CITY OF ARMADALE

MINUTES

OF THE **TECHNICAL SERVICES COMMITTEE** HELD IN THE **FUNCTION ROOM**, ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON **MONDAY, 18 JANUARY 2021 AT 5.30PM.**

PRESENT:
Cr G Nixon (Chair)
Cr C Frost (Deputy Chair)
Cr R Butterfield
Cr E J Flynn
Cr S Peter JP
Cr G J Smith

APOLOGIES:
Cr M Silver
Cr H T Jones (Leave of Absence)
Cr M S Northcott

OBSERVERS:
Cr J Munn

IN ATTENDANCE:

Ms J Abbiss	Chief Executive Officer
Mr K Ketterer	Executive Director Technical Services
Mr T Naude	Executive Manager Technical Services
Mr P Lanternier	Manager Parks
Mr M Tapscott	Manager Engineering Design
Ms M Carroll	Coordinator Engineering Design
Mr N Burbridge	Manager Environmental Services
Ms K Bradshaw-Chen	Coordinator Environmental Services
Ms R Milnes	Manager Community Development
Mrs A Owen-Brown	Senior Administration Officer

PUBLIC:
1

*"For details of Councillor Membership on this Committee, please refer to the City's website – **www.armadale.wa.gov.au/your council/councillors**."*

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings was read as there were members of the public present.

DECLARATION OF MEMBERS' INTERESTS

Nil.

QUESTION TIME

1. Heat Island Effect

Mr Kim Wilkinson – 20 Prickly Bark Street, Harrisdale

Q1: What can Council do to try and minimise/promote/improve the heat island effect?

Response: The Chair advised the City's Urban Forest Strategy considers the heat island effect and that other options for addressing the heat island effect such additional space for tree planting and roof colour have also been considered.

The Executive Director Technical Services further advised that a report had been considered by Council in December 2020 (T62/12/20 refers) which detailed the Urban Forest tree program, the benefits of the program and the progress made in addressing the heat island effect in the City.

DEPUTATION

Nil.

CONFIRMATION OF MINUTES

RECOMMEND

Minutes of the Technical Services Committee Meeting held on 7 December 2020 be confirmed.

Moved Cr R Butterfield
MOTION CARRIED (6/0)

ITEMS REFERRED FROM INFORMATION BULLETIN

Committee noted the information and no further items were raised for discussion and/or further report purposes.

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TECHNICAL SERVICES COMMITTEE

18 JANUARY 2021

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1.1 - REVIEW OF POLICIES AND DELEGATIONS TO THE CEO - VARIOUS

WARD	:	ALL
FILE No.	:	M/797/20
DATE	:	23 November 2020
REF	:	KD
RESPONSIBLE MANAGER	:	Executive Manager Technical Services

In Brief:

- On 22 June 2020 Council adopted a schedule of Standing Order House Advisory Group meetings as part of the process for facilitating a thorough and systematic review of Council's policies and delegations.
- This report proposes:
  - The approval of amended and new delegations from Council to the CEO.
  - The amendment of a Council Policy.
- This report recommends that Council approve the amended and new delegations from Council to the CEO and the amended policy, as detailed in the recommendation and as attached to this report.

Tabled Items

Nil.

Decision Type

☒ **Legislative**	The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
☐ **Executive**	The decision relates to the direction setting and oversight role of Council.
☐ **Quasi-judicial**	The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

1.3 The community has the services and facilities it needs

1.3.2 Deliver Services

1.3.2.3 Deliver initiatives that respond to local law enforcement and legislative compliance

4.1 Visionary Civic Leadership and Sound Governance

4.1.2 Make Decisions that are sound, transparent and strategic

4.1.2.1 Implement policies and associated delegations to improve transparency of decisions

Legal Implications

Assessment of legislation indicates that the following apply:

- *Local Government Act 1995:*

  s5.41 - Functions of CEO
  s5.42 - Delegation of some powers and duties to CEO
  s5.43 - Limits on delegations to CEO
  s5.44 - CEO may delegate powers and duties to other employees
  s5.46 - Register of, and records relevant to, delegations to CEO and employees.

- *Local Government (Administration) Regulations 1996:*

  r18G - Delegations to CEO's limits on
  r19 - Delegates to keep certain records.

- *Local Government (Uniform Local Provisions) Regulations 1996:*

  r12 - Crossing from public thoroughfare to private land or private thoroughfare
  r13 - Requirement to construct or repair crossing.

- *Interpretation Act 1984:*

  s53 - Appointments may be by name or office
  s58 - Delegates, performance of functions by
  s59 - Power to delegate, effect of.

Council Policy/Local Law Implications

Assessment of Policy/Local Law indicates that the following is applicable:

- ENG 2 – Standard Crossovers
- *Activities and Trading in Thoroughfares and Public Places Local Law*

Budget/Financial Implications

The process of reviewing and adopting the delegations and policies in this report has no financial impact on the budget.

Consultation

- Standing Order House Advisory Group (SOHAG)
- Executive Leadership Team (ELT)
- Governance and Administration Department
- Technical Services Directorate.

BACKGROUND

On 22 June 2020 Council adopted a schedule of SOHAG meetings as part of the process for facilitating a thorough and systematic review of Council's policies and delegations. The following items have been reviewed in consultation with SOHAG and are now ready to be presented through the Technical Services Committee to Council.

1. Council to CEO - Notices requiring certain things to be done by property owner/occupier – Delegation (amendment)
2. Crossovers – Policy (amendment)
3. Council to CEO - Crossing from public thoroughfare to private land or private thoroughfare – Delegation (New)
4. Requirement to construct and repair crossing - Delegation (amendment).

DETAILS OF PROPOSAL

It is proposed that Council adopt the proposed new and amended policy and delegations as detailed and as attached to this report.

Proposed amended and/or new delegations and policy:

Delegation Name	Delegated To
Notices requiring certain things to be done by property owner/occupier	Chief Executive Officer
Crossing from public thoroughfare to private land or private thoroughfare	Chief Executive Officer
Requirement to construct and repair crossing	Chief Executive Officer

Policy Name
Crossovers

COMMENT

This full review of both the Council's delegations and policies seeks to address items that have recently been raised through audits - internal and across the industry, respond to any legislative changes that have resulted from the review of the *Local Government Act 1995* and address any deficiencies that may not have been previously considered; while also analysing the relationship between the delegations and any related policy.

Sections 5.42 and 5.44 of the *Local Government Act 1995*, prescribes that Council may delegate certain powers and duties to the Chief Executive Officer and it may be on-delegated by the Chief Executive Officer to other Officers. A delegation authorises persons or class of persons to exercise powers that the Council would ordinarily exercise. The City of Armadale has established and maintains a Delegations Register in accordance with s5.46 of the *Local Government Act 1995* which is contained within the Attain system.

Council policies, being an essential part of Council's governance framework, provide guidance to Council and Management in the context of Council's decision making.

Policies can be developed to respond to legislative requirements, discretionary legislated powers and/or non-legislated functions/activities of Council.

As these policies and delegations are just some of the many that will be presented to Council as part of the full review process, the numbering and formatting will need altering to suit the overall format of the policy and delegations registers once all have been reviewed. To this end, Council approval is sought to allow any necessary formatting requirements to be done administratively. There will be no change to the content of the policies or delegations.

ANALYSIS

In reference to the proposed delegations and policy, the proposed changes are summarised below:

Notices requiring certain things to be done by property owner/occupier

The proposed amended delegation has been updated to align to the revised format in Attain and to include legislative reference to the requirements that need to be undertaken when carrying out the determination. There has been no change to the intent of the delegation.

Crossovers

The Crossovers policy has been completely rewritten and now incorporates the approval process which is consistent with the requirements of the *Local Government (Uniform Local Provisions) Regulations 1996* and the City's Activities and Trading in Thoroughfares and Pubic Places Local Law.

In addition to the policy, the related delegations required under the regulations have been developed and updated.

OPTIONS

1. Adopt the recommendation as proposed to approve new and/or amend existing policies and delegations.
2. Not adopt the recommendation to approve new and/or amend existing policy and delegations.
3. Adopt a variation to the proposed policy and delegation.

CONCLUSION

To provide the City's administration with appropriate direction and powers to undertake the duties required of a local government in an efficient and effective manner, Option 1 is recommended as detailed in the recommendation below.

ATTACHMENTS

1.⇩ Policy and Delegations to be replaced
2.⇩ Proposed Policy and Delegations

RECOMMEND **T68/1/21**

That Council:

1. Approve* the following delegations to the Chief Executive Officer, inclusive of any amendments and as presented in the attachment to this report, in accordance with section 5.42 of the *Local Government Act 1995:*

- **a. Notices requiring certain things to be done by property owner/occupier**
- **b. Crossing from public thoroughfare to private land or private thoroughfare and**
- **c. Requirement to construct and repair crossing.**

2. Adopt the following policy, inclusive of amendments and as presented in the attachment to this report:

- **a. Crossovers**

3. Grant authority to the Chief Executive Officer to make administrative changes to numbering and formatting of all reviewed policies and delegations, as approved by Council, upon completion of the full review. This authority does not extend to amending the content.

ABSOLUTE MAJORITY RESOLUTION REQUIRED

Moved Cr R Butterfield
MOTION CARRIED **(6/0)**

Piara Waters Primary School
Wright Road
PIARA WATERS
Location Plan

CITY OF Armadale

2.1 - SCHOOL PARKING RESTRICTIONS - PIARA WATERS PRIMARY SCHOOL

WARD	:	LAKE
FILE No.	:	M/765/20
DATE	:	6 November 2020
REF	:	MT/MC/DC/TN/YA
RESPONSIBLE MANAGER	:	Executive Director Technical Services

In Brief:

- Unsafe and illegal parking behaviours continue in close proximity to Piara Waters Primary School.
- The City's Ranger Services has recommended that linear rather than area parking restrictions be installed.
- This report recommends that Council approve the installation of linear parking control signage, bollards and yellow 'no stopping' line marking; as indicated on the attached plans.

Tabled Items

Nil.

Decision Type

☐ **Legislative**	The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
☒**Executive**	The decision relates to the direction setting and oversight role of Council.
☐ **Quasi-judicial**	The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

1.2 Active community life that is safe and healthy

1.2.3 Encourage initiatives to improve perceptions of safety

2.3 Well Managed Infrastructure

2.3.1 Apply best practice design and construction methodologies for the provision of infrastructure

Legal Implications

Assessment of legislation indicates that the following is applicable:

- *Road Traffic Code 2000* – Part 12, Division 2, Section 140 – No Stopping Signs and 142 – No Stopping on Carriageway with Yellow Edge Line.

Council Policy/Local Law Implications

General assessment of Policy/Local Law indicates that the following is applicable:

- Parking and Parking Facilities Local Law.

Budget/Financial Implications

The costs associated with the installation of the proposed signage and line marking can be accommodated within the 2020/21 Budget.

Consultation

- Ranger Services
- Residents within the vicinity of the school
- Piara Waters Primary School.

BACKGROUND

Piara Waters Primary School was initially developed to accommodate approximately 650 students, however is currently accommodating 895 students, as shown in the most recent statistics published by the Department of Education. The City has been advocating for the Department of Education to expedite construction of other planned schools in the area. However, until this can be realised, the road network surrounding these schools continues to experience increased vehicular traffic above that which was initially planned for; creating congestion around the school during school pick up and drop off times.

Modified parking restrictions were implemented at Piara Waters Primary School in 2018, removing linear parking control signage and creating a 'No Stopping Area' parking restriction around the school.

At its meeting of 11 June 2018, Council resolved (T47/6/18):

"1. Approve the implementation of the parking restrictions as shown on the drawings for the following schools:

- *Harrisdale Primary School - Plan E18-01*
- *Piara Waters Primary School – Plan E18-02.*

2. Approve the implementation of the Kiss and Drive and bus parking on Wright Road as shown on Plan E18-35."

The approved parking restriction area was developed using a staged approach, with stage one being the installation of the 'No Stopping Area' entry and exit signs. The parking restrictions were limited to 7.30am to 9.00am and 2.30pm to 4.00pm on school days; and restricted parking on both the verge and road.

Stage two was to be considered if adverse parking practices continued and proposed installation of yellow 'no stopping' line marking (no stopping any time) to the entire parking restriction area.

Current unsafe and illegal parking practices on both the road and verge areas continue to occur in the direct vicinity of the school. This creates a traffic hazard and safety issue which supports the requirement for further investigation and action.

Part 3.1(3)(b) of the Parking and Parking Facilities Local Law states:

"(3) A person shall not park a vehicle:

(a) in a no parking area;

(b) in a parking area, except in accordance with both the signs associated with the parking area and with this Local Law;

(c) in a stall marked 'M/C' unless it is a motorcycle without a sidecar or a trailer, or it is a bicycle."

The City's Parking and Parking Facilities Local Law 6.9 (1) (c) states:

"6.9 **Stopping on verge**

(1) A person shall not:

(a) Stop a vehicle (other than a bicycle);

(b) Stop a commercial vehicle or bus, or a trailer or caravan unattached to a motor vehicle; or

(c) Stop a vehicle during any period when the stopping of vehicles on that verge is prohibited by a sign adjacent and referable to that verge,

So that any portion of it is on a verge."

Rather than continuing with Area Parking restrictions and in line with consultation with the school, the City's Ranger Services has recommended installation of linear signage adjacent and referable to the verge. Enforcement of the verge parking restrictions is particularly important given that this is where the majority of unsafe parking is occurring. It is anticipated that the linear signage will assist in ensuring behavioural changes to affect safer school parking are realised.

COMMENT

In reviewing the existing restricted parking around Piara Waters Primary School it has been identified that there is a persistent issue of poor parking practices.

The City's Ranger Services have identified that installing linear rather than area parking restrictions would better delineate the area the restrictions apply to, assisting with enforcement of the restrictions that prevent unsafe parking in the area.

