



Meeting attachments

Finance, Policy, Operations and Legislation Committee

Wednesday, 14 April 2021, 6.00pm

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**FPOL2104-2 CORPORATE BUSINESS PLAN - QUARTERLY REPORT –
JANUARY TO MARCH 2021**

**ATTACHMENT 1: Corporate Business Plan – Quarterly Report January to March
2021**

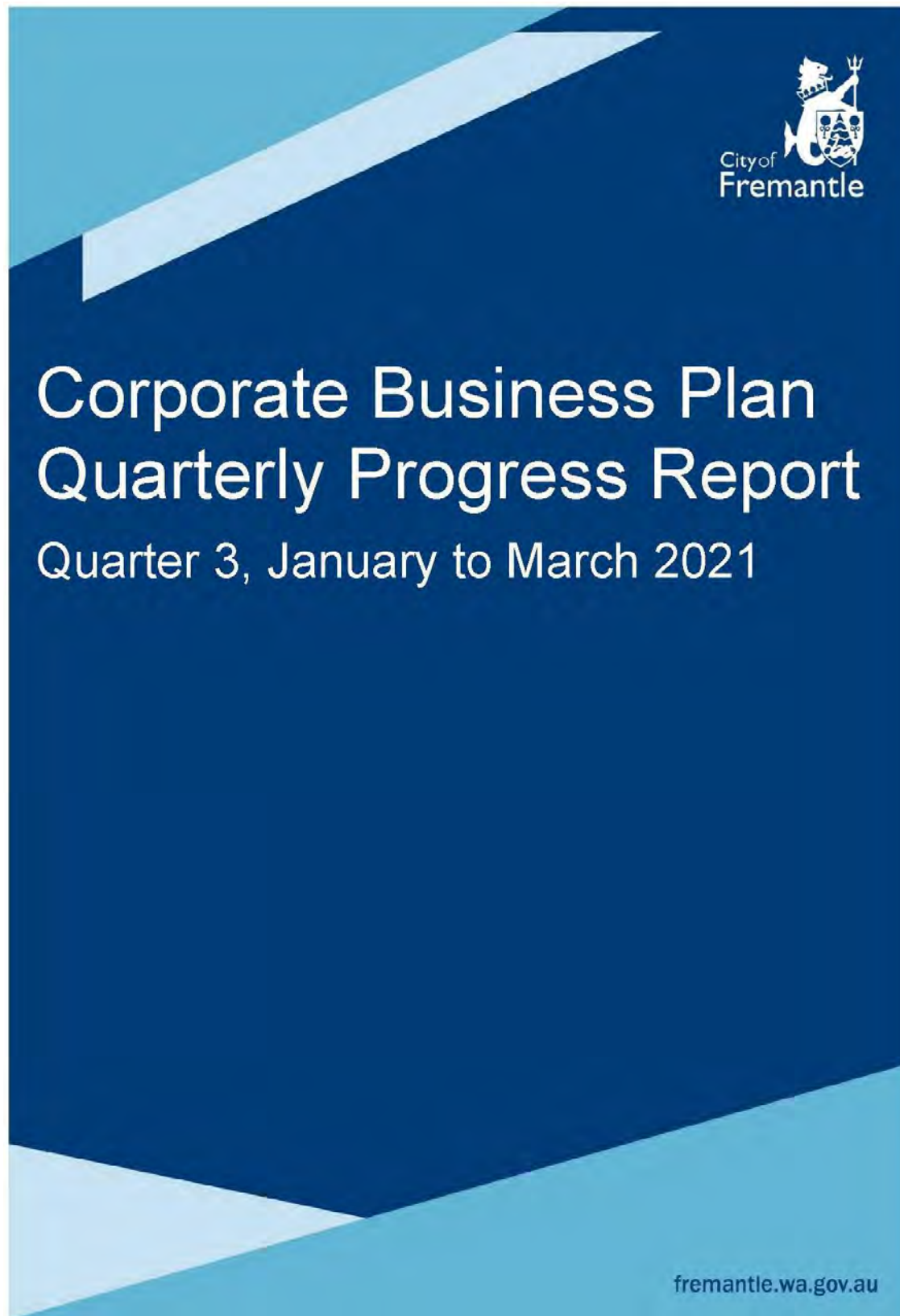




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On track

Monitor

Off track

Completed

Note: **Projects quarantined and require council approval before commencing

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Introduction

This quarterly update report provides a progress update on the planned projects, services and activities for 2020/21.

The Covid-19 pandemic has had a significant impact on Fremantle, with Council adapting priorities in response. The City has focused on sustaining ongoing delivery of essential and core services and supporting the community in dealing with the social and economic impacts of the emergency. This report will also provide a summary update on those projects identified in the City of Fremantle Recovery Plan.

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.

Economic Development	Environmental Responsibility	Transport and Connectivity	Character, Culture and Heritage	Places for People	Health and Happiness	Capability
Diversify and strengthen Fremantle's economic capacity.	Work with the community to develop environmentally sustainable solutions for the benefit of current and future generations.	Enhance the connectivity throughout the City of Fremantle and other strategic economic hubs and population centres.	Sustain and grow arts and culture and preserve and promote the importance of our social capital, built heritage and history (both pre and post European settlement).	Create great spaces for people through innovative urban and suburban design.	Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives.	An innovative, responsive, influential local government which leads the way in delivering services and projects through good governance, effective communication, responsible management and excellence in delivery.

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Integrated Planning and Reporting Framework

Monitoring and Reporting is integral to the Integrated Planning and Reporting Framework.

The Strategic Community Plan is designed to set out the high-level vision and aspirations of the community of Fremantle and is supported by a series of strategies and plans.

The Long-Term Financial Plan and Corporate Business Plan look to match resources available with these strategies and plans so we can tie our aspirations to our capacity.

Our Corporate Business Plan is a dynamic document that outlines our planned projects and services to be delivered over the next four years. The Corporate Project Management Framework and Asset Management processes ensure that the short, medium, and long-term program of projects not only meets the corporate objectives but has been well scoped, prioritised and resourced.

The following diagram outlines the relationship between key plans as part of the integrated strategic planning process for the organisation.



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Corporate Performance Indicators

The indicators provide a snapshot into the health of our organisation. The financial and asset ratios will be reported at the end of the financial year while the key deliverables and projects delivery progress update will be reported quarterly.

Performance Indicator	Target	Result						Reporting frequency
Customer service satisfaction	90%	96% for 2019/20						Annual
Financial ratios								
Current ratio	>1	-						Annual
Debt service cover ratio	>2	-						Annual
Operating surplus ratio	>0	-						Annual
Own source revenue coverage ratio	>0.60	-						Annual
Asset consumption ratio	>0.60	-						Annual
Asset renewal funding ratio	>0.75	-						Annual
Asset sustainability ratio	>0.90	-						Annual
Budget compliance	+/-10%		Q1	Q2	Q3	Q4	Current quarter variance (\$)	Quarterly
		Operating revenue (inc. rates)	1.22%	3.72%	1.60%		1,081,238	
		Operating expense	34.22%	20.13%	18.73%		10,339,162	
		Capital revenue	(34.42%)	(46.13%)	(43.08%)		(745,953)	
		Capital expense	(36.69%)	23.03%	31.21%		7,700,681	
Key deliverables progress update		Report provided below						Quarterly
Capital and Operating Project and Programs delivery progress update		Report provided below						Quarterly

Note Financial and asset ratios are per the Audited Financial Statements for year ending 30 June 2020 once published.
Budget compliance figures are correct at date of reporting.

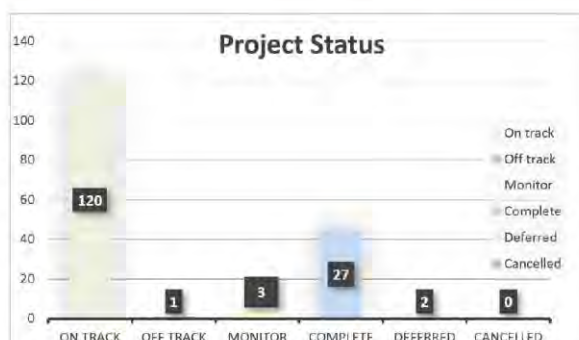
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Capital and Operating Project and Program Performance

This year's Capital and Operating Works Program commenced with 164 projects, which is slightly reduced this financial year due to COVID-19. Despite the impact of COVID-19 the program is progressing well. 7 new projects have been added to the program during the financial year, bringing the total to 171.

The following diagram shows the Progress Status of the Operating and Capital Projects at the end of Quarter 3, 31 March 2021.

On track	Monitor	Off track	Completed	Postponed	Cancelled
Progressing on time and is on track for expected completion date.	Issues with scheduled timeframes but is expected to be delivered on time and will be closely monitored.	Significant delays and is unlikely to be delivered within scheduled timeframes.	Has been delivered.	Decision has been made to postpone project.	Decision has been made to cancel project.
70%	2%	1%	26%	1%	0%



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.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Leadership and Governance

Directorate

Service Objective

Office of the Chief Executive

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 functions.

Strategic Community Plan alignment

Capability

Key Services, Programs and Projects

	Key Services and Deliverables	Quarterly Update Comments
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"> Cultural Change program advanced. Participation in: Westport Reference Group, Victoria Quay Steering Group, South West Group, North Fremantle Technical Advisory Group Pro-actively working with partners and stakeholders around: Economic development, Port, Transport, Swan River Crossings, Film industry, Tourism, Marine industries, Arts, Housing and Homelessness, Mental Health, Sustainability, Reconciliation, Fremantle Oval, Fremantle Boat Harbour, Knutsford, Greening.
Legislative Compliance	<ul style="list-style-type: none"> Monitor relevant legislative updates Manage the City's disclosures Develop and maintain the City's Delegated Authority and Authorisations Coordinate and facilitate statutory audits and reviews 	<ul style="list-style-type: none"> Recent amendments to the Local Government Act 1995 and Regulations are being closely monitored and changes required to City Codes of Conduct for Elected Members and Employees are being developed and adopted as required. Requirements relating to CEO standards for employment and dismissal are being developed and adopted as required. The Governance Team has an automatic update from the State Law Publisher weekly to enable any amendments to legislation to be distributed to Officers for information. Disclosures of interest are registered in the City's register as disclosed at council meetings. Primary returns are captured within 3 months of new delegated officers start date. Compliance Audit Return due between January and March 2021. Whole organisation audit actions monitored and reported to Audit and Risk Management Committee every other month. Related Party Disclosure returns - reminders for completion by the end of June. Annual Return requests for completion by the end of August

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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	Key Services and Deliverables	Quarterly Update Comments
Civic Services	<ul style="list-style-type: none"> Support Council in the practice of good governance Provide support and advice to internal staff Manage the City's international relationships 	<ul style="list-style-type: none"> Ongoing support and advice provided for Elected Members and employees. Currently developing a governance induction training module for new employees.
Elected Member Coordination and Support	<ul style="list-style-type: none"> Coordinate elected member training and reporting Maintain elected member policy provisions Manage statutory disclosures and registers 	<ul style="list-style-type: none"> Most Elected Members have completed their training through the online portal and portal access will be available until the end of the financial year. A register for Elected Member Training and Professional Development is available on the City's website. Amendments and updates are made to Elected Member policy as required by legislative changes and or regular review.
Council and Elected Member Meetings	<ul style="list-style-type: none"> Manage and coordinate council, committee and other elected member meetings Maintain statutory meeting registers 	<ul style="list-style-type: none"> Meeting schedule adopted and meetings held in accordance with the schedule. Maintaining, monitoring and publishing statutory meeting registers.
Elections	<ul style="list-style-type: none"> Coordinate and facilitate City of Fremantle Elections 	<ul style="list-style-type: none"> Preparations have begun for the Local Government Ordinary Election 2021 to be held on 16 October 2021.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comment
Undertake Local Law Review							Local Law Review (Property) 2021 Complete.
Undertake whole of organisation Policy Review							
Regulation 17 Review and Compliance Audit Return							
Compliance Audit Return							
Coordinate Delegated Authority Review							
Review authorised officers and expenditure							
Deliver projects identified in the Covid-19 Recovery Plan	✓						Plan adopted 26/8/20. Staged implementation of budgeted initiatives.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 5.0 (governance)
14.1 (leadership)

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	0	16,666	
Expenses	(3,621,539)	(3,566,539)	(2,493,908)
Net	(3,621,539)	(3,549,873)	(2,493,908)

Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	0	0	0
Net	0	0	0



Note: **Projects quarantined and require council approval before commencing

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Arts and Culture

Directorate

Office of the Chief Executive

Service Objective

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

Strategic Community Plan alignment

Character, culture and heritage, Health and happiness, Economic development

Key Services, Programs and Projects

	Key Services and Deliverables	Quarterly Update Comments
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 Produce Fremantle Heritage Festival 	<ul style="list-style-type: none"> Hidden Treasures Winter Music Festival programmed as part of Fremantle Festival: 10 Nights in Port July 2021. Fremantle International Street Arts Festival April 2021 cancelled due to COVID-19 restrictions. Festivals Team working on two new projects: Erth Walyalup (working title) and Fremantle Fires (working title) to be presented in 2021/22. Fremantle Festival: 10 Nights in Port, July 2021 – programmed. Fremantle Heritage Festival, April – May 2021 – programmed.
Fremantle Arts Centre	<ul style="list-style-type: none"> Operate the Fremantle Arts Centre Provide inclusive and innovative content to a local, regional and national audience Deliver multi-disciplinary programming with high quality outcomes Contribute to creative economy including artist career development 	<ul style="list-style-type: none"> New Director Anna Reece commenced in March 2021. A Forest of Hooks and Nails was delivered as part of Perth Festival 2021. Revealed 2021 delivered late March early April on behalf of State Government including Arts Worker Program, two days of professional development, a large exhibition and an online market. Events include New Years Day (Grace Barbe, Sunshine Brothers, Bambuseae), Sunday Music every Sunday, Noongar Lullabies, Deadly Funny, The Waifs, Barefaced Stories, Jack Davies Jamboree, Karnivool.
Public Art	<ul style="list-style-type: none"> Deliver high quality artistic activation Manage the Public Art Collection Liaise with developers to deliver percent for art projects 	<ul style="list-style-type: none"> Artists commissioned for Kings Square Public Art Project.
Studio provision	<ul style="list-style-type: none"> Provide affordable studio spaces for artists 	<ul style="list-style-type: none"> Currently have 10 artists in residence at Fremantle Arts Centre. Artist Studio Program Policy going to Council 24 March 2021
Moore Building	<ul style="list-style-type: none"> Subsidised gallery space for artists 	<ul style="list-style-type: none"> Hosted five exhibitions including Traversing, Grounded and Connected.



Note: **Projects quarantined and require council approval before commencing

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Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Conduct Heritage Festival <i>*quarantined</i>							No longer quarantined. Festival programmed and will take place April-May 2021.
Conduct Print Award Exhibitions <i>*quarantined</i>							No longer quarantined. Print Award will take place May 2021.
Program-In Cahoots Art Exhibition P10848							Exhibition Touring Schedule in place.
Program-Revealed Aboriginal Artist P11729							Delivered March-April 2021.
Program-Biennale Public Art P11830							Sponsorship Agreement signed and actioned.
Install Public Art-Kings Square							Commissioned. Will be ready for June 2021.
Develop-Arts and Culture Strategy and Implementation Plan							In progress. Research phase.
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						Plan adopted 26 August 2020. Staged implementation of budgeted initiatives.

Resources

Workforce (FTE) 32.15

Base Operating	Adopted Budget	Current Budget	Current Actuals
Revenue	2,965,116	3,021,291	2,221,665
Expenses	(5,194,248)	(5,174,804)	(,153,211)
Net	(2,229,132)	(2,153,513)	(931,547)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	649,056	643,436	87,142
Expenses	(684,056)	(696,756)	(220,130)
Net	(35,000)	(53,320)	(132,988)

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Economic Development and Marketing

Directorate

City Business

Service Objective

Deliver services and projects that assist in positioning Fremantle as an exceptional place to live, work, visit and invest in.

Strategic Community Plan alignment

Economic development, Transport and connectivity, Capability

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Investment attraction	<ul style="list-style-type: none">➤ Undertake economic research and analysis➤ Carry out investment attraction initiatives	<ul style="list-style-type: none">➤ Draft Port Economic Report completed and being reviewed by stakeholders.➤ Business case for the development of start-up ecosystem and marine sector specialisation due for completion June. Investor and business concierge project underway.
Industry development	<ul style="list-style-type: none">➤ Deliver initiatives that support the growth of new and existing industries	<ul style="list-style-type: none">➤ Blue Economy Working Group currently being established to maintain momentum after business case project. Continuing to support film sector development via City's Film Friendly Policy and in line with Victoria Quay film studio announcement.
Place activation	<ul style="list-style-type: none">➤ Deliver place activation outcomes for public spaces	<ul style="list-style-type: none">➤ Vacant shop window project being rolled out. Initial windows completed. 7-9 South Terrace sunflower painting project completed.➤ April Funmantle activation planned and ready for roll out. Santa Christmas photos delivered at Bathers Beach. Over 35,000 people attracted to CBD in 2020 as a direct result from COF activations.➤ Kings Square Place development working group being developed to assist officers in developing place activation plan for Kings Square.
Destination marketing and development	<ul style="list-style-type: none">➤ Implement the Destination Marketing Strategic Plan➤ Undertake advocacy initiatives that aid in progressing key economic projects	<ul style="list-style-type: none">➤ Activities being rolled out as planned. TV and digital advertising campaigns rolled out for Christmas. New Visit Fremantle website and holiday planner currently under development due for completion in June.➤ Advocacy being delivered via engagement with Committee for Perth, participation in Property Council Emerging Precincts Committee, engagement with Tourism Council WA and regular meetings with state government agencies including Tourism Western Australia and JTSI. Famils delivered for TWA and Business Events Perth. Providing famil for TWA East Coast Representative 26 March.
Business support and engagement	<ul style="list-style-type: none">➤ Communicate and engage with businesses	<ul style="list-style-type: none">➤ Small Business Capacity Building program underway including retail, hospitality, tourism and creative streams. Chamber delivering Set the Month in Motion program. Participation steady. Economic Development Officers carrying out courtesy check-in meetings with businesses on fortnightly basis

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
Property management, acquisition and disposal	➤ Leasing, acquisition and disposal of City property	as well as engaging businesses on all destination marketing and activation opportunities. ➤ Leasing of Kings Square progressing. Three tenancies have leases being finalised. Continuing to promote opportunities for Hospitality space and office space. ➤ Continuing to negotiate with proponents who submitted proposals as part of the 7-9 Quarry Street EOI.
Commercial parking	➤ Manage and administer the provision of public parking	➤ New brand and improved marketing/promotional approach for commercial parking currently under development.
Corporate planning	➤ Coordinate internal corporate planning activities	➤ Business and Corporate planning underway in lead up to budget adoption.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Liaise and support Fremantle Chamber Business Awards <i>*quarantined</i>							
Disposal-7 Quarry Street P10458							EOI underway.
Disposal-9 Quarry Street P11052							EOI underway.
Redevelop the Visit Fremantle website	✓						Project underway, estimated completion June 2021.
Business case for research and innovation hub	✓						Project underway, estimated completion June 2021.
Development of investor concierge program	✓						Project underway, estimated completion June 2021.
Kings Square leasing P11674							2 leases awaiting signing.
Business driven social media campaign	✓						
Program Destination Marketing campaigns	✓						Sever campaigns delivered to date.
Deliver Business Capacity Building Program	✓						
Deliver PayStay incentive campaign	✓						
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 11.53

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	10,364,829	10,299,749	8,440,300
Expenses	(4,579,774)	(4,443,354)	(2,635,827)
Net	5,785,055	5,856,395	5,804,473
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	5,899,194	5,489,754	48,480
Expenses	(5,899,194)	(5,489,754)	(40,273)
Net	0		8,207

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Financial Services

Directorate

Service Objective

City Business

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

Strategic Community Plan alignment Capability

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Financial management and planning	<ul style="list-style-type: none"> Develop long term financial planning Develop annual budget Prepare annual budget review and monthly budget amendments Manage cash flow and investment of funds 	<ul style="list-style-type: none"> Long term financial planning underway. Number of meetings have been held to consider available resources over the next 10 years. Annual Budget planning underway. Meetings have commenced with a view to bring draft budget to Executive in May and Council in June. Mid-Year budget review (FYR 20/21) to be adopted on 24 March at Ordinary Council meeting.
Revenue control	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Final instalments due 15 March 2021. Approximately 86% collected to date. Accounts receivable coordination ongoing. Fees and charges training and updates commencing February 2021.
Expenditure control	<ul style="list-style-type: none"> Coordinate accounts payable Advise and monitor procurement and purchasing Manage purchase cards Manage financial asset register Coordinate payroll 	<ul style="list-style-type: none"> Accounts payable and payroll service ongoing. A number of tenders currently in various stages of review. New Transaction Card Policy and Procedure rolled out in January 2021. Monthly depreciation schedules to be updated once final amendments from Office of Auditor General approved. New HRIS module in testing phase.
Contract management	<ul style="list-style-type: none"> Provide advice and support for tenders Provide advice and support for requests for quotation Provide advice and support for contract performance 	<ul style="list-style-type: none"> Tender evaluation training underway with new starters.
Risk management	<ul style="list-style-type: none"> Coordinate risk management framework and reporting 	<ul style="list-style-type: none"> Corporate Risk Register updated monthly. Development of Fraud and Misconduct Training undertake with roll out due July 2021.

On track

Monitor

Off track

Completed

Cancelled

Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
	<ul style="list-style-type: none"> Manage insurance premiums and claims 	<ul style="list-style-type: none"> Insurance meetings and discussions commenced in March 2021. Undertake a desktop audit of information to assist reinsurance processes.
Financial reporting and performance	<ul style="list-style-type: none"> Prepare and analyse monthly financial reporting Prepare annual financial statements in accordance with legislation Comply with financial audits 	<ul style="list-style-type: none"> Budget amendment notes updated and reported to Council monthly. The draft annual financial statements with the Auditor General. The final financial audit amendments based on response from Office Auditor General findings underway.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Train, educate and raise awareness for internal staff to promote continuous improvement and compliance with legislation.							
Conduct financial asset stocktake and fair value revaluation.							
Closely monitor financial performance to budget and produce timely reporting for decision making post Covid	✓						
Conduct a review of differential rates and revenue sources.							
Implement automation of the accounts payable process.							

Resources

Workforce (FTE) 19.20

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	49,706,075	51,949,516	50,770,636
Expenses	(3,987,726)	(5,421,164)	(3,222,755)
Net	45,718,349	46,528,352	47,547,882
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	0	0	0
Net	0	0	0

On track

Monitor

Off track

Completed

Cancelled

Postponed

Note: **Projects quarantined and require council approval before commencing

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Information Technology

Directorate

Service Objective

City Business

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.

Strategic Community Plan alignment

Capability

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Business Systems	<ul style="list-style-type: none"> ➤ Maintain Corporate GIS System, GIS Imagery and Spatial data ➤ Maintain HR, Payroll and Learning Management System ➤ Maintain Enterprise Resource Planning (ERP) ➤ Maintain Document Management ➤ Maintain all other software systems in use 	<ul style="list-style-type: none"> ➤ Continual enhancement and improvements to the City's mapping platform as well as staff training and engagement. Additional internal maps have been added and public maps improved. ➤ Configuration and implementation on the new HR Payroll system is well underway. Organisational management and recruitment modules will be launched in May. Talent, Learning and Safety management module will go live in July 2021. ➤ Customised development and training for individual business units is underway and will continue for the rest of this financial year.
Telecommunications	<ul style="list-style-type: none"> ➤ Provide and maintain telecommunications equipment 	<ul style="list-style-type: none"> ➤ A Bring Your Own Mobile device policy has been drafted and will be submitted for adoption in April 2021.
CCTV Network Operations	<ul style="list-style-type: none"> ➤ Maintain and repair CCTV network and equipment 	<ul style="list-style-type: none"> ➤ No major network outages or equipment failures this quarter.
IT support	<ul style="list-style-type: none"> ➤ Provide IT service desk support for organisation 	<ul style="list-style-type: none"> ➤ The IT Operations team have received 1,267 requests and resolved 1,269 for this quarter. They have also implemented 8 potentially high impact change requests.
Land Administration	<ul style="list-style-type: none"> ➤ Administration of land parcels ➤ Research and allocate road naming 	<ul style="list-style-type: none"> ➤ Business as usual.
Corporate information management	<ul style="list-style-type: none"> ➤ Maintain compliance with relevant legislation ➤ Manage Freedom of Information requests ➤ Governance of Document Management System ➤ Manage corporate records in compliance with relevant legislation 	<ul style="list-style-type: none"> ➤ The City has received 3 Freedom of Information requests this quarter.
Development and management of software systems	<ul style="list-style-type: none"> ➤ Web-based customer request management system ➤ Online forms and applications ➤ Integration between systems 	<ul style="list-style-type: none"> ➤ The City has received 287 service requests, 100 Building Applications, 89 Planning Applications and 144 other forms from the online customer service portal this quarter. ➤ City staff have completed 1866 eForms this quarter.
On track		Monitor
Off track		Completed
Cancelled		Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables							Quarterly Update Comments	
							➤ Integration has been built and working successfully between the City's online customer service request portal, the City's document management system M-Files and into the City's ERP, Technology One. Integration between the City's geospatial platform ESRI and document management system M-Files has also been established.	
Network and communications management		➤ Design, build and maintain fixed and wireless network infrastructure					➤ Deployment is currently underway for a new communications network to be deployed in the new WCC and all of the City's external sites.	
		➤ Maintain public access WiFi						
IT Operations		➤ Maintain internet, cloud and hosted technology					➤ Internet and cloud hosted technology has been rationalised.	
		➤ Maintain Microsoft Standard Operating Environment						
		➤ Maintain PC's, tablets, printers and accessories						
		➤ Maintain and Operate Data Centre						
Key Projects and Programs		Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Program-IT P10498, P11832								
Program-Kings Square IT P11705, P11077, P11636, P10897								
Deploy Microsoft 365								
Build and deploy SharePoint 365								
Build and deploy GIS system-ESRI								
Build and deploy customer request and reporting system								Online customer request system went live September 2020. Continuous development underway for additional service.
Build and deploy building and development application portal								

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 18.40

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	48,000	48,000	40,410
Expenses	(4,168,575)	(4,294,575)	(2,866,906)
Net	(4,120,575)	(4,246,575)	(2,826,496)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	413,778	413,778	124,400
Expenses	(420,778)	(420,778)	(4,740)
Net	(7,000)	(7,000)	119,660

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Field Services

Directorate

City Business

Service Objective

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

Strategic Community Plan alignment Health and happiness

Key Services, Programs and Projects

Key Services and Deliverables	Quarterly Update Comments
<p>Environmental Health</p> <ul style="list-style-type: none"> ➢ Administer and enforce relevant legislation (eg, Health and Food Acts) ➢ Undertake actions from 2020 Auditor General audit recommendations ➢ Conduct environmental health inspections and analyse samples ➢ Educate food business owners and the public on Public Health ➢ Determine applications received as per the applicable legislation ➢ Identify and monitor contaminated sites 	<ul style="list-style-type: none"> ➢ The Environmental Health Team inspected, and enforced Council approved action plan submitted to the Minister of Local Government to implement the Auditor General's recommendations and continue with actions. ➢ 18 Infringements have been served over this quarter. All but two infringements pertain to food standards non-compliance. ➢ Over 21 Improvement Notices and 1 prohibition notice were served on food businesses. ➢ 123 Health requests were received over this period while 58 were listed as resolved. ➢ 3041 health documents were created in the City's records system. ➢ Officers have inspected all outstanding matters that were identified in the Auditor General's report. ➢ Ground water monitoring remains deferred. ➢ The online free food safety training has been upgraded to FoodSafe Online. The City also ran some food safety workshops for students in Beaconsfield Primary School. ➢ 149 applications were received, and 165 applications were processed over this quarter. ➢ Advice on contaminated sites provided when requested.
<p>Parking compliance</p> <ul style="list-style-type: none"> ➢ Administer parking compliance ➢ Issue and manage parking infringements ➢ Issue parking permits ➢ Manage abandoned vehicles 	<ul style="list-style-type: none"> ➢ In excess of 5500 parking reminder notices and final demand letters have been issued in the past three months. ➢ Approximately 7500 infringements were issued in the past three months. This is less than pre Covid and was impacted by the short Covid shutdown in early January. ➢ There has been an increase in the number of resident parking complaints coinciding with the increase in working from home.
<p>CCTV monitoring</p> <ul style="list-style-type: none"> ➢ Monitor and manage CCTV throughout the City ➢ Engage with building owners in the CBD regarding the installation and monitoring of CCTV ➢ Liaise with WA Police 	<ul style="list-style-type: none"> ➢ Work with Police and stakeholders to identify locations for CCTV. ➢ 3 new fixed CCTV cameras installed to monitor the Queen St and Adelaide St intersection.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables	Quarterly Update Comments
Community safety <ul style="list-style-type: none"> ➢ Conduct foot and bike patrols in CBD and attend callouts ➢ Comply with State Legislation (eg, Emergency Management, Dog, Cat, and Litter Act) ➢ Deliver the Community Safety and Crime Prevention Plan ➢ Provide Community Safety briefings and attend safety meetings ➢ Liaise with WA Police 	<ul style="list-style-type: none"> ➢ Engaged with Alma St and State Health providers to improve the process for triaging mental health patients. ➢ Carrying out a review of furniture in public places to reduce anti-social behaviour. ➢ Community safety school visit undertaken with a focus on; bike safety, responsible animal ownership and stranger danger. ➢ Continue to improve the relationship between the City and Police. ➢ Continue to educate business owners in the CBD on the benefits of using the WhatsApp to share vital information amongst each other to protect against theft and anti-social behaviour.
Field services compliance <ul style="list-style-type: none"> ➢ Manage compliance of planning, building approvals ➢ Undertake building and compliance inspections ➢ Action community compliance complaints ➢ Provide compliance advice to relevant stakeholders 	<ul style="list-style-type: none"> ➢ The compliance team received 173 building, planning, and health related complaints for this period. ➢ 442 pieces of correspondence registered in the records system. ➢ There are 151 compliance complaints under investigation.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Develop and implement Health Compliance application P11720							
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 34.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	2,583,385	2,494,385	2,004,583
Expenses	(4,180,805)	(4,238,885)	(2,920,060)
Net	(1,597,420)	(1,744,500)	(915,478)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	(23,700)	(23,700)	0
Net	(23,700)	(23,700)	0

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Community Development

Directorate

Community Development

Service Objective

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

Strategic Community Plan alignment

Character, culture and heritage, Health and happiness

Key Services, Programs and Projects

Key Services and Deliverables	Quarterly Update Comments
Fremantle Leisure Centre <ul style="list-style-type: none"> ➢ Operate the Fremantle Leisure Centre ➢ Provide a safe facility that promotes health, wellbeing and social networking ➢ Provide a learn to swim programme ➢ Provide gym and group fitness programmes ➢ Provide a crèche facility 	<ul style="list-style-type: none"> ➢ Planning and design work for 25m pavilion roof replacement and treatment / painting of metal structure is progressing ready for tender. Centre closed 31 Jan to 5 Feb due to Covid-19 government direction. Centre reopened on 6 Feb with staff and patrons required to wear masks until 13 Feb. ➢ The following programs did not commence until 14 Feb, learn to swim / group fitness / personal training / netball. ➢ An increase of 18,500 attendances overall compared to the same period last year at the end of February. ➢ January holiday swim program was very successful with a 70% increase and squad enrolments continue to grow up 12% increase from the same programs last year. ➢ Successful gym membership promotion in March attracted 110 new members. ➢ Centre management continues to get excellent feedback from creche service and the staff. The creche compliments other services such as learn to swim / gym and general swimming.
Samson Recreation Centre <ul style="list-style-type: none"> ➢ Operate the Samson Recreation Centre ➢ Provide a variety of sporting programs ➢ Provide a space for community groups to hire 	<ul style="list-style-type: none"> ➢ Centre has established a new long term booking in the Annexe, the booking is a pre-kindy and before and after school care, Mon to Fri. ➢ The centre increased its number of hiring sessions by 25% in January. The Recreation centre is virtually at capacity with bookings, with minimal times available.
Access and inclusion <ul style="list-style-type: none"> ➢ Plan, implement and coordinate community development programs with a focus on access and inclusion ➢ Develop, implement and monitor the Access and Inclusion Plan 	<ul style="list-style-type: none"> ➢ Draft AIP 2021-2025 - preparing to present to FPOL for approval to release for public comment. ➢ Harmony Week Activity/Promotion/events 15-20 March. ➢ Gecko Traxx being trialled/booking system being set up. ➢ First Sensory Buster Session was held at TMP. ➢ Fremantle history Library Interactive Touch Screens - Advice from VisAbility.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
Youth	<ul style="list-style-type: none"> Develop, implement and evaluate programs and projects that enable engagement and participation of young people in local cultural life Actively engage in partnership development with agencies and service providers to facilitate and support youth-determined activities Inform Council on youth issues and trends 	<ul style="list-style-type: none"> Skate Clinics including Ladies, Nightjam and all levels x 7 Parkour Clinics x 8 Scooter Clinics x 4 Employment Workshop - Jan Youth Yoga x 10 FYN meetings x 3 Leeuwin Scholarship open (voyage postponed due to Feb lockdown) Cockburn Melville Fremantle Network Meeting x 2 Consultation with Seton College Imagined Futures Youth Initiative Working Group meetings x 2 Citizenship Ceremony - 2 x FYN members awarded Youth Citizen of the Year awards
Positive Ageing	<ul style="list-style-type: none"> Develop and implement programs and projects that provide opportunities for over 55s to engage and participate in local community life Develop, implement and evaluate actions in the Age Friendly City Plan 	<ul style="list-style-type: none"> Converging Stories: monthly storytelling events, various venues approx. 70 attendees – link to Dept of Communities Age Friendly Grant Together again café: monthly inclusive, social, monthly event approximately 30 attendees – link to Social Connectivity Age Friendly Grant N2N COVID recovery plan Tech Help 1-1: three sessions per week, 9.30 to 11am Neighbour to Neighbour evaluation project: impact on the organisation and community, Curtin Uni social work student, partnership with Tuart Place Chair Yoga in the Courtyard: 2 sessions per week, 20 attendees per week. WHO Global Network for Age-friendly Cities and Communities: 2019-2024 Age friendly plan and 2020 outcomes report updated.
Aboriginal engagement	<ul style="list-style-type: none"> Research and identify needs and aspirations of the Aboriginal community Facilitate the building of local community strength and resilience Inform Council on Aboriginal cultural and heritage matters 	<ul style="list-style-type: none"> One Day celebration + Nyumbi January. National Apology Day social media post via comms Place Naming Project with CANWA. Cultural Awareness Training - 2 sessions for Bunuru Season. Close the Gap report launch 2021 Leadership & Legacy through crises: keeping our mob safe webinar. WRAP Champions Bunuru Meeting + Cultural Walk with Aboriginal Engagement Officer. Aboriginal Engagement Network Meeting – WALGA WRAP meeting 30th March. Submitted Tenancy report, CLSP Funding report and Covid funding Report to LAWA.
Fremantle Community Legal Centre (FCLC)	<ul style="list-style-type: none"> Operate the Fremantle Community Legal Centre 	<ul style="list-style-type: none"> Submitted Tenancy report, CLSP Funding report and Covid funding Report to LAWA.
On track		Monitor
Off track		Completed
Cancelled		Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
	<ul style="list-style-type: none"> Collect and provide Commonwealth and State departments with data about client demographics and service provision Deliver community education services to individuals or groups about relevant legal issues Provide information, advice and intervention services Provide service presence at court, for residential tenancies listings and violence restraining orders Raise awareness in the community on issues that impact the community, including domestic violence, homelessness, financial disadvantage 	<ul style="list-style-type: none"> FCLC delivered 4 CLE programs through COF legal series on - Financial Support - Centrelink issues - Tenancy rights - legal issues for Boomers and beyond. In this quarter FCLC assisted 70 new clients, 39 repeat clients and 182 existing clients. Provided 90 legal advices, 9 legal; tasks, 61 clients with legal information and 195 referrals to other services. FCLC provided 32 duty court services and 7 dispute resolution, 101 court representation and 85 other representation. Meetings with CLSWA- Managers Network, Department of Justice- Shuttle Conferencing WG, Law Society Council meetings, Indigenous Legal issues Committee, Criminal law Committee, St Pasts- Triage project.
Volunteering	<ul style="list-style-type: none"> Promote, support and contribute to the development of volunteering Build connections with internal and external stakeholders including not-for-profit organisations and government agencies 	<ul style="list-style-type: none"> Source delivery of Code of Conduct Training and Wanjoor Lounge for Conflict Resolution. Internal Volunteer Management meeting - Supervisors Guide, Virtual Volunteering and NV Week. Volunteering WA Network Meeting & Virtual Volunteering workshop. Volunteering Displays x 2 (Library for 3 days January. 15 x one on one conversation with community and Library staff. Stay on your Feet expo at North Fremantle Tennis Club). Neighbour to Neighbour (N2N) reactivated for 5 day lockdown in February. 56 Volunteers signed up in 24 hours. 60 residents contacted by CD Team wellness checks including Elders. 6 requests for volunteer involvement: dog walking, masks, daily phone calls. 2500 masks secured from DoC for distribution to community if required. Hilton IGA Closure end March – N2N partnership with Hilton Community Group/IGA to help with shopping (Volunteers).
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"> Lotterywest Neighbour to Neighbour grant application being assessed at March board meeting – Arts and Culture projects only being unofficially recommended. March grant round currently open (closes 31/03/21)
On track		Monitor
Off track		Completed
Cancelled		Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
		<ul style="list-style-type: none"> ➢ 2 x grant information sessions held at Fremantle Library (total of approx. 21 people) ➢ Promotion campaign through social media, increase in enquiries for the grants ➢ 1 x successful neighbourhood quick response grant awarded (\$1500) ➢ 4 x donations processed (\$1200)
Walyalup Aboriginal Cultural Centre (WACC)	<ul style="list-style-type: none"> ➢ Enable exposure of the community of Aboriginal arts and culture ➢ Activate the Walyalup Aboriginal Cultural Centre (WACC) ➢ Promote the WACC as a venue for hire ➢ Facilitate building the local community knowledge of Aboriginal culture 	<ul style="list-style-type: none"> ➢ Birak & Bunuru Seasons programs ➢ 7 Activities were held including the Bunuru community canvas, Nyoongar language Classes, Yorga's group, Bush Pharmacy, Art classes with Lois Olney, Birak community canvas and Bush tuckers classes. ➢ 25 classes – 7 of which were cancelled due to Co-vid lockdown and social distancing restrictions. ➢ 6 Aboriginal Facilitators ➢ 101 participants ➢ Supported two Cultural awareness training session workshops for the City of Fremantle.
Library and lifelong learning	<ul style="list-style-type: none"> ➢ Plan, acquire and manage an engaging library collection ➢ Develop a range of sustainable and engaging programs to support community learning and attract use of the Walyalup Civic Centre Library 	<ul style="list-style-type: none"> ➢ Appointed supplier selecting new collection items based on City of Fremantle Library criteria. ➢ Completed draft of Fremantle Library Collection Management Policy. ➢ Local history materials being prepared for move to the WCC Library. ➢ Internal working group established to develop a suite of programs to run when the library opens. ➢ Community Programs Officer recruitment has been completed, with successful candidate commencing in May 2021. ➢ Commenced planning for community hire of WCC library meeting rooms with Space2Co. ➢ Concept finalised and production commenced for the Local History Surface Screen in conjunction with ESRI
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 	<ul style="list-style-type: none"> ➢ Act Belong Commit Partnership – 12 Month Evaluation Report. ➢ Stay on your Feet Partnership Meeting (Move your Body). ➢ Club Development Networking – Tennis West & A Stitch in Time. ➢ Community Sport & Recreation Facilities Plan Open House Sessions x 2. ➢ Move Your Body State Launch. ➢ DLGSC Every Club Funding Agreement Meeting. ➢ RecLink Network Meeting.

