



# Meeting attachments

## Finance, Policy, Operations and Legislations Committee

Wednesday 10 May 2023

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## FPOL2305-1 - Attachment 1 - Plane Tree Grove Petition - Tree Assessment Data

HOUSE NUMBER	LOCATION	BOTANICAL NAME	ASSET ID	# TREES	IS TREE ON FRONT VERGE	CANOPY M2	CROWN OVER PROPERTY LINE	% OVER PROPERTY	REASONABLE PRUNING POTENTIAL (Full Property line Clearance)	PRUNE COST	TOTAL HELLIWELL VALUE	DATE OF HELLIWELL	CONSULTANT	COMMENTS
12	Bayleaf Retreat	Platanus acerifolia	TRE9180	1	No	105	Yes	<10	Yes	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Tree fronting 10 Bayleaf Retreat. Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
14	Bayleaf Retreat	Platanus acerifolia	TRE9184	1	No	187	No	0	N/A	\$ 600.00	\$ 17,924.00	1/06/2020	Paperbark Technologies	
6	Carob Court	Platanus acerifolia	TRE9178	1	Yes	77	Yes	10 - 20	Yes	\$ 600.00	\$ 15,364.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
23	Cottonwood Place	Gleditsia triacanthos	TRE9215	1	Yes	807	Yes	40 - 50	No	\$ 600.00	\$ 12,803.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
18	Cottonwood Place	Tipuana tipu	TRE9192	1	Yes	202	Yes	40 - 50	No	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
3	Cottonwood Place	Platanus orientalis	TRE9197	1	Yes	60	Yes	<10	Yes	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
5	Cottonwood Place	Platanus orientalis	TRE9196	1	Yes	139	Yes	<10	No	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
7	Cottonwood Place	Platanus orientalis	TRE9195	1	Yes	122	Yes	<10	Yes	\$ 600.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
9	Cottonwood Place	Platanus orientalis	TRE9222	1	Yes	160	Yes	<10	No	\$ 600.00	\$ 11,949.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
9	Cottonwood Place	Platanus orientalis	TRE9194	1	No	203	Yes	10 - 20	No	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.

HOUSE NUMBER	LOCATION	BOTANICAL NAME	ASSET ID	# TREES	IS TREE ON FRONT VERGE	CANOPY M2	CROWN OVER PROPERTY LINE	% OVER PROPERTY	REASONABLE PRUNING POTENTIAL (Full Property line Clearance)	PRUNE COST	TOTAL HELLIWELL VALUE	DATE OF HELLIWELL	CONSULTANT	COMMENTS
1/5	Crab Tree Mews	Corymbia maculata	TRE9225	1	Yes	202	Yes	<10	No	\$ 600.00	\$ 15,364.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
5	Crab Tree Mews	Gleditsia triacanthos	TRE9224	1	Yes	62	Yes	10 - 20	Yes	\$ 450.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
5	Crab Tree Mews	Platanus acerifolia	TREE9203	1	No	150	Yes	40 - 50	No	\$ 600.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
11	Crab Tree Mews	Platanus acerifolia	TRE9204	1	Yes	159	Yes	20 - 30	No	\$ 600.00	\$ 12,803.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
3	Crab Tree Mews	Platanus acerifolia	TRE9223	1	Yes	207	Yes	10 - 20	No	\$ 600.00	\$ 11,949.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
8	Crab Tree Mews	Gleditsia triacanthos	TRE9217	1	Yes	84	Yes	20 - 30	No	\$ 450.00	\$ 7,682.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
11	Plane Tree Grove	Platanus acerifolia	TRE9174	1	Yes	123	Yes	30 - 40	No	\$ 600.00	\$ 6,828.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
12	Plane Tree Grove	Platanus acerifolia	TRE9200	1	Yes	143	Yes	10 - 20	No	\$ 600.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.

HOUSE NUMBER	LOCATION	BOTANICAL NAME	ASSET ID	# TREES	IS TREE ON FRONT VERGE	CANOPY M2	CROWN OVER PROPERTY LINE	% OVER PROPERTY	REASONABLE PRUNING POTENTIAL (Full Property line Clearance)	PRUNE COST	TOTAL HELLIWELL VALUE	DATE OF HELLIWELL	CONSULTANT	COMMENTS
12	Plane Tree Grove	Platanus acerifolia	TRE9199	1	No	161	Yes	10 - 20	No	\$ 600.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
6	Plane Tree Grove	Platanus acerifolia	TRE9150	1	No	184	Yes	30 - 40	No	\$ 600.00	\$ 11,949.00	1/06/2020	Paperbark Technologies	398 South Street. Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
6	Plane Tree Grove	Platanus acerifolia	TRE9149	1	No	76	Yes	10 - 20	No	\$ 600.00	\$ 6,828.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
6	Plane Tree Grove	Platanus acerifolia	TRE9148	1	Yes	0	No	0	N/A	\$ 800.00	\$ 1,500.00	1/06/2020	Paperbark Technologies	Tree vandalized/severely lopped. Tree removal cost provided.
7	Plane Tree Grove	Platanus acerifolia	TRE9165	1	No	101	Yes	30 - 40	No	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
7	Plane Tree Grove	Platanus acerifolia	TRE9165	1	No	51	Yes	<10	Yes	\$ 450.00	\$ 10,242.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
7	Plane Tree Grove	Ficus rubiginosa	TRE9163	1	No	154	Yes	<10	Yes	\$ 450.00	\$ 12,803.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
8	Plane Tree Grove	Platanus acerifolia	TRE9147	1	Yes	116	No	0	N/A	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	
8	Plane Tree Grove	Platanus acerifolia	TRE9146	1	Yes	142	No	0	N/A	\$ 600.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	
6	Tipuana Green	Eucalyptus botryoides	TRE9170	1	No	127	Yes	30 - 40	No	\$ 800.00	\$ 8,535.00	1/06/2020	Paperbark Technologies	Please note that whilst a percentage of foliage may overhang property, the branch the foliage is connected to may or may not also overhang the property. Preserving important structural branches is important and would require greater validation to specify remedial works that may or may not include reduction or removal in compliance with AS4373 and council policy.
6	Tipuana Green	Liquidambar styraciflua	TRE9169	1	Yes	34	Yes	<10	Yes	\$ 450.00	\$ 7,682.00	1/06/2020	Paperbark Technologies	Pruning of tree requires a specification to be completed that will address pruning needs in accordance with AS4373 and council policy.
7/3	Tipuana Green	Eucalyptus marginata	TRE9172	1	Yes	0	No	0	N/A	\$ 800.00	\$ -			This tree is 95% dead - to be removed

## Objects and Reasons

In accordance with Sections 6.33 and 6.36 of the Local Government Act 1995 and Council’s intention to continue levying differential general rates for the 2023-24 financial year on rateable properties within the City, the City is required to publish its Objects and Reasons for implementing differential general rates.

## Rates and Minimum Charges

The City of Fremantle will apply differential general rates and minimum payments for the 2023-24 financial year as summarised in the following table:

Rate Category	Rate in the \$	Minimum Payment
Residential Improved	0.078485	1,599
Commercial and Industrial General	0.104521	1,599
Vacant Commercial and Industrial	0.156970	1,599
City Centre Commercial	0.106430	1,599
Vacant Residential Land	0.135563	1,549
Residential Short Stay Accommodation	0.106393	1,599

### Why do we have differential rates?

The rates you pay are a proportionate share of what is needed by the City to provide local services and facilities. To levy rates that are more equitable across different types of properties the City has implemented differential rates which reflect the costs associated with service delivery across the different rating categories.

### Objectives of the differential rates

The Gross Rental Value or GRV represents the gross annual rental that a property might reasonably be expected to earn annually if it were rented, including rates, taxes, insurance and other outgoings. GRVs are provided to the City by Landgate to calculate rates, service charges and levies to be paid by property owners.

#### Residential Improved

- ◇ A differential general rate of 7.8485 cents in the dollar applies to Improved Residential Land with a minimum payment amount of \$1,599.
- ◇ The residential improved differential general rate applies to land that is used for residential purposes under the Local Planning Scheme No. 4 however may be located in any zone and is valued on a Gross Rental Value basis (GRV).
- ◇ This rate is set on the basis that all ratepayers make a reasonable contribution to the cost of local government services and facilities available to residents. It is the City’s benchmark by which all other GRV rate properties are assessed.

### Commercial and Industrial General

- ◇ A differential general rate of 10.4521 cents in the dollar applies to Improved Commercial and Industrial Land with a minimum payment amount of \$1,599.
- ◇ The commercial and industrial differential general rate applies to all commercial and industrial properties that are zoned under the Local Planning Scheme No. 4 for commercial and industrial purposes and which are not specifically covered by any other differential rate and is valued on a Gross Rental Value basis (GRV).
- ◇ The object of this rate is to ensure that a reasonable contribution is made towards the higher costs of services and facilities associated with these properties such as increased maintenance requirements, transport links, costs associated with economic development initiatives and marketing.

### Vacant Commercial and Industrial

- ◇ A differential general rate of 15.6970 cents in the dollar applies to Vacant Commercial and Industrial Land with a minimum payment amount of \$1,599.
- ◇ The vacant commercial and industrial land differential general rate applies to vacant land that is zoned under the Local Planning Scheme No. 4 for commercial and industrial purposes and is valued on a Gross Rental Value basis (GRV).
- ◇ The city considers the development of vacant commercial and industrial rateable land in the best interests of the community therefore has set a rate higher than that which applies to developed commercial and industrial properties.

### City Centre Commercial

- ◇ A differential general rate of 10.6430 cents in the dollar applies to City Centre Commercial Land with a minimum payment amount of \$1,599.
- ◇ The City Centre Commercial differential general rate applies to all properties other than residential located within the boundaries of the City Centre zone and the abutting Metropolitan Regional reserves ([refer map](#)) being areas bounded by Parry Street, Norfolk Street and including those properties located in Fremantle Fishing Boat and Challenger Harbours and on Victoria Quay.
- ◇ The object of this rate is to ensure that a reasonable contribution is made towards the higher costs of services and facilities associated with these properties such as increased maintenance requirements and transport links.

### Vacant Residential Land

- ◇ A differential general rate of 13.5563 cents in the dollar applies to Vacant Residential Land with a minimum payment amount of \$1,549.
- ◇ The vacant residential land differential general rate applies to vacant land that is zoned under the Local Planning Scheme No. 4 for residential purposes.
- ◇ The City considers the development of all vacant rateable land to be in the best interests of the community as it will improve increase the vibrancy of the City and neighbourhood centres.

### Residential Short-Term Accommodation

- ◇ A differential general rate of 10.6393 cents in the dollar applies to Improved Residential Land with a minimum payment amount of \$1,599.
- ◇ The residential short term accommodation differential general rate applies to land zoned residential where a purpose for which the land is held or used is to offer home short stay lodging primarily for tourism experiences and includes the following dwellings in accordance with the

[Short Stay Accommodation Local Law](#) or otherwise approved under Local Planning Scheme No. 4 for short stay accommodation.

- a) One-bedroom dwelling used primarily for short stay accommodation
  - b) Dwellings with two or more bedrooms used for short stay accommodation
- ◇ The object of this rate is to ensure the owners of residential land wholly or partly used for the commercial purpose of short stay accommodation contribute to costs associated with economic development initiatives and marketing.

## Specified Area Rates

A Specified Area Rate (SAR) is an additional rate charge that is applied separately to designated areas within the City. This covers additional maintenance or service costs for a higher standard above what would ordinarily be provided by the City.

The City of Fremantle will apply Specified Area Rates for the 2023-24 financial year as summarised in the following table:

Specified Area Rates	Rate in the \$	Minimum Payment
CBD Security Levy	0.001381	N/A
Leighton Maintenance	0.005976	N/A

### CBD Security Levy

To fund a safety and security strategy for a specified area of the Fremantle CBD that is applicable to all properties Bounded by Parry Street, South Terrace, Suffolk Street, Fishing Boat Harbour (West of Mews Road) and along the coast to Bathers Beach, Fleet Street, Phillimore Street and Elder Place.

### Leighton Maintenance

To fund the above normal costs associated with maintaining the higher standard of landscaping of the Leighton Residential Area and is applicable to all properties within the Leighton Beach area and that as this time are located on Port Beach Road, Leighton Beach Boulevard and Freeman Loop.

### Useful Links

[WALGA - About Local Government Rates in Western Australia | WALGA](#)

[Local Government Rates Rebate \(communities.wa.gov.au\)](http://communities.wa.gov.au)

[CBD Map](#)

[Leighton Map](#)

[LOCAL GOVERNMENT ACT 1995](#)



# Business Plan

Proposal to enter into major land transaction through the disposal of land located at 74 South Terrace, Fremantle, known as the “Fremantle Markets”

City of Fremantle  
May 2023

# Introduction and Background

Under the terms of the Local Government Act 1995, a local government is required to develop and advertise a business plan if a proposed disposal of property is considered a major land transaction under the act.

A disposal of property is considered as a major land transaction if the consideration under the transaction, together with anything done by the local government for achieving the purpose of the transaction, is more than either — \$10 000 000; or

10% of the operating expenditure incurred by the local government from its municipal fund in the last completed financial year, which in the case of the City and the expenditure from its municipal fund in FY21-22, is an amount of \$8,119,514.

Before entering into a Major Land Transaction the Council must first prepare a Business Plan, advertise the availability of the Business Plan for comment and then consider any submissions received in relation to the proposed transaction. In November 2007 the City of Fremantle advertised a Business Plan relating to a proposal to lease the premises known as the Fremantle Markets to Fremantle Markets Pty Ltd (FMPL) for a period of 18 years and four months.

That lease is now reaching the end of its term and the City is proposing to enter into a new lease with FMPL for a further 10 years with two further terms (options) of 5 years and 5 years.

The terms of the proposed disposal as outlined in this plan constitute a major land transaction as defined in the Act. This business plan provides the details of the proposed disposal and invites submissions from the community.

# Summary of Property and Details of the Proposed Major Land Transaction

## Brief Description

The land is described as the 'Fremantle Markets' and is shown on the following Site Plan. The land has an approximate area of 4891 square metres and comprises three distinct areas. The property is surrounded by South Terrace, Henderson Street and Parry Street.



## Address

Lots 1376, 1380 and 1693 South Terrace, Fremantle (74 South Terrace Fremantle)

## Certificates of Title

Lots 1376 and 1380 – Volume 119, Folio 20  
Lot 1693 – Volume 86, Folio 99A

**Site Area**

4891 square metres over three lots.

**Registered Proprietor**

City of Fremantle

**Encumbrances**

Memorial – Heritage of Western Australia Act 1990.

**Zoning (LPS4)**

City Centre (West End Conservation Policy) (Henderson Street Mall Policy) (Heritage Council Interest) (Fremantle Port Authority Policy) (Zone of Influence for proposed World Heritage listing for Fremantle Prison)

**Heritage Issues**

The property is listed on the following registers;

- Municipal Heritage Inventory, State Heritage Register, and National Estate Register.
- The property is also classified under the national archive.
- The precinct includes the Sail & Anchor Hotel, the Norfolk Hotel, the Warders Cottages and Scots Church

**Nature of Major Land Transaction**

Lease by the City of Fremantle to Fremantle Markets Pty Ltd for a total period of 20 years, inclusive of:

- First term – 10 years
- First further term – 5 years
- Second further term – 5 years

The current lease is to be rescinded and new lease terms to be brought into effect within the 2023 calendar year.

**Names of Parties**

Lessee – Fremantle Markets Pty Ltd

Guarantors – John Kenneth Murdoch and James Watts Murdoch

**Consideration**

Commencing Base Rent of \$550,000.00 plus GST per annum plus audited turnover rent amount from immediate prior year.

The lease will be also subject to an annual performance adjustment of approximately \$250,000 turnover rent per annum. Full details of the consideration to be received by the City of Fremantle under the transaction are contained in Appendix 1 – Lease Essential Terms.

The total value of the consideration under the transaction has been assessed as an amount of approximately \$11,000,000 in base rent revenue, and up to an additional \$5,000,000 in turnover rent revenue, with any adjustments to CPI being in addition to this.

### **Market Value of The Disposition**

Two valuations have been sought for this disposition since 2021, including a valuation carried out on 19 April 2023, allowing the proposed disposition to be carried out during the period up to 19 April 2024. The valuations sought relate to the transaction of a lease and not the valuation for the property itself. All valuations have been provided by PVA.

<b>Valuer</b>	<b>Valuation Date</b>	<b>Estimated Market Value</b>
PVA	2 November 2021	\$600,000 - \$650,000 p.a.
PVA	19 April 2023	\$620,000 p.a.

The indicative capital value of the site was assessed as \$10.3 million. The site has high land value however redevelopment potential is compromised due to heritage constraints and property title restrictions. Yield on properties with high land value content are typically less than 5%. Yields for fully developed properties in prime locations are currently in the general range of 5% to 7%. Based on this it is suggested a fair market return for this building would be 6-6.5% equating to 600k – 650K per annum (\$150 per sqm).

