

2025-29 Corporate Plan



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Wanjoo Nidja Walyalup – Whadjuk Land.

Welcome, this is Fremantle, Whadjuk land. In the Nyoongar language the Fremantle area is called Walyalup, meaning place of the Walyo or Woylie, a small brush-tailed bettong or kangaroo rat.

The local Whadjuk people, part of the larger Nyoongar Aboriginal nation in the southwest of Western Australia, have a connection to country that dates back over 50,000 years. Manjaree is the name Whadjuk people gave to the area around Fremantle, near the limestone hill at Arthur Head and Bathers Beach. In the local Whadjuk dialect it translates to 'fair exchange'.

The Manjaree Trail, starting near Kidogo Arthouse, explains Nyoongar seasons, bush tucker, trade, and other customs relevant to Manjaree.

Sites along this trail are of tremendous importance to the Whadjuk people as they were places where valuable items were traded, families gathered for kinship and law making, and where young men and women who had 'come of age' met their future husbands and wives.

While some of the sacred meeting places in and around Walyalup look very different in the present day, they still hold significance for local Whadjuk people.

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



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Message from the CEO



The City of Fremantle's Corporate Plan 2025–29 continues to demonstrate progress against each of the themes in the Strategic Community Plan. Key projects, plans and strategies have been presented under the themes: **Liveable, Thriving, Creative, Resilient, and Inclusive.**

Key priorities in the coming years include activating the City Plan and the Fremantle Oval Redevelopment, as well as Hilton Park, Booyeembara Park and Samson Park works, which all contribute to a 'Liveable' Freo'.

The Commercial Plan and Economic Development Strategy will position the City to 'Thrive' now and into the future, while investments in Fremantle Arts Centre and public art around Walyalup Koort will meet our 'Creative' aspirations. We will become more 'Resilient' by mitigating the impacts of climate change through targeted emissions reduction and also investing in our heritage and coastal areas to protect and preserve. Stronger emphasis is being placed on social needs in Fremantle with targeted programs to support the most vulnerable.

Finally, our Community Safety and Crime Prevention Plan and street lighting infrastructure aim to make Fremantle a safer and more 'Inclusive' place.

Our corporate priorities will enable the organisation to deliver on these themes. We will continue with service reviews to ensure our services are appropriate and effective for the community while our industrial agreement and workforce planning will secure a skilled workforce to deliver on community commitments. The City's ICT Strategy and Roadmap continues to offer reliable and secure technology to help us deliver essential services for the community.

As an organisation, we strive to have a strong reputation and build a stronger future that delivers for our community. We remain committed to deliver on the City's vision and community commitments. The Corporate Plan 2025–29 provides us with a clear roadmap of how we will get there.

