



# Our Plan for the Future

COUNCIL PLAN 2026-2036



TOWN of  
EAST FREMANTLE

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# Introduction

## *Welcome to the Town of East Fremantle's Council Plan – our plan for the future.*

The plan combines our *Strategic Community Plan* and *Corporate Business Plan* into one document. It addresses statutory requirements, follows the Integrated Planning and Reporting Framework and Guidelines, and adopts the FUTYR® approach for preparing a Council Plan.

The Town of East Fremantle collaborated with community members and local businesses to shape this plan through a series of meetings, surveys and workshops. There was a focus on understanding:

- Where are we now?
- Where do we want to be?
- How do we get there?

Key elements in the *Strategic Community Plan*, including community priorities, vision, outcomes and objectives, will undergo a minor desktop review once every two years and a major review once every four years.

Key elements in the *Corporate Business Plan*, including priority projects and resourcing, will be reviewed and updated annually to ensure continued relevance in a changing environment.



## Acknowledgement of Country

We acknowledge the Whadjuk Nyoongar people as the traditional custodians of the lands and water where the Town is situated and pay our respects to Elders past and present.

## Message from the Mayor and CEO

Town of East Fremantle is proud to present its inaugural Council Plan 2026 to 2036.

This plan articulates the community's vision, outcomes and strategic priorities and is an integrated roadmap for the Town to follow over the next 10 years.

It celebrates East Fremantle's unique character – defined by a rich heritage, riverside setting and a strong sense of connection. And sets a clear strategic direction for the Town's operations, and service delivery by building on those strengths, while responding to emerging opportunities and challenges.

Through extensive engagement, we listened to our residents, business owners and key stakeholders and identified priority projects.

Underpinned by our vision for *an inclusive, connected community balancing heritage, growth and sustainability*, the plan outlines how priority projects will be delivered over the next four years.

Over the next decade, we will also continue to focus on delivering safe and connected neighbourhoods, vibrant public spaces, sustainable environmental outcomes and a thriving local economy.

The Town will continue to invest in services and infrastructure that support health, wellbeing and inclusion, while strengthening partnerships that support the best outcomes for East Fremantle. We will also regularly review and report on our progress to ensure this plan remains relevant and responsive to community needs.

We thank all community members for collaborating with us to develop this plan. We invite you to continue working with us as we strive for a sustainable, inclusive and thriving East Fremantle together.



**Tony Natale,**  
Mayor



**Jonathan Throssell,**  
Chief Executive Officer



# East Fremantle at a glance

*Nestled along the sweeping curves of the Derbarl Yerrigan on Whadjuk Nyoongar Country, with celebrated cultural, natural and built heritage, the Town of East Fremantle is one of the most desirable places to live.*

For tens of thousands of years, the Derbarl Yerrigan (Swan River) has been a place of deep cultural, spiritual and practical significance for Whadjuk people. Today, the river and surrounding landscapes remain central to Nyoongar identity and storytelling, and the Town acknowledges and respects the enduring connection of Traditional Owners to land, waters and community.

Located approximately 17 kilometres south-west of Perth's central business district, the Town is bordered by the Swan River and the cities of Fremantle and Melville. Covering just over 3km<sup>2</sup> and home to an estimated population of 8,361 residents, the Town's compact size, leafy streets and strong sense of community give it a distinct village atmosphere.

The Town is renowned for its well-preserved heritage character. Many homes date from the late nineteenth and early twentieth centuries, featuring Federation, Edwardian and Inter-War architectural styles. River glimpses and carefully maintained gardens contribute to its reputation as one of Perth's most attractive residential suburbs.

The area is largely residential, with small neighbourhood shopping strips and local cafés that reinforce its relaxed, community-focused lifestyle. The East Fremantle Town Centre and George Street serve as East Fremantle's main commercial precincts, offering boutique shops, eateries and essential services.

East Fremantle's art and culture scene reflects its lively community spirit.

The Town actively supports public art installations, enhancing streetscapes and celebrating local creativity. Community events bring live music, performances and interactive art activities to public spaces, showcasing local talent and fostering cultural connection.

The riverside setting provides access to scenic walking and cycling paths, foreshore reserves and water-based recreation. Beautiful, landscaped parks and open spaces are a defining feature, supporting outdoor activities and community gatherings.

The East Fremantle Community Park is a key landmark and home of the East Fremantle Football Club, one of Western Australia's oldest Australian Rules football clubs.

Blending heritage charm, riverside amenity and a close-knit community spirit, East Fremantle offers a distinctive lifestyle that combines suburban tranquillity with convenient access to Fremantle's port city vibrancy and Perth's metropolitan services.

# Our community profile

## Residential population

Town of East Fremantle  
June 2024, ABS Estimate



**8,361**

Annual Change 2023-2024  
1.6% increase

## Socio-economic index for Australia (SEIFA)

Town of East Fremantle  
June 2021, ABS Estimate

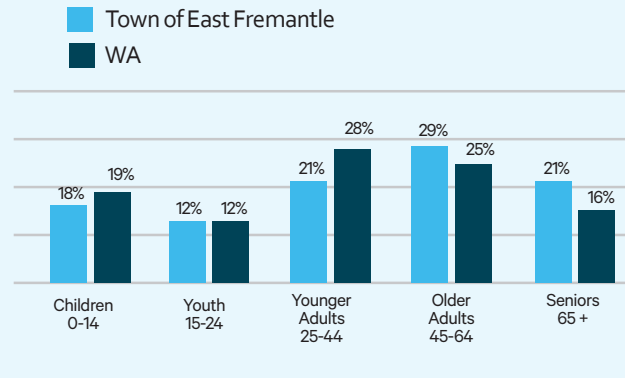


**1,066**

Rank: 131 of 139  
WA LGAs

## Age profile

2021, ABS Census



## Aboriginal/Torres Strait Islander People

Town of East Fremantle  
2021, ABS Census



**0.9%**  
WA: 3.3%

## Profound or severe core activity limitation

Town of East Fremantle  
2021, ABS Census  
(excludes not stated)



**4.9%**  
WA: 4.9%

## People who speak a non-English language

Town of East Fremantle  
2021, ABS Census  
(excludes not stated)



**7.8%**  
WA: 19.6%

## Cycle or walk to work

Among employed persons aged  
15+, 2021, ABS Census  
(base excludes work from home,  
did not go to work and not stated)



**4.1%**  
WA: 3.2%

## Long-term health conditions

% residents, 2021 ABS Census (excludes not stated)



**Diabetes**  
(excluding gestational diabetes)

**2.5%** WA: 4.8%



**Asthma**

**6.5%** WA: 8.1%



**Arthritis**

**7.3%** WA: 8.4%



**Mental health condition**  
(including depression or anxiety)

**8.3%** WA: 9.1%



**Heart disease**  
(including heart attack or angina)

**3.5%** WA: 3.9%



**Kidney disease**

**0.5%** WA: 0.8%



**Cancer**  
(including remission)

**3.5%** WA: 3.0%



**Lung condition**  
(including COPD or emphysema)

**1.3%** WA: 1.7%



**Dementia**  
(including Alzheimer's)

**0.9%** WA: 0.7%



**Stroke**

**0.8%** WA: 0.9%

### Gross regional product

Town of East Fremantle  
June 2024, REMPLAN



**\$529m**

Annual change: +\$13m  
(2.5%)

### Home ownership

Owned outright or with a mortgage 2021,  
ABS Census  
*(excludes tenure type not stated)*



**76.3%**

WA: 70.1%

### Housing diversity

Semi-detached house, townhouse, flat or apartment  
2021, ABS Census *(excludes not stated)*



**33.3%**

WA: 19.5%

### Building approvals

Town of East Fremantle  
June 2024-25, REMPLAN



**\$23m**

Annual change: +\$2.6M  
(12.2%)

### Completed Year 12 or equivalent

Town of East Fremantle  
2021 ABS Census



**78.6%**

WA: 62.6%

### Volunteering

Town of East Fremantle  
Among 15+ year olds, 2021, ABS Census  
*(excludes not stated)*



**23.5%**

WA: 17.2%

### Unemployment rate

Town of East Fremantle  
June 2025, DEWR



**2.2%**

WA: 4.3%

### Main industries of employment

2021, ABS Census (% of residents)



Health care and  
social assistance

**17.3%**

WA: 14.2%



Education  
and training

**12.6%**

WA: 9.2%



Professional, scientific  
and technical services

**12.1%**

WA: 7.2%



Retail  
trade

**7.3%**

WA: 9.2%




Accommodation  
and food services

**6.8%**

WA: 6.8%

# Town roles and responsibilities

*The Town of East Fremantle exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.*

Deliver		
 <p>Council is responsible for asset management, compliance and service delivery in accordance with local government regulations or as endorsed by Council.</p>		
Asset management	Compliance	Service delivery
<p>Council maintains, upgrades and operates various public assets, including:</p> <ul style="list-style-type: none"> <li>• Local roads</li> <li>• Footpaths, trails, cycleways</li> <li>• Lighting</li> <li>• Stormwater infrastructure</li> <li>• Community buildings and public toilets</li> <li>• Parks and playgrounds</li> <li>• Sporting reserves</li> <li>• Streetscapes</li> <li>• Town buildings, vehicles and equipment</li> </ul>	<p>Council ensures compliance with local regulations, policies and by-laws relating to:</p> <ul style="list-style-type: none"> <li>• Planning services</li> <li>• Building services</li> <li>• Heritage services</li> <li>• Universal access and inclusion</li> <li>• Ranger services</li> <li>• Waste management</li> <li>• Environmental health services</li> </ul>	<p>Council delivers a wide range of services to meet community needs, including:</p> <ul style="list-style-type: none"> <li>• Community development</li> <li>• Reconciliation action</li> <li>• Sport and recreation</li> <li>• Art and culture</li> <li>• Library services (local government partnership)</li> <li>• Community engagement</li> <li>• Customer service</li> <li>• Volunteer support services</li> </ul>

## Partner



Council builds strategic partnerships with Australian and State government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.

