to sleep rough.

The City is responsible for:

- Ensuring equitable access to public places.
- Providing well maintained public places
- Encouraging responsible and respectful behaviour by all people in public places.
- Responding to community and business feedback and complaints about the improper use of public spaces.
- Informing and educating the wider community of the importance of essential services provision.

- 3.1 To facilitate effective and responsible service delivery by voluntary goodwill service providers the City will:
- a. Provide guidelines that set out the expectations, responsibilities and conditions of operations of voluntary goodwill service providers.
 - b. Coordinate service delivery times to avoid duplication and over servicing to best meet the needs of the user.
 - c. Monitor community feedback about the operation of voluntary goodwill service provider and work constructively to minimise any negative impacts.
 - d. Consider appropriate action in accordance with the City's regulatory powers under the:
 - i. *Litter Act 1979*, the City has the authority to issue fines for littering and/or illegal dumping.
 - ii. City of Fremantle Parking Local Law the City has the authority to issue fines for illegal parking or other breaches of the local laws.
 - iii. City of Fremantle Local Government Property Local Law, the City has the authority to prohibit and request the removal of any structures without appropriate permits and permissions, such as tents.
 - iv. City of Fremantle Activities in Thoroughfares and Public Places and Trading Local Law, the City has the authority to issue fines for trading

without a permit, consumption or possession of liquor on thoroughfare, blocking a thoroughfare and creating a nuisance.

4. Service Provider Responsibilities

- 4.1 Approved voluntary goodwill service providers are to operate in a safe and lawful manner that protects the rights and dignity of the user. Providers must adhere to the conditions of operations as outlined in the Registration of Voluntary Goodwill Service Providers Guidelines. This includes:
- a. Provide services and safe food that have integrated health and safety considerations and comply with the *Food Act 2008*, the *Public Health Act 2016* and the City's Health Local Laws.
 - b. Maintain public liability policy for at least AUD \$10million with a certificate of currency provided to Council.
 - c. Deliver service only at the designated site and operating times as allocated by the City.
 - i. Utilise the public space (the site) in a responsible manner, maintaining cleanliness and being mindful of the surrounding community space.
 - ii. Minimise impacts of service provision on residents, the community and neighbouring businesses.
 - d. Deliver services in an approach that works to reduce reliance on crisis support services over time and support the empowerment of service users.
 - i. Provide service users with relevant information regarding specialist support, where required.

5. Complaints and Conduct

- a. The City of Fremantle will review all complaints received in relation to voluntary goodwill service provision.
- b. Where a complaint is sustained and/or directed specifically at the conduct of a service provider the City will work with that provider to take reasonable actions towards resolution. If the provider does not cooperate in this process the City reserves the right to revoke their permit.
- c. Voluntary goodwill service providers are to deliver the highest standard of service delivery that upholds the dignity, the rights and autonomy of the service user.
- d. The City reserves the right to revoke any approved service permit if there is reasonable belief that the provider is conducting themselves in a manner that is deemed unprofessional and/or contravenes this Policy.

Definitions and abbreviations

Applicant – person who applies for a permit

Permit - permit issued under this policy

Public Place – as defined by the *Local Government Act 1995* and *City of Fremantle Activities in Thoroughfares and Public Places and Trading Local Law*. Includes any thoroughfare or place which the public are allowed to use, whether or not the thoroughfare or place is private property, but does not include –

- a. premises on private property from which trading is lawfully conducted under a written law; and
- b. local government property.

Safe food – is, for the purposes of this Policy, food that has been produced, manufactured, handled and transported in a way that is not likely to cause physical harm to a person who consumes it.

Service provider – individuals or groups that deliver a voluntary service for the community. They may be paid employees or volunteers.

Service user – people who access voluntary goodwill services. Some service users may be homeless and sleeping rough. Some may be seeking support because they face other forms of disadvantage, such as food insecurity, social isolation, unemployment and financial insecurity.

Thoroughfare – has the meaning given to it in the Act (*Local Government Act 1995*) but does not include a private thoroughfare which is not under the management control of the local government.

Voluntary Goodwill Service Provider – a service, group or program that provides food and material support, social contact and access to spiritual support to people who are homeless as well as other disadvantaged groups.

- a. Services are volunteer led; however, some services have professional oversight or are delivered by professional not-for-profit organisations working in the homeless and food insecurity sector.
- b. Services are not provided from a fixed place but are provided from vans or other vehicles.

Responsibility and review information	
Responsible officer:	Manager Community Development
Document adoption/approval details	Approval/adoption date Proof of adoption/approval - meeting name or document no#
Document amendment details	Amendment approval/adoption date Proof of adoption/approval - meeting name or document no#
Next review date	(maximum of four years from last review)

**FPOL2111-10 ORGANISATIONAL COUNCIL POLICY REVIEW – COMMUNITY
DEVELOPMENT AND ECONOMIC DEVELOPMENT AND
MARKETING**

This attachment contains the following policies that have been recommended for adoption with minor amendments, shown in red and green text.

Largely current, requiring minor amendments only:

1. Diverse and affordable housing

Diverse and affordable housing

Objective

This policy affirms the City of Fremantle's commitment to encouraging diverse and affordable housing development across the City.

It provides a set of principles to guide planning and development decisions, and draws from the City's strategic vision (City of Fremantle, Strategic Community Plan 2010-15-25). It links to the local planning scheme.

The objective is to ensure that there is provision of housing which is diverse and affordable to meet the current and future needs of the City's residents.

Policy

Definitions

Affordable housing refers to housing where people on low or moderate incomes pay no more than 30% of gross household income on rental or mortgage payments.

This is distinct from social housing which is predominately defined as public housing provided for people who register with the Department of Communities Housing for housing assistance. Affordable housing is generally for people who are working, may have applied for public housing but do not qualify yet suffer housing stress.

Diverse housing refers to dwelling and lot size, density, dwelling types (units, apartments, student housing, etc), design features, tenure, adaptability and affordability.

Policy Statement

The City ~~intends~~ wishes to respond to the housing affordability issues impacting upon the City's residents in ways that effect future developments across the City, to increase the amount of affordable and diverse housing options. To achieve this, the City will implement actions that expand its role in facilitating and enabling diverse and affordable housing development that meets the needs of current and future residents. These include:

1. Research and cooperation

Collect data and information on affordable housing needs within the City ~~and provide targets~~ and periodically monitor performance on housing affordability and diversity across the City.

