



Council Committees and Groups Register

2025-27



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1. Non-delegated Committees of Council Terms of Reference

Audit, Risk and Improvement Committee

1. Establishment

- 1.1 The Audit, Risk and Improvement Committee (**Committee**) is an advisory body established by the City of Fremantle (**City**) in accordance with section 7.1A(1) of the *Local Government Act 1995*.
- 1.2 The Committee is a formally appointed committee of Council and is responsible to that body.

2. Role

- 2.1 The Committee is established to assist Council in carrying out its governance and oversight responsibilities as outlined below:

Responsibility	Objectives
Financial reporting	<ul style="list-style-type: none"> - Assess the integrity of the City’s financial statements - Ensure Council is satisfied with the performance of its financial affairs
Internal control	<ul style="list-style-type: none"> - Consider control environment and cyber security effectiveness - Monitor the adequacy of the City’s business resilience strategies
Risk management	<ul style="list-style-type: none"> - Monitor the effectiveness of the City’s risk framework - Monitor emerging and significant risks and review the mitigating actions
Legislative compliance	<ul style="list-style-type: none"> - Assist Council in discharging its legislative responsibilities - Ensure legislation, regulation, and policies are addressed and followed
Governance	<ul style="list-style-type: none"> - Advise Council on recommended governance improvements - Monitor accountability, decision-making, and community engagement processes
Audit	<ul style="list-style-type: none"> - Accept responsibility for the annual external audit - Oversee the implementation of audit recommendations made by auditors
Ethical accountability	<ul style="list-style-type: none"> - Oversee the implementation of the City’s Integrity Control Plan (ICP) - Ensure adequate systems to prevent, detect, and respond to misconduct
Process improvement	<ul style="list-style-type: none"> - Monitor and advise on the City’s continuous improvement initiatives - Monitor and advise the Chief Executive Officer (CEO) in reviews of systems

- 2.2 In discharging its responsibilities under these terms of reference (**Terms**), the Committee will:
 - a. provide independent oversight, assurance, and advice to Council; and
 - b. facilitate informed decision-making by Council in relation to its legislative functions and duties not delegated to the Chief Executive Officer (CEO).



3. Authority

- 3.1 There are no powers delegated to this committee.
- 3.2 The Committee **does not** have:
 - a. decision-making authority and may only make recommendations to Council for consideration.
 - b. executive power or authority to implement actions in areas over which the Chief Executive Officer (CEO) has legislative responsibility.
 - c. delegated financial responsibility.
 - d. management functions and cannot involve itself in management or administrative processes or procedures.
- 3.3 The Committee **does have** the authority to:
 - c. request information from management in accordance with the communications agreement; and
 - d. consult directly with external auditors, maintaining confidentiality.

4. Responsibilities

4.1 Responsibilities of the Committee are established and outlined below:

Legislated Compliance	Responsibilities
<i>Local Government Act 1995</i>	Part 6 (Financial Management) Part 7 (Audit)
<i>Local Government (Audit) Regulations 1996</i>	Regulation 16 (Functions of audit committee) Regulation 17 (CEO to review certain systems and functions)
<i>Local Government (Financial Management) Regulations 1996</i>	Regulation 5(2) (Financial Management Systems Reviews)

5. Ethical Accountability

- 5.1 The Committee is to:
 - e. examine the systems and processes which encourage ethical conduct and personal accountability.
 - f. ensure conflicts of interest are managed to Council policy and legislation.
 - g. promote transparency, integrity, and ethical decision-making.
 - h. periodically review and consider the effectiveness of the Integrity Control Plan (ICP).

6. Functions

6.1 Regulation 16 of the *Local Government (Audit) Regulations 1996* outlines the functions of a local government audit committee.



Local Government (Audit) Regulations 1996

16. Functions of audit committee

An audit committee has the following functions –

- (a) to guide and assist the local government in carrying out-
 - i. its functions under Part 6 of the Act; and
 - ii. its functions relating to other audits and other matters related to financial management.
- (b) to guide and assist the local government in carrying out the local governments functions in relation to audits conducted under Part 7 of the Act;
- (c) to review a report given to it by the CEO under Regulation 17(3) and is to-
 - i. Report to the council the results of that review; and
 - ii. Give a copy of the CEO’s report to the council;
- (d) to monitor and advise the CEO when the CEO is carrying out functions in relation to a review under –
 - i. regulation 17(1); and
 - ii. the *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c).
- (e) to support the auditor of the local government to conduct an audit and carry out the auditor's other duties under the Act in respect of the local government.
- (f) to oversee the implementation of any action that the local government –
 - i. as required to take by section 7.12A(3); and
 - ii. has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
 - iii. has accepted should be taken following receipt of a report of a review conducted under regulation 19(1); and
 - iv. has accepted should be taken following receipt of a report of a review conducted under the *Local Government (Financial Management) Regulations 1996* regulation 5(2)(c);
- (g) to perform any other function conferred on the audit committee by these regulations or another written law.

Financial Reporting

- 6.2 The Committee are to review and consider the draft annual Financial Statements and all other public financial documents and make recommendations on all related matters to Council, including:
 - a. compliance to accounting standards, policies and processes.
 - b. any significant adjustments to Financial Statements.
 - c. changes to accounting estimate processes.
- 6.3 Consider and recommend the adoption of Financial Statements to Council.

Internal Control



- 6.4 Regarding Regulation 17 of the *Local Government (Audit) Regulations 1996*, the Committee shall:
- i. review the reports related to Regulation 17.
 - j. advise the CEO on matters relating to Regulation 17.
 - k. make recommendations to Council addressing the material issues identified in the review.
 - l. oversee the implementation of recommendations approved by Council.

Local Government (Audit) Regulations 1996

17. CEO to review certain systems and functions

- 1. The CEO is to review the appropriateness and effectiveness of a local governments systems and procedures in relation to –**
 - (a) Risk management; and**
 - (b) Internal control; and**
 - (c) Legislative compliance.**
- 2. The review may relate to any or all of the matters referred to in sub regulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.**
- 3. The CEO is to report to the audit committee the results of that review.**

- 6.5 Regarding Regulation 14 of the *Local Government (Audit) Regulations 1996*, the committee shall review the compliance audit return (CAR), and report to Council the results.

