



TOWN of
EAST FREMANTLE



Corporate
Business Plan
2019-2023



TOWN *of*
EAST FREMANTLE



*Inclusive
community,
balancing
growth and
lifestyle*

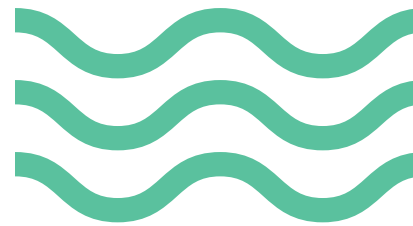


Table of Contents

4	<i>Integrated Planning and Reporting</i>
6	<i>Forecast Statement of Funding</i>
7	<i>Capital Program</i>
8	<i>Service Delivery</i>
11	<i>Strategic Priority 1: Social</i>
13	<i>Strategic Priority 2: Economic</i>
14	<i>Strategic Priority 3: Built Environment</i>
15	<i>Strategic Priority 4: Natural Environment</i>
17	<i>Strategic Priority 5: Leadership and Governance</i>
20	<i>Strategic Risk Management and Services</i>
21	<i>References and Acknowledgements</i>



Integrated Planning *and Reporting*



All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

This Corporate Business Plan 2019 – 2023, together with the Strategic Community Plan 2017 - 2027, is the Town of East Fremantle's Plan for the Future.

Under Local Government (Administration) Regulations 1996 Regulation 19DA (3), a Corporate Business Plan is to:

- a set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the Local Government Act 1995.

Development of the Plan has also been influenced by the Department of Local Government and Sport and Cultural Industries Framework and Guidelines for Integrated Planning and Reporting.

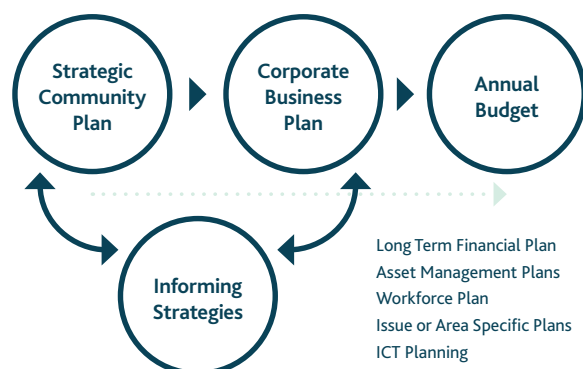
Strategic Community Plan


The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Town's strategic planning. Community engagement is central to the Strategic Community Plan.

The Town of East Fremantle community had a strong involvement and voice in the development of the Strategic Community Plan 2017-2027. The community were invited to share their vision, aspirations and objectives for the future of the Town of East Fremantle, and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations, as held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Draft Corporate Business Plan 2019 – 2023.

Elements of the Integrated Planning and Reporting Framework





Corporate Business Plan

Achieving the community's vision and the Town's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan. The Corporate Business Plan then converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Town's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Workforce Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Strategic Resource Plan

The Town took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plans is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning Component

The Town has developed an Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Town's current processes and sets out the steps required to continuously improve the management of Town controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning

