

2026-30 Corporate Plan



fremantle.wa.gov.au

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

Thank you for picking up a copy of our Corporate Plan 2026–30. It is the City’s guide to our key projects, plans and strategies that are currently underway or due to commence in the coming years.

If you want to find out what the City is up to and when it will happen, this where you’ll find it.



The first version of this plan was published in 2025. The version you are reading now has been updated with the latest information and updated with the current status of key projects and to reflect any changed priorities.

Fundamentally, the Corporate Plan is guided by the Strategic Community Plan 2024–2034 (SCP), which Council adopted in 2024. It sets out the community’s long-term aspirations and a clear vision for Fremantle’s future.

The community identified five key themes as its priorities:

- 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

In the Corporate Plan 2026–2030, each of these themes includes a set of key statistics to provide you with the context within which the City delivers its key projects and initiatives, the responsible directorate and a delivery timeframe over the next four years.

If you’re interested in delving even further into the detail, I recommend reading our 2025–35 Long Term Financial Plan and our most recent Annual Report, which are available on the City’s corporate website.

As an organisation, we strive to have a strong reputation and build a strong future that delivers for our community. We asked the community to give us its priorities for future, so now it is up to us to deliver on that vision. The Corporate Plan provides us with the roadmap of how we will achieve it.

Glen Dougall
Chief Executive Officer

Our City

19.3km²

Geographical area

36,349

Population ¹

49,563

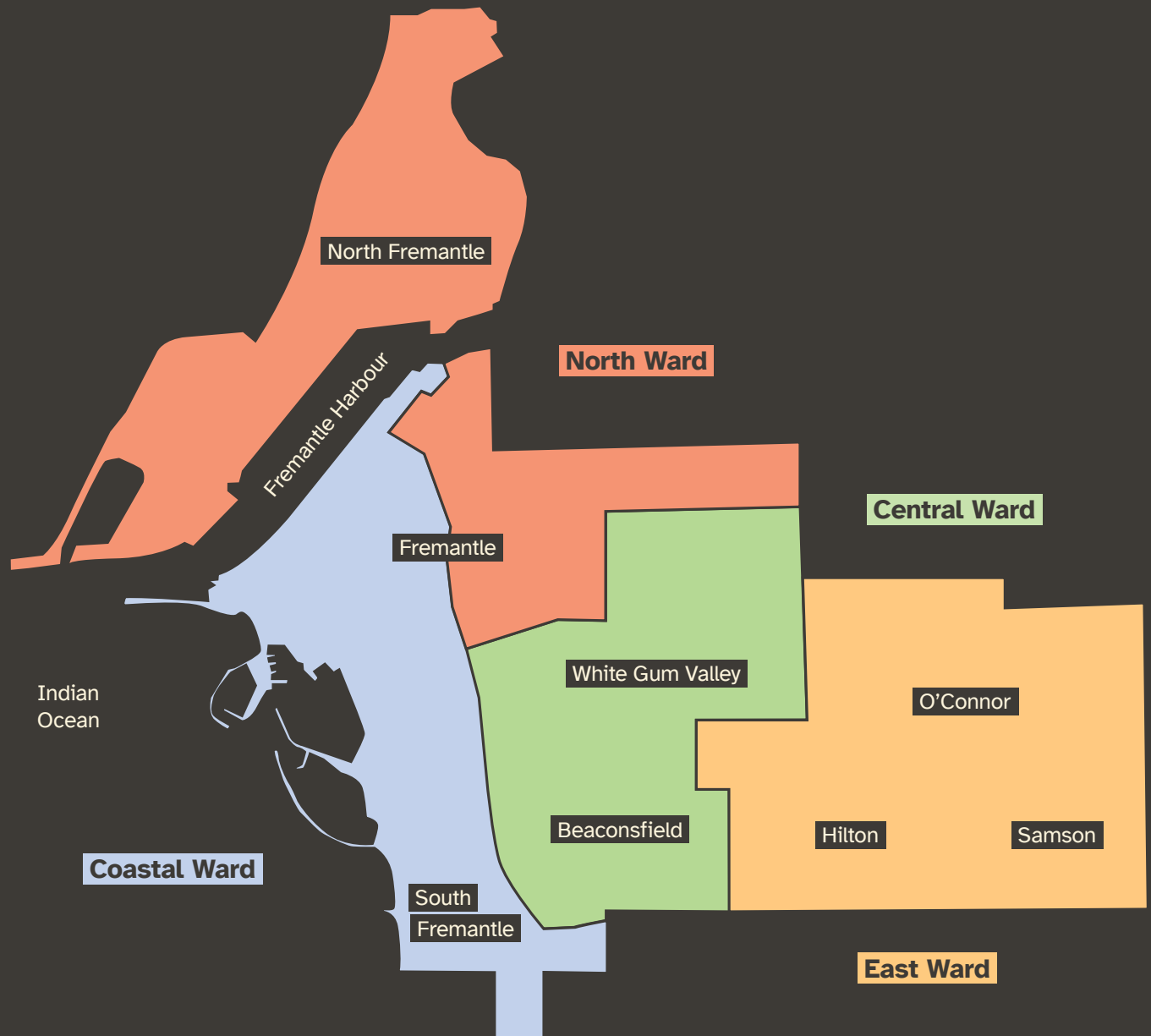
Population by 2046 ²

40.47

Median age 2024 ³

552 (1.7%)

Aboriginal and
Torres Straits Islander 2021 ³



Our Council

Local government plays a vital role in shaping everyday life in our community. From maintaining local infrastructure and services to planning for the future of the city, it is the level of government closest to the people it serves.

At the heart of local government is the Council. The City of Fremantle Council is made up of nine elected members: the Mayor and eight Councillors, who are elected by the community for four-year terms. Together, they provide leadership, make decisions in the public interest, and set the strategic direction for the City.

