



Meeting attachments

Strategic and General Services Committee

Wednesday 12 August 2026 6pm

SGSC2608-1 DESTINATION DEVELOPMENT STRATEGIC PLAN - MID TERM REPORTING

1.Destination Development Strategic Plan Mid- Year Review (2023-2025).....3

SGSC2608-2 REVIEW COMMUNITY SAFETY AND CRIME PREVENTION PLAN 2026-31

1.Crime Prevention Plan 2026 -31 DRAFT.....61

2Community Safety Crime Prevention Plan 2025 Engagement Report.....95

SGSC2608-3 REVIEW OF ALFRESCO DINING LOCAL LAW

1.Alfresco Dining Local Law 2014115

2.Council Policy - Alfresco Dining.....128

SGSC2608-4 REVIEW OF CAT MANAGEMENT LOCAL LAW

1.Cat Management Local Law 2020.....134

SGSC2608-6 2026-30 CORPORATE PLAN AND 2025-2026 PROGRESS REPORT

1.Corporate Report 1 July 2025 to 30 June 2026.....148

2.FINAL Corporate Plan 2026-30175

SGSC2608-7 ADOPTION OF THE LONG-TERM FINANCIAL PLAN 2026-36

1Long Term Financial Plan 2026-36203

SGSC2608-8 SHORT TERM ACTIVATION OF CITY PROPERTIES - RESPONSE TO NOTICE OF MOTION

1.Commercial Plan 2025 - 2030 Proposed Changes.....247

SGSC2608-9 DRAFT COMPLAINTS MANAGEMENT POLICY

1.Council Policy Complaint Management Customer Experience264

2.Draft Complaints Management Policy265

**THIS IS
FREMANTLE**

**DESTINATION
DEVELOPMENT
STRATEGIC PLAN
REVIEW
2023 - 2025**

WWW.VISITFREMANTLE.COM.AU



EXECUTIVE SUMMARY

The Destination Development Strategic Plan (DDSP) 2023–2027 provides the strategic framework guiding Fremantle’s evolution as a leading destination city, focused on growing visitation, strengthening the local economy, enhancing visitor experience and reinforcing Fremantle’s identity as a vibrant maritime destination with spirit and soul.

Across the 2023/24 and 2024/25 reporting periods, the City of Fremantle has continued to deliver the DDSP through coordinated investment in destination marketing, events & activations, visitor servicing, business events, cruise, and partnerships. Delivery has remained aligned to the Plan’s six strategic pillars: Brand & Marketing, Business Tourism, Gateway, Product & Experience, Events & Activations, and Partnerships & Advocacy.

The THIS IS FREMANTLE destination brand has continued to achieve strong audience growth and engagement, with more than 117,000 social media followers, 960,000 website users, 1.65 million website page views, and over 11 million combined social media impressions recorded across the reporting periods. Engagement rates across social media and eDM activity consistently exceeded tourism industry benchmarks, reinforcing the effectiveness of Fremantle’s destination marketing approach.

Major campaigns, events and activations delivered strong economic and visitation outcomes. Family-focused school holiday activations generated more than \$4.1 million in economic impact.

While the broader events program attracted 224 events which hosted more than 839,000 attendees across City controlled venues and contributed an estimated \$16.14 million in economic impact to Fremantle’s economy. Signature activations including Funmante and Freo Builds alongside one-off events like Australia II: 40 Years On strengthened Fremantle’s reputation as a creative, culturally rich and experience-led destination.

The visitor economy continued to demonstrate strong growth, with Fremantle welcoming more than 2.6 million domestic and international visitors and generating an estimated \$2.69* billion in visitor spend. Continued investor confidence was reflected in a development pipeline exceeding \$1.49 billion across accommodation, mixed-use and tourism-related projects.

Looking ahead to 2025/26 and 2026/27, the City will continue to build on this momentum through strategic partnerships, enhanced visitor experience, major event attraction, business and cruise tourism growth, improved connectivity and wayfinding, and continued investment in destination marketing and activations.

**visitor spend is total spend in Fremantle by a non-resident*



CONTENTS

Wanjoo Nidja Walyalup

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.

INTRODUCTION	04
DDSP PURPOSE & CONTEXT	05
DELIVERING THE DDSP	06
STRATEGIC PILLARS	07
23/24 & 24/25 COMBINED PERFORMANCE SNAPSHOT	08
CHANNEL FOLLOWER COMPARISONS	09
CONTENT EXAMPLES	10
23/24 PERFORMANCE SNAPSHOT	13
2023 - 2024 STRATEGIC DELIVERY	20
FREMANTLE IN THE MEDIA 2023/24	34
PRIORITIES FOR 2024/2025	35
24/25 PERFORMANCE SNAPSHOT	36
2024 - 2025 STRATEGIC DELIVERY	43
FREMANTLE IN THE MEDIA 2024 - 2025	56
PRIORITIES FOR 2025/2026	57

VISIT FREMANTLE



INTRODUCTION

Across the 2023/24 & 2024/25 reporting periods, the City of Fremantle has focused on translating the ambitions of the Destination Development Strategic Plan 2023–2027 (DDSP) into tangible, on-ground outcomes.

This first two years of implementation has concentrated on strengthening Fremantle's destination fundamentals: content and campaigns, events and activations, wayfinding, cruise and gateway experiences, and industry partnerships, while maintaining the momentum and brand equity built through the earlier Destination Marketing Strategic Plan 2018–2022.

Tourism remains a cornerstone of Fremantle's local economy, supporting jobs, investment and vibrancy across retail, hospitality, cultural venues, attractions and accommodation.

The DDSP recognises that to sustain growth in visitation and position Fremantle as a world-class destination city, marketing activity must be matched with equally compelling experiences, precincts and visitor servicing.

In 2023/24 & 2024/25, this has translated into a coordinated program of work under six strategic pillars —Brand & Marketing, Business Tourism, Gateway, Product & Experience, Events & Activations, and Partnerships & Advocacy, with a continued emphasis on Fremantle's core brand values of Spirit, Soul and Sea and its positioning as "a maritime city with spirit and soul."



The Destination Development Strategic Plan 2023–2027 provides a high-level framework for how Fremantle will grow and evolve as a destination over four years and builds on the achievements of the Destination Marketing Strategic Plan (2018 - 2022).

PURPOSE AND CONTEXT

The Destination Development Strategic Plan (DDSP) aims to shift Fremantle from a predominantly marketing-led approach to a broader destination development framework. It ensures Fremantle's brand promise is realised through high-quality, on-ground visitor and community experiences, while delivering value for residents, local businesses, and ratepayers.

The Plan aims to:

- Grow the economy and diversify Council revenue
- Maximise the return on existing public investment
- Support local businesses and employment
- Strengthen the city's reputation
- Attracts external investment, partnerships, and funding

The DDSP emphasises:

- High-quality on-ground experiences and supporting infrastructure
- Improved connectivity, walkability, and wayfinding between precincts
- Strong interpretation, storytelling, and experience design
- Effective visitor management and servicing
- Coordinated delivery through partnerships and shared investment

DELIVERING THE DDSP

The DDSP is delivered through a structured annual cycle that translates long-term strategy into clear priorities, actions and outcomes. This approach ensures delivery remains aligned to Fremantle's brand, identity and strategic intent.

ANNUAL IMPLEMENTATION MODEL

Delivery of the DDSP follows an annual cycle:

- Annual Implementation Plan with prioritised actions and budget (23/24 - \$603,000) & (24/25 - \$603,00)
- Delivery of activities and initiatives
- Annual Review & Reporting, feeding into the following year's plan.

This 2023/25 review is the halfway point in the cycle for the DDSP.

BRAND FOUNDATIONS

The DDSP continues to be anchored by Fremantle's brand values—articulated during the creation of the THIS IS FREMANTLE brand: Spirit, Soul and Sea.

Together, these values underpin Fremantle's positioning statement: A maritime city with spirit and soul; and guide experience development, campaigns, events, storytelling and stakeholder engagement, ensuring Fremantle's identity remains distinctive, coherent and compelling.



STRATEGIC PILLARS

The DDSP is structured around six interconnected pillars:



BRAND & MARKETING

Grow brand equity and leverage the THIS IS FREMANTLE platform to drive awareness and visitation.



BUSINESS TOURISM

Develop Fremantle as a destination for meetings, conferences and incentive travel, focusing on high-yield visitation.



GATEWAY

Enhance Fremantle's role as the western gateway to WA, particularly through cruise shipping, port-based arrivals and transport connections.



PRODUCT & EXPERIENCE

Improve the on-ground visitor experience via new and enhanced products, wayfinding, interpretation and public realm improvements.



EVENTS & ACTIVATIONS

Reflect Fremantle's spirit and vibrancy through events, festivals and activations that attract visitors and showcase local culture.



PARTNERSHIPS & ADVOCACY

Strengthen collaboration with industry, government and community partners to align efforts and advocate for shared outcomes.

23/24 & 24/25 COMBINED PERFORMANCE SNAPSHOT

DIGITAL & BRAND METRICS (THIS IS FREMANTLE CHANNELS)

Across 2023/24 & 2024/25, the THIS IS FREMANTLE digital channels demonstrated strong reach and engagement, with more than 960,000 users accessing the Visit Fremantle website, over 1.6 million page views, and a combined 11.2 million+ impressions across Facebook and Instagram. A highly engaged audience continues to grow, supported by strong social engagement rates and a high performing monthly EDM, with over 20,000 subscribers and an average open rate of 37.38%, reinforcing the effectiveness of the City's destination marketing efforts. In all key metrics the THIS IS FREMANTLE brand tracks above industry benchmarks for tourism/destination marketing channels.

PEOPLE ACTIVELY USE THE VISIT FREMANTLE WEBSITE 963,691	VISIT FREMANTLE WEBSITE PAGE VIEWS 1.65m	TOTAL EDM'S SENT TO SUBSCRIBERS 482,145
PEOPLE FOLLOW THIS IS FREMANTLE ON FACEBOOK 66,908	IMPRESSIONS ON FACEBOOK 6.51m	THIS IS FREMANTLE FACEBOOK ENGAGEMENT RATE 2.15% industry benchmark 0.18%*
PEOPLE FOLLOW THIS IS FREMANTLE ON INSTAGRAM 47,087	IMPRESSIONS ON INSTAGRAM 4.7m	THIS IS FREMANTLE INSTAGRAM ENGAGEMENT RATE 5.35% industry benchmark 1.9%*
PEOPLE SUBSCRIBE TO THE THIS IS FREMANTLE MONTHLY EDM 21,420	THIS IS FREMANTLE MONTHLY EDM OPEN RATE 37.38% industry benchmark 20.2%**	THIS IS FREMANTLE MONTHLY EDM CLICK THROUGH RATE 4.85% industry benchmark 1.4%**

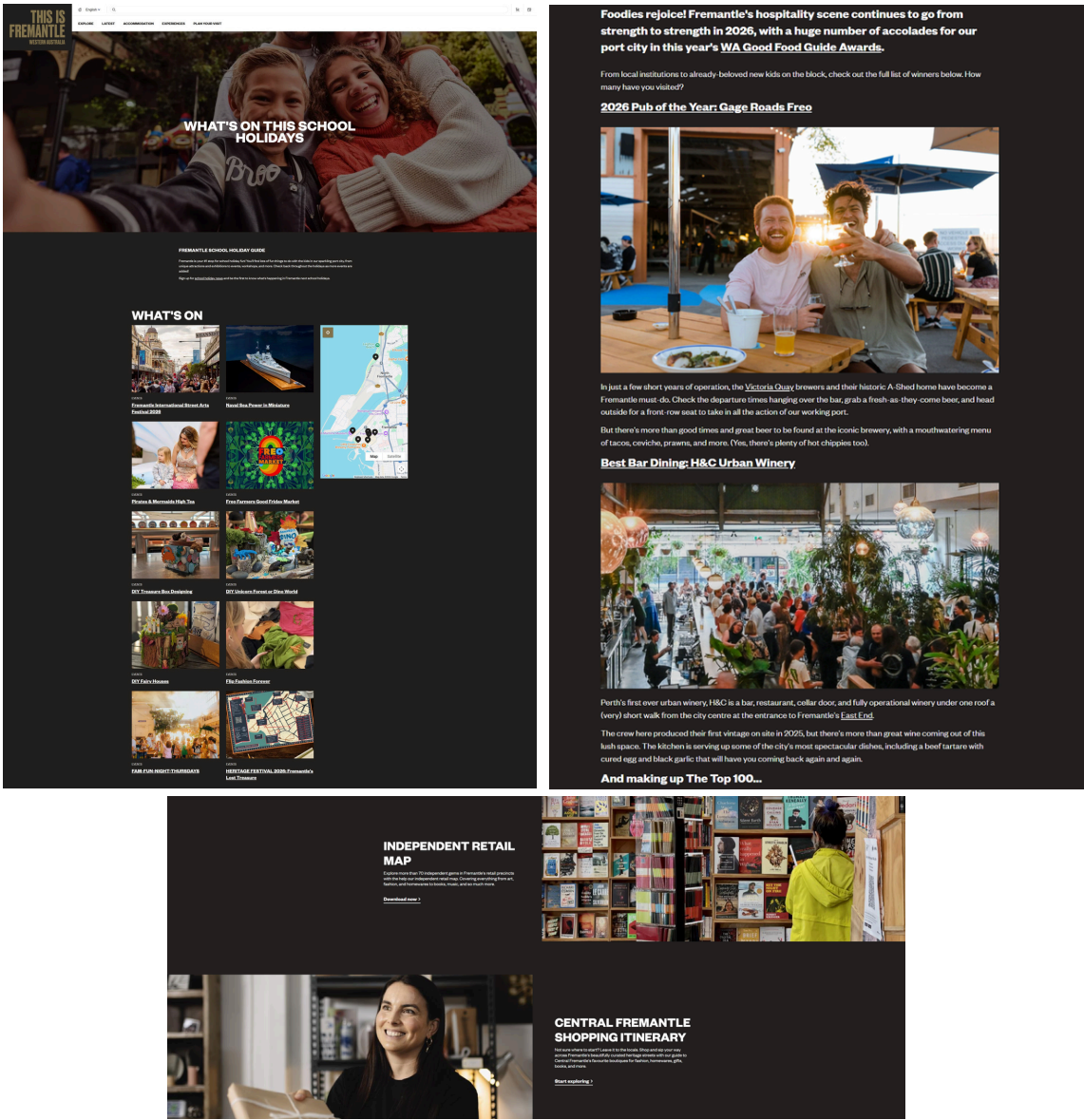
*Facebook & Instagram benchmarks from Destinations International
**EDM benchmarks from Campaign Monitor

CHANNEL FOLLOWER COMPARISONS

		INSTAGRAM	FACEBOOK
SEE SUBIACO		13.7K	11K
VISIT MANDURAH		17.6K	35K
VISIT FREMANTLE		49.4K	68K
VISITPERTH		224K	241K
DESTINATION PERTH (INCLUDES FREMANTLE)		130K	179K
VISIT NORTHWEST TASMANIA		40.3K	49K
EXPERIENCE GOLD COAST		407K	1.2M

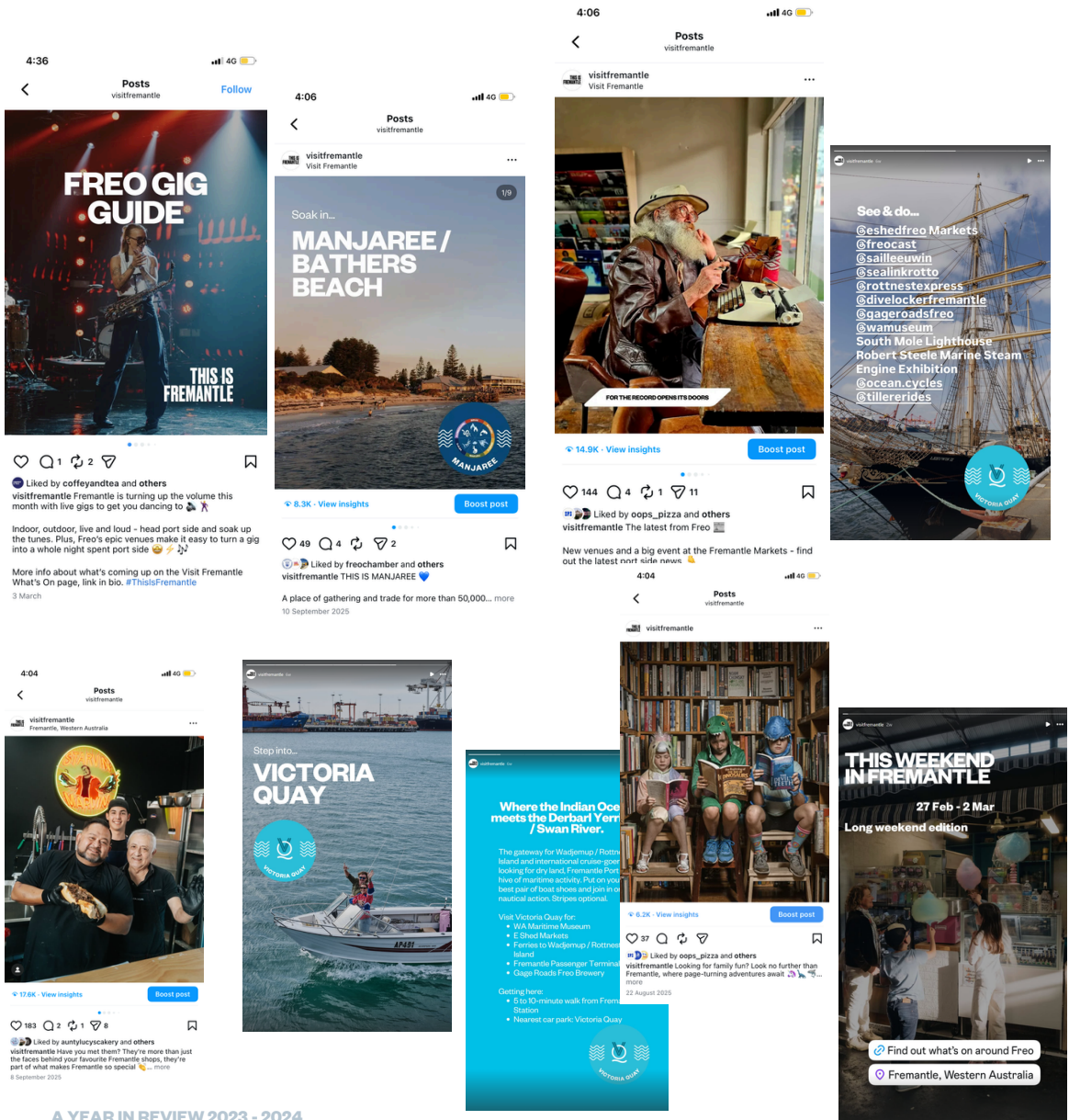
WEBSITE CONTENT EXAMPLES

The Visit Fremantle owned channels require various types of content, that is designed/reviewed in house by the team:
Website: What's on, event listings, campaign landing pages, business listings, articles, competitions
Instagram & Facebook: posts, stories, carousels, reels, gig guides, neighbourhood guides, what's on
EDM: Blog posts, What's on, competitions



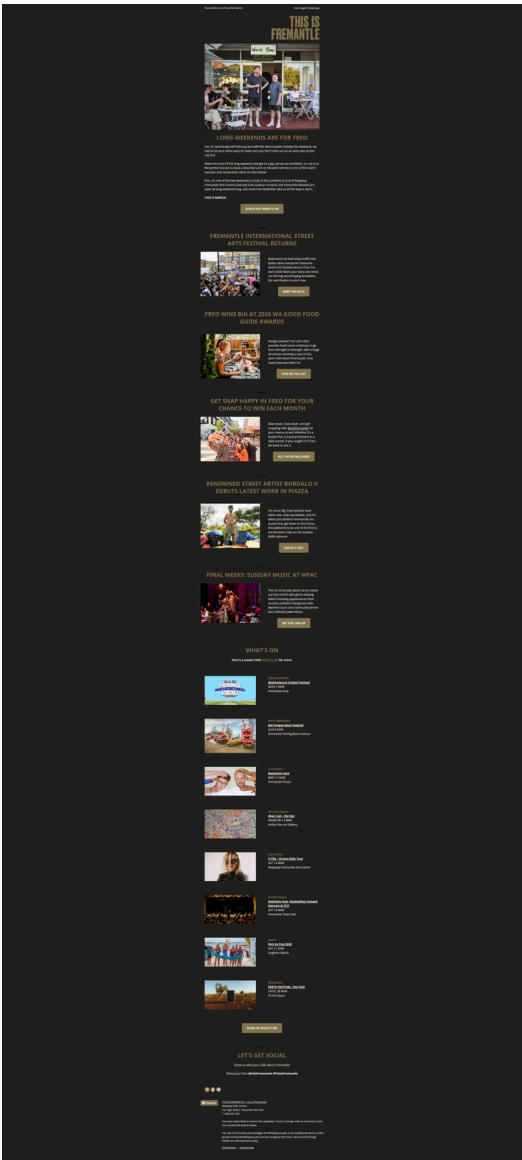
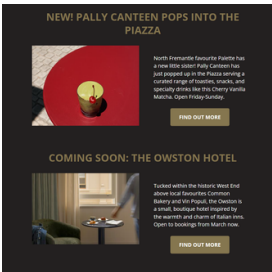
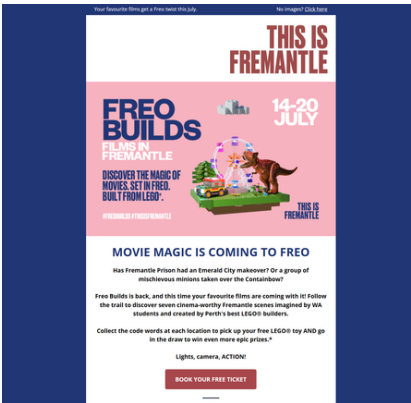
META CONTENT EXAMPLES

The Visit Fremantle owned channels require various types of content, that is designed/reviewed in house by the team:
Website: What's on, event listings, campaign landing pages, business listings, articles, competitions
Instagram & Facebook: posts, stories, carousels, reels, gig guides, neighbourhood guides, what's on
EDM: Blog posts, What's on, competitions



EDM CONTENT EXAMPLES

The Visit Fremantle owned channels require various types of content, that is designed/reviewed in house by the team:
Website: What's on, event listings, campaign landing pages, business listings, articles, competitions
Instagram & Facebook: posts, stories, carousels, reels, gig guides, neighbourhood guides, what's on
EDM: Blog posts, What's on, competitions





23/24 PERFORMANCE SNAPSHOT

The 2023/24 year saw solid digital and campaign performance, continued growth in school holiday activations, and strong engagement with the THIS IS FREMANTLE brand.

23/24 PERFORMANCE SNAPSHOT

DIGITAL & BRAND METRICS (THIS IS FREMANTLE CHANNELS)

Across 2023/24, the THIS IS FREMANTLE digital channels demonstrated strong reach and engagement, with more than 460,000 users accessing the Visit Fremantle website, over 815,000 page views, and a combined 5.5 million+ impressions across Facebook and Instagram. A highly engaged audience continues to grow, supported by strong social engagement rates and a high performing monthly eDM, with over 20,000 subscribers and an average open rate of 37.21%, reinforcing the effectiveness of the City's destination marketing efforts.

PEOPLE ACTIVELY USE THE VISIT FREMANTLE WEBSITE 460,385	VISIT FREMANTLE WEBSITE PAGE VIEWS 815,722	TOTAL EDM'S SENT TO SUBSCRIBERS 223,440
PEOPLE FOLLOW THIS IS FREMANTLE ON FACEBOOK 66,908	IMPRESSIONS ON FACEBOOK 3.71m	THIS IS FREMANTLE FACEBOOK ENGAGEMENT RATE 3.37%
PEOPLE FOLLOW THIS IS FREMANTLE ON INSTAGRAM 41,179	IMPRESSIONS ON INSTAGRAM 1.8m	THIS IS FREMANTLE INSTAGRAM ENGAGEMENT RATE 2.02%
PEOPLE SUBSCRIBE TO THE THIS IS FREMANTLE MONTHLY EDM 20,124	THIS IS FREMANTLE MONTHLY EDM OPEN RATE 37.21%	THIS IS FREMANTLE MONTHLY EDM CLICK THROUGH RATE 4.77%

TOTAL CAMPAIGN ACTIVITY

Destination marketing campaigns delivered strong reach and engagement throughout the year, building widespread awareness and driving meaningful interaction across digital and social channels.

Campaign	Activity
July 2023: Lego Trail Activation	Paid digital and social
October 2023: Super heroes activation	Paid digital and social
December 2023: Christmas Festival	Paid digital and social
December 2023: 12 Days of Christmas	Paid digital and social
January 2024: Funmantle Activation	Paid digital and social
June 2024: THIS IS FREMANTLE brand campaign	Paid digital, social, commercial and on-demand TV

PEOPLE REACHED ON SOCIAL MEDIA ACROSS ALL 23/24 CAMPAIGNS 434,335	SOCIAL MEDIA IMPRESSIONS ACROSS ALL 23/24 CAMPAIGNS 2.54m	LINK CLICKS ACROSS ALL 23/24 CAMPAIGNS 47,573
TOTAL APPEARANCES IN SOCIAL MEDIA/DIGITAL ADVERTISING 4.41m	ADVERTS SEEN ON COMMERCIAL TV 662,575	AVERAGE CLICK THROUGH RATE 4.2%



A YEAR IN REVIEW 2023 - 2024



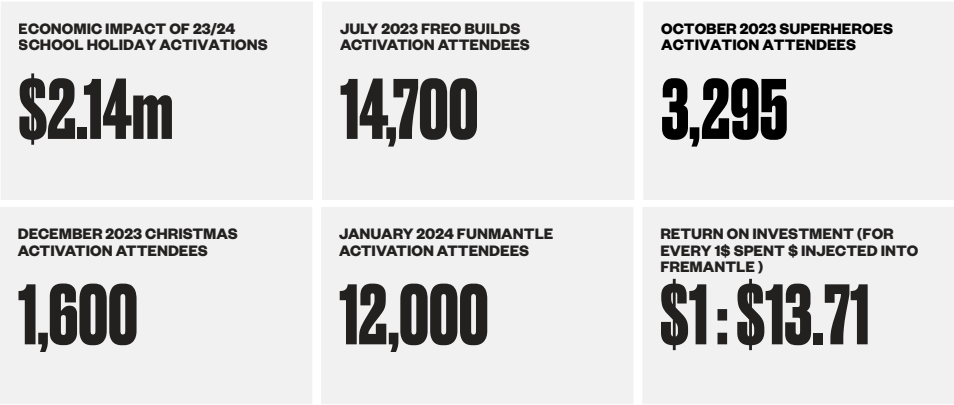
15

SCHOOL HOLIDAY ACTIVATIONS

Budget: Marketing: \$34,637, Delivery: \$161,447
Partnership contributions: \$39,900

Family-focused activations, particularly during school holiday periods, continued as a key component of the destination marketing and development approach in 2023/24. These activations provided a strong platform for engaging local businesses, driving visitation during off-peak periods, and delivering targeted, tactical campaigns that complemented broader brand-building activity.

Activation	Activity
July 2023: Freo Builds activation	On-ground activation supported by paid digital and social
October 2023: Super heroes activation	On-ground activation supported by paid digital and social
December 2023: Christmas activation	On-ground activation supported by paid digital and social
January 2024: Funmantle activation	On-ground activation supported by paid digital and social



EVENTS

Income derived from large/major external events: **\$96,237**
Event cash sponsorship: **\$63,262**
In-kind fee waivers: **\$83,944**

Fast Fact: \$8.58 million
economic impact derived
from hosting large/major
events in Fremantle

In 2023/24, Fremantle's events program delivered strong economic and visitation outcomes, attracting 133 events and generating an estimated \$8.58 million in economic impact. The City supported a diverse calendar of major and community events through delivery, sponsorship and partnerships, hosting more than 521,000 attendees across City-owned venues and enabling 32 new events to establish in Fremantle.

Major Event	Location	Estimated Attendance
Australia II: 40 Years On	Fremantle Port and surrounds	10,000
Out of the Woods	Esplanade Reserve	10,000
Beerfest	Esplanade Reserve	10,000
Gog Block Party	Fremantle Oval	7,500
Juicyfest	Fremantle Oval	8,500

EVENTS ATTRACTED TO FREMANTLE 133	LARGE/MAJOR EVENTS DELIVERED BY THE ED & EVENTS TEAM 5	EVENTS SPONSORED BY THE CITY 36
ECONOMIC IMPACT OF EVENTS IN FREMANTLE \$8.58m	WORTH OF EVENT FEES WAIVED THROUGH EVENT PARTNERSHIPS \$83,944	NEW EVENTS IN FREMANTLE 32
EVENT ATTENDEES HOSTED ACROSS CITY OWNED VENUES 521,000	EVENTS AND BOOKINGS SPONSORED DURING 23/24 66	PROVIDED IN CASH SPONSORSHIP TO 18 EVENTS \$63,262



VISITATION & SPENDING

Fast Fact: Fremantle welcomed 1.3 million visitors

Fremantle continues to attract strong visitor demand across both domestic and international markets, with more than 61,000 international visitors, over 1 million international visitor nights, and a combined 1.24 million domestic day-trip and overnight visitors recorded during the period.

These results reflect the City of Fremantle's strategic focus under the 2023–2027 Destination Development Strategic Plan to drive visitation through experience-led programming, brand-aligned marketing and collaborative partnerships that encourage longer stays, repeat visitation and year-round economic activity.

Fremantle's strong visitor demand continues to translate into substantial economic value. In 2023/24 total local spend reached **\$1.69 billion*, with visitors accounting for 78 per cent of all expenditure in the city and residents contributing the remaining 22 per cent. This high proportion of visitor spend highlights Fremantle's importance as a destination for leisure, hospitality, retail and cultural experiences, and reinforces the role of tourism in driving the local economy year round.

* Spending data is provided by Spendmapp by Geografia Pty Ltd

INTERNATIONAL VISITORS 61,749	INTERNATIONAL VISITOR NIGHTS 1,003,040	DOMESTIC DAY TRIP VISITORS 879,825
DOMESTIC OVERNIGHT VISITORS 360,740	TOTAL LOCAL SPEND <i>*\$1.69 BILLION</i>	TOTAL VISITOR SPEND <i>*\$1.32 BILLION</i>



DEVELOPMENT PIPELINE

Fremantle's visitor economy continues to attract strong investment across multiple sectors. New businesses are choosing to establish themselves in Fremantle due to its ability to attract and retain skilled talent, while international students are drawn to study and live in the city's vibrant environment. Developers are also actively investing in Fremantle, particularly through new hotel projects and broader precinct developments. The State Government is similarly supporting this momentum through targeted precinct upgrades designed to leverage and strengthen Fremantle's growing visitor economy.

At the end of 2023/24 the city recorded a development pipeline of more than \$1.47 billion*, following \$890 million* in completed projects since 2016*. This sustained level of activity shows the market's confidence in Fremantle as a place to invest, grow and establish long term commercial operations and is reflected in the development pipeline outlined below.

PLANS UNDERWAY 	PLANS SUBMITTED 	PLANS APPROVED 	UNDER CONSTRUCTION 	CONSTRUCTION COMPLETED SINCE 2016 
\$577 MILLION	\$422 MILLION	\$280 MILLION	\$190 MILLION	\$897 MILLION
Further residential and commercial development at: - Leighton Beach - Knutsford - City Centre - Heart of Beaconsfield - Burt Street	RESIDENTIAL: 275 Dwellings	RESIDENTIAL: 532 Dwellings	RESIDENTIAL: 217 Dwellings	RESIDENTIAL: 1301 Dwellings
	RETAIL & HOSPITALITY: 4238m ²	RETAIL & HOSPITALITY: 2086m ²	RETAIL & HOSPITALITY: 7742m ²	RETAIL & HOSPITALITY: 33,008m ²
	OFFICE: 1304m ²	OFFICE: 1499m ²	OFFICE: 8600m ²	OFFICE: 34,812m ²
	HOTEL ROOMS: 196 Rooms	HOTEL ROOMS: 225 Rooms	HOTEL ROOMS: 233 Rooms	HOTEL ROOMS: 209 Rooms
CURRENT ACTIVE PIPELINE SET TO DELIVER:	RESIDENTIAL: 4,645 DWELLINGS	RETAIL & HOSPITALITY: 24,287m²	OFFICE: 22,662m²	HOTEL ROOMS: 803 ROOMS
DELIVERING TOTAL VALUE OF \$1.47 BILLION				



*Figures relate to the City of Fremantle's development pipeline which is tracked by counting commercial and multi dwelling developments in Fremantle valued at more than \$1 million and excluding any single dwelling developments (updated quarterly)



2023 - 2024 STRATEGIC DELIVERY

This section highlights the tangible outcomes achieved through delivery of the Destination Development Strategic Plan, including initiatives that have driven visitation, strengthened the visitor economy and enhanced Fremantle's appeal as a year-round destination. It outlines progress delivered under each strategic pillar, demonstrating how targeted investment and coordinated action are translating strategy into measurable results.

BRAND & MARKETING

Fast Fact: 2.54 million impressions across brand and school holiday campaigns

STRATEGIC INTENT

To grow the equity of the THIS IS FREMANTLE brand, deepen audience engagement and convert awareness into visitation and spend.

KEY OUTCOMES IN 2023/2024

Strengthening core brand assets

- Continued development and delivery of social media and Visit Fremantle website content, maintaining an always-on presence.
- Ensured the THIS IS FREMANTLE brand narrative was consistently used and aligned with Tourism WA's broader "Walking on a Dream" positioning where appropriate.

CAMPAIGNS & PROMOTIONS

- Delivered the THIS IS FREMANTLE brand campaign – the largest and most ambitious to date.
- Delivered four digital campaigns to drive awareness of the school holiday activations: Lego, Superheroes, Christmas Festival and Funmantle
- Delivered one 12 Days of Christmas campaign encouraging visitation to Fremantle during the Christmas period



A YEAR IN REVIEW 2023 - 2024

PRINT, COLLATERAL & DISTRIBUTION

- Ongoing design, production and distribution of the:
 - THIS IS FREMANTLE Holiday Planner - 25,221 copies distributed to 26 visitor centres across WA, Perth Airport, cruise ships, car rental centres & hotels including: Quest, Como Treasury, Aurea, Holiday Inn, RAC Bunbury, Ritz Carlton, Rendezvous, Pier 21, Silver Sands, Vines Resort and Optus Stadium
 - THIS IS FREMANTLE brochures and trade guides.
- Maintained brochure racking and collateral distribution of Fremantle focused content at:
 - Fremantle Visitor Centre
 - Perth Airport via Hello Perth
 - Cruise terminals and key tourism outlets

DIGITAL PLATFORMS & PERFORMANCE

- Continued website management (support, maintenance, Google Maps integration, licence fees and upgrades) to ensure the Visit Fremantle site remained a high-performing, user-friendly trip-planning resource.
- Achieved strong digital results demonstrating ongoing awareness, engagement and conversion via web, social and eDM channels.

INDUSTRY AND CONSUMER COMMUNICATIONS

- Delivered THIS IS FREMANTLE and THIS IS BUSINESS monthly e-newsletters, providing:
 - Visitor-facing content and inspiration
 - Industry updates, opportunities and cooperative marketing offers.
 - Attended and participated in Australian Tourism Exchange with a highly successful appointment schedule hosting 90 meetings.

JULY 2023: Freo Builds Trail

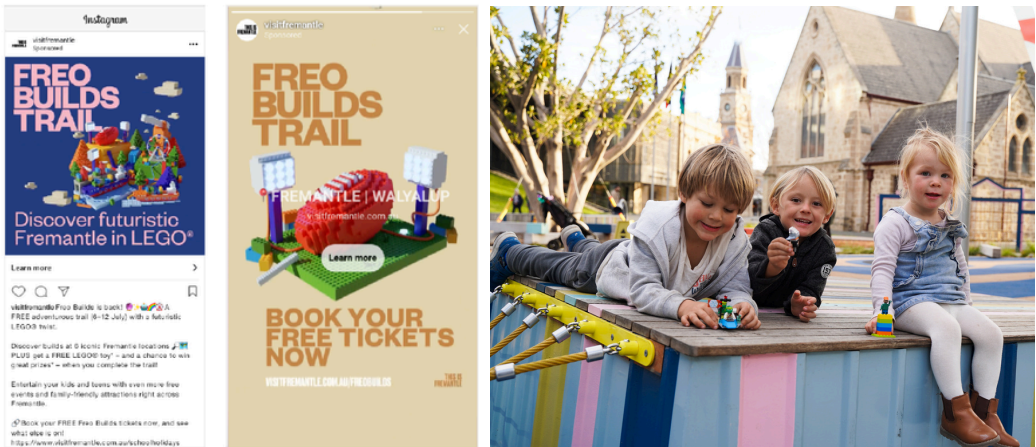
Marketing budget: \$8,119 **Event delivery:** \$16,779 **Partnership contribution:** \$13,400
Activity: Paid digital/social, influencer engagement and a pre-announcement campaign

To support the Freo Builds LEGO Trail school holiday activation, the Investment & Growth team delivered a dedicated digital campaign designed to inspire families to visit Fremantle and take part in the trail. The promotion was led through the Visit Fremantle social media channels and website, positioning the LEGO Trail as the hero activity on the school holidays landing page to encourage strong ticket registrations and participation.

The campaign used targeted Meta advertising to reach parents and family audiences, driving them to the /schoolholidays landing page where the Freo Builds Trail was prominently featured. Eye catching creative, playful visuals and clear calls to action helped guide families to sign up and explore the trail. This approach significantly extended the reach of the activation, generating more than 428,000 impressions and over 6,400 landing page views during the main promotion period.

The LEGO Trail proved to be one of the most popular elements of the school holiday program, with the /freobuilds page achieving 27,872 total visits, making it the second most visited page on the Visit Fremantle website during the campaign period. The digital activity successfully amplified awareness, engaged family networks and reinforced Fremantle's identity as a fun, creative and family friendly school holiday destination.

RETURN ON INVESTMENT (FOR EVERY 1\$ SPENT \$ INJECTED INTO FREMANTLE) \$1:\$80	LANDING PAGE VIEWS 27,872	SOCIAL MEDIA IMPRESSIONS 506,357
SOCIAL MEDIA LINK CLICKS 8905	SOCIAL MEDIA REACH 148,715	CLICK THROUGH RATE 4.3%

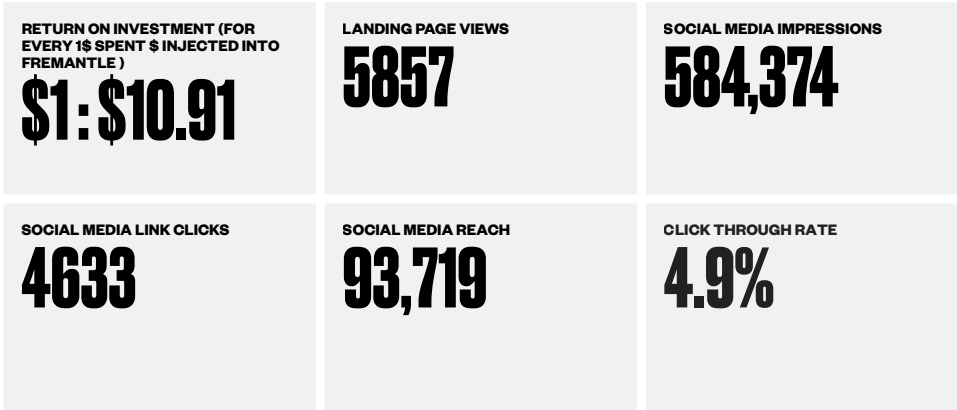


A YEAR IN REVIEW 2023 - 2024

OCTOBER 2023: Superheroes activation

Marketing budget: \$5,919 **Event delivery:** \$34,380 **Partnership contribution:** \$9,500
Activity: Paid digital/social, influencer engagement

To support the Superheroes school holiday activation, the Investment & Growth team developed a dedicated digital campaign to engage families and drive city visitation during the holiday period. The campaign utilised the Visit Fremantle social channels and website to promote the activation, inviting "superheroes from every universe" to register for a free mission and participate in a themed adventure trail across Fremantle's key precincts, with activity prompts, fun challenges and interactive elements designed to appeal to children and parents alike. The digital promotion extended the reach of the activation beyond on-ground activity footprints, tapping into family networks and reinforcing Fremantle's reputation as a welcoming, experience-rich destination for school holiday fun.



SUPERHERO SECRET MISSION TRAIL
2-6 OCT

THIS IS FREMANTLE

TACKLE UP TO 6 FREE RIDES!

FISHING BOAT HARBOUR
Twin Fin, Bathers Beach
Pirate Ship Slide
(big heroess)

WALYALUP KOORT
Walylup Koort
Giant Maze
(big heroess)

CLANCY'S FISH PUB
Princess May Park
Adrenaline Jump
(big & little heroess)

FREMANTLE MARKETS
Market Lane
(BONUS ACTIVITY!)
(ONLY Friday 11.30am-2.30pm)
Superhero Meet & Greet
Superhero Mask Making

HOW TO ACCEPT YOUR SECRET MISSION

01
Present this trail map at each location to ride the inflatables.
1 turn per ride. Rides finish at 4pm daily.

02
Look for the scrambled code words at each location, unscramble and record all three (3) code words on this trail map.

03
Scan the QR code on the other side of this map and enter the competition for your chance to win!

DECEMBER 2023: Christmas Festival & 12 Days of Christmas

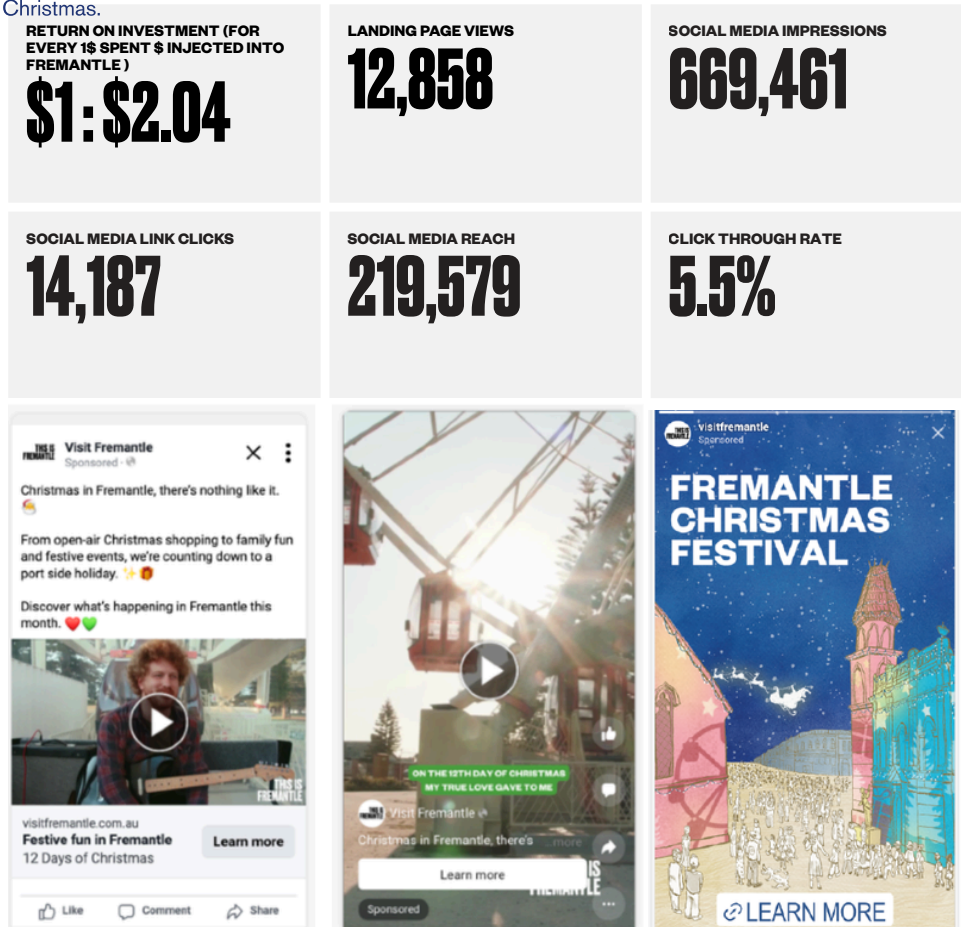
Marketing budget: \$5,850 + \$1,500 **Event delivery:** \$52,129

Activity: Paid digital/social, influencer engagement

To support Fremantle's festive program, the Investment & Growth team delivered a targeted digital campaign promoting both the Fremantle Christmas Festival and the 12 Days of Christmas content. Activity ran across Visit Fremantle social channels and website landing pages, showcasing Christmas events, shopping opportunities and family activities to encourage visitation throughout December.

Meta advertising was used to reach local and regional audiences and direct them to the Christmas landing pages where event information and festive experiences were highlighted. Seasonal creative and clear calls to action guided users to learn more. Together, the campaigns achieved strong performance, generating a combined total of more than 669,000 impressions, over 14,000 link clicks and more than 12,800 landing page views across the promotional period.

The two campaign streams worked together to amplify Fremantle's festive presence, support visitation across the season and reinforce Fremantle's identity as a lively and welcoming destination during Christmas.



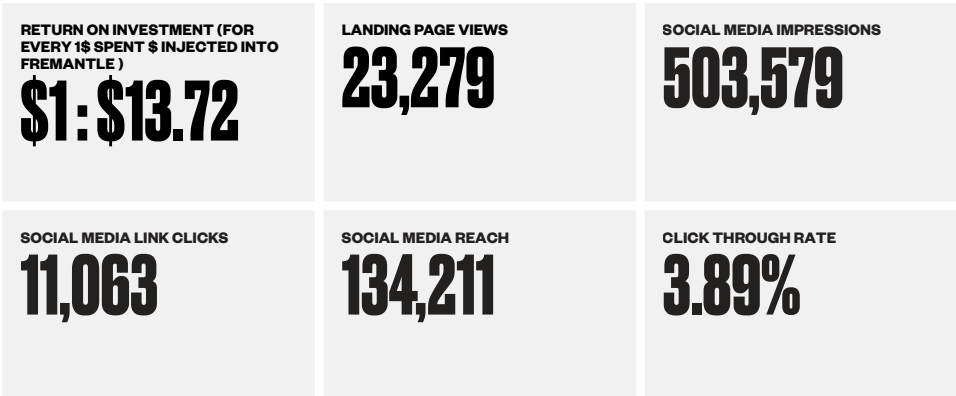
JANUARY 2024: Funmantle

Marketing budget: \$14,748 **Event delivery:** \$58,160 **Partnership contribution:** \$17,000
Activity: Paid digital/social, influencer engagement

To support the Funmantle carnival activation, the Investment & Growth team delivered a targeted digital campaign designed to inspire families to visit Fremantle during the January school holidays. Promotion ran across Visit Fremantle social channels and the Funmantle landing page, positioning the activation as a major summer highlight and encouraging ticket sales and participation.

Meta advertising was used to reach parents and family audiences, directing them to the Funmantle page where event information and ticketing details were showcased. Bright creative and clear calls to action guided users to explore the activation. The campaign achieved strong performance, delivering more than 503,000 impressions, over 11,000 link clicks and nearly 10,000 landing page views during the promotional period.