The Town of East Fremantle is planning for a positive and sustainable future. The Town seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2019-2020 \$	2020-2021 \$	2021-2022 \$	2022-2023 \$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	8,054,394	8,296,026	8,544,907	8,801,254
Operating grants, subsidies and contributions	1,104,474	1,026,563	1,047,095	1,068,037
Fees and charges	1,194,418	1,230,252	1,267,160	1,305,173
Interest earnings	45,713	57,266	64,374	72,606
Other revenue	78,540	80,111	81,712	83,345
	10,477,539	10,690,218	11,005,248	11,330,415
Expenses				
Employee costs	(3,757,372)	(3,832,525)	(3,909,173)	(3,987,359)
Materials and contracts	(3,899,605)	(4,017,595)	(4,097,940)	(4,179,893)
Utility charges (electricity, gas, water etc.)	(400,197)	(408,201)	(416,364)	(424,694)
Depreciation on non-current assets	(1,964,944)	(2,008,735)	(2,056,115)	(2,101,735)
Insurance expense	(256,480)	(261,610)	(266,841)	(272,179)
Other expenditure	(413,722)	(421,997)	(430,436)	(439,044)
	(10,692,320)	(10,950,663)	(11,176,869)	(11,404,904)
	(214,781)	(260,445)	(171,621)	(74,489)
Funding Position Adjustments				
Depreciation on non-current assets	1,964,944	2,008,735	2,056,115	2,101,735
Net Funding from Operational Activities	1,750,163	1,748,290	1,884,494	2,027,246
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	0	70,851	90,839	96,660
Non-operating grants, subsidies and contributions	750,000	0	0	0
Outflows				
Purchase of property plant and equipment	(270,815)	(481,985)	(429,835)	(375,862)
Purchase of infrastructure	(1,767,290)	(1,052,821)	(1,216,154)	(1,314,332)
Net Funding from Capital Activities	(1,288,105)	(1,463,955)	(1,555,150)	(1,593,534)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	45,000	45,000	145,000	45,000
Outflows				
Transfer to reserves	(507,058)	(329,335)	(474,344)	(478,712)
Net Funding from Financing Activities	(462,058)	(284,335)	(329,344)	(433,712)
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd	0	0	0	0

Capital Program

A number of additional actions are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The additional activities are summarised below along with an indication of the forecast capital expenditure extracted from the Long Term Financial Plan.

Action	Project	2019-20	2020-21	2021-22	2022-23	2023 Onwards
1.2.1.1	Preston Point Redevelopment					4,000,000
1.2.1.2	Merv Cowan - Redevelop Park					500,000
1.2.1.2	Multi age play spaces					450,000
1.2.1.2	Pre and primary school age play spaces			50,000		
1.2.2.1	East Fremantle Oval Redevelopment Stage 1 (landscaping and soft infrastructure)					6,000,000
1.2.2.1	East Fremantle Oval Redevelopment Stage 2 (buildings)					10,000,000
1.3.3.1	Public Arts Program	45,000	45,000	45,000	45,000	45,000
2.1.2.1	Prepare feasibility study and business plan for a community hub					60,000
4.1.1.1	Riverside Road Re-Alignment	1,125,000				
Total		1,170,000	45,000	95,000	45,000	21,055,000

Service Delivery

Based on the community feedback received, the Town of East Fremantle set five key priority areas within the Strategic Community Plan as it delivers services to the community. Strategic performance indicators provide an indication of progress, as the Town strives to achieve these objectives and the community will be kept informed by means of the Annual Report.

The following strategies describe, at a high level, what we will do to meet the priorities and aspirations expressed by our community. The detailed actions reflect the planned prioritisation over the next four years.

Social

A socially connected, inclusive and safe community

PRIORITY AREAS	MEASURING OUR SUCCESS
1.1 Facilitate appropriate local services for the health and wellbeing of the community	<ul style="list-style-type: none">Community perception of value of services, inclusiveness and wellbeing
1.2 Inviting open spaces, meeting places and recreational facilities	<ul style="list-style-type: none">Community perception of value of recreational facilities and meeting spaces
1.3 Strong community connection within a safe and vibrant lifestyle	<ul style="list-style-type: none">Community perception of value of vibrancy and connectivityIncrease community perception of safetyIncrease in community participation and satisfaction with events

Economic

Sustainable, locally focussed and easy to do business with

PRIORITY AREAS	MEASURING OUR SUCCESS
2.1 Actively support new business activity and existing local businesses	<ul style="list-style-type: none">Increased participation in attendance at business forums held in the Town
2.2 Continue to develop and revitalise local business activity centres	<ul style="list-style-type: none">Community perception of value of support provided to businessAsset Sustainability RatioAsset Consumption RatioAsset Renewal Funding Ratio