At the time of valuation \$150 per square metre was considered to be within market parameters.

Landgate advise that where the annual rental cannot reasonably be determined, the GRV is equivalent to 5% of the capital value. On this basis the gross rent would only be equivalent to \$500K per annum which is considered to be below market levels.

The following was considered as part of valuation – proposed new long term lease, capital expenditure by both lessor and lessee, annual rent reviews, turnover rent in addition to base rent, current market conditions.

## **History and Background of the Fremantle Markets**

The Fremantle Markets is a collection of vibrant shops, stalls and entertainment, ranging from fresh produce, food and beverage, to crafts, gifts and buskers, providing a cultural experience rich in history and tradition.

The Fremantle Markets have become an icon in the Western Australian tourism landscape and remain one of the most visited and well known attractions in the State.

Sir John Forrest laid the foundation stone on Saturday 6 November 1897. Since this time, the Fremantle Markets have developed a unique and vibrant identity. With a wide ethnic base built over many years of immigration, the markets not only play an important role in perpetuating WA's heritage and tradition, but offer a fantastic atmosphere and engaging display of cultural richness.

Over 150 stalls are housed in a grand old Victorian building of such remarkable character that it was listed by the National Trust and Heritage Council in 1980. The precinct, which includes the Sail & Anchor Hotel, the Norfolk Hotel, the Warders Cottages and Scots Church, is also listed on the Commonwealth Government's Heritage Commission Registrar of the National Estate. It is also part of the Zone of Influence in the proposal for World Heritage Listing for the Fremantle Prison.

## The Proposal

The Major Land Transaction being considered by the Council is the disposal of the land including the properties located at 74 South Terrace in Fremantle known as the 'The Fremantle Markets' by way of a 10 + 5 + 5 year lease to Fremantle Markets Pty Ltd. The land has been leased previously to Fremantle Markets Pty Ltd and the new agreement is with Fremantle Markets Pty Ltd, administered by John Kenneth Murdoch and James Watts Murdoch.

The essential terms associated with the proposed disposal are provided in Appendix 1 – Lease Essential Terms. The Lease essential terms contain the principal terms relating to the proposed disposition.

### Methods of disposal

The City has considered a number of approaches to addressing the impending expiry of the current lease for the Fremantle Markets. The proposed approach is to negotiate a new lease with the existing lessee (Fremantle Markets Pty Ltd) in line with the City's Leasing of City Property in a Competitive Manner policy.

The City is required to dispose of property in accordance with the requirements of the Local Government Act 1995. Under section 3.58 of the Act, read with regulation 30(2a)(c) of the Local Government (Functions and General) Regulations 1996, a Local Government can dispose of property if the disposal occurs within 6 months after the publication and advertising of a Business Plan under section 3.59(4) of the Act, provided that, as well as other information that required to be provided in a Business Plan under section 3.59 of the Act, the Business Plan also contains:

- (a) the names of all of the parties concerned with the disposition;
- (b) the consideration to be received by the Local Government for the disposition; and
- (c) the market value of the disposition as ascertained by a valuation carried out not more than 12 months before the proposed disposition.

All of the required information is contained within this Business Plan.

To guide decision making in determining the most suitable approach to disposing of the City's commercial property, council adopted the *Leasing of City property in a competitive manner policy*. The policy provides guidance on the most suitable process to undertake while factoring in consideration for existing tenants that make a substantial contribution to the economic vibrancy of Fremantle.

The policy, which is available on the City's website states that for investment properties:

- 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 property is leased to a tenant that:
    - is paying full commercial market rate or above, and
    - adds significant value to Fremantle's overall tenancy mix and appeal for visitors. Or
  - A property is to be leased for six months or less. Or
  - A property is not logistically accessible to any other party except for the current lease holder

In determining the most suitable approach to the disposal, the Fremantle Markets was assessed in line with the policy as both paying full commercial market rate and adding significant value to Fremantle's overall tenancy mix and appeal (both of which are demonstrated later in this document).

As per this determination, the City is proposing the renewal of terms with the current tenant rather than seeking a new tenant.

### **Risks and benefits associated with alternative methods of disposal**

The alternative to the proposed method of disposal was to call a public tender for a new entity to lease the premises. This was considered as an option however upon confirming alignment with the *Leasing of City property in a competitive manner policy*, and in considering a number of commercial risks to the City associated with seeking a new operator in this manner, renewing the lease with the current operator was considered to be the most suitable option.

Seeking a new entity to lease the premises via a public process would result in one of the following scenarios:

1. The current tenant and any other interested parties participate in the process, and the current tenant is selected as the successful proponent.
2. Interested parties, which may or may not include the current tenant, participate in the process, and the current tenant is not selected as the successful proponent.

The key benefits associated with both scenario 1 and scenario 2 is that they would enable the ability to assess the market and alternative operators/models in an open and transparent manner through a competitive process. This would address any concerns relating to the fact that the lease of the current premises has been held by the same tenant since 1980.

Notwithstanding these benefits, a number of risks are also associated with scenario 1 and scenario 2.

Potential risks associated with scenario 1 include:

- Loss of existing stallholders due to the uncertainty related to impending expiry of lease with the current tenant while the public process is undertaken. Sub-leases of stallholders are currently unable to be renewed beyond 2026 until a new head lease is resolved.
- Proposed refurbishment works, which the current tenant has committed to funding, may be delayed due to the public process impacting timelines associated with tender process for construction works. This would delay the delivery of priority works for another 12 months, given the preferred construction window of February 2024 may be missed.
- Carrying out this process would be inconsistent with the *City's Leasing of City property in a competitive manner policy*.

Potential risks associated with scenario 2 included the following in addition to those identified for scenario 1:

- Reduction in future lease revenue for the City in the event of a new operator requesting substantial rental incentives, discounts and fit-out contributions.
- Property becoming vacant for a significant period of time if a new tenant is unable to deliver on proposed model.
- Significant opportunity cost associated with the transition period for a new tenant taking on the site, estimated to be between 3 and 5 years. This could include but not be limited to:
  - During this time the rental income would likely return to a base rent (currently \$550,000 per annum) relatively quickly as the existing tenant runs out existing stall holder leases. (Assuming a 50-60% decline in turnover rent over an 18-month period, this results in a potential opportunity cost of up to \$115,000 to the City).
  - The City would be required to invest funds in refurbishment works in the absence of the proposed capital contribution to fund these from the existing tenant. (Potential opportunity cost between \$2-3m).
  - Based on current market conditions the City would assume no rental income for at least 12 months as a new tenant transitions in. The request for 12 months rent free (minimum) is common in the current market. (Potential opportunity cost of \$800K)

- In total, potential opportunity cost to the City of up \$3.8 million in lost rental revenue and capital contributions to transition to a new tenant.

When considering the approach being proposed (renewing the lease with the existing tenant) the following benefits were identified:

- Much shorter transition of business, being 12-18 months to get back to business as usual, as the lease is renewed, and works being funded by the current tenant's capital contribution are carried out.
- Market rent would be paid over the entire period, and the proposed works would be funded by the tenant, rather than the City, effectively eliminating the potential opportunity cost of up to \$3.8 million associated with transitioning to a new tenant.
- Greater certainty provided to 157 small businesses (existing stallholders) in a much shorter period of time.

## **EXPECTED EFFECT ON THE PROVISION OF FACILITIES AND SERVICES**

*(section s.3.59(3)(a) of the Local Government Act)*

### **Is the property currently providing any services?**

The property is currently being operated as a market and is playing an important role in maintaining Fremantle's reputation as a tourism destination.

It provides a mix of retail, hospitality and fresh food offerings and operates between Friday and Sunday weekly. The service is utilised by both locals to Fremantle, visitors from the broader metropolitan area, and visitors from intrastate, interstate and overseas.

The property, as operated by the current tenants delivers the following for the local economy:

- The Fremantle Markets is considered an iconic destination in the context of the WA tourism industry and features in the marketing of all major tourism stakeholders including TWA, Destination Perth, Tourism Australia.
- There are 157 businesses operating in the Fremantle Markets equating to approximately 400 jobs.
- Up to 33.5 million people have visited the Markets since the start of the current lease in June 2008 and average of 2.6 million per year in the period leading up to covid in March 2020.
- FMPL has invested approximately \$4.5 million in to promoting and advertising the markets, its traders and Fremantle as a whole. Current annual marketing budget is \$370,000.
- FMPL has invested at least \$370,000 on building preventative maintenance over the term and more on the general maintenance of the building.
- In 2008 a study commissioned by FMPL indicated there is over \$40 million spent within the Fremantle Markets per year. FMPL believes this is now closer to \$55-\$60 million per year.
- The Fremantle Markets have been winners in 2013, 2014, 2015 and Hall of Fame in the Fremantle Chamber Business Awards for Tourism. The Fremantle Markets have been finalists in 2013, 2015 for the WA Tourism Awards as a Major Tourist Attraction.

**What effect will disposal have on that service?**

The disposal as proposed will not affect the current service being provided, as it is a continuation of the existing service being provided with the current tenant. The disposal will provide continuity to the current service being provided and add value by way of the proposed tenant funding capital improvements to the facility.

It will also provide greater certainty to the 157 small businesses (existing stallholders) over a shorter period of time.

**What effect will the proceeds of the disposal have on budget and service provision?**

The proceeds from the lease of this property will be placed into general revenue of the City of Fremantle. This is not intended to change from current practice.

Provision has been included in the lease agreement for the rental to be reviewed by CPI plus percentage component figure on each eighteen-month period.

The disposal will have no impact on the City's service provision as it is generating a similar rental return to the current lease. The current lease is the highest value lease in the City's commercial property portfolio. The City's commercial property portfolio is an important revenue generator for the City and as such retaining a similar rental return via the proposed disposal will be important for the continuation of current services levels across the community.

## **EXPECTED EFFECT ON OTHER PERSONS PROVIDING FACILITIES AND SERVICES IN THE DISTRICT**

(section s.3.59(3)(b) of the Local Government Act)

### **Will the proposal have a positive or negative effect on the local community?**

This property is currently and has been under similar arrangements since 1975. As previously stated, the proposed disposal is likely to continue to have the following positive effect on the local community:

- 157 businesses operating in the Fremantle Markets equating to approximately 400 jobs.
- Up to 2.6 million visitors to the market per year under the current management.
- Investment of up to \$370,000 in marketing by the current management to promote and advertise the markets, its traders and Fremantle as a whole.
- Over \$40 million spent within the Fremantle markets per year (across 157 small businesses).

On the days that the service is delivered, the Fremantle Markets acts as a major retail anchor for the City centre by attracting significant visitation and footfall which benefits other retailers and small businesses in the area. The absence of the service in its current form would likely have a negative impact on other persons providing facilities and services in the district, as would an estimated transition time of up to 3-5 years to hand the site over to a new operator.

Council will have the ability to further assess positive and negative impacts of the proposal through assessing feedback received from the community as part of this Business Plan process.

### **Will this proposal put additional strain on neighbouring services e.g. car parking, public transport, increased demand for local services, business services?**

The disposal will not put additional strain on neighbouring services as it is a continuation of the existing service being provided. The capital improvements being proposed and funded by the proposed tenant will improve the functionality of the current facility for stallholders and the general public alike. It should not impact upon local or public transport services.

## **EXPECTED FINANCIAL EFFECT ON THE CITY OF FREMANTLE**

(section 3.59(3)(c) of the Local Government Act)

### **In financial terms what are the effects on budget?**

The property is currently under a similar lease arrangement and proceeds are being received into general revenue. The intention of this lease is for this situation to remain unchanged.

Based on the current market valuation and the essential terms agreed to in principle by the current tenant, the disposal is expected to generate the following positive impact on the City's budget over the term of the proposed lease, not including CPI adjustment over the term.

- Base rent – approx. \$550,000 per annum
- Turnover rent – approx. \$250,000 per annum
- Impact to budget over first term (10 years) = approx. \$5,500,000 in base rent received plus approx. \$2,500,000 in turnover rent received totalling \$8,000,000.
- Impact to budget over first further term (5 years) = approx. \$2,750,000 in base rent received plus approx. \$1,250,000 in turnover rent received totalling \$4,000,000.
- Impact to budget over second further term (5 years) = approx. \$2,750,000 in base rent received plus approx. \$1,250,000 totalling \$4,000,000.

The total impact to the City's budget over the full term of the disposal would be approximately \$11,000,000 in base rent revenue, and up to an additional \$5,000,000 in turnover rent revenue, with any adjustments to CPI being in addition to this.

The proposed lease will also include provision for an initial upgrade the building itself to the value of up to approximately \$3,000,000. These funds will be provided upfront by the proposed tenant to fund the works. In the absence of the proposed tenant contributing these funds to the value of up to \$3 million, it is likely the City would be required to fund this, which would impact on the City's other projects within its capital works program.

The works to be funded by the proposed contribution include the following:

- Structural integrity works
  - Service yard roof demolition and construction of replacement roof.
  - Remediation and repair of entry gates and parapet wall on Parry Street side.

- Services and equipment works
  - Electrical switchboards and cabling replacement
  - Fire hydrants, exit signage and emergency lighting, detection and alarm systems.
  - Fire extinguishers
  - Fire engineered solutions to omit fire hose reels
  - Connection to natural gas supply and reticulation to replace LPG bottle system
- Traffic Management works
  - Installation of bollards at all market building entry points
- Adaption works
  - Refurbishment of fruit and vegetable hall to new standard stalls and all services upgrade including hydraulic, electrical and mechanical.
  - Second common use scullery installed for stall holders.

These works are estimated to cost up to \$3 million.

**What are the costs associated with the disposal?**

Costs associated with the disposal are valuation costs and legal costs associated with preparation of the relevant agreements and documentation. These costs are not expected to exceed \$30,000, which is already covered in the existing budget. The lease will include a provision for the lessee to cover some of these costs.

**Do we currently derive income from the property or will we in future?**

The City of Fremantle currently has a lease for this property and receives an annual rental as per the conditions of the lease. This provision will continue under the proposed new lease arrangement and as noted previously the proposal is likely to generate up to \$11,000,000 in base rent income, and up to an additional \$5,000,000 in turnover rent income, with any adjustments to CPI being in addition to this.

**Will the change have an effect on rates income?**

The proposed lease arrangement will not have a significant effect on rate income. Rates and charges are currently applicable to this property and these charges will remain applicable under this agreement.

A provision has been included for the provision of sub-leases to be available to stallholders. Rates may also be applicable to these agreements in accordance with the Local Government Act 1995.

**If it is a disposal what is council going to do with the money?**

The disposal is by way of an exclusive use lease arrangement. Proceeds from the lease arrangement will be received annually into general revenue.

**EXPECTED EFFECT ON MATTERS REFERRED TO IN THE CITY OF FREMANTLE'S FORWARD PLAN**

(section 3.59(3)(d) of the Local Government Act)

**What will the impact be?**

The current City of Fremantle Strategic Community Plan 2015 - 2025 includes the following 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 our people
- and the environment we share.
- A city that thrives on diversity and dares to be different.

In addition to the vision the plan included seven capability areas as per below:

- 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 proposal directly contributes to the achievement of the plan’s vision and at least three strategic focus areas being economic development, Character culture and heritage, and Capability. The table to follow provides an overview of how.

Vision/Strategic Focus Area	
Fremantle: A destination city	The Fremantle Markets is considered an iconic destination in the context of the WA tourism industry and features in the marketing of all major tourism stakeholders including TWA, Destination Perth, Tourism Australia
Economic development: diversify and strengthen Fremantle economic capacity	<ul style="list-style-type: none"> <li>• There are 157 businesses operating in the Fremantle Markets equating to approximately 400 jobs.</li> <li>• Up to 33.5 million people have visited the Markets since the start of the current lease in June 2008 and average of 2.6 million per year in the period leading up to covid in March 2020.</li> <li>• In 2008 a study commissioned by FMPL indicated there is over \$40 million spent within the Fremantle Markets per year. FMPL believes this is now closer to \$55-\$60 million per year.</li> </ul>

<p>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).</p>	<ul style="list-style-type: none"> <li>• The proposal has and will continue to activate and provides access to a significant heritage asset for the community, which may otherwise lay vacant if not utilised as a market by an external operator.</li> <li>• The proposed lessee is investing up to \$3 million into a significant heritage asset for the community, and has contributed to its upkeep over the term of the current lease, and intends to continue this over the term of the proposed lease.</li> <li>• The Fremantle Markets has and will continue to provide a foundation for the cultural and artistic pursuits of the community via its well-known busking street performance pitch (often programmed and coordinated by the current operator), a variety of stallholders who produce and sell their artistic wares, and its role as the launchpad for several successful notable careers of famous international musicians who commenced as buskers at the Markets.</li> </ul>
<p>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.</p>	<ul style="list-style-type: none"> <li>• The current lease is the highest value lease in the City’s commercial property portfolio. The City’s commercial property portfolio is an important revenue generator for the City and contributes to its ability to deliver services to the community.</li> </ul>

	<ul style="list-style-type: none"> <li>• Revenue received from the lease will assist in the provision of services to the community through the annual budget.</li> </ul>
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**Will any funds be specifically applied to any projects referred to within the plan?**

Proceeds from the annual rental will be used as general revenue funding to support the provision of Council services and facilities. Provision has been included in the City’s Long Term Financial Plan to consider how council may contribute further funds to the ongoing maintenance and capital improvement of the building into the future.