Funmantle proved to be a key driver of summer visitation, with the landing page receiving 28,997 sessions and becoming the most visited page on the Visit Fremantle website during the campaign. The digital activity successfully extended reach, engaged family networks and reinforced Fremantle's identity as a fun and appealing destination for school holiday entertainment.



"Funmantle was such a fantastic and affordable day out for the whole family. The kids loved the rides, and it's always great to have something like this on during the school holidays."
Funmantle 2024 attendee

Major campaign: THIS IS FREMANTLE

Marketing budget: \$89,935 + \$4694.50 So Perth engagement

Activity: Paid digital/social, TV, BVOD and SO Perth collaboration

In June 2024, the City of Fremantle launched its most ambitious iteration yet of the THIS IS FREMANTLE destination brand, designed to showcase the city's eclectic spirit and diverse visitor experiences. Developed in collaboration with local businesses, artists and promoters, the campaign featured a visually compelling 2-minute hero video and a suite of short vignette clips highlighting Fremantle's connection to the sea, vibrant arts and culture scene, heritage architecture, culinary offerings, retail character and nightlife. It was rolled out across Perth metropolitan television and digital channels, targeting young professionals and families with the intent of building awareness, inspiring visitation and reinforcing Fremantle as a must-visit coastal destination.

Campaign included a 2-minute hero destination video and six 15-second vignettes that highlight different aspects of Fremantle's diverse offering. Hero campaign assets were designed for ongoing use across digital, print and partner channels, expanding the existing content library.

META COST PER CLICK 0.42c	META CLICK THROUGH RATE 1.62%	SOCIAL MEDIA IMPRESSIONS 1.09m
SOCIAL MEDIA LINK CLICKS 17,690	YouTube Impressions 1.43m	TOTAL APPEARANCES IN SOCIAL MEDIA/DIGITAL ADVERTISING 2.95m
CAMPAIGN VIDEO VIEWS 2.4m	SOCIAL MEDIA LINK CLICKS 17,690	NUMBER OF TIMES ADVERTISEMENT SEEN ON TV 662,575



A YEAR IN REVIEW 2023 - 2024

BUSINESS TOURISM

STRATEGIC INTENT

To grow Fremantle's share of high-yield business events and conferences, leveraging its unique coastal city offer and proximity to Perth.

KEY OUTCOMES IN 2023/2024

Partnership with Business Events Perth (BEP)

- Maintained a strong working relationship with Business Events Perth, including:
 - Participation in BEP members' events (e.g. Member's Mingle)
 - Joint engagement with prospective conference organisers and industry stakeholders

FAMILS AND TRADE ENGAGEMENT

Supported and engaged in key business tourism famils, including:

- G'Day Australia welcome event
- BEP World Travel & Tourism Summit activities
- BEP "Be-Rewarded" B2B session
- BEP "ReAwaken" famil - 40 conference organisers
- Continued production and distribution of the THIS IS FREMANTLE Trade Guide, showcasing Fremantle's venues, hotels, precincts and competitive advantages for business events.
- 332 Media and Trade delegates visiting Fremantle through Tourism Western Australia

BIDS AND PIPELINE DEVELOPMENT

- A number of major conferences were identified as opportunities and bids were submitted to host the events in Fremantle, including:
 - Tourism Council WA Conference 2025 – 360 delegates
 - National Tourism Conference – 800 delegates
 - WA Cruise Conference – 150 delegates including industry representatives from national and international cruise lines, state and national tourism agencies, shore excursion operators, port authorities and shipping agents.

"Conferences support Fremantle's visitor economy while also bringing new ideas, expertise, and connections into the city. They attract visitors who stay longer, spend more, and support local businesses, while contributing to knowledge sharing and industry growth. Fremantle's unique character, great venues and walkable precincts make it well suited to year-round corporate and association events."

Gareth Martin | CEO, Business Events Perth

INDUSTRY DEVELOPMENT AND RECOGNITION

- Continued Aspire Award sponsorship, including:
 - Promoting the program
 - Facilitating the application process
 - Supporting award recipients to attend and represent Fremantle at conferences

BUSINESS EVENTS ECONOMIC IMPACT (DIRECT DELEGATE EXPENDITURE)

- Total number of events secured for Fremantle: 36
 - 6 Corporate meetings
 - 30 Association meetings
- Fremantle Total DDE (estimated & materialised): \$33.2 million
 - 27,262 room nights
- Number of incentive groups with Fremantle in their itinerary: 78
 - 3,559 delegates

Top 3 Sectors Health & Medical Life Sciences, Primary Industries and Tourism, Events & Creative Industries



GATEWAY

Fast Fact: The Cruise industry is worth \$290 million for Fremantle

STRATEGIC INTENT

To recognise and strengthen Fremantle's position as a port city and Western gateway to WA, with a focus on cruise, maritime arrivals and regional connections.

KEY OUTCOMES IN 2023/2024

- 35 cruise ship visits to Fremantle, more than 62,808 passengers processed
- Cruise industry is worth \$384.9 million in 2023-24, (+) 15% from 2022-23 in WA
- For Fremantle specifically, the cruise industry was worth \$290m, wages income of \$97m, supported 925 FTE jobs, and contributed 145.6m to the economy
- The average passenger spend for a transit port call is \$198 per day for domestic and \$283 per day for international

CRUISE SECTOR ENGAGEMENT

- Continued the City's ongoing membership and participation in the WA Cruise Committee and Australian Cruise Association, ensuring Fremantle's interests and opportunities are well represented
- Attended and participated in the WA Cruise Exchange to connect with cruise lines, shore-excursion planners and other key stakeholders
- Ongoing relationship management with cruise lines, including distribution of Fremantle content for onboard screens, digital itineraries and digital holiday planners
- Delivered in-person cruise season launch update to the Fremantle business community and secured attendance from the lead Cruise liaison at TWA

REGIONAL AND PRECINCT CONNECTIONS

- Continued promotion of Rottnest Island as a key neighbourhood in all destination marketing activity.
- Ongoing relationship building with:
 - Rottnest Island Authority
 - Rottnest Chamber of Commerce
 - Optus Stadium and Tourism WA events teams to leverage major events and stadium shows

ON-GROUND EXPERIENCE AND VISITOR SERVICING

- Continued brochure racking at the Fremantle Passenger Terminal including the ongoing review and update of Fremantle tear-off maps, Visitor Centre wall maps and trail DL brochures
- Development and production of on-ground signage to guide cruise passengers into the city centre (e.g. A-frames, bus posters, directional signage)
- Ongoing identification of opportunities to develop packaged itineraries for cruise visitors and crew (e.g. short walks, food trails, cultural experiences)
- Implementation of a crew-friendly program, encouraging crew to explore Fremantle and supporting local businesses
- Cruise ship alert e-newsletters sent to local businesses ahead of each arrival to help them prepare staffing, offers and product
- Ongoing relationship building with:
 - Fremantle Port Authority
 - Cruise lines
 - Shore-excursion planners
 - Tourism WA
 - City of Perth



PRODUCT & EXPERIENCE

Fast Fact: Fremantle hosted 16 grant funded indigenous cultural welcomes for international cruise visitors

STRATEGIC INTENT

To ensure Fremantle's visitor experience is world-class through high-quality product, interpretation, wayfinding, infrastructure and visitor management.

KEY OUTCOMES IN 2023/2024

Wayfinding and navigation

- Wayfinding Project - Launched stage 1 of development and delivery of a new wayfinding system across the Fremantle CBD, improving legibility and connectivity between key precincts (e.g. city centre, Fishing Boat Harbour, Fremantle Prison, port and arts precincts)
- Fremantle Tourist Bus - Following an EOJ process seeking applications for suitable tourist bus operators, Horizons West was shortlisted as the preferred provider to deliver a tourist bus service within the Fremantle CBD connecting key attractions across the City. Officers continued working with the State Government to determine a state-wide approach in addition to investigations for private funding.

Industry engagement

- Conducted ongoing business engagement to better understand operator needs around visitor experience, infrastructure and precinct functionality.

Aboriginal tourism and cultural experiences

- Supported the emergence of a new Aboriginal tourism operator (Steven Jacobs) operating in Fremantle.
- Maintained ongoing relationship building with , including support for new Aboriginal operators looking to establish or grow their businesses in Fremantle.
- Initiated and continued the delivery of Woola Walyalup - Through a strategic partnership with Tourism WA which included the City successfully receiving grant funding from TWA, the City managed the delivery of a "traditional cruise passenger welcome" in partnership with Karla Hart for every cruise ship that was in Fremantle for the day in Walyalup Koort. This involved the delivery of a smoking ceremony and welcome to country in Walyalup Koort. In 23/24, 16 cultural performances were delivered.



A YEAR IN REVIEW 2023 - 2024

EVENTS & ACTIVATIONS

Fast Fact: School holiday activations generated over \$2 million in economic impact

STRATEGIC INTENT

To ensure Fremantle's spirit and vibrancy are reflected through events and activations that drive visitation, support local business and showcase the city's character.

KEY OUTCOMES IN 2023/2024

Signature activations and school holiday programs

- Developed and delivered:
 - July 2023, Freo Builds: 14,700 total attendees
 - Oct 2023, Superheroes: 3,295 total attendees
 - Dec, 2023 Christmas: 1,600 total attendees
 - Jan, 2024 Funmantle: 12,000 total attendees
 - Total school holiday activations in 2023/24 generated an estimated \$2.02 million in economic impact, representing a significant driver of family visitation and local spend.

Event integration and calendar management

- Developed an annual events calendar shared with major stakeholders including Tourism WA, Destination Perth and key local partners which now repositions Fremantle as a major player in the WA event space to a domestic audience
- Elevated the events calendar on the THIS IS FREMANTLE website, improving visibility for visitors and giving the destination marketing team stronger access to event information for promotional activity

New event collaborations

- Developed a collaboration between the Blessing of the Fleet and the Fremantle Biennale in 2024, securing funding from the Department of Transport and elevating the event's profile and offering – event held in October 2024 with planning and collaboration taking place in 2023.
- Supported by the City of Fremantle through the provision of event sponsorship, [Le Dîner en Blanc](#) was held in Fremantle in December 2023, transforming the historic Fremantle Prison into a magical setting for the all-white, secret pop-up picnic.

A YEAR IN REVIEW 2023 - 2024



30

EVENTS & ACTIVATIONS

AUSTRALIA II: 40 YEARS ON

In 2023, Fremantle hosted Australia II: 40 Years On, a major commemorative event marking the 40th anniversary of Australia II's historic 1983 America's Cup victory; a moment that firmly positioned Fremantle on the global stage and remains central to the city's maritime identity.

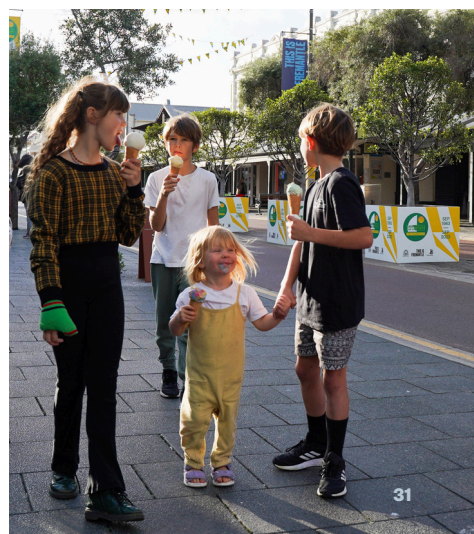
Delivered across the Victoria Quay and WA Maritime Museum precincts over the King's Birthday long weekend, the event celebrated Fremantle's deep connection to the sea while activating key waterfront spaces with large-scale, accessible programming.

The event was delivered in partnership between the City of Fremantle, the Western Australian Museum (WA Maritime Museum) and the Western Australian Government, with support from cultural organisations, performers and industry stakeholders.

Programming included a free public concert featuring iconic Australian artists, family-friendly activities, maritime storytelling, a drone light show over the harbour, and a dedicated exhibition at the WA Maritime Museum showcasing the design innovation and legacy of Australia II.

Australia II: 40 Years On achieved strong community and visitor engagement, drawing significant crowds to Fremantle across the long weekend contributing to increased visitation and activity across the Fishing Boat Harbour, Victoria Quay and city centre precincts. The event reinforced Fremantle's positioning as a vibrant, maritime destination with a proud sporting and cultural heritage, aligning strongly with the THIS IS FREMANTLE brand values of Sea, Soul and Spirit, and demonstrating the City's ability to deliver high-impact cultural events that drive visitation, celebrate place and activate key precincts.

Fast Fact: The City of Fremantle received a \$120,000 state government grant to support the activation



PARTNERSHIPS & ADVOCACY

STRATEGIC INTENT

Fast Fact: City of Fremantle
inducted into WA Tourism
Awards hall of fame

To build strong and productive partnerships that amplify the THIS IS FREMANTLE brand, support strategic alignment and enable shared destination outcomes.

KEY OUTCOMES IN 2023/2024

Awards

- **Inducted into the WA Tourism Awards Hall of Fame in November 2023**
 - Gold: Excellence in Local Government 2021
 - Gold : Excellence in Local Government 2022
 - Gold: Destination Marketing 2022
 - Gold : Excellence in Local Government 2023

Strategic memberships and representation

- Maintained annual membership with key peak bodies:
 - Tourism WA
 - Destination Perth
 - Business Events Perth
 - Australian Cruise Association
 - Australian Tourist Export Commission
 - Tourism Council of Western Australia
- Participated in bi-monthly meetings with these organisations, plus regular project meetings.
- Representation on the Fremantle Chamber of Commerce Tourism Committee.
- Strategic partnership with Business Events Perth led to the City securing matched funding for a new campaign to promote Fremantle to the business events market. The campaign, featuring videos with four local industry leaders, targeted the lucrative business events and travel market by leveraging Fremantle's strategic position close to the Western Trade Coast and the city's strong connection to maritime, logistics and defence industries, the arts, blue economy, sustainability and innovation.
- Continued City officer representation on and participation in quarterly Liquor Accord meetings involving a presentation on ongoing activities relevant for hospitality businesses within the district.
- Partnership with Destination Perth led to first priority offer to advertise on the back page of the DP holiday planner with an annual circulation of 70,000.

- Strategic partnership with Tourism WA led to:
 - the City securing \$25,000 in funding through the Tourism WA Workforce Development Program to help local Fremantle hospitality and tourism businesses. City partnered with the Fremantle Chamber of Commerce to deliver the Future Ready Workforce Program, which consisted of a series of three full-day workshops to address critical job vacancies in local hospitality and tourism sectors.
 - the City securing funding for the design and rebrand of the existing wayfinding system throughout the Fremantle CBD.
- Strategic partnership with DLGSC and ongoing engagement resulted in Fremantle receiving \$120,000 in funding to deliver the one-off Australia II 40 year anniversary weekend

Communications and advocacy

- Continued THIS IS FREMANTLE and THIS IS BUSINESS e-newsletters as key channels for communicating with operators and stakeholders.
- Provided ongoing advocacy and liaison with government agencies and regional bodies on matters affecting Fremantle's visitor economy
 - Meeting with Tourism WA during annual roadshow
 - Tourism Council WA annual meeting

Ongoing management of and engagement with the Destination marketing Working Group

- Fortnightly meetings with the DMWG Chair to provide updates and plan the monthly DMWG meetings
- Monthly DMWG meetings held at the City offices including agenda preparation and officer attendance (Director, Manager, 2-3 officers per meeting).

Local industry partnerships

- Entered into new MOU with Fremantle Chamber of Commerce which strengthened the City's partnership with the Fremantle Chamber of Commerce and included new cooperative promotions and business engagement opportunities.
- Delivered quarterly industry updates and ongoing engagement with local businesses to share data, opportunities and campaign information.
- Maintained ongoing engagement with WAITOC and Tourism WA to support Aboriginal tourism development.
- Ongoing advocacy and relationship building with Fremantle Port Authority led to Fremantle Port Authority working with Fremantle Biennale to host two major events at the Passenger Terminal which hadn't hosted events for a significant period of time. The FPA later supported a Fremantle Arts Centre event in winter and continues to work with the City to utilise the passenger terminal for events outside of its usual cruise passenger servicing and working port activities.



TOOLS & ENABLERS

Budget: \$10,000

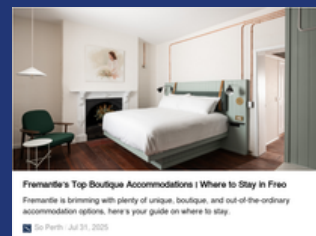
To support implementation of the DDSP, the City has maintained key systems and subscriptions, including tools such as Localis, Sprout Social, Issuu, Dropbox, online entry forms and TravMedia. These underpin data analysis, content distribution, trade engagement and campaign delivery.

LEARNINGS & OPPORTUNITIES

- Integrated, family-focused activations continue to deliver strong economic outcomes, reinforcing the value of school holiday programming.
- Robust industry partnerships and communication channels (e.g. e-newsletters, DMWG, Chamber collaboration) are critical to aligning messaging and maximising impact.
- There is an ongoing need for better data capture and evaluation across campaigns, events and visitation to inform future investment.



FREMANTLE IN THE MEDIA 2023 - 2024



Fremantle's Top Boutique Accommodations | Where to Stay in Frem
Fremantle is brimming with plenty of unique, boutique, and out-of-the-ordinary accommodation options, here's your guide on where to stay.
Go Perth - Jul 31, 2023



48 Hours in Fremantle
WA's second city is vibrant and historic city, bursting with culture and cuisine.
gothas.com



A guide to the eclectic attractions of Fremantle, WA
Fremantle is a mishmash of everything — old, new, bizarre and artful — and that is what makes it Perth's most exciting region to wander on foot.
Caravan World



Fremantle | A seaside town in Perth
There's always something happening by the seaside in 'Freo', a cultural hub where the Swan River kisses the Indian Ocean.
Time Out Perth



PRIORITIES FOR 2024/2025

Drawing on progress and lessons from 2023/24, key priorities for the next implementation cycle include:

BRAND & MARKETING

- Deepen content quality (especially image/video) and evolve the THIS IS FREMANTLE style guide.
- Strengthen measurement of campaign effectiveness and linkage to visitation

BUSINESS TOURISM

- Confirm and promote Fremantle's pipeline of secured and target conferences.
- Support local operators to refine their business events offer.

GATEWAY

- Enhance cruise passenger wayfinding and itineraries.
- Strengthen Fremantle's position as a gateway to Rottnest and greater WA.

PRODUCT & EXPERIENCE

- Complete roll out of the CBD wayfinding system.
- Support development and promotion of Aboriginal and cultural tourism experiences.

EVENTS & ACTIVATIONS

- Continue to evolve school holiday activations, integrating them more deeply with precinct businesses.
- Explore new collaborations between events, arts and maritime/heritage themes.

PARTNERSHIPS & ADVOCACY

- Formalise partnership frameworks and continue strong engagement with current partners.
- Use industry updates to embed a culture of shared data, shared outcomes and shared storytelling.



24/25 PERFORMANCE SNAPSHOT

The 2024/25 year built on strong digital momentum, with increased use of the Visit Fremantle website and consistently strong eDM performance, maintaining high open and click-through rates year on year. Audience engagement continued to shift toward Instagram, which recorded significant growth in followers, impressions and engagement, while Facebook activity softened, reinforcing Instagram as the brand's primary engagement channel.

24/25 PERFORMANCE SNAPSHOT

DIGITAL & BRAND METRICS (THIS IS FREMANTLE CHANNELS)

The 2024/25 year built on strong digital momentum, with more people actively using the Visit Fremantle website than ever before (503,306 vs 460,385 in 23/24~+9%) and continued solid eDM performance (open rate 37.56% vs 37.21%; click-through 4.92% vs 4.77%). The channel mix also shifted noticeably: Instagram strengthened significantly with higher followers (47,087 vs 41,179) and impressions (2.9m vs 1.8m) and a much stronger engagement rate (8.69% vs 2.02%), while Facebook softened with lower impressions (2.8m vs 3.71m) and engagement (0.93% vs 3.37%), indicating audience attention is increasingly concentrating on Instagram for the THIS IS FREMANTLE brand.

PEOPLE ACTIVELY USE THE VISIT FREMANTLE WEBSITE 503,306 + 9.3% YOY	VISIT FREMANTLE WEBSITE PAGE VIEWS 836,775 + 2.6% YOY	TOTAL NUMBER OF EDMs SENT 257,705 + 15.3% YOY
PEOPLE FOLLOW THIS IS FREMANTLE ON FACEBOOK 65,096 - 2.75% YOY	IMPRESSIONS ON FACEBOOK 2.8m - 24.5% YOY	THIS IS FREMANTLE FACEBOOK ENGAGEMENT RATE 0.93% -72.4% YOY
PEOPLE FOLLOW THIS IS FREMANTLE ON INSTAGRAM 47,087 +14.3% YOY	IMPRESSIONS ON INSTAGRAM 2.9m + 61.1% YOY	THIS IS FREMANTLE INSTAGRAM ENGAGEMENT RATE 8.69% + 330.2% YOY
PEOPLE SUBSCRIBE TO THE THIS IS FREMANTLE MONTHLY eDM 21,420 + 6.4% YOY	THIS IS FREMANTLE MONTHLY eDM OPEN RATE 37.56% + 0.9% YOY	THIS IS FREMANTLE MONTHLY eDM CLICK THROUGH RATE 4.92% + 3.1% YOY

TOTAL CAMPAIGN ACTIVITY

Destination marketing campaigns delivered strong reach and engagement throughout the year, building widespread awareness and driving meaningful interaction across digital and social channels.

Campaign	Activity
July 2024: Lego (Freo Builds) activation	Paid digital and social
October 2024: Trolls activation	Paid digital and social
December 2024: A Very Freo Christmas	Paid digital and social
January 2025: Funmantle activation	Paid digital and social
Dec 2024 - Mar 2025: Shop Independent. Shop Freo	Paid digital, social and outdoor media

PEOPLE REACHED ON SOCIAL MEDIA
ACROSS ALL 24/25 CAMPAIGNS

929,748

SOCIAL MEDIA IMPRESSIONS
ACROSS ALL 24/25 CAMPAIGNS

2.83m

SOCIAL MEDIA LINK CLICKS ACROSS
ALL 23/24 CAMPAIGNS

56,179

WEBSITE CAMPAIGN LANDING PAGE
VISITS

61,506

ADVERTS SEEN ON A BILLBOARD

442,816

AVERAGE CLICK THROUGH RATE

4.11%



SCHOOL HOLIDAY ACTIVATIONS

Budget: Marketing: \$18,243, Delivery: \$178,179
Partnership contributions: \$52,182

Family-focused activations, particularly during school holiday periods, continued as a key component of the destination marketing and development approach in 2024/25. These activations continue to provide a strong platform for engaging local businesses, driving visitation during off-peak periods, and delivering targeted, tactical campaigns that complemented broader brand-building activity.

Activation	Activity
July 2024: Freo Builds activation	On-ground activation supported by paid digital and social
October 2024: Trolls activation	On-ground activation supported by paid digital and social
December 2024: A very Freo Christmas activation	On-ground activation supported by paid digital and social
January 2025: Funmantle activation	On-ground activation supported by paid digital and social



EVENTS

Income derived from large/major external events: \$58,305
Event cash sponsorship: \$91,386
In-kind fee waivers: \$67,682

In 2024/25, Fremantle’s events program remained a strong driver of economic activity, maintaining an estimated \$7.56 million in economic impact while operating with a more targeted delivery and sponsorship approach. Compared to 2023/24, the City attracted fewer total events and hosted fewer attendees across City-owned venues, but increased direct cash sponsorship and continued to support the establishment of new events, reflecting a strategic shift toward fewer, higher-value partnerships and investment outcomes.

Major Event	Location	Attendance
Beerfest	Esplanade Reserve	11,886
Juicyfest	Fremantle Oval	5,008

EVENTS ATTRACTED TO FREMANTLE	LARGE/MAJOR EVENTS DELIVERED BY THE ED & EVENTS TEAM	EVENTS SPONSORED BY THE CITY
91	2	22
ECONOMIC IMPACT OF EVENTS IN FREMANTLE	WORTH OF EVENT FEES WAIVED THROUGH EVENT PARTNERSHIPS	NEW EVENTS IN FREMANTLE
\$7.56m	\$67,682	19
EVENT ATTENDEES HOSTED ACROSS CITY OWNED VENUES	EVENTS AND BOOKINGS SPONSORED DURING 24/25	PROVIDED IN CASH SPONSORSHIP TO 17 EVENTS
318,781	44	\$91,386



VISITATION & SPENDING

Visitation in 2024/25 remained strong and consistent with the previous year, maintaining comparable levels of international visitation and overnight stays, alongside sustained domestic day-trip and overnight demand. The continuation of more than sixty thousand international visitors and a substantial domestic visitor base reflects the City of Fremantle’s ongoing focus under the 2023–2027 Destination Development Strategic Plan on experience-led programming, brand-aligned marketing and partnerships that support longer stays, repeat visitation and year-round economic activity.

Fremantle’s strong visitor demand continues to translate into substantial economic value. In 2024/25 total local spend reached *\$1.75 billion, with visitors accounting for 78 per cent of all expenditure in the city and residents contributing the remaining 22 per cent. This high proportion of visitor spend highlights Fremantle’s importance as a destination for leisure, hospitality, retail and cultural experiences, and reinforces the role of tourism in driving the local economy year round.

INTERNATIONAL VISITORS	INTERNATIONAL VISITOR NIGHTS	DOMESTIC DAY TRIP VISITORS
67,424	837,537	963,383
DOMESTIC OVERNIGHT VISITORS	TOTAL LOCAL SPEND	TOTAL VISITOR SPEND
311,790	*\$1.75 BILLION	*\$1.37 BILLION



DEVELOPMENT PIPELINE

Fremantle’s visitor economy continues to attract strong investment across multiple sectors. New businesses are choosing to establish themselves in Fremantle due to its ability to attract and retain skilled talent, while international students are drawn to study and live in the city’s vibrant environment. Developers are also actively investing in Fremantle, particularly through new hotel projects and broader precinct developments. The State Government is similarly supporting this momentum through targeted precinct upgrades designed to leverage and strengthen Fremantle’s growing visitor economy.

At the end of 2024/25 the city recorded a development pipeline of more than \$1.49 billion*, following \$949 million* in completed projects since 2016*. This sustained level of activity shows the market’s confidence in Fremantle as a place to invest, grow and establish long term commercial operations and is reflected in the development pipeline outlined below.

PLANS UNDERWAY 	PLANS SUBMITTED 	PLANS APPROVED 	UNDER CONSTRUCTION 	CONSTRUCTION COMPLETED SINCE 2016 
\$524 MILLION	\$305 MILLION	\$403 MILLION	\$260 MILLION	\$949 MILLION
Further residential and commercial development at: - Leighton Beach - Knutsford - City Centre - Heart of Beaconsfield - Burt Street	RESIDENTIAL: 221 Dwellings	RESIDENTIAL: 538 Dwellings	RESIDENTIAL: 165 Dwellings	RESIDENTIAL: 1,392 Dwellings
	RETAIL & HOSPITALITY: 654m ²	RETAIL & HOSPITALITY: 3,212m ²	RETAIL & HOSPITALITY: 3,244m ²	RETAIL & HOSPITALITY: 37,574m ²
	OFFICE: 6,641m ²	OFFICE: 2,514m ²	OFFICE: 1,895m ²	OFFICE: 43,412m ²
	HOTEL ROOMS: 28 Rooms	HOTEL ROOMS: 393 Rooms	HOTEL ROOMS: 91 Rooms	HOTEL ROOMS: 221 Rooms
CURRENT ACTIVE PIPELINE SET TO DELIVER:	RESIDENTIAL: 4,545 DWELLINGS	RETAIL & HOSPITALITY: 17,331m ²	OFFICE: 16,114m ²	HOTEL ROOMS: 649 ROOMS
DELIVERING TOTAL VALUE OF \$1.49 BILLION				



*Figures relate to the City of Fremantle’s development pipeline which is tracked by counting commercial and multi dwelling developments in Fremantle valued at more than \$1 million and excluding any single dwelling developments (updated quarterly)



2024 - 2025 STRATEGIC DELIVERY

This section highlights the tangible outcomes achieved through delivery of the Destination Development Strategic Plan, including initiatives that have driven visitation, strengthened the visitor economy and enhanced Fremantle's appeal as a year-round destination. It outlines progress delivered under each strategic pillar, demonstrating how targeted investment and coordinated action are translating strategy into measurable results.

BRAND & MARKETING

STRATEGIC INTENT

Fast Fact: *Shop Independent.*
Shop Fremantle retail campaign
billboards seen over 400,000
times

To grow the equity of the THIS IS FREMANTLE brand, deepen audience engagement and convert awareness into visitation and spend.

KEY OUTCOMES IN 2024/2025

Strengthening core brand assets

- Continued social media and Visit Fremantle website content development, maintaining an always-on presence.
- Ensured the THIS IS FREMANTLE brand narrative was consistently used and aligned with Tourism WA's broader "Walking on a Dream" positioning where appropriate.

CAMPAIGNS & PROMOTIONS

- Continued delivery of the new THIS IS FREMANTLE brand campaign – the largest and most ambitious to date. Campaign included a 2-minute hero destination video and six 15-second vignettes that highlight different aspects of Fremantle's diverse offering. Hero campaign assets were designed for ongoing use across digital, print and partner channels, expanding the existing content library.
 - Commercial TV - Reach (Total times Ads seen on commercial tv) - 662,575.
 - Total number of times content appeared on social media or in digital advertising – 2,947,507.
- Shop Independent, Shop Freo campaign encouraged audience to choose independent over shopping centres. Billboards at key locations in Perth CBD, Claremont, Stirling Highway encouraged viewers to think outside the big box, break the chain shopping habit, and swap their usual shopping experience for something far more charismatic and open air.
 - Billboards seen an estimated 442,816 times
 - Campaign was supported by an organic and paid Meta campaign (in store reels with retailers viewed 187,051 times)
 - Digital and print map highlighting independent retail across Fremantle was distributed to independent retailers
 - A campaign landing page housed specific content relevant to the audience including articles, guides, itineraries, recommendations, Q&As with local retailers

PRINT, COLLATERAL & DISTRIBUTION

- Ongoing design, production and distribution of the:
 - THIS IS FREMANTLE Holiday Planner - 24,310 copies distributed to 25 visitor centres across WA, Perth Airport, cruise ships, car rental centres & hotels including: Quest, Mandooon estate, Gallery Hotel Holiday Inn, Hyden Hotel, Pier 21, Silver Sands and Vines Resort
 - and utilised for VIP promotional material for trade famils and other opportunities.
 - THIS IS FREMANTLE brochures and trade guides.
- Maintained brochure racking and collateral distribution of Fremantle focussed content at:
 - Fremantle Visitor Centre
 - Perth Airport via Hello Perth
 - Cruise terminals and key tourism outlets

DIGITAL PLATFORMS & PERFORMANCE

- Continued website management (support, maintenance, Google Maps integration, licence fees and upgrades) to ensure the Visit Fremantle site remained a high-performing, user-friendly trip-planning resource.
- Achieved strong digital results demonstrating ongoing awareness, engagement and conversion via web, social and eDM channels.

INDUSTRY AND CONSUMER COMMUNICATIONS

- Delivered THIS IS FREMANTLE and THIS IS BUSINESS monthly e-newsletters, providing:
 - Visitor-facing content and inspiration
 - Industry updates, opportunities and cooperative marketing offers.
- Attended Australian Tourism Exchange with a highly successful appointment schedule hosting 94 meetings with international tourism buyers.

JULY 2024: Freo Builds Trail

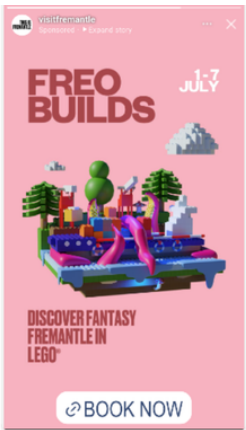
Marketing budget: \$4,826 **Event delivery:** \$20,253 **Partnership contribution:** \$17,182
Activity: Paid digital/social and influencer engagement

To support the Freo Builds LEGO trail activation, the economic development and events team developed a dedicated digital campaign to engage families and drive visitation during the July school holidays. The campaign utilised the Visit Fremantle social channels and website to promote the activation, inviting families to register for a free LEGO themed trail and explore imaginative 'Fantasy Fremantle' builds across key precincts.

Targeted Meta advertising reached parents and family audiences, directing them to the /freobuilds landing page where the trail was prominently featured. High quality creative, playful animation (developed in-house with corporate comms team) and clear calls to action encouraged families to sign up and participate. The digital activity delivered strong engagement, generating more than 354,000 impressions, over 6,900 link clicks and 5,439 landing page views during the campaign period.

The Freo Builds trail continued to be Fremantle's most popular school holiday activation, with the landing page achieving 14,042 sessions and becoming the most visited page on the Visit Fremantle website during the promotional period. The activation delivered exceptional value for the city, achieving an economic impact return on investment of \$1 to \$118. The campaign successfully amplified awareness, activated family networks and reinforced Fremantle's reputation as a creative and family friendly destination during the school holidays.

RETURN ON INVESTMENT (FOR EVERY 1\$ SPENT \$ INJECTED INTO FREMANTLE) \$1:\$118	LANDING PAGE VIEWS 14,042	SOCIAL MEDIA IMPRESSIONS 354,316
SOCIAL MEDIA LINK CLICKS 6,936	SOCIAL MEDIA REACH 86,685	CLICK THROUGH RATE 4.1%



"Freo Builds is always a highlight of the school holidays for our family. The kids stayed engaged the whole time (and slept well after!), and we loved how accessible and well organised everything was."
Freo Builds 2024 attendee

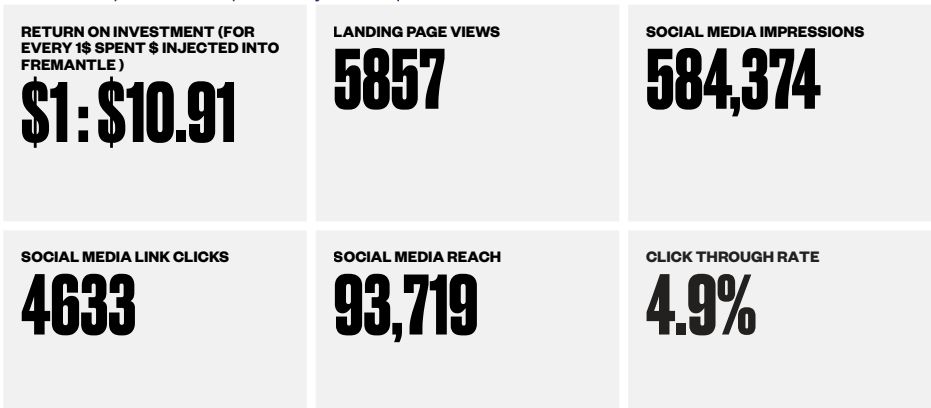
OCTOBER 2024: Trolls activation

Marketing budget: \$5,919 **Event delivery:** \$27,094 **Partnership contribution:** \$16,500
Activity: Paid digital/social, influencer engagement

To support the DreamWorks Trolls school holiday activation, the economic development and events team developed a dedicated digital campaign to engage families and drive visitation during the September and October holiday period. The team licensed the Trolls brand directly from DreamWorks and utilised the Visit Fremantle social channels and website to promote the activation, inviting families to register for a free Trolls themed trail and explore colourful character stops and interactive elements across key Fremantle precincts.

The campaign used targeted Meta advertising to reach parents and family audiences, driving them to the /SchoolHolidays landing page where the Trolls trail was prominently featured. Bright, playful creative and clear calls to action encouraged families to register and participate. The digital activity generated more than 519,000 impressions, over 10,400 link clicks and 9,159 landing page views during the campaign period. The /SchoolHolidays page achieved 12,633 sessions, making it the most visited page on the website

The Trolls activation delivered significant engagement, achieving a 218.9 per cent uplift in ticket registrations compared to the previous years Superheroes activation.



"A wonderful family day out filled with fun and exploration. The kids really enjoyed the trail and meeting the characters, and we appreciated how it encouraged us to spend time together outdoors. We'll definitely be back for future events!"
Trolls 2024 attendee

DECEMBER 2024: A Very Freo Christmas

Marketing budget: \$3,986 **Event delivery:** \$62,277

Activity: Paid digital/social, influencer engagement

To support the 2024 A Very Freo Christmas program, the economic development and events team developed a dedicated digital campaign to drive visitation and encourage community engagement throughout the festive season. The campaign utilised the Visit Fremantle social channels and website to promote the activation, engagement of family influencers and was supported by a new animated collaboration with Corporate Communications and the introduction of a unique Freo Christmas icon, the Cranedeer, which featured across campaign artwork and promotions.

Targeted Meta advertising directed audiences to the /a-very-freo-christmas landing page where the festival program, events and activities were highlighted. Strong seasonal creative and clear calls to action helped guide users to explore the Christmas offering. The campaign delivered significant digital reach, generating more than 585,000 impressions, over 8,800 link clicks and 11,994 landing page views making it the most visited page on the Visit Fremantle website during the promotional period.

The campaign successfully amplified Fremantle's festive presence, strengthened community awareness and reinforced the city's identity as a lively, distinctive and welcoming destination during Christmas, while showcasing locally developed creative assets that elevated the THIS IS FREMANTLE brand.

RETURN ON INVESTMENT (FOR EVERY 1\$ SPENT \$ INJECTED INTO FREMANTLE) \$1:\$1.46	LANDING PAGE VIEWS 11,994	SOCIAL MEDIA IMPRESSIONS 585,496
SOCIAL MEDIA LINK CLICKS 8,868	SOCIAL MEDIA REACH 175,903	CLICK THROUGH RATE 3.8%



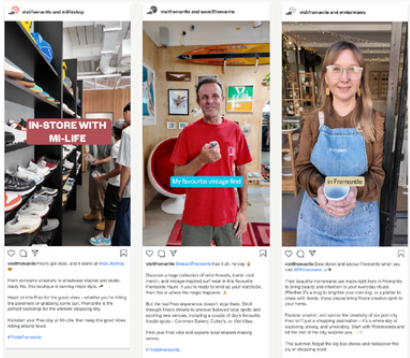
Dec 2024 - Mar 2025: Shop Independent. Shop Freo

Budget: \$59,520 **Activity:** Paid digital/social, OOH (billboard & paste ups)

The City of Fremantle's economic development and events team developed and delivered the Shop Independent. Shop Freo. campaign to position Fremantle as Perth's leading destination for independent retail and open air shopping. The team created the campaign concept and led promotion across Visit Fremantle channels, supported by a dedicated landing page featuring articles, itineraries, retailer profiles and a map showcasing more than 70 independent retailers.

Targeted Meta advertising reached Perth audiences with campaign artwork, short reels and retailer stories, directing people to the Visit Fremantle Instagram page and website. This activity generated more than 615,000 impressions, over 11,000 Instagram page visits (resulting in +3.8% audience growth) and a strong click through rate of 1.83 per cent, while organic reels reached more than 205,000 people and delivered strong engagement. Out of home advertising reinforced campaign visibility across high traffic locations with a potential audience of more than 1.7 million people and an estimated reach of 442,816.

META CAMPAIGN IMPRESSIONS 615,520	CLICK THROUGH RATE 1.83%	COST PER CLICK 0.45c
SOCIAL MEDIA LINK CLICKS 11,120	META CAMPAIGN REACH 187,051	FOLLOWER GROWTH (DURING CAMPAIGN PERIOD) +3.8%
SEEN ON A BILLBOARD (REACH) 442,816	BILLBOARD IMPRESSIONS 1.72m	FREQUENCY SEEN ON BILLBOARD (VIEW PER PERSON) 9.1



A YEAR IN REVIEW 2024 - 2025

JANUARY 2025: Funmantle

Marketing budget: \$3,986 **Event delivery:** \$68,555 **Partnership contribution:** \$18,500
Activity: Paid digital/social, influencer engagement

To support the Funmantle summer carnival activation, the economic development and events team developed a dedicated digital campaign to engage families and drive visitation during the January school holidays. The campaign utilised the Visit Fremantle social channels and website to promote the activation, inviting families to purchase \$5 tickets and enjoy a vibrant mix of rides, games and entertainment, dispersing visitors across various precincts (FOMO, Fishing Boat Harbour, Fremantle Ports and Walyalup Koort).

Targeted Meta advertising reached parents and family audiences, directing them to the /funmantle landing page where the activation was prominently featured. Bright, high energy creative and clear calls to action encouraged families to book and participate. The campaign achieved strong digital performance, generating more than 763,000 impressions, over 18,800 link clicks and 13,118 landing page views during the promotional period.

Funmantle continued to be one of Fremantle’s strongest summer school holiday offerings, with the /funmantle page achieving 22,837 sessions and becoming the most visited page on the Visit Fremantle website during the campaign period. The activity successfully amplified awareness, helped drive ticket sales among a wider (older) demographic than our other school holiday activations.

RETURN ON INVESTMENT (FOR EVERY 1\$ SPENT \$ INJECTED INTO FREMANTLE) \$1:\$12.21	CAMPAIGN LANDING PAGE VIEWS 22,837	SOCIAL MEDIA IMPRESSIONS 763,494
SOCIAL MEDIA LINK CLICKS 18,842	SOCIAL MEDIA REACH 264,989	CLICK THROUGH RATE 6.56%



“We love the school holiday programs in Fremantle and Funmantle is always a highlight! It’s great value for money and there’s so much to do. We made a full day of it with the rides, museums and exploring the city, such a fun family experience.”

Funmantle 2025 attendee

BUSINESS TOURISM

STRATEGIC INTENT

To grow Fremantle's share of high-yield business events and conferences, leveraging its unique coastal city offer and proximity to Perth.

KEY OUTCOMES IN 2024/2025

Partnership with Business Events Perth (BEP)

- Maintained a strong working relationship with Business Events Perth, including:
- Participation in BEP members' events (e.g. Member's Mingle)
- Joint engagement with prospective conference organisers and industry stakeholders

FAMILS AND TRADE ENGAGEMENT

Supported and engaged in key business tourism famils, including:

- BEP Re-Awaken Mega Famil - 50 conference organisers
- Hosted Julia D'Orazio in Fremantle who was commissioned to write an insiders guide to Fremantle for the NZ Herald
- 29 Media and Trade delegates visiting Fremantle through Tourism Western Australia
- Continued production and distribution of the THIS IS FREMANTLE Trade Guide, showcasing Fremantle's venues, hotels, precincts and competitive advantages for business events.

BIDS AND PIPELINE DEVELOPMENT

- Hosted the 2025 Tourism Council WA conference following a successful bid in 2023/24
 - 490 delegates staying 733 visitor nights
 - Direct expenditure of \$388,000
- Two other major conferences that were identified as opportunities were confirmed with Fremantle being announced as the host for:
 - National Tourism Conference (Mar 2026) 800 delegates
 - WA Cruise Conference (Sep 2025) 150 delegates including industry representatives from national and international cruise lines, state and national tourism agencies, shore excursion operators, port authorities and shipping agents.

The 2025 Perth Airport WA Tourism Conference hosted by the City of Fremantle in May was an outstanding success, attracting over 490 delegates and generating 733 visitor nights with \$388,000 in direct expenditure for the local destination.

This was the largest tourism conference hosted outside Perth CBD since our inaugural WA Tourism Conference in 2015 – a significant achievement for Fremantle. What impressed me most was how the city seamlessly integrated the conference experience with an authentic destination showcase, giving delegates firsthand experience through guided tours and historical experiences that demonstrated the destination marketing strategies that have established Fremantle as a premier visitor destination.

The City of Fremantle demonstrated exceptional capability in delivering a major state-level tourism event while maintaining the authentic character and hospitality that defines the city. I commend the team for their professional delivery and strategic vision.

Evan Hall, CEO, Tourism Council WA

INDUSTRY DEVELOPMENT AND RECOGNITION

- Continued Aspire Award sponsorship, including:
 - Promoting the program
 - Facilitating the application process
 - Supporting award recipients to attend and represent Fremantle at conferences
 - Significantly growing the program since the adoption of the strategy from under 5 applications in 22/23 to over 14 in 24/25

BUSINESS EVENTS ECONOMIC IMPACT (DIRECT DELEGATE EXPENDITURE)

Secured 24-25 FY (up to 2030)

- Fremantle Total DDE: \$15,488,408.00
- Fremantle Association DDE: \$14,022,112.00
- Fremantle C&I DDE: \$1,466,296.00
- Overall Percentage Against Total DDE 4.38%
- Materialised 24-25 FY Fremantle Total DDE: \$13,542,440.00
- Fremantle Association DDE \$12,955,692.00
- Fremantle C&I DDE \$586,748.00
- Overall Percentage Against Total DDE 4.65%

Top 3 Sectors Health & Medical Life Sciences, Primary Industries and Tourism, Events & Creative Industries



GATEWAY

Fast Fact: Cruise industry
worth \$267 million to Fremantle

STRATEGIC INTENT

To recognise and strengthen Fremantle's position as a port city and Western gateway to WA, with a focus on cruise, maritime arrivals and regional connections.

KEY OUTCOMES IN 2024/2025

- 30 cruise ship visits to Fremantle, more than 65,035 passengers processed
- Cruise industry is worth \$368.3 million in 2024-25 in WA
- For Fremantle specifically, the cruise industry was worth \$267m, wages income of \$86m, supported 829 FTE jobs, and contributed 135.1m to the economy
- The average passenger spend for a transit port call is \$198 per day for domestic and \$283 per day for international

CRUISE SECTOR ENGAGEMENT

- Continued the City's ongoing membership and participation in the WA Cruise Committee and Australian Cruise Association, ensuring Fremantle's interests and opportunities are well represented
- Attended and participated in the WA Cruise Exchange to connect with cruise lines, shore-excursion planners and other key stakeholders
- Ongoing relationship management with cruise lines, including distribution of Fremantle content for onboard screens, digital itineraries and digital holiday planners
- Delivered in-person cruise season launch update to the Fremantle business community and secured attendance from the lead Cruise liaison at TWA

REGIONAL AND PRECINCT CONNECTIONS

- Continued promotion of Rottnest Island as a key neighbourhood in all destination marketing activity.
- Ongoing relationship building with:
 - Rottnest Island Authority
 - Rottnest Chamber of Commerce
 - Optus Stadium and Tourism WA events teams to leverage major events and stadium shows

ON-GROUND EXPERIENCE AND VISITOR SERVICING

- Continued brochure racking at the Fremantle Passenger Terminal including the ongoing review and update of Fremantle tear-off maps, Visitor Centre wall maps and trail DL brochures
- Development and production of on-ground signage to guide cruise passengers into the city centre (e.g. A-frames, bus posters, directional signage)
- Ongoing identification of opportunities to develop packaged itineraries for cruise visitors and crew (e.g. short walks, food trails, cultural experiences)
- Implementation of a crew-friendly program, encouraging crew to explore Fremantle and supporting local businesses
- Cruise ship alert e-newsletters sent to local businesses ahead of each arrival to help them prepare staffing, offers and product
- Ongoing relationship building with:
 - Fremantle Port Authority
 - Cruise lines
 - Shore-excursion planners
 - Tourism WA
 - City of Perth



PRODUCT & EXPERIENCE

STRATEGIC INTENT

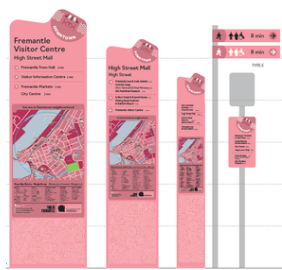


To ensure Fremantle's visitor experience is world-class through high-quality product, interpretation, wayfinding, infrastructure and visitor management.

