Policy Framework

CITY OF Armadale

June 2026



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1. Introduction

The Council of a local government has broad discretion to make policy for a range of strategic or operational purposes. It's ability to make policy comes from the *Local Government Act 1995* (Act), where at section 2.7(2)(b) it states that the role of Council, amongst other things, is to –

determine the local government's policies.

The legal basis for a local government to make policy, unless required by legislation, is the *general competence* common law doctrine that underpins the Act and provides the basis of a local government's executive powers.

The policy making function is fundamental to the Council's role as the governing body of the local government. Accordingly, Council will make policies that encompass an array of functions and activities that stem from diverse pieces of legislation.

Council members, because of their contacts with ratepayers and their roots in the communities they represent, will bring different perspectives and understanding of community issues to Council's policymaking. The City facilitates professional development opportunities for council members in accordance with the Act to support the role of council members in this process.

Some legislation requires local government to make specific policies with prescribed criteria. Local Planning Polices are one such example of this mechanism and are prepared in accordance with requirements of planning legislation, including the City's Town Planning Scheme No. 4. Therefore the preparation of Local Planning Policies are not encompassed by this Policy Framework.

Nevertheless the City's Local Planning Policies are listed in the City's policy register for the purposes of maintaining a centralised master list of all policies adopted by Council.

Delegated authority, if given by Council or the CEO, provides the legal basis to carry out the function, or exercise the power that is needed. Delegated authority is the extension of a legislative power by a delegator using an enabling provision of the legislation, to a person occupying a position who will carry out that function. However policy is often required to place boundaries around how that power or function is performed.

This may apply to the discretion the Council is using when deciding on a matter itself (e.g. to approve or refuse something), or it may apply to a function of the City that is to be exercised by officers on the Council's behalf using delegated authority.

In simple terms, Council can make policy in the following ways.

1. Decision making – in the form of a Council decision. A Council decision or resolution may contain the criteria or foundation of the function that the Council wishes to be performed by the organisation. In its decision, the Council may 'act through' another person (usually the Chief Executive Officer) to exercise the function or power required. The decision of Council becomes the policy statement and stands on its own.

2. Adopting a plan or instrument – for example, the making of a local law is an executive function of the local government and can only be exercised by the Council. A local law may contain provisions about activities or functions that a person may or may not do, or contain offences for such things. Such a provision is statutory and are subject to a range of processes prescribed by the Act to give effect to this status. The limitations or inclusions of things prescribed in local laws is, in effect, Council setting the policy as to how it wants those matters to be regulated.

3. Adopting a policy document – this is the development of a stand-alone policy document for consideration and adoption by Council. This is the most common and well-known form of Council's expression of its policy making function. Such a form of policy making is done to place boundaries around the use of a discretionary power or function arising from legislation or Council has delegated. Policies such as this, with few exceptions, are not legally binding. Council may choose to set part or all of a policy aside depending on the circumstances of the matter that requires a decision. Despite this lack of legal standing the courts can and have used local government policies as a guide to determine whether or not the local government has acted reasonably in the exercise of it's powers.

The varying ways Council can make policy, as outlined above, is important as it allows Council to respond to its business needs, community aspirations and long term planning, consistent with the Council's role in community leadership.

2. Integrated Planning and Reporting framework and its relationship to policymaking

As part of its obligations under the Act and regulations, local governments in Western Australia are to plan for the future of the district. In this context, 'plan' does not mean urban planning and design, but is a holistic approach to what a community wants its local government to do, and what the local government needs to do to deliver it.

To achieve this, Council's adopted Integrated Planning and Reporting (IPR) framework sets out, at a strategic level, Council's commitment to deliver services, projects and how those things will be funded to achieve the community's vision for the future. These aspirations are distilled in a range of strategies, plans and other documents to guide the implementation and planning horizon of the service desired. Notably, the IPR framework is a requirement of the Act and also sets out a range of statutory functions of the local government.

It must be understood an important distinction exists between IPR and policymaking. Whereas IPR documents are a requirement of legislation and contain specific elements the legislation requires, policymaking is discretionary unless legislation requires otherwise.

Council has implemented the IPR requirements and has captured the aspirations for the community in the form of the City's adopted *Strategic Community Plan 2020 – 2030* which sets out the aspirations as follows:

- Aspiration 1 – Community
- Aspiration 2 – Environment
- Aspiration 3 – Economy
- Aspiration 4 – Leadership

The Strategic Community Plan sets out how Council intends to meet the objectives of these aspirations, what strategies are needed to guide them, and the measures by which its performance against meeting these aspirations are to be judged.

Consequently, when a strategy or planning document is made to guide the implementation of a specific Strategic Community Plan aspiration, it is for the purpose of framing Council's objectives around that item or service but does not place any particular guidance or boundaries around how a particular service or function is to be performed.

This is where policy comes into focus: strategy is for determining what the local government wants, however policy is for detailing how the local government wants it done. These policies, for all intents and purposes, represent an instruction manual on how to implement the aspirations and objectives

of the Strategic Community Plan and may be required to govern a statutory function arising from provisions of the Strategic Community Plan.

3. General principles

Where Council –

- has delegated its powers or functions to the CEO via a delegation of authority; or
- has adopted a plan or strategy for a particular objective; or
- has a particular legislative power or obligation to implement

Council may adopt a policy to place parameters on how the function, power or objective will be applied.

The purpose of these policies, regardless of category, is to provide consistency and equity in decision making and to optimise the efficiency of the organisation. Any policy must, as a baseline, accommodate the requirements of the legislation that provide the basis for the policy function.

Officer reports that are submitted to Council for a decision on a matter must refer to, and if necessary detail the relevant policy that impacts that item. As noted previously, policies are not legally binding. Council may choose, if it has appropriate grounds to do so, to set aside part or all of a policy that impacts the item Council is required to decide. In such a circumstance it is crucial in the interests of open and transparent government that the rationale for waiving a policy is provided as part of the Council's decision.

Officers, when exercising their powers and functions, must do so within the parameters of the policy that has been adopted by Council for that power or function.

As custodian of the City's day-to-day operations, and the responsible person for implementing the Council's decisions, the CEO has the discretion to make instructions around how a policy function is to be performed. This is an administrative matter for the CEO to determine in accordance with the CEO's functions and responsibilities pursuant to the Act.

The CEO also has functions and powers given directly by the Act and other legislation (workforce management is an example). Functions and powers of this kind cannot be performed by Council and hence Council cannot make policy for these operational matters. In this context, *Operational Directions* may be made and applied by the CEO in the absence of policy.

It therefore is at the discretion of the CEO to make or approve the Operational Directions on how specific policy requirements or functions of the Act and other laws will be carried out by the City or by officers.

Where a need is identified for a policy, officers will draft a policy document for consideration by the Council. Alternatively, Council may request the CEO take steps to develop a policy for a particular matter, in one of these categories. The draft policy shall refer to –

- The Strategic Community Plan aspiration;
- The responsible Directorate within the organisation;
- The responsible Business Unit; and
- The legislation relevant to the policy function.

A new policy is not to be made if it duplicates or conflicts with the function of another, unless it is intended to supersede that policy at the time the new policy is made.

No policy shall be proposed, or made, that will conflict with a written law or convey a function, power or duty that is a responsibility of the State or Commonwealth Government in the absence of a Memorandum of Understanding or other kind of formal agreement with a relevant State or Commonwealth agency.

4. Statutory compliance

Few policies are a requirement of legislation. Nevertheless policies do exist that are both required by legislation and are to be reviewed annually (for example, a purchasing and procurement policy).

Where a policy is legislated and is required to be reviewed annually, the City will comply with this requirement.

The City will adopt a position of reviewing all other policies as required, or as circumstances dictate.

5. Policy Register

The policies adopted by the local government are set out in the Policy Register, maintained by the City for the purpose of management of all the policies adopted by Council. The Policy Register is available for inspection on request.



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POLICY – EM 5 – Conferring of Honours

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To recognise recipients who have made an outstanding contribution to the City of Armadale by bestowing the honours of Freeman of the City, Freedom of Entry and Keys to the City of Armadale.

Policy

The City will consider bestowing the following prestigious honours noting that the bestowing of such honours carries with it no legal rights or privileges.

Freeman of the City of Armadale

The Freeman of the City honour is to be granted to previously serving Councillors and Officers of the City and other individuals who are considered by Council to have made an outstanding, significant and meritorious contribution to the City of Armadale, Western Australia, Australia or world affairs.

Freedom of Entry to the City of Armadale

The Freedom of Entry to the City honour is to be granted to units of the Defence Forces which have a significant attachment to the City of Armadale, as determined by Council.

Key to the City of Armadale

The Key to the City honour is to be granted to individuals or groups who are considered by Council to have either:

(i) reached a high level of achievement and service in their chosen field, or

(ii) made an outstanding, significant and meritorious contribution to the City of Armadale, Western Australia, Australia or world affairs.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	24 June 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 19 November 2007 (S97/11/07) 24 June 2013 (CS58/6/13 24 June 2019 (CS50/6/19)	17 July 2006 (CS73/7/06) 27 April 2010 (CS36/4/10) 22 August 2016 (CS61/8/16)

MANAGEMENT PRACTICE – EM 5 – Conferring of Honours

Relevant Delegation
N/A

A confidential supporting statement/report is to be presented with any applications/nominations to Council via firstly the Mayor or Chief Executive Officer.

To preserve the integrity of the process in awarding such prestigious honours, the related application, consideration and determination processes will at all times up until a final decision is made by Council, be conducted in a confidential manner meaning that when such matters are raised at committee or council meetings, that part of the committee/council meeting shall be closed to the public. Generally the initial consideration given by Council will be to determine whether the nomination made is to be progressed for research and if that consideration is in the affirmative, then within the next three months the research shall be conducted and a subsequent report prepared for Council's consideration and determination.

The nominee's acceptance of the honour is to be confirmed prior to its public announcement.

Last Reviewed	29 May 2019
Authority	MANEX

POLICY – EM 11 – Promotional Presentation Gifts – Sale of

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To assist in promoting, enhancing and maintaining the City's image, opportunities and potential both within and outside of the local community, by satisfying genuine and reasonable demand for Council's unique promotional products.

Policy

The City will allow the limited sale of promotional presentation gift products produced specifically for it, to the general public.
Such sales shall be in accordance with prevailing Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Council Members	
Last Reviewed	26 June 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	26 April 2005 28 March 2011 (CS26/43/11) 26 June 2017 (CS41/6/17)	28 April 2008 (CS37/4/08) 24 March 2014 (CS22/3/14)

MANAGEMENT PRACTICE – EM 11 – Promotional Presentation Gifts – Sale of

Relevant Delegation
N/A

1. Presentation gifts are available for use by Elected Members and Senior Officers to assist in the promotion of the City. They will normally be reserved for presentation to dignitaries from both the public and private sectors to facilitate achievement of the promotional objective.
2. At the discretion of the Mayor, a presentation gift (one only) may also be provided at no cost to an Elected Member, an Elected Member's spouse and / or to local volunteers in recognition of a valuable contribution to the community.
3. Any individual, who, after having received a gift, wishes to obtain another, may do so by purchasing the additional item/s. Similarly, any member of the community not eligible to receive a formal presentation gift may also choose to purchase an item.
4. All requests to purchase an item must be made through an Elected Member or Senior Officer who will pass the request to the Mayor's Personal Assistant. Subject to satisfactory availability, the Personal Assistant to arrange to deliver the item to the purchaser together with a Tax Invoice requiring payment in full within 14 days.
5. The sale price of each item will be an approximation of the cost to the City of acquiring the product plus 10% to cover administration and CPI plus GST, to be re-evaluated annually.

Last Reviewed	25/5/2017
Authority	Chief Executive Officer

POLICY – EM 12 – Orderly Conduct At Meetings

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To foster effective Council decision making via the orderly conduct of Council Meetings, Committee Meetings and Meetings of Electors.

Policy

While Council encourages broad public consultation and community input to elected members and officers alike, Council's decision-making process via its Council Meetings, Committee Meetings and Meetings of Electors shall not be impaired by the disruptive behaviour of members of the public attending such meetings. To this end and an aid and guide to Presiding Members of Council held meetings, a Management Practice has been developed to guide and assist Presiding Members in coping with instances of disruptive behaviour by the public.

Related Local Law	Standing Orders Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	28 May 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	18 April 2006 (CS36/4/06) 28 May 2012 (CS40/5/12) 28 May 2018 (CS43/5/18)	28 April 2009 (CS43/4/09) 21 December 2015 (CS101/12/15)

MANAGEMENT PRACTICE – EM 12 – Orderly Conduct at Meetings

Relevant Delegation
N/A

This Management Practice has been developed to assist Presiding Members cope with instances of disruptive behaviour by the public at Council held meetings.

Rationale

The Local Government Act promotes participation of the community in Council held meetings through public question time and observation of the decision-making process which should be conducted in an open and transparent manner. It is important that meetings of Council be conducted in an atmosphere of inclusiveness and openness to foster productive relationships with the community. The general conduct of meetings of Council, particularly during public question time, depends upon mutual respect and good faith between Councillors and the public.

There can be instances at council held meetings where a member of the public fails to show respect or consideration for the presiding member, councillors, council staff and other members of the public. Such disruptive behaviour makes the conduct of the meeting more difficult and stressful, reducing the efficiency and effectiveness of meetings. Disruptive behaviour also denies other members of the public the opportunity to participate and observe council proceedings.