### Australian government

The Australian government plays a central role in managing national affairs and addressing issues that impact the country, including:

- Indigenous affairs
- Foreign affairs
- Immigration
- Defence
- Welfare programs
- National infrastructure
- National Construction Code
- Medicare
- Economic regulation
- Education: tertiary
- Environmental protection
- Emergency management

### State government

The Government of Western Australia addresses state-wide issues and needs, including:

- Police, law and order
- Emergency services
- Public housing
- Land use planning
- Building regulation
- Public health
- Hospitals
- Community services
- State roads
- Public transport
- Economic development
- Tourism
- Education: primary, secondary and vocational

### Other partners

Council collaborates with a range of other stakeholders to address community needs:

- Neighbouring councils
- Industry and peak bodies
- Local businesses
- Non-government organisations
- Environmental groups
- Community and cultural groups
- Sporting clubs
- Event organisers
- Funding bodies

## Advocate



Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.

# Town values

*Our Town values guide the way staff work, adapt, learn, and lead with empathy.*



## **Adapt and learn** to meet evolving needs

We are curious, forever learners and solutions-focussed, always striving to be better.



## **Integrity** with accountability

We speak our truth and do what we say we will do, in a respectful way (no matter who's watching).



## **Collaboration** for better community outcomes

We actively share goals and solutions with diverse stakeholders for the best community outcomes.



## **Empathy** is at the heart of everything we do

We seek to understand and care for each other's circumstances, wellbeing and safety, to allow us all to be our best.



Community vision

An inclusive, connected community,  
balancing heritage, growth and sustainability.

# Community outcomes

The Town of East Fremantle will work towards achieving 11 core outcomes\* to meet community needs.

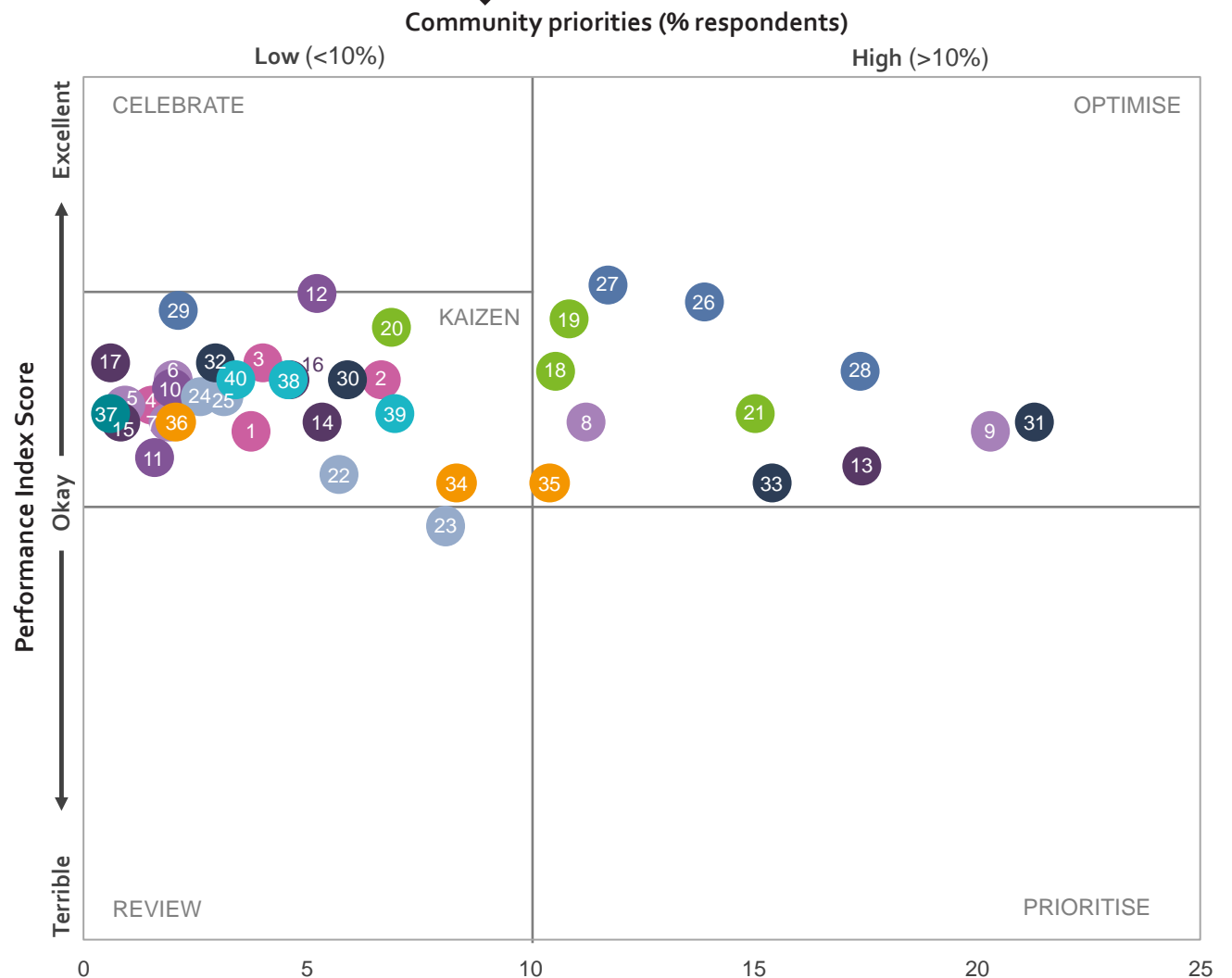


# Community priorities

To understand perceptions of service levels and community priorities, the Town of East Fremantle commissioned an independent review. In 2025, 643 community members completed a MARKYT® Community Scorecard to support outcomes-based reporting and priority mapping.

- Diverse, inclusive and supported communities**
  - 1 Youth services and facilities
  - 2 Family and children's services and facilities
  - 3 Seniors' services
  - 4 Universal access and inclusion
- A sense of identity and belonging through culture, heritage and the arts**
  - 5 Reconciliation action
  - 6 Heritage services
  - 7 Library services
  - 8 Art, culture and creative activities
  - 9 Festivals, markets and community events
- Community health and wellbeing**
  - 10 Health and community services
  - 11 Public health education & wellbeing programs
  - 12 Sport and recreation services and facilities
- Community safety and resilience**
  - 13 Safety and crime prevention
  - 14 Lighting of streets and public places
  - 15 Emergency management
  - 16 Animal management
  - 17 Environmental health services
- A healthy and sustainable natural environment**
  - 18 Environmental management & conservation
  - 19 River and foreshore management
  - 20 Waste management
  - 21 Climate action
- Responsible urban design and housing diversity**
  - 22 Planning services
  - 23 Housing
  - 24 Stormwater management and drainage
- Attractive and welcoming public places**
  - 25 Public buildings, halls and toilets
  - 26 Parks, playgrounds and reserves
  - 27 East Fremantle Community Park
  - 28 Streetscapes, trees and verges
  - 29 Marine facilities
- Safe, efficient and sustainable transport networks**
  - 30 Local roads
  - 31 Footpaths, trails and cycleways
  - 32 Public transport
  - 33 Parking (availability and management)
- A thriving economy**
  - 34 Economic development
  - 35 Town centre development and activation
  - 36 Education and life-long learning opportunities
- Effective governance and partnerships**
  - 37 Volunteer support services
- An engaged community that enjoys positive customer experiences**
  - 38 Communication
  - 39 Community engagement on local issues
  - 40 Customer service

## MARKYT Community Priorities



# Community aspirations

*Community members were invited to nominate new projects, changes or improvements for the Town of East Fremantle and key partners to consider – adding more than 38,400 words to the MARKYT® Voicebank with their ideas and suggestions.*

Community feedback was grouped by service area and key themes to support the development of this plan. The most frequently mentioned ideas and suggestions related to paths and cycleways, festivals and events, community safety, parking, streetscapes and climate action.

## Climate action

Promote and adopt sustainable behaviours, such as installing solar panels and batteries on Council buildings, converting to LED street lighting, transitioning to electric vehicles, being Waterwise and providing public education programs.

## Attractive streetscapes

Improve landscaping along George Street, plant more street trees and native plants, improve tree and verge maintenance across East Fremantle, and encourage owners and tenants to maintain private verges to a higher standard with regular mowing, trimming and weed removal.

## Better parking

Improve the ease of accessing parking in residential streets and busy areas, like the town centre, George Street precinct, East Fremantle Community Park and Leewin boat ramp, with additional parking, clearly marked street bays, and residential permits and by ensuring there is sufficient off-street parking in new developments.



## Walkable and bikeable neighbourhoods

Repair and upgrade existing paths, keeping them free of trip hazards, and expand the network to improve connectivity with wider, dedicated cycling lanes, safer crossings and secure bike racks.

## More community festivals and events












Activate George Street, the river foreshore and other public places with a year-round calendar of festivals, markets and community events to build community spirit and draw visitors to support local businesses.

## Safe communities

Retain a strong focus on community safety, advocating for WA Police to have a local presence, Western Power to improve local lighting, Department of Housing and Works to manage problem tenants, and Neighbourhood Watch to deliver community engagement programs.