Glen Dougall

Chief Executive Officer

Our City

19.3km²

Geographical area

36,349

Population ¹

39,714

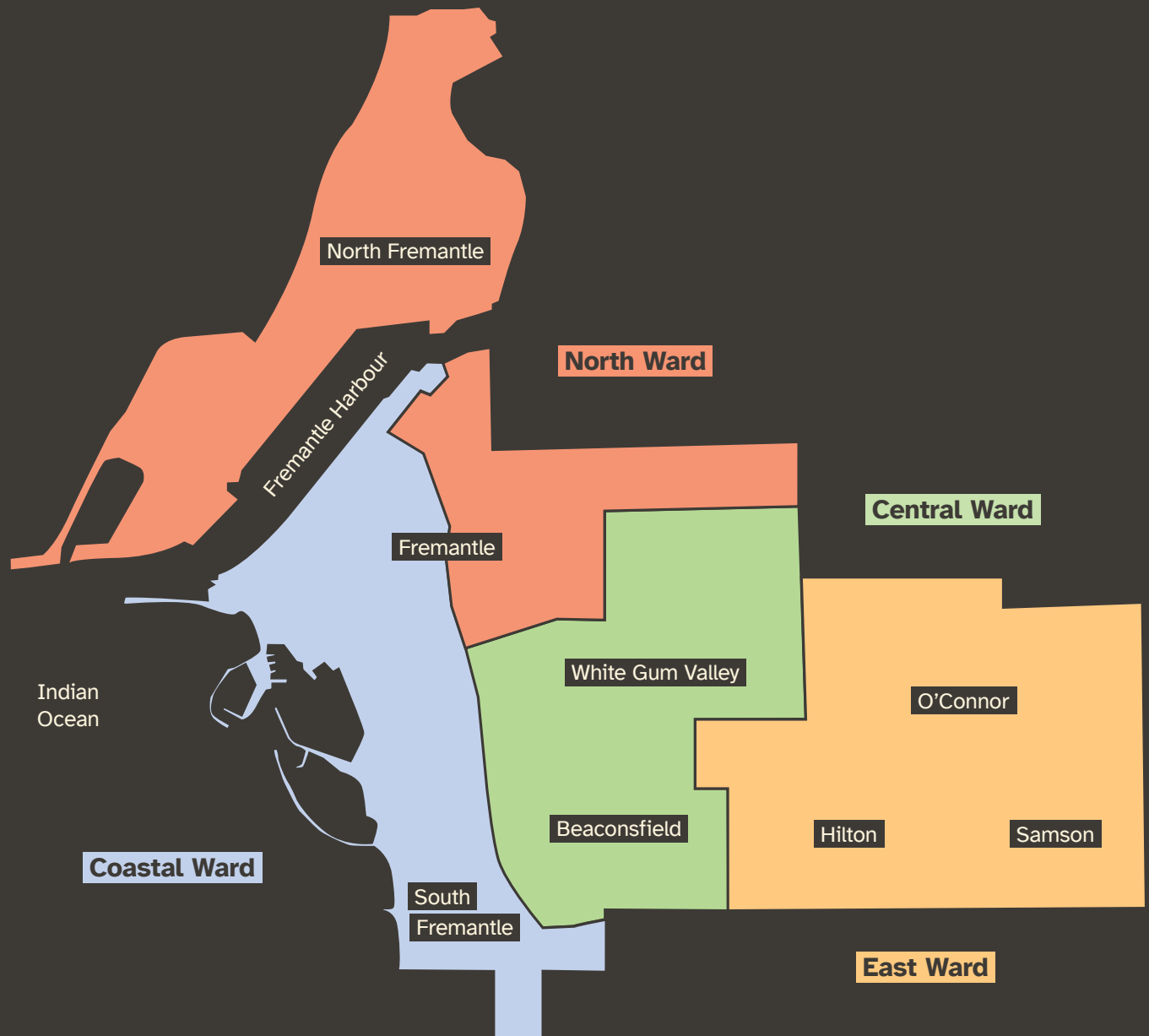
Population by 2034 ²

41.4

Median age (2023) ³

552 (1.7%)

Aboriginal and
Torres Straits Islander (2021) ³



Our Council

Local government is the level of government that is closest to the community. Whether it's a fixing a footpath, rubbish collection or setting the strategic direction for a development, local government interacts with the community every day.

Local councillors play an important role in representing the views of residents and ratepayers. As members of the community, they have a unique ability to tap into local views and ideas on key issues of concern to the community.

Council is made up of Elected members, including the Mayor, who are elected for four-year terms. From the 2025 Ordinary Local Government Election, the City of Fremantle will have a Council made up of 8 Councillors and 1 Mayor.

Mayor

The Mayor of Fremantle is elected by the community. The Mayor is the spokesperson of Council, presides over meetings of Council, and carries out civic and ceremonial responsibilities. The Mayor also liaises closely with the Chief Executive Officer on the work of local government.

Councillors

Councillors, also known as Elected Members, represent the interests of Fremantle ratepayers and residents. Councillors are elected from wards whose role it is to make strategic decisions that take into account the views of the local community when participating in meetings of Council. They also play an important role in communicating decisions of Council to the community.

Role of Council

With input from the community, Council sets the strategic direction of the City while the administration implements it. The Local Government Act 1995 sets out the roles and responsibilities of Council in more detail. Section 2.7 (2) states that the council's governing role includes the following:

- a. overseeing the allocation of the local government's
- b. finances and resources;
- c. determining the local government's policies;
- d. planning strategically for the future of the district;
- e. determining the services and facilities to be provided
- f. by the local government;
- g. selecting the CEO and reviewing the CEO's
- h. performance; and
- i. providing strategic direction to the CEO.

Council Meetings

Council meets regularly throughout the year. Meetings are open to the public and members of the community can ask questions or make statements on issues that are important to them, or to contribute to items on the agenda.

The Council meetings are livestreamed via YouTube and are available to view directly after the meeting.

Meeting dates and times as well as agendas and minutes are published on the City's website.

Committees and Working Groups

The Council has established a number of committees in accordance with the Local Government Act 1995, including the Audit and Risk Management Committee and the CEO Performance Review Committee.