Liaise ~~on~~ and cooperate ~~ion~~ with local housing providers to identify, develop and ~~manage~~ facilitate affordable housing projects across the City.

2. Facilitation of affordable and diverse housing through the planning system

~~Consider amendments to the local planning scheme and planning policies~~ Maintain provisions in the planning framework to:

- 2.1 Facilitate the development of small secondary dwellings available for independent rental.
- 2.2 ~~Ensure~~ Encourage a percentage of large mixed use or residential developments ~~is~~ being set aside for affordable housing through:
 - a. mandatory minimum affordable and diverse housing provisions,
 - b. development incentives such as density bonuses to provide further diverse and affordable housing outcomes,
 - c. direct provision by affordable housing agencies or participation in shared equity or national rental affordability schemes.

3. Direct use of ~~City~~ public land and assets for affordable housing

~~Review City of Fremantle land holdings, where it directly provides affordable housing developments and enter into partnerships with community housing providers to more efficiently manage and develop these sites and affordable housing stock.~~

~~Enable~~ Consider the provision of affordable housing, including opportunities for living and working spaces, in large development projects on City owned land including, but not limited to, the Knutsford Street Depot Site and Lefroy Road Quarry Site.

Consider supporting temporary use of surplus public land and reserves in suitable locations to accommodate low cost housing pending requirement for its longer term reserved purpose.

**FPOL2111-11 ADOPTION OF ACCESS AND INCLUSION PLAN 2021-2025 -
COMMUNITY ENGAGEMENT REPORT FINAL-ATTACHMENT 1**



**Access and Inclusion Plan 2021-25
Community Engagement Report – Final**

August 2021

This document is available in alternative formats on request.

Access & Inclusion Plan Review 2020-21

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Introduction

The City of Fremantle encourages diversity and is committed to making continual improvements to ensure that Fremantle is an accessible, inclusive and welcoming community for all. Barriers to access can affect how included and welcome we feel, and whether we're able to connect with and participate in community life. Inclusion is only possible when communities are inclusive for all people, including culturally and linguistically diverse (CaLD), Indigenous and people from the LGBTQIA+ (lesbian, gay, bisexual, transgender/gender diverse, queer, intersex, asexual and questioning) communities.

It is a requirement under the Western Australian Disability Services Act 1993 (amended 2004) that local government authorities develop and implement a Disability Access and Inclusion Plan, working to achieve seven legislated outcomes:

1. Accessing services and events
2. Accessing buildings and facilities
3. Receiving information from the City
4. City customer service
5. Making complaints to the City
6. Participating in City engagement
7. Employment opportunities with the City.

The City of Fremantle also has an eighth outcome which is not legislated but is an additional commitment from the City. The purpose and wording of this outcome was refined as part of the review.

Community engagement

The City's Access & Inclusion Plan 2016-20 is due for review and this engagement was designed to inform the development of a new Access and Inclusion Plan covering 2021-25. Engagement was planned and delivered in three stages:

- Stage one - raise awareness of the review to gather interest and form a working group.
- Stage one- identify barriers and opportunities related to the outcome areas.
- Stage two- feedback on draft plan.

Each stage and the key findings are explained below.

Stage one – planning and awareness (November 2019 to February 2020)

The Access and Inclusion Plan working group was formed to contribute ideas, lived experience and advice on the review and development of the Access and Inclusion Plan. Expressions of interest (EOI) were open to any community member, as well as carers and people working in the disability sector. People with lived experience of disability, Councillors and City staff from a range of areas were also invited.

Awareness and promotion of the working group opportunity and upcoming engagement was undertaken via:

Access & Inclusion Plan Review 2020-21

- Attendance, flyers and email sign-ups at the Wide Angle Film Festival 13 October 2019, International Day of People with Disability event 5 December 2019, Mindful Diversity event 30 January 2020 and Culture Collective event February 2020.
- Media release about the working group EOI.
- City's 'newsbites' newspaper advert in the local newspaper.
- Promotion on City of Fremantle facebook, Volunteer Fremantle and Fair Go Freo Facebook groups.

Stage two - barriers and opportunities (26 February to 18 March 2020)

The purpose of stage two engagement was to identify, in conjunction with the community and stakeholders, barriers that residents, visitors and workers face accessing and participating in community life. Additionally, they were asked to highlight opportunities to improve the City's services, facilities, buildings, information and events, consultation and complaints processes. The engagement also acted as a way to raise awareness of disability, access and inclusion in the broader community.

Awareness and promotion of the engagement was undertaken via:

- E-newsletters - Freo Weekly, My Say Freo.
- Poster in noticeboard at City office and within City staff areas.
- Flyers provided to service provider's offices.
- Direct email to service providers and other lists.
- City's 'newsbites' newspaper advert in the local newspaper.
- Social media - City's facebook page and Fair Go Freo facebook group.

Stage two engagement involved a range of methods:

- Two workshops for community members.
- Two workshops for City staff.
- Online survey on My Say Freo.
- Hard copy survey with submission boxes at the Meeting Place and Fremantle Library.
- Comment board in the Fremantle Library and postcards with submission box in the Meeting Place, Seniors Wanjoo Lounge and Fremantle Library.
- Survey assistance session at Fremantle Library.
- Working group meetings.

Towards the end of this process the COVID-19 outbreak impacted attendance and participation. In total, twenty community members and stakeholders were involved in detailed engagement in-person, nine provided input online and 30 City staff were involved in workshops. The My Say Freo page was visited by 360 people between 1 November 2019 to 19 March 2020, with 66 downloading documents. The full input received in stage one and two can be found in the first community engagement report.

The key findings across all methods are summarised below:

Improving whole-of-journey planning for physical accessibility that addresses the supporting infrastructure.

- Buildings and facilities were the most common area raised as a barrier for accessibility, with this area the most frequently ranked poor or very poor for accessibility and inclusivity (see figure 1). For the City, the Fremantle Oval location is difficult for access and availability of the Fremantle Leisure Centre changerooms is an issue.
- Broader barriers to participation are the availability of, and ease of finding information/ maps on, ACROD parking, public toilets, hoists and adult changing rooms.
- Paths, connectivity and wayfinding around Fremantle was raised as an area to improve, both in general and for events. This included lack of connections between existing pathways, lack of paths in some suburbs, uneven path surfaces, high kerbing, aligning kerb entry ramps and accessible signage and wayfinding (both city centre and suburbs).
- Improvements over the years such as beach wheelchairs noted and appreciated, but the need for associated infrastructure such as hoists, changing areas and beach matting not always addressed.