KEY OUTCOMES IN 2024/2025

Wayfinding and navigation

- Wayfinding Project - Finalised the design and delivery of the new new wayfinding system across the Fremantle CBD, improving legibility and connectivity between key precincts (e.g. Downtown, Manjaree, North Fremantle Fishing Boat Harbour, Fremantle Prison, Fremantle Port, East End, South Fremantle and Wray Avenue)
 - Design included new neighbourhood stamp, giving each precinct a distinct look and feel
 - New neighbourhoods:
 - Waterfront split into Manjaree/Bathers Beach and Victoria Quay
 - Convict Quarter centred around Fremantle Prison and other heritage redevelopments
 - Digital integration with signs with neighbourhood specific QR codes. QR codes go to redesigned, mobile friendly neighbourhood profiles. The profiles highlight what is on, where to eat and where to shop wherever the visitor is standing
 - Aboriginal artwork by Kamsani Bin Salleh licensed across the entire signage suite
 - Total of 102 signs to be updated across the suite including A, B, C, D, E & F designs
 - including a new install A sign at the Fremantle Visitor Centre
 - Install of final signs to continue into 2025/26



A YEAR IN REVIEW 2024 - 2025

Aboriginal tourism and cultural experiences

- Maintained ongoing relationship building with WAITOC, including support for new Aboriginal operators looking to establish or grow their businesses in Fremantle.
- Initiated and continued the delivery of Woola Walyalup - Through a strategic partnership with Tourism WA which included the City successfully receiving grant funding from TWA, the City managed the delivery of a "traditional cruise passenger welcome" in partnership with Karla Hart for every cruise ship that was in Fremantle for the day in Walyalup Koort. This involved the delivery of a smoking ceremony and welcome to country in Walyalup Koort. In 24/25, 7 cultural performances were delivered.

Industry engagement

- Conducted ongoing business engagement to better understand operator needs around visitor experience, infrastructure and precinct functionality.



Wayfinding sign at Mews Road, Fremantle.
 Aboriginal artwork by Kamsani Bin Salleh

EVENTS & ACTIVATIONS

Fast Fact: School holiday activations generated over \$2 million in economic impact

STRATEGIC INTENT

To ensure Fremantle's spirit and vibrancy are reflected through events and activations that drive visitation, support local business and showcase the city's character.

KEY OUTCOMES IN 2024/2025

Signature activations and school holiday programs

- Developed and delivered:
 - July 2024, Freo Builds activation: 13,900 attendees
 - October 2024, Trolls activation: 5,933 attendees
 - December 2024, A very Freo Christmas activation: 1600 attendees
 - January 2025, Funmantle activation: 9200 attendees
 - Total school holiday activations in 2024/25 generated an estimated \$2.05 million in economic impact, representing a significant driver of family visitation and local spend.

Key Events Outcomes and Visitation Highlights

- Successfully worked with event organisers on a series of high-impact events across 2024–25 that strengthened Fremantle's reputation as a leading event destination.
- Integrated the WebEx Player Series (4,950 attendees) and Sculptures at Bathers (82,659 attendees) into the annual events calendar, supporting strong visitation and providing valuable content for destination marketing.
- Worked with the event organisers of Juicy Fest (5,008 attendees) at Fremantle Oval, providing key operational learnings on hosting large-scale contemporary music events at the venue.
- Supported the National AFL Masters Championships 2024, attracting 2,500 competitors with 1,500 participants and their family staying in Fremantle, generating significant economic benefit for accommodation, retail and hospitality businesses.



PARTNERSHIPS & ADVOCACY

STRATEGIC INTENT

Fast Fact: Fremantle content on Destination Perth website had 97k views

To build strong and productive partnerships that amplify the THIS IS FREMANTLE brand, support strategic alignment and enable shared destination outcomes.

KEY OUTCOMES IN 2024/2025

Awards

- Submission completed for 2025 WA Tourism Town Awards. Categories included:
 - Destination Marketing and Campaigns
 - Major Events & Festivals
- Submission completed for 2025 Top Tourism Town Awards

Strategic memberships and representation

- Maintained annual membership with key peak bodies:
 - Tourism WA
 - Destination Perth
 - Business Events Perth
 - Australian Cruise Association
- Participated in bi-monthly meetings with these organisations, plus regular project meetings.
- Continued City officer representation on the Fremantle Chamber of Commerce Tourism Committee.
- Continued City officer representation on and participation in quarterly Liquor Accord meetings involving a presentation on ongoing activities relevant for hospitality businesses within the district.
- Partnership with Destination Perth led to:
 - Joint open booth at the Australian Tourism Exchange facilitating leads
 - Fremantle representation on the DP website
 - 97,079 page view, 105 blogs, and 80 listings
 - First priority offer to advertise on the back page of the DP holiday planner with an annual circulation of 65,000. Fremantle features included:
 - 7 pages of editorial on Fremantle
 - 2 of top 20 experiences Fremantle based

- Strategic partnership with Tourism WA led to:
 - Fremantle content being used in multiple creatives including
 - Flight Centre domestic training video
 - G'Day Australia video for Aussie Specialist sellers
 - \$35,000 grant to facilitate Cruise cultural welcomes at Walyalup Koort focussing on performances for international visitors

Communications and advocacy

- Continued THIS IS FREMANTLE and THIS IS BUSINESS e-newsletters as key channels for communicating with operators and stakeholders.
- Provided ongoing advocacy and liaison with government agencies and regional bodies on matters affecting Fremantle's visitor economy
- Met with all in country market managers for Tourism WA to advocate for increased focus on Fremantle in key visitor markets including: UK, Singapore, Malaysia, Japan, Germany, France, Indonesia and Italy
 - Consultation with Tourism Western Australia to attract major events
 - Meeting with Tourism WA during annual roadshow
 - Tourism Council WA annual meeting

Ongoing management of and engagement with the Destination marketing Working Group

- Updated terms of reference for the DMWG followed by a successful EOI process for new members
- Fortnightly meetings with the DMWG Chair to provide updates and plan the monthly DMWG meetings
- Monthly DMWG meetings held at the City offices including agenda preparation and officer attendance (Director, Manager, 2-3 officers per meeting).

Local industry partnerships

- Delivered quarterly industry updates and ongoing engagement with local businesses to share data, opportunities and campaign information.
- Ongoing advocacy and relationship building with Fremantle Port Authority led to Fremantle Port Authority agreeing to rolling out the pedestrian wayfinding branding at Victoria Quay to harmonise pedestrian wayfinding between the port and City of Fremantle
- Consultation with Department of Transport and Major Infrastructure on Fishing Boat Harbour Masterplan



TOOLS & ENABLERS

Budget: \$10,000

To support implementation of the DDSP, the City has maintained key systems and subscriptions, including tools such as Localis, Sprout Social, Issuu, Dropbox, online entry forms and TravMedia. These underpin data analysis, content distribution, trade engagement and campaign delivery.

LEARNINGS & OPPORTUNITIES

- Community sentiment influences event success, demonstrating the need for early engagement with residents, traders and precinct stakeholders.
- Events with clear links to place identity perform best, reinforcing the value of leveraging Fremantle's arts, maritime and cultural strengths.
- Operators benefit from clear lead-in times and predictable programming cycles, improving their ability to plan activations and staffing
- Strengthen cross-promotional visitor packages (e.g., stay + dine + event) to increase length of stay and spend.
- Expand shoulder-season activation, particularly in arts, wellbeing and small-scale cultural events.
- Grow inclusive and accessible programming to broaden audience reach.
- Improve collaboration with transport partners to enhance event accessibility.
- Build a volunteer or ambassador program to improve visitor experience and manage delivery costs.
- Develop a sponsorship prospectus to support growth in place activation activities, enabling stronger private-sector investment and reducing reliance on local government funding.



FREMANTLE IN THE MEDIA 2024 - 2025

- [An insider's guide to Fremantle - NZ Herald](#)
- [The 9 Best Museums and Galleries in Perth](#)
- [Fremantle Prison: Bon Scott link makes jail one of Western Australia's most popular tourist attractions](#)
- [Australian Cruise Association heading to Fremantle in 2025, highlights of 26th edition - Travel Weekly](#)
- [20 Things To Do In Fremantle | Australian Traveller](#)
- [Everything You Need To Know Before Visiting Fremantle Prison | Australian Traveller](#)
- [One for the boys: Gather your mates for a weekend of epic adventure | The Canberra Times | Canberra, ACT](#)
- [Footloose in Freo | The West Australian](#)
- [Extra day in Perth - Business Traveller](#)
- [Life Lessons With Quokkas on Rottnest Island in Western Australia](#)
- [The Best Places to Visit in Western Australia – and What to Do While You're There | Travel Insider](#)



PRIORITIES FOR 2025/2026

Drawing on progress and lessons from 2024/25, key priorities for the next implementation cycle include:

BRAND & MARKETING

- Deliver campaign and business support as part of the Fremantle Traffic Bridge closure planned for 26/26
- Solidify growth across the digital channels and associated metrics (audience, engagement reach)

BUSINESS TOURISM

- Development of prospectus for business events spaces
- Partnering with BEP to secure forward bookings for 26/27/28

GATEWAY

- Work with ground handlers to enhance visitor experience with increased collaboration on tours and cultural welcomes
- Strengthen Fremantle's position as a gateway to Rottnest and greater WA.

PRODUCT & EXPERIENCE

- Implement a software platform that allows the Visitor Centre to book and sell Fremantle tourism products, tours and experiences
- Continue content development for the City's new wayfinding system
- Investment attraction into new hotel infrastructure, arts, cultural and Indigenous-led experiences, Night-time economy retail and activations

EVENTS & ACTIVATIONS

- Continue to evolve school holiday activations, integrating them more deeply with precinct businesses.
- Execution of new major sporting event scheduled for 25/26
- Increased major event attraction across sport
- Evolve the Christmas Festival from a two events over two days to a month-long schedule of events

PARTNERSHIPS & ADVOCACY

- Terms of reference update for DMWG to DDWG
- Use industry updates to embed a culture of shared data, shared outcomes and shared storytelling.

**THIS IS
FREMANTLE**

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VISIT FREMANTLE



Community Safety and Crime Prevention Plan 2026-31

fremantle.wa.gov.au

OFFICIAL: Sensitive



Contents

Acknowledgement..... 3

Introduction..... 3

Community Safety Team City of Fremantle 3

Connection to Strategic Plan..... 3

Key Community Safety 2019-2024 Achievements 4

Community Engagement, Statistics & Data..... 5

Collective Responsibility for Crime Prevention.....7

Responsibilities.....7

 Community Safety Officers.....7

 City of Fremantle Council..... 8

 WA Police..... 8

 State and Federal Governments..... 8

 Department of Communities..... 8

 Outreach Services..... 9

 St John Ambulance..... 9

 Business Community..... 9

 Community & Residents..... 9

Key Contacts.....10

Roles..... 11

Advocacy.....12

Identified Issues and Conclusions.....12

Day Safety Actions.....13

Night Safety Actions.....13

Action Plan..... 14

 Day Safety Actions..... 14

 Night Safety Actions..... 19

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Acknowledgement

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

Introduction

The City is committed to the 'Freo Way' we think of others.

The City of Fremantle is committed to nurturing a safe, inclusive, and vibrant environment for everyone who lives, works, visits, or does business in the area. Recognising that feeling safe in public spaces is essential to wellbeing and active participation in community life, the Community Safety and Crime Prevention Plan 2026 to 2031 sets a clear direction for the City's approach over the next five years.

As a destination city with a diverse population and significant visitor activity, Fremantle faces unique and evolving safety challenges. Building on the 2019 to 2024 Community Safety Crime Prevention Plan, this updated framework reinforces the City's long-term commitment to reducing crime and antisocial behaviour, improving perceptions of safety, and strengthening community resilience.

The Plan outlines how the City can lead, support, or advocate for initiatives that make public spaces more welcoming, better designed, and actively used throughout the day and night. We respect our public property and recognise that safety extends beyond enforcement alone, the Plan emphasises inclusive urban environments, well-maintained infrastructure, improved lighting and signage, and support for vulnerable groups.

Central to this Plan is the understanding that community safety is a shared responsibility requiring strong partnerships, proactive engagement, and collaboration across external stakeholders and community members and local businesses. Over the next five years, the Plan will guide clear priorities focused on urban design, activation of public spaces, community programs, responsible behaviour, enforcement and effective communication. Through this collective approach, the City seeks to ensure that all who experience Fremantle feel safe, respected and connected.

Community Safety Team City of Fremantle

The City of Fremantle's Community Safety Team includes

- Multiple Community Safety Officers who patrol seven days a week, with services operating until 2.00am on most nights.
- Full time CCTV Officers who monitor more than 200 cameras across the city almost 24 hours a day.
- Parking Officers which also support community safety through their visible presence and by providing information to the City's Control Room.

Over the past five years, the Community Safety Team has responded to more than 1,500 incidents of antisocial behaviour. Officers regularly engage with people experiencing homelessness, providing support, referrals to outreach services and education, while ensuring compliance with local laws.

Connection to Strategic Plan

This Community Safety and Crime Prevention Plan does not stand alone. It aligns with and supports other City plans. Its delivery is guided by complementary strategies that work together to achieve shared goals.

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The updated plan will reaffirm the City's commitments outlined in the 2024 to 2034 Strategic Community Plan, particularly the following key focus areas:

- **Resilient City:** A resilient city that plans for the future and is empowered to action.
- **Inclusive City:** an inclusive city that welcomes, celebrates and cares for all people, cultures and abilities.



Homelessness Action Plan

It is important to acknowledge that homelessness is not a crime. However, community perceptions of safety are influenced by visible homelessness. The City aims to strengthen partnerships with key stakeholders, including outreach and support services, and will continue to advocate for coordinated approaches to managing homelessness.

Bike Plan

The City recognises that increased bicycle use enhances public safety by activating public spaces. The plan also focuses on ensuring cyclists feel safe and confident when securing their bicycles within the Fremantle area.

Public Health Plan

The Public Health Plan aligns with the Community Safety and Crime Prevention Plan, particularly in relation to advocacy around alcohol and other drugs, harm minimisation, homelessness support through initiatives such as the By-Name List, as well as mental health outreach and youth support services.

Public Lighting Strategy

The City's Public Lighting Strategy ensures that key pedestrian areas and pathways are well lit, which is a significant factor in improving both actual and perceived public safety.

Key Community Safety 2019-2024 Achievements

- MOU created with Police, including the sharing of the CCTV network
- Strengthened collaboration with Noongar Outreach, Department of Communities, and other support services
- Homelessness Plan/Strategy developed
- Liquor Accord and key community meetings facilitated
- Advocacy for crime prevention and threat protection
- Successful promotion of mental health awareness programs
- Enhancement of the Neighbourhood Watch program
- Attendance at precinct group meetings
- Expansion of the existing CCTV network
- Comprehensive audit of city lighting and urban design
- Development of graffiti removal measures

OFFICIAL: Sensitive



City of Fremantle CCTV 2021 to 2025 Achievements

- Over 30,000 hours of live CCTV monitoring in the past five years
- Cameras actively monitored 70% of the time, with operators contactable by WA Police
- Network expanded since 2021 to more than 200 cameras, primarily in the City centre
- Live remote access provided to WA Police through the V-Grid system
- Over 3,700 video evidence files supplied to Police
- More than 5,000 incidents proactively reported to Police after being captured live on CCTV

Current Actions and Initiatives

As outlined above, the City has delivered a range of outcomes under the previous Crime Prevention Plan 2019–2020 and continues to build on this work through ongoing initiatives and daily operations. The City remains committed to responding to calls for service from residents, businesses, and the broader community, and maintaining strong engagement with WA Police and key stakeholders.

Current activities include crime reporting and evidence gathering through officer observations and CCTV monitoring, delivering public education on crime prevention, and sharing information with outreach and support services. The City also provides accessible community support through initiatives such as Library Connect services, which link vulnerable individuals to relevant support agencies and information. In addition, the City meets directly with community and business community members impacted by antisocial behaviour, supports the coordination of outreach and respite services, and facilitates collaboration with new outreach service providers.

Broader initiatives include activation of public spaces and events to promote passive surveillance, improved lighting strategies, and community awareness campaigns to increase reporting and engagement. Proactive enforcement of unlawful activities is undertaken alongside ongoing improvements to public spaces through environmental design, and the timely removal of graffiti and vandalism.

Operational measures include the installation of 24/7 public toilets, hosting the local liquor accord, conducting proactive patrols in hotspot areas, deploying mobile CCTV units, and enhancing visibility through vehicle rebranding to act as a deterrent.

Community Engagement, Statistics & Data

This Community Safety and Crime Prevention Plan has been shaped by a mix of community feedback, City data, and information from external agencies. We spoke with people who live, work, and visit Fremantle to understand what matters to them, particularly their concerns about antisocial behaviour, safety, and access to services. This input has been combined with the City's own data from 2020 to 2025, which shows increased reporting and demand for services, as well as insights from WA Police and the Western Australian Alliance to End Homelessness. Looking at all of this together has helped us build a clearer picture of what's happening on the ground, so this Plan focuses on the issues that matter most and outlines practical actions to respond to them.

Community Engagement

This Plan has been strongly shaped by what our community told us. We heard from people who live, work, and spend time in Fremantle about their experiences, concerns, and what they think would make a difference. A big focus of these conversations was around antisocial behaviour, how safe people feel, and

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how easy it is to access services. People also shared their views on patrols, partnerships, CCTV, and how public spaces are designed.

The community were involved in a range of ways, from reading information online, coming to meetings and drop-in sessions, completing surveys, speaking directly with City staff, and sharing ideas or examples of what works well. This feedback has been pulled together and used to guide the priorities and actions in this Plan, making sure it reflects what matters most to the community.

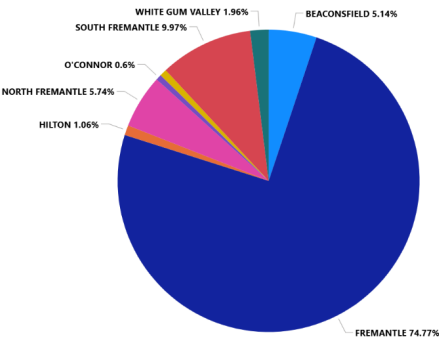
For the full report, please refer to:

[Community Safety & Crime Prevention Plan 2025-2035 Engagement Report.](#)

City of Fremantle Data (January 2020 to October 2025)

The City has experienced a rise in reported requests since 2023, with documented concerns from the community regarding antisocial behaviour. This has been accompanied by an increase in Police CCTV requests. While the data does show a spike, it's important to note that the City has actively campaigned to become more accessible, enhanced its reporting capabilities, and expanded the CCTV network.

Reports of antisocial behaviour over the past five years have been concentrated around the City Centre. As a vibrant destination city, Fremantle attracts a high volume of visitors, including tourists, day-trippers, and individuals seeking support services. This increased foot traffic, combined with a dense mix of entertainment venues, public spaces, and service providers, contributes to a greater visibility and reporting of antisocial behaviour compared to other suburbs. The unique social and economic dynamics of Fremantle create complex challenges that are not necessarily representative of the broader local government area.



External Data

Crime statistics for Western Australia are publicly available through the WA Police website, which provides the most current and comprehensive data on reported offences across the state, their latest data can be found here: [Crime statistics](#)

The Western Australian Alliance to End Homelessness (WAAEH) conducts ongoing surveys and data collection to better understand the experiences and needs of people facing homelessness. Through this work, the organisation maintains a "By-Name List," which records individuals who are currently experiencing homelessness their latest data can be found here: [WAAEH](#)

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Collective Responsibility for Crime Prevention

Preventing, managing, and identifying crime is a shared responsibility that extends beyond formal partnerships. While the City maintains strong relationships with the below key organisations, the role of businesses, community groups, and individual residents is equally critical. This plan reinforces our commitment to collaboration while encouraging and supporting the broader community to take an active role in crime prevention. Through its action plan, the City will demonstrate how these shared responsibilities are supported in practice, providing structured opportunities for stakeholders, businesses, and the broader community to contribute to improved safety outcomes.

- Council members
- Department of Communities
- Fremantle Chamber of Commerce
- Homeless Health Care
- Local Businesses
- Perth Transport Authority
- Red Cross Soup Kitchen
- Ruha Community Services
- Salvation Army
- St Johns
- St Patrick's Services
- Street Chaplains
- Street Doctor
- The Nyoongar Outreach
- WA Police

"Community safety is not the responsibility of one agency alone—it's a shared commitment. By working together, we create safer, more resilient communities."

Responsibilities

Through community consultation, stakeholder engagement, and analysis of available data, it is clear there is a divide in community expectations regarding how the City and other agencies should respond to mental health issues, homelessness, and complex community behaviours.

The City's objective will clearly define what actions it can and cannot assist with in response to these complex matters, and to provide a clear line regarding the City's authority and responsibilities. This is intended to manage expectations and ensure responses remain lawful, appropriate, and focused on community safety.

While the City is not authorised to address all concerns that arise within the community, it does play an important role in identifying emerging trends, monitoring impacts on public spaces, and advocating for a more strategic and coordinated response from agencies that have the legislative authority and specialist capability to manage complex and high-risk situations.

The following guide outlines the role, position and authorisation of each agency and the community. It is intended to demonstrate the appropriate pathway for escalation when responding to antisocial behaviour and complex community issues.

Community Safety Officers

Community Safety Officers are authorised to administer and enforce all City of Fremantle Local Laws. They are also authorised under various State legislation, including the Local Government Act 1995, Dog Act 1976, Cat Act 2011 and the Litter Act 1976. These authorisations provide officers with the powers to seek compliance and, where necessary, take enforcement action in response to offences under these Acts.

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As part of their role, Community Safety Officers may issue infringement and enforcement notices, initiate prosecutions, and seize or impound animals or goods where offences are identified under the relevant legislation.

While officers hold significant regulatory powers, they do not have the authority to physically compel a person to comply with a direction nor make an arrest of an individual. Officers rely on communication, negotiation and discretion to gain voluntary compliance. Where a person refuses to comply and the situation escalates or presents a safety risk, officers will disengage and utilise established relationships to escalate the matter to the appropriate stakeholder or agency.

City of Fremantle Council

As a local government, the City of Fremantle is responsible for creating and managing safe, well-functioning public environments. This includes the provision and maintenance of public lighting, application of crime prevention through environmental design, management of public spaces and community facilities, delivery of community events, and upkeep of City assets and infrastructure. The City is also responsible for planning and development approvals, commercial approvals, local law creation and enforcement, waste management, and City maintenance. In addition, the City plays a key role in advocating to other levels of government, expanding and managing public CCTV infrastructure, and supporting initiatives that promote community safety and wellbeing.

WA Police

WA Police are authorised under the *Criminal Code Act Compilation Act 1913* and other criminal legislation. They are responsible for responding to, investigating, and enforcing matters involving criminal offences. Police play a key role in managing high-risk situations, maintaining public order, and responding where there is a threat to public safety or where coercive powers are required. They also support crime prevention through education, community engagement, and working with the public and local partners to raise awareness and reduce offending. In addition to enforcing the law, police can help prevent crime by being visible, approachable and actively involved in the community. This can include visiting schools to talk with young people, working with local groups and sporting clubs, supporting neighbourhood watch programs, and running community safety campaigns. Police can also work alongside local governments, businesses and support services to address some of the factors that contribute to crime and provide positive pathways for people who may be at risk of offending.

State and Federal Governments

State and Federal Governments play a critical role in community safety through legislation, policy development, funding, and service delivery. This includes responsibility for policing, the justice system, housing and homelessness policy, mental health services, and broader social support frameworks. These levels of government also provide and fund key programs and initiatives that address the underlying causes of crime and antisocial behaviour. In addition, they support local governments through partnerships, strategic direction, and resourcing, enabling coordinated and effective responses to community safety challenges.

Department of Communities

The Department of Communities is responsible for delivering a range of social services, including housing services, child protection, family and domestic violence support, and mental health and community support programs. The Department plays a critical role in addressing underlying social issues and supporting vulnerable individuals and families through appropriate support pathways.

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Outreach Services

Outreach services provide frontline engagement and case management support for individuals experiencing mental health issues, crisis situations, homelessness or significant social vulnerability. These services focus on welfare checks, coordinated referrals, and connecting individuals with longer term support services better suited to their individual needs.

St John Ambulance

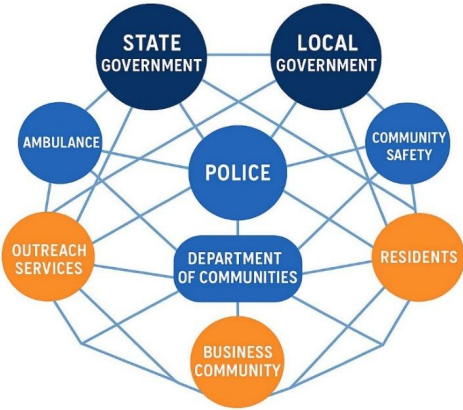
St John Ambulance is responsible for providing emergency medical care and treatment. This includes responding to medical emergencies, supporting individuals experiencing health related issues, and transporting patients to hospitals where required.

Business Community

Local businesses play an important role in maintaining safe and welcoming environments within the City. This includes managing patron behaviour, ensuring compliance with relevant legislation and licensing requirements, and maintaining clean, well-presented premises. Businesses also contribute to community safety by reporting incidents, working collaboratively with the City and WA Police, and participating in initiatives such as local liquor accords and safety networks. Through these actions, businesses help support a coordinated, community-wide approach to preventing crime and antisocial behaviour.

Community & Residents

Community members and residents play an important role in community safety by staying aware and getting involved. This includes reporting incidents, suspicious behaviour, and hazards to the right authority, as well as helping create natural surveillance through “eyes on the street.” Getting involved in local initiatives like Neighbourhood Watch, helping share information, staying connected, and looking out for one another. Simple actions like securing homes, locking vehicles, keeping lights on, and removing opportunities for opportunistic crime can make a real difference. Strong, connected communities help deter crime, and everyone has a part to play in creating a safer environment.



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Key Contacts

Agency	Contact
Government	
Emergency Services (Police, Fire, Ambulance)	Triple Zero (000)
Police (Non-Emergency)	131 444
Crime Stoppers	1800 333 000
City of Fremantle Office	1300 MY FREO (1300 693 736)
City of Fremantle Community Safety	1300 365 666
Fremantle Department of Housing	(08) 6414 3222
Outreach Services	
St Patricks Community Centre	(08) 6372 4800
Homeless Health Care	(08) 6260 2092
Nyoongar Patrol Outreach Services	(08) 9228 4211
Red Cross Soup Kitchen	(08) 9225 8888
Ruha Community Services	13 78 24
Fremantle Street Chaplains	0429 957 239
Fremantle Street Doctor	(08) 9432 0480
Other Key Contacts	
Perth Transport Authority Emergency Line	(08) 9220 9999

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Roles

Western Australian Police Contact Western Australian Police for matters relating to: • Criminal acts • Theft • Drug or alcohol use • Assaults or fights • Violence or aggression • Trespassing For these matters or concerns regarding an individual's welfare please contact Police on 131 444 (for non-emergency situations). These include situations where a person has not moved for a long period of time or appears distressed. Serious crime or medical emergencies must be reported to 000. If you think you should call, don't hesitate, call.	Fremantle Community Safety Team Contact the Community Safety Team for matters relating to: • Low level anti-social behaviour* • Obstruction to public spaces and pathways • Loud or nuisance behaviour • Animal related offences • Littering • Illegal Camping • Homelessness concerns • Syringe removal • Graffiti • Begging The Community Safety Team works to help keep Fremantle safe, welcoming and accessible for everyone. They respond to reports of anti-social and nuisance behaviour, encourage compliance with local laws, and help address issues before they escalate. The team also works closely with outreach and support services and, where appropriate, can assist vulnerable members of the community to access the support they need. Call 1300 360 666 for assistance or report an incident by visiting fremantle.wa.gov.au/incident-report
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***Low-level anti-social behaviour** means actions that don't pose an immediate danger but can still be a problem.

Examples include:

- Someone shouting or being verbally abusive
- People blocking footpaths or shop entrances
- Suspicious behaviour
- Littering or leaving items around

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Advocacy

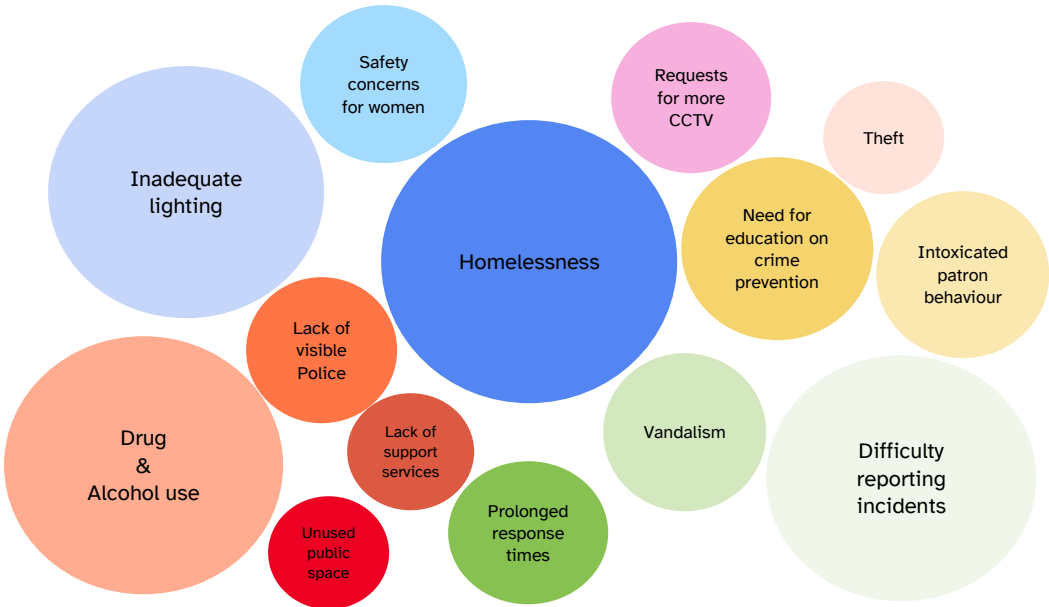
The City is committed to advocacy actions and partnerships aimed at driving meaningful change and long-term solutions. Wherever possible, the focus is on early intervention to prevent issues from escalating to a point where enforcement action becomes necessary. The City also remains committed to advocating and supporting sustained, long-term programs that keep individuals engaged in support systems and reduce the risk of people falling through service gaps that can contribute to unlawful or harmful behaviours.

Identified Issues and Conclusions

Identified Issues

A number of issues have been identified through data collection, community consultation, and on-ground observation. To address these matters, the City has developed the following action items, which outline where the City will take ownership of issues within its responsibility to mitigate or resolve them. For issues that fall outside the City’s jurisdiction, the City will advocate and work with relevant partners to drive change.

Key issues identified



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Conclusion

This Plan clearly sets out the City's role and provides a consistent way to respond to key safety issues. It addresses community concerns about crime prevention by separating what the City is responsible for from what sits with other agencies and services.

The action plan is also split into two themes, day safety and night safety, recognising that Fremantle experiences different challenges at different times. Each requires its own approach, with tailored actions to better respond to how the city functions across the day and into the evening.

The Plan includes both short-term actions and longer-term priorities, with a strong focus on themes of education, safety, prevention, and advocacy. By taking this approach, the City aims to reduce risks early, prevent issues from escalating, and support longer-term improvements in community safety.

Day Safety Actions

The Day Safety Actions outlined below are designed to address concerns raised by the community, local businesses, and visitors during daytime hours of activity. These actions focus on issues most commonly experienced in public spaces throughout the day and identify the measures the City can implement to reduce crime and antisocial behaviour in these settings. While the primary focus is on daytime safety, it is important to recognise that many of these issues and responses extend beyond daytime hours and contribute to safety outcomes into the evening and night.

The actions set out the City's commitments in relation to response, outcomes, education, environmental design, and enforcement. They also identify where the City will advocate for, or seek additional support and collaboration from, WA Police, State Government agencies, and other relevant stakeholders to strengthen safety outcomes.

Night Safety Actions

The Night Safety actions focus on creating a safe, well-managed environment within entertainment precincts and other high-activity areas during evening and night-time hours. A strong emphasis is placed on effective lighting, passive surveillance, and environmental design to improve visibility and reduce risk. These actions aim to support public safety in areas where alcohol consumption is prevalent, focusing on issues such as intoxication-related behaviour, personal safety, and vulnerability. Particular consideration is given to women's safety, including well-lit pathways, clear sightlines, and proactive officer presence to deter inappropriate behaviour and provide reassurance. Through targeted patrols, collaboration with venue operators, and coordination with WA Police and emergency services, the City seeks to reduce harm, manage behaviour early, and ensure people can enjoy the night-time economy safely and confidently.



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 prioritisation process.

Action Plan

Actions and Goals	Focus	2026	2027	2028	2029	2030
Day Safety Actions						
1. Develop and maintain an online community crime prevention safety page that explains City safety initiatives, provides clear reporting pathways, and allows for easy community reporting.	Education	✓				
2. Publish clear information explaining what Community Safety Officers do and what WA Police are responsible for.		✓				
3. Deliver ongoing education campaigns that show residents and businesses how they can play their part in community safety.		✓	✓	✓	✓	✓
4. Provide clear and accessible information on graffiti reporting, including online, phone, and app-based options.			✓			
5. Provide ongoing initiatives focused on safety education aimed at improving personal safety awareness for females and vulnerable groups.			✓	✓	✓	✓



6. Promote neighbourhood watch to reduce burglary and property crime by supporting local initiatives and community events.			✓	✓	✓	✓
7. Establish a Community Safety Reference Group with key stakeholders including elected members & WA Police to share information, guide strategy, and align responses.	Engagement	✓				
8. Deliver education talks to schools, businesses and community groups focused on early crime prevention, substance harm awareness, and homelessness.		✓	✓	✓	✓	✓
9. Collaborate with outreach services, including Nyoongar Outreach Service, to support vulnerable individuals through engagement rather than enforcement alone.		✓	✓	✓	✓	✓
10. Build stronger links with youth services and community groups to support positive youth activities and reduce antisocial behaviour.		✓	✓	✓	✓	✓
11. Increased mental health outreach services for early intervention.	Advocacy	✓	✓	✓	✓	✓
12. Increased access opportunities to support services for vulnerable people		✓	✓	✓	✓	✓
13. Expanded drug and alcohol prevention and harm-reduction programs.		✓	✓	✓	✓	✓



14. Continued State Government funding for CCTV expansion and public safety infrastructure.		✓	✓	✓	✓	✓
15. Increased investment in affordable and appropriate housing options to address homelessness and reduce rough sleeping across the community.		✓	✓	✓	✓	✓
16. Stronger whole of government coordination for homelessness and crisis response.		✓	✓	✓	✓	✓
17. Stronger regulatory reform and enforcement powers to address illegal tobacco sales, including the ability to close non-compliant convenience stores		✓				
18. Partnership with WA Police to establish a dedicated police presence within the CCTV control room		✓				
19. Implementation of a community outreach policing model, including consideration of co-response approaches with social service providers.		✓	✓			
20. WA Police to ensure resources are focused on areas where crime is happening most.		✓	✓	✓	✓	✓
21. Grow and maintain the CCTV network by focusing on hotspot areas, improving how footage is analysed, and making sure responsibility for the system is clear.	Environmental Design	✓		✓		✓



22. Increase the mobile camera fleet to enhance surveillance capability, improve coverage in identified hotspot areas			✓			✓
23. Install clear signage in key areas informing the public CCTV is in use and being monitored.		✓		✓		✓
24. Work with event organisers to activate public spaces through community use.		✓	✓	✓	✓	✓
25. Work with charity organisations to identify suitable public spaces for homeless food service, ensuring appropriate facilities and approvals are in place.		✓				
26. Activate Walyalup Koort and other public spaces with events and activities that bring people together, encourage positive use, and help make these places feel safe and welcoming.			✓			
27. Set up clearly marked bike parking areas that are well lit, covered by CCTV, and easy to recognise as safe places to leave bikes.				✓		✓
28. Commit to responding to antisocial behaviour reports within 30 minutes in at least 80% of cases and regularly track performance to make sure this target is consistently met.	Response	✓	✓	✓	✓	✓
29. Provide timely updates to people who report antisocial behaviour, including confirming the report and letting them know what action has been taken or what happens next.		✓	✓	✓	✓	✓



30. Develop a clear dispatch process so service requests are quickly sent to the right team without delays and to improve efficiency.			✓			
31. Provide customers with clear advice from the first point of contact about expected response times and what the City can and can't do.		✓	✓	✓	✓	✓
32. Implement and maintain a Bicycle Anti-Theft Lock Program to reduce opportunistic theft.	Enforcement		✓			✓
33. Increase targeted patrols within the City Centre including enhanced bicycle patrols and focused coverage of emerging hotspot areas, to mitigate antisocial behaviour and improve visibility and deterrence.		✓	✓	✓	✓	✓
34. Implement and offer a CCTV rebate scheme to encourage residents to install home security cameras.				✓		✓
35. Partner with WA Police to enhance information sharing and use of licence plate recognition technology			✓	✓	✓	✓



Actions and Goals	Focus	2026	2027	2028	2029	2030
Night Safety Actions						
36. Support the Fremantle Liquor Accord.	Precinct Management	✓	✓	✓	✓	✓
37. Support for the use of exclusion or banning arrangements in the entertainment precinct.		✓	✓	✓	✓	✓
38. Work with licensed venues on compliance, communication, and proactive behaviour management.		✓	✓	✓	✓	✓
39. Support and promote initiatives that help reduce street drinking and aggressive behaviour and improve safety in busy evening and nighttime areas.			✓	✓	✓	✓
40. Create well lit, clearly marked routes at night, along with safe and easy to find taxi and rideshare pick-up points.	Women's safety			✓	✓	✓
41. Deliver targeted women's night-time safety messaging and education.		✓		✓		✓
42. Deliver targeted drink spiking awareness and prevention initiatives to reduce risk and increase community and patron safety.			✓	✓	✓	✓



43. Increased WA Police presence and response in entertainment precincts.	Advocacy	✓	✓	✓	✓	✓
44. Establish a safe nighttime respite centre to provide immediate support, supervision, and referral for vulnerable individuals		✓	✓	✓	✓	✓
45. Expanded nighttime mental health and crisis outreach services.		✓	✓	✓	✓	✓
46. Improved public transport availability and safe late night travel options.		✓	✓	✓	✓	✓
47. State led reforms and funding that support safer nighttime economies.		✓	✓	✓	✓	✓
48. Develop a shared procedure across venues to manage and share information on people who are intoxicated, vulnerable, or at risk at night.		✓	✓	✓	✓	✓
49. Improve public lighting in priority nighttime walking routes, car parks, transport hubs and entertainment precincts.	Environmental Design		✓	✓	✓	✓
50. Audit lighting and passive surveillance in entertainment areas to reduce dark spots and improve sightlines.			✓	✓	✓	



51. Increase the number of safe, clean public toilets that are open 24/7 in busy entertainment areas and keep them well maintained.			✓		✓	
52. Install vehicle mounted cameras on patrol vehicles to support evidence gathering and officer safety at night.	Enforcement	✓				
53. Investigate and implement the extension of night patrol services to operate overnight, 7 days a week.				✓	✓	✓
54. Increase visible Community Safety night patrols throughout all suburbs within City of Fremantle		✓	✓	✓	✓	✓

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Responsibility and review information	
Responsible officer:	Manager Regulatory Services
Document adoption/approval details	
Document amendment details	



Community Safety & Crime Prevention Plan 2025-2035

Engagement Report
November 2025

fremantle.wa.gov.au

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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.

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Contents

INTRODUCTION 3

KEY TAKEAWAYS FROM THIS ENGAGEMENT 6

HOW WE COLLECTED FEEDBACK 10

WHO WE REACHED 11

WHAT WE HEARD..... 14

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INTRODUCTION

The City of Fremantle is undertaking a review and refresh of its five-year Community Safety & Crime Prevention Plan (CSCPP). The updated Plan will guide the City's approach to community safety and crime prevention from 2025 onwards, setting clear priorities and outlining actions the City can lead, facilitate, or advocate for—particularly where responsibility lies beyond local government.

The purpose of the CSCP is to set priorities for community safety and crime prevention for the next five years across the City of Fremantle. This includes actions the City can lead and facilitate or advocate for where control sits outside local government. This refresh ensures the CSCP aligns with current community expectations, emerging crime trends, and ongoing collaborative efforts. The updated plan will build on previous work and outline how the City can lead, support, or advocate for initiatives that promote safety across our neighbourhoods and public spaces.

The updated plan will reaffirm the City's commitments to the community from its 2024-2034 Strategic Community Plan, especially the following key focus areas:

- **Resilient City:** A resilient city that plans for the future and is empowered to action.
- **Inclusive City:** an inclusive city that welcomes, celebrates and cares for all people, cultures and abilities.

The City of Fremantle aims for Fremantle to be an environment where people feel safe, with public spaces that encourage people to linger and interact, and places and spaces designed to be actively used throughout the day and night by everyone. As a destination city Fremantle also attracts visitors of all ages, which brings unique challenges and opportunities.

Community safety and crime prevention are complex issues and many aspects are not under the control of local government. Therefore, successful initiatives require a collaborative effort from all tiers of government, stakeholders and the community.

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The aim of this engagement program was to:

- Identify community concerns around anti-social behaviour, perceptions around safety, and the visibility and accessibility of the City's safety services.
- Understand what the community sees as key priorities. E.g. increased patrols, stronger partnerships, more cameras, or better urban design.
- Educate the community on the role of local government in this area and how to best access crime prevention and community safety resources.
- Renew and refresh the Community Safety & Crime Prevention plan to meet the needs of the Fremantle community and align with other obligations required of the City.

Throughout this public engagement program, the community was encouraged to:

- Find out about the City's community safety officer service and crime prevention strategy by reading the Frequently Asked Questions and Key Documents on the MySay project page.
- Speak to City officers and share their thoughts at advertised community precinct group meetings and drop-in sessions.
- Request a 1:1 or group meeting with City officers to discuss the project.
- Submit their input by completing the Community Safety & Crime Prevention Plan Survey.
- Contribute feedback on what's working and what could be done differently.
- Provide best practice examples of community safety and crime prevention strategy from other local governments or entities.

This engagement report details how we engaged; who we reached; and what we heard. The findings of this report will help City staff to make an informed decision on next steps for this project.

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In conjunction with the [City of Fremantle's community engagement policy](#), and the [International Association for Public Participation's \(IAP2\)](#) spectrum of public participation, this engagement program aimed to **CONSULT & INVOLVE** the community throughout the project:

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, 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 advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The City of Fremantle conducted a series of in-person, local media, and digital community engagement activities to collect submissions and feedback for this project.

City officers aimed to:

- Work with the public to ensure that their concerns and aspirations were noted and provide feedback on how community input would influence the next Community Safety and Crime Prevention Plan.
- Educate the community on the role of community safety officers and how to report safety incidents and issues to the City.
- Work directly throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

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KEY TAKEAWAYS FROM THIS ENGAGEMENT

- The City's engagement unpacked that people who live, work, and play in Fremantle require more clarity on the role of Community Safety Officers, and the best pathways for reporting an issue or crime.
- The role of Community Safety Officers is unclear or under-visible. Education and awareness programs of the City's Community Safety program, as well as when to contact the City's officers versus WA Police was highlighted by the public as a key opportunity as part of the next plan.
- 92% of all respondents highlighted that people affected by drugs or alcohol was their main concern for crime and community safety issues in Fremantle. This was followed by anti-social and disorderly behaviour (72%), and homelessness (66%).
- Social media, neighbourhood group chats, and word of mouth are the predominant ways people discuss or share information about safety, issues, or potential crimes. This results in low levels of reporting to the Community Safety Team and WA Police, because community may assume that someone else will report the issue.
- Due to low levels of reporting, a key perception to safety is what is felt in the community versus what data and statistics might be indicating. The community highlighted an opportunity for the City to share regular statistics that help provide a better picture of safety in Fremantle.
- CCTV, lighting, and knowing my neighbours are seen by the community as another key factor to improving safety and deterring crime. There is early interest in exploring a CCTV subsidy program for residents to take up, similar to what other LGAs are currently trailing.
- Police availability and presence of Community Safety Officers was also highlighted by the public as a contributing factor to perceptions of safety in their community.
- There is clear frustration in pockets of the City about Department of Communities of public housing and WA Police response. Respondents regularly requested ways in which the City could facilitate community meetings with the Department and WA Police so residents could address their concerns directly.

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- During this engagement, people who had contacted the Community Safety Team within the past 12-24 months expressed their satisfaction with officer's response time to attend to an issue.

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HOW WE ENGAGED

The City of Fremantle opened public engagement on the Community Safety and Crime Prevention Plan 2025-2035 project on 11 August 2025 and collected submissions until close-of-business on 6 October 2025.

City officers promoted the public engagement period in the following ways:

Social Media

- The public engagement program for this project was mentioned on the City of Fremantle's Facebook page, as well as its Instagram profile throughout the lifespan of the submission period.
- Online promotion including the social media campaign "*Community Safety Officer vs WA Police: Who does what in this scenario?*" to educate the community and promote consultation.

Local Media

- The public engagement program was advertised in the Fremantle Herald throughout the public engagement period.

Electronic Newsletters

- The Community Engagement team deployed a "Just Launched" email newsletter announcing the opening of the public consultation period on 11 August, 2025.
- The Community Engagement team advertised this project via its monthly engagement newsletter in September, 2025.
- This email is deployed to over 4,500 people who are subscribed to hear engagement updates from the City of Fremantle.
- The project was also promoted in the City's Freo Weekly newsletter program which is deployed to over 3,500 people.

Community Meetings

- City officers from the Community Engagement and Community Safety teams attended the White Gum Valley, Hilton and Samson Precinct meetings to gather community feedback and hear resident concerns.

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- The project team hosted a drop in session at the Meeting Place in South Fremantle for local residents to attend and discuss the Plan.
- City officers attended a total of **5** requested 1:1 or group meetings in the community to listen to concerns and record feedback from the public.
- The project team held a Crime and Community Safety pop-up at the North Fremantle Bowlo for 2 hours, as requested by the organisation.
- These events were attended by approximately **102 people** in total, and allowed members of the public to ask questions about the project, seek clarity on the options, timeline and process, and submit feedback in person.

Fliers

- The project was promoted via fliers that featured project information and a QR code to prompt online feedback via MySay.
- Fliers were handed out to attendees at all in-person community sessions as well as directly to businesses in the Fremantle CBD.