Council can also establish Working Groups for the purpose of working collaboratively to develop a strategy, plan, or to develop a specific project.

Terms of reference, membership, and a description of the functions of the committees and working groups can be found on the City's website.

Administration

The administration includes the CEO, the Executive Leadership Team, Managers and the workforce of the City, ranging from librarians and planners to community safety officers or the street cleansing team. Collectively, the administration implements Council decisions and carries out the day-to-day functions of local government.



Our Organisation

The City of Fremantle is guided by a corporate vision and mission, and underpinned by a set of values that guide our decision making to ensure accountability in all that we do.

Vision	Strong reputation, stronger future			
Mission	We are for the community			
Values	Collaboration	Integrity	Inclusive	Making a difference

The City of Fremantle is organised into 5 directorates and 18 business units with 681 people (349 full time equivalent) that manage city operations and deliver community services and projects.



Our Organisation

67%

Employee engagement ⁴

1.9%

Employees of Aboriginal
and Torres Strait Islanders ⁵

1.7%

Employees identify
as having a disability ⁵



The Office of the CEO empowers the organisation to maintain contemporary operations through services and projects that deliver on the vision of strong reputation, stronger future.

This is achieved by focusing the organisation to deliver on the following outcomes:

- Enable the City to maintain legislative compliance and accountability for organisational decision making.
- Build the reputation and identity of the City through proactive media and relationship management.
- Enable and empower our people to achieve organisation outcomes.
- Improve organisational performance and capability.
- Deliver ICT solutions that enable the City to deliver for the community.

Our services enable the organisation to maintain effective and efficient operations aligned to the corporate outcomes. With a clear focus, the organisation constantly strives to deliver for the community. This is achieved through planning, financial, technology and people functions whilst ensuring legislative compliance and excellent customer service.

About the Plan

The purpose of the Corporate Plan 2025–29 is to outline the City's services and projects over the next four years demonstrating alignment and commitment to the aspirational outcomes of the Strategic Community Plan 2024–34.

The Strategic Community Plan has five themes which form the vision for Fremantle and define the City's strategic direction.

- A liveable city that is vibrant, socially connected and desirable
- A thriving city with a prosperous and innovative economy
- A creative city that is inspiring, diverse and dares to be different
- A resilient city that plans for the future and is empowered to take action
- An inclusive city that welcomes, celebrates and cares for all people, cultures and abilities.

Planning for the future is a requirement under the Local Government Act 1995. The Integrated Planning framework ensures the City takes into consideration community priorities, informing strategies and plans to align projects and services that effectively and sustainably deliver community outcomes.