Suggested Strategies for Coping with Disruptive Behaviour

Most interjections whether from an individual or a group will be of limited duration. In such instances the dignity of the meeting can often be retained by the Presiding Member simply ignoring the interjection(s) and moving onto the next item of business. If the interjections continue it may be appropriate for the Presiding Member to ask the offending person(s) to cease.

If the disruptive behaviour continues then it may be appropriate for the Presiding Member to adjourn the meeting for a specific time during which time, the CEO or Senior Officer may be requested by the Presiding Member to speak with the offending person(s) about behaving more appropriately. It is important during such times that the Presiding Member and other Councillors not interact with the offending persons. Upon resuming the meeting, the Presiding Member may issue a cautionary advice to the effect that any further disruptive behaviour will be cause for firmer action to be taken. Should the disruptive behaviour nevertheless continue, the Presiding Member might then further adjourn the meeting during which time the Presiding Member may request the CEO or Senior Officer to again speak to the offending parties advising them that unless the disruptive behaviour stops, they will be required to leave the premises and that failing to heed this final request, will lead to the Police being called to remove them from the premises ***(NB: The CEO, or his delegate must take this action for whilst the Presiding Member is in charge of the meeting, it is the CEO who, under section 5.41(d) of the Act, has control or management of council's premises, including the meeting forum).***

Examples of disruptive and inappropriate behaviour may include:

- constant interjection, particularly when the presiding member or councillors are speaking;
- members of the public calling for points of order;

- booing councillors;
- contemptuous laughter or derisive comments at decisions or during debate;
- refusal to give up the floor to allow other members of the public to ask questions or demanding to ask questions before others in contradiction of an order by the presiding member;
- refusal to accede to a presiding member's instructions, particularly when asked to desist from disruptive behaviour;
- use of abusive and/or inflammatory language when addressing council with a question;
- unnecessarily repetitive questioning; and
- aggressive/threatening behaviour towards either councillors, council staff or other members of the public.

NOTE:

- A person who, without lawful excuse, trespasses on a place is guilty of an offence and is liable to imprisonment for 12 months and a fine of $12,000;

Prevention of Disturbance *(Clause 8.6 of the City's Standing Orders Local Law, namely:)*

1. *Any member of the public addressing the Council or a committee is to extend due courtesy and respect to the Council or committee and the processes under which they operate and must take direction from the person presiding whenever called upon to do so.*

   Penalty $1,000

2. *No person observing a meeting, is to create a disturbance at a meeting, by interrupting or interfering with the proceedings, whether by expressing approval or dissent, by conversing or by any other means.*

   Penalty $1,000

3. *A person must ensure that his or her mobile telephone or audible pager is not switched on or used during any meeting of the Council or a committee.*
4. *A person shall not behave in a manner that is contrary to section 75 of the Criminal Code.*

POLICY – EM 15 - Councillor Referrals to Standing Committees

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure that appropriate protocols are maintained when Councillors refer matters to standing committees.

Policy

All matters referred to standing committees by Councillors shall be included as a brief summary in the appropriate Committee agenda and that any additional information is to be conveyed to all Councillors and the CEO under separate cover prior to the meeting.

The procedure for referring matters to standing committees shall be in accordance with current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	24 June 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	26 March 2012 (CS24/3/12) 22 August 2016 (CS61/8/16)	24 June 2013 (CS58/6/13) 24 June 2019 (CS50/6/19)

MANAGEMENT PRACTICE – EM 15 - Councillor Referrals to Standing Committees

Relevant Delegation
N/A

1. Following a referral by a Councillor to Committee a brief outline/comment on the referral item is to be provided to the CEO in the required format.
2. A summation of the proposal will then be included on the relevant Committee agenda.
3. As this is not a full report to Committee, it is not anticipated that a recommendation other than "that a report be prepared" will follow. Normally, no officer comment/report will be required at this initial stage.
4. Where the Councillors presentation or brief demands advice from officers, at the time, (normally a correction of fact), this will need to be included.
5. In the event that a Councillor has any additional information to provide besides the brief summary in the public agenda, that this information be communicated by the Councillor via a memo under separate cover to all Councillors and the CEO.
6. There will be instances where an officer's report is already "in the pipeline" and, in the interests of expediency, a Councillors' Item will be picked up in the process, enabling a quick recommendation to Council.
7. In the event of the Councillor who has made the referral not being able to attend the Committee meeting, then the deputy or an alternative Councillor as nominated by the referring Councillor may speak to the item.
8. If however, the referring Councillor is not in attendance at the Committee meeting and there is no alternative spokesperson to respond to queries then Committee may determine whether the matter should lapse or be recommitted to a subsequent meeting.
9. Should a Councillor wish to withdraw a referral matter or have that matter dealt with administratively after it has been raised at Council, the Councillor is to advise the relevant Executive Director, in writing. The Executive Director will then accordingly bring this to the notice of the appropriate Committee via the list of Councillor Items in the Information Bulletin.

Last Reviewed	29 May 2019
Authority	MANEX

POLICY – EM 18 – Electronic Council and Committee Meetings

Related Management Practice

No

Relevant Delegation

N/A

1. Rationale

To ensure that the Council can continue to hold meetings and make decisions in the best interests of the community where a public health emergency or state of emergency exists.

2. Policy

Where –

(a) a public health emergency or a state of emergency exists; or

(b) where a direction is issued under the *Public Health Act 2016* or the *Emergency Management Act 2005* that prevents a meeting from being held in person;

the Mayor or Council may authorize the meeting to be held electronically.

This policy shall read in conjunction with Policy EM 6 – Public Question Time and will take precedence where there is any inconsistency.

2.1 Means for conducting a meeting electronically

The means by which the meeting is to be held electronically shall be by video conference or other instantaneous communication determined by the Mayor or Council.

2.2 Meetings open to the public

To ensure compliance with section 5.23(1) of the *Local Government Act 1995* unconfirmed minutes of the meeting shall be made available to the public for inspection via the City's website within 10 business days of a Council meeting and 5 days of a Committee meeting.

2.3 Public Question Time

Where a meeting is open to the public and is conducted electronically:

- all questions shall be submitted electronically no later than 3:00pm on the date of the meeting; and
- the Council or Committee must determine at the meeting –
  - (i) to respond to the question submitted by the member of the public at the meeting in accordance with the procedure determined by the Council or Committee; or
  - (ii) that, given the public health emergency, state of emergency or direction issued under the *Public Health Act 2016* or the *Emergency Management Act 2005*, it is not appropriate to respond to the question at the meeting.

2.4 Agendas, Notice Papers, reports or other documents

If a Council or a Committee holds an electronic meeting, a notice paper, agenda, report or other document may be —

(a) tabled at the meeting, or produced by the local government or a Committee for presentation at the meeting, in any manner determined by the Council or Committee, including by electronic means; and

(b) made available to members of the Council or Committee, or for inspection by members of the public, in any manner determined by the Council or Committee, including by electronic means.

2.5 Deputations

Requests for deputations to attend Council or Committee meetings must be lodged electronically no later than one day before the meeting.

Related Delegation	
Related Local Law	
Related Policies	
Related Legislation	Section 5.5 Local Government Act 1995 – Convening Council Meetings Section 1.7 Local Government Act – Local Public Notice Regulations 3, 6, 7, 12, 14C, 14D, 14E Local Government (Administration) Regulations 1996 City of Armadale Standing Orders Local Law.
Related Budget Schedule	
Related Corporate Business Plan Strategies	
Last Reviewed	April 2020
Next Review Date	March 2023
Authority Council Meeting of:	SCM CEO's Report Item 1.1 – 6 April 2020

POLICY – ADM 1 – Staff Resignation Gifts

Related Management Practice
No
Relevant Delegation
N/A

Rationale

To recognise the contribution made by long serving employees to the organization.

Policy

The Chief Executive Officer may approve presentation of a Council gift, to a value of $15 for each year of service to a maximum of $300, for staff terminating their employment with the City after at least 7 years' service.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	M1	
Last Reviewed	25 January 2016	
Next Review Date	March 2019	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 23 July 2012 (CS64/7/12)	19 April 2004 (CS14/4/04) 25 January 2016 (CS5/1/16)

POLICY – ADM 6 – Recognition of Achievement in the Community

Related Management Practice
Yes
Relevant Delegation
N/A

Rationale

To recognise the contribution made to the community by individuals and organizations.

Policy

The City will support a system of awards for people and/or organizations who have made an outstanding contribution to its community. The awards may recognise citizenship, a high achievement or a contribution to the environment.
Selection of the recipients of this award will be in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	22 August 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 27 April 2010 (CS36/4/10) 22 August 2016 (CS61/8/16)	17 July 2006 (CS73/7/063 24 June 2013 (CS58/6/13) 24 June 2019 (CS50/6/19)

MANAGEMENT PRACTICE – ADM 6- Recognition of Achievement in the Community

Relevant Delegation
N/A

The following categories shall be considered for awards:

- Community Citizen of the Year
- Community Citizen of the Year (Youth);
- Community Citizen of the Year (Senior);
- Community Citizen of the Year (Group or Event);
- City of Armadale Environmental Contribution of the Year Award;
- City of Armadale High Achiever Award.

Selection for awards shall be in accordance with the following guidelines:

Community Citizen of the Year Awards

1. Nominees should reside or work principally within the local authority making the award.
2. Awards may be granted posthumously in recognition of recent achievements.
3. Groups of people or couples will not normally be eligible except when meeting the criteria for a community group.
4. A person may receive an award on more than one occasion in recognition of their particularly outstanding community contribution or involvement in an alternative initiative.
5. Unsuccessful nominees may be nominated in future years.
6. Nominations must be apolitical in their nature and should not in any way bring the awards program or local government area into disrepute.
7. Sitting members of State, Federal and Local Government are not eligible.
8. Nominees shall have shown:
    - A significant contribution to the local community;
    - Demonstrated leadership on a community issue resulting in the enhancement of community life;
    - A significant initiative which has brought about positive change and added value to community life;
    - Inspiring qualities as a role model for the community.

City Of Armadale Environmental Contribution Of The Year Award

Nominees shall be individuals or groups who portray outstanding and tireless work in the community on environmental matters.

High Achiever Awards

1. Achievement to be interpreted for the purposes of this procedure to include, but not restricted to, persons or clubs/organizations who have achieved a high performance in academic, artistic or sporting pursuits.

2. An Award may be presented to:

   (a) An individual who normally resides within the City boundaries;

   (b) An individual who is a member of a successful team, which is based within the City boundaries whether or not that individual normally resided in the district.

   (c) An individual who normally resides within the City boundaries but is part of a successful team, which is not based within the district.

   (d) Clubs/organizations who are based within the City boundaries.

3. In granting High Achievers Award Council will have regard to the value of such achievement in terms of, image it has brought upon the City but does not in any way rule out high achievement in a pursuit, which has a low public profile, nor has any formal recognitive process.

4. Council recognition for individuals will only be granted when the nominee/s has been initially recognised at a minimum of State level, either formally or informally, at the discretion of Council.

5. Council recognition of clubs/organizations will be at the discretion of Council.

6. A Councillor can only nominate persons or clubs/organizations for an Award at an Ordinary meeting. The Councillor must, at the meeting, present full details and reasons for any nomination.

7. Prior to making a nomination at an Ordinary Council meeting, the Councillor proposing such recognition shall raise this matter with the Community Services Committee to ensure that it complies with the policy. Any recommendation will then be placed before Council through the Chief Executive Officer's Report. If the matter is to be debated then Council will decide the matter behind closed doors.

8. The manner of presenting Awards of Achievement for individuals will be as follows:-

   State level rolled and tied with ribbon and presented by Mayor and nominating Councillor at an association/club function or in the case of an individual, at an Ordinary meeting of Council.

   International and National framed Award presented Level by the Mayor and nominating Councillor at an Ordinary meeting of Council, or such other function of Council, as determined.

   The manner of presenting Awards of Achievement for clubs/organizations shall be determined by Council.

9. In all cases, the decision of Council is final and no justification with persons outside the organization will be entered into.

10. A register of recipients and their achievements to be kept for historical purposes.

Last Reviewed	19 May 2019
Authority	MANEX

POLICY –ADM 9 – Vehicle Use

Related Management Practice

Yes

Relevant Delegation

Rationale

To achieve higher levels of productivity, more flexible work practices and to remain competitive in the employment market by offering varying levels of vehicle usage to new and existing key personnel.

Policy

The City may provide specified staff with a council vehicle for either commuting or private use on the basis of work requirement or as part of a salary package.