**THE ABILITY OF THE CITY OF FREMANTLE TO PERFORM THE TRANSACTION**

(section 3.59(3)(e) of the Local Government Act)

**How will the disposition take place?**

The proposed arrangement will be formalised by way of legal agreement (exclusive use lease) between the City of Fremantle and Fremantle Markets Pty Ltd. This agreement will be registered. The lease document will be developed, reviewed and finalised by the City’s contracted solicitors.

**How does it fit in with the Local Government Act?**

The Local Government Act 1995 allows local authorities to dispose of properties other than by auction or by public tender as long as the sale is advertised statewide and open to comment by members of the community. Since this proposal will constitute a major land transaction then, in accordance with the Local Government Act, this Business Plan has been produced and is open for public comment for a period of six weeks. Council will then be required to consider any submissions prior to making any decision whether to proceed with the proposed disposition.

**OTHER MATTERS OF WHICH DETAILS ARE REQUIRED TO BE GIVEN**  
(section s.3.59(3)(f) of the Local Government Act)

**Are there any encumbrances?**

Encumbrances are referred to in the Summary section of this Business Plan, above. Developments are subject to council's normal planning procedures. Any subsequent development of the property will be subject to all normal planning procedures.

# Appendix 1 – Lease Essential Terms

## Lease term

- First Term: 10 years
- First Further Term: 5 Years
- Second Further Term: 5 years

## Commencement date

- Current lease to be rescinded and new lease terms to be brought into effect within the 2023 calendar year.

## Commencement rent

- Base rent of \$550,000 plus audited turnover rent amount from immediate prior year.

## Turnover rent

- Any amount by which the base rent is exceeded by 26% of the tenant's gross revenue, paid annually.
- Estimated at approximately \$250,000 on average per annum subject to annual gross revenue achieved by tenant.

## Annual rent payable

- Base rent of \$550,000 plus turnover rent.

## Rent Review

- Rent reviewed every 18 months and capped at the lesser of CPI or 5%
- Market rent review to occur every 2<sup>nd</sup> (second) Rent Review Date (every 3 years).
- Market rent reviews to have a cap (increase) and a collar (decrease) of 6%.

## Preventative maintenance contribution

A minimum annual preventative maintenance contribution of \$50,000 to be made by the tenant, adjusted annually at the lesser of CPI or 3%.



# Heritage Area Reviews

## Engagement Plan - Final

# Acknowledgement of Country

The City of Fremantle acknowledges the Whadjuk people as the Traditional Owners of the greater Fremantle/Walyalup area and we recognise that their cultural and heritage beliefs are still important today.

# Version

<b>Version</b>	<b>Author</b>	<b>Date</b>
1.0	Sharn Bruere – Team Leader Strategic Planning	16/02/2023
2.0	Kavi Gupta – Community Engagement Partner	20/03/2023
3.0	Annabel Wills – Heritage Officer	03/05/2023

## Key Terms & References

Term or Phrase	Definition
Heritage Area	Heritage Areas are designated precincts comprising of places that collectively contribute to the area’s defined character and heritage significance.
Heritage Place	'Place' means site, area, land, landscape, building or other work, group of buildings or other works, and may include components, contents, spaces and views
Contributory Place and Non-contributory Place	Places within heritage areas can be defined as either 'contributory' or 'non-contributory' to the significance of the area. Contributory places may include places which are not individually heritage listed. Contributory places are determined by Council having due regard to an assessment against the criteria of the Burra Charter and may include representative examples of a place type, period or style, places which contribute to the streetscape; and/or one which combines with other related places to demonstrate the historic development of a heritage area.
Local Heritage Survey	Created under the <i>Heritage Act 2018</i> and administered by the City of Fremantle. This list is a database which identifies places of heritage significance and interest within the City, not just those places which have statutory/legal protection.
Heritage List	Under the City of Fremantle Planning Scheme (and planning regulations), these places are administered by the City of Fremantle. This list currently includes around 2,500 places, with special protection under the planning scheme.
InHerit	InHerit is an online database that contains information on more than 25,000 State and local heritage places in Western Australia, including descriptions, images and spatial mapping. InHerit is the database that holds the Local Heritage Survey information.
ESRI	ESRI is the City of Fremantle’s <b>geographic information system</b>
Development Approval (DA)	Development approval (also called <b>Planning</b> approval) is required for most types of development and land use in the City of Fremantle. Development includes: the erection, construction or demolition of any building or structure; building alterations or additions; excavation work.

# Background

Heritage Listed places are those places identified within the Scheme area that are of cultural heritage significance and worthy of built heritage conservation.

Heritage Areas are designated precincts comprising of places that collectively contribute to the area's defined character and heritage significance. Special planning controls apply to heritage areas to help:

- Protect elements important to the heritage significance and cultural integrity of the area.
- Encourage new development and continued use of the area while simultaneously conserving the cultural heritage significance.
- Increase amenity, conserve a 'sense of place' and character and maintain the cultural heritage and history.
- Increase the desirability of the area as residents know that the heritage significance and integrity of their environment is protected.

The City of Fremantle has 18 established Heritage Areas. Work was recently completed to refine those areas (from 23 to 18) and update the statement of significance for each area. To meet current legislation requirements, the City is required to further identify 'contributory' or 'non-contributory' places within each Heritage Area.

Within a Heritage Area, places can either contribute to the significance of the area as an individual place or as a part of the area's collective heritage value. Contributory places are therefore those places in the area on the Heritage List AND places not individually listed, however require recognition as a place that collectively contributes to the area's character and cultural heritage. Non-contributory places are those places that hold no heritage value or significance and do not contribute to the area's heritage character.

As identification and mapping of contributory places has not yet been undertaken for the City's heritage areas, this information is currently assessed on an ad hoc basis as development applications are received.

# Local Heritage - Management Categories

## Heritage Areas

**Contributory** The City of Fremantle has identified this place as making a contribution to the heritage area and streetscape. Retention of this place is required. Conservation of this place is highly desirable. Any external alterations or extensions should reinforce the significance of the area, in accordance with the LPPs & Design Guidelines. Its contribution to the heritage area and streetscape should be maintained and enhanced.

**Non-Contributory** The City of Fremantle has identified this place as being located within a heritage area but not contributing to the heritage significance of that area or the streetscape. Existing fabric does not need to be retained. Any new development on the site should reinforce the significance of the area, in accordance with the LPPs & Design Guidelines

## Heritage List

**Level 1A & B** Exceptional cultural heritage significance in its own right within the context of Fremantle.



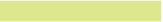




**Level 2** Considerable cultural heritage significance in its own right within the context of Fremantle and its conservation is a priority.

**Level 3** Some cultural heritage significance for its contribution to the heritage of Fremantle. Its conservation is expected.

### Level 4 – Historic Record Only

Making a contribution to the body of historical knowledge of Fremantle. This category is not included on the Heritage List and is a database of information only and has no statutory protection.

## Which of the focus areas does this project deliver under the City of Fremantle’s Strategic Community Plan (2015-2025)?

						
Economic development	Environmental responsibility	Transport and connectivity	Character, culture and heritage	Places for people	Health and happiness	Capability
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Purpose – Why are we doing this?

The City would now like to undertake a comprehensive review of the City's Heritage Areas to establish the contributory and non-contributory places for each area.

For the City of Fremantle, this will:

- Ensure Legislative and Regulation compliance.
- Improve accuracy, security and availability of heritage data.
- Remove some policy requirements for non-contributory places within Heritage Areas.
- Reduce DA workload for City of Fremantle Statutory Planning and Heritage staff including the need for a DA to be submitted and heritage assessment undertaken where the place is non-contributory. Saving time and cost to applicants and the City's resources.
- Increase efficiency and reduce City of Fremantle time and costs for future Heritage Reviews and heritage Listing Updates.
- Collaborate with other City of Fremantle Directorates to increase productivity, reduce double up of tasks by different directorates and increase efficiency across the organisation.
- Create 'One Source of Truth' for heritage information which will reduce the incidents of conflicting information being available across different heritage information platforms (InHerit, ESRI, Heritage List, CoF website).

For property owners or purchasers, this will:

- Provide certainty regarding heritage status, protection, constraints and opportunities prior to the lodgement of a Development Application (current process).

The project requires immense detailed work, including reviewing records for every single place in each area. Accordingly, the City will carry out the work on an area-by-area basis, starting with the South Fremantle Heritage area.

A review of this kind would be the first comprehensive review since recent legislation changes required additional information to be recorded in heritage areas. This will also be one of the largest and most comprehensive reviews since the heritage list was adopted in 2008. For the South Fremantle Heritage Area, the work will potentially include:

- Local Heritage Survey: Place records being updated and added as required.
- Heritage List: Places being added and removed.
- Heritage Areas: Places being recorded as either contributory or non-contributory.

Prior to initiating and undertaking the statutory process outlined above, Council considers it important to gain an understanding of what the community value about their heritage places and area and invite them to contribute information for their place.

### **Review of the South Fremantle Heritage Area**

The Engagement Plan has been developed as a model process to guide community engagement in the review of the City's Heritage Areas. Significant work has been undertaken to collate and assess information on Heritage Places within the South Fremantle Heritage Area. This work forms the basis for community engagement outlined in this plan. Further details regarding community engagement for the South Fremantle Heritage Area are outlined below.

# Project Stakeholders

## City of Fremantle Project Team

Name	Role	Project Team Involvement
Annabel Wills (AW)	Heritage Projects Officer	Project Lead
Patrick Ford (PF)	Manager, Strategic Planning & Urban Design	Project Sponsor
Sharn Bruere (SB)	Team Leader, Strategic Planning	Project Support
Gena Binet (GB)	Heritage Coordinator	Project Support
Craig McMurtrie	Senior Strategic Planning Officer	Project Support
Kavi Gupta (KG)	Community Engagement Partner	Community Engagement Support
Ashlee House (AH)	Community Engagement (Project Officer)	Community Engagement Support

## Additional City of Fremantle Project Support Stakeholders

Name of business unit, position or EM	Involvement / Interest
Elected Members (all)	Decision marker to endorse Review, engagement and engagement strategy. Engage via: IEM, PC and Council meeting Face to Face interviews for South Ward Councillors
Executive Leadership Team (ELT)	Project sponsors Engage via: Presentation at ELT (may not be necessary), Keeping director informed, FYI emails, Face to Face interviews and meetings
Strategic Planning and City Design Team	Design and delivery: Share progress and timings of events, Face to Face meetings, team workshops etc
Community Engagement Team	Design and delivery: Face to face for advice and support, community engagement design and delivery

Statutory Planners	Ensure statutory planners are fully briefed to field questions from the public, especially when assessing development approvals.
Customer Service Team	Ensure customer service team is fully briefed to field questions from the public.
Corporate Communications Team	Provide project team support through communications and media tactics, as well as graphic design support.
IT	Provide project team support through ESRI and GIS mapping software.
Local Library Historian	Provide project team and the public with heritage and historical information.

## External Stakeholders

Stakeholder group or community segment	Interest (Low / High)	Impact (Low / High)	Method/s to <u>engage</u>
Those in the Heritage Area – residents and owners	HIGH	LOW to HIGH	Letters, my say, Events, fact sheets
Heritage & historic groups, organisations + precinct group	HIGH	MED-HIGH	Meeting with key org's - share framework + invite meeting
Local Real Estate agents	HIGH	MED-HIGH	Focus group? with stat planners present? What they can share with us and what we can provide to make their life better
State Government (DPLH and Heritage Council)	MED	HIGH	Meeting, share framework
Fremantle Businesses	LOW - MED	LOW - MED	Email - Chamber of Commerce meeting, My Say Freo,
Local Whadjuk	LOW - MED	LOW - MED	Attend RAP Reference Group, email
Youth	LOW - MED	LOW - MED	Liaise with City of Fremantle Staff, My Say Freo
Older Persons	LOW - MED	LOW - MED	Liaise with City of Fremantle Staff, My Say Freo
Funding Bodies (Heritage Council, Lotterywest)	LOW - MED	LOW - MED	Letter, email to inform Offer to Meet

# Managing Project Risks

The table below outlines potential risks to the engagement program, and how the project team will work to mitigate them.

Impact Description	Communication risk	Management Strategy
Satisfaction with the level of public consultation and involvement in decision-making	Insufficient or inadequate information leads to misunderstanding among stakeholders about the project	<ul style="list-style-type: none"> <li>• Proactively engage with stakeholders and adopt a no surprises approach so they hear from the Project team first rather than second or third hand.</li> <li>• Communicate that previous stakeholder feedback has informed the Project’s engagement approach and regular communications will run through the project lifecycle and how engagement opportunities will be provided.</li> <li>• Consult staff and key stakeholder groups in identifying methods to engage and channels to communicate with stakeholders.</li> <li>• Use the City’s existing online engagement platform – My Say Freo – to be the main source of up-to-date information.</li> <li>• Develop a strong, citywide project brand and promote this using traditional and social media.</li> </ul>
	Information is not widely understood or accessible	<ul style="list-style-type: none"> <li>• Develop clear and consistent key messaging.</li> <li>• Use plain English and images.</li> </ul>

Impact Description	Communication risk	Management Strategy
		<ul style="list-style-type: none"> <li>• Use a wide range of communication channels traditional (media/posters in City facilities) and digital – encouraging subscription to digital updates (creating an email database of stakeholders) and use social media.</li> <li>• Align the development of messaging with the City’s Disability, Access and Inclusion Plan to ensure all audiences have access.</li> </ul>
	<p>Consultation is not sufficiently representative or inclusive.</p>	<ul style="list-style-type: none"> <li>• Engage with key internal stakeholders and other community groups to confirm comprehensiveness of stakeholder mapping and continue to add to a stakeholder database throughout the project.</li> <li>• Use existing email database to send regular project updates.</li> <li>• Access the City’s existing Community Advisory Groups, Precincts, and community champions to promote the process and assist in engaging with hard-to-reach groups.</li> <li>• Design an engagement program that considers barriers to engagement and provides a targeted range of engagement methods to offer engagement options for hard-to-reach groups.</li> </ul>

Impact Description	Communication risk	Management Strategy
	Discussions escalate in the media, or political arenas.	<ul style="list-style-type: none"> <li>• Advise City managers and executives of the implications of adopting a courageous conversation and high-risk appetite approach to engagement.</li> <li>• Ensure public comments on social media are adequately moderated, and the public doesn't not submit feedback via social media comments.</li> <li>• Always direct the public to the City's MySay portal.</li> <li>• Provide reassurance to the City when conversations escalate.</li> <li>• Ensure contentious dialogue is captured rather than managed by the project.</li> <li>• Provide Elected Members with opportunities to inform the engagement program and keep them regularly updated on the project's progress.</li> <li>• Brief media at the beginning of the project to support raising awareness about the engagement process and role of the community.</li> </ul>
	Reduced public confidence damages the reputation of the City and Elected Members	<ul style="list-style-type: none"> <li>• Provide a transparent overview of the process and encourage debate / conversations / dialogues through the engagement methods.</li> </ul>

Impact Description	Communication risk	Management Strategy
	Stakeholders are unable to contact the project and or have multiple contacts with inconsistent communications	<ul style="list-style-type: none"> <li>• Use a dedicated project email and or My Say Fremantle website as a single point of contact / information on all notifications rather than individual emails and send all comms from project email (using EngagementHQ).</li> </ul>
Existing community and or special interest groups become adversarial, using the media and community events to discredit elements of the engagement process resulting in community dissatisfaction.	Concerns escalate in the media or political arenas.	<ul style="list-style-type: none"> <li>• Agree on a clear engagement process around negotiables and advise stakeholders of the engagement process and strategic intent.</li> <li>• All stakeholders will be provided with an opportunity to be actively engaged early in the process to identify their concerns and ideas.</li> <li>• Clearly define the scope and desired outcomes of the program- what is in and what is out.</li> <li>• All stakeholders are given equal opportunity to comment on negotiables.</li> <li>• At the conclusion of the consultation phase, close the loop by clearly communicating when decisions are made and the outcomes, clearly communicating why the decision was made.</li> </ul>

Impact Description	Communication risk	Management Strategy
There is not internal alignment on the strategic intent of the engagement process (EMs and staff)	Lack of internal ownership and confidence in the process	<ul style="list-style-type: none"> <li>• Ensure all key decision makers agree on the strategic intent and that it is communicated to all key internal stakeholders prior to external engagement commencing.</li> </ul>
Key personnel change resulting in confusion, delays, scope changes or budget blow-outs	Scheduling of engagement activities, timeframes and key messaging change creating confusion in the community	<ul style="list-style-type: none"> <li>• Develop a comprehensive engagement plan (this document) and Project Plan.</li> <li>• Weekly project progress meetings to raise issues and agree solutions.</li> <li>• Ensure consistent communication and collaboration with the SCP project team and Working Group.</li> </ul>

# Engagement Level

The IAP2 spectrum for public participation aims to assist with selecting appropriate stakeholder participation levels and includes goals and promises for each level and stakeholder hierarchy group.