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
	<ul style="list-style-type: none"> ➢ Build the capacity of local sporting and recreation clubs and community organisations 	<ul style="list-style-type: none"> ➢ MARAG Network Meeting. ➢ Club Development - Have a Go: Walking Hockey, Dance Inclusion, AFL with Fremantle City Dockers Junior Football. ➢ Club Development - Family Fun Night @ Fremantle Park Sport and Community Centre. ➢ Self Care Series - Packed with Goodness, Sound Healing, Ayurveda and Anxiety, Ayurveda and Sleep Workshop & Good Mood Food Workshops. ➢ Club Development – Meeting with Fremantle District Cricket Club x2. ➢ Club Development – Meeting with Hilton Park Bowling Club. ➢ Fre-O-Fit: Park Fit – Fremantle & Beaconsfield. ➢ Fre-O-Fit: Mind Fit.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Contribution-Fremantle Street Doctor QP11870							
Contribution-Fremantle Foundation P10780							Fremantle foundation distributed over \$200,000 in grants to 9 Western Australian not for profits who provided vital support to the WA community.
Cultural Convergence-Sharing our Story P11934							Recommended post-Covid. 4 workshops with 7 to deliver this calendar year.
Install-Buster Storage P11826							
Implement Age Friendly City Plan							Year 1 implementation plan complete.
Implement Walyalup Reconciliation Action Plan							2019-2022 working toward year two implementation of the plan.
Review Access and Inclusion Plan							
Relocate the Fremantle History Centre collection to the Walyalup Civic Centre Library							Reviewing collections from offsite storage to prepare for move and remove duplicate items.
Implement Social Inclusion Plan	✓						Social Inclusion Plan under development, anticipated draft plan to be endorsed by Council for community engagement in March.
Develop and implement Recreation Plan	✓						Council endorsed proposed Community Sport and Recreation Facilities Plan 2020-2030, for purpose of engagement. Community engagement via MySay 6 weeks Feb/March 2021.

Note: **Projects quarantined and require council approval before commencing

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Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Neighbour to Neighbour Program	✓						Neighbour to Neighbour project learnings and gaps identified (during Covid) presentation include: Local Government Forum; Town Teams, Precincts and Rotary.
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 67.98

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	3,357,193	3,950,811	3,313,330
Expenses	(5,966,451)	(6,153,220)	(4,056,874)
Net	(2,609,258)	(2,202,490)	(743,544)

Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	13,409	48,727	37,119
Expenses	(73,409)	(282,727)	(64,280)
Net	(60,000)	(234,000)	(27,161)

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Customer Experience and Learning

Directorate

Community Development

Service Objective

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

Strategic Community Plan alignment

Capability

Key Services, Programs and Projects

Key Services and Deliverables	Quarterly Update Comments
<p>Customer service</p> <ul style="list-style-type: none"> ➤ Provide excellence in customer service ➤ Effectively handle enquiries, service requests and payments ➤ Manage incoming customer communication channels including phone calls, emails, online forms and in person enquiries 	<ul style="list-style-type: none"> ➤ Customer satisfaction for 2021 measured at 94% with surveys completed for Waste, Roads and Construction. ➤ Satisfaction with service delivery measured at 70%. ➤ 67361 calls answered with the average wait time at 14 seconds. ➤ 15072 customers served at the front counter ➤ 28154 emails responded to.
<p>Visitor information</p> <ul style="list-style-type: none"> ➤ Provide unbiased information and insights about the Fremantle area and surrounding region ➤ Provide excellence in customer service and enhance the visitor experience ➤ Promote Fremantle as a tourism destination ➤ Support cruise ship servicing 	<ul style="list-style-type: none"> ➤ 39822 visitors attended the Fremantle Visitors Centre year to date. ➤ Visitor numbers to the Fremantle Visitors Centre are slightly increasing in 2021. With Australia's borders opening we have seen a shift from Perth staycations to more interstate visitors. In March 2021 we had 34% of visitors from WA/Metro, 26% from the North or South West WA, 20% NSW, 13% QLD, 8% VIC, and 1% NT. ➤ Our Fremantle Ambassador rovers have been reinstated on Thursdays and Fridays. They enjoy catching up once a week and getting out in the community to provide a mobile information service to Fremantle visitors. Our volunteers have also been involved in School Holiday activations, special events and a photoshoot for some City of Fremantle media stories which will be published in the near future.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 15.09

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	223,393	228,393	214,790
Expenses	(3,261,991)	(3,219,490)	(1,981,818)
Net	(3,038,598)	(2,991,097)	(1,767,028)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	5,000	13,305	8,232
Expenses	(5,000)	(70,305)	(11,468)
Net	0	(57,000)	(3,237)

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Communications and Events

Directorate

Service Objective

Community Development

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

Strategic Community Plan alignment

Character, culture and heritage, Places for people, Capability

Key Services, Programs and Projects

Key Services and Deliverables	Quarterly Update Comments
Media and public relations	<ul style="list-style-type: none"> ➤ Manage and enhance the City's reputation via a coordinated program of proactive and responsive media statements, briefings and positive opportunities ➤ Media Releases issued - 43 ➤ Media Responses provided – 63 ➤ Managed a large volume of queries in relation to Pioneer Park. Maintained contact and provided background briefings to key media to counteract comments from Simone McGurk and Premier that were highly critical of the City. ➤ Media statement on South Street transit link on IA priority list (a key advocacy objective of the City) picked up by The West/Fremantle Gazette, WA Today and Business News. ➤ Media statement updating the golf course works on facebook reached 15,883 people, 2484 engagements and 172 comments (which were overwhelmingly positive). ➤ Deputy Mayor's debut in a regular spot on Nine News at 5's 'The Pulse' segment.
Corporate communications	<ul style="list-style-type: none"> ➤ Lead and support a planned approach to developing and implementing communications and marketing activities, supporting the organisation in keeping our community informed ➤ Weekly enewsletter (Freo Weekly), fortnightly advertorial (Newsbites in Herald) and daily release of updates via social media and City website.
Campaigns and advocacy	<ul style="list-style-type: none"> ➤ Demonstrating value for money and visibility of service ➤ Campaigns for the quarter include Fremantle Leisure Centre and Samson Recreation Centre, Container Deposit Scheme (Containers for Change), Community Safety, Stevens Reserve dog park, Kings Square renaming engagement project.
Internal communications	<ul style="list-style-type: none"> ➤ Keeping staff updated and informed ➤ Cofi (intranet) updated daily to keep staff informed of City activities and notices and CEO briefings and messages held to support initiatives including ABW, Tent City updates and other change programs.
Design and branding	<ul style="list-style-type: none"> ➤ Manage the City's brand and deliver graphic design services ➤ Publications and collateral (print and online) developed to support programs including Kings Square engagement

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
Online (digital comms)	➤ Manage the City's websites and social media platforms	process, FRE-oh! magazine, Annual Report and Anzac Day collateral.
Civic and community events	➤ Manage civic events and support and administer community events	➤ Daily updates of City platforms incl website (CoF unique page views average 100,245 p/mth + users average 34,500 p/mth)
Events management	➤ Manage the City's venue bookings ➤ Manage approvals and administer outdoor commercial events	➤ One Day and Citizenship Ceremony/Citizen of the Year awards and planning for Anzac Day. ➤ Bookings role transferred to Community Development. ➤ Outdoor events included SummerSalt and Chilli Festival.

Key Projects and Programs	Covid-19 recovery	Jul- Sept	Oct- Dec	Jan- Mar	Apr- Jun	Progress status	Comments
Purchase-Time Lapse photography P11641							
Plan-Kings Square Communications P11736							
Design-Corporate Website P10994							Project rescope due to budget cut.
Redevelop-City of Fremantle branding and style guide							
Develop-Outdoor Events policy & procedures							
Develop-Street Activation policy & procedures							
Redevelop-Venue booking system							
Support City's advocacy program							
Redevelop-Cofi (intranet)							
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 11.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	6,000	7,000	16,947
Expenses	(1,625,032)	(1,626,032)	(1,036,328)
Net	(1,619,032)	(1,619,032)	(1,019,380)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	24,159	51,742	51,742
Expenses	(32,159)	(66,159)	(42,721)
Net	(8,000)	(14,417)	9,021

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Strategic Planning

Directorate

Service Objective

Strategic Community Plan alignment

Strategic Planning and Projects

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

Transport and connectivity, Environmental responsibility, Character, culture and heritage, Places for people, Capability

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Community engagement	<ul style="list-style-type: none">➤ Coordinate and provide advice on community engagement activities➤ Support Precinct Groups	<ul style="list-style-type: none">➤ Kings Square renaming (phase 2), Heart of Beaconsfield, Community Sport & Recreation Facilities Plan, DoT Harbours Masterplan, Dick Lawrence Playspace & Parking Local Laws all active.➤ Additional 6,700 My Say visits over Jan / Feb and additional 203 engaged.➤ 8 Precinct Groups active.
Strategic town planning	<ul style="list-style-type: none">➤ Maintain local planning strategy, scheme and policies➤ Process scheme amendments, structure plans and local development plans	<ul style="list-style-type: none">➤ Local Planning Strategy review in train.➤ LPP1.3 reviewed. Quarry Street LPP finalised.➤ Scheme amendment 82 complete.➤ Davis Park Local Structure Plan determined by WAPC 3/21
Heritage management	<ul style="list-style-type: none">➤ Maintain Heritage List and Survey➤ Provide heritage conservation and management advice	<ul style="list-style-type: none">➤ Heritage Areas Policy preparation in train.➤ DA assessments and advice on going. 217 applications reviewed to 19/3/20➤ Advice on Round House cliff stabilisation works
Transport planning	<ul style="list-style-type: none">➤ Coordinate transport planning projects	<ul style="list-style-type: none">➤ CAT review (preliminary) complete.➤ Parking Plan in train.➤ South Street transit corridor listed on Infrastructure Australia.➤ Attfield Street Local Bike Route 'Safe Active Streets' assessment pending engagement capacity.
Sustainability coordination	<ul style="list-style-type: none">➤ Coordinate One Planet activities (as per Action Plan)➤ Report on One Planet targets (Annual Report)	<ul style="list-style-type: none">➤ One Planet Champions Group established. New Action Plan delivery in train.➤ Reporting being integrated with Annual Corporate Reporting for EOFY.
Strategic planning and projects	<ul style="list-style-type: none">➤ Coordinate miscellaneous strategic planning projects	<ul style="list-style-type: none">➤ Input on Fremantle Boat Harbours Masterplan plus various others in train.➤ Heart of Beaconsfield advertising complete.

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Projects and Programs	Covid-19 recovery	Jul- Sept	Oct- Dec	Jan- Mar	Apr- Jun	Progress status	Comments
Contribution-Roundhouse signage P11804							Design proposal developed by Guides' consultant (draft text 19/3/21). Construction (towards which contribution to be made) likely to be delayed as requires additional grant.
Develop engagement tool kit							Internal webpage established. 8 templates drafted.
Review Local Planning Strategy							Data compiled, drafting in train. Release of new WAPC templates requires restructuring.
Review CAT bus service							Review reported to Council March 2021.
Review One Planet Strategy							Revised framework and action plan approved by Council.
Engage on the renaming of Kings Square							Phase 1 complete. Phase 2 delayed; open 15/3/21-18/4/21
National Heritage Listing Nomination-Roundhouse							Nomination lodged February 2021.
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						Additional planning exemptions (SPT 16/9/20). Other projects ongoing.

Resources

Workforce (FTE) 8.20

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	5,500	5,500	0
Expenses	(1,067,734)	(1,068,584)	(677,678)
Net	(1,062,234)	(1,063,084)	(677,678)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	20,000	20,000	20,000
Expenses	(20,000)	(134,774)	0
Net	0	(114,775)	20,000

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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City Design and Projects

Directorate

Service Objective

Strategic Community Plan alignment

Key Services, Programs and Projects

Strategic Planning and Projects

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

Places for people, Transport and connectivity, Character, culture and heritage

Key Services and Deliverables	Quarterly Update Comments
Urban design	➤ Provide urban design advice
Major project management	➤ Coordinate urban design projects
	➤ Ongoing urban design advice to development applications and other units.
	➤ Oval Masterplan scheduled for completion end of March and submission to Council in April 2021.
	➤ Fremantle Park/Leisure Centre masterplan to commence in Quarter 4.

Key Projects and Programs	Covid-19 recovery	Jul- Sept	Oct- Dec	Jan- Mar	Apr- Jun	Progress status	Comments
Design and construct Kings Square--Windows to the past P11878 * <i>quarantined</i>							Postponed due to Covid-19. Will now recommence.
Provide input into Fremantle Oval masterplan in conjunction with state government							
Plan Fremantle Oval Project P10300							
Provide input into Victoria Quay planning in conjunction with state government (on hold)							
Provide input into state government Fremantle Bridge replacement planning							
Develop strategic framework for Leisure Centre/Fremantle Park							Project Plan being developed. One workshop held to assist with scoping.
Develop concept plan for South St-Hampton Rd							

Resources

Workforce (FTE) 3.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	(392,476)	(322,476)	(197,195)
Net	(392,476)	(322,476)	(197,195)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	154,653	205,130	19,981
Expenses	(154,653)	(205,130)	(9,475)
Net	0	0	10,506

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Development Approvals

Directorate
Service Objective

Strategic Planning and Projects

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

Strategic Community Plan alignment Places for people, Transport and connectivity, Character, culture and heritage

Key Services, Programs and Projects

	Key Services and Deliverables	Quarterly Update Comments
Statutory planning	<ul style="list-style-type: none"> ➤ Provide planning advice and information ➤ Process development applications 	<ul style="list-style-type: none"> ➤ Provision of accurate and timely planning advice and information. ➤ Average determination time of development applications is within statutory timeframes.
Building approvals	<ul style="list-style-type: none"> ➤ Provide building advice and information ➤ Process building permit applications 	<ul style="list-style-type: none"> ➤ Provision of accurate and timely building advice and information. ➤ Average determination time of building permit applications is within statutory timeframes.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Establish on-line application lodgement							➤ Customer lodgement is live. TechOne service to be implemented by June 21.
Deliver projects identified in the City's Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 11.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	705,800	740,800	635,243
Expenses	(1,306,448)	(1,306,448)	(879,532)
Net	(600,648)	(565,648)	(244,290)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	0	0	0
Net	0	0	0

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Asset Management

Directorate
Service Objective

Infrastructure

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

Strategic Community Plan alignment Capability

Key Services, Programs and Projects

	Key Services and Deliverables	Quarterly Update Comments
Asset registers and systems	<ul style="list-style-type: none"> ➤ Maintain and improve asset registers and systems 	<ul style="list-style-type: none"> ➤ Updated the City's asset management software system to include recent capital work projects.
Asset management plans	<ul style="list-style-type: none"> ➤ Develop and maintain Asset Management Plans 	<ul style="list-style-type: none"> ➤ Draft Corporate Asset Management Plan complete.
Commercial building assets	<ul style="list-style-type: none"> ➤ Manage tenant liaison – inspections, requests ➤ Develop predictive maintenance schedules for commercial buildings 	<ul style="list-style-type: none"> ➤ Received 28 Landlord Consent Applications.
Forward works plans	<ul style="list-style-type: none"> ➤ Provide forward works plans for asset types linked to long term financial plan 	<ul style="list-style-type: none"> ➤ Forward works plans have been reviewed and updated. Projects are captured using the City's corporate project management framework and will help form the detail of the Long-Term Financial Plan for 2021/22 onwards.
Project scoping and planning	<ul style="list-style-type: none"> ➤ Ensure all projects are scoped ➤ Ensure projects are prepared for grant funding opportunities and delivery in future years ➤ Provide up to date project management documentation, processes and reporting 	<ul style="list-style-type: none"> ➤ Progressed project scoping for projects at Fremantle Town Hall, Fremantle Arts Centre, Round House, Hilton Park as well as the 21/22 proposed capital works schedule. ➤ Detailed design for Round House refurbishment progressing, design for sewer replacement at Fremantle Arts Centre complete.
Project Management Office	<ul style="list-style-type: none"> ➤ Manage and update Project Management Framework to reflect current best practice ➤ Assess and prioritise all new projects ➤ Provide project reviews and reporting ➤ Deliver corporate project management training 	<ul style="list-style-type: none"> ➤ Project management documentation and framework updated to include improvements from recent audits. ➤ Project prioritisation used to develop LTFP for the 2021/22 budget process which began in March 2021. ➤ Continuing project reviews and reporting across the organisation.
Building capital works	<ul style="list-style-type: none"> ➤ Deliver projects to agreed time, cost and quality ➤ Deliver up to date project management documentation, processes and reporting 	<ul style="list-style-type: none"> ➤ See Projects report in attachment.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
Community facility planning	➤ Develop plans, policies and guidelines for the management and development of community facilities	➤ Consultant progressing with Community, Sport and Recreation Facilities Plan. ➤ Submissions have been entered for Stronger Communities and Local Roads and Infrastructure and Community Facility Grants.
	➤ Submit grant applications for state and federally funded projects	

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Construct-Walyalup Civic Centre and Library-Kings Square P10297	✓						
Program-Buildings	✓						
Program-Kings Square building	✓						
Restoration-Town Hall internal P10964							
Design and construct-Kings Square change facility P11838							
Design and construct-Signal Station P11836							
Design and construct-Westgate Mall courtyard P11842							Work delayed until next financial year due to reduced access from development next door.
Design and construct-Markets Building P11843	✓						
Design and construct-Leisure Centre Pool Roof P11670	✓						
Construct-Town Hall-Fire Upgrade P11943							
Design and construct-Notre Dame-Façade P11944							
Arthur Head-Wall Stabilisation P10260	✓						
Design-Arts Centre Fire Engineering							
Install-Fremantle Park-Book a Court P11958							
Purchase-South Beach-Generators P11962							
Audit-Furniture and fittings valuation							
Audit-Plant and equipment valuation							
Deliver projects identified in the Covid-19 Recovery Plan	✓						

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 9.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	(1,313,576)	(1,283,576)	(838,385)
Net	(1,313,576)	(1,283,576)	(838,385)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	17,323,217	22,917,987	13,150,347
Expenses	(18,413,217)	(24,294,152)	(14,256,339)
Net	(1,090,000)	(1,376,165)	(1,105,992)

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Infrastructure Engineering

Directorate

Service Objective

Strategic Community Plan alignment

Key Services, Programs and Projects

Infrastructure

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.

Capability

Key Services and Deliverables	Quarterly Update Comments
Road reserve upgrade and maintenance	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Reactive and planned road maintenance
Engineering design and project management	<ul style="list-style-type: none"> ➢ 20/21 Main Roads (MRRG) road renewal projects deferred to 2022/23. Preparation works for MRRG Grant application for 22/23 (submission due in April 2021). ➢ R2R road renewal funding adopted at November Council meeting for the following: Bannister St (\$75,413), Edmund St (\$25,000), Ferres St (\$70,000), Jones St (\$50,000) and Stevens St (\$75,000) – Bannister St, Ferres St and Jones St completed by end of Q3. ➢ Traffic calming Informal Elected Members meeting delivered in Jan 21. Further consideration of Traffic calming Policy review for Q4. ➢ Engineering Design Team working on the following design projects in 2020/21; Q3: Montreal St Golf Course Parking, Ord Street and McCombe Avenue bike lanes (for 21/22), CBC college crossing and 21/22 road renewal projects.
Street lighting upgrade and maintenance	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Reactive street lighting maintenance
Engineering compliance and approvals	<ul style="list-style-type: none"> ➢ Traffic management approvals ➢ Construction management approvals ➢ Obstruction permits ➢ Crossover approvals ➢ Development applications
Drainage upgrade and maintenance	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Reactive drainage maintenance ➢ Develop planned maintenance schedule and process to document drainage maintenance
	<ul style="list-style-type: none"> ➢ Hampton Rd - Capital budget of \$70,000 adopted at December OCM. Investigations of existing network continued - expensive underground existing services encountered - delivery pushed back to Q4. ➢ Reactive and planned drainage maintenance ongoing.

On track

Monitor

Off track

Completed

Cancelled

Postponed

Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables	Quarterly Update Comments
Plant and vehicle maintenance and replacement	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Reactive and planned vehicle maintenance
Cycle infrastructure and footpath maintenance	<ul style="list-style-type: none"> ➢ Reactive and programmed footpath maintenance
	<ul style="list-style-type: none"> ➢ Reactive maintenance ongoing. List of minor improvements to bicycle network as developed with Bicycle Reference Group adopted for Capital Budget in November OCM (\$63,000). Delivery pushed back to Q3.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Program-Carpark							
Program-Plant and Equipment							
Program-Road Resurfacing	✓						
Program-Road Safety	✓						
Design and construct-Kings Square Trees P11865	✓						Jacaranda planting to Queen and Adelaide St complete. Jacaranda planting for William St will be a new budget request. Budget identified as a carry forward to 2021/22 financial year. November 2020 Council Report was deferred to 2021 to meet with Clubs and review scope. January 2021 Council report was deferred.
Construct-Fremantle Park carpark P10865							

Resources

Workforce (FTE) 34.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	295,853	345,835	308,584
Expenditure	(5,451,017)	(5,468,017)	(3,360,604)
Net	(5,155,182)	(5,122,182)	(3,052,020)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	1,314,697	1,263,274	725,508
Expenditure	(1,434,697)	(1,533,940)	(660,173)
Net	(120,000)	(270,666)	65,335

On track

Monitor

Off track

Completed

Cancelled

Postponed

Note: **Projects quarantined and require council approval before commencing

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Parks and Landscape
Directorate

Service Objective

Strategic Community Plan alignment

Infrastructure

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

Capability, Health and happiness

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Landscape design and maintenance	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Master planning ➢ Project design and delivery 	➢ Booyeembara Park Concept Plan finalised.
Street and park furniture	<ul style="list-style-type: none"> ➢ Asset renewal planning ➢ Reactive and programmed furniture, lighting and sporting infrastructure maintenance 	
Recreation reserve maintenance	<ul style="list-style-type: none"> ➢ Turf, garden, bores, irrigation and playground maintenance ➢ Weed and pest management 	<ul style="list-style-type: none"> ➢ Seasonal sporting field works undertaken which were postponed from spring due to delayed sporting seasons from Covid. ➢ High seasonal weed growth experienced due to high summer rainfall.
Beach maintenance	<ul style="list-style-type: none"> ➢ Coastal monitoring ➢ Maintain access paths ➢ Litter control and beach raking ➢ Sand drift management ➢ Reactive infrastructure maintenance 	➢ Ongoing monitoring and management of Port Beach coastal erosion.
Road reserve landscape maintenance	<ul style="list-style-type: none"> ➢ Maintain median and verge gardens ➢ Weed management ➢ Commercial car park landscape maintenance 	➢ High seasonal weed growth experienced due to high summer rainfall.
Natural area planning and management	<ul style="list-style-type: none"> ➢ Management planning and implementation ➢ Project design and delivery 	➢ Ongoing.
Street tree planting and maintenance	<ul style="list-style-type: none"> ➢ Inspect and collect tree asset data ➢ Tree Management and planting 	➢ Winter 2021 planting program in development.
Playground equipment maintenance and renewal	<ul style="list-style-type: none"> ➢ Management planning and implementation ➢ Project design and delivery 	➢ Ongoing.



Note: **Projects quarantined and require council approval before commencing

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Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Design-Booyeembara Park-Mountain Bike Trail P11867							
Design and construct-Newman Court Public Realm P10295							The next stage of works is in construction with completion being timed for the opening of the Walyalup Civic Centre.
Design and construct-Port Beach coastal adaptation P11823							
Design and construct-Kings Square Playspace P11680	✓						The playspace construction has commenced with completion timed for the opening of the Walyalup Civic Centre.
Design and construct-Fremantle Golf Course P11882							Multi-year project to deliver upgraded Fremantle Public Golf Course, Clubhouse and Community building and associated infrastructure as a result of the Main Roads WA High Street upgrade project. The construction of the Fremantle Public Golf Course has commenced. The Golf Clubhouse and Community Facility project is behind schedule due to additional design in the schematic design phase.
Design and construct-Harvey Beach Jetty P11885							
Design and construct-Rockwall Port Beach P11879							
Program-Parks-Irrigation							
Develop levels of service							Parks and Landscape levels of service definition in final draft stage.
Deliver projects identified in the Covid-19 Recovery Plan	✓						



Note: **Projects quarantined and require council approval before commencing

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Resources

Workforce (FTE) 37.0

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	115,219	115,219	187,121
Expenses	(7,686,459)	(7,786,461)	(4,877,273)
Net	(7,571,240)	(7,67,242)	(4,690,152)
Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	8,529,275	13,010,917	709,569
Expenses	(8,787,275)	(13,289,650)	(1,915,253)
Net	(258,000)	(278,733)	(1,205,684)

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Facilities and Environmental Management

Directorate

Infrastructure

Service Objective

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.

Strategic Community Plan alignment

Capability, Environmental Responsibility

Key Services, Programs and Projects

Key Services and Deliverables	Quarterly Update Comments
<p>Waste collection and disposal</p> <ul style="list-style-type: none"> ➤ 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 	<ul style="list-style-type: none"> ➤ Currently reviewing commercial waste service. ➤ The City's Waste Plan has been submitted to DWER. ➤ Review of alternative verge collection options progressing. ➤ Established MOU with Dept of Communities to obtain income for the removal of illegally dumped waste produced by their tenants in the City
<p>City cleansing</p> <ul style="list-style-type: none"> ➤ Provide CBD cleaning operation ➤ Provision of rapid response service within CBD ➤ Road kill and road accident response ➤ Sweep suburbs ➤ Management of sharps bins ➤ Clean bus stops 	<ul style="list-style-type: none"> ➤ Assessment of current early morning CBD cleaning operation to be undertaken to consider the increasing number of residents moving into the CBD and related noise complaints.
<p>Resource recovery centre</p> <ul style="list-style-type: none"> ➤ Operation of resource recovery centre ➤ Expand waste streams received ➤ Commercial and domestic waste recovery ➤ Waste education ➤ Data management and reporting 	<ul style="list-style-type: none"> ➤ Recycle centre extended/improved to allow increased storage and better customer experience. ➤ Household Hazardous Waste receiving station now established. (The Waste Authority pay for the processing/recycling of all materials received). ➤ Established Containers for Change refund point taking domestic and commercial containers.
<p>Waste education</p> <ul style="list-style-type: none"> ➤ 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 	<ul style="list-style-type: none"> ➤ Progressing rollout to multi unit dwellings. ➤ Bin tagging to approximately 1,500 dwellings within multi-unit households nearing completion (Funded via WALGA). ➤ Bin tagging to 900 single unit dwellings located in high contamination areas has been programmed and due to start in April (funded by Better Bins Plus).

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Key Services and Deliverables		Quarterly Update Comments
Reuse shop	➤ Extend existing facility service	➤ Vacant Waste Education officer position now filled.
Household hazardous waste	➤ Establish and operate a household hazardous waste drop off point	➤ We now have our first volunteer manning the shop and seeking further recruits.
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	➤ Development of corporate Facilities Management across building portfolio. ➤ Building asbestos registers completed. ➤ Asbestos training to relevant staff across the organisation completed. ➤ Public toilet cleaning contract re-procured. New contractor appointed.
Container deposit scheme	➤ Establish and implement an aggregate refund point	

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Program-Solar Panels P11873							Project quarantined
Design and construct - Container deposit scheme P11833							
Deliver projects identified in Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 34.9

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	932,700	1,176,850	894,152
Expenses	(12,288,454)	(12,997,152)	(8,542,535)
Net	(11,355,754)	(11,820,302)	(7,648,382)

Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	197,771	364,976	138,105
Expenses	(197,771)	(382,976)	(119,554)
Net	0	(18,000)	18,551



Note: **Projects quarantined and require council approval before commencing

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People and Culture

Directorate

Service Objective

People and Culture

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

Key Services, Programs and Projects

Key Services and Deliverables		Quarterly Update Comments
Recruitment and induction	➤ Provide an efficient recruitment and induction process	➤ Recruitment and induction procedure and systems updated and in place.
Learning and development	➤ Develop and implement organisational training plan	➤ Annual training plan developed and advertised to staff.
Change management	➤ Support the organisation in Culture change	➤ Culture change plan is on track.
Industrial relations	➤ Manage EBA negotiations and agreements	➤ Outside EBA in ongoing dispute.
Performance management	➤ Performance management process and system	➤ System in place with policy and training.
Occupational Health and Safety	➤ Educate and manage occupational health and safety ➤ Provide suitable reporting	➤ Occupational Health and Safety representatives met regularly and provided reports monthly to executives.

Key Projects and Programs	Covid-19 recovery	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Progress status	Comments
Develop and implement the Techone Human Resource Information System							
Deliver the culture change project for Activity based working							
Deliver projects identified in Covid-19 Recovery Plan	✓						

Resources

Workforce (FTE) 7.4

Base Operations	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	(1,234,202)	(1,249,203)	(765,988)
Net	(1,234,202)	(1,249,203)	(765,988)

Capital and Operating Projects	Adopted Budget	Current Budget	Current Actuals
Revenue	0	0	0
Expenses	0	(20,000)	0
Net	0	(20,000)	0

Strategic Priorities



Note: **Projects quarantined and require council approval before commencing

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The City pursues the goals of the Strategic Community Plan through a series of plans, projects, services and activities. The Covid-19 pandemic has required a review and in some circumstances a shift in priorities and approach.

The City's adopted Recovery Plan provides a short-term response to these changes and identifies key approaches and priorities to support our community in recovering from the negative impacts of the pandemic both socially and economically and building on positive aspects.

The initial goals of Council in responding to the pandemic have been to: -

1. Prioritise the health and wellbeing of our community (COMMUNITY);
2. Mitigate the significant impacts of Covid-19 on our economy and business community (ECONOMY); and
3. Prioritise the delivery of infrastructure that best supports community and economic recovery, creates jobs, improves liveability and attracts people to Fremantle (INFRASTRUCTURE).

The initiatives identified in the recovery plan link to these goals and seek to achieve three core outcomes:

- Maintain health, wellbeing and resilience in our community;
- Create, sustain or reinstate jobs within the Fremantle economy;
- Attract people from throughout Perth and Western Australia to increase visitation and spend within the Fremantle economy and increase participation by both visitors and locals in the many activities and events it offers.

A number of initiatives have been developed as part of the City of Fremantle Covid-19 Recovery Plan and further information on these initiatives can be found in the City's Recovery plan document.

Refer to business unit updates for progress on the projects included in the City of Fremantle Covid-19 Recovery Plan.