Built Environment

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

PRIORITY AREAS	MEASURING OUR SUCCESS
3.1 Facilitate sustainable growth with housing options to meet future community needs	• Community perception of value of strategic development site outcomes
3.2 Maintaining and enhancing the Town's character	• Community perception of value of the Town's preservation of character.
3.3 Plan and maintain the Town's assets to ensure they are accessible, inviting and well connected	

Natural Environment

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

PRIORITY AREAS	MEASURING OUR SUCCESS
4.1 Conserve, maintain and enhance the Town's open spaces	• Community perception of value of Town's conservation and management
4.2 Enhance environmental values and sustainable natural resource use	• Recycling Rates – kilogram per capita (maintain and aim to improve)
4.3 Acknowledge the change in our climate and understand the impact of those changes	• Waste to landfill – kilograms per capita (maintain or decrease)

Leadership and Governance

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

PRIORITY AREAS	MEASURING OUR SUCCESS
5.1 Strengthen organisational accountability and transparency	• Achieve an unqualified audit
5.2 Proactively collaborate with the community and other stakeholders	• Community perception of value of the Town's communication and consultation processes
5.3 Strive for excellence in leadership and governance	• Community satisfied with Town's responsiveness • % of customer requests or enquiries responded to within target timeframes • Financial ratio levels for benchmarking of local governments

Social

A socially connected, inclusive and safe community

Objective 1.1 *Facilitate appropriate local services for the health and wellbeing of the community.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
1.1.1 Facilitate or partner to ensure a range of quality services are provided at a local level	1.1.1.1 Implement the Public Health Plan	■	■	■	■	→
	1.1.1.2 Continue support/provision for the ongoing shared public library services	■	■	■	■	→
	1.1.1.3 Prepare and implement the Business Plan assessing the continued provision of home and community care services (Commonwealth Home Support Program), and in particular transport and day care activities	■	■	■	■	→
	1.1.1.4 Continuation of Licence Agreement with the Museum of Perth for Dovenby House	■	■	■	■	→
	1.1.1.5 Continue service partnership with the Glyde In Community Learning Centre	■	■	■	■	→
1.1.2 Strengthen the sense of place and belonging through inclusive community interaction and participation	1.1.2.1 Prepare and implement the Community Development Strategy	■	■	■	■	→
	1.1.2.2 Prepare and implement an Age Friendly Strategy	□	■	■	■	→
	1.1.2.3 Implement activities as per the Disability Access and Inclusion Plan	■	■	■	■	→
	1.1.2.4 Develop a Reconciliation Action Plan and implement priority actions	■	■	■	■	→

Objective 1.2 *Inviting open spaces, meeting places and recreational facilities.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
1.2.1 Provision of adequate recreational, sporting and social facilities	1.2.1.1 Prepare and implement the Preston Point Road North Recreation Facility Master Plan	■	■	■	■	→
	1.2.1.2 Implement actions from the Recreation and Community Facilities Strategy	■	■	■	■	→
	1.2.1.3 Provide community facilities and infrastructure in line with asset management planning	■	■	■	■	→
1.2.2 Activate inviting open spaces that encourage social connection	1.2.2.1 Develop and implement a Business Case for the revitalisation of the East Fremantle Oval Precinct	■	■	■	■	→