# Objectives

*The Town of East Fremantle collaborated with community to co-create objectives to support achievement of desired outcomes.*

	Outcomes	Objectives
	1. Diverse, inclusive and supported communities	1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.
	2. A sense of identity and belonging through culture, heritage and the arts	2.1 Maintain, enhance and celebrate the Town's heritage, character and identity. 2.2 Support the arts, creative industries and community events.
	3. Community health and wellbeing	3.1 Facilitate community health and wellbeing. 3.2 Activate East Fremantle Community Park and other facilities to grow participation in sport and recreation activities.
	4. Community safety and resilience	4.1 Protect and enhance the high levels of safety that make East Fremantle an exceptional place to live.
	5. A healthy and sustainable natural environment	5.1 Promote and adopt sustainable practices to care for local resources, habitats and ecosystems.
	6. Responsible urban design and housing diversity	6.1 Facilitate responsible planning, with provisions for housing diversity and density in appropriate areas to meet State Government housing targets.
	7. Attractive and welcoming public places	7.1 Deliver accessible, inviting community facilities and open spaces.
	8. Safe, efficient and sustainable transport networks	8.1 Plan and maintain Town assets, roads, paths and cycleways to enhance public safety and connectivity.
	9. A thriving economy	9.1 Support the development and revitalisation of activity centres, including George Street and the East Fremantle Town Centre.
	10. Effective governance and partnerships	10.1 Strive for excellence in leadership and governance, including sustainable financial, human resource, asset and risk management. 10.2 Build and maintain strong partnerships with key stakeholders, community groups and volunteers to deliver positive community outcomes.
	11. An engaged community that enjoys positive customer experiences	11.1 Enhance community engagement and service delivery.



## Outcome 1

Diverse, inclusive and supported communities

### Objectives

- 1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.

## Objective 1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Neighbourhood Link</b>	Facilitate services and support for the frail, aged and people with disability including access to assessment and case planning, counselling, advocacy and referral, social support, centre-based day care, a community bus service and social outings.	Corporate Services
<b>Life-long learning for all ages</b>	Support inclusive education and life-long learning opportunities offered by community partners, including local kindergartens, playgroups and Glyde-In Community Learning Centre. Support includes funding, access to community facilities and promotion in Town communications.	Corporate Services
<b>Universal access and inclusion</b>	Complete regular universal access and inclusion audits of Town infrastructure, facilities and services, and ensure Universal Design concepts and the National Construction Code are adhered to with all new and renewal works.	Technical Services

### Supporting strategies and plans

Disability Access and Inclusion Plan

Strategic initiatives								
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future	
1.1.1 Evaluate the viability of the <b>Commonwealth Home Support Program Service</b> in response to changes in Commonwealth funding and implement recommendations.		Executive Manager Corporate Services	●					
1.1.2 Complete <b>universal access and inclusion audits</b> for ACROD parking, footpaths, and infrastructure along the Swan River and foreshore and include required works in the Capital Works Program.	Capital Works Program	Executive Manager Technical Services				●		
1.1.3 Implement the <b>Disability Access and Inclusion Plan</b> .	Disability Access and Inclusion Plan	Executive Manager Regulatory Services	●	●	●	●		

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)



## Outcome 2

A sense of identity and belonging through culture, heritage and the arts

### Objectives

- 2.1 Maintain, enhance and celebrate the Town's heritage, character and identity.
- 2.2 Support the arts, creative industries and community activities.

## Objective 2.1 Maintain, enhance and celebrate the Town’s heritage, character and identity.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Heritage protection</b>	Maintain planning controls to ensure new developments are appropriate to the built heritage and character of streetscapes.	Regulatory Services
<b>Heritage promotion</b>	Promote local heritage, including Aboriginal and European heritage, the East Fremantle Heritage Trail, river foreshore and Niergarup Track.	Office of the CEO

**Supporting strategies and plans**  
None

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
2.1.1 Collaborate with the Reconciliation Action Working Group to develop and implement a new <b>Reconciliation Plan</b> and provide regular progress updates in Town communications.		Manager Community Engagement & Communications	\$30k	●	●	●	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)

## Objective 2.2 Support the arts, creative industries and community activities.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Library services</b>	Provide access to library services through partnership agreements.	Office of the CEO
<b>Community events</b>	Plan, deliver and support community events aligned with the Events Strategy.	Office of the CEO
<b>Public art</b>	Administer the Public Art Fund to support individual artists and arts groups, in consultation with the Public Art Panel and aligned with the Public Art Policy and Public Art Strategy.	Office of the CEO

Supporting strategies and plans
Events Strategy
Public Art Strategy 2017

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
2.2.1 Deliver and promote an annual calendar of <b>events</b> to deliver social and economic benefits for the local community.	Event Strategy	Manager Community Engagement & Communications	\$110k	\$113k	\$117k	\$120k	
2.2.2 Review <b>library service</b> arrangements, then implement Council-endorsed recommendations.		Manager Community Engagement & Communications	●	○			
2.2.3 Install a new <b>art installation</b> at East Fremantle Community Park to enhance public amenity.		Manager Community Engagement & Communications				○	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)





## Outcome 3

Community health and wellbeing

### Objectives

- 3.1 Improve access to facilities and facilitate community health and wellbeing.
- 3.2 Activate East Fremantle Community Park and other facilities to grow participation in sport and recreation activities.

## Objective 3.1 Facilitate community health and wellbeing.

Principal activities – what we will continue to do		
Service	Service description	Service Team
Public health	Administer laws and undertake activities to maintain public and environmental health in relation to: <ul style="list-style-type: none"> <li>Public health promotion</li> <li>Infectious disease control/investigations</li> <li>Food safety</li> <li>Asbestos, chemicals and poisons disposal</li> <li>Lodging houses</li> <li>Noise control</li> </ul>	<ul style="list-style-type: none"> <li>Pest control</li> <li>Pollution control</li> <li>Public buildings</li> <li>Substandard dwellings</li> <li>Safe water and public swimming pools</li> </ul>
	Implement the Public Health Plan.	Regulatory Services

### Supporting strategies and plans

Public Health Plan 2022-2027

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
3.1.1 Revise the <b>Public Health Plan</b> to proactively identify and address local health needs, aligned with State Government priorities.	Public Health Plan 2022-2027	Executive Manager Regulatory Services	●				
3.1.2 Develop a <b>Public Health Local Law</b> to give the Town legal authority to prevent and manage local health hazards (such as smoke, odours, light spill, livestock etc).		Executive Manager Regulatory Services	●				

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)

## Objective 3.2 Activate East Fremantle Community Park and other facilities to grow participation in sport and recreation activities.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>East Fremantle Community Park</b>	Oversee development of East Fremantle Community Park as a sport and recreation facility and community hub.	Office of the CEO
	Implement the Contract Management Plan to effectively manage the lease and operator agreement to maintain facilities and deliver services at East Fremantle Community Park.	Office of the CEO
<b>Recreation facilities</b>	Provide sport and recreation facilities for community benefit: <ul style="list-style-type: none"> <li>Preston Point Reserve</li> <li>East Fremantle Tennis Club pavilion and courts</li> <li>Wauhop Park</li> <li>Tricolore Community Centre</li> </ul>	Technical Services; Corporate Services
<b>Club support services</b>	Provide sporting and recreational club liaison and support services, assisting clubs with issues and needs as they arise.	Office of the CEO

### Supporting strategies and plans

Recreation & Community Facilities Strategy  
Point Preston Road North Recreation Facilities Master Plan

### Strategic initiatives

Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
3.2.1 Undertake a <b>structured review</b> of the East Fremantle Oval Precinct Operator Agreement with Belgravia Leisure to inform Council consideration of future operating arrangements following the expiry of the initial term.		Commercial Development Specialist	\$25k				
3.2.2 Evaluate <b>governance options</b> for East Fremantle Community Park, including advisory-based models, and implement the preferred approach to support effective oversight, stakeholder coordination and accountability.		Commercial Development Specialist	●				
3.2.3 Undertake a <b>strategic assessment of available land</b> within East Fremantle Community Park to determine best use to maximise potential revenue while balancing community/not for profit interests. <i>Note: must include consultation with Croquet Club and Belgravia as key stakeholders.</i>		Commercial Development Specialist	●				

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
3.2.4 Consider and implement outcomes from the <b>strategic land review</b> .		Commercial Development Specialist		○			
3.2.5 Develop a <b>sports surface management plan</b> for Henry Jeffrey Oval, Wauhop Park and Preston Point Reserve.	Point Preston Road North Recreation Facilities Master Plan	Executive Manager Technical Services			○		
3.2.6 Investigate options to re-locate the Town’s depot and re-purpose the <b>depot site</b> to achieve best use of land in the East Fremantle Community Park precinct.		Commercial Development Specialist					○



## Outcome 4

Community safety and resilience

### Objectives

- 4.1 Protect and enhance the high levels of safety that make East Fremantle an exceptional place to live.
- 4.2 Encourage responsible animal management.