To address this, it is proposed that the area parking restrictions are removed and linear parking controls, for both road and verge, for local roads surrounding the primary school, are installed to the same extent as the 2018 area parking restrictions. Linear parking restrictions are supported with yellow 'no stopping' line marking and verge bollards where road and verge parking obstructs sight lines and would put pedestrians at risk.

Plan E19-125-1B shows the proposed locations for linear parking controls, yellow 'no stopping' line marking and bollards (Attachment 1).

CONCLUSION

Unsafe verge parking practices continuing to occur around Piara Waters Primary School. Following assessment of the current strategy, it is considered that linear parking control signage would be an improved approach and would assist the City's Ranger Services in enforcing the restrictions that prevent unsafe parking in the area. Linear parking control signage is therefore recommended.

ATTACHMENTS

1.⇩ E19-125-1B Piara Waters PS Parking Drawing

Committee Discussion

Committee discussed item in detail and agreed that three additional parking restriction areas (Pleasant Avenue to Guerin, Jolley Avenue to Archdale Loop x 2 – refer updated plan) be added to the project/plan and that the plan be amended to reflect the changes. The recommendation was updated with the addition of the text "as amended".

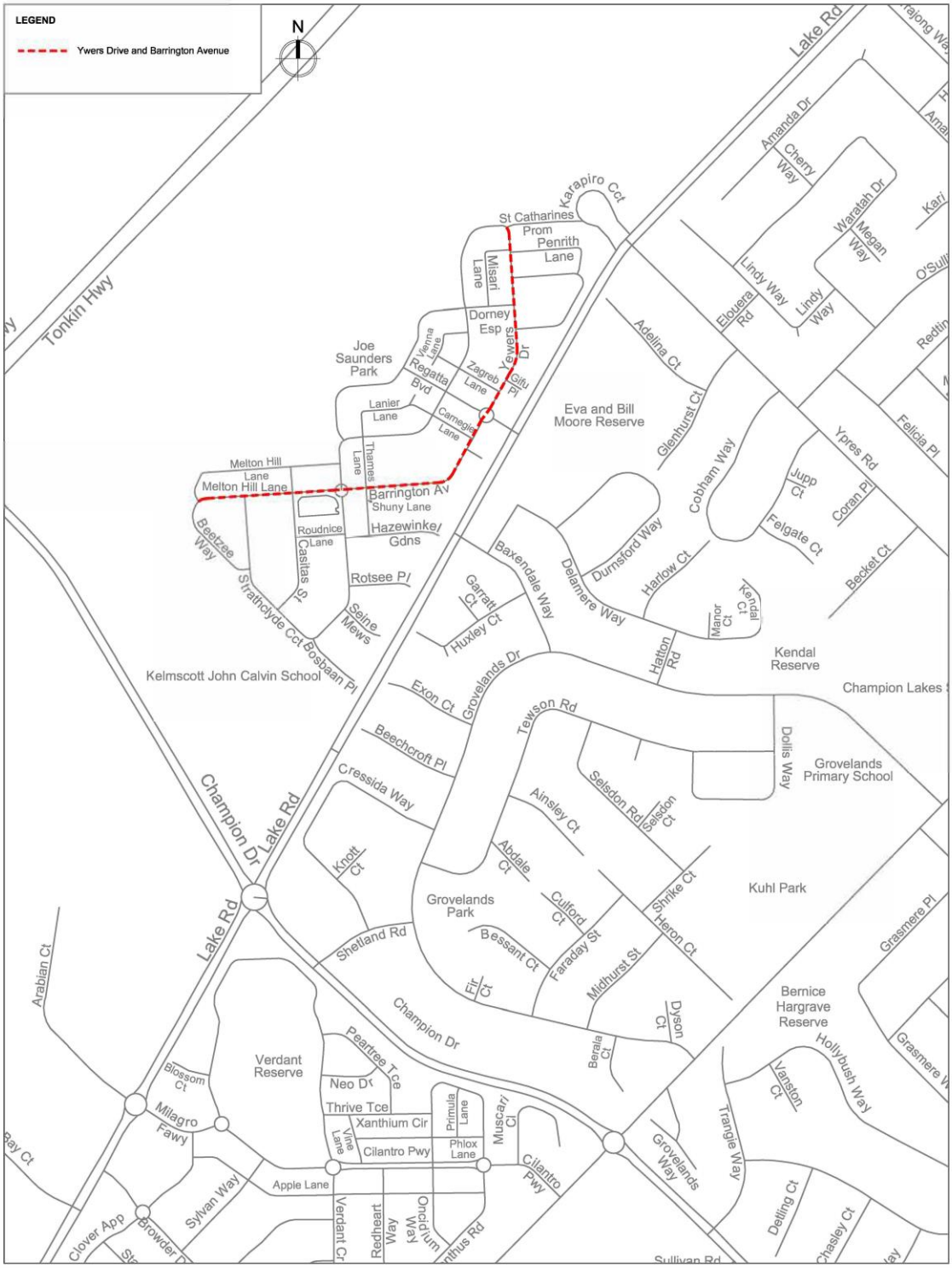
RECOMMEND **T69/1/21**

That Council:

1. **Approve the implementation of parking restrictions in streets surrounding the Piara Waters Primary School as identified on drawing number E19-125-1B, as amended.**

2. **Advise Piara Waters Primary School accordingly.**

Moved Cr Frost
MOTION CARRIED **(6/0)**



Yewers Drive and Barrington Drive
CHAMPION LAKES
Location Plan

CITY OF Armadale

2.2 - PETITION: REQUEST FOR TRAFFIC CALMING - YEWERS DRIVE AND BARRINGTON AVENUE, CHAMPION LAKES

WARD	:	HERON
FILE No.	:	M/695/20
DATE	:	20 October 2020
REF	:	ADC/MT/TN/YA
RESPONSIBLE MANAGER	:	Executive Manager Technical Services

In Brief:

- A petition was presented at the Ordinary Council Meeting of 29 September 2020, which requests assistance from the City with regard to installing traffic calming treatments.
- A traffic survey of the local roads show that vehicle speeds and volumes are within acceptable limits for local roads.
- This report recommends that Council note the results of the investigation of the petitioners' concerns and inform the petition convener accordingly.

Tabled Items

Nil.

Decision Type

☐ **Legislative**	The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
☒ **Executive**	The decision relates to the direction setting and oversight role of Council.
☐ **Quasi-judicial**	The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

2.3 Well Managed Infrastructure

2.3.1 Apply best practice design and construction methodologies for the provision of infrastructure

Legal Implications

General assessment of relevant legislation (e.g. *Local Government Act 1995*) has not revealed any restrictions.

Council Policy/Local Law Implications

General assessment has not revealed any applicable Policies/Local Laws.

Budget/Financial Implications

The adoption of the recommendation contained in this report has no immediate financial implications.

Consultation

Intra Directorate.

BACKGROUND

A petition was presented at the Ordinary Council Meeting of 29 September 2020 with 78 signatories requesting assistance from the City with regard to traffic calming on Yewers Drive and Barrington Avenue in Champion Lakes as well as the surrounding area. The prayer of the petition reads:

"We are residents living on Yewers Drive and Barrington Avenue, a residential area inside Champion Lakes for many years are noticing, that the traffic is increasing day by day since the development of new blocks at the street end of Yewers Drive especially. We have observed on many occasions that the vehicles passing through the street are over the speed limits for built up areas allowed by the authorities. We would kindly request the concerned authorities to establish couple of speed humps to reduce the vehicle speeding for the welfare of entire community and increase the safety of younger kids."

The City has reviewed the requests contained within the petition and provides the following information for consideration.

DETAILS OF PROPOSAL

In response to the petition, traffic monitoring devices were installed on both Yewers Drive and Barrington Avenue to measure average daily traffic volumes and speed to identify abnormal or dangerous driver behaviours. The data was collected between 7 October 2020 and 15 October 2020 in the locations as shown in Figure 1.

Figure 1: Location of traffic data collection points

Traffic data collected for both sites has been summarised in Table 1.

Table 1: Traffic data summary for Yewers Drive and Barrington Avenue

Road	Volume (vehicles per day)	85% speed* (km/hr)	% of vehicles (50km/hr & below)	Posted speed limit
Yewers Drive	293	42	98.07%	50km/hr
Barrington Avenue	955	45	96.81%	50km/hr

** The speed that 85% of vehicles are driving at or below*

ANALYSIS

Yewers Drive and Barrington Avenue are classified as local access roads. Both roads are low order residential roads with the default speed limit of 50km/h, providing direct access to residential properties. There is limited opportunity for either road to be used as a shortcut and as such it is unlikely that traffic volumes are being increased due to the roads being used as a 'rat run'.

The volume and speed profiles reported fall well within the normal and accepted traffic patterns for local roads within a residential area. For this reason, the installation of traffic calming devices in Yewers Drive and Barrington Avenue such as speed humps, are considered unnecessary and unwarranted.

CONCLUSION

A petition was received on 29 September 2020 which requests that the City install traffic calming devices on Yewers Drive and Barrington Avenue, Champion Lakes in order to reduce speeding for the welfare of the entire community and to ensure the safety of younger children.

The City has performed traffic assessments on Yewers Drive and Barrington Avenue, which indicates that the traffic on these roads perform within normal and accepted patterns for local access roads; therefore implementation of traffic calming measures is not warranted at this time.

It is therefore recommended that Council note the results of the investigation and inform the petition convenor accordingly.

ATTACHMENTS

There are no attachments for this report.

RECOMMEND **T70/1/21**

That Council:

1. **Note that the results of the investigation of the petitioners' concerns relating to traffic speeds and volumes on Yewers Drive and Barrington Avenue, Champion Lakes, do not warrant installation of traffic calming measures.**

2. **Inform the petition convener accordingly.**

Moved Cr E J Flynn
MOTION CARRIED **(6/0)**

3.1 - EMF STAKEHOLDER ENGAGEMENT STRATEGY

WARD	:	ALL
FILE No.	:	M/860/20
DATE	:	18 December 2020
REF	:	KB/DH
RESPONSIBLE MANAGER	:	Executive Director Technical Services

In Brief:

- In 2019 Council endorsed the development of an Environmental Management Framework (EMF) and associated Strategic Environmental Commitment Policy.
- A Stakeholder Engagement Strategy (the Strategy) has been prepared in support of the EMF to identify those stakeholders relevant to its development and implementation.
- A methodology consistent with the City's overarching Community Engagement Strategy was employed to achieve the above that considered both recognised standards relating to stakeholder engagement as well as the risks associated with stakeholder engagement in the context of the development and implementation of an EMF.
- In total, more than 60 key stakeholders were identified during an internal workshop, as relevant to the EMF.
- This report recommends that Council endorse the proposed Environmental Management Framework Stakeholder Engagement Strategy.

Tabled Items

Nil.

Decision Type

☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.

☒ **Executive** The decision relates to the direction setting and oversight role of Council.

☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

2.1 The natural environment is valued and conserved

2.1.1 Preserve and improve natural areas

2.1.1.1 Implement the Wungong River Project Management Plan

2.1.1.2 Deliver habitat/fauna sanctuary projects in natural areas

2.1.1.3 Deliver actions of the Local Biodiversity Strategy

2.1.2 Manage the interface between natural areas and the built environment

2.1.2.1 Promote the role the City's natural environment plays in quality of life

2.1.2.2 Implement periodic reviews of the City's Natural Areas Program, including vegetation mapping

2.1.2.3 Manage the preservation of the water quality of local streams, creeks and rivers potentially affected by development

Legal Implications

Assessment of legislation indicates that the following apply:

- *Planning and Development Act 2005*
- *Planning Scheme No.4*
- *Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act)*
- *Biodiversity Conservation Act 2016 (BC Act 2016)*
- *Environmental Protection Act 1986 (EP Act)*
- *Environment (Clearing of Native Vegetation) Regulations 2004*
- *Environmental Protection (Unauthorised Discharges) Regulations 2004*
- *Rights in Water and Irrigation Act 1914*
- *Aboriginal Heritage Act 1972 (AH Act)*
- *Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (ATSIHP Act)*

Council Policy/Local Law Implications

General assessment has not revealed any applicable Policies/Local Laws.

Budget/Financial Implications

The adoption of the recommendation contained in this report has no financial implication.

Consultation

- Intra Directorate
- Executive Leadership Team.

BACKGROUND

Environmental Management Framework

In 2019, Council endorsed the City's proposed development of an Environmental Management Framework (EMF) and associated Strategic Environmental Commitment Policy. The overall intent of the EMF will be to address environmental risks and opportunities through the integration of environmental management into organisational processes and decision making (T53/8/19 refers).

The process of developing the framework incorporates the key principles of International Standard *ISO14001 Environmental Management Systems* (the Standard). The intended outcomes of the Standard include:

- Enhancement of environmental performance
- Fulfilment of compliance obligations
- Achievement of organisational environmental objectives.

The overall intent is to address environmental risks and opportunities through the integration of environmental management into organisational processes and decision making.

This assists the City in achieving Future Direction 2.1 *The natural environment is valued and conserved.*

Stakeholder Engagement Strategy

The purpose of the Stakeholder Engagement Strategy (the Strategy) is to identify those stakeholders relevant to the City's development and implementation of an EMF (refer Attachment 1).

Once identified, in line with the International Association for Public Participation's (IAP2) engagement spectrum, the Strategy seeks to determine the most appropriate means of future engagement. In doing so this will ensure an EMF that is aligned to the needs of the City's environmental assets.

DETAILS OF PROPOSAL

Methodology

Consultant Aurecon was engaged to prepare a draft EMF Stakeholder Engagement Strategy. This process commenced with the facilitation of a workshop at the City's administration building on 20 February 2020 whereby key City representatives were invited to participate to identify key stakeholders. Following initial identification, participants were asked to undertake a high level of assessment of the relationship each stakeholder group has with the local environment and specifically each of its constituent parts; biodiversity, water, cultural heritage, soil and land, and air.

In addition and reinforcing the need for strategic guidance in the form of a Stakeholder Engagement Strategy, the above methodology included the undertaking of a risk assessment that considered all risks to the successful development/implementation of the EMF in the context of its stakeholders.