The provision and use of such vehicles shall be in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Various Schedules	
Last Reviewed	25 January 2016	
Next Review Date	March 2019	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 25 January 2016 (CS5/1/16)	23 July 2012 (CS64/7/12)

MANAGEMENT PRACTICE – ADM 9 – Vehicle Use

Relevant Delegation
N/A

Category	Vehicle	Driver	Use permitted whilst on AL & LSL	Comments
A (i) Full Private Use	Executive – In accordance with Contract	MANEX Members • CEO • Executive Directors	AL: Yes LSL: Yes	The vehicle will wherever possible be made available at the discretion of the Executive Director, during business hours for use by other staff. Members of the employees immediate family are permitted to drive the vehicle within the guidelines provided by the CEO and provided they have a current drivers licence. Use of the vehicle is restricted to the State of Western Australia unless otherwise approved by the CEO. Fuel Card provided.
A (ii) Full Private Use	6-Cylinder (as negotiated as part of remuneration package)	Executive Managers Level 11 positions (negotiated as part of remuneration package) • Executive Manager Corporate Services • Executive Manager Planning Services • Executive Manager Technical Services • Executive Manager Community Services • Director City Projects	AL: Yes LSL: Yes	The vehicle must generally be made available, during business hours, for use by other staff members who require a vehicle to carry out their normal duties. The employees' partner is permitted to drive the vehicle within the guidelines provided by the CEO and provided they have a current drivers licence. Extensive travel to be approved by the CEO. Extensive travel is set at 400 km from the City of Armadale. Fuel Card provided but not to be used for extensive travel.

B Commuting use with option to negotiate restricted private use.	As per operational requirements	Operational Managers and other nominated positions • Manager Financial Services • Manager Parks • Manager Engineering & Design • Manager Economic Development • Manager Property Services • Manager Community Development • Manager Leisure Services • Manager Tourism • Manager Environmental Services • Manager Works • Manager Health Services • Manager Statutory Planning • Manager Strategic Planning • Manager Governance & Administration • Manager Waste Services • Manager ICT • Manager Community Infrastructure Planning • Manager Asset Management • Manager Communications • Manager Human Resources • Manager Subdivisions • Senior Subdivision Engineer* • Manager Building Services* • Manager Libraries & Heritage Services* • Manager Ranger & Emergency Services *	AL: Subject to operational requirements LSL: No.	The vehicle must, at all times, be made available, during business hours, for use by other staff members who require a vehicle to carry out their normal duties. The employee's partner is permitted to drive the vehicle in the presence of the employee and provided they have a current drivers licence. Where an officer agrees to purchase private use an agreed amount will be deducted from the officer's salary. This amount is subject to review at the end of each financial year or at any other time, at the discretion of the organisation. Purchased private use price set for this category is $10 per week. Deduction for private use shall be after tax. An officer may choose to retain commuter use only and not pay for purchased private use. No Fuel Card provided. If a Fuel Card has been provided for operational purposes it should not to be used for extensive travel. Extensive travel to be approved by the CEO. Extensive travel is set at 200km from the City of Armadale City Logo to be retained on vehicle.

* special (extra benefit) arrangements have been made for current incumbent holding position

Category	Vehicle	Driver	Use permitted whilst on AL & LSL	Comments
C Commuting use with option to negotiate restricted private use	As per operational requirements	Nominated positions • Coordinator Asset Management • Coordinator Building Services • Coordinator Building Services • Coordinator Engineering Design • Coordinator Health Services • Coordinator Parks • Coordinator Property Services • Coordinator Statutory Planning • Coordinator Strategic Planning • Coordinator Waste • Design Engineer • Indigenous Development Coordinator • Landscape Architect • Operations Engineer (Tech Services) • Project Coordinator (Planning) • Project Engineer • Senior Building Surveyor • Senior Building Surveyor • Senior Drainage Engineer • Senior Environmental Health Officer • Senior Project Management Officer • Senior Technical Officer Parks • Special Projects Officer (POS) • Subdivision Engineer • Subdivision Engineer • Subdivision Engineer • Subdivision Engineer • Subdivision Engineer • AGLG Community Landcare Coordinator* • Community Landcare Officer*	AL: No LSL: No The vehicle will not be available for the employee's use whilst on leave, leave without pay or sick leave of more than three (3) days duration.	The vehicle must, at all times, be available during business hours for use by other staff members who require a vehicle to carry out their normal duties. The employee's partner is permitted to drive the vehicle in the presence of the employee and provided they have a current drivers licence. Where an officer agrees to purchase private use an agreed amount will be deducted from the officer's salary. This amount is subject to review at the end of each financial year or at any other time, at the discretion of the organisation. Purchased private use price set for this category is $20 per week for sedans and dual cab utilities and $15 per week for single cab utilities. Deduction for private use shall be after tax. Vehicles will not be available for Annual Leave. An officer may choose to retain commuter use only and not pay for purchased private use. No Fuel Card provided. Extensive travel to be approved by the CEO. Extensive travel is set at 100 km from the City of Armadale. City Logo to be retained on vehicle at all times.

* special (extra benefit) arrangements have been made for current incumbent holding position

Category	Vehicle	Driver	Use permitted whilst on AL & LSL	Comments
D^ Commuting Use with option to purchase restricted private use	As per operational requirements	Positions which nature of the duties require frequent use of a vehicle • Supervisor Property Services^ • Supervisor Property Services ^ • Supervisors Parks ^ • Supervisors Parks ^ • Supervisors Parks ^ • Supervisors Parks ^ • Supervisors Civil Works^ • Supervisors Civil Works^ • Sr Liaison & Compliance Officer^ • Supervisor Waste^ • Team leader Mechanical Services^	AL: No LSL: No The vehicle will not be available for the employee's use whilst on leave, leave without pay or sick leave of more than three (3) days duration.	Vehicle is for business use only. Where the officer, together with their partner is required to attend a social occasion on behalf of Council the officer's partner is permitted to drive the vehicle if in the company of the officer and provided they have a current drivers licence. No Fuel Card provided- City Logo to be retained on vehicle at all times. Use of the vehicle is restricted to a radius of 100km from the City of Armadale. Extended travel must be authorised by the CEO. ^Where an officer is offered and agrees to purchase private use an amount will be deducted from the officer's salary. This amount is subject to review at the end of each financial year or at any other time, at the discretion of the organisation. Purchased private use price set for this category is $30 per week. Deduction for private use shall be after tax.

Category	Vehicle	Driver	Use permitted whilst on AL & LSL	Comments
D Commuting Use Only	As per operational requirements	Positions which nature of the duties require frequent use of a vehicle • Senior Ranger • Rangers • Rangers • Rangers • Rangers • Rangers • Rangers • Risk Management Coordinator • Senior Statutory Planning Officers • Assistant Supervisor Property Services • Assistant Supervisor Property Services • Irrigation Fitters • Irrigation Fitters • Irrigation Fitters	AL: No LSL: No The vehicle will not be available for the employee's use whilst on leave, leave without pay or sick leave of more than three (3) days duration	Vehicle is for business use only. Where the officer, together with their partner is required to attend a social occasion on behalf of Council the officer's partner is permitted to drive the vehicle if in the company of the officer and provided they have a current drivers licence. No Fuel Card - exception Rangers (operational requirements) City Logo to be retained on vehicle at all times.

Last Reviewed	Adopted June 2004 Revised October 2007 Revised June 2012 Revised July 2013	Revised July 2006 Revised August 2008 Revised May 2013 Revised September 2015
Authority	Chief Executive Officer	

POLICY – ADM 13 - Petitions in Council Premises

Related Management Practice

No

Relevant Delegation

N/A

Rationale

It is reasonable to expect that the public would view a petition placed in any of the City's premises as having Council's support which may not be the case hence the need for Council to approve all petitions prior to their placement in any of the City's premises.

Policy

Petitions or other materials soliciting support will not be placed in premises under the care, control or management of the City without the prior permission of the CEO.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	28 May 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 28 April 2009 (CS43/4/09) 21 December 2015 (CS101/12/15)	17 July 2006 (CS73/7/06) 28 May 2012 (CS40/5/12) 28 May 2018 (CS43/5/18)

POLICY – ADM 17 - Legal Representation

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To facilitate full, frank and impartial decision-making and actions by relevant persons (meaning current and former serving councillors, non-elected members of Council Committees and employees) in the performance of their roles and responsibilities in pursuit of good government of persons in the City

Policy

The City will fund or partly fund the cost of providing legal representation for relevant persons in circumstances as described in the related Management Practice.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	26 June 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	21 May 2007 (CS40/5/07) 24 March 2014 (CS22/3/14)	28 March 2011 (CS26/43/11) 26 June 2017 (CS41/6/17)

MANAGEMENT PRACTICE – ADM 17 - Legal Representation for Councillors and Employees

N/A

The City of Armadale may provide financial assistance to relevant persons in connection with the performance of their functions provided that the relevant person has acted in good faith and in accordance with their role(s), power(s) and responsibility(s).

In each case it will be necessary to determine whether assistance with legal costs and other liabilities is justified for the good government of the City.

1. Key Terms

In this management practice, unless the contrary intention appears:

"approved lawyer" means –

(a) a 'certified practitioner' under the *Legal Practices Act 2003;* or

(b) a law firm on the City's panel of legal service providers, unless the Council considers that this is not appropriate – for example where there is or may be a conflict of interest or insufficient expertise,

approved in writing by the Council or the CEO under delegated authority.

"City" means the City of Armadale.

"legal proceedings" may be civil, criminal or investigative.

"legal representation'' is the provision of legal services, to or on behalf of a relevant person, by an approved lawyer that is in respect of a matter or matters arising from the performance of the functions of the relevant person; and legal proceedings involving the relevant person that have been, or may be, commenced.

"legal representation costs" are the costs, including fees and disbursements, properly incurred in providing legal representation.

"legal services" includes advice, representation or documentation that is provided by an approved lawyer.

"payment" by the City of legal representation costs may be either by –

(a) a direct payment to the approved lawyer (or relevant firm); or

(b) a reimbursement to the relevant person.

"relevant person" means a current or former councillor, non-elected members of a committee or employee.

2. Payment Criteria

There are three (3) major criteria for determining whether the City will pay the legal representation costs of a relevant person. These are –

(a) the legal representation costs must relate to a matter that arises from the performance, by the relevant person, of his or her functions;

(b) in performing his or her functions, to which the legal representation relates, the relevant person must have acted in good faith, and must not have acted unlawfully or in any way that constitutes improper conduct; and

(c) the legal representation costs must not relate to a matter that is of a personal or private nature.

3. Examples Of Legal Representation Costs That May Be Approved

3.1 If the criteria in clause 2 are satisfied, the City may approve the payment of legal representation costs –

(a) where proceedings are brought against a relevant person in connection with his or her functions – for example, an action for defamation or negligence arising out of a decision made or action taken by the relevant person;

(b) to enable proceedings to be commenced and/or maintained by a relevant person to permit him or her to carry out his or her functions – for example where a relevant person seeks to take action to obtain a restraining order against a person using threatening behaviour to the relevant person; or

(c) where exceptional circumstances are involved – for example, where a person or organisation is lessening the confidence of the community in the Council by publicly making adverse personal comments about a relevant person.

3.2 Subject to clause 3.1, the City will not approve, other than in exceptional circumstances, the payment of legal representation costs in respect of legal proceedings instituted by a relevant person, such as a defamation action or negligence action.

4. Application For Payment

4.1 A relevant person who seeks assistance under this policy is to make written application to the Council.

4.2 The written application for payment of legal representation costs is to give details of –

(a) the matter for which legal representation is sought;

(b) how that matter relates to the functions of the relevant person making the application;

(c) the lawyer (or law firm) who is to be asked to provide the legal representation;

(d) the nature of legal representation to be sought (such as advice, representation in court, preparation of a document etc);

(e) an estimated cost of the legal representation; and

(f) why it is in the interests of the City for payment to be made.

4.3 The application is to contain a declaration by the applicant that he or she has acted in good faith and has not acted unlawfully or in a way that constitutes improper conduct in relation to the matter to which the application relates.

4.4 As far as practicable the application is to be made before commencement of the legal representation to which the application relates.

4.5 The application is to be accompanied by a signed written statement by the applicant that he or she –

(a) has read and understands the terms of this Management Practice;

(b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions of clause 8 and any other conditions to which the approval is subject; and

(c) undertakes to repay to the City any legal representation costs in accordance with the provisions of clause 8.

4.6 An application is also to be accompanied by a report prepared by the CEO or, where the CEO is the applicant, by the Executive Director Corporate Services.

5. Legal Representation Costs – Limit

5.1 Unless otherwise determined by the Council, payment of legal representation costs in respect of a particular application is not to exceed $12,000. A relevant person may make a further application to the Council in respect of the same matter.

5.2 As far as practicable, approved payments for legal representation of relevant persons will be made by the City directly to the approved lawyer.

6. Council's Powers

6.1 The Council may –

(a) refuse;

(b) grant; or

(c) grant subject to conditions, including a financial limit,

an application for payment of legal representation costs.

6.2 In assessing an application, the Council may have regard to any insurance benefits that may be available to the applicant under the City's Management Liability insurance policy (or their equivalent).

6.3 The Council may at any time revoke or vary an approval, or any conditions of approval, for the payment of legal representation costs.

6.4 The Council may, subject to clause 6.5, determine that a relevant person whose application for legal representation costs has been approved has, in respect of the matter for which legal representation costs were approved –

(a) not acted in good faith, or has acted unlawfully or in a way that constitutes improper conduct; or

(b) given false or misleading information in respect of the application.

6.5 A determination under clause 6.4 may be made by the Council only on the basis of, and consistent with, the findings of a court, tribunal or inquiry.

6.6 Where the Council makes a determination under clause 6.4, the legal representation costs paid by the City are to be repaid by the relevant person in accordance with clause 8.