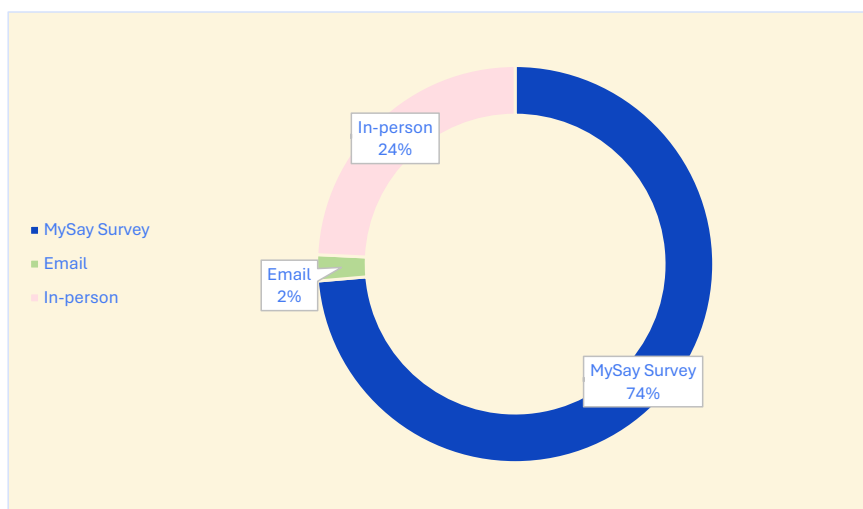
Direct Contact/Emails:

- City officers utilised stakeholder lists in the Community Engagement, Community Development and Economy & Commercial teams to contact, socialise, promote and encourage businesses, organisations, students and staff to submit their feedback to the project.
- These stakeholders were emailed directly and offered a chance to meet 1:1 with staff to discuss the project.
- Targeted promotion through local schools resulted in significant levels of participation by high school aged students.

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HOW WE COLLECTED FEEDBACK



What does this data tell us?

The public engagement program reached more than **1660** people through online visits to the City's MySay portal.

City officers collected submissions in three ways:

- The project team received **243 formal submissions** of feedback to the project.
- **74%** of submissions were collected via formal submissions to the City's MySay platform, or hard copies of the MySay survey submitted to City staff.
- **24%** of submissions were collected in person via 1:1, precinct, or group meetings held throughout the consultation period.
- **2%** of submissions were collected via formal email feedback sent to the Community Engagement inbox.

This resulted in more than **6,561** individual pieces of information* collected through the engagement program.

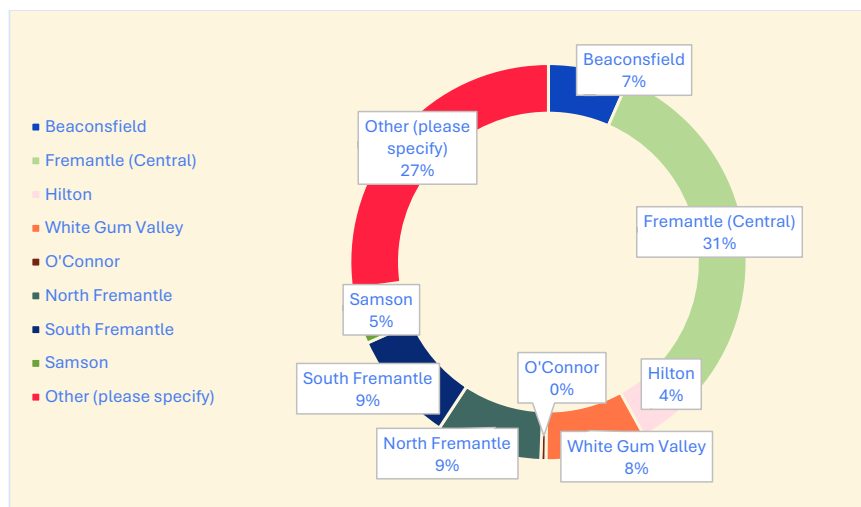
Note: 1 formal submission via a MySay survey captures multiple comments and data from respondents.

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WHO WE REACHED

Location Demographics



What does this data tell us?

- **31%** of respondents were from Fremantle (central), the largest grouping.
- **27%** of respondents selected Other (please specify) and noted the following:
 - o East Fremantle (12); Bickton (6); Melville (4); Coogee (4); Palmyra (3); Kardinya (3); Cockburn (3); Hamilton Hill (3); Mosman Park (2); Willetton (2); Spearwood (2); Coolbellup (2); Shenton Park; Murdoch; South Perth; Attadale; Alfred Cove; Manning; Willagee (2); North Coogee; Darlington; Canningvale; City Beach; Bentley; Wilson; Leeming; Yangebup; Warnbro; Inglewood; Port Kennedy; Hammond Park

The significant amount of respondent locations outside the Fremantle LGA demonstrates the broad promotion of the project via City of Fremantle channels. It highlights strong interest in the new Community Safety & Crime Prevention Plan, even for those who live outside Fremantle (but may work or visit Fremantle regularly).

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How do you identify?

Identification Type	No. times selected
Resident	143
Ratepayer	113
Student	63
Other (please specify)	17
Business Owner	15
Renter	15
Visitor	12

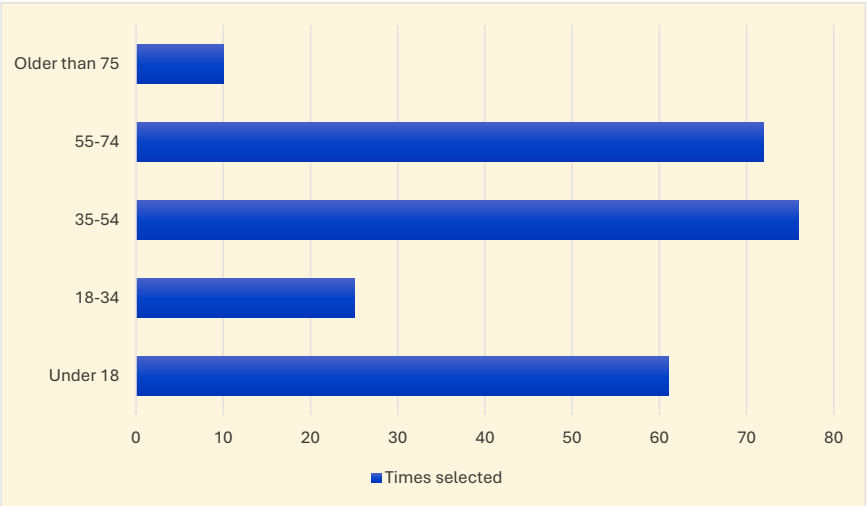
What does this data tell us?

- Respondents were asked to identify themselves through the options above, and could select all that applied.
- **Residents** made up the highest number of respondents to this engagement program.
 - o **Ratepayers** were the second highest number of respondents.
 - o **Students** made up the third largest group of respondents.
- Respondents who selected Other (please specify) noted the following:
 - o Works in Fremantle (8).
 - o Employed at a Fremantle school or university (2).
 - o Landlord.
 - o CEO, Fremantle Chamber of Commerce.
 - o Retiree.
 - o Lives between Fremantle and India.
 - o Ex-resident of Fremantle.

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What is your age?



What does this data tell us?

- Respondents were asked their age, and could select the appropriate age range.
- **35-54 year olds** made up the highest number of respondents to this engagement program.
- **55-74 year olds** were the second highest number of respondents.
- Those aged **over 75** were the smallest group of participants.
- The program saw significant interest from the **Under 18-34** age category.

Do you identify as Aboriginal and Torres Strait Islander?

Identification	No. times selected
No	233
I'd rather not say	6
Yes	3

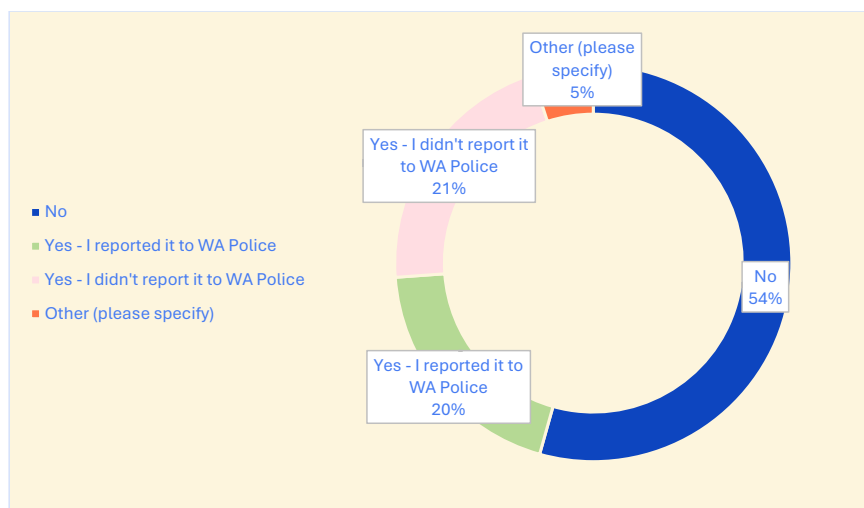
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WHAT WE HEARD

Section 1: Reporting Pathways and Information

Have you been a victim of crime within the City of Fremantle in the past 12 months (including your property)?



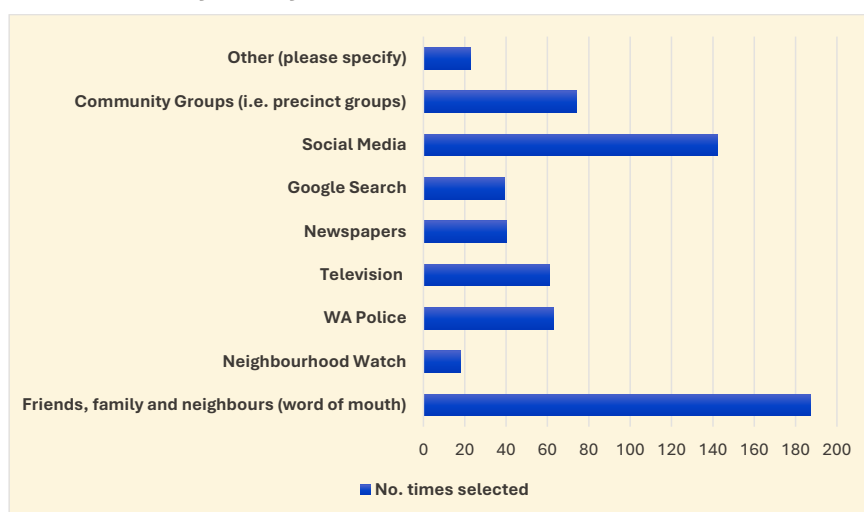
What does this data tell us?

- Respondents on MySay were asked if they had been a victim of crime in the City of Fremantle (including property) and could select from four options.
- **54% of respondents have not been a victim of crime in the last 12 months.**
 - o **21% of respondents** were a victim of crime and reported it to WA Police.
 - o **20% of respondents** were a victim of crime and did not report it to WA Police.

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What are your main sources of information about crime prevention and community safety?



What does this data tell us?

- Respondents on MySay were asked what are their main sources of information about crime prevention and community safety, and could select their top 3 options.
- **Friends, family and neighbours (word of mouth)** was the most selected timeslot by respondents.
- **Social Media** was the second most selected source of crime and community safety information for respondents.
- **Community Groups** was the third most selected source of information.
- **Neighbourhood Watch** was the least selected source of information.
- Respondents who selected Other (please specify) noted the following:
 - o Witnessing/observing in person (4).
 - o News websites (3).
 - o Street/neighbourhood WhatsApp group (2).
 - o Radio (2).
 - o At school (2).

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- Business owners in Fremantle.
- Chamber of commerce and old precinct groups.
- Local government website/social media.

The data demonstrates that word of mouth between friends, neighbours and family is the primary way respondents source information about crime and community safety in Fremantle.

The data also suggests respondents favoured social media (Facebook, WhatsApp) over traditional media when looking for crime information in their local community.

Do you know how to report a safety issue via the City's online Customer Request Management (CRM) portal?

Reporting Awareness	No. times selected
No	165
Yes	52
Unsure	24

What does this data tell us?

- **Over 75%** of respondents do not know the City's CRM portal or are unsure how to report a safety issue via this service.
- This data demonstrates a lack of awareness by respondents of the CRM online service, and/or how to use it to report safety issues.

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Do you know how to report an issue to Council (e.g. graffiti, hazards, hooning, abandoned items)?

Reporting Awareness	No. times selected
No	112
Yes	102
Unsure	29

What does this data tell us?

- **58%** of respondents do not know or are unsure how to report an issue to the City of Fremantle – such as graffiti, hazards or hooning.
- **42%** are aware of how to contact and report issues to Council.
- This data demonstrates limited respondent knowledge of reporting pathways to Council when an issue is identified in the community.

Respondents were asked to explain their selections regarding crime and community safety reporting awareness via an open text survey question. Their answers have been summarised into themes that appear multiple times with accompanying bullet points below:

Lack of awareness or information was voiced 53 times. Respondents highlighted the following:

- No awareness of the City of Fremantle's online Customer Request Management (CRM) portal or any specific reporting system or formal process.
- Search attempts via the City's website to find out instructions and reporting pathways due to lack of awareness.
- Requests for the City to provide better advertising, clearer communication and promotion of available reporting tools.
- Signage to promote reporting methods (e.g. public areas in Fremantle such as train stations and parks).
- Young respondents often ask parents or teachers for reporting advice due to lack of information.

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Absence of follow up or poor experience was voiced 41 times. Respondents highlighted the following:

- Poor response or no action after reporting through CRM portal or directly to Council.
- Acknowledgement emails after a report is made, when outcomes are not resolved or properly addressed.
- Distrust or apathy with reporting crime and community safety issues to the City.
- Requests for timely, transparent feedback loops to show outcomes of reports.
- Instances of improved experience when issue has been escalated to City CEO or councillors.

Crime and antisocial behaviour in Fremantle was voiced 37 times. Respondents highlighted the following:

- Ongoing concern about homelessness, drug use, public harassment and antisocial behaviour in Fremantle's CBD area.
- Descriptions of feeling unsafe, being harassed, stalked, or attacked in central Fremantle.
- Occurrence of property crime, such as car break-ins, vandalism, graffiti and trespassing.
- Desire for increased police or community safety patrols and visible presence, especially in particular areas such as Westgate Mall, Queen Victoria Street and South Terrace.

Unclear responsibility and confusion between agencies was voiced 21 times. Respondents highlighted the following:

- Residents are unsure who to report to – direct to Council, WA Police, rangers (Community Safety Officers) or Department of Communities.
- Overlapping jurisdiction issues, especially around public housing complexes and people experiencing homelessness.
- Need for a simplified, integrated reporting pathway with clear accountability.

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Reliance on alternative reporting channels was voiced 18 times. Respondents highlighted the following:

- Many residents use Snap Send Solve, Freo Massive (Facebook), or direct phone/email instead of the City's CRM portal.
- Preference for calling or visiting the Council in person, using Crimestoppers or the local police phone line instead of the City's CRM portal/digital systems.
- Online community groups seen as faster sources of crime updates than official channels.

Perceived decline in Fremantle's safety and cleanliness was voiced 11 times. Respondents highlighted the following:

- Perception that Fremantle's safety, cleanliness and amenity has deteriorated.
- Reduced civic pride due to ongoing homelessness and antisocial behaviour in the City.
- Businesses report impact on trade and tourism, with visitors feeling unsafe.

Desire for better communication, education, and feedback was voiced 9 times. Respondents highlighted the following:

- Calls for broader public education on how and where to report issues in Fremantle, including email updates or newsletters to residents regarding community safety and crime prevention.
- Desire for visible communication of reporting outcomes — seeing reports will reinforce continuing action.
- Targeted youth education: students unaware of reporting mechanisms.

Positive or neutral experience with reporting was voiced 8 times. Respondents highlighted the following:

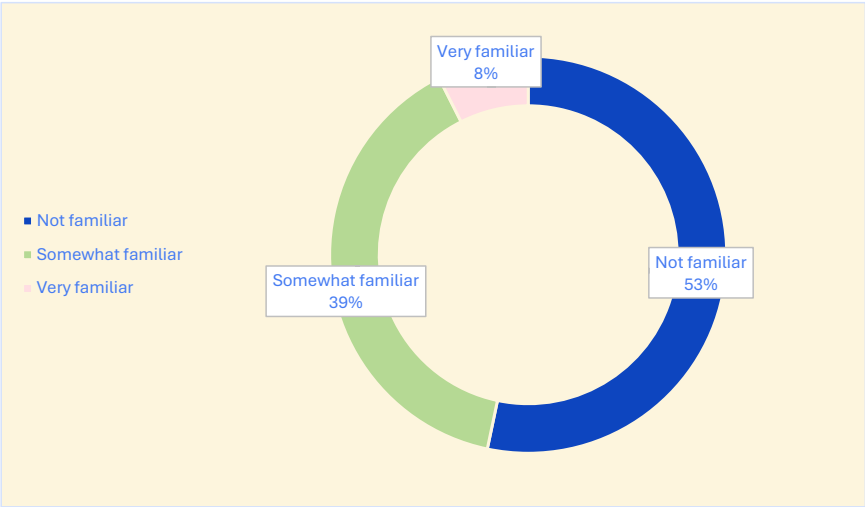
- City of Fremantle website and Customer Request Management portal are easy to navigate and use for reporting issues such as graffiti or maintenance.
- Praise for quick response from City staff for simple issues such as vandalism, dumping and waste hazards.

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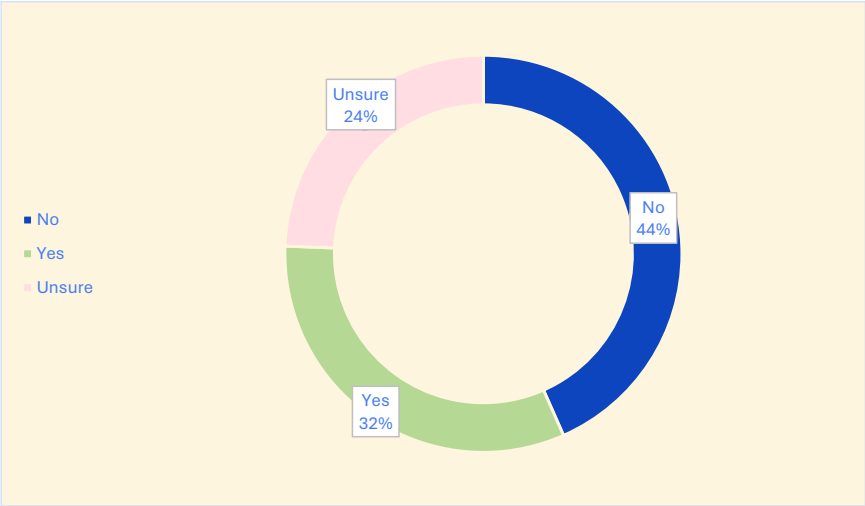


Section 2: Community Safety Officers

How familiar are you with the role of Community Safety Officers in Fremantle?



Do you know when to call Community Safety vs WA Police?



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How often do you contact our Community Safety Team or security patrol?

Frequency of contact with Community Safety Team	No. times selected
Never	170
Once in a while	64
Weekly	7
Daily	0

Which of the following services have you requested from the City's Community Safety Officers? Select all that apply.

Community Safety Team service	No. times selected
Observing/reporting crime	59
Enforcing local laws (street drinking, illegal camping etc.)	53
Street patrols	42
Animal rescue or control	33
First Aid	14
Outreach	14

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Respondents were asked to explain their selections regarding Community Safety Officers via an open text survey question. Their answers have been summarised into themes that appear multiple times with accompanying bullet points below:

Expanded authority, ineffectiveness and service improvement was voiced 49 times. Respondents highlighted the following:

- Perception that CSOs lack the power or tools to take meaningful action on antisocial behaviour, illegal camping or public disturbances.
- Question of value for ratepayers if the Community Safety team cannot enforce outcomes, suggestions that their authority should be expanded.
- Community Safety Officers can only move on problems rather than resolving them, leading to cyclical issues in key precincts (Adelaide St, South Beach, Westgate Mall).
- Calls for training, resourcing, and inter-agency cooperation to handle complex social issues more effectively.

Lack of awareness or understanding was voiced 35 times. Respondents highlighted the following:

- Many respondents stated they were unaware of the existence of Community Safety Officers or their functions or were unsure when and why to contact them.
- Lack of prior communication or education from the City about how to reach or engage with the Community Safety Officers and team.
- Interest expressed for receiving clear, accessible information — e.g. a one-page guide or contact directory outlining responsibilities (CSO versus WAPOL) and escalation pathways.

Reporting pathways and responsibilities was voiced 27 times. Respondents highlighted the following:

- Uncertainty about who to contact (Police, CSOs, or other organisations/providers) for issues such as dog noise, rough sleeping, or vandalism.
- Frustration with complex reporting systems, excessive website clutter, or slow feedback loops when lodging reports.

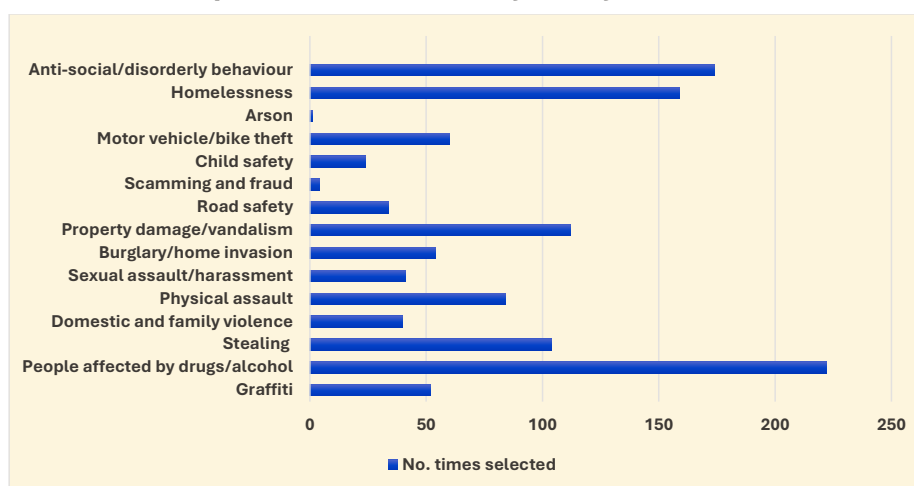
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Section 3: Perceptions and Experiences of Safety

Respondents were asked to consider their feelings of safety in Fremantle or their local neighbourhood, where they felt safe or unsafe and what might impact their perceptions of crime or personal safety.

What are the top crime and community safety issues in Fremantle?



What does this data tell us?

- Respondents on MySay were asked to identify what they feel are the top crime and community safety issues in Fremantle, and could select their top 5 options.
- **People affected by drugs or alcohol** was the most highlighted community safety issue in Fremantle, selected by **92% of all respondents**.
 - o **Anti-social/disorderly behaviour** was the second most selected crime and community safety issue, selected by **72% of all respondents**.
 - o **Homelessness** was the third highest ranked issue in Fremantle, selected by **66% of all respondents**.

Respondents were asked to explain their selection via an open text survey question. Their answers have been summarised into themes that appear multiple times with accompanying bullet points below:

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Drug and alcohol use was voiced 66 times. Respondents highlighted the following:

- Viewed as the primary driver of the majority of antisocial behaviour, crime, theft, intimidation, and general community unease in Fremantle.
- Open drug use, dealing and discarded syringes in Fremantle's public areas (parks, laneways, near schools, playgrounds etc.) pose constant safety and health risks.
- Frequent encounters with individuals exhibiting erratic or violent behaviour while under the influence creates environment of anxiety and fear.
- Visible policing, stricter enforcement, and increased rehabilitation and outreach services essential to tackle issue.

Homelessness and social disorder was voiced 49 times. Respondents highlighted the following:

- Perception of general social disorder and chaos in the CBD caused by increased visibility of people, experiencing homelessness and mental illness.
- Rough sleeping, loitering, and begging in commercial and residential areas of Fremantle create discomfort, especially for women, elderly people, and families.
- Feeling unsafe and intimidated while walking, shopping, or using public transport.
- Need for compassionate, coordinated interventions addressing housing, addiction and mental health, rather than punitive measures.

Theft and property crime was voiced 28 times. Respondents highlighted the following:

- Car break-ins, bike theft, and garage burglaries occur routinely in certain areas of Fremantle.
- Businesses experience theft and loitering from drug-affected individuals, impacting operations and staff safety.
- Petty and opportunistic theft cause financial losses and disruption for local businesses.

Policing, fear and perception of safety was voiced 22 times. Respondents highlighted the following:

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- Visible safety presence and cleaner, better-lit public spaces identified as key to rebuilding community confidence.
- Requests for regular police patrols, public reporting hotlines, and shared accountability across government levels.
- Recognition fear often outweighs statistical crime data, indicating need for perceptual and environmental reassurance measures in the community.

Road and pedestrian safety was voiced 12 times. Respondents highlighted the following:

- Unsafe pedestrian crossings, speeding e-bikes/scooters and poor street lighting at night make walking in parts of Fremantle feel unsafe.
- Lack of street activity at night increases feelings of isolation and vulnerability, especially for elderly people.

Graffiti, vandalism and environmental neglect was voiced 11 times. Respondents highlighted the following:

- Unkempt verges, excess litter and graffiti in public spaces make areas feel unsafe and uncared for, encourages antisocial behaviour.
- Recognition of difference between street art and tagging, support expressed for targeted clean-up and offender restitution initiatives.

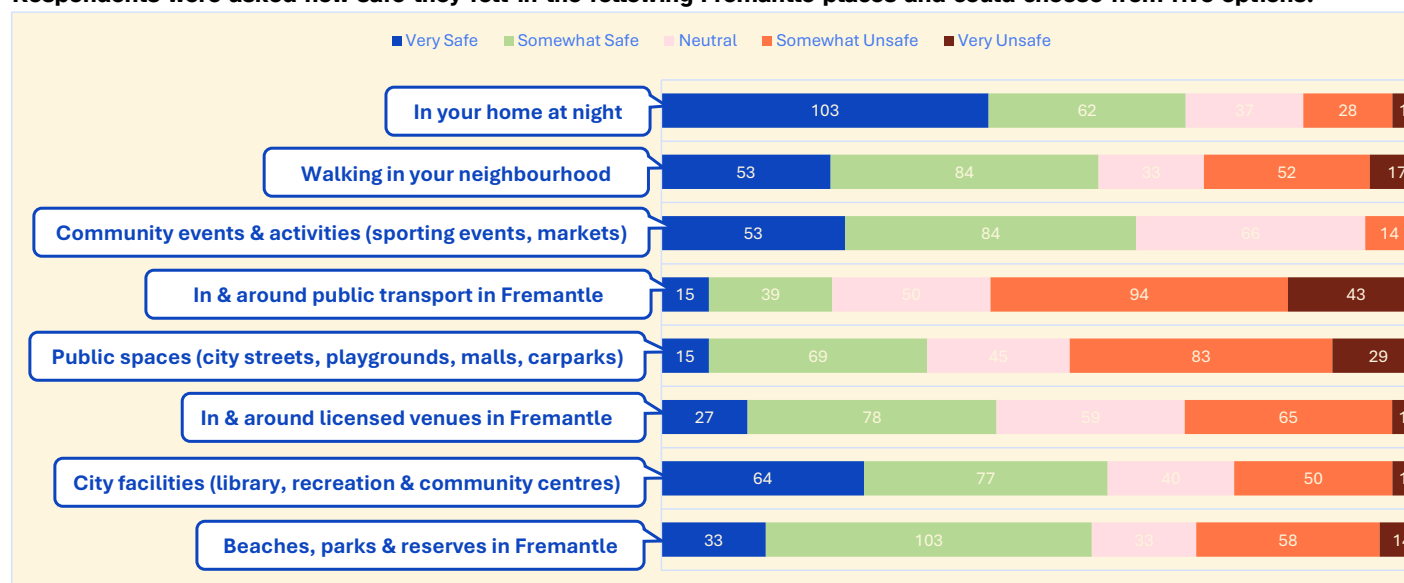
Mental health and social services was voiced 10 times. Respondents highlighted the following:

- Calls for increased mental health support, crisis intervention, and trauma-informed responses.
- Prioritising outreach service presence (e.g. Street Doctor vans, mental health teams) in easily accessible public spaces and holistic support models over policing alone.



Experience and perceptions of safety in Fremantle.

Respondents were asked how safe they felt in the following Fremantle places and could choose from five options:



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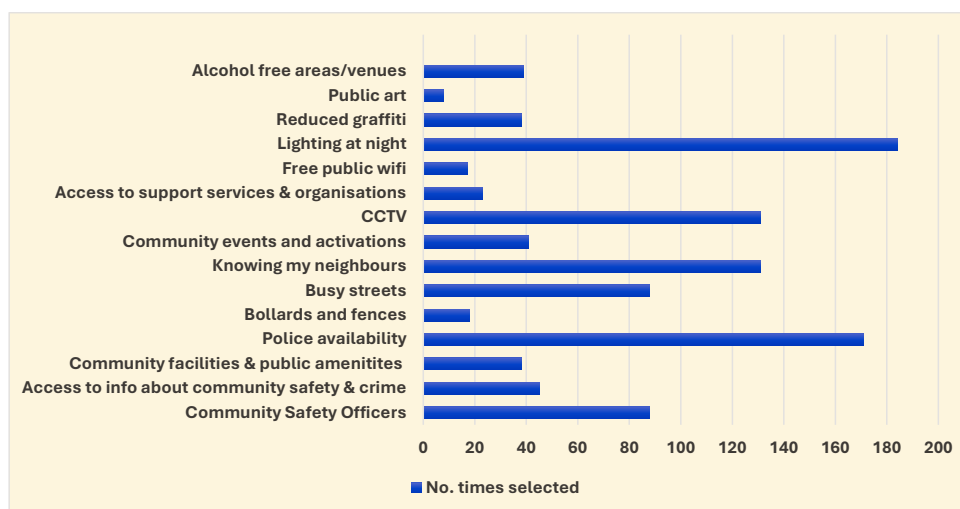
What does this data tell us?

- Respondents on MySay were asked how safe they felt in various Fremantle places and could choose from five options, ranging from 'very safe' to 'very unsafe.'
- Places where respondents felt **most safe in Fremantle:**
 - o At community events and activities (e.g. sporting events, markets).
 - o In their home at night.
 - o Walking in their neighbourhood.
- Places where respondents felt **least safe in Fremantle:**
 - o In and around public transport in Fremantle.
 - o Public spaces (city streets, playgrounds, malls, carpark, entertainment/shopping precincts)
 - o In and around licensed venues in Fremantle.

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What factors most affect how safe you feel in your community?



What does this data tell us?

- Respondents on MySay were asked what factors affect how safe they feel in their community, and could select their top 5 options.
- **Lighting at night** was the most selected factor that affected how safe respondents felt in their community.
 - o **Police availability** was the second most selected factor contributing to respondent perceptions of safety in their community.
 - o **Knowing my neighbours** and **CCTV** were the fourth most selected factor affecting respondent feelings of safety.

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Respondents were asked to explain their selection via an open text survey question. Their answers have been summarised into themes that appear multiple times with accompanying bullet points below:

**Antisocial behaviour, crime and substance use was voiced 71 times.
Respondents highlighted the following:**

- Widespread concern about public intoxication, drug use, harassment, aggression, vandalism, and theft.
- Regular exposure to “shouty” or aggressive individuals near transport hubs, malls, and public spaces in the CBD, leading to fear and avoidance.
- Repeat offenders and perceived lack of consequences for criminal behaviour contribute to a sense of lawlessness.
- Visible antisocial behaviour linked to reduced perceptions of safety both day and night for those visiting central Fremantle.
- Frustration with perceived tolerance for such behaviours and lack of visible enforcement by Community Safety Officers or WA Police.

**Lighting, urban design and environmental maintenance was voiced 61 times.
Respondents highlighted the following:**

- Poor or inconsistent lighting in parks, side streets, and walkways is a key factor in feeling unsafe, especially for women and older residents.
- Respondents referenced CPTED principles (visibility, natural surveillance, sight lines, and well-maintained spaces) as essential for improving safety.
- Increased maintenance and cleanliness (e.g. graffiti, litter, damaged pavements) would increase perceptions of safety and civic pride.
- Specific unlit or poorly lit areas (e.g. Walyalup Koort, Queen Victoria Street, White Gum Valley precinct) listed as deterrents to walking at night.
- Overgrown trees, uneven paths, and neglected infrastructure contribute to perceived vulnerability in Fremantle after dark.

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Police and community safety presence was voiced 55 times. Respondents highlighted the following:

- Strong desire for visible proactive policing or patrols, particularly during evenings and early mornings.
- Slow or non-existent police response times and uncertainty expressed about the role of community safety officers when incidents occur.
- Requests for more foot patrols, stronger coordination and collaboration between police and the City, and firmer enforcement against repeat offenders.
- Temporary CCTV or visible patrols as effective deterrents when implemented.

Homelessness, social housing, and complex social needs was voiced 42 times. Respondents highlighted the following:

- Recognition that complex social needs underlie many public disturbances in Fremantle, yet frustration with perceived inaction or tolerance of antisocial conduct.
- Better coordination between policing, social services and housing agencies to manage behaviours and provide support.
- Perceived safety decline attributed to growth in public housing in parts of central Fremantle without sufficient accompanying support services.
- Concentration of vulnerable people around St Patrick's, Westgate Mall, and public buildings contributes to constant visibility of antisocial issues.
- Recognition of the need for balanced approaches combining compassion with enforcement and social management.

Community cohesion and Neighbourhood Watch was voiced 26 times. Respondents highlighted the following:

- Knowing neighbours and maintaining active, watchful communities were key to feeling safe.
- Informal networks and community groups often viewed as faster and more reliable than formal channels of reporting issues with crime.

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- The City should look to strengthen local safety communication through Neighbourhood Watch initiatives or online updates via their media channels.
- Positive neighbourly social interactions and engaged “eyes on the street” seen as natural deterrents to crime.

Public realm activation and urban maintenance was voiced 21 times.

Respondents highlighted the following:

- Vibrant, active, well-used streets deter antisocial behaviour, diminish fear and build local pride.
- Graffiti, litter, and general neglect cited as visual indicators of crime and disorder in Fremantle's urban centre.
- Faster graffiti removal response and creation of a dedicated anti-graffiti response team.
- Clean, well-maintained environments viewed as core to restoring civic confidence and discouraging antisocial activity.

CCTV, security measures and deterrence was voiced 18 times. Respondents highlighted the following:

- Support for expanded CCTV coverage in identified problem areas, particularly malls, transit nodes and parks in central and South Fremantle.
- Temporary CCTV installations had demonstrably reduced crime or nuisance behaviour in areas such as Westgate Mall and Bellevue Terrace.
- Surveillance and security systems (whether City-led or personal/at home) viewed as both a crime prevention tool and a reassurance mechanism.

Alcohol-related issues was voiced 12 times. Respondents highlighted the following:

- Alcohol abuse and density of liquor outlets and hospitality venues were linked to public disorder and violence, especially in Fremantle's nightlife zone.
- Suggestion to limit liquor licenses, enforce earlier closing hours, and stronger policing of intoxicated behaviour.

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Which of the following personal factors impact on your feelings of safety?

Personal factor impacting feeling of safety	No. times selected
Gender	138
Age	109
Cultural differences	55
Other (please specify)	51
Living arrangements	35

What does this data tell us?

- Respondents on MySay were asked what personal factors contributed to their feelings of safety, and could select all options that applied.
- **Gender** was the most important factor that influenced feelings of safety for respondents.
- **Age** was the second highest rated factor that influences feelings of safety for respondents.

Respondents were asked to explain their selection via an open text survey question. Their answers have been summarised into themes that appear multiple times with accompanying bullet points below:

Gender and vulnerability was voiced 58 times. Respondents highlighted the following:

- Female identifying respondents describe feeling inherently more vulnerable to physical and sexual assault, intimidation, and harassment in public spaces.
- Reports of catcalling, verbal abuse, and unwanted approaches by men—especially by individuals perceived to be intoxicated or affected by drugs or at licensed venues Fremantle.
- Female respondents report heightened vigilance (avoiding walking alone at night, planning routes, avoiding certain areas).
- Repeated comments that men can “weaponise intimidation” and that women feel “targeted” or “easy prey.”
- Strong sentiment that gender inequality and entrenched cultural attitudes towards women are endemic contributors to fear and risk.

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Age and physical capability was voiced 41 times. Respondents highlighted the following:

- Older respondents note reduced mobility, slower walking pace, and inability to defend themselves contributes to feelings of fear in public spaces.
- Poor lighting, uneven paths, and cyclists/scooters riding on footpaths amplify anxiety.
- Younger respondents, particularly teenage girls, describe being sexualised or harassed in public spaces.
- A sense of “age-based vulnerability” expressed for both elderly (physical frailty) and young respondents (lack of authority or protection).

Drug and alcohol related antisocial behaviour was voiced 27 times. Respondents highlighted the following:

- Public drug and alcohol use viewed as primary threats to personal safety and as amplifiers of all other vulnerabilities.
- Some older males express confidence in defending themselves with drug or alcohol affected offenders, highlighting perceived gendered and age-based differences in safety experiences.
- Fear extends beyond physical harm to constant unease and avoidance behaviour (avoiding certain areas, walking in daylight only).

Cultural and social dynamics was voiced 8 times. Respondents highlighted the following:

- LGBTQIA+ respondents (particularly gay and trans individuals) report harassment and verbal abuse in public spaces, especially in the CBD.

LOCAL GOVERNMENT ACT 1995

CITY OF FREMANTLE

ALFRESCO DINING LOCAL LAW 2014 (No. 2)

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the City of Fremantle resolved on 25 March 2015 to make the following Local Law.

Part 1 – Preliminary

1.1 Citation

This local law may be cited as the *City of Fremantle Alfresco Dining Local Law (No. 2) 2014*.

1.2 Commencement

This local law comes into operation 14 days after the date of its publication in the *Government Gazette*.

1.3 Repeal

The *City of Fremantle Alfresco Dining Local Law 2014* as published in the *Government Gazette* on 18 July 2014 is repealed.

1.4 Application

This local law applies throughout the district.

1.5 Interpretation

In this local law, unless the context otherwise requires –

Act means the *Local Government Act 1995*;

alfresco dining area means an area in which tables, chairs and other structures are provided for the purpose of the supply of food or beverages or both to the public or the consumption of food or beverages or both by the public;

alfresco dining means outdoor dining or drinking or both in a public place;

authorised person means the CEO or any other person authorised by the local government under section 9.10 of the Act to be an authorised person for the purposes of enforcing the provisions of this local law;

CEO means the Chief Executive Officer of the local government;

Council means the Council of the local government;

district means the district of the local government;

food business has the same meaning as the *Food Act 2008*;

fee means a fee or charge imposed under sections 6.16 to 6.19 of the Act;

furniture means chairs, tables, waiter's stations, planter boxes, umbrellas, screens, barriers, awnings, portable gas heaters and any other structure set up in the alfresco dining area;

Health Act means the *Health Act 1911*;

licence means a licence issued by the local government under this local law to set up and conduct an alfresco dining area;

licence period means the period referred to in clause 2.9;

licence plan means a plan attached to and forming part of a licence depicting the parts of a street or public place within which an alfresco dining area may be set up and conducted;

licensee means a proprietor of a food business who holds a valid licence;

Liquor Control Act means the *Liquor Control Act 1988*;

local government means the City of Fremantle;

local public notice has the meaning given to it in section 1.7 of the Act;

month means calendar month;

nuisance means –

- (a) an activity or condition which is harmful or annoying and which gives rise to legal liability in the tort of public or private nuisance at law;
- (b) an unreasonable interference with the use and enjoyment of a person of his or her ownership or occupation of land; or
- (c) interference which causes material damage to land or other property on the land affected by the interference;

public place means any thoroughfare, pedestrian mall or local government property;

proprietor has the same meaning as the *Food Act 2008*;

Regulations means the *Local Government (Functions and General) Regulations 1996*;

utility means any public or private body which provides an essential service, such as electricity, gas, water, drainage, sewerage, telecommunications or traffic control, and has equipment on, in or under a public place for that purpose;

valid, in relation to a licence issued under this local law, means current and for which all the associated fees have been paid in full; and

vehicle crossing means a crossing used by vehicles to allow access from a thoroughfare to private land or a private thoroughfare.

Part 2 - Licence

2.1 Licence required

Unless exempt under clause 2.2, a person shall not set up or conduct an alfresco dining area in any public place –

- (a) other than in a portion of a public place adjoining a food business;
- (b) unless the person is the proprietor of a food business or is acting on behalf of the proprietor of a food business referred to in paragraph (a);
- (c) unless the person is the holder of a valid licence issued under this local law; and
- (d) other than in accordance with the licence plan and any terms and conditions set out in, or applying in respect of, the licence.

2.2 Exemptions

- (1) The local government may exempt a person or class of persons in writing from the requirement to have a licence.
- (2) Any exemption in subclause (1) may be exercised-
 - (a) on the application of a person; or
 - (b) at the local government's discretion.
- (3) An exemption in subclause (1) may be given subject to any conditions the local government sees fit.
- (4) An exemption may apply to, or be in respect of –
 - (a) a particular event, street festival, carnival or activity approved by the Local government;
 - (b) particular goods or services; or

- (c) a period of time.

2.3 Application for a licence

- (1) A person who is required to obtain a licence under this local law shall apply for the licence in accordance with subclause (2).
- (2) An application for a licence under this local law shall-
 - (a) be in the form determined by the local government;
 - (b) be signed by the proprietor of a food business adjacent to the portion of the public place to which the application relates;
 - (c) provide the information required by the form; and
 - (d) be forwarded to the CEO together with any fee imposed and determined by the local government.
- (3) The local government may require an applicant to provide additional information reasonably related to an application before determining the application.
- (4) The local government may require an applicant to give local public notice of the application for a licence.
- (5) The local government may refuse to consider an application for a licence which is not in accordance with subclause (2) or where the applicant has not complied with subclauses (3) or (4).

2.4 Relevant considerations in determining application for licence

In determining an application for a licence, the local government is to have regard to –

- (a) any relevant policies of the local government; and
- (b) any other matters that it considers to be relevant.

2.5 Decision on application for licence

- (1) The local government may, in respect of an application for a licence-
 - (a) approve the application unconditionally or subject to any conditions; or
 - (b) refuse to approve the application.
- (2) The local Government may refuse an application for a license if it its opinion -

- (a) the proposed alfresco area does not conform with the requirements of this local law or any other relevant law;
- (b) the proposed alfresco area does not conform with the requirements of any relevant policies of the local government;
- (c) the use of the proposed alfresco area is likely to cause a nuisance; or
- (d) the proposed licensee has been convicted during the preceding 5 years of an offence against –
 - (i) this local law;
 - (ii) the Health Act;
 - (iii) the Liquor Control Act; or
 - (iv) any other written law that affects alfresco dining.
- (3) If the local government approves an application for a licence, it is to issue to the applicant a licence in the form determined by the local government.
- (4) If the local government refuses to approve an application for a licence, it is, as soon as practicable after the decision is made –
 - (a) to give the applicant written notice of, and written reasons for, the refusal; and
 - (b) to inform the applicant of his or her rights, under Part 9, Division 1 of the Act, to object to, and apply for a review of, the decision.
- (5) Where a clause of this local law refers to conditions which may be imposed on a licence of which are to be taken to be imposed on a licence, the clause does not limit the power of the local government to impose other conditions on the licence under subclause (1)(a).

2.6 Conditions which may be imposed on a licence

The local government may approve an application for a licence subject to conditions relating to –

- (a) the area or location to which the licence applies;
- (b) the number, type, form and construction, as the case may be, of any furniture which may be used in the alfresco dining area;
- (c) the care, maintenance and cleaning of any furniture used in the alfresco dining area;

- (d) the removal and storage of furniture used in the alfresco dining area prior to the closure of the adjacent food business;
- (e) the alfresco dining area not impeding or obstructing a public place used by either pedestrians or vehicles;
- (f) the requirement to maintain clear sight lines for vehicles entering or leaving a thoroughfare or a vehicle crossing;
- (g) the obtaining of public risk insurance in an amount and on the terms reasonably required by the local government;
- (h) the grant of another approval, permit, licence or authorisation which may be required under any written law;
- (i) the duration and commencement of the licence;
- (j) the placement of advertising on furniture within the alfresco dining area;
- (k) the payment of all fees, charges, rates and taxes levied or incurred as a result of the establishment and operation of the alfresco dining area;
- (m) the payment of costs associated with the local government preparing the public place for the use as an alfresco dining area including but not limited to the reshaping of footpaths and marking the boundaries of the alfresco dining area.

2.7 Compliance with conditions

Where –

- (a) an application for a licence has been approved subject to conditions; or
- (b) a licence is to be taken to be subject to conditions under this local law,
the licensee shall comply with each of those conditions.

2.8 Amendment of licence conditions

- (1) A licensee may apply in writing to the local government to amend any of the terms of conditions of the licence.
- (2) The local government may, in respect of an application under subclause (1) –
 - (a) amend the licence, either in accordance with the application or otherwise as it sees fit; or
 - (b) decline to amend the licence.
- (3) The local government may, at any time, amend any of the terms and conditions of the license.

- (4) If the local government amends a licence under this clause, it is to notify the licensee in writing of the amendment as soon as practicable after the amendment is made and, unless otherwise specified in the amendment, the amended term or condition, or both, of the licence apply from the date of the notification.
- (5) If the local government amends a licence otherwise than in accordance with an application from the licensee, it is, as soon as practicable after the decision to amend is made –
 - (a) to give the licensee written notice of, and written reasons for, its decision to amend; and
 - (b) inform the licensee of his or her rights, under part 9, Division 1 of the Act, to object to, and apply for a review of, the decision.

2.9 Duration of licence

A licence is valid for twelve months from the date on which it is issued, unless it is –

- (a) otherwise stated in this local law or in the licence; or
- (b) cancelled under clause 2.12

2.10 Renewal of licence

- (1) A licensee may renew the licence by paying the fee imposed and determined by the local government.
- (2) The provisions of the local law relevant to the licence which is to be renewed shall apply, with such modifications as are required, to an application for the renewal of a licence.

2.11 Transfer of licence

- (1) An application for the transfer of a valid licence is to –
 - (a) be in the form determined by the local government;
 - (b) provide the information required by the form;
 - (c) be signed by the licensee and the proposed transferee of the licence: and
 - (d) be forwarded to the CEO together with any transfer fee imposed and determined by the local government.
- (2) The local government may refuse to consider or determine an application for the transfer of a licence, which is not in accordance with subclause (1).

- (3) The local government may approve an application for the transfer of a licence, refuse to approve it or approve it subject to such terms and conditions as it sees fit, and if it is approved, the proposed transferee shall become the licensee from the date of the approval.

