



## DESTINATION DEVELOPMENT WORKING GROUP - TERMS OF REFERENCE

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

### **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:



- a. An increased visitation to Fremantle to provide opportunities for local businesses to capture expenditure (benchmarked against the City's 'visitor tracker');
- b. Improved awareness of the overall Fremantle offering to visitors and investors measured annually; and
- c. 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.

<b>Table of Changes to Terms of Reference</b>	
<b>Adoption/Amendment Details</b>	<b>Date of approval</b>
Established (FPOL1802-1)	18 April 2018
Amendments for 2025-2027 (C2511-6)	12 November 2025