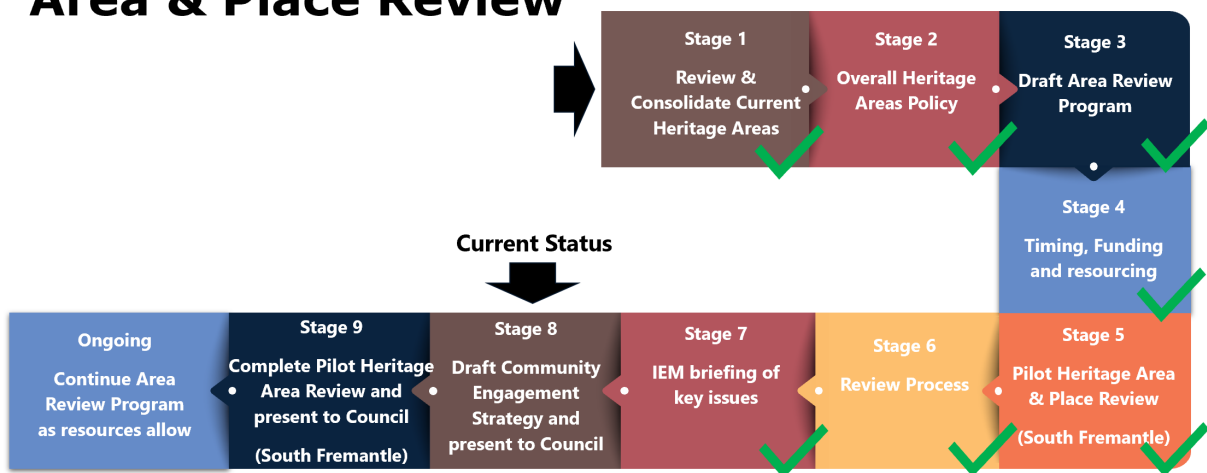
Primary Stakeholder engagement level is to **INFORM** with limited **CONSULTATION**, because the key to this project is ensuring that accurate and correct information is supplied to people and is an education process. The following stages of the project (in regard to additions, removals and changes to the Heritage List will involve statutory consultation in the Consult and Involve categories)

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Public Participation Goal:</b>	<b>Public Participation Goal:</b>			
To provide balanced and objective information to assist in understanding problems, alternatives and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly throughout the process ensure that public concerns and aspirations are consistently understood and considered.	To partner in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	<i>To place final decision-making in the hands of the public.</i>
<b>Promise to the Public:</b>	<b>Promise to the Public:</b>			
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<i>We will implement what you decide.</i>

# Engagement Approach

Community engagement is one step in the process of reviewing heritage areas and places. Significant preparatory work has been undertaken to-date, as demonstrated in the following diagram:

## Process for Heritage Area & Place Review



Community engagement is to be undertaken in two stages, summarised in the table below:

Timing / Date	Method / Activity	Who?	Stakeholders	Purpose	Done?
<b>Stage 1: Community Input – May- Aug 2023</b>					
<b>June</b>	Prepare engagement content	AW & SB	ALL	Invite the community to engage and share	
<b>July</b>	MySay Freo Launch	AH & AW	ALL	Information accessible online	
	Letters	AH & AW	Residents and owners	Residents/owners notified.	

<b>August</b>	Drop/book in sessions	AW & GB	Residents and owners	Allow time for one-on-one sessions with officers	
	Precinct group – facilitated meeting	KG, SB & AW	Interested local group	Hear and invite comment and discussion	
	Focus group – facilitated meeting	KG & AW	Real Estate/property	Gain insider feedback on Heritage issues and benefits	
<b>Stage 2: Statutory Process (Finalisation) – September &amp; October 2023</b>					
<b>Sept</b>	Analyse and Evaluate	AW		Project development	
<b>October</b>	Finalise Report back to Council including the following statutory process and Stage 2 CE	AW & PF		Project completion	

# Engagement Messaging

The engagement on each of the Heritage Areas will be in two stages:

## **Stage 1: Heritage Review – Community Input**

Purpose:

- Ask the community and gain understanding of what they like/value about their heritage area
- Invite the community to contribute information to their place record - history and heritage
- Inform community of current heritage listings
- Inform community on what a Heritage Area means

Information gained from Stage 1 will help inform the Stage 2 process.

## **Stage 2: Heritage Review – South Fremantle Heritage Area - Statutory Process**

Purpose: To update the LHS and Heritage List and establish contributory and non-contributory places for the South Fremantle Heritage Area based in the knowledge of what the community value about their heritage area.

Ultimately, we would like to get to a place where the residents/owners are proud to be in a heritage area. They own it and it brings them value.

## **PRINCIPLES**

- Framed/Based on the positive.
- Open and honest about the process.
- Be clear on what we are engaging on AND be open of all conversation.
- Clarity on what it means to be in a Heritage Area and on the Heritage List and what the Local Heritage Survey is/isn't.
- Dispel misinformation, fears and myths i.e. Property prices down (though can't directly comment on this as no conclusive information).
- Improve the narrative around heritage listings.

## **KEY FACTS TO CLARIFY**

1. **Heritage area:** Place already in a heritage area and what this means.
2. **Heritage list:** Either on or off and what this means for development.
3. **Local Heritage Survey:** Information database only. What the criteria/levels mean.

## **KEY NARRATIVES TO ADDRESS**

### **Community ownership of their heritage area**

Stage 1 & 2: COF's Heritage places and areas are valued by the community and important to the character and sense of Fremantle.

The City's quality and breadth of built heritage places and depth of traditional streetscapes are regarded as a significant asset and an integral part of not just Fremantle's, but Western Australia's sense of place. This sets it apart from many other localities in Perth. As such, the City's heritage attributes are regarded as an attraction and opportunity to develop and evolve with contemporary history, while not forgetting the past. Maintenance of a policy framework to protect heritage places and streetscapes is therefore vital. The City's approach to conservation includes identification of places and support for adaptive reuse and the ongoing utility, interpretation and value of place.

### **Work to date**

Stage 1: The area is already a heritage area. The Heritage Area has an established boundary and a statement of significance. The City maintains a database of places in the area and has been focusing on the South Fremantle Heritage Area recently.

Stage 1: Your place is in a heritage area, an area recognised for its collective significance/heritage value. The boundary of the heritage area was established in 2008. Working with the already established boundary and statement of significance, we would like to hear from you about what you love about your heritage area. Additionally, if you have information to share on your place we would love for you to share. This will help with the second stage of this project where we will be looking at what places are contributory and what are non-contributory.

Stage 2: What has been undertaken i.e. an assessment and review of all the places in the South Fremantle Heritage Area.

Stage 2: Officers have undertaken an assessment of every place in the area and determined what places contribute to the area and which places have little to no contribution to the area.

### **What is changing**

Stage 1: No changes to current Heritage Area.

Stage 2: What the new changes are and what they mean for property owners.

Stage 2: This work further refines, considers and identifies places that have little or no heritage value. This will provide more certainty to property owners and purchasers in the area and allow for more flexibility and change while still considering the heritage significance of the area. For example, what is the process now vs what can and cannot happen once places are designated 'non-contributory' in the heritage area.

### **What this means for me**

Stage 1 & 2: What it means for me to be in a heritage area/What I can and can't do on my property. E.g. Paint front door, renovate bathroom without Council approval.

Information on the process to capture community input and how it is recorded.

### **Information the City holds**

Stage 1: The record for your place is included with the information we have to date. The City invites you to provide any information on the place.

# Engagement Formats & Tools

The project will prepare and deliver a range of targeted engagement methods and communications sufficient to secure awareness, understanding and informed participation with internal and external stakeholders. All communications will include information about access to additional information and project contacts. The table below outlines a range of tools that will be tailored in engaging and communicating with stakeholders.

<b>My Say Freo</b>	Website landing page, survey widget, document and information submission (i.e. different file formats including jpegs), document library, officer comment, key dates & project timeline
<b>Drop-In &amp; By appointment meetings</b>	Allow the public to drop-in for information sessions, or book 30 minute appointments with relevant City officers.
<b>Community Events</b>	Have visibility or coordinate with active community events to provide information and answer questions. This can include the local precinct groups, neighbourhood associations, and regular events like the Sunday Grower's Market in Beaconsfield. Recommendation NOT to hold large group meetings.
<b>Letterbox Drop or Email</b>	Focused and bespoke mail outs or emails to existing homeowners in the proposed engagement area.
<b>Information Sheets</b>	Brochures, FAQ (e.g. What is a heritage area? What is the HA policy?) Provided on my say, with letters and at engagement events in hard copy.
<b>City Communications</b>	Social media channels, newsletters.

<b>City of Fremantle</b>		
<b>Schedule of Council and Committee meetings</b>		
<b>2023/2024</b>		
<i>Meetings open to the public will be held at the Walyalup Civic Centre, 151 High Street, Fremantle and/or via electronic means.</i>		
<i>The Audit and Risk Management Committee does not have the authority to make decisions on behalf of Council so its meetings are not open to the public.</i>		
<b>June 2023</b>		
<b>Planning Committee</b>	<b>7 June</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>14 June</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>19 June</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>28 June</b>	<b>6:00 pm</b>
<b>July 2023</b>		
<b>Planning Committee</b>	<b>5 July</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>12 July</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>26 July</b>	<b>6:00 pm</b>
<b>August 2023</b>		
<b>Planning Committee</b>	<b>2 August</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>9 August</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>14 August</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>23 August</b>	<b>6:00 pm</b>
<b>September 2023</b>		
<b>Planning Committee</b>	<b>6 September</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>12 September</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>27 September</b>	<b>6:00 pm</b>

<b>October 2023</b>		
<b>Planning Committee</b>	<b>4 October</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>11 October</b>	<b>6:00 pm</b>
<b>Special Council Meeting</b>	<b>23 October</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>25 October</b>	<b>6:00 pm</b>
<b>November 2023</b>		
<b>Planning Committee</b>	<b>1 November</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>8 November</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>15 November</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>22 November</b>	<b>6:00 pm</b>
<b>December 2023</b>		
<b>Planning Committee</b>	<b>6 December</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>13 December</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>20 December</b>	<b>6:00 pm</b>
<b>January 2024</b>		
<i>No meetings</i>		
<b>February 2024</b>		
<b>Planning Committee</b>	<b>7 February</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>14 February</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>21 February</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>28 February</b>	<b>6:00 pm</b>

<b>March 2024</b>		
<b>Planning Committee</b>	<b>6 March</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>13 March</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>27 March</b>	<b>6:00 pm</b>
<b>April 2024</b>		
<b>Planning Committee</b>	<b>3 April</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>10 April</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>17 April</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>24 April</b>	<b>6:00 pm</b>
<b>May 2024</b>		
<b>Planning Committee</b>	<b>1 May</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>8 May</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>22 May</b>	<b>6:00 pm</b>
<b>June 2024</b>		
<b>Planning Committee</b>	<b>5 June</b>	<b>6:00 pm</b>
<b>Finance, Policy, Operations and Legislation Committee</b>	<b>12 June</b>	<b>6:00 pm</b>
<b>Audit and Risk Management Committee</b>	<b>19 June</b>	<b>6:00 pm</b>
<b>Ordinary Council Meeting</b>	<b>26 June</b>	<b>6:00 pm</b>



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## Introduction

The City of Fremantle seeks to provide best practice waste management services. These services include timely and appropriate residential and public waste collection, ranging from kerb side three-bin, bulk and green waste pick-ups to a comprehensive Recycling Centre, Reuse Shop and approved Containers for Change operations.

Waste management is a core service of the Council, and also a major environmental issue for the City. Under the focus area Environmental Responsibility, the Strategic Community Plan commits the City to "working with the community, will reduce waste (ultimately to zero) and reuse wherever possible" and had set a recycling target of 80%. The One Planet Fremantle Strategy reflects the Zero Waste targets and sets a series of similar targets for recycling, reuse and diversion.

This Action Plan seeks to provide the framework to advance towards these targets by stages, increasing waste recovery to 67% by 2025, and 70% by 2030. Ideally, the City would like to exceed the targets and achieve at least 70% material recovery by 2025.

As part of its approach to waste minimisation, the City will continue to educate the community about ways to produce less waste and expand behaviour change programs to support waste reduction.

### Purpose

The purpose of the Waste Plan 2020-2025 is to set priorities for waste management within the City for the next five years.

It also establishes the city's waste profile and baseline information in relation to the objectives and targets set out in the Waste Avoidance and Resource Recovery Strategy 2030.

## Background

Waste management is one of the staple services of local government. The sustainability (both environmental and economic) of historic practices has come under increasing scrutiny in recent years, with a range of new initiatives and approaches investigated to reduce dependence on landfill and divert waste back into a circular economy.

Local governments in Western Australia are now required to produce a Waste Plan that meets Department of Water and Environmental Regulation ('DWER') specifications, and utilises a template developed under the state government's *Waste Avoidance and Resource Recovery Strategy: 2030*. The template provides a consistent roadmap for local governments to pursue state targets for waste avoidance, diversion and recovery.

This Waste Management Action Plan 2020-25 incorporates the DWER-template Waste Plan as an attachment and illustrates how it integrates with the City's broader strategic objectives and framework.

### ***Waste Avoidance and Resource Recovery Strategy: 2030<sup>1</sup>***

The state government's vision is that "Western Australia will become a sustainable, low- waste, circular economy in which human health and the environment are protected from the impacts of waste."

The key themes and targets in the *Waste Avoidance and Resource Recovery Strategy: 2030* are:

Theme	Description	2025 Target	2030 Target
Avoid	Western Australians generate less waste.	10% reduction in waste generation per capita	20% reduction in waste generation per capita

<sup>1</sup>[https://www.wasteauthority.wa.gov.au/images/resources/files/Strategic\\_Direction\\_Waste\\_Avoidance\\_and\\_Resource\\_Recovery\\_Strategy\\_2030.pdf](https://www.wasteauthority.wa.gov.au/images/resources/files/Strategic_Direction_Waste_Avoidance_and_Resource_Recovery_Strategy_2030.pdf)

Recover	Western Australians recover more value and resources from waste.	Increase material recovery to 70%	Increase material recovery to 75%
		From 2020 – Recover energy only from residual waste	
Protect	Western Australians protect the environment by managing waste responsibly.		No more than 15% of waste generated in Perth and Peel regions is landfilled.
			All waste is managed and/or disposed to better practice facilities

### Where are we now?

The City of Fremantle has been doing well at reducing municipal waste to landfill and improving recovery rate. In the financial year 2017/18, the City had a 52% recovery rate compared with an average of 41% across councils in the Perth metropolitan area. With the introduction of the Food Organics – Green Organics (‘FOGO’) scheme for single residential properties in 2019/20, that rate should improve significantly over the coming years. Further details of the City’s waste processes and services are detailed in Attachment 1.

### Community Engagement

Environmental Responsibility was identified as one of six key themes raised by participants in the Freo 2029 community visioning process in 2013/14. This process incorporated the participation of over 400 citizens and established “A green city that values its environment” as

one of the base aspiration in the formulation of the City’s long-term Strategic Community Plan 2015-25.

The Strategic Community Plan formulated on the back of the visioning exercise incorporates a series of outcomes, objectives and performance measures, including that the City will “*develop environmentally sustainable solutions modelled on the principles of the One Planet Fremantle Strategy for the benefit of current and future generations*” and that “*the City, working with the community, will reduce waste (ultimately to zero) and reuse wherever possible.*”

Community utility of and feedback on waste services is received throughout the year, with specific community engagement exercises around initiatives such as the proposed ban on plastic bags, on the release of gas filled balloons and the introduction of FOGO all further informing the City’s approach.

The Fremantle community demonstrates a high expectation for an efficient and reliable waste service with a growing understanding of the challenges and financial and environmental drivers involved. Sections of the community show a very strong commitment to more sustainable practices and waste reduction, with a challenge being how to normalise this, and to extend the capacity of the SMRC to improve the redirection across the region.

The activities of the Waste Education Officer confirm that the complexity of responsible waste management for individuals (compared, at least, with the historic ‘bin it and forget it’ model) continue to present a challenge, and that ongoing focus in this area will be necessary to achieve targets and progress to the ultimate goal of zero waste.

