



AGENDA ATTACHMENTS

Finance, Policy, Operations and Legislation Committee

Wednesday, 12 June 2019, 6.00 pm

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FPOL1906-2 WALYALUP RECONCILIATION ACTION PLAN 2019 - 2022

Draft version – to be formatted and designed.

City of Fremantle
Walyalup Reconciliation Action Plan July, 2019 – July 2022

Acknowledgement

Kaya nidja Walyalap, wadjak boodja wer nyidiyang boodja. (Hello this is freo wadjak country and white fella country). Ngalak kaadatj ngalang wadjak moort wirin keniny, kawininy, kakarookiny wer warangkiny. (We acknowledge our wadjak families spirits celebrating, laughing, dancing and singing)¹.

The City of Fremantle acknowledges that we are located and meet on the traditional country of the Whadjuk people. The land where Fremantle (Walyalup) sits has always been a place of ceremonies, significant cultural practices and trading.

In 1829 European settlement began. This has led to the Fremantle that we know and love today. However, we acknowledge the truth; it was built on the dispossession of Whadjuk people, with devastating and ongoing impacts. Therefore, we commit to playing our part, in collaboration with Whadjuk and other Aboriginal and Torres Strait Islander people, in the recovery from that dispossession. In the words of a wise Aboriginal Elder *"Fremantle was at the centre of the spread of colonisation, it can now be at the centre for reconciliation"*.

The City is aware that there is an important debate on whether 'Nyoongar' or 'Bibbulmun' is the correct collective term for the 14 clan groups of the South West. Aboriginal members of the Reconciliation Working Group have advised that they will work towards resolution of this important question. The City will respond to their advice when it is agreed. The terms are used interchangeably here.

Our vision for reconciliation

Our vision for reconciliation is to create an inclusive, caring community where Aboriginal and Torres Strait Islander people experience the same life outcomes as other Australians, and where their special place in our nation and our City is recognised. We want a community and an organisation in which Aboriginal and Torres Strait Islander people are acknowledged, listened to and understood; a community and organisation that respect and tell the truth about history, and where healing and growth is nurtured by all of us. Ultimately, we want this to be a shared vision for Fremantle, where the City embraces culture and heritage, and where Aboriginal and Torres Strait Islander people are part of making decisions and improvements for the wellbeing of people. Our Walyalup Reconciliation Action Plan (RAP) is a three year plan that is reported on annually. This is Council's first RAP following the formative policy for respect, recognition and conciliation with Aboriginal and Torres Strait Islander people in 2000. Based on recommendation from Reconciliation

¹ Translated by Nyoongar Linguist Sharon Gregory

Australia on the work the City of Fremantle has done thus far, Council decided to begin with a Stretch RAP that is focused on Relationships, Respect, Opportunity and Governance.

DRAFT

Our Organisation

The City of Fremantle sits on Walyalup and surrounds approximately 18 kilometres southwest of the Perth CBD. It includes the suburbs of Beaconsfield, Fremantle, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. We are a local government, and as such, we serve, and make decisions with and on behalf of, all those who live, work and play within our boundaries.

Fremantle offers a diverse range of housing options, exceptional access to public transport and a dynamic economy, creating jobs and opportunities that enable our residents, as well as visitors, to enjoy rich lives and experiences. The City of Fremantle is a certified One Planet Council, with the aim of becoming Perth's most sustainable local government and a global leader – a place where we foster community in a way that supports quality of life, while respecting the limits of the planet on which we live. One Planet Living is based on a framework of ten interconnected principles of sustainability and the development of the RAP is a top priority for 2019 under the principle of 'culture and community'.

As an organisation, the City employs more than 400 people, of whom 4.5% are Aboriginal and Torres Strait Islander. We serve more than 30 000 residents over a land area of 19 square kilometres. We are the most visited tourist destination outside of the Perth CBD. We are visited by many international tourists, and people from all over Perth and Australia come here to enjoy the rich heritage, culture and cuisine. The arts are strikingly represented within the city, and numerous food, arts and music festivals take place in Fremantle each year. All of this creates numerous opportunities for shared and positive cultural experiences — a perfect foundation for positive cultural engagement between Whadjuk people and others.

In the 2016 Census, 454 of the 28,893 residents (1.6%) counted in Fremantle said that they had Aboriginal or Torres Strait Islander origins, or both. Of these, 94% were Aboriginal.



Grassroots meeting supporting decision to Change the Date at Dumbartung Aboriginal and Torres Strait Islander Corporation 2016, back row Councillor Sam Wainwright far left and Mayor Brad Pettitt 4th from left.

Our place in history

Fremantle is an important place for Aboriginal and Torres Strait Islander people. It lies within the Nyoongar/Bibbulmun region of Beeliar which at the time of white settlement was led by Midgegooroo. The Nyoongar/Bibbulmun name for Fremantle is Walyalup (the place of walyo or woylie) and its local people are known as the Whadjuk people. To the local Whadjuk people, whose heritage dates back tens of thousands of years, Fremantle is a place of ceremonies, significant cultural practices and trading. Walyalup has several significant sites and features in many traditional stories. It is a place that has strong social, spiritual, cultural and historic significance.

In 1829, of course, everything changed, and much was broken. In 1830 the first killing of Aboriginal and Torres Strait Islander people in Western Australia began with a detachment of soldiers led by Captain Irwin. They attacked an Aboriginal and Torres Strait Islander encampment north of Fremantle in the belief it contained men who had broken into and plundered the house of a man called Paton and killed some poultry. Paton had called together a number of settlers who, armed with muskets, set after the Aboriginal and Torres Strait Islander people and came upon them not far from the home. *"The tall savage who appeared the Chief showed unequivocal gestures of defiance and contempt"* and was accordingly shot. Irwin stated, *"This daring and hostile conduct of the natives induced me to seize the opportunity to make them sensible to our superiority, by showing how severely we could retaliate their aggression."* In actions that followed over the next few days, more Aboriginal and Torres Strait Islander people were killed and wounded.

Until recently though, far too little was known, or discussed, about our place in the dispossession of Whadjuk, and other Aboriginal and Torres Strait Islander, people. We are one of the first hubs of white settlement and therefore dispossession, and were the embarkation point for Rottnest Island (Wadjemup), which became a notorious prison—profoundly important in the dispossession of Aboriginal and Torres Strait Islander Western Australians for 96 years. There is much pain in this history, and our attempts to ignore it have, if anything worsened that pain, and the consequent mistrust, over the years. But recognising pain is often the first step towards healing and recovery. Whadjuk and other Aboriginal and Torres Strait Islander people are leading us, with strength and resilience, not just towards recovery but towards a rich future. The City of Fremantle wants to walk with them in that. We want to respond to our history by creating greater respect, stronger and more trusting relationships, and more opportunities.

As a port City, Fremantle's place in Western Australian modern history is rich. After colonisation, we were for a century and a half, the key gateway between the rest of the world and Western Australia. Our place in immigration and trade, and the consequent diversity of people who lived here or passed through has created the vibrant Fremantle of today. It's important to add: we are more than our port and city centre. We also have rich and diverse suburbs, with a vibrant array of architecture, cultures, socio-economic groups and parklands. All of these, too, are ripe for activities relating to the respect, relationships and opportunities of reconciliation.

Community relations

Fremantle's most important assets are its heritage and its people of diverse backgrounds and cultures. Its irresistible character is inviting and rich in history.

As a major hub for the entire South West Corridor, many non-residents, including Aboriginal and Torres Strait Islander non-residents are drawn to the City for employment, services, opportunities, connection and/or cultural experiences. While this is a huge part of what makes our City such a vibrant place, it can also lead to tension between people of very different values, circumstances, historic experiences, incomes and so on. These tensions can, of course, be diminished in part by developing more respect, relationship and opportunities, so we see this Walyalup Reconciliation Action Plan as central to more positive community relations.

*Reconciliation is what we all need so our guilt of the past can be freed at last.
Don't leave it too late; we don't want to live in the land of the free with a heart full of hate.
Black people need white people to set them free at last white people need black people to be set free of the guilt of the past.
So let's all come together in peace and harmony, respect, love and care for each other and from all evils of the past and present we will be set free. Marie Thorne 1990 Aboriginal and Torres Strait Islander Elder*

Supporting our future

The City of Fremantle Strategic Community Plan sets a vision for Fremantle to be a compassionate city and a key council focus over the last few years has been to sustainably revitalise the city centre. The strategies that we've initiated, including innovative planning scheme amendments across key non-heritage inner-city areas, have led to a significant increase in investor confidence in Fremantle. There is currently an unprecedented level of commercial, residential, retail and hotel projects. Not since the America's Cup, more than 30 years ago, has Fremantle gone such a massive transformation with primarily private sector-funded infrastructure set to change the face of the city. This is coupled with a strong focus on positioning Fremantle as Western Australia's second capital city, reinforcing its position as a place of great significance to Western Australia, being home to modern facilities and high quality infrastructure. This could myriad opportunities for incorporating Reconciliation related activities and actions into community, cultural and infrastructure projects.

Supporting our RAP

The City is developing a RAP for many reasons but primarily to engage better with Aboriginal and Torres Strait Islander people and the general community to advance values of inclusiveness and equality. It's been almost 20 years since council committed to developing a *Policy on Conciliation, Respect and Recognition* and 3 years on from an *Aboriginal and Torres Strait Islander Engagement Plan*. A key learning from this is that maintaining relationships with Aboriginal and Torres Strait Islander people is like an investment with the more invested the better the return. This RAP will add to this work and form an overarching framework for what is occurring now and to update and measure future deliverables.

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In recent years, the City has achieved a number of initiatives that continue to build on the commitment articulated in the *Policy* and in the *Engagement Plan*. These include an Aboriginal and Torres Strait Islander employment target of 4%, the establishment of the Walyalup Aboriginal and Torres Strait Islander Cultural Centre, the development of the Statements of Significance recognising the historical relationship with the Whadjuk people in the Fremantle area, and the acknowledgement and recognition of the Traditional Owners through Welcome to Country and the annual Wardarnji Festival that attracts over 2,700 people each year.

This RAP was developed through community consultation starting in November 2017 with Traditional Owners nomination of two delegates to sit on the RAP working group and represent the Whadjuk People. Then in 2018 we held a powerful and engaging community meeting attended by over 100 committed people including key Aboriginal and Torres Strait Islander people and Elders, as well as the Mayor, Elected Members and city staff. The group workshop generated organic and grass roots discussion around people, spirit and place in Fremantle and summarised into a practical plan for Reconciliation. At the meeting nominations for membership to the working group were accepted. This working group is diverse and consists of Traditional Owners (Whadjuk People), Aboriginal and Torres Strait Islander people both young and older, Non Aboriginal and Torres Strait Islander external people, Elected Members and city staff.

Officers captured all the diverse input from over 100 people at previous meetings and summarised into a practical plan for Reconciliation holding a further meeting in April 2019 to seek endorsement for the thrust of the Walyalup Reconciliation Action Plan and the 15 main 'Actions' in the RAP.

Our Executive Team plays an important and active role in the implementation of the Walyalup RAP to ensure outcomes are delivered and that the intentions of the RAP become part of the City's culture. Many city staff have selected to be RAP champions who will encourage participation in our RAP activities and events, communicate our reconciliation message, and influence peers to build positive relationships between Aboriginal and Torres Strait Islander and Torres Strait Islander people and organisations.



Aboriginal Elders pictured at the Community and Stakeholder workshop for RAP Fremantle 12/9/18.

Our Reconciliation Journey so far.....

1992 Fremantle Festival ceremony marking the closure of Fremantle Prison, acknowledging the histories of the site, as well as Black Deaths in Custody.

1993 The Baldja Corroboree was a joint project between the Fremantle Baldja Network and the City of Fremantle in order to celebrate Aboriginal and Torres Strait Islander culture during the International Year for Indigenous People.

1994 Special plaque for the Explorer's Monument was laid on the monument in Esplanade Park in order to acknowledge the suffering imposed on Aboriginal and Torres Strait Islander people during this period.

1996 City of Fremantle employs first Aboriginal and Torres Strait Islander Engagement Officer.

1996 Nyoongar welcome and Ceremonial opening to Fremantle Festival.

1996 The City lead a project aimed at producing a map to identify Nyoongar/Bibbulmun place names along the Swan River. The project was a joint effort between 12 local governments located along the Swan River. The map was presented to the Crown Prince of Netherlands in time for the Tri Centenary of the landing of Willem de Vlamingh in January 1997.

1997 Australia Day Celebrations in Fremantle involved a reconciliation component for the first time. Australians for Reconciliation spoke at the ceremony, and Aboriginal and Torres Strait Islander artists performed.

1997 Sorry Day events occurred in conjunction with the Fremantle Reconciliation Group, the City hosted several Sorry Day events, these included the Fremantle Sorry Day Ceremony and the Stolen Generations Story Circle.

1998 Began hosting the annual Wardarnji Aboriginal and Torres Strait Islander festival.

1998 Council not become a party to the Federal Court proceedings on the Native Title Claims 94/10, 95/81 and 95/86.

1998 Council notify the State Government as the owner of the land under claim accordingly and notify that the City of Fremantle wishes to maintain the community uses of the land under claim.

1999 City of Fremantle Statement of Commitment to Reconciliation between the People of this area.

2000 Reconciliation Policy that included a framework for allowing relevant Indigenous groups an advisory role in the management of the vested lands that are subject to Native Title claims. The Policy and above mentioned framework should identify places in the City of Fremantle where tangible recognition of the prior ownership of the Fremantle area by Aboriginal and Torres Strait Islander people can take place.

2002 The Aboriginal and Torres Strait Islander flag was flown from the Fremantle Town Hall.

2002 Walyalup Dreaming, Performance, Fremantle Festival.

2003 Establishment of the Walyalup Moort in Fremantle CBD (Nyoongar Patrol).

2004 Walyalup Dreamings Visual Art Exhibition, Moores Building Contemporary Art Gallery.

2011 Cultural Development Strategy and developed an Indigenous Action Group.

2012 Identifies possible site for an Aboriginal and Torres Strait Islander Cultural Centre at Arthur Head.

2012 Mayor writes to Department of Local Government in support of Designated Aboriginal and Torres Strait Islander position on Council.

2013 Community Consultation for an Aboriginal and Torres Strait Islander Cultural Centre.

2014 Walyalup Aboriginal Cultural Centre opened at Arthurs Head, and the development of a Fremantle Indigenous Employment and Reconciliation compact target of 4%.

2014 Installed Aboriginal and Torres Strait Islander signage at Bathers Beach, including acknowledgment of the site where 3400 Aboriginal and Torres Strait Islander men left for Rottnest Island prison.

2015 City of Fremantle Aboriginal Engagement Plan endorsed by Council.

2016 Statement of Significance for Fremantle developed after consultation with Traditional Owners on Cantonment Hill sacred site.

2016 Wanju Nidja Walyalup – Whadjuk Boodja Wayfinding project with Peter Farmer artwork.

2016 Council proposes to move the date of celebrating Australia Day respecting feelings of Aboriginal and Torres Strait Islander people.

2017 Council supports the development of a Reconciliation Action Plan.

2017 Council supports the feasibility study for an Indigenous Cultural Centre.

2018 Supports the Uluru Statement from the Heart.

2019 Notes the Visioning Report for the feasibility study for an Indigenous Cultural Centre.

2019 Wanju Whadjuk Boodja entrance signage, as part of the THIS IS FREMANTLE brand launch.

2019 Kaya and Wanju Nidja Walyalup – Whadjuk Boodja included as part of the FREMANTLE visitor brochure.

2019 Anzac Day Ode of Remembrance translated and recited in Nyoongar language by Professor Len Collard.

DRAFT

MAYOR ENDORSEMENT MESSAGE

For tens of thousands of years Walyalup, the place we now know as Fremantle, was a place of immense significance for the local Whadjuk people.

As an important crossing point of the Derbarl Yerrigan, Swan River, was a meeting place, a trading place, a ceremonial place and a spiritual place.

This significance did not diminish with the arrival of the first British colonists in 1829, although Walyalup has also been a place of sadness for the Whadjuk people since that day.

Fremantle is now also remembered as the place where the dispossession of Western Australia's traditional owners started, and also where thousands of Aboriginal and Torres Strait Islander people from across Western Australia were locked up before being shipped to the notorious prison on Wadjemup - Rottnest Island - many never to return.

The City of Fremantle's Strategic Community plan outlines a vision of Fremantle as being a place that embraces culture and heritage, thrives on innovation and diversity and dares to be different.

In accordance with this vision, I'm proud of the way Fremantle respects and honours its Traditional Owners, has embraced Aboriginal and Torres Strait Islander culture and been brave enough to endorse the Uluru Statement from the Heart and lead the national conversation on whether 26 January is the most appropriate date to celebrate what's great about being Australian. On a practical level our target of 4% Aboriginal and Torres Strait Islander employment is currently at 4.5% with the recent engagement of five trainees that are working across different areas of the organisation.

This action plan is another step on the path to genuine reconciliation with Fremantle's Aboriginal and Torres Strait Islander People to recognise the painful truth of our past and walk hand-in-hand towards peace and healing.

WORKING GROUP MEMBERS ENDORSEMENT MESSAGE

Working together with local Aboriginal and Torres Strait Islander people, the Council has created, through this Walyalup Reconciliation Action Plan (WRAP), a foundation for action in furthering reconciliation. By implementing this action, they will demonstrate genuine commitment, and we can all use this Plan to hold them accountable to that commitment. The WRAP demonstrates the City's leadership – not just in leading its local community but also as a leader of other Local Governments across Perth, WA and Australia.

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Walyalup and Fremantle matter deeply to us, for a range of reasons, and we hope this WRAP will help us all feel connected to, and fully welcomed by, this Boodjar and this community. For we who are Aboriginal and Torres Strait Islander and have felt, for too long, excluded, recognition of our central place helps the process of healing, recovery and trust. For we who are non-Aboriginal and Torres Strait Islander, our growing knowledge of, and connection with the ancient and modern Aboriginal and Torres Strait Islander history of this place, and with contemporary protocols, helps us experience authentic belonging, (as though we might finally understand and accept the 'welcome to country').

In the course of developing this RAP, we have had rigorous conversations about appropriate protocols. As we come to agree on, and adhere to, these protocols, trust, respect and connection will build. If we don't know the truth, we can't reconcile. We hope that, as the City implements this RAP, it will strive to ensure that all its citizens and stakeholders know, accept, and understand the full truth of what has happened here, and how it continues to haunt us today. In doing that, the path to recovery, strength and unity will be faster and more complete.

Our hope is that, in working together, speaking together, hearing each other and most of all committing to a better future together we will replace ignorance, mistrust, racism and hostility with genuine connection, trust and unity.

MESSAGE FROM RECONCILIATION AUSTRALIA

Awaiting on statement from Reconciliation Australia



Aboriginal Elders and stakeholders pictured at the Community workshop for WRAP Fremantle 29/4/19

Relationships			
<p><i>The City of Fremantle understands that developing and maintaining meaningful relationships assist Council to respond to the aspirations of local Aboriginal and Torres Strait Islander communities.</i></p>			
<p>Focus area: <i>The City has endorsed an Aboriginal and Torres Strait Islander Engagement Plan that identifies two streams of engagement, one with Traditional Owners (the Whadjuk People) and another with the general Aboriginal and Torres Strait Islander and Torres Strait Islander community which includes Traditional Owner's.</i></p>			
Action	Deliverable	Timeline	Responsibility
<p>1: Establish a strategy, and agreed representation, for Aboriginal and Torres Strait Islander and stakeholder input.</p>	<p>1.1 Confirm an Elders group that will meet twice per year with Mayor, Councillors, CEO and Senior Management to further build relationships.</p>	<p>November & April 2019/2020/2021/2022</p>	<p>Manager Community Development</p>
	<p>1.2 Establish and consolidate a Walyalup Reconciliation Reference Group, with a broad membership, and clear, agreed Terms of Reference (refer Administration Policy, endorsed by Council March 2018).</p> <ul style="list-style-type: none"> • Provide feedback on the implementation of the Walyalup RAP and promote accountability. • Frequency of meetings; one per quarter. 	<p>September 2019</p>	<p>Manager Community Development</p>
<p>2: Develop in consultation with the two groups, clear protocols for engagement.</p>	<p>2.1 Walyalup Reconciliation Reference Group to refer to the City's Aboriginal and Torres Strait Islander Engagement Plan to;</p> <ul style="list-style-type: none"> • Determine engagement for community matters; and land and heritage through <i>Aboriginal and Torres Strait Islander Heritage Act (1972)</i> and <i>Native Title Act (1993)</i>. • Establish a list of TO's that are descendants of the named ancestors on the Whadjuk People Native Title Claim via South West Aboriginal and Torres Strait Islander Land and Sea Council. • Establish clear protocols on "who can speak for what". 	<p>September 2019/2020/2021/2022</p>	<p>Manager Community Development</p>

	2.2 Implement and promote protocols agreed to through 2.1 ²	October 2019	Manager Community Development
	2.3 Provide 'leadership training' and capacity building for connected Elders and leaders (including young leaders) and staff. This would include support in developing 'intra-Aboriginal and Torres Strait Islander' protocols and communications.	March 2021	Manager Community Development
3: Explore viability of a local 'Treaty' or equivalent.	3.1 Consider, with Walyalup Reconciliation Reference Group and other key Elders and leaders, the potential benefits and risks of a local treaty, or equivalent agreement.	March 2022	Director City Business
	3.2 Monitor progress and learnings of City of Perth and/or other Councils on their investigations into the idea of a local 'treaty' or equivalent.	June 2020/2021/2022	Director City Business
	3.3 If '3.1' and '3.2' indicate that the concept of a local 'treaty' may have value, propose, to WALGA, that they establish a working group to consider the opportunities of local government-led treaties (or equivalent).	October 2022	Director City Business
4: Create strategic approaches to build trust between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people	4.1 Publicise the 5 dimensions around Reconciliation. eg race relations, equality and equity, institutional integrity, unity and historical acceptance.	September 2019	Manager Community Development
	4.2 Host 'cross-cultural partnership' training, building the capacity of Fremantle's community and business leaders to develop genuine partnership with Aboriginal and Torres Strait Islander people, and take constructive approaches to cross-cultural tensions, build trust between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people.	April 2021	Manager Community Development

² These will include appropriate inclusion of Welcome to Country, and Acknowledgement of Country.