Elected Members bring community perspectives into decision-making. As residents and ratepayers themselves, they play an important role in listening to the community and considering local needs, ideas and priorities.

Mayor

The Mayor of Fremantle is elected by the local community and provides leadership on behalf of the City. The Mayor represents the district, presides over Council meetings, carries out civic and ceremonial duties, and acts as the principal spokesperson for Council.

Councillors

Councillors are elected by the community to represent the interests of residents and ratepayers and to act in the best interests of the City as a whole. Working collectively as Council, Councillors make decisions, set priorities and policies, and contribute to shaping the long-term direction of Fremantle.

Role of Council

With input from the community, Council is responsible for setting the strategic direction of the City, while the administration is responsible for implementing Council decisions and delivering services.

Under the *Local Government Act 1995*, Council's governing role includes:

- a. overseeing the allocation of the City's finances and resources;
- b. determining policies;
- c. planning strategically for the future of the district;
- d. determining the services and facilities to be provided;
- e. appointing the Chief Executive Officer and reviewing the CEO's performance;
- f. providing strategic direction to the CEO

Council Meetings

Council meets regularly throughout the year to make decisions on behalf of the community. 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.

Council meetings are livestreamed and available to view after the meeting. Meeting dates, agendas and minutes are published on the City's website to support transparency and community access.

Committees and Working Groups

Council has established formal committees in accordance with the *Local Government Act 1995*, including the Audit, Risk and Improvement Committee, Planning Framework Committee, Planning Services Committee, Strategy and General Services Committee and the CEO Performance Review Committee. These committees support Council by providing oversight, advice and recommendations in specific areas.

Council may also establish working groups to assist with the development of strategies, plans or specific projects. Working groups are generally advisory in nature and support collaborative engagement on key initiatives. Details about committee and working group membership, terms of reference and functions are available 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 674 people (350 full time equivalent) that manage city operations and deliver community services and projects.