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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

Project	Project ref	Adopted expenditure budget 2020/21 (\$)	Amended expenditure budget 2020/21 (\$)	Comments
Construct-Walyalup Civic Centre and Library	P10297	\$14,000,000	\$18,745,890	Adjustment to the budgets for Kings Square carried forward projects due to the variance between the estimated carried forward budget and the final position at the year end.
Plan-Coastal Monitoring	P11708	\$0	\$37,500	
Purchase-Library Stock	P11907	\$0	\$52,500	
Purchase-South Beach-Generators	P11962	\$0	\$40,000	
Purchase-Fremantle Arts Centre Kiln	P11933	\$0	\$20,000	
Design and construct-Hampton Road-Drainage	P11952	\$0	\$70,000	
Event-Building Digital Skills	P11954	\$0	\$7,000	
2020 Perinatal and Infant Mental Health Promotion	P11956	\$0	\$805	
Event-WAFL Grand Final	P11948	\$0	\$34,000	
Plan-Fremantle Oval Precinct	P10300	\$0	\$50,000	
Install-Fremantle Park-Book a Court	P11958	\$0	\$9,743	
Design and construct-Queen Street-Pedestrian Crossing	P11932	\$0	\$24,000	
Design and construct-Bike Projects	P11910	\$0	\$63,000	
Design and construct-Bracks Street-Parking	P11961	\$0	\$29,430	
Renovation-Fremantle Netball Club	P11876	\$0	\$13,085	
Refurbish-Hazel Orme	P11957	\$0	\$33,623	
Resurface R2R-Program	Various	\$0	\$295,413	R2R Resurface Projects – P11949 Bannister Street, P11950 Edmund Street, P11951 Ferres Street, P11922 Jones Street and P11906 Stevens Street
Design and construct-Leighton Beach-Shelters	P11911	\$0	\$57,569	
Design and construct-Gilbert Fraser-Lighting	P11904	\$0	\$260,000	
Software – Legal Centre	P11955	\$0	\$20,000	
Design and construct-Port Beach-Carpark	P11840	\$0	\$10,000	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Project	Project ref	Adopted expenditure budget 2020/21 (\$)	Amended expenditure budget 2020/21 (\$)	Comments
Program-Expert in Residence	P11973	\$0	\$90,060	Funded from Department of Industry grants and unspent grants from Notre Dame.
Purchase-Leisure Centre-Disinfectant system	P11965	\$0	\$50,000	
Purchase-Leisure Centre-Pool Blanket	P11968	\$0	\$94,000	
Contribution-Knitsford St Precinct-Infrastructure	P11974	\$0	\$114,775	
Design and construct-Leisure Centre-Pool Roof	P11670	\$0	\$900,000	
Design and construct-Booyembara Park Master Plan	P10412	\$0	\$404,705	Funded from cash in lieu contribution from East village subdivision.
Design and construct-Dick Lawrence-Playspace	P11819	\$0	\$180,000	Fully funded by local roads and community infrastructure program.
Purchase-Leisure Centre-Leak Monitoring	P11964	\$0	\$30,000	
Design and construct-Montreal St-Traffic Calming	P11966	\$0	\$10,000	In conjunction with Fremantle Golf Course realignment and High Street projects.
Design and construct-CBS Crossing	P11977	\$0	\$28,000	Contribution from Christian Brothers College
Install-Kellow Place-Solar Lighting	P11976	\$0	\$5000	
Proclamation tree plaque	P11978	\$0	\$8,000	
Plan-Kings Square-Change Management	P11655	\$0	\$20,000	

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Note: **Projects quarantined and require council approval before commencing

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Attachment I: Approved Capital and Operating Projects and Programs

Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
People and Culture										
Develop and Implement the Techone Human Resource Information System (HRIS)	Base Operating	✓	✓	✓	✓	0			-	-
Deliver the culture change project for Activity based working	Base Operating	✓	✓	✓	✓	0			-	-
Deliver projects identified in the Covid-10 Recovery plan	Base Operating	✓	✓	✓	✓	0			-	-
Office of the Chief Executive										
Arts and Culture										
P-10545 Program-Artworks Victor Felstead	Capital - New			✓		NA		Capital acquisition fund receives an annual payment from Public Trustees. This income is accrued in a City of Fremantle holding account with view to acquiring art over time.	7,000	-
P-10848 Program-In Cahoots art exhibition	Operating-Project			✓		15		Touring exhibition funded by Australia Council for the Arts. New exhibition dates confirmed 2021/22.	112,009	625
P-11729 Program-Reveal Aboriginal Artist 2020	Operating-Project	✓				100		DLGSC 100% funded. The Revealed Exhibition was presented online during Covid lockdown and in the gallery from 8 June. The Art Market was cancelled due to Covid-19. Money from cancelled public program has been redirected by strategic plan approved by DLGSC. Revealed 2021 currently being delivered.	174,427	95,433
P-11945 Program-Reveal Aboriginal Artist 2021	Operating-Project	✓	✓	✓	✓	80			250,000	100,302
P-11830 Program-Biennale Public Art	Operating-Project	✓				100		Sponsorship Agreement signed and actioned.	35,000	31,818
P-11687 Install Public Art Kings Square	Capital - New	✓	✓			30		Artist selection completed. In design development phase to proceed to contract.	100,000	4,800
P-11933 Purchase - Fremantle Arts Centre - Kiln	Capital - Renewal		✓	✓		80		Kiln ordered. Delivery mid-May.	20,000	5,085
Develop - Arts and Culture Strategy and Implementation Plan	Base Operating	✓	✓	✓		15		Database of creative industries created. Desktop research undertaken.	-	-
Conduct Heritage Festival *quarantined	Base Operating		✓			0		Budget released. Programmed and commencing April.	-	-
Conduct Print Awards Exhibitions *quarantined	Base Operating		✓			10		Budget released. Planning underway for 2021 Print Award.	-	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	100		Hidden Treasures Winter Music series delivered.	-	-

Progress status key:

On track	Monitor	Off track	Completed	Cancelled	Postponed
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Corporate Business Plan Annual Project Plan 2020/21

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Governance and leadership										
Undertake Local Law Review	Base Operating	✓				100		Local Law review (property) 2021 - completed	-	-
Undertake whole of organisation policy review	Base Operating	✓	✓	✓		10		on hold due to officer changes	-	-
Regulation 17 review and compliance audit return	Base Operating	✓				100			-	-
Compliance audit return	Base Operating		✓			100			-	-
Coordinate elected members' essentials training	Base Operating	✓	✓			100			-	-
Coordinate delegated authority review	Base Operating		✓			0			-	-
Review authorised officers and expenditure	Base Operating		✓			0			-	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓		0		No projects identified for the Governance Team	-	-
City Business Directorate										
Economic Development and Marketing										
P-10458 Disposal-7 Quarry St	Capital – Disposal		✓	✓		20		EOI underway	(2,750,000)	29,743
P-11052 Disposal-9 Quarry St	Capital – Disposal		✓	✓		20		EOI underway	(2,250,000)	-
P-11973 Entrepreneurs program - Expert in residence	Operating-Project			✓		0		Project approved at mid-year review	90,560	10,520
Laise and support Fremantle chamber business awards	Base Operating	✓				100		Ongoing. Several cooperative projects underway	-	-
Redevelop the Visit Fremantle website	Base Operating	✓	✓	✓		25		Project underway. Estimated completion June 2021	-	-
Business case for research and innovation hub	Base Operating	✓				10		Project underway. Estimated completion June 2021	-	-
Development of investor concierge program	Base Operating	✓				10		Project underway. Estimated completion June 2021	-	-
P11674 Kings square leasing	Operating-Project	✓	✓			20		Ongoing. Two leases awaiting signing.	-	-
Business driven social media campaign	Base Operating	✓				10		Planned.	-	-
Program-Destination Marketing campaigns	Base Operating	✓	✓	✓		50		Ongoing. Several campaigns delivered to date.	-	-
Deliver business capacity building program	Base Operating	✓	✓	✓		50		Ongoing. Applicants registered and underway.	-	-
Deliver payroll incentive campaign	Base Operating	✓				100		Complete	-	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓		0		Underway.	-	-

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Information Technology										
P-10498 Program-Network Infrastructure	Capital - New	✓				75		Configuration and implementation currently underway.	20,000	-
P-11832 Software-IT Strategy Going Digital	Operating-Project	✓	✓	✓		66		Awaiting end user testing.	40,000	-
P-11705 Relocation- Kings Square network and communications	Capital - New	✓				10		Tender awarded, Equipment procured, currently being configured.	250,000	-
P-11077 Install-Kings Square Network Infrastructure Queensga	Capital - Renewal	✓				10		Configuration and implementation currently underway.	39,378	-
P-11636 Relocation-Vocus communications	Capital - New	✓	✓			0		Awaiting Practical Completion date of new Civic Building	21,400	-
P-10897 Purchase-Wi-Fi network Infrastructure	Capital - New	✓				25		Awaiting installation in new Civic Building so configuration and testing can commence.	50,000	-
Deploy Microsoft 365	Base Operating					100		Completed August 2020	-	-
Build and deploy Sharepoint 365	Base Operating					0		Completed October 2020	-	-
Build and deploy GIS system - ESRI	Base Operating					100		Completed August 2020	-	-
Build and deploy customer request and reporting system	Base Operating					0		Online customer request system went live September 2020. continuous development under way for additional	-	-
Build and deploy building and development application portal	Base Operating					100		Completed September 2020	-	-
Field Services										
P-11720 Develop and implement Health Compliance application	Capital - New		✓	✓		20			23,700	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓		0			-	-
Financial Services										
Train, educate and raise awareness for internal staff to promote continuous improvement and compliance with legislation	Base Operating	✓	✓	✓		50			-	-
Conduct financial asset stocktake and fair value revaluations	Base Operating		✓	✓		50			-	-
Closely monitor financial performance to budget and produce timely reporting for decision making post Covid-19	Base Operating	✓	✓	✓		50			-	-
Conduct a review of differential rates and revenue sources	Base Operating	✓	✓	✓		10			-	-
Implement automation of the accounts payable process	Base Operating	✓	✓	✓		20			-	-

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Community Development										
P-11698 Plan-AIP Consultation and Review	Operating-Project	✓	✓	✓	✓	100	On track	Working group established, engagement completed	5,227	3,033
QP-11870 Contribution-Fremantle Street Doctor	Operating-Project	✓				100	Completed	Annual support towards the outreach program for vulnerable community members	20,000	20,000
P-10780 Contribution-Fremantle Foundation	Operating-Project	✓				100	Completed	Fremantle Foundation distributed of over \$200,000 in grants to 9 Western Australian not-for-profits who provide vital support to the WA community.	40,000	36,364
P-11934 Cultural Convergence- Sharing our Story	Operating-Project	✓	✓			95	On track	Recommended post covid, 4 workshops with 7 to deliver this calendar year.	8,500	2,000
P-11826 Install-Buster Storage	Capital - New	✓				100	Completed	Storage and wrap to be completed during October school holidays. Remaining funds to be expended before end of calendar year.	10,000	9,926
P-11955 Software - Legal Centre	Operating-Project	✓	✓			20	On track	Software upgrade to access all features of the CLASS database for Court appearances	20,000	2,884
P-11954 Event - Building Digital Skills	Operating-Project	✓	✓			20	On track	Digital divide, tech help 1.1, Be connect technology workshops, together again café	7,000	1,376
P-11956 2020 Perinatal and Infant Mental Health Promotion	Operating-Project	✓				100	Completed	Event delivered by Buster at the Meeting Place Feb 21	805	166
P-11907 Purchase - Library Stock	Capital - New	✓	✓	✓		25	On track	RFQ process finalised and vendor selected. Officers to brief vendor in January.	52,500	-
P-10186 - Prepare a community facilities plan	Operating-Project			✓		20	On track	Project approved at mid-year review	30,000	9,619
Implement Age Friendly City Plans	Base Operating	✓	✓	✓	✓	100	Completed	2019-2024 working towards year two implementation of the plan.	-	-
Implement Waiyalup Reconciliation Action Plan	Base Operating	✓	✓	✓	✓	100	Completed	2019-2022 working toward year two implementation of the plan.	-	-
Review Access and Inclusion Plan	Base Operating	✓	✓	✓	✓	100	Completed		-	-
Relocate the Fremantle History Centre collection to the Waiyalup Civic Centre Library	Base Operating	✓				10	On track	Reviewing collections from offsite storage to prepare for move and remove duplicate items.	-	-
Implement Social Inclusion Plan	Base Operating	✓				20	On track	Social Inclusion Plan under development anticipated draft plan to be endorsed by Council for community engagement in March 2021	-	-
Develop and implement Recreation Plan	Base Operating	✓					On track	Council endorsed proposed Community Sport and Recreation Facilities Plan 2020-2030, for purpose of engagement. Community engagement via MySay 6 weeks Feb/March 2021	-	-

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Neighbour to Neighbour Program										
Neighbour to Neighbour Program	Base Operating	✓	✓	✓	✓	50	On track	Neighbour to Neighbour project learnings and gaps identified (during Covid) presentation include: Local Government Forum; Town Teams, Precincts and Rotary.	-	-
Deliver projects identified in the City's Covid-19 Recovery Plan	Base Operating	✓	✓	✓	✓	75	On track	Digital divide, tech help 1.1, Be connect technology workshops, together again café	-	-
P-11968 Purchase - Leisure Centre - Pool blankets	Capital - Renewal	✓				0	On track	Project approved at mid-year review	94,000	-
P-11965 Purchase - Leisure Centre - Disinfectant system	Capital - Renewal	✓				0	On track	Project approved at mid-year review	50,000	-
P-11964 Purchase - Leisure Centre - Leak Monitoring	Capital - New	✓				0	On track	Project approved at mid-year review	30,000	-
Communications and Events										
P-11641 Purchase-Time-lapse photography	Operating-Project	✓	✓	✓	✓	75	On track		8,000	1,862
P-11736 Plan-Kings Square Communications	Operating-Project	✓	✓	✓	✓	75	On track		10,359	1,498
P-10994 Design-Corporate website	Operating-Project	✓	✓	✓	✓	50	On track	Project rescope due to budget cut	13,800	-
P-11948 Event - WAFL Grand Final	Operating-Project	✓				100	Completed		34,000	38,010
Redevelop City of Fremantle branding and style guide	Base Operating	✓	✓	✓	✓	20	On track	Designer engaged to lead project	-	-
Develop-Outdoor Events policy and procedures	Base Operating	✓	✓	✓	✓	80	On track	Policy adopted and procedures implemented	-	-
Develop-Street activation policy and procedures	Base Operating	✓	✓	✓	✓	80	On track	Policy adopted and procedures implemented	-	-
Redevelop-Venue booking system	Base Operating	✓	✓	✓	✓	100	Completed		-	-
Support City's advocacy program	Base Operating	✓	✓	✓	✓	75	On track		-	-
Redevelop CofI (Intranet)	Base Operating	✓	✓	✓	✓	100	Completed		-	-
Deliver projects identified in the City's Covid-19 Recovery Plan	Base Operating	✓	✓	✓	✓	50	On track	Ongoing	-	-
Customer Service and Visitor Information										
Deliver projects identified in the City's Covid-19 Recovery Plan	Base Operating	✓	✓	✓	✓	50	On track		-	-

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Strategic Planning and Projects Directorate										
Strategic Planning										
P-11804 Contribution – Roundhouse signage	Operating-Project	✓	✓	✓	✓	80	On track	Design proposal developed by Guides' consultant (draft text 19/3/21). Construction (towards which contribution to be made) likely to be delayed as requires additional grant.	20,000	-
Develop engagement tool	Base Operating	✓	✓	✓	✓	50	On track	Internal webpage established. 8 templates drafted.	-	-
Review Local Planning Strategy	Base Operating	✓	✓	✓	✓	40	On track	Data compiled, drafting in train. Release of new WAPC templates requires restructuring.	-	-
Review CAT bus service	Base Operating	✓	✓	✓	✓	90	On track	Review reported to Council March 2021	-	-
Review One Planet Strategy	Base Operating	✓	✓			100	Completed	Revised Framework & Action Plan approved by Council.	-	-
Engage on the renaming of Kings Square	Base Operating	✓	✓	✓		60	On track	Phase 1 complete. Phase 2 delayed: open 15/3/21-18/4/21	-	-
National Heritage Listing Nomination-Roundhouse	Base Operating	✓	✓			100	Completed	Nomination lodged February 2021	-	-
Deliver projects identified in the City's Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	100	Completed	Additional planning exemptions established (SPT 16/9/20). Other projects ongoing.	-	-
City Design and Projects										
QP-11878 Design and construct- Kings Square - Windows to the past (<i>Quarantined</i>)	Capital - New					5	On track	Postponed due to Covid-19. Will now recommence.	144,624	6,675
P-10300 - Plan - Fremantle Oval Project	Operating-Project					30	On track	Fees anticipated for following consultant inputs: Electrical; Lighting; QS; Architectural; Graphics.	50,000	2,800
Provide input into Fremantle Oval masterplan in conjunction with state government	Base Operating	✓	✓	✓	✓	0	On track		-	-
Provide input into Victoria Quay planning in conjunction with state government (on hold)	Base Operating	✓	✓	✓	✓	0	On track		-	-
Provide input into state government Fremantle Bridge replacement planning	Base Operating	✓	✓	✓	✓	0	On track		-	-
Develop strategic framework for Leisure Centre/Fremantle Parks	Base Operating	✓	✓			1	On track	Project Plan being developed. Held one workshop, across Directorates, to help scope project.	-	-
Develop concept plan for South Street-Hampton Road centre	Base Operating			✓		0	On track		-	-

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
Development Approvals										
Establish on-line application lodgement	Base Operating	✓				75	On track	Customer Lodgement is Live - TechOne End Service to be completed by June 21	-	-
Deliver projects identified in the City's Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	50	On track	Amendment to LPP to Refund DA Fees Finalised.Ongoing support being provided.	-	-
Infrastructure Directorate										
Asset Management										
P-10297 Construct-Walvalup Civic Centre and Library (KS)	Capital - Renewal	✓	✓	✓	✓	80	On track		18,745,890	17,749,699
P-11829 Design and construct-Kings Square Commercial tenancy	Capital - New	✓	✓			20	On track		899,194	-
P-11838 Design and construct-Kings Square change facility	Capital - New	✓	✓			15	On track		150,000	-
P-11682 Construct - Civic building fit out	Capital - Renewal	✓				20	On track		777,464	103,142
P-11814 Fees- Civic building consultants	Capital - Renewal	✓	✓	✓		100	Completed		219,677	183,136
P-11598 Fees - Civic building project management and performance	Capital - Renewal	✓	✓	✓		100	Completed		174,966	169,809
P- 10898 Install - Civic building AV equipment	Capital - Renewal	✓				10	On track		500,000	3,225
P-10962 Relocation - Council Administration	Operating-Project	✓				0	On track		100,000	-
P-10964 Restoration-Town Hall Internal	Capital - Renewal	✓	✓	✓	✓	95	On track		37,025	-
P-11843 Design and construct- Markets Building Services	Capital - Renewal	✓	✓	✓		15	On track		265,215	86,260
Program- Infrastructure Recovery (<i>Quarantined</i>)	Capital - Renewal	✓	✓	✓		0	On track		173,609	-
QP-11887 -Refurbish - 14 Parry Street (<i>Quarantined</i>)	Capital - New					0	On track		20,000	-
P-11836 Design and construct-Signal Station	Capital - Renewal	✓				100	Completed		57,560	57,439
P-11842 Design and construct-Westgate Mall courtyard	Capital - Renewal		✓			20	On track	Work delayed until next financial year due to reduced access from development next door.	36,780	-
P-11670 Design -Leisure Centre Pool Roof	Capital - Renewal		✓			40	On track		57,600	20,070
P-11670 Construct -Leisure Centre Pool Roof	Capital - Renewal		✓			0	On track	Project approved at mid-year review	900,000	-
P- 11944 Design and construct - Notre Dame - Façade	Capital - Renewal	✓				100	Completed		11,915	4,363

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-10260 Program - Arthur Head - Wall stabilisation	Capital - Renewal	✓	✓			20			1,000,000	254,405
P-11958 Install - Fremantle Park - Book a Court	Capital - New		✓	✓		20			33,623	54,744
P-11962 Purchase - South Beach - Generators	Capital - New		✓	✓		0			40,000	-
Design Arts Centre Fire Engineering	Base Operating	✓	✓			0			-	-
Audit-Furniture and fittings valuation	Base Operating	✓	✓			0			-	-
Audit-Plant and equipment valuation	Base Operating	✓	✓			0			-	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	50			-	-
Infrastructure Engineering										
P-11865 Design and construct-Kings Square trees	Capital - New	✓	✓			100		Jacaranda tree planting to Queen and Adelaide St complete. Jacaranda tree planting for William St will be a new budget request.	220,062	233,230
P-10865 Construct-Fremantle Park carpark	Capital - New		✓	✓		0		Budget identified as a carry forward to 2021/22 financial year. November 20 Council Report was deferred to 2021 to meet with Clubs and review scope again. January 21 Council Report was deferred again.	450,000	-
P11940 Design and Construct - Depot -Slab	Capital - Renewal	✓				100			14,168	17,888
P-11718 Design and construct Stirling Highway crossing	Capital - New	✓				100			59,846	59,846
P-11851 Resurface MRRG-Ord St	Capital - Renewal	✓				100			64,890	62,550
P-11852 Resurface MRRG-Parry St	Capital - Renewal	✓				95		Parry St road renewal works complete - Processing materials to complete.	55,707	34,175
P-11854 Resurface MRRG-South Tce	Capital - Renewal	✓				100			102,346	68,567
P-11847 Disposal - Road Sweeper	Capital - Renewal	✓				100			80,000	(100,311)
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	0		No Base operating projects through recovery plan - they will all be Capital projects intermitently adopted during		
P-11886 Design and Construct - Depot - Site Preparation	Operating-Project	✓	✓	✓	✓	50			1,913	1,674

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-11328 Purchase - Plant and Equipment	Capital - Renewal	✓	✓	✓	✓	0			10,165	10,165
P-11932 Design and Construct - Queen Street - Pedestrian Crossing	Capital - New	✓				100			24,000	23,993
P-11910 Design and Construct - Bike Projects	Capital - New		✓	✓		5			63,000	2,480
P-11952 Design and Construct - Hampton Road - Drainage	Capital - Renewal		✓	✓		5			70,000	472
P-11949 Resurface R2R - Bannister Street	Capital - Renewal		✓	✓		5			75,413	10,560
P-11950 Resurface R2R - Edmund Street	Capital - Renewal		✓	✓		5			25,000	3,078
P-11951 Resurface R2R - Ferres Street	Capital - Renewal		✓	✓		73			70,000	44,807
P-11922 Resurface R2R - Jones Street	Capital - Renewal		✓	✓		50			50,000	41,244
P-11906 Resurface R2R - Stevens Street	Capital - Renewal		✓	✓		5			75,000	1,963
P-11966 Design and Construct - Montreal St - Traffic calming	Capital - New		✓			0		Project approved at mid-year review	10,000	
P-11976 Install/Kellow Place - Solar lighting	Capital - New		✓			0		Project approved at mid-year review	5,000	
P-11977 Design and Construct - CBS Crossing	Capital - New		✓			0		Project approved at mid-year review	28,000	
P-11961 Design and Construct - Bracks Street - Parking	Capital - New		✓	✓		96			29,430	20,143
Parks and Landscape										
P-11867 Design-Booyeembara Part-Mountain Bike Trail	Operating-Project	✓				100			1,839	-
P-10295 Design and construct-Kings Square Public Realm Newman	Capital - New	✓	✓			80		The next stage of works are in construction with completion being timed for the opening of the Walyalup Civic Centre.	1,508,359	499,344
P-11823 Design and construct-Port Beach coastal adaptation	Capital - New	✓	✓			100			55,048	23,998
P-11680 Design and construct-Kings Square Playspace	Capital - New	✓	✓			40		The playspace construction has commenced with completion being timed for the opening of the Walyalup Civic Centre.	671,403	97,666

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-11882 Design and construct - Fremantle Golf Course	Capital - New	✓	✓	✓		40		Multi-year project to deliver upgraded Fremantle Public Golf Course, Clubhouse and Community building and associated infrastructure as a result of the Main Roads WA High Street upgrade project. The construction of the Fremantle Public Golf Course is substantially completed. The Golf Clubhouse and Community Facility project is behind schedule due to additional design in the schematic design phase.	6,648,621	503,496
P11885 Design and Construct - Harvey Beach Jetty	Capital - Renewal	✓	✓			100			64,000	54,056
P-11879 Design and construct - Rockwall Port Beach	Capital - New	✓				100			71,850	35,925
P-11859 Program-Parks-Irrigation	Capital - Renewal	✓	✓	✓	✓	100			43,000	30,060
P-11708 Plan - Coastal Monitoring	Operating-Project	✓	✓	✓	✓	70		Ongoing annual monitoring program	37,500	1,120
P-11840 Design and Construct - Port Beach Carpark	Capital - Renewal		✓			100			10,000	11,188
P-11911 Design and Construct - Leighton Beach - Shelters	Capital - Renewal		✓	✓		40		Contract awarded, shelters being fabricated.	57,569	-
P-11904 Design and Construct - Gilbert Fraser - Lighting	Capital - Renewal		✓	✓		10		Project in procurement phase.	260,000	-
Develop Levels of Service	Base Operating	✓				50		Parks and Landscape levels of service definition in final draft stage.	-	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	50			-	-
Facilities and Environmental Management										
QP-11873 Program-Solar Panels City (Quarantined)	Capital - New					20		Requires detail of sites before funding considered for release.	59,510	-
P-11883 -Design and construct-Container Deposit Setup	Capital - New	✓				100		Container deposit scheme was completed for the 1 Oct opening.	60,761	74,524
P-11884 Design and Construct -Recycle Shop	Capital - New	✓	✓			100		The budget was reduced from \$15,000 to \$6,000 with the new financial year.	6,000	14,155

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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Description	Project type	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	% Complete	Status	Comment	Budget \$	Actuals \$
P-11941 Design and construct - Depot - Hazardous Waste	Capital - Renewal	✓	✓			100		Project complete awaiting final invoices	50,000	24,081
P-11890 Better Bins Plus: Go FOGO	Capital - New		✓	✓		0		\$168,885 grant just awarded to be deliver across 2 FY	71,464	-
Deliver projects identified in the Covid-19 recovery plan	Base Operating	✓	✓	✓	✓	0			-	-
People and Culture										
People and Culture										
Develop and Implement the Techone Human Resource Information System	Base Operating	✓	✓	✓	✓					
Deliver the culture change project for Activity based working	Base Operating	✓	✓	✓	✓					
Deliver projects identified in Covid-19 Recovery Plan	Base Operating	✓	✓	✓	✓					

On track Monitor Off track Completed Cancelled Postponed

Note: **Projects quarantined and require council approval before commencing

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FPOL2104-6 FREMANTLE OVAL MASTERPLAN
ATTACHMENT 1: Fremantle Oval Masterplan

FREMANTLE OVAL REDEVELOPMENT MASTERPLAN



ACKNOWLEDGEMENT OF COUNTRY

The City of Fremantle, along with its key project partners, acknowledge that Fremantle Oval is on Wadjuk Boodjar, and we pay our respects to Elders past, present and emerging. We also acknowledge all indigenous football players and their families who have brought so much joy to this place.



KEY PARTNERS



WITH ASSISTANCE FROM



Robert Murray,
Architect



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01. INTRODUCTION

Fremantle Oval has stood as an icon in the lives of the Fremantle community, its visitors, and travelling sports fans for over 125 years. Originally given to the City as a Crown grant in 1894, the land has since become engrained in the very fabric of the historic Port City.

Key partners

- City of Fremantle
- South Fremantle Football Club
- West Australian Football Commission
- Fremantle Dockers

REVITALISING THE HEART OF FREMANTLE

The main football facilities used by South Fremantle Football Club, built in the 1960s and 70s, are now in critical need of replacement to meet the current standards, codes, diversity needs, and community expectations of a State football site.

And with an aim to make the Oval an active community hub, not just for football events, the community amenities must also be improved.

The Fremantle Oval Redevelopment Masterplan (the Masterplan) has been

prepared in collaboration and consultation with the following key stakeholders.

1. City of Fremantle
2. South Fremantle Football Club
3. West Australian Football Commission
4. Fremantle Dockers Football Club
5. Department of Local Government, Sport and Cultural Industries
6. South Metropolitan Health Services
7. Heritage Council of Western Australia

LOOKING AHEAD

The Masterplan recognises the heritage and strategic challenges of this complex site, and delivers a logical pathway for improvements over time. This considers other inner-city constraints, including:

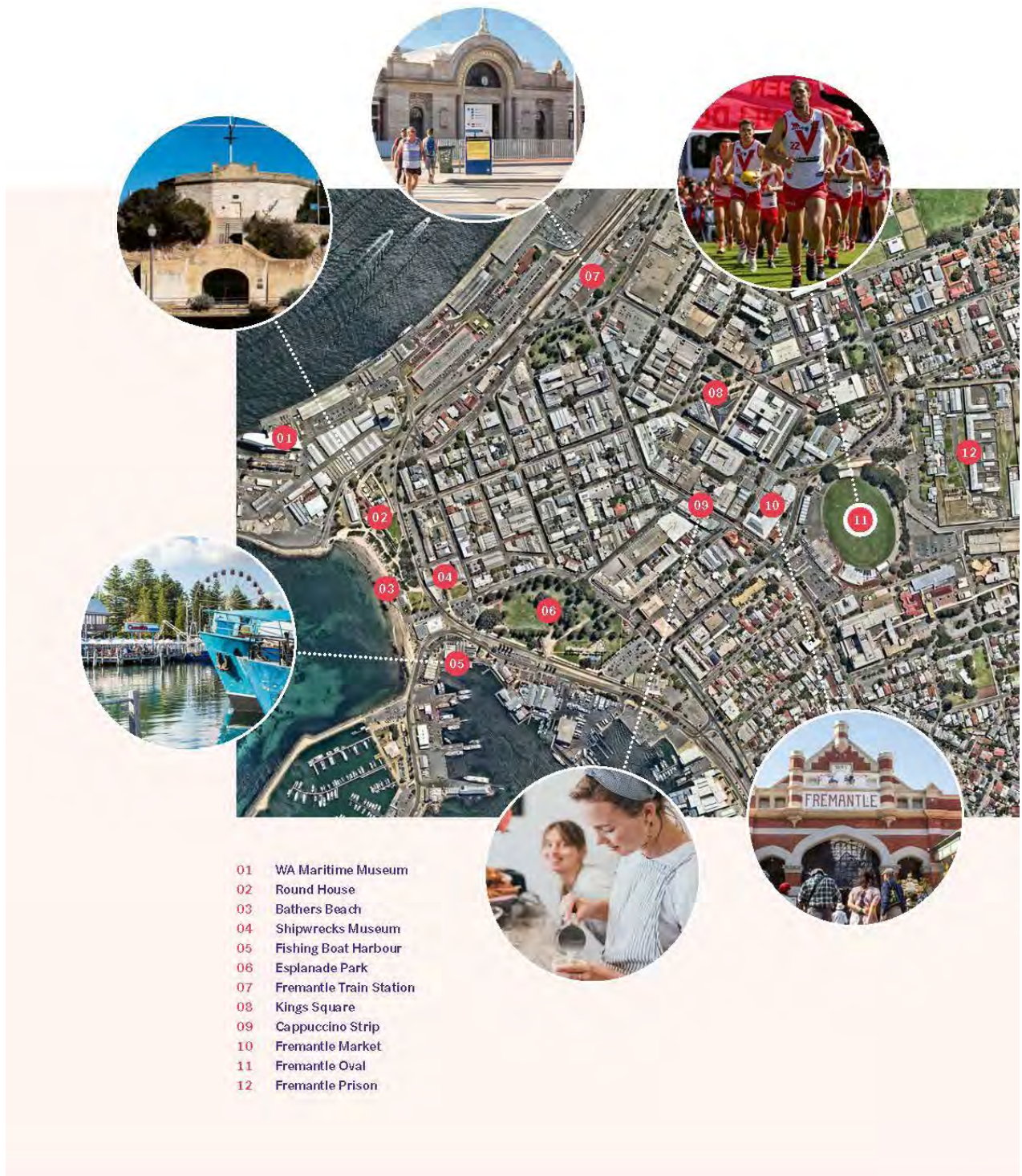
- neighbouring World Heritage-listed Fremantle Prison;
- proposed new Fremantle Police Headquarters (former Stan Reilly Centre);
- future planning needs of the Fremantle Hospital site.

Central to the planning is reconnecting the playing field

with its original grandstand, the Victoria Pavilion. Built in 1897, the oval has moved away from the pavilion over time, reducing its capability as a spectator stand.

Another key aspect of the plan is improving pedestrian and general access to the Oval, to help with connectivity, activation, and safety.

Once complete Fremantle Oval will set a new benchmark for State football, on par with its Eastern States counterparts, and stand as an integrated part of city life for a range of events and activities that everyone can enjoy.



02. OBJECTIVES



1. FACILITIES + INFRASTRUCTURE

Bring the venue up to code for hosting WAFL and WAFLW games and Grand Finals; WAFL night broadcast matches; AFL preseason games; and AFLW games, as per Category 4 AFL Facilities Guidelines.



2. THE EXPERIENCE

Develop a destination that integrates and connects to the historic city around it, and delivers a great 'gameday experience' for fans and the broader Fremantle community.



3. COMMUNITY

Enhance connections with the community through sporting programs, football events, community activations, family-focused experiences, and education programs, to ensure a broad range of uses and foster a sense of connection to the oval.

THE SPIRIT
OF FOOTBALL.



THE HEART OF
FREMANTLE.



4.

RESILIENCE

Plan the core football facilities and infrastructure with a degree of flexibility that enables a second club to share the oval in the future—whether for training, games, or both.



5.

ECONOMIC SUSTAINABILITY

Create a financially sustainable venue that generates income independent of 'turnstile revenue'; hosts other events and commercial opportunities; and ensures financial sustainability for SFFC.



6.

HERITAGE

Contribute to, rather than detract from, the conservation and understanding of the Oval's heritage, Victoria Pavilion, and the various elements associated with the World Heritage status of Fremantle Prison.

03. IDENTIFIED NEEDS & LIMITATIONS

The Masterplan responds to critical issues that currently exist at Fremantle Oval that prevent the venue reaching its full potential, especially regarding women's football, and improving connection with the historic Port City.



- | | |
|----------------------|----------------------------|
| 01 Fremantle Market | 05 Former Dockers building |
| 02 Victoria Pavilion | 06 Fremantle Hospital |
| 03 Existing car park | 07 Historic Knowle |
| 04 SFFC | 08 Fremantle Prison |

03 IDENTIFIED NEEDS & LIMITATIONS



**Current
ISSUES & CONSTRAINTS**

**Future
OPPORTUNITIES**

WAFL venues

Currently only 1 of 8 WAFL Venues meet the minimum standards, leaving WA in a poor position when compared to other states' AFL category 4 facilities. Around 70% of football venues across WA don't adequately cater for female participants. A high number of players change rooms and amenities are under size for the level of facility hierarchy.



The project has strong alignment to WAFC & AFL Strategies. Upgrading the SFFC facility and ground will deliver one of Perth metropolitan's top WAFL facilities supporting AFLW games, WAFL, and pre-season AFL games, including day and night TV broadcasting.

Existing football facility and oval

Fremantle Oval's existing facilities and infrastructure for football are considered substandard as per Strategic Facilities Plan 2020-2030. SFFC facilities were rated 'Poor' regarding home and away change rooms, umpire room, and Pavilion condition.



Upgrading the SFFC facility and grounds, and improving collaboration and partnership between the Oval's varied stakeholders, will deliver better outcomes for prioritisation of facility upgrades, facility design considerations, multi-user access, venue scheduling, and cross-LGA use for finals allocation and talent pathways.

Public realm/community uses

The existing public realm within the oval area is poorly defined, lacks quality, and the internal road around the oval boundary fence compromises user wayfinding and safety, making it a car-dominant environment.



The Oval's central location provides an opportunity to connect and link different areas within and around the precinct. Upgrading the public realm around the oval will improve community use in the broader context and for future development of the precinct.

Heritage elements and setting

The Fremantle Oval precinct comprises various heritage elements representing different historic eras, cultures, and values, and is currently disconnected from Victoria Pavilion, the old grandstand. Located within the buffer zone of World Heritage-listed Fremantle Prison, any proposed changes in and around the oval will need to demonstrate no adverse impact.



Improving the physical and visual connections between the key heritage elements will contribute to a better understanding of the Oval's important history. Re-orienting & shortening the oval will reconnect the ground and Victoria Pavilion, enhancing the grandstand's functionality as a spectator stand.

04. THE STRATEGIC CONTEXT

The Masterplan aligns with national, state, regional, and local stakeholders' needs, which include WA Football Commission, AFL, South Fremantle Football Club, City of Fremantle, and Fremantle Prison.



WAFC Strategic Facilities Plan 2020-2030

Provides the principles and strategic framework to support future planning, development, and growth of football facilities across WA, across three critical pillars:

- **Sustainability** - Deliver inclusive, sustainable, and operationally viable facilities that respond to demand;
- **Partnerships** - Improve our network of industry stakeholders by partnering with all levels of government, clubs, and other sports;
- **Investment** - Highlight the needs and benefits of investment in football infrastructure, and the social, economic, and wellbeing benefits for the community.



Through strong stakeholder partnership, the Masterplan delivers an inclusive and sustainable facility, and achieves social, economic, and wellbeing benefits for the community.

Aligning with several key strategic documents produced by the City of Fremantle, it rejuvenates an iconic sporting facility and provides opportunities for broader community use and enjoyment.



AFL Preferred Facilities Guideline

Outlines facility requirements for State League, Regional, and Local level facilities, recognising changing trends in the facility space including:

- + **Growth** in female participation, and addressing amenity provision to provide welcoming, inclusive club environments;
- + **Innovation** in facility and ground surface design;
- + **Increasing venue numbers** to address ground capacity issues.



Freo 2029

The Oval has been the City's major sporting venue for 125 years, and is one of Fremantle's five key strategic projects that has been progressing with Government since 2015. This provides an opportunity to revitalise the historic port city from an economic, social, and cultural perspective.