	4.3 Continue to host safe, open community forums that enable yarning circles, storytelling, truth-telling hearing different perspectives.	January 2019/2020/2021 /2022	Manager Community Development
	4.4 In organising community events, host activities that will attract, and connect Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people.	July 2019/2020/2021 /2022	Manager Community Development
	4.5 Continue to advocate with local providers for culturally appropriate health and social services in the City of Fremantle.	September 2019/2020/2021 /2022	Manager Community Development
	4.6 Continue relationships with other Local Councils to share reconciliation learnings, challenges, and to collaborate on Walyalup RAP initiatives.	May 2019/2020/2021 /2022	Manager Community Development
	4.7 Encourage local organisation and partnerships to deliver community led initiatives that build trust between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people.	April 2020/2021/2022	Manager Community Development
	4.8 Develop/maintain at least two formal two-way partnerships with Aboriginal and Torres Strait Islander communities/organisations.	May 2019/2020/2021 /2022	Manager Community Development
5: Promote reconciliation through our sphere of influence	5.1 Engage the senior management group across the organisation in the delivery of Walyalup RAP outcomes.	2019 completed	Manager Community Development
	5.2 Develop and oversee the implementation of a Walyalup RAP Implementation Plan to engage and inform staff of their responsibilities within our Walyalup RAP and opportunities to drive reconciliation outcomes.	August 2019/2020/2021 /2022	Manager Community Development
	5.3 Communicate the Walyalup RAP to all City of Fremantle employees, highlighting how the outcomes of the Walyalup RAP are contributing to the success of the business.	July 2019/2020/2021 /2022	Manager Community Development
	5.4 Promote the Walyalup RAP, and call on large local organisations and businesses to develop, implement and promote their own (as part of a 'Freo RAP champion's network') eg St Patricks Community Centre, Fremantle Ports	July 2019/2020/2021 /2022	Manager Community Development

	and neighbouring councils, Chamber of Commerce.		
	5.5 Collaborate with at least two RAP and other like-minded organisations to implement ways to advance reconciliation.	July 2019/2020/2021/2022	Manager Community Development
6: Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	6.1 Continue to encourage attendance of staff (and remove any barriers) to attend NRW events that draw Aboriginal and Torres Strait Islander people, or focus on related issues.	May 2020/2021/2022	Manager Community Development
	6.2 Circulate Reconciliation Australia's NRW resources and reconciliation material to all staff.	May 2019/2020/2021/2022	Manager Community Development
	6.3 WRAP Reference Group members to participate in at least one external NRW events.	May 2019/2020/2021/2022	Manager Community Development
	6.4 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2019/2020/2021/2022	Manager Community Development
	6.5 Organise at least two internal events, including at least one organisation-wide NRW event, each year	May 2019/2020/2021/2022	Manager Community Development
	6.6 Register all our NRW events on Reconciliation Australia's website.	May 2019/2020/2021/2022	Manager Community Development
7: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 WRAP Reference Group to participate in an external NAIDOC Week event.	July 2019/2020/2021/2022	Manager Community Development
	7.2 Review City's Policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2019/2020/2021	Manager Community

		/2022	Development
	7.3 Support all staff to participate in at least one NAIDOC Week event in our local area.	July 2019/2020/2021/2022	Manager Community Development
	7.4 In consultation with Aboriginal and Torres Strait Islander stakeholders support at least one external NAIDOC Week event each year.	July 2019/2020/2021/2022	Manager Community Development
8: Promote positive race relations through anti-discrimination strategies	8.1 Provide ongoing education opportunities for Senior Management and Managers on the effects of racism.	June 2020/2021/2022	Director People & Culture
	8.2 Senior Management to publically support anti-discrimination campaigns, initiatives or stance against racism.	June 2020/2021/2022	Director People & Culture
Respect			
<i>Respect for Aboriginal and Torres Strait Islander and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.</i>			
<i>Focus area: To recognise and support the Traditional Owners – the Whadjuk people and to celebrate the history, culture and unique place of the Walyalup area</i>			
Action	Deliverable	Timeline	Responsibility
9: Maximise cross-cultural competence within Council	9.1 In consultation with Aboriginal and Torres Strait Islander advisors, develop, implement and review an Aboriginal and Torres Strait Islander and Cultural Awareness training strategy for our staff, which defines continuous cultural learning needs of employees in all areas of the organisation and considers various ways cultural learning can be provided (on line, face to face or cultural immersion).	September 2020/2021/2022	Manager Community Development
	9.2 Commit to ongoing cross-cultural competence training for our staff and Councillors. This should include (in addition to information about history and culture) <ul style="list-style-type: none"> Clarity about contemporary dynamics (including impacts of dispossession). 	Commenced in 2018, continue through 2019/2020/2021/2022	Director Community Development

	<ul style="list-style-type: none"> • Keys to developing genuine partnership today. • Importance of present day protocols (including Welcome to Country and Acknowledgement). • Dynamics and impacts of racism and ethnocentricity. 		
	<p>9.3 Develop cultural awareness as part of the induction process for new staff.</p> <ul style="list-style-type: none"> • Commit all WRAP Reference Group members, Senior Management and all new staff to undertake formal and structured cultural learning. • Continue to achieve the target of at least 80% of staff to undertake structured cultural learning across the organisation. 	March 2020/2021/2022	Director People and Culture
	<p>9.4 Continue the commitment to the '6 Nyoongar seasons' staff online reward and recognition stars program based on the following values</p> <ul style="list-style-type: none"> • We celebrate success • We own it • We work together • We are open to change. 	Commenced in 2018, continue through July 2019/2020/2021/2022	Director People and Culture
	<p>9.5 Maintain and disseminate across all business units a list of key contacts for organising a Welcome to Country as outlined in the City's Aboriginal Engagement Plan.</p>	October 2019/2020/2021/2022	Manager Community Development
10: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<p>10.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</p>	March 2020, 2021, 2022	Manager Community Development
	<p>10.2 Implement and communicate a cultural protocol document (tailored for all local communities we operate in) including protocols for Welcome to Country and Acknowledgement of Country.</p>	March 2020, 2021, 2022	Manager Community Development
	<p>10.3 Continue to Invite a Traditional Owner or Local Elder to provide a Welcome to Country or other appropriate cultural protocol at significant events.</p>	July 2019	Manager Community Development

	10.4 Continue to include Acknowledgement of Country or other appropriate protocols at the commencement of Council meetings.	July 2019	Manager Governance
	10.5 Staff and senior leaders to continue to provide an Acknowledgement of Country or other appropriate protocols at all public events.	July 2019	Manager Communications & Events
	10.6 Display Acknowledgement of Country plaques in City office/s or on our buildings.	July 2020	Director Infrastructure
11: Support a detailed feasibility study into an excellent Aboriginal and Torres Strait Islander Cultural Centre	11.1 Endorse consultants' recommendations on the five principles for the future provision or delivery of a new Cultural Centre as outlined in the Visioning Report; <ul style="list-style-type: none"> - A place of significance - A place to belong - A place to celebrate living culture - A place to thrive - A place of good cultural governance. <i>(Visioning Report Endorsed by Council 17 April 2019.)</i>	April 2019	Director Community Development
	11.2 Continue to create opportunities, within the current Walyalup Cultural Centre (WACC), for cultural awareness and a greater understanding (of Aboriginal and Torres Strait Islander culture, history and current circumstances) by all residents and visitors with the engagement of Aboriginal and Torres Strait Islander facilitators.	Six Nyoongar seasons 2019/2020/2021 /2022	Manager Community Development
12: Generate, in the community, interest in, understanding and respect for Whadjuk and Aboriginal and Torres Strait Islander culture, historic experiences and perspectives.	12.1 Hold forums with local businesses to encourage: <ul style="list-style-type: none"> . Perspective that Aboriginal and Torres Strait Islander people, history and culture can be an asset. . 'place-based' approaches to Reconciliation, exploring what each of us can do, individually and together. 	May 2020/2021/2022	Manager Economic Development
	12.2 Encourage full education (in Aboriginal and Torres Strait Islander perspectives on culture, history, and contemporary circumstances) in schools within the City of Fremantle, through the support of activities such as the Woylie Festival. Continue to	July 2019/2020/2021 /2022	Coordinator Lifelong Learning

	deliver the school holiday activities at the Walyalup Aboriginal and Torres Strait Islander Cultural Centre and Library Services.		
	12.3 Commit to continuation of, and increased publicity for, Nyoongar language courses through Lifelong Learning programs.	Six Nyoongar seasons 2019/2020/2021/2022	Coordinator Lifelong Learning
	12.4 Continue to publicly support the Uluru Statement, and host and/or support events that explain the rationale behind it. (Uluru Statement endorsed by Council July 2019).	May 2020/2021/2022	Manager Communications and Events
	12.5 Review, expand/or and promote 'Reconciliation Collection' (or similar) at the Library and through the Lifelong Learning and Fremantle History Centre.	Commenced in 2018, continue July 2019/2020/2021/2022	Coordinator Lifelong Learning
	12.6 Provide access to information on sites of Aboriginal and Torres Strait Islander heritage significance which is captured in the City's Heritage databases.	Completed May 2019	Director Strategic Planning
13: Encourage (and publicise) events that foster connection and respect between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people.	13.1 Continue to work with Elders and Walyalup Reconciliation Reference Group to ensure City delivered events recognise and respect Aboriginal and Torres Strait Islander history, culture and people. Recognise Aboriginal and Torres Strait Islander and Torres Strait Islander dates of significance.	January 2019/2020/2021/2022	Manager Communications and Events
	13.2 Encourage organisers of various events (eg Sardine Festival, Blessing of the Fleet, International Women's Day, Walking Tours, Roundhouse, Arts festivals, etc) to incorporate Aboriginal and Torres Strait Islander activities, protocols (eg Welcome to Country) and perspectives into their events.	Ongoing 2019/2020/2021/2022	Manager Communications and Events and Manager Arts and Culture
	13.3 Continue to include and acknowledge the Traditional Owners at key City events, such as Citizenship Ceremonies, Swearing in of Council members and regular Council meetings.	Four ceremonies per year 2019/2020/2021	Manager Communications and Events

	/2022	
13.4 Develop partnerships with NAIDOC committee in creating an open and inclusive calendar of events for the week, and encourage non-Aboriginal and Torres Strait Islander (as well as Aboriginal and Torres Strait Islander) people to attend.	July 2019/2020/2021 /2022	Manager Community Development and Manager Communication and Events
13.5 Develop partnerships with Reconciliation WA, and Reconciliation Australia, to establish a calendar of National Reconciliation Week events (including at least one 'organisation wide' or 'community wide' event.) Register all our NRW events on Reconciliation Australia's NRW website .	May 2019/2020/2021 /2022	Manager Community Development and Manager Communication and Events
13.6 Continue to engage and promote Aboriginal and Torres Strait Islander artists at the Fremantle Arts Centre – local, state and nationally across a number of its activities.	May 2019/2020/2021 /2022	Director Fremantle Arts Centre
13.7 Actively encourage participation by Aboriginal and Torres Strait Islander groups in the Wardarnji annual event celebrating Nyoongar and WA Aboriginal and Torres Strait Islander contemporary and traditional dance.	November 2019/2020/2021 /2022	Director Fremantle Arts Centre
13.8 Continue to advocate to the State government for grant funding to present the annual Revealed event for new and emerging WA Aboriginal and Torres Strait Islander artists that includes workshops, public talks, exhibition and the one day Art Market.	April 2019/2020/2021 /2022	Director Fremantle Arts Centre
13.9 Continue to deliver the Deadly Funny: WA Heats of annual Melbourne Comedy Festival national Aboriginal and Torres Strait Islander "unearthed" competition that actively encourages local participation.	November 2019/2020/2021 /2022	Director Fremantle Arts Centre
13.10 Identify other key Aboriginal and Torres Strait Islander events (eg Aboriginal and Torres Strait Islander Children's Day) and encourage activity in the Fremantle region.	August 2019/2020/2021 /2022	Coordinator Lifelong Learning – Buster Program
13.11 Continue the Aboriginal artists participating in the Artist In Residence program at the Fremantle Arts Centre.	2019/2020/2021 /2022	Director Fremantle Arts

			Centre
	13.12 Encourage the development of Cultural Tourism through working with new and existing indigenous tourism operators to build capacity in the areas of marketing, promotion and product development.	October 2019/2020/2021 /2022	Manager Economic Development
	13.13 Continue to stock work of Aboriginal and Torres Strait Islander artists and makers in shop at the Fremantle Arts Centre.	July 2019/2020/2021 /2022	Director Fremantle Arts Centre
	13.14 Continue to support the '6 Nyoongar seasons' calendar of events, with a celebration to welcome in each season through the programming at the Walyalup Aboriginal Cultural Centre.	Commenced in 2014.	Coordinator Community Development
	13.15 Encourage local media to produce local 'stories of place' that relate to Aboriginal and Torres Strait Islander peoples, history and/or culture.	September 2019/2020/2021 /2022	Manager Communications and Events
	13.16 Continue to work with Aboriginal and Torres Strait Islander creative and artistic directors on developing new works and will program Aboriginal and Torres Strait Islander content in its festivals including Fremantle International Street Arts Festival; Fremantle Festival; 10 Nights in Port and the Australian Heritage Festival.	July 2019/2020/2021 /2022	Manager Arts and Culture
14: Increase the 'visibility' of Aboriginal and Torres Strait Islander survival, culture and creativity.	14.1 Establish and promote Fremantle as an 'Aboriginal and Torres Strait Islander history and cultural precinct' – a place where tourists and other residents come to learn about our true history, and our ancient and contemporary culture. (This would incorporate 14.2 and 14.4, as well as 13.1, and 11.2).	September 2019/2020/2021 /2022	Coordinator Lifelong Learning and Local History
	14.2 Encourage cultural and tourist destinations (round-house, maritime museum, prisons, etc) to significantly increase Aboriginal and Torres Strait Islander content and awareness.	May 2019/2020/2021 /2022	Manager Community Development
	14.3 Identify (with Walyalup Reconciliation Reference Group, and/or Elders Group) opportunities as they present for	2019/2020/2021 /2022 as they	Manager Parks and Landscape

	naming/co-naming locations, streets, parks etc as they present, such as Booyembarra Park.	present	
	14.4 Incorporate Aboriginal and Torres Strait Islander knowledge (eg bush-tucker; traditional medicine, dreaming stories; principles of caring for country; artwork) into our parks, trails, open spaces and redevelopments as they present.	2019/2020/2021 /2022 as they present	Manager Parks and Landscape
	14.5 Continue to exhibit important local Aboriginal and Torres Strait Islander artists from the City's Art Collection.	May 2019/2020/2021 /2022	Director Fremantle Arts Centre
	14.6 Continue the Aboriginal and Torres Strait Islander exhibitions in gallery program.	May 2019/2020/2021 /2022	Director Fremantle Arts Centre
	14.7 Include significant symbols of, and information about, Whadjuk culture and history as part of the Kings square redevelopment.	September 2020/2021	CEO
Opportunities			
<i>Providing opportunities for Aboriginal and Torres Strait Islander and Torres Strait Islander communities to assist Council in its goal of being a socially inclusive city.</i>			
<i>Focus area: Increasing the employment and retention of Aboriginal and Torres Strait Islander and Torres Strait Islander staff at the City of Fremantle, providing support to community groups and organisations and working with the Whadjuk and broader Aboriginal and Torres Strait Islander communities to increase cultural, economic and tourism opportunities in the City.</i>			
Action	Deliverable	Timeline	Responsibility
15: Increase procurement of Aboriginal and Torres Strait Islander services.	<p>15.1 The City work with state government to amend the Local Government Act to make provision for the setting of quota options in procuring services from Aboriginal and Torres Strait Islander Businesses.</p> <ul style="list-style-type: none"> Investigation of Supply Nation membership. Work towards a two percent total procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses, managed and/or staffed businesses. Training key procurement staff in those opportunities, and how to maximise them. 	April 2020/2021/2022	Director City Business

	<p>15.2 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</p> <ul style="list-style-type: none"> • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses. • Review and update procurement practices to remove barriers in procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Maintain commercial relationships with at least two Aboriginal and/or Torres Strait Islander businesses. 	September 2020/2021/2022	Director City Business
	<p>15.3 Host/sponsor relevant forums for the promotion of Aboriginal and Torres Strait Islander owned businesses to the organisation in collaboration with agencies such as the Nyoongar Chamber of Commerce and Industry.</p>	April / October 2020/2021/2022	Manager Economic Development
16: Increase Aboriginal and Torres Strait Islander employment	<p>16.1 Review and expand the City's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy (in collaboration with our existing Aboriginal and Torres Strait Islander staff) to:</p> <p>a) Continue to increase recruitment through the traineeship program and investigate a graduate program subject to the annual budget process.</p> <p>b) Identify a professional development strategy for existing Aboriginal and Torres Strait Islander staff.</p> <p>c) Provide culturally appropriate mentorship and professional development from the Elders Group.</p>	April 2020/2021/2022	Director People and Culture
	<p>16.2 Encourage local organisations and businesses to develop effective Aboriginal and Torres Strait Islander employment strategies in collaboration with the City of Fremantle.</p>	April 2020/2021/2022	Manager Economic Development
	<p>16.3 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Island stakeholders.</p>	July 2019/2020/2021/2022	Director People and Culture

	16.4 Review City's recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	April 2020/2021/2022	Director People and Culture
	16.5 Continue to work towards the City's 4% employment of Aboriginal and/or Torres Strait Island peoples, (currently 4.5%).	July 2019/2020/2021/2022	Director People and Culture
	16.6 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	April 2020/2021/2022	Director People and Culture
Governance, Tracking Progress and Reporting			
Action	Deliverable	Timeline	Responsibility
17: Establish and maintain an effective RAP Working group (RWG) to drive governance of the Stretch RAP. Involve young Aboriginal and Torres Strait Islander peoples in the RAP process.	17.1 Maintain Aboriginal and Torres Strait Islander and Torres Strait Islander representation including young leaders on the RWG.	March 2018 Completed	Manager Community Development
	17.2 Apply a Terms of Reference for the RWG as outlined in the Administration Policy endorsed by Council March 2018.	March 2018 Completed	Manager Community Development
	17.3 Meet at least four times per year to drive and monitor RAP implementation for Council endorsement.	February, April, June, September 2019/2020/2021/2022	Manager Community Development
18: Provide appropriate support for effective implementation of RAP commitments.	18.1 Invite Elders Group to collaborate with RAP working group for endorsing the RAP.	29 April 2019 Completed	Manager Community Development
	18.2 Ensure all RAP deliverables are assigned to relevant staff, and support those staff in driving their implementation.	September 2019	Manager Community Development
	18.3 Embed appropriate systems and capability to track, measure and report on Walyalup RAP commitments.	September 2019/2020/2021/2022	Manager Community Development
	18.4 Maintain an internal RAP Champion from senior management.	August 2019/2020/2021	Director Community

		/2022	Development
	18.5 Embed resource needs for the Walyalup RAP implementation.	2018/2019 Completed	Director Community Development
	18.6 Include our Walyalup RAP as a standing agenda item at senior management meetings.	Augusta 2019/2020/2021 /2022	Director Community Development
19: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	19.1 Gain endorsement of Walyalup RAP from Council, and register with Reconciliation Australia.	July Council Meeting 2019	Manager Community Development
	19.2 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020/2021/2022	Manager Community Development
	19.3 Report Walyalup RAP progress to all staff and senior leaders.	April, October 2019/2020/2021 /2022	Manager Community Development
	19.4 Publically report against our Walyalup RAP commitments annually, outlining achievements, challenges and learnings through the Annual Report.	July 2019/2020/2021 /2022	Manager Community Development
	19.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Manager Community Development
	19.6 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2022	Manager Community Development

Implementation, Monitoring and Review

The Walyalup RAP will be a whole of organisation approach, guided and championed by the Walyalup Reconciliation Reference Group. The plan will be reviewed every 12 months in alignment with the financial year. Review with Reconciliation Australia after two years. Reports will be provided annually to Reconciliation Australia, and annually in the City's Annual Report.