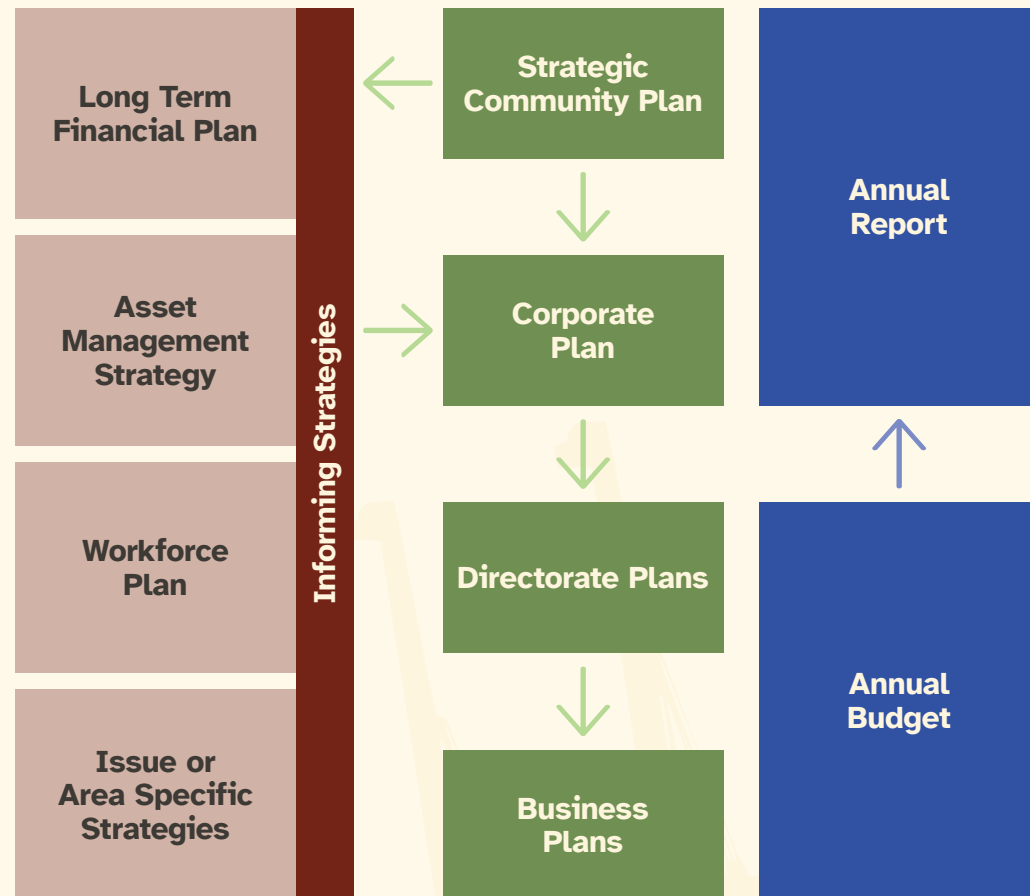


Figure 1. Integrated planning and reporting framework



Liveable City

A liveable city that is vibrant, socially connected and desirable.

1,270
hectares

Public open space ⁷

20,161

Registered trees on City land (streets, verges, parks and public open space) ¹⁴

42 hectares

Nature areas (includes beaches) ⁷

13

Sports fields ⁷

16,498

Forecast dwellings in 2026 ⁶

42

City owned heritage buildings ⁸

554,763

People attended the Leisure Centre 2024-25 ¹⁸

Outcomes

- Sustainable growth in city centre population.
- Liveable and socially connected neighbourhoods.
- Connected city.
- Sustainably designed and optimised urban and natural environments.
- Functional and inclusive recreational facilities.
- A unique built heritage and history that is preserved, protected and shared.

Services

- City Design
- Planning and Building Services
- Engineering Compliance
- Landscape Management
- Natural Area Management
- Project Services
- Recreation Services

Strategies and Plans

- Public Open Space Strategy 2024-34
- Community Sporting Reserve Plan 2024
- Greening Fremantle Strategy 2020
- Urban Forest Plan 2017-27
- Bike Plan 2019-24
- Integrated Transport Strategy 2015-20
- City Plan
- Local Planning Strategy
- Planning Scheme No. 4

Projects and initiatives	Lead directorate	2025-26	2026-27	2027-28	2028-29
Fremantle Oval Redevelopment	Planning, Place and Urban Development	●	●	●	●
Integrated Transport Strategy 2025-35	Planning, Place and Urban Development	●			
Bike Plan 2025-30	Planning, Place and Urban Development	●			
Mobility and Pedestrian Plan 2026-31	Planning, Place and Urban Development		●		
Local Planning Strategy	Planning, Place and Urban Development	●	●		
Planning Policy Review	Planning, Place and Urban Development	●			
Planning Scheme No. 5	Planning, Place and Urban Development	●	●		
City Plan - CBD	Planning, Place and Urban Development	●			
City Plan - North Fremantle	Planning, Place and Urban Development	●	●		
Coastal Planning Strategy	Planning, Place and Urban Development		●	●	●
Urban Forest Plan 2027-37	Infrastructure		●		
Booyeembara Park	Infrastructure	●	●	●	●
Hilton Park	Infrastructure	●	●	●	
Samson Park	Infrastructure	●	●		
South Beach	Infrastructure	●	●		
Stevens Reserve	Infrastructure	●			
Green Linkage Projects	Infrastructure	●	●	●	
Program - Tree Planting	Infrastructure	●	●	●	●
Program - Playgrounds	Infrastructure	●	●	●	●
Program - Footpaths	Infrastructure	●	●	●	●
Road Safety	Infrastructure	●	●	●	●
Duoro Rd Traffic Calming	Infrastructure	●			
Round House Conservation Works	Infrastructure			●	
Victoria Hall Essential Works	Infrastructure		●		
Fremantle Leisure Centre – Gym Extension	Infrastructure	●			
Bathers Beach - Safe Swimming Area	Infrastructure	●			
Underground Power South Fremantle – Project Liaison & Support (Western Power)	Infrastructure		●	●	
Community Sporting Reserve Plan (CSRP) – Feasibility Studies	Creative Arts and Community	●	●	●	●

Thriving City

A thriving city with a prosperous and innovative economy.