Local Government (Audit) Regulations 1996

14. Compliance audits by local governments

- 1. A local government is to carry out a compliance audit for the period 1 January to 31 December in each year.**
- 2. After carrying out a compliance audit the local government is to prepare a compliance audit return in a form approved by the Minister.**
- 3A. The local government’s audit committee is to review the compliance audit return and is to report to the council the results of that review.**
- 3. After the audit committee has reported to the council under subregulation (3A), the compliance audit return is to be –**
 - (a) presented to the council at a meeting of the council; and**
 - (b) adopted by the council; and**
 - (c) recorded in the minutes of the meeting at which it is adopted**

Risk Management

- 6.6 The Committee are to:
- a. assist Council to determine its appetite for risk.
 - b. periodically review and consider Council’s risk documentation, including:
 - i. Risk Management Policy.
 - ii. Risk Appetite Statement (RAS).



- iii. Enterprise Risk Management (ERM) Framework.
 - iv. Integrity Control Plan (ICP).
 - v. Business Resilience Strategies.
- c. monitor and review the City’s material risks, as outlined below:

Material Risk	Responsibilities
Enterprise (<i>strategic</i>) risks	Regularly review reports and ensure management are effectively monitoring and responding to enterprise risks Review risk assessment processes to ensure enterprise risks inform resourcing and are considered during strategic planning processes
Misconduct risks	Ensure systems and processes adequately address misconduct risks and contain controls to prevent, detect, and respond to misconduct Ensure complaint, disclosure, and investigation processes are developed, tested, robust, and impartial
Risks exceeding appetite	Regularly review reports capturing risks exceeding appetite and ensure management provide clear explanations of their causes and impacts Ensure reporting and escalation processes are effective and timely

- d. consider if the actions being taken by management to mitigate are appropriate and adequate.
- e. review the preparedness level of the City’s business resilience strategies, as outlined below:

Resilience Strategy	Responsibilities
Emergency management	Review Local Emergency Management Arrangement (LEMA) reports
Crisis management	Ensure all prominent roles and communication strategies are adequate
Disaster recovery	Review managements ICT backup, recovery and restoration reports
Business continuity	Review scenario testing reports and ensure lessons learnt are captured

- f. obtain and review risk reports and report to Council any adverse trends.

External Audit

6.7 The Committee are to:

- a. critically examine all audit and management reports provided by the external auditor.
- b. ensure management implement all actions, where appropriate.
- c. liaise with the appointed external auditor on the following matters:



- i. the audit process; and
 - ii. all relevant audit findings.
- d. make recommendations to Council on matters relating to the external audit.

Internal Audit

6.8 The Committee are to:

- a. guide and oversee the activities, resources and structure of the internal audit function.
- b. review internal audit report findings and make recommendations to Council.
- c. ensure misconduct risks are adequately addressed in the internal audit plan.

Compliance

6.9 The Committee are to:

- a. ensure all City processes comply with relevant laws and regulations.
- b. review all investigations of non-compliance and obtain assurance appropriate action was taken.

Improvement

6.10 The Committee are to:

- a. receive annual progress reports by management regarding the following:
 - i. Integrated Planning and Reporting Framework (IPRF); and
 - ii. Corporate Business Plans objectives.
- b. monitor and review emerging and significant enterprise risks which could have a material impact on Councils strategic objectives.
- c. support the adoption of appropriate practices which enhance service delivery of the Strategic Community Plan, Corporate Business Plans, and major projects.

7. Membership

Composition

7.1 The Committee will consist of seven (7) members, comprising of:

- a. The Mayor (*ex-officio member*).
- b. Two (2) external members (**independent members**) appointed by Council.
- c. Four councillors (not ward specific).

7.2 Four additional councillors (**deputy members**) will act as a member, when a member is unable to attend (not ward specific).

Presiding and Deputy-Presiding Members

7.3 The Presiding Member and Deputy Presiding Member must be independent members, appointed by Council at an appropriate meeting following the local government ordinary elections, in accordance with section 5.12 of the *Local Government Act 1995*.

Independence of the Committee



7.4 Independent members cannot:

- a. be an Elected Member of the City of Fremantle or any other local government;
- b. be an employee of the City of Fremantle;
- c. have any operating responsibilities with the City of Fremantle; or

7.5 If both the Presiding Member and Deputy Presiding Member are not available, the meeting must be adjourned until either are available.

Selection Process

7.6 Independent members will be selected on the following criteria:

- a. demonstrated high level of expertise and knowledge in either financial management, financial reporting, governance, auditing, or risk; and
- b. relevant skills and experience providing independent expert advice.

7.7 The appointment of independent members shall be made by Council, following public advertisement unless a suitable appointment can be recommended without.

Fees paid and expenses reimbursed

7.8 Independent members will be entitled to a meeting attendance fee, pursuant to Section 5.100 of the *Local Government Act 1995*, adopted by Council, as per the Salaries and Allowances Tribunal determination.

Termination of an Independent Member

7.9 Council may, by resolution, terminate the appointment of any independent member prior to term expiry if:

- m. the Committee determines, by majority decision, the Independent Member is not making a positive contribution to the Committee; or
- n. the Independent member is found in breach of the *City's Code of Conduct for Elected Members, Committee Members and Candidates*; or
- o. the Independent Member is found in breach of the *Local Government Act 1995*.

Term

7.10 Committee members are appointed for two (2) year terms to coincide with the local government election cycle.

Conduct

7.11 The Presiding Member is responsible for the proper conduct of the Committee meetings.

7.12 All Committee Members are bound by the *City's Code of Conduct for Elected Members, Committee Members and Candidates*.

8. Meetings

Administration

8.1 The Committee will meet quarterly and as required, and no less than twice (2) per annum.

8.2 City Administration will provide administrative support, including:

- a. preparing meeting agendas, officer reports, and recommendations for Committee consideration;



- b. minute taking; and
- c. publishing meeting minutes and Committee decisions and recommendations on the City's website.

Attendance

- 8.3 Meetings will be held in-person at the Walyalup Civic Centre.
- 8.4 Committee members may request authorisation to attend up to half of the number of committee meetings by electronic means over a 12-month period.
- 8.5 City officers and external presenters will attend meetings to provide advice and support, as required.

Reporting

- 8.6 Recommendations from this committee will be referred to Council for consideration.

Quorum

- 8.7 The quorum for the committee is at least 50% of the number of members of the Committee.
- 8.8 Decisions of the Committee are to be made by a simple majority, unless otherwise required by legislation.
- 8.9 Decisions of the Committee will be considered by Council at the following Ordinary Meeting of Council.

9. Review

- 9.1 This Terms of Reference will be reviewed every two years in line with local government ordinary elections.



CEO Performance Review Committee

The Council of the City of Fremantle (the "Council") establishes this committee under the powers given in Section 5.8 of the *Local Government Act 1995* and the committee will be known as the Chief Executive Officer Performance Review Committee.