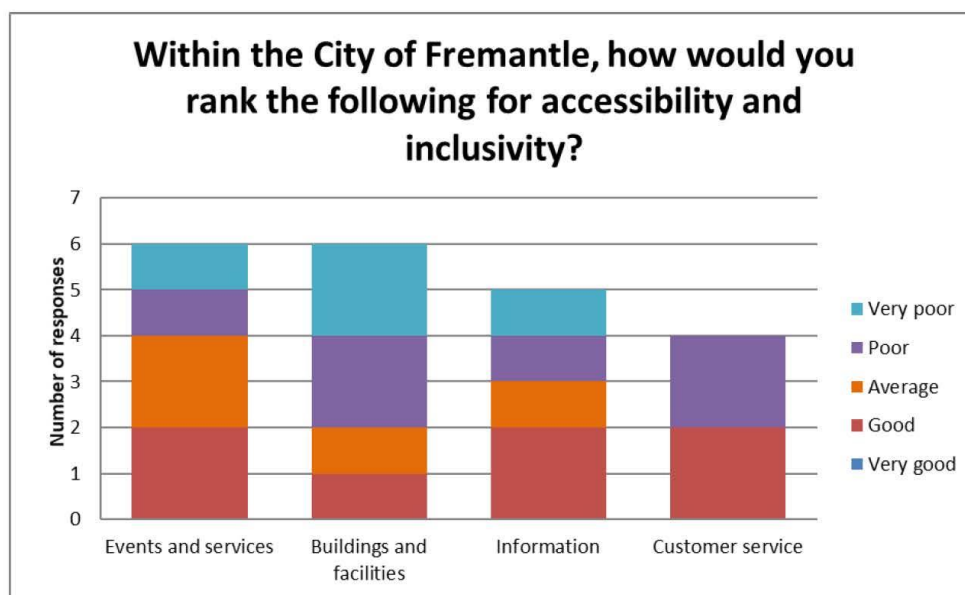


Figure 1: Ranking of factors for accessibility and inclusivity.

As a destination city, many comments related to accessing businesses and events in Fremantle.

- Many accessibility issues raised relate to local businesses and private buildings. The challenge of addressing this within heritage / older buildings was also noted, with many buildings having inaccessible doors or a front step preventing access.
- It can be visually difficult to locate business doorways when there are displays outside and alfresco areas can cause obstructions for people using pathways.

Access & Inclusion Plan Review 2020-21

- Some participants reported poor treatment and lack of knowledge from business staff when accessing local eateries.
- Inclusive design of events includes not making events too early in the day, go to people rather than expecting them to come to you, ensuring interpreters are appropriate for the event, avoid segregation of people with disability at events (and in general) so people have a choice about where to go and whether to participate in a group or individually, include quiet zones in large events, consider drop off zones and temporary ACROD parking and address wayfinding to, from and within events including from public transport.
- Many event-related issues concerned events that had been organised by private companies or groups. The City should consider how to influence these.
- Low and no cost services and events (for affordability) are important
- Staff should use comprehensive accessibility checklists when running events.
- Consider how to provide Auslan at more events and make the booking process flexible and tailored to the person's needs.
- There are barriers accessing the Fremantle city centre from the cruise ship terminal.
- There is a positive perception of Fremantle as a welcoming and tolerant place.
- 'Information booth' or providing community hosts in the city centre to provide information was also raised.

The City of Fremantle as an organisation can advocate, celebrate good news, provide clear information and close the loop on feedback.

- City staff had high awareness of barriers facing the community and raised similar topics along with potential solutions. Staff highlighted the need for training and resource sharing to develop their confidence and competence in providing an accessible and inclusive service and environment.
- There was low awareness in the community about where to find information on events, programs, parking locations, toilet maps and complaints processes.
- There was low awareness of the City's complaints process, and in particular, how to make a complaint while at an event.
- Participants recommended using service providers to distribute City information where appropriate.
- Use City communications channels to advocate and celebrate good news as well as providing information in many forms, including Nyoongar and other languages, braille, audio and language boards.
- Consider external grants and funding for City projects to improve access and inclusion.
- Some community members commented they feel very safe and appreciate the City Community Safety team's 'supportive rather than punitive' approach; others feel unsafe in Fremantle or had concerns for people they cared for.
- Consider how to involve PWD in decisions that affect them and seek their direct input on projects where possible e.g. advice panels for website testing, wayfinding/whole of journey planning, when designing information materials, building improvements.

Plan development

Following stage one and two engagement the input was compiled and used to inform the initial planning. The final working group meeting scheduled for March 2020 had to be cancelled due to the COVID-19 pandemic and instead the working group were provided with the engagement findings and invited to provide feedback.

Organisations in this sector also expressed that they were interested in participating but unable to at that time. The City was also affected by the pandemic at had to shift focus on immediate response (such as the Neighbour 2 Neighbour program) and recovery planning. Therefore, in the interests of all stakeholders the project was put on hold.

Once the project recommenced the engagement input, along with demographic data and the strategic priorities of the City of Fremantle and State Government, were analysed and used to develop three focus areas:

1. Diverse, inclusive and thriving communities.
2. Accessible places and spaces.
3. Equitable access to City services.

Under these focus areas, twenty-four priority actions were developed, with responsibilities assigned across the organisation. Priority was given to actions where the City has direct control or influence to achieve the legislated outcomes in the Western Australian Disability Services Act 1993 (amended 2004).

The additional (eighth) non-legislated outcome was retained as a commitment from the City but changed in the new Plan to be to 'create a welcoming and inclusive city' to reflect the City's goal to address inclusion and attitudinal (social and environmental) barriers to participation.

During this stage a City staff workshop was held, and additional feedback from the working group was also incorporated such as:

- Including NAIDOC week and Children's week under inclusive community, learning, health and wellbeing programs.
- Including the provision and promotion of history and culture to sporting clubs through Club Development programs.
- Arts programming by the City to include Indigenous artists.
- Increase the use of images by the City that represent diversity in Fremantle.
- Include the needs of people with low literacy when reviewing the City's Customer Service Charter.