2.12 Cancellation of suspension of licence

- (1) A licence may be cancelled by the local government on any one or more of the following grounds –
- (a) the licensee has not complied with –
 - (i) a condition of the licence; or
 - (ii) a provision of this local law or any other written law which may relate to the activity regulated by the licence;
 - (b) if it is relevant to the activity regulated by the licence –
 - (i) the licensee is an undischarged bankrupt, or is in liquidation;
 - (ii) the licensee has entered into a composition arrangement with creditors; or
 - (iii) a manager, administrator, trustee, receiver, or receiver and manager, is appointed in relation to any part of the licensee's undertakings or property;
 - (c) the proprietor of the food business changes; or
 - (d) the setting up or conduct of the alfresco dining area, or the behaviour of customers within the alfresco dining area, is causing a nuisance.
- (2) The local government may cancel or suspend a licence if the local government or a utility requires access to or near the place to which a licence applies, for the purposes of the carrying out works in or near the vicinity of that place.
- (3) If the local government cancels or suspends a license under this clause, it is, as soon as practicable after the decision is made –
- (a) to give the licensee written notice of, and reasons for, the decision; and
 - (b) inform the licensee of his or her rights, under part 9, Division 1 of the Act, to object to, and apply for review of, the decision; and
 - (c) the cancellation or suspension takes effect from the date on which the licensee is served with the cancellation or suspension notice.
- (4) On the cancellation of a licence, the licensee shall return the licence as soon as practicable to the local government.

- (5) On the cancellation or suspension of a licence, the licensee is, subject to subclause (6), to be taken to have forfeited any fees paid in respect of the licence.
- (6) Where a licence is cancelled or suspended through no fault of the licensee, the local government shall refund to the licensee all or part of the license fee in respect of what would otherwise have been the balance of the terms of the licence.

2.13 Display and production of licence

A licensee shall produce to an authorised person his or her valid licence immediately on being required to do so by an authorised person.

Part 3 – Enforcement

3.1 Direction of authorised person to be obeyed

- (1) A licensee who is given a lawful direction by an authorised person shall comply with that direction.
- (2) A licensee shall not obstruct or hinder an authorised person in the performance of that person's duties.

3.2 Notice to repair damage to public place

Where any portion of a public place has been damaged as a result of the use of that public place as an alfresco dining area, the local government may, by notice to the licensee, order the licensee to repair or replace that portion of the public place to the satisfaction of the local government.

3.3 Removal and impounding of goods

Where an alfresco dining area is conducted without a licence or in contravention of a condition of a licence, any furniture may be removed and impounded under regulation 29 of the Regulations by an authorised person.

3.4 Public access

No person shall set up or conduct an alfresco dining area that prohibits public access to that area unless that area is located on private land.

3.5 Offences

- (1) A person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.

- (2) An offence against a clause specified in the schedule 1 of this local law is a prescribed offence for the purposes of section 9.16(1) of the Act.
- (3) A person who commits an offence under this local law shall be liable, on conviction to a penalty not exceeding \$5,000 and if the offence is of a continuing nature, to an additional penalty not exceeding \$500 for each day of part of a day during which the offence has continued.

3.6 Infringement and infringement withdrawal notice

For the purposes of this local law –

- (a) the form of the infringement notice referred to in section 9.17 of the Act is that of Form 2 in Schedule 1 of the Regulations; and
- (b) the form of the infringement withdrawal notice referred to in section 9.20 of the Act is that of Form 3 in Schedule 1 of the Regulations.

3.7 Offence description and Modified Penalty

The amount appearing in the final column of Schedule 1 directly opposite an offence described in that schedule is the modified penalty for that offence.

3.8 Authorised persons

Unless expressly state otherwise by the local government, a person appointed by the local government to be an authorised person for the purposes of this local law is taken to have also been appointed by the local government to be an authorised person for the purposes of sections 9.13 and 9.16 of the Act in relation to offences against this local law.

Schedule 1

City of Fremantle

Alfresco Dining Amendment Local Law 2014

Offences and Modified Penalties

Item No.	Clause No.	Nature of Offence	Modified Penalty \$
1	2.1(c)	Set up or conduct an alfresco dining area without a valid licence	300
2	2.7	Failure to comply with a condition of licence	100
3	2.13	Failure to produce to an authorised person a valid licence when requested to do so	100
4		Other offences not specified	100

Dated 26 March of 2015 .

The Common Seal of the City of Fremantle was affixed by authority of a resolution of the Council in the presence of:

**Brad Pettitt
Mayor**

**Graeme Mackenzie
Chief Executive Officer**

Council Policy



Alfresco dining (table and chairs)

Policy scope

The purpose of this Policy is to provide support to the Local Law in interpretation and enforcement of Outdoor Eating and placement of tables and chairs on footpaths and public places. It is generally intended that the Council would support and encourage the practice of outdoor eating on tables and chairs in public places provided that public access is maintained and the licensees ensure that areas used are kept in a safe and clean condition.

This policy to support the establishment of outdoor eating areas conforms with the visions of the City Plan by supporting Fremantle as a beautiful and accessible place. The ability to sit outdoors and enjoy the ambiance of the city, the activities and people are important in maintaining the village atmosphere of Fremantle.

Policy statement

1. Approval and requirements

An outdoor eating area will be approved only where the proposal is part of an application to establish an eating house within an adjacent building, or is proposed as an extension of an existing eating house already operating within an adjacent building.

- 1.1 An application should be accompanied by plans, drawn to scale, indicating the number and location of proposed tables and chairs and their relationship to the building in which the eating house is located.
- 1.2 In granting approval, the Council may impose conditions requiring that the dining facilities be of a movable nature and/or, that the facility may only operate at certain specified times.
- 1.3 Any outdoor eating area should not obstruct pedestrian movement. A minimum clear footpath width of 1.8m to 2.1m should be provided dependent on the pedestrian traffic volume within the area. Determination shall be made by Council on the individual merit of the location. Pedestrians should be able to make normal use of the footpath without being obliged to step into the road at any point, or make other unwarranted detours.
- 1.4 An outdoor eating area should not obstruct sight lines for either vehicles or pedestrians, both at road junctions and vehicle access crossovers.
- 1.5 The establishment of an outdoor eating area should not normally require extension of the existing footpath, unless this can be done without unduly affecting

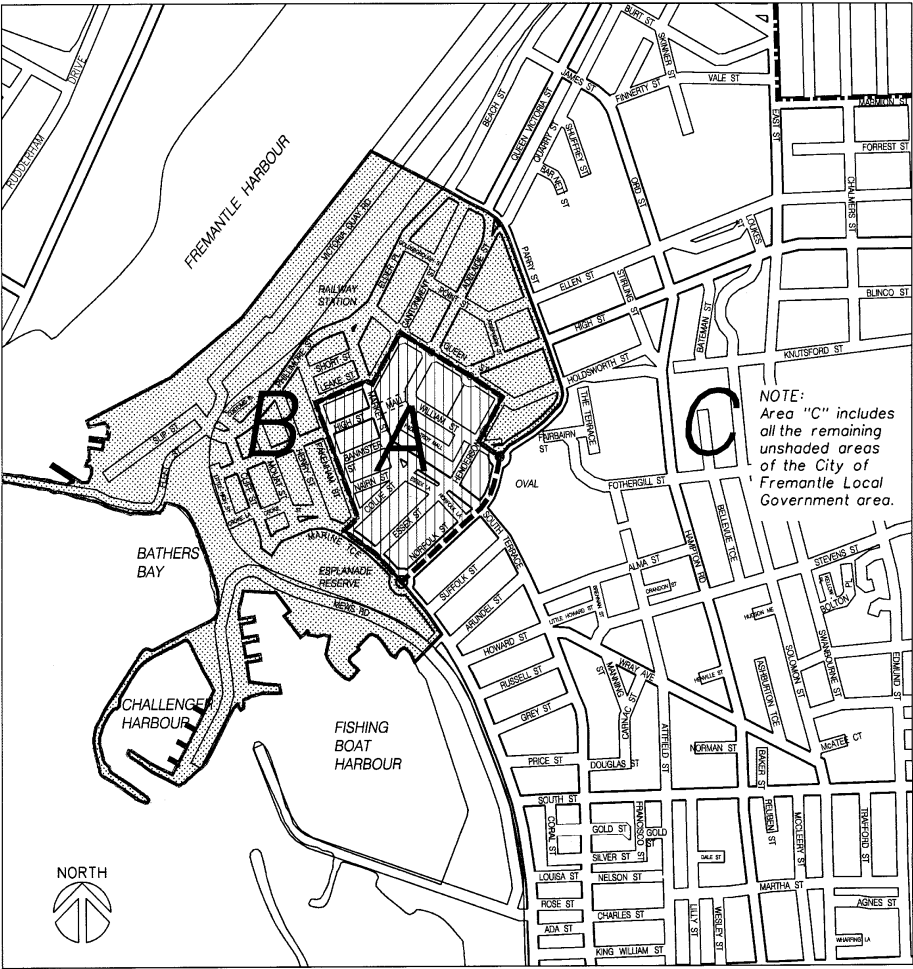
the prevailing form of the street or prejudicing its proper use as a traffic route and, without involving the loss of kerbside parking or loading zones, except in the case of those footpaths shown on the accompanying map, where a widening of the footpath may be permitted. Such widening would be at the full cost of the applicant and should use materials to the Council's satisfaction.

- 1.6 Outdoor eating areas should not be located in such a way that access from the footpath to kerbside parking is obstructed.
 - 1.7 The establishment and use of Outdoor eating areas should not conflict with or inconvenience other retail and commercial activities, or obstruct the views of, or access to, adjacent properties. Where the Council believes that such problems may arise, it may consult with the owners and/or occupiers of the affected premises before reaching a decision on the application.
 - 1.8 The general principles contained in this policy would also apply to proposals to establish outdoor dining areas other than on roadside footpaths; for example in pedestrian malls, on reserves or in other public places.
 - 1.9 Sidewalk tables and chairs will not generally be permitted to be fixed in any manner to the footpath or to any other structure. In particular cases; for example, if specifically requested by the applicant, or where positive benefits to the public and the Council can be seen, then fixing may be considered but only subject to detailed conditions on the method of fixing and, the costs of any subsequent removal and restoration being borne by the license holder.
2. Conditions relating to outdoor areas
- 2.1 In submitting an application to establish an outdoor eating area, applicants will be requested to indicate whether it is intended to serve alcohol to patrons at the tables applied for.
 - 2.2 If Council is prepared to support an outdoor eating proposal in principle, the following conditions may be applied (including a new proposal incorporating the sale of alcohol, or modification of an existing license to incorporate alcohol):
 - a. The public shall be free to use the tables and chairs at all times, whether paying customers or not, in accordance with Council's Alfresco Dining Local Law.
 - b. The tables and chairs shall not be fixed to the public footpath paving material unless otherwise approved by Council.
 - c. The tables and chairs shall be removed from the public footpath area outside normal trading hours.

- d. In the event that the conditions of the cleaning agreement with Council are not fully met or the cost of cleaning fall in arrears, the approval for the Outdoor Eating License shall be revoked.
- e. Council shall be indemnified against any damage which may arise, with the indemnity being Public Liability Insurance cover of \$5 million minimum.
- f. Council shall be advised directly by the Insurance Company of the Policy and any changes to that Policy, a copy of which is required to be kept at Council.
- g. The applicant shall ensure that rubbish shall be regularly removed from the premises (the subject of the Trading in Public Places License) in order to ensure high public amenity.
- h. The service of alcohol shall not commence unless the relevant approval has been obtained from the Liquor Licensing Division of the Office of Racing and Gaming.
- i. The Council will provide footpath identification of the approved area of the outdoor eating facility.
- j. Use of plastic or resin chairs within the area designated A on Map 1 is to be not permitted.
- k. Tables and chairs placed in a public place that enables unlimited public use shall not be considered as part of the premises in calculating the required number of public toilets under the Health Act.



MAP 1 - TRADING AREAS



3. Areas

- 3.1 The service of alcohol shall not commence until the applicant has been issued with Section 39 and Section 40 Certificates from Council.
- 3.2 The hours of sale of alcohol shall not exceed the licensed hours of the establishment; the subject of the Trading License.
- 3.3 The applicant be advised that alcohol can only be consumed from the chairs and tables where patrons are served a bona fide meal by the establishment; the subject of the relevant Trading License.
- 3.4 The applicant shall ensure that signs are placed on the tables to ensure that the patrons are aware of the requirement to have a substantial meal if alcohol is served.
- 3.5 The applicant be advised that failure to comply at any time with the conditions of the Trading License may, upon Council resolution, result in the revocation of the License.
- 3.6 Not less than one (1) month prior to the expiry of a Trading License which includes provision for the sale of alcohol, the Council will review the operation to determine whether renewal for a further twelve (12) month period should be approved. As part of this review, the Council will consider the need to amend any existing Trading License conditions or to add further conditions deemed necessary to ensure its satisfactory operation.
- 3.7 Notwithstanding 3.5, failure to comply at any time with the conditions of a Trading License may, upon Council resolution, result in the revocation of that License.
- 3.8 The Council may attach to the Trading License any other conditions considered necessary to ensure that the service of alcohol to the patrons of Outdoor eating areas takes place in a satisfactory manner.

4. Fees and Administration

- 4.1 Fees and charges relating to placement of tables and chairs on public land will be set by the Council each year.
- 4.2 Tables and chairs on private land that is accessible to the public is described in the Local Law as a Public Place will not be subject to the payment of fees other than an application fee.
- 4.3 The Council will after approving a license for an outdoor eating area place plaques on the footpath designating the area. Licensees should ensure that tables and

chairs are not placed outside the designated area otherwise the Council may revoke the license.

- 4.4 Council will undertake enforcement of the licenced area in the following manor:
- a. Where by routine inspection a breach of the licence is observed the licensee will be given verbal advice that a breach has occurred and be requested to comply to the condition.
 - b. Where a licensee has breached a condition of the license for a second time the licensee will be given a written notice of the breach and advised that a further breach will result in legal action being taken.
 - c. Where a third breach for the same issue has occurred legal action is to be commenced in accordance with the enforcement provisions of the local law.

Definitions and abbreviations

Nil.

Responsibility and review information	
Responsible officer:	Manager Strategic Planning
Document adoption/approval details	15 June 1998
Document amendment details	25 August 2021 – FPOL2108-10
Next review date	25 August 2025



Cat Management Local Law 2020

(Consolidated with amendments adopted on: 22
June 2022 and 28 June 2023)

fremantle.wa.gov.au

City of Fremantle consolidated Cat Management Local Law (June 2023)



Local Government Act 1995
City of Fremantle

Cat Management Local Law 2020

(Consolidated with amendments adopted on: 22 June 2022 and 28 June 2023)

Under the powers conferred by the *Cat Act 2011*, the *Local Government Act 1995* and by all other powers enabling it, the Council of the City of Fremantle resolved on Wednesday 13 May 2020 to make the following local law.

PART 1 – PRELIMINARY

1.1 Citation

This local law may be cited as the City of Fremantle *Cat Management Local Law 2020*.

1.2 Commencement

This local law comes into operation 14 days after the date of its publication in the Government Gazette.

1.3 Application

This local law applies throughout the district.

1.4 Definitions

In this local law unless the context otherwise requires –

Act means the *Cat Act 2011*;

applicant means the occupier of the premises who makes an application for a permit under this local law;

authorised person means a person authorised by the local government to perform the functions conferred on an authorised person under this local law;

cat prohibited area means the land –

(a) described in Schedule 3;

cat management facility means –

(a) a facility operated by a local government that is, or may be, used for keeping cats;

(b) a facility for keeping cats that is operated by a person or body prescribed; or

(c) a facility for keeping cats that is operated by a person or body approved in writing by a local government;

cattery means any premises where more than 3 cats are kept, bred, boarded, housed or trained temporarily, whether for profit or otherwise, and where the occupier of the premises is not the ordinary owner of the cats;

CEO means the Chief Executive Officer of the local government;

City of Fremantle consolidated Cat Management Local Law (June 2023)



district means the district of the local government;

local government means the City of Fremantle;

nuisance means—

- (a) an activity or condition which is harmful or annoying and which gives rise to legal liability in the tort of public or private nuisance at law;
- (b) an unreasonable interference with the use and enjoyment of a person of his or her ownership or occupation of land;
- (c) interference which causes material damage to land or other property on the land affected by the interference;

owner has the meaning given to it in the Act;

permit means a permit issued by the local government under Part 3;

permit holder means a person who holds a valid permit under Part 3;

premises includes the following –

land (whether or not vacant);

the whole or part of a building or structure (whether of a permanent or temporary nature); and

a vehicle;

RSPCA means the Royal Society for the Prevention of Cruelty to Animals (Inc) of Western Australia;

Schedule means a schedule to this local law;

Scheme means a planning scheme of the local government made by it under the *Planning and Development Act 2005* and its antecedents; and

Veterinarian means a registered veterinary surgeon as defined in section 2 of the *Veterinary Surgeons Act 1960*

City of Fremantle consolidated Cat Management Local Law (June 2023)



PART 2 – CAT CONTROL

2.1 Cat prohibited areas

- (1) A cat shall not be in the places specified in Schedule 3 at any time, whether or not under effective control.
- (2) If a cat is in a cat prohibited area in contravention of subclause (1), then the owner of the cat commits an offence unless the owner of the cat has first obtained written authorisation from the local government.

2.2 Cat not to be a nuisance

- (1) An owner shall not allow a cat to be or create a nuisance.
- (2) Where in the opinion of an authorised person, a cat is creating a nuisance, the local government may give written notice to the owner of the cat requiring that person to abate the nuisance.
- (3) When a nuisance has occurred and a notice to abate the nuisance is given, the notice remains in force for the period specified by the local government in the notice which shall not exceed 28 days.

PART 3 – PERMITS FOR KEEPING CATS

3.1 Interpretation

In this part, and for the purposes of applying the definition of 'cattery', cat does not include a cat less than 6 months old.

3.2 Cats for which a permit is required

- (1) Subject to subclause (2) a person is required to have a permit to –
 - (a) keep more than 3 cats on any premises; or
 - (b) use any premises as a cattery or cat management facility.
- (2) A permit is not required under subclause (1) if the premises concerned are –
 - (a) a refuge of the RSPCA
 - (b) a cat management facility which has been approved by the local government;
 - (c) a veterinary surgery.

City of Fremantle consolidated Cat Management Local Law (June 2023)



3.3 Application for permit

An application for a permit under clause 3.2 shall be –

- (a) made in writing by an occupier of the premises in relation to those premises;
- (b) in a form approved by the local government, describing and specifying the number of cats to be kept on the premises;
- (c) accompanied by a brief reason and justification for the request;
- (d) accompanied by the plans of the premises to which the application relates in the form determined by the local government from time to time;
- (e) accompanied by the consent in writing of the owner of the premises where the occupier is not the owner of the premises to which the application relates; and
- (f) accompanied by the application fee for the permit determined by the local government from time to time.

3.4 Refusal to determine application

The local government may refuse to determine an application for a permit if it is not made in accordance with clause 3.3.

3.5 Factors relevant to the determination of application

- (1) In determining an application for a permit the local government may have regard to –
 - (a) the reasons and justification provided for the request;
 - (b) the physical suitability of the premises for the proposed use;
 - (c) the suitability of the zoning of the premises under any Scheme which applies to the premises for the proposed use;
 - (d) the environmental sensitivity and general nature of the location surrounding the premises for the proposed use;
 - (e) the structural suitability of any enclosure in which any cat is to be kept;
 - (f) the likelihood of a cat causing nuisance, inconvenience, or annoyance to the occupiers of adjoining land;
 - (g) the likely effect on the amenity of the surrounding area of the proposed use;
 - (h) the likely effect on the local environment including any pollution or other environmental damage, which may be caused by the use;
 - (i) any submissions received under subclause (2) within the time specified in subclause (2); and
 - (j) such other factors which the local government may consider to be relevant in the circumstances of the particular case.

City of Fremantle consolidated Cat Management Local Law (June 2023)



- (2) The local government may require an applicant to –
 - (a) consult with nearby landowners; or
 - (b) advise nearby landowners that they may make submissions to the local government on the application for a permit within 14 days of receiving that advice, before determining the application for the permit.
- (3) The local government may specify the extent of consultation with nearby residents, as specified in subclause 3.5(2)(a) and may specify which properties should be consulted.

3.6 Decision on application

- (1) The local government may –
 - (a) approve an application for a permit as it was submitted, in which case it shall approve it subject to the conditions in clause 3.7 and may approve it subject to any other conditions it sees fit;
 - (b) approve an application but specify an alternative number of cats permitted to be housed at the address; or
 - (c) refuse to approve an application for a permit.
- (2) If the local government approves an application under subclause (1), then it shall issue a permit to the applicant in the form determined by the CEO.
- (3) If the local government refuses to approve an application under subclause (1) then it shall advise the applicant accordingly in writing.

3.7 Conditions

- (1) Every permit is issued subject to the following conditions –
 - (a) each cat kept on the premises to which the permit relates shall comply with the requirements of the Act;
 - (b) each cat shall be contained on the premises unless under the effective control of a person;
 - (c) the permit holder will provide adequate space for the exercise of the cats;
 - (d) the premises shall be maintained in good order and in a clean and sanitary condition; and
 - (e) those conditions contained in Schedule 1.
- (2) In addition to the conditions in subclause (1) of this clause, a permit may be issued subject to other conditions, as the local government considers appropriate.

City of Fremantle consolidated Cat Management Local Law (June 2023)



3.8 Compliance with conditions of permit

A permit holder shall comply with each condition of a permit.

3.9 Duration of a permit

Unless otherwise specified in a condition on a permit, a permit commences on the date of issue and expires –

- (a) if it is revoked; or
- (b) if the permit holder ceases to reside at the premises to which the permit relates.

3.10 Revocation

The local government may revoke a permit if the permit holder fails to observe any provision of this local law or a condition of a permit.

3.11 Permit not transferable

A permit is not transferrable either in relation to the permit holder or the premises.

3.12 Permit to be kept at premises and available for view

- (1) A permit issued by the local government shall be kept at the premises to which it applies and shall be provided to an authorised person on demand.
- (2) In the case of a registered cattery or cat management facility, the permit shall be displayed in a prominent place within the premises.

PART 4 – OFFENCES AND PENALTIES

4.1 Serving of infringement notices

An infringement notice served under section 62 of the Act or this local law may be given to a person—

- (a) personally;
- (b) by registered mail addressed to the person; or
- (c) by leaving it for the person at her or his address.

4.2 Objections and Appeals

Any person who is aggrieved by the conditions imposed in relation to a permit, the revocation of a permit, or by the refusal of the local government to grant a permit may object or appeal against the decision under Division 1 of Part 9 of the Local Government Act 1995.

City of Fremantle consolidated Cat Management Local Law (June 2023)



4.3 General offence and penalty provisions

- (1) Any person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.
- (2) An offence against any provision of this local law is a prescribed offence for the purposes of Section 84 of the Act.
- (3) Unless otherwise specified, any person who commits an offence under this local law is liable on conviction, to a penalty not exceeding \$5,000, and if the offence is of a continuing nature, to a further penalty not exceeding a fine of \$500 in respect of each day or part of a day during which the offence has continued.
- (4) The amount appearing in the final column of Schedule 2 directly opposite an offence described in that Schedule, is the modified penalty for that offence.
- (5) Where an authorised person has reason to believe that a person has committed an offence under this local law in respect of which a modified penalty may be imposed, he or she may issue to that person a notice in the form of Form 6 of Schedule 1 of the Cat Regulations 2012.
- (6) Whether or not the modified penalty has been paid, an authorised person may withdraw an infringement notice by sending a notice in the form of Form 7 of Schedule 1 of the Cat Regulations 2012 to the person named in the infringement notice.
- (7) A penalty for an offence against this local law may be recovered by the local government taking proceedings against the alleged offender in a Magistrate's Court.
- (8) The local government shall cause to be kept adequate records of all infringement notices given, and all modified penalties paid under this local law.

4.4 Defence

It is a defence to a charge of an offence of contravening clause 3.2(1), if the owner charged satisfies the court that at the material time some other person (whom he or she shall identify) over the age of 18 years was the owner of the cat(s).

4.5 Forms

- (1) The issue of infringement notices, their withdrawal and the payment of modified penalties are dealt with in Part 4, Division 4 of the Act.
- (2) An infringement notice in respect of an offence against this local law may be given under Section 62 of the Act and is to be in the form of Schedule 1, Form 6 of the Cat Regulations 2012.
- (3) A notice sent under Section 65 of the Act withdrawing an infringement notice is to be in the form of Schedule 1, Form 7 of the Cat Regulations 2012.

City of Fremantle consolidated Cat Management Local Law (June 2023)



SCHEDULE 1

ADDITIONAL CONDITIONS APPLICABLE TO PARTICULAR PERMITS

[Clause 3.7]

A. Permit to keep more than 3 cats

Additional conditions:

- (1) In the case of a grouped dwelling where there is no suitable dividing fence or multiple dwellings on the same level, the written consent to the application for a permit of the occupier of the adjoining dwellings has been obtained.
- (2) Without the consent of the local government, the permit holder will not substitute or replace any cat that is the subject of a permit once that cat –
 - (a) dies; or
 - (b) is permanently removed from the premises.

B. Permit to use premises as a Cattery or Cat Management Facility

Additional conditions:

- (1) All building enclosures must be structurally sound, have impervious flooring, be well lit and ventilated and otherwise comply with all legislative requirements.
- (2) There is to be a feed room, wash area, isolation cages and maternity section.
- (3) Materials used in structures are to be approved by the local government.
- (4) The internal surfaces of walls are, where possible, to be smooth, free from cracks, crevices and other defects.
- (5) All fixtures, fittings and appliances are to be capable of being easily cleaned, resistant to corrosion and constructed to prevent the harbourage of vermin.
- (6) Washing basins with a minimum of running cold water are to be available to the satisfaction of the local government.
- (7) The maximum number of cats to be kept on the premises stated on the permit is not to be exceeded.
- (8) A register is to be kept recording in respect of each cat the –
 - (a) date of admission;
 - (b) date of departure;
 - (c) breed, age, colour and sex; and
 - (d) name and residential address of the owner.
- (9) The register is to be made available for inspection on the request of an authorised person.

City of Fremantle consolidated Cat Management Local Law (June 2023)



- (10) Enclosures are to be thoroughly cleaned each day and disinfected at least once a week to minimise disease.
- (11) Any sick or ailing cat is to be removed from the premises or transferred to an isolation cage separated from other cats kept on the premises.
- (12) Any other matter which in the opinion of the local government is deemed necessary for the health and wellbeing of any cat, or person, or adjoining premises or the amenity of the area (or any part thereof).

City of Fremantle consolidated Cat Management Local Law (June 2023)



SCHEDULE 2
Prescribed offences

[Clause 4.3]

Item No.	Clause No.	Nature of Offence	Modified Penalty
1	2.1	Cat in prohibited area	\$200
2	2.2	Cat causing a nuisance	\$200
3	3.2	Failure of a person to hold a permit when required	\$200
4	3.8	Breach of a condition of a permit	\$200

City of Fremantle consolidated Cat Management Local Law (June 2023)



SCHEDULE 3

CAT PROHIBITED AREAS

[Clause 2.1]

Places where cats are prohibited –

#	Common Name	Location
1	Alfred Park	Alfred Rd, North Fremantle
2	Bathers Beach Reserve/ Arthur Head Reserve	Phillimore St, Fremantle
3	Beach Reserve	Beach St, Fremantle
4	Beacy Park	McCleery St, Beaconsfield
5	Booyeembara Park	80 Montreal St, Fremantle
6	Bruce Lee Reserve	South St, Beaconsfield
7	Burford Reserve 1	1 Burford Pl, North Fremantle
8	Burford Reserve 2	17 Burford Pl, North Fremantle
9	Cantonment Hill Reserve	Queen Victoria St, Fremantle
10	Collick Reserve	Collick St, Hilton
11	Coral Park	Coral St, South Fremantle
12	Cypress Hill	64 Harvest Rd, North Fremantle
13	Cypress Hill POS	6 Cypress Ln, North Fremantle
14	Davies Reserve	Amherst St, White Gum Valley
15	Davis Park	Edgar Ct, Beaconsfield
16	Douglas Park	Douglas St, Fremantle
17	Dublin PAW	The Cutting, North Fremantle
18	East Street Jetty	Beach St, Fremantle
19	Edmund Reserve	Edmund St, Fremantle
20	Edwards College Reserve	College Cnr, O'connor
21	Everybody's Park	Jackson St, North Fremantle
22	Florence Park	Marine Terrace, South Fremantle
23	Frank Gibson Park (G)	Forrest St, Fremantle
24	Fremantle Oval	Ellen St, Fremantle
25	Fremantle Park	4 Ellen St, Fremantle
26	Fremantle Primary School Park	19 Brennan St, Fremantle
27	Fremantle Public Golf Courses	Montreal St, Fremantle
28	Gilbert Fraser Reserve	21 John St, North Fremantle

11/13

City of Fremantle consolidated Cat Management Local Law (June 2023)



29	Gold Park	19 Francisco St, South Fremantle
30	Gordon Dedman Park	6 Thompson Rd, North Fremantle
31	Griffiths Park	Nicholas Cr, Hilton
32	Grigg Park	Snook Cr, Hilton
33	Harvey Beach	Harvest Rd, North Fremantle
34	Hicks Park	Hicks St, North Fremantle
35	Hilton Park	311 Carrington St, Beaconsfield
36	Hines Park	Hines Rd, O'Connor
37	Holland Park	Holland St, Fremantle
38	Hollis Park	South Beach Promenade, South Fremantle
39	Horrie Long Reserve	Forrest St, Fremantle
40	Jarvis Park	30 Jarvis St, O'Connor
41	Knutsford Reserve	Knutsford St, Fremantle
42	Leighton Beach	14 Leighton Beach Bvd, North Fremantle
43	Leighton Beach Reserve	Port Beach Road, North Fremantle
44	Leighton Park 1	1 Leighton Beach Bvd, North Fremantle
45	Leighton Park 2	25 Leighton Beach Bvd, North Fremantle
46	Lillydale Park	Dale St, South Fremantle
47	Lookout Park	12 College Cnr, O'connor
48	McCabe Park	16 Harvest Rd, North Fremantle
49	Mills and Wares Park	17 Jenkin St, South Fremantle
50	Minilya Park	10 Minilya Av, White Gum Valley
51	Monument Hill Memorial Reserve	249 High St, Fremantle
52	Moorni Boorn Park	32 Paget St, Hilton
53	Naylor Reserve	18 Naylor St, Beaconsfield
54	North Fremantle Foreshore Reserve	Johannah St, North Fremantle
55	Parmelia Park	50 Commercial St, South Fremantle
56	Peace Grove	311 Carrington St, Beaconsfield
57	Pensioner Guard Park	21 Pensioner Guard Rd, North Fremantle
58	Petterson Reserve	Petterson Ave, Samson
59	Phillimore Gardens	Phillimore St, Fremantle
60	Pioneer Reserve	1 Short St, Fremantle
61	Plane Tree Reserve	Bayleaf Rtt, O'connor
62	Point Direction Reserve	431 Harvest Rd, North Fremantle

City of Fremantle consolidated Cat Management Local Law (June 2023)



63	Port Beach reserve	Port Beach Road, North Fremantle
64	Prawn Bay	Johanna St, North Fremantle
65	Princess May Park	92 Adelaide St, Fremantle
66	Queens Square	High St, Fremantle
67	Railway Reserve	28 Phillimore St, Fremantle
68	Rocky Bay Reserve	Rule St, North Fremantle
69	Royal Fremantle Golf Course	359 High Street, Fremantle
70	Rule Park	36 Rule St, North Fremantle
71	S.E.W. Park	465 Thompson Rd, North Fremantle
72	Salentina Ridge POS	11 Moran St, Beaconsfield
73	Sardelic Park	30 Butterworth Pl, Beaconsfield
74	Signal Station Reserve	4 Burt St, Fremantle
75	Sir Frederick Samson Park	McCombe Av, Samson
76	Soroptimist Rose Garden	High St, Fremantle
77	Sorrell Park	483 Bruce St, North Fremantle
78	Sorrell Park	Doepel St, North Fremantle
79	Sorrell Park	482 Bruce St, North Fremantle
80	South Beach Reserve	Ocean Dr, South Fremantle
81	South Beach	Ocean Rd, South Fremantle
82	South Beach Promenade	South Beach Pde, South Fremantle
83	Stevens Reserve	1532 Stevens St, Fremantle
84	Tangney Reserve	Tangney Crescent, Samson
85	The Esplanade Reserve	45 Marine Tce, Fremantle
86	Tuckfield Oval	70 Tuckfield St, Fremantle
87	Tyrone Reserve	Tyrone St, North Fremantle
88	Un-named park	2 Nanine Av, White Gum Valley
89	Valley Park	26 Mulberry Farm Lane, White Gum Valley
90	Virginia Ryan Park	Watkins St, Fremantle
91	Walyalup Koort	3 Adelaide St, Fremantle
92	War Memorial Park	Harvest Rd, North Fremantle
93	Westmeath Park	Westmeath St, North Fremantle
94	Wilson Park	South Tce, South Fremantle

Corporate Report

1 July 2025 to 30 June 2026



Corporate Report

The content contained within this report is for the purpose of reporting to the community.
The period of this report is for 1 July 2025 to 30 June 2026.

Contents

About the Corporate Plan	1
Our vision for Fremantle	2
Our progress	3
Liveable City	3
Thriving City	9
Creative City	12
Resilient City	15
Inclusive City	23

About the Corporate 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. Services and projects are delivered through a commitment to our organisational vision, mission and values which guide the City’s purpose and how we operate as an organisation to deliver on Council’s vision for the community.

Strong reputation, stronger future

We are for the community.

Our Corporate vision and mission are underpinned by a set of values that guides our decision making to ensure accountability in all that we do.

Collaboration

We are stronger and better working together.

Integrity

By doing it right and doing it well, we are accountable and deliver on the trust placed in us.

Inclusive

We value and welcome everyone to a culture which is fulfilling and brings us a sense of enjoyment.

Making a difference

We adapt, learn, and grow through curious thinking and courageous action.

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. The diagram below outlines the City's integrated planning framework.

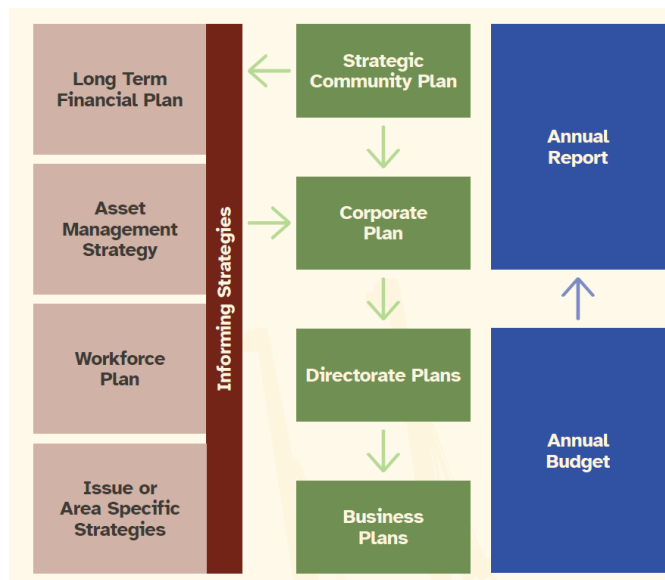


Figure 1: Integrated planning and reporting framework

Our vision for Fremantle

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.

The Corporate Plan activates the commitments made in the Strategic Community Plan by aligning the community aspirations to actions which are delivered within available resources.

The Corporate Plan outlines the services, projects, and initiatives we plan to deliver over the coming four years to achieve or work towards the outcomes in the Strategic Community Plan 2024–34.

Our progress

The following section of this report demonstrates how the City is delivering on its services and projects published in the Corporate Plan 2025-29 during the financial year unless otherwise specified.

Liveable City

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

Services	Service highlights
City Design	Refer to projects and initiatives listed below.
Planning Services	The City approved 438 development applications, representing \$308.8 of development investment across the local government area.
Building Services	Refer to projects and initiatives listed below.
Engineering and civil construction	Refer to projects and initiatives listed below.
Parks and landscape management	- The City provided 8,000 subsidised plants to the community through the Verge Garden Program. - The City managed its groundwater use within the annual groundwater allocation licence. During winter, irrigation systems are shut down and operated only for testing and maintenance purposes. - More than 960 trees were planted in 2026 to contribute towards increasing the City's Urban Forest canopy coverage from 13% to 20%.
Natural Area Management	- The City planted 4,280 plants through operational programs and 1,100 plants through a staff planting day to support the regenerate and conservation of natural areas. - The community planted 10,915 plants through eight Friends of Planting days and 2,186 plants through six school planting days.
Recreation Services	- The Fremantle Leisure Centre welcomed 421,143 visitors during the financial year. This represented a 24% decrease compared with the previous financial year and was largely attributed to extended maintenance related closures. - Samson Recreation Centre achieved an 84% occupancy rate. - The Fremantle Leisure Centre Health and Fitness Centre experience significant growth during the year. Fitness Passport usage increased by 49%, reaching 15,760 visits. Personal training sessions also increased by 49%, while casual gym entries increased by 34%.

Project and initiatives

What we plan to deliver	Directorate	2025-26 budget	Progress
Fremantle Oval redevelopment	Planning	\$737k	Plan the development of the Fremantle Oval precinct to achieve integrated sports, community, and mixed-use outcome. An advanced business case was finalised and prepared for Council consideration in July 2026.
Integrated Transport Strategy 2025-35	Planning	\$10k	- The City engaged with State Government agencies, including the Department of Transport. - A draft Integrated Transport Strategy was partly completed and will be finalised next financial year.
Bike Plan 2025-30	Planning	✓	- Engagement continued with the Community Reference Group and key stakeholders, including WestCycle and DTMI-Urban Mobility Unit. - A draft Bike Plan was commenced and is partially complete. - Engagement with stakeholders and the Project Control Group helped define implementation priorities for 2026-27 and informed State Government funding for cycling and amenity improvements.
Local Planning Strategy	Planning	✓	The Western Australian Planning Committee endorsed the Local Planning Strategy.
Planning Policy Review	Planning	✓	- At the beginning of 2025, the City had 83 active policies, all of which required review. - As of 30 June 2026, the number of active policies has been reduced to 38. - A total of 56 policies were revoked, consolidated, or amended, and 13 were reviewed and updated. - Fourteen policies remain under review or are yet to be referred to Council.
Planning Scheme No.5	Planning	✓	- The review of Planning Scheme No. 5 progressed with preparation of the first draft underway. - Planning Framework Committee workshops continued throughout the reporting period. - Informal community consultation was completed, and the outcomes will be reported to the committee.
City Plan – CBD	Planning	✓	The City Centre Report was endorsed by Council in August 2025 and launched in September 2025.

What we plan to deliver	Directorate	2025-26 budget	Progress
City Plan – North Fremantle	Planning	✓	- Community engagement was undertaken to inform the development of the North Fremantle City Plan. - A transport planning consultancy was engaged, and stakeholder meetings continued with State Government agencies and development industry.
Booyeembara Park	Infrastructure/ City Business	\$3.21m	The Booyeembara Park masterplan will set the foundation for the following works: integration with LaunchPad building, olive grove, basketball court, wetland/billabong, renewals to the playground, skatepark, amphitheatre, and the storytelling circle. 2025-26 will provide the financial contribution toward Launchpad facility. - Construction of the Launchpad facilities commenced, with a ground-breaking ceremony held on 23 April 2026. - Site contamination remediation was complete. - The facility remains on track to become operational by March 2027. - The City continued to develop the Booyeembara Park Master Plan in collaboration with the Reference Group and undertook community and stakeholder engagement to inform the final plan.
Hilton Park	Infrastructure	\$2.73m	Integrated works across Hilton Park to encourage sports and community activities whilst establishing ecological restoration and cultural recognition through native planting and an interpretive cultural shelter co-designed with Whadjuk Elders to honour Whadjuk culture. Current projects Brad Hardie Changerooms upgrade – The project was approved to proceed, and a pre-start meeting was held. Demolition is scheduled to commence in July 2026. Ken Allen Reserve Sports lighting upgrade – Field relocation works commenced during the reporting period and will continue into the 2026/27 financial year. Northern Zone Projects Thriving Suburbs – The expression of interest process was complete. A Request for Tender is scheduled for release in July 2026, with contract award anticipated in September 2026.
Samson Park	Infrastructure	\$1m	The Sir Frederick Samson Park Master Plan and Management Plan will set the foundations for upgrade, renewal and conservation works at Samson Park. Current projects Seasonal wetland, boardwalks

What we plan to deliver	Directorate	2025-26 budget	Progress
			Completed projects • Parking and path improvements • Community engagement and concept design
South Beach	Infrastructure	\$478k	The South Beach Place Plan guides the delivery of future services, programmes and infrastructure. Asset renewal projects will be designed and constructed to contribute to these outcomes. Current projects • South Beach Dog Beach amenities, accessibility, and landscape upgrades – the City has accepted grant funding for the project, and planning and design activities commenced during the reporting period. Completed projects • Design and construct changerooms. • Additional parking.
Stevens Reserve	Infrastructure	\$500k	• The City continued to work with sporting clubs to progress project planning and funding arrangements for the delivery floodlighting at Stevens Reserve. • Development of the Request for Tender documentation progressed during the reporting period.
Green Linkage Projects	Infrastructure	\$524k	The City planted more than 30,000 plants through the Green Linkage Projects program and the 2026 winter planting program.
Tree Planting	Infrastructure	\$429k	• This annual tree planting program supported delivery of the Urban Forest Plan. • The program targeted the planting of 900 trees, with approximately 800 trees planted during the reporting period. • Eleven West End tree locations identified and submitted for heritage approval.
Program – Playgrounds	Infrastructure	\$770k	Playground upgrades, influenced by community engagement, for Virginia Ryan Park, Horrie Long Park and Plane Tree Grove Park. Current projects • Virginia Ryan Park – completion scheduled for July 2026. Completed projects • Salentina Ridge

What we plan to deliver	Directorate	2025-26 budget	Progress
			• Parmelia Park • Horrie Long Reserve • Plane Tree Grove
Road Safety	Infrastructure	\$1.7m	This program reviews traffic data and conducts road safety audits as well as the delivery of the following projects which are currently being scoped and programmed. Current projects • Parry / Queen Vic intersection – Design development progressed and will be presented to Council, with construction programmed for 27/28 following completion of the bridge closure works. • Black Spot – Stevens and Amherst St roundabout – detailed planning progressed, with delivery planned for 26/27. Completed projects • Hilton Precinct 40km/h Speed Zone Trial • Douro Rd Rehabilitation (Marine Tce to South Tce) • Wray Ave (South Tce to Hampton Rd) • South St (South Tce to Hampton Rd) • Carrington St (between South St & Lefroy Rd) • Low-cost urban road safety upgrades ○ Horrie Long Reserve ○ Stevens Reserve ○ Wombat crossing on Forrest St) ○ Stevens St (Montreal St to Carrington St)
Douro Road Traffic Calming	Infrastructure	\$400k	• The Douro Road Traffic Calming project progressed during the reporting period, with the majority of works completed. • Remaining retaining wall realignment works will be completed in the 26/27 financial year.
Fremantle Leisure Centre – Gym Extension	Infrastructure	\$200k	• The Fremantle Leisure Centre Gym Extension project commenced on site in June 2026. • Construction was progressing as scheduled with practical completion anticipated in July 2026.
Bathers Beach – Safe Swimming Area	Infrastructure	\$224k	Project complete.

What we plan to deliver	Directorate	2025-26 budget	Progress
Community Sporting Reserve Plan (CSRP) – Feasibility Studies	Creative Arts and Community	\$50k	The Community Sporting Reserve Plan Feasibility Studies project identified strategic opportunities to enhance sport and recreation across the City. • Strategic recommendations were incorporated into operational planning and project development processes. • The project informed further research to support the delivery of new and upgrade sport and recreation infrastructure. • Early outcomes indicate the project is contributing to ongoing improvements to community sport and recreation facilities and supporting the City's long-term infrastructure planning objectives.

Thriving City

A thriving city with a prosperous and innovative economy.

Services	Comments
Commercial Services	A total of 36 contracts valued at more than \$150,000 were awarded with a combined contract value of \$35,380,000.
Economic Services	Event support - The City provided more than \$120,000 in cash sponsorship and \$156,000 in in-kind support. These contributions supported a range of events, including cultural, sports, food and wine, music festival, and major sporting events, including Sail GP 2026, the Ocean Alley Concert, existing three-year sponsorship agreements established in 2024/25, the Community Music Series, and Fremantle Sailing Club Match Racing. - Four major events were held in the City the financial year: Beerfest 2025, Sail GP 2026, Nick Cave Wild God Tour, and the Ocean Alley Concert. Collectively, these events attracted more than 46,000 attendees and generated an estimated economic impact of more than \$5.59million. Facility and reserve usage - During the financial year there were 4,594 facility and reserve bookings across the City's facilities and reserves, generating \$142,800 in revenue. Combined utilisation exceeded 52,300 hours, with \$22,900 provided through approved fee waivers. - The City received 68 film applications., including 4 major productions. These generated just over \$45,000 in fees, with \$53,500 waived, and delivered an estimated \$697,000 in economic impact. Student filming applications also increased following the introduction of free student permits. Economy and Tourism - Local spend within the City of Fremantle reached \$1.81 billion, representing an increase of 3.32% compared to the same period in 2024/25. - Visitors spend reached \$1.41 billion, accounting for 78% of the local economy, and increased by 3.3% compared to the same period in 2024/25. This result demonstrates significant contribution of visitation to the local economy. City Centre tenancy and vacancy - City Centre ground floor vacancy was 17.2%, a decrease of 0.5% from 2024. - The city centre business mix comprised 17% vacant premises, 24% hospitality, 24% retail, 19% services, 3.2% accommodation, and 12% office space.
Visitor Services	The Visitor Information Centre welcomed 142,146 visitors during the financial year.
Cleansing Services	Between January to June 2026 the Cleansing Services completed 83% of scheduled street cleansing works, including sweeping, scrubbing and high-pressure cleaning, across the City. During the same period, the service received 232 customer requests with 100% completed within two business days.

Project and initiatives

What we plan to deliver	Directorate	2025-26 budget	Progress
Walyalup Civic Centre – Commercial Tenancy Fitout	Infrastructure	\$1.6m	Commercial fit out works to support tenancy of the third floor. Completed projects • HVAC fitout • Commercial tenancy construction
Bridge Closure Initiatives	City Business		The City delivered a comprehensive business support and destination marketing response to assist businesses impacted by the Fremantle Traffic Bridge closure. Key achievements include- • Procured and appointed a specialist marketing agency through the City's tender process. • Developed and launched the Small Business Marketing Grant Program. • Received more than 100 applications and awarded grants to 50 businesses across the retail, hospitality, tourism, and live music sectors.
Destination Marketing Program	City Business	✓	The Destination Marketing Program delivered a range of initiatives to support visitation, local business activity and economic development. Highlights include- • Delivered and promoted the Christmas retail campaign, reaching more than 335,000 people. • Delivered the Your Next Holiday campaign to encourage local and regional visitation and staycations in Fremantle. • Launched the 50 Ways to Freo campaign. • Delivered the Small Business Marketing Grant Program, including a second funding round to support businesses affected by the bridge closure. More than 100 applications were received during the first round. • Delivered destination marketing initiatives in collaboration with North Fremantle businesses affected by the bridge closure. • Continued destination activation initiatives, including the Catch of the Month photography competition and the 50 Free Scoops campaign, encouraging visitation and engagement with local businesses.