1. Objectives

- 1.1 The purpose of the Committee is to coordinate and undertake the performance review of the Chief Executive Officer (CEO) on behalf of Council, and report findings and recommendations to Council for consideration in accordance with the *Local Government Act 1995*.

2. Functions

- 2.1 The Committee is to provide advice and recommendations to Council in relation to the following matters:
 - a. Appointment of an independent facilitator to assist the committee to undertake the CEO performance review.
 - b. Development and review of Key Performance Indicators to be achieved by the CEO.
 - c. Annual review of the CEO's performance in accordance with the CEO's Key Performance Indicators.
 - d. Quarterly informal reviews of the CEO's performance in accordance with the CEO's Key Performance Indicators.
 - e. Review of the CEO's remuneration package.

3. Powers of the CEO Performance Review Committee

- 3.1 This committee does not have any decision-making authority and therefore may only make recommendations to Council for consideration.
- 3.2 The committee is to report to Council and provide appropriate advice and recommendations on matters relevant to its functions.
- 3.3 The committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility.

4. Membership

- 4.1 The committee will be made up of the following members:
 - a. The Mayor (as ex-officio); and
 - b. Four Councillors.

5. Tenure

- 5.1 Membership tenure will be in accordance with the City's Meeting Procedures Policy.

6. Presiding member

- 6.1 The appointment of a presiding member and deputy presiding member will be made by Council at an appropriate meeting following the local government ordinary elections, in accordance with section 5.12 of the *Local Government Act 1995*.

7. Meetings

- 7.1 The committee will meet quarterly, on specific dates to be advised and more regularly as required at the discretion of the presiding member.
- 7.2 Reports and recommendations of each committee meeting will be presented to the next ordinary meeting of the Council.

8. Quorum and reduction of

- 8.1 Quorums and the reduction of quorums will be in accordance with the City's Meeting Procedures Policy.

9. Suspension of committee

- 9.1 Suspension and termination will be in accordance with the City's Meeting Procedures Policy.



Planning Framework Committee

1. Establishment

- 1.1 The Planning Framework Committee (**Committee**) is an advisory body established by the City of Fremantle (**City**) in accordance with section 5.8 of the *Local Government Act 1995*.
- 1.2 The Committee is a formally appointed committee of Council and is responsible to that body.

2. Role

- 2.1 The Committee is established to provide Council with strategic advice and guidance on the City’s planning framework, including review of planning policies and development of the new planning scheme, as outlined below:

Responsibility	Role of Committee
Adopting a new Local Planning Scheme #5 (Scheme).	<ul style="list-style-type: none"> - Monitor and provide feedback on individual key elements of the new Scheme, during its developmental stage. - Review Feedback provided through engagement with industry and community in the preparation of the Scheme. - Ensure proposed new Scheme conforms to State legislative requirements. - Ensure the new Scheme reflects adopted Council strategies and policies, including but not limited to the Strategic Community Plan, Local Planning Strategy and City Plan. - Advise Council on recommendations regarding the progress and ultimate adoption of the new Scheme.
Adopting Local Planning Policies (Policies)	<ul style="list-style-type: none"> - Review and rationalise existing planning policies. - Monitor the preparation of new Policies. - Ensure adequate and appropriate engagement with industry and community in the preparation of Policies. Advise Council on recommendations regarding existing and new Policies.
Review effectiveness of planning framework	<ul style="list-style-type: none"> - Review previous decisions by Council, Development Assessment Panels (DAP) and State Significant Development Pathway (SDP). - Advise Council on recommendations to adjust part(s) of its planning framework in response to the review.

- 2.2 In discharging its responsibilities under these terms of reference (**ToR**), the Committee will:
 - a. provide considered and sound advice to Council; and
 - b. facilitate informed decision-making by Council in relation to its legislative functions and duties not delegated to the Chief Executive Officer (CEO).

3. Authority

- 3.1 There are no powers delegated to this committee.
- 3.2 The Committee does **not** have:
 - a. decision-making authority and may only make recommendations to Council for consideration.
 - b. executive power or authority to implement actions in areas over which the Chief Executive Officer (CEO) has legislative responsibility.



- c. delegated financial responsibility.
 - d. management functions and cannot involve itself in management or administrative processes or procedures.
- 3.3 The Committee **does have** the authority to:
- a. request information from management in accordance with the communications agreement.

4. Responsibilities

4.1 The legislative framework relevant to the Committee’s responsibilities in guiding the preparation of a new Scheme and associated Policies is established by:

Relevant Legislation	Responsibilities
<i>Local Government Act 1995</i> Part 5 Administration, Division 2, 5.8.	- Establishment of Committees.
<i>Planning and Development Act 2005</i> - Part 5	- Local Planning Schemes.
<i>Planning and Development (Local Planning Schemes) Regulations 2015</i> - All Parts	- Alignment with Local Planning Strategy - Deemed Provisions - Allowable elements within a Scheme - Policy alignment with Scheme and State Policy Process for developing Scheme (and Policies) - Advertising - Ministerial approval

5. Membership

- 5.1 The Committee will consist of five (5) committee members, comprising of:
- d. The Mayor (*ex-officio member*).
 - e. Four councillors (not ward specific).
- 5.2 A **deputy member** will be appointed for each committee member to attend meetings in their absence (not ward specific).

Presiding and Deputy-Presiding Members

5.3 The Presiding Member and Deputy Presiding Member will be appointed by Council.

Term

5.4 Committee members are appointed for two (2) year terms to coincide with the local government election cycle.

Conduct

- 5.5 The Presiding Member is responsible for the proper conduct of the Committee meetings.
- 5.6 All Committee Members are bound by the City’s *Code of Conduct for Elected Members, Committee Members and Candidates*.



6. Meetings

Administration

- 6.1 The Committee will meet up to four (4) times per year, as adopted by Council in the City of Fremantle Council and Committee Meeting Schedule.
- 6.2 City Administration will provide administrative support, including:
 - d. preparing meeting agendas, officer reports, and recommendations for Committee consideration;
 - e. minute taking; and
 - f. publishing meeting minutes and Committee decisions and recommendations on the City's website.

Attendance

- 6.3 Meetings will be held in-person at the Walyalup Civic Centre.
- 6.4 Committee members may request authorisation to attend up to half of the number of committee meetings by electronic means over a 12-month period.
- 6.5 City officers will attend meetings to provide advice and support, as required.

Reporting

- 6.6 Recommendations from this committee will be referred to Council for consideration.