Preliminary feedback was also sought from the Department of Communities prior to further consultation. There were no issues around compliance with the Act but suggestions around document accessibility, explanation of the focus areas, rationale behind the use of an access and inclusion plan (not a DAIP) and a desire to influence the business community were noted. As a result, the suggested improvements were made to the draft prior to stage three.

Stage three - feedback (23 July 2021 to 21 August 2021)

This stage focused on consultation on the draft plan, to seek feedback on its content and guide any final changes needed before presenting it to Council for adoption and then formal approval.

Awareness and promotion of the engagement was undertaken via:

- Direct email to working group.
- Direct email and follow up to participants from earlier stages of engagement and service providers.
- E-newsletters - Freo Weekly, My Say Freo and This is Business.
- Poster in noticeboard at City office and Fremantle Library.
- Newspaper advert in the local newspaper.
- Social media - City's facebook page.

Stage three engagement involved a range of methods:

- Working group meeting.
- Online feedback wall on My Say Freo.
- Hard copy survey with submission boxes at the Meeting Place and Fremantle Library.
- Drop-in session at the Fremantle Library.

Between 23 July – 22 August 2021 the My Say Freo page had 73 visits, 13 people downloaded the draft plan and one person contributed feedback on the wall. One direct email was received from a service provider, one person attended the drop-in session and provided information and one direct email was received. No hard copy surveys were received. It is unknown what role the delayed process played in participation rates in stage three, however the working group feedback was positive and the draft plan had already been amended to reflect the suggestions received.

Key findings in this stage were:

- Positive feedback from attendees at the last working group meeting, with their changes already reflected in the draft development stage.
- A query about why the City doesn't use a 'disability' access and inclusion plan model.
- Two direct contributions related to disability as a risk factor for people experiencing homelessness.

Next Steps

Based on the feedback received no changes are required to the draft Access and Inclusion Plan. Following on from the previous plan and recognising that access benefits everyone, the City maintains its commitment to wider inclusivity by producing an access and inclusion plan. The City is also working on developing an advocacy-based Social Inclusion Plan that fits within local government's role as outlined in the state government 10 Year Strategy on Homelessness, *All Paths Lead to a Home*. All participants who provided contact details will be contacted when the plan is being considered by Council. Depending on the outcome of this process, the plan will be submitted to the Department of Communities for their approval.

FPOL2111-11

**ADOPTION OF ACCESS AND INCLUSION PLAN 2021-2025 –
ATTACHMENT 2**

**Draft
Access & Inclusion Plan
2021 - 25**

fremantle.wa.gov.au

Alternative Formats

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Acknowledgment of Country

Kaya nidja Walyalup, wadjak boodja wer nyidiyang boodja. (Hello, this Freo Wadjak country and white fella country).

Ngalak kaadatj ngalang wadjak moort wirin keniny, kawininy, kakarookiny wer warangkiny. (We acknowledge our Wadjak families spirits celebrating, laughing, dancing and singing).

The City of Fremantle acknowledges the Whadjuk people as the traditional owners of the greater Fremantle/Walyalup area and we respect their spiritual relationship with their country. We also recognise that their cultural and heritage beliefs are still important to the living Whadjuk people today.

Foreword Mayor

Way back in 2013, the City of Fremantle went out and asked its residents and ratepayers a simple question – ‘what kind of place do you want Fremantle to be?’. This was the first step in developing our Strategic Community Plan - an ambitious, aspirational plan for the future of Freo over the next decade or more.

They told us they wanted Freo to be:

- A city that is clever and creative, inspiring and inclusive.
- A city that welcomes and celebrates all people and cultures.
- A city that encourages innovation, prosperity and achievement.
- A compassionate city that cares for the wellbeing of our people and the environment we share.
- A city that thrives on diversity, that dares to be different.

This new Access and Inclusion Plan is the embodiment of these values expressed by our community.

It's designed to ensure that we are a city that's inspiring and inclusive and welcomes and celebrates all people; that we are a compassionate city that cares for our people and thrives on diversity.

Freo is a great place to live, work and visit, and the City of Fremantle offers a tremendous range of facilities and services to its community.

This Access and Inclusion Plan will make sure everyone gets the chance to enjoy them.

Mayor

Hannah Fitzhardinge

Introduction

The City of Fremantle has an ongoing commitment to ensuring Fremantle is an accessible and inclusive community that provides equitable access to organisational facilities, services, and community life.

The Access and Inclusion Plan 2021-25 (the Plan) is a multi-year guiding document that aims to actively address barriers experienced by people with disability and other people who experience exclusion when accessing the City's facilities, services, and activities. The Plan proposes solutions through a set of strategic priority actions.

The City recognises its role in not just enabling access and inclusion in all that we do but also promoting the value of a diverse and inclusive community. Inclusion is only possible when communities are inclusive for all people, including people with disability, culturally and linguistically diverse (CaLD), Indigenous and people from the LGBTQIA+ (lesbian, gay, bisexual, transgender/gender diverse, queer, intersex, asexual and questioning) communities.

Building on the success of previous initiatives the Plan provides new opportunities to further ensure that challenges faced by many people living, working in, or visiting the Fremantle community are acknowledged and addressed.

The Plan has been developed through evaluation and engagement with an external consultant and a key stakeholder working group representing people with disability, local service providers, community members and advocates.

Purpose

The City of Fremantle continues to make significant progress to improve access and inclusion for people living, working in, and visiting Fremantle.

The City's Access and Inclusion Plan 2021-25 is a strategic guiding document, developed to reflect the broader range of community members that can benefit from an inclusive and accessible community and built environment.

The Plan sets actions and priorities for the next five years, to address and respond to barriers faced by people with disability, and to better understand and address access and inclusion issues that are experienced by other members of our community. The purpose of the Plan is to ensure that all people can have equitable access to mainstream information, services, and facilities, and are provided with the same opportunities to participate in community life.

It is a requirement under the Western Australian Disability Services Act 1993 (amended 2004) that local government authorities develop and implement a Disability Access and Inclusion Plan, working to achieve seven legislated outcomes.