Our Organisation

66%

Employee engagement ⁴

1.76%

Employees of Aboriginal
and Torres Strait Islanders ⁵

3.85%

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. This Corporate Report is a result of this work.

About the Plan

The purpose of the Corporate Plan 2026–30 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.

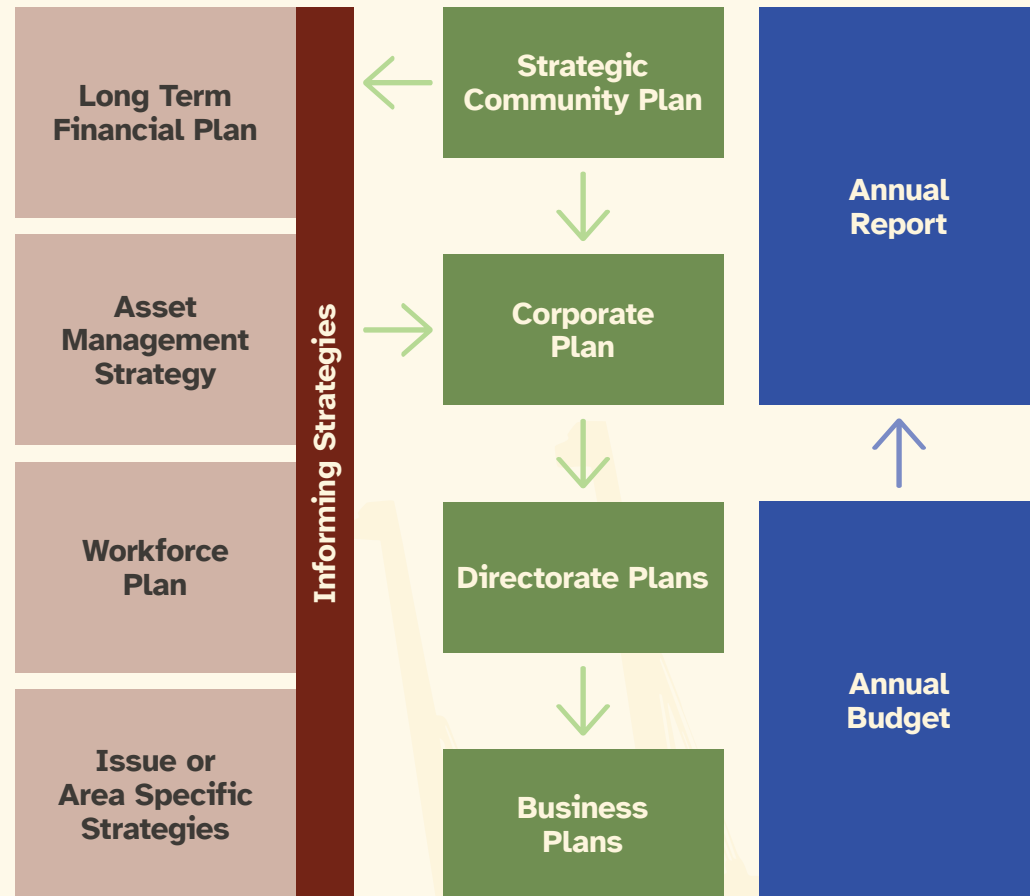


Figure 1. Integrated planning and reporting framework



Liveable City

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

1,270
hectares

Public open space ⁷

23,388

Registered trees on City land (streets, verges, parks and POS) ¹⁴

42 hectares

Nature areas (includes beaches) ⁷

13

Sports fields ⁷

18,405

Forecast dwellings in 2031 ⁶

42

Heritage buildings ⁸

470,694

People attended the Leisure Centre 2025-26 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
- Building Services
- Engineering and Civil Construction
- Parks and Landscape Management
- Natural Area Management
- Recreation Services
- Planning 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	2026-27	2027-28	2028-29	2029-30
Fremantle Oval Precinct	Planning, Place and Urban Development	●			
Integrated Transport Strategy 2026-36	Planning, Place and Urban Development	●			
Bike Plan 2026-30	Planning, Place and Urban Development	●			
Planning Scheme No. 5	Planning, Place and Urban Development	●	●	●	
City 3D Modelling	Planning, Place and Urban Development	●	●	●	●
City Centre Structure Plan	Planning, Place and Urban Development	●	●		
City Plan - North Fremantle	Planning, Place and Urban Development	●			
Urban Forest Plan 2027-37	Infrastructure	●			
Booyeembara Park	Infrastructure	●	●	●	
Hilton Park	Infrastructure	●	●	●	
Samson Park	Infrastructure	●	●	●	
Cantonment Hill	Infrastructure			●	●
South Beach	Infrastructure	●	●		
Green Linkage Projects	Infrastructure	●	●		
Program - Tree Planting	Infrastructure	●	●	●	●
Program - Playgrounds	Infrastructure	●	●	●	●
Program - Bike Plan	Infrastructure	●	●	●	●
Program - Streetscape Upgrades	Infrastructure				●
Road Safety	Infrastructure	●	●	●	●
South Terrace and Douro Road Pedestrian Crossing Treatments	Infrastructure	●			
Round House Conservation Works	Infrastructure		●		
Fremantle Leisure Centre	Infrastructure	●	●		