## Objective 4.1 Protect and enhance the high levels of safety that make East Fremantle an exceptional place to live.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Safety advocacy</b>	Liaise with local police to highlight local safety concerns and plan initiatives to maintain high levels of community safety.	Office of the CEO
	Advocate for Western Power to maintain and install LED street lighting to meet local needs.	Technical Services
	Participate in the Fremantle Alcohol Accord and other network meetings to deliver a safe environment for community members and event patrons.	Environmental Health Services
<b>Ranger services</b>	Enforce relevant acts, regulations and local laws to improve community safety, security and amenity. This includes ranger services to manage parking, dog control, storm damage, community liaison and traffic safety for sports and events, and responding to nuisance complaints.	Technical Services
<b>Public education and engagement</b>	Promote crime prevention programs by WA Police and others to enhance community safety.	Office of the CEO
<b>Emergency management</b>	Administer laws and undertake activities to maintain public health in relation to emergency management arrangements.	Regulatory Services
Supporting strategies and plans		
Public Health Plan 2022-2027		

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
4.1.1	Review Local Recovery Arrangements as required in the <i>Local Emergency Management Act 2005</i> .	Executive Manager Regulatory Services	●				
4.1.2	Partner with WA Police to promote a campaign to raise awareness and encourage local residents and businesses to register CCTV details on the <b>Cam-Map WA</b> portal.	Manager Community Engagement & Communications	●				
4.1.3	Advocate with Main Roads WA for improvements to <b>lighting</b> in St Peters Road underpass and George Street underpass, to facilitate safer access to Silas Street shops and George Street.	Executive Manager Regulatory Services	●				
4.1.4	Identify and promote <b>community programs</b> that help to build and strengthen neighbour connections, safety and resilience (such as The Neighbourhood Village Project).	Executive Manager Regulatory Services	\$5k		\$5k		
4.1.5	Complete a service level review of <b>Ranger Services</b> with consideration for delivery models and resourcing to strengthen community safety and security (includes exploring opportunities to share services with neighbouring councils to enhance community safety in the Town of East Fremantle).	Executive Manager Technical Services			\$30k		

## Objective 4.2 Encourage responsible animal management.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Ranger services</b>	Deliver public education and ranger patrols, investigate complaints, and provide cautions and infringements to encourage responsible animal ownership and compliance with local laws.	Technical Services
<b>Animal advocacy</b>	Promote animal advocacy and protection services delivered by key partners. This includes the RSPCA which is responsible for investigating concerns relating to animal cruelty, welfare, neglect or abandonment, and animal shelters that care for and rehome abandoned pets.	Technical Services
<b>Dog exercise areas</b>	Provide dedicated dog exercise areas: <ul style="list-style-type: none"> <li>• River Foreshore dog exercise area (portion of beach areas only, as per signage)</li> <li>• East Fremantle Community Park dog exercise area</li> <li>• Silas Street Dog Park (dependent on securing a suitable lease with Main Roads WA)</li> </ul> Provide shared-use facilities for dog use when not in use for sporting priorities: <ul style="list-style-type: none"> <li>• Preston Point Reserve, Preston Point Road</li> <li>• Henry Jeffery Oval, Preston Point Road</li> <li>• Upper Wauhop Park, Wauhop Road</li> </ul>	Technical Services
<b>Dog waste bags</b>	Distribute dog waste bags in public places.	Technical Services

**Supporting strategies and plans**  
None

Strategic initiatives		Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
4.2.1	Install <b>signage</b> to promote responsible animal ownership when using shared-use facilities for dog exercise.		Executive Manager Technical Services	\$10k				
4.2.2	Develop an <b>animal management plan</b> to further activate and improve dog exercise areas, with consideration for shade, reticulated grass, and dog exercise equipment.		Executive Manager Technical Services				\$40k	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

O Additional funding or resources required (amount to be determined)



## Outcome 5

A healthy and sustainable natural environment

### Objectives

5.1 Promote and adopt sustainable practices to care for local resources, habitats and ecosystems.

## Objective 5.1 Promote and adopt sustainable practices to care for local resources, habitats and ecosystems.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Sustainability</b>	In consultation with East Fremantle Climate Action Reference Group, deliver initiatives to achieve targets in the Climate Emergency Action Plan, including community education and engagement activities, internal advice on sustainability practices and grant applications.	Regulatory Services; Technical Services
<b>River and foreshore management</b>	Work with the Department of Biodiversity, Conservation and Attractions to protect and enhance public access to the river, improve catchment management to protect river health, and manage and maintain foreshore amenity and flood mitigation (including c.3.5km of river wall), aligned with the Coastal Hazard Risk Management and Adaptation Plan.	Technical Services
<b>Waste management</b>	Deliver the three-bin system for kerbside collections (with a separate bin for FOGO, recycling and general waste), provide bulk waste collections, and access to the Fremantle Recycling Centre.	Technical Services
	Deliver community waste education programs.	Technical Services

Supporting strategies and plans	
Climate Emergency Strategy 2022-2032 Local Emergency Management Arrangements Climate Emergency Action Plan 2023-2033	Foreshore Management Plan: Riverwalls 10 Year Priority Plan Coastal Hazard Risk Management and Adaption Plan (CHRMAP) East Fremantle Waste Plan

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
5.1.1 Develop a <b>Local Planning Policy</b> for private properties identified in the Coastal Hazard Risk Management and Adaption Plan.	CHRMAP; Climate Emergency Action Plan	Executive Manager Regulatory Services	●				
5.1.2 Complete installation of <b>solar PV system and battery</b> at East Fremantle Community Park Town Hall and Town Depot, and solar PV systems at Dovenby House.	Climate Emergency Action Plan	CEO	\$400k				
5.1.3 Prepare an <b>Electric Vehicle Transition Plan</b> to determine capital and infrastructure requirements to transition the Town's fleet to electric vehicles.	Climate Emergency Action Plan	Executive Manager Regulatory Services	\$60k				
5.1.4 Work with Western Power to complete <b>LED streetlighting upgrades</b> to reduce environmental impacts as part of the Western Power LED Streetlight Program.	Climate Emergency Action Plan	Executive Manager Technical Services	●	●			

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
5.1.5 Enter into a <b>Natural Energy Agreement</b> with an energy retailer to power selected council sites and street lights with renewable energy.	Climate Emergency Action Plan	Executive Manager Corporate Services		\$25k	\$25k	\$25k	
5.1.6 Investigate and install a public <b>electric vehicle charging point</b> at East Fremantle Community Park.		Executive Manager Technical Services				\$30k	
5.1.7 Review and update the <b>Drainage Asset Management Plan</b> .	Drainage Asset Management Plan	Executive Manager Technical Services	\$5k				
5.1.8 Implement the <b>Drainage Asset Management Plan</b> .	Drainage Asset Management Plan	Executive Manager Technical Services	\$15k	\$30k \$70k	\$30k \$70k	\$30k \$70k	
5.1.9 Implement the Foreshore Management Plan: <b>Riverwalls 10 Year Priority Plan</b> .	Foreshore Management Plan: Riverwalls 10 Year Priority Plan	Executive Manager Technical Services	\$150k	\$150k	\$150k	\$150k	
5.1.10 Develop and implement a communications plan to encourage greater participation in the Town's <b>Waterwise Verges program</b> .		Sustainability Officer	●	●	●	●	
5.1.11 Assess and install <b>waterwise fixtures</b> in the Town's six highest water-use buildings.	Climate Emergency Action Plan; Waterwise Council Program	Executive Manager Technical Services	\$8k				
5.1.12 Prioritise <b>Miyawaki Forest Community Planting Projects</b> in two sites: Richmond Primary School and a second site, to be determined. The Miyawaki method is a high-density, fast-growing forest planting technique that recreates the structure of a natural forest in a small space.	Climate Emergency Action Plan	Sustainability Officer	\$17k				
5.1.13 Identify a preferred site and install a <b>Cockatoo Trough</b> to provide safe drinking water for endangered black cockatoos along their known flight path.	Climate Emergency Action Plan	Executive Manager Regulatory Services	\$7k				
5.1.14 Subject to State Government reforms to the <i>Cat Act 2011</i> , develop new local laws around <b>cat containment</b> to protect native wildlife.		Executive Manager Technical Services		\$10k			
5.1.15 Adopt recommendations following a review of the <b>bulk waste verge collection and disposal trial</b> .		Executive Manager Technical Services			●		

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)





## Outcome 6

Responsible urban design and housing diversity

### Objectives

- 6.1 Facilitate responsible planning, with provisions for housing diversity and density in appropriate areas to meet State Government housing targets.

## Objective 6.1 Facilitate responsible planning, with provisions for housing diversity and density in appropriate areas to meet State Government housing targets.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Strategic land use and community planning</b>	Develop and periodically review the Local Planning Strategy, Local Planning Scheme, and Local Planning Policies as required, to meet social, economic and environmental needs for current and future generations and as a result of ongoing State Government Planning Reforms.	Regulatory Services
<b>Land Use Planning Administration</b>	Administer the Local Planning Scheme – processing development applications and providing general town planning advice, planning compliance and referral responses to State Government agencies.	Regulatory Services
<b>Building services</b>	Deliver a range of building services including building permits, private swimming pool inspections, and building compliance.	Regulatory Services
<b>Leeuwin Barracks</b>	Liaise with landowners of Leeuwin Barracks (currently Dept of Defence) to leverage community benefit from any divestment that may occur.	Regulatory Services

### Supporting strategies and plans

Local Planning Strategy  
Local Planning Scheme No. 4

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
6.1.1 Develop <b>Local Planning Scheme No. 4</b> in accordance with the <i>Planning and Development Act 2005</i> and in consultation with the community and key stakeholders.		Executive Manager Regulatory Services	\$15k	\$5k			
6.1.2 Develop a Local Planning Policy for <b>tree removal on private property</b> .		Executive Manager Regulatory Services	\$12k				
6.1.3 Develop a plan for the <b>Petra Street</b> District Centre, in accordance with State Government Planning Policy.		Executive Manager Regulatory Services			○	○	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)