1.3 million

Tourist visitation (2023–24) ⁹

\$530 million

Value of tourism ⁶

20,171

Locally employed residents ⁶

\$5.08 billion

Gross regional product (2023–24) ⁶

5,065

Businesses (2023) ³

33,247

Local jobs (2023–24) ⁶

Largest industry

(by employment) Healthcare and social assistance ⁶

Outcomes

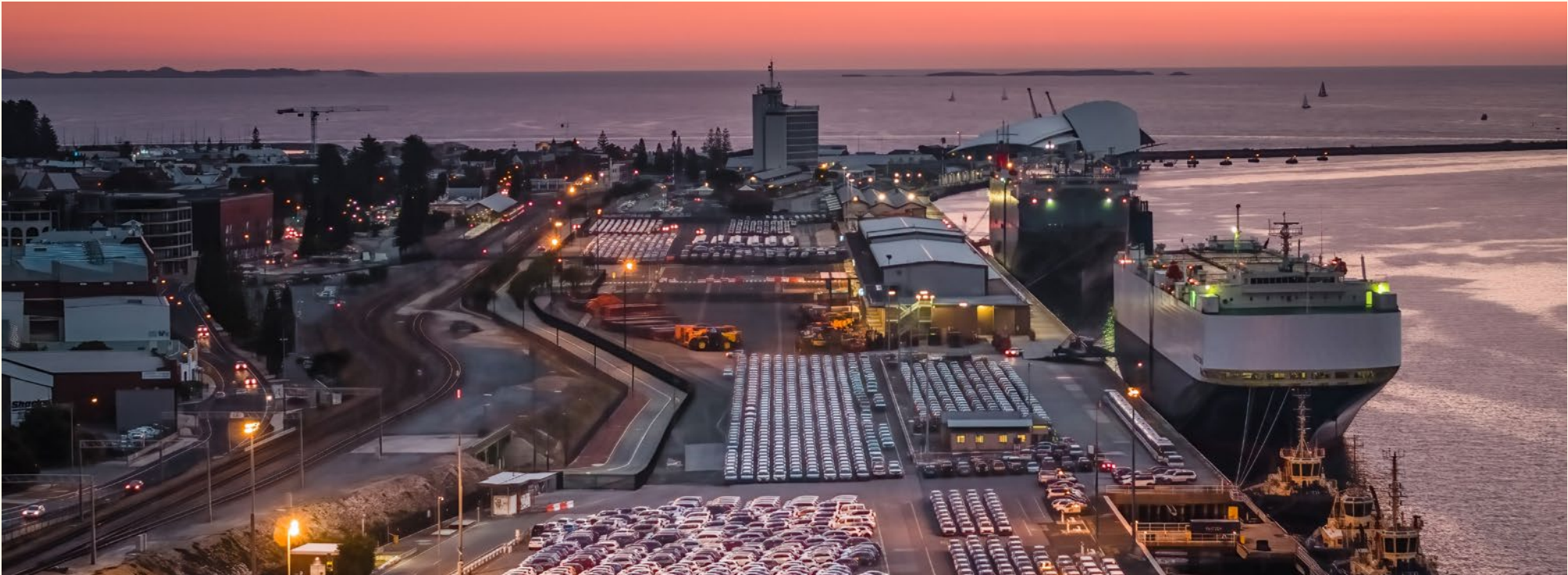
- Attraction and retention of diversified investment and talent.
- A resilient seven-day economy.
- A thriving and supportive ecosystem for start-ups and small businesses.
- Vibrant and active city centre.
- Partnerships and pathways for learning and education.

Services

- Commercial Services
- Economic Services
- Visitor Services
- Cleansing Services

Strategies and Plans

- Economic Development Strategy 2025–30
- Destination Development Strategic Plan 2023–27
- Commercial Plan 2025–30



Projects and initiatives	Lead directorate	2025-26	2026-27	2027-28	2028-29
Walyalup Civic Centre - Commercial Tenancy Fitouts	City Business	●			
Bridge Closure Initiatives	City Business	●	●		
Destination Marketing Program	City Business	●	●	●	●
Events and Activations	City Business	●	●	●	●
Economic Development Initiatives	City Business	●	●	●	●

Creative City

A creative city that is inspiring, diverse and dares to be different.