Improving vehicle, cycling and pedestrian access through the Oval Precinct will help with place activation and encourage more community uses and activities.



Principles Diagram

The Key Principles Diagram has been adopted by Council to provide strategic guidance for future developments and upgrades in the Fremantle Oval Precinct. The diagram establishes the Precinct's priorities, and the key elements include:

- Upgrade the Oval for football;
- Improve integration of Oval with its surroundings;
- Improve pedestrian/cycling permeability;
- Create clear major access points into precinct;
- Protect and improve the heritage setting of Fremantle Prison;
- Locate any future potential development at south end;
- Primary land uses. Football will remain a primary focus with other uses within the precinct including residential, sports administration, community/cultural, and car parking.

05. POTENTIAL COMMUNITY PROGRAMS



THE MASTERPLAN
PROVIDES AN
OPPORTUNITY
FOR VARIOUS
COMMUNITY,
SCHOOL, SPORT,
AND EDUCATION
PROGRAMS.

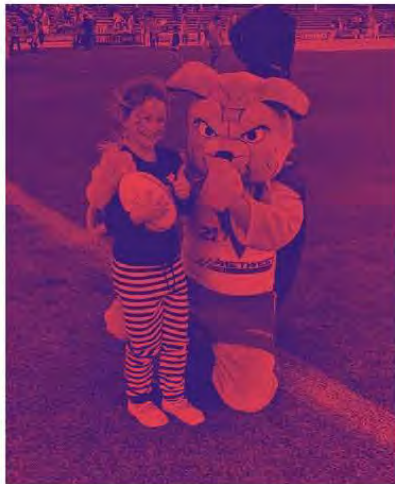
The Masterplan supports the full football development pathway for both male and female players, from the introductory NAB AFL Auskick Program through to AFL level.

As well as servicing Community Football outcomes, the Oval creates strong connections to the Fremantle community through partnerships with organisations such as SEDA and the Stephen Michael Foundation.

The creation of a state-of-the-art, state-level venue in the heart of Fremantle will deliver strong partnerships and genuinely connect with the entire football community, and beyond.



05. POTENTIAL COMMUNITY PROGRAMS



This redevelopment will provide:

- Elite-level football facilities for AFL, AFLW, WAFL, and WAFLW competition, including night football;
- High quality community spaces for organisations such as SEDA and Stephen Michael Foundation;
- Engaging, open landscape that allows the broader Fremantle community to connect with the space, both during and outside of match days;
- A place for the greater football community to call home, from junior footballers, school players, development squads, and everything in between.



06. ECONOMIC BENEFITS



The Masterplan provides economic and social benefits that positively impact the local community and businesses.

Upgrading football infrastructure, and improving accessibility and public realm amenity, provides opportunities for hosting more football matches and more community events/programs.

INSIGHTS FROM 2020 WAFL GRAND FINAL

66%

of spectators spend time, before or after the WAFL Grand Final 2020, in Fremantle.

83%

of spectators enjoyed the overall WAFL Grand Final 2020 event in Fremantle.

58%

spectators rating of the food and beverage experience at existing facilities.

WHY DO VISITORS COME TO FREMANTLE?

42%

Festivals + events

77%

Eat + drink

Source: WAFL Grand Final Survey by * WA Football Commission

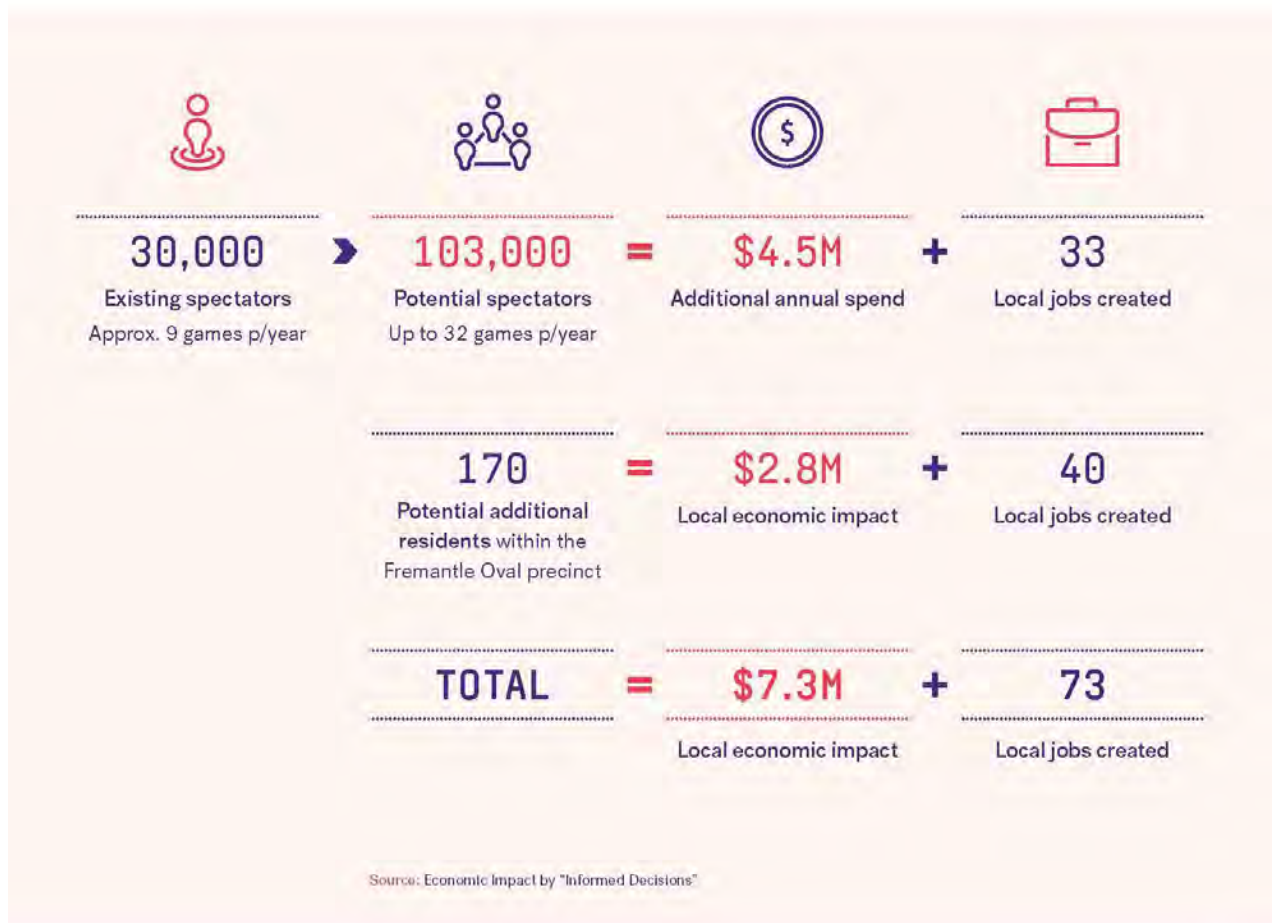
88. ECONOMIC BENEFITS

This will provide significant social benefits to the Fremantle community, and the broader Perth region, improving physical and mental health and wellbeing, increasing female participation, and fostering social connectedness, inclusiveness, and cultural education.

In addition, the Masterplan will encourage further development within the precinct which will increase the number of residents and workers within the City Centre.

Overall, the Masterplan contributes significantly to the liveability and sustainability

of Fremantle City and the broader Perth metro area by capitalising on the unique city centre location, access to public transport, hospitality offerings, and heritage.

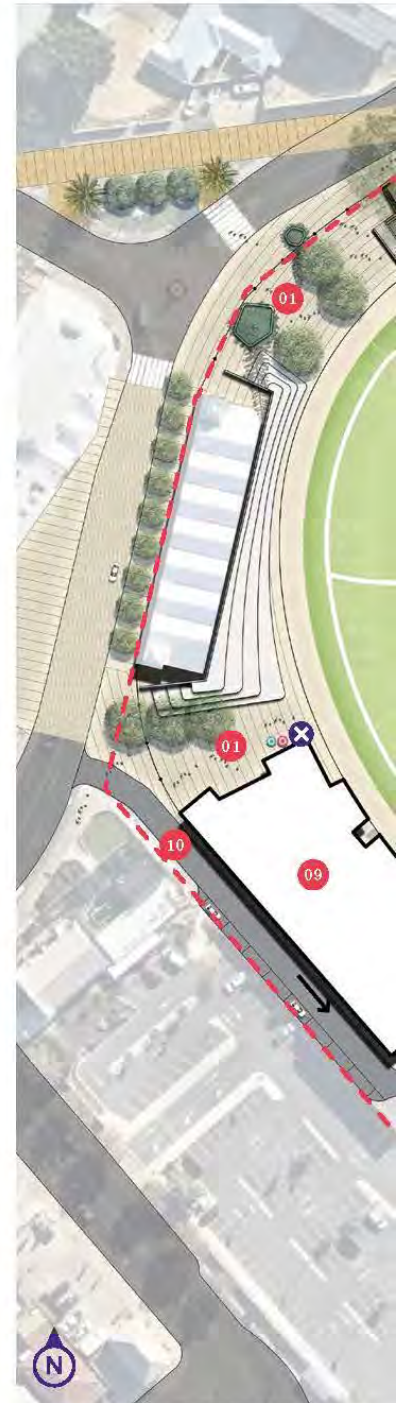


07. FREMANTLE OVAL REDEVELOPMENT MASTERPLAN

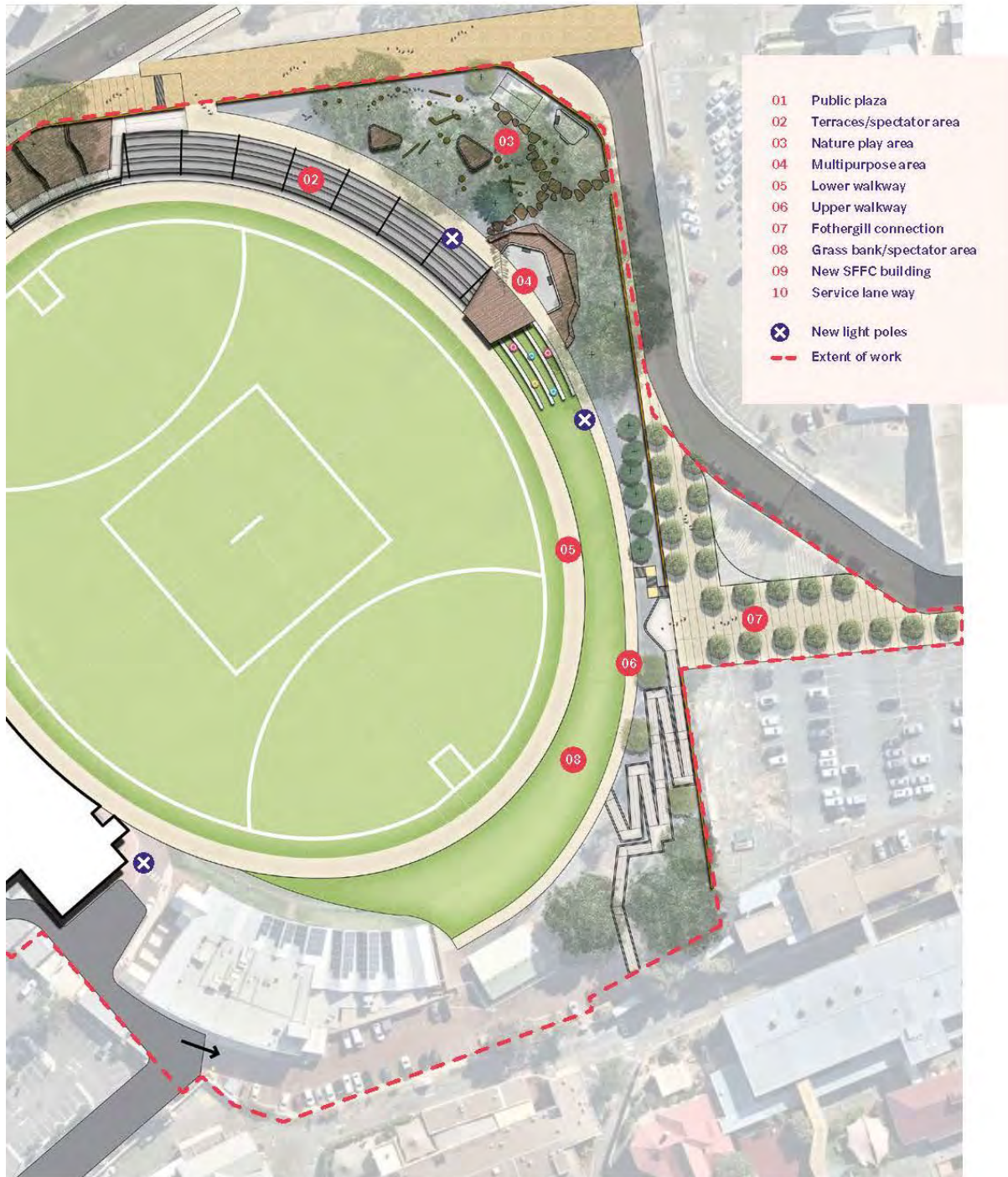
OVERVIEW

The Masterplan reflects the long-term vision for the precinct, demonstrating the key principles for future upgrades of facilities and open spaces in relation to the heritage elements and broader context, and provides practical steps to provide upgrades that will support the WAFL, AFLW, and pre-season AFL games.

The Masterplan upgrades can be delivered in 4 logical phases, with reasonable and practical cost estimates for each phase. As well as upgrading the Oval to appropriate standards for football, the Masterplan seeks to reconnect the Oval to its unique city centre setting, and attract a diverse range of other public activities for the broader community.



07. FREMANTLE REDEVELOPMENT OVAL MASTERPLAN



07. FREMANTLE OVAL REDEVELOPMENT MASTERPLAN

**MASTERPLAN:
PLACE IMPROVEMENTS**



In summary the Fremantle Oval Masterplan proposes to provide:

- Football ground realignment with stronger connection to Victoria Pavilion;
- Upgraded lighting infrastructure to suit televised AFL pre-season, AFLW, and WAFL matches;
- Infrastructure to support match day requirements as per AFL guidelines;
- Spectator areas – covered and open terrace seating, and grass embankments with walkways around the playing field;
- New multipurpose club and community facilities for South Fremantle Football Club;
- New entry plazas/public open spaces to improve community connectivity with the city centre;
- Nature play area with community BBQ and picnic area;
- Community activation area (multipurpose area) for outdoor activations and events.

07. FREMANTLE OVAL REDEVELOPMENT MASTERPLAN

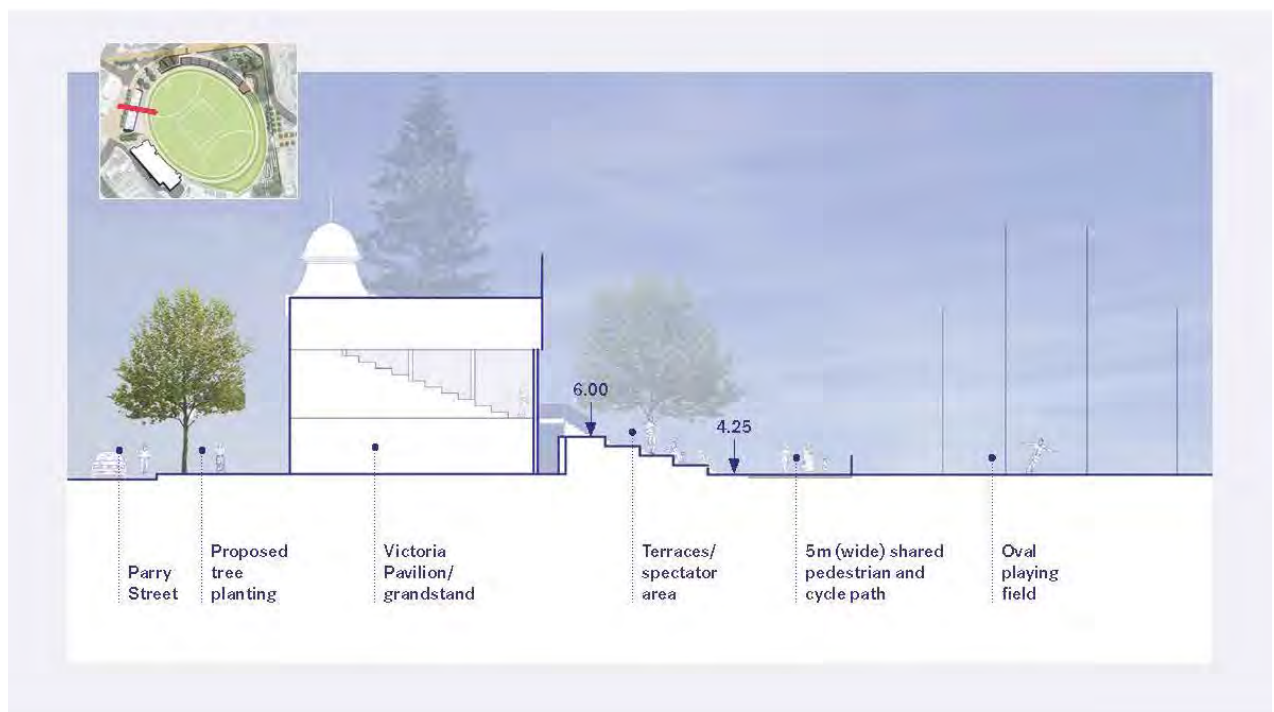
The home of local
sport, since 1894.



Image: Fremantle City Library History Centre [LH001176]

VICTORIA PAVILION

Restoring and upgrading Victoria Pavilion to a fully-functional space for spectators, celebrating the building's heritage and architecture. Also upgrading the undercroft space for adaptive uses relating to community and football activities.

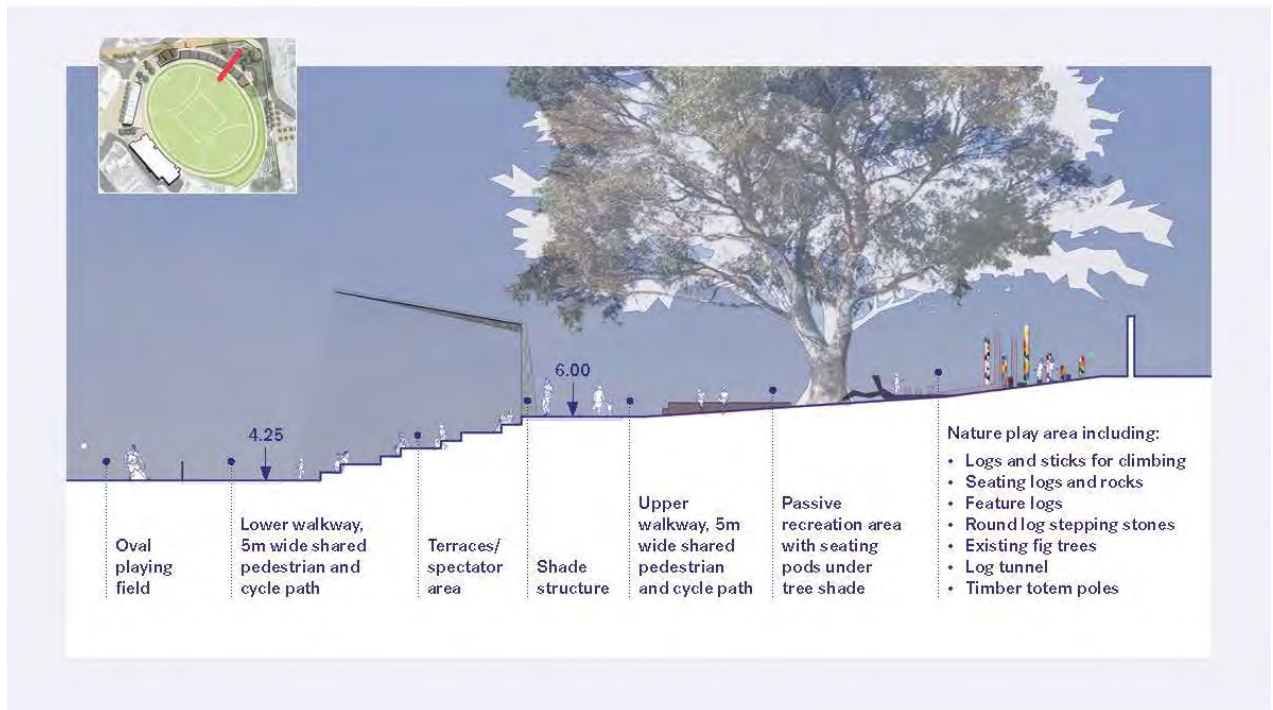


07. FREMANTLE OVAL REDEVELOPMENT MASTERPLAN



**SPECTATOR AREAS
TERRACE SEATING/
GRASS EMBANKMENT**

Provides new opportunities for spectators to enjoy the football during match day, and different passive recreation areas for community to pause and stay.



There are 3 types of spectator areas within the open space, besides the Victoria Pavilion and SFFC member spectator area:

1/ Covered terrace seating

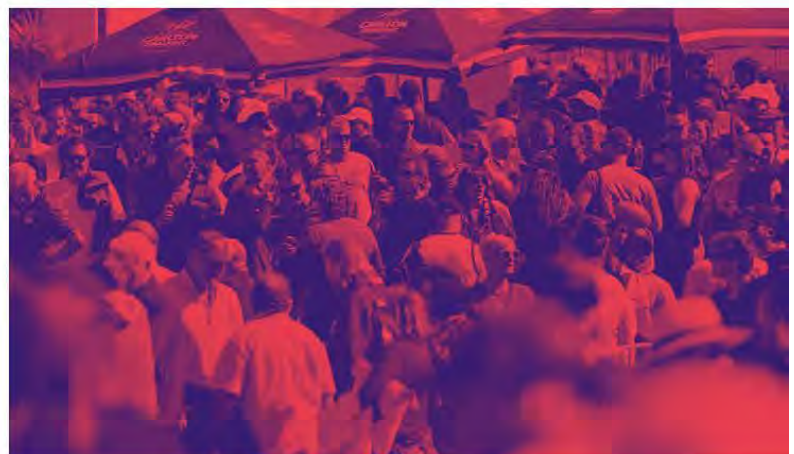
The shade structure over the terrace seating provides weather protection;

2/ Terrace seating in front of Victoria Pavilion;

3/ Grass bank spectator area

The grounds have been designed to spaciously accommodate 3,000 to 5,000 spectators, mostly under shade.

The new design can fit **over 16,000 people** for WAFL finals football, or other large crowd events, as required



07 FREMANTLE OVAL REDEVELOPMENT MASTERPLAN



- 01 William Street entry plaza
- 02 Parry Street entry plaza



Passive recreation area/
entry plaza



Entry plaza

ENTRY PLAZAS

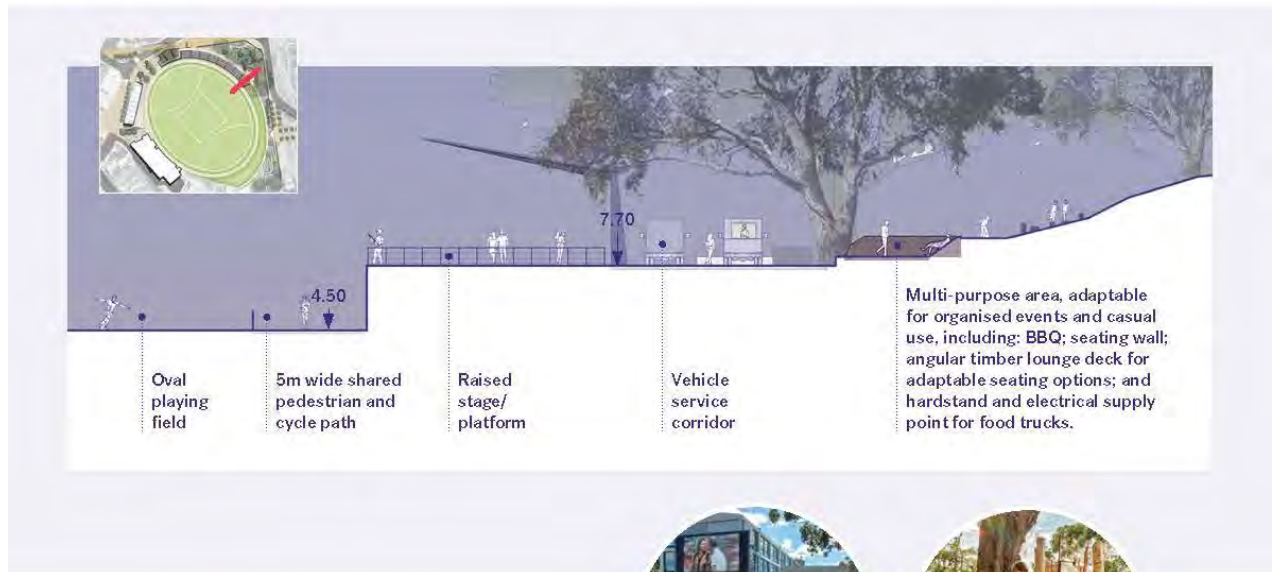
The new entry plazas provide a safe, accessible pedestrian entrance to the Oval at the primary pedestrian access points leading to the oval.

The plazas are designed as public open spaces and congregation areas for football games and ticketed events, with the provision of roller gates and fencing to secure the area.

Primary features include:

- Tree planting;
- Passive recreation areas including decking;
- Public amenities;
- Food and beverage opportunities.

07. FREMANTLE OVAL REDEVELOPMENT MASTERPLAN



NATURE PLAY AREA & COMMUNITY ACTIVATION/ MULTI-PURPOSE AREA



Seating/decking area



Nature play area

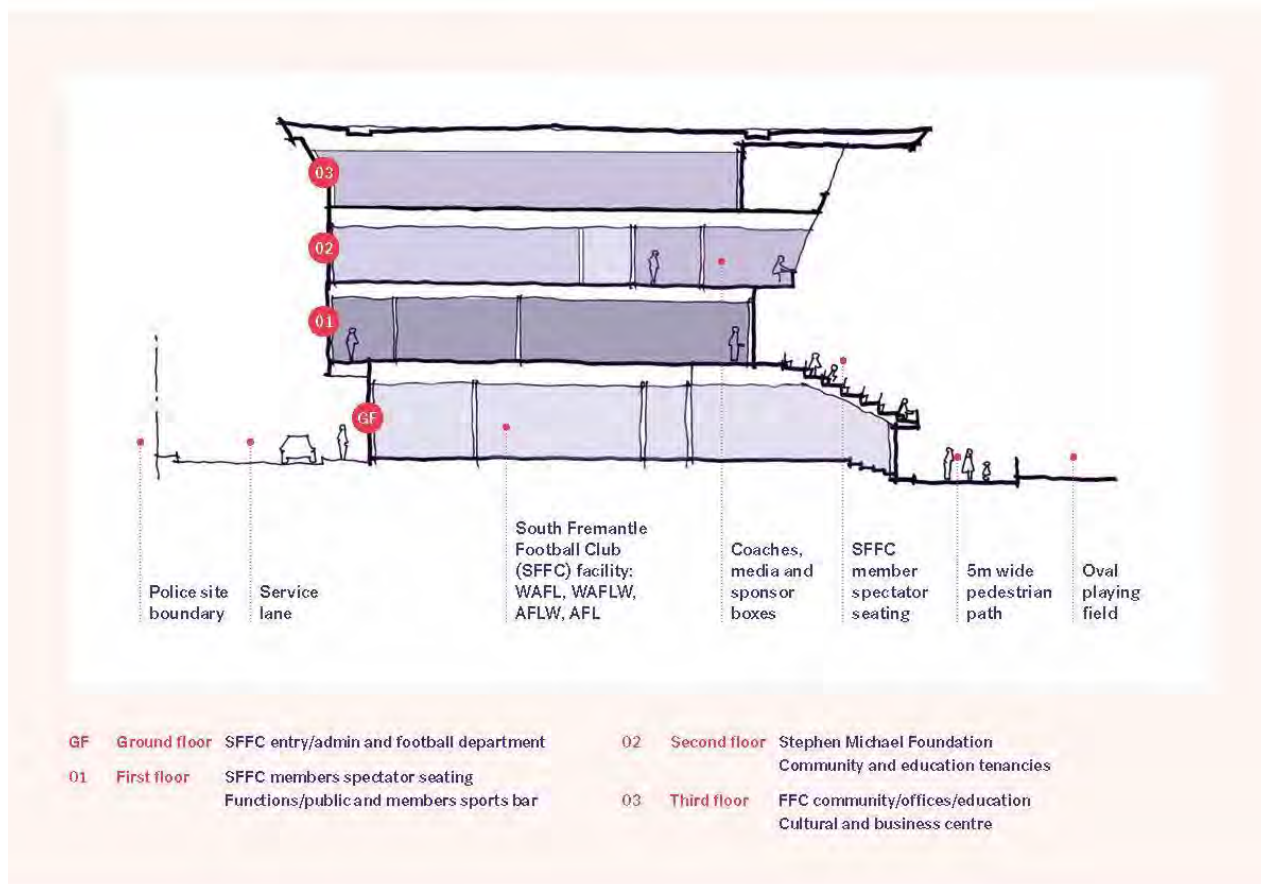


The nature play area is located under the mature fig trees, taking advantage of the natural landform and the shade provided by the trees.

The underlying philosophy of the nature play area's design is to create an inclusive play environment for all members of the community and to provide a family-friendly area on game-day.

- 01 Pod seating
- 02 Nature play area
- 03 Existing public toilet
- 04/05 BBQ area and seating wall
- 06 Seating/decking area
- 07 Community activation/ multi-purpose area
- 08 Raised stage
- 09 Proposed gates to be opened/closed for match days/events
- 10 Perimeter wall

97 FREMANTLE OVAL REDEVELOPMENT MASTERPLAN



NEW SFFC FACILITY

A brand-new facility to support and enhance the WAFL competition and provide a sustainable venue facility for South Fremantle Football Club. The proposed location at the centre wing of the new oval alignment creates ideal conditions for broadcasting requirements, coaching boxes, and improved viewing space for spectators.

The new SFFC facility includes:

- 4 sets of unisex change rooms;
- Improved player facilities;
- Gym (weights and cardio);
- Medical/first aid rooms;
- Suitable locations for match day officials;
- Media boxes;
- Spectator area (tiered seating, improved toilet facilities, food and beverage areas);
- Function room;
- Administration (offices, lecture theatre, toilets, and amenities);
- Ancillary rooms (plant and equipment room);
- Commercial space (shop and commercial).

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08. PHASING PLAN





Key project partners are 'signed up' and committed to progress this Masterplan into delivery phase. The project is anticipated to commence in 2021 and be completed in 2024.

PHASE 03



PLACE IMPROVEMENTS

- A William Street entry plaza
- B Nature play area
- C Decking lounge and BBQ areas
- D Victoria Pavilion upgrade (stage 2)

PHASE 04



PLACE IMPROVEMENTS

- A Lookout, ramp accessway, and steps
- B Fothergill Street entry plaza
- C Future redevelopment site

09. PROPOSED IMPROVEMENTS



The Masterplan provides practical and reasonable stages in consideration of possible financial opportunities to upgrade the precinct over several phases.



The overall phases have been developed with a level of flexibility to cater for any possible changes in costing of different phases and secure the feasibility of the project.

The approach to implementation is based on upgrading the key and high priority infrastructure first, such as playing field, lighting, spectator areas, and new football club and community facilities, to limit the disruption to football activities. The broader place improvement works to the public realm will happen during later phases.

It's important to note that phasing and priorities of the overall project may change due to funding availability. The total cost of implementing the Masterplan is estimated at approximately \$36,799,000, with four independent stages.

Optional items are costed separately, which include the Dockers 3rd Floor at \$4.2 million, and the optional underground car park at \$2.7 million.

10. COST PLAN



PROPOSED COSTING SNAPSHOT

PHASE 1	\$7,242,000
PHASE 2	\$25,529,000
PHASE 3	\$2,780,000
PHASE 4	\$1,248,000
TOTAL	\$36,799,000

ITEM	COST (ex-GST)
PHASE 1	\$7,242,000
EXTERNAL WORKS	\$3,549,000
• Oval relocation	
• New spectator areas	
• Upgrading Victoria Pavilion, stage 1	
EXTERNAL SERVICES	\$2,472,000
• Lighting upgrade 1000 lux/LED	
• Storm water/water supply, irrigation/communications/special services	
PROJECT ON-COSTS	\$1,221,000
PHASE 2	\$25,529,000
BUILDING WORKS	\$16,781,000
• New SFFC Building — GF, 1st F, 2nd F	
EXTERNAL WORKS	\$877,000
• Parry Street entry plaza	
• Terrace seating in front of Victoria Pavilion	
EXTERNAL SERVICES	\$593,000
• Storm water/sewer, drainage/gas (new building, relocating gas main)/electrical light and power/water supply, new building/communications/special services	
PROJECT ON-COSTS	\$7,278,000
PHASE 3	\$2,780,000
BUILDING WORKS	\$1,000,000
• Upgrading Victoria Pavilion, stage 2	
EXTERNAL WORKS	\$1,313,000
• William Street entry plaza	
• Nature play area	
• Decking lounge and BBQ area	
EXTERNAL SERVICES	\$119,000
• Storm water/water supply/electrical light and power	
PROJECT ON-COSTS	\$348,000
PHASE 4	\$1,248,000
EXTERNAL WORKS	\$879,000
• Fothergill Street entry plaza	
• Lookout, ramp access way and steps	
EXTERNAL SERVICES	\$125,000
• External special services/stormwater drainage/external electrical light and power	
PROJECT ON-COSTS	\$244,000
GRAND TOTAL	\$36,799,000
Potential additional items in stage 2:	\$6,951,000
1. Additional level 4 building for FFC (\$4,201,000)	
2. Addition of u/g public carpark (\$2,750,000)	
Including additional items	\$43,750,000

THIS IS YOUR
OPPORTUNITY
TO BE PART OF
FREMANTLE'S
FUTURE.



HELP REVITALISE THE SOUL OF THE CITY

This project is about more than just football. It's about continuing Fremantle Oval's legacy, and revitalising an important part of our city's heart and soul.

The project partners are now seeking financial assistance from the State and Federal Governments to contribute to this important community project.



Help us support the next generation of Fremantle Oval by staying up to date on the project.

Stay connected by visiting:
fremantle.wa.gov.au/ovalmasterplan

To find out more:
Call 1300MYFREO (1300 693 736) or
email planning@fremantle.wa.gov.au



**THE SPIRIT
OF FOOTBALL.**

**THE HEART OF
FREMANTLE.**



FIND OUT MORE

My Say Freo:
mysay.fremantle.wa.gov.au

1300 MY FREO
(1300 693 736)

Fremantle Oval, 70 Parry Street
Fremantle WA 6160



FPOL2104-7 BOOYEEMBARA PARK LANDSCAPE PLAN

ATTACHMENT 1: Booyeembara Park Master Plan Implementation – Community Engagement Report



Community Engagement Report

January 2021

This document is available in alternative formats on request.

Booyeembara Park Master Plan Implementation

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Booyeembara Park Master Plan Implementation

Introduction

The implementation of the Booyeembara Park master plan has been an ongoing process influenced by the site history, contamination issues, community use and budget availability.

Recently, there have been many changes in the surrounding area including new residential developments in White Gum Valley/Knutsford and a proposed new golf course clubroom and community facility as a result of Main Roads High Street upgrade. The City of Fremantle also received a cash-in-lieu contribution specifically for improvements to Booyeembara Park as a condition of subdivision from nearby land (bounded by Blinco, Montreal, Knutsford and Wood Streets).

This engagement was conducted to align this spending with the review and implementation of the existing master plan. Subject to approval from the WAPC, the funding will cover stage one works, with the balance of works to be completed in future years.

The plan proposes:

- A half basketball court
- Grassed area and olive grove
- Seating walls and seating nodes
- Seasonal wetland
- Stairs, ramps and lookout
- Storytelling circle
- Pump track and landscaping around this area
- Landscaping throughout the proposed mountain bike trails area; and
- Amphitheatre.

Community Engagement

Previous engagement

Significant community engagement on each of the current projects in this area had been undertaken before seeking comment on this draft plan, as well as workshopping with the Booyeembara Park Reference Group. A brief timeline includes:

Golf Course Clubhouse and Community Centre (October 2019 - July 2020): As a result of the MRWA High Street Upgrade, the City needed to design a replacement golf clubhouse and community facility. Full details on the three stage community engagement process which has resulted in the proposed Fremantle Golf Course Clubhouse and Community Centre can be found [here](#).