1. Accessing services and events
2. Accessing buildings and facilities
3. Accessing information from the City
4. Equitable access to City customer service
5. Accessible complaints processes

6. Equitable participation in City consultation
7. Employment opportunities with the City

The City is proud of its commitment to meeting the requirements of the legislation, while recognising that barriers continue to exist. There is still considerable work required to achieve full inclusion in the Fremantle community.

This consists of increased active support and advocacy for diversity in the Fremantle community and within the organisation. The City recognises the need for an intentional starting point in acknowledging and addressing the barriers that are experienced by people from culturally and linguistically diverse (CaLD) backgrounds, and people from the LGBTQIA+ (lesbian, gay, bisexual, transgender/gender diverse, queer, intersex, asexual and questioning) communities. Including to seek further understanding of the lived experience that comes from intersectionality and the exposure of a person to overlapping forms of discrimination and marginalisation based on their identity¹.

The following additional outcome has been included in this Plan as a commitment to our community from the City:

8. Create a connected and inclusive City that actively, embraces and celebrates diversity.

Definitions:

- **Disability-** may be defined as any physical, sensory, neurological, intellectual, cognitive, or psychiatric condition that can impact on a person's lifestyle and/or everyday function. ²

This Plan seeks to address the impacts of the social model of disability. Challenging the physical, attitudinal, communication and social environment to change to enable people with impairments to participate in society on an equal basis with others. ³

Removing barriers creates equality and offers people with disability, carers, and from diverse communities more independence, choice and control. Barriers include:

- **Access-** comprises physical barriers to the natural and built environment. This includes facilities, streetscapes, parks and open spaces, including access to City services, information and employment opportunities.
- **Inclusion-** actively addressing and removing social barriers that exclude, often unintentionally, people with disability or from Indigenous and diverse communities, in participating in community life. This includes access to City services, information, and employment.
- **Attitudinal-** the social and environmental barriers that may prevent people with disability, carers, from culturally and linguistically diverse (CaLD)

¹ [Understanding intersectionality | Victorian Government \(www.vic.gov.au\)](https://www.vic.gov.au/understanding-intersectionality)

² www.disability.wa.gov.au 2020

³ [Social model of disability – People with Disability Australia \(pwd.org.au\)](https://pwa.org.au/social-model-of-disability)

backgrounds, and people who identify as LGBTQIA+, to participate in community life.

Legislative and strategic alignment

Meeting the requirements of the WA Disability Services Act 1993 (amended 2004), the Plan is reportable to the Department of Communities annually and aligns with relevant legislation including:

- Equal Opportunity Act 1984
- Commonwealth Disability Discrimination Act 1992
- The Disability (Access to Premises Buildings) Standards 2010

The City of Fremantle's Strategic Community Plan 2015-25 outlines the vision of Fremantle to be a compassionate City that cares for the wellbeing of people and the environment. Under the Focus Area of 'Health and Happiness' the City aims to create a physical and social environment where it is easy for people to lead safe, happy and healthy lives.

*table below to be designed with CoF graphic designer, as an accessible infographic

Commonwealth Disability Discrimination Act 1992		
WA Disability Services Act 1993 (Amended 2004)		
The City of Fremantle Strategic Community Plan 2015-25		
State Disability Strategy 2020-2030 The Strategy aims to protect, uphold and advance the rights of people with disability. The four pillars of change include; <ul style="list-style-type: none"> • Participate and Contribute • Inclusive Communities • Living Well • Rights and Equity 	Access and Inclusion Plan 2021-25 Plan implementation Annual reporting	<ul style="list-style-type: none"> • Equal Employment Opportunity and Diversity Plan 2020 - 2024 • Age Friendly Plan 2019 - 2024 • Walyalup Reconciliation Action Plan 2019-2022 • Community Safety and Crime Prevention Plan 2019 - 2024
The City of Fremantle is a welcoming, diverse and inclusive city for people of all abilities, cultures, gender and sexuality.		

Our community

The City of Fremantle comprises the suburbs of Beaconsfield, Fremantle, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. The City retains its old town layout and many heritage sites giving Fremantle its distinctive character and charm.

The City provides a wide range of services and facilities and is a transport hub for the region. Adding to the current population of an estimated 30 000 people, many people commute to Fremantle for work and the City hosts more than one million

visitors per year. The Fremantle community has a strong sense of identity and is characterised by the celebration of diversity.

Fremantle community⁴ (to be presented as accessible infographics)

- 4.7% of residents in the City of Fremantle require assistance with core activities; higher than the greater Perth metropolitan average (3.9%).
- A higher proportion of the Fremantle community also provide unpaid assistance to a person with a disability (11.1%) compared to the greater Perth metropolitan area (9.9%). This highlights the need to also address support of carers in our community.
- Across the City of Fremantle there is a significant number of single person households at 31.9%. O'Connor, Fremantle and North Fremantle are above this average.
- The City of Fremantle has a lower proportion of people born overseas (30.1%) compared to greater Perth (36.1%). The majority are from North-West Europe (13.9%), Southern and Eastern Europe (5.8%) and Sub-Saharan Africa (1.8%). The majority (68%) of people have lived in the City for more than a decade.
- A destination city - Fremantle is often ranked as the state's most visited tourist destination outside of the Perth CBD, attracting over 1.2 million national and international tourists each year. (Tourism WA)

Disability in Australia⁵ (to be presented as accessible infographics)

- In 2018, there were 4.4 million Australians with disability, equating to 17.7 % of the population
- 5.7% of all Australians had a profound or severe disability
- Almost one quarter (23.2%) of all people with disability reported a mental or behavioural disorder as their main condition
- Over three-quarters (76.8%) of people with disability reported a physical disorder as their main condition
- 1 in 10 people aged over 15 years experienced discrimination because of their disability.
- In 2018, there were 205,200 Australians with autism, a 25.1% increase from 2015 (164,000)
- The prevalence of disability increased with age - 1 in 9 (11.6%) people aged 0-64 years and 2 in 3 (49.6%) people aged 65 years and over had disability.
- 7.7% of children under 15 reported having a disability in 2018
- March 2021 there were 38,893 people in Western Australia accessing the NDIS (National Disability Insurance Scheme); 19,839 people receiving support for the first time.⁶
- 2.65 million carers; 10.8% of Australians providing unpaid care to people with disability and older people
- 3.5% of all Australians were primary carers; 7 in 10 are women.
- One in five (20%) Australians aged 16-85 experience a mental illness in any given year. The most common mental illnesses are depression, anxiety and substance use disorder. These three types of mental illnesses often occur in combination.⁷

⁴ ABS Data by Region: City of Fremantle (2016)

⁵ ABS Data 2018 www.abs.gov.au/statistics/health/disability/disability-ageing-and-carers-australia-summary-findings/latest-release

⁶ [Western Australia | NDIS](https://www.ndis.gov.au/region/western-australia)

⁷ Black Dog Institute.org.au 1-facts_figures.pdf (blackdoginstitute.org.au)

Community consultation

In 2019, the City of Fremantle initiated a process to develop this Plan with a review of the previous Access and Inclusion Plan 2016-2020 and community engagement.