Key Stakeholders

Of particular note was the number (>60) and breadth of stakeholders identified in the context of environmental management within the City. Stakeholder groups were divided into two broad categories: internal and external, and are summarised below.

Table 1: Internal Stakeholders

Stakeholder	Biodiversity	Aboriginal Heritage	Water	Land & Soil	Air
City of Armadale Council					
Executive Leadership Team					
Rangers					
Aboriginal Development Team					
Environmental Health					
Waste Services					
Park Services					
Governance and Procurement					
Engineering Design					
Property Services					
Planning					
Community Development					
Civil Works					
Switch Your Thinking					
Armadale Gosnells Landcare Group					

Table 2: External Stakeholders

Stakeholder	Category	Biodiversity	Aboriginal Heritage	Water	Land & Soil	Air
Development WA	State Government					
Department of Planning, Land and Heritage	State Government					
Department of Premier and Cabinet	State Government					
Department of Primary Industries and Regional Development	State Government					
Department of Water and Environmental Regulation	State Government					
Department of Biodiversity, Conservation and Attractions	State Government					
Department of Health	State Government					
Department of Communities	State Government					
Department of Sport and Recreation	State Government					
Department of Transport	State Government					
Main Roads Western Australia	State Government					
Public Transport Authority	State Government					
West Australian Local Government Association	State Government					
Department of Fire and Emergency Services	State Government					
State Emergency Services	State Government					
Fire Brigades	State Government					
Adjacent LGAs: City of Gosnells, City of Serpentine Jarrahdale, Shire of Beverley, Shire of Wandering	State Government					
Members of Parliament	MP					

Stakeholder	Category	Biodiversity	Aboriginal Heritage	Water	Land & Soil	Air
Waste Authority WA	State Government					
Rivers Regional Council	State Government					
Bushcare and Environment Working Group	Organisation					
Waste to Energy	Organisation					
South West Aboriginal Land and Sea Council	Organisation					
Resource recovery volunteers	Organisation					
Urban Development Institute of Australia	Organisation					
Lottery West	Organisation					
Perth Region NRM	Organisation					
South East Regional Centre for Urban Landcare	Organisation					
South Metropolitan Regional Council	Organisation					
Property Council	Organisation					
Real Estate Institute of WA	Organisation					
Eastern Metropolitan Regional Council	Organisation					
Key Developers	Organisation					
Media	Organisation					
Waste Management Contractor	Service provider					
Gas Provider	Service provider					
Western Power	Service provider					
Bunbury Dampier Pipeline	Service provider					
Water Corporation	Service provider					
Reserve Custodians	Community					
Kaditjin Gnulla Boodja	Community					
Mungart Yongari	Community					
Lessees and tenants	Community					

Stakeholder	Category	Biodiversity	Aboriginal Heritage	Water	Land & Soil	Air
Residents Association	Community					
Schools	Community					
Community groups	Community					
Residents and rate payers	Community					
Environmental Volunteer Groups	Community					

Engagement

Upon identifying key stakeholders, an appropriate level of engagement as per the IAP2 engagement spectrum (the spectrum) was determined; the outcome of which is detailed within the attached Strategy. The use of the spectrum for this Strategy remains consistent with the City's overarching organisation wide Community Engagement Strategy. A summary of the four stakeholder engagement categories relevant to environmental management within the City is summarised in Table 3.

Table 3: Stakeholder engagement categories as defined by IAP2

Inform	Consult	Involve	Collaborate
To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure their concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

OPTIONS

Option 1

Council endorse the proposed Environmental Management Framework Stakeholder Engagement Strategy.

Option 2

Council seek modification to the proposed Environmental Management Framework Stakeholder Engagement Strategy, prior to consideration for endorsement.

Option 1 is recommended.

CONCLUSION

Completion and endorsement of the attached Strategy are vital to the development of an EMF tailored to the needs of the City's natural assets. Only by engaging in a meaningful manner is the aforementioned able to be achieved.

ATTACHMENTS

1.⇩ City of Armadale EMF Stakeholder Engagement Strategy

RECOMMEND **T71/1/21**

That Council endorse the proposed Environmental Management Framework Stakeholder Engagement Strategy.

Moved Cr R Butterfield
MOTION CARRIED **(6/0)**

4.1 - DAMAGE TO FOOTPATHS FROM TREES

WARD	:	ALL
FILE No.	:	M/854/20
DATE	:	14 December 2020
REF	:	PL/DH
RESPONSIBLE MANAGER	:	Executive Manager Technical Services

In Brief:

- At the Ordinary Council Meeting held on 29 September 2020 the matter of damage to footpaths caused by verge trees was referred to the Technical Services Committee.
- This report recommends that Council note the information provided in response to the referral item regarding damage to footpaths from verge trees.

Tabled Items

Nil.

Decision Type

☐ **Legislative** The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.

☒ **Executive** The decision relates to the direction setting and oversight role of Council.

☐ **Quasi-judicial** The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

2.2 Attractive and Functional Public Places

2.2.1 Deliver attractive and functional streetscapes, open spaces, City buildings and facilities

2.2.1.3 Implement the Urban Forest Strategy

2.3 Well Managed Infrastructure

2.3.1 Apply best practice design and construction methodologies for the provision of infrastructure

Legal Implications

General assessment of relevant legislation (eg. *Local Government Act 1995*) has not revealed any restrictions.

Council Policy/Local Law Implications

Assessment of Policy/Local Law indicates that the following are applicable:

- PLN 2.4 Tree Preservation
- The City of Armadale Policy ENG 6 – Street Trees.

Budget/Financial Implications

The adoption of the recommendation contained in this report has no financial implication.

Consultation

- Intra Directorate.

BACKGROUND

Council considered a report on the matter of Citywide Tree Management at the Ordinary Council Meeting held on 12 August 2019 and adopted the following recommendation: (T54/8/19):

"That council note the information provided regarding the City's safety and risk assessment practices aligned with the City's Street Tree Policy and associated management practice (ENG 6 Street Trees) which guides the management of trees on street verges."

At the Ordinary Council Meeting held on 29 September 2020, the following matter was referred to the Technical Services Committee:

"That the matter of damage to footpaths caused by verge trees be referred to the Technical Services Committee."

At the 9 November 2020 Ordinary Council Meeting, when the referral item was considered, Council resolved to receive a further report on the matter at a future Technical Services Committee meeting (T54/11/20 refers). This report serves to address that requirement.

COMMENT

The City is responsible for the installation of new footpaths and the maintenance of existing footpaths on local streets or reserve areas. In new subdivisions, footpaths are installed and maintained by the developer until handed over to the City.

In terms of rectifying any damage to footpaths from street trees, once an issue is reported it is inspected and assessed to identify the concerns and then placed on a works program based on the condition level, including how serious the damage to the footpath is.

Private or internal driveway repairs, as all issues relating to damaged property, are dealt with through the governance/insurance process as per the update provided to Council in September 2020 (T44/9/20 refers). Of all claims submitted to the City's insurer over the last five years, only 4% related directly to damage caused by tree roots.

ANALYSIS

The total number of footpath damage reports is tracked by the City's Civil Works defect report system in collaboration with the City's Streetscape Supervisor.

There were 14 footpath/crossover complaints in the 2019/20 period, of which 70% were crossover issues and not footpath issues.

It is estimated that footpath damage numbers are less than five per annum (based on current data). Table 1 below details the repairs required to footpaths and crossovers as a result of tree related damage and the associated expenditure during the 2018/19 and 2019/20 financial years.

Table 1: Tree Related Crossover/Footpath Repairs (mainly crossovers)

Cost Year 2018/2019	Cost Year 2019/2020	2018/2019 Requests	2019/2020 Requests	Average Cost per Request
$23,490	**$24,173**	**16**	**14**	**$3,425**

City trees collectively form a green asset/infrastructure system that provides millions of dollars of beneficial services each year as demonstrated internationally by *i-Tree* modelling, including but not limited to:

- Stormwater flood mitigation and erosion control
- Protection of road systems (shading extends road life)
- Reduction of wind speed and storm related damage
- Urban shade and reduction of heat island effect
- Improved air quality.

As a green asset that provides amenity value to the community, the City's estimated 28,000 street trees with an average base Helliwell amenity value* of between $5000 to $13,000 each, will provide a total amenity value of between $140 to $364 million.

**Helliwell amenity value – an industry accepted method of determining the amenity value of trees.*

Given that trees are essential, maintaining an accessible public space and a healthy urban forest for the community is therefore a matter of balancing costs versus benefits.

The expenditure to repair footpaths is relatively low in comparison to the value these trees provide in millions of dollars of beneficial services each year as demonstrated internationally by *i-Tree* modelling.

Tree Related Hazards Reported - Nature of Current Footpath Damage Complaints

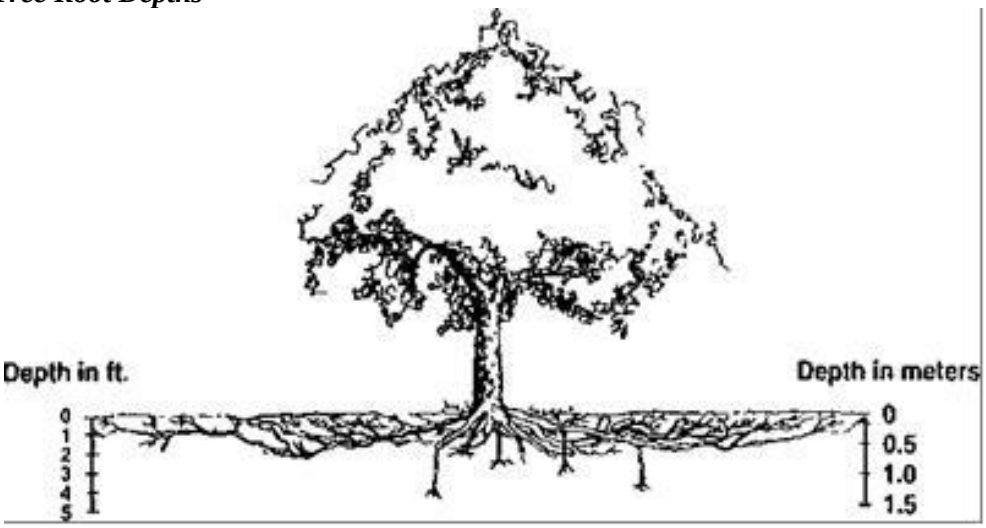
The most common complaints are trip hazards caused by footpath or crossover 'lifting'.

Tree Roots

Footpaths, crossovers, roads and tree roots generally need to occupy the same physical position relative to the ground surface and can therefore conflict with this shared space.

A tree is not 'deep rooted' as commonly thought; highlighted below.

Figure 1: Tree Root Depths



A tree's root system is naturally shallow, generally occupying the upper layers of the soil profile, regardless of soil texture. The root system extends outward from each trunk in a radial pattern that is not necessarily symmetrical. Most of the mass of a tree's root system, from older structural roots to fine absorption roots are within the top one metre of soil where essential oxygen, water and nutrients are all available.

This flat, wide system of shallow expanding and growing roots is referred to as the root plate.

Like tree branches, tree roots can only grow in two ways:

- By extending from their growth points
- By thickening or increasing in diameter over time.

A tree can only absorb water or nutrients for a limited time through the fine root hairs at the end of its youngest stage of root growth, so roots have to keep growing for a tree to survive.

A young root cannot push forward into hard or dry soil and needs loose moist soil to survive and grow. This moist soil is often available as condensation on the underside of impervious surfaces such as roads and concrete footpaths. The loosening caused by excavation and trenching (without re-compaction) will also encourage root growth into service trenches.

If a young root (less than 2mm wide) can find soft moist soil under a footpath and continue to grow on the other side, it will expand or increase in diameter over time and can displace the soil or lift up the footpath above it.

Figure 2 shows the orange line across the grey concrete path which highlights the lifted section, usually on the expansion or construction joint. This expansion can create sufficient forces to sections of concrete paths which results in 'lifting.'

Figure 2: Concrete path

Methods currently used to correct lifting include:

- Grinding off the raised edge to create an even surface
- Replace section/panel if fault exceeds the grinding capability
- Prune or remove tree root only if considered to be relatively 'non essential' and risk to a tree is acceptable (in this case root barriers may also be installed).

In summary, all tree roots expand over time, while occupying the same soil profile shared by all other buried services and other infrastructure.

Despite this conflict, serious or significant damage to property or infrastructure is relatively infrequent.

The overall impact of trees on other assets or infrastructure is generally deemed to be an acceptable cost more than balanced by the high value of trees and the essential services they provide. Tree shade over the road increases the lifespan of their surface by approximately 20%.

Key benefits of trees are:

- Good quality shade from urban canopies can reduce UV exposure by up to 45%
- A mature tree can absorb up to 150kg of CO2 per annum
- 12 trees can offset a person's entire annual carbon footprint
- A 10% increase in street tree canopy can increase the value of a property by an average of $50,000.

Methods used to address issues during the planning and approval process and the current methodology for the selection of species for verge trees

State Planning/Development changes to increase general road verge width in subdivisional areas to accommodate more and larger trees is desirable and is being investigated by the industry stakeholders. Notwithstanding this, the City also takes great care in selecting appropriate tree species.

The criteria used for the tree selection process can be divided into functional, biological and aesthetic; with many possible criteria to use in each category.

Some examples of plant selection criteria for trees to be used in public open space landscapes used by the City of Armadale are listed in Table 2.

Table 2: Example of plant selection criteria

Aesthetic Criteria	Biological Criteria	Functional Criteria
Bark	Climate	Biodiversity
Birds	Drought	Evapotranspiration
Flowers	Growth	Evergreen/Deciduous
Foliage	Heat	Firewise
Form	Height	Manageable
Landscape	Longevity	Nuisance
Uniform	Pest and Disease	Products
	Soil	Proven
	Waterlogging	Shade
	Width	Solar

The City's Urban Forest Strategy 2014 guides species selection and suitable trees for different soil and landscape types.