Quorum

- 6.7 The quorum for the committee is at least 50% of the number of members of the Committee.
- 6.8 Decisions of the Committee are to be made by a simple majority, unless otherwise required by legislation.
- 6.9 Decisions of the Committee will be considered by Council at the following Ordinary Meeting of Council.

7. Review

- 7.1 This Terms of Reference will be reviewed every two years in line with local government ordinary elections.



2. Working Groups of Council Terms of Reference

Working groups work collaboratively with council to develop a council strategy or plan, or to develop a specific project.

Destination Development Working Group

1. Purpose

- 1.1 The purpose of the Destination Development Working Group is to provide advice on the delivery of the Destination Development Plan 2023-2027, as well as activities within the City's Economic Development Strategy 2025-2030 that supports all business-to-customer industries in Fremantle. For the avoidance of doubt, this includes (but is not limited to) retail, hospitality, professional services and traditional tourism attractions.
- 1.2 The Group is expected to provide feedback and guidance on:
 - a. the overall destination development approach, including different stages over the four-year period of the Destination Development Strategic Plan 2023-2027;
 - b. initiatives outlined in the Economic Development Strategy 2025-2030 that promote Fremantle as a destination to live, visit, work and invest in;
 - c. the 'brand values' and 'unique selling points' of Fremantle within the context of global customer trends, disruptions to major industries such as retail, and the economic development aspirations of Fremantle;
 - d. how to achieve ongoing business community engagement in marketing and economic development activities; and
 - e. sponsorship of existing and new public events and grass roots business activation projects.

2. Outcome

- 2.1 The Destination Development Working Group will provide advice and/or recommendations to Council on the following:
 - a. The development of annual implementation plans based on the deliverables outlined in the Destination Development Strategic Plan 2023-27, and the Economic Development Strategy 2025-2030 that account for changing dynamics in the Fremantle market cycle such as the completion of major redevelopments.
 - b. Ways to effectively encourage businesses to be involved in destination marketing and economic development activities.
 - c. Effectively working with major private developers and property owners to market their new developments as part of a coordinated plan.
 - d. Presenting to the local business community (e.g. via open forums held quarterly) on the work overseen by the Group and opportunities for business involvement in future marketing activities.
- 2.2 The key performance indicators of the Destination Development Working Group include:
 - c. An increased visitation to Fremantle to provide opportunities for local businesses to capture expenditure (benchmarked against the City's 'visitor tracker');



- d. Improved awareness of the overall Fremantle offering to visitors and investors measured annually; and
- e. Improved perception of the overall Fremantle offering to visitors and investors measured annually.

3. Membership

3.1 Members are appointed by Council and include:

- a. One independent chairperson with suitable qualifications and/or experience in marketing or economic development. This person will be eligible to receive an allowance determined by the City's Chief Executive Officer.
- b. Up to seven of the following, taking into account the advice of the independent chairperson:
 - i. One representative from the Fremantle Chamber of Commerce: must be a current board member or the Chief Executive Officer.
 - ii. One representative from Fremantle's arts and culture business sector with suitable qualifications and/or experience in marketing or economic development.
 - iii. One representative from Fremantle's hospitality business sector with suitable qualifications and/or experience in marketing or economic development.
 - iv. One representative from the Indigenous business sector with suitable qualifications and/or experience in marketing or economic development.
 - v. One representative from Fremantle's retail business sector with suitable qualifications and/or experience in marketing or economic development.
 - vi. One representative from Fremantle's tourism business sector with suitable qualifications and/or experience in marketing or economic development.
 - vii. One representative from Fremantle's professional service business sector (e.g. beauticians, banking, dentists) with suitable qualifications and/or experience in marketing or economic development.
 - viii. One representative from the Fremantle Fishing Boat Harbour Traders Group with suitable qualifications and/or experience in marketing or economic development.
 - ix. One representative from the creative industries sector, with suitable qualifications and/or experience in marketing and/or tourism or economic development.

3.2 Where a membership vacancy occurs for part 3.1, the Chief Executive Officer will appoint a member for the remainder of the membership term at his discretion, in accordance with the terms of reference.

3.3 A suitable qualification in marketing or economic development is considered to be a tertiary qualification, and a suitable experience in marketing or economic development is considered to be at least five years' experience in a role primarily focused on marketing or economic development.

4. Role of the group

The role of the group is to:

- 4.1 Provide ongoing advice and recommendations to officers and Council on matters related to destination marketing and economic development in line with the Destination Development Strategic Plan and Economic Development Strategy adopted by Council.
- 4.2 Provide advice to the lead City officer on grant and sponsorship applications in accordance with the Destination Development Strategic Plan and Economic Development Strategy.
- 4.3 The group cannot provide direction to the City officers or make decisions around the allocation of budget.



5. Independent Chairperson

- 5.1 The independent chairperson facilitates the meeting.
- 5.2 The independent chairperson will be appointed by Council following a public expression of interest process conducted every two years in line with each ordinary election of Council.
- 5.3 The independent chairperson must be a recognised leader within the marketing or other relevant industry with the following:
 - a. Qualifications in marketing or communications or commerce.
 - b. Minimum 5 years industry experience.
 - c. Company Directors Certificate or at least 5 years board experience.
 - d. Knowledge of retail, small business, tourism or other relevant industry/s (desirable).
- 5.4 If required, the Director City Business will act as deputy chairperson of the working group meeting, in the absence of the chairperson, if the meeting cannot be rescheduled.

6. Administration

- 6.1 City officers:
 - provide an agenda to the members before each meeting;
 - take minutes and register them in the City's record keeping system;
 - send the minutes to the working group members and executive staff;
 - prepare reports for council's consideration related to the group's advice, recommendations, or progress on the plan/s, as required; and
 - undertake destination marketing or economic development activities that support delivery of the overarching strategy/s, where it is most efficient and effective for City Officers to undertake that activity instead of an agency or contractor.

7. Decision making

- 7.1 The Destination Development Working Group has no decision-making authority.
- 7.2 A quorum of at least 50% of the group is required to submit recommendations to Council.

8. Frequency of meetings

- 8.1 A minimum of four meetings a year will be held.
- 8.2 Ad hoc meetings can be arranged by City officers if required.

9. Term of membership

- 9.1 The term of the Destination Development Working Group will conclude with the commencement of caretaker provisions under the *Local Government Act 1995*.
- 9.2 Appointment of membership will be at the appropriate meeting following the relevant local government election.



International Relations Working Group

1. Purpose

- 1.1 The purpose of the International Relations Working Group is to:
- a. Develop documents that guide and support the City's international relationships;
 - b. Provide recommendations to Council through formal reports and/or the budget process for the use of funding, in accordance with the Council Policy; and
 - c. Conduct a review of existing international relationships to establish the City's focus and aim of each relationship.