50 years of operation

Fremantle Arts Centre ¹⁰

326,000

Visitors hosted in Fremantle across 128 events in 2023–24 ¹⁴

125,000

Attended FISAF 2025 ¹⁵

2,310

Estimated jobs in Fremantle’s creative economy ¹¹

161,697

Attendees to Fremantle Arts Centre exhibitions, public programs and creative learning events 2022–23 ¹⁴

529

Courses and workshops held at Fremantle Arts Centre in 2022–23 ¹⁴

38,400

People attended 12 South Lawn events ¹⁶

Outcomes

- Optimised, accessible and affordable places and spaces for creatives.
- 50,000 years of First Nations culture and heritage is recognised, celebrated, and embraced.
- Events and programming celebrate Fremantle’s unique and diverse creative and cultural identity.
- A diverse and resilient arts and culture community.
- Industry-leading community arts facilities and programming.

Services

- Creative Industries
- Creative Productions
- Creative Programs

Strategies and Plans

- Arts Culture and Creative Strategy 2024–34



Projects and initiatives	Lead directorate	2025-26	2026-27	2027-28	2028-29
Arts Centre Creative Hub	Infrastructure	●			
Walyalup Koort Artwork and Public Realm	Creative Arts and Community / Infrastructure	●	●		●
Fremantle Biennale	Creative Arts and Community	●		●	
Sculpture at Bathers Beach	Creative Arts and Community		●		●
Street Arts Festival	Creative Arts and Community	●	●	●	●
Hidden Treasures	Creative Arts and Community	●	●	●	●
Heritage Festival	Creative Arts and Community	●	●	●	●
10 Nights in Port	Creative Arts and Community	●	●	●	●

Resilient City

A resilient city that plans for the future and is empowered to take action.

8,844 tonnes

Domestic waste diverted from landfill ⁵

427 tonnes

CO2 emissions produced from the City's vehicle fleet, ≈5% of the City's total emissions (2023) ¹⁴

274km

Footpaths ⁸

179km

Roads ⁸

142

Public buildings ⁸

50

Grants for seniors experiencing hardship

30

Waste education events ⁵

Outcomes

- An educated and empowered community that seeks to mitigate the causes and effects of climate change.
- A focus on planning for a stronger and more resilient future.
- A future-proofed asset base that remains functional and accessible to the community.
- Availability of services and support for the most vulnerable members of the community.

Services

- Social Services
- Corporate Sustainability
- Asset Maintenance
- Asset Management
- Facilities Management
- Fleet Services
- Legal Services
- Strategic Town Planning
- Waste Services

Strategies and Plans

- Youth Strategy 2024-28
- Age Friendly Plan 2019-24
- Waste Management Action Plan 2020-25
- Water Conservation and Efficiency Plan 2020-25
- Corporate Energy Plan 2017
- Climate Change Adaptation Plan 2020

Projects and initiatives	Lead directorate	2025-26	2026-27	2027-28	2028-29
Sustainability Framework	Planning, Place and Urban Development	●	●		
Emissions Reduction Plan	Planning, Place and Urban Development	●	●	●	
Contaminated Sites	Planning, Place and Urban Development	●	●		
Heritage Structural Assessments	Planning, Place and Urban development		●		●
Heritage Area Reviews	Planning, Place and Urban development	●	●	●	
Operations Centre	Infrastructure	●	●	●	●
Coastal Monitoring	Infrastructure	●	●	●	●
North Fremantle Foreshore	Infrastructure	●	●	●	●
Cliff Stabilisation	Infrastructure			●	
Swan River Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)	Infrastructure		●	●	
Fremantle Leisure Centre Pool	Infrastructure	●			
Town Hall Essential Works	Infrastructure	●	●		●
Fremantle Education Centre	Infrastructure			●	
Market St / Collie St – New Public Toilet	Infrastructure	●			
Naval Store – Structural Works	Infrastructure			●	
Old Fire Station – Services Upgrades	Infrastructure	●			
Walyalup Civic Centre - Drainage	Infrastructure	●			
Program - Roads	Infrastructure	●	●	●	●
Program – Buildings	Infrastructure	●	●	●	●
Program - Drainage	Infrastructure	●	●	●	●
Program - Irrigation	Infrastructure	●	●	●	●
Waste Management Action Plan 2025-30	Infrastructure	●			
Child Safe Organisation Policy and Plan	Creative Arts and Community	●			
Social Needs Plan	Creative Arts and Community	●	●	●	●
Age Friendly Plan 2025-30	Creative Arts and Community	●			

Inclusive City

An inclusive city that welcomes, celebrates and cares for all people, cultures and abilities.