City staff responsible for the selection and trialling of species use their knowledge of the site conditions, the experience with the individual species and the available data on the species characteristics; to refine a shortlist each year which is then finalised during stock inquiries. Some tree species, such as Ficus trees are more prone to having an expansive root profile. These trees are generally avoided during tree species selection for verge trees if they cannot be placed in areas where their root profile is unlikely to impact on the surrounding infrastructure.

CONCLUSION

The City is responsible for the installation of new footpaths and the maintenance of existing footpaths on local streets, within reserves or on any land under care and control of the City. In new subdivisions, footpaths are installed and maintained by the developer until handed over to the City.

The key reasons why footpath slabs or paving sections are raised or broken are due to:

- Roots from either the street trees or private trees near the boundary within private property. This can often relate to poor species selection eg. Ficus trees.
- Damage sustained in the course of work by public utility providers, tradespeople, individuals or organisations.
- Unauthorised vehicles driving on the walkway can cause harm to the footpaths.
- Soil movement/displacement.

All tree roots expand over time while occupying the same soil profile shared by all other buried services and other infrastructure, however despite this conflict, serious or significant damage to a person or property is relatively infrequent.

There were 14 tree related footpath/crossover complaints in the 2019/20 period; 70% of these locations were crossovers and not directly related to footpath issues. It is estimated footpath damage numbers are less than five per annum based on current data, which is minimal compared to the total number of verge trees located within the City's boundaries.

The overall impact of trees on other assets or infrastructure is deemed to be an acceptable cost, more than balanced by the high value of trees and the essential services they provide.

ATTACHMENTS

There are no attachments for this report.

RECOMMEND **T72/1/21**

That Council note the information provided in this report regarding damage to footpaths and driveways from verge trees.

Moved Cr S Peter
MOTION CARRIED **(6/0)**

5.1 - TENDER 38/20 - EIGHTH ROAD UPGRADE (FORREST ROAD TO GRIBBLE AVENUE)

WARD	:	ALL
FILE No.	:	M/13/21
DATE	:	7 January 2021
REF	:	MT/MC/VB/TN/YA
RESPONSIBLE MANAGER		Executive Director Technical Services

In Brief:

- Tender 38/20 was recently advertised for Eighth Road Upgrade (Forrest Road to Gribble Avenue).
- Three (3) tenders were received by the specified closing time and evaluated against compliance and qualitative criteria.
- This report recommends that Council accept the tender from Tracc Civil Pty Ltd.

Tabled Items

Nil.

Decision Type

☐ **Legislative**	The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
☒ **Executive**	The decision relates to the direction setting and oversight role of Council.
☐ **Quasi-judicial**	The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

2.3 Well Managed Infrastructure

2.3.2 Ensure maintenance activities address required levels of service

2.3.2.2 Ensure balance is maintained between Levels of Service and affordability

Legal Implications

Assessment of legislation indicates that the following are applicable:

- Section 3.57 *Local Government Act 1995* – Tenders for providing goods or services
- Division 2 *Local Government (Functions and General) Regulations 1996* – Tenders for providing goods or services

Council Policy/Local Law Implications

Assessment of Policy/Local Law indicates that the following is applicable:

- Council Policy ADM 19 – Procurement of Goods and Services

Budget/Financial Implications

The proposed expenditure can be accommodated in the 2020/21 Budget and Long Term Financial Plan estimates.

Consultation

- Intra Directorate.

BACKGROUND

Tender 38/20 for Eighth Road Upgrade (Forrest Road to Gribble Avenue) was advertised in the 21 November 2020 edition of the West Australian newspaper, the City's e-Tendering portal Vendor Panel and in a notice which was displayed on the Administration Centre, Armadale, Kelmscott and Seville Grove Libraries' public notice boards.

The City requires a suitably qualified and resourced civil contractor for the upgrade of Eighth Road from Forrest Road to Gribble Avenue. The upgrade of Eighth Road includes works to construct a median island separated single carriage way with cycle lanes and footpaths on both sides of the road. The scope of works includes the construction of two new roundabouts, including a major roundabout at the intersection of Forrest Road and Eighth Road. Major service relocations will be required in consultation with Western Power and Water Corporation. Overhead power will be transferred underground and new street lights installed. Due to the road widening, the water main will be relocated to offset from the proposed road kerb.

DETAILS OF PROPOSAL

Council approval is sought to award the tender for the Eighth Road Upgrade (Forrest Road to Gribble Avenue) for a proposed construction period of four (4) months with a defects liability period of twelve (12) months.

COMMENT

Analysis

The advertising period closed at 2.00pm on 8 December 2020.

Tenders were received from:

	Tenderer's Name
1.	Civcon Civil & Project Management Pty Ltd
2.	JEK Pty Ltd T/A HAS Earthmoving
3.	Tracc Civil Pty Ltd

No tenders were received after the close of deadline and no non-conforming tenders were received.

An evaluation of the three received tenders was undertaken having specific regard to the Qualitative Criteria:

Criteria	Weighting
Relevant Experience	20%
Key Personnel and Resources	30%
Methodology	40%
Sustainable Impacts	10%

Upon completion of the qualitative assessment evaluation, a 'value for money' assessment was concluded where price is considered to ensure that the City achieves the most advantageous outcome overall.

CONCLUSION

Tenders for the Eighth Road Upgrade (Forrest Road to Gribble Avenue) were recently invited with three (3) tenders received and assessed by an evaluation panel.

The result was that the tender received from Tracc Civil Pty Ltd represented the most advantageous tender to the City.

The evaluation panel therefore recommends that the contract be awarded to Tracc Civil Pty Ltd.

ATTACHMENTS

1. Price Consideration - Tender 38/20 - *This matter is considered to be confidential under Section 5.23(2) (c) of the Local Government Act, as it deals with the matter relates to a contract entered into or which may be entered into by the City of Armadale*
2. Evaluation Summary Report - Tender 38/20 - *This matter is considered to be confidential under Section 5.23(2) (c) of the Local Government Act, as it deals with the matter relates to a contract entered into or which may be entered into by the City of Armadale*

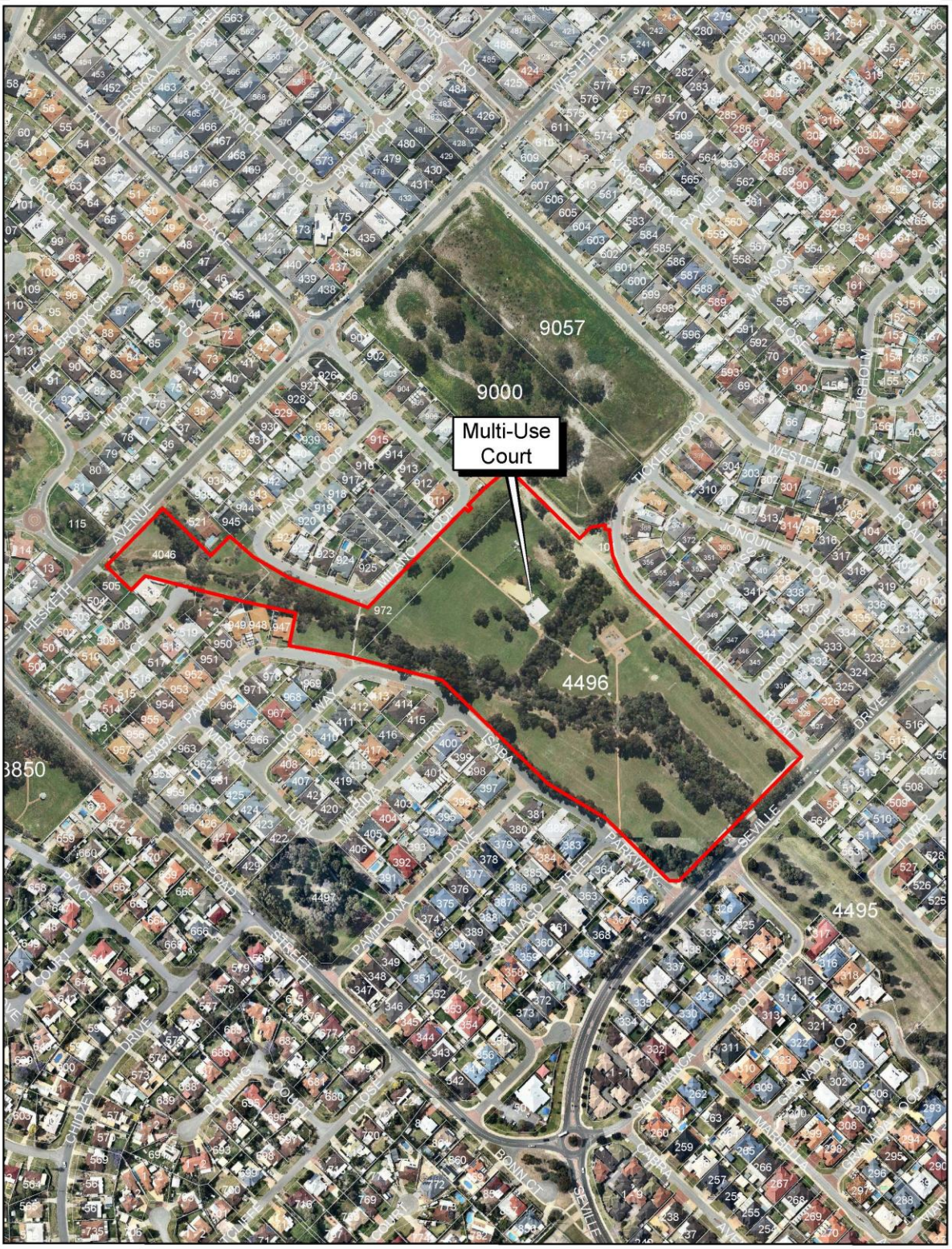
RECOMMEND **T73/1/21**

That Council, in regard to Tender 38/20 - Eighth Road Upgrade (Forrest Road to Gribble Avenue), accept the tender from Tracc Civil Pty Ltd in accordance with:

- **The tenderer's submitted Price Consideration as presented in Confidential Attachment 1, amended to reflect the adjustment to the contingency provision as detailed in confidential Attachment 2**

- **Council's contract documentation, Budget and Long Term Financial Plan estimates.**

Moved Cr G J Smith
MOTION CARRIED **(6/0)**



AERIAL PLAN
Ticklie Park, Seville Grove

50 0 50 100m

SCALE 1 : 5000

Based on information provided by and with the permission of the Western Australian Land Information Authority trading as Landgate (2012). Aerial photograph supplied by Landgate. Photomaps by NearMap.

DATE 21 July 2020 - REVISION 2001
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CITY OF Armadale

6.1 - TICKLIE PARK COURT MURAL

WARD	:	PALOMINO
FILE No.	:	M/859/20
DATE	:	17 December 2020
REF	:	RM
RESPONSIBLE MANAGER	:	Chief Executive Officer

In Brief:

- This report presents a mural concept design for the multi-use court (equivalent to a half basketball court) at Ticklie Park in Seville Grove as an element of the redevelopment of the park.
- This report recommends that Council endorse the mural concept design for the multi-use court in Ticklie Park.

Tabled Items

Nil.

Decision Type

☐ **Legislative**	The decision relates to general local government legislative functions such as adopting/changing local laws, town planning schemes, rates exemptions, City policies and delegations etc.
☒ **Executive**	The decision relates to the direction setting and oversight role of Council.
☐ **Quasi-judicial**	The decision directly affects a person's rights or interests and requires Councillors at the time of making the decision to adhere to the principles of natural justice.

Officer Interest Declaration

Nil.

Strategic Implications

1.1 A strong sense of community spirit
- 1.1.1 Provide opportunities to connect individuals to each other and the wider community
- 1.1.3 Value and celebrate our diversity and heritage
- 1.1.4 Foster local pride

1.2 Active community life that is safe and healthy
1.2.1 Recognise, value and support for everyone
1.2.3 Encourage initiatives to improve perceptions of safety

2.2 Attractive and functional public spaces
2.2.2 Protect and enhance the character of the City's space and places

Legal Implications

Full assessment of all relevant legislation indicates no restriction.

Council Policy/Local Law Implications

Assessment of Policy/Local Law indicates that the following is applicable:

- COMD8 – Public Art

Budget/Financial Implications

The budget allocation for this mural of $15,521 (excluding GST), is an element of the redevelopment project for Ticklie Park as a whole, which includes adding shade sails to the playground, a pump track, exercise equipment, a skate park and improved pedestrian pathways. The multi-use court is pre-existing and is currently a bare concrete half court, measuring 15m wide by 14m long.

The cost of $15,521 can be accommodated in the project budget and comprises development of the design concept, consultation with the community, cleaning of the court area prior to mural installation, artwork installation, all materials (including an anti graffiti coating), safety and PPE equipment for artists and participants, project management and evaluation.

Consultation

- Intra and Inter Directorate
- Members of the local community from Culturally and Linguistically Diverse (CaLD) backgrounds (in particular Myanmar, Sudan, Philippines and India), Aboriginal Elders and local schools.

BACKGROUND

In June 2020 (C13/6/20), Council was presented with a mural concept design for the rear wall of the Seville Grove Library, resulting in the following resolution:

"That Council:

1. *Endorse the mural concept design for the external rear wall of the Seville Grove Library.*

2. *Note an early review is to be undertaken of the Public Art Policy (COMD8)."*

Professional artist Sharyn Egan and local school students completed installation of the mural on the rear wall of the Seville Grove Library in August 2020. This project met the overall key objectives of community art being community engagement, participation, skills development, pride, ownership, place beautification and an excellent artistic outcome. These objectives differ significantly from higher profile commissioned public art works where a renowned artist is contracted to design and install an iconic artwork with minimal community engagement and participation.

This report presents the concept design for a community based mural project at Ticklie Park located in Seville Grove. The objectives of the proposed mural project align with those of the Seville Grove Library project. Ticklie Park is a community space that will be further enhanced by the planned developments including the proposed mural.