### Actions

The Waste Management Plan includes a series of recommendations under the headings of:

1. Waste Services

2. Waste Infrastructure
3. Policies and Procurement
4. Data
5. Behaviour change programs and initiatives

The format corresponds with DWER template.

These include a timeline and resourcing, and provide the pathway for the City to pursue staged achievement of state government targets and ultimately its own higher aspirations for waste reduction, diversion and reuse.

Implementation of actions will be subject to the availability of budget, but remains a high priority for the City.

## **Monitoring, Reporting and Review**

Monitoring and annual reporting on progress against key elements of the Waste Management Action Plan will occur through the corporate reporting and One Planet reporting processes.

The City is also required to comply with annual, mandatory reporting requirements to DWER, providing information on the City's progress in completing the listed Waste Plan actions.

The Plan is scheduled for review in 2025.

## Action (Implementation) Plan (Part 2 DWER Template)

Waste Management Tool	Action (OR link to existing local government plan/document that details this activity)	Is the action new or existing ?	Detailed actions (OR link to existing local government plan/document that details this activity)	Milestones (SMART - Specific, Measurable, Achievable, Relevant, Timed)	Target (SMART)	Timeframe for delivery (completion date)	Cost of implementation incorporated into annual budget and Corporate Business Plan? Y/N - (if not, why?)	Aligns to Waste Strategy Objective/s			Responsibility for implementation (branch, team or officer title, not the names of individual officers)	Identified risks (Impact/consequences and mitigation strategies)
								Avoid	Recover	Protect		
1. Waste services	1.1 - Implement Phase 2 of the 3-bin FOGO roll-out to more MDDs within the City of Fremantle to further increase materials recovery after due consideration of service options, available space, on-site management controls.	Existing	1. Research and identify best practices for introducing FOGO bins to MDDs. 2. Determine which MDDs in the City should be issued FOGO bins. 3. Communicate with identified MDDs about the change in relation to use of FOGO bins. 4. Complete the roll-out of FOGO bins to identified MDDs. 5. Continue to issue FOGO bins to MDDs on request.	1. Research and best practice identification for MDDs by June 2020. 2. Applicable MDDs identified by January 2021. 3. Identified MDDs informed of the changes by February 2021. 4. Roll-out completed by June 2021. (Subject to funding)	80% of all appropriate households have access to FOGO by June 2021.	Jun-21	Yes	√	√		Waste Management Team Leader	<i>Risk:</i> Lack of space, lack of knowledge, apathy, contamination issues. <i>Mitigation:</i> Research, technology, education, and case-by-case introduction of FOGO services to MDDs.
	1.2 - Introduce specialised cardboard collection services for new and existing larger MDDs to improve recycling rates.	New	1. Develop a business case for introducing the specialised cardboard service. 2. Prepare a report if required for Council endorsement. 3. Commence introducing the new services to MDDs.	1. Business case completed by June 2023. 2. If applicable, Council endorsement received by September 2023. 3. Introduce the service to MDD from November 2023.	50% of qualified properties take up the cardboard collection service by 23/24.	Jun-24	No - This will need to be considered by Council after the business case is presented.	√	√		Waste Management Team Leader	<i>Risk:</i> Insufficient community participation and interest. <i>Mitigation:</i> Engage the community using champions and specialised engagement.
	1.3 - Introduce Better Practice Bulk Verge Collection systems to reduce waste and increase material recovery; this could include properties currently not serviced (e.g. CBD), with options for seniors and residents with a disability.	New	1. Complete the review of verge bulk collection services. 2. Identify the preferred service model. 3. Seek Council endorsement. 4. Prepare required resources (dependant on in-house vs contracted service model).	1. Review completed by April 2021. 2. Preferred model approved by Council by June 2021. 3. Complete new service provisions and procurement by December 2021. 4. Service starts by January 2022	50% material recovery rates from bulk verge materials by 23/24. Reduce bulk waste annually by 5% starting from 2022/23.	Jan-22	No - This will need to be considered by Council after the business case is presented.	√	√	√	Resource Recovery Team Leader	<i>Risk:</i> Pushback from the community in relation to change from the bulk verge collections. <i>Mitigation:</i> Engage the community through the process and inform of the benefits of an improved system.
	1.4 - Plan and operate a successful Container Deposit Scheme Refund Point	Existing	1. Complete the public works required to prepare the site. 2. Prepare documentation required by WARRRL. 3. Advertise and employ staff to operate the refund point. 4. Develop partnerships with community stakeholders. 5. Continue to increase awareness of the scheme.	1. Site works completed 2 months prior to the Scheme Commencement Date (1/10/2020). 2. Documentation completed at least 1 month prior to the SCD. 3. Staff employed and trained at least 2 weeks prior to SCD.	1. Work towards recovery of 10 million eligible containers in 2021. 2. Work towards recovery of 13.5 million containers in 2022-23.	On-going	Yes		√	√	Manager Facilities and Environmental Management	<i>Risk:</i> Time and resources to be able to implement the program and operate the refund point. Health and Safety of the public. Reputational and financial losses. Mitigate the risks as per the City's business plan including but not limited to - adequate timeframes, communications planning,

Waste Management	Action (OR link to existing local government)	Is the action new or	Detailed actions (OR link to existing local government plan/document that details this)	Milestones (SMART - Specific, Measurable, Achievable, Relevant)	Target (SMART)	Timeframe for delivery	Cost of implementation incorporated into	Aligns to Waste Strategy Objective/s			Responsibility for implementation	Identified risks (Impact/consequences and mitigation)
												appropriate training, maximise desirability of service (e.g. local employment, cash refunds, community engagement), utilise appropriate equipment, traffic flow management, PPE.
	1.5 - Investigate suitable arrangement for recycling of all uncontaminated soft plastics and other recyclables collected at the Recycling Centre (Subject to industry support)	New	1. Engagement with recycling industry to determine possible processing arrangement by June 2021. 2. Engagement with neighbouring Councils for possible regional solution by June 2021. 3. Market sounding exercise, potentially utilising Expression of Interest prior to tendering process, undertaken by December 2021. 4. Adoption of new service offering by June 2022.	1. Increase in recyclable streams by June 2022. 2. An additional stream recycled every subsequent year.	1. Two more new streams recycled by 2022. 2. Five tonnes per annum increase in amount of materials recovered.	Jun-22	Yes		√	√	Resource Recovery Team Leader	<i>Risk:</i> Lack of value in materials being recycled. No end markets for products. <i>Mitigation:</i> Develop strategies to use products made of recycled plastics.
	1.6 - In partnership with the SMRC and member councils, introduce specialised food organics collections for commercial businesses, where practical.	New	1. Research and consider available options. 2. Seek Council endorsement, if viable and consider the option of introducing with the other member councils. 3. Prepare documentation and seek tenders. 4. Procure infrastructure required. 5. Commence the service.	1. Analyse options by September 2022. 2. Seek Council endorsement by December 2022. 3. Complete contract negotiations by April 2023.	Increase material recovery from commercial premises by 10%.	Jun-23	No - This will need to be considered by Council after the business case is presented.		√	√	Resource Recovery Team Leader	<i>Risk:</i> Cost of implementing the service versus the benefits of the service. <i>Mitigation:</i> Consider the options in line with Council strategies and plans.
	1.7 - Commence operations as a Household Hazardous Waste (HHW) drop-off facility at the Recycling Centre	Existing	1. Complete the application to WALGA for a grant. 2. Complete the application to DWER for a Solid Waste Depot Licence. 3. Make amendments to the site to comply with the DWER licence conditions.	1. WALGA approval procured - Completed. 2. DWER draft licence conditions with preliminary tasks completed by May 2020. 3. Conditional licence received by June 2020.	100% of HHW materials accepted in the program from November 2020.	Completed	Yes		√	√	Manager Facilities and Environmental Management	<i>Risk:</i> Time, resources to be able to implement the program. <i>Mitigation:</i> Plan effectively
	1.8 - Investigate opportunities to utilise a portion of FOGO derived compost from the SMRC for the City's parks and gardens and/or for distribution to the residents from the Recycling Centre.	New	1. Commence discussions with the SMRC and applicable contractors. 2. Ensure a robust testing regime to ensure and maintain the quality of compost available for supply to residents. 3. Consult Council for endorsement of the program. 4. Secure contracts for supply and delivery of the compost to the Recycling Centre. 5. Advertise the availability of compost for use by residents.	1. SMRC consultation completed by October 2021. 2. Compost quality meets required standards. 3. Council endorsement within 3 months of quality standards being met. 4. Contracts complete within 4 months of Council endorsement.	10 tonnes of compost provided to residents in the first year of the program.	Dec-23	Yes		√		Resource Recovery Team Leader	<i>Risk:</i> Quality of compost does not meet the required standards required to supply for domestic use. <i>Mitigation:</i> Ensure adequate and on-going testing of FOGO derived compost.

Waste Management	Action (OR link to existing local government)	Is the action new or	Detailed actions (OR link to existing local government plan/document that details this)	Milestones (SMART - Specific, Measurable, Achievable, Relevant)	Target (SMART)	Timeframe for delivery	Cost of implementation incorporated into	Aligns to Waste Strategy Objective/s			Responsibility for implementation	Identified risks (Impact/consequences and mitigation)
2. Waste infrastructure	2.1 - Investigate development of micro transfer stations and special collections around the City to encourage and increase recycling and circular economy solutions.	New	1. Develop a business case for introducing micro transfer stations. 2. Prepare a report for Council endorsement. 3. Commence introducing of the new service to MDDs.	1. Business case completed by December 2023. 2. Council endorsement by March 2024. 3. Service introduced by June 2024.	25% of qualified properties take up the service by June 2024	Jun-24	No - This will need to be considered by Council after the business case is presented.		√		Waste Management Team Leader	<i>Risk:</i> Cost and resource implications to introduce and maintain the service. <i>Mitigation:</i> Assess viability of the service and implement effectively.
	2.2 - Investigate and where practical introduce bin compaction and sensor technology to reduce the number of public waste collections required, reducing CO2 emissions and operating costs.	New	1. Develop a business case for introducing the technology. 2. Prepare a report for Council endorsement. 3. Commence installation of the new technology.	1. Business case completed by December 2022. 2. Council endorsement by March 2023. 3. Service introduced by June 2023.	20% reduction in number of collections required to empty public waste and recycling bins starting in 2023/24.	Jun-23	No - This will need to be considered by Council after the business case is presented.			√	Waste Management Team Leader	<i>Risk:</i> Cost and resource implications to introduce and maintain the service. <i>Mitigation:</i> Assess viability of the service and implement effectively.
	2.3 - Investigate establishment of donation points for Container Deposit Scheme containers in the CBD, beach and popular areas.	New	1. Identify potential locations for donation points. 2. Seek approvals to operate donation points in key locations. 3. Order and install infrastructure for donation points.	1. Donation point applications completed at least 3 months prior to scheme commencement. 2. Seek budget approval by June 2021. 3. Installation of donation point/s completed by June 2022.	1 donation point installed prior to scheme commencement.		Jun-22	Yes		√	√	Resource Recovery Team Leader
3. Policies and procurement	3.1 - Introduce subsidies for worm farms, compost bins and Bokashi buckets, especially for MDDs with no FOGO bins.	New	1. Seek Council approval for subsidies to be introduced. 2. Communicate and introduce subsidies.	1. Council approval by July 2021. 2. New subsidies targeted to be introduced by FY 21/22.	10 more worm farms, compost bins or Bokashi buckets purchased every year.	Aug-21	No - This will need to be considered by Council after the business case is presented.	√	√		Waste Minimisation Officer	<i>Risk:</i> The provided infrastructure not being used. <i>Mitigation:</i> Ensure that the subsidy is around 50% of the product (worm farm, bokashi bin etc) value.
	3.2 - Develop and introduce a Better Practice waste Policy and guidelines for new MDDs in Fremantle in consultation with relevant stakeholders to ensure effective design of waste and resource management solutions.	New	1. Research current better practice guidance. 2. Consult other internal stakeholders. 3. Develop the guidelines. 4. Seek Council endorsement. 5. Publish the guideline. 6. Make amendments to planning policy.	1. Stakeholders consulted by June 2021. 2. Guideline drafted by December 2021. 3. Guidelines published by June 2022. 4. Develop a policy approach for planning by June 2023.	Guidelines utilised by 95% of all commercial and MDD planning applications. Subject to planning approval of policy changes 100% MDDs applying the guidelines.		Jun-22 Jun-23	Yes	√	√	√	Resource Recovery Team Leader
4. Data	4.1 - Develop integrated systems to ensure that waste management data is effectively captured and collated to benchmark, report and measure improvements.	New	1. Assess available data and sources. 2. Develop a data management tool. 3. Test the system. 4. Develop working instructions.	1. Available data assessed by March 2020. 2. Engagement with internal teams (IT, GIS, Rates teams) to assist with tool development. 3. Data management tool tested by August 2020. 4. System implemented and	100% compliance with annual mandatory waste reporting requirements and response to internal data	Completed	Yes	√	√	√	Resource Recovery Team Leader	<i>Risk:</i> Staff resources, time and expertise required to collate and present the data effectively. <i>Mitigation:</i> Plan and manage effectively.

Waste Management	Action (OR link to existing local government)	Is the action new or	Detailed actions (OR link to existing local government plan/document that details this)	Milestones (SMART - Specific, Measurable, Achievable, Relevant)	Target (SMART)	Timeframe for delivery	Cost of implementation incorporated into	Aligns to Waste Strategy Objective/s			Responsibility for implementation	Identified risks (Impact/consequences and mitigation)
				operating by December 2020.	requests within 2 business days.							
	4.2 - Continue to improve systems to calculate an accurate split between residential, commercial and public waste tonnages and costs.	Existing	1. Assess available data and sources. 2. Calculate the split between sources. 3. Test the accuracy.	1. Available data assessed by March 2020. 2. Engagement with internal teams (IT, GIS, Rates teams) to assist with tool development. 3. Data management tool tested by August 2020. 4. System implemented and operating by December 2020.	100% compliance with annual mandatory waste reporting requirements and response to internal data requests within 2 business days.	Mar-21	Yes	√	√	√	Resource Recovery Team Leader	<i>Risk:</i> Staff resources, time and expertise required to collate and present the data effectively. <i>Mitigation:</i> Plan and manage effectively.
	4.3 - Publicise waste generation, material recovery, use of materials and illegal dumping rates to inform, educate and motivate residents to improve practices.	New	1. Develop a plan to publicise relevant data. 2. Prepare the framework and IT capability. 3. Commence publicising relevant information.	1. Plan developed by December 2020. 2. IT systems tested by March 2021. 3. Data made public by June 2021.	5% increase in unique visitors to the website annually starting from 2021/22.	Jun-21	Yes	√	√	√	Resource Recovery Team Leader	<i>Risk:</i> Ensuring that data is accurate and that the data can be easily updated as required. <i>Mitigation:</i> Plan and implement effectively.
5. Behaviour change programs and initiatives	5.1 - Develop with the assistance of the SMRC (where possible), information signage for bin areas at multiple density developments (MDDs).	New	1. Develop the scope of the project. 2. Plan, design and source the required signs. 3. Communicate and make available signs for the community.	1. Project commencement by September 2021. 2. Signs designed and ordered by February 2022. 3. Signs available for use by June 2022	0.5% reduction in contamination levels in recycling and FOGO bins used by MDDs starting from 2023/24.	Jun-23	Yes		√		Waste Minimisation Officer	<i>Risk:</i> Time and staffing resources required to plan and implement the program. <i>Mitigation:</i> Project manage having consideration for other priorities.
	5.2 - Implement the planned Bin Tagging Program to learn about contamination levels and educate a randomly selected portion of residents on what can be placed in the bins.	Existing	1. Plan and organise all necessary materials for the Bin Tagging program. 2. Commence the Bin tagging program. 3 Record data.	1. Materials delivered by Feb 2021. 2. Program completed by April 2021. 3. Findings reported by June 2021.	1,000 households audited during the Bin Tagging program.	Jun-21	Yes		√	☐	Waste Minimisation Officer	<i>Risk:</i> Time and staffing resources required to plan and implement the program. <i>Mitigation:</i> Project manage having consideration for other priorities.
	5.3 - Introduce education tools and supports for residents and businesses that regularly contaminate recycling and/or organics bins.	New	1. Prepare the business case. 2. Finalise the required tools and penalties.	1. Investigate the business case including risks of introducing the tools and penalties by June 2021.	Reduce contamination in the recycling stream by 1% and organics stream by 0.5% starting from FY 21/22.		Dec-21	Yes	√	√		Waste Minimisation Officer