What we plan to deliver	Directorate	2025-26 budget	Progress
			Delivered seasonal and event-based promotional campaigns including Mother's Day and summer visitation campaigns.
Events and Activations School holiday activations and Sail GP 2026	City Business	✓	Deliver engaging events and activations, including school holiday programs and major events such as SailGP, which enhance Fremantle's vibrancy, attract diverse audiences, and increase visitation. - School holiday activations and SailGP 2026 attracted more than 19,500 attendees. - These activities generated a combined economic estimated economic impact of more than \$1.08million. - The July school holiday program achieved the strongest results, including a 10% increase in parking revenue. - October and December activations also generated strong visitation and economic returns, contributing to city-wide vibrancy and business activity. - No Easter school holiday activation was delivered to avoid conflict with the FISAF event.
Economic Development Initiatives	City Business	✓	Drive Fremantle's economic growth by supporting business attraction, investment, and innovation, fostering strategic partnerships, and enhancing the city's position as a resilient city for a range of industries. - Provided investor and stakeholder support through the City's Investor Concierge Service. - Established a partnership between Just Start IT and Seton College to advance innovation initiatives, providing opportunities for young people to develop entrepreneurial thinking, digital skills and industry connections. - Supported local entrepreneurship through grant funding for the Curtin Ignition program, enabling people living or working in Fremantle to participate in one of Australia's leading business and innovation programs. - Successfully secured West Tech Fest, Western Australia's premier technology and innovation festival, for Fremantle across the next three years (2026, 2027, and 2028).

Creative City

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

Services	Comments
Arts	The City's 20 artist studios maintained 100% occupancy throughout the reporting period and were utilised by 24 artists.
	City managed galleries
	A total of 24 exhibitions were held, supporting 365 artists, attracting 68,407 visitors, and generating an estimated \$4.45 million in economic benefit to the City.
	City art collection
	- Five artworks by Western Australian artists were acquired for the City of Fremantle Collection during the reporting period. One artwork was acquired through the 47th Walyalup Fremantle Arts Centre Print Award, while a significant artwork by renowned Noongar artist Julie Dowling was generously donated to the collection by a local collector. - The Theo Koning: Collection exhibition, which celebrated the City's extensive art collection, attracted more than 15,000 visitors. A City-produced and State Government-funded exhibition catalogue, featuring essays written by Western Australian writers, was published to accompany the exhibition and sold 304 copies. This outcome demonstrated strong community interest in both the exhibition and the City's significant cultural collection.
	Festivals
	Through festivals program and the Walyalup Fremantle Arts Centre, the City hosted 107 events, attracting 267,565 attendees and generating \$17.93million in economic benefit to the City.

Project and initiatives

What we plan to deliver	Directorate	2025-26 budget	Progress
Arts Centre Creative Hub	Creative Arts and Community	\$1.15m	The Arts Centre Creative Hub project progressed during the reporting period, with internal fit out works continuing. - Specialist audiovisual infrastructure and data cabling were advanced. - Planning for the delivery of external walkway works progressed.
Walyalup Koort Public Realm and Artwork (KBN)	Infrastructure / Creative Arts and Community	\$950k	Minor preliminary works and investigative activities progressed during the reporting period. Amendments to the Public Realm Design were completed to accommodate the KBN artwork, and Council approval was obtained for the revised design. Upon execution of the KBN contract, a technical consultancy team will be engaged to undertake the detailed design and documentation of both the Public Realm and artwork components. Despite delays in contract execution, the project remains on schedule for completion by September 2027.
Fremantle Biennale	Creative Arts and Community	\$110k	The Fremantle Biennale was delivered from 13 to 30 November 2025. - The program engaged 284 artists and attracted 60,157 visitors. - The Biennale contributed to Fremantle's cultural vibrancy and visitor economy through a diverse program of contemporary art activities.
Street Arts Festival	Creative Arts and Community	✓	- The Fremantle International Street Arts Festival (FISAF) 2026 was successfully delivered from 3 to 6 April 2026. - Attendance exceeded expectations, generating strong community participation and visitation to the city.
Hidden Treasures	Creative Arts and Community	✓	Hidden Treasures was delivered in June 2026 across five community partner venues, supporting 78 artists and attracting an audience of 950.
Heritage Festival	Creative Arts and Community	✓	Heritage Festival was delivered through April and May 2026 in partnership with six community organisations, attracting 2,556 attendees.
10 Nights in Port	Creative Arts and Community	✓	The 2025 10 Nights in Port festival was delivered from 7 to 17 August 2026. - A total of 46 shows and events were presented across 11 venues and public spaces throughout the city. 19 events sold out. - Total attendance reached 8,683 including. 5,733 attendees and free events; and 2,950 attendees and ticketed events.

What we plan to deliver	Directorate	2025-26 budget	Progress
			The festival activated a diverse range of cultural venues and public spaces, contributing to Fremantle's reputation as a vibrant arts and cultural destination.

Resilient City

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

Services	Comments
Social Services	- The Community Support Maps continued to provide information on services available to people in need. Between January to June 2026, the online maps recorded 471 page views and 66 map downloads. The page attracted 73 first timers, demonstrating going community reach and awareness. - A total of \$708.20 was collected from Donate Without Double initiative during the financial year. Positive ageing - Seniors experiencing financial hardship received Ageing Assistance Grants totalling \$9,735. - The Positive Ageing Program delivered 489 activities to 8,195 participants. - Staff attended 44 meetings relating to homelessness and housing, family and domestic violence and social inclusion. These included meetings facilitated by Imagined Futures, the WA Alliance to End Homelessness, Starick, and internal working groups. A total of 31 initiatives were delivered in support of the Walyalup Reconciliation Action Plan (WRAP) 2024–2027. Key achievements include: - NAIDOC Week and National Reconciliation Week activities delivered through the Walyalup Aboriginal Cultural Centre, engaging approximately 500 participants; the Focus: First Nations Films program at Fremantle Arts Centre, attracting approximately 600 attendees across two nights; and the Backyard Truth-Telling Series, which featured 14 Aboriginal storytellers and engaged 150 audience members across three events, alongside workshops and mentoring opportunities for emerging storytellers. - Additional highlights included ChangeFest 2025, which brought together 390 delegates, including Elders and national leaders; cultural tool-making workshops with local school students; and ongoing initiatives to strengthen reconciliation governance and relationships with Whadjuk representatives. Pride event highlights: - More than 7,000 people attended the City's Pride event. The event involved a diverse range of stakeholders, including community and advocacy organisations, local businesses, creative enterprises, entertainment providers, event management services, media representatives, and government representatives. Community groups engaged attendees through outreach and support programs, while local businesses and artisans provided products and interactive experiences. This collaborative approach contributed to a safe, inclusive, and successful community celebration. Youth engagement and participation in City decision making: - Through the ChangeMakers Program, Youth Drop-In sessions, and targeted consultation opportunities, young people provided advice and feedback on City plans, projects, and strategies. - A total of 46 youth engagement activities were delivered, including 16 targeted consultation sessions and approximately 30 Youth Drop-In sessions, providing direct input into City-led projects, plans and strategies.

	Key achievements included the development of youth branding for the City's Youth Channel, delivery of the Booyeembara Park project with the ChangeMakers youth group, development of the Crime and Community Safety Plan, and the delivery of eight play space renewal projects across the City,
Asset Management	- The City received 2,048 maintenance requests and closed 1,931 during the reporting period. - A total of 1,807 metres of footpath upgrades were completed. - The city cleaned 28.7% of drainage systems across suburban areas and 14% of drainage systems within the CBD.
Facilities and Building Management	Refer to projects and initiatives listed below.
Fleet Services	The annual fleet replacement program was completed for the financial year.
Legal Services	The Fremantle Legal Centre supported 769 clients between July 2025 to May 2026. 83% of clients were identified as vulnerable 72% of clients were experiencing family or domestic violence. 83% of clients were considered financially disadvantaged. 5.2% are homeless (40 clients in total) 34% have a disability / mental illness 41% of our clients are aged between 35-49 years of age.
Waste and Resource Recovery Services	- Verge Valet collected 445 tonnes of material and 753 mattresses from 2,661 collections, achieving an 88% resource recovery rate. Customer satisfaction remained high at 90%. - A total of 15,785 tonnes of domestic waste was collected, with 94% diverted from landfill through the kerbside three bin FOGO system with energy recovery, public bins, Containers for Change, verge collections, and the Fremantle Recycling Centre. 2,759 community members participated in waste education initiatives focused on sustainability and waste reduction.

Project and initiatives

What we plan to deliver	Directorate	2025-26 budget	Progress
Sustainability Framework	Planning	✓	The Sustainability Framework is approximately 80% complete, with stakeholder engagement, strategic drafting and executive review completed during the reporting period. - The Framework was developed through cross City collaboration facilitated by the Sustainability Steering Group. - Engagement was undertaken with managers across the organisation and informed by executive input.

What we plan to deliver	Directorate	2025-26 budget	Progress
			Reporting to Council is planned for August 2027.
Emissions Reduction Plan	Planning	\$136k	- The City progressed implementation of priority community emissions reduction initiatives. - Council endorsed priority community emission reduction actions for the 25/26 financial year. - A communications plan and action plan were prepared to support community engagement and implementation of the endorsed actions. - The Life Cycle Assessment tool trial progressed toward implementation, with staff training completed and supporting communication materials, including website content, prepared.
Contaminated Sites	Planning	✓	Extensive document review undertaken and engagement of consultants to determine feasibility of future residential development of South Fremantle Landfill Site, and use of Lefroy Road Quarry site for storage of Fremantle Oval redevelopment spoil.
Heritage Area Reviews	Planning	\$59k	Undertake review of heritage area to list heritage properties, identify contributory places and refine heritage area descriptions and mapping. - The City received draft reports and preliminary data for the Beaconsfield and Central Fremantle-South heritage areas. - Review and assessment of the findings will continue in the next reporting period.
Operations Centre	Infrastructure	\$60k	The Operations Centre project progressed planning and environmental approval activities. - The Request for Quote package for schematic design was finalised. - Environmental approvals progressed following receipt of the Site Management Plan. - The City is reviewing project outcomes and awaiting confirmation of the next steps required to advance the environmental approvals process.
Coastal monitoring	Infrastructure	\$60k	The 2025/26 monitoring program was completed.
North Fremantle Foreshore	Infrastructure	\$100k	North Fremantle foreshore area has several projects to continue the implementation of the North Fremantle Foreshore Management Plan. Current projects Swan River section 18 approval Prawn Bay – Ecological Restoration Phase 2 Completed projects North Fremantle Heritage Trail

What we plan to deliver	Directorate	2025-26 budget	Progress
Fremantle Leisure Centre Pool	Infrastructure	\$663k	The Fremantle Leisure Centre Pool project was completed during the reporting period.
Town Hall Essential Works	Infrastructure	\$1.15m	Project will address building services such as electricity, fire, mechanical, hydraulic, accessibility, structural and heritage conservation. Current projects • Design for essential works
Market St / Collie St – New Public Toilet	Infrastructure	\$1.1m	The Market Street / Collie Street public toilet project was completed during the reporting period.
Old Fire Station – Service Upgrades	Infrastructure	\$410k	• Replacement of the fire alarm system was completed. • Additional service upgrade works were identified and are being investigated for deliver in 26/27 financial year.
Walyalup Civic Centre Drainage	Infrastructure	\$610k	Stage 1 of the Walyalup Civic Centre Drainage project was completed during the reporting period. Stage 2 will commence in the dry seasons during 2026/27.
Program – Roads	Infrastructure	\$2.65m	The road resurfacing program conducts planned maintenance and road upgrades to ensure safe, accessible infrastructure. Completed projects • Queen Street • Collick Street • Hines Road • Nannine Avenue • Leake Street • Nannine Avenue • Nicholas Crescent/Griffith Road roundabout • Queen Street (Cantonment and Elder) • Scott Street • Wray Avenue • Marmion Street • Duoro Road • Carrington Street

What we plan to deliver	Directorate	2025-26 budget	Progress
			• South Street • Swanbourne Street (High and Knutsford) • Watkins Street • York Street • Bellevue Avenue
Program – Buildings	Infrastructure	\$680k	The building renewal program delivers a range of building maintenance and structural upgrades to City buildings. Current projects identified for delivery in 2026/27 and aligned with broader capital works programs • Stevens Reserve electrical compliance works (lot site works) • Victoria Hall Minor Hall roofing works Completed projects • Arts Centre floor structural works • Stevens Reserve building substructure works • Moores Building lighting works • Naval Stores mechanical ventilation works • Westgate Mall roof works • Fremantle Leisure Centre pool earthing works
Program – Footpaths	Infrastructure	\$647k	The footpath renewal program conducts planned maintenance and minor construction ensure safe connections throughout Fremantle. Current projects • Marine Terrace – replacing the concrete with new paving materials was approved by Council on 27 February and will be completed next financial year. Completed projects • Suffolk Street • Nelson Street • Chester Street • Scott Street • Forrest Street – Montreal – Onslow

What we plan to deliver	Directorate	2025-26 budget	Progress
			• Leake Street • Arrundel Street • Walker Street • Lloyd Street • Beard Street • Hale Street • King William Street
Program – Drainage	Infrastructure	\$262k	The drainage renewal program conducts planned maintenance and minor construction on drainage infrastructure. Completed projects • Collick Street (phase 1) • Leake Street • Daly Street • Collick street (phase 2) • Phillimore Street (design) • Minitlya Street (investigation and design)
Program – Irrigation	Infrastructure	\$1.78m	Deliver water efficient irrigation upgrades including bore, cabinet and inground irrigation across the City's parks and ovals. Current projects • Griffiths Park – design complete, works will be undertaken next financial year. • Samson Park – design complete, works will be undertaken next financial year. • Princess May Park – scheduled for 28/29 financial year with adjacent developments. • Gilbert Fraser Tank – design underway, works will be undertaken next financial year. Completed projects • Bruce Lee Oval • Grigg Street Park • Parmelia Park • Virginia Ryan Park

What we plan to deliver	Directorate	2025-26 budget	Progress
Waste Management Action Plan 2025-30	Infrastructure	✓	The State Government is expected to release the reviewed Waste Avoidance and Resource Recovery Strategy 2030 in first quarter 2026/27 following completion of the public consultation process. The City will subsequently commence development of its new Waste Management Plan to align with the revised strategic direction.
Child Safe Organisation Policy and Plan	Creative Arts and Community	\$50k	The Child Safe Organisation Policy and Plan entered the implementation phase, with the project team progressing actions to strengthen child safe practices, governance, and compliance across the organisation. Work will continue in 26/27 to complete implementation of the Plan.
Social Needs Plan	Creative Arts and Community	\$219k	The Fremantle Social Needs Plan 2025-2029 addresses critical social challenges and establishes a coordinated approach to improving outcomes for vulnerable community members with specific focus on housing and homelessness, social inclusion, and family and domestic violence prevention and response. • Library Connect expansion pilot - From 10 March to 24 April 2026, the City trialled an expansion of its established Library Connect partnership with St Patrick's Community Support Centre to the Fremantle Leisure Centre. The pilot provided people experiencing or at risk of homelessness with free access to the facility, supported by an on-site support worker. Participation was lower than anticipated due to limited visibility of the program and the activity-focused nature of the centre's visitor patterns. Findings from the pilot have informed recommendations regarding venue selection and service co-location for future outreach initiatives. • Family & Domestic Violence Prevention Program Pilot - design and evaluation - The City applied for the Department of Communities' Family and Domestic Violence Primary Prevention Grant (\$499,421 over two years) to deliver <i>Towards Prevention in Fremantle</i>. The project will be delivered in partnership with ThirdStory, adapting its <i>This is Manly</i> model, with evaluation support from BCEC at Curtin University and sector support from Starick. Building on two years of local research and stakeholder engagement, the project aims to engage men and boys aged 12 to 25 through a Collaborative Action Team, a Men's Leadership Group, and a community-led prevention campaign to address the gendered drivers of family and domestic violence. • Early development census program - Funded through the Department of Communities' Local Government AEDC Grants Program (\$98,900, June 2024-May 2026), the Early Years project employed a part-time Early Years Community Development Officer to build an evidence base, an Early Years Project Report and to re-establish the Fremantle Early Years Network (FEYN) for the first time since 2011, engaging over 40 stakeholders across 30+ organisations. The project has produced a draft Early Years Plan and a new South West

What we plan to deliver	Directorate	2025-26 budget	Progress
			Metro Early Years regional partnership with Cockburn and Melville, though continuing this coordination beyond the grant period will depend on future resourcing.
Age Friendly Plan 2025-30	Creative Arts and Community	✓	Community engagement undertaken. The final draft Age Friendly Plan will be released for comment in May 2026.

Inclusive City

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

Services	Comments
Community Safety	Community safety responded to • 601 anti-social enquiries and incidents. • 1,141 illegal dumping and street cleaning requests. • 526 reports relating to illegal camping, noise, and rough sleeping. • 262 general dog related complaints, including 135 barking dogs and 347 wandering or found dog reports, 97 dog attacks, and 93 cat related complaints. • 578 CCTV footage review requests.
Community Engagement	The City promoted 34 community engagement projects, including Community Safety and Crime Prevention, the Public Art Strategy, Samson Park Masterplan, City Plan, Road Safety initiatives, the Dog Policy and Local Law Review, the Bike Plan 2026-31, and pedestrian crossings projects at South Terrace and Douro Road roundabout. • More than 151,000 people were reached through online and face to face community engagement activities. • A total of 4,680 formal submissions were received across engagement projects during the reporting period.
Communication Services	There City issued 43 media releases and responded to 232 media enquiries relating to topics including the Fremantle Traffic Bridge, conveniences stores, homelessness, coastal erosion, tree management, and City-led events and infrastructure projects. Website • The City's website recorded approximately 498,000 unique visitors and 861,000 page views during the 2025-26 financial year. • Compared with the previous reporting period, unique visitors increased by 10% and page views increased by 26%. • The most visited pages related to the Fremantle Leisure Centre, Fremantle Recreation Centre, parking locations, the Recycling Centre, Fremantle Library, and event information. Social media visitation and engagement • The City's social media channels generated 5,746,455 total views and 374 hours of video watch time accumulated across core platforms. • Social media content generated 67,605 interactions, with a total of 197 posts published during the reporting period.
Customer Service	• The City received 22,872 requests for service, with 47% lodged through self-service channels. • Customer Services managed an average of 3,882 calls per month while maintaining a service level of 95%. • Total customer interactions with the City reached 37,854 during the reporting period.
Environmental Health	• 506 food businesses were inspected, with 90% maintaining acceptable health standards.

Services	Comments
	- The City received 493 environmental health applications, including matters relating to noise management, food business, public buildings and events. - A total of 1,060 environmental health compliance requests were received. Of these, 641 were completed and 419 remained in progress.
Library Services	- Fremantle Library welcomed 204,418 visitors, representing a 12% decrease compared with the previous year. - The Library delivered 646 programs, engaging 25,530 participants. - The Local History Centre received 1,649 enquiries and delivered eight events, attracting more than 500 attendees during the financial year.
Parking Compliance	Parking infringements and appeals - A total of 38,897 parking infringement notices were issued during the reporting period. - The City received 5,071 appeals, resolved 5,699, and had 200 active appeals at the end of the reporting period. Parking complaints and investigations - A total of 484 abandoned vehicles were reported and investigated. - The City received 2,432 complaints relating to illegal parking.
Development Compliance	- The Compliance Team responded to 396 planning and building related customer requests, including matters relating to stormwater drainage, swimming pool barrier compliance, unauthorised structures, lighting nuisance and heritage compliance. - A total of 56 public building inspections were undertaken. - The City completed 252 private swimming pool barrier inspections.

Projects and initiatives

What we plan to deliver	Directorate	2025-26 adopted budget	Progress
Community Safety Crime Prevention Plan 2025-30	Planning	✓	The revised Community Safety and Crime Prevention Plan was further developed following extensive community consultation. The draft plan is planned to be presented to Council for endorsement in the 26/27 financial year.
Public Health Plan 2025-29	Planning	✓	The Public Health Plan was drafted and is scheduled to be presented to Council in July 2026.

What we plan to deliver	Directorate	2025-26 adopted budget	Progress
Disability Access and Inclusion Plan 2025-30 (DAIP)	Creative Arts and Community	✓	- The Disability Access and Inclusion Plan (DAIP) Framework was established. - Development of a whole of organisation DAIP commenced in collaboration with relevant business units. - Success measures are being developed and are executed to be finalised by the end of the calendar year. - The DAIP supports compliance with the requirements of the <i>Disability Services Act 1993 (WA)</i>.
Truth Telling Events	Creative Arts and Community	\$55k	The Truth-Telling Program, developed by the City in partnership with the Centre for Stories, delivered three Backyard Truth Telling Events during May 2026. The events attracted approximately 180 participants who listened to and engaged with a range of Indigenous and non-indigenous storytellers from across Walyalup.
Lighting Plan 2025-29	Infrastructure	✓	The Lighting plan was developed and is scheduled to be presented to Council in July 2026.
Program – Street Lighting	Infrastructure	\$375k	The lighting program includes work at the following locations which were assessed for suitability for mains or solar powered options. Current projects Walyalup Koort – planned delivery in the 26/27 financial year.

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.



Contents

Acknowledgement	2
Message from the CEO.....	4
Our City.....	5
Our Council.....	6
Our Organisation	8
About the Plan	10
Liveable City.....	12
Thriving City	14
Creative City.....	16
Resilient City.....	18
Inclusive City	20
Resourcing the Plan.....	22
Reporting on our Progress.....	24
References	25
Contact	26

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

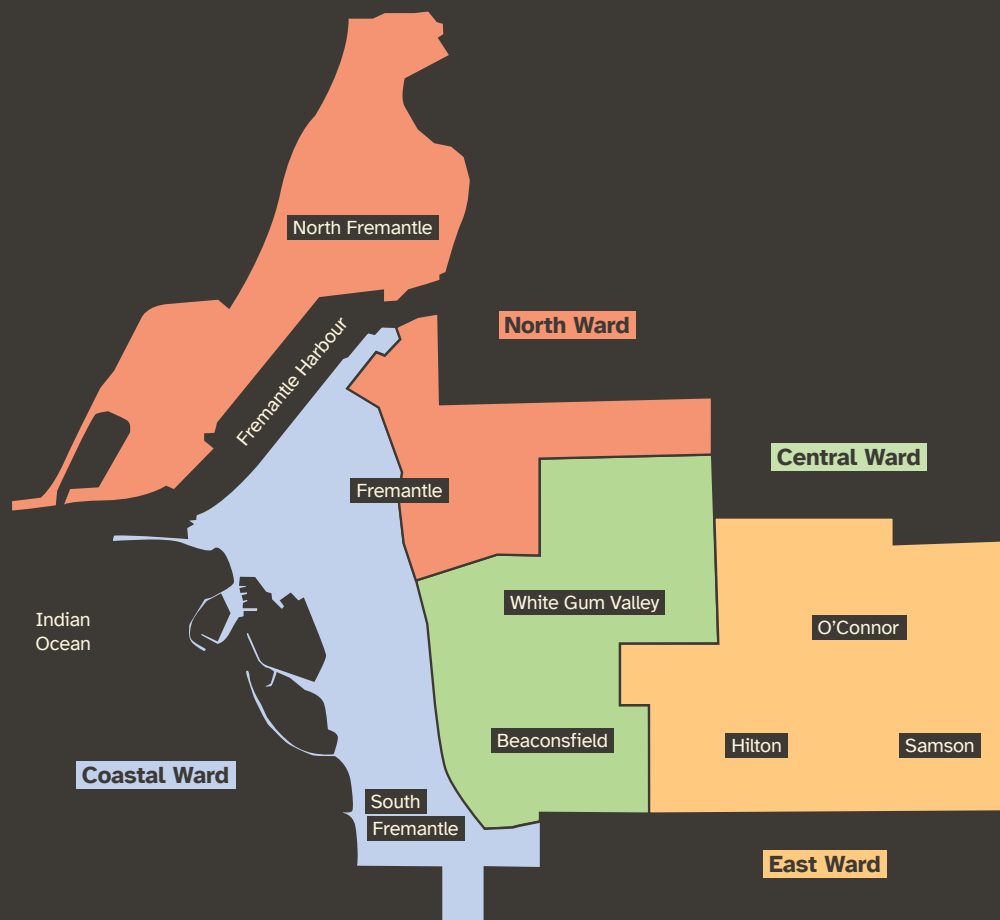
Population by 2046 ²

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:

- overseeing the allocation of the City's finances and resources;
- determining policies;
- planning strategically for the future of the district;
- determining the services and facilities to be provided;
- appointing the Chief Executive Officer and reviewing the CEO's performance;
- 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.

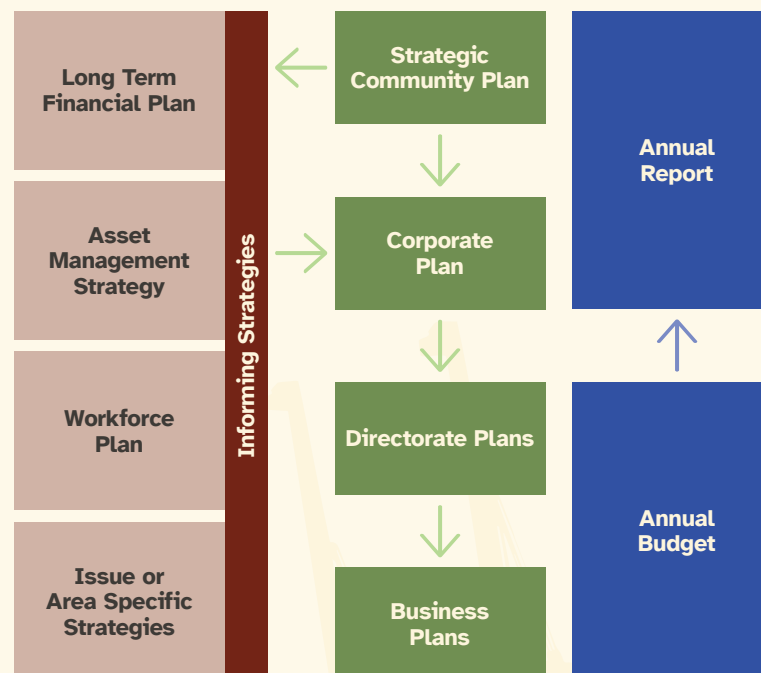


Figure 1. Integrated planning and reporting framework



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

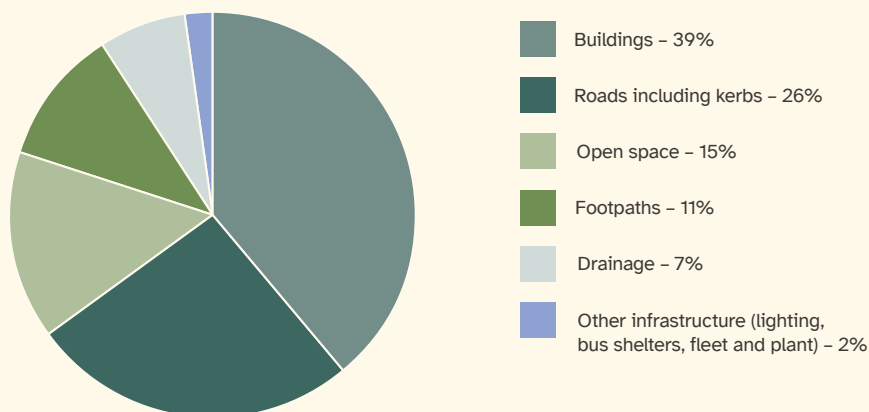
Our Asset Management Framework is all about making the most of the City's assets, ensuring sustainable and cost-effective investments that meet the community's needs.

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



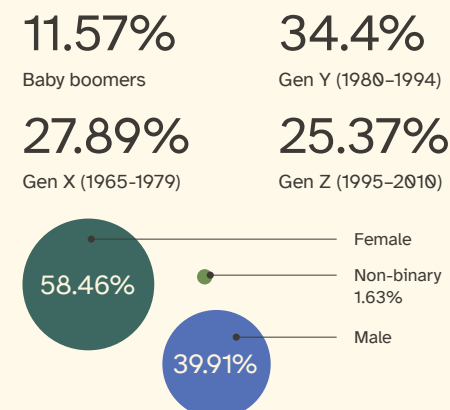
City of Fremantle

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



[Back to Contents](#)

25

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

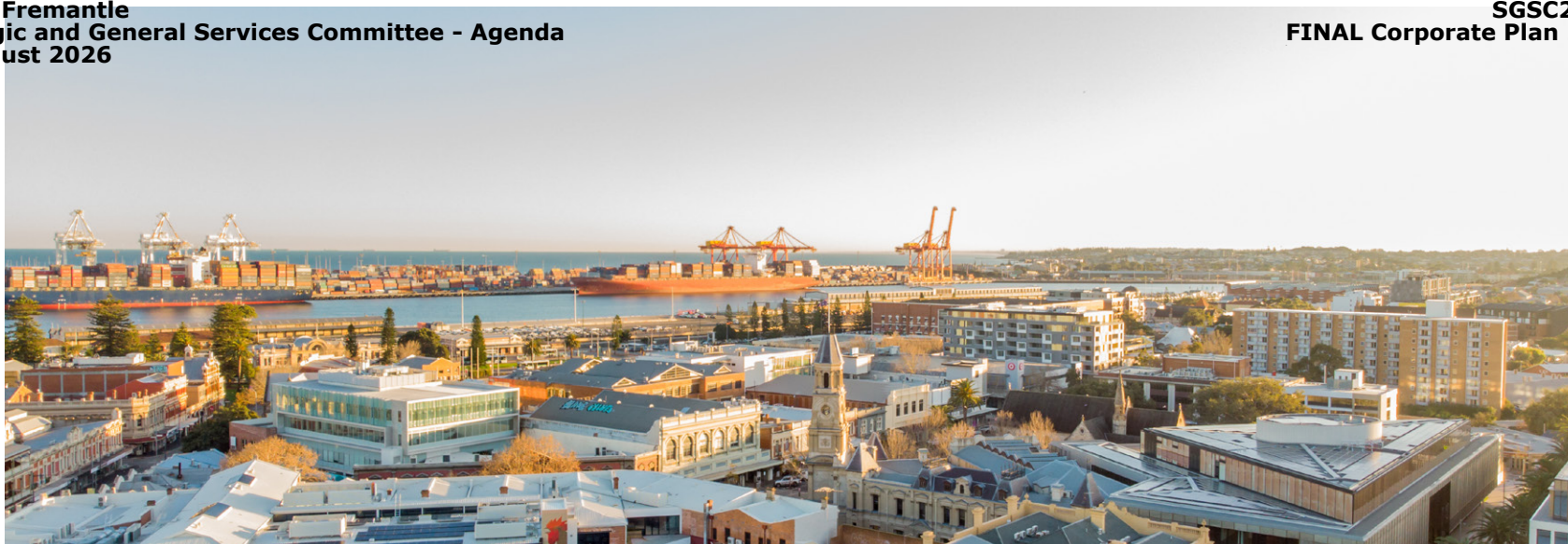
The Strategic Community Plan is required to be reviewed every two years and progress toward the outcomes is reported in the Annual Report.



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 - Forestry
- 15 Market Report FISAF
- 16 Oztix Ticket Sales
- 17 Spydus LMS
- 18 Leisure Centre door counters and Dept of Education school attendances



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2026-36 Long Term Financial Plan



fremantle.wa.gov.au



City of Fremantle

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 Woytie, 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 greater Walyalup/Fremantle area and we recognise that the cultural and heritage beliefs are still important today.

Welcome

The 2026 Long Term Financial Plan is a way of communicating our 10-year outlook on future financial planning for the City and should be read in conjunction with information provided as part of the annual budget each year.

The City's Long Term Financial Plan must remain dynamic and adaptive to community need and as such is updated annually as part of the City's annual budget process.

This document provides a financial roadmap for City over the next 10 years and maps out the key financial strategies and principles the City has adopted in managing its finances over the longer term.

We always welcome input and feedback from our community and businesses. If you'd like to get in touch, or to know more about the City of Fremantle and how it runs, contact 1300 693 736 or visit www.fremantle.wa.gov.au

CEO's Message

Despite ongoing economic headwinds, the City continues to remain focused on delivering financially responsible budgets that maintain the flexibility to be responsive to global economic volatility but continue to deliver on the objectives of our Strategic Community Plan and longer-term financial planning.

In doing so the City is required to anticipate and plan for increases to the cost-of service delivery but also recognises that parts of the community have been and will continue to be impacted by current cost of living pressures being faced across the Western Australian Economy.

We know that we need to strike a balance between raising revenue to meet rising costs today and planning for a financially secure future. That's why we continue to provide this Long Term Financial Plan, which will look at our outlook on future financial planning for the City from 2026-36.

While this plan should be read in conjunction with information provided as part of the annual budget, it will allow us to deliver on what we believe are four pillars of sound financial management:

- Managing our capacity to deliver
- Prioritising renewal of our existing assets
- Planning for the future
- Growing our funding streams

Ratepayers, businesses and residents can have confidence that this Long Term Financial Plan will continue to build Fremantle's financial capacity, allowing us to work towards investing annually in new projects that meet both the needs of our growing community and the ongoing operational requirements of service delivery.



Glen Dougall
Chief Executive Officer





Contents

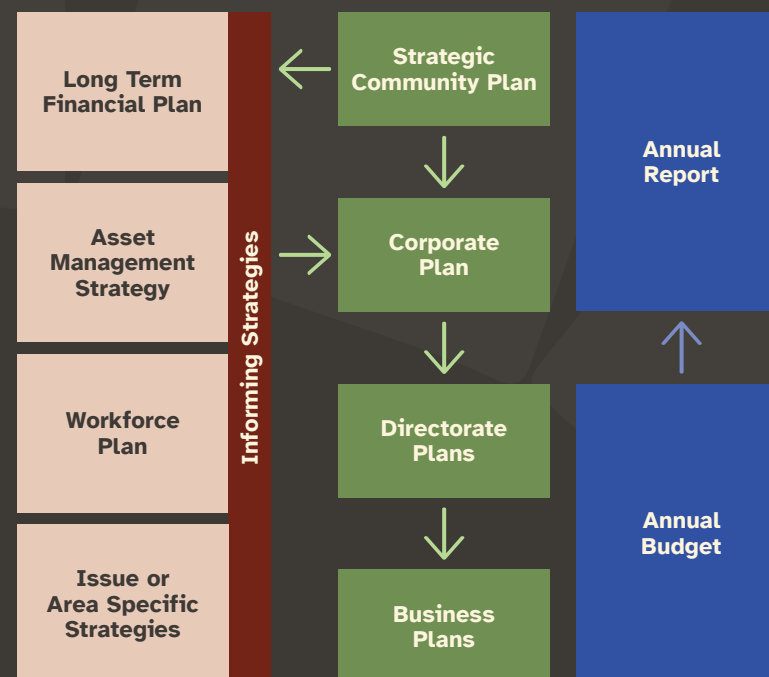
CEO's Message.....	5	Projects and Programs	26
Corporate Plan	8	<i>Booyeembara Park Masterplan Project</i>	28
Our Vision for Fremantle.....	9	<i>Hilton Park Masterplan Project</i>	29
Our City.....	10	<i>Samson Park Masterplan Project</i>	30
Financial Snapshot	12	<i>Walyalup Koort Public Realm</i>	31
Economic Context.....	14	<i>Fremantle Town Hall</i>	32
Our Financial Priorities.....	16	<i>North Fremantle Foreshore</i>	33
Long Term Financial Plan.....	18	<i>Cantonment Street Urban Realm Improvements</i>	34
Key Modelling Assumptions	19	<i>Road Safety Projects</i>	35
Operating Trends and Capital Expenditure Trends Snapshot.....	20	<i>Other Multi-Year Masterplan Projects</i>	36
Statement of Comprehensive Income by Nature and Type.....	21	<i>Capital Projects Years 1-10 All Projects</i>	37
Statement of Financial Activity	22	<i>Ongoing Capital Programs</i>	39
Statement of Financial Position	23	<i>Future Transformational Programs</i>	40
Depreciation Schedule.....	24		
Loan Repayment Schedule	25		

Corporate Plan

In August, Council adopted the Corporate Plan 2026-30 which outlines the City's services and projects that will be delivered against the themes in the Strategic Community Plan 2024-34.

Strategies, services, projects and initiatives have been aligned to the five themes that define the City's strategic direction. Prioritising our services, projects and initiatives against these themes ensures the City effectively and sustainably delivers for the community.

Liveable
Thriving
Creative
Resilient
Inclusive



Our Vision for Fremantle



A Liveable City

A liveable city that is vibrant, socially connected and desirable

A Creative City

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

An Inclusive City

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

A Thriving City

A thriving city with a prosperous and innovative economy

A Resilient City

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

Our City

Fremantle is the second metropolitan city in Perth, located 20km south-west of the Central Business District.

The City includes the Port of Fremantle and the suburbs of Fremantle, Beaconsfield, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. Walyalup/Fremantle is located in Whadjuk Nyoongar Boodja (country).

The area has significant spiritual importance, informing dreamtime stories and being an historical area of importance for ceremonies, cultural practices and trade. The City includes a number of Aboriginal heritage sites under the Aboriginal Heritage Act 1972 (WA).

With a population of 36,349 (2024) Fremantle is small in comparison to other Local Governments in the Metropolitan Area, however as one of the most visited tourist destinations in WA and its role as a regional centre to the South-West Metropolitan Area, the City of Fremantle carries a large responsibility when it comes to delivering services for the community.

19.3km²

Geographical area

36,349

Population (2024)

41.4

Median age (2023)

552 (1.7%)

Aboriginal and
Torres Strait Islander (2021)

\$5.08million

Gross Regional Product (2023-24)

1.3million

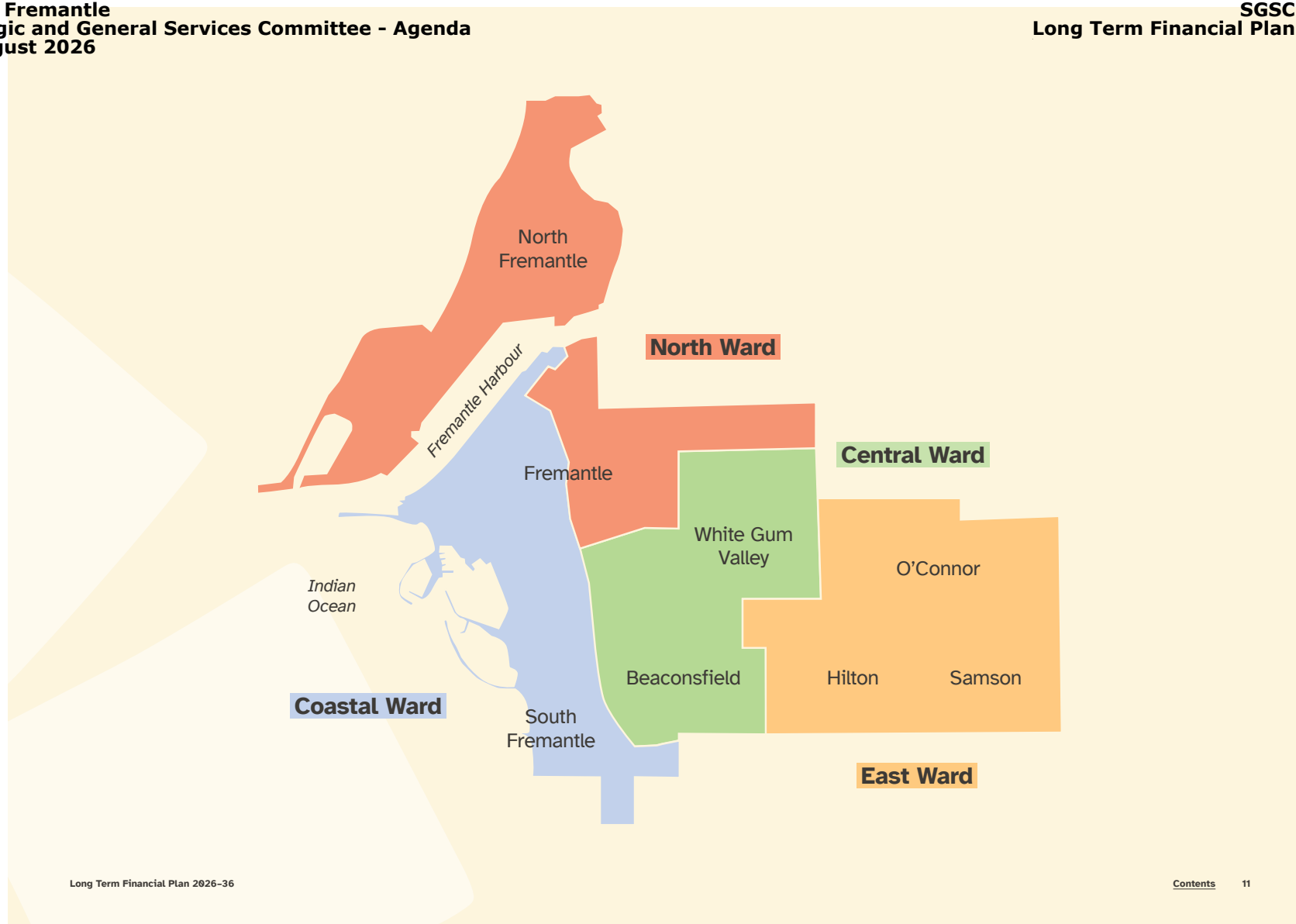
Tourist visitation (2023-24)

20,171

Locally employed residents (2023-24)

5,065

Businesses (2023)





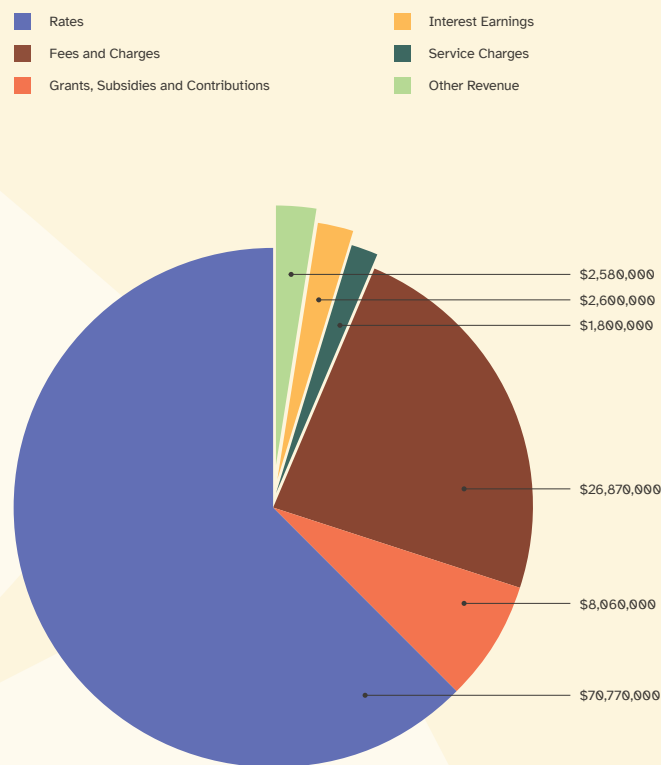
Financial Snapshot

The City of Fremantle is a Band 1 Metropolitan Local Government with operating expenditure of just over \$100 million. The City also budgets annually for a capital program ranging from between \$15 to \$20 million.

The City's reserve fund balance currently sits at just over \$19 million as at 30 June 2026.

The Long-Term Financial Plan presents sustainable growth in this expenditure as major transformational projects are planned for across the next decade.

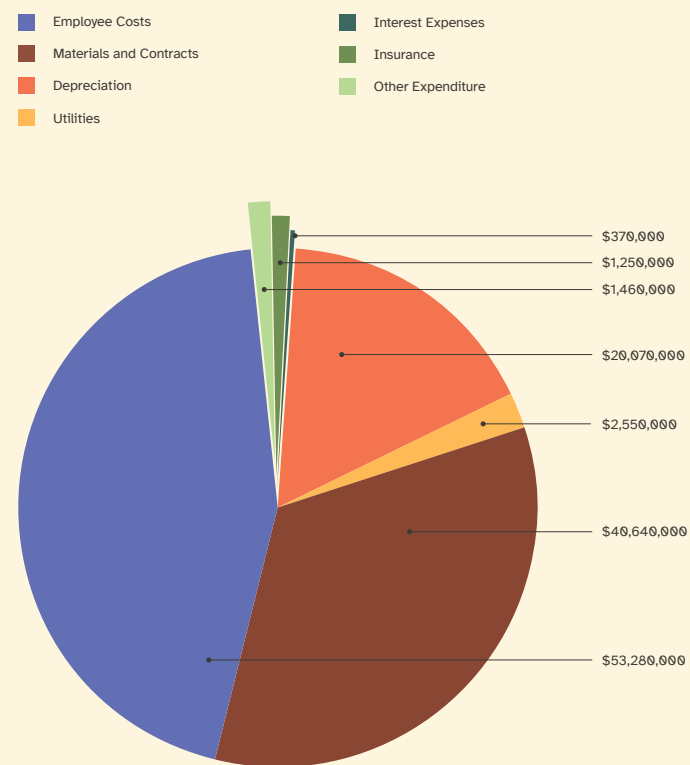
Operating Revenue 26-27



*Nearest '000s

Long Term Financial Plan 2026-36

Operating Expenditure 26-27



*Nearest '000s

[Contents](#) 13

Economic Context

While the second half of 2025 began to indicate a path to more stable economic conditions, geopolitical tensions and the escalation of conflict in the Middle East saw volatility return in early 2026.

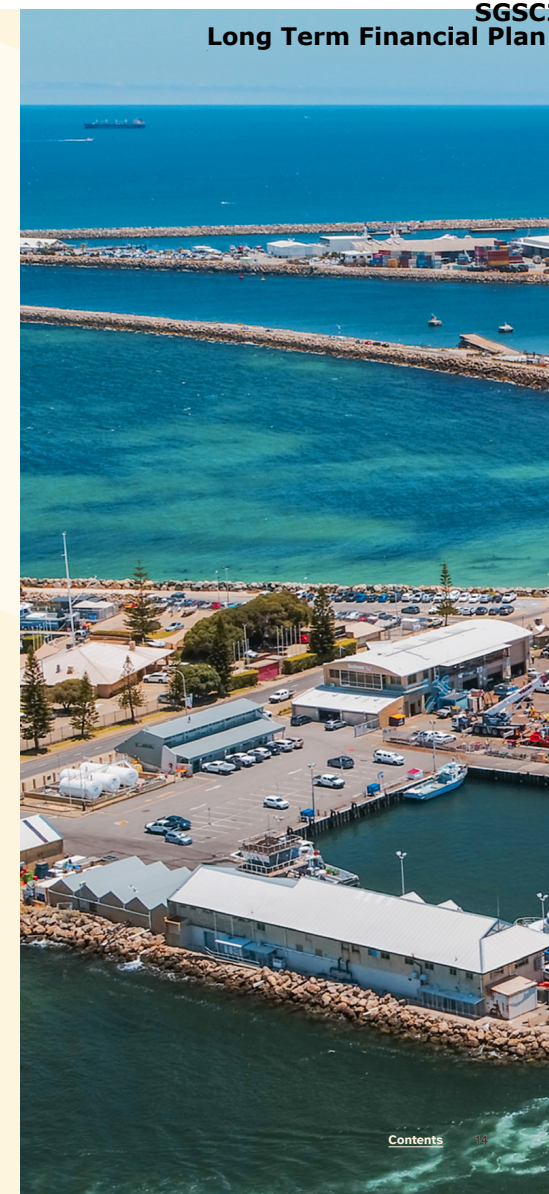
Global supply issues relating to the current conflict have triggered increases in fuel prices as well as uncertainty around future supply. This is widely expected to have flow on affects further throughout the supply chain and broader economy. The current situation has been broadly flagged as being likely to impact the WA State economy and the local government sector throughout 2026-27, which is reflected in State budget forecasts and the WALGA Local Government Cost index.