Proposed Mountain Bike Trails (July 2020): Booyeembara Park Mountain Bike Trails Working Group was formed and community engagement was conducted on a proposal to

Booyeembara Park Master Plan Implementation

formalise mountain bike trails at the eastern end of Boo Park, and the needs of the surrounding area which have been incorporated into the draft master plan. Find full information [here](#).

Current engagement

The Booyeembara Park Reference Group, made up of representatives from Friends of Boo Park, WGV Community Orchard, Elected Members Su Groome and Jenny Archibald and local community members, were heavily involved in shaping the revised master plan prior to opening for public comment..

Engagement was open between 12 November to 13 December 2020 and participation methods were:

- Interactive map and online survey on My Say Freo.
- Drop-in session at Booyeembara Park, Thursday 26 November 3.30pm to 6.00pm (near the playground).

Awareness and promotion of the engagement was undertaken via:

- Attendance at the White Gum Valley precinct group meeting 3 November 2020.
- Direct email to previous submitters on various Booyeembara Park projects.
- Letters sent to 116 owners and occupiers on Stevens Street likely to be interested in or affected by proposed parking.
- Adverts in local newspaper in City's 'newsbites' column 14 and 28 November 2020.
- Included in My Say Freo newsletter November 2020.

Findings

From 12 November to 13 December 2020 the My Say Freo page was visited by 385 people. There was a total of 26 submissions, 24 online, one via post and one via email. There were around 35 attendees at the drop-in information session.

Key findings across all methods were:

- The majority of respondents expressed positive sentiment toward the plan and thought it would be of great benefit to the community. Those who did not were primarily concerned with impacts on the natural environment and existing attributes of the reserve.
- Option A was the preferred parking method due to improved safety and reduced impact on local residents.
- Most attendees at the drop-in live nearby and had existing concerns about parking and traffic on Stevens Street.

Booyeembara Park Master Plan Implementation

My Say Freo and written contributions

Of respondents who provided their location, 10 were from White Gum Valley with two each from Fremantle, Beaconsfield and Bicton.

Two thirds of respondents expressed positive sentiment toward the proposed upgrades, frequently stating that the plan was 'great' and a good use of the park, and that the improvements would be an asset to the area. In particular, a number of respondents mentioned the pump track or mountain bike trails. Two respondents were supportive of the proposal but noted that impact on the existing ecosystem should be minimised.

One respondent did not support the proposal or mountain bike trails in the area at all, believing it would impact the environment and peaceful enjoyment of the reserve.

One did not support development of the land for housing, which is not proposed. This relates to a misunderstanding about the cash-in-lieu proposal.

Comments on specific elements include:

- **Amphitheatre:** Three respondents were supportive of upgrades to the amphitheatre or saw it as a potential unique event space.
"The whole project is a fantastic use of the park"
- **Half basketball court:** Responses were mixed. Two respondents believed this would be a waste of funds. Two respondents supported it and two suggested moving it, either closer to the community facility or to the lawn west of the storytelling circle.
"It would be great to see some of the earlier works in the park (such as the amphitheater) completed. Council is doing some great work with the proposed mountain bike track."
- **Shade and BBQ areas:** Five respondents spoke about the need for additional shade, including near the storytelling circle, basketball court and the amphitheatre and two wanted to see more BBQ areas.
"Sounds good but the 1/2 basketball court will be money wasted. More needs to be spent on slowing traffic on Stevens St"
- **Stairs/lookout:** Two respondents liked the addition/upgrades to the stairs and lookout and believed it would provide a useful addition for community exercise.
- **Wetland:** Two respondents liked the wetland proposal.

There were concerns raised about natural habitat and impact on wildlife in the area, particularly birds. A number of respondents expressed the need to maintain the general peacefulness and reflective nature of the reserve, keep improvements such as paths and seating low-impact and appropriate to the natural landscape, and to plant native trees and plants (rather than fruit trees which attract pest species).

Booyeembara Park Master Plan Implementation

Other suggestions included:

- Expand the skate park and make the pump track accessible for skateboards and other equipment.
- A day-wall for people to practice graffiti legally.
- Move the composting toilet to the storytelling circle/amphitheatre.
- Consider the use of the storytelling circle and how proposed changes might impact existing uses (eg dance and drumming circles).
- A need to address the existing weed problem.
- Signage including interpretive signs with Nyoongar plant names and instructional signage for learning to mountain bike.
- Include a path and signage for the Six Seasons garden.
- Would like to continue running on the trails and not restrict the use to bikes only.
- The stream is a highlight and would like to add an other (perhaps feeding the ephemeral wetland).
- Keep the fig tree in the pear circle rather than putting in a playground.
- The large grass area south of the olive grove is wasted space and it would have been more fair to reconfigure the park to accommodate some of the golf course.

The overall plan is excellent and a credit to the people who have been involved in it's design and development. It will provide an excellent community resource allowing people, of all ages, to not only enjoy a beautiful parkland but also have the ability to challenge themselves with recreational and adventure sports.

"We are broadly very supportive of the proposed changes to Booyeembara Park, however, we do have concerns that perhaps too many facilities are proposed for the park and the impact that greatly increased visitation will have on surrounding facilities/infrastructure (waste, roads, parking, toilets, surrounding businesses) as well as the wildlife and natural habitats of the park."

Parking

Respondents were asked whether they had any comments on the proposed Option A (combined on-street and off-street parking and drop-off area) and Option B (on-street parking) at the arrival area of the proposed mountain bike trails.

Booyeembara Park Master Plan Implementation

Option A: off-street parking within the park, with additional on-street parking. Ten people preferred this because of improved safety, reduced congestion and reduced impact on local residents.



Option B: all on-street parking. Five people preferred this, primarily to minimise impact on vegetation and fauna but also to improve safety.



Other:

- Two respondents wanted only off-street parking, primarily for traffic safety reasons.
- Two respondents proposed including the drop-off area but not further off-street parking
- One respondent did not support mountain bike trails in the park.
- A number of respondents also mentioned pedestrian safety and traffic calming on Stevens Street, which the City is aware of as an issue and is being investigated.

Booyeembara Park Master Plan Implementation

Drop-In Information session

Around 35 people attended a drop-in information session at Booyeembara Park between 3.30-6.00pm, Thursday 26 November 2020. Most indicated that they live nearby.

The proposed improvements were generally met positively, with particular comments made about the bush tucker area, wetland, a desire for more Aboriginal interpretation in park and potential use of the community facility opening to outdoors for community music.

One person raised concerns about subdivision or development in the park, which relates to a misunderstanding about the cash-in-lieu proposal.

Parking and traffic concerns were raised by most attendees. Some particular comments were:

Option A preferred as long as it cuts into verge, not use carriageway area. It could be hard backing out but can use drop off option.

Option B – Boo Park is too small to be given over to internal parking. Better still would be for the mountain bikes to enter from Montreal St entrance.

- Limestone style like the current parking on Montreal St, with a mountable kerb.
- Make using South Street more attractive. Stevens St needs traffic calming (speed combined with hills). Don't pull traffic from Montreal St any further down Stevens.
- Issue with 'rat run' through White Gum Valley, will there be even more.

Responses to Input and Next Steps

Some queries and topics were raised in this engagement, which either link to previous engagement in the area, or require further background and explanation from the City:

The compatibility of running trails and mountain bike trails

From a safety perspective, these two sports are not compatible. Additionally, the construction requirements for both are not the same. Rather than focussing on the proposed mountain bike trail area as another running trail, when the rest of the park is already available for running, the City has developed further running trail opportunities within the park. For example, once the stairs/ramps are installed up to the top of the hill that will form another running loop.

The relationship between nature and built form

All work within the park will be undertaken with the view to have minimal impact on the existing vegetation in the park. The City's Natural Areas team are methodically clearing introduced weed species within the park and this will continue as part of future works.

Booyeembara Park Master Plan Implementation

Parking

In 2018 community engagement was undertaken regarding development of the former men's shed site, next to Sullivan Hall. There is a big demand from the community for additional parking to be made available for users of Sullivan Hall. Parking along Stevens Street was raised as a possible solution to this problem.

In mid-2020, when community engagement was undertaken on the mountain bike trail, feedback from the community was for parking to be included as part of the trail works. These two requirements result in a strong demand for parking in the vicinity of the mountain bike trail and Sullivan Hall, which Option A provides.

Traffic calming on Montreal Street and Stevens Street adjacent to Booyeembara Park is an issue that has been raised by the community in numerous forums. The City is currently developing proposals for traffic calming that also improve pedestrian accessibility.

Next Steps

The next step is to meet with the Booyeembara Park Reference Group to welcome new members and discuss the engagement findings.

Based on the community engagement findings, the following changes will be made to the plans:

- Incorporate internal parking (Option A) for the mountain bike trail area.
- Continue the development of traffic calming options for Stevens Street and Montreal Street.

Additionally, the City will also work to integrate the new golf clubhouse and community facility into the park, as approved by Council at the meeting of 9 December 2020.

The proposed upgrades will then be considered by the Finance, Policy, Operations and Legislation (FPOL) Committee. If approved, the projects will then progress to detailed design and (where applicable) additional funding sought.

Booyeembara Park Master Plan Implementation

Appendix: Submissions

The following comments were received in response to these questions:

- Do you have any comments on the proposed improvements above?
- Do you have any comments on Option A or B to address parking at the arrival area of the proposed mountain bike trails?
- Is there anything else you would like to share about the Booyeembara Park Master Plan implementation?

Do you have any comments on the proposed improvements?
supported
Option A for parking is the safest as people may be loading and unloading bikes with kids running around. All other improvements are a great idea and a big asset to all locals and visitors.
the plans look fantastic, it would be good if the pump track was implemented
The pump track and MTB bike trails are a fantastic inclusion which is widely wanted and needed by the community, I can't wait to use it
I think that the pump track would be a great idea as it would bring large quantity's of people to our wonderful suburb
The basketball court is a great idea. Some sitting in the shade next to it will be required. Stairs to the lookout will provide a valuable community exercise facility. Some gas BBQ facilities should be included near the playground/new building as these would get lots of use. It would be fabulous to see another wetland built in the designated area
n/a
Some expansion to the existing skate park would be excellent.
The whole project is a fantastic use of the park
We are broadly very supportive of the proposed changes to Booyeembara Park, however, we do have concerns that perhaps too many facilities are proposed for the park and the impact that greatly increased visitation will have on surrounding facilities/infrastructure (waste, roads, parking, toilets, surrounding businesses) as well as the wildlife and natural habitats of the park. In particular, we like to ensure that the council plans to address the impacts of visitation in terms of increased waste, foot traffic and other impacts on wildlife and bushland, and safety/antisocial behaviours.
All improvements appropriate. The event and lighting space is initiative and a point of difference from all other parks in the region although would be interested to see how these operate. Feel most parks are underutilised after dark. Would like to see a multi-use pump track aka available for use on a bike, skateboard and scooter. There are currently a number of crushed agg pump tracks in the area (Cockburn) but little to none available for use on skateboards .
Half basketball court is waste of funds. Would prefer this area being kept natural and less developed as reserve for flora and fauna. Strongly against bicycle pump track. Will create lots of noise and not conducive to promoting peaceful appreciation of natural wonders of the reserve. Prefer more facilitation created on existing roads outside the

Booyeembara Park Master Plan Implementation

park and nature reserve for cyclist *myself being one!)...NO to MOUNTAIN BIKE TRAILS!!!!!!
A day wall for local street art/graffiti writers to practise there skills in a legal, safe, environment, with plenty of bins.
Sounds good but the 1/2 basketball court will be money wasted. More needs to be spent on slowing traffic on Stevens St
Please improve and expand on the skate/scooter park.
The path surface should still be suitable for skate boards, scooters and roller skates.
More BBQ and shaded picnic areas.
No they seem fine but don't address the biggest issues facing the park.
I'd really like to see the amphitheater become a useable space for concerts. It's the perfect location to create a unique and very marketable concert-setting.
All good, but the basketball court and the stairs/ramp/lookout should be prioritised. I also think that some additional tall tuart trees need to be planted within the park to provide addition habitat and shade.
I am for all the upgrades to Boo Park specifically the completion of the Amphitheatre as this is a great space and making the area safe and accessible will be a benefit to the whole community. The Mountain Bike Park and pump track are also great investments for the young and old as this is a growing sport around the world.
The improvements are excelent
All sounds good as long as wildlife in trees on ground and in water are not impacted too much. It is a precious space and maintaining this local ecosystem should continue to be a priority.
Submission from Booyeembara Friends Group: Basketball court will impact on already small oval, well used by picnickers ie, using/taking up more than just the area of the court. Not so well-matched to oval where younger kids play. Better to move close to community facility (though noise might be an issue) or to more central grasslands which needs more activation e.g. between reconciliation circle and fig-pear circle. Daytime uses of the court shouldn't interfere with twilight/night-time uses of the circle (drumming circle each full moon) Move composting toilet to serve storytelling circle and/or to amphitheatre, using slope. This central area could do with a toilet where there will never be a sewer line. The storytelling circle needs some fine-tuning - the sitting logs will impact on uses like dancing.. Have dancing troupes been consulted?. Eg those from the previous events and Wardanji Shade and shelter from perimeter trees certainly needed and firm pathways for improved access. This space is unlikely to work well as a classroom space - too distant from perimeter for little legs and too far from toilets. The fig-pear tree circle would make a more suitable secluded space with ample daytime shade.
Love the tables, benches, fruit trees and shelter within the olive grove to activate this space and attract group gatherings as well as resting places for 1-2 walkers. Great to see paths kept back from the new wetland and a good buffer zone of vegetation similar to the current small wetland. The current fig tree in the pear circle is already a space place. It would be good to keep this as a special place for adventure and learning in small groups and not a playground. Revegetation to the west of the amphitheatre is needed to slow wind blowing through. Bringing trees to shade the

Booyeembara Park Master Plan Implementation

audience space would be most welcome. Love the trees around the storytelling circle (shade much needed) and fire pit circles. Significant reveg also needed to the east of the circle.
The improvements look suitable.
Our future generations will be proud of us (their ancestors) for the open space – LAND – not built on land that has been left for them. Example Kings Park, Monument Hill High St, Esplanade Fremantle. Do not sell off their legacy – for more housing – have a look around – White Gum Valley is being swallowed up by housing. Tell the investors keep your money. Keep your hands off our open space.
I care passionately about Boo - I have been involved since the first community planting (watering, now weeding) since the 1990s. I live in Freo and have used the park in a multitude of ways/purposes. I am also a member of Birdlife Australia and my main concern that has not already been addressed in all of read so far, including the reference group, is re the birds. When I went to the open day a few weeks ago, the person representing council, mentioned planting of fruit trees in the section to the east of the olive grove. Fruit will attract the rainbow lorikeets which have not been a problem yet at Boo since there's no fruit there. However, if exotic fruit trees are planted, they will soon find them and will then drive away our local birds. I have been involved in the annual rainbow lorikeet count up at Monument Hill for the last few years, and their numbers are increasing at a frightening rate because they nest in the date palms. They are also becoming a nuisance to all the houses around that have fruit etc. The rainbow lorikeets replace local nesting hollows for birds, like the Aussie ringneck parrots (28s) Please consider the future of our local birds and the balance of nature. With global warming, we should be planting only local plants and trees.

Do you have any comments on Option A or B to address parking at the arrival area of the proposed mountain bike trails?
option A
Option a is the safest
None
I prefer Option A to reduce on street parking pressure on local residents and reduce parking noise in local streets
I think that it would be essential to have parking along Stevens street preferably method b as it would minimise the damage to the environment
From a safety perspective the off-street parking is the most sensible option to avoid people being rear ended as they reverse park over the crest of the hill. It also removes the potential for accidents as people are stood on the edge of the road to take their bikes on/off their cars.
I support Option A. If there isn't sufficient and well thought out car parking, then riders will park on Swanbourne and ride through the park!

Booyeembara Park Master Plan Implementation

Option A offers the advantage of a drop off area that is off the street. It is likely that at times some parents will drop children off at the site and return to pick them up later. The ability to do this off the street would be far safer and cause less congestion issues than cars stopping on the street.
Ensure the angled on street parking has sufficient depth so that cars do not need to reverse out onto the road when leaving. This would be further improved by having an "exit" off Stevens street into the parking area (similar to the street parking that is present along the more southern section of Leighton Beach) and would solve most of the congestion and safety concerns that have been raised.
From a safety perspective traffic slowing devices (some already exist further east on Stevens St) should be considered. For example roundabouts at Stevens/Wiluna St and/or Nannine St and additional speed humps.
Option B is safest especially for the mtbers, who can park adjacent to the trails and therefore be separate from pedestrians to avoid collisions etc.
We think that option A with a mix of on-street and off-street parking will provide a safer option for those accessing the park (but not the mountain bike trail) from Stevens Street, however, this remains a concern as visibility over the hill is not great and cars often take this part of the road too fast. If this could be coupled with a slow point at the top of the hill, this might assist in improving safety.
Option A seems more appropriate. Leave to traffic and civil engineer to determine.
DO NOT WANT MOUNTAIN BIKE TRAILS IN PARK.....keep it natural for the flora and fauna. Establish more cycle paths on existing roads for cyclist to use....WAY more GREEN. KEEPP PARK AS A NATURE RESERVE FOR PLANTS AND ANIMALS!!!!
All off street parking. There is a speeding issue on Stevens St. Any street parking will be dangerous. Accidents will be inevitable. If you are bringing more people to the area. You need to control this hazard.
Option A is definitely preferable.
No
Depends on the level of visitation expected. If it can be realistically accommodated within the street parking, then no need for off road parking. I think the spot will be popular so perhaps option a is more realistic.
Option A - The parking needs to be off street, even without the mountain bike trail dog walkers and other people using park on the verge next to the park entrance on Stevens street. Due to the location of this entrance, opposite the junction to Nannine and just over the brow of the hill parking on the street is not possible and there are always vehicles parked on the verge. Further to this myself and friends use the lake on Sunday afternoons to sail boats and the parking on Montreal is regularly full, even with current visitors, therefore if the MTB park, pump track and Basket ball court attracts more visitors adequate parking will be required. Also if the Amphitheatre is completed and the community puts on events then offstreet parking will be required on that end of the park. To limit thinking to just whether additional parking is needed for the MTB park is very narrow minded, Boo park currently needs more off road parking at weekends and further developments to the park would certainly require offstreet parking.
Option B - all on-street parking
I strongly object to allowing cars and car parking within the park. It is a quiet sanctuary for pedestrians animals and birds. We don't need cars. Park them on the street please.

Booyeembara Park Master Plan Implementation

Entry to Six Seasons and Mountain Bike Pump Track & Trail needs reworking along with carpark. We propose a one-way loop for bike drop-off but not further internal parking, only verge. We propose the pedestrian access into this zone lines up with the heavily used footpath along the eastern side of Nannine Ave- the "Community Avenue" (not the less used short track east of Sullivan Hall) and via a raised platform on Stevens or similar, enters the Park from here diverging left to the six seasons or right to the pump track and the drop-off loop. This would invite walkers into this part of the park with lines of sight and pathways directly towards the two distinct zones.

I support the combined parking concept put forward by the Booyeembara Friends Group. Onsite parking with an internal drop-off loop. A connection to the community narrative activities (six seasons & pump track) should be through parkland not a car park and line up with Nannine Ave. A slow point in Stevens St is also needed at this point and further west to making the crossing safer. I like how existing long-lived verge trees have been identified and parking designed around them.

Option B would be better so that no vegetation is disturbed.

Is there anything else you would like to share about the Booyeembara Park Master Plan Implementation?

n/a

Recently went to Geraldton bike park and they had lots of "how to " signs for people learning how to mountain bike- this was a great way to ensure people learn safe bike skills

Looks great!

Great to see this project being put forward

It would be great to see some of the earlier works in the park (such as the amphitheater) completed. Council is doing some great work with the proposed mountain bike track.

n/a

The overall plan is excellent and a credit to the people who have been involved in it's design and development. It will provide an excellent community resource allowing people, of all ages, to not only enjoy a beautiful parkland but also have the ability to challenge themselves with recreational and adventure sports.

Just looking forward to it's completion

The work done and the consideration to date is fantastic and we look forward to seeing the final result, however, we do not want to see this happen at the detriment of the existing attributes of the park: birdlife, bushland, peacefulness, and safe space for kids to play and explore.

Currently the Booyeembara trails are great for trail/hill running it would be disappointing to see this removed completely if the bike track is intending to be a single use path.

KEEP it natural...BIRDS need safe places to breed as do smaller residents of the park....too much development will turn this reserve into nothing other than a little entertainment park!. Put the Bike park down on South Beach....heaps of parking and won't destroy one of the few natural nature reserves we have left!!!!!!

Booyeembara Park Master Plan Implementation

Control surrounding road speed.
Please address the weed problem. I have even seen Paterson's Curse in the park. All the improvements you have in mind will mean nothing if Council doesn't get weeds under control. Large sections of the park are heavily infested with weeds. I realise that some sections of the park have been sprayed this spring but overall the park is in a poor state in my opinion.
I'm very keen to see the amphitheater area become a space that concerts etc can be held. If designed thoughtfully, food trucks etc could enter Boo Park to support any events. The Boo Park amphitheater could become a very unique (rentable) space - it could be a smaller, Freo version of Belvoir Amphitheatre.
Some new interpretive signage with nyoongar names for plants (and their uses) places and things within the park would be good to step as part of the WRAP.
It's a great plan with additions that will benefit the community no matter what age or interests you have.
A safe pedestrian/bike crossing is needed on Stevens St at the Nannine St entrance
Can the basic path & fence for Six seasons be allocated from the Landcorp cash-in-lieu or council budget allocation? This is needed to maintain this area and at low cost with significant long-term benefits for the community and the health of this new reveg area. In general improvements to quality of limestone paths and bench seating are supported but with the intent in bushland areas to keep impact low-key and the natural revegetated landscape dominant
The lawns west of the storytelling circle need more trees and activation. Very prickly and exposed. Like option of moving basketball half court here. The stream is such a highlight for young and old. Any places to extend and add another would be most welcome. Perhaps feeding the ephemeral wetland in summer.
The large grass area south and south-east of the olive grove is wasted space, I never see anyone using it. The Fremantle golf course was reduced in area to accommodate the High Street upgrade so it would have been more fair to reconfigure the park to reduce the grass area to accommodate some of the golf course.

ATTACHMENT 2: Booyeembara Park Landscape Plan



Booyeembara Park Landscape Plan - West

New Fremantle Public Golf Course
Clubhouse & Community Facility



Olive Grove event space



Provide an area where the golf course
operator could create a mini-golf course



Complete the ephemeral seasonal wetland including boardwalk
& provisions of educational and informational signage



Formalise the trail up the limestone
hill with a series of steps and ramps



Extend the youth facilities through the
inclusion of a half-court basketball



Increase amenity in picnic areas



Proposed future destination playground



Include nature play under the
existing climbing tree circle



Large shelter with long picnic
table settings underneath



Refurbish storytelling circle & plant surrounds
with endemic & bush tucker species



Booyeembara Park Landscape Plan - East

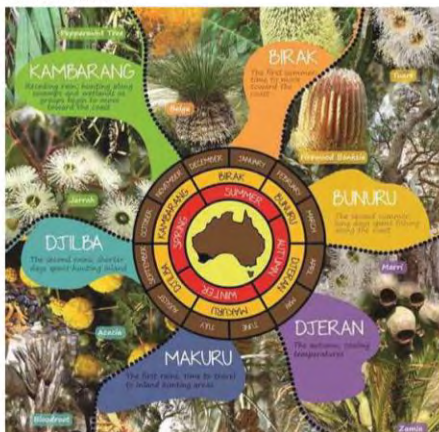
Scale the amphitheatre back to create a more intimate, safe and accessible asset for the community



Landscaped areas with paths, picnic areas, BBQ facilities & planting



Six Seasons Garden



Mountain bike trail with lookout nodes for park users to view the trails



Include a pump track to cater for a wider range of users and skill levels



Provide new car parking along Stevens Street including off-street car bays and a drop-off area to service the mountain bike trail as well as Sullivan Hall

**FPOL2104-8 ADOPTION OF MODEL CODE OF CONDUCT FOR COUNCIL AND
MODEL STANDARDS FOR EMPLOYING CHIEF EXECUTIVE
OFFICERS**

**ATTACHMENT 1: City of Fremantle Council Members, Committee Members and
Candidates Code of Conduct**

**Council Members,
Committee Members
and Candidates
Code of Conduct
2021**



Council Members, Committee Members and Candidates Code of Conduct 2021

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Division 1. Preliminary Provisions

1. Citation

This is the City of Fremantle Code of Conduct for Council Members, Committee Members and Candidates.

2. Terms used

- (1) In this code —

Act means the *Local Government Act 1995*;

candidate means a candidate for election as a council member;

complaint means a complaint made under clause 11(1);

publish includes to publish on a social media platform.

- (2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2. General Principles

3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

4. Personal integrity

- (1) A council member, committee member or candidate should —

- (a) act with reasonable care and diligence; and
- (b) act with honesty and integrity; and
- (c) act lawfully; and
- (d) identify and appropriately manage any conflict of interest; and
- (e) avoid damage to the reputation of the local government.

- (2) A council member or committee member should —

- (a) act in accordance with the trust placed in council members and committee members; and
- (b) participate in decision-making in an honest, fair, impartial and timely manner; and
- (c) actively seek out and engage in training and development opportunities to improve the performance of their role; and
- (d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

5. Relationship with others

- (1) A council member, committee member or candidate should —

- (a) treat others with respect, courtesy and fairness; and
- (b) respect and value diversity in the community.

- (2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

6. Accountability

A council member or committee member should —

- (a) base decisions on relevant and factually correct information; and
- (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to them in relation to council or committee meetings; and
- (d) be open and accountable to, and represent, the community in the district.

Division 3. - Behaviour

7. Overview of Division

This Division sets out —

- (a) requirements relating to the behaviour of council members, committee members and candidates; and
- (b) the mechanism for dealing with alleged breaches of those requirements.

8. Personal integrity

(1) A council member, committee member or candidate —

- (a) must ensure that their use of social media and other forms of communication complies with this code; and
- (b) must only publish material that is factually correct.

(2) A council member or committee member —

- (a) must not be impaired by alcohol or drugs in the performance of their official duties; and
- (b) must comply with all policies, procedures and resolutions of the local government.

9. Relationship with others

A council member, committee member or candidate —

- (a) must not bully or harass another person in any way; and
- (b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and
- (c) must not use offensive or derogatory language when referring to another person; and
- (d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and
- (e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

10. Council or committee meetings

When attending a council or committee meeting, a council member, committee member or candidate —

- (a) must not act in an abusive or threatening manner towards another person; and
- (b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and
- (c) must not repeatedly disrupt the meeting; and
- (d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and
- (e) must comply with any direction given by the person presiding at the meeting; and
- (f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

10A. Informal meetings of Council members

- (1) In this clause –

informal meeting means a meeting, to which all Council members have been invited, held for the purposes of general discussion and the provision of information where no decision making may occur, such as a briefing or training session or a workshop.

- (2) Unless authorised in writing by the Council or the CEO, a Council member or committee member must not disclose, to any other person, information that the Council member or committee member acquired at an informal meeting.
- (3) Subclause (2) does not prevent a Council member or committee member from disclosing information –
 - (a) at a closed meeting of the Council or a committee;
 - (b) to the extent specified by the Council and subject to other conditions as the Council determines;
 - (c) that is already in the public domain;
 - (d) to an officer of the Department;
 - (e) to the Minister;
 - (f) to a legal practitioner for the purpose of obtaining legal advice; or
 - (g) if the disclosure is required or permitted by law.

11. Complaint about alleged breach

- (1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.
- (2) A complaint must be made —
 - (a) in writing in the form approved by the local government; and
 - (b) to a person authorised under subclause (3); and
 - (c) within 1 month after the occurrence of the alleged breach.
- (3) The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.

12. Dealing with complaint

- (1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause 14(1), make a finding as to whether the alleged breach the subject of the complaint has occurred.
- (2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.
- (3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.
- (4) If the local government makes a finding that the alleged breach has occurred, the local government may —
 - (a) take no further action; or
 - (b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.
- (5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.
- (6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following —
 - (a) engage in mediation;
 - (b) undertake counselling;
 - (c) undertake training;
 - (d) take other action the local government considers appropriate.
- (7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of —
 - (a) its finding and the reasons for its finding; and
 - (b) if its finding is that the alleged breach has occurred — its decision under subclause (4).

13. Dismissal of complaint

- (1) The local government must dismiss a complaint if it is satisfied that —
 - (a) the behaviour to which the complaint relates occurred at a council or committee meeting; and
 - (b) either —
 - (i) the behaviour was dealt with by the person presiding at the meeting; or
 - (ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.
- (2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

14. Withdrawal of complaint

- (1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.
- (2) The withdrawal of a complaint must be —
 - (a) in writing; and
 - (b) given to a person authorised under clause 11(3).

15. Other provisions about complaints

- (1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.
- (2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

Division 4. Rules of Conduct

Notes for this Division:

- 1 Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.
- 2 A minor breach is dealt with by a standards panel under section 5.110 of the Act.

16. Overview of Division

- (1) This Division sets out rules of conduct for council members and candidates.
- (2) A reference in this Division to a council member includes a council member when acting as a committee member.

17. Misuse of local government resources

- (1) In this clause —
electoral purpose means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;
resources of a local government includes —
 - (a) local government property; and
 - (b) services provided, or paid for, by a local government.
- (2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

18. Securing personal advantage or disadvantaging others

- (1) A council member must not make improper use of their office —
 - (a) to gain, directly or indirectly, an advantage for the council member or any other person; or
 - (b) to cause detriment to the local government or any other person.
- (2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

19. Prohibition against involvement in administration

- (1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.
- (2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

20. Relationship with local government employees

(1) In this clause —

local government employee means a person —

- (a) employed by a local government under section 5.36(1) of the Act; or
- (b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

- (a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or
- (b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or
- (c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —

- (a) make a statement that a local government employee is incompetent or dishonest; or
- (b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

21. Disclosure of information

(1) In this clause —

closed meeting means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

confidential document means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

document includes a part of a document;

non-confidential document means a document that is not a confidential document.

(2) A council member must not disclose information that the council member —

- (a) derived from a confidential document; or
- (b) acquired at a closed meeting other than information derived from a non-confidential document.

- (3) Subclause (2) does not prevent a council member from disclosing information —
- (a) at a closed meeting; or
 - (b) to the extent specified by the council and subject to such other conditions as the council determines; or
 - (c) that is already in the public domain; or
 - (d) to an officer of the Department; or
 - (e) to the Minister; or
 - (f) to a legal practitioner for the purpose of obtaining legal advice; or
 - (g) if the disclosure is required or permitted by law.

22. Disclosure of interests

- (1) In this clause —
- interest —**
- (a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and
 - (b) includes an interest arising from kinship, friendship or membership of an association.
- (2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —
- (a) in a written notice given to the CEO before the meeting; or
 - (b) at the meeting immediately before the matter is discussed.
- (3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.
- (4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —
- (a) that they had an interest in the matter; or
 - (b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.
- (5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —
- (a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and
 - (b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.

- (6) Subclause (7) applies in relation to an interest if —
 - (a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or
 - (b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.
- (7) The nature of the interest must be recorded in the minutes of the meeting.

23. Compliance with plan requirement

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.

Council Members, Committee Members and Candidates Code of Conduct 2021

Complaint about alleged breach form

City of Fremantle

**Complaint About Alleged Breach Form -
Code of conduct for council members, committee members and
candidates**

Schedule 1, Division 3 of the *Local Government (Model Code of Conduct) Regulations 2021*

- NOTE:** A complaint about an alleged breach must be made —
- (a) in writing in the form approved by the local government
 - (b) to an authorised person
 - (c) within one month after the occurrence of the alleged breach.

Name of person who is making the complaint:

Name: _____
 Given Name(s) Family Name

Contact details of person making the complaint:

Address: _____

Email: _____

Contact number: _____

Name of the local government (city, town, shire) concerned:

**Name of council member, committee member, candidate alleged to have
committed the breach:**

Council Members, Committee Members and Candidates Code of Conduct 2021

State the full details of the alleged breach. Attach any supporting evidence to your complaint form.

Date of alleged breach:

/ / 20

SIGNED:

Complainant's signature:

Date of signing: / / 20

Received by Authorised Officer

Authorised Officer's Name:

Authorised Officer's Signature:

Date received: / / 20

NOTE TO PERSON MAKING THE COMPLAINT:

This form should be completed, dated and signed by the person making a complaint of an alleged breach of the Code of Conduct. The complaint is to be specific about the alleged breach and include the relevant section/subsection of the alleged breach.

The complaint must be made to the authorised officer within one month after the occurrence of the alleged breach.

Signed complaint form is to be forwarded to:

Complaints Officers:

[name and position]

[email address]

or

PO Box 807
Fremantle WA 6959

[name and position]

[email address]

or

PO Box 807
Fremantle WA 6959

Council Members, Committee Members and Candidates Code of Conduct 2021

Document review record

Responsibility and review information	
Responsible officer:	Manager Governance
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#

ATTACHMENT 2: City of Fremantle standards – for the recruitment, selection, performance review and early termination of local government Chief Executive Officers

Guidelines for Local Government CEO
Recruitment and Selection,
Performance Review and Termination 2021



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Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination 2021

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Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination

Preface

The *Local Government Legislation Amendment Act 2019* includes a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government Chief Executive Officers (CEOs). These reforms are intended to ensure best practice and greater consistency in these processes between local governments.

The accompanying guidelines outline the recommended practice for local governments in undertaking these processes. These guidelines will assist local governments in meeting the model standards prescribed in the *Local Government (Administration) Amendment Regulations 2021*.

The standards and guidelines have been developed by the Department of Local Government, Sport and Cultural Industries (Department), in consultation with representatives from the Public Sector Commission, the Ombudsman, the Western Australian Local Government Association (WALGA) and Local Government Professionals WA (LGPro). The Department gratefully acknowledges the participation and contribution of these representatives.

The Department notes that the content of these guidelines does not necessarily reflect the views or policies of the organisations or individuals that have been consulted.

Part 1 – Recruitment and Selection

One of the fundamental roles of the council is the employment of the local government's CEO. The CEO is responsible for implementing the council's strategic vision and leading the local government administration.

Principles

A local government must select a CEO in accordance with the principles of merit, equity and transparency. A local government must not exercise nepotism, bias or patronage in exercising its powers. Additionally, a local government must not unlawfully discriminate against applicants. Section 5.40 of the *Local Government Act 1995* (Act) lists a number of general principles of employment that apply to local governments.

Recruitment and Selection Standard

The minimum standard for recruitment and selection will be met if:

- S1.1** The council has identified and agreed to the qualifications and selection criteria necessary to effectively undertake the role and duties of the CEO within that particular local government context.
- S1.2** The council has approved, by absolute majority, the Job Description Form (JDF) which clearly outlines the qualifications, selection criteria and responsibilities of the position. The JDF is made available to all applicants.
- S1.3** The local government has established a selection panel to conduct the recruitment and selection process. The panel must include at least one independent person who is not a current elected member, human resources consultant, or staff member of the local government.
- S1.4** The local government attracts applicants through a transparent, open and competitive process (this is not necessary for vacancies of less than one year). The local government must advertise a vacancy for the position of CEO in the manner prescribed.
- S1.5** The local government has assessed the knowledge, experience, qualifications and skills of all applicants against the selection criteria.
- S1.6** The local government has verified the recommended applicant's work history, qualifications, referees and claims made in their job application.
- S1.7** The appointment is merit-based, with the successful applicant assessed as clearly demonstrating how their knowledge, skills and experience meet the selection criteria.
- S1.8** The appointment is made impartially and free from nepotism, bias or unlawful discrimination.
- S1.9** The council has endorsed by absolute majority the final appointment.
- S1.10** The council has approved the employment contract by absolute majority.
- S1.11** The local government re-advertises the CEO position and undertakes a recruitment and selection process after each instance where a person has occupied the position for ten (10) consecutive years.