Waste Management	Action (OR link to existing local government)	Is the action new or	Detailed actions (OR link to existing local government plan/document that details this)	Milestones (SMART - Specific, Measurable, Achievable, Relevant)	Target (SMART)	Timeframe for delivery	Cost of implementation incorporated into	Aligns to Waste Strategy Objective/s			Responsibility for implementation	Identified risks (Impact/consequences and mitigation)
	5.4 - Investigate options for a repair and re-use shop at the Recycling Centre to encourage re-use and waste avoidance.	New	1. Prepare a business case for operating/supporting a repair shop at the Recycling Centre. 2. Establish the repair services.	1. Business case completed by September 2021. 2. Service introduced by December 2021.	20 items repaired for re-use through the shop in 2021/22.	Jun-21	Yes	√			Resource Recovery Team Leader	<i>Risk:</i> Time and staffing resources required to plan and implement the program. <i>Mitigation:</i> Project manage having consideration for other priorities.
	5.5 - Develop program to work with champions at MDDs to reduce contamination.	New	1. Investigate best practice options and opportunities. 2. Develop a communications package. 3. Commence implementation of the initiative.	1. Options investigated by December 2022. 2. Communications prepared by June 2023.	0.5% reduction in contamination levels in recycling and FOGO bins used by MDDs from 2023/24.	Jun-23	Yes	√	√		Project Officer Waste and Recycling	<i>Risk:</i> Lack of interest from the community and time to implement the program. <i>Mitigation:</i> Research, plan and consider the best options to implement the program.
	5.6 - Investigate (with the assistance of SMRC) the introduction of specialised organics only collections at Fremantle based events.	New	1. Investigate options to introduce an organics only collection service at City of Fremantle events. 2. Implement changes through the Sustainable Events Policy. 3. Introduce incentives for early adopters.	1. Options investigated by March 2023. 2. Early adopters incentives introduced by June 2023.	Starting in FY 23/24 introduce specialised organics collections for at least 5 events. Increasing each year by 3 events.	Jun-24	Yes	√	√		Waste Minimisation Officer	<i>Risk:</i> Resourcing required to educate and prevent contamination <i>Mitigation:</i> Plan, communicate and procure adequate resources and tools for events.
6. Other	6.1 - Investigate options to assist residents with hazardous waste disposal such as asbestos and whitegoods.	New	1. Research and identify viable options. 2. If viable, prepare a business case. 3. Complete the introduction of the option.	1. Options investigated by December 2022. 2. Business case completed by March 2023. 3. Service introduced by June 2023.	Uptake of service introduced from July 2023.	Jul-23	Yes			√	Resource Recovery Team Leader	<i>Risk:</i> Time and staffing resources required to plan and implement the program. <i>Mitigation:</i> Project manage having consideration for other priorities.
	6.2 - Develop and introduce a method of measuring waste generated from the City's operational buildings to reduce the overall waste generated by the City.	New	1. Investigate best practice options and opportunities. 2. Identify and list waste sources and develop a baseline. 3. Develop a communications package. 4. Commence implementation of the initiative. 5. Measure progress and communicate learnings.	1. Options investigated by December 2021. 2. Baseline study completed by March 2022. 2. Communications prepared by June 2022.	20% reduction in waste generated by the City in 2022/23	Jun-22	Yes	√	√		Resource Recovery Team Leader	<i>Risk:</i> Lack of buy-in by staff. <i>Mitigation:</i> Engage staff through various mediums and educate.
	6.3 - Investigate and if practical introduce a trailer hire option to encourage use of the recycling centre.	New	1. Prepare a business case. 2. Seek Council endorsement. 3. Procure trailers for the program.	1. Business case completed by September 2021. 2. Council endorsement by December 2021. 3. Program introduction by March 2022.	Trailer hired at least 20 times by June 2023.	Mar-22	Yes		√	√	Resource Recovery Team Leader	<i>Risk:</i> Lack of participation in the program. <i>Mitigation:</i> Promote the initiative.
	6.4 - Work with the SMRC and other member councils to development an agreement to send residual waste from	Existing	1. Assist with tender specifications for processing of residual waste at a waste to energy facility. 2. Assist with the evaluation of tenders.	1. Tenders advertised by December 2020. 2. Council endorsement by June 2021. 3. Commence delivery of residual waste after January	No more than 15% of waste generated is landfilled'.	Dec-21	No - This will need to be considered by Council after the business case is presented.		√	√	Director Infrastructure	<i>Risk:</i> - Pushback from Council and the community. <i>Mitigation:</i> - Ensure effective communications

Waste Management	Action (OR link to existing local government)	Is the action new or	Detailed actions (OR link to existing local government plan/document that details this)	Milestones (SMART - Specific, Measurable, Achievable, Relevant)	Target (SMART)	Timeframe for delivery	Cost of implementation incorporated into	Aligns to Waste Strategy Objective/s			Responsibility for implementation	Identified risks (Impact/consequences and mitigation)
	red lid bins to a waste to energy plant for energy recovery.		3. If viable to proceed, seek Council endorsement to enter into a supply agreement. 4. Ensure continued supply of residual waste as per the agreement conditions.	2022.								with key stakeholders.

NOTE: Actions listed here will be assessed against other strategic priorities of the City through the corporate budgeting process. Inclusion of an action on this list does not commit the City to delivering it: however it identifies it as desirable and allows it to be scoped and fed into the corporate prioritization process.

Responsibility and review information	
Responsible officer:	Manager Facilities and Environmental Management
Document adoption/approval details	<i>Approval/adoption date</i> <i>Proof of adoption/approval - meeting name or document no#</i>
Document amendment details	<i>Amendment approval/adoption date</i> <i>Proof of adoption/approval - meeting name or document no#</i>

## Appendix 1 – Baseline Profile, Services & Performance (Part 1 DWER TEMPLATE)

### Part 1 - services and performance

#### 1.0 Introduction

Part 1 of the City of Fremantle waste plan establishes the city's waste profile and baseline information in relation to the objectives and targets set out in the Waste Avoidance and Resource Recovery Strategy 2030 (Waste Strategy):

**Avoid** - Western Australians generate less waste.

**Recover** - Western Australians recover more value and resources from waste.

**Protect** - Western Australians protect the environment by managing waste responsibly.

## 2.0 Integrated planning and reporting

Table 1: Links between plan for the future and waste management (Please complete the table, even if the answer is "waste isn't mentioned in our SCP or CBP")

<b>Strategic Community Plan</b>	
Title:	City of Fremantle Strategic Community Plan 2015-2025
Came into force:	Apr-16
Date of next review:	Last updated 2019
Waste-related priorities:	<ul style="list-style-type: none"> <li>• 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</li> <li>• Support development of the circular economy.</li> </ul>
<b>Corporate Business Plan</b>	
Title:	Corporate Business Plan 2019 - 2023
Came into force:	2019
Date of next review:	2020
Waste-related priorities:	Promotion and awareness- raising of sustainability initiatives in the community; Continued reduction in and reuse of waste in construction and maintenance activities 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.
<b>Strategic Waste Management Plan</b>	
Title:	City of Fremantle Strategic Waste Management Plan Draft
Came into force:	NA
Date of next review:	NA
Key Principles:	Minimise Waste to landfill - Achieve a 70% material recovery by 2025. Be a strong leader and advocate for effective waste management: - Lead Education Programs across the community. - Embrace a partnership approach with industry and community. Pursue best practice and deliver sustainable waste solutions. - Deliver efficient and effective waste management services Extend the City's principles on waste management to suppliers and partners. Be open and transparent in our practices and build trust with the community. Remain open to innovation, new technology and developing opportunities.

<sup>1</sup> 'Plan for the future' means a plan made under section 5.56 of the *Local Government Act 1995* and Division 1 and 3 of Part 5 of the *Local Government (Administration)*

### 3.0 Avoid

Avoidance of waste generation is the preferred waste management option in the waste hierarchy. This section looks at waste generation rates and the reduction required to contribute to the state's waste generation reduction targets - **2025**: Reduction in MSW generation per capita by 5%, **2030**: Reduction in MSW generation per capita by 10%.

Reviewing this data is a critical element of waste planning as it can show how waste generation has changed, identify potential reasons for changes and indicate areas to target in *Part 2 – Implementation plan* (Table 21).

Table 2: City of Fremantle population, households and waste generation compared with state averages and targets for 2025 and 2030

(Local government to review prefilled data)

	Actual				Targets	
	2014-15 (baseline)	2015-16	2016-17	2017-18	2024-25	2029-30
<b>Population</b> <sup>(1)</sup>	30,778	30,680	30,716	30,752	32,020	33,438
<b>Households</b> <sup>(1)</sup>	13,990	13,945	13,962	13,978	14,555	15,199
<b>Total domestic waste generated</b> <sup>(2)</sup>	16,671	16,010	15,098	14,827		
<b>Waste generation per capita/year (kg)</b> <sup>(2)</sup>	542	522	492	482	515	487

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dplh.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic waste

## 4.0 Recover

Where waste generation is unavoidable, efforts should be made to maintain the circulation of materials within the economy. Table 3 gives the overall recovery rate for your local government compared to Waste Strategy targets and the state average. This is broken down into the proportion of the recovery which was materials recovery (reuse, reprocessing or recycling) or energy recovery. The Waste Strategy includes a target that from **2020**, energy should only be recovered from residual waste (see *Guidance Document – Table 1*, for more information).

Table 3: City of Fremantle population, households and recovery rate compared with state averages and targets for 2020, 2025 and 2030

(LG to review the pre-filled data and amend/update if necessary. Add additional comments if necessary.)

	2014-15	2015-16	2016-17	2017-18	2020 target	2025 target	2030 target
<b>Population</b> <sup>(1)</sup>	30,778	30,680	30,716	30,752			
<b>Households</b> <sup>(1)</sup>	13,990	13,945	13,962	13,978			
<b>Overall recovery (%)</b> <sup>(2)</sup>	52%	48%	51%	52%	65%	67%	70%
<b>Materials recovery</b>	52%	48%	51%	52%	>80%	>80%	>80%
<b>Energy recovery</b>	0%	0%	0%	0%	<20%	<20%	<20%
<b>Perth metro average</b> <sup>(3)</sup>	36%	38%	40%	41%			

(1) Source (except 2014-15): Western Australia Tomorrow Population Report No. 11 <https://www.dplh.wa.gov.au/information-and-services/land-supply-and-demography/western-australia-tomorrow-population-forecasts>. Population for 2014-15 from Western Australia Tomorrow Population Report No. 10. Population for intercensal years extrapolated. Households estimated using 'Average people per households' from 2016 ABS Census Quickstats.

(2) Source: Local Government Census data - domestic

(3) Source: Waste Authority data fact sheets <http://www.wasteauthority.wa.gov.au/programs/data/data-fact-sheets/>

## 5.0 Protect

### 5.1 Better practice

Adoption of better practice approaches to waste management is an important way in which local government can better protect the environment from the impacts of waste, and contribute to achievement of the targets under objective 3 of the Waste Strategy. See *Guidance Document - 5.0 Better practice, Table 4* for a summary of the Waste Authority's current and planned better practice guidelines.

Table 4: Better practice approaches and programs adopted by the City of Fremantle

(LG to complete the table)

Waste management activity/service	Waste Authority better practice guideline or program	Date of adoption/implementation	Comment
Kerbside Collection Service - 3-bin FOGO	Better Practice FOGO Kerbside Collection Guidelines	Sep-19	Phase 1 Roll-out completed. <a href="https://www.wasteauthority.wa.gov.au/images/resources/files/Better_practice_FOGO_kerbside_collection_guidelines.pdf">https://www.wasteauthority.wa.gov.au/images/resources/files/Better_practice_FOGO_kerbside_collection_guidelines.pdf</a>
Bin Tagging - 2-bin system	WALGA Bin Tagging Guidelines	Feb-20	WALGA approved Bin Tagging Program for non-FOGO properties approved in February 2020. Program was suspended due to COVID. Currently planned to be undertaken toward the end of 2020.
Bin Tagging - 3-bin system	WALGA Bin Tagging Guidelines	Feb-20	SMRC Bin Tagging Program post FOGO roll out. Bin Tagging was put on hold due to COVID but is scheduled to recommence in August/Sept 2020

Waste management planning guidelines	WALGA Guidelines for Waste Management Plans	Jun-18	Beginning in June 2018, the City began requesting all developments requiring a Waste Management Plan to review WALGA WMP guidelines.
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## 5.2 Litter

The data in Table 5 was reported by the your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 6 if available.

Table 5: 2017-18 litter data

	Response and comments
<b>Litter hotspot used on a regular basis for littering in 17-18</b>	CBD, Parks and garden areas, natural areas, around some public housing complexes.
<b>What are the main items littered at these hotspots?</b>	Cigarettes, picnic waste, sharps, beverage containers.
<b>Current measures aimed at contributing towards the zero littering target</b>	City has a permanent team dedicated to the collection of litter within the CBD.

## 5.3 Illegal dumping

The data in Table 7 was reported by your local government in the 2017-18 local government census. Additional information to be provided by the local government in Table 8 if available.

Table 7: 2017-18 Illegal dumping data

	Response and Comments	
<b>Cost of cleaning up illegally dumped waste during 2017-18</b>	\$ 8,022	Community Safety - \$8022
<b>Sites used on a regular basis for illegal dumping in 2017-18. Where possible, please provide site address/es</b>	24	Minimum estimate of approximately two dozen hotspots/areas, majority of which are within the O'Connor industrial area.
<b>What are the main items dumped at these sites?</b>	Household items such as bulky furniture and building materials.	
<b>Current measures aimed at contributing towards the zero illegal dumping target</b>	Fremantle Recycling Centre availability. Bulk verge materials collections twice a year. Covert cameras have also been utilised. Some signage has also been utilised in hotspots to deter illegal dumping.	

Source: Local government Census data 2017-18

Additional comments
17/18 - the City received a total of 191 illegal dumping customer requests. The outcomes for these requests are not available. It is estimated that each of these requests take two officers approximately 30 minutes to investigate. $191 \times \$42 = \$8022$ . The City's Rangers have not issued any fines/infringements for illegal dumping activities.

## 6.0 Waste management tools

### 6.1 Waste services

Local government data relating to the waste collected, recovered and landfilled is presented in Table 10. It is important to review this data when developing *Part 2 – Implementation Plan*, as it can:

- provide an understanding of how different systems are performing (e.g. recovery levels)
- highlight the need for any new collection systems or infrastructure
- identify the timing and capacity of any new collection systems or facilities required to meet the changing needs of local governments.

In working towards alignment with the Waste Strategy, the local government should focus on the materials resources with the greatest potential to support the objectives and targets of the Waste Strategy.

NB: DWER is currently developing a range of better practice guidelines. Better practice rates will need to be updated as the guidelines are released.

Table 10: Significant sources and generators of waste in 2017-18

Service/Sources		Tonnes collected	Tonnes recovered	Recovery rate	Better Practice rate	Target rate 2025	Target rate 2030
Kerbside	mixed waste	8,829	3,726	54%	%	55% major regional centres	60% major regional centres
	comingled recyclables	3,544	2,944				
	green waste	-	-				
	FOGO	-	-				
Vergeside	green waste	654	654	54%	%		
	hard waste	840	157				
Drop-off	mixed waste	-	-	100%	%		
	dry recyclables	124	124				
	green waste	146	146				
	hard waste	-	-				
	hazardous waste	-	-				
Public place	mixed waste	690	-	0%	%		
	comingled recyclables	-	-				
Special event	mixed waste	-	-	#DIV/0!	%		
	comingled recyclables	-	-				
Commercial	mixed waste	2,081	-	2%	n/a		
	comingled recyclables	-	-				
	paper/cardboard	50	50				
Local government waste	Illegal dumping clean up			#DIV/0!	%		
	street sweepings						
	roadworks						
	other C&D activities						
	roadside pruning						
	other						
<b>TOTAL</b>		16,958	7,801	46%			

Source: Local Government Census Data 2017/18

## 6.2 Waste infrastructure

The number, type, capacity and location of key existing local government owned and/or operated waste and resource recovery infrastructure is required to understand the future need for different facility types. **This section is not relevant to local governments that do not own/operate waste facilities.**

Table 12: Current waste and resource recovery infrastructure operated by the local government

Facility name (and licence number if applicable)	Facility Type	Location	Managed by	Licence category and approved production or design capacity	Material type	Service/activity	Remaining Capacity  (if applicable)	Anticipated Closure (year)
The City of Fremantle Recycling Centre	Drop-off facility	81 Knutsford Street, Fremantle	City of Fremantle	Category 62 - Solid Waste Depot (Licence pending)	Batteries – Car	Drop-off for recycling	NA	NA
					Batteries - Household	Drop-off for recycling		
					Cardboard	Drop-off for recycling		
					Clothing Bins	Drop-off for recycling		
					C & D Materials	Domestic volumes		
					E-waste	Drop-off for recycling		
					Fire Extinguisher	Drop-off for recycling		
					Gas Bottles	Drop-off for recycling		
					Green waste	Drop-off for recycling		
					Light globes	Drop-off for recycling		
					Mattresses	Drop-off for recycling		
					Metals	Drop-off for recycling		
					Oil	Drop-off for recycling		
					Paint	Drop-off for recycling		
					Phones and chargers	Drop-off for recycling		
					Polystyrene	Drop-off for recycling		
					Recyclables (co-mingled)	Drop-off for recycling		
Tyres	Drop-off for recycling							
White goods	Drop-off for recycling							
Household junk	Processing and Disposal							

Table 13 provides space for local governments to provide information about planned waste and resource recovery infrastructure, if relevant.