The state has reported growth in the domestic economy of 3.3% over 2025, which outpaced national growth. This was identified as being driven by the private sector, which accounted for 85% of this growth. This included a significant lift in business investment, the strongest level of dwelling investment since 2018, and solid growth in household spending. This has also driven strength in employment figures which reached a record 1.68 million persons in March 2026, resulting in the unemployment rate remaining at historical lows.

The State budget flags the re-emergence of inflationary pressures both nationally and internationally, due to higher prices for oil and refined products attributed to the Middle East conflict, which is expected to flow through to local inflation over the near-term. The State has cautioned that due to the considerable uncertainty regarding the scale and duration of the conflict, impacts outside of inflation are not reflected in their central forecasts. However, they represent a potential source of downside risk to the economic outlook.

The State Government's forecasts assume a spike in Perth CPI at the end of 2025-26 at 5.5%, which then softens and returns to the RBA target band for inflation in budget outyears. Wage growth has been estimated to remain strong well into outyears, while they estimate employment growth will soften and the unemployment rate will see a modest increase as the economy slows into budget outyears.

Western Australia's economy remains one of the strongest in the country, underpinned by its resources sector, population growth, and resilient domestic demand. Despite ongoing global uncertainties, Western Australia continues to benefit from sustained demand for its mineral resources, a growing tourism sector, and a diversified economy. While economic growth is expected to moderate compared to previous years, WA remains well-positioned for long-term expansion, supported by population growth, strategic infrastructure investment, and increasing economic diversification.





Long Term Financial Plan 2026-36

15

Our Financial Priorities

The past 5 to 10 years have seen the City achieve significant milestones in the completion of a once in a generation revitalisation of the City Centre, while navigating unprecedented global economic conditions.

Western Australia has not been immune to these global economic conditions, and Local Governments have had to absorb the resulting increases to the cost-of-service delivery and wage growth.

While the City has been able to successfully rebuild its discretionary revenue sources over this challenging period and inflationary pressures are now beginning to ease, the reality remains that rates revenue accounts for more than 60% of the City of Fremantle's income. As such a consistent approach to managing latent cost pressures and community demand for infrastructure and services will need to be considered as we continue to build on a sustainable financial future for the City.

In addition to managing and maintaining sustainable sources of revenue, the City must continue to invest in the maintenance and renewal of its existing assets in order to continue to make these assets and facilities available to the community.

These assets — parks, footpaths, buildings, library, roads, facilities etc — are worth well over \$700 million and the City needs to ensure an adequate program to maintain them, as any delay may present a financial burden for coming future generations.

Subsequently a key objective for the City's forward financial plan is to close the gap on current renewal requirements.

Notwithstanding this, the City must also continue to plan for ongoing investment into new projects and initiatives that add value for local communities both in the City Centre and across our suburbs. As such it is intended that we continue to build our financial capacity so that we can work towards investing annually in new projects that meet both the needs of our growing community and the ongoing operational requirements of service delivery.

In response to this our approach to annual (and longer term) budgeting remains predicated on the achievement of the following core objectives:

- Continue to deliver core services that meet the needs of our growing community
- Invest in the upgrade and renewal of public infrastructure and amenity
- Manage and maintain our parks, reserves & community infrastructure

In line with the City's vision *Strong Reputation, Stronger Future* — four key intersecting priorities have been identified to aid the City in maintaining a strong financial future. These include:

1. Manage our capacity to deliver
2. Prioritise Renewal of our existing assets
3. Plan for the future
4. Grow our funding streams

Our Financial Priorities

Manage Capacity

Due to recent economic challenges and subsequent impacts to the Australian Economy the City has faced challenges with resourcing, increasing cost of delivery and cost of construction. While inflation appears to have peaked and is easing, it may still take some time for lagging inflationary pressures to pass and we must there focus on managing our capacity to deliver.

Prioritise Renewal

As part of providing facilities and services to the community, the City manages over \$700 million worth of assets. With such a large asset base the City must maintain a focus on increasing its investment into the renewal of its assets, so that they remain functional and accessible by the community and its future generations.

Grow Funding Streams

As the City seeks to grow expenditure on the renewal of its assets, improve the operational capacity required to achieve this, and rebuild its reserves, it must do so via managing existing costs and generating revenue through multiple funding channels rather than relying solely on the City's rate base. To do so we must seek to grow discretionary revenue and funding sources while also more effectively prioritising existing operational expenditure in line with the City's strategic objectives and capacity to deliver.

Plan for the Future

The City has now completed the delivery of community infrastructure that has driven a once in a generation renewal of Fremantle's City Centre. Notwithstanding the significant benefits that have been achieved as a result, the City must now continue to focus on planning for future investment into the community by growing the City Centre's residential population and investing in the outer suburbs. To do this we must rebuild the balance of financial reserves to fund the delivery of future capital investment into the suburbs, and delivery of capital projects that support and attract major residential development into the City Centre.



Long Term Financial Plan

This plan presents a 10-year outlook on future financial planning for the City and should be considered in conjunction with capital project and operational information that corresponds with each budget year.

While it is intended that the City's forward financial plan remains dynamic and will be updated annually as part of the City's annual budget process, an overarching objective is to consistently maintain an accurate and balanced financial position for at least the first four years of a rolling 10-year outlook. This enables current and prospective projects to be considered within a clear set of financial targets and operational capacity, up to four years ahead of the current budget year.

Years 5 to 10 of the plan will then afford some level of adaptability noting that community needs and economic conditions can evolve over that longer period of time.



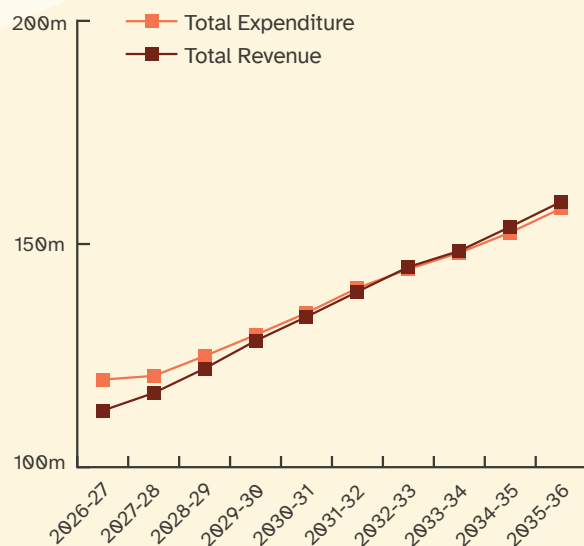
Key Modelling Assumptions

The Long Term (10 Year) Financial Plan is modelled based on a series of assumptions that are set in line with current and forecast economic conditions as well as existing knowledge of project and program delivery, community need, and asset management planning. Assumptions will be updated annually to reflect key economic and financial data as it comes to hand. Year 1 of the plan is set as the adopted budget from each financial year, with future years modelled based on key assumptions captured within this table.

	Sources	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Operating Revenues										
Growth in Rate Base	Stand Alone	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Operating Projects	Projects List	\$2.86	\$0.66	\$0.26	\$0.15	\$-	\$-	\$-	\$-	\$-
Other	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Growth in Fees and Charges	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Service Charges	Projects List	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80	\$-	\$-	\$-
Interest Earnings	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Other Revenue	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Operating Expenses										
Infrastructure OPEX	Projects List	\$2.37	\$0.67	\$0.88	\$0.48	\$0.48	\$0.48	\$0.48	\$0.48	\$0.48
Non-Infrastructure OPEX	Projects List	\$1.31	\$1.49	\$1.44	\$0.76	\$1.32	\$0.59	\$0.75	\$0.85	\$0.41
Underground Power South Fremantle	Projects List	\$0.10	\$2.00	\$2.00	\$3.50	\$3.50	\$1.59	\$-	\$-	\$-
General	Perth CPI + 1%	6.0%	5.0%	5.0%	4.7%	4.5%	4.2%	4.0%	4.0%	4.0%
Utilities and Charges	Stand Alone	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Average Depreciation - Buildings	Per Depreciation Schedule	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Average Depreciation - P&E	Per Depreciation Schedule	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%	9.2%
Average Depreciation - Infrastructure	Per Depreciation Schedule	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%
Right-of-Use Assets	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Insurance Expense	Perth CPI + 1%	6.0%	5.0%	5.0%	4.7%	4.5%	4.2%	4.0%	4.0%	4.0%
Loans	Per Loan Schedule	\$0.47	\$0.44	\$0.42	\$0.39	\$0.36	\$0.34	\$0.31	\$0.58	\$0.54
Leases	Per Lease Schedule	\$0.05	\$0.02	\$0.06	\$0.05	\$0.02	\$0.07	\$0.04	\$0.02	\$0.07
Other Expenditure	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%
Non-operating Grants, Subsidies, Contributions	Perth CPI	5.0%	4.0%	4.0%	3.7%	3.5%	3.2%	3.0%	3.0%	3.0%

Operating Trends Snapshot

The current 10-year outlook presents an increasing investment into service delivery across operating areas as well as a steady increase in operating revenue to support this growth.

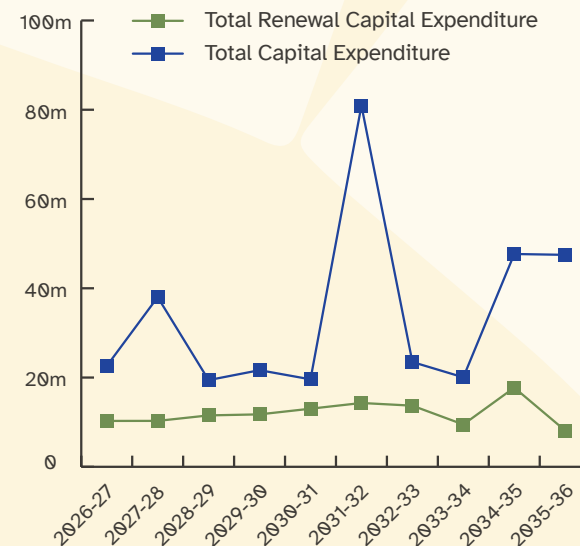


City of Fremantle

Capital Expenditure Trends Snapshot

Trends in capital expenditure demonstrate a focus on the delivery of existing projects that are currently planned for year 1 to 4 as well as larger transformational projects such as Fremantle Oval and the Fremantle Leisure Centre beyond year 5.

A healthy increase in renewal program expenditure is achieved year-on-year through to year 9 of the plan.



[Contents](#) 20

Statement of Comprehensive Income
by Nature and Type

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Income: Revenues from Ordinary Activities										
Excluding profit on Asset Disposal, Non-operating Grants, Subsidies & Contributions										
Rates	70.77	75.05	79.59	84.41	88.49	92.68	96.89	100.99	105.06	109.29
Operating Grants, Subsidies & Contributions	8.06	6.12	5.93	6.05	6.12	6.33	6.54	6.73	6.93	7.14
Fees & Charges	26.87	28.21	29.25	30.42	31.55	32.65	33.70	34.71	35.75	36.82
Service Charges	1.80	1.80	1.80	1.80	1.80	1.80	1.80	-	-	-
Interest Earnings	2.60	2.73	2.70	2.70	2.70	2.69	2.68	2.68	2.68	2.68
Other Revenue	2.58	2.71	2.82	2.93	3.04	3.14	3.25	3.34	3.44	3.55
Total Revenue	112.68	116.62	122.10	128.32	133.69	139.31	144.85	148.45	153.86	159.48
Expenditure: Expenses from Ordinary Activities										
Excluding Loss on Asset Disposal										
Employee Costs	(53.28)	(55.24)	(57.00)	(59.37)	(61.66)	(63.92)	(66.07)	(68.15)	(70.40)	(72.61)
Materials & Contracts	(40.64)	(39.66)	(41.84)	(43.88)	(46.16)	(48.78)	(48.76)	(50.13)	(52.11)	(53.62)
Utilities	(2.55)	(2.61)	(2.68)	(2.75)	(2.81)	(2.89)	(2.96)	(3.03)	(3.11)	(3.18)
Depreciation	(20.07)	(19.56)	(19.92)	(20.03)	(20.23)	(20.78)	(22.71)	(22.75)	(22.63)	(24.08)
Interest Expenses	(0.37)	(0.52)	(0.47)	(0.48)	(0.44)	(0.38)	(0.40)	(0.35)	(0.60)	(0.61)
Insurance	(1.25)	(1.33)	(1.39)	(1.46)	(1.53)	(1.60)	(1.67)	(1.73)	(1.80)	(1.87)
Other Expenditure	(1.46)	(1.53)	(1.59)	(1.66)	(1.72)	(1.78)	(1.84)	(1.89)	(1.95)	(2.01)
Total Expenditure	(119.62)	(120.46)	(124.90)	(129.62)	(134.56)	(140.13)	(144.39)	(148.04)	(152.58)	(157.98)
Sub-total (operating result)	(6.94)	(3.84)	(2.80)	(1.30)	(0.86)	(0.83)	0.46	0.41	1.28	1.50
Non-Operating Grants, Subsidies & Contributions	9.87	7.36	6.26	5.85	3.54	63.60	3.47	3.63	8.70	3.77
Profit on Asset Disposals	0.05	8.13	0.26	0.16	0.11	0.04	0.03	0.03	0.04	0.17
Loss on Asset Disposals	(0.29)	(0.07)	(0.07)	(0.02)	(0.00)	(0.13)	(0.01)	(0.35)	-	(0.02)
Sub-total	9.63	15.42	6.44	6.00	3.65	63.50	3.48	3.32	8.74	3.92
Net Result	2.68	11.58	3.64	4.70	2.78	62.68	3.94	3.73	10.02	5.42
Other Comprehensive Income										
Changes in Valuation of non-current assets	-	-	-	-	8.07	12.13	-	-	-	9.44
Total Other Comprehensive Income	-	-	-	-	8.07	12.13	-	-	-	9.44
Total Comprehensive Income	2.68	11.58	3.64	4.70	10.86	74.80	3.94	3.73	10.02	14.86

City of Fremantle
Strategic and General Services Committee - Agenda
12 August 2026

SGSC2608-7.1
Long Term Financial Plan 2026-36

Statement of Financial Activity

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Operating Activities										
Revenues										
Rates	70.77	75.05	79.59	84.41	88.49	92.68	96.89	100.99	105.06	109.29
Operating Grants, Subsidies & Contributions	8.06	6.12	5.93	6.05	6.12	6.33	6.54	6.73	6.93	7.14
Fees & Charges	26.87	28.21	29.25	30.42	31.55	32.65	33.70	34.71	35.75	36.82
Service Charge	1.80	1.89	1.80	1.80	1.80	1.80	1.80	-	-	-
Interest Earnings	2.60	2.73	2.70	2.70	2.70	2.69	2.68	2.68	2.68	2.68
Other Revenue	2.58	2.71	2.82	2.93	3.04	3.14	3.25	3.34	3.44	3.55
Profit on Asset Disposal	0.05	8.13	0.26	0.16	0.11	0.04	0.03	0.03	0.04	0.17
Revenues Sub-total	112.73	124.75	122.35	128.48	133.81	139.34	144.88	148.46	153.90	159.65
Expenses										
Employee Costs	(53.28)	(55.24)	(57.00)	(59.37)	(61.66)	(63.92)	(66.07)	(68.15)	(70.40)	(72.61)
Materials & Contracts	(40.64)	(39.66)	(41.84)	(43.88)	(46.16)	(48.78)	(48.76)	(50.13)	(52.11)	(53.62)
Utilities	(2.55)	(2.61)	(2.68)	(2.75)	(2.81)	(2.89)	(2.96)	(3.03)	(3.11)	(3.18)
Depreciation	(20.07)	(19.56)	(19.92)	(20.03)	(20.23)	(20.78)	(22.71)	(22.75)	(22.63)	(24.08)
Interest Expense	(0.37)	(0.52)	(0.47)	(0.48)	(0.44)	(0.38)	(0.40)	(0.35)	(0.60)	(0.61)
Insurance	(1.25)	(1.33)	(1.39)	(1.46)	(1.53)	(1.60)	(1.67)	(1.73)	(1.80)	(1.87)
Other Expenditure	(1.46)	(1.53)	(1.59)	(1.66)	(1.72)	(1.78)	(1.84)	(1.89)	(1.95)	(2.01)
Loss on Asset Disposal	(0.29)	(0.07)	(0.07)	(0.02)	(0.00)	(0.13)	(0.01)	(0.35)	-	(0.02)
Expenses Sub-total	(119.92)	(120.54)	(120.98)	(129.65)	(134.57)	(140.27)	(144.42)	(148.40)	(152.59)	(158.01)
Net Operating Profit/(Loss)	(7.18)	4.22	(2.62)	(1.16)	(0.75)	(0.92)	0.47	0.10	1.32	1.65
Non Cash Items										
(Profit)/Loss on Asset Disposals	0.24	(0.06)	(0.19)	(0.14)	(0.11)	0.10	(0.01)	0.31	(0.04)	(0.15)
Movement in Non Current Assets & Liabilities	0.08	2.18	(0.21)	(0.07)	(0.10)	(0.10)	(0.10)	(0.05)	(0.02)	0.11
Depreciation on Assets	20.07	19.56	19.92	20.03	20.23	20.78	22.71	22.75	22.63	24.08
Sub-total	20.39	13.68	19.53	19.81	20.02	20.78	22.59	23.01	22.56	24.04
Amount Attributable to Operating Activities	13.21	17.90	16.91	18.65	19.27	19.86	23.06	23.11	23.88	25.69
Investing Activities										
Inflows from Investing Activities										
Capital Grants, Subsidies and Contributions	9.87	7.36	6.26	5.85	3.54	63.60	3.47	3.63	8.70	3.77
Proceeds from Disposal of Assets	0.10	25.33	0.36	0.22	0.15	0.10	0.03	0.09	0.04	0.18
Sub-total	9.96	32.69	6.62	6.07	3.69	63.70	3.50	3.73	8.74	3.95
Outflows from Investing Activities										
Acquisition of investment properties	-	-	-	(1.00)	-	-	-	(1.00)	-	-
Acquisition of property, plant and equipment	(6.52)	(20.95)	(7.34)	(4.98)	(6.87)	(66.82)	(3.74)	(3.14)	(28.87)	(27.97)
Acquisition of infrastructure	(16.07)	(17.96)	(12.09)	(16.67)	(12.73)	(14.11)	(19.74)	(16.91)	(18.81)	(19.52)
Sub-total	(22.58)	(38.91)	(19.43)	(22.65)	(19.60)	(80.93)	(23.48)	(21.05)	(47.68)	(47.49)
Non-Cash Amounts Excluded from Operating Activities										
Movement in Non-Current Unspent Capital Grants Liability	-	-	-	-	-	-	-	-	-	-
Right of Use Assets Recognised	-	-	-	-	-	-	-	-	-	-
Amount Attributable to Investing Activities	(12.62)	(5.32)	(12.81)	(16.58)	(15.91)	(17.23)	(19.98)	(17.32)	(38.94)	(43.53)
Financing Activities										
Inflows from Financing Activities										
Proceeds from New Leases	-	-	0.15	1.47	0.39	-	1.87	0.15	0.39	1.56
Proceeds from New Loans	-	10.00	-	-	-	-	-	-	15.00	-
Transfers from Reserves	2.02	16.54	2.72	4.72	3.57	3.57	1.66	0.07	5.07	22.07
Sub-total	2.02	26.54	2.87	6.19	3.96	3.57	3.53	0.22	20.46	23.63
Outflows from Financing Activities										
Repayment of Borrowings	(1.15)	(1.39)	(1.40)	(1.41)	(1.43)	(1.37)	(1.38)	(1.39)	(2.02)	(2.04)
Payments for Principal Portion of Lease Liabilities	(0.76)	(0.77)	(0.62)	(0.75)	(0.79)	(0.61)	(0.75)	(0.77)	(0.62)	(0.77)
Transfers to Reserves	(3.75)	(36.45)	(4.95)	(4.45)	(4.95)	(4.45)	(2.43)	(3.90)	(2.15)	(1.65)
Sub-total	(5.65)	(38.61)	(6.97)	(6.61)	(7.17)	(6.43)	(4.57)	(6.06)	(4.79)	(4.46)
Non-Cash Amounts Excluded from Investing Activities										
Lease Liabilities Recognised	-	-	(0.15)	(1.47)	(0.39)	-	(1.87)	(0.15)	(0.39)	(1.56)
Amount Attributable to Financing Activities	(3.63)	(12.06)	(4.26)	(1.89)	(3.60)	(2.87)	(2.91)	(6.00)	15.27	17.60
Movement in Surplus or Deficit										
Estimated Surplus/(Deficit) July 1 B/FWD	3.09	0.05	0.57	0.41	0.59	0.35	0.11	0.28	0.07	0.29
Amount Attributable to Operating Activities	13.21	17.90	16.91	18.65	19.27	19.86	23.06	23.11	23.88	25.69
Amount Attributable to Investing Activities	(12.62)	(5.32)	(12.81)	(16.58)	(15.91)	(17.23)	(19.98)	(17.32)	(38.94)	(43.53)
Amount Attributable to Financial Activities	(3.63)	(12.06)	(4.26)	(1.89)	(3.60)	(2.87)	(2.91)	(6.00)	15.27	17.60
Estimated Surplus/(Deficit) June 30 C/FWD	0.05	0.57	0.41	0.59	0.35	0.11	0.28	0.07	0.29	0.04

City of Fremantle

Contents 22

Statement of Financial Position

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Assets										
Current Assets										
Cash and Cash Equivalents	7.40	24.79	25.26	25.25	26.79	26.91	28.33	32.58	29.66	8.27
Other Financial Assets	27.33	28.48	29.71	29.50	28.93	29.30	28.63	27.84	27.97	28.59
Receivables	1.78	1.89	2.00	2.12	2.23	2.33	2.44	2.54	2.64	2.75
Inventories	0.32	0.37	0.36	0.36	0.36	0.35	0.35	0.35	0.35	0.35
Other Assets	1.46	1.51	1.50	1.50	1.49	1.49	1.49	1.49	1.49	1.49
Total Current Assets	38.29	57.04	58.83	58.74	59.79	60.39	61.24	64.80	62.11	41.45
Non-current Assets										
Other Financial Assets	0.20	0.21	0.22	0.24	0.25	0.26	0.27	0.28	0.30	0.31
Receivables	0.97	1.07	1.12	1.17	1.22	1.27	1.32	1.36	1.41	1.46
Investment properties	34.13	34.13	34.13	35.13	35.13	35.13	35.13	36.13	36.13	36.13
Right-of-use assets	1.75	0.96	0.28	0.89	0.38	0.18	1.10	0.26	0.15	0.67
Property, Plant and Equipment	336.19	331.99	331.96	329.70	337.35	395.75	398.46	384.33	404.14	431.64
Infrastructure	320.71	326.88	327.07	331.75	332.39	346.28	353.28	357.26	362.96	369.16
Total Non-Current Assets	693.95	695.24	694.78	698.88	706.73	778.87	781.56	779.63	805.09	839.36
Total Assets	732.24	752.28	753.61	757.62	766.52	839.25	842.80	844.43	867.20	880.81
Liabilities										
Current Liabilities										
Payables	7.83	8.55	8.40	8.40	8.36	8.33	8.29	8.26	8.26	8.26
Contract Liabilities	0.30	0.31	0.24	0.24	0.23	0.21	0.20	0.18	0.18	0.18
Capital grant liabilities	0.53	0.37	0.29	0.29	0.27	0.26	0.24	0.22	0.22	0.22
Lease Liabilities	0.77	0.59	0.22	0.69	0.61	0.15	0.74	0.52	0.21	0.80
Current Portion of Long Term Borrowings	1.00	1.40	1.41	1.43	1.37	1.38	1.39	2.02	2.04	2.06
Provisions	7.52	7.57	7.56	7.56	7.56	7.56	7.55	7.55	7.55	7.55
Total Current Liabilities	17.94	18.78	18.13	18.62	18.40	17.90	18.40	18.76	18.47	19.08
Non-current Liabilities										
Payables	7.83	8.55	8.40	8.40	8.36	8.33	8.29	8.26	8.26	8.26
Contract Liabilities	0.30	0.31	0.24	0.24	0.23	0.21	0.20	0.18	0.18	0.18
Capital grant liabilities	0.53	0.37	0.29	0.29	0.27	0.26	0.24	0.22	0.22	0.22
Lease Liabilities	0.77	0.59	0.22	0.69	0.61	0.15	0.74	0.52	0.21	0.80
Current Portion of Long Term Borrowings	1.00	1.40	1.41	1.43	1.37	1.38	1.39	2.02	2.04	2.06
Provisions	7.52	7.57	7.56	7.56	7.56	7.56	7.55	7.55	7.55	7.55
Lease Liabilities	1.07	0.48	0.38	0.62	0.31	0.15	0.69	0.28	0.36	0.56
Provisions	1.74	1.79	1.78	1.78	1.78	1.78	1.77	1.77	1.77	1.77
Total Non-Current Liabilities	16.62	24.23	22.58	21.40	19.66	18.10	17.19	14.74	27.78	25.91
Total Liabilities	34.56	43.01	40.71	40.02	38.06	35.99	35.60	33.50	46.24	44.99
Net Assets	697.68	709.26	712.91	717.60	728.46	803.26	807.20	810.93	820.95	835.82
Assets										
Current Assets										
Cash and Cash Equivalents	7.40	24.79	25.26	25.25	26.79	26.91	28.33	32.58	29.66	8.27
Other Financial Assets	27.33	28.48	29.71	29.50	28.93	29.30	28.63	27.84	27.97	28.59
Receivables	1.78	1.89	2.00	2.12	2.23	2.33	2.44	2.54	2.64	2.75
Inventories	0.32	0.37	0.36	0.36	0.36	0.35	0.35	0.35	0.35	0.35
Other Assets	1.46	1.51	1.50	1.50	1.49	1.49	1.49	1.49	1.49	1.49
Total Current Assets	38.29	57.04	58.83	58.74	59.79	60.39	61.24	64.80	62.11	41.45
Liabilities										
Current Liabilities										
Payables	7.83	8.55	8.40	8.40	8.36	8.33	8.29	8.26	8.26	8.26
Contract Liabilities	0.30	0.31	0.24	0.24	0.23	0.21	0.20	0.18	0.18	0.18
Capital grant liabilities	0.53	0.37	0.29	0.29	0.27	0.26	0.24	0.22	0.22	0.22
Lease Liabilities	0.77	0.59	0.22	0.69	0.61	0.15	0.74	0.52	0.21	0.80
Current Portion of Long Term Borrowings	1.00	1.40	1.41	1.43	1.37	1.38	1.39	2.02	2.04	2.06
Provisions	7.52	7.57	7.56	7.56	7.56	7.56	7.55	7.55	7.55	7.55
Total Current Liabilities	17.94	18.78	18.13	18.62	18.40	17.90	18.40	18.76	18.47	19.08
Net Current Assets	20.35	38.26	40.70	40.11	41.39	42.49	42.84	46.04	43.64	22.37
LESS: Restricted Reserves	(19.77)	(39.68)	(41.91)	(41.65)	(43.03)	(43.91)	(44.69)	(48.52)	(45.61)	(25.19)
LESS: Restricted Muni	(1.57)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADD: Current Portion of Loan Liabilities	1.00	1.40	1.41	1.43	1.37	1.38	1.39	2.02	2.04	2.06
ADD: Current Portion Lease Liabilities	0.76	0.59	0.22	0.69	0.61	0.15	0.74	0.52	0.21	0.80
LESS: Non-Current Contract Liabilities	(0.72)	(0.67)	(0.54)	(0.54)	(0.50)	(0.47)	(0.43)	(0.40)	(0.40)	(0.40)
OPENING/CLOSING FUNDS	0.05	0.57	0.41	0.59	0.35	0.11	0.28	0.06	0.29	0.04

Depreciation Schedule

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
BY ASSET CLASSES										
Land and Buildings										
Land Purchased for Resale	-	-	-	-	-	-	-	-	-	-
Book Value of Land	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32
Land Acquisition	-	-	-	-	-	-	-	-	-	-
Land Disposed	-	-	-	-	-	-	-	-	-	-
Total Land	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32	105.32
Book Value of Buildings	220.66	219.07	214.62	214.29	212.03	219.76	278.37	273.11	267.51	287.42
Buildings Acquired	5.05	18.78	6.07	4.11	6.10	66.05	2.97	2.47	28.20	27.30
Buildings Disposed	-	-17.09	-	-	-	-	-	-	-	-
Total Buildings	225.71	220.84	220.69	218.40	218.13	285.81	281.34	275.58	295.71	314.72
Depreciation	(6.64)	(6.22)	(6.40)	(6.36)	(6.45)	(7.44)	(8.23)	(8.07)	(8.28)	(9.00)
Fair Value Adjustment	-	-	-	-	8.07	-	-	-	-	9.44
Book Value of Buildings	219.07	214.62	214.29	212.03	219.76	278.37	273.11	267.51	287.42	315.17
Plant and Equipment										
Existing Heavy Plant - Book value	6.10	6.62	6.91	7.26	7.29	7.25	7.07	7.08	6.58	6.51
Plant & Equipment Acquisition	1.43	1.20	1.20	0.80	0.70	0.70	0.70	0.60	0.60	0.60
Plant & Equipment Disposal	(0.24)	(0.26)	(0.17)	(0.07)	(0.04)	(0.19)	(0.02)	(0.04)	(0.04)	(0.20)
Total Plant & Equipment	7.29	7.56	7.94	7.99	7.95	7.76	7.76	7.24	7.14	6.91
Depreciation	(0.67)	(0.65)	(0.68)	(0.70)	(0.70)	(0.69)	(0.68)	(0.66)	(0.63)	(0.62)
Book Value of Plant & Equipment	6.62	6.91	7.26	7.29	7.25	7.07	7.08	6.58	6.51	6.29
Furniture and Fittings										
Existing Furniture & Equipment - Book value	5.25	5.17	5.13	5.10	5.06	5.02	4.99	4.95	4.92	4.89
Furniture and Equipment Acquired	0.04	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Furniture and Equipment Disposed	-	-	-	-	-	-	-	-	-	-
Total Furniture & Equipment	5.28	5.24	5.20	5.17	5.13	5.09	5.06	5.02	4.99	4.96
Depreciation	(0.11)	(0.11)	(0.11)	(0.11)	(0.11)	(0.11)	(0.10)	(0.10)	(0.10)	(0.10)
Book Value of Furniture & Fittings	5.17	5.13	5.10	5.06	5.02	4.99	4.95	4.92	4.89	4.85
Total Property, Plant, Furniture and Equipment										
New Property Plant and Equipment	6.28	19.78	7.17	4.91	6.83	66.63	3.72	2.70	28.83	27.77
Total	343.61	338.97	339.15	336.88	336.53	403.98	399.47	393.16	413.15	431.91
Depreciation	(7.42)	(6.98)	(7.19)	(7.17)	(7.25)	(8.23)	(9.02)	(8.83)	(9.02)	(9.71)
Fair Value Adjustment	-	-	-	-	8.07	-	-	-	-	9.44
Book Value	336.19	331.99	331.96	329.70	333.35	395.75	390.46	384.33	404.14	431.64
Infrastructure										
Existing Infrastructure - book value	316.53	320.71	326.88	327.07	331.75	332.39	346.28	353.28	357.26	362.96
New Infrastructure Developed	16.07	17.96	12.09	16.67	12.73	14.11	19.74	16.91	18.81	19.52
Total Infrastructure	332.60	338.67	338.98	343.74	344.48	346.50	366.02	370.19	376.07	382.48
Depreciation	(11.89)	(11.79)	(11.90)	(11.99)	(12.09)	(12.35)	(12.73)	(12.93)	(13.11)	(13.32)
Fair Value Adjustment	-	-	-	-	-	12.13	-	-	-	-
Book Value Infrastructure	320.71	326.88	327.07	331.75	332.39	346.28	353.28	357.26	362.96	369.16
Total Assets	656.89	658.87	659.03	661.46	669.74	742.03	743.74	741.59	767.10	800.79
Total Depreciation	(19.31)	(18.77)	(19.09)	(19.16)	(19.34)	(20.58)	(21.75)	(21.76)	(22.13)	(23.04)
Depreciation on New Assets	(0.43)	(0.65)	(0.36)	(0.40)	(0.35)	(1.26)	(0.43)	(0.37)	(0.78)	(0.78)

City of Fremantle
Strategic and General Services Committee - Agenda
12 August 2026

SGSC2608-7.1
Long Term Financial Plan 2026-36

Loan Repayment Schedule

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
LOAN INTEREST REPAYMENTS										
Recreation and Culture										
303 Fremantle Boys School	0.0014	-	-	-	-	-	-	-	-	-
308 Arthur Head - Wall stabilisation	0.0040	0.0031	0.0024	0.0016	0.0001	-	-	-	-	-
Fremantle Leisure Centre and Fremantle Park	-	-	-	-	-	-	-	-	-	-
New Carpark	-	0.1960	0.1879	0.1796	0.1712	0.1626	0.1539	0.1450	0.1359	0.1266
Sub-total	0.0054	0.1991	0.1903	0.1812	0.1713	0.1626	0.1539	0.1450	0.4299	0.4084
Governance										
307 Walyalup Civic Centre and Library	0.2854	0.2717	0.2536	0.2358	0.2179	0.2000	0.1821	0.1642	0.1464	0.1284
SMRC	-	-	-	-	-	-	-	-	-	-
Sub-total	0.2854	0.2717	0.2536	0.2358	0.2179	0.2000	0.1821	0.1642	0.1464	0.1284
Transport										
305 Heavy Vehicles	0.0010	-	-	-	-	-	-	-	-	-
Sub-total	0.0010	-	-	-	-	-	-	-	-	-
Total Council Loans	15.2269	24.0773	22.6856	21.2858	19.8792	18.4528	17.0781	15.6946	29.3022	27.2808
Total Interest	0.29190	0.47080	0.44390	0.41704	0.38922	0.36264	0.33598	0.30916	0.57626	0.53687
LOAN PRINCIPAL REPAYMENTS										
Governance										
307 Walyalup Civic Centre and Library										
Principal outstanding at 1 July	14.80	13.87	12.94	12.01	11.08	10.16	9.23	8.30	7.37	6.44
Principal Paid	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93	0.93
Principal outstanding at 30 June	13.87	12.94	12.01	11.08	10.16	9.23	8.30	7.37	6.44	5.51
SMRC										
Principal outstanding at 1 July	-	-	-	-	-	-	-	-	-	-
Principal Paid	-	-	-	-	-	-	-	-	-	-
Principal outstanding at 30 June	-	-	-	-	-	-	-	-	-	-
Recreation and Culture										
Fremantle Leisure Centre and Fremantle Park										
Principal outstanding at 1 July	-	-	-	-	-	-	-	-	15.00	14.38
Principal Paid	-	-	-	-	-	-	-	-	0.62	0.63
Principal outstanding at 30 June	-	-	-	-	-	-	-	-	14.38	13.75
Parking Facility										
Principal outstanding at 1 July	-	10.00	9.59	9.17	8.74	8.30	7.85	7.40	6.93	6.46
Principal Paid	-	0.41	0.42	0.43	0.44	0.45	0.46	0.46	0.47	0.48
Principal outstanding at 30 June	-	9.59	9.17	8.74	8.30	7.85	7.40	6.93	6.46	5.98
301 Leighton Beach Kiosk										
Principal outstanding at 1 July	0.01	-	-	-	-	-	-	-	-	-
Principal Paid	0.01	-	-	-	-	-	-	-	-	-
Principal outstanding at 30 June	-	-	-	-	-	-	-	-	-	-
Fremantle Boys School										
Principal outstanding at 1 July	0.08	-	-	-	-	-	-	-	-	-
Principal Paid	0.08	-	-	-	-	-	-	-	-	-
Principal outstanding at 30 June	-	-	-	-	-	-	-	-	-	-
308 Arthur Head - Wall stabilisation										
Principal outstanding at 1 July	0.26	0.21	0.16	0.11	0.06	-	-	-	-	-
Principal Paid	0.05	0.05	0.05	0.05	0.06	-	-	-	-	-
Principal outstanding at 30 June	0.21	0.16	0.11	0.06	-	-	-	-	-	-
Transport										
300 Road Asset Program										
Principal outstanding at 1 July	0.02	-	-	-	-	-	-	-	-	-
Principal Paid	0.02	-	-	-	-	-	-	-	-	-
Principal outstanding at 30 June	0.00	-	-	-	-	-	-	-	-	-
305 Heavy Vehicles										
Principal outstanding at 1 July	0.06	-	-	-	-	-	-	-	-	-
Principal Paid	0.06	-	-	-	-	-	-	-	-	-
Principal outstanding at 30 June	-	-	-	-	-	-	-	-	-	-
Total All Loans										
Principal Paid	1.15	1.39	1.40	1.41	1.43	1.37	1.38	1.39	2.02	2.04
Principal outstanding at 30 June	14.08	22.69	21.29	19.88	18.45	17.08	15.69	14.30	27.28	25.24

Projects and Programs

The City delivers a significant program of capital works annually comprising of project delivery and an ongoing program of upgrades and renewal for our existing assets.

A list of major capital projects and programs currently planned for the next 10 years have been provided in the pages to follow, as well as profiles on significant multi-year capital projects and programs being delivered across our community. It should be noted that timing and costs associated with projects listed in this section are estimates only and may be subject to change pending changes in community need or economic conditions.

City of Fremantle



Highlights - Major Multi-Year Capital Projects

A number of multi-year master-planned projects have been scheduled over the next 10-year period in line with community need and asset management requirements. The projects listed in this section are in varying stages of scoping and development however the tables to follow provide an estimated time of delivery for each project along with the financial allocation currently included in the Long Term Financial Plan. Where possible each multiyear program has also been broken down into individual projects.

Overview

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Booyeembara Park Masterplan Projects				\$0.64		\$1.45m	\$0.55m	\$0.4		
Hilton Park Masterplan Projects	\$4.76	\$3.0					\$3.0m	\$7.0m	\$5.5m	\$6.7m
Samson Park Masterplan Projects	\$1.55m	\$2.34m								
Walyalup Koort Masterplan Projects		\$2.27m	\$0.5m	\$0.5m	\$0.15	\$2.0	\$0.05	\$1.25m	\$1.25m	\$5.0m
Fremantle Town Hall Projects		\$0.5m	\$1.5m		\$1.4m	\$2.4m				
North Fremantle Foreshore Projects		\$1.15m	\$0.35m	\$0.6m						
Road Safety Projects		\$0.52	\$0.85m	\$0.015m	\$0.015m	\$0.015m	\$0.56m	\$0.51m	\$0.51m	\$0.5m
Cantonment Hill Masterplan Projects				\$1.5m						
South Beach Masterplan Projects	\$0.25m	\$1.9m								
Cantonment Street Urban Realm Improvements			\$1.5m	\$1.5m						

Booyeembara Park Masterplan Project

Location: White Gum Valley

Booyeembara Park is located approximately 1.5kms from the CBD in the south-western corner of a large reserve bounded by High Street to the north, Carrington Street to the east, Stevens Street to the south and Montreal Street to the west. The 85-hectare reserve includes both a public and private golf course along with the 16.7-hectare Booyeembara Park public open space.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Golf Course Building Upgrade	\$3.2m									
Ephemeral Wetland and Story Telling Circle							\$0.4m			
Amphitheatre					\$0.7m					
Olive Grove Upgrades					\$0.5m	\$0.55m				
Skate Park		\$0.6m								



Hilton Park Masterplan Project

Location: Hilton/Beaconsfield

The Hilton Park Precinct Masterplan aims to transform the park into a vibrant community asset addressing existing challenges like aging facilities and accessibility. The masterplan was developed through extensive community engagement, reflecting the aspirations of local sports clubs, stakeholders, and the broader community.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Northern Zone Projects	\$4.76m	\$3.9m								
Southern Zone Projects							\$3.0m	\$6.0m		
Central Zone Projects								\$1.0m	\$5.5m	\$6.7m



Samson Park Masterplan Project

Location: Samson

The Samson Park Masterplan aims to enhance and manage Fremantle's largest bush reserve, by addressing drainage, accessibility, recreation, and educational aspects while respecting its natural and cultural heritage.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Masterplan: Stage 1, 2 and 3	\$1.55m	\$2.34m								
Bushland Paths and Fencing Upgrades			\$0.8m							
Toilet Ordinance and Education Signage			\$0.2m							



Walyalup Koort Public Realm

Location: City Centre

Walyalup Koort is the civic heart of Fremantle's City Centre, and the location of the City's library, administration and other customer facing services. The update of the public realm forms part of the broader redevelopment of the area that has been undertaken.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Public Realm Upgrades		\$1.4m								
Public Artwork (KBN Project)		\$0.87m								
Urban Garden			\$0.15m	\$0.15m						
Queen Street Upgrades (Cantonment to Henderson)					\$0.15m	\$2.0m				
Adelaide Street Paving			\$0.35m	\$0.35m						
William Street Upgrades							\$0.05m	\$1.25m	\$1.25m	
Courtyard Upgrade										\$5.0m



Fremantle Town Hall

Location: City Centre

Opened in 1887, Fremantle Town Hall is one of Fremantle's most iconic heritage buildings. Located in Walyalup Koort the hall is used for community events, functions and many more activities. The City has developed a program of works to ensure ongoing investment into the maintenance of this community asset.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Building Services Upgrades		\$9.5m	\$1.5m							
Toilets, Auditorium, Toilets and Entrance					\$1.4m					
Kitchen, Backstage and First Floor						\$2.4m				



North Fremantle Foreshore

Location: North Fremantle

Extending from the Fremantle Traffic Bridge down to Harvey Beach, the North Fremantle Foreshore provides numerous opportunities for the community to access and engage with the Derbarl Yerrigan, Swan River. A program of restorative and remedial works has been planned to ensure the protection of the foreshore and surrounding natural environments.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Natural Areas Projects		\$9.4m								
Prawn Bay Foreshore Renewal		\$0.75m								
Rule Street Park and Cypress Hill			\$0.5m	\$0.6m						
Prawn Bay River Journeys SCRIN			\$0.3m							



Cantonment Street Urban Realm Improvements

Location: City Centre

A core objective of the City is to increase the residential population within the City Centre. The City's 'East End' neighbourhood has recently presented a number of significant opportunities to achieve this with two potential landmark residential developments planned for delivery within the Cantonment Street area. The City is intending to invest a portion of rates generated via these two significant developments into the upgrade of the surrounding urban realm as a means to supporting these important developments.

As such the City is planning for an investment of up to \$3 million into the Cantonment Street urban realm to be delivered in line with the completion of the two significant residential developments. This will be funded 50/50 by both the City and the developers, with the City's contribution funded via rates collected from the developments and held in reserve until the development gets close to completion and urban realm works can commence.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forward Works and Construction			\$1.5m	\$1.5m						



Road Safety Projects

Location: Various

The City is delivering a focused program of road safety upgrades at varying locations over the coming years which will build upon the ongoing program of road maintenance delivered via both State and City funding.

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Parry Street/Queen Victoria Street		\$0.4m	\$0.6m							
McCabe Street		\$0.12m								
Maxwell Street			\$0.1m							
Montreal Street			\$0.15m							
South Terrace and Orient Street Node							\$0.55m			
South Terrace and Scott Street Node								\$0.5m		
South Terrace and Charles Street Node									\$0.5m	
South Terrace and Nelson Street Node										\$0.5m
Speed Reduction Signage				\$0.015m	\$0.015m	\$0.015m	\$0.015m	\$0.015m	\$0.015m	
South Terrace and Charles Street Node										
South Terrace and Nelson Street Node										
Speed Reduction Signage										



Other Multi-Year Masterplan Projects

Conception Phase

Location: Various

A number of other masterplan-related projects are now being phased with forward financial allocations being made to ensure funds are made available in line with proposed high-level timelines, as more detailed scoping and costing is completed.



	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
South Beach Dog Beach Masterplan Projects	\$0.25m	\$1.9m								
South Beach Access Projects						\$1.5m				
Cantonment Hill Masterplan Projects				\$1.5m						

Capital Projects Years 1-10 | All Projects

The City continually plans for and delivers a range of new capital initiatives and projects that aid in providing new facilities for the community as well as improving our public amenity, open spaces and supporting infrastructure. These projects are delivered in addition to the ongoing capital renewal program, and are driven by community need, growth and demand.

The 10-year list of projects incorporates the multi-year projects from the previous section and has been developed based on our core financial priorities. This includes appropriately managing our capacity to, and continuing to focus on, the delivery of future capital investment into the suburbs, and delivery of projects that support and attract major residential development into the City Centre.

The following project list is subject to change pending shifting community need over the longer term, however, it provides the City's best estimate on the prioritisation and estimated cost of future projects that are in the pipeline.