Guidelines

Recruitment and selection process

The council of the local government should act collectively throughout the recruitment and selection process. To uphold the integrity of the process, the council must resist any attempt to influence the outcome through canvassing or lobbying.

The local government should carefully consider the role of the CEO. This includes the CEO's legislated powers and functions and their role as the head of the administrative arm of the local government. In determining the selection criteria for the position of CEO, it will be important for a local government to consider the needs of the community and the specific skills and experience that will be required of the CEO in that particular local government. The competencies the council looks for in its CEO should reflect the council's strategic community plan.

Once the essential skills and experience which form the selection criteria for the position have been established, the local government must set out the selection criteria (essential and desirable) and the responsibilities of the position in a Job Description Form (JDF). If emphasis is placed on certain selection criteria, this should be highlighted in the JDF so that applicants are aware of this. For example, some level of project management experience will usually be an important criterion, but if the local government is undertaking a major development such as a new recreation centre, added emphasis may need to be given to this criterion.

The JDF must be approved by an absolute majority of the council.

Advertising

The local government should ensure that applicants are clearly informed about the application process, such as the application requirements, the closing date for applications and how applications are to be submitted. It is essential that this process is transparent and that each step in the process is documented. Associated records must be kept in a manner consistent with the *State Records Act 2000* (WA).

It is a requirement that a local government is to give Statewide public notice if the position of CEO becomes vacant. Statewide public notice must contain:

- details of the remuneration and benefits offered;
- details of the place where applications are to be submitted;
- the date and time applications close;
- the duration of the proposed contract;
- a web address where the JDF can be accessed;
- contact details for a person who can provide further information; and
- any other relevant information.

In order to attract the best possible pool of applicants for the position of CEO, it is recommended that local governments use a diverse range of advertising methods, mediums and platforms (in addition to the advertising requirement under section 5.36(4) of the Act). For example:

- advertising on the local government's website;
- posting on online jobs boards (e.g. SEEK);
- sharing the advertisement via professional networks; and
- undertaking an executive search.

A local government must publicly advertise the CEO position if the same person has remained in the job for 10 consecutive years. This requirement does not prevent the incumbent CEO from being employed for another term, provided they are selected in accordance with the standards for recruitment and selection.

Selection panel and independent person

Local governments are required to establish a selection panel to conduct and facilitate the recruitment and selection process. The selection panel should be made up of elected members (the number of which is determined by the council) and must include at least one independent person. The independent person cannot be a current elected member, human resources consultant, or staff member of the local government. Examples of who the independent person could be include:

- former elected members or staff members of the local government;
- former or current elected members (such as a Mayor or Shire President) or staff members of another local government;
- a prominent or highly regarded member of the community; or
- a person with experience in the recruitment of CEOs and senior executives.

The panel are responsible for assessing applicants and making a recommendation to council regarding the most suitable applicant or applicants. The essence of the role of an independent panel member is to bring an impartial perspective to the process and reduce any perception of bias or nepotism.

It is essential that prior to a person's appointment to a selection panel they are informed of the duties and responsibilities of their role and that of the panel. It is recommended that local governments develop a policy or terms of reference to facilitate this process that incorporate the standards for recruitment at Division 2 of the *Local Government (Administration) Amendment Regulations (No.2) 2020*. A policy should include important information that outlines:

- The primary functions of the panel;
- Roles and responsibilities panel members;
- Composition of the panel;
- Duration of term;
- Desirable criteria for appointment to the panel;
- A requirement that panel members sign a confidentiality agreement and agree to the duties and responsibilities of their role; and
- Any other information the local government deems necessary for the panel to

effectively carry out their role.

Independent human resources consultant

A local government should seek independent advice from a human resources consultant where the council lacks the capacity or expertise to facilitate the recruitment and selection process (or any aspect of it). A member of the human resources team within a local government must not be involved in the recruitment of a new CEO.

The consultant should not be associated with the local government or any of its council members. The consultant can be an independent human resources professional, recruitment consultant, or recruitment agency.

An independent human resources consultant can provide advice to the selection panel on how to conduct the recruitment process, or a local government may engage a consultant to support it in undertaking certain aspects of the recruitment process, such as one or more of the following:

- development or review of the JDF;
- development of selection criteria;
- development of assessment methods in relation to the selection criteria;
- drafting of the advertisement;
- executive search;
- preliminary assessment of the applications;
- shortlisting;
- drafting questions for interview;
- coordinating interviews;
- preparing the selection summary assessment and recommendation;
- arranging for an integrity check and/or police clearance; and
- assisting the council in preparing the employment contract.

The consultant is not to be directly involved in determining which applicant should be recommended for the position, their role is not one of decision-maker.

It is recommended that rigorous checks be conducted on any independent consultants before they are engaged to ensure they have the necessary skills and experience to effectively assist the council. Local government recruitment experience may be beneficial but is not a requirement.

The independent human resources consultant must be able to validate their experience in senior executive recruitment and appointments. It is important to note that if the local government uses a consultant or agency to assist in finding applicants, they will require an employment agent licence under the *Employment Agents Act 1976* (WA).

A good independent human resources consultant will bring expertise, an objective perspective and additional human resources to what is a complex and time-consuming process. Given the time and effort involved in finding a competent CEO, and the cost of recruiting an unsuitable CEO, there can be a good business case for spending money on a human resources consultant.

If a decision is made to engage an independent human resources consultant, it is imperative that the council maintains a high level of involvement in the process and enters into a formal agreement (contract) with them. In order to manage the contract efficiently, and ensure an effective outcome, regular contact with the consultant is required during the recruitment process. As with any contractor engagement, the local government must ensure their procurement and tender processes comply with the Act and the procurement policy of the local government.

Council's responsibilities

A human resources consultant cannot undertake the tasks for which the council is solely responsible. An independent consultant cannot and should not be asked to:

- Conduct interviews: This should be done by the selection panel. However, council may decide to interview applicants recommended by the selection panel. A consultant can provide support with interviews, providing advice on the recruitment and selection process and writing up recommendations. The consultant may also arrange referee reports and checks of applicants.
- Make the decision about who to appoint to the position of CEO: Only the council can make this decision, drawing upon advice from the selection panel.
- Negotiate the terms and conditions of employment: Noting that the consultant should be able to provide advice on remuneration constraints and other terms and conditions.

Creating Diversity

In order to ensure all applicants are given an equal opportunity for success, selection methods need to be consistent and objective. In a structured interview, each applicant should have the opportunity to answer the same primary questions with follow-up questions used to illicit further detail or clarification. Behavioural-based interview questions are objective and gauge the applicants' suitability, reducing biases in assessment (see examples below).

Basing a selection decision on the results of a number of selection methods can help to reduce procedural shortcomings and ensure the best applicant is chosen. Psychometric, ability and aptitude testing are considered to be valid, reliable and objective. While applicants with extensive experience and reputable education may appear to be more qualified, an objective assessment of each person's ability and personal traits can help to provide a clearer picture of the applicant.

Where possible, it is recommended that local governments ensure diversity on the selection panel. This may be achieved by ensuring gender, ethnicity, age and experiential diversity is represented on the panel. Diversity is also a consideration when selecting an independent person for the selection panel, particularly where there is a lack of diversity on the council. A diverse selection panel will assist in making quality decisions regarding suitable applicants.

Individuals are often unaware of biases they may have. For this reason, it is helpful for the selection panel to undertake training about unconscious biases. Awareness of unconscious biases assists individuals in preventing those biases from interfering in their decision making. For example, if there are considerable discrepancies in the assessment

scores between two panel members, discussion will be required to ensure bias has not influenced these scores. Allowing team members to acknowledge and recognise prejudices is essential to managing those biases. The following biases should be addressed:

- “Similar-to-me” effect - if interviewers share the same characteristics with the applicants or view those characteristics positively, they are more likely to score them highly;
- “Halo” effect – interviewers may let one quality (such as race, gender, looks, accent, experience, etc.) positively or negatively affect the assessment of the applicant’s other characteristics.

Due Diligence

It is essential that the local government ensures that the necessary due diligence is undertaken to verify an applicant’s qualifications, experience and demonstrated performance. This includes:

- verifying an applicant’s qualifications such as university degrees and training certificates;
- verifying the applicant’s claims (in relation to the applicant’s character, details of work experience, skills and performance) by contacting the applicant’s referees. Referee reports should be in writing in the form of a written report, or recorded and verified by the referee;
- requesting that an applicant obtains a national police clearance as part of the application process; and
- ensuring no conflicts of interests arise by looking to outside interests such as board membership and secondary employment.

A council may wish to contact a person who is not listed as an applicant’s referee, such as a previous employer. This may be useful in obtaining further information regarding an applicant’s character and work experience and verifying related claims. The applicant should be advised of this and be able to provide written comments to the council.

A search of social media and whether an applicant has an online presence may also assist in identifying potential issues. For example, an applicant may have expressed views which are in conflict with the local government’s values. This should be made clear in the application information. To ensure the integrity of the recruitment process, a council must act collectively when performing due diligence.

Selection

Once the application period closes, the selection panel, or consultant on behalf of the selection panel, must assess applications and identify a shortlist of applicants to be interviewed.

In shortlisting applicants for the interview phase, the selection panel should consider the transferable skills of applicants and how these would be of value in the role of CEO. The selection panel should not overlook applicants who do not have experience working in the local government sector.

It is important that the assessment process is consistent for all applicants. For example, each applicant is asked the same interview questions which are related to the selection criteria and each are provided with the same information and undertake the same assessments.

Elected members should declare any previous association with an applicant or any potential conflict of interest at the time of shortlisting if they are part of the selection panel. Similarly, if the interviews involve the full council, the elected member should make an appropriate declaration before the interviews commence. If the potential conflict of interest is significant or a member's relationship with an applicant may result in claims of nepotism, patronage or bias, the council may need to consider whether to exclude the elected member from the process. The decision should be documented and recorded for future reference.

Selecting an applicant should be based on merit; that is, choosing an applicant that is best suited to the requirements of the position and the needs of the local government. This involves the consideration and assessment of applicants' skills, knowledge, qualifications and experience against the selection criteria required for the role. As part of the selection process, a council may consider it appropriate for each of the preferred candidates to do a presentation to council.

The appointment decision by the council should be based on the assessment of all measures used, including:

- assessment technique(s) used (e.g. interview performance);
- quality of application;
- referee reports;
- verification and sighting of formal qualifications and other claims provided by the applicant; and
- other vetting assessments used (e.g. police checks, integrity checks, etc.).

Employment contract

In preparing the CEO's employment contract, the council must ensure the contract includes the necessary provisions required under section 5.39 of the Act and associated regulations.

Section 5.39 of the Act provides that a CEO's employment contract must not be for a term exceeding five years. The term of a contract for an acting or temporary position cannot exceed one year.

Further, the employment contract is of no effect unless it contains:

- the expiry date of the contract;
- the performance review criteria; and
- as prescribed under regulation 18B of the Administration Regulations, the maximum amount of money (or a method of calculating such an amount) to which the CEO is to be entitled if the contract is terminated before the expiry date. The amount is not to exceed whichever is the lesser of:
 - the value of one year's remuneration under the contract; or
 - the value of the remuneration that the CEO would have been entitled to, had the contract not been terminated.

It is recommended that the council seeks independent legal advice to ensure that the

contract is lawful and able to be enforced. In particular, advice should be sought if there is any doubt as to the meaning of the provisions of the contract.

Councils should be aware that CEO remuneration is determined by the Salaries and Allowances Tribunal and the remuneration package may not fall outside the band applicable to the particular local government.

The CEO's employment contract should clearly outline grounds for termination and the termination process in accordance with the standards in regulations.

The council of the local government must approve, by absolute majority, the employment contract and the person they appoint as CEO.

Appointment

A decision to make an offer of employment to a preferred applicant must be made by an absolute majority of council. If the preferred applicant accepts the offer and the proposed terms of the contract without negotiation, there is no further requirement for council to endorse the applicant and the contract. However, if there is a process of negotiation to finalise the terms and conditions of the contract, council is required to endorse the appointment and approve the CEO's employment contract by absolute majority. In both instances, the employment contract must be signed by all parties.

The council should notify both the successful individual and the remaining unsuccessful applicants as soon as possible before publicly announcing the CEO appointment.

The successful applicant should not commence duties with the local government as CEO until the employment contract has been signed.

The unsuccessful applicants (including those not interviewed) should be notified of the outcome of their application. It is recommended that the local government creates a template letter for unsuccessful applicants that can be easily personalised with the applicants' details and sent out quickly.

The council should keep a record of their assessment of the unsuccessful applicant(s) and provide the unsuccessful applicant(s) with the opportunity to receive feedback on their application, or interview performance if they were granted an interview. Should an unsuccessful applicant request feedback, it is recommended that a member of the selection panel provides this. If a recruitment consultant is used, they may undertake this task.

Confidentiality

The local government should ensure that all information produced or obtained during the recruitment and selection process is kept confidential. This includes applicants' personal details, assessment details, the selection report and outcome of the process. This ensures privacy requirements are met and maintains the integrity of the process. It is recommended that selection panel members and councillors sign a confidentiality agreement to ensure that they are aware of their obligations.

CEO induction

Local governments should ensure that they provide the CEO with all of the necessary information on the local government's processes, policies, procedures and systems at the commencement of the CEO's employment.

New CEOs are eligible to participate in the Local Government CEO Support Program which is a joint initiative of the Department and LG Pro to provide mentoring and general support to those appointed to the position of CEO in a local government for the first time. The program runs for six to nine months from the time a CEO is appointed and involves the CEO being matched with a mentor that best meets their needs.

The program provides the CEO with an opportunity (through meetings and on-going correspondence) to discuss a wide range of issues with their appointed mentor in the strictest confidence. The program is aimed at addressing the individual needs of the CEO. Examples of issues that may be covered include the following:

- Role of the CEO
- Governance
- Strategic and long-term planning
- Legislative framework
- Relationships and dealing with council members
- Risk management
- Resource management
- Managing the business of Council
- Family considerations

Part 2 – Performance Review

Principles

The standards regarding CEO performance review are based on the principles of fairness, integrity and impartiality.

Performance Review Standards

The minimum standard for performance review will be met if:

- S2.1** Performance criteria is specific, relevant, measurable, achievable and time-based.
- S2.2** The performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and council.
- S2.3** The CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.
- S2.4** The collection of evidence regarding performance outcomes is thorough and comprehensive.
- S2.5** Assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent.
- S2.6** The council has endorsed the performance review assessment by absolute majority.

Guidelines

Section 5.38 of the Act provides that, for a CEO who is employed for a term of more than one year, the performance of a CEO is to be reviewed formally at least once in every year of their employment.

In addition to this minimum requirement, it is recommended that the council engages in regular discussions with the CEO regarding their performance against the performance criteria, including progress and ways that the CEO can be supported. Any changes to the CEO's performance agreement such as changes to the performance criteria should also be discussed, and agreed to, between the council and the CEO, as the matter arises.

Employment contract and performance agreement

Section 5.39, of the Act requires the employment contract to specify the performance criteria for the purpose of reviewing the CEO's performance. This will include ongoing permanent performance criteria. A local government may wish to have a separate additional document called a "performance agreement" which includes the performance review criteria in the employment contract, additional criteria (e.g. the performance indicators in relation to specific projects) and how the criteria will be assessed. The performance agreement should be negotiated and agreed upon by the CEO and the council. The performance agreement may also set out the CEO's professional development goals and outline a plan to achieve these goals.

Performance Criteria

Setting the performance criteria is an important step. One of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, and so it is important to align the CEO's performance criteria to the goals contained in the council's Strategic Community Plan and Corporate Business Plan. Accordingly, as these plans are updated, the CEO's performance criteria should be updated to reflect the changes.

In leading the administrative arm of a local government, the CEO is responsible for undertaking core tasks, the achievement of which will contribute to the effectiveness of the council. It is important that the outcomes associated with these tasks are measurable and clearly defined. These could be in relation to:

- service delivery targets from the council's Strategic Community Plan;
- budget compliance;
- organisational capability;
- operational and project management;
- financial performance and asset management;
- timeliness and accuracy of information and advice to councillors;
- implementation of council resolutions;
- management of organisational risks;
- leadership (including conduct and behaviour) and human resource management;
- and
- stakeholder management and satisfaction.

Performance criteria should focus on the priorities of the council and, if appropriate, can be assigned priority weighting in percentages. The council and CEO should set goals related to target outcomes for future achievement in the performance criteria. Goals should be specific, measurable, achievable, relevant and time-based.

Following the determination of the performance criteria and goals, the council will need to determine how to measure the outcomes of each criteria. It is important to relate performance indicators to the selection criteria used in selecting the CEO. For example, if the CEO has been selected due to their financial experience and ability to improve the local government's finances, indicators regarding improved revenue and reduced expenses are obvious starting points.

Considering the context within which the local government is operating is important. For example, if a significant financial event occurs, such as a downturn in the economy, financial performance indicators will likely need to be adjusted. It is important that such contextual factors are given appropriate weighting and that goals are flexible to allow regular adjustment. Adjustments may be initiated by either the CEO or the council. Councils need to be realistic in terms of their expectations of a CEO's performance and provide appropriate resources and support to facilitate the achievement of performance criteria.

Performance review panel

It is recommended that the council delegates the CEO performance review to a panel (e.g. comprising certain council members and an independent observer). The panel has a duty to gather as much evidence as possible upon which to base their assessments. The role of the review panel includes developing the performance agreement in the first instance, conducting the performance review and reporting on the findings and recommendations of the review to council. It is also recommended that council develop a policy to guide the performance review process. A policy might include the composition of the panel, primary functions, the role and appointment of an independent consultant, and the responsibilities of review panel members.

Independent consultant

If a council lacks the resources and expertise to meet the expected standard of performance review, the council should engage an external facilitator to assist with the process of performance appraisal and the development of the performance agreement. The local government should ensure that the consultant has experience in performance review and, if possible, experience in local government or dealing with the performance review of senior executives. The consultant should not have any interest in, or relationship with, the council or the CEO.

With guidance from the performance review panel, a consultant can facilitate the following tasks:

- setting performance criteria;
- preparing the performance agreement;
- collecting performance evidence;
- writing the performance appraisal report;
- facilitating meetings between the performance review panel;
- assisting with the provision of feedback to the CEO;
- formulating plans to support improvement (if necessary); and
- providing an objective view regarding any performance management-related matters between the concerned parties.

Assessing performance

It is a requirement of the regulations that the process by which the CEO's performance will be reviewed is documented and agreed to by both parties. Council and the CEO must also agree on any performance criteria that is in addition to what is specified in the CEO's contract of employment. The option to include additional criteria for performance review purposes by agreement provides a degree of flexibility for both parties in response to changing circumstances and priorities.

It is essential that CEO performance is measured in an objective manner against the performance criteria alone. It is important that reviews are impartial and not skewed by personal relationships between the review panel and the CEO. Close personal relationships between the panel members and the CEO can be just as problematic as extremely poor relationships. Evidence of CEO performance may come from an array of sources, many of which the CEO themselves can and should provide to the council as part of regular reporting. These sources include:

- achievement of key business outcomes;
- interactions with the council and progress that has been made towards

- implementing the council's strategic vision;
- audit and risk committee reports;
- workforce metrics (e.g. the average time to fill vacancies, retention rate, information about why people leave the organisation and staff absence rate);
- incident reports (e.g. results of occupational health and safety assessments, the number and nature of occupational health and safety incident reports, and the number and nature of staff grievances);
- organisational survey results;
- relationships (e.g. with relevant organisations, stakeholder groups, and professional networks); and
- insights from key stakeholders (this could be done by way of a survey to obtain stakeholder input).

It is important that, in addition to looking at the achievement of key performance indicators (KPIs), the council considers the following:

- How the CEO has achieved the outcomes. In particular, whether or not their methods are acceptable and sustainable.
- The extent to which current performance is contingent upon current circumstances. Has the CEO demonstrated skills and behaviours to address and manage changes in circumstances which have affected his or her performance? (for example, the impact of COVID-19.)
- What the CEO has done to ensure the wellbeing of staff and to maintain trust in the local government.

The council should consider the attention the CEO has given to ensuring equal employment opportunity, occupational health and safety, privacy, managing potential conflicts of interest, and complying with procurement process requirements.

Addressing performance issues

Once the CEO's performance has been assessed, it is essential that any areas requiring attention or improvement are identified, discussed with the CEO and a plan is agreed and put in place to address these. The plan should outline the actions to be taken, who is responsible for the actions and an agreed timeframe.

The performance review panel must decide on an appropriate course of action that will address the performance issue. This may include professional development courses, training, counselling, mediation, mentoring or developing new work routines to ensure specific areas are not neglected. The performance review panel should then arrange for regular discussion and ongoing feedback on the identified performance issues, ensuring improvements are being made.

It is important to keep in mind that a local government falling short of its goals is not always attributable to the CEO. External factors may have resulted in initial performance expectations becoming unrealistic. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly and, for this reason, performance and outcome should be considered separately. Where ongoing issues have been identified, the council will need to take a constructive approach and seek to develop the CEO's competency in that area.

While there are obligations on the council to manage the CEO in regard to their performance, when it extends into potential wrongdoing (misconduct), the council should be referring the matter to the Public Sector Commission or Corruption and Crime Commission. This provides an independent process to follow and ensures probity, natural justice and oversight of allegations.

Confidentiality

The council must ensure that accurate and comprehensive records of the performance management process are created. Any information produced must be kept confidential.

Part 3 – Termination

Principles

The standards for the termination of a local government CEO's employment (other than for reasons such as voluntary resignation or retirement) are based on the principles of fairness and transparency. Procedural fairness is a principle of common law regarding the proper and fair procedure that should apply when a decision is made that may adversely impact upon a person's rights or interests.

Termination Standards

The minimum standards for the termination of a CEO's contract will be met if:

- S3.1** Decisions are based on assessment of the CEO's performance as measured against the documented performance criteria in the CEO's contract.
- S3.2** Performance issues have been identified as part a performance review (conducted within the preceding 12 months) and the CEO has been informed of the issues. The council has given the CEO a reasonable opportunity to improve and implement a plan to remedy the performance issues, but the CEO has not subsequently remedied these issues to the satisfaction of the local government.
- S3.3** The principle of procedural fairness is applied. The CEO is informed of their rights, entitlements and responsibilities in the termination process. This includes the CEO being provided with notice of any allegations against them, given a reasonable opportunity to respond to those allegations or decisions affecting them, and their response is genuinely considered.
- S3.4** Decisions are impartial and transparent.
- S3.5** The council of the local government has endorsed the termination by absolute majority.
- S3.6** The required notice of termination (which outlines the reasons for termination) is provided in writing.

Guidelines

Reasons for termination

The early termination of a CEO's employment may end due to:

- poor performance;
- misconduct; or
- non-performance or repudiation of contract terms.

There is a difference between poor performance and serious misconduct. Poor performance is defined as an employee not meeting the required performance criteria or demonstrating unacceptable conduct and behaviour at work, it includes:

- not carrying out their work to the required standard or not doing their job at all;
- not following workplace policies, rules or procedures;
- unacceptable conduct and behaviour at work;
- disruptive or negative behaviour at work;
- not meeting the performance criteria set out in the employment contract and/or performance agreement unless these are outside the CEO's control;
- not complying with an agreed plan to address performance issues;
- failing to comply with the provisions of the Local Government Act 1995 and other relevant legislation;
- failing to follow council endorsed policies.

Serious misconduct can include when an employee:

- causes serious and imminent risk to the health and safety of another person or to the reputation or revenue of the local government; or
- behaves unlawfully or corruptly; or
- deliberately behaves in a way that's inconsistent with continuing their employment.

Examples of serious misconduct can include:

- matters arising under section 4(a), (b) and (c) of the *Corruption, Crime and Misconduct Act 2003*;
- theft;
- fraud;
- assault;
- falsification of records;
- being under the influence of drugs or alcohol at work; or
- refusing to carry out appropriate and lawful resolutions of council.

Misconduct is also defined in section 4 of the *Corruption, Crime and Misconduct Act 2003* (WA). Under this Act, misconduct can be either serious or minor and the obligation to notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) is paramount.

Termination on the basis of misconduct is covered by employment law. A local government should seek independent legal, employment or industrial relations advice prior to a termination. A council should also seek independent advice during the termination process including advice on the relevant employment legislation affecting CEO employment and the application of that legislation to their specific circumstances.

This will ensure that a council complies with employment law during the entire termination process.

A local government is required to endorse the decision to terminate a CEO's employment by way of an absolute majority decision. A local government must certify that the termination was in accordance with the adopted standards in regulations.

Opportunity to improve and mediation

If a CEO is deemed to have been performing poorly, the council must be transparent and inform the CEO of this. It is important that the CEO is given an opportunity to remedy the issues within a reasonable timeframe as agreed between the CEO and the council. The council should clearly outline the areas in need of improvement, and with the CEO's input, determine a plan to address any issues. If a plan for improvement is put in place and the CEO's performance remains poor, then termination may be necessary. If a local government decides to terminate the employment of the CEO it must have conducted a performance review in the previous 12 months in accordance with section 5.38 of the Act.

Where the concerns or issues relate to problematic working relationships or dysfunctional behaviour, it is recommended that a council engages an independent accredited mediator to conduct a mediation between the parties. A mediation session may be useful in assisting parties to understand and address issues before the situation escalates to a breakdown in the working relationship (which affects the ability of the CEO to effectively perform their duties) and the subsequent termination of the CEO's employment.

Termination report

The council should prepare a termination report which outlines the reasons for termination, the opportunities and assistance provided to the CEO to remedy any issues, and an explanation of the CEO's failure to do so. Council must provide prior opportunities and support to the CEO to assist them in remedying the issues which form the basis of the termination. It is a requirement of the regulations that council must provide written notice to the CEO outlining the reasons for their decision to terminate. In addition, council must certify that the termination of the CEO's employment was carried out in accordance with the standards set out in regulations.

Confidentiality

Local governments should ensure that the termination process is kept confidential. The CEO is to be informed of their rights and entitlements. Notice of termination of employment is required to be given in writing. Where possible, the news of termination of employment should also be delivered in person. The CEO should be provided with a letter outlining the reasons for, and date of, the termination of their employment.

Before making any public announcements on the termination of the CEO, a council should ensure that the entire termination process is complete, including that the CEO has been informed in writing of the termination.

Disclaimer

It is outside the scope of these guidelines to provide legal advice, and local governments should seek their own legal advice where necessary. Guidance as to legal requirements and compliance in relation to the termination of employment is provided by the Fair Work Commission at www.fwc.gov.au, the Fair Work Ombudsman at www.fairwork.gov.au and the Western Australian Industrial Relations Commission at www.wairc.wa.gov.au.

Document review record	
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#

FPOL2104-11 ROUND HOUSE CONSERVATION MANAGEMENT PLAN

ATTACHMENT 1: Round House Conservation Management Plan – Recommendation (only)

Round House, Fremantle - Conservation Management Plan

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Proposed Statement of Significance

The Round House is a stone, dodecagon structure comprised of a two-storey section with a timber framed copper roof, and single storey portions with timber shingle roof claddings. The building was constructed in 1830-31, to a design by engineer Henry Reveley to serve as a prison for the Swan River Colony. The place has cultural heritage significance for the following reasons.

- The place is associated with the earliest days of the settlement of the Swan River Colony as an example of the institutions brought with the settlers and enforced by the colonial administrators, led by Governor James Stirling;
- The location of the Round House at the highest site on Arthur Head provides expansive views to the ocean, city and harbour and provides an indication of the original form of Arthur Head and its importance as a landform to the traditional owners and settlers;
- The place has significance for its association with the late 18th and early 19th century ideas of prison reform developed by Jeremy Bentham as the panopticon prison design, influencing the design by the first architect in Western Australia, Henry Reveley;
- The place is significant for all Aboriginal communities as it was a place of transition and incarceration to the Aboriginal prison at Rottnest for men from all regions of Western Australia;
- The place has significant aesthetic value for its robust and simple form using materials from its location and as a dominant feature in the streetscape. Its termination of High Street is a significant landmark and is emblematic of the West End, regularly reproduced in artistic representations of Fremantle since its construction in 1831;
- The place is highly valued by several community groups who have lobbied for the protection, use and display of the building to the wider community since the 1920s;
- The conservation of the Round House in the 1970s was a significant example of the conservation in Western Australia. The role of prominent heritage architect Robin McK Campbell in the restoration of the project was influential in the evolution of heritage practice in Western Australia; and,
- Since 1959, the Round House has been a museum and tourist destination and is valued for its contribution to the City of Fremantle and wider community.

7.0 CONSERVATION RECOMMENDATIONS

7.1 INTRODUCTION

The format for this section has been revised to reflect the requirements of the City of Fremantle. The usual format as guided by James Semple Kerr's *The Conservation Plan* (Australia ICOMOS, 7th edition, 2013), the Australia ICOMOS Burra Charter (2013) and the State Heritage Office (fmr.) publication 'An Information Guide to Conservation Management Plans' (January 2013) is to develop Conservation Policy.

As requested by the City of Fremantle, this document has adopted the terminology 'Conservation Recommendations' rather than the term 'Conservation Policy' which in this circumstance has the same weight of obligation for owners, occupiers and users of the place.

Conservation recommendations for Fremantle Round House have been developed from the assessed significance of the place and its physical condition at the time this report was prepared. The recommendations seek to conserve and maintain significant fabric and retain and conserve significance and reveal further potential significant elements through investigation and appropriate conservation actions.

The intentions of the recommendations outlined in this document are to:



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- Provide guidance to the owners and managers of the Round House, regarding the significance of the place;
- Conserve the documented heritage values of Round House;
- To understand and prioritise conservation actions in a practical manner;
- To establish a monitoring and maintenance program to address and retard further conservation issues and deterioration of significant fabric; and
- To preserve the heritage values of Round House in accordance with best heritage practice.

Round House is impacted by the following factors:

- Prominent position on top of Arthur Head Reserve means the structure is subject to harsh environmental conditions including heat, wind and salt;
- Complex management responsibilities: owned by City of Fremantle but operated by Fremantle Volunteer Heritage Guides;
- Subjected to numerous phases of conservation works but as conservation standards and knowledge has developed, not all past actions are deemed to be appropriate in 2020. A number of these works have been reversed however there are still actions that need to be undertaken to ensure the on-going stability and viability of the place.
- Lack of on-going maintenance between conservation works resulting in further deterioration of significant fabric.

The Arthur Head Reserve Conservation Plan prepared in June 2011 by Griffiths Architects contains recommendations for management for the entire Arthur Head Reserve. The recommendations for the Round House set out below should be read in conjunction with the recommendations made in the Arthur Head Reserve Conservation Plan. The Round House is a single element of the Arthur Head Reserve and whilst there are specific recommendations made for the conservation and future management of the Round House in this document, the management and conservation should be treated in a holistic manner. Management and conservation of the Arthur Head Reserve should not be at the expense of the significance of the Round House and vice versa. Where relevant, reference to the Arthur Head Reserve conservation recommendations has been made in the following section.

7.1.1 GUIDE TO CONSERVATION RECOMMENDATIONS

These recommendations are based on the need to conserve the heritage values of the Round House in so far as they are reflected in the fabric and in recognition of its significance as the first permanent public building and oldest extant building in Western Australia, its connections with the colonial system of law and order and as an example of the work from H W Reveley, the first colonial engineer in the Swan River Colony. The conservation of extant fabric and site features assessed of being of significance should take account of the physical changes to the place that have occurred over time which reflect the historical and subsequent abandonment of the place.

The archaeological potential of the place has not been fully revealed or investigated. Future works to the place should take this into account and allow for appropriate investigations to be made.

Conservation of elements of exceptional and considerable significance should be considered as a higher priority than the conservation of elements of some or little significance.



7.1.2 KEY STATEMENTS

The Round House should be conserved with minimal change to its external and internal appearance and planning. The original use through retained fabric and interpretation and, as far as practicable, the original presentation of the place should remain as the key objective for the conservation of the place. Works and use should be guided by the recommendations within the Conservation Management Plan and should not confuse or obscure the significance of the place.

The on-going management and conservation of Round House should take account of the fact that the place forms parts of a larger precinct at Arthur Head Reserve and should not be seen in isolation. Conservation of the fabric of Round House is a separate issue however the wider management of the place should be considered in a holistic manner for the entire Reserve.

The setting of the Round House should be maintained and conserved in a manner that retains and enhances the significance of the place, respecting the landmark qualities of the Round House and also respectful of the previous use and additional development that occurred at the Arthur Head Reserve including the Court House and Cottages.

The Round House is a place of recognised cultural significance that is open to the public on a daily basis. Whilst there is scope to introduce additional events within the Round House and its surroundings, these must be respectful of the original use and the emotions associated with the place. In considering additional uses of the place and managing the changes required for additional uses, if any, are to be guided by this Conservation Management Plan.

Recommendation 1.

The assessment of cultural heritage significance for Round House as described in section 5 of this Conservation Management Plan should be accepted as the basis for decision making about conservation, interpretation and future use of the place.

Recommendation 2.

The conservation recommendations established in this report should guide the future conservation and management of the place by owners and relevant authorities.

Recommendation 3.

This Conservation Management Plan should be reviewed by the owners of the Round House periodically to consider the continued applicability of the recommendations and to assess the manner in which they have been implemented.

Recommendation 4.

All works undertaken to conserve the place should be appropriate to the assessed significance of the place and should be guided and supervised by experienced conservation practitioners.

Recommendation 5.

Research into the place should continue and any new information should be made available to the owners and managers of the place for incorporation into updated conservation management plans and other relevant documentation.



7.1.3 BURRA CHARTER

Recommendations for the conservation and interpretation of the place is in accordance with the principles of the Australia ICOMOS Charter for Places of Cultural Significance, The Burra Charter, 2013 (Burra Charter).

The Burra Charter is the accepted guiding document for managing heritage places and establishing best heritage practices. The conservation recommendations in this Conservation Management Plan have been guided by the Burra Charter.

The Burra Charter adopts a cautious approach of "do as much as necessary but change as little as possible".

Recommendation 6.

The policies, principles and processes of the Burra Charter should be followed to guide the on-going conservation and management of the Round House.

Burra Charter Articles of particular relevance to the conservation of Round House:

Article 2 Conservation and Management

- Article 2.1 Places of cultural significance should be conserved
- Article 2.2 The aim of conservation is to retain the cultural significance of a place
- Article 2.3 Conservation is an integral part of good management of places of cultural significance
- Article 2.4 places of cultural significance should be safeguarded and not put at risk or left in a vulnerable state

Article 3 Cautious Approach

- Article 3.1 Conservation is based on respect for the existing fabric, use, associations and meanings. It requires a cautious approach of changing as much as necessary but as little as possible.
- Article 3.2 Changes to a place should not distort the physical or other evidence it provides, nor be based on conjecture.

Article 4 Knowledge, Skills and Techniques

- Article 4.1 Conservation should make use of all the knowledge, skills and disciplines which can contribute to the study and care of a place.
- Article 4.2 Traditional techniques and materials are preferred for the conservation of significant fabric. In some circumstances modern techniques and materials which offer substantial conservation benefits may be appropriate.

Article 5 Values

- Article 5.1 Conservation of a place should identify and take into consideration all aspects of cultural and natural significance without unwarranted emphasis on any one value at the expense of the others.



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Article 7 Use

Article 7.2 A place should have a compatible use.

Article 8 Setting

Article 8.1 Conservation requires the retention of an appropriate setting and other relationships that contribute to the cultural significance of the place.

New construction, demolition, intrusions or other changes which would adversely affect the setting or relationships are not appropriate.

Article 12 Participation

Article 12.1 Conservation, interpretation and management of the place should provide for the participation of people for whom the place has special associations and meanings, or who have social, spiritual or other cultural responsibilities for the places.

Article 13 Co-existence of Cultural Values

Article 13.1 Co-existence of cultural values should be recognised, respected and encouraged, especially in cases where they conflict.

Article 15 Change

Article 15.1 Change may be necessary to retain cultural significance but is undesirable where it reduces cultural significance. The amount of change to a place should be guided by the cultural significance of the place and its appropriate interpretation.

Article 15.2 Changes which reduce cultural significance should be reversible, and be reversed when circumstances permit.

Article 16 Maintenance

Article 16.1 Maintenance is fundamental to conservation and should be undertaken where fabric is of cultural significance and its maintenance is necessary to retain that cultural significance.