DRAFT

ULURU STATEMENT FROM THE HEART

We gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, making this statement from the heart: Our Aboriginal and Torres Strait Islander and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago. This sovereignty is a spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander and Torres Strait Islander peoples whom were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown. How could it be otherwise? That people possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years? With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. Our youth languish in detention in obscene numbers. They should be our hope for the future. These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness. We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny, our children will flourish. They will walk in two worlds and their culture will be a gift to their country. We call for the establishment of a First Nations Voice enshrined in the Constitution. Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination. We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history. In 1967, we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.



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ATTACHMENT 2



Community Engagement Report

May 2019

Alternate formats available on request.



Draft City of Fremantle Walyalup RAP

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Draft City of Fremantle Walyalup RAP

Introduction

The RAP Working Group was established in November 2017 and included nominated traditional owners.

In September 2018 The City hosted a powerful and engaging community meeting attended by over 100 committed people including key Aboriginal people and Elders, as well as the Mayor, Elected Members and City staff. The group workshop generated organic and grass roots discussion around people, spirit and place in Fremantle and this was summarised into a practical plan for Reconciliation.

At the meeting nominations for membership to the working group were accepted. This working group is diverse and consists of Traditional Owners (Whadjuk People), Aboriginal people both young and older, Non Aboriginal external people, Elected Members and City staff.

In November 2018 members of the RAP Working Group and the Fremantle Council Mayor met with local Elders to further build relationships. The City then worked to capture the diverse input of over 100 people and summarise this into a practical plan for Reconciliation.

A further meeting was held in April 2019 to seek endorsement for the thrust of the Walyalup Reconciliation Action Plan and the 15 main 'actions' and 74 deliverables in the draft RAP. The endorsement message was developed at this meeting through broad input and the idea to use Walyalup in the document title of the Reconciliation Action Plan was raised and endorsed.

The component of community engagement in this report focused on consulting the wider Fremantle community on the focus and actions of the draft City of Fremantle Walyalup RAP, and asking how our community and individuals can help on our path to reconciliation.

Community Engagement

Consultation on the draft City of Fremantle Walyalup RAP ran from 9 May 2019 to 27 May 2019. Methods used included:

- My Say Freo project page with online survey.
- Staff at the Walyalup Aboriginal Cultural Centre (WACC) available each Thursday and Friday to discuss the RAP and assist with providing input.
- Community update at the Meeting Place.
- Lengthy and healthy community conversations were held in the Wanjoon Lounge.

The online consultation was supported with hard copy options available at the Wanjoon Lounge in Fremantle Library, The Meeting Place South Fremantle and the WACC.

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The consultation was promoted via: a display in the Fremantle Library, City of Fremantle media release, City of Fremantle social media, by newspaper in the newsbites column, posters and by email via the newsbytes e-newsletter, direct to working group participants and via the My Say Freo e-newsletter.

It is important to note during the consultation period media coverage in state-wide newspapers, television and online media outlets directed people to the My Say Freo site in relation to dual naming of Fremantle, but not directly on the wider actions or content of the RAP. There were also substantial robust discussions about this on a range of social media community groups and pages.

Findings

Between 9 May to 27 May 2019 there were 777 visitors to the My Say Freo project page, the majority over the 21 and 22 May period during high media exposure.

172 people downloaded the draft RAP document from My Say Freo and over 100 hard copies were distributed to community members. Several people made enquiries at the WACC and Wanjoo Lounge and elected to complete the survey online. There were 45 responses in total, 42 online and 3 hard copies.

In summary:

- 45 responses were received; two-thirds live in the City of Fremantle.
- Two thirds of respondents that addressed the 15 actions in the draft RAP felt they align well with the City of Fremantle's vision for reconciliation.
- Community members suggested they can work towards reconciliation by involvement in education and events (with a focus on truth telling), Aboriginal involvement in decision-making, implementation of the RAP and a focus on youth and children.
- Individuals identified a range of actions they are or will take to build respect, relationships and opportunities. The most common were actively spending time together, being kind and fair and having respect, or attending arts and culture events, reading plaques or championing the RAP. A number of people also felt they did not need to take any individual action.

The outcomes are presented in more detail below.

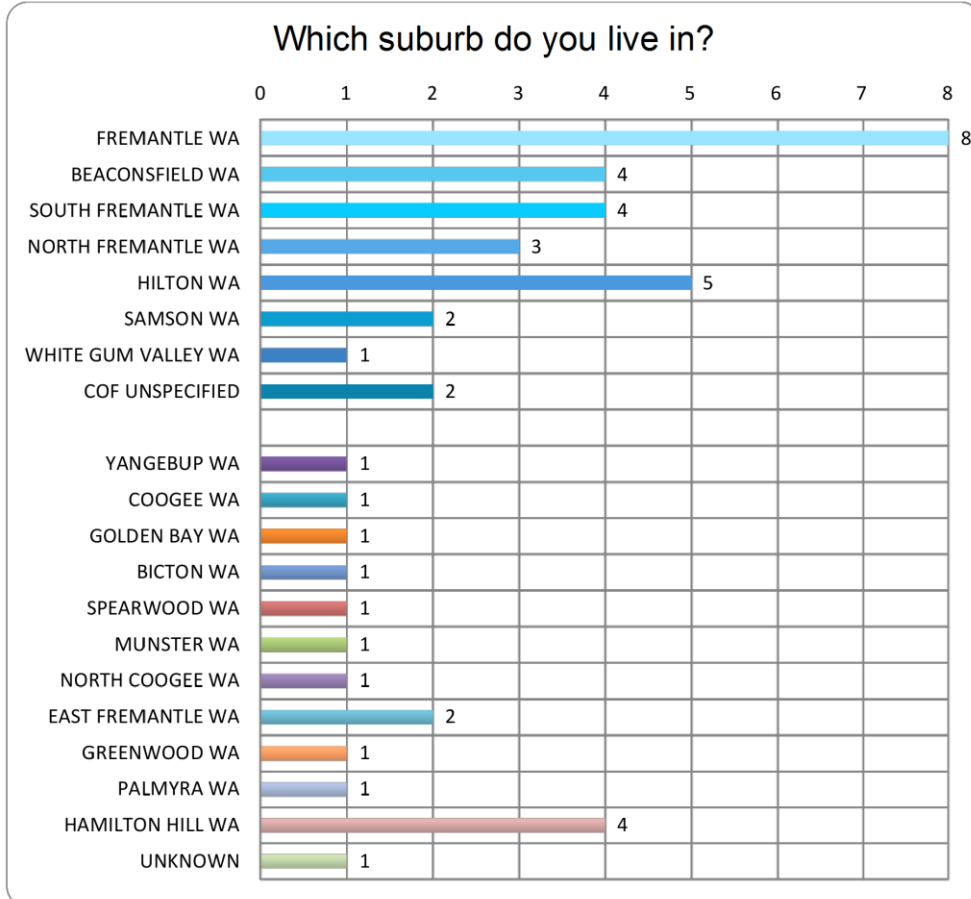
Demographics

Two-thirds of respondents (30) live in the City of Fremantle with other reasons for interest in the draft RAP:

- I visit the City of Fremantle, but don't work or live there (9).
- I participate in a community or interest group in Fremantle (9).
- I work in the City of Fremantle area (5).

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- Other (5) e.g. I want to do more to help Aboriginal Australians, I grew up in Fremantle, service provider.
- I own or operate a business in the City of Fremantle (1).



The response rate from those who identify as Aboriginal or Torres Strait Islander was nearly four times the population percentage for the City of Fremantle (1.6%¹).

Do you identify as Aboriginal or Torres Strait Islander?		
Yes	3	7%
No	41	91%
Prefer not to say	1	2%

¹ 2016 Census Quick Stats City of Fremantle quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA53430

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The City of Fremantle: How well do you believe the 15 actions in the draft RAP align with the City of Fremantle's vision for reconciliation?

This question received 10 responses that were unrelated to the actions in the RAP or alignment with the City of Fremantle vision. Of the remaining 35 responses, 24 (two thirds of relevant responses) were positive about this aspect and 11 were negative or did not agree. The responses have been themed below.

Positive alignment to actions / RAP

24 respondents were positive about the alignment of actions, with themes such as the RAP showing great vision, that it requires a commitment of resources to be actively implemented, and suggestions around education for new residents, inclusion of those with a disability and examples of community art and enterprise from elsewhere. Selected comments or suggestions include:

"The diversity of actions outlined guarantee a foundation that will pave the way to reconciliation, understanding and hopefully create greater opportunities for the Bibbulmun community. Essential to this document is that it is reviewed frequently and that the 15 objectives are actively and energetically pursued. This will guarantee success, I am particularly excited to see the adoption of dual or singular renaming of geographic locations such as parks, bushland, civic facilities and significant areas in Whadjuk language."

"Moorditj! They're good."

"Thank you for providing the opportunity to comment on such a well-considered Reconciliation Action Plan (RAP). I noted however that there is no reference in the plan to Aboriginal people with disability. Is it possible for the CoF to include actions in the RAP that reflect its commitment to Aboriginal people with disability? As the NDIS is being systematically rolled out across WA including the City of Fremantle, it would be a good time to see this scheme included in the RAP and the positive opportunities this would create for Aboriginal people with disability. An action such as; 'Develop effective strategies for Aboriginal people with disability to engage with the National Disability Insurance Scheme (NDIS)' would reflect CoF's commitment to the wider, Aboriginal community."

"I support a community wide event for NRW (action 9.6), currently this does not exist in Fremantle and it would be great to see. Currently I attend the City of Perth events. I think there is great potential for some amazing public/community art projects in Fremantle by WA Indigenous artists that recognise the true history as well as celebrate Noongar culture and language. Examples, the recent sculpture Wardandi Boodja in Bunbury, the PIAF opening event 2018 at Kings Park, or CAN's (Community Arts Network) place names project. One other suggestion relates to new residents. I am not sure if Fremantle provides a 'pack' or information to new residents, but it would be great to include information about Aboriginal history and

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culture to them. This may be a link on the City's 'new residents' webpage if a pack/info is not directly provided."

"I think the RAP plan is a really great start. I am sure that its authors are well aware of its limitations, which to my mind emphasise symbolic recognition (which is clearly indispensable) over challenging the systemic racism at the heart of indigenous dispossession. Having said that, I think the RAP plan is commendable and makes me proud to be from the Fremantle community."

"I think the 15 points is an amazing vision for Fremantle's vision towards reconciliation. I wish all other councils in Australia were proceeding with similar action!"

"Kaya! I think councils done alot in the last couple years especially. But always more can be done! Dont stop keep adding to it. I think language is an obvious need. It would be really cool to see an Indigenous run cafe in freo.. there was one on beufort st in the city afew yrs back not sure if still around they had food with native australian ingredients. I can imagine something like this doing really well in freo. More large scale indigenous murals around too. Any culture you think food , art, language, music. Having more of this on display would be a good thing. Loving the vision of a possible local treaty in the future YES."

"I think they show potential to work well, as long as engagement continues to be prioritised, and funding is not diverted."

"Tieing in with action 9.16 perhaps the City could commission works by local Aboriginal artists, creative producers etc that specifically focuses on the Walyalup/Fremantle history, culture, language etc"

Negative alignment to actions / RAP

11 respondents stated they felt the RAP is tokenistic or not about real action, has less detail than the Conciliation Policy, does not address visible social problems, is not required or reinforces an 'us' and 'them' mentality. Specific feedback was given around the proposed reference groups questioning how representative they are in relation to co-naming opportunities. Selected comments include:

"All way over the top, not even sensible."

"Page 5 of the draft refers to wanting to respond to history by creating greater respect, stronger and more trusting relationships, and more opportunities, yet seemingly ignores the need to maintain this same level of respect with residents of all other racial and cultural origins. Additionally, the above vision for reconciliation refers to working together and hearing each other, however again - only the 2

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indigenous reference groups will be consulted on any naming or co-naming opportunities. How are these groups representative of the greater community?"

Other / unsure / unrelated

10 respondents were unsure or made general comments that Fremantle has other problems, comments on other projects, or specific statements about the name of Fremantle, e.g. *"None of the questions below [in the survey] are specific to the proposal recently highlighted in the media about the name sharing of Fremantle.";* *"You need to focus on small business, parking, building restrictions, unruly behaviour on the street and clean Fremantle up."*

The Community: How do you think the community can work towards greater reconciliation?

Responses to this area were more detailed and specific, with a range of ideas presented. Most respondents were negative about the RAP overall (above) did have suggestions to offer at the community level. The responses are presented in themes below:

Education and events / truth telling (10)

The most common suggestion around community was education via events, spending time together and truth telling. Some of the suggestions relate to public spaces but most show a genuine desire to learn more. Some specific comments include:

"Education of the terrible history endured by Aboriginal people after European occupation through to present day is an absolute priority."

"I am currently involved with Walyalup Kannajil community choir based in Fremantle. We are very much committed to sharing the truth about the history of Fremantle and WA."

"Acknowledging, preserving and encouraging the growth of Nyoongar language, culture and history in schools and public spaces. Decolonizing thought and perspectives of land practices and it's place names. Special and regular events (gatherings) to celebrate."

"Acknowledge the history, can be special plaques around Freo stating historic facts about heritage."

"Continue truth telling of the often covered history of the land within the COF boundaries, in particular, include specific reference to the Hillcrest Maternity Hospital in North Fremantle. Hillcrest saw the removal of numerous babies of mixed racial descent and placed into forced adoption."

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"Learn Noongar language, participate in walks, talks and activities run by local Noongar people."

"Led by initiative and continuance of wonderful free events around Freo that share culture and bring people together, particularly for youth and older members of the community."

Engagement in decision-making (7)

Several comments were made around consultation and active engagement in decision-making, such as:

"A panel of indigenous people to be consulted on all local Government decisions."

"Including all members of the community in decisions that affect them would be a good starting point."

"Consultation & engagement with elders and Aboriginal people, re: what their view is about reconciliation. Having a peak Aboriginal body- consulting with said body regarding all matters Aboriginal (reconciliation, community affairs, education such as history walks)."

"Actually talk to Nyoongar people and ask them what their perspectives are and incorporate them as key people in decision making processes."

"Incorporate indigenous elders into key decision making forums, include indigenous voices at the table of key community groups."

"It is important that Aboriginal people with disability are given equal opportunity in accessing community supports, activities, be included in Aboriginal reference groups, other key consultative groups, and for employment in the CoF and in local business within the city."

Implementation of RAP / actions (6)

These responses focused on the adoption and implementation of the draft RAP deliverables as a key focus for reconciliation, with one referencing the 'Conciliation Policy' in 2000 and the commitments in this.

Youth / children (5)

These comments focused on education within schools and in public spaces as well as involvement in reconciliation. Selected comments include:

"Lots more for kids to engage and learn culture and local language of where they live. Interactive things for kids. Eg the noongar talking rocks at bibralake adventure playground."

Draft City of Fremantle Walyalup RAP

"I am unsure about the enforceability of these ideas considering they might be outside the purview of local government, but requiring/encouraging both primary and secondary schools to have regular (annual?) classes about racism. This could look like seminars teaching students how to call out racism, it could be classes about the history of racism, it could be making explicit to indigenous students that they have the full and unequivocal backing of the school should they experience racist discrimination. Perhaps these efforts could be supported with a council supplied resource pack?"

"Asking some younger Aboriginal Australians to voice their thoughts on how they would like to be part of the community and what they would do to achieve that.... Allowing these people to gather in public places to socialize without condemning them or 'moving' them on."

"Education is the absolute key, targeting younger generations and immersing them on a daily basis in Noongar language, song, lore music, food, customs and environmental education."

Respect, empathy and opportunities (5)

These comments are grouped generally but cover a range of topics. They include:

"Its all about respect. once you have respect you have curiosity and interest, which brings knowledge and empathy."

"More support for indigenous people to ensure they have the same advantages as everyone else."

"Maybe having opportunities to spend time with indigenous people I would interested in spending time and volunteering to help but am totally opposed to the name change of our great city."

"Taking action against relatives who engage in anti-social behaviour."

"Any efforts towards indigenous advancement (e.g. employment, housing, education or artistic schemes) must address the root causes that have historically prevented indigenous access to this advancement, namely the racism of settlers."

No action / other

A couple of comments stated they there is no need for interference in the topic as people will 'manage to muddle through' or that they feel reconciliation creates a divide or is one-sided.

Draft City of Fremantle Walyalup RAP

Individuals: How can you help build respect, relationships and opportunities (the three pillars) on our path of reconciliation?

Responses are varied and individual to the respondent, however some general theming showed individuals:

- Actively spend time together, volunteer, be kind and fair, have respect (10).
- Will attend arts and culture activities, read plaques etc (7).
- Feel they do not need to do anything personally, emphasise other issues, feel that a lack of respect is shown to them or see individual action is being politically correct (7).
- Will support the implementation of the WRAP/RAP/ this pathway (5).
- Will focus on educating children and/or taking them to courses etc (3).

Walyalup Aboriginal Cultural Centre

With 42% of respondents unaware of the Walyalup Aboriginal Cultural Centre, an opportunity exists to continue and further increase promotion of the Centre both locally and outside the Fremantle area. Results showed no connection between knowledge of the Cultural Centre and the residential location of respondents.

Are you aware of the Walyalup Aboriginal Cultural Centre at 12 Captains Lane?		
Yes	26	58%
No	19	42%

Next Steps

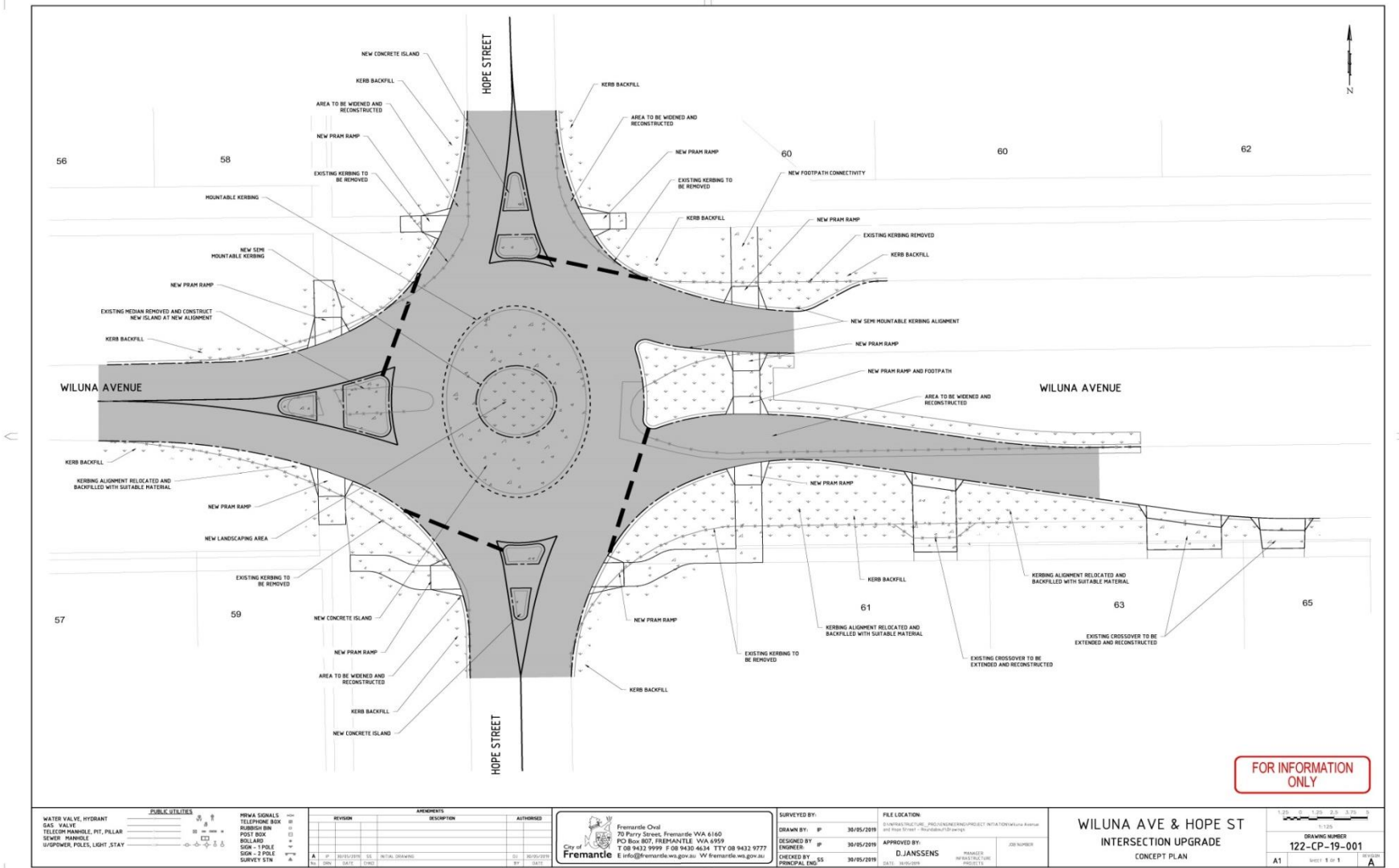
The City of Fremantle Walyalup Reconciliation Action Plan will be updated where required before being finalised and presented to Council. Everyone who provided input and supplied contact details will be contacted directly with updates as the WRAP progresses.

In response to concerns about disability in the Aboriginal community, this will be addressed in the Access and Inclusion Plan review which is currently scheduled to take place in the 2019/2020 financial year.