## Outcome 7

Attractive and welcoming public spaces

### Objectives

7.1 Deliver accessible, inviting community facilities and open spaces.

## Objective 7.1 Deliver accessible, inviting community facilities and open spaces.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Asset management</b>	Review major asset renewals and replacements and seek opportunities for non-operating grant funding.	Technical Services
<b>Facilities management</b>	<p>Provide and maintain public buildings and facilities:</p> <ul style="list-style-type: none"> <li>• Town Hall and Administration Building</li> <li>• Dovenby House (CHSP Administration)</li> <li>• Sumpton Green Child Health Clinic and Playgroup</li> <li>• Tricolore Community Centre and change rooms</li> <li>• Glasson Park Toilets</li> <li>• Works depot</li> <li>• Five residential units (maintenance only)</li> <li>• EH Gray Building: Independent Mid-wife Centre (maintenance only)</li> </ul>	Technical Services
<b>Property management</b>	<p>Lease town assets for community benefit (to be maintained by the tenant):</p> <ul style="list-style-type: none"> <li>• Glyde In Community Learning Centre</li> <li>• Old Police Station</li> <li>• J P McKenzie Building (East Fremantle Kindergarten)</li> <li>• Richmond Pre-primary School</li> <li>• Zephyr Café</li> <li>• East Fremantle Yacht Club</li> <li>• Swan Yacht Club</li> </ul>	Technical Services
<b>Parks and reserves</b>	<p>Manage and develop local parks, open spaces and 5.5km of paths in local parks, including:</p> <ul style="list-style-type: none"> <li>• J Dolan Park</li> <li>• EJ Chapman Reserve</li> <li>• George Booth Park</li> <li>• Glasson Park</li> <li>• Gourley Park</li> <li>• Henry Jeffery Oval</li> <li>• John Tonkin Reserve</li> <li>• W H Kitson Park</li> <li>• Lee Park</li> <li>• Locke Park</li> <li>• Locke Cres. Reserve</li> <li>• Marjorie Green Park Memorial Rose Garden</li> <li>• Merv Cowan Park</li> <li>• Niergarup Reserve and Track</li> <li>• Norm McKenzie Reserve</li> <li>• Raceway Park</li> <li>• Riverside Road</li> <li>• Silas Street Reserve</li> <li>• Stratford Street Park</li> <li>• Surbiton Street Park</li> <li>• Ulrich Park</li> <li>• Wauhop Park</li> <li>• W Wayman Reserve</li> </ul>	Technical Services
<b>Streetscapes and street trees</b>	Maintain streetscapes with regular street sweeping, planting and maintenance of street trees.	Technical Services

### Supporting strategies and plans

Recreation & Community Facilities Strategy  
 Asset Management Plans  
 10-Year Replacement Plan (Playgrounds)

Strategic initiatives								
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future	
7.1.1 Update <b>condition assessments</b> for Town buildings and update the Buildings Asset Management Plan.	Buildings Asset Management Plan	Executive Manager Technical Services		\$70k				
7.1.2 Complete works to <b>maintain Town buildings</b> in the Capital Works Program.	Buildings Asset Management Plan	Executive Manager Technical Services	\$80k	\$80k	\$80k	\$80k		
7.1.3 Complete condition assessments and update the <b>Parks Asset Management Plan</b> to ensure renewal programs are appropriately funded.	Parks Asset Management Plan	Executive Manager Technical Services	\$70k					
7.1.4 Complete <b>Ulrich Playground</b> replacement works.	10-Year Replacement Plan (Playgrounds)	Executive Manager Technical Services	\$120k					
7.1.5 Design and complete <b>Lee Park Playground</b> replacement works.	10-Year Replacement Plan (Playgrounds)	Executive Manager Technical Services		\$25k	\$150k			
7.1.6 Implement remaining projects in the <b>10-Year Replacement Plan (Playgrounds)</b> to maintain and improve playgrounds and soft fall areas.	10-Year Replacement Plan (Playgrounds)	Executive Manager Technical Services				○	○	
7.1.7 Undertake 2-yearly <b>aerial mapping</b> to update the tree inventory, assess the health of public trees, monitor the tree canopy and guide future planting to expand the public tree canopy.		Executive Manager Regulatory Services		\$35k			\$35k	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)





## Outcome 8

Safe, efficient and sustainable transport networks

### Objectives

- 8.1 Plan and maintain Town assets, roads, paths and cycleways to ensure they are accessible and well connected.

## Objective 8.1 Plan and maintain Town assets, roads, paths and cycleways to ensure they are accessible and well connected.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Roads</b>	Maintain 46km of sealed roads.	Technical Services
<b>Footpaths and cycleways</b>	Maintain 56km of footpaths and 5km of on-road cycle lanes and support the Department of Transport to maintain an up-to-date map of the WA Long Term Cycle Network.	Technical Services
<b>Parking management</b>	Provide signage and enforce acts, regulations and local laws to manage parking.	Technical Services
<b>Public transport</b>	Provide and maintain 19 bus shelters, share public transport information and Travelsmart maps with the community to encourage the adoption of sustainable travel behaviours, and continue to advocate for improved coverage, frequency and reliability of services by Transperth.	Technical Services

Supporting strategies and plans
Long Term Financial Plan (10-year capital works program)
Asset Management Plans

Strategic initiatives								
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future	
8.1.1 Complete footpath and cycleway condition assessments and update the <b>Footpaths Asset Management Plan</b> to ensure renewal programs are appropriately funded and that upgrades to support increased active transport take-up are appropriately included, funded and implemented.	Footpaths Asset Management Plan	Executive Manager Technical Services	\$15k					
8.1.2 Implement the <b>footpath and cycleway renewals</b> program to improve connectivity and user safety.	Capital Works Program	Executive Manager Technical Services	\$119k	\$135k	\$170k	\$177k		
8.1.3 Design and construct <b>Preston Point Road cycle link</b> from Petra Street to Riverside Road.	Preston Point Road North Recreation Facilities Master Plan	Executive Manager Technical Services	●	\$300k				
8.1.4 Develop a prioritised <b>active transport safety plan</b> to improve cyclist and pedestrian safety on key Town streets such as Fletcher Street, Fraser Street and George Street (east).		Executive Manager Technical Services					\$50k	

Strategic initiatives								
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future	
8.1.5 Advocate for the State Government to fund pedestrian and cyclist infrastructure to enable <b>safer crossing</b> of Canning Highway to improve connectivity with key locations, including the river foreshore, East St (North), Richmond Primary School, East Fremantle town centre, East Fremantle Community Park, and George Street precinct.		Executive Manager Technical Services	●	●	●	●		
8.1.6 Review existing conditions and concerns on local roads to prioritise traffic management interventions and speed reduction measures to improve <b>active transport and road safety</b> .		Executive Manager Technical Services	\$150k	○	○	○		
8.1.7 Complete condition assessments and update the <b>Road Asset Management Plan</b> .	Road Asset Management Plan	Executive Manager Technical Services	\$15k					
8.1.8 Implement the <b>road renewal works program</b> in the Road Asset Management Plan.	Road Asset Management Plan	Executive Manager Technical Services	\$770k	\$744k	\$390k	\$405k		
8.1.9 Prepare a Business Case to assess the feasibility of <b>paid parking</b> along the foreshore to support better parking outcomes.		Executive Manager Corporate Services		\$15k				

● Covered by operating budget

\$ Additional funding  
or resources secured

\$ Additional funding or  
resources required

○ Additional funding or resources  
required (amount to be determined)