The review evaluated areas of achievement, further opportunities to be explored and new areas of priority actions. The actions in this Plan have been developed based on community and stakeholder engagement, demographic data and the strategic priorities of both the City of Fremantle and State Government.

Community engagement was undertaken in three stages, with stage two under the direction of an external Consultant in conjunction with the City. A detailed summary of community engagement can be found in the Access and Inclusion Engagement Report 2020 on the City of Fremantle Access and Inclusion webpage (mysay.fremantle.wa.gov.au).

Stage One- Planning and awareness

The City formed an Access and Inclusion Plan Working Group comprising of people with disability, community members and disability sector employees. Awareness and promotion of the Working Group and the new Plan was undertaken via:

- In-person attendance at community events celebrating people with disability.
- Print and online media channels.
- Direct communication with stakeholders.

Stage Two- Community and stakeholder engagement

In conjunction with the community and identified stakeholders, this stage of engagement raised awareness of disability and access and inclusion with both targeted and broader community, identifying:

- Barriers Fremantle residents, visitors and workers face accessing and participating in community life.
- Opportunities to improve the City's services, facilities, access to information, events and services, consultation, and complaints processes.

Engagement methods included:

- Workshops for community members and City staff.
- Online engagement (My Say Freo).
- Hard copy surveys and comment boards at public places.
- Survey assistance session at Fremantle Library.
- Working group meetings.

Stage Three- Consultation on draft plan

Sought feedback and potential improvements on the draft actions, including:

- Review by Access and Inclusion Working Group.
- Review by Access and Inclusion Officer and key City staff.
- Online community feedback (My Say Freo).
- Hard copy survey with submission boxes at the Meeting Place and Fremantle Library.
- Drop-in session at the Fremantle Library.

- Direct consultation with representatives from This n That- Southside Queers, and other local community advocates.

Our focus areas and outcomes

The key findings captured through the review and community engagement process were assessed and refined into three focus areas. These provide a framework for priorities and actions that build upon the previous and ongoing work done by the City, while delivering our legislated outcomes. Actions where the City has direct control or influence to achieve the legislated outcomes were prioritised for inclusion in the Plan.

The three key focus areas are:

Focus Area 1: Diverse, inclusive and thriving communities

We will work to build Fremantle as a welcoming, connected, and inclusive City for all people of all abilities, cultures, gender, and sexuality. Building a vibrant and safe city of equitable opportunities for participation, and facilitation in cultural events and community programming. Achieving the following outcomes:

- Accessing services and events
- Create a connected and inclusive City that actively, embraces and celebrates diversity

Focus Area 2: Accessible places and spaces

We will work to deliver accessible places and spaces so people with disability can travel throughout the City with convenience and all members of our community can safely access facilities. Our work will provide the foundations for inclusive participation. Achieving the following outcomes:

- Accessing buildings and facilities

Focus Area 3: Equitable access to City services

We will work to provide and promote equitable access to all City services for people with disability, from CALD, LGTBQIA+ and Indigenous communities. Including improved access to information, customer service, complaints process and employment. Achieving the following outcomes:

- Accessing information from the City
- Equitable access to City customer service
- Accessible complaints processes
- Equitable participation in City consultation
- Employment opportunities with the City

Monitoring, reporting and review

The Disability Services Act 1993 (amended 2004) states that public authorities must review their access and inclusion plans a minimum of every five years over the seven outcome areas. If amendments are required, a community engagement processes will be followed.

The City of Fremantle, through the Community Development directorate, will provide annual progress reporting to the Department of Communities (the Department who oversees the requirements for reporting against the Disability Services Act). This annual reporting will include reporting against the actions in the City's Equal Employment Opportunity and Diversity Plan 2020-2024.

Internal reporting on the Access and Inclusion Plan will occur annually through the Annual Report and quarterly through the Corporate Business Plan process.

Acknowledgements & thanks

The City of Fremantle would like to acknowledge everyone who provided feedback during the review of the previous plan and the development of the Access and Inclusion Plan 2021-2025.

Thanks, and appreciation to the members of the Access and Inclusion Plan Working Group. Representatives of people with disability, community members and, disability sector employees that are committed to supporting the City in creating an inclusive, accessible and diverse community.

Your collective contributions have been incorporated into this document.

Access and Inclusion Plan 2021-2025 Action Plan

Focus Area 1: Diverse, inclusive and thriving communities

Examples of ongoing achievements:

- ✓ **Fremantle International Street Arts Festival:** In 2019 improvements were made to the festival map (online and in print) with information on accessible parking and accessible toilet locations added. The Festival was audio described through DADAA to enhance live performances for people with impaired vision.
- ✓ **Wide-Angle Film Festival:** The City in partnership with WA Maritime Museum hosted the state's first Wide-Angle Children's Program, featuring fully accessible screening, AUSLAN interpreter for Welcome to Country, designated quiet space and free ACROD parking.
- ✓ **Memory Café at Fremantle Arts Centre:** Established in September 2019 to provide an opportunity for social interaction to aide in the reduction of loneliness, depression and feelings of isolation for people experiencing dementia, their carers, and friends and family.
- ✓ **Community Facebook group 'Fair Go Freo- inclusion, equality and community connection':** Allows for the exchange of information and events for people with disability, CALD and LGTBQIA+ communities.
- ✓ **Buster 'Sensory Sessions':** Creating more welcoming, quiet spaces suited to children and families with sensory challenges.
- ✓ **Neighbour to Neighbour:** Launched during COVID19 and now an ongoing project connecting vulnerable members of the community with their neighbours and community support systems.
- ✓ **Together Again Café:** Reconnecting socially isolated people with their neighbours and the community. Celebrating older people, culture diversity and people of all abilities.