Objective 1.3 *Strong community connection within a safe and vibrant lifestyle.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
1.3.1 Partner and educate to build a strong sense of community safety	1.3.1.1 Prepare/update and implement Community Safety and Crime Prevention Plan	■	■	■	■	→
	1.3.1.2 Partner with neighbouring local governments and state agencies to promote community health and safety	■	■	■	■	→
	1.3.1.3 Provide effective regulatory services and associated community education	■	■	■	■	→
	1.3.1.4 Review the Emergency Management Plan	□	■	□	■	→
1.3.2 Facilitate opportunities for people to develop community connections and foster local pride	1.3.2.1 Provide / facilitate community assistance grants	■	■	■	■	→
	1.3.2.2 Encourage youth and general community engagement and participation	■	■	■	■	→
	1.3.2.3 Investigate shared activity opportunities with neighbouring local governments	■	■	■	■	→
1.3.3 Enrich identity, culture and heritage through programs, events and celebrations	1.3.3.1 Implement the 4-year public art program in line with the Public Arts Strategy	■	■	■	■	→
	1.3.3.2 Deliver the East Fremantle George Street Festival	■	■	■	■	→
	1.3.3.3 Prepare and implement an Annual Calendar of Events	■	■	■	■	→
	1.3.3.4 Facilitate the attraction of public events	■	■	■	■	→
	1.3.3.5 Undertake local heritage survey	□	■	□	□	→
	1.3.3.6 Continue to promote the Town's culture and heritage	■	■	■	■	→
1.3.4 Facilitate community group capacity building	1.3.4.1 Fund annual Community Grants Program	■	■	■	■	→

Economic

Sustainable, locally focussed and easy to do business with

Objective 2.1 *Actively support new business activity and existing local businesses.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
2.1.1 Facilitate opportunities for business and community groups	2.1.1.1 Continue to support and facilitate opportunities for business and community groups	■	■	■	■	→
2.1.2 Investigate the development of business hubs and shared offices spaces	2.1.2.1 Investigate the development of business hubs and shared offices spaces	□	□	□	□	→
2.1.3 Facilitate opportunities/forums where local business people can meet and share ideas	2.1.3.1 Maintain strong relationships with business community	■	■	■	■	→

Objective 2.2 *Continue to develop and revitalise local business activity centres.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
2.2.1 Facilitate local small business access for community and business growth	2.2.1.1 Maintain business friendly status via the Small Business Development Corporation Charter	■	■	■	■	→
	2.2.1.2 Undertake regular and frequent parking patrols to ensure parking availability and turnover in the Town centres	■	■	■	■	→
	2.2.1.3 Prepare and implement a Commercial Development Strategy	■	■	■	■	→



Built Environment

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

Objective 3.1 *Facilitate sustainable growth with housing options to meet future community needs.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
3.1.1 Advocate for a desirable planning and community outcome for all major strategic development sites	3.1.1.1 Actively represent the local community in relation to any major planning development projects	■	■	■	■	→
3.1.2 Plan for a mix of inclusive diversified housing options	3.1.2.1 Review and adopt the Local Planning Strategy	■	□	□	□	→



Objective 3.2 *Maintaining and enhancing the Town's character.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
3.2.1 Ensure appropriate planning policies to protect the Town's existing built form	3.2.1.1 Finalise and implement major review of the Town Planning Scheme	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	→
	3.2.1.2 Review Local Planning Policies – Residential Design Guidelines	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→
	3.2.1.3 Implement the Bushfire Management Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.2.1.4 Develop and implement Heritage Precincts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	→

Objective 3.3 *Plan and maintain the Town's assets to ensure they are accessible, inviting and well connected.*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
3.3.1 Continue to improve asset management practices	3.3.1.1 Maintain and implement current Asset Management Plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
3.3.2 Optimal management of assets within resource capabilities	3.3.2.1 Implement the 15 year capital works program in line with integrated strategic planning	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.3.2.2 Annual review of suitability and utilisation of light and heavy fleet	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.3.2.3 Develop and implement proactive asset maintenance schedules	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.3.2.4 Ongoing optimisation of Council assets in accordance with Asset Management Plans	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
3.3.3 Plan and advocate for improved access and connectivity	3.3.3.1 Maintain community facilities in accordance with the Disability Access and Inclusion Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.3.3.2 Continued involvement and support with the South West Group	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→
	3.3.3.3 Prepare and implement the Integrated Traffic Management and Movement Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	→