## Outcome 9

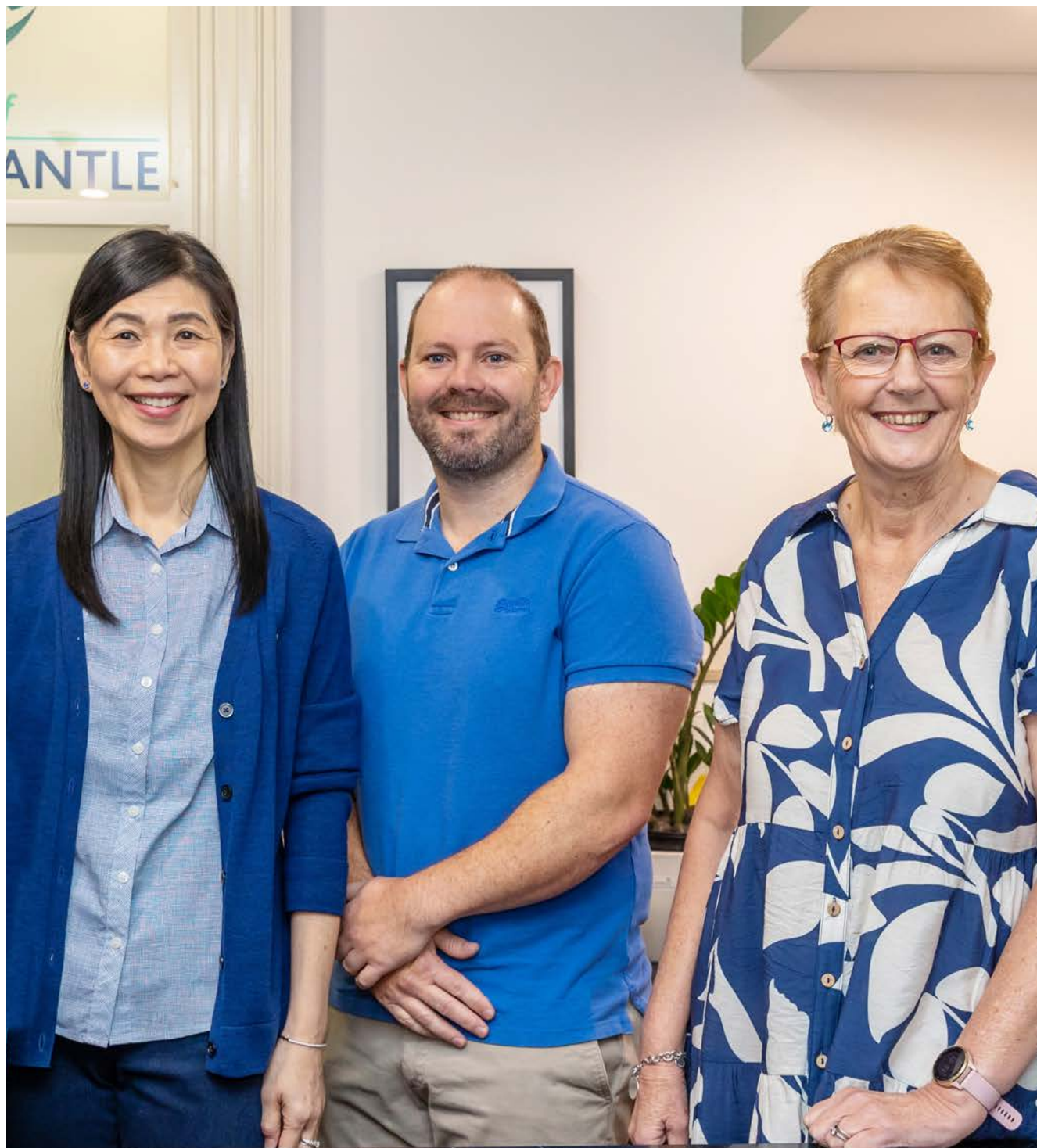
A thriving economy

### Objectives

9.1 Develop and revitalise local business activity centres.

## Objective 9.1 Develop and revitalise local business activity centres

Principal activities – what we will continue to do							
Service	Service description			Service Team			
<b>Place planning</b>	Plan and implement programs to enhance key precincts, including George Street and East Fremantle Town Centre, and transform connecting streetscapes.			Technical Services			
Supporting strategies and plans							
Local Commercial Centres Assessment and Strategy							
Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
9.1.1 Review <b>town centre redevelopment guidelines</b> when developing Local Planning Scheme No. 4.		Executive Manager Regulatory Services	●				
9.1.2 Develop a <b>Town Centre Precinct Plan</b> to consider required changes in land uses (residential, commercial, transport etc) to meet State Government growth targets set out in the Local Planning Strategy.	Local Planning Strategy	Executive Manager Regulatory Services	●				
9.1.3 Create a shared space for pedestrians, cyclists and vehicles on <b>George Street</b> .	Local Planning Strategy	Executive Manager Regulatory Services	\$805k				
9.1.4 Develop <b>parking strategies</b> for Plympton Precinct and East Fremantle Town Centre, including consideration for permit, paid or time-limited parking.	Local Planning Strategy	Executive Manager Regulatory Services			\$75k		
9.1.5 Develop and implement a <b>Glasson Park Concept Plan</b> to assist with George Street activation.	Local Planning Strategy	Executive Manager Regulatory Services				○	
● Covered by operating budget	\$ Additional funding or resources secured	\$ Additional funding or resources required			○ Additional funding or resources required (amount to be determined)		



## Outcome 10

Efficient governance and partnerships

### Objectives

- 10.1 Strive for excellence in leadership and governance, including sustainable financial, human resource, asset and risk management.
- 10.2 Build and maintain strong partnerships with key stakeholders, community groups and volunteers to deliver positive community outcomes.

## Objective 10.1 Strive for excellence in leadership and governance, including sustainable financial, human resource, asset and risk management.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Council Member support and meetings</b>	Provide timely information, advice, agendas and minutes to support effective Council decision-making. Deliver agendas at least three working days prior to meetings, Committee Meeting minutes at least five working days after meetings and Council Meeting minutes at least 10 working days after meetings.	
<b>Governance</b>	Maintain a high standard of governance and accountability, including maintaining a register of delegations, conducting Council elections with the Electoral Commission, and providing governance and leadership training.	
<b>Local laws</b>	Maintain a suite of up-to-date local laws for public health, safety and amenity and review at least once every 15 years in accordance with the <i>Local Government Act 1995</i> .	
<b>Compliance</b>	Submit a Compliance Return to the Department of Local Government, Industry Regulation and Safety (LGIRS) by 31 March annually to indicate compliance with all local government Acts, regulations and common law requirements.	Office of the CEO
<b>Policies and procedures</b>	Ensure policies and procedures are up to date to ensure operational clarity and consistency, and review as required in accordance with relevant Acts and Regulations.	
<b>Human resources</b>	Develop and implement a Workforce Plan, and a Work, Health and Safety Plan, to recruit, support, and develop a diverse, safe and healthy workforce, ensure compliance with employment laws and to maintain a positive, productive workplace.	
<b>Strategic and corporate planning</b>	Provide strategic and corporate planning in accordance with the Local Government Act 1995 and Integrated Planning and Reporting Framework to include a Council Plan, Workforce Plan and various supporting plans and strategies.	
	Develop and implement Asset Management Plans.	Technical Services
	Embed the Risk Management Framework.	
<b>Strategic financial management</b>	Provide strategic financial management services to enable the Town to sustainably provide services to the community, including delivery of a Long-Term Financial Plan and Annual Budgets.	
<b>Financial administration</b>	Provide day-to-day financial management services including financial reporting, financial audits, payroll, debtors and creditors management, and information systems audits.	Corporate Services
<b>Risk management</b>	Apply risk management principles, systems and processes to ensure consistent, efficient and effective assessment of risk in planning, decision making and operations.	

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Contract management</b>	Provide consolidated contract management to meet procurement obligations and manage costs and risks. This includes strategic procurement, contracts register, contractor induction and engagement, contract monitoring and stakeholder liaison.	
<b>Leases and licences: Council-owned buildings</b>	Provide administration of lease and licence agreements, maintenance requests and liaison with clubs/organisations to ensure effective property management. This includes 23 lease agreements and 35 annual mooring pen licence agreements.	
<b>Records management</b>	Manage records, including Freedom of Information requests and the Privacy and Information Sharing (PRIS) framework, in accordance with the State Records Act.	Corporate Services
<b>Strategic Information and Communications Technology</b>	Complete implementation and bi-annual reviews of the Strategic ICT Plan, implement the Enterprise Resource Planning (ERP) Business Plan and deliver ICT contract management.	
<b>Information and Communications Technology Operations</b>	Deliver timely and effective IT support (c. 100 support tickets per month).	
<b>Asset management</b>	Provide responsible management of Town assets including council buildings, vehicles, machinery and the depot.	Technical Services

Supporting strategies and plans	
Council Plan	Work, Health and Safety Plan
Long-term Financial Plan	Risk Management Framework
Annual Budget	ERP Business Plan
Asset Management Plan	Strategic IT Plan 2021-2024
Workforce Plan	

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
10.1.1	Complete a major review of the <b>Council Plan</b> on a 4-yearly basis.	CEO				\$50k	
10.1.2	Review the following <b>Local Laws</b> by 7 December 2026 to meet legislated requirements: <ul style="list-style-type: none"> <li>• <i>Meeting Procedure Local Law</i></li> <li>• <i>Penalty Units Local Law 2016</i></li> <li>• <i>Repeal Local Law 2017</i></li> <li>• <i>Cat Local Law 2016</i></li> <li>• <i>Dog Local Law 2016</i></li> <li>• <i>Fencing Local Law</i></li> <li>• <i>Public Places &amp; Local Government Property Local Law 2016</i></li> <li>• <i>Parking Local Law 2016</i></li> <li>• <i>Waste Local Law 2017</i></li> <li>• <i>Waste Amendment Local Law 2017</i></li> </ul>	Governance Coordinator		\$15k			
10.1.3	Schedule <b>policy reviews</b> for existing policies and identify new policies required.	Governance Coordinator		●			
10.1.4	Engage a <b>Commercial Development Specialist</b> to manage complex, high-profile place-based initiatives.	CEO		●			
10.1.5	Complete an <b>Organisational Review</b> to ensure the Town's organisational structure is efficient and effective, sufficiently resourced, and supports innovation and high standards of service delivery in a cost-effective manner.	HR Coordinator				\$30k	

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
10.1.6	Develop a <b>Contract Management Plan</b> to oversee management of lease agreements and to consider resourcing requirements in the Town of East Fremantle to effectively deliver this service. Leases to be developed or renegotiated over the next four years include: <ul style="list-style-type: none"> <li>• East Fremantle Yacht Club</li> <li>• Mooring pens (River Reserve lease due to expire in August 2028)</li> <li>• East Fremantle Junior Football Club</li> <li>• East Fremantle Junior Cricket Club</li> <li>• Old Police Station</li> <li>• Two kindergartens (East Fremantle and Richmond Primary)</li> <li>• Hurricanes Dragonboat Club (Leeuwin Hall)</li> </ul>		Commercial Development Specialist	●	\$50k		
10.1.7	Refresh the <b>10-year Capital Works Program</b> following adoption of updated Asset Management Plans for roads, footpaths, parks, drainage and council buildings.	Asset Management Plans	Executive Manager Technical Services	●	●		
10.1.8	Develop and embed <b>new IT systems</b> for Enterprise Resource Planning (ERP), Electronic Records Management, and Customer Relationship Management (CRM), including online services.		Executive Manager Corporate Services	\$30K	\$320K	\$320K	\$315K
10.1.9	Embed the <b>Privacy and Information Sharing</b> (PRIS) framework in accordance with State legislation.		Executive Manager Corporate Services	●			
10.1.10	Re-tender <b>ICT Services</b> , inclusive of managed proactive support, managed hardware and software licenses.		Executive Manager Corporate Services	●			
10.1.11	Identify suitable services where a <b>shared service agreement</b> with Perth SW Metro Alliance council/s could deliver greater efficiency.		CEO				○

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)

## Objective 10.2 Build and maintain strong partnerships with key stakeholders, community groups and volunteers to deliver positive community outcomes.

Principal activities – what we will continue to do								
Service	Service description						Service Team	
<b>Advocacy and partnerships</b>	Build and maintain relationships with key stakeholders to better understand issues, advocate to influence decisions for the benefit of the community, and lobby for funding.						Office of the CEO	
	Collaborate with the Perth Southwest Metropolitan Alliance, other local governments and agencies for improved services.						Office of the CEO	
	Promote and support community participation in the Town Team Movement.						Regulatory Services	
<b>Community grants</b>	Administer the Community Assistance Grants Program to enable local sporting clubs and community groups to provide community benefit through recreational, sporting, social or cultural means.						Office of the CEO	
Supporting strategies and plans								
None								
Strategic initiatives								
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future	
None - the focus will be on continuously improving principal activities.								