7. Chief Executive Officer's Powers And Duties

7.1 In cases where a delay in the approval of an application would be detrimental to the legal rights of the applicant, the CEO may authorise financial assistance for legal representation costs in accordance with delegated authority.

7.2 Where the CEO is the applicant, the Executive Director Corporate Services may authorise financial assistance for legal representation costs in accordance with delegated authority.

7.3 An application approved by the CEO under clause 7.1, or by the Executive Director Corporate Services under clause 7.2, is to be submitted to the next meeting of the Council which may exercise any of its powers under this policy, including its powers under clause 6.3.

8. Repayment Of Legal Representation Costs

8.1 A relevant person whose legal representation costs have been paid by the City is to repay the City –

(a) all or part of those costs – in accordance with a determination by the Council under clause 6.4;or

(b) as much of those costs as are available to be paid by way of set-off – where the relevant person receives monies paid for costs, damages or settlement, in respect of the matter for which the City paid all or part of the legal representation costs.

8.2 The City may take action in a court of competent jurisdiction to recover any monies due it under this Management Practice.

Last Reviewed	25/5/2017
Authority	Chief Executive Officer

POLICY – ADM 18 – Common Seal

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To provide greater clarity, consistency and efficiency as to the proper and authorized use of the City's Common Seal.

Policy

The Chief Executive Officer may by general authority of Council, affix the City's Common Seal to the documents as listed from time to time, in the schedule as attached to this Policy.
A list of the documents to which the City's Common Seal has been affixed by general authority of Council in accordance with this Policy, shall be reported monthly to Council for information purposes.

Related Local Law	Standing Orders Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	26 November 2018	
Next Review Date	March 2020	
Authority Council Meeting of:	19 May 2008 (CS57/5/08) 24 March 2014 (CS22/3/14) 26 November 2018 (CS88/11/18)	28 March 2011 (CS/43/11) 26 June 2017 (CS41/6/17)

SCHEDULE – ADM 18 – Common Seal

Documents to Which the Common Seal May be Affixed under General Authority of Council

1. Restrictive Covenants – under s.129BA of the *Transfer of Land Act 1893* and any discharge or modifications of covenants;
2. Lodgement, modification and withdrawal of Caveats commenced prior to 25 November 2018;
3. Lodgement, modification and withdrawal of Memorials;
4. Leases where Council has previously resolved to enter into including renewals, extensions or modifications of leases;
5. Deeds of Agreement, Development Contribution Deeds and Deeds of Release;
6. Licences;
7. Covenants and any discharge or modification of covenants;
8. Easements and the surrender or modification of easements;
9. Notifications on title and withdrawal or modification of notifications;
10. Rights of Carriageway agreements and withdrawal or modification of Rights of Carriageway agreements;
11. Reciprocal Access agreements and withdrawal or modification of Reciprocal Access agreements;
12. Management Statements and withdrawal or modification of Management Statements;
13. General Legal and Service Agreements;
14. Transfer of land documents where Council has previously resolved to either purchase or dispose of land or land is being transferred to the City for a public purpose commenced prior to 25 November 2018;
15. Debenture documents for loans which Council has resolved to raise;
16. New Funding or Contracts of Agreement between the Council and State or Commonwealth Governments or Private Organisations for programs to which Council has previously adopted, or additions to existing programs, which in the view of the Chief Executive Officer are in accordance with the original intent of the adopted program;
17. Town Planning Scheme Amendments;
18. Any other documents stating that the Common Seal of the City of Armadale is to be affixed or arising from conditions of subdivision, survey strata, strata title or development approvals or provisions of a Structure Plan or Detailed Area Plan.

MANAGEMENT PRACTICE – ADM 18 – Common Seal

Relevant Delegation
N/A

This Management Practice has been developed to assist staff in the submission of documents that require the common seal affixed to them to ensure that a consistent approach is made throughout the organisation.

1. Unless otherwise required under legislation, all documents that require the common seal must incorporate either of the following sealing clauses:

   (i) **Sealing of documents outside of Policy ADM 18**

   The common seal of the City of Armadale was hereunto affixed by authority of a resolution of Council in the presence of;

   _____ _____

   Mayor **Chief Executive Officer**

   (ii) **Sealing of documents in accordance with Policy ADM 18**

   The common seal of the City of Armadale was hereunto affixed by general authority of Council in the presence of;

   _____ _____

   Mayor **Chief Executive Officer**

2. Any document requiring the common seal affixed must be signed by both the Mayor and CEO as required under s9.49A(3) of the *Local Government Act 1995.*

3. All documents that require the common seal affixed must be accompanied by a "Request to Sign Documents" form.

4. Complete the relevant sections of the "Request to Sign Documents" form by:

   (a) inserting who is to sign the document;

   (b) inserting the subject matter;

   (c) include a file reference;

   (d) provide a brief description of the subject matter;

   (e) advise the Council resolution number if applicable;

   (f) the requesting officer is to sign where indicated; and

   (g) the relevant manager/director to sign where indicated.

5. Affix “sign here’ and/or “initial here” stickers on all copies of the document where a signature and/or initial is required.

   If the document includes a plan that needs to be initialled affix an “initial here” sticker at a clear space near the bottom margin.

6. Attach a copy of the Council resolution (if applicable) to the “Request to Sign Document” form along with any other relevant document(s).

7. Forward completed Request to Sign form to CEO’s office.

8. Once the documents have been signed and had the common seal affixed, the date is to be entered onto the “Request to Sign Document” form and then forwarded to Governance & Admin for recording in the Common Seal Register.

9. Once recorded in the register Governance & Administration is to then forward all documents to Records for scanning into the City’s electronic records management system.

10. Once scanned, Records then return documents to the initiating officer.

11. On a monthly basis Governance & Administration is to report to Council via the Information Bulletin on those documents that have had the Common Seal attached.

12. Once the documents have been fully executed by all parties the original documents must be returned to Governance & Admin, as custodian of all legal documents, for retention.

Last Reviewed	
Authority	

POLICY – ADM 21 - Authority to Sign Documents

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To provide greater clarity, consistency and efficiency as to the proper and authorised signing of documents in the course of the City's day-to-day business affairs.

Section 9.49A of the *Local Government Act 1995* refers, i.e. *9.49A. Execution of documents states in part:*

(1) A document is duly executed by a local government if —

(b) it is signed on behalf of the local government by a person or persons authorised under subsection (4) to do so.

(4) A local government may, by resolution, authorise the chief executive officer, another employee or an agent of the local government to sign documents on behalf of the local government, either generally or subject to conditions or restrictions specified in the authorisation Policy

Policy

- The Chief Executive Officer has authority to sign all documents on behalf of the City of Armadale other than documents requiring the City's Common Seal – refer to Council Policy ADM 18.
- The Executive Directors have authority to sign documents on behalf of the City of Armadale that are within the scope of their position descriptions, but this authority does not extend to the following document types :-

  a. Documents requiring the City's common seal

  b. Employment contract offers, employment terminations and employee salary reclassifications;

  c. Contracts arising from tendering decisions made by Council;

  d. Correspondence to state and federal members of parliament;

  e. Funding/grant applications and agreements where the dollar value of the application or agreement is greater than $100,000;

  f. Prosecutions through the courts unless specifically authorised by Council.

3. Subject to Management Practice ADM 21, all legal firms and conveyancers acting on behalf of the City have authority to sign all documents that require electronic lodgement at Landgate for the duration of their contract with the City.

4. All Executive Managers and Managers have authority to sign documents on behalf of the City of Armadale that are within the scope of their position descriptions or that has been extended through:

   - A council decision;
   - An Authorised Officer/Person appointment;

- Delegated Authority; or
- Policy or procedure.

but limited to their approval limits contained within the Purchasing and Invoicing Authorisation Matrix and the limitations imposed in dot point 2 above.

This Policy is to read in conjunction with Policy ADM 18 – Common Seal.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	24 June 2019	
Next Review Date	March 2021	
Authority Council Meeting of:	22 February 2013 (CS17/2/13) 26 November 2018 (CS88/11/18)	26 June 2017 (CS41/6/17) 24 June 2019 (CS50/6/19)

MANAGEMENT PRACTICE – ADM 21 - Authority to Sign Documents

Relevant Delegation

N/A

1. This Management Practice provides guidance on the procedure to be followed when requiring documents to be signed/approved by the Chief Executive Officer or the Executive Directors, thereby ensuring the timely and proper execution of all legal documents.

2. All documents submitted for signing/approval to the CEO or Executive Directors must have a covering duly completed request to sign/approve form which can be found on the City's intranet at https://intranet.armadale.wa.gov.au/ceos-office-0

3. Request to Sign forms requiring the CEO's signature/approval, are to be approved/signed by the relevant Executive Director or Executive Manager, and Request to Sign forms requiring and executive Director's signature are to be approved/signed by the relevant Executive Manager or Manager.

4. Once the document(s) has been signed/approved, the document(s) is then:-

   (i) forwarded to Governance & Administration for recording in the relevant Registers;

   (ii) forwarded to the Records Department for recording and scanning in the City's records management system;

   (iii) returned to the Officer having initiated the Request to Sign form for the appropriate actioning including an original of the signed document(s) being forwarded to Governance & Administration for filing/retention in the legal documents file.

5. For all documents that are to be lodged electronically on the City's behalf by legal firms/conveyancers to Landgate, officers must follow points 2 and 4 above and seek CEO/Executive Director approval prior to forwarding any documents to the legal firm/conveyancer.

Last Reviewed	26/11/2018
Authority	Chief Executive Officer

POLICY – ADM 24 – Election Signs

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

The objective of this policy is to establish a framework for the controls and standards for electoral material and signs displayed during Federal, State and local government elections.

Policy

The City recognises that decisions of the High Court of Australia and the Supreme Court of Western Australia protect the display of electoral material or signs on private property that are an implied constitutional freedom of political communication.

The City will implement the controls and standards set out in the Management Practice to exercise the extent of the City's legitimate ability to control electoral material and signs and signs on private property.

The City will not permit signage (including election signs) on any facilities or land owned, managed or controlled by the City which detract from the amenity and/or pose a risk to public safety.

Related Local Law	Activities and Trading in Thoroughfares and Public Places Local Law Property Local Law	
Related Policies	N/A	
Related Budget Schedule		
Last Reviewed	15 April 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	15 April 2019 (CS29/4/19)	

MANAGEMENT PRACTICE – ADM 24 – Election Signs

Relevant Delegation
N/A

1 Definitions

'Electoral Material' is defined in section 4.87 of the *Local Government Act 1995* as any advertisement, handbill, pamphlet, notice, letter or article intended or calculated to affect the result of an election but does not include an advertisement in a newspaper announcing the holding of a meeting.'

'Large sign' means a sign that is greater than 1.8m in height

'Sign' refers to anything which presents a visual message and can attract public attention and the surface or structure on which the message is located, that is electoral material or otherwise represents implied constitutional freedom of political communication.

Election Period is the period when an election, referendum or poll is called and continues until 48 hours after the event.

2. General

Section 4.87 of the *Local Government Act 1995* requires the name and address of the person authorising the material to appear at the end of the material, together where relevant, with the name and address of the printer. Similar provisions apply in relation to State and Federal elections (See 5(b)).

3 Signs on Private Land

(a) For signs displayed on private land with the consent of the landowner or occupier, the City should intervene if the sign poses a health or safety hazard; or is defamatory or offensive.

(b) For signs displayed on private land without the consent of the landowner or occupier, if the City receives a complaint the City should refer the matter to the landowner or occupier for their action and the City should intervene if the sign poses a health or safety hazard; or is defamatory or offensive.

4 Signs on Facilities or Land Owned, Managed or Controlled by the City

(a) There is a risk that a sign on facilities or land owned, managed or controlled by the City may be interpreted as having the endorsement of the City or Council. For this reason, the City will aim to remove electoral material or signs on facilities or land owned or controlled by the City, other than thoroughfares within three business days of it being reported.

(b) Provision 4(a) will not apply to any City land or facility that is used as a polling place on the day of an election. That is, electoral material and a sign may be displayed on land or facilities owned or controlled by the City that is used as a polling place on the day of an election as approved by the relevant Returning Officer.

(c) Signs on thoroughfares that breach the Activities and Trading in Thoroughfares and Public Places Local Law will aim to be removed within three business days of the offender being issued written notice to remove such signs.

5 Other Provisions Relating to Signs

(a) Where electoral material or a sign breaches this policy; or any other relevant law; or poses a health and safety hazard; or is defamatory or offensive the City should exercise its powers to ensure compliance and/or remove the sign or electoral material as appropriate.

(b) Electoral material and signs must comply with the requirements of the *Local Government Act 1995, Electoral Act 1907* (WA) and *Electoral Act 1918* (Cwlth) including ensuring that the name and address of the person authorising the electoral material or sign, and where relevant the name of the printer appear at the foot or end of the sign or material. The City will refer any breaches of this requirement to the relevant Returning Officer.

(c) Signs shall be removed no later than 48 hours after the election period.

(d) In the interests of personal and public safety, Building Permits are required for large signs, whether erected during or outside an election period, to ensure they are structurally sound and comply with the relevant Australian Standards.

(e) The use of the City's logo or crest on an election sign is a breach of copyright and is not permitted.

(f) Some thoroughfares within the district of the City are controlled by Main Roads Western Australia (MRWA) under the *Main Roads (Control of Advertising) Regulations 1996*. MRWA should be contacted before erecting a sign on a main road or adjacent verge.