The communications plan for the Walyalup Aboriginal Cultural Centre will continue to be developed with further opportunities for promotion explored.

Community members suggested they can work towards reconciliation by involvement in education and events (with a focus on truth telling) and spending time together. A full program celebrating NAIDOC week will be delivered in July celebrating Aboriginal culture and engaging a wide variety of Aboriginal facilitators which will include cultural activities for children.

FPOL1906-3 CITY OF FREMANTLE BLACK SPOT PROPOSAL 2020 - 2021
ATTACHMENT 1 - Concept Plan No 122-CP-19-001 Rev A



PUBLIC UTILITIES WATER VALVE, HYDRANT GAS VALVE TELEPHONE HANDLE, RT, PILLAR SEWER MANHOLE SIGNS, POLES, LIGHT, STAY	NEWA SIGNALS TELEPHONE BOX RUBBER BIN POST BOX BOLLARD SIGN - 3 POLE SIGN - 2 POLE SURVEY STN	REVISION NO. DATE 1 30/05/2019 2 30/05/2019	AUTHORIZED DATE	SURVEYED BY: DRAWN BY: IP 30/05/2019 DESIGNED BY: IP 30/05/2019 ENGINEER: IP 30/05/2019 CHECKED BY: PRINCIPAL ENG. SS 30/05/2019	FILE LOCATION: D:\WORK\PROJECTS\122-CP-19-001\PROJECT\122-CP-19-001\122-CP-19-001.dwg	APPROVED BY: D. JANSSENS MANAGER ROAD & CIVIL PROJECTS	JOB NUMBER: 122-CP-19-001	DRAWING NUMBER: 122-CP-19-001 SHEET 8 OF 8
		CITY OF FREMANTLE 70 Perry Street, Fremantle WA 6160 PO Box 807, FREMANTLE WA 6959 T 08 9432 9999 F 08 9430 4634 TTY 08 9432 9777 E info@fremantle.wa.gov.au W fremantle.wa.gov.au	WILUNA AVE & HOPE ST INTERSECTION UPGRADE CONCEPT PLAN					

ATTACHMENT 2 – Existing Conditions at Wiluna Avenue and Hope Street Intersection



**FPOL1906-4 SUPPLY OF PREMIX CONCRETE (WFCC51/19) - TENDER
REPORT**

Confidential attachment (under separate cover)

FPOL1906-5 MONUMENT HILL (MEMORIAL RESERVE) - PARTIAL ROAD CLOSURE OF SWANBOURNE AND BATEMAN STREETS, FREMANTLE FOR AMALGAMATION WITH 'A' CLASS RESERVE NO. 9335

ATTACHMENT 1

Reserve Enquiry Detail

DWA 1295877 Page 1 of 1
MEMORIAL RESERVE

Reserve Enquiry Detail [5100L]

Screen Friendly Print Page

Reserve Name	9335 MONUMENT HILL MEMORIAL RESERVE	Legal Area (ha)	3.694
Type		Status	Current
Notes		Current Purpose	CONTEMPLATION OF MEMORIALS, LOOK-OUT, LANDSCAPE AND THE COMMUNITY
File Number	05271-1904-01RO		

Class	Responsible Agency	Date of Last Change
A	DEPARTMENT FOR PLANNING AND INFRASTRUCTURE	06/06/2002

Management Orders	Document	Land Use	Local Government Authority
CITY OF FREMANTLE	H919370	COMMUNITY CENTRE LANDSCAPE PROTECTION MEMORIAL SCENIC LOOKOUT	FREMANTLE, CITY OF

Add Item	CLT Number	Parcel Identifier	Street Address	Suburb	File Number	PIN	Area (sqm)	Map Viewer
<input type="checkbox"/>	LR3037-374	Lot 1519 On Plan 30936	249 HIGH ST	FREMANTLE	05271-1904-01RO	11024530	36940.0	

Reserve Number 9335

Previous Certificates of Title	Historic Crown Allotments
	FREMANTLE Town lot/Lot 1519

Gaz Page/Document	Date	Type	Text
H919370	01/05/2002	Current Vesting	VEST: CITY OF FREMANTLE
H919371	01/05/2002	Correspondence File Number	05271-1904-01RO
H919371	01/05/2002	Historical Area	4.0469
H919371	01/05/2002	Public Plan	BG34 (02) 07:13 AND 07:14
H919371	01/05/2002	Street Name	BOUNDED BY HIGH, BATEMAN, KNUTSFORD AND SWANBOURNE STREETS, FREMANTLE
IB9989	01/05/2002	Current Area	3.694
IB9989	01/05/2002	Survey Number	DP 30936
H967636	21/12/2001	Current Name	MONUMENT HILL MEMORIAL RESERVE
H919368	06/11/2001	Vesting Revoked	REVOKED ORDER DATED 29.7.1904
H919369	06/11/2001	Current Purpose	CONTEMPLATION OF MEMORIALS, LOOK-OUT, LANDSCAPE AND THE COMMUNITY
1974	29/07/1904	Historical Vesting	VEST CITY OF FREMANTLE
1990	29/07/1904	Original Gazettal and page	ORIGINAL GAZETTE
	29/07/1904	Class	A
	29/07/1904	Historical Area	ABT10.0.0
	29/07/1904	Historical Purposes	PARK
	29/07/1904	Lot/Town Lot	FREMANTLE,1519
	01/01/0001	Metric Conversion	4.0469,P23

This product is for information purposes only. A search of the original documentation is required for all legal purposes

Western Australian Land Information Authority (Landgate)

DUPLICATE

FORM LAA-1023

SECTION 48

WESTERN AUSTRALIA
LAND ADMINISTRATION ACT 1997
TRANSFER OF LAND ACT 1893 AS AMENDED

MANAGEMENT ORDER (XE)

RESERVE DESCRIPTION (NOTE 1)	EXTENT	VOLUME	FOLIO
Reserve 9335		3037	374

MANAGEMENT BODY (NOTE 2)

City of Fremantle, PO Box 807, FREMANTLE WA 6959.


CONDITIONS (NOTE 3)

To be used for its designated purpose of "Contemplation of memorials, Look-out, Landscape and the Community" only.

THE MINISTER FOR LANDS (IN THE NAME OF AND ON BEHALF OF THE STATE OF WESTERN AUSTRALIA) ORDERS THAT THE CARE, CONTROL AND MANAGEMENT OF THE ABOVE RESERVE BE PLACED WITH THE ABOVE DESCRIBED MANAGEMENT BODY FOR THE PURPOSE FOR WHICH THE LAND IS RESERVED UNDER SECTION 41 OF THE LAND ADMINISTRATION ACT 1997, AND FOR PURPOSES ANCILLARY OR BENEFICIAL TO THAT PURPOSE SUBJECT TO THE CONDITIONS STATED ABOVE

Dated this 6th day of NOVEMBER in the year 2001

ATTESTATION


PROJECT OFFICER
METROPOLITAN REGION
LAND ADMINISTRATION SERVICES

DUPLICATE

INSTRUCTIONS

1. If insufficient space in any section, Additional Sheet Form B1 should be used with appropriate headings. The boxed sections should only contain the words "See Annexure".
2. Additional Sheets shall be numbered consecutively and bound to this document by staples along the left margin prior to execution by parties.
3. No alteration should be made by erasure. The words rejected should be scored through and those substituted typed or written above them, the alteration being initialled by the person signing this document and their witnesses.

NOTES

1. RESERVE DESCRIPTION
Reserve number and details to be stated. The Volume and Folio numbers to be stated.
2. MANAGEMENT BODY
State the full name and address of the management body.
3. CONDITIONS
Specify all conditions to be observed by the lessee in the operation of the area affected by this permit.
4. EXECUTION
A separate attestation is required for every person signing this document. Each signature should be separately witnessed by an Adult Person. The address and occupation of the witness must be stated.

EXAMINED

DUPLICATE



H 919370 XE 1 MAY 2002 9 19
06 Nov, 2001 14:16:55 Midland

MANAGEMENT ORDER (XE)

LODGED BY Land Administration Services Branch

ADDRESS DOLA TEAM METRO
BOX M98

PHONE No.
FAX No.

REFERENCE No. John Cruden (DOLA File
05271-1904-01RO)
BOX M98

ISSUING BOX No.

PREPARED BY Land Administration Services Branch

ADDRESS DOLA TEAM METRO
BOX M98

PHONE No. FAX No.

INSTRUCT IF ANY DOCUMENTS ARE TO ISSUE TO OTHER THAN LODGING PARTY

TITLES, LEASES, DECLARATIONS ETC LODGED HEREWITH

1. _____ Received Items
2. _____ Nos.
3. _____
4. _____ Receiving Clerk
5. _____
6. _____

993713-005



Registered pursuant to the provisions of the TRANSFER OF LAND ACT 1893 as amended on the day and time shown above and particulars entered in the Register.

DOLA BOX 98



COPY

DP 30936

TYPE	CROWN	
PURPOSE	SUBDIVISION	
PLAN OF	LOT 1519	

DISTRICT TOWNSITE	COCKBURN SOUND DOLA FILE 5271/934 FREMANTLE	LOCAL AUTHORITY CITY OF FREMANTLE	LOCALITY FREMANTLE	EARLY ISSUE NO
INDEX 803471 14-26 ON 803471 14-27		HOLD BEHE COMPILED		

SCALE 1:2000

ALL DISTANCES ARE METRES

SURVEYOR'S CERTIFICATE
I, D.T. GROGAN (571)
hereby certify that the compiled plan -
(a) is a correct and accurate representation of
(b) the survey of the subject land and
(c) the relation to which it is laid.

DATE 28.5.2019
BY D.T. GROGAN
FREMANTLE

APPROVED BY
WESTERN AUSTRALIAN PLANNING COMMISSIONER

EXEMPT FROM SECTION 27(1)
LAND SURVEY ACT 1937
DELEGATED UNDER SECTION 28 OF THE M.A.P.C. ACT

DATE

BENETTI GROGAN & ASSOC.
Consulting Engineers & Surveyors
8/2756 Albany Highway, Kalamunda
PO Box 71 Kalamunda WA 6961
Telephone: (08) 9390 1146
Fremantle: (08) 9390 3336
Email: ben@groganplanning.com.au

WAKJAP

DOLA
Department of Land Administration

DEPOSITED PLAN
30936

SHEET 1 OF 1 SHEETS
EDITION 1 VERSION 1

ED/VER	AMENDMENTS	BY	SIGNATURE/NOTES	DATE

TOWNSITE

COMPILED FROM FREMANTLE ROLL PLAN SHEET 3 & F.B. J.T. GOODWIN 1

CROWN

Application H919367
Revocation H919368
Amendment of Reserve I089989
Change of Purpose H919369
Corr. 05271-1904-01RO

NO DUPLICATE ISSUED

REGISTER VOLUME 3037 FOLIO 374

WESTERN AUSTRALIA



CERTIFICATE OF



CROWN LAND TITLE

UNDER THE "TRANSFER OF LAND ACT 1893" AS AMENDED AND THE "LAND ADMINISTRATION ACT 1997"

The undermentioned land is Crown land, in the name of the STATE of WESTERN AUSTRALIA, subject to the interests and status orders in the First Schedule which interests and status orders are subject to the interests, easements, encumbrances and notices shown in the Second Schedule hereto.

Page 1 (of 2 pages)

Dated 6 November 2001

J. Hyde
REGISTRAR OF TITLES



LAND REFERRED TO

Fremantle Lot 1519 on Deposited Plan 30936.

THIRD SCHEDULE

COPY OF ORIGINAL INFORMATION PURPOSES ONLY

FOR SKETCH OF LAND REFER TO THE PLAN OR DIAGRAM QUOTED IN THE LAND DESCRIPTION



LAND CROWN

WARNING: A CURRENT SEARCH SHOULD BE OBTAINED BEFORE DEALING ON THIS LAND

LAND

CERTIFICATE OF CROWN LAND TITLE VOL. 3037 FOL. 374

Page 2 (of 2 pages)

FIRST SCHEDULE		NOTE: ENTRIES MAY BE AFFECTED BY SUBSEQUENT ENDORSEMENTS							
INSTRUMENT	NUMBER	PARTICULARS	REGISTERED	TIME	SEAL	CANCELLATION	NUMBER	REGISTERED OR LOGGED	SEAL
Creation of Reserve	H919371	Class A Reserve No. 5335 for the purpose of Contemplation of Memorials, Look-out, Landscape and the Community	01.05.02	9.19					
Management Order	H919370	Care, Control and Management to City of Fremantle of Post Office Box 807, Fremantle.	01.05.02	9.19					

SECOND SCHEDULE		NOTE: ENTRIES MAY BE AFFECTED BY SUBSEQUENT ENDORSEMENTS							
INSTRUMENT	NUMBER	PARTICULARS	REGISTERED	TIME	SEAL	CANCELLATION	NUMBER	REGISTERED OR LOGGED	SEAL

FPOL1906-8 REVIEW OF VICTORIA HALL, 179 HIGH STREET, FREMANTLE SALE

Attachment 1

Leasing of City Property in a competitive manner

Policy statement

This policy enables interested parties to compete in an open and competitive manner for City land and properties (with some exceptions) when they become available for lease. It aims to achieve a strong financial return on investment and strong community outcomes from the City's property portfolio because:

1. Investment property is to be used for investment and economic development purposes only.
2. Community property is to be used for community purposes only.

Policy scope

This policy relates to the leasing of all City property – these are categorised as either:

1. Investment properties.
2. Community properties.

This policy does not apply to City infrastructure or public assets, only land or property that is available for lease.

1. INVESTMENT PROPERTY:

1. Approaching the conclusion of lease terms (between 6-12 months prior to expiry of lease), interested parties will be given an opportunity to compete in an open and competitive manner to lease investment properties, except for the following circumstances:

- a. A property is leased to a tenant that:
 - i. is paying full commercial market rate or above, and
 - ii. adds significant value to Fremantle's overall tenancy mix and appeal for visitors (e.g. Gino's). Or
 - b. A property is to be leased for six months or less. Or
 - c. A property is not logistically accessible to any other party except for the current lease holder (e.g. Esplanade Hotel's use of Essex Street Laneway).
2. As part of the competitive process, there will be a presumption in favour of the applicant that offers the most favourable financial terms for the City, except where:
- i. That applicant is assessed as being unfavourable for Fremantle's overall tenancy mix and appeal for visitors, and
 - ii. A different applicant is assessed as offering close to full commercial market rate, and adds significant value to Fremantle's overall tenancy mix and appeal for visitors.
3. Commencement rent will be negotiated based on the prevailing market conditions at the time of the lease agreement, including an independent market valuation.

2. COMMUNITY PROPERTY

1. Approaching the conclusion of lease terms (between 6-12 months prior to expiry of lease), interested parties will be given an opportunity to compete in an open and competitive manner for community properties, except for the following circumstances:
 - a. A property is to be leased for six months or less. Or
 - b. A property is leased to a well operated sporting club and there is no known interest from another party. Or
 - c. A property is leased as a well operated community garden and there is no known interest from another party. Or
 - d. The City's management order specifies a use that means there is only one realistic tenant (e.g. a primary school).

2. Agreements for tenants of community property should include a performance agreement (with the exception of sporting clubs) that is intended to deliver outcomes aligned to the City's Strategic Community Plan. That agreement should include where possible, the City ensuring that community property is made available for hire by other Fremantle based community groups at an affordable rate.
3. The aim should be that the community portfolio should operate as close as possible to an independent and financially self-sustaining portfolio and tenants of community property should not be reliant on capital or ongoing funding from the City in order to be financially sustainable.
4. Exceptions to all the above points are where:
 - A partnership agreement exists between the City and the tenant to deliver community services (e.g. Men's Shed, Arthur Head cottage for Round House guides).
 - The community group offers a critical service to the Fremantle community (e.g. Bizlink employment service, Citizen's advice bureau).
 - Council has regular access to the building for core operational purposes (e.g. Hilton P.C.Y.C.).

Definitions and abbreviations

1. Investment property

- a) City owned freehold property, excluding those used for City operations.
- b) Crown land where the City holds a management order for the purpose of commercial activity.

2. Community property

- a) Crown land where the City holds a management order for the purpose of community activity.
- b) Freehold property purchased by the City for the specific purpose of community use.

3. Land Lease

- a) A situation where the City leases land only and the lessee constructs a building on that land (typically the building is paid for in entirety or predominately by the lessee).

4. Lease

- a) *“Any agreement that provides for exclusive occupation of premises in Western Australia” (the Act).*

5. License

- a) A type of lease contract outlining the terms and conditions by which a lessor conveys land or property non-exclusively to a lessee for a specified period time. It does not convey any right of exclusive possession over the licensed area to the Licensee.

6. Retail shop

- a) *“Those situated in a retail shopping centre that are used wholly or predominantly for the carrying on of a business; or*
b) Those not situated in a retail shopping centre that are used wholly or predominantly for the carrying on of a retail business” (the Act).


Reviewing officer:	Manager Economic Development and Marketing
Policy adopted:	22 February 2017
Legislation:	Commercial Tenancy (Retail Shops) Agreements Act 1985 (the Act)
Delegations:	Council, except for: Chief Executive Officer FPOL Committee for leases between six months and ten years in duration
Related documents:	City of Fremantle Property Portfolio Fremantle: aspirational business mix assessment

FPOL1906-9 ENCROACHMENT OF A FRONT BOUNDARY WALL PIER AT 65 WRAY AVENUE, FREMANTLE ATTACHMENT 1

REGULATION 25A RESURVEY CERTIFICATE

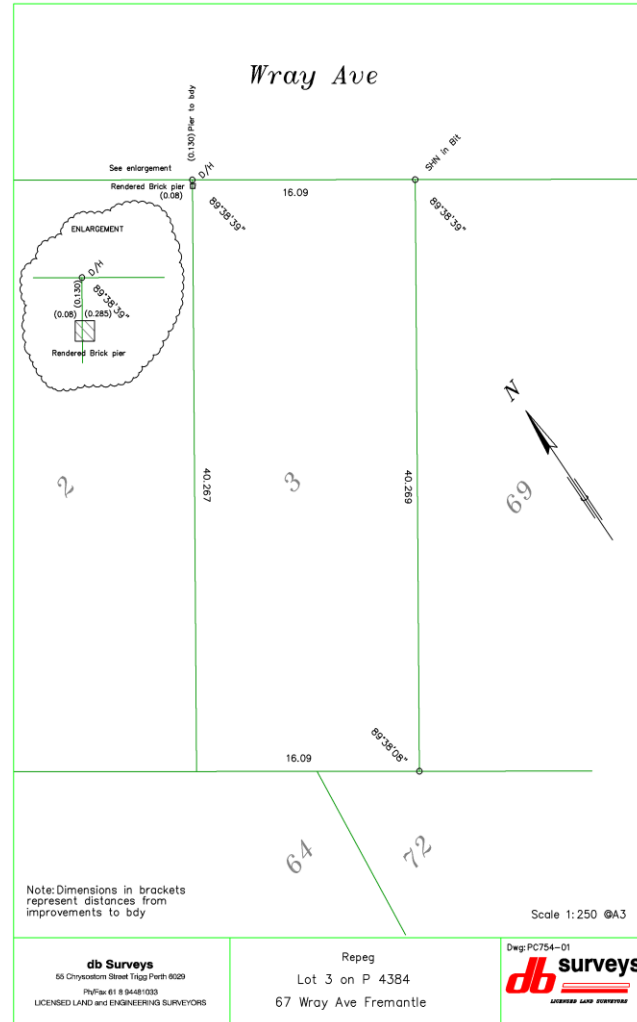
I, DAVID WILLIAM BUSSELL, LICENSED SURVEYOR, CERTIFY THAT ON THE 2nd DAY OF MAY 2019 I RE-INSTATED THE FRONT BOUNDARIES OF 67 WRAY AVE FREMANTLE BEING LOT 3 ON PLAN AS SHOWN ON THE SKETCH

THE SURVEY WAS PERFORMED IN ACCORDANCE WITH THE PROVISIONS OF THE LICENSED SURVEYORS (GUIDANCE OF SURVEYORS) REGULATIONS 1961 AND THE LICENSED SURVEYORS (TRANSFER OF LAND ACT 1893) REGULATIONS 1961.


David W Bussell
 2019.05.03
 10:36:47 +08'00'

Signed..... Dated.....

David W Bussell



**FPOL1906-11 PROPOSED DETERMINATION - RELEASE OF GAS FILLED
BALLOONS - LOCAL GOVERNMENT PROPERTY LOCAL LAW
ATTACHMENT 1**

City of Fremantle Property Local Law
Determination



Determination
Prohibiting the release of gas filled balloons

Determination scope

Purpose: The purpose of the determination is to prohibit the release of gas filled balloons from local government property within the City of Fremantle.

Effect: The effect of the determination is the provision of authority to enforce and administer fines relating to the release of gas filled balloons, reducing balloon litter and preventing injury to marine and wildlife.

Determination

Council determines in accordance with the City of Fremantle Local Government Property Local Law that the release of gas filled balloons is prohibited on all local government property within the City of Fremantle.

**FPOL1906-12 STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS
PLAN ADOPTION**

**ATTACHMENT 1 – Engagement Report - Strategic Community Plan Review
2019**



Community Engagement Report

May 2019

Alternate formats available on request.