2. Outcome

- 2.1. The International Relations Working Group will meet to discuss matters and requests consistent with the City's international relations policy, and provide recommendations to Council for consideration.

3. Membership

- 3.1 The member representatives are:
- a. Elected members (up to 4)
 - b. City officers:
 - Manager Governance

4. Role of the group

- 4.1. Receive advice and information from officers and other professionals to assist development of the content of the strategy/plan, or project.
- 4.2. Provide recommendations to Council in relation to initiatives in line with the Council Policy.

5. Presiding Member

- 5.1 The presiding member facilitates the meeting.
- 5.2 The presiding member will be appointed by Council or the Chief Executive Officer.
- 5.3 If required, the Manager Governance will act as deputy presiding member of the working group meeting, in the absence of the presiding member, if the meeting cannot be rescheduled.

6. Administration

- 6.1. City officers:
- provide an agenda to the members before each meeting;
 - take minutes and registers them in the City's record keeping system; and
 - send the minutes to the working group members and officers.

7. Decision making

- 7.1. The International Relations Working Group has no decision-making authority.



7.2. A quorum of at least 50% of the group is required to submit recommendations to Council.

8. Frequency of meetings

8.1. A minimum of four meetings a year must be held.

8.2 Ad hoc meetings can be arranged by City officers if required.

9. Term of membership

9.1 The term of the reference group will conclude with the commencement of caretaker provisions under the *Local Government Act 1995*.

9.2 Appointment of membership will be at the appropriate meeting following the relevant local government election.



North Fremantle Plan Working Group

1. Purpose

- 1.1 The purpose of the North Fremantle Plan Working Group is to:
- a. guide engagement with the community in relation to the North Fremantle Plan; and
 - b. provide a useful mechanism to review project work, prior to reporting to Council for formal decisions.

2. Outcome

- 2.1 The North Fremantle Plan Working Group will meet to discuss the following key matters and provide recommendations to Council for consideration, in accordance with the following schedule:

Actions	Completion date
<u>Terms of Reference</u> a. Agree to ToR, and meeting schedule: <ul style="list-style-type: none"> • 4pm Friday 19th December 2025 • 4pm Friday 20th February 2026 	November 2025
<u>Stage 2 Community Engagement</u> b. Working Group endorsement of engagement plan	November 2025
<u>Community Findings</u> c. Working Group Review of community feedback. d. Agree on key elements of the Plan	December 2025
<u>State Govt Transport Study</u> e. Endorsement of Objectives and Principles for Council consideration.	December 2025
<u>Final Plan</u> f. Final draft plan endorsement by Working Group, pre-Council consideration.	February / March 2026

3. Membership

- 3.1 Members are appointed by the Council and include:
- a. Mayor (ex-officio)
 - b. Elected Members (up to 4 – including a minimum of 1 North ward representative)
 - c. City officers:
 - Director Planning, Place and Urban Development
 - Manager City Design
 - Principal Urban Designer
 - Urban Designer
 - Community Engagement Partner



- d. The Chief Executive Officer may invite external members to a Working Group, to bring specific expertise or community representation to the discussion. This can be initiated by a recommendation from the Group to the CEO.

4. Role of the group

- 4.1 Receive advice and information from officers and other stakeholders to assist development of the North Fremantle Plan.

5. Presiding Member

- 5.1 The presiding member facilitates the meeting.
- 5.2 The presiding member will be appointed by Council or the Chief Executive Officer.
- 5.3 If required, the Director Planning, Place and Urban Development will act as deputy presiding member of the working group meeting, in the absence of the presiding member, if the meeting cannot be rescheduled.

6. Administration

- 6.1 City officers:
 - provide an agenda to the members before each meeting;
 - takes minutes and registers them in the City's record keeping system; and
 - sends the minutes to the group members.

7. Decision making

- 7.1 The North Fremantle Plan Working Group has no decision making authority.
- 7.2 A quorum of at least 50% of the group is required to submit recommendations to council.

8. Frequency of meetings

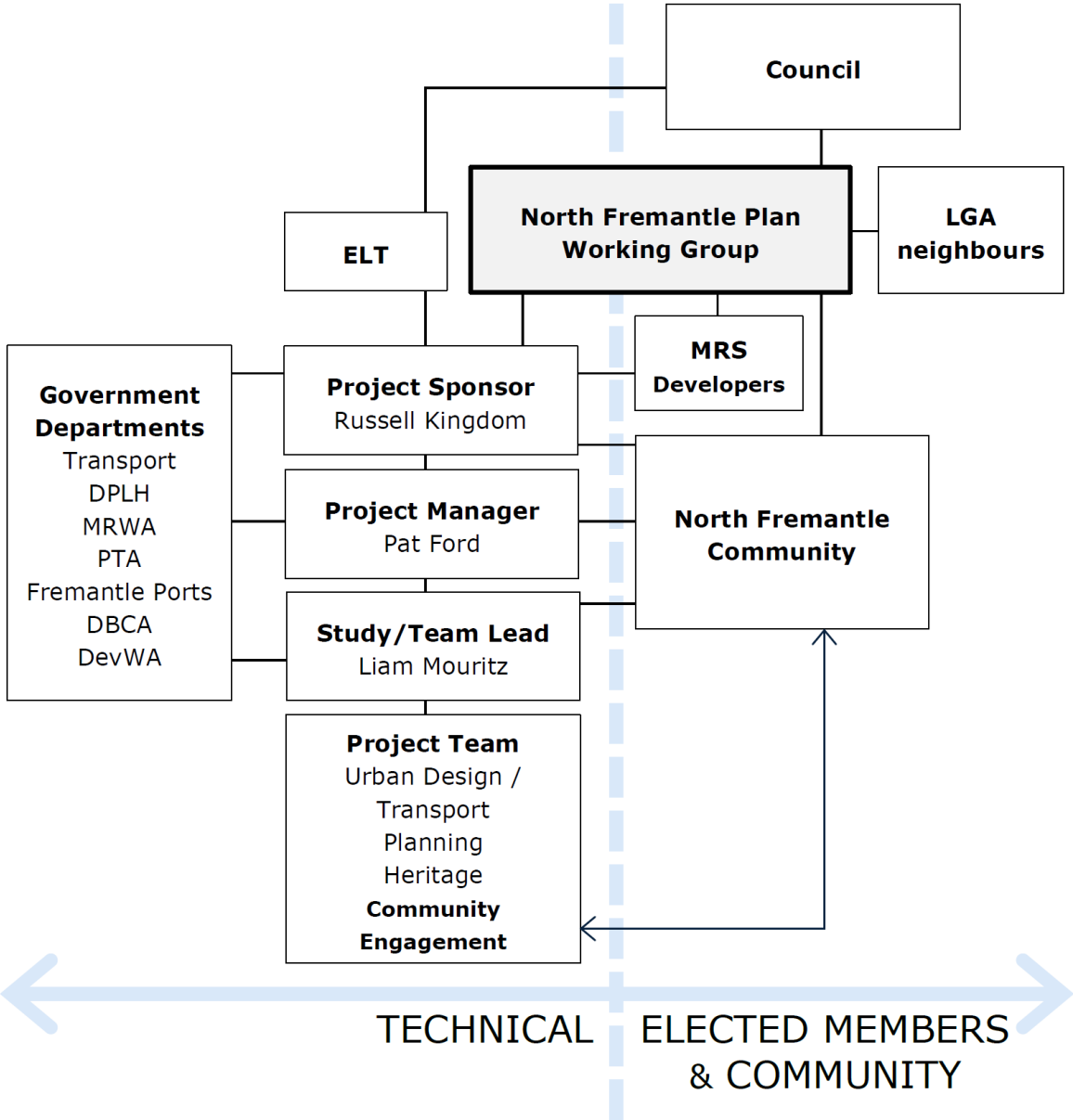
- 8.1 As per agreed schedule.
- 8.2 Ad hoc meetings can be arranged by City officers if required.