Last Reviewed	
Authority	

POLICY – FIN 2 – Severance Payments to Officers

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To meet the requirements of section 5.50 of the Local Government Act 1995.

Policy

Council will consider severance payments to employees whose employment terminates by resignation, dismissal or redundancy.

All payments shall be made in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	20 May 2010	
Next Review Date	4 March 2013	
Authority Council Meeting of:	4 March 2003 (C6/2/03)	24 May 2010 (CS51/5/10)

MANAGEMENT PRACTICE – FIN 2 - Severance Payments to Officers

Relevant Delegation

N/A

The purpose of this procedure is to set down the severance payable to terminating employees for the purpose of Section 5.50(1) of the Local Government Act.

1. Employees leaving the organization of their own volition for the purposes of retirement or career change will not be paid an ex-gratia or severance payment except as provided for in this procedure.

2. A terminating employee is entitled to severance pay and benefits in accordance with:-

   (a) Any Federal or State Award or Industrial Agreement applicable to that employee;

   (b) Any applicable provisions within the employee's contract of employment;

   (c) Any applicable award or order made by a Federal or State Industrial Tribunal arising from the circumstances of that employee being specifically brought before that tribunal, subject to any right of appeal;

   (d) Where Council so agrees, any recommendation made by a Federal or state Industrial Commissioner arising from the circumstances of that employee being specifically brought before that Commissioner.

3. Where an employee's position is made redundant then he/she shall receive a redundancy payment as per the employee's contract of employment, Award or any other agreement.

4. Nothing in these procedures prevents Council from determining that in unforeseen circumstances, terminating employees may be paid additional monies or be provided with additional benefits where justified and where it is demonstrably in the best interests of the City. If Council so determines, details of the severance pay and benefits shall be published in accordance with Section 5.50(2) of the Act.

Last Reviewed	
Authority	

POLICY – FIN 3 – Payments to Members of Committees Who Have a Disability

Related Management Practice

No

Relevant Delegation

N/A

Rationale

To facilitate the membership and participation of persons with a disability on Council established committees, by removing transport cost impediments.

Policy

Council appointed committee members with disabilities who are eligible for the Department of Transport Taxi Users Subsidy Scheme, shall be entitled to receive a reimbursement from the City of the difference between a full taxi fare and the subsidy available to them from the Department of Transport, when attending as members of Council established Committees.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	24 June 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 19 March 2007 (CS23/03/07) 24 June 2013 (CS58/6/13) 24 June 2019 (CS50/6/19)	17 July 2006 (CS73/7/06) 24 May 2010 (CS51/5/10) 22 August 2016 (CS61/8/16)

POLICY – FIN 7 – Disposal of Assets

Related Management Practice

Yes

Relevant Delegation

CORPS 11.0

Rationale

The policy aims to:

- Ensure that decisions to dispose of assets are ethical and in the best interest of the City and the community it serves;
- Ensure that disposals are performed through a systematic, transparent and accountable process;
- Ensure compliance with the *Local Government Act 1995* and the *Local Government (Functions and General) Regulations 1996*

Policy

The City is committed to operating efficient, effective and sustainable procedures for the disposal of assets and adopts a values based approach that facilitates the best possible outcome.

City assets that have reached the end of their useful life, have become obsolete or no longer provide the intended level of service, shall be disposed of in accordance with the associated Management Practice.

Related Local Law	N/A	
Related Policies	ADM 19 – Procurement of Goods and Services ENG 13 - Asset Management Vision	
Related Budget Schedule	N/A	
Last Reviewed	23 September 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	23 September 2019 (CS84/9/19)	

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1. Introduction

The City of Armadale is committed to following a systematic and transparent process when disposing of non-current assets. This management practice provides clear guidelines to fully account for all disposals and is intended to:

- Provide the City with appropriate methods to dispose of a range of City owned assets;
- Ensure that all disposals are carried out in a transparent and accountable manner;
- Ensure compliance with all regulatory obligations;
- Provide guidelines in terms of the processes / procedures to be followed;
- Ensure that all disposals provides the best outcome for the City and the Community as a whole (monetary, social, economic and / or environmental; and
- Promote effective governance.

2. Scope

This Management Practice covers the disposal of non-current assets, irrespective of their value.

This Management Practice excludes:

- Leased assets;
- Disposal of any item which forms part of an asset renewal / upgrade project and which is covered by an approved City contract;
- Any Asset utilised but not owned by the City; and
- Confiscated or uncollected goods in terms of Section 3.47 of the *Local Government Act 1995 Governed by Delegation 6 and S6 – Manager Ranger & Emergency Services.*

This Management Practice includes the disposal of:

- Plant and Machinery;
- Furniture and Equipment;

- Land and Buildings;
- Infrastructure Assets;
- Excess / recovered construction material; and
- Items recovered at the City's Landfill Site.

3. Related Documents (Legal and Policy Framework)

- *Local Government Act 1995*: Section 3.58 and 3.59.
- *Local Government (Functions and General) Regulations 1996*: Regulation. 30
- Delegation DS 3.0 Sale of Land Assets.
- Delegation CORPS 11.0 Disposal of Property.
- City of Armadale Code of Conduct.
- Policy FIN 7 – Disposal of Assets.
- Policy ADM 19 - Procurement of Goods and Services.
- Policy ENG 13 - Asset Management Vision.

4. Definitions

Asset
An **asset** for the purpose of this policy means any tangible (non-current) item that the City owns and that has at any time been treated pursuant to the Australian Accounting Standards as an "asset" and from which future economic benefits are expected to flow to the City or the Community irrespective of the capital cost thereof. It also includes Mobile Phones / Tablets.

Asset Disposal
Asset Disposal is the process whereby the City divests itself of any asset in an organised, transparent and authorised manner.

Buildings
Buildings owned by the City and located on either Freehold or Crown land.

City Officer / staff member / employee
Any person employed by the City whether permanent, part-time or on contract.

Dispose
Means to sell or otherwise dispose of, but excludes leasing.

Disposal method
The method to dispose of an asset as prescribed in this Management Practice.

Disposal Process
The process to be followed to dispose of an asset as prescribed in this Management Practice.

Furniture and Equipment
All free standing items that the City requires to support its daily administrative operations.

Infrastructure Assets
The facilities and structures that are essential to sustain the local community and economy in an orderly manner and that would provide access to economic and social facilities and services.

Land
Freehold land owned by the City.

Optimum Disposal Value
The best possible return the City can obtain through the prescribed disposal method (monetary, social, economic and / or environmental).

Plant and Machinery
Plant and machinery procured and owned by the City required to fulfil the City's operational requirements (i.e. mowers, generators, light fleet etc.)

Private Treaty
Disposal of an asset at a price established by market valuation, directly to a purchaser.

Asset / Plant Number
An Asset identification number that is generated by the City's Asset Management system for all assets above the capitalisation threshold.

CM9
The City's Electronic Records Management System.

5. Ethics and Integrity

Employees of the City involved in the disposal of assets shall do so in an honest and professional manner always upholding the integrity of the Organisation. Proper and effective disposal methods, processes and procedures are established to ensure transparency and accountability.

Employees will act, and be seen to act properly and in accordance with the City's Code of Conduct.

All documentation is to be kept within the City's Record System (CM9) and should be available for audit purposes.

6. Principles

The following principles must be considered when disposing of assets:

- Ensure that best value for money is achieved within legislative parameters. An assessment of value for money must include consideration of:
  - The impact of the disposal on the City's Long Term Financial Plan and Strategic Plans;
  - Any relevant direct or indirect benefit to the City, both tangible and intangible;
  - Efficiency and effectiveness;
  - The cost of various disposal methods taking into account legislative requirements;
  - Internal resource cost; and
  - Risk exposure.
- Adopt sustainable and environmentally friendly practices;
- Promote integrity and ethics in decision making;

7. Considerations to Dispose

A decision to dispose of non-current assets may be based on one or more of the following:

- Council's strategies, business plans and previous decisions.
- The need to dispose of land / building assets for subdivisional or other strategic developmental purposes.

- Asset has reached the end of its useful / economic life or is scheduled for replacement in accordance with an approved replacement / renewal program;
- Asset is surplus to current or immediate foreseeable needs;
- Asset is unserviceable or beyond economic repair;
- Asset has become obsolete;
- Asset no longer meets statutory legislative requirements; and
- Asset poses risk to users.

8. Factors to be considered prior to disposal

Prior to an asset being disposed of the relevant Officer should confirm that the disposal is appropriate and that the following has been secured:

- The remaining economic left within the asset does not allow for it to be utilised optimally at the lowest possible cost.
- No alternative use for the asset exists.
- The asset can be disposed of by using one of the specified disposal methods.
- The preferred method of disposal will provide the highest revenue and benefit to the City.
- Where appropriate, the city has engaged with the community regarding the impact of disposing the asset on the community.
- The impact of disposing the asset on the City's operations will be managed and all care will be taken to ensure that the level of service will not be disrupted in any way.
- The disposal will have no negative impact on the City's Long Term Financial Plan and / or Strategic Plan and / or Budget.
- The disposed asset has lost its cultural / historical significance.
- Donating or gifting of assets to external parties should be considered only when redeployment or the financial realisation of the asset has been considered.
- Other restrictions on the proposed disposal have been considered.
- All relevant Council policies have been considered prior to disposing of an asset.
- Financial realisation of the disposed asset within the City's asset management system should be considered as part of the disposal process.
- Legislative requirements considered and factored into the disposal of the asset e.g. safe asbestos disposal.

9. Disposal Methodology

Unless it is a major land transaction or a major trading undertaking (Refer section 3.59 of the Local Government Act), section 3.58 of the *Local Government Act 1995* stipulates the methods by which assets can be disposed of.

In general where the value of the City owned land or property assets are in excess of $5,000 and $20,000 respectively the authorised disposal methods are as follows:

i. Public Auction
ii. Public Tender
iii. Private Treaty
iv. Trade – in, where the entire consideration received is not more, or worth more, than $75 000.
v. Sale via Landfill Tip Site "Drop-in Shop", to be considered where:

- Asset has reached the end of its useful life;
- Item no longer functions optimally;
- There is no economic benefit to use or redeploy; and/or
- Cost to sell at Public Auction is greater than the estimated return on sale.

vi. Demolition

Regulation 30 of the Local Government (Functions and General) Regulations 1996 provides a number of exemptions to the above. The exemptions specifically include land disposed of to a department, agency, or instrumentality of the Crown in right of the State or the Commonwealth.

The disposal method chosen must be appropriate to the nature, quantity and location of assets earmarked for disposal, and should promote fair and effective competition to the greatest extent possible. Where practical, a competitive disposal method should be selected, particularly for the disposal of high-value assets or large quantities of similar assets. Care should be taken that the preferred method of disposal:

- Is in the best interest of the City;
- Will reduce the potential risk of corruption;
- Are guided by a documented process; and
- Meets, the legislative requirements.

The processes for disposal are explained further as per Addendum A – "Processes for the disposal of non-current assets".

- Ensure that all City identifying marks or insignias are removed from items earmarked for disposal; and
- All City material / documents should be removed from items earmarked for disposal.

10. Conflicts of Interest

Disposal of assets directly to employees or Members of Council is prohibited, except in the following circumstances:

- The Employee or Member of Council acquires the asset through a process of:
  i. public tender; or
  ii. public bidding/auction; or
  iii. Purchase of goods from the City's "Drop-In Shop"

And

iv. A Conflict of Interest disclosure form is completed on commencement of the disposal process and approved by the Chief Executive Officer or the CEO's delegate;
v. The total value of the acquisition does not exceed $1,000;
vi. The acquisition of the asset does not breach any legislation.

11. Approval to Dispose

The approval for the disposal of non-current assets shall be in accordance with Table 1.

TABLE 1			
No	**Asset Type**	**Disposal Method**	**Approval**

1	**Plant and Fleet – Light**	- **Public Auction**	**EMTS**
2	**Plant and Fleet – Heavy**	- **Public Auction** - **Trade-in** - **Public Tender**	**EMTS**
3	**Plant / Machinery**	- **Public Auction** - **Trade-in** - **Drop-in Shop**	**Manager Asset Management**
4	**Furniture / Equipment**	- **Public Auction** - **Drop-in Shop**	**Manager Asset Management** **Manager ICT**
5	**Excess Building and Construction Material**	- **Sale via Drop-in Shop** - **Public Auction**	**Manager Civil Works**
6	**Land to adjoining Land Owner**		
6.1	**Land in excess of $5,000**	- **Private Treaty**	**Council/CEO**
6.2	**Land under $5,000**	- **Private Treaty**	**CEO**
7	**Land – Strategic/POS Strategy (Delegation DS 3.0)**	- **Private Treaty** - **Public Auction** - **Public Tender**	**Council/CEO**
8	**Road Closure**	- **Statutory Process Lands Administration Act**	**Minister for Lands/Council**
9	**Buildings**	- **Private Treaty** - **Public Auction** - **Public Tender** - **Demolition**	**Council**

Last Reviewed	
Authority	

POLICY – FIN 8 – Rates Assistance & Financial Hardship

Related Management Practice

No

Relevant Delegation

Chief Executive Officer

1. Rationale

To have a consistent, collaborative and transparent approach to recovery and collection of debts including outstanding rates and charges, whilst recognising the need to ensure that all payments due are collected, in order to deliver City of Armadale services.