In alignment with the second part of the Council resolution, the City's Public Art Policy will be revised at an earlier date than March 2022 to include a section on community art, including murals. This revision will comprise a definition of these artworks, their point of difference to commissioned public art works and a proposed approval process. It is envisaged this will enable these art categories to be approached as community programs when applicable.

Demographics in Seville Grove

Over the last few years Seville Grove has had a significant growth in the Aboriginal and Torres Strait Islander (ATSI) and Culturally and Linguistically Diverse (CaLD) populations. The proportion of ATSI people is relatively high, though there had been a marginal decrease in more recent years which could continue as the suburb composition changes and the population grows. The proportion of people born overseas has not changed significantly, however the composition has, with the trend towards an increase in CaLD people, and a significant increase in people speaking a language other than English (predominantly Asian languages) at home. There is a relatively high number of people who are not proficient in English or don't speak it at all. The forecast for the suburb is that it will become increasingly multicultural.

Seville Grove has similar levels of disadvantage compared to the wider City, with education and qualification levels increasing, and slightly lower rates of unemployment and disengaged young people.

Compared with the City overall, Seville Grove has a high proportion of children and young adults, indicating relatively high numbers of young families living in the area.

The largest number of new residents in Seville Grove between 2011 and 2016 who were born overseas originate from:

- India
- Philippines
- Myanmar.

Contracted Organisation for the Project - Community Connecting Youth

Community Connecting Youth (CCY) has been contracted for the design and installation of this mural. CCY aims to integrate juvenile 'at risk' and ex-offenders into the community by supporting them to reduce their antisocial behaviours to become law abiding members of the community. This project will comprise a lead artist to ensure a professional and quality artwork result and qualified youth workers to support the young people participating.

CCY has previously been contracted by the City to create, and more recently repaint, a series of figures on the façade of the Champion Centre building. The same working model was followed, with a lead artist working with a group of local young people (many of whom were Aboriginal). The project was and continues to be embraced by the local community.

DETAILS OF PROPOSAL

Mural Concept

The mockup shown as Attachment 1, is the proposed concept design for the multi-use court mural in Ticklie Park. The floor of the court itself is covered by shapes in the Mondrian style, the colours representing the flags of the countries and cultures identified as particularly prominent in Seville Grove (Aboriginal, India, the Philippines, Myanmar and Sudan). The white stars on the court represent the countries with stars on their flags.

There is a concreted area of ground behind the backboard, where eight motifs of local animals will be installed. Consultation saw the following selected:

- Southwestern Brown Bandicoot
- Red Tailed Cockatoo
- Kangaroo
- Emu
- Possum
- Magpie
- Willy Wagtail
- Crow.

Local Aboriginal Elders will develop the designs for the eight animals in consultation with officers. These will then be transposed onto the concrete by CCY's lead artist and team of young people. The Noongar name for each animal will appear alongside the English translation.

On the backboard, several languages will be highlighted by presenting messages of care, health and welcome, for example in Noongar, Tamil (India), Tagalog (Philippines), Karen (Myanmar) and Arabic (Sudan).

To ensure the half court remains functional for multiple uses, white line markings have been incorporated into the design for basketball and soccer.

The second portion of the court, which is an excess concreted area and not part of the multi-use court, will contain four cultural drawings from the countries identified (India, Philippines, Myanmar and Sudan) with the word 'Welcome' and Noongar translation, 'Kaya'. Each country's cultural drawing will contain the word 'Welcome' in the country's native language.

There are two concreted strips down each side of the court; these will be left blank, as the entry to the skate park will be integrated on one side and paint would impact skateability.

It is proposed that this design is installed on the multi-use court (and backboard) during the 2020/21 financial year, depending on the timing of completion of other upgrade works in Ticklie Park.

COMMENT

The concept for the proposed mural for the multi-use court in Ticklie Park and other elements, was developed by CCY's lead artist in consultation with City officers and local community groups. CCY will continue to consult with officers and local Aboriginal Elders, as well as other groups identified as having links to the four cultural groups previously mentioned. These groups will also be invited to participate in the installation.

Community art projects facilitate the bringing of people together, contribute to a sense of community spirit and create attractive and functional public spaces. Officers are confident that the installation of the mural will meet these objectives as well as reduce the likelihood of future graffiti issues on the court surface, backboard and surrounds.

Currently the Public Art Policy does not incorporate specific processes for some art categories. This includes small scale, lower value and community driven artworks, with the objectives of these categories differing from large scale public art. The planned early revision of the Public Art Policy and Management Practice will support clarifying the differences and enabling smaller scale projects to be progressed in a timely manner.

OPTIONS

Council has the following options:

1. Endorse the community driven mural concept design for the multi-use court in Ticklie Park.

2. Not endorse the community driven mural concept design for the multi-use court in Ticklie Park.

3. Request further information on the community driven mural concept design for the multi-use court in Ticklie Park.

Option 1 is recommended.

CONCLUSION

The community driven mural concept proposed for the multi-use court in Ticklie Park as an element of the park's redevelopment, is appropriate for the location and is envisaged to be well received by the local community due to the engagement of CCY and youth participants, the involvement of multicultural groups, community consultation and the resulting selected themes.

The proposed mural is an example of a community art project with the key objectives focusing on community engagement, participation and skills development as well as the delivery of a high quality artistic outcome.

ATTACHMENTS

1.⇩ Mural Concept - Ticklie Park

Committee Discussion

Committee discussed the mural concept design and requested that the welcome message be more general and inclusive; and that the amendments to be made administratively.

RECOMMEND **T74/1/21**

That Council endorse the community driven mural concept design for the multi-use court in Ticklie Park, as amended.

Moved Cr G Nixon
MOTION CARRIED **(6/0)**

COUNCILLORS' ITEMS

Nil.

EXECUTIVE DIRECTOR TECHNICAL SERVICES REPORT

Nil.

MEETING DECLARED CLOSED AT 6.18PM

TECHNICAL SERVICES COMMITTEE

SUMMARY OF ATTACHMENTS

18 JANUARY 2021

ATT NO.	SUBJECT	PAGE
1.1	**REVIEW OF POLICIES AND DELEGATIONS TO THE CEO - VARIOUS**	
1.1.1	Policy and Delegations to be replaced	50
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2.1	**SCHOOL PARKING RESTRICTIONS - PIARA WATERS PRIMARY SCHOOL**	
2.1.1	E19-125-1B Piara Waters PS Parking Drawing	59
3.1	**EMF STAKEHOLDER ENGAGEMENT STRATEGY**	
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6.1	**TICKLIE PARK COURT MURAL**	
6.1.1	Mural Concept - Ticklie Park	79

Delegation of authority

Delegation	**DS 26.0 Notices to Owners or Occupiers**
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Issue a notice in writing requiring certain things to be done by owner or occupier of land in accordance with Schedule 3.1 and if the person fails, do anything it considers necessary to achieve the purpose for which the notice was given, including recovering any associated costs as a debt.
Delegates	Chief Executive Officer
Conditions	Nil
Subdelegates	Yes - Refer to Secondary Delegations
Statutory framework	Sections 3.25 and 3.26 Local Government Act 1995
Policy	Nil
Date adopted	27 May 2019
Adoption references	Resolution - D31/5/19
Last reviewed	27 May 2019

Propsoed to be replaced

Delegation of authority

Delegation	**TS 4.0 Notices to Construct or Repair Crossovers**
Category	Primary Delegations - Council to CEO
Delegator	Council
Express power or duty delegated	Authority to serve notice on owners or occupiers of land abutting a street or way to construct or repair a crossing from the common boundary of the land and the street or way to the paved portion of the carriageway of the street or way.
Delegates	Chief Executive Officer
Conditions	Nil
Subdelegates	Yes - Refer to Secondary Delegations
Statutory framework	Regulation 13 Local Government (Uniform Local Provisions) Regulations 1996
Policy	Nil
Date adopted	13 May 2019
Adoption references	Resolution - T32/5/19
Last reviewed	30 June 2020

Existing delegation - proposed to be replaced

POLICY – ENG 2 – Standard Crossover

Related Management Practice
No
Relevant Delegation
N/A

Rationale

To clearly determine the type and material that will be accepted by Council in the construction of crossovers.

To clearly identify a standard crossover upon which Council will base its contribution as required by Regulation 15 of the Local Government (Uniform Local Provisions) Regulations.

Policy

The applicant must obtain the City's approval prior to a crossover being constructed.

Construction of the crossover shall be:

- For concrete crossovers:
  - a minimum of 100 mm thick concrete for residential crossovers and a minimum of 150mm thick for commercial crossovers (where the use is clearly above residential standard).
- For brick/block paved crossovers:
  - the minimum brick thickness shall be 75mm (or above) trafficable brick pavers for residential crossovers. Brick paved crossovers shall not be approved for commercial business.
- For asphalt crossovers:
  - the minimum thickness shall be 150mm thick compacted road base with 25mm thickness asphalt for residential crossovers and 200mm thick compacted road base with 40mm thickness asphalt for commercial crossovers.

Unless otherwise approved existing paths shall be receive precedence and the crossover shall be designed and constructed to tie in vertically with the existing path.

Existing Policy - proposed to be replaced

Related Local Law	Activities and Trading in Thoroughfares and Public Places Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	8 July 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 9 March 2009 (T18/3/09) 14 March 2016 (T6/2/16	7 March 2006 (T12/02/06) 10 April 2012 (27/4/12) 8 July 2019 (T45/7/19)

Delegation of authority

Delegation	**NEW TBC Notices requiring certain things to be done by property owner/occupier (DRAFT)**
Category	Engineering and Property (New)
Head of power	Local Government Act 1995
Delegator	Council
Express power to delegate	*Local Government Act 1995* s5.42 Delegation of some powers to the CEO
Express power or duty delegated	*Local Government Act 1995*, Part 3, Division 3 s3.25 Notices requiring things to be done by owner or occupier of land s3.26 Additional powers when giving notices.
Function	1. Issue a notice in writing requiring certain things to be done by owner or occupier of land in accordance with Schedule 3.1 of the *Local Government Act 1995*; and 2. If the person fails, do anything it considers necessary to achieve the purpose for which the notice was given, including recovering any associated costs as a debt.
Delegates	Chief Executive Officer
Conditions	Nil
Express power to subdelegate	*Local Government Act 1995* s5.44 CEO may delegation some powers and duties to other employees
Statutory framework	*Local Government Act 1995*
Policy	Nil
Record keeping	The exercise of this delegation is to be recorded in Attain.

DRAFT

Delegation of authority

Delegation	**NEW TBC Crossing from public thoroughfare to private land or private thoroughfare (DRAFT)**
Category	Engineering and Property (New)
Head of power	Local Government Act 1995
Delegator	Council
Express power to delegate	*Local Government Act 1995* s5.42 Delegation of some power to the CEO
Express power or duty delegated	*Local Government (Uniform Local Provision) Regulations 1996* r12(1) Crossing from a public thoroughfare
Function	Upon application, approve the construction of a crossing giving access from a public thoroughfare to the land, or a private thoroughfare serving the land.
Delegates	Chief Executive Officer
Conditions	Approvals are subject to: *Local Government (Uniform Local Provisions) Regulations 1996* r12(2) crossing from public thoroughfare to private land or private thoroughfare r14(2)(a) Role of Commissioner of Main Roads in some cases
Express power to subdelegate	*Local Government Act 1995* s5.44 CEO may delegate some powers and duties to other employees
Statutory framework	*Local Government Act 1995*
Policy	Council Policy - Crossovers
Record keeping	The exercise of this delegation is to be recorded in Attain.

DRAFT

Delegation of authority

Delegation	**NEW TBC Requirement to construct and repair crossing (DRAFT)**
Category	Engineering and Property (New)
Delegator	Council
Express power to delegate	*Local Government Act 1995* s5.42 Delegation of some powers to the CEO
Express power or duty delegated	*Local Government (Uniform Local Provisions) Regulations 1996* r13(1) and (2) Requirement to construct or repair crossover
Function	1. Give a person who is the owner or occupier of private land a notice in writing requiring the person to construct or repair a crossing from a public thoroughfare. 2. Construct or repair the crossing and recover 50% of the cost if the person fails to comply with the notice.
Delegates	Chief Executive Officer
Conditions	1. *Local Government (Uniform Local Provisions) Regulations 1996* - r14(2)(b) Role of Commissioner of Main Roads 2. That due process be followed for the issuing of a notice under section 3.25 of the *Local Government Act 1995* for a notice served under Regulation 14(3)
Statutory framework	*Local Government Act 1995* *Local Government (Uniform Local Provisions) Regulations 1996*
Policy	Crossovers
Record keeping	The exercise of this delegation is to be recorded in Attain.

DRAFT

CITY OF Armadale

Crossovers

Objective

To encourage construction and maintenance of crossovers to adequate standards and timeframes.

Definitions

For the purpose of this Policy, the meaning of 'Crossover' has the same meaning as 'Crossing' referred to in the *Local Government Act 1995*.

Policy

a) All crossovers should be constructed and maintained in accordance with the City's "Crossover Specifications".
b) A crossover plan shall be submitted for approval to the Civil Works Administration and Compliance Officer prior to construction commencing. The submitted plan shall also show the proposed route of the driveway and:
    i. The plan should accurately identify the location of existing and nearby affected trees, and where practicable, should minimise disruption to these trees;
    ii. Where trees are to be removed, written approval from the City is required. Replacement trees should, where practicable, be planted as close as possible to the location of the removed tree with the submitted plan indicating the proposed locations and species of the replacement tree/s; and
    iii. Where a Local Development Plan is in place over the land, the plan shall be consistent with the Local Development Plan, or any subsequent planning consent.
c) The builder or owner shall construct the crossover for newly constructed dwellings as indicated on the approved plan prior to an occupancy permit being issued for the property, or by a date mutually agreed upon by the City and the owner.
d) Where an established property does not have a crossover which complies with the current specifications, and the owner requests and receives the City's approval for a new one, the owner is to construct or arrange to construct the crossover, as per the approved plan.
e) In respect to the first crossover to the land or private thoroughfare, a rebate equivalent to 50% of the cost, as estimated by the City, of a standard crossover, will be made to the applicant when the crossover has been constructed in accordance with the City's "Crossover Specifications".
f) The City will not provide a rebate towards construction of a second crossover, or when a rebate has already been paid for a previously approved crossover on that land (Lot).
g) Property owners can engage a private contractor to build their crossover. (This does not prevent property owners with adequate skills building their own crossover to Council specifications).
h) Where a footpath exists and a crossover is to cross it, the footpath is to remain in situ and is not to be modified or any part of it removed unless otherwise agreed in writing by the City.