9. Term of membership

- 9.1 The term of the reference group will conclude with the commencement of caretaker provisions under the *Local Government Act 1995*.
- 9.2 Appointment of membership will be at the appropriate meeting following the relevant local government election.



Project Governance Structure





Walyalup Reconciliation Action Plan 2024- 2027 Working Group

1. Purpose

- 1.1 The purpose of the Walyalup Reconciliation Action Plan Working Group is to:
 - a) Oversee, guide, and monitor the implementation of the Walyalup Reconciliation Action Plan (WRAP).
 - b) Upon invitation, provide advice to the City on issues relating to communities and people of an Aboriginal and Torres Strait Islander background.
- 1.2 The Working Group is not a Traditional Owner or Reference Group, and Land and Heritage matters are referred to the South West Aboriginal Land and Sea Council or Whadjuk Aboriginal Corporation.

2. Outcome

The outcomes of the Walyalup Reconciliation Action Plan Working Group are:

- 2.1 The delivery of objectives in accordance with the WRAP.
- 2.2 Annual reporting on the WRAP progress to Council and community.
- 2.3 Ongoing commitment to improved outcomes for Aboriginal peoples, as well as genuine progress towards reconciliation and closing the gap.

3. Membership

- 3.1 Members are to be appointed by the Council, following endorsement from the existing group members, and include:
 - a. *The Mayor (as ex-officio)*
 - b. Two Councillors and one deputy member
 - c. Three City officers
 - d. Two nominated representatives elected by the Whadjuk Aboriginal Corporation.
 - e. Maximum of up to eight Aboriginal people of different family groups
 - f. Maximum of three representatives from relevant organisations seeking to support the City in Reconciliation
 - g. Maximum of one emerging leader per family group
 - h. Maximum of two Community Members.
- 3.2 Non-members may be invited by the group to attend meetings to provide information, share ideas and contribute to co-design.
- 3.3 Where a membership vacancy occurs for part 3.2 c to h, the Chief Executive Officer will appoint a member for the remainder of the membership term, in accordance with 3.2 requirements.

4. Role of the group

The role of the group is to:

- 4.1 Provide feedback to the City on the Walyalup Reconciliation Action Plan.
- 4.2 Receive information and updates from the City on the status of the actions and deliverables from the WRAP.
- 4.3 Participate at external National Reconciliation Week events and NAIDOC Week events.
- 4.4 Participate as required in structured cultural learning.
- 4.5 Work in accordance with any related Council policies.



5. Presiding member

- 5.1. The presiding member facilitates the meeting.
- 5.2. The presiding member will be the City's Senior Aboriginal Engagement Officer or Aboriginal Engagement Officer.
- 5.3. If required, the Manager Community Development will act as deputy presiding member of the working group meeting, in the absence of the presiding member.

6. Administration

- 6.1. City officers:
 - provide an agenda to the members before each meeting;
 - take minutes and registers them in the City's record keeping system;
 - send the minutes to the working group members and executive staff as required.
 - provide a report to Council on the progress of the outcomes on an annual basis, or as required.

7. Decision making

- 7.1 The working group has no decision-making authority.
- 7.2 A quorum of at least 50% of the group is required to submit recommendations to Council.

8. Frequency of meetings

- 8.1. A minimum of four meetings a year will be held.

9. Term of membership

- 9.1. The term of the working group will conclude with the commencement of caretaker provisions under the *Local Government Act 1995*.
- 9.2. Appointment of membership will be at the appropriate meeting following the relevant local government election.
- 9.3. Non-elected member representatives will be recommended for reappointment, unless otherwise advised by the group.

10. Sitting Fees

- 10.1. Those members appointed to the group who are representing the Aboriginal community (and not attending as a representative of an organisation or community member) will be paid for their time involved in participating at this Working Group meeting.
- 10.2. The payment schedule is in line with the Nyoongar Standard Heritage Agreement of the South West Settlement.
- 10.3. Sub Working Group Meetings members representing the Aboriginal community will be paid \$100 for the first meeting. Thereafter attendance on sub groups is voluntary.



3. External Groups – Members appointed by Council

Metro Inner-South Joint Development Assessment Panel

Assessment Panels (DAPs) are intended to enhance planning expertise in decision making by improving the balance between technical advice and local knowledge. DAPs deal with large planning applications that exceed \$2 million dollars in estimated costs and meet certain other criteria.

The Metro Inner-South Joint Development Assessment Panel members are nominated by Council for approval by the Minister for Planning and the term of membership for this group runs for two years from January to January.

Resource Recovery Group

The Resource Recovery Group (RRG) is a statutory Local Government authority, representing local councils located in the southern part of metropolitan Perth, Western Australia. The RRG is comprised of two local governments in Perth's south west metropolitan region: Fremantle and Melville, and spans 340 square kilometres.

The Resource Recovery Group has two members appointed by Council after each local government ordinary election.

If the appointed member differs from previous appointment, the City of Fremantle is to provide written notice to the CEO of the group.

The RRG is currently being wound-up following withdrawal of the two remaining members, and depending upon the closure scenario agreed, will cease to operate and close prior to the end of the current financial year.