2. Scope

Collection of all rates, service charges and other fees or charges made under Part 6 – Division 5 & 6 of the *Local Government Act 1995*, the *Waste Avoidance and Resource Recovery Act 2007* Part 6 and the *Emergency Services Act 1998* Part 6A.

Recommendations of the "*Local Government collection of overdue rates for people in situations of vulnerability: Good Practice Guidance"* produced by the Ombudsman Western Australia.

3. Policy Definitions

Default Judgment means applications for judgment in default of an appearance, which can be made 14 days from the date of service of the General Procedure Claim (GPC) or Minor Case Claim (MCC) and made within 12 months of lodgment of a MCC or GPC.

Financial hardship means a state of more than immediate financial disadvantage which results in a debtor being unable to pay an outstanding amount without affecting the ability to meet the basic living needs [of the debtor] or a dependant.

General Procedure Claim (GPC) means a claim lodged with the Magistrates Court where the value of the claim or the relief claimed does not exceed the limit set by the Magistrates Court of Western Australia ($75,000 as at March 2020).

Means Enquiry means an inquiry conducted in the Magistrates Court to determine the judgment debtor's means to pay the judgment debt.

Minor Case Claim (MCC) means a claim lodged with the Magistrates Court where the value of the debt or damages claimed does not exceed $10,000.

Payment difficulties means a state of immediate financial disadvantage that results in a debtor being unable to pay an outstanding amount by reason of a change in personal circumstances.

Skip Trace means the process of locating a person's whereabouts.

Smarter Way to Pay means the Special Payment Arrangement made in accordance with the City's Policy FIN9 - *Payments of Rates and Service Charges - A Smarter Way to Pay*

Special Payment Arrangement means an arrangement made under Section 6.49 of the *Local Government Act 1995.*

Vulnerability means a person who may have a low income or, as a result of their circumstances, be experiencing a financial shock, leading to difficulties in paying rates by the due date. This can take the form of 'payment difficulties' or 'financial hardship'.

Yearly Direct Debit Arrangement - means an arrangement for the debtor to pay weekly, fortnightly or monthly amounts over a period, agreed to by the City, in order to pay the total amount outstanding. The arrangements are run on an ongoing basis for a minimum of two (2) years from the commencement date.

4. Policy

Any debtor payment due to the City of Armadale that has not been received by the due date shall be recovered in accordance with this Policy and any relevant legislation.

The actions taken to recover outstanding amounts due to the City will be as follows:

i. Amounts outstanding after the due date for payment will be followed up within 30 days with a Final Notice requesting full payment within fourteen (14) days unless an agreed Special Payment Arrangement has been entered into with the City.

ii. If payment has not been made, the City will issue a Notice of Intention to commence legal action letter to the debtor, requiring immediate payment or inviting the debtor to enter into a Special Payment Arrangement with the City.

iii. Where practicable the City will endeavor to contact the debtor by email or phone prior to taking any further action.

iv. For payment of rates outstanding, the City may lodge a General Procedure Claim (GPC) or a Minor Case Claim (MCC), in accordance with section 6.56 of the *Local Government Act 1995*.

v. For debts outstanding the City may lodge a MCC or GPC and commence legal proceedings, in accordance with section 6.56 of the *Local Government Act 1995*.

vi. If the MCC or GPC is not served and the debtor cannot be located, the City may instruct an agent to undertake a Skip Trace.

vii. Should a MCC or GPC be lodged but there is no agreement within fourteen (14) days of issuing the claim, default judgment can be requested.

viii. For the payment of rates, at the same time as commencing legal proceedings, the City may lodge a caveat on the title of the land as a form of notification.

ix. Costs incurred as a result of proceedings on rating debts are to be charged to the property's rates account as per section 6.56 of the *Local Government Act 1995*.

Where the debtor has defaulted three times or more from an approved Special Payment Arrangement, the City may proceed with further legal action and not agree to enter into another Special Payment Arrangement.

The City will not proceed with further legal action if the debt has been paid in full or an approved Special Payment Arrangement has been agreed and is adhered to.

The City may take the following debt recovery actions if it is determined to be in the City's best interest to do so, after the above action has been exhausted.

i. Garnishing of rent from the lessee of a property

In accordance with Section 6.60 *Local Government Act,* the City will write to the owner or managing agent of a rental property and seek to make a Special Payment Arrangement. Where unsuccessful the City will require the tenant to pay their rental directly to the City to clear the outstanding rates and charges.

ii. Means Inquiry

Where a judgement has been obtained for a MCC or GPC and no payment has been received or the payment amount is insufficient to pay the outstanding amount within a reasonable time, the City may lodge a Means Inquiry with the Magistrates Court.

iii. Lodging a Caveat on the Title of land

In accordance with section 6.64(3) of the *Local Government Act 1995*, where payment of rates or service charges is in arrears, the City can lodge a caveat, and this will be registered on the title for the land that has unpaid rates and service charges. The cost of lodging a caveat cannot be charged to the property.

iv. Property Sale and Seizure Order PSSO

In accordance with a Magistrate Court (Civil Proceedings) for Goods & Land A Property (Sale and Seizure) Order the City may authorise a Bailiff to seize and sell as much real or personal property as necessary to pay the judgment debt. There are strict guidelines around what property cannot be taken to preserve a level of livability for the owner.

v. Sale of Land

In accordance with section 6.64 of the *Local Government Act 1995*, if any rates or service charges which is due to the City in respect of any rateable land, has been unpaid for at least three years and the City has attempted to commence legal proceedings at least once within the period of three years prior to the exercise of the power of sale, the Council if it resolves, may take possession of the land and sell the land to recover the outstanding payment amounts.

The Chief Executive Officer is not authorised to initiate Sale of Land proceedings without the formal resolution of Council.

vi. Discontinuance of Legal Action

(a) The Notices of Discontinuance of Case (NOD)

The NOD is able to be issued with the Magistrates Court of WA, provided the City has not applied/been granted a Default Judgement (DJ) on the claim. The effect of a NOD is to advise credit

recording agencies that the Claim has been satisfied, from the City's perspective. It does not remove the claim from the debtor/ratepayers credit record.

(b) The Memorandum of Consent Order (MOCO)

The MOCO is only agreed to by the City where the City has made an error in the action taken or exceptional circumstances as determined by the CEO apply. Where the City instigates this action it will bear the cost. If a rate payer requires the MOCO then they are to apply directly to the court and pay all fees associated, the City is not obliged to agree to this action.

5. Persons in Situations of Vulnerability

The general principle of rates collection is that, in all circumstances, rates must be paid. This ensures fairness in the community that all property owners accept and carry out their obligations to contribute to the cost of the provision of essential community infrastructure and services.

However, the ability to pay overdue rates by individual ratepayers varies and, in some instances, ratepayers can be experiencing financial stress caused by a wide range of factors. The City recognises that a person experiencing vulnerability is particularly susceptible to experiencing harm, loss or disadvantage.

The phrase 'people in situations of vulnerability' reflects the fact that anyone, given a certain combination of circumstances, can find themselves in a situation of vulnerability.

The City recognises that there are certain risk factors which may not necessarily result in vulnerability, but are more prevalent in those people in our community in situations of vulnerability. This includes:

- Disability;
- Illiteracy/innumeracy;
- Unemployment;
- Serious or chronic illness;
- Bereavement;
- Exposure to family or domestic violence; and
- Low English language proficiency
- Aboriginal and Torres Strait Islander people, who as a result of historical and systemic wrongs are more likely to experience disadvantage and be in situations of vulnerability.

There are varying degrees of vulnerability, which can take the form of payment difficulties or financial hardship. Payment difficulties reflect short term financial constraints while financial hardship may reflect financial constraints with longer term or broader implications. It is difficult to be precise but those who are undergoing financial hardship are generally unable to provide for the costs of one or more of the following items:

- Accommodation costs – arrears of rent, mortgage and/or utility costs.
- Food
- Clothing
- Medical Treatment

- Education
- Other basic necessities

The City notes that in both cases, there is willingness to pay, but an inability to do so.

6. The City's Approach to Situations of Vulnerability

i. The City's overall approach in these circumstances is that the City will act in a sympathetic manner and work with each individual to tailor a payment plan considering their individual circumstances.

ii. The City regards proceedings such as legal action and sale of the property as a last resort and tries to avoid this avenue as much as possible.

iii. The City aims to achieve the payment of outstanding rates and in some circumstances where necessary, payment plans will not recoup outstanding rates in one financial year.

iv. In arriving at a payment plan the City will consider a payment plan period that is reasonable. The Cities preferred plan is the Smarter Way to pay program, which can accommodate payment of arrears.

v. The maximum length of time that is five years and the payment plan includes future rates. This may be extended if the particulars of the case are warranted.

vi. The objective is to help those in genuine difficulties work through their issues, even if it takes time.

vii. In these circumstances, sometimes a ratepayer's actions include poor decision-making, withdrawing and avoiding the issue by not responding to attempts to contact, or they become aggressive. The City attempts to contact ratepayers occurs throughout the debt recovery process.

viii. Regardless of when the first contact is made with the person, the City will assess financial hardship in accordance with this Policy and that the ratepayer is willing to follow the requirements of the Policy.

7. Evidence of Hardship

Evidence of hardship is required by the City and is treated with strict confidentiality. The ratepayer may provide evidence by attending the City's Administration Building or via electronic means. A City of Armadale Financial Hardship application form along with the evidence of hardship may comprise:

a) Financial Counsellor report detailing all debts due, income and proposed payment arrangement;
or

b) Any of the following documents but not limited to, to ensure a full assessment can be undertaken:
   - Bank notice, for example, for mortgage arrears
   - Disconnection notice for utilities

- Notice of impending legal action
- Repossession notice of essential items such as a car or motorcycle
- Evidence of loss of employment/registration for Newstart allowance
- Final notice from school regarding payment of mandatory fees
- Medical certificate confirming inability to work; **or**

c) In circumstances of natural disasters, significant economic events or pandemic:
- City of Armadale completed application form 'Financial Hardship (COVID-19) – Rates Relief'
- A letter or email from your employer advising that you have either been stood down or made redundant; or
- If you are self-employed a letter advising how the COVID-19 has impacted your business.

8. Authorisations

The Council has delegated authority to the Chief Executive Officer to implement this policy which includes the ability to enter into Special Payment Arrangements under Section 6.49 and to write off small debts under section S. 6.12(1)(c) of the *Local Government Act 1995*, and in line with this policy.

a) Writing off debts

The City has a position that it will not write off a rates debt unless the debt is a small debt. A small debt is that amount determined by Council for the purpose of delegating to the Chief Executive Officer under section 6.12(1)(c) of the *Local Government Act 1995* (Delegation CORPS 1.1). However, in some cases the City may write off court fees incurred or outstanding interest.

b) Suspending the accruing of interest

This is a useful way of providing immediate help.

c) Deferring interest and write off of charges

A suspension of interest for three months will occur immediately from the date of receiving the completed application form and confirmation of the appointment made with a Financial Counsellor. The City recognises that there may be a waiting period to see a Financial Counsellor, and so long as there has been a booking made and the City receives confirmation of this, the interest will be suspended. Once the Financial Counsellor has sent the City the report and recommended payment amount, the maximum length of time interest can be suspended is 12 months.

d) Debt recovery action and legal proceedings

While the City is awaiting the ratepayer to meet with a Financial Counsellor to commence a payment plan, legal proceedings may be put on hold for an agreed period.

e) Financial counselling

The City may recommend a ratepayer meet with a Financial Counsellor, who will provide advice to the ratepayer in relation to managing their debts. There are not-for-profit organisations in Armadale who provide these services free of charge.

f) Special Payment Arrangement – payment terms

In the case of hardship the City will assess the period required to clear outstanding rates and charges when paid in conjunction with the annual years rates and charges, in exceptional circumstances this will be to a maximum term of 5 years from date of commencement.

9. Financial/Budget Implications

As rates are the primary source of revenue for local governments, overdue rates represent a significant opportunity cost for local governments and can impact adversely on cashflow and the City's ability to fund the service delivery priorities identified in the annual budget.

10. Asset Management Implications

Nil.

11. Environmental Implications

Nil.

12. Occupational Safety and Health Implications

Nil.

Related Delegation	CORPS 1.0 Writing off of small debts CORPS 2.0 Agreement for Payments CORPS 17.0 Administration of Rates Assistance & Financial Hardship Policy CORPS 18.0 Administration of A Smarter Way to Pay Policy
Related Local Law	n/a
Related Policies	Policy FIN 9 - A Smarter Way to Pay
Related Legislation	Section 6.12 of the *Local Government Act 1995 (*the Act) Local Government (Financial Management) Regulations 1996 Section 6.47 of the *Act* Section 6.49 of the *Act* Section 6.51 of the *Act*. Section 6.55 – 6.56 of the *Act*. Section 6.60 of the *Act*. Section 6.64 – 6.75 of the *Act*
Related Budget Schedule	Financial Services - Rates
Related Corporate Business Plan Strategies	
Last Reviewed	April 2020
Next Review Date	March 2023
Authority Council Meeting of:	SCM CEO's Report Item 1.2 – 6 April 2020

POLICY – FIN 9 – A Smarter Way to Pay

Related Management Practice

No

Relevant Delegation

Chief Executive Officer

1. Rationale

To provide ratepayers with an easy and convenient program for the payment of rates and service charges, tailored to individual needs and circumstances.