Table 13: Planned waste and resource recovery infrastructure

Location	Managed by	Licence category and approved production or design capacity (if known)	Waste type	Service/activity	Estimated operation start date
81 Knutsford Street, Fremantle	City of Fremantle	NA	Eligible Container Deposit Scheme beverage containers	Over the counter, full-service aggregation point	1-Oct-20
81 Knutsford Street, Fremantle	City of Fremantle	Category 62 - Solid Waste Depot (Licence pending)	HHW Materials - In addition to the above materials also collect acids and alkalis, engine coolants and glycols, flammables, flares, household chemicals, pesticides, herbicides, poisons, pool chemicals, smoke detectors, unknown chemicals	Acceptance of all HHW material types	1-Nov-20

## 6.3 Policy and procurement

### 6.3.1 Contracts

Information on your local government's existing waste contracts should be detailed in Table 14. When reviewing services, it is a good opportunity to evaluate how they are performing, opportunities for regional collaboration and to identify any opportunities for improvement, review or renegotiation.

Table 14: Existing waste management contracts

Contractor	Services		Notes/comments
Cleanaway	3 Bin Kerbside Collection Service - Collection only		
JJ Richards	1100L Commercial Cardboard - Collection and Processing		
Steann	Vergeside Bulk Waste Collections	Vergeside Greenwaste Collections	In the 20/21FY the City will only be offering one vergeside greenwaste collection service.
Eco Resources	Illegally Dumped Bulk Waste Processing	Recycling Yard Bulk Waste Processing	
Contractor TBD	Vergeside Bulk Waste processing		Previously utilised Suez and Eco Resources. RFQ to be put out to market prior to 20/21FY collections.
Netstar Australia	Fleet Management Services for all City owned waste and cleansing vehicles		
Mastec Australia	Supply of Mobile Garbage Bins (MGBs) for domestic and commercial waste services		
Savana Environmental	Collection of Illegally Dumped Asbestos		
Source Separation Systems	Supply of compostable liners and kitchen caddies.		
SMRC	Municipal Waste	Processing	FOGO, Comingled Recycling, General Waste, Vergeside Greenwaste

### 6.3.2 Waste local laws and policies

Information on your local government's existing local laws, strategies or policies that may complement/support this waste plan and contribute to the Waste Strategy objectives should be detailed in Table 15.

Table 15: Existing waste-related local laws, strategies and policies

Type of local law, strategy or policy	Name of local law, strategy or policy	Came into force	Comments
Health	Health Local Law 1997	1997	Useful for establishing waste services for new properties and MDDs
Strategy	One Planet Fremantle Strategy	2014	The City achieved national recognition in September 2014 and was awarded international certification as a One Planet Council in October 2015 by Bioregional.
Strategy	Strategic Waste Management Plan	2008	Southern Metropolitan Regional Council Strategy for member councils
Policy	Sustainable Event Policy	2014	Applied to all City events and intended tool for organics collections at events.

### 6.3.3 Land use planning instruments

Information on your local government's existing local planning instruments which contribute to the management of waste should be detailed in Table 16.

Table 16: Existing waste-related land use planning instruments related to waste management

<b>Local Planning Strategy</b>	TITLE:	Fremantle Planning Strategy		
	ENDORSED BY WAPC:	Uncertain. Approx. 2001		
	NEXT REVIEW DUE:	In train 2020		
	Is waste considered and reflected in the Local Planning Strategy?	YES	NO	
		<b>Please provide details below:</b>		
	Does the Local Planning Strategy identify current and future waste facility sites?	References need to consider waste reduction and disposal methods to reduce environmental impact in assessing and conditioning development (A5.4.3f) Includes reduction of waste and pollution as an important assessment consideration in defining sustainable development (B6.1.1.1 b) and more generally on p 151 Includes two Strategies (f and p) and 5 actions to reduce waste and ensure provision for waste processing facilities under 2.1.3		
<b>Please provide details below:</b>				
Does the Local Planning Strategy identify buffers around existing and/or future sites to avoid land use conflict?	YES	NO		
	<b>Please provide details below:</b> No significant waste disposal facilities in Fremantle. Buffers are provided around O'Connor Industrial area and Fremantle Ports.			
<b>Local Planning Scheme</b>	TITLE:	City of Fremantle Local Planning Scheme No. 4		
	GAZETTED:	8-Mar-07		
	NEXT REVIEW DUE:	On-going / in train		
	Are resource recovery facilities, waste disposal facility and waste storage facility defined as land uses (as per <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> ) and included in the council Local Planning Scheme zoning table, with either a P/I/D/A/X permissibility?	YES	NO	
		<b>If NO please provide comments below:</b> They are included in definition of 'Industry - General (Licenced)' A review of land use definitions is currently in train as part of Scheme maintenance program: based on Model Scheme Text.		
	If these land uses are not defined and not in the zoning table, how does the Scheme deal with such land uses (i.e. is an alternative definition used to that in the <i>Regulations 2015</i> ? Or are these land uses zoned as "Use not listed")?	<b>Please provide details below:</b> They are included in a broader definition so they are covered: just not individually.		
Does the Local Planning Scheme identify statutory buffers as Special Control Areas for strategic waste infrastructure facilities to avoid encroachment by incompatible land uses?		YES	NO	
	<b>If NO please provide comments below:</b> There are buffers applicable to O'Connor Industrial Area (where any licenced waste facilities are likely to operate) and Fremantle Port.			

<b>Local planning policies</b>	TITLE:	Local Planning Area 8 - O'Connor	
	ADOPTED BY COUNCIL:	2007	
	RELATIONSHIP TO WASTE STRATEGY OBJECTIVES:	Reiterates objective to maintain O'Connor as the Strategic Industrial Area for Fremantle and the immediate south-west. It also defines areas in close proximity to residential where licenced industry will not be supported (to maintain separation).	
	Does the local government have any local policies which relate to the objectives of the Waste Strategy (reduce generation, increase recovery, protect the environment)?	YES	NO
<b>Other</b>	TITLE:	Strategic Community Plan and also One Planet Strategy	
	ADOPTED BY COUNCIL:	2015	
	RELATIONSHIP TO WASTE STRATEGY OBJECTIVES:	Both outline broad waste reduction and recycling objectives, targets and strategies.	

### 6.3.4 Sustainable procurement

Local governments can be significant consumers whose purchasing decisions and procurement policies can have positive impacts. This section reviews activities relating to procurement of infrastructure, goods and services that avoid waste, promote resource recovery or encourage greater use of recyclable and recycled products. Information on existing sustainable procurement policies or practices that may contribute to the Waste Strategy objectives should be detailed in Table 17.

Table 17: Existing sustainable procurement policies and practices

Sustainable procurement policy or practice	Date adopted by council	Actions implemented e.g. switching to recycled printer paper	Alignment with Waste Strategy targets, objectives or focus materials
Purchasing Policy	Sep-16	Minimum 10% weighting for sustainable practices.	Alignment with the One Planet Fremantle Strategy.

## 6.0 Waste management tools

### 6.4 Behaviour change programs and initiatives

Communication and engagement with waste generators and managers underpins many local government waste management activities, and are vital in driving behaviour change needed to achieve the objectives and targets of the Waste Strategy.

Behaviour change programs and initiatives refers to activities that increase awareness, skills and knowledge; provide consistent messaging; help people to use waste infrastructure; and encourage the adoption of specific, positive waste behaviours and attitudes.

Most local governments have existing behaviour change programs and initiatives and it is important to evaluate their effectiveness. This section includes an opportunity for a high level qualitative assessment process to understand what has worked and what has not. The results can be used to inform actions for *Part 2 – Implementation plan (Table 21)*.

Information on the local government's existing waste behaviour change programs or initiatives should be detailed in Table 18. This may include participation in Waste Authority funded programs, or programs/initiatives run by the local government.

Table 18: Behaviour change programs and initiatives, including Waste Authority programs and other local government initiatives

Local government program/initiative	Description	Outcomes achieved as a result of the program (Qualitative/quantitative)	Evaluation method	What's worked/not worked	Suggested improvements
Newsletters and social media	City and SMRC	Increased level or awareness	Engagement survey SMRC	Opportunity to address issues as they arise.	Implementation of structured social media plan.
Recycle Right, WREN, RRRRC tours, waste reduction workshops	SMRC Education	Reduced contamination	Engagement survey SMRC	Good attendance and interest.	Protocols to ensure delivery of service required of SMRC.
Education Campaign FOGO	For FOGO roll-out, community information sessions, information provided to residents with bins and on-going education using Recycle Right and Waste Sorted Communications (where applicable).	Reduced contamination, knowledge of the system.	Customer feedback, no. of complaints, contamination levels	System well accepted by the community.	NA
On-going FOGO Education Campaign	Public events, newspaper articles, Fre-Oh magazine, E-newsletter, specialised social media and Waste Sorted Communications (where applicable).	On-going awareness	Customer feedback, no. of complaints, contamination levels	Not enough feedback available on details contamination levels.	More structure to delivery of the educational information.
Recycle Roadshow	Mobile recycling van to promote recycling education and the recycling centre.	Increased throughput of facility, material recovery and waste avoidance.	No. of visitors and tonnes recovered.	The centre has grown rapidly. Events with little foot traffic.	Need to re-plan site and improve efficiencies. Further promotion of service availability. Matching roadshow with events with high number of Fremantle residents.
Personalised education to householders on receipt of customer requests in relation to incorrect practices.	City staff visit the alleged offender and provide tailored information to improve recycling and waste management practices.	Improved material recovery, illegal dumping prevention	Customer feedback, no. of complaints, contamination levels	Most issues resolved effectively and promptly.	NA

## 6.5 Data

Table 19 provides an opportunity to assess existing waste data practices, identify strengths and gaps and consider the kinds of data activities which could be included in the *Part 2 – Implementation Plan* to improve the local government's waste data. It should be completed based on the data/information covered in *Part 1* of this document, as well as the individual experience of the officer/s responsible for collecting and using waste data.

Table 19: Assessment of waste data

	Please ✓		Comment
	YES	NO	
Does the local government have access to adequate waste data to complete Part 1 of the waste plan?	✓		Data is available, however, not easily in some cases. The City is improving the method of recording data to ensure that datasets are more readily available as and when required. This has been identified as one of the actions of this Waste Plan.
Does the local government use waste data when undertaking planning activities for waste projects/programs?	✓		
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use waste data when monitoring or assessing waste projects/programs?	✓		
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government use adequate waste data to measure progress toward the targets and objectives of the Waste Strategy?	✓		
Does the local government have access to adequate waste data for this purpose?	✓		
Does the local government have access to adequate waste data to fulfil annual data reporting obligations under the WARR Regulations? (previously undertaken through the Waste and Recycling Census)	✓		Data is available, however, it relies on underlying assumptions related to split of the division of various waste streams. (Eg, residential, public place and commercial sources). Data capture is improving in this respect in order to generate a higher degree of confidence.
Are there any types of waste data that the local government does not currently collect or have access to that would be helpful/useful?	✓		At this point the City has had mixed success at capturing C&D waste data from internal projects and construction and maintenance operations.
Are there any ways which local government waste data collection, storage or use could be improved?	✓		This is currently in progress.
Is the data collected by the local government accurate? Are any new strategies needed to improve accuracy?	✓	✓	Data is available, however, it relies on underlying assumptions related to split of the division of various waste streams. (Eg, residential, public place and commercial sources). Data capture is improving in this respect in order to generate a higher degree of confidence. Strategies - Breakdown of mixed vehicle runs. Quantitative waste audits where practical. Developing a more robust waste data model.
Does the pre-filled data provided in this template align with the data the local government has? i.e. is this pre-filled data accurate?	✓		
Any additional comments?			

## 7.0 Summary

The purpose of *Part 1* of the waste plan is to consolidate information about current waste management practices, to enable you to assess and identify:

- current waste management performance
- alignment between current waste management practices and the Waste Strategy
- strengths and successes, as well as gaps and opportunities for improvement.

Table 20 provides space to analyse the data and information presented in *Part 1*, and should be used to determine waste management priorities for the short, medium and long term, and translate these priorities into actions in *Part 2 – Implementation plan (Table 21)*.

<p><b>Waste management achievements</b> (for example, performance/achievement against Waste Strategy targets or objectives or where particular waste management objectives have already been met)</p>	<p>Roll-out of FOGO services. Tonnes diverted through the Recycling Centre drop-off facility and use by the community has increased. Asbestos drop-off day organised in 2018-19. Reduced illegal asbestos dumping experienced in 2019-20. Introduction of sustainable procurement measures. Engagement of a Waste Education Officer. Provisional approval as a HHW collection facility. Provisional approval as a Container Deposit Scheme Refund Point. Better data from waste vehicles through use of fleet management systems inclusive of City and kerbside collection contractor vehicles. Appointment of verge-side bulk waste recycling processor.</p>
<p><b>Opportunities for improvement</b> (for examples, where performance against Waste Strategy targets or objectives could be improved or where waste management objectives have not been met)</p>	<p>Improving Data management (See table 19). Expansion of FOGO service to currently excluded MDDs. Broader reaching waste education and minimisation activities. Improved alignment the City's waste plans with the City's strategic direction.</p>
<p><b>Priority areas for action in Part 2 – Implementation plan</b></p>	<p><b>Ongoing (activities currently under way and/or continuously undertaken)</b> - Waste education and minimisation activities. Improved data management. Maintain levels and standards of service provision. Improvements to the Recycling Centre.</p>
	<p><b>Short term (within the next 1-2 years)</b> - Expansion of FOGO service to currently excluded MDDs. Improved alignment the City's waste plans with the City's strategic direction. Container Deposit Scheme refund point set-up and operation. Solid waste licence for Depot.</p>
	<p><b>Medium term (within the next 3-5 years)</b> - Expansion of commercial waste services provision. Review of bulk waste collection methodology.</p>
	<p><b>Long term (more than five years)</b> - Best practice drop-off facility. It is envisioned that such a site would be designed and engineered to offer improved traffic flow, separation of front and back of house operations, increased space for on-site processing (crushing/screening/bailing), permanent space for onsite waste education and potentially space for waste related businesses that compliment the City's waste strategy.</p>



# CAT Bus Service Review – Summary

December 2022

# Background

## CAT Bus Service Review

### Timeline and resolutions.

#### **June 2020**

<https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20Meeting%20of%20Council%20-%2010%20June%202020.pdf>

In response to the impacts of COVID-19, Council resolved to temporarily suspend the Red CAT bus and reduce of the Blue CAT bus service (Blue CAT service reduced from 10 minute frequency to 20 minutes). The Council requested a review be undertaken to determine (in summary):

- Acknowledgement of the importance of the service to a broad cross section of the community.
- Internal review of the service in consultation with service providers, Chamber of Commerce, Destination Marketing Working Group, major local attractions and the state government to consider level of service and funding models.
- Request the state government to increase their cost contribution in line with other metropolitan CAT models (with request to the Transport Minister to support).
- Request support from the Minister for Tourism, Minister for Education and UNDA to work with the City to explore funding mechanisms that will enable the service to be available to tourists and students.
- Prioritise parking investigations in areas serviced by the CATs with the aim of generating additional funding mechanisms for these services.
- Explore modifying the routes so the service is more cost effective, and to increase the catchments served,
- Liaise with the PTA to explore the option of converting the Fremantle CAT services to a low-cost, high frequency shuttle service.
- Investigate alternative funding models to generate revenues for area specific services, including the option to establish special area rates and free transit zone.

#### **September 2020**

[https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20meeting%20of%20Council%20-%2023%20September%202020\\_0.pdf](https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20meeting%20of%20Council%20-%2023%20September%202020_0.pdf)

During the CAT review, an update report and request for service clarification was presented to Council. Council resolved to:

- Endorse the concurrent investigation of two distinct types of service options in the next stage of the review process which were:
- A service broadly based on the features of the current CAT service focused on maximising access to residents and visitors to key destinations and services in Fremantle.
- The secondary objectives were to:
  - Support the economic vitality and functionality of Fremantle businesses
  - Reduce traffic congestion in the Fremantle City Centre
  - Encourage use of public transport.
  - Support a peripheral car parking model
  - A Free Transit Zone model of service giving wider access to any service user within the City of Fremantle boundary.

### **March 2021**

<https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20Meeting%20of%20Council%20-%2024%20March%202021.pdf>

A report was presented to Council on the outcomes of the CAT bus review (including review report attachment addressing June and September resolutions).