DRAFT

i) Any crossover constructed without approval of the City or not constructed to the City's specifications will not be entitled to any rebate. The City may also issue a Notice requiring the crossover to be removed and any damage to the verge repaired at the owner's expense.
j) Irregular shaped lots, steep grades or other irregularities may mean that it is not always practicable or the safest option to achieve exactly the specifications required by the "Crossover Specifications". In this case, discretion to approve a non-compliant crossover will remain with the City. Approval must be obtained in writing from the City prior to construction commencing.
k) If some variation is sought to the City's standards for a crossover design and prior arrangement has been made with a developer and the City in writing and endorsed on the property title, the property owner will be eligible to receive the rebate, (e.g. if a developer puts in place restrictive covenants that require crossovers to be constructed of a material other than concrete, brick paving or asphalt).
l) Crossovers over roadside swales or open drains require pipes and headwalls to be installed by the owner or their contractor to the City's requirements.
m) All construction and maintenance costs are the responsibility of the owner.

DRAFT

Applicable legislation

Act	Local Government Act 1995 Section 2.7 – The Role of Council
Regulation	Local Government (Uniform Local Provisions) Regulations 1996 – Regulations 13, 14 & 15
Local law	Activities and Trading in Thoroughfares and Public Places Local Law
Related Policy	

Delegation of Power

Yes

Link to influencing strategies or plans

2.3.2 – Ensure maintenance activities address required levels of service.

Link to procedure

Nil

Other implications

Financial/Budget Implications

A Crossover rebate is available on application to the City. The rebate is calculated as:

- In respect to the first crossover to the land or private thoroughfare, a rebate equivalent to 50% of the total cost of a standard 3m wide, 100mm thick concrete crossover, as

estimated by the City, will be paid to the applicant when the crossover has been constructed in accordance with the City's "Crossover Specifications".

- The rebate figure is revised and may change each financial year. The actual amount payable is listed in Council's fees and charges schedule, and is based on the supply and placement of a 100mm thick concrete crossover.

Asset Management Implications

Nil

Environmental Implications

Nil

Occupational Safety and Health Implications

Nil

Administrative information

Adopted on	
Reviewed or amended	
Responsible department	Civil Works

DRAFT

PLAN VIEW
SCALE 1 : 2500

LEGEND

- EXISTING YELLOW 'NO STOPPING' LINES TO REMAIN
- PROPOSED YELLOW 'NO STOPPING' LINES TO BE INSTALLED
- PROPOSED BOLLARD
- EXISTING BOLLARD

ROAD OR VERGE
7:30 - 9 AM
2:30 - 4 PM
SCHOOL DAYS
ARROW DIRECTION MAY VARY

ROAD OR VERGE
ANYTIME
ARROW DIRECTION MAY VARY

BUSES EXCEPTED
ARROW DIRECTION MAY VARY

P2 MINUTE
7:30 - 9 AM
2:30 - 4 PM
SCHOOL DAYS
ARROW DIRECTION MAY VARY

KISS & DRIVE

REMOVE ALL EXISTING PARKING AREA ENTRY AND END SIGNS

NO STOPPING AREA
7:30 - 9:00am
2:00 - 3:30pm
SCHOOL DAYS
ROAD OR VERGE
AREA

END AREA

No	Date	Revision	By	Approved
C	19/01/2021	AREA EXTENDED - RE-ISSUED FOR COUNCIL APPROVAL	D.C.	M.C.
B	06/11/2020	ISSUED FOR COUNCIL APPROVAL	D.C.	M.C.
A	25/10/2019	ISSUED FOR REVIEW	D.C.	M.C.

Amendments

Scale: AS SHOWN
Datum: AHD Grid: PCG94
Surveyed: BY Date:

CITY OF Armadale
7 ORCHARD AVENUE, ARMADALE, WA 6112

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Drawn: D.C. Date: 25/10/2019 Signed:
Designed: D.C. Date: 25/10/2019 Signed:
Checked: M.C. Date: Signed:
Manager Engineering Design: Signed:

Project: PIARA WATERS PRIMARY SCHOOL PARKING RESTRICTIONS

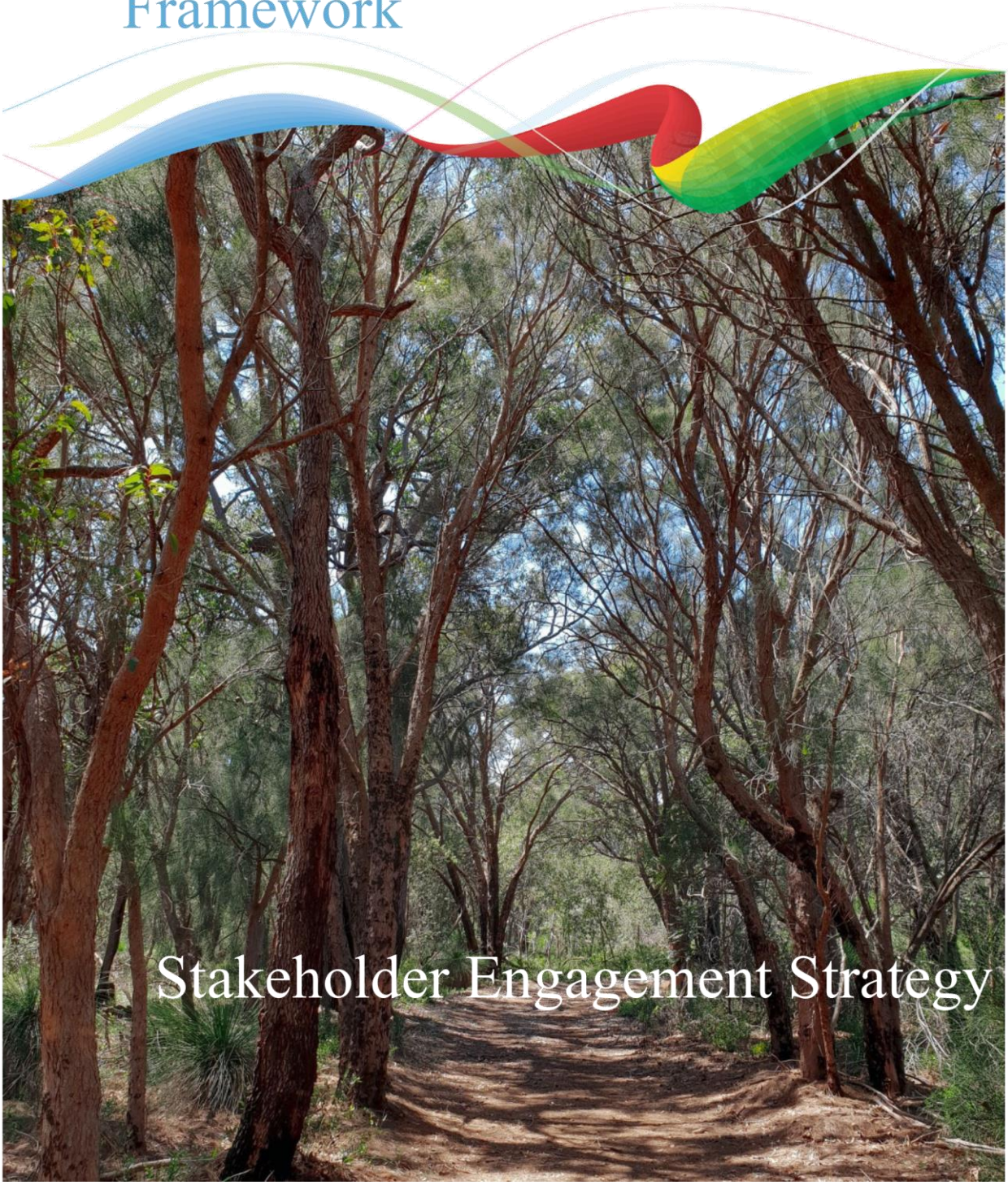
Title: PROPOSED LINE MARKINGS AND SIGNAGE DETAILS

PC No:
CMB No:
Sheet No: 1 of 1
Revision No: C
DWG No: E19-125-1

V:\ENGINEERING & DESIGN DEPARTMENT\DESIGN PROJECTS\2019 DESIGNS - MINOR PROJECTS\Piara Waters Primary School - Parking Restrictions\3. Civil 3D - Working Folder\E19-125-1C.dwg

Environmental Management Framework

CITY OF Armadale



Stakeholder Engagement Strategy

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1 Introduction

In 2019 Council endorsed the City's proposed development of an Environmental Management Framework (EMF). The overall intent of the EMF will be to effectively address environmental risks and opportunities through the integration of environmental management into organisational processes and decision making.

Council endorsement signifies a shift in approach from a single all-encompassing management document, historically known as the City's State of the Environment Report, to the preparation of a suite of documents, each focusing on a different category of asset. In doing so the EMF will offer a more adaptive and flexible approach to environmental management.

The purpose of this Strategy is to identify those stakeholders relevant to the City's development of an EMF and determine an appropriate means of engagement moving forward as the City commences its development.

2 Background

2.1 Project Information

An outcome of the City's Strategic Community Plan was the development of a Strategic Environmental Policy (the Policy) and an Environmental Management Framework (EMF) for the City.

The Policy defines the key Environmental Objectives the City will pursue in achieving its environmental goal of '*having a natural environment that is valued and conserved'*. One of the objectives of the policy is to implement a process enabling continuous improvement in environmental performance, including consultation with relevant industry stakeholders where appropriate. A copy of the Policy is attached in Appendix A.

The Policy explains that the local environment within the City is being considered in each of its constituent parts or Environmental Assets Streams being; biodiversity, water, cultural heritage, soil and land, and air. Objectives have been set for each as outlined in Figure 1 below.

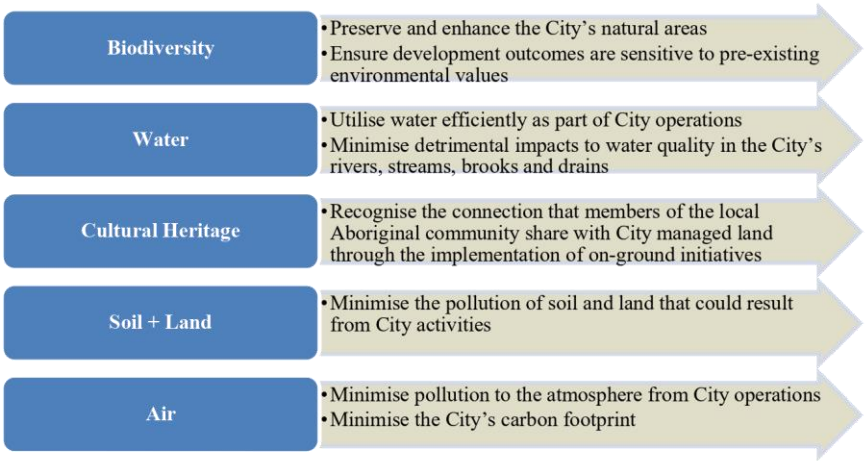


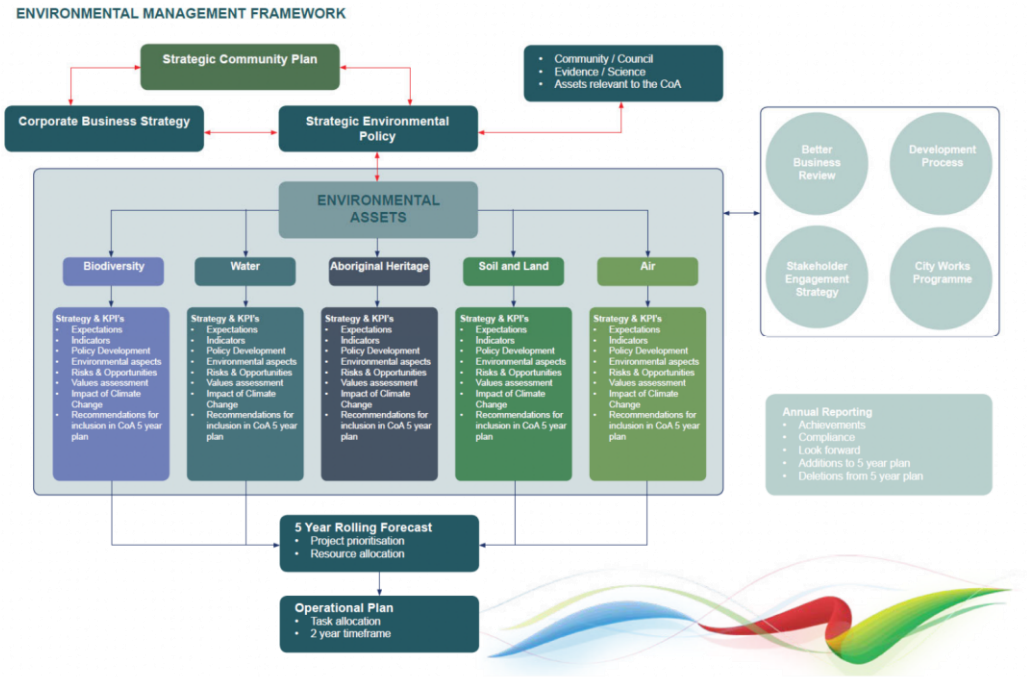
Figure 1 | Policy Objectives by Environmental Stream

The City's Environmental Services team are tasked with developing individual Strategies and Key Performance Indicators (KPIs) for each of the Environmental Asset streams that will ultimately feed into the development of a five year rolling forecast.