2. Scope

The provisions of this policy apply to Special Payment Arrangements made under Section 6.49 of the *Local Government Act 1995*.

3. Policy

For Ratepayers who wish to pay their rates by regular payments throughout the year, the City will offer a direct debit plan in accordance with the *Smarter Way to Pay* program set out below:

i. The *Smarter Way to Pay* program will operate from April to March each financial year.

ii. Payment arrangements made under the *Smarter Way to Pay* program are ongoing until such time as either party terminates the arrangements.

iii. No Administration Fee will be charged unless the arrangement is cancelled within 2 years of the commencement date, in which event the City will charge the Special Arrangement Administration Fee set out the in fees and charges schedule within the City's Annual Budget.

iv. No interest is charged on payment arrangements made in accordance with the *Smarter Way to Pay* program. If a payment arrangement is cancelled, penalty interest on any arrears due and payable will accrue at the rate set in the City's Annual Budget, from the date of cancellation.

v. On application to the *Smarter Way to Pay* program, the City will:

- Review the ratepayer's current rates and services charges owed to the City;
- Forecast the rates due for the next financial year;
- Discuss with the ratepayer their financial capacity
- Agree with the ratepayer on weekly, fortnightly or monthly payment arrangements;
- Agree with the ratepayer the review date of the payment arrangements.

vi. The Chief Executive Officer may extend the period to make payments, including arrears over a period of up to five (5) years where the circumstances of the individual warrant such an arrangement.

vii. In special circumstances, the Chief Executive Officer may approve a temporary suspension of the payment arrangements, based on short term financial hardship

4. Financial/Budget Implications

This policy provides for the regular cashflow of rate payments. The program does not charge administration or interest charges, which are incurred by the City.

5. Asset Management Implications

N/A

6. Environmental Implications

N/A

7. Occupational Safety and Health Implications

N/A

Related Delegation	CORPS 2.0 Agreements for Payments CORPS 17.0 Administration of Rates Assistance & Financial Hardship Policy CORPS 18.0 Administration of A Smarter Way to Pay Policy
Related Local Law	n/a
Related Policies	Policy FIN 8- Rates Assistance & Financial Hardship Policy
Related Legislation	s.6.49 Local Government Act 1995
Related Budget Schedule	
Related Corporate Business Plan Strategies	
Last Reviewed	April 2020
Next Review Date	March 2023
Authority Council Meeting of:	SCM CEO's Report Item 1.2 – 6 April 2020

POLICY – COMD 1 - Financial Assistance

Related Management Practice

Yes

Relevant Delegation

Chief Executive Officer

Rationale

Council is committed to recognising, and assisting individuals, groups and organisations that provide services and support to residents of the City of Armadale.
This policy guides how Council responds to requests for financial assistance from individuals, groups and organisations in line with the City's Community Strategic Plan. The policy aims to optimise the use of Council funds and to support capacity building of community groups and organisations.

Policy

Council will consider requests for assistance according to the following categories:

1. Donation
2. Community grant

Within each category there are criteria against which requests must be assessed. These criteria are outlined in the Management Practice

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Community Development	
Last Reviewed	17 December 2018	
Next Review Date	March 2020	
Authority Council Meeting of:	3 May 2004 (C59/4/04) 8 March 2010 (C7/3/10) 24 March 2014 (C8/3/14) 14 August 2017 (C24/8/17)	6 March 2007 (C14/2/07) 19 December 2011 (C41/12/11) 14 March 2016 (C7/3/16) 17 December 2018 (38/12/18)

MANAGEMENT PRACTICE – COMD 1 – Requests for Financial Assistance

Relevant Delegation

Yes -

Introduction

Applications for funding must be received in writing and are directed to the appropriate stream of funding within the City of Armadale Financial Assistance Policy. The primary actions required in each process are included in the following flow chart to assist in understanding the roles and responsibilities of applicants and the City in meeting the requirements of the policy. An essential requirement of this funding is for outcomes to be delivered that are consistent with the City of Armadale Strategic Community Plan.

Applications will be assessed in response to guidelines and criteria specific to each funding stream and a decision making matrix will be applied to identify successful applicants in line with the requirements of the policy. In particular the City is seeking projects and outcomes with ongoing benefits to a wide variety of community members and the potential to build sustainable services for the longer term using partnerships and a range of funding sources.

The timing of applications and processing is identified in each category but may change according to the meeting schedule of Council and its Standing Committees.

Dispute resolution

Where applicants for financial assistance are dissatisfied with the way in which the policy is applied or applications are processed, they should put their concerns in writing for consideration by the Executive Director Community Services, City of Armadale, 7 Orchard Avenue Armadale or to info@armadale.wa.gov.au.

1. DONATIONS

Requests for donations must be received in writing and may be awarded to requests that meet the following requirements:

1.1 Applications MUST comply with the following general criteria

(i). Projects or outcomes must primarily benefit residents of the City of Armadale;

(ii). Individuals must be a resident or ratepayer in the City of Armadale; and non-profit groups or organisations must be based in or primarily service residents of the City of Armadale;

(iii). Projects must be considered to be a worthy contribution made on behalf of City of Armadale residents.

1.2 SPORTING, RECREATION AND DEVELOPMENT DONATIONS

Applications will be scored on the following recognition criteria

(i) Individuals who have been selected to represent the State or Nation in an interstate or overseas competition in a sport, recreational, educational or arts activity; (ii) Individuals must supply supporting documentation from the relevant governing association of the activity such as:

- A letter of invitation from the represented organisation or the relevant governing association of the activity
- Nomination from an educational institution
- Nomination from an endorsed service provider
- Nomination from a relevant governing body or the State/Federal/Voluntary organisation supporting the activity

(iii) Only one application will be approved for any individual in the City's financial year;

(iv) The City requests its contribution to be acknowledged where possible;

(v) Copies of published stories about the sponsored individual should where possible be provided to the City within 3 months of completing the activity;

(vi) Donation caps are based on the location of the competition or activity:

- Attendance within WA up to $150
- Attendance Interstate up to $250
- Attendance Overseas up to $350

The following are not supported:

- Activities which seek to make a financial profit for the individual
- Purchase of equipment
- Insurance costs
- Donations to other entities

- Outstanding debts
- Everyday living costs
- Voluntary work or fundraising activities
- Request for retrospective donations for activities that have already taken place (new amendment)

Delegated Authority: *CEO*
Secondary Delegation: *Executive Director Community Services*
Manager Community Development

FUNDRAISING ACTIVITIES

1.3 Applications to support community groups, individuals or organisations toward fundraising and promotional initiatives will be scored on the following criteria:

(i) There must be evidence of capacity to deliver the project for which a donation is being sought;

(ii) Types of assistance may include vouchers to Armadale Aquatic Centre or Armadale Arena or from external businesses to the City;

(iii) The maximum value of this support, including these vouchers, is $1,000.

(iv) Projects will not be supported that have already commence and require retrospective funding (new amendment)

Delegated Authority: CEO

Secondary Delegation: (a) up to $1,000 Executive Director Community Services

(b) up to $500 Manager Recreation Services

GENERAL DONATIONS

1.4 Applications for general donations will be scored on the following criteria:

(i) Requests for assistance will only be received from community organisations that will benefit the City of Armadale community;

(ii) The degree of alignment between the expected outcomes to be achieved from the project for which a donation is being sought and the City of Armadale Strategic Community Plan;

(iii) The maximum value of this support is $1,000.

(iv) Projects will not be supported that have already commence and require retrospective funding.

Delegated Authority: CEO
Secondary Delegation:
(a) up to $1,000 Executive Director Community Services
(b) up to $500 Manager Community Development
(c) all other requests to be referred to the Community Service Committee

1.5 All donations approved under Delegated Authority are to be listed in the Councillor Information Bulletin.

2. COMMUNITY GRANTS

The Community Grants program allows community organisations and groups to access funding for initiatives which benefit the local community.
The provision of funding encourages local groups and organisations to continue to provide valuable opportunities for Armadale residents.
Applications that address one or more of the identified social priorities and address the general strategic objectives of the City will be given priority.

2.1 Applications MUST comply with the following general criteria

(i) Projects or outcomes must be shown to primarily benefit residents of the City of Armadale;

(ii) Not-for-profit groups or organisations must be based in or primarily service residents of the City of Armadale;

(iii) Organisations seeking funding must be incorporated or auspiced by another organisation with incorporation;

(iv) Applicants must discuss their project with a relevant member of the Community Services team prior to submitting their application;

(v) Projects must be considered to be a worthy contribution made on behalf of City of Armadale residents;

(vi) Individuals are not eligible to apply for this category of funding.

2.2 Applications will be considered in two rounds per financial year.

2.3 Applicants are eligible to receive a grant only once per financial year and applicants are only eligible to apply for one project in any funding round offered by the City (this includes other funding categories provided by the City). ALL previous funding must be satisfactorily acquitted.

2.4 Eligibility criteria for community groups or organisations:

(i) Must be based in the City of Armadale or primarily benefit residents of the City;

(ii) Applications will be received from non-profit community groups or organisations including sporting, welfare, educational (only school P&C's are eligible to apply for funding), arts, cultural, children, youth, seniors' and other relevant groups;

(iii) Must be a non-profit, incorporated organisation or auspiced by an incorporated non-profit organisation;

(iv) Must hold public liability insurance to a value as agreed with the City (valid certificate of currency documentation required);

(v) Can demonstrate the ability to manage a project of the proposed type;

(vi) Applicants that have been successful in previous years are eligible to apply for the current round but will not be able to receive any monies until all previous monies have been satisfactorily acquitted. All acquittals must be received within 30 days of program completion unless agreed otherwise and included in the funding contract;

(vii) Applicants with an outstanding acquittal will be ineligible to receive funding.

2.5 Community grant project criteria:

(i) Clearly demonstrated need for this project;

(ii) Will be of benefit to the local community and/or the City of Armadale generally;

(iii) Will not require ongoing funding from the City beyond the initial funded period. Applications that show project sustainability beyond City funding will be highly regarded

(iv) Does not duplicate an activity already available in the immediate area;

(v) Other avenues of funding have been exhausted and/or the project would not successfully attract other sources of funding;

(vi) Requests for equipment will only be granted once in three years;

(vii) Grant applications can be received for projects up to 12 months in advance of project commencement;

(viii) Funding will not be made available for:

a) Personal items unless the applicant can demonstrate a benefit to the general community;

b) Deficit funding for organisations which are experiencing a shortfall of cash revenue or anticipated revenue.

c) Projects that have already commenced and require retrospective funding, or commence prior to the grant decision process (allow up to 2 months).

d) Staff wages that are deemed the responsibility of the applying organisation. External consultants, contractor costs and guest speakers can be funded; however a quotation must be included in the submission;

e) Consumables, administration costs and ongoing organisations costs. While these can be included in the total project cost, these items must be covered by the organisation or community group

2.6 The City will convene an internal working group of representatives from Community Development and other departments within the City of Armadale to consider and score applications using the decision making matrix identified within this Management Practice.. Applicants will be notified in writing once the decision making process has been completed. Allow up to 2 months for this process to occur and for City acknowledgement when planning your project.

2.7 Community Grants are available in the following categories:

(i) Equipment: Maximum community grant allocation is $1,000 per application. The City's funding will not exceed 50% of the total project budget and the 50% must be matched by a cash contribution for this category (either through additional external grant application, fundraising, donations or club funds)

(ii) Community Event or Project (one-off): Maximum community grant allocation is $2,500 per application. The City's funding will not exceed 50% of the total project budget, which can include estimates of volunteer and in-kind contributions. City contributions such as rubbish collection, ranger services, venue hire, etc. will be valued and included as part of the funding provided under this category of financial assistance.

(iii) Community Project (Extended Program): Maximum community grant allocation is $5,000 per application. The City's funding will not exceed 50% of the total project budget, which can include estimates of volunteer and in-kind contributions. City contributions such as rubbish collection, ranger services, venue hire, etc. will be valued and included as part of the funding provided under this category of financial assistance.
NOTE:

(i) Events and projects that build capacity of City residents will be highly regarded.

(ii) Equipment applications must be supported by data relating to your organisations reach of City residents.

(iii) For large scale events, please see Sponsorship Funding

Delegated Authority: *CEO*

Secondary Delegation: *Executive Director Community Services*
Executive Manager Community Services
Manager Community Development
Manager Recreation Services

2.8 Successful applicants must ensure that:

(i) The City's financial support is acknowledged through promotional means such as advertising and media publicity associated with the project. Evidence will be required as part of the acquittal process;

(ii) The City's logo will be provided where appropriate; however all marketing material where the City's logo appears must be approved by the City of Armadale Communications team prior to publication;

(iii) Any project or expenditure variations must be submitted in writing to seek approval for funding adjustment prior to grant expenditure;

(iv) A written acquittal report detailing how the grant was utilised and the outcomes/benefits achieved to be submitted within 30 days of the completion of the project. Evaluation of your project must be considered prior to implementation and should include attendee records, feedback and beneficial outcomes of your project. Please contact a City Community Development Team Member to discuss evaluation prior to submitting your application.