## Outcome 11

An engaged community with positive customer experiences

### Objectives

11.1 Enhance community engagement and service delivery.

## Objective 11.1 Enhance community engagement and service delivery.

Principal activities – what we will continue to do		
Service	Service description	Service Team
<b>Communications and engagement</b>	Inform community members and key stakeholders about local services, facilities and projects, Council decisions and performance through various communication channels, including the Town’s website, social media pages, newsletters, noticeboards, information sessions and an Annual Report.	Office of the CEO
	Engage community members, reference groups and key stakeholders to inform Council decisions and assist with priority-setting through various engagement channels, such as town hall meetings, feedback sessions, workshops, community surveys and open invitations to provide input.	Office of the CEO
	Regularly review communication and engagement approaches to enhance effectiveness.	Office of the CEO
<b>Customer service</b>	Deliver customer service in accordance with the Customer Service Charter.	Corporate Services

### Supporting strategies and plans

Customer Service Charter

Strategic initiatives							
Priority projects	Linked strategies	Lead	26/27	27/28	28/29	29/30	Future
11.1.1 Review and update the <b>Customer Service Charter</b> , including documenting a formal Customer Complaints Process to register and respond to complaints against the Town of East Fremantle.		Executive Manager Corporate Services		●			
11.1.2 Review and update the Town’s <b>customer request management system</b> – a centralised software system to help the Town to capture, track, manage, and resolve customer requests in an organised and efficient way.		Executive Manager Corporate Services		●			
11.1.3 Undertake a <b>Community Perceptions Survey</b> on a two-yearly basis to assess service levels, community priorities and aspirations.		Manager Community Engagement & Communications			\$25k	\$25k	

● Covered by operating budget

\$ Additional funding or resources secured

\$ Additional funding or resources required

○ Additional funding or resources required (amount to be determined)

# Supporting strategies and plans

*Several strategies and plans informed the creation of this Council Plan and will continue to guide the Town of East Fremantle to achieve the community's desired outcomes.*

## Long-Term Financial Plan

The Long-Term Financial Plan is Council's 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects. As assumptions and forecasts may be impacted by unanticipated social and financial changes, this plan is regularly reviewed and adjusted.

## Asset Management Plan

Effective management of local government assets is crucial to the sustainable delivery of services to meet community needs. Asset Management Plans are essential to ensure that assets are created, maintained, renewed and retired or replaced at appropriate intervals to ensure continuity of services at chosen service levels.

## Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators.

## Risk management framework

The Risk Management Framework comprises a Risk Management Policy and a Risk Management Plan. The Framework encourages and guides Councillors and officers to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss.

## Capital Works Program

The Capital Works Program describes planned works to improve Council-managed assets over the next five years, such as Council buildings and facilities, roads, footpaths, parks and gardens, and sporting grounds.

## Annual Budget

An Annual Budget is a financial plan adopted each financial year that outlines the anticipated revenue and expenditure to fund the delivery of services, infrastructure, and operations within the community.

## Other supporting strategies and plans

Local government is required to fulfill statutory requirements through the provision of various documents, such as the Local Planning Scheme, Disability and Inclusion Plan and Public Health Plan. Council also prepares various plans and strategies to provide an in-depth review and assessment of strategic options to address local priorities.

Strategies, plans and frameworks may be downloaded at [www.eastfremantle.wa.gov.au](http://www.eastfremantle.wa.gov.au) or requested from the Town of East Fremantle.





# Our organisation

*Town of East Fremantle is governed by a Mayor and Councillors who represent community interests, make decisions on local policies and services, and oversee the strategic direction and financial performance of the organisation. The Chief Executive Officer reports directly to the Council and is responsible for implementing strategic initiatives, managing day-to-day operations, and ensuring compliance with legislative requirements.*

Service teams are responsible for delivering principal activities and priority projects in this plan and for regularly reviewing team performance to consider ways to improve the overall customer experience, business efficiencies and return on investment (ROI) from Council allocated funds. The following table provides an overview of current service areas, teams, employees and budgeted operating costs for the 2026/27 financial year. Employee numbers are expressed as the full-time equivalent (FTE).

Service Area	Service Teams	2026/27		
		Employees (FTE)	Employees (FTE)	
Office of the CEO	CEO	1.0	Community Engagement and Communications	3.0
	Human Resources	1.0	Workplace Health and Safety	0.5
	Governance and Executive Assistant	1.0	Commercial Development Specialist	1.0
Regulatory Services	Executive Manager	1.0	Sustainability	1.0
	Environmental Health	1.0	Town Planning	2.0
	Building approvals	0.11	Administration	2.0
Corporate Services	Executive Manager	1.0	Customer Service	1.84
	Finance	4.0	CHSP	10.08
	Records and Administration (including property management; Information Technology as a managed service)			2.0
Technical Services	Executive Manager	1.0	Assets and Civil Infrastructure	5.1
	Fleet, Streetscapes, Parks and Ovals	8.5	Contract administration	1.0
	Ranger Services	2.0	Buildings, Marine Infrastructure, Waste Services	0.4
<b>Total employees (FTE)</b>				<b>51.53</b>

# Financial summary

*The Forecast Statement of Financial Activity is extracted from the Long-Term Financial Plan to provide an indication of the net funding available from operational activities. The forecast statement should be read in conjunction with the full Long-Term Financial Plan and its underlying assumptions and predictions.*

	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
<b>Surplus 1 July</b>	<b>62,836</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenue</b>				
Rates	10,631,316	11,254,200	11,647,397	12,054,356
Fees and Charges	1,970,415	2,041,640	2,120,611	2,211,077
Operating Grants	1,366,311	973,903	999,970	1,027,080
Interest Earnings	147,899	165,025	166,254	176,114
Other	266,484	274,804	281,399	288,279
Other Revenue - EFCP	5,676,489	5,676,489	5,676,489	5,676,489
	<b>20,058,914</b>	<b>20,386,061</b>	<b>20,892,119</b>	<b>21,433,395</b>
<b>Expenditure</b>				
Employee Costs	-6,090,494	-6,273,953	-6,462,961	-6,657,686
Materials and Contracts	-5,121,037	-4,467,939	-4,733,268	-4,670,492
Utilities	-403,137	-415,231	-427,688	-440,518
Interest	-255,508	-246,273	-236,662	-226,422
Insurance	-295,425	-307,271	-319,592	-332,408
Other	-771,832	-779,291	-796,339	-813,815
Other Expenditure - EFCP	-6,027,186	-6,027,186	-6,027,186	-6,027,186
Depreciation	-2,367,441	-2,438,464	-2,511,618	-2,586,966
	<b>-21,332,060</b>	<b>-20,955,607</b>	<b>-21,515,313</b>	<b>-21,755,495</b>
Depreciation	2,367,441	2,438,464	2,511,618	2,586,966
<b>Net Funding from Operational Activities</b>	<b>1,094,295</b>	<b>1,868,918</b>	<b>1,888,424</b>	<b>2,264,866</b>

	2026/27	2027/28	2028/29	2029/30
	\$	\$	\$	\$
<u>Capital Expenditure</u>				
Buildings	-678,213	-100,000	-100,000	-798,496
Plant and Equipment	-257,000	-130,894	-130,894	-130,894
Furniture and Equipment	-30,000	-17,951	-747,951	-17,951
Roads	-1,725,052	-1,044,693	-390,000	-405,381
Drainage	-15,000	-27,148	-27,148	-78,794
Parks and Ovals	-286,000	-146,461	-152,461	-165,723
Playgrounds	-140,000	-145,000	-139,000	-107,500
Other Infrastructure (Carparks, Shelters)	-20,000	-43,310	-43,310	-43,310
Footpaths	-119,650	-135,000	-170,000	-177,000
Non-Operating Grants - RRG/R2R (Roads)	756,667	694,013	156,000	156,600
Non-Operating Grants - Other	299,107	0	0	0
<b>Net Capital Program</b>	<b>-2,215,142</b>	<b>-1,096,444</b>	<b>-1,744,764</b>	<b>-1,768,449</b>
Proceeds from new Loan Borrowings	0	0	0	0
Loan Repayments	-165,617	-173,698	-182,174	-191,064
<b>Net Borrowings</b>	<b>-165,617</b>	<b>-173,698</b>	<b>-182,174</b>	<b>-191,064</b>
<b>Net Reserve Transfers From/(to)</b>	<b>1,249,859</b>	<b>-555,117</b>	<b>85,883</b>	<b>-254,117</b>
Proceeds from Sale of Assets	57,500	43,631	43,631	43,631
Lease Payments	-83,731	-87,290	-91,000	-94,867
<b>Surplus 30 June</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Development and reporting

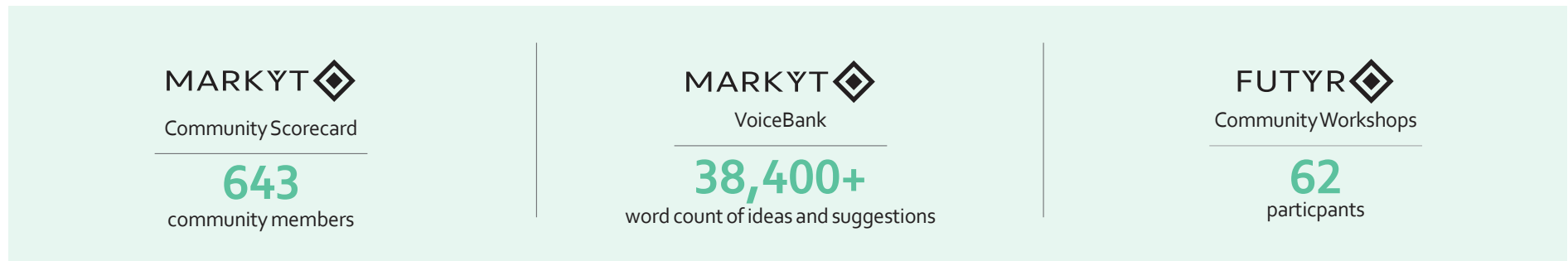
The *Local Government Act 1995* (WA) requires that all local governments have a plan for the future. As of 2025, Council was required to adopt a 10-year *Strategic Community Plan*, four-year *Corporate Business Plan* and an *Annual Budget*. The guidelines suggest these documents are integrated with informing strategies, including an asset management plan, workforce plan, and a long-term financial plan.