2.2 Alignment to the Policy

The EMF, incorporating this Stakeholder Engagement Strategy, enables the City to adequately respond to environmental risks and opportunities whilst demonstrating continuous improvement in environmental management. The EMF comprises of a hierarchy of documents, consistent with the requirements of ISO14001 *Environmental Management Systems*. Details of the EMF were presented to Council in August 2019 and the approach was approved. The EMF Framework is shown in Figure 2 below:

Figure 2 | City of Armadale Environmental Management Framework



2.2 Stakeholder Engagement Strategy Purpose

It is intended that the Strategy and KPIs for each Environmental Asset Stream will follow a similar structure being:

- Expectations
- Indicators
- Policy Development
- Environmental aspects
- Risks and Opportunities
- Values Assessment
- Impact of Climate change
- Priority Initiatives
- Recommendation for inclusions in the City's five year plan

It is anticipated that there will be multiple interested stakeholder groups with insights to offer in the development of each of the Environmental Asset stream strategies. The purpose of this document is to identify the interested and impacted stakeholders for each of the Environmental Assets then outline the approach to the stakeholder engagement for the development of each Environmental Asset Stream strategy.

3 Goals and Objectives

3.1 EMF and Environmental Policy

Based on the City's Strategic Environmental commitment policy, the objectives are:

- Achieve a key outcome for the city being: a natural environment that is valued and conserved
- Improve the quality of the City's natural assets
- Protect the environment, including the prevention of pollution
- Comply with environmental and heritage legislation
- Implement processes enabling continuous improvement in environmental performance, including consultation with relevant industry stakeholders where appropriate
- Preserve and enhance the City's natural areas
- Ensure development outcomes are sensitive to pre-existing environmental values
- Utilise water efficiently as part of city operations
- Minimise detrimental impacts to water quality in the City's rivers, streams, brooks and drains
- Recognise the connection that members of the local Aboriginal community share with City managed land through implementation of on-the-ground initiatives
- Minimise the pollution of soil and land that could result from City activities
- Minimise pollution to the atmosphere from City operations
- Minimise the City's carbon footprint

It is worth noting that at the time of preparing this Strategy an updated Strategic Community Plan, from which the overarching objectives of the Strategic Environmental Commitment Policy (the policy) are derived, exists in draft. Should it be endorsed it will necessitate minor changes to the Policy and in turn this Strategy.

3.2 Stakeholder Engagement Strategy

The following objectives will drive the way the project team engages with stakeholders throughout the development of each environmental asset strategy. The engagement objectives are to:

- Create a positive climate for the project through meaningful and continuous engagement with key stakeholders
- Engage with key stakeholders to ascertain impacts, concerns and potential issues to inform the strategies
- Determine stakeholder needs and expectations in relation to the City's natural environment
- Ensure that views expressed, and insights gained throughout the engagement process are recorded and reported accurately, these will be acted on and incorporated into the strategies where appropriate
- Ensure that any risk of potential for key stakeholder dissatisfaction relating to the Environmental Asset strategy or the implementation of the strategy is mitigated through a sound and authentic engagement program
- Ensure that any engagement relating to the development and implementation of the Environmental Asset strategies is coordinated with the City's wider community and stakeholder engagement program.

4 Identified Stakeholders

To undertake effective and purposeful engagement it is essential to know who the right stakeholders are and identify the right way to engage with them.

A workshop was held on Thursday 20 February 2020 with City of Armadale representatives to identify key stakeholders. A high level assessment of each stakeholder and their relationship to each of the City's natural assets was then undertaken. Finally, any potential issues and opportunities were identified.

This section lists the internal and external stakeholders and the subsequent level of engagement proposed for each stakeholder.

4.1 Internal Stakeholders

The below table outlines the identified internal stakeholders and their interest in each of the asset strategies.

Table 1 | Internal Stakeholders

Stakeholder	Biodiversity	Aboriginal Heritage	Water	Land & Soil	Air
City of Armadale Council					
Executive Leadership Team					
Rangers					
Aboriginal Development Team					
Environmental Health					
Waste Services					
Park Services					
Governance and Procurement					
Engineering Design					
Property Services					
Planning					
Community Development					
Civil Works					
Switch Your Thinking					
Armadale Gosnells Landcare Group					

4.2 External Stakeholders

The below table outlines the identified external stakeholders and their interest in each of the asset strategies.

Table 2 | External Stakeholders

Stakeholder	Category	Bio-diversity	Aboriginal Heritage	Water	Land & soil	Air
Development WA	State Government					
Department of Planning, Land and Heritage	State Government					
Department of Premier and Cabinet	State Government					
Department of Primary Industries and Regional Development	State Government					
Department of Water and Environmental Regulation	State Government					
Department of Biodiversity, Conservation and Attractions	State Government					
Department of Health	State Government					
Department of Communities	State Government					
Department of Sport and Recreation	State Government					
Department of Transport	State Government					
Main Roads Western Australia	State Government					
Public Transport Authority	State Government					
West Australian Local Government Association	State Government					
Department of Fire and Emergency Services	State Government					
State Emergency Services	State Government					
Fire Brigades	State Government					
Adjacent LGAs: City of Gosnells, City of Serpentine Jarrahdale, Shire of Beverley, Shire of Wandering	State Government					
Members of Parliament	MP					
Waste Authority WA	State Government					
Rivers Regional Council	State Government					
Bushcare and Environment Working Group	Organisation					
Waste to Energy	Organisation					
South West Aboriginal Land and Sea Council	Organisation					
Resource recovery volunteers	Organisation					
Urban Development Institute of Australia	Organisation					
Lottery West	Organisation					
Perth Region NRM	Organisation					
South East Regional Centre for Urban Landcare	Organisation					
South Metropolitan Regional Council	Organisation					
Property Council	Organisation					
Real Estate Institute of WA	Organisation					
Eastern Metropolitan Regional Council	Organisation					
Key Developers	Organisation					
Media	Organisations					
Waste Management Contractor	Service provider					
Gas Provider	Service provider					
Western Power	Service provider					
Bunbury Dampier Pipeline	Service provider					
Water Corporation	Service provider					
Reserve Custodians	Community					
Kaditjin Gnulla Boodja	Community					
Mungart Yongari	Community					
Lessees and tenants	Community					

Stakeholder	Category	Bio-diversity	Aboriginal Heritage	Water	Land & soil	Air
Residents Association	Community					
Schools	Community					
Community groups	Community					
Residents and rate payers	Community					
Environmental Volunteer Groups	Community					

4.3 Level of Engagement

Based on the assessment of each stakeholder a level of engagement was determined. This analysis has been presented in the form of the International Association for Public Participation's (IAP2) engagement spectrum.

A summary of intent for each engagement level is outlined in Figure 3. Although included within the City's overarching organisation-wide *Community Engagement Strategy*, the fifth level of engagement 'Empower' is omitted from the spectrum. Given the focus of this Stakeholder Engagement Strategy is limited to Environmental Management, final decision-making in the hands of the public as a requirement of the empower stage of engagement was not considered appropriate.

Inform	Consult	Involve	Collaborate
To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure their concerns and aspirations are consistently understood and considered.	To partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Figure 3 | Summary of Engagement Intent by Level

Table 3 outlines the level of engagement proposed for each of the stakeholders or stakeholder groups.
Note that Community groups, Environmental Groups and Schools are currently noted across 'inform' to 'involve'.

The management of community groups, schools and environmental groups is overseen by a number of business units, namely the Community Development and Environmental team. Engagement strategies for these groups should be determined with the assistance of these teams for each of the Environmental Asset Strategies.

Table 3 | Level of Engagement

Inform	Consult	Involve	Collaborate
Internal ▪ Property Services	**Internal**	**Internal** ▪ City of Armadale Council ▪ Engineering and Design ▪ Civil Works ▪ Governance and Procurement	**Internal** ▪ Executive Leadership Team ▪ Armadale Gosnells Landcare Group ▪ Switch Your Thinking ▪ Park Services ▪ Planning ▪ Environmental Health ▪ Waste Services ▪ Aboriginal Development Team ▪ Community Development ▪ Economic Development ▪ Rangers
External ▪ Land owners ▪ Perth Region NRM ▪ Resource Recovery Volunteers ▪ Department of Premier and Cabinet ▪ Western Power ▪ Fire Brigade ▪ Lessees / tenants ▪ Department of Health ▪ Gas Provider ▪ Waste Management Contractor ▪ Public Transport Authority ▪ Residents / rate payers ▪ Media ▪ Eastern Metropolitan Regional Council ▪ Southern Metropolitan Regional Council ▪ Residents Association ▪ Department of Sport and Recreation ▪ State Emergency Services ▪ Local Member(s) ▪ Property Council ▪ REIWA ▪ Waste to Energy ▪ Development WA ▪ Bunbury Dampier Pipeline ▪ Department of Primary Industries and Regional Development ▪ Environmental Groups ▪ Community groups ▪ Schools	**External** ▪ Western Australian Local Government Association ▪ Department of Planning, Lands and Heritage ▪ Key developers ▪ Department of Communities ▪ Urban Development Institute of Australia ▪ Department of Water and Environmental Regulation ▪ Department of Fire and Emergency Services ▪ Waste Authority WA ▪ Water Corporation ▪ Main Roads WA ▪ Adjacent LGAs ▪ Environmental Groups ▪ Community groups ▪ Schools	**External** ▪ South East Regional Centre for Urban Landcare ▪ Department of Biodiversity, Conservation and Attractions ▪ Bushcare and Environmental Working Group ▪ Environmental Volunteer Groups ▪ Reserve Custodians ▪ Lottery West ▪ Rivers Regional Council ▪ Environmental Groups ▪ Community groups ▪ Schools	**External** ▪ Mungart Yongah ▪ South West Aboriginal Land and Sea Council ▪ Kaditjin Gnulla Boodja

4.4 Stakeholder Segmentation and Communication Channels

For budget and time effectiveness purposes, the City needs to consider ways in which to engage with the 60+ stakeholders identified.

Based on the above stakeholder identification and analysis and required engagement levels, it is recommended that the following stakeholder segmentation and working groups are formed to streamline the engagement process.

Table 4 | Internal Stakeholder Segmentation

		Communication Channels	
Segmentation Group	**Stakeholders**	**Primary**	**Secondary**
Executive Internal Steering Committee	▪ Executive Leadership Team ▪ City of Armadale Council representatives	Presentation briefings	Email
Internal Departmental representative working group	▪ Engineering and Design ▪ Civil Works ▪ Governance and Procurement ▪ Property Services ▪ Park Services ▪ Planning ▪ Environmental Health ▪ Waste Services ▪ Aboriginal Development Team ▪ Community Development ▪ Economic Development ▪ Rangers ▪ Armadale Gosnells Landcare Group ▪ Switch Your Thinking	Briefings / Workshop	Email

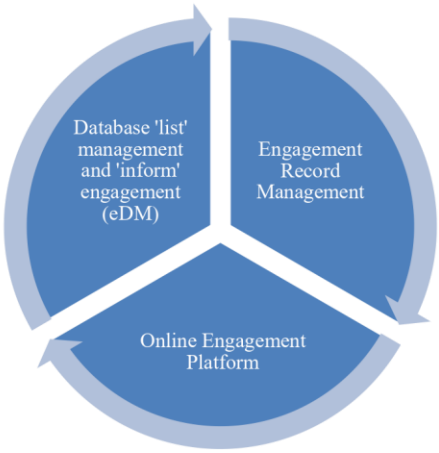
Table 5 | External Stakeholder Segmentation

Segmentation Group	**Stakeholders**	**Primary**	**Secondary**
State Government representative working group	▪ Department of Premier and Cabinet ▪ Department of Health ▪ Transport ▪ Department of Sport and Recreation ▪ Development WA ▪ Department of Agriculture ▪ Western Australian Local Government Association ▪ Department of Planning, Lands and Heritage ▪ Department of Communities ▪ Department of Water and Environmental Regulation ▪ Department of Fire and Emergency Services ▪ Waste Authority WA ▪ Adjacent LGAs ▪ Department of Biodiversity, Conservation and Attractions	Briefings/Workshop	Online engagement hub e.g. email group, teams etc.
External reference group	▪ Perth Region NRM ▪ Resource Recovery Volunteers ▪ Waste Management Contractor ▪ Eastern Metropolitan Regional Council ▪ Southern Metropolitan Regional Council ▪ Residents Association ▪ Waste to energy ▪ South East Regional centre for Urban Landcare ▪ Bushcare Environmental Working	Briefings/Workshop	Online engagement hub (closed group)

Segmentation Group	Stakeholders	Primary	Secondary
	Group ▪ Environmental Volunteer Groups ▪ Reserve Custodians ▪ Rivers Regional Council		
Utilities and Services Database eDM list	▪ Western Power ▪ Fire Brigade ▪ Gas Provider ▪ State Emergency Services ▪ Bunbury Dampier Pipeline ▪ Water Corporation	eDM updates	Online engagement hub (closed group)
Property Database eDM list	▪ Property Council ▪ REIWA ▪ Urban Development Industry of Australia ▪ Key developers – Cedar Woods – Stocklands – Satterley – PEET – Urban Quarter – Yolke Property – LWP	eDM updates	Online engagement hub (closed group)
Noongar Working Group	▪ Mungart Yongah ▪ South West Aboriginal Land and Sea Council ▪ Kaditjin Gnulla Boodja	Briefings/Workshop	F2F discussion
Community Database eDM list	▪ Land owners ▪ Community groups ▪ Schools ▪ Lessees / tenants ▪ Residents / rate payer	eDM updates Social Media posts	Online engagement hub
Individual Briefings	▪ Lottery West ▪ Local Member(s)	Individual Briefings	Email

5 Data Management

A three-aspect approach needs to be taken to achieve the Stakeholder Engagement Strategy. This is a standard approach to stakeholder engagement. The three aspects are interdependent of each other as shown below:



5.1 Engagement Record Management

For governance purposes, all interactions with stakeholders should be accurately recorded to enable the project team to maintain up-to-date contact details for all stakeholders, keep a thorough record of engagement, key issues raised and outcomes, and regularly report on and evaluate the effectiveness of the engagement effort.