Article 24 Retaining Associations and Meanings

Article 24.1 Significant associations between people and a place should be respected, retained and not obscured. Opportunities for the interpretation, commemoration and celebration of these associations should be investigated and implemented.

Article 24.2 Significant meanings, including spiritual values, of a place should be respected. Opportunities for the continuation or revival of these meanings should be investigated and implemented.



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7.2 RECOMMENDATIONS ARISING OUT OF THE GRADED ZONES OF SIGNIFICANCE

The graded zones and elements of significance of the Round House have been outlined in Section 5.4 above.

The grading of the zones and elements has been considered in relation to the evidence, assessment of significance and levels of authenticity established in the above sections of the Conservation Management Plan.

It is accepted that the assessed levels of significance provide a guide to the conservation and management of a place with the greater level of care being taken for fabric and elements of higher significance. Elements of lesser significance have a greater degree of flexibility in terms of approach and any elements identified as intrusive should be removed when no longer required or if they are impacting negatively on zones and elements of higher significance.

Recommendation 7.

The higher the level of significance of a zone or elements of the place, the greater the level of care required to ensure actions do not irreversibly harm it.

Recommendation 8.

Zones and elements identified as having exceptional significance must be retained and conserved.

Recommendation 9.

Zones and elements identified as having considerable significance should be retained and conserved. These elements may be modified in keeping with the overall aims of the conservation recommendations.

Recommendation 10.

Zones and elements identified as being of some significance should be retained and conserved where possible.

If change occurs to these elements, it should be in keeping with the objectives of the conservation recommendations and seek to conserve the significance of the place and fabric.

Recommendation 11.

Zones and elements identified as being of little significance may be retained, removed or altered depending on user requirements. If altered, change should occur in accordance with the conservation recommendations.

Recommendation 12.

Zones and elements identified as intrusive should be removed when no longer required or if impacting negatively on zones and elements of higher significance.



7.3 RECOMMENDATIONS RELATING TO THE SETTING OF THE PLACE

7.3.1 SETTING, LANDSCAPING AND VIEWS

The Round House is located at the western end of High Street and forms one of Fremantle's most iconic landmarks, featuring in long framed views along the street. Glimpsed views of the Round House are possible from Bathers Beach and Fleet Street although the Signal Mast stands proud and highly visible in these views. In longer views along Mews Road, the Round House becomes highly visible again. The ensuing development in Fremantle since the time the Round House was constructed has impacted on views of the place and therefore the remaining views are of increased significance.

From the Round House, views look down and across certain aspects of Fremantle and the port. The increased height and the perceived dominance or isolation of the Round House to adjacent development to the east is part of the significance of the place.

The grass to the south of the Round House is outside the scope of this Conservation Management Plan however it formed part of the Beautification Scheme undertaken in 1937 and has formed part of its southern open setting for a long time. This open space allows for uninterrupted views to the southern walls of the Round House and emphasises its stark design and isolated position which is reflective of the situation at the time of construction.

The Pilots' Cottages to the north of the Round House were constructed approximately 70 years after the jail and have now been neighbours for over a century. These cottages did not contribute to the use of the Round House as a jail but were connected to it in subsequent uses and have become part of the larger Arthur Head Reserve. Again, these cottages are outside the scope of this Conservation Management Plan but contribute to the historic context of the place and its setting.

The pathways to the north of the Round House are significant in that they provide access to the place but are not significant in terms of fabric. Pathways around the Round House are inaccessible to all but the able bodied. The remnant capstone creates a hazard but is significant as a visible reminder of what the Round House is constructed from and the tough conditions those who built the place faced. Any new pathways around the Round House should seek to retain the capstone whilst creating an equitable trafficable surface around the place.

The path that extends along Mrs Trivett Place terminating at the northern faces of the Round House is outside the subject area but as an alternative means of access to the place its condition should be taken into account. The path is a long incline extending along the rear of the Pilots' Cottages and provides direct access to the Round House at its southern point and public amenities at its northern extent. The rough surface of the pathway is trip hazard and cannot be used as an equal access pathway.

Universal access into and around the Round House needs to be incorporated into the future planning of the place. The trees planted around the steps from High Street to the Round House and the tree adjacent to the structure partially obscure the view of the place. The plantings prevent the place from being seen in its entirety as well as being a potential cause of damage to the significant fabric of the steps and the Round House. If the plantings are to be retained they should be managed appropriately or removed entirely.

Recommendation 13.

The views of the Round House should be retained and not obstructed by development outside the Reserve or within the Reserve.

The principal view along High Street should be preserved. As this has been a key view from the day the Round House was constructed it is essential that this view is maintained. The development along High Street frames the view to the Round House with the building itself being the terminating aspect of the view. There should be no further development to the western end of High Street that would obscure or interfere



with this view. See also section 10.4.2 Views and Vistas of the Arthur Head Reserve Conservation Plan 2011.

The open view across the grassed area to the south of the Round House should be preserved. Although the Round House has not always stood in isolation on the Reserve, this current view enforces the stark nature and original function of the Round House. Temporary structures may be erected in this space for events.

Views from Bathers Beach should be retained. The Round House cannot be seen in its entirety from this vantage point however it shows the building in the context of the natural environment of the Arthur Head Reserve. No development should occur in the Reserve that would obstruct this view.

Glimpsed views from the foot of Arthur Head Reserve and the J Shed both emphasise the sheer drop of the cliff and the elevated position of the Round House. The glimpsed views should be retained.



Key:

- Principle views
- - - → Glimpsed views

Recommendation 14.

The paths around the Round House should be upgraded to allow for universal access around the place. Without further intervention, access to the look out and into the Round House will still not be possible for some visitors however trafficable surfaces will allow for greater access around the exterior of the Round House. The surfaces of the paths should allow for ease of use and be in keeping with the character and aesthetics



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of the place e.g. compacted limestone gravel. Significant areas of capstone should be retained as a visual element of the site.

Recommendation 15.

The archaeological potential around the exterior of the Round House must be taken into account when considering any changes to the landscape or paving around the place. Refer to section 7.5 Recommendations Arising from Archaeological Significance.

Also refer to section 10.6 Archaeology of the Arthur Head Conservation Plan June 2011.

Recommendation 16.

The green open space to the south of the Round House should be retained. Planting schemes that may obscure views and appreciation of the Round House should not be implemented in this area. Temporary structures may be erected in connection with events. No permanent structures should be erected in this space.

Also refer to section 10.4.5 New Works and Development of the Arthur Head Conservation Plan 2011.

Recommendation 17.

Any landscaping and hardscaping schemes for the Arthur Head Reserve should take account of the significance of the place as a whole and the significance of the Round House. Existing landscape elements, including the trees around the steps from High Street, should be managed appropriately in order that the views of the Round House are not obscured. Care should also be taken to ensure that any planting, new or existing, should not harm the significant fabric of the place. Where existing planting is harming the fabric these items should be removed.

Refer also to section 10.4.6 Landscape in the Arthur Head Reserve Conservation Plan 2011.

7.3.2 PARKING

There are no parking facilities within the boundary of the study area of the Round House.

In the wider Arthur Head Reserve site, vehicle access is possible along Captain's Lane in front of the Pilots' Cottages for service vehicles. Parking is available at Little High Street at the foot of the steps and at Mrs Trivett Place. Disabled parking bays are located at the foot of Captain's Lane.

Recommendation 18.

General parking should not be introduced into the Round House study site as this has the potential to damage significant fabric and distort the understanding of the place. Disabled access may be possible and further investigation into this should be undertaken. See also section 10.5.1 Access and Egress in the Arthur Head Reserve Conservation Plan 2011.



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7.4 RECOMMENDATIONS ARISING FROM THE PHYSICAL CONDITION OF THE PLACE

7.4.1 FORM

The distinctive 12-sided design of the Round House is an essential aspect of the place's significance and remains in a highly authentic condition displaying a high level of intactness.

Recommendation 19.

The original form of the Round House must be retained and conserved. No additions should be made that will interrupt the distinctive design of the place.

7.4.2 FABRIC

The following policies relate to the conservation of the fabric of the Round House. A detailed Building Condition Assessment can be found in Appendix 13.4 of this document. The recommendations below are general in nature and aim to provide guidance as to how to retain and conserve elements and do not contain information as to the detail of conservation works.

Recommendation 20.

All works to the Round House should be undertaken following the advice of an experienced heritage architect.

LIMESTONE WALLS

The walls to the Round House are of exceptional significance. The limestone is believed to have been quarried from the Arthur Head Reserve though stones for past conservation works have come from other local locations.

The fabric and form of the walls together with their stark appearance provides the key aesthetic value of the Round House.

It is known that there were openings in the west wall of the Round House in the form of earth closet hatches and door. Following the collapse of the west wall and the subsequent rebuilding in the 1920s, the rebuilt west wall did not incorporate these openings. These openings were associated with essential facilities of the Round House and are a demonstration of life within the jail. Whilst the current presentation of the Round House is technically incorrect, a decision was taken almost a century ago not to reinstate these openings and the adjoining lost cells. The openings contributed to the structural failings of the wall and rebuilding the wall as a solid entity provided enhanced structural integrity for the place.

The reconstruction of the outer wall without the openings does not confuse the understanding of the place and was constructed following the blank pattern seen in the other ten outer faces of the Round House. Heritage process states that one era of development of a place should not override another unless those works were harmful to the significance of the place and distorted understanding of it. In this instance the reconstruction of the west wall without reinstating the earlier openings is not considered to be harmful to the significance of the Round House and does not harm the understanding or reading of the place. Reinstatement of the hatches or the door is not considered to be essential to the conservation of the Round House.

Previous repairs have been undertaken over the life of the Round House using methods and materials that would no longer be considered to be appropriate and may cause damage to the underlying original fabric. The majority of these works have since been reversed with the removal of cement render and mortar however there are still areas affected by this treatment



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which will ultimately cause damage to the substrate. All elements of cement render/mortar should be removed.

Recommendation 21.

The form of the Round House is of exceptional significance and must be retained and conserved. No additions to the Round House should be constructed.

Recommendation 22.

Any reinstatement of the earth closet hatches in the west wall must be based on documentary evidence. If sufficient detail cannot be obtained from historic photographs, the hatches should not be reinstated. Any reinstatement of these openings should not undermine the structural integrity of the place. Engineering advice must be obtained from a heritage structural engineer prior to any works being finalised.

Recommendation 23.

Repairs to the limestone walls should match the original fabric in terms of form, profile and material. Lime mortar should be used for pointing of a mix recommended from the materials analysis (May 2020) consistent with early mortars used in the structure. See the recommended mix from Appendix 13.6 Materials Analysis.

Recommendation 24.

All traces of cement mortar should be carefully removed under the guidance of an experienced heritage architect, particularly where the cement is causing damage to the significant fabric.

Recommendation 25.

No signage or other item are to be fixed to the external walls. Existing signage/plaques should be carefully removed under the guidance of a heritage professional without causing harm to the limestone.

Recommendation 26.

Trace elements of lime wash at the upper levels of the elevations should be retained. If the building is to be cleaned this must be undertaken in a controlled manner under the guidance of the heritage architect.

Recommendation 27.

The parapet to the façade must be retained and conserved. The dark yellow pointing should be carefully removed and replaced with lime mortar. Yellow stock bricks to the capping of the parapet should be retained. Repairs to be undertaken to match.

STEPS

There are two sets of significant steps connected to the Round House: the first providing access from High Street and the second being the set of ten steps leading up to the front door of the Round House. Each set of steps are of limestone construction with cement rendered balustrade walls. The steps leading to the Round House have jarrah nosings.



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The steps from High Street to the first landing are not in their original configuration, being altered in the 1960s to make way for the construction of the railway however they still demonstrate a high degree of significance. The steps from the landing to Captain's Lane remain in the original configuration. Unless the railway is removed, the original configuration of the steps cannot be reinstated. Although the steps are of differing ages they are still representative of the original steps and should be treated in the same manner.

The render to the balustrade is in a failing condition and vegetation growing in crevices in the rock face and cracked render is adding to the pressure on the balustrade.

Recommendation 28.

All steps to the Round House demonstrate significance and should be retained and conserved.

Recommendation 29.

Cement render should be carefully removed with repairs being undertaken to the substrate. The walls should either be left as natural limestone wall or rendered in a lime render.

Recommendation 30.

The jarrah nosings to the steps up to the Round House entry should be retained or replaced to match. The plaque commemorating the 1983 replacement of the timber nosings should be removed and retained in appropriate storage.

Recommendation 31.

The cement steps from High Street to Captains Lane are in fair condition but should be kept clean from sand build up. Any repairs to the treads should match existing.

Recommendation 32.

The opportunity to install a wheelchair lift to the Round House should be investigated to enable disabled access if possible. The location of the lift/hoist needs to be carefully considered to minimise any impact on the significance of the Round House.

ROOFS

The roofs to the cells are single pitched roofs clad with timber shingles. The roof to the two storey section is a flat timber framed structure clad with copper sheeting. Neither roof presents in its original form. The current form of the roofs date from the 1970s conservation works which reinstated the pitched roof form.

The original roofing to the cells is said to have been flat with weatherboards and lime mortar overlaid with limestone. The roof to the two storey section was raised in 1844 but is believed to have been of a similar construction. Almost from the date of completion, the roofs leaked and required much attention.

The cells roofs have been flat and pitched on numerous occasions with the guards reportedly undertaking their duties on the roofs wearing the fabric away. The roofs to the cells are shown as being flat in 1879 (figure 16) but pitched by 1902 (figure 19). A photograph from 1929 shows



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these roofs being flat again. The current form of the roofs over the cells is a shallower pitch than it existed in the early 20th century with the scarring of the former pitch remaining visible on the side walls of the two storey section.

The roof to the two storey section has always been flat.

The original form of the roofs does not need to be reinstated. Historic record shows that the flat roofs were an issue from the day they were constructed and required regular attention until they were changed completely. Whilst the materials are known, the exact detail of the flat roofs is not known and reinstating them would be based on an element of supposition. As the original roofs leaked, there would also need to be an alteration in detail to ensure any the roofs were watertight.

Whilst not original, the current roof forms are considered to be appropriate for the Round House and are based on an earlier form of roof seen at the place.

Recommendation 33.

The current roof form and cladding materials should be retained to both the cells and two storey section of the Round House.

Although there is a history of the roof forms to the cells interchanging between being flat and pitched the current form is appropriate and based on historic precedent.

If the shingles need to be replaced, the same timber and profile of the shingle should be used. The shingles are currently Sheoak.

Recommendation 34.

A detailed inspection of the flat roof to the two storey section should be undertaken at the earliest opportunity. The roof should remain in a flat form.

There is no precedence in the history of the Round House stating that this roof was clad in copper and therefore alternative cladding materials may be considered on the advice of the heritage architect.

RAINWATER GOODS

The copper rainwater heads, downpipes and gutters along the internal face of the two-storey section are appropriate for the age and style of building, though not original. There are no other downpipes or gutters on the structure and none on the external face of the building. Early photographs of the Round House show that the place was constructed without downpipes however it is not recommended that the downpipes be removed.

Although the copper gutters and downpipes are not original the use of copper is considered to be appropriate and in keeping with the age of the building. Copper is regarded as being a durable material and especially suitable for harsh marine environments.

Galvanic corrosion can occur between different metals, especially when copper is above galvanised steel. It is recommended conservation practice to minimise the number of metals used and therefore as the roof to the two storey section is copper, the gutters and downpipes need to remain as copper. If the cladding to the roof is changed from copper to another cladding, the gutters and downpipes may be changed.

Recommendation 35.

Where rainwater goods need repairing or replacing, match the existing materials and profiles.



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Recommendation 36.

No additional rainwater goods should be installed within the internal space of the Round House nor on the external elevations.

Recommendation 37.

Rainwater goods should be connected to soakwells and not be permitted to discharge onto the concrete floor of the exercise yard.

Recommendation 38.

The soakwells and drainage system should be monitored and inspected as part of the general maintenance of the place to ensure that they work effectively. Ensure all drains are clear of sand and other debris that may prevent discharge into the soakwells.

WALLS

The walls are constructed of local limestone quarried from Arthur Head and other quarries with similar limestone. Sections of limestone have been replaced over time due to erosion and all replacements have come from limestone quarries within Western Australia. The variances in colour are representative of the various quarries the stone has come from and whether the stone is capstone or strata stone. Strata stone tends to be a darker colour than the capstone.

Material testing has been undertaken on the Round House to try and determine the original mix of the lime mortar used. A replacement mortar has been specified by the materials analysts as 1.0 part lime putty: 2.5 parts aggregate made up of 60-65% moderately soft medium-fine grained, washed lightly yellow-brown sand and 35-40% crushed shell grit to matching particle size.

Recommendation 39.

Repairs to the limestone walls should match the original fabric in terms of form, profile and material. As far as practicable, local limestone should be used to ensure a closer match to the original stone. Any replacement limestone is to be approved by the heritage architect prior to being used.

Recommendation 40.

Lime mortar should be used for all re-pointing. Test samples of the mortar are to be approved by the heritage architect prior to being used.

Recommendation 41.

All remnant traces of cement mortar should be carefully removed under the guidance of an experienced heritage architect.

Recommendation 42.

No signage or other items are to be fixed to any wall.

WINDOWS



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The windows to the two storey section are not original. The original windows appeared to contain smaller panes, 10-12 to each window and comprised of two side hung casement sashes rather than one. The frames were jarrah. The windows and lintels have been replaced but the openings remain the same size. The security bars have been removed.

Photographs of the Round House up to 1975 show a window in the north wall of the two storey section. This opening was blocked up in the conservation works of the 1970s. The window was an important element as it is believed this was a form of exit onto the roofs of the cells to enable the guards to undertake their surveillance on the prisoners. Once the roofs to the cells were pitched the window became redundant with photographs showing it partially blocked up from within the upstairs room (see figure 34) above.

Recommendation 43.

The original opening that has been blocked on the north wall of the second storey may be reinstated based on documentary evidence.

Recommendation 44.

The current windows in the two storey section of the Round House are of little significance and can be retained or replaced.

Replacement windows should more closely match the original style with frames and sashes based on documentary evidence.

Replacement hardware should be appropriate to the style of the openings.

Recommendation 45.

No window openings shall be inserted into the external walls.

Recommendation 46.

All joinery to be painted to an agreed colour scheme under the advice of the heritage architect.

As the windows are not original paint scrapes are not possible and colours should therefore be based on documentary evidence as far as possible ie photographs or based on schemes appropriate for the age and style of building and following advice of the heritage architect. Early photographs indicate that joinery was dark in colour.

Recommendation 47.

The windows originally had bars extending up the internal side of the windows. Reinstatement of bars is not necessary but may be considered for interpretation purposes if the installation does not harm significant fabric.

DOORS

The four cell doors are similar in form, being timber ledge and braced doors with replacement architraves and hardware. Each of the cells doors have substantial iron hinges and two bolts. The doors and hardware are not original. The details of the original cell doors are unknown. Early photographs do not clearly show the doors and no other information regarding the doors has been discovered during the research for this conservation management plan.

It is likely that the cell doors would have been more substantial in construction to prevent the prisoners escaping. Prison doors from similarly aged prisons in Western Australia show heavy



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jarrah plank doors, with substantial hinges and bolts and with an observation hatch of some form.

The double doors to the two storey section are of ledge and braced and are not original.

Recommendation 48.

The current entry doors are of some significance being replacements and may be retained or replaced at the discretion of the owner.

Photographs show that the original double doors were timber panelled and any future replacement entrance doors should be based on the original style using available documentary evidence.

Recommendation 49.

The cell doors are not original and may be retained or replaced.

Where replacement doors are required research into similar aged jails in Western Australia should be undertaken to determine what the doors may have looked like including Fremantle Prison, The Quod - Rottnest Island , Busselton Court House.

Recommendation 50.

Door hardware should be appropriate to the age and function of the place. Heavy bolts/latches would have been appropriate to prevent prisoners escaping. Recommendations should be made from research into other jails of similar age.

Recommendation 51.

No new door openings should be introduced to the two-storey section or the cells.

Recommendation 52.

Replacement lintels should match the originals in material and profile.

JOINERY

Joinery is limited to the external double doors, internal double doors, windows, cells doors and roof/ceiling structures. Much of the joinery is replacement but still demonstrates a degree of significance.

Recommendation 53.

Extant original joinery should be retained and conserved where possible.

Where replacement is required, materials should be replaced to match in terms of timber type and profiles.

Recommendation 54.

Where joinery has already been replaced, this may be retained or replaced depending on owner requirements and condition.



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Further replacements of joinery elements should be based on existing joinery styles if only part replacement is required or documentary evidence where all elements are to be replaced.

PAINT

The original timbers have been replaced and evidence as to original paint schemes has been lost. Existing paint colours are appropriate and can be retained.

Traces of limewash can be found on the external and internal walls. It is unknown when the building was limewashed as early photographs appear to show the Round House in a natural stone aesthetic. Limewash was often applied to internal walls as a disinfectant, so is likely to have been used in the cells.

Recommendation 55.

Any previously unpainted surface should not be painted.

Recommendation 56.

The interior of the cells may be limewashed.

Recommendation 57.

Any new painting scheme should be based on documentary evidence. There is no opportunity to discover the original colours on the timbers however early photographs provide an indication of a dark colour being used for doors and windows. Recommendations should be approved by the heritage architect.

Recommendation 58.

Repainting on a regular basis should form part of the on-going maintenance of the place.

PLANNING

The internal planform of the Round House is of exceptional significance. Though not intact due to the partial collapse in the 1920s the planform clearly demonstrates the original design and function of the place. The missing cells and latrines may be reinstated based on documentary evidence as this is part of the original design and function of the place.

Recommendation 59.

The existing planform of the Round House must be retained. Changes that confuses the original design intent of the place should not be implemented.

The original cells and latrines may be reconstructed following documentary evidence but this is not essential to the understanding of the planning and function of the Round House.



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CEILINGS

Ceilings to the cells are timber lining boards. The boards to some of the cells are not original but are of significance in terms of being a replacement of the originals. Where original lining boards remain extant these should be retained.

The ceilings to the ground floor rooms in the two storey section are the underside of the floorboards to the rooms above. These ceilings have been painted from an early time.

Recommendation 60.

The original ceilings boards should be retained and conserved with no additional fixings.

Recommendation 61.

Replacement ceilings should be retained.

Recommendation 62.

The ceiling lining boards should be left as natural timber or limewashed.

Recommendation 63.

The underside of the floors in the two storey section that form the ceilings to the ground floor rooms should be painted. The colours should be approved by the heritage architect.

WALLS

The walls to the cells are rubble limestone which have been variously rendered and limewashed. At least one cells is reputedly to have been lined with timber boards to accommodate the most dangerous of prisoners or to prevent prisoners escaping by carving through the soft limestone. The fabric is of exceptional significance.

Recommendation 64.

All traces of cement render should be carefully removed under the guidance of a heritage architect. The walls are to be repaired using lime mortar. The walls should not be painted or rendered. Walls may be limewashed.

Recommendation 65.

Consideration may be given to lining one cell with jarrah lining boards as an interpretation of the lined cell.

FLOORS

The floors to the cells are cement whilst those to the former Kitchen and Warder's Quarters are suspended timber and Yorkshire flagstones. The cells are natural stone levelled with limestone cement.

Recommendation 66.

Remove the concrete floors from rooms 4 (cell 2), 10 and 11 (cells 3 and 4) and return to limestone cement floor to match original as seen in room 2 (cell 1).



Recommendation 67.

The courtyard floor is limestone cement and should be retained as far as practical. Patch repairs where necessary are to match existing.

Recommendation 68.

The concrete patching to the drains should be carefully removed and lined with limestone cement to match the remainder of the courtyard floor.

LIGHTING

There is no lighting in the cells or warder's quarters apart from emergency lighting in a few rooms. The lack of light in the cells emphasises the basic conditions the prisoners were kept in at the time and also the fact that electric lighting was not used at the time of construction of the Round House. All spaces were lit naturally.

There is limited external lighting around the site.

Recommendation 69.

Permanent lighting should not be introduced into the internal spaces of the Round House. Temporary lighting can be brought in for special night-time events. Discrete exhibition lighting may be introduced to the cells, ensuring that the installation does not impact on original fabric. Where lighting has already been installed the wiring and light fixture may be upgraded.

Recommendation 70.

External lighting may be improved to highlight the Round House during the hours of darkness. External lighting should not be mounted onto the Round House itself but should be directed onto the structure.

STOCKS

The stocks are part of the story of the Round House being used as a lock up and were located outside the Round House. The stocks are replicas but are significant in terms of the story they tell.

Recommendation 71.

The stocks should be relocated outside the Round House in accordance with their original location if possible. Opportunities for photographs in the stocks and interpreting their use should remain.

SIGNAGE

Signage is limited to the building name and commemorative plaques. Signage on the building is not in keeping with the place and should be removed. (See Recommendation 25)

Recommendation 72.

Any signage that is required should be freestanding and not fixed to the building.

Recommendation 73.



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If signage is deemed to be appropriate it should be of simple modern design and should not impact on the significance of the place.

The above comments are separate to interpretation signage and other installations which are discussed in Section 10 below.

SECURITY

If additional security measures are required, the type and location of devices needs to be considered so as to reduce adverse impacts on the aesthetic values of the Round House.

Recommendation 74.

Cameras should not be fixed to the Round House fabric. External cameras, if required, should be fixed to existing infrastructure in the grounds.

PEST CONTROL

Recommendation 75.

An on-going monitoring of pest activity and control should be implemented.

7.5 RECOMMENDATIONS RELATING TO THE ARCHAEOLOGICAL SIGNIFICANCE OF THE PLACE

Previous archaeological studies have been undertaken on the Bakehouse (2001) and Well (1994) as well as the wider area of the Old Port Arthur Head in 2007. The full extent of archaeological potential within the Round House and in the immediate surrounds has not been fully examined. Despite ground disturbances that have occurred as a result of conservation works and demolition of surrounding structures, there is still a possibility that archaeological artefacts may exist.

Recommendation 76.

In the event that there is to be disturbance to the concrete floors within the Round House, an assessment of archaeological potential should be undertaken.

Recommendation 77.

Evidence of past structures/features within the internal floors should be assessed for archaeological potential. The existing fabric of the concrete floors and walls should be inspected for signatures of past structures. Anything identified should be documented and investigated within historical plans and records. No archaeological works are required.

Recommendation 78.

Evidence of past structures/features within the external concrete floors should be examined. Remnant footings, fastenings and features associated with the old signal



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masts and with previous uses of the area during WWII are possible. The existing fabric of the concrete floors should be inspected for evidence of past structures. No archaeological excavations are required.

Recommendation 79.

The void below the suspended timber floors in Rooms 2 and 12 should be examined. The examination of these voids should occur whether conservation works are being undertaken in this space or not. If the floors are to be disturbed as a result of conservation works, the archaeological potential of these voids must be examined prior to any works being implemented.

Recommendation 80.

The void below the gun platform should be assessed. It is likely that footings and features associated with the old signal station lie below the gun platform. These are likely to be in the form of holes, concrete features and metal fastenings. Should future conservation works include the disturbance of the gun platform the area should be assessed.

7.6 RECOMMENDATIONS RELATING TO RENEWABLE ENERGY

At present there are no elements of renewal energy installed at the Round House. Electricity is installed and consideration may be given to installing solar panels in a move towards sustainability. State registered places are no exception to sustainability though care must be taken to ensure installation does not impact on the significance of these places.

Recommendation 81.

Installation of any methods of renewal energy should not impact on significant fabric or the aesthetics of the Round House.

Solar panels may be installed on the roof of the two storey section of the Round House so long as they cannot be seen from within the courtyard.

Significant views of the place should not be harmed by the installation of solar panels.

Recommendation 82.

The flat roof of the two storey section may be considered for installation of solar panels, ensuring that fixings are into fabric of lesser significance or be located so as to minimise damage to significant fabric. Installations must be capable of being reversed without causing damage.



8.0 GOVERNANCE RECOMMENDATIONS

8.1 INTRODUCTION

Governance includes recommendations concerning compliance with statutory requirements including the Heritage Act 2018, future use and development of the site and general site management arrangements.

The objectives of Governance Recommendations are:

- To guide management decisions for the Round House that support the development of a sustainable site that can generate income for ongoing conservation and maintenance of the place;
- To support decision making that is based on expert advice;
- To ensure on-going use of the place is consistent with its heritage values; and
- Anticipate threats and opportunities.

8.2 KEY STATEMENTS

The Round House should be managed in a manner that is consistent with its heritage values and on-going conservation of the place, taking into account the views of all stakeholders and which encourages community participation and visitor engagement with the place.

Recommendation 83.

The assessed significance of the place as defined within this Conservation Management Plan should be accepted as the basis for decision making about the conservation, interpretation and use of the place.

Recommendation 84.

Ownership of the place should remain with City of Fremantle and not transferred to private ownership.

8.3 RECOMMENDATIONS ARISING FROM EXTERNAL REQUIREMENTS

8.3.1 CURRENT HERITAGE LISTINGS

Inclusion on a heritage list is recognition of the cultural significance of the place to the community. Not all heritage listings result in statutory implications. The Round House is entered on local and state listings.

City of Fremantle Local Heritage Survey and Heritage List

The Local Heritage Survey is a non-statutory record of places that are of significance to the locality. They have no statutory implications but are used to inform the Heritage List under the Town Planning Scheme which does have statutory implications and heritage policy adopted by the City. The Round House is entered on the City's Local Heritage Survey and Heritage List as a Category 1A place.

Western Australian Planning Authority (WAPC)

As a property owned by the state of WA, the Fremantle Round House is subject to the authority of the WAPC who have state-wide responsibility for urban, rural and regional integrated strategic and statutory land use planning and land development under the *Planning and Development Act 2005*.



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Recommendation 85.

Any works requiring a development application must be submitted to the Western Australian Planning Commission (WAPC) and the City of Fremantle and accompanied by a Heritage Impact Statement outlining how the proposed works comply or diverges from the recommendations.

National Trust of Western Australia

The Round House has been classified by the National Trust of Western Australia. Classification does not attract any statutory implications.

Aboriginal Register of Places and Objects

The Register of Places and Objects, maintained by the Department of Planning, Lands and Heritage, on behalf of the Minister for Aboriginal Affairs records places and objects that are of significance to Aboriginal people as defined in Sections 5 and 6 of the Aboriginal Heritage Act 1972 (AHA). There are currently no known Aboriginal sites as defined by Section 5 of the AHA within the registered curtilage of the Round House and Arthur Head Reserve.

However, due to the significance of the site as a place of Aboriginal incarceration and historic hardship, it is recommended that the place be considered and assessed for listing as per Section 5 (c) of the AHA as a place of historic interest that is of significance to the cultural heritage of the State.

Recommendation 86.

Consideration should be given to nominating the place as a site of historic significance for Aboriginal people.

Recommendation 87.

Any future use should consider the how the use will impact on the significance of the place of historic significance for Aboriginal people.

State Register of Heritage Places

Round House as part of the Arthur Head Reserve (Reserve 21563) is permanently entered on the State Register of Heritage Places.

The provisions of the Heritage Act 2018 require all proposed developments that may affect the cultural significance of that place to be referred to Department of Planning Lands and Heritage for comment. City of Fremantle is to refer all development applications to DPLH and ensure that any approvals they grant are in accordance with the advice received from DPLH.

Works that should be referred to DPLH include alterations, additions, new buildings, conservation works, demolition, excavation, changes to external colour schemes, signage, internal works and change of use.

Maintenance that replaces elements on a like for like basis and other works that do not need to be referred are defined in the Heritage Regulations 2019. If unsure about the nature of the works and whether referral is required, contact with DPLH is recommended.

Recommendation 88.

All works, unless exempt, must be referred to DPLH for advice. All applications must be accompanied by a heritage impact statement clearing assessing the potential impact/s of development on the documented significance of the place.



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Recommendation 89.

If any major changes are proposed for the Round House and/or its immediate environs, pre-application advice from DPLH should be sought to ensure the best heritage outcomes.

Recommendation 90.

If City of Fremantle disposes of the Round House either by way of long lease or legal transfer of ownership, new owners will need to enter into a Heritage Agreement under the Heritage Act 2018.

Recommendation 91.

The Statement of Significance in the State Register Entry for this place should be revised to be consistent with the proposed Statement of Significance in this CMP.

Register of National Estate

The Round House was entered as a permanent entry onto the Register in 1978. The Register was closed in 2007 and entry onto the list is limited to an archival record and has no statutory implications.

National Heritage List

The National Heritage List is a list of natural, historic and indigenous places that are of outstanding national heritage value to the Australian nation. The list is overseen by the Australian Heritage Council, an independent body of Heritage Experts established in 2003. The Council's functions include the identification, assessment and promotion of heritage, as well as to advise the Minister on a range of matters relating to heritage. It also engages in research and monitoring activities. The protection of heritage places for which the Australian Government is responsible is under the *Environment Protection and Biodiversity Conservation Act 1999 Act*.

At present, there are 15 places in Western Australia included on the National Heritage List. The Fremantle Prison is the only place included in the Perth metropolitan area.

Recommendation 92.

The City of Fremantle should prepare documentation to nominate the Round House for inclusion on the National Heritage List and forward it to the Australian Heritage Council for assessment.

State Government Policy – Government Heritage Property Disposal Process (GHPDP)

For places owned by the State Government, the disposal by means of sale, long lease, demolition and sub-division triggers the requirement of an assessment under the GHPDP. This process will determine if a place demonstrates cultural significance if not already a heritage listed place or if already heritage listed will assist the DPLH in determining whether any additional controls or actions need to be taken to ensure the on-going conservation of the place. Additional provisions may include entering into a Heritage Agreement that will guide the future conservation and management of the place in perpetuity.

Other Statutory Requirements

Works/development to the Round House are governed by the provisions of the local Town Planning Scheme, Building Code of Australia, Health Act and Fire Safety Regulations.



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Compliance with these regulations may have an adverse impact on the significant fabric of the place and advice from heritage architects and DPLH is required.

Recommendation 93.

Where compliance with statutory requirements have the potential to have an adverse impact on the significance of the place the works should be assessed against the statement of significance and conservation recommendation established in the Conservation Management Plan. Advice from heritage architects is required.

8.4 RECOMMENDATIONS RELATING TO FUTURE USE AND DEVELOPMENT

8.4.1 FUTURE USE

The original function of the Round House as a jail is not a viable use for the place today. The original function of the place was relatively short-lived in terms of the building's existence however the physical form of the place still clearly reflects the original use. Continued use of a heritage place is an essential part of the conservation process. Where original uses are no longer viable alternative compatible uses should be found.

In the case of the Round House, there are limited opportunities for alternative uses that would adequately reflect the significance of the place. It has been open to the public as a historic place and exhibit of an early jail in the state since 1959 and there has been strong local community support throughout the years to see it continue in this function. The aboriginal connections to the place have been minimal in the past and greater integration of Aboriginal values and stories must be woven into the use and significance of the place.

Any alternative uses consider for the place should not harm the significant fabric of the Round House. Structural adaptations are generally not acceptable, especially where structural alterations impact on the significance of the place.

Changes of uses that require the installation of new services that may impact negatively on the significance of the place are generally regarded as inappropriate uses. Installation of services should not harm significant fabric and should have minimal impact on the presentation of significant spaces.

Recommendation 94.

In any future use of the place, all aspects of its history as a place of incarceration, place of residence and as a museum must be considered and reflected in its use and presentation. The introduction of new uses should not obscure the significance of the place.

Recommendation 95.

Where an alternative use is being considered the degree of change to accommodate this use must be taken into account.

Changes that damage significance should not be undertaken.

New uses should be compatible with the structural capabilities of the Round House.

Uses that result in harmful changes would not be considered as compatible uses and should not be adopted.

Recommendation 96.



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Any minimal change to accommodate a new use should be reversible and the original intent of the place should not become obscured by such changes.

Installation of new services should be minimal and limited to fixings on non-original fabric and re-using existing penetrations and fixings within the structure.

Recommendation 97.

A photographic archival record of the place, including any existing interpretation, should be prepared prior to any changes occurring.

Recommendation 98.

Alternative use of the Round House should not exclude public access.

8.4.2 FUTURE DEVELOPMENT

There is limited opportunity for additional development at the Round House. The building was designed to stand in isolation and be seen in the round. Additional development may obscure this value. The study site of the Round House is tightly drawn around the structure without room for additional development in this boundary.