Western Australian Local Government Association (WALGA) South Metropolitan Zone

Zones are groups of geographically aligned Member Councils who are responsible for direct elections of State Councillors, providing input into policy formulation and providing advice on various matters. The South Metropolitan Zone is comprised of, City of Fremantle, City of Cockburn, City of Kwinana, City of Rockingham, City of Melville, and the Town of East Fremantle.

Zone Delegates are appointed to represent their Local Government on the Zone and make decisions at the regional level. Each Zone is an autonomous body with the functions set out in WALGA's Constitution.

The Western Australian Local Government Association South Metropolitan Zone has three members appointed by council after each local government ordinary election.

Perth South West Metropolitan Alliance

The Perth South West Metropolitan Alliance comprises the Mayors and CEOs of the six member Councils and meets four to six times per year to consider regional issues, projects and priorities.

The purpose of the Alliance is to provide a forum and a structure for member councils to unite and collaborate for the benefit of the broader Region. By presenting a united, strategic and long term regional perspective, the Alliance aim to deliver better funding, policy, sustainability and collaborative outcomes for the Region.



South West Group Committees

South West Corridor Development Foundation

The South West Group Board is supported by a Committee structure that provides input into business activities and technical advice in specialist areas where specific expertise is required (planning, engineering, financial, environmental, economic and community development). The current Committee structure includes the South West Corridor Development Foundation.

The South West Corridor Development Foundation Incorporated (SWCDEF) is a not-for-profit incorporated association established by the South West Group in 1986. SWCDEF acts as a project facilitation entity for the Perth South West Metropolitan Alliance and as a coordinating body working to support environmental initiatives in the region.

South West Environmental Forum

The South West Group Board is supported by a Committee structure that provides input into business activities and technical advice in specialist areas where specific expertise is required (planning, engineering, financial, environmental, economic and community development). The current Committee structure includes the South West Environmental Forum.

The Environmental Forum oversee the implementation of the Regional Natural Resources Management (NRM) Strategy Development by the Perth South West Metropolitan Alliance and provide advice and feedback on the identification and implementation of priority projects and activities progressed through the Regional NRM Strategy.

The South West Group Committees have one member and a deputy member appointed by council after each local government ordinary election.

Local Emergency Management Committee

The City of Fremantle shares Local Emergency Management Arrangements with the Town of East Fremantle. The Local Emergency Management Committee meets four times per year, and its functions are:

- a. to advise and assist the local government in ensuring that local emergency management arrangements are established for its district;
- b. to liaise with public authorities and other persons in the development, review and testing of local emergency management arrangements; and
- c. to carry out other emergency management activities as directed by the SEMC or prescribed by the regulations.

If the appointed member differs from previous appointment, the City of Fremantle is to provide written notice to the CEO of the group.

South West Metropolitan Regional Road Group

The South West Metropolitan Regional Road Group (SWMRRG) is a sub group of the Metropolitan Regional Road Group (MRRG). The Metropolitan Regional Road Group manages and administers State allocated funding for Road Projects and Black Spot Programs on the local road network within the policies and guidelines established by the State Road Funds to Local Government Advisory Committee. The Metropolitan Regional Road Sub Groups such as the SWMRRG were established to assist the MRRG with the management and consideration of local roads issues and funding.

The Metropolitan Local Governments are divided into six Sub Groups with membership being an Elected Member and Technical Representative from each Local Government. Each Sub

Council Committees and Groups Register 2025-27



Group then appoints one representative Elected Member and Technical representative to the MRRG Technical and Elected Members Meetings. The City of Fremantle is part of the South West Group comprising the Cities of Cockburn, Fremantle, Kwinana, Rockingham, Melville and the Town of East Fremantle.



4. Current Membership by Committee/Group

Council Committees				
Audit, Risk and Improvement Committee				
Name	Acronym	Member Type	Members	Deputy Members
Audit, Risk and Improvement Committee	ARIC	Ex officio	Mayor	N/A
		Independent	Hayley Manser	N/A
			Brad Pearce	N/A
		1.	Cr Frank Mofflin	Cr Andrew Sullivan
		2.	Cr Pip Slaughter	---
		3.	Cr Ingrid van Dorssen	---
		4.	Cr Fedele Camarda	---
Presiding Member		Ms Hayley Manser		
Deputy Presiding Member		Mr Brad Pearce		
CEO – Recruitment, Selection and Performance Review bodies				
Name	Acronym	Member Type	Members	
CEO Performance Review Committee	CEOPRC	Ex officio	Mayor	---
		---	Cr Geoff Graham	Cr Melanie Clark
		---	Cr Andrew Sullivan	Cr Frank Mofflin
Presiding Member		Cr Andrew Sullivan		
Deputy Presiding Member		Cr Geoff Graham		



Planning Framework Committee				
Name	Acronym	Member Type	Members	Deputy Members
Planning Framework Committee	PFC	Ex officio	Mayor	N/A
		1.	Cr Ingrid van Dorssen	Cr Pip Slaughter
		2.	Cr Jemima Williamson-Wong	Cr Fedele Camarda
		3.	Cr Melanie Clark	Cr Frank Mofflin
		4.	Cr Andrew Sullivan	Cr Geoff Graham
Presiding Member		Cr Jemima Williamson-Wong		
Deputy Presiding Member		Cr Andrew Sullivan		