Community Sporting Reserve Plan Implementation	Creative Arts and Community	●	●	●	●

Projects and initiatives	Lead directorate	2026-27	2027-28	2028-29	2029-30
Harvey Beach Swimming – Enclosure Feasibility Study	Infrastructure			●	
Henderson/William/Cantonment Streetscape Concept Design	Planning, Place and Urban Development	●			●
Walyalup Koort Public Realm	Infrastructure			●	●
Manjaree Hub	Infrastructure				●
Nannine Commons	Infrastructure			●	
Road Safety – Parry Street/Queen Victoria Street Intersection Upgrade	Infrastructure		●	●	
Community Facility	Infrastructure			●	
Rennie Crescent – Verge Parking	Infrastructure				●



City of Fremantle

Thriving City

A thriving city with a prosperous and innovative economy.

1.3 million

Tourist visitation 2023–24 ⁹

\$754.6 million

Value of tourism 2024–25 ⁶

20,908

Locally employed residents 2024–25 ⁶

\$5.56 billion

Gross regional product 2024–25 ⁶

5,227

Businesses 2025 ³

34,304

Local jobs 2024–25 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	2026-27	2027-28	2028-29	2029-30
Walyalup Civic Centre - Commercial Tenancy Fitouts	City Business	●			
Bridge Closure Initiatives	City Business	●			
Destination Development Program	City Business	●	●	●	
Events and Activations	City Business	●	●	●	●
Economic Development Initiatives	City Business	●	●	●	●
Future Carpark	City Business	●			

Creative City

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

374,901

Audience reach through the City's Arts and Culture programs and investments ⁵

144,528

Attendees to Walyalup Fremantle Arts Centre exhibitions, public programs and creative learning events 2023-24

41,400

Attendees to Walyalup Fremantle Arts Centres 27 ticketed events

2,310

Estimated jobs in Fremantle's creative economy ¹¹

137,000

People engaged with over the Fremantle International Street Arts Festival ¹⁵

4,000

Attendees and 150 artists to the Wardarnji Nyoongar event ⁵

1,433

Artists and creatives supported via the City's Arts and Culture programs and investments ⁵

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

- Arts

Strategies and Plans

- Arts Culture and Creative Strategy 2024-34
- Public Art Strategy 2025-30



Projects and initiatives	Lead directorate	2026-27	2027-28	2028-29	2029-30
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.