Priority Action	Responsibility	Timeline				
		21/22	22/23	23/24	24/25	Ongoing
Outcome: Accessing services and events People with disability have the same opportunities as other people to access the services of, and any events organised by the City of Fremantle.						
1. Continue to implement and expand on the City's Access and Inclusion Checklist, that will apply to: a. Events and festivals produced by the City b. Events and festivals produced by a third party that are subject to City approval	Community Development Directorate <ul style="list-style-type: none">EventsArts & Culture					

c. Community programming produced by the City						
2. City events/festivals are accessibly promoted, with alternative formats communicated and available. a. Ensure all event/festival information is accessible online and in print, including social media. b. Consider opportunities for use of adaptive technologies to increase accessibility for major events (e.g., screens)	City Business • Economic Development Community Development Directorate • Events • Arts & Culture • Communications					•
3. Engage AUSLAN interpreters at major City civic and commemorative events (e.g., Anzac Day, Remembrance Day, Citizen of the Year Awards).	Community Development Directorate • Events	•				•
4. Deliver a range of inclusive community, learning, health and wellbeing programs that improve equitable access and participation for people with disability, carers, and people from diverse communities. a. Including acknowledgement of national and international days of awareness, such as: • International Day of People with Disability, • Harmony Day • Wear it Purple Day LGBTQIA+ for Youth • PrideFEST • Homeless Week • Carers Week • One Day smoking ceremony • NAIDOC week • Children's Week • Disability Awareness week	Community Development Directorate • Lifelong Learning • Community Development Team City Business • Economic Development					•
Outcome: Create a connected and inclusive City that actively, embraces and celebrates diversity.						
5. Advocate for an inclusive and diverse community by supporting and building the capacity of local sporting clubs and groups: a. Provide and promote information, history and culture to sporting clubs through Club Development programs,	Community Development Team	•				•

and the Act Belong Commit guidelines for positive mental health. b. Adapt criteria in the City's Grants program to increase participation by people with disability, carers, the CaLD and LGBTQIA+ communities.						
6. Advocate to the community and commercial sectors to provide for the needs of all people: a. People with disability and their carers to receive equitable quality of customer service. b. Investigate opportunities for local businesses to promote safe spaces for people from the LGBTQIA+ community. c. Investigate opportunities for local business to access cultural and awareness training to better provide for the needs of both CaLD and LGBTQIA+ community members.	Community Development Directorate • Community Development Team • Communications City Business Directorate • Economic Development	•				•
7. Consideration of access and inclusion for visitors in future Destination Marketing strategic planning.	City Business Directorate • Economic Development		•			
8. Programming by the City to include artists and performers with disability, culturally and linguistically diverse (CaLD) and Indigenous backgrounds, and people who identify as LGBTQIA+.	Community Development Directorate • Arts and Culture					•
9. Identify issues and advocate with and on behalf of Fremantle's LGBTQIA+ community.	Community Development Directorate • Community Development Team		•			•

Focus Area 2: Accessible places and spaces

Examples of ongoing achievements:

- ✓ **Leighton Beach change facility:** Improved to accommodate beach wheelchairs. The City of Fremantle will balance future beach facilities design intent that incorporates the Disability Discrimination Act (DDA), accessibility and family change requirements with access requirement for beach wheelchairs.
- ✓ **Fremantle Arts Centre Accessibility Audit:** Resulting in the development of a management plan to improve identified risks, with access and inclusion issues to be remediated where possible.
- ✓ **Leisure Centre:** All pools are accessible with a chairlift hoist, senior and junior aquatic wheelchairs available for use and three disability changerooms available, one of which equipped with a battery-operated hoist/sling to assist in showering and changing.
- ✓ **Parking Awareness Campaign** – supported National Disability Services and the ACROD Parking Program in the 'This Bay is Someone's Day: Park Right Day and Night' community education campaign which aims to reduce the misuse of ACROD parking bays.
- ✓ **Quiet Hour in the Fremantle Library:** Adjusting to people's needs and working closely with Autism West and Alzheimers WA, a regular Quiet Hour Space was created in the Fremantle Library. The space caters to people with sensory challenges including autism and dementia.

Examples of projects under development:

- **Walyalup Civic Centre:** Will feature fully accessible toilets and change facilities, recharge scheme station, state of the art information and customer service centre.
- **Beach matting:** To be placed at Leighton Beach over the summer period each year through the success of grant funding from the Department of Social Services.
- **Beach Wheelchairs:** Replacement with new user-friendly units, along with the purchase of Beach Walkers.
- **Walyalup Koort:** Children's play space designed in consultation with Autism Association of Western Australia.
- **Walk-Ability Project:** To map most accessible paths of travel through the City of Fremantle.
- **ACROD bays:** Review of distribution across the City of Fremantle.

Priority Action	Responsibility	Timeline				
		21/22	22/23	23/24	24/25	Ongoing
Outcome: Accessing buildings and facilities People with a disability have the same opportunities as other people to access the buildings and other facilities of the City of Fremantle.						
1. Maintain a register that identifies prioritised Access and Inclusion proposals (works / upgrades and amendments) for inclusion as part of the annual budget process: a. Develop a prioritised program of project proposals. b. Ensure all service areas include Access and Inclusion improvements as part of the annual business planning process. c. Use Access and Inclusion as a priority consideration as part of the City's Capital Works scoring / assessment process. d. Upgrade facility naming conventions to be inclusive of people who are gender diverse.	Community Development Directorate <ul style="list-style-type: none">Community Development Team Infrastructure and Project Delivery Directorate <ul style="list-style-type: none">Asset Management	●				●
2. Ensure all new buildings and facilities incorporate design and address (and where possible, exceed) Minimum Disability (Access to Premises - Buildings) Standards: a. Develop systems and procedures to ensure that works, repairs, upgrades and changes in buildings consider improved accessibility and inclusion.	Community Development Directorate <ul style="list-style-type: none">Community Development Team Infrastructure and Project Delivery Directorate <ul style="list-style-type: none">Asset Management					●
3. Improve accessible parking and paths of travel throughout Fremantle, through the development of systems and procedures to ensure that: a. Design works consider the wider area / spatial connectivity and provide for enhanced access and inclusion. b. Works, repairs, upgrades and changes to CoF parking facilities, footpaths/paths of travel, assess and consider improved accessibility and inclusion.	Community Development Directorate <ul style="list-style-type: none">Community Development Team Infrastructure and Project Delivery Directorate <ul style="list-style-type: none">Engineering Team					●

