



Submission Regarding City of Fremantle Strategic Plan 2010-2015

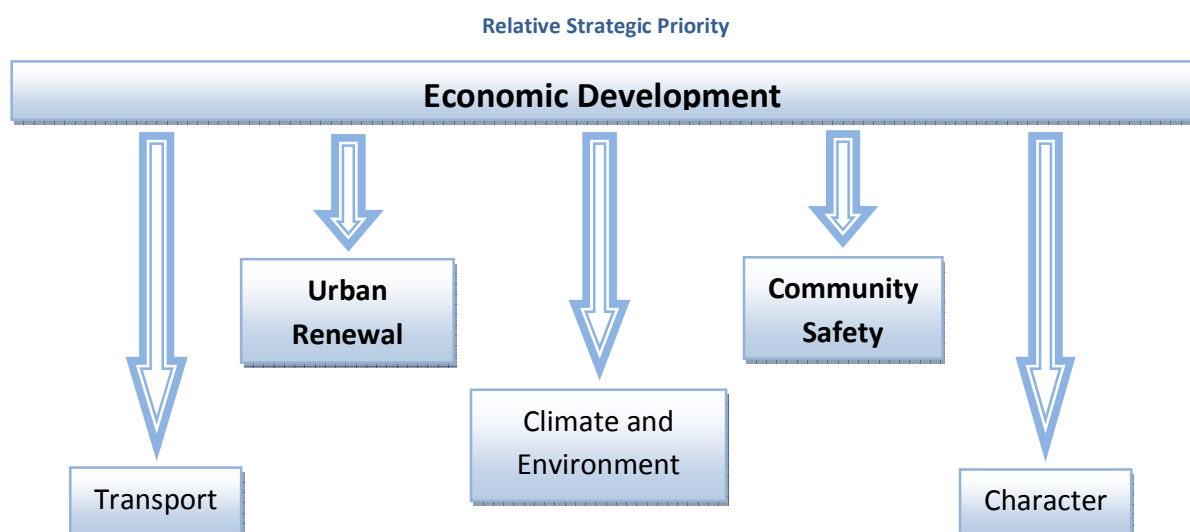
The Chamber applauds the City's proposed Strategic Plan for being a concise and direct document. It is also encouraging to see that economic development for Fremantle is identified as a strategic imperative.

The Chamber believes the City's aim to attract prospective retailers by providing an extra 20,000sqm of retail space over the next 5 years, as well as approving 5 new, major commercial projects in central Fremantle, is extremely good news for anyone who wants to see Fremantle maintain its character as a vibrant and sustainable city. The City needs to ensure that Fremantle is a point of both destination and origin for locals and tourists alike. These targets represent a significant step towards ensuring Fremantle's stature as a regional centre.

Noticeably absent from the Strategic Plan is any references to tourism in Fremantle. While the Chamber understands this is due to tourism not being an issue of immediate concern to the City in relation to the other strategic imperatives, effort must still be made to ensure that the tourism industry in Fremantle is supported during the pursuit of the strategic targets. Along these lines, the Chamber recommends the inclusion of the development of a new visitor's centre in the vicinity of Pioneer Park befitting Fremantle's status as a major tourism destination as part of the Strategic Plan.

Just as important as the whole of the Strategic Plan is the level of relevant attention that the City attaches to each imperative. While all of the strategic imperatives are vital to Fremantle, the City must recognise that a clear hierarchy of imperatives emerges from an examination of the Plan.

The Chamber strongly believes that the Strategic Plan should be prioritised. Progress in the economic development of the City will facilitate all of the other benefits promoted by the strategic imperatives.





Achieving the targets outlined in the Economic Development imperatives will provide flow-on benefits for:

- Urban renewal and Integration: by encouraging economic and cultural growth which according to the Plan will make Fremantle “a great place to live, work and play.”
- Community Safety: the increased number of people visiting, working and living in Fremantle would create greater vibrancy, and provide additional resources to address current concerns.
- Climate Change and Environmental Protection: as more development activity in Fremantle would provide more opportunity for mandating sustainable practices, while the greater concentration of people would improve the efficiency of the consumption of resources.
- Transport: by making it more economically viable due to the increase in population and additional visitors attracted to Fremantle.
- Character: as more economic activity would provide patronage and encourage growth among the arts and cultural projects.

Of course these represent only a few of the most identifiable benefits that would result from substantial economic development, with many additional benefits associated with the Strategic Plan likely to be realised as a result of growth and sustainable prosperity in Fremantle.

The Chamber suggests that the Strategic Plan could be improved by the inclusion of the following:

- **Accountability** – making the achievement of the Targets an explicit objective of the Strategic Plan. This requires reference to structural alignment of the City administration with the Targets, benchmarks against which to measure performance, and KPIs to track implementation.
- **Specific Vocabulary** – to ensure that the Strategic Plan will not be subject to different interpretations and to avoid confusion in terms of expectations regarding implementation. For example, a community safety project should not contribute to the *perception* of safety, but instead should improve *actual* safety.
- **Corporate Plan** – in many cases the Target is the adoption of a “strategy.” How does that lead to the achievement of the Outcome? The Strategic Plan must be explicitly linked to operational plans with accountability through KPI’s that deliver tangible outcomes. The Strategic Plan should not be a direction to write more strategies.

The true test of the City’s commitment to these imperatives will come when they are budgeted for in June and July. The Chamber will submit budget recommendations to support the prioritisation of Imperatives outlined in this submission. It is crucial that the capabilities of the City administration are structured and resourced to deliver the outcomes expected by Council and the community. And it is Council’s responsibility to drive and oversee this process so that the Strategic Goals are not subjugated to the day-to-day management of the municipality.

Please see the revised Strategic Plan with comments accompanying this submission for specific suggestions that the Chamber believes could be incorporated to improve the document.