12,754
tonnes

Domestic waste diverted from landfill ⁵

7 million

Containers returned ⁵

274km

Footpaths ⁸

179km

Roads ⁸

142

Public buildings ⁸

54

Grants for seniors experiencing hardship ⁵

2,550

People engaged in 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
- Asset Management
- Facilities and Building Management
- Fleet Services
- Legal Services
- Waste and Resource Recovery

Strategies and Plans

- Youth Strategy 2024-28
- Age Friendly Plan 2019-24
- Waste Management Action Plan 2025-30
- Water Conservation and Efficiency Plan 2020-25
- Corporate Energy Plan 2017
- Climate Change Adaptation Plan 2020

Projects and initiatives	Lead directorate	2026-27	2027-28	2028-29	2029-30
Sustainability Framework	Planning, Place and Urban Development	●			
Carbon Emissions Reduction	Planning, Place and Urban Development	●	●	●	●
Heritage Structural Assessments	Planning, Place and Urban Development	●		●	
Heritage Area Reviews	Planning, Place and Urban Development	●	●		●
Operations Centre	Infrastructure	●	●	●	●
North Fremantle Foreshore	Infrastructure		●	●	●
Cliff Stabilisation	Infrastructure		●		
Coastal Planning Strategy/CHRMAP	Planning, Place and Urban Development	●	●	●	
Fremantle Town Hall	Infrastructure		●	●	●
Fremantle Education Centre	Infrastructure		●		
Port Beach Coastal Adaptation	Infrastructure	●			
Northbank Stabilisation	Infrastructure			●	●
Naval Store – Structural Works	Infrastructure			●	
Old Fire Station – Services Upgrades	Infrastructure	●			
Walyalup Civic Centre - Drainage	Infrastructure	●			
Johanna Street/Fremantle Sailing Club – Drainage Works	Infrastructure	●			
Program - Footpaths	Infrastructure	●	●	●	●
Program - Roads	Infrastructure	●	●	●	●
Program – Buildings	Infrastructure	●	●	●	●
Program - Drainage	Infrastructure	●	●	●	●
Program - Irrigation	Infrastructure	●	●	●	●
Child Safe Organisation Policy and Plan	Creative Arts and Community	●			
Social Needs Strategy and Plan	Creative Arts and Community	●	●	●	
Age Friendly Plan 2025-30	Creative Arts and Community	●			
Pioneer Park – Public Toilet	Infrastructure	●			
Victoria Hall	Infrastructure				●
Social and Affordable Housing – the Homelessness Program	Creative Arts and Community	●			
New CBD – Public Toilet	Infrastructure	●			

Inclusive City

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

234,236

Library visitors 2024-25 ⁵

301,830

Social media followers 2024-25 ¹²

17,411

Adult and children's program participants ⁵

257,955

Library book and e-resource loans 2024-25 ¹⁷

605

Registered food businesses ⁵

90,000

People engaged about 45 projects through face to face and online interactions

50+

First nations-led activities delivered 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 Compliance
- Development Compliance
- Social
- Communications

Strategies and Plans

- Community Safety Crime Prevention Plan 2019-24
- Walyalup Reconciliation Action Plan 2024-27
- Aboriginal Engagement Plan 2015
- Public Health Plan 2025-29
- Disability Access and Inclusion Plan 2025-30



Projects and initiatives	Lead directorate	2026-27	2027-28	2028-29	2029-30
Community Safety Crime Prevention Plan 2026-30	Planning, Place and Urban Development	●			
Truth Telling Events	Creative Arts and Community	●	●		
Fremantle Park Floodlighting	Infrastructure	●	●		
Program - Street Lighting	Infrastructure	●	●	●	●
Respite Centre	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, 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