As the documentary evidence shows, further development did occur on the wider Arthur Head Reserve immediately to the north and south of the Round House and potentially discrete development may occur on this site but any development must not confuse the understanding of the place or harm significant views.

As stated above, the Round House is an element of the wider Arthur Head Reserve and this wider context must be taken into consideration when considering future development of the Round House. Refer to section 10.4.5 of the Arthur Head Reserve Conservation Plan 2011 for recommendation on future development of the wider reserve site.

Recommendation 99.

No new permanent development should occur that will impinge on significant views or distort the understanding of the place, see Section 7.3 Recommendations relating to the setting of the place, above and Section 10.4.5 of the Arthur Head Reserve Conservation Plan 2011.

Recommendation 100.

Where development is being considered, it should be limited to temporary structures that complement the primary function of the Round House as a tourist destination.

Recommendation 101.

New development should be contemporary in design and can be easily removed. The structure/s should be completely detached from the Round House.

Recommendation 102.

Any temporary development of the open space to the south of the Round House must take the archaeological potential of the wider reserve into consideration and follow the advice of professional archaeologists prior to any ground disturbance works being implemented. See section 7.5 above and section 10.6.1 Land Based Archaeology in the Arthur Head Reserve Conservation Plan 2011.



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8.5 RECOMMENDATIONS RELATING TO RECORDS AND ONGOING MANAGEMENT

The requirement to maintain records about places of cultural significance is guided by the Burra Charter. Building files for the place already exist at the City of Fremantle, Fremantle Library, State Records Office, State Library of Western Australia plus other locations. It is recommended that a record of all actions affecting the Round House be kept, supplementing these files and develop a complete archive of the place.

Recommendation 103.

A record of all actions affecting the place should be maintained and all stakeholders should be made aware of it. The record should be carefully managed, and public access should be supervised.

9.0 COMMUNITY AND STAKEHOLDER ENGAGEMENT

The intentions of community and stakeholder engagement are:

- Raise awareness of the heritage values of the Round House within the local community and within the state generally;
- To involve knowledgeable and engaged community members in the management of the place;
- To manage the place in an open and inclusive manner without compromising efficiencies and clear decision making; and
- To bring community voices into decisions that affect or interest them and combine this with the knowledge of subject experts.

City of Fremantle has an adopted community and stakeholder engagement processes.

Key stakeholder groups associated with the Round House are:

- Fremantle Volunteer Heritage Guides
- Aboriginal Groups – from within the City of Fremantle and those involved with the preparation of the City of Fremantle Walyalup Reconciliation Action Plan
- City of Fremantle
- Fremantle Society
- Fremantle History Society
- University of Western Australia

Recommendation 104.

The conservation, interpretation and management of the place should provide for the participation of people/groups of people for whom the place has significant associations and meanings or who have social, spiritual or other cultural ties to the place. This should be an ongoing process for the future management of the place.

Recommendation 105.

Owners/managers of the Round House should consult the community and stakeholders on major developments affecting the place.

Recommendation 106.

Conservation, interpretation and management of the place should make use of all knowledge, skills and disciplines that can contribute to the conservation and understanding of the place including subject experts and community members. The social significance of the Round House to the community is an important consideration.

Recommendation 107.

The conservation, interpretation and management of the place is an opportunity to build relationships between the stakeholder groups for the benefit of this place and others in the City of Fremantle.

Recommendation 108.

Aboriginal Engagement should apply the processes adopted by the City of Fremantle and refer to the Walyalup Reconciliation Action Plan (WRAP).



10.0 INTERPRETATION

Interpretation is a fundamental aspect of heritage management that helps communicate the values of the place to a range of audiences.

Interpretation is an aspect of conservation and seeks to protect heritage values. Interpretation can be an explanation of significance or associated stories displayed in a variety of methods including signage, digital displays, exhibits but can also include the built form.

Interpretation of the built form may include reinstatement of missing elements of the structure where this can be backed up by documentary evidence or conversely the loss of built elements ie. the loss of the other cells can also be regarded as interpretation of evolution of the building. Reinstatement of missing elements such as the cells as a form of interpretation may aid visitor's understanding of the place but it is not essential, it is just one of the many methods of interpretation that can be considered.

The interpretation recommendations set out in this Conservation Management Plan seek to:

- Reveal the heritage significance of the place;
- Interpret the story of the Round House and its place within the Arthur Head Reserve in an engaging manner;
- Communicate the stories in a way that enhances the understanding and significance of the place to both Aboriginal and non-Aboriginal communities;
- Connect the place to other places of Aboriginal incarceration within Western Australia including Fremantle Prison, Rottnest Island and Roebourne Gaol amongst others;
- Tell the story of the Round House in the context of European settlement in Western Australia generally and Fremantle in particular;
- Acknowledge the concept of racial segregation in early jails; and
- Contribute to the continuing economic development of Fremantle by attracting visitors to the place.

Recommendation 109.

Interpretation should communicate all aspects of the cultural heritage significance of the place. It should cover key aspects of the place's history, connections and associations. The Aboriginal stories should be told alongside the European stories to create a comprehensive awareness of the place.

Recommendation 110.

Reinstatement of missing elements of the built fabric as a method of interpretation must be based on documentary evidence.

Recommendation 111.

Interpretation should be visitor orientated and respond to a wide range of local, national and international audiences. It should be creative, engaging, provoking and challenging.

Recommendation 112.

Interpretation of the Round House should be integrated with a wider interpretation program of the entire Arthur Head Reserve. Whilst the Round House has a specific and unique history, it is also deeply intertwined with the development of Arthur Head Reserve and should not be treated in isolation.



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Recommendation 113.

On-going research into the place will foster deeper understanding and knowledge of the Round House which should be communicated to the owners, managers and users of the place.

Recommendation 114.

Interpretation can take many forms but the majority of interpretive media requires installation. The installation should not impact on significant fabric and should be reversible. Installation/fastenings should be limited to fabric of lesser significance and should be kept to a minimum.



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11.0 IMPLEMENTATION AND RECOMMENDATIONS

The following actions are to be regarded as recommendations to guide the on-going management of the Round House based on best heritage practice.

- Action 1:** Review the Round House Conservation Management Plan every 5-10 years.
- Action 2:** Establish a monitoring program of the Round House to ensure all conservation and general maintenance works are undertaken and additional works are identified and scheduled for remediation within an appropriate timeframe.
- Action 3:** Undertake the conservation works identified in the Conservation Management Plan and ensure the works are consistent with the policies in this report. The advice of heritage architect is essential in overseeing the works.
- Action 4:** Review the Maintenance Schedule on a regular basis to ensure it remains relevant and allows for the introduction of programmed maintenance.
- Action 5:** Maintain communication with stakeholders and community to ensure that the activities and management of the Round House reflects the aspirations of all.

12.0 CONSERVATION AND MAINTENANCE WORK SCHEDULES

12.1 CONSERVATION WORK SCHEDULE

Recommended works include:

- Undertake more detailed inspection of the roofs to determine condition. Retain current roof forms and where required replace roof cladding on a like-for-like basis. Inspection of the roof structures may occur at the time other conservation works are being undertaken and can utilise scaffolding that may be on site.
- Remove all remnant traces of cement mortar from the walls. Repoint using lime based mortar that matches, as close as possible, to the original. All mortars are recommended for testing and 11 locations have been identified around the Round House.
- Replace areas of stonework that are demonstrating severe erosion. The worst areas were replaced in 2004 but subsequent areas have been further identified for possible replacement. All limestone is to come from locally sourced quarried for continuity.
- Conservation works were not undertaken to the stonework to the string course or above. Closer inspection of these areas is required. From a ground level inspection only missing mortar was noticed in places especially to the parapet.
- The rear of the parapet required closer inspection. In the works in 1975 it was discovered that the parapet was not tied into the rest of the wall and underwent significant rebuilding works to ensure structural stabilisation.
- Replace any severely eroded red bricks around the window. Replacements to match existing. Repoint with lime mortar.
- Remove all traces of render to external and internal faces of the stonework and leave in natural condition to allow for drying out through the more sacrificial lime mortars. Internal walls to cells and rooms may be limewashed.



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- Remove aggregate concrete floors to three of the cells and reinstate limestone cement floor as per Cell 2 and the rest of the Courtyard and demolished cells.
- Check structural condition of floor joists and flooring to upper rooms (Rooms 13-15).
- Sand back and re-oil all timber floors. Do not use polyurethane coatings.
- Remove paint from timber ceilings, sand back and repaint or re-oil.
- Replace front double doors with style to match original timber panelled doors based on documentary evidence eg early photographs.
- Undertake localised timber repairs to cells doors. Replace bolts and latches with heavier versions more in keeping with the jail function of the place.
- Consideration to be given to replacing upper level windows to ones that more closely match those shown in the early photographs.
- Repaint all joinery to an approved colour scheme.
- Carefully remove floor coverings from upper floors, preserve sample as interpretation if found to be older than 1920. Repair floor boards and joists where necessary.
- Repair copper downpipes. Any replacements to match existing.
- Ensure all drains are free of debris and the drainage system works effectively.
- Remove cement render from balustrade to the steps, repair substrate where necessary and re-render with lime render.
- Remove all vegetation from the walls.
- Replace deteriorated jarrah nosings to steps to Round House.
- Resurface the top step to the Round House steps to remove trip hazards. Due to doorway having a level threshold, the base of the timber door and timber threshold suffer from rain and pooling water. Slightly grade the step away from the building and allow to drain through discharge holes in balustrade.
- Remove handrail fixings from wall, support only from ground, installing additional supports if required. Repaint handrails.
- Remove the uneven concrete paths around the Round House and replaced with compacted stabilised limestone for more equitable access.
- Remove plantings that are compromising the stability of the cliff and boundary walls and plantings that may compromise the stability of the Round House on its northern and western elevations.

12.2 RECOMMENDED MAINTENANCE SCHEDULE

As needed:

- Ensure all weeds/vegetation are removed from within the Round House and externally where they have potential to cause damage to the stonework.
- Grass should be kept at least 1m away from the walls of the Round House.



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- Ensure any reticulation systems do not spray onto the significant fabric of the Round House
- Check drains to ensure free of debris
- All graffiti should be removed as soon as it is seen
- Remove debris from all steps to prevent trip/slip hazards
- Ensure all handrails to steps are firmly attached
- Ensure building is secure
- Check installation of interpretative element to ensure they are secure and not a risk to visitors

Annually:

- Inspect the place for termites or any other signs of infestation and treat accordingly
- Clean gutters and downpipes prior to winter
- Monitor further deterioration caused by damp – if mortar is failing at an excessive rate consult a heritage professional for additional advice
- Inspect roof cladding, flashings and rainwater goods, particularly before winter and after any severe weather event and repair where necessary
- Inspect building for cracking or any other signs of failure
- Re-oil the look out deck before summer and any other natural timber within the Round House

Painting:

- Due to the harsh marine environment paint will fail more rapidly – repaint all joinery every 5-7 years or sooner depending on condition.



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ATTACHMENT 2: Round House Conservation Management Plan – Prioritisation of works and cost estimates (only)

FREMANTLE ROUNDHOUSE CMP



Project: Heritage	Details: Preliminary Estimate 14.05.2020
Building: Overall Cost & Priorities 1 to 4	

Code	Description	Quantity	Unit	Rate	Total
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FREMANTLE ROUND HOUSE CMP TOTAL COST

	ESTIMATED TOTAL COST				
	<u>Steps from High Street</u>				
1	Remove cement render to mid level steps wall, rake out any cement pointing and replace seriously damaged stones to match and repoint	34	m2	500	17,000
2	Carry out localised repairs to steps where necessary to provide an even finish		Item		3,000
3	Remove remaining paint to handrail and repaint	18	m	40	720
4	Remove accumulated leaf litter from blocked off landing		Item		300
	<u>Steps to Roundhouse</u>				
5	Remove cement render to upper stair balustrade and repoint stonework with lime mortar	48	m2	400	19,200
6	Replace Jarrah treads to entry steps (elevation 1) :[9 no]	39	m	120	4,680
7	Remove render, repair substrate and re-render treads and landing		Item		5,000
8	Resurface landing step with limestone concrete graded for run-off (elevation 1)		Item		600
9	Remove remaining paint to handrail and repaint	20	m	40	800
	<u>Paths around Round House including path to Public Toilets</u>				
10	Allowance for removal and replacement of compacted limestone path including removal of concrete slabs and other obstacles	500	m2	80	40,000
	<u>Lookout Area</u>				
11	Re-oil timber deck	40	m2	50	2,000
12	Timber decking & ramp to match lookout	67	m2	250	16,750
13	Remove or repaint picket fence & gates	7	m	80	560
14	Refix timber safety rail to boundary wall, lightly sand and re-oil	22	m	75	1,650
15	Remove cement render to boundary wall and repoint stonework with lime mortar	75	m2	400	30,000
	<u>Boundary Walls around Eastern Boundary</u>				
16	Remove vegetation causing damage to boundary wall and repair stonework where required		Item		5,000
	<u>Garden Areas</u>				
17	Remove planting causing damage to Round House & boundary walls, repair stonework where required		Item		10,000
18	Deconstruct and rebuild sections of brick garden bed retaining walls where damaged		Item		1,500
	<u>External Elevations</u>				
19	Carefully clean stonework	344	m2	60	20,640
20	Rake out cement pointing to parapet and repoint in lime mortar	40	m2	140	5,600
21	Clean stonework to parapet string course, rake out cement pointing and repoint with lime mortar	62	m	100	6,200
22	Carefully remove existing signage and make good damage		Item		500



FREMANTLE ROUNDHOUSE CMP

Project: Heritage	Details: Preliminary Estimate 14.05.2020
Building: Overall Cost & Priorities 1 to 4	

Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP TOTAL COST					<i>(Continued)</i>
23	Treat timber lintel to main entrance to rehydrate with a linseed oil mix		Item		300
24	Rub down, prepare and paint door frame. Repair timber to based of double doors and retain & oil timber threshold (elevation 1)	1	No	700	700
25	Replace hardware to entry doors with appropriate hardware		Item		1,200
26	Rake out joint of stonework to a depth of 100mm and repoint with lime mortar (75% allowed)	258	m2	140	36,120
27	Replace stonework damaged during wall repointing	20	No	400	8,000
28	Remove render to plinth and repoint substrate (elevations 9 and 10)	6	m2	200	1,200
29	Inspect to top of perimeter parapet wall, carry out repairs as required and seal with clear waterproof membrane	60	m	90	5,400
30	Remove vegetation causing damage to Round House walls and repair stonework where required		Item		5,000
31	Rub down, prepare and paint door frame. Repair timber to based of double doors and retain & oil timber threshold (elevation 17)	1	No	700	700
	<u>Copper Roof</u>				
32	Inspect roof and check copper cladding, flashings and timber structure (scaffolding included elsewhere)	22	m2	80	1,760
	<u>Cell Roofs</u>				
33	Coat roof shingles with two coats linseed/turpentine mix 50/50	38	m2	50	1,900
34	Inspect shingles and replace damaged with Sheek shingles (10% allowed)	2	m2	200	400
35	Dress down flashings to shingle roof	47	m	30	1,410
	<u>Timber Fascias</u>				
36	Repaint timber fascia to cells 3, 4, 10 and 11	19	m	40	760
	<u>Copper Gutters</u>				
37	Check condition of copper gutters	19	m	40	760
	<u>Downpipes</u>				
38	Check condition of downpipes including refixing brackets to wall	18	m	60	1,080
39	Check condition of rainwater heads	2	No	50	100
40	Check stormwater system		Item		800
	<u>Windows</u>				
41	Sand back, prepare and repaint existing window including timber lintel (elevations 16 to 18)	5	No	500	2,500
42	Allow for replacement of 3 No. iron bar grilles to windows (elevations 16 to 18)	5	No	600	3,000
43	Allow for replacement of severely eroded bricks around window using salvaged bricks to match in lime mortar (elevation 16)		Item		600
	<u>Concrete Floor to Courtyard and Cells</u>				
44	Repair limestone flooring to courtyard and cells 5 to 9	167	m2	50	8,350
	<u>Walls</u>				



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					
Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP TOTAL COST					<i>(Continued)</i>
45	Rake out joint of stonework to a depth of 100mm and repoint with lime mortar (75% allowed)	216	m2	140	30,240
	<u>Warders Quarters</u>				
46	Inspect ceiling and floor structures and remove debris from sub-floor		Item		2,500
47	Sand & re-oil timber floor to Room 2	8	m2	75	600
48	Replace damaged floorboard to Room 12, sand & re-oil	8	m2	100	800
49	Inspect Yorkshire stone flag paving		Item		250
50	Remove linoleum flooring, replace damaged Jarrah floorboards, sand & re-oil	23	m2	150	3,450
51	Remove all patches of render, repoint and limewash walls	91	m2	400	36,400
	<u>Cell Walls</u>				
52	Remove all patches of render, repoint and limewash walls	189	m2	400	75,600
53	Allowance for replacing wall vents		Item		1,800
	<u>Cell Ceilings</u>				
54	Rub back cell ceilings and coat timber with linseed/turpentine mix	34	m2	40	1,360
	<u>Cell Floors</u>				
55	Remove existing floor to four cells (3, 4, 10 & 11)	34	m2	40	1,360
56	Reinstate cell floors to match limestone cement floor to courtyard	34	m2	200	6,800
	<u>Cell Doors</u>				
57	Rub down, prepare and paint cell door and frame including localised timber repair, filling cracks with timber putty and removal of redundant fixings (elevations 14, 15, 19 and 20)	4	No	450	1,800
58	Replace hardware to cell doors	4	No	1,000	4,000
	<u>Well</u>				
59	Rake out joints and repoint with lime mortar	15	m2	60	900
60	Clear out vegetation		Item		100
	<u>Bakehouse</u>				
61	Remove perspex door to bakehouse and replace with metal grille gate to allow ventilation	1	No	2,500	2,500
62	Clean plant growth from walls and oven after bakehouse dried out	30	m2	40	1,200
63	Rake out and repoint fretted mortar joints with lime mortar	30	m2	140	4,200
	<u>On-Costs</u>				
64	Builder preliminaries	20	%		89,900
65	Scaffolding	625	m2	40	25,000
66	Design Contingency	5	%		28,200
67	Construction Contingency	10	%		59,300
68	Escalation to tender				0
69	Professional Fees & Disbursements				0



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					

Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP TOTAL COST					(Continued)
70	Goods and Services Tax				0
	Estimated Construction Cost (excluding GST)				652,000
FREMANTLE ROUND HOUSE CMP TOTAL COST					652,000



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					
Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP PRIORITY 1 IMMEDIATE ATTENTION					
	ESTIMATED TOTAL COST				
	<u>Steps from High Street</u>				
71	Remove cement render to mid level steps wall, rake out any cement pointing and replace seriously damaged stones to match and repoint (26) (28)	34	m2	500	17,000
	<u>Steps to Roundhouse</u>				
72	Remove render, repair substrate and re-render treads and landing (26)		Item		5,000
	<u>Paths around Round House including path to Public Toilets</u>				
73	Allowance for removal and replacement of compacted limestone path including removal of concrete slabs and other obstacles (14)	500	m2	80	40,000
	<u>Lookout Area</u>				
74	Re-oil timber deck (5) (11)	40	m2	50	2,000
75	Timber decking & ramp to match lookout (14)	67	m2	250	16,750
76	Refix timber safety rail to boundary wall, lightly sand and re-oil (6)	22	m	75	1,650
	<u>Copper Roof</u>				
77	Inspect roof and check copper cladding, flashings and timber structure (scaffolding included elsewhere) (30)	22	m2	80	1,760
	<u>Cell Roofs</u>				
78	Coat roof shingles with two coats linseed/turpentine mix 50/50 (30)	38	m2	50	1,900
79	Inspect shingles and replace damaged with Sheok shingles (10% allowed) (30)	2	m2	200	400
80	Dress down flashings to shingle roof (30)	47	m	30	1,410
	<u>Copper Gutters</u>				
81	Check condition of copper gutters (32)	19	m	40	760
	<u>Downpipes</u>				
82	Check condition of downpipes including refixing brackets to wall (32) (34)	18	m	60	1,080
83	Check condition of rainwater heads (32)	2	No	50	100
84	Check stormwater system (35)		Item		800
	<u>Warders Quarters</u>				
85	Inspect ceiling and floor structures and remove debris from sub-floor (69)		Item		2,500
86	Remove linoleum flooring, replace damaged Jarrah floorboards, sand & re-oil (5) (9) (10)	23	m2	150	3,450
87	Remove all patches of render, repoint and limewash walls (54)	91	m2	400	36,400
	<u>Cell Walls</u>				
88	Remove all patches of render, repoint and limewash walls (54)	189	m2	400	75,600
	<u>Bakehouse</u>				
89	Remove perspex door to bakehouse and replace with metal grille gate to allow ventilation (8)	1	No	2,500	2,500
90	Clean plant growth from walls and oven after bakehouse dried out (12)	30	m2	40	1,200
91	Rake out and repoint fretted mortar joints with lime mortar (21) (22)	30	m2	140	4,200



FREMANTLE ROUNDHOUSE CMP

Project: Heritage	Details: Preliminary Estimate 14.05.2020
Building: Overall Cost & Priorities 1 to 4	

Code	Description	Quantity	Unit	Rate	Total
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FREMANTLE ROUND HOUSE CMP PRIORITY 1 IMMEDIATE ATTENTION

(Continued)

	On-Costs				
92	Builder preliminaries	20	%		43,300
93	Design Contingency	5	%		13,000
94	Construction Contingency	10	%		27,300
95	Escalation to tender				0
96	Professional Fees & Disbursements				0
97	Goods and Services Tax				0
	Priority 1 Estimated Construction Cost (excluding GST)				300,060

FREMANTLE ROUND HOUSE CMP PRIORITY 1

300,060



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					
Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP PRIORITY 2 URGENT					
	ESTIMATED TOTAL COST				
	<u>Steps from High Street</u>				
98	Carry out localised repairs to steps where necessary to provide an even finish (26) (28)		Item		3,000
99	Remove accumulated leaf litter from blocked off landing (28)		Item		300
	<u>Steps to Roundhouse</u>				
100	Remove cement render to upper stair balustrade and repoint stonework with lime mortar (26)	48	m2	400	19,200
101	Replace Jarrah treads to entry steps (elevation 1) :[9 no] (27)	39	m	120	4,680
102	Resurface landing step with limestone concrete graded for run-off (elevation 1) (26)		Item		600
	<u>Lookout Area</u>				
103	Remove or repaint picket fence & gates (12) (50) (51)	7	m	80	560
104	Remove cement render to boundary wall and repoint stonework with lime mortar (20) (21) (22)	75	m2	400	30,000
	<u>Boundary Walls around Eastern Boundary</u>				
105	Remove vegetation causing damage to boundary wall and repair stonework where required (12) (16) (20) (21)		Item		5,000
	<u>Garden Areas</u>				
106	Remove planting causing damage to Round House & boundary walls, repair stonework where required (12) (16) (20) (21) (22)		Item		10,000
107	Deconstruct and rebuild sections of brick garden bed retaining walls where damaged (12) (17)		Item		1,500
	<u>External Elevations</u>				
108	Rake out cement pointing to parapet and repoint in lime mortar (20) (21) (22)	40	m2	140	5,600
109	Clean stonework to parapet string course, rake out cement pointing and repoint with lime mortar (20) (21) (22)	62	m	100	6,200
110	Carefully remove existing signage and make good damage (21) (23)		Item		500
111	Treat timber lintel to main entrance to rehydrate with a linseed oil mix (47) (48)		Item		300
112	Rub down, prepare and paint door frame. Repair timber to based of double doors and retain & oil timber threshold (elevation 1) (43) (50)	1	No	700	700
113	Replace hardware to entry doors with appropriate hardware (45)		Item		1,200
114	Rake out joint of stonework to a depth of 100mm and repoint with lime mortar (75% allowed) (20) (21) (22)	258	m2	140	36,120
115	Replace stonework damaged during wall repointing (21)	20	No	400	8,000
116	Remove render to plinth and repoint substrate (elevations 9 and 10) (20) (21) (22)	6	m2	200	1,200
117	Inspect to top of perimeter parapet wall, carry out repairs as required and seal with clear waterproof membrane (20) (21) (22) (25)	60	m	90	5,400
118	Remove vegetation causing damage to Round House walls and repair stonework where required (12) (16) (20) (21)		Item		5,000
119	Rub down, prepare and paint door frame. Repair timber to based of double doors and retain & oil timber threshold (elevation 17) (43) (50)	1	No	700	700



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					
Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP PRIORITY 2 URGENT					<i>(Continued)</i>
	<u>Windows</u>				
120	Sand back, prepare and repaint existing window including timber lintel (elevations 16 to 18) (41)	5	No	500	2,500
121	Allow for replacement of severely eroded bricks around window using salvaged bricks to match in lime mortar (elevation 16) (21)		Item		600
	<u>Concrete Floor to Courtyard and Cells</u>				
122	Repair limestone flooring to courtyard and cells 5 to 9 (57)	167	m2	50	8,350
	<u>Walls</u>				
123	Rake out joint of stonework to a depth of 100mm and repoint with lime mortar (75% allowed) (36) (37)	216	m2	140	30,240
	<u>Warders Quarters</u>				
124	Sand & re-oil timber floor to Room 2 (10)	8	m2	75	600
125	Replace damaged floorboard to Room 12, sand & re-oil (10)	8	m2	100	800
126	Inspect Yorkshire stone flag paving (8)		Item		250
	<u>Cell Ceilings</u>				
127	Rub back cell ceilings and coat timber with linseed/turpentine mix (53)	34	m2	40	1,360
	<u>Cell Doors</u>				
128	Rub down, prepare and paint cell door and frame including localised timber repair, filling cracks with timber putty and removal of redundant fixings (elevations 14, 15, 19 and 20) (48)	4	No	450	1,800
129	Replace hardware to cell doors (45)	4	No	1,000	4,000
	<u>Well</u>				
130	Rake out joints and repoint with lime mortar (36) (37)	15	m2	60	900
131	Clear out vegetation (12)		Item		100
	<u>On-Costs</u>				
132	Builder preliminaries	20	%		39,500
133	Scaffolding	625	m2	40	25,000
134	Design Contingency	5	%		13,100
135	Construction Contingency	10	%		27,400
136	Escalation to tender				0
137	Professional Fees & Disbursements				0
138	Goods and Services Tax				0
	Priority 2 Estimated Construction Cost (excluding GST)				302,260
FREMANTLE ROUND HOUSE CMP PRIORITY 2					302,260



FREMANTLE ROUNDHOUSE CMP

Project: Heritage	Details: Preliminary Estimate 14.05.2020
Building: Overall Cost & Priorities 1 to 4	

Code	Description	Quantity	Unit	Rate	Total
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FREMANTLE ROUND HOUSE CMP PRIORITY 3 MEDIUM TERM

	ESTIMATED TOTAL COST				
	<u>External Elevations</u>				
139	Carefully clean stonework (20)	344	m2	60	20,640
	<u>Cell Floors</u>				
140	Remove existing floor to four cells (3, 4, 10 & 11) (56)	34	m2	40	1,360
141	Reinstate cell floors to match limestone cement floor to courtyard (56)	34	m2	200	6,800
	<u>On-Costs</u>				
142	Builder preliminaries	20	%		5,800
143	Design Contingency	5	%		1,700
144	Construction Contingency	10	%		3,600
145	Escalation to tender				0
146	Professional Fees & Disbursements				0
147	Goods and Services Tax				0
	Priority 3 Estimated Construction Cost (excluding GST)				39,900

FREMANTLE ROUND HOUSE CMP PRIORITY 3

39,900



FREMANTLE ROUNDHOUSE CMP

Project: Heritage		Details: Preliminary Estimate 14.05.2020			
Building: Overall Cost & Priorities 1 to 4					
Code	Description	Quantity	Unit	Rate	Total
FREMANTLE ROUND HOUSE CMP PRIORITY 4 LONG TERM					
	ESTIMATED TOTAL COST				
	<u>Steps from High Street</u>				
148	Remove remaining paint to handrail and repaint (50) (51)	18	m	40	720
	<u>Steps to Roundhouse</u>				
149	Remove remaining paint to handrail and repaint (50) (51)	20	m	40	800
	<u>Timber Fascias</u>				
150	Repaint timber fascia to cells 3, 4, 10 and 11 (50) (51)	19	m	40	760
	<u>Windows</u>				
151	Allow for replacement of 3 No. iron bar grilles to windows (elevations 16 to 18) (42)	5	No	600	3,000
	<u>Cell Walls</u>				
152	Allowance for replacing wall vents (20) (21)		Item		1,800
	<u>On-Costs</u>				
153	Builder preliminaries	20	%		1,400
154	Design Contingency	5	%		400
155	Construction Contingency	10	%		900
156	Escalation to tender				0
157	Professional Fees & Disbursements				0
158	Goods and Services Tax				0
	Priority 4 Estimated Construction Cost (excluding GST)				9,780
FREMANTLE ROUND HOUSE CMP PRIORITY 4					9,780

FPOL2104-12 ADVERTISING OF THE PROPOSED DIFFERENTIAL RATE FOR THE 2021/22 FINANCIAL YEAR
ATTACHMENT 1: Objects and Reasons for Differential Rates for the 2021/22 financial year

Objects and Reasons

In accordance with Sections 6.33 and 6.36 of the Local Government Act 1995 and Council's intention to continue levying differential general rates for the 2021-22 financial year on rateable properties within the City, the City is required to publish its Objects and Reasons for implementing differential general rates.

Rates and Minimum Charges

The City of Fremantle will apply differential general rates and minimum payments for the 2021-22 financial year as summarised in the following table:

Rate Category	Rate in the \$ (Cents)	Minimum Payment
Residential Improved	0.084602	\$1,388
Commercial and Industrial General	0.089890	\$1,388
Vacant Commercial and Industrial	0.162689	\$1,388
City Centre Commercial	0.097922	\$1,388
Nightclubs	0.115945	\$1,388
Vacant Residential Land	0.128111	\$1,344
Residential Short Term Accommodation	0.094477	\$1,388

Why do we have differential rates?

The rates you pay are a proportionate share of what is needed by the City to provide local services and facilities. To levy rates that are more equitable across different types of properties the City has implemented differential rates which reflect the costs associated with service delivery across the different rating categories.

Objectives of the differential rates

The Gross Rental Value or GRV represents the gross annual rental that a property might reasonably be expected to earn annually if it were rented, including rates, taxes, insurance and other outgoings. GRVs are provided to the City by Landgate to calculate rates, service charges and levies to be paid by property owners.

Residential Improved

- ◇ A differential general rate of 8.4602 cents in the dollar applies to Improved Residential Land with a minimum payment amount of \$1,388.
- ◇ The residential improved differential general rate applies to land that is used for residential purposes under the Local Planning Scheme No. 4 however may be located in any zone and is valued on a Gross Rental Value basis (GRV).
- ◇ This rate is set on the basis that all ratepayers make a reasonable contribution to the cost of local government services and facilities available to residents. It is the City's benchmark by which all other GRV rate properties are assessed.

Commercial and Industrial General

- ◇ A differential general rate of 8.989 cents in the dollar applies to Improved Commercial and Industrial Land with a minimum payment amount of \$1,388.
- ◇ The commercial and industrial differential general rate applies to all commercial and industrial properties that are zoned under the Local Planning Scheme No. 4 for commercial and industrial purposes and which are not specifically covered by any other differential rate and is valued on a Gross Rental Value basis (GRV).
- ◇ The object of this rate is to ensure that a reasonable contribution is made towards the higher costs of services and facilities associated with these properties such as increased maintenance requirements, transport links, additional costs associated with economic development initiatives and marketing.

Vacant Commercial and Industrial

- ◇ A differential general rate of 16.268 cents in the dollar applies to Vacant Commercial and Industrial Land with a minimum payment amount of \$1,388.
- ◇ The vacant commercial and industrial land differential general rate applies to vacant land that is zoned under the Local Planning Scheme No. 4 for commercial and industrial purposes and is valued on a Gross Rental Value basis (GRV).
- ◇ The city considers the development of vacant commercial and industrial rateable land in the best interests of the community therefore has set a rate higher than that which applies to developed commercial and industrial properties.

City Centre Commercial

- ◇ A differential general rate of 9.7922 cents in the dollar applies to City Centre Commercial Land with a minimum payment amount of \$1,388.
- ◇ The City Centre Commercial differential general rate applies to all properties other than residential located within the boundaries of the City Centre zone and the abutting Metropolitan Regional reserves ([refer map](#)) being areas bounded by Parry Street, Norfolk Street and including those properties located in Fremantle Fishing Boat and Challenger Harbours and on Victoria Quay.
- ◇ The object of this rate is to ensure that a reasonable contribution is made towards the higher costs of services and facilities associated with these properties such as increased maintenance requirements, transport links, additional costs associated with economic development initiatives and marketing with contribution to the City's destination marketing activities in line with the endorsed [Destination Marketing Strategic Plan 2018-2022](#).

Nightclubs

- ◇ A differential general rate of 11.5945 cents in the dollar applies to Nightclubs with a minimum payment amount of \$1,388.
- ◇ The Nightclubs differential general rate applies to any venues that are used for entertainment with or without eating facilities that open from the evening until early morning, having facilities such as a bar and disco or other entertainment and are licensed under the Liquor Control Act 1988. These premises are also subject to the City of Fremantle Late Night Entertainment policy.
- ◇ The object of this rate is to ensure that a reasonable contribution is made towards the higher level of resourcing to maintain and remediate surrounding amenities. Resourcing to address noise complaints, vandalism, increased street sweeping and cleaning costs, unsociable behaviour, facilitating safe access to public transport and taxis for all visitors to the city including nightclub patrons and CCTV surveillance.

Vacant Residential Land

- ◇ A differential general rate of 12.8111 cents in the dollar applies to Vacant Residential Land with a minimum payment amount of \$1,344.
- ◇ The vacant residential land differential general rate applies to vacant land that is zoned under the Local Planning Scheme No. 4 for residential purposes.
- ◇ The City considers the development of all vacant rateable land to be in the best interests of the community as it will improve increase the vibrancy of the City and neighbourhood centres.

Residential Short Term Accommodation

- ◇ A differential general rate of 9.4477 cents in the dollar applies to Improved Residential Land with a minimum payment amount of \$1,388.
- ◇ The residential short term accommodation differential general rate applies to land zoned residential where a purpose for which the land is held or used is to offer home short stay lodging primarily for tourism experiences and includes the following dwellings in accordance with the [Short Stay Accommodation Local Law](#) or otherwise approved under Local Planning Scheme No. 4 for short stay accommodation.
 - a) One-bedroom dwelling used primarily for short stay accommodation
 - b) Dwellings with two or more bedrooms used for short stay accommodation
- ◇ The object of this rate is to ensure the owners of residential land wholly or partly used for the commercial purpose of short stay accommodation contribute to the provision of services and facilities that may be associated with such commercial use including contribution to the City's destination marketing activities in line with the endorsed [Destination Marketing Strategic Plan 2018-2022](#).

Specified Area Rates

A Specified Area Rate (SAR) is an additional rate charge that is applied separately to designated areas within the City. This covers additional maintenance or service costs for a higher standard above what would ordinarily be provided by the City.

The City of Fremantle will apply Specified Area Rates for the 2021-22 financial year as summarised in the following table:

Specified Area Rates	Rate in the \$ (Cents)	Minimum Payment
CBD Security Levy	0.001208	N/A
Leighton Maintenance	0.005185	N/A

CBD Security Levy

To fund a safety and security strategy for a specified area of the Fremantle CBD that is applicable to all properties Bounded by Parry Street, South Terrace, Suffolk Street, Fishing Boat Harbour (West of Mews Road) and along the coast to Bathers Beach, Fleet Street, Phillimore Street and Elder Place.

Leighton Maintenance

To fund the above normal costs associated with maintaining the higher standard of landscaping of the Leighton Residential Area and is applicable to all properties within the Leighton Beach area and that as this time are located on Port Beach Road, Leighton Beach Boulevard and Freeman Loop.

Useful Links

[WALGA - About Local Government Rates in Western Australia | WALGA](#)

[Destination Marketing Strategic Plan 2018-2022](#)

[Local Government Rates Rebate \(communities.wa.gov.au\)](#)

[CBD Map](#)

[Leighton Map](#)

[LOCAL GOVERNMENT ACT 1995](#)