Strategic Community Plan Review 2019 – Engagement Report

Contents

Introduction	2
Community Engagement.....	2
Findings.....	3
Next Steps.....	6
Attachment 1 – Schedule of Submissions	8

Introduction

The City of Fremantle’s Strategic Community Plan 2015-2025 is a long term (10 year) plan for the future of Fremantle providing strategic direction to Council in its endeavours. It was prepared using the input of an extensive community visioning exercise, Freo 2029, conducted in 2013-14 with the Strategic Community Plan adopted in 2016.

Council initiated a review of the Strategic Community Plan in September 2018. Council resolved to seek community input on the recommendations of the review in April 2019. The purpose of the engagement undertaken in support of the review has been to enable community input into the review process. Given the extensive process involved in its preparation and its relatively recent adoption, the focus of the review has been to confirm the direction of the plan and to better consider capacity. A further major review is scheduled for 2021/22.

Community Engagement

Initially, the City’s Precinct Groups were advised of the conduct of the review and invited in October 2018 to provide early input. Briefings of the groups were offered in support of this.

The review process included consideration of the feedback received in the biennial Community Perceptions Surveys conducted by the City, which provide regular input to the City on community views and priorities. The surveys are random and the dataset is weighted by age and gender to match the ABS Census population profile.

Following Council’s endorsement of the draft revisions recommended, community input was sought via:

1. Publication on website (My Say Freo/SCP-review), including survey
2. Notification of all Precincts Groups (and offer to present), Chamber of Commerce, Fremantle Society, Fremantle Inner City Residents Association.

Strategic Community Plan Review 2019 – Engagement Report

- 3. Pop up sessions in community venues:
 - a. Fremantle Oval: 6 May
 - b. North Fremantle Community Centre: 13 May
 - c. Fremantle PCYC (Hilton): 14 May

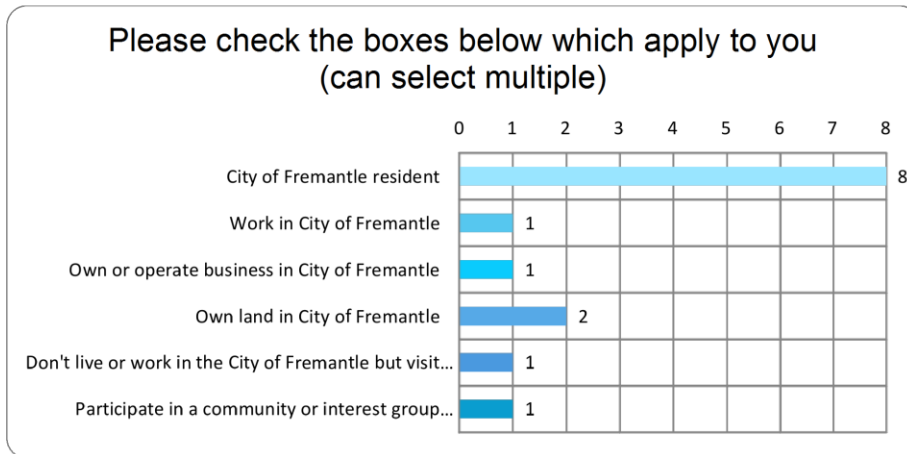
This was promoted via the local newspaper, notices at the City’s administration office and social media.

Coment was sought between 26 April and 26 May 2019.

Findings

The My Say Freo webpage for the review was visited by 230 people and 9 submissions were received. The majority of submissions (8) were from City of Fremantle residents. Only one submission was on behalf of an organisation, North Fremantle Precinct Group.

Demographics



Some respondents selected the suburb they live in as North Fremantle (3), Hilton/Samson (2), Fremantle (2).

Strategic Community Plan Review 2019 – Engagement Report



Only one respondent stated they were involved in the Freo 2029 Community Visioning process in 2013/14 and 7 have registered their interest in being part of the next Strategic Community Plan review.

Overall direction

This sample indicated their satisfaction with the overall direction of the Plan was:

- 0% **Excellent** (very happy with direction)
- 44.4% **Good** (mostly happy with direction but can suggest improvements)
- 22.2% **Okay** (can think of several improvements or at least one major change but otherwise OK)
- 22.2% **Poor** (would like to see many improvements and / or several major changes)
- 11.1% **Terrible** (don't support direction of the plan at all)

Several submissions commented that the language of the plan is vague and sometimes difficult to grasp; one submission stated it is not clear how community input is translated into 'abstract language' of strategic planning. Suggestions included providing more detail on how it will be delivered (which role the associated strategic documents, action plans and Corporate Business Plan are ultimately intended to fulfil). These comments reinforce the already identified need to use plain English in communication and to better link and explain the relationship of strategic documents.

Another submission suggested that a greater focus on social connectivity and understanding between different social and geographic groups within the community

Strategic Community Plan Review 2019 – Engagement Report

might facilitate more cooperative planning and resource allocation than a more self-centred, competitive model between communities and interest groups.

Strategic Focus Areas of most interest were:



Transport and connectivity was the focus area of most interest to respondents. There was also a suggestion that crime and safety be made its own Strategic Focus Area on the basis that improvements in this area are vital to the City and underpin many other objectives (such as attracting more residents, visitors and tourists). No submissions identified Capability as a priority interest area.

Economic Development

Several submissions expressed concern about the economic status of the city (both the place and the organisation), high rents and commercial vacancies. The need to attract more people and businesses to the city was supported (though some queried the success of the city’s strategies in pursuing this).

Environmental Responsibility

A greater focus on considerations of environmental considerations and amenity was suggested by one submission, with it and another suggesting greater focusses on beaches (one suggesting preparation of a Port-Leighton Beach masterplan).

Transport and connectivity

Conflicting comments were received on transport with some supporting a more pedestrian/ bike/ public transport focussed approach and others indicating that traffic flows are poor, the use of speed humps excessive and parking inadequate. Freight and its impacts on amenity was raised as a primary concern in the submission

Strategic Community Plan Review 2019 – Engagement Report

representing the North Fremantle Community Association and Precinct Group 12 with a query on how the balanced approach suggested in the plan is to be achieved.

Character, Culture and Heritage

Responsible management of the City's heritage, keeping this a key focus and not eroding its character through excessive / inappropriate new development was flagged.

One submission said there was a sense that a lot of ideas 'seem to be made on the run' with no methodology behind them.

Places for People

Two of the three submissions which rated the plan poorly indicated objection to the Kings Square projects, its benefits, and the loss of an opportunity it presents to create a (larger) European-style square. The lost opportunity presented by Kings Square was also raised as a concern in one of the other submissions.

Health and Happiness

The closure of the Stan Riley Centre and absence of opportunities for aging in place and for accommodation suitable for the elderly and homeless was raised in one submission with the suggestion that reuse of vacant portions of Fremantle Hospital might assist address this (and could also accommodate other community housing and services).

One of the submissions rating the plan poorly also expressed strong concern that crime and safety is inadequately addressed and is fundamental to improving the City and attracting more people to it.

A summary of the individual submissions received is provided in the schedule at Attachment 1 to this report.

Next Steps

This feedback will be reported to Council in June 2019 and inform a recommendation for final adoption of the plan, including minor modifications arising from the comments.

A further major review of the Strategic Community Plan is scheduled for 2021/2022 with preparation of a community engagement plan to inform this process planned for 2020/2021. The details of those submitters on the current review who expressed an interest in participating in this process have been retained for reference in this next review.

Strategic Community Plan Review 2019 – Engagement Report

A number of the comments received on the legibility of the plan and its role and foci provide useful background to the next review, and the management and communication of this and other strategic documents in the interim.

Strategic Community Plan Review 2019 – Engagement Report

Attachment I – Schedule of Submissions

Summary of Submissions – City of Fremantle Strategic Community Plan 2015-2025 – Review (2019)

Submission Period: 26 April– 26 May 2019

1	Fremantle Resident (6163)
<p><i>Rating of general direction: Okay.</i> <i>Most interested in: Health and Happiness.</i> <i>Comments: language is difficult to grasp. Could improve by undertaking creative development projects with young people to make this clearer eg through art and film projects</i> <i>Not clear how community input gets translated into abstract language</i></p>	
<p>Submission noted. Recommend apply/improve plain English approach in next review.</p>	

2	North Coogee Resident
<p><i>Rating of general direction: Okay.</i> <i>Most interested in: Economic Development, Environmental Responsibility, Transport & Connectivity.</i> <i>Comments: No detail on ED plan. Fremantle is not nice place to be – rent insane and unaffordable for business owners.</i> <i>There are too many speed humps – insanity. Slowing city and wasting money, making it offensive experience to be on the road (for any transport method)</i></p>	
<p>Submission noted. Refer submitter to Economic Development Strategy for further details. Refer comments on speed humps to Infrastructure Unit for information.</p>	

3	Samson Resident
<p><i>Rating of general direction: Terrible.</i> <i>Most interested in: Economic Development, Transport & Connectivity, Character, Culture and Heritage</i> <i>Comments: Too much focus on Kings Square and civic centre (which is a year behind schedule). Rest of CBD disappearing behind too many empty shops and too few people. Kings Square will not solve this and is bad management.</i> <i>Kings Square lacks heritage look and feel – cheap looking.</i> <i>Still have not fixed up parking or traffic flows into and around the City. Council and mayor have been in job too long.</i></p>	
<p>Submission noted. Note that Kings Square project’s success will be reviewed when it is complete.</p>	

4	North Fremantle Resident and landowner
<p><i>Rating of general direction: Good.</i> <i>Most interested in: Places for People</i> <i>Comments: Give people priority over cars, including providing cheap, convenient and frequent public transport.</i> <i>Focus on high use areas including the Port / Leighton beaches</i></p>	
<p>Submission noted. Consider priority for Port / Leighton beach masterplan in future business planning following resolution of West port.</p>	

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5	North Fremantle Resident, also representing North Fremantle Community Association and Precinct 12
<p><i>Rating of general direction: Good.</i></p> <p><i>Most interested in: Environmental Responsibility, Transport & Connectivity, Health & Happiness</i></p> <p><i>Comments: Too little emphasis on the quality of the environment in which we spend our days in. The words 'air', 'pollution', 'beach' or 'playground' do not appear and 'park' only twice.</i></p> <p><i>An economically efficient, environmentally friendly and socially sustainable freight network that supports continued freight functions of the port is extremely important but lacks any substance.</i></p>	
<p>Submission noted. <u>Amend</u> document to consistently reference 'parks, reserves and open space' rather than the more technical 'public open space. Note the underpinning concern with environmental quality (including pollution and emissions) embedded in the Environmental Responsibility section, and in the City's transport priorities. Consider more explicit language in next review.</p>	
6	Fremantle Resident, landowner and community group participant
<p><i>Rating of general direction: Good.</i></p> <p><i>Most interested in: Transport & Connectivity, Character, Culture & Heritage, Places for People</i></p> <p><i>Comments: Ensure and confirm goal to build Fremantle as a heritage town / city confining development to confirm with heritage standard and so ensure uniqueness of Freo as a special place for all Australians as well as tourists. Fremantle can only compete with other cities and centres if it promotes itself as the only true and living heritage city in Australia. Maintain the theme, not mix old and new as far as possible.</i></p> <p><i>Kings Square is a missed opportunity for an open and central city square where people can meet, festivals, markets etc. Civic buildings costly and unnecessary. Reduce vehicle access to the city centre (service vehicles and public transport only) thereby encouraging active modes. Increase CAT throughout and extent the rail service to Fishermans Harbour and beyond to southern suburbs.</i></p>	
<p>Submission noted. Confirm commitment to retaining heritage values embedded in economic development strategy and planning scheme controls. Refer submitter to Integrated Transport Strategy for further details of transport planning approach and priorities (which broadly align with suggestions made). Note cost implications of extending public transport.</p>	
7	North Fremantle Resident
<p><i>Rating of general direction: Good.</i></p> <p><i>Most interested in: Transport & Connectivity</i></p> <p><i>Comments: No reference to social connectivity and enhancing understanding between diverse social and geographic components (eg making sure suburbs don't feel neglected without understanding the relative needs of the community as a whole. Suggest adding clause that encourages a greater understanding of the needs and issues relevant to geographic and social components and communities.</i></p>	
<p>Submission noted. Note pursuit of social inclusion, capital, connection and participation in 'Health & Happiness' and <u>amend</u> Outcome 6.2 to include explicit reference to connectivity</p>	

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8	Non-resident regular visitor
<p><i>Rating of general direction: Poor.</i></p> <p><i>Most interested in: Crime, homelessness and unemployment</i></p> <p><i>Comments: First priority should be high crime, homelessness and unemployment as these are the main issues and most apparent and memorable features. Fremantle is home town but no longer a place to be proud of, no longer safe or pleasant to visit. This affects all other themes mentioned (including attracting more tourists and visitors) so needs to be a main priority: It needs to be financed and resourced to resolve.</i></p>	
<p>Submission noted. Refer submitter to safety references in 'Health & Happiness' and acknowledge the importance of creating a safe comfortable environment to many other objectives. Advise submitter that Safety and Crime Prevention Plan is under preparation.</p>	

9	Fremantle resident and business owner / operator
<p><i>Rating of general direction: Poor.</i></p> <p><i>Most interested in: Transport & Connectivity, Character, Culture & Heritage, Places for People, Health & Happiness</i></p> <p><i>Comments: Character, Culture & Heritage information feels like nebulous PR campaigns lacking detail on methodology, with ideas made on the run and a series of feel good notions attempting to cover city's financial state.</i></p> <p><i>The term Place could mean anything: opportunity has been lost to develop a European style square at Kings Square which plan seems out of the hands of council who are pouring ratepayers money into private enterprise without guarantee of success, transparency or independent analysis.</i></p> <p><i>Closure of Stan Riley centre deprived many aged people of their lifestyle, forcing people to move away from the city centre. The hospital is nearly empty: it would be possible to make it available for accommodation to the aged, homeless, single people and develop community atmosphere, and provide basic medical services. This would require ministerial cooperation but address some of the obvious problems we are facing.</i></p>	
<p>Submission noted. Advise submitter that:</p> <ul style="list-style-type: none"> • The Strategic Community Plan is an overarching strategy which is not meant to provide a high level of detail on individual actions. It works in conjunction with the informing strategies, action plans and the Corporate Business Plan which provide further detail on what the City is and is not doing within the boundaries of its capacity. • The business case for Kings Square is outlined in the project Business Plan (available on the City's website). • Changes to the City's aged care support services have been made necessary by changes to state and general funding provision for these services to local government. • The City is liaising with the Department of Health with regards to its future plans for Fremantle Hospital. Opportunities which this might present to accommodate housing and support services will be included in that discussion. • The City has recently reviewed its Age Friendly City Plan which provides an outline of what steps it is taking to facilitate positive aging. • The City is working with a range of agencies and stakeholders to advance a 	

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plan to reduce (or remove) homelessness however it needs to be understood that provision of appropriate housing, whilst vitally important, is not the only requirement to addressing this complex problem.

ATTACHMENT 2 – Draft Strategic Community Plan 2015-2025 (revised 2019 including community feedback)



Strategic Community Plan 2015-2025

Revised 2019 (incorporating community consultation)

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Acknowledgement of People and Country

The City of Fremantle acknowledges the Wadjuk people as the traditional owners of the Greater Fremantle area (Walyalup). It acknowledges the wisdom of the Elders both past and present and pays respect to Aboriginal communities of today.

Introduction

Our proud history

Fremantle's most important assets are its heritage and its people of diverse backgrounds and cultures. Its irresistible character is inviting and rich in history. Fremantle is an important place for Aboriginal people and lies within the Aboriginal cultural region of Beeliar. Its Nyoongar name is Walyalup (the place of walyo) and its local people are known as the Whadjuk people. To the local Whadjuk people, whose heritage dates back tens of thousands of years, Fremantle is a place of ceremonies, significant cultural practices and trading. Walyalup has several significant sites and features in many traditional stories.

Fremantle was established 1829 at the time of European colonization. The city's early economy was driven by trade in wheat, meat and wool. By 1900 Fremantle had grown to include many of the landmarks we know today including the Fremantle Harbour, Fremantle Hospital, Fremantle Markets and the railway between the harbour and Perth.

At this time the Western Australian gold rush period had begun and Fremantle served as a gateway to people heading to the goldfields. In the lead up to World War II the main industries in Fremantle were shipbuilding, soap boiling, saw milling, smelting, iron founding, furniture making, flour milling, brewing and animal skin tanning.

In the post war period, Fremantle's suburban areas grew and the city underwent a period of consolidation. As a result of technology advancements within the shipping industry, an ever progressive Fremantle moved to diversify its economy and evolve to create more diverse population-driven industries. In 1987 Fremantle was thrust into the global spotlight when the city hosted the America's Cup defence event, held in Gage Roads offshore from Fremantle harbour. The event saw a large public and private investment in the city and subsequent growth in retail and tourism sectors, leading to the vibrant and culturally rich Fremantle we know today.

Our city today

Fremantle, which is approximately 18 kilometres southwest of the Perth CBD, is home to 30,868 people (ABS 2018) and includes the suburbs of Beaconsfield, Fremantle, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. The City of Fremantle employs more than 400 people and services more than 30 000 residents over a land area of 19 square kilometres.

Bounded by the Swan River and Indian Ocean, Fremantle is widely regarded as Perth's second city and is still home to the state's busiest and most important cargo port. The port, which has grown from the humble trading post to handling 30 million tonnes of cargo per year, is the beating heart of Western Australia's economy.

Fremantle's unique character is captured by its landscape, heritage architecture, music, arts, culture, festivals, retail stores, markets, cafés and restaurants, which all contribute to its village-style atmosphere.

Fremantle has developed a reputation for being gritty, eclectic and quirky as well as creative, musical and artistic. It is a place to discover a wide range of hidden treasures and experience laid-back adventures. This experience is reflected in the City's four aspirational brand pillars: eclectic and quirky, culturally significant, vibrant: and welcoming and inclusive.

According to Tourism Western Australia, Fremantle is often ranked as the state's most visited tourist destination outside of the Perth CBD, attracting over 1.2 million* national and international tourists each year.

In October 2015, Lonely Planet voted Fremantle as one of the top 10 cities to visit in the world for 2016.

As Perth's second city, Fremantle offers a diverse range of housing options, exceptional access to public transport and a dynamic economy, creating jobs and opportunities that enable Fremantle residents to live, work and play. Its character is embodied through stunning heritage buildings that house important cultural and artistic institutions including the Fremantle Arts Centre and the Shipwreck Galleries, as well as tributes to Fremantle's iconic past including the Duyfken replica.

Freo's desirable Mediterranean climate offers ideal opportunities for relaxing with family and friends, recreating and enjoying the Swan River and Indian Ocean.

Fremantle's rich cultural history has created a city with numerous dining options, a vibrant café and bar scene, and a range of entertainment options. The arts are strikingly represented within the city, and numerous food, arts and music festivals take place in Fremantle each year.

Our exciting future

A key council focus over the last few years has been to sustainably revitalise the city centre. The strategies implemented, including innovative planning scheme amendments across key non-heritage inner-city areas, have led to a significant increase in investor confidence in Fremantle.

As a result there is currently unprecedented investment and renewal underway with the combined level of public and private investment exceeding \$1.3 billion including several civic, commercial, residential and retail developments. As part of this the City of Fremantle has set ambitious targets for the development of new dwellings, commercial office and retail floor space within the city's central area to be achieved over the next decade.

The development pipeline will see the delivery of a mix of civic, commercial and retail projects spanning over the next 5-10 years. A boutique hotel was recently completed and construction has commenced on Sirona's redevelopment of the Myer, the new council administration and Kings Square public realm, and the refurbishment of the Manning Building.

With levels of development and investment not seen since the America's Cup, Fremantle is on the cusp of a major period of revitalisation that will reinforce its position as a place of great significance to Western Australia, being home to modern facilities and high quality infrastructure.

As Western Australia works to diversify its economy amid a softening resources sector; it continues to investigate strong opportunities in agriculture, service industries and tourism. As the most visited destination in Western Australia outside of Perth CBD, and the host of WA's busiest port, Fremantle is well placed to thrive and grow as the Western Australian economy continues to diversify.

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Mayor's message

Almost halfway through the ten-year period covered by our Strategic Community Plan, it's timely for us to stop for a moment, take a deep breath and have a good look at how we're tracking. It's an opportunity to remind ourselves of just how far we've come and everything we've achieved, while also acknowledging the work that still needs to be done.

The vision for Fremantle was, and remains, clear: a city that embraces culture and heritage, thrives on diversity and innovation and dares to be different. The Strategic Community Plan 2015-25 outlined how we would deliver this vision through our strategic focus areas:

- economic development
- environmental responsibility and sustainability
- transport and connection between the Fremantle CBD, outer suburbs and key transit areas
- use and creation of public space
- heritage conservation and its balance with new development, and art and cultural activities
- the health and happiness of our community
- the continued evolution of our organization and its capacity to deliver world-class leadership and services.

When this plan was initially drafted the revitalisation of Fremantle, after a period of prolonged stagnation, was a key focus for the council. At the core of this focus was attracting more people to live, work, shop and recreate in Fremantle, as well as generating increased investor interest. The aim was and always will be to retain Fremantle's unique heritage and character while transitioning to become a more liveable and vibrant modern city.