<p>4. Improve access and inclusion to City facilities in public areas – including parks, playgrounds, reserves and beaches, through the development of systems and procedures to ensure that:</p> <p>a. Design works consider the wider area / spatial connectivity and provide for enhanced access and inclusion.</p> <p>b. Works, repairs, upgrades and changes to facilities in public areas assess and consider improved accessibility and inclusion, where practical.</p>	<p>Community Development Directorate</p> <ul style="list-style-type: none"> Community Development Team Infrastructure and Project Delivery Directorate Parks and Reserves 						
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Focus Area 3: Equitable Access to City Services

Examples of ongoing achievements:

- ✓ **City of Fremantle Business Cards:** Updated to accessible font size, with braille included for the Access and Inclusion Officer.
- ✓ **Lighthouse Awards:** The City received the Best Grant Funded Project Award for, 'Achieving an Inclusive Workplace' and 'Achieving an Inclusive Council and Workplace'.
- ✓ **Content audit and customer usability test of the corporate website:** Completed with information provided in accessible formats where possible, meeting the accessibility guidelines set by VisAbility WA, the WA Disability Services Act and WCAG 3.0.
- ✓ **Accessibility APP:** Developed in collaboration with Spinal Life to enhance the City's mapping program (ESRI).
- ✓ **Capacity building within City of Fremantle:** Including Disability Awareness Training for all new employees, upskilling of managers and supervisors on recruitment practices for people with disability and people experiencing mental health issues.
- ✓ **Equal Employment Opportunity and Diversity Plan 2020-2024:** Implemented in June 2020, weaving Equal Employment Opportunity, diversity and inclusion principles through employment policies and practices.
- ✓ **Hard copy consultation:** Continuing to offer a range of participation methods for City-wide community engagement and consultations, including hard copy options at accessible locations and digital formats optimised for screen readers.

Priority Action	Responsibility	Timeline				
		21/22	22/23	23/24	24/25	Ongoing
Outcome: Receiving information from the City People with a disability receive information from the City of Fremantle in a format that will enable them to access the information as readily as other people are able to access it.						

1. Develop internal Digital and Print Accessibility guidelines to ensure all City information (print and digital) meets the State Government Access Guidelines for Information, Services and Facilities. a. Service areas apply Digital and Print Accessibility guidelines as part of any delivery of information from the business unit. b. Accessibility requirements are incorporated in the review process of the City's Style Guide.	City's Management Team Community Development Directorate • Communications	●				●
2. Identify and implement effective promotional strategies to engage people with disability, carers, aged and Indigenous residents in services provided by the City (e.g., waste and recycling, community planting days)	Community Development Directorate • Communications					●
3. Authentic use of images of people with disability and representing CaLD and LGBTIQ+, and Indigenous communities across City platforms and publications to accurately represent the diversity of the community.	Community Development Directorate • Communications					●
4. Review the distribution of ACROD bays based in the CBD area. a. Plan and develop ESRI mapping layers for ACROD parking and toilets.	City Business • Information Technology Community Development Directorate • Community Development	●				
Outcome: City customer service People with disability and receive the same level and quality of service from the staff of the City of Fremantle as other people receive from the staff.						
5. Implement a program of disability inclusion, and cultural awareness training for City staff. a. Frontline staff to complete training to increase understanding of safety concerns of transgender and gender diverse people.	People and Culture					●
6. Review the Customer Service Charter and investigate opportunities to further improve the customer service	Community Development Directorate		●		●	

experience for people with disability and low literacy levels, and language barriers.	<ul style="list-style-type: none"> Customer Service and Information 					
Outcome: Making complaints to the City People with disability have the same opportunities as other people to make complaints to the City of Fremantle.						
7. Investigate and implement accessible technology options to better capture feedback and grievances from people with a disability. a. Ensure that Access and Inclusion is incorporated in the technology upgrades and/or systems review processes.	Community Development Directorate <ul style="list-style-type: none"> Customer Service and Information 					●
8. Promote the City's complaint process through a targeted and accessible communications plan.	Community Development Directorate <ul style="list-style-type: none"> Customer Service and Information 					●
9. Provide best practice information to the community and commercial sectors to assist them in meeting the needs of people with disability to receive quality of service.	City Business <ul style="list-style-type: none"> Economic Development 					●
Outcome: Participating in City consultation People with disability have the same opportunities as other people to participate in any public consultation by the City of Fremantle.						
10. All public consultation and community engagements offer accessible formats with a range of participation methods including disability related accommodations and barrier minimization to maximise inclusivity as per the City's Engagement Policy.	Strategic Planning and Projects Directorate <ul style="list-style-type: none"> Community Engagement Team Communications 					●
11. For high impact City-wide projects, actively seek representation of people with disability, carers, community, and services sector stakeholders for engagement. a. Ongoing informal consultations scheduled as required by City staff with people with disability and CALD organisations to engage in continuous feedback and services improvements.	Strategic Planning and Projects Directorate <ul style="list-style-type: none"> Community Engagement Team Community Development Team 			●		●
12. Engage in meaningful consultation with CaLD and LGBTQIA+ communities to directly inform and guide Council's strategic visions. a. Capture gender and culture diversity more accurately within the Fremantle community.	Community Development Directorate <ul style="list-style-type: none"> Community Engagement Team 		●			

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	<ul style="list-style-type: none"> Community Development Team 					
Outcome: Employment Opportunities with the City People with disability have the same opportunities as other people to obtain and maintain employment with the City of Fremantle.						
13. Provide for the needs of people with disability, culturally diverse, Indigenous and LGBTQIA+ to obtain and maintain employment at the City. a. Identify barriers and attitudinal shifts required. b. Identify initiatives to increase the cultural awareness of the City workforce and support staff from diverse backgrounds.	People and Culture			●		●