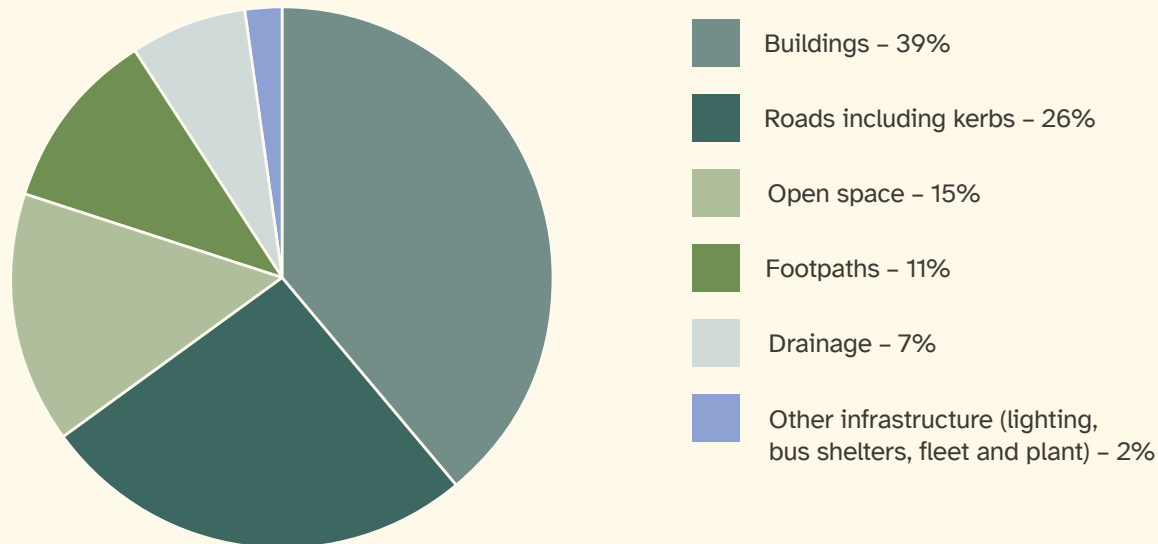
Our Asset Management Framework is all about making the most of the City's assets, ensuring sustainable and cost-effective investments that meet the community's needs.

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.

Portfolio value by asset type

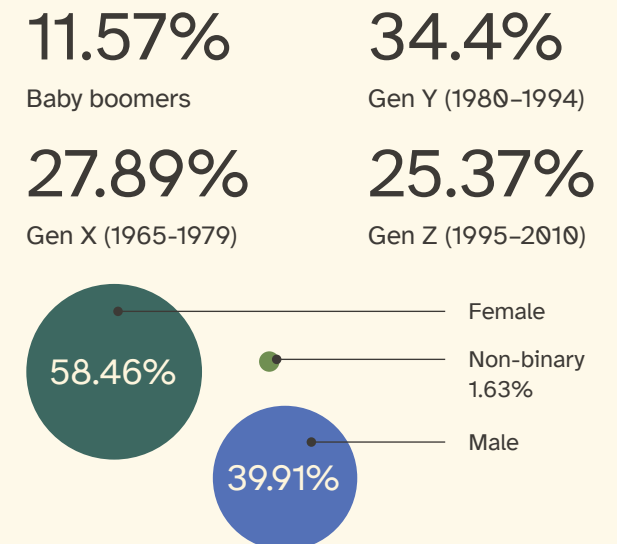


Workforce Plan

The Workforce Plan guides decisions to attract and retain a skilled, diverse workforce that reflects our community and delivers on our commitments. 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 regularly 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 *Australia Bureau of Statistics 2024*
- 2 *National Forecasting Program .id informed decisions*
- 3 *Australian Bureau of Statistics*
- 4 *City of Fremantle Employee Engagement*
- 5 *City of Fremantle Annual Report*
- 6 *Economy ID/Fremantle*
- 7 *City of Fremantle GIS Mapping*
- 8 *City of Fremantle Assetic*
- 9 *Tourism Research Australia*
- 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 *Tree Management System - Forestree*
- 15 *Market Report FISAF*
- 16 *Oztix Ticket Sales*
- 17 *Spydus LMS*
- 18 *Leisure Centre door counters and Dept of Education school attendances*



Contact

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