248,615

Library visitors ⁵

284,580

Social media followers ¹²

15,112

Adult and children's program participants ⁵

257,000

Library book and e-resource loans 2024-25 ¹⁷

978

Truth Telling attendees at 10 events ¹³

70,000

People engaged about 31 projects through face to face and online interactions ⁵

592

Registered food businesses ⁵

Outcomes

- A clear and respectful path towards reconciliation and truth telling for First Nations people.
- A safe and accessible community for all abilities.
- A welcoming and inclusive City for all members of the community.
- A platform for engagement and participation for our youth and next generation of community leaders.
- Genuine and productive partnerships with members of the community.

Services

- Community Safety
- Community Engagement
- Customer Services
- Environmental Health
- Library Services
- Parking Services
- Planning and Building Compliance

Strategies and Plans

- Community Safety Crime Prevention Plan 2019-24
- Youth Strategy 2024-28
- Access and Inclusion Plan 2021-25
- Walyalup Reconciliation Action Plan 2024-27
- Aboriginal Engagement Plan 2015



Projects and initiatives	Lead directorate	2025-26	2026-27	2027-28	2028-29
Community Safety Crime Prevention Plan 2025-30	Planning, Place and Urban Development	●			
Public Health Plan 2025-29	Planning, Place and Urban Development	●			
Disability Access and Inclusion Plan 2025-30	Creative Arts and Community	●			
Truth Telling Events	Creative Arts and Community	●	●	●	
Lighting Plan 2025-29	Infrastructure	●			
Program - Street Lighting	Infrastructure	●	●	●	●

Resourcing the Plan

Delivering valued services and projects for the community requires the organisation to be a responsive and influential local government that manages its assets and operations in a financially sound and effective manner.

In our commitment to deliver a stronger future, the City actively pursues long term financial planning that considers various revenue streams through rates, fees and charges and grant funding. Strong financial management is supported with considered asset management and a workforce that can deliver the required outcomes for the community.

Advocacy Priorities

As Perth's second city, Fremantle is a key player in Western Australia's tourism sector. It is imperative for our reputation and economy that Fremantle continues to evolve its offering for visitors and the community.

Investor confidence is strong, with several large residential developments in the pipeline and some of Australia's most influential business names owning key sites in the city.

Our recent track record shows that the City of Fremantle is willing to constructively collaborate with government and industry partners to deliver on its priorities. These include bringing a variety of housing to Fremantle, activation of Victoria Quay, the redevelopment of Fremantle Oval, the redevelopment of Hilton Park, and delivering creative arts spaces.

Long Term Financial Plan

A legislative requirement that establishes a plan for the future to manage financial sustainability over a 10-year rolling program.

The Long Term Financial Plan informs corporate planning in activating the Strategic Community Plan through the prioritisation of projects and initiatives, allocating financial resources to enable the City to deliver on its commitments.

The Long Term Financial Plan should be read in conjunction with information provided as part of the annual budget each year.



Resourcing the Plan

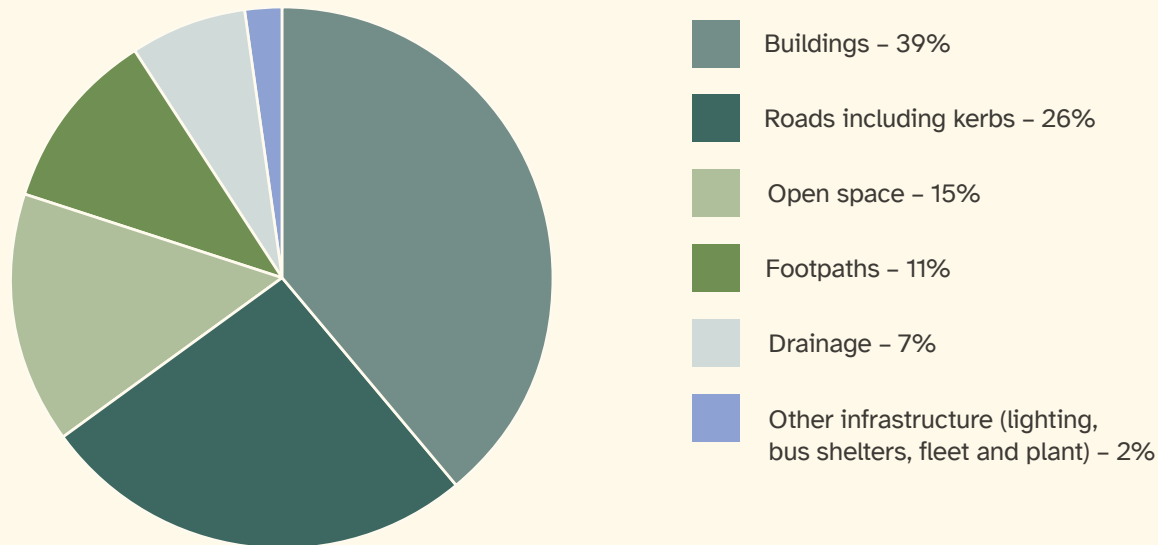
Asset Management

Our Asset Management Framework is all about making the most of the City's assets, ensuring sustainable and cost-effective investments that meet the community's needs.