Natural Environment

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

Objective 4.1 *Conserve, maintain and enhance the Town's open spaces*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
4.1.1 Partner with stakeholders to actively protect, conserve and maintain the Swan River foreshore	4.1.1.1 Ongoing implementation of the Foreshore Management Plan	■	■	■	■	→
	4.1.1.2 Continue to partner with stakeholders to actively protect, conserve and maintain the Swan River foreshore	■	■	■	■	→
4.1.2 Plan for improved streetscapes, parks and reserves	4.1.2.1 Prepare and implement an Urban Streetscape and Public Realm Style Guide	■	■	■	■	→
	4.1.2.2 Install Town entry statements and branded park signage	■	□	□	□	→
	4.1.2.3 Investigate opportunities for activating public open spaces	■	■	■	■	→

Objective 4.2 *Enhance environmental values and sustainable natural resource use*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
4.2.1 Reduce waste through sustainable waste management practices	4.2.1.1 Implement Food Organics and Green Organics (FOGO) waste collection and disposal services	■	□	□	□	→
	4.2.1.2 Partner with the City of Fremantle to provide free community access to the Fremantle Recycling Centre	■	■	■	■	→
	4.2.1.3 Ongoing implementation of the Regional Waste Strategy	■	■	■	■	→

Objective 4.3 *Acknowledge the change in our climate and understand the impact of those changes*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
4.3.1 Improve systems and infrastructure standards to assist with mitigating climate change impacts	4.3.1.1 Investigate further climate change and mitigation initiatives	□	■	■	■	→
	4.3.1.2 Develop and implement Urban Forest Strategy	□	■	■	■	→
	4.3.1.3 Register as a Water Wise Council and implement water wise initiatives	■	■	■	■	→
	4.3.1.5 Investigate opportunities for capital investment into energy efficient solutions	■	■	□	□	→



Leadership and Governance

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

Objective 5.1 *Strengthen organisational accountability and transparency*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
5.1.1 Strengthen governance, risk management and compliance	5.1.1.1 Maintain high level of legislative compliance across the organisation	■	■	■	■	→
	5.1.1.2 Review the Policy Manual	■	■	■	■	→
	5.1.1.3 Review the ICT Plan and IT Disaster Recovery Plan	■	□	□	□	⇨
	5.1.1.4 Maintain the Strategic Risk Register	■	■	■	■	→
	5.1.1.5 Implement the Internal Audit Plan	■	■	■	■	→
	5.1.1.6 Implement Record Keeping Plan	■	■	■	■	→
5.1.2 Ensure an effective engagement process is undertaken with community and stakeholders	5.1.2.1 Undertake a Community Perception Survey	□	■	□	■	⇨
	5.1.2.2 Develop and implement a Communications Plan	■	■	■	■	→
5.1.3 Improve the efficiency and effectiveness of services	5.1.3.1 Develop Service Team Plans for all Business Units	■	■	■	■	→
	5.1.3.2 Review current service partnerships and opportunities for shared services (Library, Rangers, Youth, Engineering)	■	■	■	■	→
	5.1.3.3 Develop and implement Business Improvement Plan	■	■	■	■	→

Objective 5.2 *Proactively collaborate with the community and other stakeholders*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
5.2.1 Foster and promote strategic collaborative relationships with neighbouring LGAs, State and Federal government representatives and agencies, NGOs	5.2.1.1 Effective regular communication with the community in accordance with Communications Plan	■	■	■	■	→
	5.2.1.2 Retain membership of the South West Group and Southern Metropolitan Regional Council	■	■	■	■	→
	5.2.1.3 Maintain working relationships with key stakeholders and actively advocate on behalf of the community	■	■	■	■	→