To streamline reporting and strengthen integration, the Town of East Fremantle is following emerging best practice and has integrated the *Strategic Community Plan* and *Corporate Business Plan* into one succinct document and named it the Council Plan.

In 2025, Council embraced the FUTYR® approach to conduct a major review of its *Strategic Community Plan* and *Corporate Business Plan*. This is a community-led, integrated and streamlined approach designed specifically for local government and involved:

- Desktop research
- Review of current plans and strategies to integrate outcomes, objectives, services and priority projects
- Community survey and benchmarking using the MARKYT® Community Scorecard
- Workshops with councillors, staff, key stakeholders and local community members

We express our deepest thanks to community members who assisted with development of this Council Plan. We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.



Council will monitor delivery of this plan and publish regular updates to keep the community informed on progress. In line with the Integrated Planning and Reporting Framework and Guidelines, Strategic Community Plan components will be reviewed by Council once every two years, with a major review including community engagement once every four years. Corporate Business Plan components will be reviewed and updated by Council annually.

# Measuring success

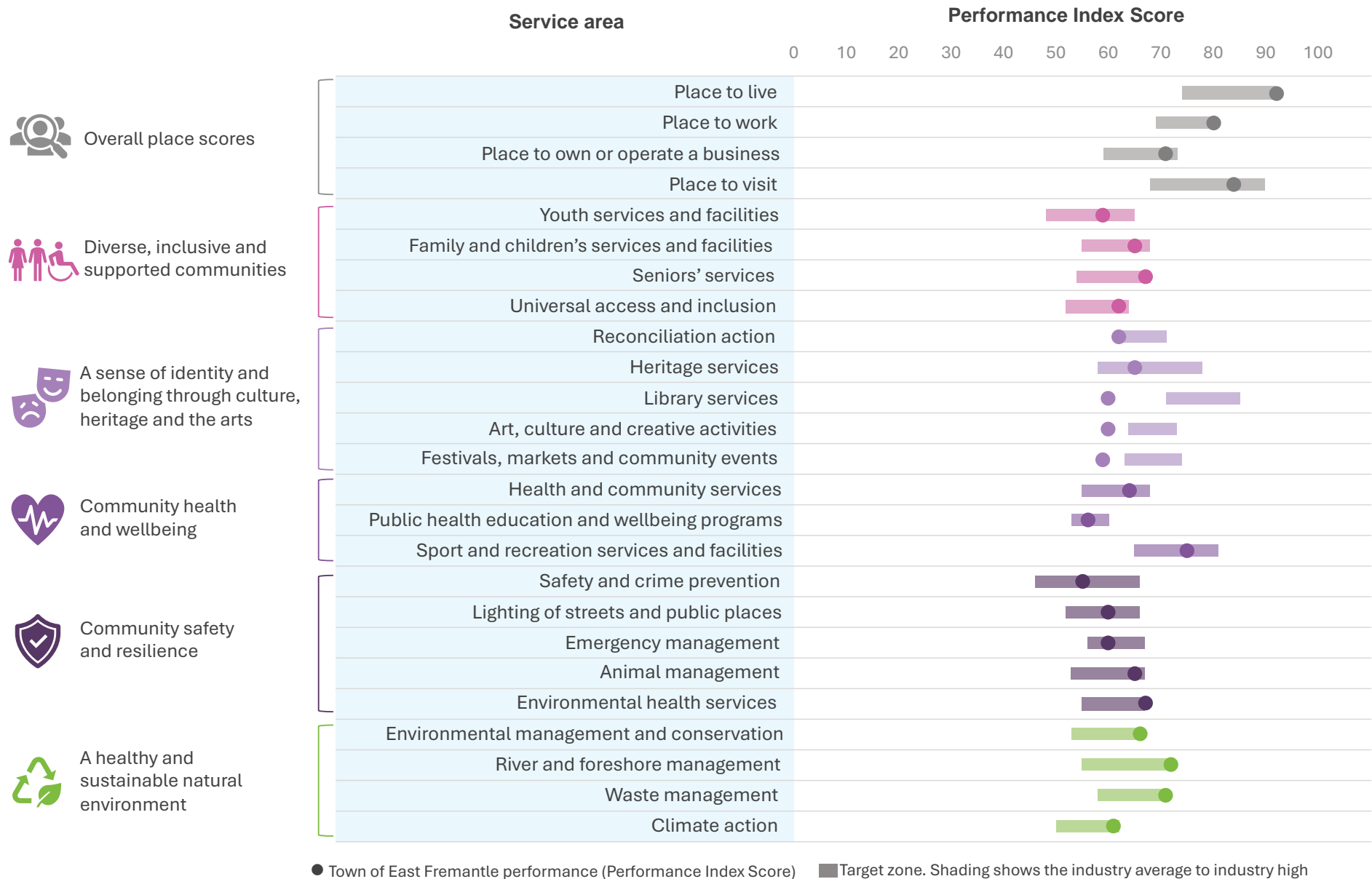
*To track progress against outcomes in this plan, Council will use actual and perceived performance measures.*

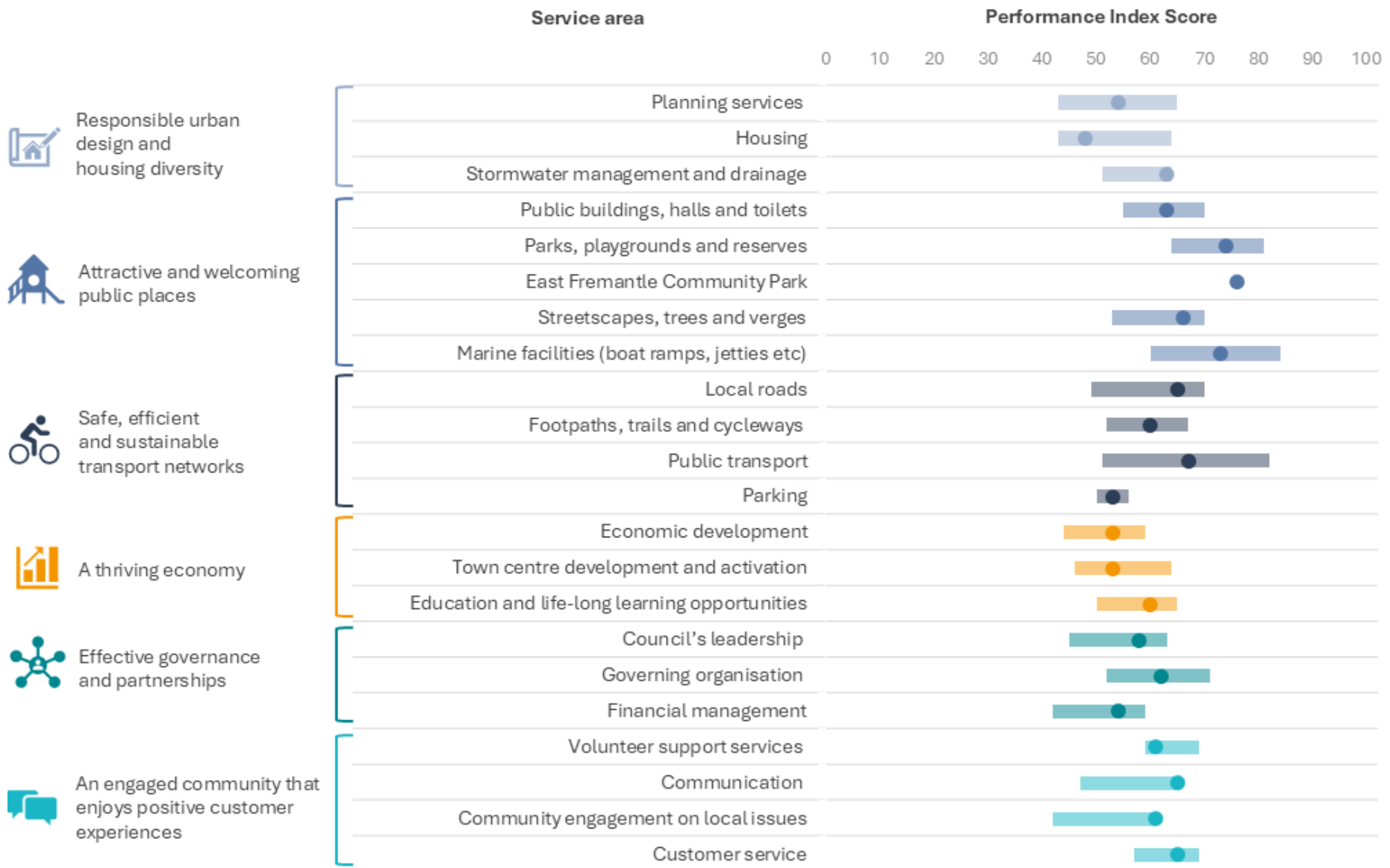
Actual performance data will be determined by Council and reported in the Annual Report.

Community perceptions of performance and service delivery have been measured and benchmarked against industry standards through completion of a MARKYT® Community Scorecard and participation in the MARKYT® Benchmarking Excellence Program.

Council has set an aspirational target to be in the Target Performance Zone across all service areas, shown as the shaded area in the chart, with performance between the industry average and high scores.

# Our community scorecard





● Town of East Fremantle performance score (Performance Index Score) ■ Target zone. Shading shows the industry average to industry high



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