[file:///C:/Users/gaving/Downloads/Attachments%20-%20Ordinary%20Meeting%20of%20Council%20-2024%20March%202021%20\(2\).pdf](file:///C:/Users/gaving/Downloads/Attachments%20-%20Ordinary%20Meeting%20of%20Council%20-2024%20March%202021%20(2).pdf)

The Council resolved (in summary):

- Reaffirmed the desirability of a CAT service as an add-on bus service to that provided by the state through the PTA, and its alignment with various strategic objectives including:
- Supporting investment, increased residential and commercial populations and increased visitation
- Enabling more sustainable movement and transport options (with associated reduction in emissions) and is supportive of active and public transport use
- Improved peripheral parking opportunities
- Improved urban environment, amenity and liveability
- Social inclusion opportunities.

The Council noted the following conclusions of the Review 20/21 report:

- The current CAT routes and service level (frequency) be recognised as the best configuration at current (pre-August 2020) cost.
- Options involving an increased cost should be put aside as unfeasible at this time.
- Additional external (third party) funding is unlikely to become available within the foreseeable future.
- The opportunity cost of the CAT when weighed against other budget demands represents the key consideration point in reviewing the service at this time.
- The City remains open to a negotiating a different funding model with the PTA.
- Recognising that ongoing uncertainty regarding tourism, the economy and City finances stemming from COVID-19 is continuing into 2021/22, request the PTA to agree to a continuation of the temporary suspension of the Red CAT and reduction in service frequency (to 20 minutes) of the Blue CAT to the end of the 2021/22 financial year.

During the extended period of reduced CAT service operation the Council requested officers to:

- Further investigate and obtain data regarding patronage profile and based on this, prepare a further report on opportunities for Specified Area Rate contributions towards the cost of running the CAT from landowners within 400m of the CAT route for Council's consideration.
- Note the expiry of the current CAT service agreement with PTA in 2022 and work towards resolution of a revised service agreement based on the above prior to its expiry, so that an agreed service level can be the subject of new multi-year service agreement between the City and the PTA.
- Further consider its future funding appetite for the CAT (either with or without Specified Area Rate contributions) in the context of other budget priorities in future budget discussions, focussing on the following options:
  - Return to full service: at an estimated cost of \$670,000p/a.
  - Return to reduced (15-20minute) Red and Blue CAT service: at an estimated cost of \$535,000p/a.
  - Request that officers further investigate and pursue introduction of fee-based parking within the CAT catchment noting that additional revenue generated is unlikely to be significant, but that it discourages entirely free park n ride utilisation.

- Officers further pursue discussions with the City of Cockburn and the Town of East Fremantle regarding potential support for maintenance and / or extension of the service.

### **March 2022**

[https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20Meeting%20of%20Council%20-%202023%20March%202022\\_0.pdf](https://www.fremantle.wa.gov.au/sites/default/files/Minutes%20-%20Ordinary%20Meeting%20of%20Council%20-%202023%20March%202022_0.pdf)

Following further investigation and additional consultation with stakeholders a report was presented to Council in March 2022.

The report to Council confirmed the primary users of the service observational and intercept surveys (during the time of the survey) is by local residents (mainly South Fremantle and Fremantle). Patronage surveys (monthly passenger counts provided by Transperth) indicate there has been a slight increase in Blue CAT use, since the COVID-19 service reduction, with normal seasonal variation (e.g. drops in winter months).

Fee based parking within the CAT catchment was further investigated. Within the Red CAT catchment most on and off street parking is already fee paying, with the exception of Ord Street and some peripheral residential streets. For the Blue CAT catchment, most city centre on and off street parking is fee paying. The South Fremantle Blue CAT mixed use/residential catchment is not fee paying (timed and residential permits mainly apply with free untimed parking on Marine Terrace). Both the peripheral residential street car parking within the Red and Blue CAT catchments perform both a resident and visitor/commercial function for the mixed use and residential areas, outside of the city centre paid parking area. This is considered important to supplement on-site parking provision which is constrained due to the age and type of existing development (e.g. pre-car development without on-site parking, smaller lots).

Although timed parking has been or can be introduced to encourage parking space turnover, it is not recommended to introduce paid parking in these areas at this stage. Conservative projections for the all-day use of Marine Terrace parking and Ord Street parking indicate an estimated \$77,000 and \$58,000 (respectively) income per year, which could partially offset the CAT service costs.

Discussion with stakeholders indicate they consider the access provided to key destinations within the City Centre (including the Fishing Boat Harbour, Victoria Quay, Arts Centre and Notre Dame) as important but not critical.

Opportunities remained to continue extension and / or supplementing the service to connect with adjoining local government areas, but neither Cockburn nor East Fremantle had budget capacity or appetite to commit to an extended service.

On the basis of the direction previously set by Council, it was recommended that Council renegotiate the agreement with PTA for maintenance of the service as a reduced 15-20minute service interval (both Blue and Red CAT services) with investigation of potential advertising revenue to be explored in the new contract. Council noted the findings of the research conducted in June 2021, recognising that the passenger data was collected at a time service frequency was reduced and tourism was impacted by the WA borders being closed and resolved to:

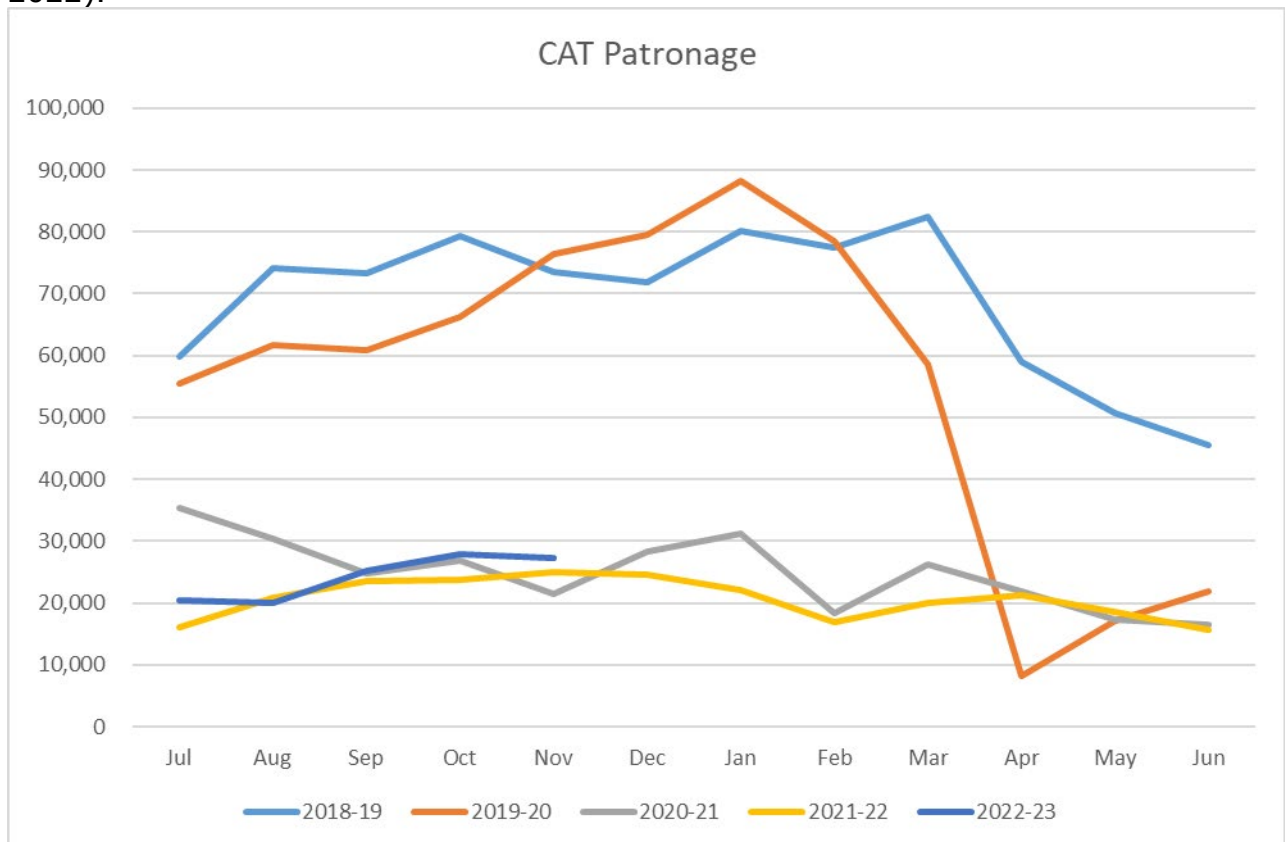
- Support the retention of a CAT bus service for reasons including that it reduces traffic congestion and parking pressure in central Fremantle, provides alternative transport options for high density residential areas to access the CBD and key destinations; and transports visitors around the city and between key destinations.
- Agrees to consider a 2022-23 budget allocation to complete the current Covid level CAT service contract with PTA (i.e. the Blue CAT only, at a 20-minute frequency) until the expiry of the contract in October 2022.
- In recognition that no other CAT bus service in WA relies on more than one third local government funding, agrees to consider a quarantined budget allocation of \$249,000, equal to one third of the total estimated cost of an indicative CAT Bus service (based on the pre-COVID PTA contract costings, i.e. one-third of \$1.117mil p.a., being \$249,000 over 8 months).
- Request the Mayor and CEO seek to secure additional funding for a service, the details of which has yet to be determined, with options to be explored including:
  - Contribution from Fremantle Ports / State Government as part of activation of Victoria Quay
  - Paid parking to be introduced on Ord St and Marine Tce
  - A Special Area Rate to be paid by those properties within walking distance (400m) to the CAT bus service
  - Advertising on board the CAT buses
  - Charging a small fee to ride the CAT bus using a 'tap and go' EFTPOS facility or similar.
  - Contribution from major Educational Institutions
- Authorise the CEO to provide input into the PTA request for tender, based on the following:
  - Service parameters – the CAT service, irrespective of exact route configurations, is to serve a similar catchment to the area previously served by the Blue and Red CAT routes. The service is to operate 7 days per week all year round with similar operating hours to the current service.

- The extent of PTA funding remains no less than their current funding proportion of the total service cost.
- A new tendered contract should include a 'New Stakeholders' clause which makes provision for another party or parties to become an additional contributor to the funding of the service (either from the commencement of the contract or at a later date), if agreed to by the City of Fremantle and the PTA.
- Request that a report be brought back to Council to finalise the preferred CAT Bus routes and frequencies once the cost of the service under the new PTA contract is known, and other funding sources have been identified in late 2022, based on agreed, prioritised principles.

## Work Following March 2022 Direction

### CAT Bus Patronage

Latest CAT patronage data indicates a slight increase in the Blue CAT in 2022/2023 cycle when compared to 2021/2022 patronage (as of November 2022).



### CAT Bus Review – Further Investigations

### **Stakeholder Funding Requests**

Further discussion with other stakeholders including PTA/Transperth, Notre Dame, Fremantle Ports, City of Cockburn, Town of East Fremantle, Gage Roads, Maritime Museums, education institutions etc indicate no capacity and/or desire to contribute to the CAT service.

### **Budget Considerations and PTA/Transperth Service Tender**

The 2022/2023 budget allocation for the City's contribution was \$336,000 in order to complete the Covid level CAT service until the completion of the service contract which was to expire in October 2022 and agreed to quarantine funds (note \$336,000 in the budget was higher than the \$249,000 resolved at the March meeting).

PTA/Transperth tendered the Southern Metropolitan bus service and awarded to Transdev in November 2022, which included the current Blue CAT service. The process has yielded an increase in the Fremantle CAT per service kilometre rate (approximately 45%).

The increase is attributable to the reduced specification (ie. the reduction from the former two routes, 200,000km per annum service to a 67,000km service) and the lower degrees of labour efficiency available. PTA/Transperth advise Transdev has been operating the Fremantle CAT services at a loss since the August 2020 service reduction and submitted pricing reflective of their cost base for providing the service in its current configuration.

The cost increase has been from \$21,000 per month to \$28,000 per month. Note the current CNG buses are due for replacement in October 2023 (single standard livery diesel bus).

The budget actuals and expenditure to date are \$336,000 of which \$112,492 has been spent with a current (December 2022) balance of \$192,962. With the increase in cost the service can be funded for a further 6 months until May 2023. The tender process began in November 2021 which was before the Council resolution for the CEO to provide input (as the tender had already been released and state government procurement/commercial in confidence aspects applied). However, the tender received (verbal in confidence) did include the current Blue CAT service, operate 7 days a week, all year round and a similar PTA 40% funding contribution. The current service contract still allows for "other parties" to contribute funding (at any stage of the contract, via written agreement).

### **Paid Parking**

Paid parking can be introduced on Ord Street and Marine Terrace. The Parking Local Law has been amended to allow the City to impose paid parking in these areas. Estimated income has been previously reported to Council (approximately \$120,000pa). To note, the implementation of paid parking has not progressed to date.

### **Special Area Rate**

Due to complexities around the equitable calculation of a SAR it was previously not recommended to pursue. Further advice indicates the City cannot apply a "flat rate" per property, rather a "rate in the dollar" which further complicates the SAR application.

### **Advertising**

Transperth advise this is achievable, however income is limited at an estimated \$7000 pa.

### **Small Fee/Eftpos Charge**

The implementation of a EFPOS "touch and go" payment system on the Fremantle CAT buses is problematic/impractical due to:

- Existing bus entrance design would require a 'bespoke' installation and an additional payment administration system that would have to be negotiated with the provider Transdev.
- It would provide an inconsistent payment system, differing from the free Joondalup and Perth CAT services and SmartRider system across Perth metropolitan area, with the potential to create customer angst and confusion.
- As with previous discussion with PTA/Transport, the introduction of a paid service (in whatever payment method) would not be supported by PTA/Transperth as it is considered the area is already well serviced by bus public transport and CAT funds could be withdrawn to service areas with little to no bus public transport in Perth.

### **Other Route Scenarios**

Council requested a report be brought back to finalise the preferred CAT Bus routes and frequencies once the cost of the service under the new PTA contract is known, and other funding sources have been identified in late 2022, based on agreed, prioritised principles.

Officers have been in liaison with PTA/Transperth since the March 2022 Council resolution. PTA/Transperth entered into a new operator contract in October 2022 (refer Tender section).

Four additional route scenarios around a more compact Central Area Transit model were explored and evaluated. Refer Report - [CAT Bus Scenarios 040822 \(Desktop, Web, Mobile, Classic Web\)](#). Changes to CAT routes were not supported by PTA/Transperth for a number of reasons including:

- No clear benefits in terms of patronage potential and accessibility for both tourists and residents.

- Despite the current routes one-way model of operation, due to limited distance between the roads in which the bus operates north and south, the service provides benefit akin to a regular bus route that operate two-way on the same road.
- While the various alternative CAT proposals provide access to some potential patronage generators, Transperth's key service planning principles are not adequately applied. Many of the scenarios proposed compete with other modes, such as walking meaning that they are unlikely to attract sufficient patronage to justify their operating cost.
- Where they do extend beyond a walkable catchment of key destinations, the scenarios one-way circular pattern of operation, poor service directness and slow journey speeds (imposed by obstacles such as speed humps), all threaten the viability of the proposed CAT scenarios.

### **Other LGA Options/Visitor/Tourist Services**

In addition to the CAT Review Report information, the Town of Cottesloe runs a temporary loop type shuttle bus. Run 2 weeks during the Sculpture by the Sea exhibition in March. It is run through a bus contractor at \$25,000 and receives a small amount of funding from the PTA. There is an addition cost of around \$4,000 for promotional materials, advertising and bus decals. The route is 3km connecting the beach with the train station. In the past the Town has used a 39 seater low floor bus with universal access, but will reduce the size to a 27 seater due to reduction in passenger numbers.

The City has provided a shuttle bus service from Victoria Quay to Walyalup Koort to serve the cruise ship season at a similar cost of \$25,000.

### **Summary**

The original intent of the service in 1997 when the City Clipper was introduced to Fremantle was designed to help the transport network cope with the influx of visitors attending special events, to link up with off-street parking in the city centre. It coincided with the introduction of fee-paying for car parking – a key transport strategy.

The service then evolved over time to provide expanded services. In an attempt to reset the core intent of the service, the council developed the following principles in March 2022 for reviewing the CAT bus:

- Reduces traffic congestion and parking pressure in central Fremantle (by providing links to key peripheral car parks).
- Provides alternative transport options for high density residential areas to access the CBD and key destinations.
- Transports visitors around the city and between key destinations.

Over the past 12 months various actions have taken place to investigate alternative route options, funding options/partners, and clarifying the future purpose of the CAT bus in Fremantle – a service beyond what normal Transperth buses should provide.

In conclusion, there has been no major success in any of these areas that provides a clear way forward that justifies the City's significant financial support of the CAT bus service.

The current service – Blue CAT to South Fremantle on reduced frequency – is primarily enjoyed by residents and commuters/students making use of free parking and transit into the city centre, representing a significant departure from its original intent.