Our assets encompass roads and buildings to footpaths, stormwater drainage systems, bus shelters, car parks, natural bushland, beaches, parks, sports ovals and courts, lighting, trees, verges, vehicle fleet, plant and equipment, and a significant portfolio of heritage assets.

We adopt a strategic approach to asset management. Our asset strategy sets the direction, while our asset management plans map out the lifecycle of our assets, covering everything from acquisition to renewal and maintenance.

The Long Term Financial Plan specifies the funding for asset renewal to enhance the overall condition of City assets and the level of service they provide to the community.

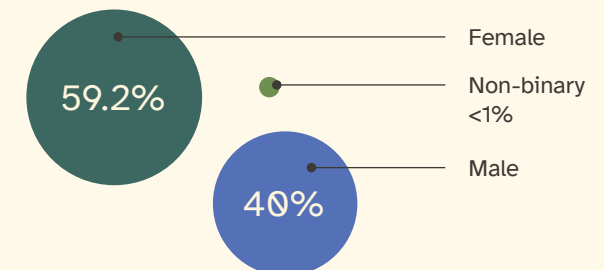
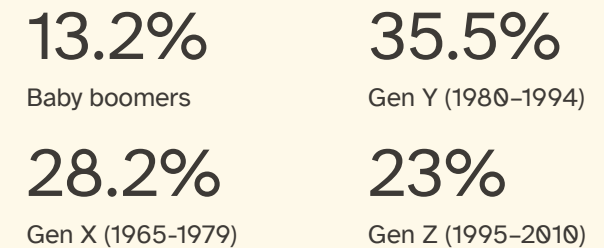


Workforce Plan

The Workforce Plan guides decision making in relation to attracting and retaining skilled employees to deliver on our commitments to the community. Our Workforce Plan is actionable and practical, offering flexibility to adapt to the requirements of the city through a skills based approach. We review the plan annually or when significant changes occur to ensure we can adapt our resources as required.

There is a strong commitment to continually improving our ways of working, identifying business efficiencies, improving customer experience, and delivering value to the community. This is achieved through an engaged and well supported workforce who are capable and committed to Fremantle.

Workforce Demographics



Reporting on our Progress

The City is committed to measuring and monitoring performance, tracking commitments to the community, and ensuring legislative requirements are met. This commitment to accountability is maintained through regular reporting and transparency.

Performance Monitoring

Our progress is monitored monthly and reported every six months to Council, demonstrating progress against services, projects and initiatives.



Strategic Community Plan Progress Report

The Strategic Community Plan is required to be reviewed every two years and progress toward the outcomes is reported in the Annual Report.



Annual Report

The City publishes an Annual Report each financial year. The Annual Report provides an update on our key achievements, operations, and financial performance over the previous 12 months.





References

- 1 Australian Bureau of Statistics 2024
- 2 National Forecasting Program, .id (informed decisions), September 2024
- 3 Australian Bureau of Statistics 2023 Fremantle / Region Summary
- 4 City of Fremantle Employee Engagement 2025
- 5 City of Fremantle Annual Report 2023-24
- 6 Economy ID/Fremantle 2023-24
- 7 City of Fremantle GIS Mapping 2025
- 8 City of Fremantle Assetic Database 2025
- 9 Tourism Research Australia 2023-24
- 10 National Association of Visual Arts Local Government Toolkit (Arts, Culture and Creative Strategy 2024-34)
- 11 Fremantle Creative Economy Report July 2023
- 12 Facebook and Instagram followers across all social media platforms, June 2025
- 13 WRAP 2024-27 Truth Telling Program
- 14 One Planet Living Report 2022-24
- 15 Market Report FISAF 2025
- 16 Oztix Ticket Sales 2023-24
- 17 Spydus LMS 2024-25
- 18 Leisure Centre door counters and Dept of Education school attendances 2024-25



Contact

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