And that transition is well underway.

The Kings Square Renewal project is in full swing, with Sirona Capital's FOMO retail concept and offices for 1500 state government workers nearing completion and the City's amazing new civic centre and library under construction. The ripples of redevelopment initiated by the Kings Square project are spreading throughout the city, with new residential apartments, hotels and commercial developments recently completed, underway or ready to commence.

There have also been huge strides in sustainability and tackling the climate challenge. The One Planet Strategy is an entrenched part of the City's operations, underpinning everything we do.

Our recycling rates are among the best in the state, and they'll only get better with the introduction of the three-bin FOGO waste management system.

The South Fremantle Solar Farm is close to becoming a reality, our new civic centre and library will be one of the most energy efficient buildings of its size in Australia, and Fremantle is leading the world with sustainable residential developments like the Liv Apartments and WGV in White Gum Valley.

Fremantle is also leading the way on a solution to the contentious issue of infill development through the revolutionary Freo Alternative small housing initiative.

Some of our most cherished heritage buildings, like the Town Hall and the Old Boys School have been lovingly restored, while the entire West End has been heritage listed – the largest single place to be permanently included in the State Register of Heritage Places.

The Fremantle Festival - the oldest community festival in Australia - is entering an exciting new phase as a winter event, the Fremantle International Street Arts Festival continues to go from strength to strength and One Day in Fremantle has established itself as a culturally-inclusive event where everyone can celebrate what's great about being Australian.

There is still a lot more to do to fully realise the vision for Fremantle spelled out in the Strategic Community Plan, but we've made a great start.

I'm looking forward to continuing to work with the Fremantle community over the next five years to deliver on the promise of the plan and enhance Fremantle's status as a diverse and sustainable community for residents, businesses and visitors.

Dr Brad Pettitt Fremantle Mayor

About the plan

The City of Fremantle 2015-25 Strategic Community Plan is the overarching document that sets out the vision, outcomes and objectives of the local community for the next 10 years.

The state government has legislated a new integrated planning and reporting framework for local government. This framework requires all local governments to consult with their communities to develop a vision for the future in a number of integrated plans. It expects all local governments to examine the demographic, social, environmental and economic trends shaping the future of their area and align their activities and resources to the community's needs and aspirations.

The framework also requires local governments to manage their financial, infrastructure and human resources effectively and efficiently to ensure the sustainable delivery of high-quality services into the future.

The City has developed a corporate planning framework (right) which contains a number of key strategic documents to guide its planning, development and service delivery into the future.

While the Strategic Community Plan identifies 'what' the City is seeking to achieve, the City's Corporate Business Plan outlines 'how' it will achieve this. At an operational level, the business plans are a direct link to the City's annual budget process.



Community Input

As a way of guiding the new strategic plan the City embarked on an extensive community visioning initiative aimed at getting to the core of community visions and values for Fremantle, now and into the future.

The Fremantle 2029: Community Visioning Project was an innovative, professional and interactive community engagement exercise which involved a wide range of Fremantle people including those who are not normally engaged in the future of Fremantle.

Close to 1 000 people attended five major workshops and three stakeholder forums during 2013-14. The visioning made the most of Fremantle's extraordinary local talent and knowledge among the presenters and the participants to reach a diverse group of stakeholders in the community. The interactive workshops enabled participants to have their say on key Fremantle issues and to be informed about the long-term strategic issues facing Fremantle.

The issues most frequently mentioned by participants included:

- slowing traffic and making the city better for pedestrians, cyclists and improving public transport
- supporting independent small business and the creative sector
- protecting and enhancing the natural environment, green spaces and heritage features of the city
- improving the connectivity around Fremantle, especially to the waterfront.

The following six key themes were distilled from the various discussions, ideas and priority issues identified by participants throughout the visioning process.

Fremantle 2029 Community Visioning Themes

- 1. People:** A welcoming place for all
- 2. Plan:** A liveable city that serves its residents needs and values heritage
- 3. Prosper:** A diverse and unique local economy and a recognised centre of excellence
- 4. Green:** A city that values its environment
- 5. Create:** A dynamic innovative city with a strong knowledge economy and arts sector
- 6. Decide:** A collaborative and connected community with a shared vision and good governance

The themes and actions that emerged from this visioning process have been used to inform the council's long term strategic planning and priority projects.

Vision for the Future

Fremantle: a destination city:

A city that is clever and creative, inspiring and inclusive.

A city that welcomes and celebrates all people and cultures.

A city that encourages innovation, prosperity and achievement.

A compassionate city that cares for the wellbeing of people and the environment we share.

A city that thrives on diversity and dares to be different.

Strategic Focus Areas

The six themes provided through the community visioning process were considered by council when identifying the following strategic focus areas of the 2015-25 strategic community plan.

Economic development

Diversify and strengthen Fremantle's economic capacity.

Environmental responsibility

Work with the community to develop environmentally sustainable solutions for the benefit of current and future generations.

Transport and connectivity

Enhance the connectivity throughout the city of Fremantle and other strategic economic hubs and population centres.

Character, culture and heritage

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).

Places for people

Create great spaces for people through innovative urban and suburban design.

Health and happiness

Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives.

Capability

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.

The Strategic Community Plan was reviewed and updated in 2018-2019.

Economic development

Economic Development		1
'Diversify and strengthen Fremantle's economic capacity'		
Outcome	More people live in, work in and visit Fremantle	1.1
Objective		1.1.1
	Greater opportunity for businesses to attract customers	1.1.1.1
	Improve the number and range of employment opportunities available in Fremantle	1.1.1.2
	Improve the resilience of the weekday economy and maintain a strong weekend economy	1.1.1.3
Measure of Success		1.1.2
	Increase the number of people living in Fremantle (up to 10% by 2020)	1.1.2.1
	Increase the number of people working in Fremantle (up to 7% by 2020)	1.1.2.2
	Increase the number of visitors to Fremantle (average of 3 million per year)	1.1.2.3
	Increase commercial and retail development within 800 metres of Fremantle train station	1.1.2.4
Outcome	Fremantle welcomes investment and is an attractive destination for high-quality development	1.2
Objective		1.2.1
	Improve investment confidence and support private sector investment in Fremantle	1.2.1.1
	Increase the number of sustainable, intensive and higher value land uses and developments	1.2.1.2
Measure of Success		1.2.2
	Growth in the total value of development investment (based on building approvals)	1.2.2.1
	Increase the net lettable area of A-grade and B-grade office space by at least 70,000m ² by 2020	1.2.2.2
	Increase the net lettable area of retail space by at least 20,000m ² by 2020	1.2.2.3
	Decrease in number of times a development application is assessed by the design advisory committee	1.2.2.4
Outcome	A shared vision with the business community for a thriving and diverse local economy which embraces new trends and innovation whilst building on Fremantle's points of difference and strengths in education, health, tourism and creative industries	1.3
Objective		1.3.1
	A more resilient, self-sufficient and sustainable economy	1.3.1.1
	Increase in variety of businesses and economic diversity	1.3.1.2
	Greater collaboration for more effective problem solving	1.3.1.3

Maintenance and evolution of traditional service centres		
Measure of Success		1.3.2
	Maintain current Economic Development Strategy and business liaison group/s	1.3.2.1
	Increase the number of desirable population-driven businesses opening in Fremantle	1.3.2.2
	Growth in local knowledge-based industries above 2015 level	1.3.2.3
	Improve customer satisfaction survey result for business sentiment to exceed the industry average	1.3.2.4
	Increase in the range and availability of retail product / merchandise mix	1.3.2.5
Outcome	Fremantle is recognized as WA's premier port gateway and Perth's second city	1.4
Objective		1.4.1
	Recognition of Fremantle as Perth's second city by private and government sectors	1.4.1.1
	Investment in Fremantle reflective of its role and confidence in its future	1.4.1.2
Measure of Success		1.4.2
	Increase in the value of state and federal investment in Fremantle	1.4.2.1
	Retention of priority port functions in Westport plan	1.4.2.2

Environmental responsibility

Environmental responsibility		2
'Develop environmentally sustainable solutions modelled on the principles of the One Planet Fremantle Strategy for the benefit of current and future generations'		
Outcome	Embedded consideration of environmental (as well as social and economic) sustainability in decision-making	2.1
Objective		2.1.1
	Embedded consideration of sustainability in Council decision-making	2.1.1.1
	Increase community awareness of and support for environmentally sustainable lifestyle and investment decisions	2.1.1.2
	Stay abreast of technological innovation to maximize benefits of early uptake	2.1.1.3
Measure of success		2.1.2
	Application of sustainability criteria in tender allocation for majority of tendered expenditure	2.1.2.1
	Increased participation in sustainable living courses	2.1.2.2
	Increased priority placed on sustainability in Community Perceptions Survey	2.1.2.3
Outcome	All City controlled buildings, activities and public places will be more energy and water efficient and energy will increasingly be delivered by renewable technology	2.2
Objective		2.2.1
	Continue carbon neutral status with less reliance on offsets	2.2.1.1
	Promote building energy efficiency and deliver energy with renewable technologies	2.2.1.2
	Manage water usage through minimization and reuse strategies	2.2.1.3
Measure of success		2.2.2
	All buildings, structures (including street lighting and stationary energy sources) and activities within the operational control of the City of Fremantle will be 'net zero carbon' by 2025 with a substantially reduced reliance on off-sets	2.2.2.1
	Implementation of 'fit for purpose' water supply options for the City's green spaces	2.2.2.2
	Measured improvements in water use at City of Fremantle facilities by 2020	2.2.2.3
Outcome	The City, working with the community, will reduce waste (ultimately to zero) and reuse wherever possible	2.3
Objective		2.3.1
	Develop and implement a strategic waste management plan to reduce and reuse waste effectively that includes a waste transfer station and a three bin system	2.3.1.1

	Support development of the circular economy	2.3.1.2
Measure of success		2.3.2
	At least 80% of the City of Fremantle residential waste will be recycled or reused by 2020	2.3.2.1
	A waste transfer station will be operational by 2020	2.3.2.2
	A three bin system will be implemented for domestic waste	2.3.2.3
Outcome	Better quality natural habitat with space for endemic biodiversity	2.4
Objective		2.4.1
	Protect and enhance the city's natural landscapes and biodiversity	2.4.1.1
Measure of success		2.4.2
	Maintain and upscale 1,000 new trees per year program	2.4.2.1
	A 10% increase year on year of native verge gardens	2.4.2.2
	Protect existing significant trees and increase overall tree canopy by 20% by 2020	2.4.2.3
	Management plans prepared for environmentally significant terrestrial areas including our coastal and river foreshores	2.4.2.4

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Transport and connectivity

Transport and connectivity: 'Enhance the connectivity between all areas of Fremantle, the city centre and other strategic economic hubs and population centres'		3
Outcome	Fremantle is recognised as a pedestrian and cycle friendly city	3.1
Objective		3.1.1
	Support design, investment and programs which enhance walking and cycling in Fremantle	3.1.1.1
	Improve the quality and connectivity of the pedestrian and cycling environments (with a particular focus on activity centres)	3.1.1.2
	Improve way-finding throughout the city	3.1.1.3
	Create shared streets and pedestrian friendly zones in key activity areas in the CBD and local centres	3.1.1.4
	Plan and provide improved 'end of trip' facilities	3.1.1.5
Measure of success		3.1.2
	Improve community satisfaction for footpaths and cycleways to exceed the industry average	3.1.2.1
	Increase in pedestrian counts in CBD and on recreational paths	3.1.2.2
	Achieve a walkability score over 90	3.1.2.3
	Increase mode share for walking and cycling within Fremantle	3.1.2.4
Outcome	Public and active transport are preferred methods of transport	3.2
Objective		3.2.1
	Improve public transport options (including the pursuit of high frequency fixed route public transport corridors), facilities and amenities for the efficient movement of people so there is less reliance on private transport and better connections to suburbs and activity centres	3.2.1.1
	Design streets, spaces and places for access by multiple transport modes based on a clear hierarchy	3.2.1.2
Measure of success		3.2.2
	Rezoning land to support the development of public transport routes	3.2.2.1
	Develop preferred routes and case for high frequency fixed route public transport corridors	3.2.2.2
	Increase the share of journeys to work undertaken using public transport	3.2.2.3
Outcome	An economically efficient, environmentally and socially sustainable freight network that supports continued container functions of the port	3.3
Objective		3.3.1
	Achieve a port and freight network that suits Fremantle and the greater metropolitan area	3.3.1.1
Measure of success		3.3.2

	Advocate for effective and sustainable freight links with the port	3.3.2.1
	Advocate for a sustainable, viable and active port and investment in the right context-responsive infrastructure to support this	3.3.2.2
Outcome	A city that provides a range of parking options that support community and visitor needs in balance with other land use and transport requirements	3.4
Objective		3.4.1
	Improve parking options on the periphery of the city centre and appropriately focused parking options in the CBD	3.4.1.1
Measure of success		3.4.2
	Improve community satisfaction on parking within the city centre	3.4.2.1
	Majority of off-street parking (excluding on-street bays) on the periphery of the city centre	3.4.2.2

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Character, culture & heritage

Character, culture and heritage		4
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)		
Outcome	Recognise and celebrate aboriginal heritage and culture	4.1
Objective		4.1.1
	Strengthen sense of place, history and heritage	4.1.1.1
	To be recognised as a city with a holistic understanding of its heritage and an emphasis on reconciliation, interpretation and inclusive design	4.1.1.2
Measure of success		4.1.2
	Develop plan for aboriginal cultural centre	4.1.2.1
	Improve community satisfaction with and awareness of local history and heritage	4.1.2.2
Outcome	Fremantle celebrates its history and built heritage through active renewal and adaption	4.2
Objective		4.2.1
	Strengthen sense of place, history and heritage	4.2.1.1
	To be recognised as a city with an emphasis on strong heritage interpretation and design excellence	4.2.1.2
	Facilitate and promote investment in heritage	4.2.1.3
Measure of success		4.2.2
	Achieve state heritage registration for the West End area	4.2.2.1
	Improve community satisfaction with local history and heritage	4.2.2.2
	Strong investment in heritage buildings (BPs), programs and infrastructure	4.2.2.3
Outcome	Fremantle provides a cultural, economic and physical environment that supports arts and culture	4.3
Objective		4.3.1
	Attract and retain diverse quality arts organisations and artists	4.3.1.1
	Develop and support curated quality arts events and cultural experiences	4.3.1.2
	Incubate, support and develop a vibrant arts community	4.3.1.3
	Support innovative housing, work and exhibition options for artists	4.3.1.4
Measure of success		4.3.2
	Arts organisations operating in Fremantle report increased support, development and sustainability	4.3.2.1
	Fremantle is recognised as a hub for arts and culture	4.3.2.2
	Increase the number of City of Fremantle curated, external performing arts, visual arts and cultural events	4.3.2.3
	Increase the number of artists and arts organisations successfully	4.3.2.4

	accessing funding from all levels of government	
	Fremantle offers mentoring and a support role for leveraging funding	4.3.2.5
	The economic benefits of arts and culture to Fremantle is measured	4.3.2.6
Outcome	Fremantle is recognised locally, nationally and internationally for its festivals and street life	4.4
Objective		4.4.1
	Promote Fremantle as a leading edge destination to attract vibrant festivals and street life	4.4.1.1
Measure of success		4.4.2
	Increase the number of businesses taking an active role in festivals	4.4.2.1
	Increase the number of external festival events held in Fremantle	4.4.2.2
	Increase in visitor and participant numbers	4.4.2.3

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Places for people

Places for People		5
'Create great spaces for people through innovative urban and suburban design'		
Outcome	Fremantle provides more diverse and affordable living opportunities	5.1
Objective		5.1.1
	Increase in diversity of dwellings (including adaptive, accessible and affordable housing)	5.1.1.1
Measure of success		5.1.2
	Provide for and incentivize more adaptive, accessible and affordable housing	5.1.2.1
	Increase the diversity of residential dwellings in the City of Fremantle	5.1.2.1
Outcome	Fremantle has high quality urban and suburban environments for everyone to enjoy	5.2
Objective		5.2.1
	Places and spaces (including recreation nodes) are designed using innovative and sustainable approaches to be actively used throughout the day and night by everyone	5.2.1.1
Measure of success		5.2.2
	Invest in ways to deliver high quality public spaces for multiple uses	5.2.2.1
Outcome	Activate urban spaces through increased numbers of people within Fremantle	5.3
Objective		5.3.1
	Create interesting and diverse activities to encourage people to stay longer in Fremantle	5.3.1.1
	Improved density in urban centres, transit corridors and redevelopment areas	5.3.1.2
	Redeveloped urban density to be achieved with improvements to green spaces	5.3.1.3
Measure of success		5.3.2
	An increase in the number of programmed events and activities in public spaces	5.3.2.1
	Increase the number of dwellings provided in the city centre	5.3.2.2
	Improved urban / suburban amenity with green spaces	5.3.2.3

Health and happiness

Health and Happiness		6
'Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives'		
Outcome	Fremantle is a welcoming, safe and caring place that celebrates and actively supports diversity	6.1
Objective		6.1.1
	Create an environment where people feel welcome and safe	6.1.1.1
	Create public spaces which encourage people to linger and interact (to facilitate social connectivity)	6.1.1.2
	Improve community inclusiveness and participation	6.2.1.1
Measure of success		6.1.2
	Improve community satisfaction of community safety to exceed the industry average	6.1.2.1
	Reduce the number of anti-social related incidents in CBD	6.1.2.2
	Actively involve and engage with aged, youth, people with a disability, aboriginal people and people from all cultural backgrounds	6.1.2.3
	Conduct accessible events which celebrate diversity	6.1.2.4
Outcome	Partner with the community to build capacity for social inclusion, connectivity and capital	6.2
Objective		6.2.1
	Improve community inclusiveness and participation	6.2.1.1
	Facilitate a sense of community and meaningful social connection	6.2.1.2
Measure of success		6.2.2
	Increased participation in community life for all	6.2.2.1
	Increased awareness regarding the range of social groups and activities available	6.2.2.2
Outcome	Environments that promote healthier lifestyles and community enjoyment	6.3
Objective		6.3.1
	Enhance the health and wellbeing of people who live, work and visit Fremantle	6.3.1.1
	Support formal and informal sporting activities and sustainable clubs	6.3.1.2
Measure of success		6.3.2
	Improve community satisfaction of sporting and recreational facilities provided by the City of Fremantle to exceed industry standard	6.3.2.1
	Parks, reserves and open spaces are within walking distance for all residents	6.3.2.2

	There is a diverse range of parks, reserves and open spaces provided	6.3.2.3
	Maintain connectivity and active transport infrastructure	6.3.2.4
Outcome	The City will have walkable access to green spaces for recreation	6.4
Objective		6.4.1
	Pursue parks, reserves and open space strategy which removes gaps in the open space network	6.4.1.1
	Ensure best practice parks, reserves and open space design is applied in an integrated way for existing and new public open space	6.4.1.2
Measure of success		6.4.2
	Improve resident and worker access to functional parks, reserves and open space within a walkable catchment by 2020	6.4.2.1

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Capability

Capability		7
'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'		
Outcome	A transparent and responsive organisation working in partnership with the community	7.1
Objective		7.1.1
	Provide greater opportunities for the community to participate in decision-making processes	7.1.1.1
	Improve the quality of community engagement	7.1.1.2
	Improve community access to information to ensure people are well informed of council activities	7.1.1.3
	Maintain a high standard of corporate governance	7.1.1.4
	Encourage active civic participation through precinct groups, online engagement tools, events and other means	7.1.1.5
Measures of success		7.1.2
	Community satisfaction survey reports to exceed industry average	7.1.2.1
	Increase the number of interactions and participants by using the 'My Say Freo' online engagement tool and other engagements methods	7.1.2.2
	Active precinct groups in each ward or suburb	7.1.2.3
Outcome	Effective leadership where people are responsible for outcomes, and are empowered, structured and resourced to act effectively and efficiently within a clear framework	7.2
Objective		7.2.1
	Effectively communicate and build understanding and support for the City's vision and position on strategic matters and projects both internally and externally	7.2.1.1
	Build understanding and support for the vision	7.2.1.2
	Demonstrate clear connections between the city's its strategic direction and its services and activities	7.2.1.3
	Strengthen the City's organisational capacity and financial resilience	7.3.1.4
	Create an organisational culture of performance, innovation and excellence	7.3.1.5
Measure of success		7.2.2
	Improve community satisfaction survey results to exceed industry average	7.2.2.1
	Aligned Strategic Community Plan and Corporate Business Plan	7.2.2.2
	Improve employee engagement results to exceed the industry benchmark	7.2.2.3
	Implemented appropriate reporting measures for financial	7.2.2.4

	resilience	
Outcome	An influential and collaborative thought leader in local government	7.4
Objective		7.4.1
	Improve local, regional, state and national political relationships	7.4.1.1
	Build on Fremantle's reputation as an innovative leader	7.4.1.2
Measure of success		7.4.2
	Increase participation in state and regional forums	7.4.2.1
	Significant and appropriate investment from federal and state government	7.4.2.2
	Operational advocacy agenda	7.4.2.3
Outcome	A city that maintains its assets and operates in a financially sustainable manner to meet the needs of its community	7.5
Objective		7.5.1
	Maintain robust long term financial plan	7.5.1.1
	Improve the City's asset management practices	7.5.1.2
	Strengthen the City's financial resilience	7.5.1.3
Measure of success		7.5.2
	Implemented appropriate reporting measures for financial resilience	7.5.2.1
	Implement asset management plan	7.5.2.2
	Meet or exceed financial ratios for each of the nine asset classes	7.5.2.3

Major Strategic Projects

Advocacy

1. *Develop and pursue key advocacy positions in accordance with the advocacy policy*

Policy & Planning

1. *One Planet Strategy*
2. *Economic Development Strategy*
3. *Westport and planning for the future of Fremantle as a port*
4. *Freo 2029: Transformational Moves including:*
 - a. *Station Precinct redevelopment*
 - b. *Fremantle Oval Precinct redevelopment*
 - c. *Northern Gateway*
 - d. *Victoria Quay*
 - e. *Fishing Boat Harbour*
 - f. *Light rail / priority high frequency fixed route public transport corridors*
5. *Integrated Transport Strategy including:*
 - a. *Integrated Road Hierarchy*
 - b. *Greater Fremantle Parking Plan*
 - c. *Walking and Pedestrian Plan*
6. *Urban renewal projects including:*
 - a. *Heart of Beaconsfield*
 - b. *Fremantle Oval precinct*
 - c. *Leisure Centre precinct*
7. *Leisure and Recreation Plan*

Capital & Delivery

1. *Kings Square Civic Centre Project*
2. *Greening Fremantle Strategy and Urban Forest Plan*
3. *Corporate Energy Plan and Water Conservation Strategy*
4. *Strategic Waste Management Plan*
5. *Asset Renewal*
6. *Destination Marketing*

Subsidiary documents

- *Advocacy Policy*
- *One Planet Strategy*
- *Fremantle 2029: Transformational Moves*
- *Economic Development Strategy*
- *Destination Marketing Plan*
- *Integrated Transport Strategy*
- *Bike Plan*
- *Greening Fremantle Strategy 2020*
- *Urban Forest Plan*
- *Corporate Energy Plan*
- *Water Conservation Strategy*

ATTACHMENT 3 – Draft Corporate Business Plan 2019-2023



Corporate Business Plan 2019-2023

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1. Message from the Chief Executive Officer

Fremantle is on the cusp of its most exciting era since the America's Cup defence of the mid 1980s. The transformation of our Port City is continuing apace. The jewel in the crown is the Kings Square renewal, the largest public-private infrastructure project in the city's history. This combination of retail complex, community and civic facilities and office space alone will deliver a \$270 million investment into the heart of Fremantle and inject upwards of 2,000 jobs, as well as more than 1,100 other jobs during the construction period – vital growth for the local economy.