Working Groups																				
Name	Acronym	Members																		
Destination Development Working Group	DDWG	<table border="1"> <tr> <td>1. Independent Chair</td> <td>Linda Wayman</td> </tr> <tr> <td>2. One representative from the Fremantle Chamber of Commerce</td> <td>Chrissie Maus, CEO Chamber of Commerce (or delegate)</td> </tr> <tr> <td>3. One representative from the Fishing Boat Harbour Traders Group</td> <td>Kelsie Johnston, Convenor Fishing Boat Harbour Traders Group</td> </tr> <tr> <td>4. One representative from Fremantle’s arts and culture business</td> <td>Kate Hulett, various contributory roles (Biennale, Design Freo)</td> </tr> <tr> <td>5. One representatives from Fremantle’s hospitality business sector *additional representative approved based on exceptional application</td> <td>Mel Jacobs, Operations Manager Little Creatures Reiniera de Vos van Steenwijk, Marketing and Community Engagement Gage Roads*</td> </tr> <tr> <td>6. One representative from Fremantle’s retail business sector</td> <td>Hannah Fick, Director Kinn and Co</td> </tr> <tr> <td>7. One representative from the Indigenous business sector</td> <td>(vacant)</td> </tr> <tr> <td>8. One representatives from Fremantle’s tourism business sector *additional representative approved based on exceptional application</td> <td>Amberlee Hong, Senior Manager Tourism Operations Fremantle Prison Tim Buckton, Director Warders Hotel*</td> </tr> <tr> <td>9. One representative from Fremantle’s professional service business sector</td> <td>Paige Myles, Sales & Marketing Manager Sealink</td> </tr> </table>	1. Independent Chair	Linda Wayman	2. One representative from the Fremantle Chamber of Commerce	Chrissie Maus, CEO Chamber of Commerce (or delegate)	3. One representative from the Fishing Boat Harbour Traders Group	Kelsie Johnston, Convenor Fishing Boat Harbour Traders Group	4. One representative from Fremantle’s arts and culture business	Kate Hulett, various contributory roles (Biennale, Design Freo)	5. One representatives from Fremantle’s hospitality business sector *additional representative approved based on exceptional application	Mel Jacobs, Operations Manager Little Creatures Reiniera de Vos van Steenwijk, Marketing and Community Engagement Gage Roads*	6. One representative from Fremantle’s retail business sector	Hannah Fick, Director Kinn and Co	7. One representative from the Indigenous business sector	(vacant)	8. One representatives from Fremantle’s tourism business sector *additional representative approved based on exceptional application	Amberlee Hong, Senior Manager Tourism Operations Fremantle Prison Tim Buckton, Director Warders Hotel*	9. One representative from Fremantle’s professional service business sector	Paige Myles, Sales & Marketing Manager Sealink
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		5. One representatives from Fremantle’s hospitality business sector *additional representative approved based on exceptional application	Mel Jacobs, Operations Manager Little Creatures Reiniera de Vos van Steenwijk, Marketing and Community Engagement Gage Roads*																	
		6. One representative from Fremantle’s retail business sector	Hannah Fick, Director Kinn and Co																	
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		9. One representative from Fremantle’s professional service business sector	Paige Myles, Sales & Marketing Manager Sealink																	
<p>Note: There are no Elected Member representatives on this working group. Qualification of members within the above categories is to be determined to the satisfaction of the CEO.</p>																				



Council Committees and Groups Register 2025-27			
International Relations Working Group	IRWG	A maximum of 4 Elected Members	
		Manager Governance	---
		Cr Geoff Graham	Cr Ingrid van Dorssen
		Cr Fedele Camarda	Cr Andrew Sullivan
		Presiding Member:	Cr Fedele Camarda
Council Committees and Groups Register 2025-27			
North Fremantle Plan Working Group	NFPWG	A maximum of 4 Elected Members	
		Mayor (ex officio)	---
		Cr Melanie Clark	Cr Ingrid van Dorssen
		Cr Andrew Sullivan	Cr Fedele Camarda
		Presiding Member:	Cr Ingrid van Dorssen
Council Committees and Groups Register 2025-27			
Walyalup Reconciliation Action Plan Working Group	WRAP WG	A maximum of 2 Elected Members + Deputy Member	
		Mayor (ex officio)	---
		Cr Melanie Clark	Cr Andrew Sullivan
		Deputy Elected Member:	Cr Pip Slaughter
		Whadjuk Aboriginal Corporation Nominated Representative (2): 1. Kelvin Garlett 2. Dulcie Donaldson	Maximum of 8 Aboriginal people of different family groups: 1. Sharon Calgaret 2. Freda Ogilvie 3. Clive Morrison 4. Sharyn Egan 5. Geoffrey Addison 6. Tenika Calgaret 7. (vacant) 8. (vacant)
		Maximum of three representatives from relevant organisations seeking to support the City in Reconciliation:	Emerging leaders (maximum number to be set after EOI process): 1. (vacant) 2. (vacant)



		<p>1. <i>(vacant)</i> – South Metro Tafe</p> <p>2. Traci Cascioli – St Pats</p> <p>3. <i>(vacant)</i> – PCYC</p>	<p>3. <i>(vacant)</i></p> <p>4. <i>(vacant)</i></p>	
		<p>Maximum of two community members:</p> <p>1. Catherine Atoms</p> <p>2. Susie Waller</p>		
External Groups				
Name	Acronym	Term	Members	
Metro Inner-South Joint Development Assessment Panel	JDAP	2024-2026		
		<p>Membership for this group runs for two years from 27 January 2024 to 26 January 2026*</p> <p><small>*Members not re-elected in October 2025 will not be replaced</small></p>	Members	
			1	Cr Ingrid van Dorssen
			2	Cr Andrew Sullivan
			Deputy Members	
			1	Mayor Ben Lawver
			2	Cr Jemima Williamson-Wong
		2026-2028		
		<p>Membership for this group runs for two years from 27 January 2026 to 26 January 2028</p>	Members	
			1	Cr Ingrid van Dorssen
			2	Cr Andrew Sullivan
			Deputy Members	
1	Cr Jemima Williamson-Wong			
2	Cr Pip Slaughter			



Council Committees and Groups Register 2025-27				
Name	Acronym	Term	Members	
Resource Recovery Group	RRG	2025-Close	1	Cr Frank Mofflin
			2	Cr Andrew Sullivan
Western Australian Local Government Association South Metropolitan Zone	WALGA Zone	2025-2027	1	Cr Geoff Graham
			2	Cr Pip Slaughter
			3	Cr Andrew Sullivan
Perth South West Metropolitan Alliance	PSWMA	Mayors and CEOs of member local governments are ex-officio members.	Mayor	
			Chief Executive Officer	
South West Group Committees: <i>South West Corridor Development Foundation & South West Environmental Forum</i>	SWCDEF and SWEF	2025-2027	Member	
			Cr Pip Slaughter	
			Deputy Member	
			Cr Andrew Sullivan	
Local Emergency Management Committee	LEMC	2025-2027	Cr Geoff Graham	
			Cr Fedele Camarda	
South West Metropolitan Regional Road Group	SWMRRG	2025-2027	Cr Andrew Sullivan	



6. Table of amendments/review

Location	Adoption/Amendment Details	Date
Council Decision: Doc ID 6260399	COUNCIL DECISION ITEM C2511-6 New member appointments following the 2025 Ordinary Local Government Elections.	12 November 2025
Council Decision: Doc ID 6316475	COUNCIL DECISION ITEM C2602-14 Planning Framework Committee established and new members appointed.	25 February 2026

Amendments Table

Responsibility and review information	
Responsible officer:	Manager Governance
Document adoption/approval details	Ordinary Meeting of Council – C2511-6 – 12 November 2025
Document amendment details	See table above for details of amendments
Next review date	Next appropriate Ordinary Meeting of Council held after the 2027 Local Government Elections.