Objective 5.3 *Strive for excellence in leadership and governance*

STRATEGY	ACTIONS	2019/20	2020/21	2021/22	2022/23	2023 →
5.3.1 Deliver community outcomes through sustainable finance and human resource management	5.3.1.1 Maintain the Workforce Plan in accordance with other Strategic Plans	■	■	■	■	→
	5.3.1.2 Provide opportunities for training and development for staff and elected members	■	■	■	■	→
	5.3.1.3 Foster a healthy and safe workplace	■	■	■	■	→
	5.3.1.4 Demonstrate sound financial planning and management	■	■	■	■	→
5.3.2 Improve organisational systems with a focus on innovation	5.3.2.1 Maximise online functionality for Council systems and services	■	■	■	■	→
	5.3.2.2 Fully implement the Customer Service Charter and Customer Service Policy (and associated procedures, workflow, and management reporting)	■	□	□	□	⇨
	5.3.2.3 Continuous review and improvement of policies, systems and procedures	■	■	■	■	→

Strategic Risk Management *and Services*

It is important to consider the external and internal context in which the Town of East Fremantle operates, relative to risk, in order to understand the environment in which the Town seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below.

External Factors

- Increasing community expectations in relation to service levels and delivery
- Rapid changes in information technology, changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Climate change and subsequent response
- State Government recycling rates

Internal Factors

- The objectives and strategies contained in the current Strategic Community Plan
- The timing and actions contained in the Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- Level of stakeholder and community engagement
- The financial capacity of the Town
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

Services and facilities provided by the Town have been linked with the relevant strategies in the Strategic Community Plan, providing a connection with the desired outcomes and community vision.

TOWN SERVICES

Customer service	5.3.2
Community consultation / engagement	5.1.2, 5.2.1
Asset maintenance planning	3.3.1, 3.3.2, 3.3.3
Financial management	5.3.1
Town planning	3.2.1
Economic development	2.1.1, 2.1.2
Regional collaboration	5.2.1
Festival / event management	1.3.3
Emergency services	1.3.1
Ranger services	5.1.3
Natural resource management	4.1.1, 4.1.2, 4.2.1, 4.3.1
Waste collection	4.2.1
Recycling	4.2.1
Building control	1.3.1
Health administration / inspection	1.3.1

FACILITIES / INFRASTRUCTURE

Parks / gardens / reserves	4.1.2
Quality of town centre	4.1.2
Sport / recreation facilities	1.2.1
Foreshore boat ramps	3.3.3
Council buildings / heritage assets	1.3.3
Community / town halls	3.3.2
Library services	1.1.1
Roads infrastructure	3.3.2
Public toilets	3.3.2

COMMUNITY SUPPORT / ADVOCACY

Medical / health services	1.1.1
Youth services	1.3.2
Aged / disabled services	1.1.2
Support for community groups and volunteers	2.1.1



References and *Acknowledgements*

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan 2019 – 2023:

- Town of East Fremantle Strategic Community Plan 2017 - 2027;
- Council website: www.eastfremantle.wa.gov.au;
- Town of East Fremantle Corporate Business Plan 2017-2021;
- Town of East Fremantle Strategic Resource Plan 2019-2034;
- Town of East Fremantle Workforce Plan 2018;
- Town of East Fremantle Annual Financial Report 2017–2018.

Prepared with the assistance of:

Moore Stephens (WA) Pty Ltd
Telephone: (08) 9225 5355
Email: perth@moorestephens.com.au

Document Management

Version 2019 – 2023 | V2.2
Status Draft
Date of Adoption

Disclaimer

This Plan has been prepared for the exclusive use by the Town of East Fremantle.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Town of East Fremantle, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Town of East Fremantle.

This Plan is supplied in good faith for public information purposes and the Town of East Fremantle and Moore Stephens accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

Review of the Corporate Business Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.



TOWN *of*
EAST FREMANTLE

P (08) 9339 9339

F (08) 9339 3399

E admin@eastfremantle.wa.gov.au

135 Canning Highway, East Fremantle
PO Box 1097 Fremantle 6959

www.eastfremantle.wa.gov.au