Capital Projects Years 1-10 | All Projects

Year 1 (2026-27 FY)	Est. Budget
Hilton Park Master Plan – North (Thriving Suburbs)	\$4,762,192
Respite Centre	\$2,100,000
Samson Park Master Plan	\$1,550,000
Johannah St/Fremantle Sailing Club – Drainage Works	\$1,118,200
Walyalup Civic Centre – Commercial Tenancy Fitout (L123)	\$882,000
South Tce & Douro Rd – Pedestrian Crossing Treatments	\$600,000
Walyalup Civic Centre/Town Hall - Drainage	\$300,000
South Beach – Dog Beach Facilities	\$250,000
Old Fire Station – Electrical & Fire Works	\$220,000
Pioneer Park – Public Toilet	\$200,000
Rule St Drainage Tunnel – Stabilisation Works	\$150,000
Marine Terrace – Carpark 2 Upgrade	\$70,000
Fremantle Park – Floodlights	\$25,000
Year 2 (2027-28 FY)	Est. Budget
Hilton Park Master Plan – North (Thriving Suburbs)	\$3,000,000
Samson Park Master Plan	\$2,338,000
South Beach – Dog Beach Facilities	\$1,900,000
Walyalup Koor Public Realm (Public Realm Design)	\$1,400,000
Walyalup Koor Public Realm (KBN Artwork)	\$871,000
Fremantle Education Centre – Replace Roof Materials	\$750,000
North Fremantle Foreshore – Prawn Bay Foreshore Renewal	\$750,000
Manjaree Hub – Round House Conservation Works	\$700,000
Fremantle Town Hall – Building Services	\$500,000
Fremantle Park – Floodlights	\$475,000
North Fremantle Foreshore – Natural Areas	\$400,000
Road Safety – Parry St/Queen Victoria St Intersection Upgrade	\$400,000
East St – Cliff Stabilisation	\$350,000
Operations Centre – Preparatory Works	\$200,000
Road Safety – McCabe St Median	\$120,000

Year 3 (2028-29 FY)	Est. Budget
Fremantle Town Hall – Building Services	\$1,500,000
Cantonment Street Urban Realm Improvement	\$1,500,000
Naval Store – Render & Structural Works	\$1,500,000
Community Facility – Capital Works	\$1,065,000
Samson Park Master Plan – Bushland Paths & Fencing Upgrades	\$800,000
Booyeembara Park – Skate Park	\$640,000
Road Safety - Parry St/Queen Victoria St Intersection Upgrade	\$600,000
Operations Centre – Preparatory Works	\$400,000
Walyalup Koor Public Realm – Adelaide St Paving	\$350,000
Nannine Commons – Landscaping	\$300,000
North Fremantle Foreshore – Prawn Bay River Journeys SCRIN	\$300,000
Samson Park Master Plan – Toilet, Ordinance & Education Signage	\$200,000
Port Beach Coastal Adaptation	\$152,117
Road Safety – Montreal St	\$150,000
Walyalup Koor Public Realm – Urban Garden	\$150,000
Road Safety – Maxwell St	\$100,000
North Fremantle Foreshore – Rule St Park & Cypress Hill	\$50,000
York St – Island Splitter	\$37,000
Year 4 (2029-30 FY)	Est. Budget
Cantonment Street Urban Realm Improvement	\$1,500,000
Cantonment Hill – Boardwalks, Pathways & Whadjuk Noongar Garden	\$1,500,000
Manjaree Hub – Arthur Head Cliff Stabilisation	\$1,200,000
Victoria Hall – Condition, Compliance & Function Refurbishment	\$1,000,000
Esplanade Reserve – Playground	\$850,000
Henderson Mall/William St – Public Realm Upgrade	\$645,000
Operations Centre – Preparatory Works	\$600,000
North Fremantle Foreshore – Rule St Park & Cypress Hill	\$600,000
Walyalup Koor Public Realm – Adelaide St Paving	\$350,000
Forsyth Rd Widening	\$300,000
Harvey Beach – Swimming Enclosure	\$300,000
Rennie Crescent – Verge Parking	\$250,000
Walyalup Koor Public Realm – Urban Garden	\$150,000
Fremantle Surf Life Saving Club – Bin Store & Paving	\$40,000
Road Safety – Speed Reduction Signs	\$15,000
Year 5 (2030-31 FY)	Est. Budget
Fremantle Town Hall – Toilets, Auditorium, Atrium & Entrance	\$1,400,000
Booyeembara Park – Amphitheatre	\$700,000
Henderson Mall/William St – Public Realm Upgrade	\$600,000
Booyeembara Park – Olive Grove Upgrades	\$500,000
Operations Centre – Preparatory Works	\$250,000
Bathers Beach – Pontoon	\$250,000
Walyalup Koor Public Realm – Queen St Intersection & Resurfacing	\$150,000
Fremantle Surf Life Saving Club – Bin Store & Paving	\$75,000
Dog Exercise Area Improvements	\$50,000
Road Safety – Speed Reduction Signs	\$15,000

Year 6 (2031-32 FY)	Est. Budget
Fremantle Town Hall – Kitchen, Backstage & First Floor	\$2,400,000
Walyalup Koor Public Realm – Queen St Intersection & Resurfacing	\$2,000,000
South Beach – Access	\$1,500,000
Princess May Reserve Projects	\$650,000
Booyeembara Park – Olive Grove Upgrades	\$550,000
Road Safety – Speed Reduction Signs	\$15,000
Year 7 (2032-33 FY)	Est. Budget
Hilton Park Master Plan – Southern Projects	\$3,000,000
Henderson Mall/William St – Public Realm Upgrade	\$1,000,000
Princess May Reserve Projects	\$650,000
Road Safety – South Tce & Orient St Node	\$550,000
Booyeembara Park – Storytelling Circle	\$250,000
Dog Exercise Area Improvements	\$150,000
Booyeembara Park – Wetland	\$150,000
Walyalup Koor Public Realm – William St	\$50,000
Road Safety – Speed Reduction Signs	\$15,000
Year 8 (2033-34 FY)	Est. Budget
Hilton Park Master Plan – Southern Projects	\$6,000,000
Walyalup Koor Public Realm – William St	\$1,250,000
Hilton Park Master Plan – Central Projects	\$1,000,000
Road Safety – South Tce & Scott St Node	\$500,000
Road Safety – Speed Reduction Signs	\$15,000
Dog Exercise Area Improvement Projects	\$150,000
Walyalup Koor Public Realm – Queen St (Cantonment St to Henderson St)	\$2,000,000
Walyalup Koor Public Realm – William St	\$50,000
Year 9 (2034-35 FY)	Est. Budget
Hilton Park Master Plan – Central Projects	\$5,500,000
Walyalup Koor Public Realm – William St	\$1,250,000
Road Safety – South Tce & Charles St Node	\$500,000
Road Safety – Speed Reduction Signs	\$15,000
Year 10 (2035-36 FY)	Est. Budget
Hilton Park Master Plan – Central Projects	\$6,700,000
Walyalup Koor Public Realm – William St	\$5,000,000
Road Safety – South Tce & Nelson St Node	\$500,000

Ongoing Capital Programs

The City's capital renewal program relates to the ongoing management and replacement of Council infrastructure and assets and is predominantly focused on maintaining, upgrading, or replacing assets like roads, buildings, and recreational facilities to ensure they remain accessible and functional for use by the community.

The City manages well over \$700 million worth of assets, and as previously mentioned a key focus area for the City's long term financial plan is to increase its investment into the renewal of its assets, so that they remain functional and accessible by the community and its future generations.

The table to follow outlines the City's planned investment into its ongoing renewal programs across the next decade, and indicates a near term growing investment into critical program areas such as:

- Building maintenance and renewal
- Drainage
- Footpaths
- Parks and reserves
- Plant, Equipment and Vehicles, Road Safety and Maintenance
- Street Lighting

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Buildings	\$0.91m	\$1.0m	\$1.1m	\$2.2m	\$3.2m	\$3.2m	\$2.5m	\$2.0m	\$2.7m	\$1.8m
Irrigation	\$0.48m	\$0.75m	\$1.0m	\$0.9m	\$1.0m	\$0.8m	\$1.0m	\$0.9m	\$1.0m	\$0.8m
Playgrounds	\$0.71m	\$0.2m	\$0.6m	\$0.7m	\$0.7m	\$0.7m	\$1.7m	\$0.9m	\$1.2m	\$0.7m
Footpaths	\$1.12m	\$1.1m	\$1.2m	\$1.2m	\$2.2m	\$2.3m	\$1.8m	\$1.3m	\$1.8m	\$1.3m
Plant Equipment & Vehicles	\$1.42m	\$1.2m	\$1.2m	\$0.8m	\$0.7m	\$0.7m	\$0.7m	\$0.6m	\$0.6m	\$0.6m
Drainage	\$0.35m	\$0.8m	\$1.0m	\$2.2m	\$1.4m	\$1.5m	\$3.2m	\$1.4m	\$2m	\$1.2m
Street Lighting	\$0.25m	\$0.3m	\$0.25m	\$0.25m	\$0.5m	\$0.3m	\$1.3m	\$0.3m	\$1.3m	\$0.3m
Car Parks	\$0.15m	\$0.15m	\$0.15m	\$0.15m	\$0.45m	\$0.45m	\$0.45m	\$0.45m	\$0.65m	\$0.15m
Furniture and Equipment	\$0.035m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m
Bus Shelters	-	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
Park Infrastructure	\$0.02m	\$0.27m	\$0.05m	\$0.05m	\$0.35m	\$0.08m	\$0.08m	\$0.13m	\$0.4m	\$0.1m
Traffic Calming & Pedestrian Safety	\$0.1m	\$0.05m	\$0.05m	\$0.05m	\$0.3m	\$0.3m	\$0.55m	\$0.05m	\$0.05m	\$0.05m
Access and Inclusion Infrastructure	-	\$0.075m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m
Asbestos Removal	\$0.25m	\$0.05m	\$0.05m	\$0.06m	\$0.1m	\$0.1m	\$0.12m	\$0.12m	\$0.15m	\$0.15m
Bike Plan Initiatives	\$0.26m	\$0.13m	\$0.13m	\$0.15m	\$0.4m	\$0.4m	\$0.65m	\$0.15m	\$0.15m	\$0.15m
Greening Sumps	\$0.02m	\$0.02m	\$0.05m	\$0.05m	\$0.25m	\$0.02m	\$0.25m	\$0.02m	\$0.25m	\$0.02m
MRRG Works	1.7m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m	\$1.3m
R2R Works	\$0.94m	\$0.43m	\$0.81m	\$0.45m	\$0.45m	\$0.45m	\$0.45m	\$0.55m	\$0.55m	\$0.55m
Sports Infrastructure	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m	\$0.07m
Street Furniture	-	-	-	-	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m	\$0.05m
Building Sustainability Initiatives	\$0.03m	\$0.1m	\$0.15m	\$0.15m	\$0.25m	\$0.25m	\$0.25m	\$0.25m	\$0.25m	\$0.25m
Road Reserve Structures	-	-	-	-	\$0.25m	\$0.25m	\$0.25m	\$0.25m	\$0.25m	\$0.25m
Urban Realm Streetscape Upgrades	-	-	-	\$1.15m	\$0.45m	\$0.25m	\$0.75m	\$0.25m	\$0.45m	\$0.25m
Road Reserve Structures	-	-	-	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m	\$0.02m
Urban Realm Streetscape Upgrades	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m	\$0.1m

Future Transformational Programs

While these projects are currently still in conception phase and are yet to be fully scoped, the City is currently undertaking feasibility and business case work on three significant projects. These projects are currently reflected within the Long Term Financial Plan however following the completion of business cases and feasibility studies, the costings and timings may be subject to change and will require further consideration by Council before they progress.



Fremantle Oval Redevelopment

A once in a generation redevelopment of Fremantle Oval is currently being developed in collaboration with key stakeholder groups and in response to community engagement to date. A masterplan has been developed and endorsed by Council and project partners are now seeking funding via State and Federal Government.

The City has completed a business case which was funded by the State Government and is now seeking funding opportunities via the State and Federal Government.

It is anticipated the redevelopment may cost between \$60 to \$100 million. The intent is that the redevelopment will primarily be externally funded.



Expenditure	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forward Works and Construction	-	-	-	-	\$60m	-	-	-	-	-
Revenue	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
External Funding	-	-	-	-	\$60m	-	-	-	-	-

City of Fremantle Depot Redevelopment

The City of Fremantle Depot is currently located within the Knutsford Precinct to the east of the City Centre. This facility which is critical to the day-to-day operations of the City, is reaching end of life and work is currently being undertaken to identify suitable redevelopment options. An opportunity exists to unlock the large swathe of land that the current depot sits upon for residential development, as well as develop a state-of-the-art operations centre at the City's 7 Jones Street site located in O'Connor.

Similar to the Fremantle Oval Redevelopment, this project has been included in the Long Term Financial Plan however remains subject to the completion of a business case and further consideration by Council.

The City intends to dispose of the site that the depot currently sits upon and as such will fund the cost of any redevelopment via the proceeds of the sale. The table to follow outlines current anticipated timelines and estimated budgets related to this significant project.



Expenditure	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forward Works and Construction	-	-	-	-	-	-	-	-	-	\$25m

Fremantle Leisure Centre Redevelopment

The Fremantle Leisure Centre is a much-loved community asset however has been identified as approaching end of life and will soon require redevelopment in order to ensure the City is delivering contemporary and fit for purpose recreation services.

Work is underway to determine the most suitable approach to redeveloping the centre and will include a detailed business case and feasibility studies over the coming years.

Initial high-level assessments have determined that the City may be required to invest up to \$25 million to achieve these objectives and as such has included high level estimates within the Long Term Financial Plan. At this stage it is intended that the project would be funded through a mix of municipal funds, borrowings and external funding.



Expenditure	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Forward Works and Construction	-	-	-	-	-	-	-	-	\$25m	-
Reserve Allocations	-	\$0.5m	\$0.5m	\$0.5m	\$0.5m	\$0.5m	\$0.5m	\$0.5m	-	-
Revenue	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Borrowings	-	-	-	-	-	-	-	-	\$15m	-
Borrowing Expense	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
Loan Interest	-	-	-	-	-	-	-	-	\$0.29m	\$0.29m
Loan Principal	-	-	-	-	-	-	-	-	\$0.62m	\$0.63

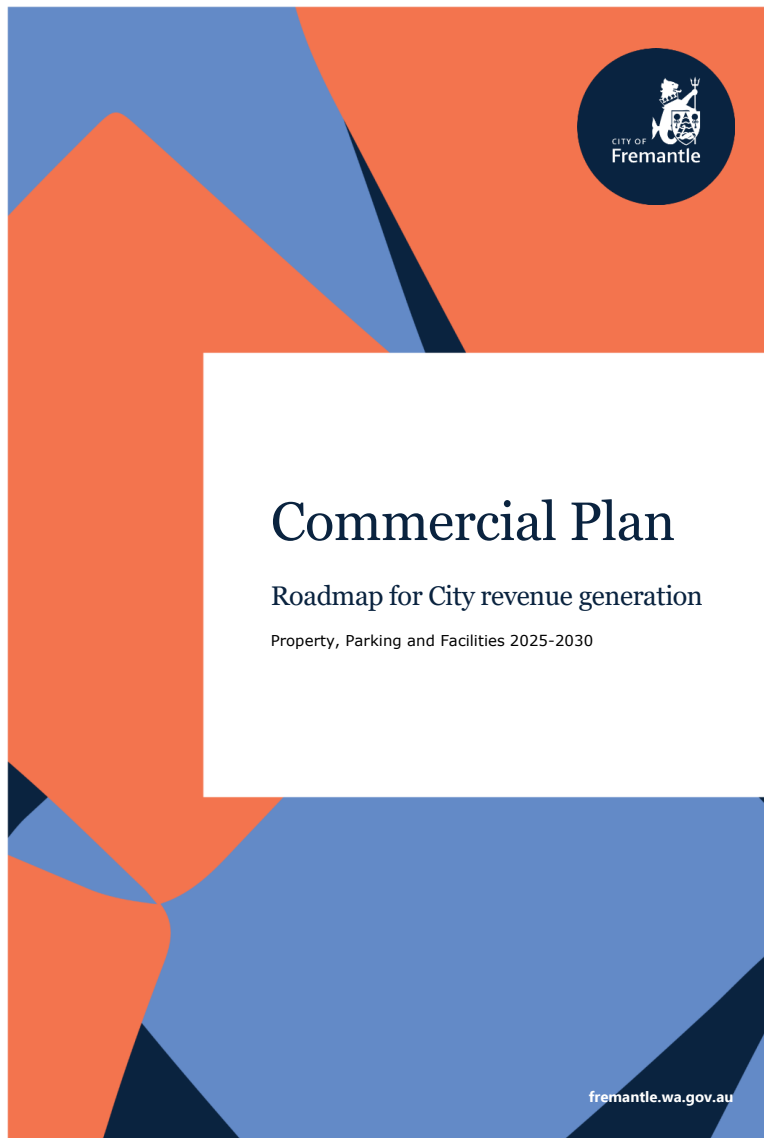
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Alternative formats available upon request.



1.0 Introduction

Our revenue generating assets and services

The City delivers a wide range of community facilities and services all of which require funding to operate. The City is required to generate revenue to cover this expenditure which comes from various sources.

While around 60% of the City's revenue is generated via rates, the remaining 40% is generated through fees and charges associated with key community facilities, paid parking and the hire and lease of city property. Revenue is also generated through grant funding and various other means such as statutory planning fees. Revenue that is collected via non statutory functions is known as discretionary revenue.

The more discretionary revenue the City can generate, the less the City is required to subsidise those services via collection of rates. Ultimately it is in the community's best interest for the City to grow and diversify discretionary revenue generated across our various facilities and services.

The following plan outlines key initiatives and actions areas to be delivered across our commercial parking, commercial property, and other key revenue generating assets, with the intent that opportunities to grow and diversify revenue streams are identified and implemented.

The City generates discretionary (non-statutory) revenue via fees and charges from the following key areas:

- Off Street Paid Parking - Approximately \$6.3m annually
- On Street Paid Parking – Approximately \$5.2m annually
- Fremantle Leisure Centre – Approximately \$4m annually
- Commercial Property Portfolio – Approximately \$2.9m annually
- Fremantle Arts Centre - Approximately \$2.9m annually
- Fremantle Visitor Centre – Approximately \$60K

Overall, these facilities and services contribute over \$21 million towards our annual budgets. This plan focuses on optimisation of three core areas including Commercial Parking, Commercial Property and Revenue Generating Facilities.

Commercial Parking

Introduction

The City's commercial parking function provides the infrastructure, systems and resourcing for the City's on-street and off-street paid parking operations.

The City is a long-standing provider of paid parking within Fremantle, with operations and infrastructure evolving over time.

As a result of ongoing investment into the city centre and resultant redevelopment, parking supply has naturally declined due to sites previously utilised for parking now being redeveloped. While redevelopment of these sites is ultimately the best possible outcome, Fremantle has also seen an increasing number of private sector parking operators enter the market which has reduced the City's overall market share in the provision of paid parking.

This gradual decline in parking supply and market share has the potential to impact the City's ability to generate revenue over the longer term, and as such a series of action areas have been proposed in order to build a more contemporary and sustainable parking business for the City.

Strategic Intent and Guiding Principles

The following high level strategic objectives have been identified as key focus areas for the City's parking business for the period of this plan.

- Seek to increase (or maintain existing) off-street parking supply while ensuring aspirations around future modal shift continue to be pursued in line with the city's integrated transport strategy.
- Grow market share of paid off street parking provision within the City Centre.
- Sustain (and seek to grow) revenue generated for the City via paid parking.
- Reposition the City's parking business as a provider of contemporary and highly accessible parking opportunities, while emphasising the value generated for the community through reinvestment of parking revenue back into the community.
- Build a service delivery model focused on the provision of the following core services:



Management

Park Freo provides the resources and expertise to make parking available up to 7 days a week, 24 hours a day and ensures customers adhere to tariffs and time limits.



Systems

We offer the latest in parking infrastructure including ticket machines, a mobile app and our integrated management system offers real time data and monitoring.



Strategy

We deliver targeted approaches to managing demand and delivering marketing to drive increased utilisation in off peak periods via demand based pricing and promotions.

Action Areas

Five key action areas have been developed in order to deliver on the previously mentioned strategic objectives. The action areas include:

- Customer experience
- Brand, Marketing & Communications
- Products & Pricing
- Systems & Technology
- Parking Supply & Infrastructure

Customer experience

- Develop and deliver a more consistent and conspicuous suite of parking wayfinding signage and information collateral for both on street and off-street parking products.
- Review on-street parking within individual precincts and identify opportunities to reduce variability of restrictions for ease of customer use.
- Review and improve the management of loading zones within the City Centre including identification of opportunities for dual use (ride share, food delivery, taxis etc).
- Investigate an approach to 'pay now' discounts and tiered charges for customers who receive an infringement and opt to pay it within a set period of time (i.e. 50% discount if paid within 30 minutes of it being issued).
- Investigate an approach to delivery of a city-wide rewards/loyalty program that recognises customers for repeat visitation, parking usage and spend in local businesses.

- Establish a consistent approach to delivery of high standards of customer service and responsiveness.
- Review parking in proximity of retail/hospitality areas, recreational areas, sporting facilities, and major event locations to identify locations where parking control measures may be needed to manage overflow parking issues.
- Review the maintenance and cleaning schedules of off-street carparks to ensure they are consistently clean, well-lit and safely traversable.

Brand, Marketing & Communications

- Develop and deliver on a marketing and communications strategy that better engages and informs customers on Park Freo and City of Fremantle parking offerings, and includes:
 - Establishment of digital marketing channels (i.e. website, social media, digital content)
 - Development of a database to facilitate ongoing communications with customers
 - Delivery of marketing campaigns that inform current and prospective customers on the parking supply and products available within Fremantle
 - Continue to roll out and embed the new 'Park Freo' off street parking brand, and associated 'every dollar goes back the community' brand positioning.
- Undertake an assessment of parking supply, pricing and products being offered by private sector parking operators within Fremantle and other similar precincts.
- Maintain active engagement with Parking Australia and similar industry bodies through participation in events and meetings, to ensure ongoing visibility within the sector and remain informed of industry developments.
- Engage with existing private sector parking providers within Fremantle and explore opportunities to collaborate on communications and marketing activities that highlight Fremantle's overall parking offering.

Products & pricing

- Consistently review parking utilisation data to inform restriction and pricing adjustments to improve occupancy management, parking availability and revenue.
- Investigate the implementation of paid parking where parking demand regularly exceeds 80 per cent in free parking areas during peak periods.
- Review parking utilisation across all activity centres to identify potential locations for the future implementation of paid parking, particularly in areas where management of parking is presenting challenges for the community.

- Introduce demand-based dynamic pricing to better manage utilisation and management of parking within the City Centre, as well as temporary or seasonal parking pricing based on localised needs.
- Undertake a review of pricing in similar LGA managed parking areas and adjust in order to benchmark the setting of annual fees and charges.
- Identify opportunities for delivery of off-street Electric Vehicle (EV) charging bays via seeking proposals from private sector EV charging providers.
- Develop bespoke parking products that capitalise on Fremantle's visitor economy including but not limited to Rottnest Island related parking products , and visitor parking 'passports/day passes', and accommodation related permits for hotel guests.
- Establish and maintain a pricing differential between on-street and off-street parking products with the intent that on-street parking is positioned as a higher cost premium product, and off-street parking is maintained as a 'value for money' driven product.
- Investigate the feasibility of delivering a premium 'pre-booked' parking product across strategic locations throughout the City.

Systems & Technology

- Continue the roll-out of new generation physical ticket machines to replace existing ticket machines as they meet end of life.
- Facilitate a reduction in number of physical ticket machines while working to increase share of transactions generated via the digital pay by phone application.
- Monitor cash transactions across the ticket machine network with the objective of progressively transitioning towards a predominantly card-based payment system. Implement a centralised parking software solution that enables integration and real time data transfer between the City's tickets machines, ERP system, pay by phone application and infringement software.
- Implement a centralised ticket sales reconciliation module within the centralised parking software which identifies dynamic pricing opportunities in real time.
- Identify opportunities to leverage new features and technology made available through new generation ticket machines, the centralised parking software and pay by phone application in order to deliver a superior customer experience.
- Investigate the feasibility of providing micro-mobility charging systems (and parking facilities) in off-street car parks to cater for first mile/last mile mode shift (i.e. e-rideables).
- Transition all parking permits, including resident paid, resident free, visitor, activated permits (eg. WAPOL permits), staff, commercial and bay hire to a fully electronic based and integrated system to improve efficiency and accuracy.

Parking Supply & Infrastructure

- Develop feasibility/business cases for the delivery of multideck carparking options as part of planning associated with:
 - The Fremantle Oval Redevelopment
 - Victoria Quay Activation Strategy
 - Parry Street Forever Carpark site
 - Fremantle Park & Leisure centre Recreation Precinct
- Monitor status of operational agreements in place for existing privately owned parking infrastructure (Victoria Quay, Collie Street, FOMO) and seek to position the City (via the ParkFreo brand) as a potential future operator of those facilities.
- Identify opportunities for delivery of additional at-grade off street parking stations within the City centre both on private and public land.
- Consider acquisition of strategically located land that may be required to fulfil future parking demand.
- Identify opportunities for reconfiguration of line marking (on and off-street) to maximise parking supply.

Key Performance Indicators

- Increase in positive customer feedback received via customer surveys
- Greater awareness and knowledge of Park Freo and City of Fremantle parking offerings and their locations
- Off Street parking is priced equal to or lesser than other competitors
- Park Freo operates a greater number of car parks on privately (non-City) held land
- There is a greater number of off-street car bays
- Annual parking revenue has increased
- Systems and technology are contemporary and user friendly
- Parking permits are administered through a fully electronic system.

Commercial Property

Introduction

This section sets out an integrated framework for the purchase, management and disposal of council property assets and establishes a consistent approach to property management in line with achieving optimal outcomes for the Fremantle community. The majority of guidance and recommendations within this section was developed and provided by independent property consultant Paxon Group.

The focus of this plan is predominantly related to the City's commercial properties and defines the triggers and conditions that will drive commercially sound decision making.

Within the context of local government, *property* is widely accepted as any interest that council has in land (and the buildings or infrastructure that sit upon it), which are owned by council, or managed by council via a vesting from other tiers of Government.

Council's generally hold property in order to optimise service delivery for the community, however property may also be purchased, managed or sold in order to achieve broader strategic outcomes such as urban development or investment attraction.

This plan allows for integration with council's wider strategic framework including the achievement of asset management and economic/community development objectives.

The general intent of the plan is to develop a framework that supports the achievement of the following:

- Generate low risk investment returns
- Make land and property available for economic growth and urban development
- Protection and maintenance of built assets, including heritage.
- Define governance and decision-making frameworks to create consistency and accountability in making property-based decisions.

Furthermore, the plan seeks to achieve the following core benefits:

- Provide a basis for the Council to evaluate and balance the trade-off between service delivery, financial return and community access
- Provides benchmarks which can be used to evaluate outcomes and plan future investments
- All associated costs are considered and optimised over the lifecycle of assets
- Existing assets are maintained and used more effectively (timely maintenance is cheaper than repairs or new asset acquisitions)

Strategic intent and Guiding Principles

The majority of the City's commercial properties exist within the city centre. While the City does manage these properties to achieve a commercial outcome it is unable to operate like a traditional commercial landlord. Councils must manage property assets in a way that balances financial performance with community value, planning goals, management orders and broader public benefit. For example:

- Some properties may serve important cultural or civic roles, or add significant value to tenancy mix despite delivering sub-commercial returns.
- Strategic land may yield modest financial returns but enable activation, employment, or affordable space for creative industries.
- Asset decisions must therefore consider the broader economic, environmental, and social impacts beyond immediate financial returns.

The City's responsibility to balance commercial and community objectives is reflected in the separation between its commercial and community property portfolios. For commercial assets, a clear set of commercial principles is required to guide investment and management decisions.

To support this delineation, the following principles should be applied to the commercial portfolio:

- Financial Sustainability: Commercial assets must contribute positively to the City's long-term financial health through competitive returns – a form of revenue diversification.
- Fit-for-Purpose Use: Each property should serve a clear and justifiable purpose, whether generating income, or enabling strategic city objectives.
- Performance-Driven Retention: Properties should be retained when they meet or exceed benchmark financial metrics, or hold clear strategic, heritage, tenancy mix, or placemaking value.
- Evidence-Based Decision-Making: Portfolio decisions should be guided by asset performance data, market conditions, lifecycle costs, and alignment with planning and economic goals.
- Opportunity Cost Assessment: Assets with low returns or limited strategic value should be regularly reviewed for repurposing, divestment, or redevelopment potential.
- Integration with Planning and Economic Strategy: Asset management must be closely tied to the City's planning framework, precinct activation priorities, and broader economic development strategy.

With respect to appropriate decision making around disposal of commercial assets, this strategy prioritises the retention of commercial property that is meeting or achieving yield targets for the following reasons:

- Commercial properties delivering strong net yields provide a reliable, non-rate revenue stream to support City operations and services.
- Retaining well-performing commercial assets, particularly in Fremantle's city centre, contributes to activation, local employment, and daytime economic activity.

- Strong-yielding assets located in high-demand precincts offer potential for capital appreciation over time.
- Properties with robust income profiles can be used to support:
 - Co-investment (for example, partnering with a developer to refurbish a heritage building into a mixed-use hub)
 - Borrowing capacity (properties with reliable cash flow improve the City's financial profile, making it easier to secure loans or lines of credit)

In considering the acquisition of new commercial property, prospective purchases should at a minimum demonstrate an ability to meet previously mentioned commercial principles, and or contribute towards the achievement of the following:

- a strong economic and financial rationale established through both quantitative and qualitative data.
- it is likely to provide strong economic and financial returns or, an intervention is required to achieve better outcomes for the community.
- Opportunities to enable or facilitate the de-fragmentation of property ownership in areas of high development potential should be strongly considered if the City has the financial capacity to pursue such opportunities at that time.
- Other higher-level outcomes such as:
 - Economic growth and development
 - Urban development and renewal
 - Income generation to subsidise services provided by the City

Ultimately the City seeks to manage and build on its existing portfolio of commercial property to ensure that it remains resilient to macroeconomic market conditions, diversifies the City's discretionary revenue streams and creates income generation to supplement the delivery of community outcomes and services.

To achieve this the City will need to invest in, maintain or dispose of commercial property when it achieves, or has potential to achieve optimal economic and financial returns for the wider Fremantle community.

Decision Making Framework

The delivery of this plan is structured around assessing each property against an overarching framework that drives decision making around investing in, holding and disposing of council property assets.

The decision framework was created to provide a structured and transparent process for assessing the future of each asset within the portfolio.

While yield performance serves as a key commercial quantitative trigger within the framework, the decision to reinvest, adjust the tenancy strategy (e.g. increase rent or change tenancy mix), transfer to the Community Asset Portfolio, or divest may also be informed by a range of qualitative considerations. These include:

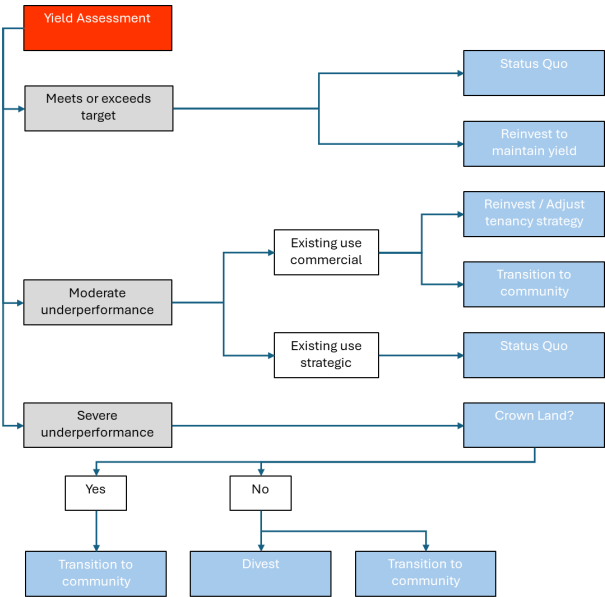
- The asset's cultural, social, or strategic value to the community, as well as the value an existing tenancy adds to surrounding tenancy mix
- The scale and timing of capital investment required to sustain or enhance performance
- The degree to which a commercial return is expected
- Planning or heritage constraints that may limit alternative uses or redevelopment

The framework provides a recommended course of action on the basis an initial yield assessment and whether a property is:

- Meeting or exceeding yield targets
- Moderately underperforming
- Severely underperforming

Depending on the property's performance and an assessment of the previously mentioned qualitative considerations the framework then provides direction on when to pursue any of the following courses of action:

- Maintain the status quo
- Continue to pursue strategic benefits resulting from property use
- Reinvest in the property to maintain yield
- Reinvest in the property or adjust the tenancy strategy
- Transition the property to the community portfolio
- Divest/dispose of the property



Commercial Portfolio Review

Existing properties within the City’s commercial portfolio have been analysed by an external independent property advisory in order to determine the appropriate action for each property. The review and associated decision-making framework assessed the properties purely on a commercial basis and in isolation of any strategic or community context so as to provide a commercially orientated benchmark for decision making.

This was to ascertain the full commercial potential of any given property, regardless of any current strategic or community benefit resulting from the current use of each property.

With that benchmark ascertained, the decision-making framework was then revised for the purposes of this document to incorporate considerations around any strategic or community benefit that a moderately underperforming property may be delivering, which will then form part of future decision making.

To support the use of this decision-making framework the following benchmark yield ranges serve as reference points to assess the relative commercial performance of the City’s income-generating properties. They have been developed based on the independent property advisory’s market experience, recent transactional evidence, and consultation with local commercial agents in Fremantle. The ranges are further informed by research published by leading commercial real estate firms and reflect typical investor expectations for comparable asset classes.

Asset Class	Net Yield Range
Retail (General)	4.5% - 5.5%
Retail (Hospitality)	5.5% - 6.0%
Office	6.0% - 6.5%
Medical	5.0% - 5.5%
Industrial	6.0%- 7.5%

Indicative yields have been derived using a combination of formal valuations and third-party market appraisals and as such the following should be noted:

- Only 6 of the City’s 16 commercial properties have recent independent valuations, making it necessary to estimate yields for the remainder. To support this, Belle Commercial Property Fremantle (Belle Property) provided indicative market appraisals for the remaining assets.
- Belle Property noted the bespoke nature and valuation challenges of the portfolio, due to factors including heritage constraints, Crown land tenure, peppercorn leases, and underdeveloped sites. Consistent with the findings of this report, Belle

also observed that many assets are underperforming relative to current market expectations.

- It is important to note that yield outcomes are highly sensitive to valuation / appraisal inputs and should be treated as indicative only, particularly given the unique characteristics of many assets.

A full summary of commercial information as well as key recommendations driven by the decision-making framework are provided for each property within Annexure 1.

Action Areas

The following objectives will be delivered to realise strategic intent, guiding principles and recommendations identified within the commercial portfolio review.

- Review and update existing property related council policy in line with current market conditions and asset management requirements.
- Gather and analyse data that facilitates objective and commercially sound decision making around buying, holding and selling property.
- Undertake a review of existing commercial lease terms in line with market conditions and update at relevant lease review points.
- Discontinue (and re-present to market) leases that are under performing or unable to meet market conditions, subject to there being enough market demand to re-tenant them within a reasonable timeframe.
- Identify investment and renewal requirements for each commercial property asset and work with the infrastructure and assets team to incorporate associated budget requirements into long term financial plan.
- Identify new properties that are of high development potential or present an income generation opportunity for the City and seek external/independent advice on suitable property acquisition opportunities.
- Identify existing properties that are underperforming AND present high development potential (as per assessment via external/independent consultant) and seek council endorsement to dispose of them.
- Where a suitable commercial tenant is not identified for a commercial property within 3 months of a public EOI process closing, allow the property to be utilised for temporary pop-up activation opportunities should they be available. Vacant properties may also be used for temporary pop-up activation opportunities leading up to and during an EOI process pending they do not impact the ability to for prospective tenants to view the property during the EOI process.

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Key Performance Indicators

- There will be an increase in line with market trends, of return on investment (ROI) for properties within the City's commercial portfolio.
- Rental income received per sqm for properties with the City's commercial portfolio will be equal to or greater than indicative yield ranges at any given time.
- The City will hold more high-quality retail and office accommodation within its commercial portfolio.
- The vacancy rate within the City's commercial properties will decrease.
- There will be a greater number of core anchor office/retailers occupying City property.
- The City will hold more property at strategic sites that have potential for providing strong development outcomes.

5.0 Revenue Generating Facilities

Introduction

The City makes available a number of facilities that exist to deliver services for the community. While these facilities are community focused and not commercial in nature, the operational models associated with each of them rely significantly on the generation of revenue in order to minimise the financial subsidy required from the City to operate them.

The Fremantle Arts Centre, Fremantle Leisure Centre, and Fremantle Visitor Centre are core facilities for the community and each generate revenue through offering a range of different products and services. Each of these facilities contribute uniquely to the City's financial sustainability while also enhancing the Fremantle's cultural, recreational, and tourism based experiences.

The Fremantle Arts Centre is a renowned hub for arts and culture, offering a wide range of creative programming, exhibitions, and events. It supports an artist-in-residence program and hosts various workshops and classes, attracting both locals and visitors. The centre's café and retail shop further contribute to its revenue generation by providing high-quality food and unique products created by local artists.

The Fremantle Leisure Centre is a key recreational facility that offers fitness programs, swimming pools, and other leisure activities. It serves as a community gathering spot, promoting health and wellness. The centre's gym and retail elements, such as the café and kiosk, play a significant role in generating revenue by servicing a large number of visitors and members.

The Fremantle Visitor Centre is the official information hub for tourists, providing essential services such as maps, brochures, and local advice. It enhances the visitor experience by offering free Wi-Fi, bike hire, and guidance on events and attractions as well as a retail offering that generates revenue for the centre. The centre ensures that visitors have a memorable experience, which in turn encourages repeat visitation, supports local businesses and contributes to the City's revenue through things like parking.

All three of these facilities present opportunities for identification of new revenue streams, and growth of existing ones as a means to further subsidising the cost to the City in making these facilities available to the community.

An opportunity also exists to consider the approach to an integrated venue management model associated with the future operation of Fremantle Oval, and how this model could be leveraged to drive further value and revenue generation for City run event venues and spaces across the City.

Ideally these facilities should continue to work towards the development and growth of revenue streams so that that they continue to reduce the subsidy required from the City to support operations (cost of service delivery is reduced through an increase in the revenue generated by each).

Action Areas

The following actions have been developed in order to identify and pursue new revenue streams or growth of existing ones.

- Undertake a financial audit of each facility to determine net cost of operation and growth in revenue required to reduce City subsidy for each facility.
- Review current operational costs associated with each facility and identify opportunities to reduce these costs where appropriate.
- Undertake an analysis of existing physical facilities and identify opportunities for delivery of new or additional services that may result from capital investment into the facilities.
- Review existing products and services to determine alignment with industry benchmarks on cost of delivery and pricing.
- Identify opportunities for delivery of new products and services that can deliver revenue generation opportunities.
- Seek independent advice on the most appropriate service delivery/operating model for each facility.
- Develop a suite of recommendations for implementation at each facility in line with data and analysis from prior actions.
- Develop an operating model to support a City run redeveloped Fremantle Oval which also incorporates an approach to the integrated management of other venues and facilities across the City as part of that model.

Key Performance Indicators

- The net cost of running these facilities will decrease
- There will be a greater number of discrete revenue sources within each of these facilities
- Revenue generated by these facilities will increase
- A realistic and financially sustainable operating model is developed agreed upon for the future Fremantle Oval redevelopment

Council Policy



Complaint Management

Policy scope

The City of Fremantle recognises that complaints have a significant role in improving service to our community and that well handled complaints play a role in turning dissatisfied customers into satisfied customers.

Policy statement

The City of Fremantle welcomes complaints and will provide a fair, accessible and objective process for all customers. The City will use its complaints to identify the need for improvement, or for consideration of new services.

Definitions and abbreviations

Nil.

Responsibility and review information	
Responsible officer:	Manager Customer Experience and Learning
Document adoption/approval details	19 February 2013
Document amendment details	22 September 2021 – FPOL2109-16
Next review date	22 September 2025



Council Policy

Complaint Management [draft]

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Complaint management policy [draft]

Policy scope

This policy applies to complaints, relating to the City of Fremantle's decisions, employees and services, under the City's jurisdiction.

The content in this policy complements the Council Members, Committee Members and Candidates Code of Conduct and the City's Administrative Grievance Policy for employees.

This policy does not cover:

- Initial requests for service
- Feedback where no issue resolution is needed
- Feedback from stakeholder/community engagement
- Requests for information or explanations of policies or Council decisions
- Reports of damaged infrastructure or hazards
- Reports concerning neighbours or property
- Appeals or objections not related to complaints
- Petitions
- Civil disputes between private individuals
- Complaints made on social media or letters to the editor
- Matters regarding State/Federal Government or outside City jurisdiction
- Matters dealt with by other authorities

The City will endeavour to direct complainants to the correct authority for matters outside the City's jurisdiction.

Policy statement

The City of Fremantle values customer feedback and is committed to providing prompt, fair, and equitable resolution to complaints. The City recognises that complaints and feedback provide opportunities to improve services.

1. Objectives

The objectives of this policy are to:

- Ensure complaints are managed in accordance with best practice as outlined by the Western Australian Ombudsman – Guidelines for complaint management in organisations, and the *Local Government Act 1995*.

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- Ensure that complaints received by the City are managed promptly, fairly and equitably from the time of receipt through to a satisfactory resolution or final determination of the matter.
- Support a culture of continuous improvement by valuing the opportunity to identify business and service improvements.

2. Principles

- 2.1 Complaints are managed in a prompt, fair and equitable manner.
- Prompt: The City will respond to all complaints and communicate with parties involved.
 - Fair: The City will review all complaints in an equitable, fair and unbiased manner using evidence submitted by both the complainant and respondent.
 - Equitable: The City will be consistent and ethical in the treatment of complaints and customers involved.
- 2.2 Parties to complaints are treated professionally, respectfully and with confidentiality.
- Professionalism: The City will work to reach a solution that provides the best outcome for all parties wherever practical and actively communicate with all involved.
 - Respect: The City will work to resolve complaints respectfully and cooperatively with all parties. The City recognises that some individuals may require additional assistance to participate equitably in the complaints process and will make reasonable efforts to provide appropriate support in accordance with the protected attributes under the *Equal Opportunity Act 1984 (WA)*.
 - Confidentiality: Personal information will remain confidential and can only be disclosed in accordance with the Privacy and Responsible Information Sharing (*PRIS*) Act 2024 (*WA*) or other legislation relevant to the complaint.
- 2.3 Complaints and feedback are a valued mechanism to help improve the delivery of services for the community.

3. Complaints

Complaints to the City are taken seriously and will be handled in line with the principles outlined in this policy. Complaints offer the City the opportunity to consider a review of services or actions and take corrective steps where in the interests of the community. The City is committed to understanding the context of complaints and will gather all necessary information to make an informed decision.

Anonymous complaints will be accepted where sufficient information is provided, however the City will be unable to provide feedback on decisions made or action taken.

Malicious, frivolous or vexatious complaints are managed under section 8 of this policy.

4. Complaints about Elected Members

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Behavioural breaches by Council Members, Committee Members and Candidates are to be dealt with under the Code of Conduct, unless otherwise prescribed (s 5.105 of the *Local Government Act 1995*).

Conduct breaches and Specified breaches by Council Members, Committee Members and Candidates are to be dealt with by the Local Government Inspector, in accordance with Part 8A of the *Local Government Act 1995*.

For information on behavioural breaches, see the City's policies webpage or contact the City's Governance team on 9432 9999 or governance@fremantle.wa.gov.au.

For information on conduct or specified breaches, see the Department of Local Government's website: [Complaints information](#)

5. Complaints about employees

Complaints about employee conduct are managed in line with administrative policies and procedures.

6. Complaints about services

Complaints about services are managed in line with this policy and the City's complaint management procedure.

7. Resolving complaints

All complaints will be addressed in a prompt, fair and equitable manner applying the principles of this policy and relevant legislation.

The City commits to acknowledging and responding to complaints in accordance with the City's Customer Service Charter.

The City has authorised Officers for managing complaints in accordance with the [Register of Delegated Authority](#) located on the City of Fremantle website.

Complaints will be managed through informal resolution, formal investigation, or escalation to the CEO as appropriate.

The City may decide not to process complaints already responded to, that are malicious, frivolous, vexatious, or where adequate remedies already exist, in accordance with part 8 of this policy.

8. Managing unreasonable complaints

In accordance with section 5.130 of the *Local Government Act 1995*, the CEO may make a determination for the City to no longer communicate or deal with a complainant, if the CEO is satisfied that:

1. the matter has already been responded to, and further responses would unreasonably divert resources; or
2. the complaint is vexatious, misconceived, frivolous or without substance and would unreasonably divert resources.

9. Review process

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Where a complainant is dissatisfied with the way in which a complaint has been dealt with and/or the final determination of the complaint by the City, the complainant may request a secondary review. However, this will only be supported when new information is presented that was not already initially considered.

Complainants may also refer to an external agency where they are dissatisfied with the outcome. Refer to [Appendix A](#) for appropriate external agencies.

Definitions and abbreviations

Feedback – A reaction or response to a process or activity with the aim of initiating improvement in service delivery.

Complaint – An expression of dissatisfaction made to or about an organisation, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.

Malicious complaint – A complaint made for the purpose of hurting another person (their career, reputation or livelihood).

Frivolous complaint – A complaint that has no serious purpose or value. It may have little merit and be trivial; investigating would be out of proportion to the seriousness of the issue.

Vexatious complaint – A complaint that is not supported by any evidence and there is other evidence to suggest that the complaint was made primarily for the purpose of causing annoyance.

Informal complaint – a matter raised directly with the relevant City officer or service area, typically verbally or through initial contact.

Formal complaint – a matter raised through written complaint, escalation or investigation when informal resolution is unsuccessful or inappropriate.

Complainant – A person, an organisation, a representative or support person making a complaint.

Respondent – A person or officer who is named in or responding to a complaint.

CEO – Chief Executive Officer of the City of Fremantle

Act – *Local Government Act 1995*

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Appendix A: External Agencies

The following table provides guidance on relevant external agencies that manage complaints and the types of matters considered.

Agency	Types of complaints handled	Examples	Contact details
Ombudsman Western Australia	Administrative actions and decisions of local governments that affect a person	Unfair decisions, unreasonable delays, failure to follow procedures, poor service	Website: www.ombudsman.wa.gov.au Phone: 1800 117 000 or (08) 9220 7555 Address: Albert Facey House, Level 2, 469 Wellington St, Perth WA 6000
Local Government Inspector	Breaches of the <i>Local Government Act 1995</i> and subsidiary legislation.	Conduct breaches by councillors, misuse of resources, statutory non-compliance.	Website: www.wa.gov.au/organisation/local-government-inspector Phone: (08) 9222 333 Email: complaints@lginspector.wa.gov.au Address: Locked Bag 14, Cloisters Square, Perth WA 6850
Corruption and Crime Commission (CCC)	Serious misconduct and corruption involving councillors or employees	Bribery, fraud, corruption, abuse of public office	Website: www.ccc.wa.gov.au Online report: www.ccc.wa.gov.au/for-the-public/report-corruption Phone: 1800 803 186 Mail: PO Box 330, Northbridge WA 6865
Public Sector Commission	Minor misconduct by local government employees (not elected members)	Bullying, minor conflicts of interest, improper staff conduct	Website: www.wa.gov.au/organisation/public-sector-commission Phone: (08) 6552 8500
Western Australian Electoral Commission (WAEC)	Local government election matters	Voting irregularities, candidate conduct, election processes	Website: www.elections.wa.gov.au Phone: (08) 9214 0400
WA Planning Commission / State	Planning and development	Development approvals, planning scheme decisions	WAPC Website: www.wa.gov.au/organisation/wa-planning-commission

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Agency	Types of complaints handled	Examples	Contact details
Administrative Tribunal (SAT)	decision complaints and appeals		SAT Website: www.sat.justice.wa.gov.au SAT Phone: 1300 306 017
Building and Energy (DMIRS)	Building standards and fencing disputes	Dividing fences, building compliance issues	Website: www.commerce.wa.gov.au/building-and-energy Phone: 1300 489 099
WorkSafe Western Australia	Workplace safety and health matters	Unsafe workplaces, injuries involving council workplaces	Website: www.worksafe.wa.gov.au Phone: 1300 307 877
Equal Opportunity Commission Western Australia	Discrimination and harassment complaints	Discrimination based on race, sex, disability, age, sexual harassment	Website: www.eoc.wa.gov.au Phone: (08) 9216 3900
Information Commissioner Western Australia	Freedom of Information (FOI) disputes Privacy complaints	Refusal or delay of access to documents	Website: www.oic.wa.gov.au Phone: (08) 6551 7888

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Responsibility and review information	
Responsible officer:	Manager Customer Experience
Document adoption/approval details	19 February 2013 Proof of adoption/approval - meeting name or document no#
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