Importantly, our residents and visitors to Freo will benefit from a range of new services and facilities, including a new library, community and visitor information hub, and public meeting and play spaces – all easily accessible in the city centre. Add to this the expansive FOMO Freo development and it is easy to see why there is such a buzz in the air about Fremantle's future. This optimism is reflected in the host of private investment around Fremantle and in the many projects the City will deliver as we approach 200 years since Captain Fremantle landed at Manjaree (Bathers Beach) and 100 years since Fremantle achieved the status of city.

While we are rightly proud and respectful of our rich history and heritage, our focus is also firmly on Fremantle's future. Working together with Elected Members and our community, we are making changes to encourage investment in the city, increase our responsiveness to the needs of residents, improve our services, promote environmental sustainability, strengthen ties with our indigenous people, our youth and seniors and provide a 'can do' approach to achieving good planning and development outcomes.

Fremantle's Strategic Community Plan 2015–2025 provides a clear vision and strategic objectives based on community feedback. Along with our other key plans and strategies, the Corporate Business Plan gives life to the Strategic Community Plan, outlining how we plan to deliver the vision. The Corporate Business Plan maps out the City's key priorities, projects and actions over the next four years factoring in projected resources available. It links annual operations to the Strategic Community Plan and informs the annual budget process.

We want our community and our many thousands of visitors, from near and far, to see and feel our commitment to achieving our vision to make Fremantle a true destination city. We want to make a difference every day through the work we do and to offer certainty for residents and the business community, providing for sustainable growth while protecting the lifestyle that resident's value.

Philip St John

Chief Executive Officer

2. Introduction

The Western Australian State Government introduced legislation in 2011 that requires all local governments to develop a more integrated planning and reporting framework. The Corporate Business Plan is a key component in this and plays a central role in activating our Strategic Community Plan and driving the annual budget.

The Strategic Community Plan was developed following an extensive community visioning initiative aimed at identifying the community visions and values for Fremantle now and into the future, *Fremantle 2029: Community Visioning Project*. Close to 1,000 people participated in this process. The Strategic Community Plan outlines a clear vision and a series of goals, outcomes and objectives addressing seven strategic focus areas (based on the themes which arose during consultation).

Our four-year Corporate Business Plan will translate these goals into operations, matching Council priorities with the resources available. The Plan is based around the seven strategic focus areas of the Strategic Community Plan and outlines activities and projects which contribute to these over the four-year period. Year one of the plan is the upcoming annual budget and the three subsequent years are estimated forecasts.

The Corporate Business Plan exists to:

1. Set out the City's priorities for addressing outcomes and objectives of the Strategic Community Plan;
2. Direct business planning by setting out priorities against operational capacity; and
3. Develop and integrate operational capacity (asset management, long term financial planning and workforce planning).

3. Our Vision

Fremantle: a destination city

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

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4. Integrated Planning and Reporting Framework

In accordance with section 5.56 of the *Local Government Act*, all local governments in Western Australia are required to efficiently plan for the future. 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 informing strategies and action plans which further outline how specific issues can be addressed. The Long Term Financial Plan and Corporate Business Plan look to match resources available with these strategies and actions, and to inform them so that 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. Our plan will be reviewed annually to inform the development of the annual budget and to extend its horizon so that it maintains a four year outlook. This will align the operating and capital projects with Councils priorities and anticipated funding availability and will enable us to track progress toward our overarching goals.

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



5. Resourcing – Financial, Assets and Workforce

Financial

The long term financial plan is an integral part of Council's strategic planning process and is a ten year plan that informs the Corporate Business Plan.

A key priority is ensuring the City achieves ongoing financial sustainability in order to provide suitable services and infrastructure for the community. The key financial goals of the plan are to:

- Achieve operating surpluses;
- Maintain a positive unrestricted cash and investment balance;
- Maintain adequate funding for asset renewal/replacement; and
- Maintain a fair and equitable rating structure.

Assets

The City is using a strategic approach to asset management and has prepared Asset Management Plans to guide the operations, maintenance and renewal of assets over their whole of life. The Asset Management Plans will assist the City in improving the way it delivers services provided through its \$424 million worth of infrastructure assets including roads, paths, car parks, stormwater drainage, parks, lighting, street and park furniture, open space equipment, buildings and fleet.

The City recognises the need to plan for maintenance and renewal of assets so that services to the community can be maintained. In the coming years, the City will be focused on increasing its renewal expenditure to manage aging infrastructure, and increase sustainability ratios.

Workforce

The City aims to recruit and retain well trained, knowledgeable and adaptable staff. The practices in place to ensure this outcome include best practice recruitment, consistent supervision and support practices, and access to targeted learning and development opportunities. In addition the City is actively developing a workplace culture that reflects the values of achievement and customer service.

Staffing numbers have not varied significantly over the last few years, however the ability to maintain flexibility in role types and number of staff based on changing needs of the community remains a challenge. Our workforce needs to be agile and resilient in order to best service the needs of our community. The recruitment of both indigenous staff and staff with a disability through traineeships is an important step in increasing diversity in the workforce. Our plan is to build a capable and productive workforce to meet the challenges and opportunities that present themselves in the future.

6. How to read the Corporate Business Plan

The Corporate Business Plan is structured around the seven Key Focus Areas from the City of Fremantle Strategic Community Plan 2015-25:-

- Economic development;
- Environmental responsibility;
- Transport and connectivity;
- Character, culture and heritage;
- Places for people;
- Health and happiness; and
- Capability.

Each of the key focus areas has a number of outcomes and objectives we strive to achieve. To help us work toward these, the City delivers a range of services and projects. This document will provide you with an insight into the services and projects we, as a City, plan to deliver over the coming four years in order to achieve the outcomes linked to those focus areas.

The Delivery Plan, section 7, provides a summary of the Services the City provides, and a snapshot of some of the major projects we plan to deliver over the next 4 years.

The Four Year Project Plan, section 8, is a list of the projects we plan to deliver. The projects have been separated into capital new, capital renewal and operating projects.

Capital Renewal Projects are major works that result in renewing an existing asset or replacing it with a similar standard of asset. Where modern standards have changed since the original asset was constructed the City will replace the asset with the current modern equivalent. Examples of asset renewal are road overlay, replacement of play space equipment and the refurbishment of existing buildings. Renewal projects have been placed into programs to assist in providing you with an overview of the expenditure for each program. The detail of individual projects within each of the programs is available in the annual budget and planned projects for future years can be provided upon request.

Capital New Projects are major works that create a new asset that did not previously exist, or a significant upgrade to an existing asset. New expenditure provides something new or extra to what was previously there. Examples of new projects are new buildings, a major extension of a building, adding new landscaping or traffic calming to existing streets, new or significant improvement of play spaces and a new or major upgrade to the standard of lighting.

Operating Projects are activities which result in the improvement to a service (non capital).

Service costs will be detailed in the Long Term Financial Plan.

Corporate Performance Indicators have been developed and will be monitored throughout the year. The indicators are detailed in **Monitoring and Reporting**, section 9, and progress reports will be presented to Council.

7. Delivery Plan

Economic development

Diversify and strengthen Fremantle's economic capacity.

Outcome 1	Outcome 2	Outcome 3	Outcome 4
More people live in, work in and visit Fremantle.	Fremantle welcomes investment and is an attractive destination for high quality development.	A shared vision with the business community for a thriving and diverse local economy which embraces new trends and innovation whilst building on Fremantle's points of difference and strengths in education, health and tourism.	Fremantle is recognised as WA's premier port gateway and Perth's second city.
Objectives <ul style="list-style-type: none"> Greater opportunities for businesses to attract customers. Improve the number and range of employment opportunities available in Fremantle. Improve the resilience of the weekday economy and maintain a strong weekend economy. 	Objectives <ul style="list-style-type: none"> Improve investment confidence and support private sector investment in Fremantle. Increase the number of sustainable, intensive and higher value land uses. 	Objectives <ul style="list-style-type: none"> A more resilient, self-sufficient and sustainable economy. Increase the variety of businesses and economic diversity. Greater collaboration for more effective problem solving. 	Objectives <ul style="list-style-type: none"> Recognition of Fremantle as Perth's second city by private and government sectors. Investment in Fremantle reflective of its role and confidence in its future.

Services and Highlights

The City delivers a number of services that contribute to diversifying and strengthening Fremantle's economic capacity.

Ongoing services and activities include:-

- Liaising and communicating with the business and investment community;
- Marketing and promoting Fremantle as a visitor and investment destination;
- Collecting and collating key economic data and indicators to inform decision making;
- Advocating and feasibility for the development and delivery of projects that drive major economic outcomes (such as Fremantle Oval and Victoria Quay);
- Facilitating cross organisational collaboration to achieve major place management and activation outcomes; and
- Acquisition, disposal and leasing of the City's commercial property portfolio.

The City of Fremantle Economic Development Strategy 2015-2020 is focused on four key program areas being:-

- Place management, activation and urban realm;
- Customer experience, marketing and business Improvement;
- Development and management of council properties; and
- Attraction of business, industry and investment.

Maintenance of a robust planning regime and support for high quality development which meets its requirements and responds to the City's economic (as well as social and environmental) objectives also represent ongoing activities which contribute to this goal. The planning scheme has previously undergone amendment to encourage more housing and employment opportunities and better quality

development, and the City will continue to support new development which meets these and associated planning requirements.

Key projects and initiatives

The Kings Square Renewal project aims to completely revitalise Fremantle's civic heart, attract thousands of new workers and residents and be the catalyst for millions of dollars of further investment. Over the coming years you will see this project take shape with the construction of the new buildings taking place now.

Additional projects the City will deliver that contribute to diversifying and strengthening Fremantle's economic capacity are;

- A Destination Marketing Strategic plan including the development and delivery of a new destination brand for Fremantle;
- A business capacity building program to aid businesses in leveraging the once in a generation investment occurring within Fremantle;
- Investment marketing initiatives that promote Fremantle as a place to live, work and invest;
- A property investment strategic plan that leverages the City's property portfolio to drive economic outcomes; and
- Review of the current economic development strategy and preparation of a new one is also placed for the end of the current strategy's term (2020).

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Environmental responsibility

Develop environmentally sustainable solutions for the benefit of current and future generations.

Outcome 1

All city controlled buildings, activities and public places will be more energy and water efficient and energy will increasingly be delivered by renewable technology.

Objectives

- Continue carbon neutral status with less reliance on offsets.
- Promote building energy efficiency and deliver energy with renewable technologies.
- Manage water usage through minimisation and reuse strategies.

Outcome 2

The City, working with the community, will reduce waste (ultimately to zero) and reuse wherever possible.

Objectives

- Develop and implement a strategic waste management plan to reduce and reuse waste effectively that includes a waste transfer station and a three bin system.
- Support development of the circular economy.

Outcome 3

Better quality natural habitat with space for endemic biodiversity.

Objectives

- Protect and enhance the city's natural landscapes and biodiversity.

Outcome 4

Embedded consideration of environmental (as well as social and economic) sustainability in decision-making.

Objectives

- Embedded consideration of sustainability in Council decision-making.
- Increase community awareness of and support for environmentally sustainable lifestyle and investment decisions.
- Stay abreast of technological innovation to maximise benefits of early uptake.

Services and highlights

Ongoing services and activities include:-

- Development and implementation of Reserve Management Plans which protect environmental attributes which maintain suitable levels of access and enjoyment of parkland areas;
- Community planting and clean up days in natural areas to improve their condition and biodiversity;
- Promotion and awareness- raising of sustainability initiatives in the community;
- Monitoring of trends and innovations which provide opportunities to reduce environmental impact;
- Support for Smart Living; and
- Reviewing policies and controls (such as the City's purchasing policy, and planning controls) to incorporate sustainability considerations to embed these in every-day decision making.

Key projects and initiatives

The continued roll out of the One Planet Strategy through annual action plans will play a key role in promoting environmental sustainability. Specific strategies and operational plans under One Planet provide further direction on meeting this goal, including:-

- Greening Fremantle Strategy;
- Urban Forest Plan;
- Corporate Energy Plan;
- Water Conservation Strategy; and
- Coastal hazard risk management and adaptation plans.

Projects the City will deliver that contribute to environmental sustainability are:-

- Staged implementation of photovoltaic cells on City-run buildings;
- Continued investigation of and support for alternative sustainable energy sources;
- Continued off-set of the balance City's carbon footprint;
- Exemption of photovoltaic cells from requiring planning approvals;
- Improvements to the City's fleet to reduce emissions;
- Continued increases to the City's tree canopy by planting approximately 1000 trees per year;

- Irrigation system renewal which focuses on replacing aging systems with water efficient, hydro zoned systems to reduce water consumption;
- Continued reduction in and reuse of waste in construction and maintenance activities; and
- Establishment of the preferred erosion mitigation response for Port Beach and pursuit of its funding and implementation in partnership with the state government.

Delivery of the Food Organics Green Organics (FOGO) waste management scheme to residential households represents a major initiative to reduce and more sustainably manage waste.

Relocation to the new civic building (incorporating high levels of environmental performance) and continued work practice improvements to utilise digital platforms and reduce paper usage will also contribute to sustainability as well as corporate efficiency goals.

Review of the One Planet Strategy and a number of the supporting strategies and plans is scheduled to occur by 2023.

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Transport and connectivity

Enhance the connectivity between all areas of Fremantle, the city centre and other strategic economic hubs and population centres.

Outcome 1	Outcome 2	Outcome 3	Outcome 4
Fremantle is recognised as a pedestrian and cycle friendly city.	Public and active transport are preferred methods of transport.	An economically efficient, environmentally and socially sustainable freight network that supports continued container functions of the port.	A city that provides a range of parking options that support community and visitor needs, in balance with other land use and transport requirements.
<p>Objective</p> <ul style="list-style-type: none"> Support design, investment and programs which enhance walking and cycling in Fremantle. Improve the quality and connectivity of the pedestrian and cycling environments (with a particular focus on activity centres). Improve way finding throughout the City. Create shared streets and pedestrian friendly zones in key activity areas in the CBD and local centres. Plan and provide improved 'end of trip' facilities. 	<p>Objective</p> <ul style="list-style-type: none"> Improve public transport options (including the pursuit of high frequency fixed route public transport corridors), facilities and amenities for the efficient movement of people so there is less reliance on private transport and better connections to suburbs and activity centres. Design streets, spaces and places for access by multiple transport modes based on a clear hierarchy. 	<p>Objective</p> <ul style="list-style-type: none"> Achieve a port and freight network that suits Fremantle and the greater metropolitan area. 	<p>Objective</p> <ul style="list-style-type: none"> Improve parking options on the periphery of the city centre and appropriately focussed parking options in the CBD.

Services and highlights

Ongoing services and activities include:-

- Delivery and continuous improvements to the City's parking services, which support an accessible, convenient, functional and economically sustainable city;
- Maintenance of a well-connected network of pedestrian, cyclist and vehicle routes and ongoing investigation of improvements to these;
- Integration of more balanced and safe transport outcomes in the design and delivery of all improvements to roads, footpaths and cycleways through a 'complete streets' approach to design and maintenance; and
- Support for cycling programs and initiatives such as Your Move.

Key projects and initiatives

The City's Integrated Transport Strategy outlines a number of transport goals and objectives.

Following successful review of the Bike Plan in 2019, further initiatives planned include:-

- Continued investigation of and advocacy for priority public transport corridors connecting Fremantle to Murdoch Activity Centre (via South Street) and Cockburn Central (potentially parallel with the existing freight rail line);
- Review of bus routes into and integration within the Fremantle CBD;
- Implementation of the Bike Plan including improvements to the intersection of Queen Victoria Street and Parry Street, pursuit of grants for additional corridors and advocacy for extension of the Perth-Fremantle principal shared path into Fremantle CBD; and

- Development of a parking plan.

In the event of state government commitment to funding of new public transport corridors in the medium term, further work reviewing zoning opportunities along these to integrate transport and land use planning will be prioritised.

Coordination with the state government's planned implementation of upgrades to High Street and replacement of the Fremantle Traffic Bridge offer opportunities to improve pedestrian and cyclist connections into and through the City.

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Character, culture and heritage

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).

Outcome 1	Outcome 2	Outcome 3	Outcome 4
Fremantle provides a cultural, economic and physical environment that supports arts and culture.	Recognise and celebrate aboriginal heritage and culture.	Fremantle celebrates its history and heritage through active renewal and adaptation.	Fremantle is recognised locally, nationally and internally for its festivals and street life.
Objectives <ul style="list-style-type: none"> Attract and retain diverse quality arts organisations and artists. Develop and support curated quality arts events and cultural experiences. Incubate, support and develop a vibrant arts community. Support innovative housing, work and exhibition options for artists. 	Objectives <ul style="list-style-type: none"> Strengthen sense of place, history and heritage. To be recognised as a city with a holistic understanding on reconciliation, interpretation and inclusive design. 	Objectives <ul style="list-style-type: none"> Strengthen sense of place, history and heritage. To be recognised as a city with an emphasis on strong heritage interpretation and design excellence. Facilitate and promote investment in heritage. 	Objectives <ul style="list-style-type: none"> Promote Fremantle as a leading edge destination to attract vibrant festivals and street life.

Services and highlights

Ongoing services and activities include:-

- Continued delivery of a series of existing festivals and events including Fremantle International Street Arts Festival, Hidden Treasures and Heritage Festival. Opportunities to incorporate these with other events and so expand their appeal will be explored;
- The promotion and support of external arts organisations to deliver events and activities in Fremantle and the exploration of opportunities to accommodate artists in Fremantle;
- Continue to protect its built heritage through administration and maintenance of the Municipal Heritage Inventory and Heritage List, with a review of these due in 2022;
- Continued programs and events at Fremantle Art Centre, including exhibition of the City's Art Collection;
- Operation of the Moores Building as an affordable access gallery;
- Provision of local history services through the library; and
- Public Art program including support for the Biennale Program.

Key projects and initiatives

Projects and initiatives in the area of character, culture and heritage include:-

- More detailed investigation of and advocacy for the development of an Aboriginal Cultural Centre for Western Australia within Fremantle;
- Completion, certification and implementation of Reconciliation Action Plan;
- Building maintenance and improvement planning for the City's heritage buildings incorporates conservation works wherever possible, with further planning occurring on improved interpretation opportunities around Arthur Head and other significant sites. Upgrade work being considered for the Fremantle Markets also presents an opportunity to improve the fabric of this iconic venue.
- A new winter format for the Fremantle Festival will be established and consolidate the role of the festival in the WA Festivals Calendar; and
- Completion of the review of the West End Conservation Area Policy and collaboration with the Heritage Council will support integrated approaches to preserving this special area whilst enabling it to thrive as a living breathing place.