5.2 Online Engagement Platform

An online engagement platform may be a useful tool to effectively and efficiently engage with key stakeholders. An online engagement platform enables open (public) and closed group engagement whilst collecting key stakeholder feedback on key issues. Other online 'tools' often comprised within an online engagement platform such as place-based engagement (pinning comments on a map), open discussion forums, closed group discussions for invite only participants, surveys, Q&As and open forums may also be of benefit throughout the development of the EMF.

5.3 Database List Management and 'Inform' Engagement

For the base 'inform' strategy and to drive stakeholders to the online engagement platform, a database list management and eDM (electronic direct mail) design and delivery platform is required. This enables tailored email lists to be created and eDMs to be professionally designed and easily distributed. Email open rates, click-through rates and receivable tracking are also valuable reporting tools to track the investment level of stakeholders.

Moving forward, the Environment Team will liaise with the City's Communications Team to determine whether the City is able to accommodate the above by making use of existing platforms/programs or whether alternative arrangements need to be sourced.

6 Issues Management

The process for managing issues involves several key steps including receiving, registering, investigating, responding to and addressing the needs of stakeholders. It is recommended that the following process be followed:

1. Record detailed information of any issues raised into the record management system
2. Acknowledge the issue, including, a summary of the issue, the proposed investigation approach and the estimated timeframe in which the stakeholder can expect to receive a response
3. Investigate the issue, keeping a record of meetings, discussions and activities
4. Provide the stakeholder with formal, written correspondence (email or letter) addressing the issue

The intent of the proposed engagement strategy is to minimise the risk of individual key issues becoming collective concerns for the council.

7 Action Plan and Program

Based on the identified stakeholder interest in multiple environmental assets it is recommended that the same engagement process be applied for the development of each of the asset strategies enabling stakeholders to opt out if desired.

The engagement plan outlined below will achieve the consultation objectives for this project.
The plan is segmented into four phases for the development of each of the Environmental Asset strategies as shown in Figure 4.

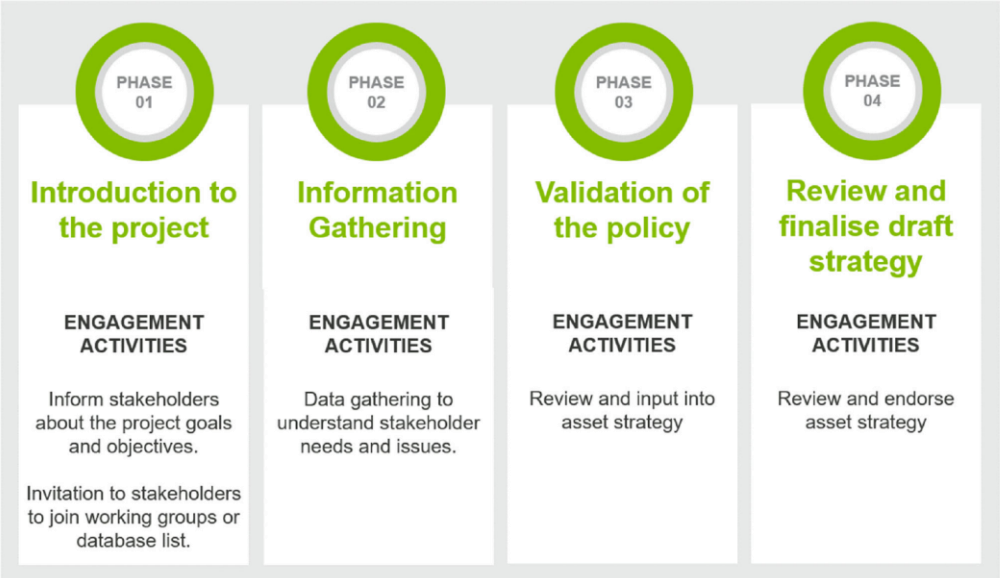


Figure 4 | Engagement Plan by Asset Strategy

Figure 5 outlines the engagement plan by phase, stakeholder segment and engagement channel for the development of each of the Environmental Asset Strategies.

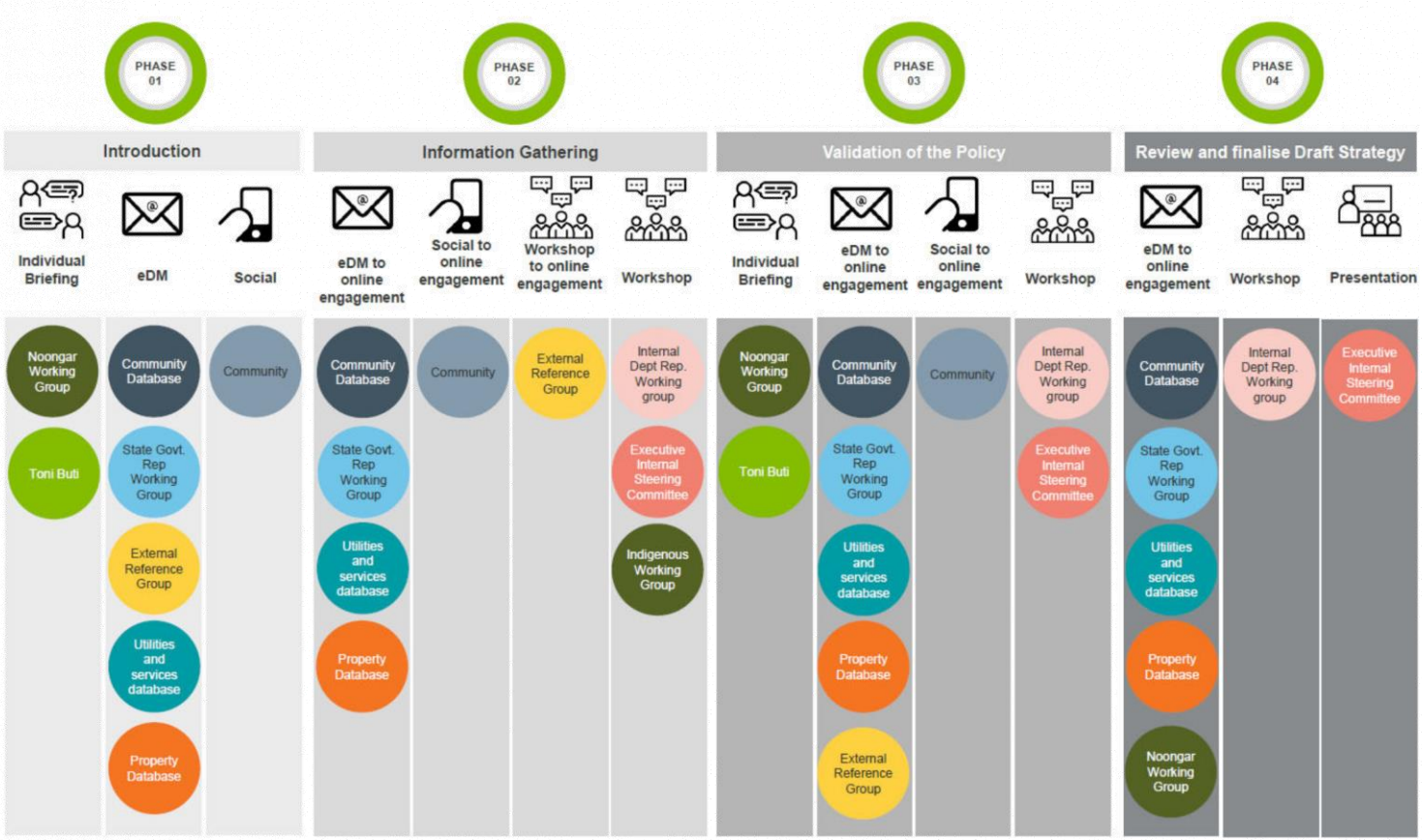


Figure 5 | Engagement Plan by phase, segment and channel.

9 Risk Matrix

Table 6 | Risk Matrix

	Consequence				
Likelihood	Incidental – 1 (informal community complaints, no risk to brand or reputation	Minor – 2 (Formal Complaints from local community, attention from stakeholders)	Moderate – 3 (Persistent community complaints. complaints from politicians, complaints from regulators and/or government)	Major – 4 (Community legal action, pickets or demonstration. Widespread concern from regulators, government or politicians	Catastrophic – 5 (Outrage by sizeable community. Outrange from key stakeholders, government, regulators)
Almost certain – 5 (Is expected in most circumstance; inevitable)	Moderate	Moderate	High	Critical	Critical
Likely – 4 (Will probably occur in most circumstances)	Moderate	Moderate	High	High	Critical
Possible – 3 (Might occur at some time)	Low	Moderate	Moderate	High	Critical
Unlikely – 2 (Doubtful that it will occur)	Low	Low	Moderate	Moderate	High
Rare – 1 (Could occur in exceptional circumstances)	Low	Low	Moderate	Moderate	High

The following identifies associated risks with stakeholders during the engagement process.

Key Issue	Possible Risk	Proposed Mitigation Measures	Consequence	Likelihood	Risk Rating prior to Mitigation strategy
Failure to engage appropriately with Aboriginal communities	Insufficient / inappropriate consultation with the community	▪ Work on building partnership with community, organisations and elders in a respectful and considerate way ▪ Seek guidance on the local protocols within their communities ▪ Work closely with the City's Aboriginal Development Coordinator	Moderate - 3	Unlikely - 2	Moderate
Stakeholder Identification	Key stakeholders are not identified and included in the engagement process	Initiate a strong campaign in phase 1 of the engagement program to identify and obtain stakeholder buy in to the project as well as uncover any previously unidentified key stakeholders Review and refine the Engagement Strategy post phase 1 based on interest and uptake	Moderate - 3	Possible - 3	Moderate
Project understanding	Stakeholders not understanding the key objectives and goals of the asset strategies	Clear and concise messaging and communication to all stakeholders	Moderate - 3	Unlikely - 2	Moderate

Key Issue	Possible Risk	Proposed Mitigation Measures	Consequence	Likelihood	Risk Rating prior to Mitigation strategy
Length of program	Stakeholders become disengaged during the process due to the repetition of stakeholder engagement for each of the asset streams	Use of the different methods of engagement in the engagement plan to suit varying stakeholder needs Enable stakeholders to opt out of involvement in the development of the strategies	Moderate - 3	Possible - 3	Moderate
Negative feedback on strategies and decisions	Stakeholder do not endorse or agree with the strategies	Ensure all feedback is captured through the relevant data management system and the issues management processed is followed Ensure decision making rationale and trade-offs are clearly communicated to all stakeholders	Moderate - 3	Likely - 3	High
Stakeholder groups	Stakeholder input is not recorded properly due to large groups of stakeholders to manage	Ensure database management process is followed and all stakeholder activities are recorded	Minor – 2	Possible - 3	Moderate
Competing stakeholder needs and priorities	No unified agreement on the strategy	Record stakeholder needs and keep a decision register Keep stakeholders informed throughout the process and demonstrate the why behind the trade-offs	Moderate - 3	Unlikely - 2	Moderate
Stakeholders don't feel they've been given enough opportunity to provide input	Stakeholders don't endorse the strategies	Close the loop with stakeholders to ensure a no surprises approach	Moderate - 3	Possible - 3	Moderate
Timeframe overlaps with council elections	Getting new Councillors on-board with the strategy	Initiate meetings with new Councillors to explain the project and engagement process	Moderate - 3	Possible - 3	Moderate
Strategy Endorsement	The strategies does not get endorsed by Council	Clear communication and meetings with stakeholders throughout the process to ensure final endorsement	Moderate - 3	Unlikely - 2	Moderate

Figure 6 | Risk Rating Key

Without mitigation measures in place the key risk to the City is a loss of confidence and trust in the City to successfully implement the Environment Management Framework. This will most likely result in time delays and additional costs in developing the strategies as stakeholders take more time to agree to the desired outcomes.

10 Conclusion

The purpose of this Strategy is to identify those stakeholders relevant to the City's development and implementation of an Environmental Management Framework. Furthermore, it is the purpose of this Strategy to identify and provide for the most appropriate means of engagement moving forward.

During a workshop attended by City staff, more than sixty key stakeholders relevant to the development and/or implementation of the EMF were identified. In keeping with the International Association for Public Participation's engagement spectrum, one of four engagement categories were then assigned to each stakeholder.

By engaging with key stakeholders in a meaningful manner, effective environmental management is able to be achieved. This Strategy may be reviewed intermittently on an as-needs-basis should there be a shift in any of the strategic guidance that underpins it.

Appendix A – Strategic Environmental Policy

POLICY – ENG 21 – Strategic Environmental Commitment

Rationale

To clearly define the key Environmental Objectives the City will pursue in achieving its environmental goal of having a natural environment that is valued and conserved, which includes:

- The protection of the environment, including the prevention of pollution.
- Compliance with environmental and heritage legislation.
- The implementation of processes enabling continuous improvement in environmental performance, including consultation with relevant industry stakeholders where appropriate.

Policy

The local environment has been considered in each of its constituent parts; biodiversity, water, cultural heritage, soil and land and air. The following objectives will be adhered to by the City in pursuit of achieving its environmental goal:

Biodiversity
- *Preserve and enhance the City's natural areas*
- *Ensure development outcomes are sensitive to pre-existing environmental values*

Water
- *Utilise water efficiently as part of City operations*
- *Minimise detrimental impacts to water quality in the City's rivers, streams, brooks and drains*

Cultural Heritage
- *Recognise the connection that members of the local Aboriginal community share with City managed land through the implementation of on-ground initiatives*

Soil and Land
- *Minimise the pollution of soil and land that could result from City activities*

Air
- *Minimise pollution to the atmosphere from City operations*
- *Minimise the City's carbon footprint*

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