Places for People		
Create great spaces for people through innovative urban and suburban design.		
Outcome 1 Fremantle provides more affordable living opportunities.	Outcome 2 Fremantle has high quality urban and suburban environments for everyone to enjoy.	Outcome 3 Activate urban spaces through increased numbers of people within Fremantle.
Objectives <ul style="list-style-type: none"> Increase in diversity of dwellings (including adaptive, accessible and affordable housing). 	Objectives <ul style="list-style-type: none"> Places and spaces (including recreation nodes) are designed using innovative and sustainable approaches to be actively used throughout the day and night by everyone. 	Objectives <ul style="list-style-type: none"> Create interesting and diverse activities to encourage people to stay longer in Fremantle. Improved density in urban centres and transit corridors and redevelopment areas. Redeveloped urban density to be achieved with improvement to green spaces.

Services and highlights

Ongoing services and activities include:-

- Delivering a state of the art community hub and library as part of the Kings Square renewal project;
- Maintaining and improving public spaces and places including parks and gardens, public squares and streets;
- Supporting new development including infill development and diverse living opportunities which comply with the relevant planning and building standards; and
- Administering the City's verge garden scheme to help residents convert their verge into a verge garden by helping with site preparation, providing mulch and subsidised plants. Combined with the street tree program the effects of climate change and urban heat island will be reduced, while creating a setting for neighbours to interact and strengthen social ties.

Key projects and initiatives

In line with previous planning scheme amendments that encourage a greater diversity in housing opportunities and better quality development, the City will continue to support new development which meets these and other planning requirements. Area specific planning projects will include:-

- Completion of the Heart of Beaconsfield Masterplan;
- Continued collaboration with Landcorp and the Knutsford Street precinct community to facilitate world class sustainable development in this precinct;
- Preparation of Recreation Plan;
- Preparation of a new masterplan or precinct plan for the Leisure Centre Precinct; and
- Continued collaboration with the state government to facilitate quality urban design in the redevelopment of Victoria Quay, Fremantle Station Foreshore, Fremantle Oval, at the Northern Gateway (around Fremantle Bridge) and in planning improvements to the Fremantle Fishing Boat Harbour public domain.

Monitoring of the Freo Alternative small housing initiative will occur with a review of this activity scheduled for 2023.

Staged delivery of the Kings Square Public Realm improvements and Booyeembara Park Master plan is also planned.

Health and Happiness			
Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives.			
Outcome 1	Outcome 2	Outcome 3	Outcome 4
Fremantle is welcoming, safe and caring place that celebrates and actively supports diversity.	Partner with the community to build capacity for social inclusion and capital.	Environments that promote healthier lifestyles and community enjoyment.	The City will have walkable access to green spaces for recreation.
Objective <ul style="list-style-type: none"> • Create an environment where people feel welcome and safe. • Create public spaces which encourage people to linger and interact (to facilitate social connectivity). • Improve community inclusiveness and participation. 	Objective <ul style="list-style-type: none"> • Improve community inclusiveness and participation. • Facilitate a sense of community and meaningful social connection. 	Objective <ul style="list-style-type: none"> • Enhance the health and wellbeing of people who live, work and visit Fremantle. • Support formal and informal sporting activities and sustainable clubs. 	Objective <ul style="list-style-type: none"> • Pursue open space strategy which removes gaps in the open space network. • Ensure best practice open space design is applied in an integrated way for existing and new public open space.

Services and highlights

Ongoing services and activities include:-

- Maintenance and improvement of active playing fields, playgrounds, skate parks, youth precincts and beaches;
- Provision of a wide range of community support services which seek to empower the community to create the most inclusive, accessible and diverse place to live, work and visit. Particular focus is on Aboriginal engagement, positive ageing, youth, volunteers, community wellbeing and access and inclusion. Services include:-
 - The Walyalup Aboriginal Cultural Centre provides a place for the whole community to learn about Aboriginal culture and to benefit from the wisdom, experience and skills of people within the Aboriginal community;
 - The Wanjoo Lounge is a place for over 55s to actively engage with others and it is run by volunteers over the age of 55;
 - The Community Development Grants program assists proactive community groups to achieve their dreams of building a stronger and more socially inclusive community;
 - The recent formation of the Fremantle Youth Network provides a voice for the youth of Fremantle and an opportunity for Council to engage with young representatives within the City;
 - Volunteering program provides ongoing support for volunteer agencies and managers through training, promotion and networking;
 - Access and inclusion plan identifies ways to make the City of Fremantle the most inclusive place to be regardless of ability, gender or cultural background;
 - Sporting club and recreation/leisure programs for everyone in the community;
 - Positive ageing plan ensures over 55's in Fremantle have the same opportunities as everyone to be socially engaged and physically included;
 - Aboriginal Engagement ensures ongoing relationship building with the Aboriginal community, opportunities for reconciliation and progression of the Reconciliation Action Plan;
 - The Lifelong Learning team work to inspire and enable creativity and learning in all ages by connecting community with our services, collections and programs across the City of Fremantle, through the following key services and operations:-
 - Customer Service – to connect customers to collections and information no matter how they choose to access them (in person, online, phone);

- Collections – to develop and provide access to physical and online collections that engage, entertain and inspire the Fremantle community;
 - Programs – to provide inspirational and educational programs that engage and develop participants across their lifespan and which are accessible at locations across the City; and
 - Local History – to collect and preserve the history of Fremantle and to make this accessible in an engaging way for the community.
- The Fremantle Community Legal Centre (FCLC) is unique given it is a nationally accredited community legal service, managed by the City of Fremantle and has been operating for over thirty years. FCLC delivers legal and paralegal services including legal advice and information, minor assistance, community legal education, representation and referrals;
 - Fremantle Leisure Centre and Samson Community Centre provide aquatic facilities and leisure services and programs that enhance the quality of life of the Fremantle community and surrounding suburbs;
 - Health and compliance services to ensure that community standards are adhered to in relation to items such as planning conditions, pool safety, public health standards, structural integrity of buildings, protection of heritage, compliance with parking local laws and safety requirements; and
 - Seven day a week community safety services operating in cooperation with the police and other non-government organisations.

Key projects and initiatives

Key projects and initiatives in the area of Health and happiness include:-

- Construction of the Fremantle Park Sports and Community Centre, in conjunction with associated sports clubs and the Fremantle Workers Club;
- Planning and staged implementation of renewal works and upgrades to the Fremantle Leisure Centre;
- Masterplanning for South Beach and upgrades to the change rooms and café;
- Implementation of the Samson Park track and fencing works; and
- Staged implementation of the Urban Forest Plan to increase the City's tree numbers which will have a range of health benefits including reducing adverse health symptoms while encouraging outdoor physical activity.

Capability			
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.			
Outcome 1	Outcome 2	Outcome 4	Outcome 5
A transparent and responsive organisation working in partnership with the community.	Effective leadership where people are responsible for outcomes, and are empowered, structured and resourced to act effectively and efficiently within a clear framework.	An influential and collaborative thought leader in local government..	A city that maintains its assets and operates in a financially sustainable manner to meet the needs of its community.
Objective <ul style="list-style-type: none"> • Provide greater opportunities for the community to participate in decision making processes. • Improve the quality of community engagement. • Improve community access to information to ensure people are well informed of council activities. • Maintain a high standard of corporate governance. • Encourage active civic participation through precinct groups, online engagement tools, social media, events and other means. 	Objectives <ul style="list-style-type: none"> • Effectively communicate and build understanding and support for the City's vision and position on strategic matters and projects both internally and externally. • Build understanding and support for the vision. • Demonstrate clear connections between the City, its strategic direction and its services and activities. • Strengthen the City's organisational capacity and financial resilience. • Create an organisational culture of performance, innovation and excellence. 	Objectives <ul style="list-style-type: none"> • Improve local, regional, state and national political relationships. • Building on Fremantle's reputation as an innovative leader. 	Objectives <ul style="list-style-type: none"> • Maintain robust long term financial planning. • Improve the City's asset management practices. • Strengthen the City's financial resilience.

Services and highlights

At the City of Fremantle, our customers are our top priority. Our structure, priorities and processes are designed to achieve the best possible outcomes on behalf of the community. The City is constantly evolving to improve the service we provide and we respond to changing expectations, opportunities and constraints based on feedback received through strategic planning and community perceptions surveys and other sources of input.

Ongoing services and activities include:-

- Provision of a broad program of communication activities designed to ensure the community is informed of and engaged with the City of Fremantle's day to day operations including regular updates on major projects, services, decisions and initiatives of Council;
- Ongoing delivery and continual improvement of community engagement processes;
- Asset condition and functionality assessment program;
- Asset maintenance and renewal;
- Annual review, update and extension of the Long Term Financial Plan and Corporate Business Plan;
- Delivery of financial services and investigation and implementation of improvements to these; and
- Delivery of human resource management services (including training and performance

management).

Key projects and initiatives

Key projects and initiatives in the area of capability include:-

- Major upgrades to the City's IT and communications systems to increase efficiency and effectiveness. This includes:-
 - An upgrade to the City's website to improve access to information and services;
 - An online customer portal where customers will be able to access information and interact with the City. The portal will provide a simple way for residents to raise applications with the City as well as request services; and
 - Streaming of council meetings over the internet will allow people to be well informed of council activities.
- Consolidation of the Advocacy Reference Group and prioritisation and coordination of advocacy activities.
- Delivery of change management around the organisations move to Activity Based Working (ABW) in the new Kings Square Civic Centre. ABW will enable staff to practice a new way of working which will improve service delivery, allow the organisation to be more collaborative and to be more customer focused;
- A rolling review of customer service experiences with each business unit, and review of the operations and structure of some areas; and
- A major review of the Strategic Community Plan in 2021/22, assessing progress against the current Strategic Community Plan and providing an opportunity for further community input and shaping of the City's priorities into the future.

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8. Four year Project Plan

The Four Year Project plan is a list of the Projects we aim to deliver over the next four years. The projects have been separated into Capital New, Capital Renewal and Operating. Year 1 of the plan is the upcoming annual budget and the three subsequent years are estimated forecasts

Capital Renewal projects are major works that result in replacing an asset with a similar standard of asset and Capital New projects are major works that create a new asset that did not previously exist, or result in a significant upgrade to an existing asset.

Operating projects are activities which result in the improvement of a service. The ongoing services we provide are not included in the list of operational projects and will be detailed in the Long Term Financial Plan.

Programs are a collection of interrelated projects. For the purpose of this report, for these items, they have been reported at the program level. For example road resurfacing projects have not been named individually instead the overall expenditure for each of these projects is presented at program level. The Annual Budget will display individual projects within a program for year 1.

Projects	Key Focus Area				Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23							
Buildings											
Capital Renewal											
Design and construct - Signal Station	50,000						✓	✓		✓	✓
Design and construct - Fremantle Park Sport and Community Centre	1,300,000								✓	✓	✓
Design and construct - 38 Henry Street - Window	130,000							✓			✓
Design and construct - Westgate Mall courtyard	45,000				✓			✓			✓
Design and construct - Town Hall - Internal works			500,000	2,000,000	✓			✓			✓
Sale – Victoria Hall		(2,000,000)			✓						✓
Program - Fremantle Leisure Centre	90,000	580,000	1,050,000	585,000	✓	✓			✓	✓	✓
Program - Leased buildings		5,000	110,000	845,000	✓	✓		✓	✓		✓
Program - Fremantle Arts Centre	140,000		600,000	95,000	✓	✓		✓	✓	✓	✓
Program - Building renewals		135,000	30,000	600,000	✓	✓		✓	✓	✓	✓

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Program - Fremantle Markets	230,000	480,000	285,000	270,000	✓	✓		✓	✓	✓	✓
Design and construct - South Beach change rooms and café			200,000	1,000,000					✓	✓	✓
Capital New											
Design and construct - Adult change facility - Kings Square	150,000								✓	✓	✓
Fees - Compensation Fremantle Football Club	505,000				✓						✓
Program - One Planet - Solar panels	65,000	70,000	38,000		✓	✓					✓
Design and construct - Commercial tenancy - Kings Square	200,000	200,000			✓				✓	✓	✓
Program - One Planet - Solar battery trial			20,000			✓					✓
Plant and equipment											
Capital Renewal											
Install-CCTV - Walyalup Aboriginal Cultural Centre		5,000							✓	✓	✓
Program - Purchase plant and equipment	2540,000	25,000	25,000	25,000		✓					✓
Program - Ticket machines		405,000	1,605,000		✓		✓		✓		✓
Program - Fleet replacement	557,542,250,250	630,000	400,000	500,000	✓	✓					✓
Capital New											
Install - Buster the fun bus - storage	5,000								✓	✓	✓
Install - CCTV	185,678									✓	✓
Purchase - Additional production storage		60,000									✓
Software - Fleet management system		54,000				✓					✓
Software - Utility data management system			25,000								✓
Furniture and fittings											
Capital Renewal											
Program - Office furniture	20,000	20,000	20,000	20,000							✓
Capital New											
Program - Artworks Victor Felstead	7,000	7,000	7,000	7,000				✓	✓	✓	✓

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Purchase - South Beach - Beach wheelchair			10,000						✓	✓	✓
Purchase - Wi-Fi network infrastructure	50,000										✓
Relocation - Install network and communications - Kings Square	250,000										✓
Relocation - Vocus communications	14,400	7,000									✓
Software - Licencing Pinforce	40,000										✓
Infrastructure-Roads											
<i>Capital Renewal</i>											
Program - Resurface MRRG	1,360,000	1,500,000	1,430,000	1,500,000			✓				✓
Program - Resurface R2R	305,000	330,000	310,000	300,000			✓				✓
Contribution - Knutsford St infrastructure		228,000							✓		✓
<i>Capital New</i>											
Program - Road safety	100,000	100,000	250,000	200,000			✓				✓
Program – Road safety – South Tce Node 2			250,000								
Infrastructure-Paths											
<i>Capital Renewal</i>											
Program – Footpath	30,000		60,000	100,000			✓				✓
<i>Capital New</i>											
Program - Bike Plan		500,000					✓				✓
Infrastructure-Drainage											
<i>Capital Renewal</i>											
Program – Drainage		50,000	50,000	50,000			✓				✓
Infrastructure-Parks											
<i>Capital Renewal</i>											
Program - Arthur Head - Wall stabilisation		1,000,000		400,000		✓		✓	✓		✓

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Program - Parks - Bores		30,000	50,000	50,000		✓					✓
Program - Parks - Cabinets	15,000	50,000	50,000	55,000		✓					✓
Program - Parks - Infrastructure	15,000	55,000	75,000	125,000		✓					✓
Program - Parks - Irrigation	65,000	120,000	210,000	440,000		✓					✓
Program - Parks - Playspace	120,000	150,000	105,000	80,000		✓			✓	✓	✓
Program - Lighting - Parks	48,000	155,000	190,000	600,000		✓			✓	✓	✓
Port Beach carpark protection maintenance	255,000					✓					✓
Capital New											
Construct - Hilton Park and Dick Lawrence Masterplan				500,000		✓			✓	✓	✓
Design and construct - Landscape - Sullivan Hall			100,000						✓	✓	✓
Design and construct - Playscape - Kings Square	100,000	600,000			✓	✓	✓		✓	✓	✓
Design and construct - Samson Park Management Plan (stage 2)			150,000			✓				✓	✓
Install - Entry statement signage			25,000	25,000	✓						✓
Install - Fremantle Arts Centre - Play based sculpture			20,000					✓	✓	✓	✓
Install - Interpretive signage			150,000	150,000	✓		✓				✓
Install - Lefroy Tip - Fence	19,000					✓					✓
Program - Permanent public art		50,000		110,000				✓	✓	✓	✓
Purchase - Public bin surrounds			46,500		✓				✓	✓	✓
Purchase - Smart public bins			41,500		✓				✓	✓	✓
Program - One Planet - Weather station		15,000				✓					✓
Design and construct - Booyeembara Park masterplan		400,000				✓			✓		✓
Install - Lighting - Hilton Park	200,000									✓	✓
Design and construct - Bathers Beach Boardwalk	110,000					✓					✓
Install - Kings Square trees	50,000	200,000				✓			✓	✓	✓
Design – Booyeembara Park – Mountain Bike Trail	24,000					✓	✓		✓	✓	✓
Design and construct - South Beach Masterplan				400,000		✓	✓		✓	✓	✓

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Infrastructure-Other											
<i>Capital Renewal</i>											
Program - Bus shelters		100,000	102,500	100,000			✓				✓
Program - Carparks				80,000			✓				✓
<i>Capital New</i>											
Construct - Fremantle Park carpark	350,000				✓						✓
Design and construct – Rennie Crescent Parking		130,000					✓				✓
Design and construct - EV chargepoint	20,000					✓					✓
Design and construct - Port Beach coastal adaptation	100,000					✓					✓
Install - South Beach - Lockable cage		10,000							✓	✓	✓
Install - South Beach - Matting		10,000							✓	✓	✓
Purchase - FOGO bins	300,000					✓				✓	✓
Chief Executive											
<i>Operating</i>											
Plan - Change management - Kings Square	40,000										✓
Program - WAEC Local Government Elections	105,000		105,000								✓
Program - Strategic Community Plan Review		30,000	30,000					✓			✓
City Business											
<i>Operating</i>											
Software - IT Strategy - Going Digital	60,000										✓
Program - Financial management review		15,000									✓
Program - Revaluation of Gross Rental Valuation		230,000									✓
Relocation - Coin collection		30,000									✓
Software - Contract management module			50,000								✓
Community Development											

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Operating											
Design - Corporate website	200,000							✓	✓		✓
Plan - Aboriginal Cultural Centre Feasibility study - Phase 2	50,000							✓	✓	✓	
Plan - AIP consultation and review	20,000	10,000	10,000	10,000					✓	✓	✓
Plan - Communications - Kings Square	30,000	30,000			✓			✓	✓		✓
Plan - FOGO communications	20,000	10,000				✓				✓	✓
Program - Biennale public art	150,000		150,000					✓	✓	✓	
Program - Revealed Emerging WA Aboriginal Artists	250,000	250,000	250,000					✓	✓	✓	
Purchase - Time-lapse photography	13,000	8,000			✓			✓	✓		✓
Purchase - Library stock		52,500							✓		✓
Program - Community Perceptions Survey		40,000		40,000							✓
Event - Children's week			20,000	20,000				✓	✓	✓	
Event - Community Day Out			10,000	10,000				✓	✓	✓	
Purchase - Art for City collection			11,000	16,500				✓	✓	✓	
Plan - Corporate rebrand			50,000	150,000							✓
Plan - Digitising biographical files			24,000					✓			✓
Event - Neighbourhood Day			6,000	6,000				✓	✓	✓	
Software - Online collaboration tool			4,000	4,000							✓
Strategic Planning and Projects											
Operating											
Fremantle to Murdoch Transit Route Feasibility	40,000				✓		✓		✓		
Contribution – Fremantle Oval Masterplan	50,000										✓
Design - City Square			75,000		✓		✓	✓	✓		
Plan - Fremantle Oval Precinct			50,000		✓	✓	✓	✓			✓
Plan - Heart of Beaconsfield - Stage 2			10,000		✓		✓		✓		✓
Plan - Heritage inventory			40,000					✓	✓		

Projects	Year				Key Focus Area						
	2019/20	2020/21	2021/22	2022/23	Economic development	Environmental responsibility	Transport and connectivity	Character, culture & heritage	Places for people	Health and happiness	Capability
Program - Green Plan - Review			25,000			✓		✓	✓	✓	
Program - Integrated Transport Strategy			130,000	40,000	✓	✓	✓	✓	✓	✓	✓
Program - Local Planning Scheme - Review			10,000	10,000		✓	✓	✓			
Program - One Planet			50,000	30,000	✓	✓	✓	✓	✓	✓	
Infrastructure and Projects											
Operating											
Demolish - 9-15 Quarry St	70,000					✓					✓
Plan - Coastal monitoring	30,000										
Kings Square - Demolish Planter Beds	65,000							✓	✓		
Design - Hampton Rd and South St			25,000			✓	✓	✓			✓
Design and construct - Depot		60,000									✓
Plan - Attfield St closure			10,000				✓				
Plan - Bathers Beach Foreshore Management Plan			50,000		✓	✓	✓	✓			
Plan - Hilton Park Dick Lawrence Oval masterplan			150,000			✓	✓	✓			✓
Plan - Prawn Bay Management Plan			50,000		✓	✓	✓	✓			
Program - Audit - Building compliance		25,000	50,000						✓	✓	✓
Program - Audit - Building energy			20,000			✓	✓	✓			✓
Program - Audit - Drainage study			50,000	50,000		✓					✓
Program - Audit - Playground	12,000		12,000						✓	✓	✓
Program - Audit - Water			9,000			✓					✓
Relocation - Council civic building - Kings Square		150,000									✓

9. Monitoring and Reporting

The Corporate Performance Indicators provide a snapshot into the health of our organisation, and will be reported to Council regularly. In addition to these indicators, the Project Program Delivery Report will monitor and report on the progress of our delivery of key projects within the Corporate Business Plan. These measures will demonstrate if we did what we said we would.

Corporate Performance Indicator	Target	Reporting frequency
Customer Service Satisfaction	90%	Annual
Financial ratios	Ratios	Annual
Asset ratios	Ratios	Annual
Budget compliance	+/- 10%	Annual
Project delivery	Progress update	Quarterly