3. COVID-19 RECOVERY GRANTS

Council has allocated an additional $40,000 in its 2020/21 Annual Budget to extend the Community Grants program in response to COVID19 for community led programs and activities focused on reviving community services, sports, recreation to promote wellbeing and enable the community to resume active, connected lives in a COVID19 safe manner.

This grant program will be open for 2020/21financial year and applications can be submitted at any time. Applications will be considered monthly.

3.1 Applications MUST comply with the following general criteria

(i) Projects or outcomes must primarily benefit residents of the City of Armadale;

(ii) Not-for-profit groups or organisations must be based in or primarily service residents of the City of Armadale;

(iii) Organisations seeking funding must be incorporated or auspiced by another organisation with incorporation;

(iv) Applicants must meet with (or make contact via phone) a relevant City officer to discuss their project prior to submitting their application;

(v) Projects must be considered to be a worthy contribution made on behalf of City of Armadale residents;

(vi) Individuals are not eligible to apply for this category of funding.

3.2 Applicants are eligible to receive a grant only once per financial year

3.3 Eligibility criteria for community groups or organisations:

(i) Must be based in the City of Armadale or primarily benefit residents of the City;

(ii) Applications will be received from non-profit community groups or organisations including sporting, welfare, educational (only school P&C's are eligible to apply for funding), arts, cultural, children, youth, seniors' and other relevant groups;

(iii) Must be a non-profit, incorporated organisation or auspiced by an incorporated non-profit organisation;

(iv) Must hold public liability insurance to a value as agreed with the City;

(v) Can demonstrate the ability to manage a project of the proposed type;

(vi) Applicants that have been successful in previous years are eligible to apply for the current round but will not be able to receive any monies until all previous monies have been satisfactorily acquitted. All acquittals must be received within 30 days of program completion unless agreed otherwise and included in the funding contract;

(vii) Applicants with an outstanding acquittal will be ineligible to receive funding.

3.4 COVID-19 Recovery grant project criteria:

(i) Must clearly demonstrate that the project is aimed at reviving community services, sports, recreation to promote wellbeing and enable the community to resume active, connected lives in a COVID19 safe manner.

(ii) Will be of benefit to the local community and/or the City of Armadale generally;

(iii) Will not require ongoing funding from the City beyond the initial funded period;

(iv) Does not duplicate or if it does that it compliments another recovery focused activity already available in the immediate area;

(v) Organisations can apply for grants between $2000 and $5000

(vi) Projects can add "value" to an existing program where positive outcomes can be demonstrated

3.5 Applicants that have been successful in previous years in obtaining a Community Grant are eligible to apply for the COVID-19 Recovery grant but will not be able to receive any monies until all previous monies have been satisfactorily acquitted. All acquittals must be received within 30 days of program completion unless agreed otherwise and included in the funding contract;

Funding will *not* be made available for:

(i). Personal items unless the applicant can demonstrate a benefit to the general community;

(ii). Equipment

(iii). Deficit funding for organisations which are experiencing a shortfall of cash revenue or anticipated revenue.

3.6 Successful applicants must ensure that:

(i) The City's financial support is acknowledged through promotional means such as advertising and media publicity associated with the project;

(ii) Approval may be given for the use of the City's logo where appropriate;

(iii) A written acquittal report detailing how the grant was utilised and the outcomes/benefits achieved to be submitted within three months of the completion of the project.

Delegated Authority: CEO

Secondary Delegation: *Executive Director Community Services*
Executive Manager Community Services
Manager Community Development
Manager Recreation Services

POLICY – COMD 2 - Community Engagement

Related Management Practice

Yes (2) COMD2-1 & COMD2-2

Relevant Delegation

N/A

Rationale

The City is committed to engaging and understanding its community's needs, expectations and aspirations so as to achieve the objectives of the Strategic Community Plan.

Policy

Council has endorsed the Community Engagement Strategy which outlines the City's commitment to quality engagement, defines how and when it will engage and what the community can expect in regard to reporting and accountability so that they know how their views are being used.

An Engagement Toolbox has been developed using the principles of International Association for Public Participation (IAP2) approach. The Toolbox will guide the City in having a consistent approach to engagement. (Management Practice COMD1 Community Engagement Toolbox).

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Community Development	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	3 December 2007 (C68/11/07) 12 May 2014 (C20/5/14)	8 March 2010 (C7/3/10) 10 September 2018 (C30/9/18)

MANAGEMENT PRACTICE – COMD 2-1 Community Engagement Toolbox

Relevant Delegation
N/A

City of Armadale
Community Engagement Toolbox

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Welcome to the Engagement Toolkit

The following information steps out the practical application of the City's Community Engagement Framework (2018). The tools have been developed for City staff to provide guidance and a consistent approach to engagement. Training and support will be provided.

Why it's Important

As part of the City's statutory obligation under the State Government's Integrated Planning and Reporting Framework[1] a Strategic Community Plan (SCP) is developed. An outcome of the SCP is the City's commitment to engage: 'Outcome 1.4: The community is engaged and understood.'

Engaging stakeholders produces a number of benefits for the City, these include:

- ☑ Saves time and money to have all stakeholders 'on board' at the beginning of a project;
- ☑ Provides a more thorough examination of all facets of a project;
- ☑ Drives collaboration with other departments and stakeholders;
- ☑ Drives collective decision making and shared responsibility;
- ☑ Develops productive, strong relationships with stakeholders;
- ☑ Leverages a broader knowledge pool for more thorough, resilient outcomes; and
- ☑ Brings together technical and local knowledge (including Indigenous knowledge).

What it shouldn't be

Failing to engage effectively reflects poorly on the City's reputation, so here are some things to avoid:

- ☒ Just a box ticking or data gathering exercise;
- ☒ Gathering support for a decision which has already been made;
- ☒ Raising expectations or wasting people's time;
- ☒ Not using the data for the purpose stated;
- ☒ Failing to be transparent and maintaining the integrity of data;
- ☒ It shouldn't exclude people who are affected by the outcome; and
- ☒ It's not about being 'seen to do the right thing'.

International Standard for Engagement

The City's approach is aligned with the international standard for engagement, *International Association for Public Participation (IAP2)*[2].

Process

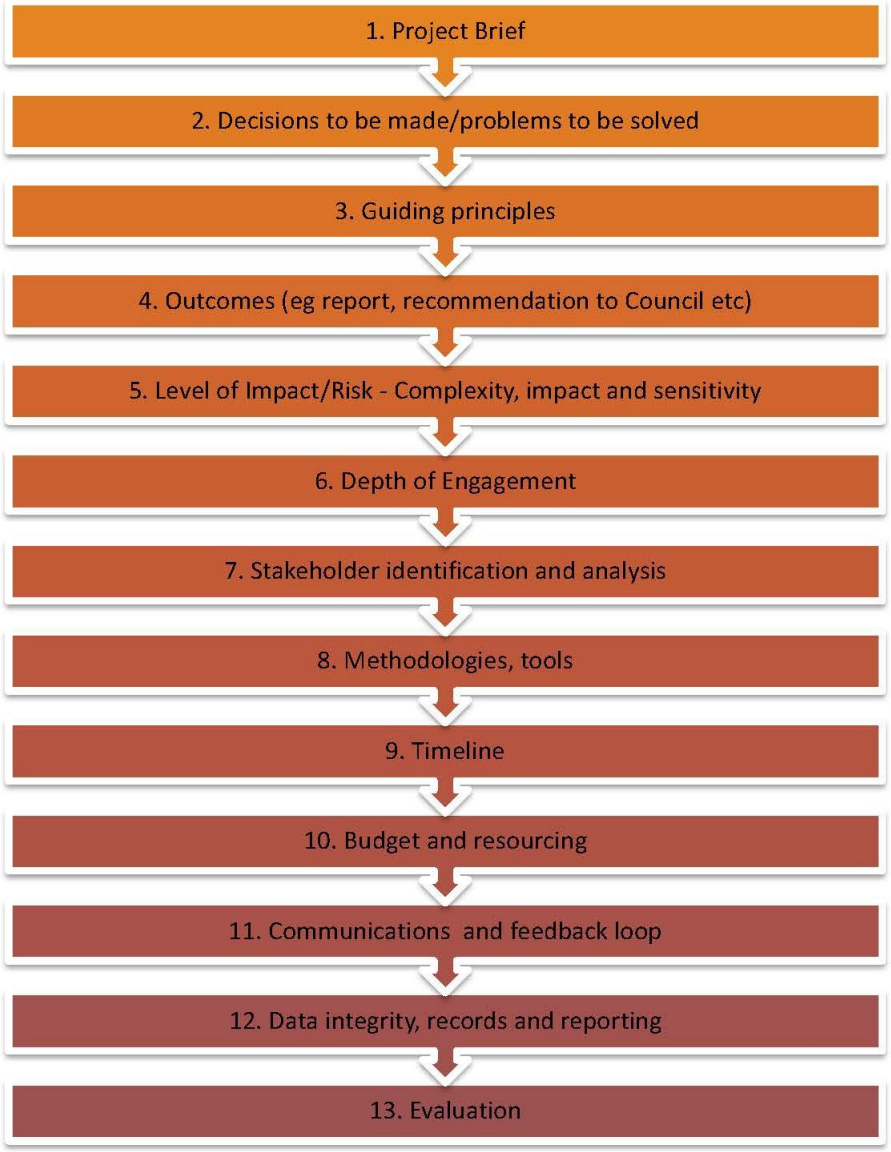
Where an engagement is required a plan will need to be developed. This will assist in clarifying the purpose, identifying stakeholders and selecting the best method of engagement in order to achieve the required output.



[1] https://www.dlgc.wa.gov.au/CommunityInitiatives/Pages/Integrated-Planning-and-Reporting.aspx
[2] https://www.iap2.org.au/Home

Engagement Plan Steps

The following steps are laid out in the Engagement Plan Template (see appendices) and explained below. Progressing through these steps will ensure a methodical and consistent approach.



Developing an Engagement Plan

The aim of the engagement plan is to provide a simple, systematic and consistent format for all City staff to follow to undertake stakeholder engagements. This will be complemented with training and support.

A template for an engagement plan can be found at in the appendices, along with a few other templates which can be used to gather the information needed for the plan.

Following is a brief description of each step in the engagement plan:

1. **Project**

   The first section of the template asks you to insert a brief description of the project which requires stakeholder engagement. Include information such as background of the project, scope, purpose, timing, context, limitations and constraints.

2. **Decisions to be made/problems to be solved**

   Clearly defining what problem needs to be solved or what decision needs to be reached is the most important part of the engagement process. Given the time, resources and public nature of engagements, it is crucial that this step is thoroughly considered.

   This step can be undertaken through a cross-functional meeting, or project control group meeting, using the following questions to guide discussion:

   - What is problem are you trying to solve? (Before engaging, ascertain that the problem can be solved)
   - What question(s) do you want answered? (Be open informative in order to manage expectations)
   - How will you use the information to inform decision making?
   - How will you ensure the transparency and integrity of the process? (Communications and record keeping)

3. **Guiding principles and objectives**

   For this step clearly outline the objectives for the engagement and any guiding principles which are used for the broader project.

4. **Outcomes or outputs required**

   The outcomes or outputs required need to be clarified in the engagement plan, as it will inform the type of information which is required and the best way to obtain this from stakeholders.

   Examples of outcomes/outputs might be: Consensus to be reached on a building design; service provider collaboration to inform a feasibility study; broad statistical data around community priorities to inform long term capital expenditure; community perceptions to inform a strategy or Council report, etc.

   The outcome or outputs required must be clearly communicated to stakeholders as part of the engagement, so they are fully informed about how and when their contribution will be utilised. Stakeholders must have the opportunity to decide whether the engagement is appropriate, and a good use of their time.

5. Level of Impact/Risk

Projects differ greatly in the level of engagement required, due to factors such as complexity, sensitivity, cost, numbers of people involved etc. Using the table below (and seeking guidance where needed) the level of engagement can be determined based on the impact and risk. This helps inform who needs to be involved and what methods could be used.

The highest level of impact/risk is any level which scores two or more indicators. The level of impact/risk will then determine what oversight the engagement requires (see bottom of the table).

Note: this table is a guide of the minimum oversight for engagements, however there may be lower impact projects which require a higher level of oversight due to the high level of stakeholder or Council interest.

	Limited Impact/Risk	Low Impact/Risk	Medium Impact/Risk	High Impact/Risk
Social	❑ Outcomes won't involve any substantial changes ❑ Limited impact and across community ❑ No potential for cultural or historical offence	❑ Outcome likely to be perceived as having a low impact ❑ The impacts/benefits affect a only a narrow section of the community ❑ No potential for cultural or historical offence	❑ Outcome likely to be perceived as having a moderate impact ❑ Multiple views on the preferred outcome, but more points of agreement than disagreement ❑ Potential for cultural or historical offence	❑ Outcome likely to be perceived as having a significant impact ❑ Multiple conflicting views on the preferred outcome ❑ Significant potential cultural or historical offence
Technical	❑ Simple decision; there are very few solutions with no technical or regulatory challenges	❑ Uncomplicated decision; there are very few technical solutions with a few technical or regulatory challenges	❑ Complicated decision; there are several technical solutions with a few technical or regulatory challenges.	❑ Highly complicated decision; there are several technical solutions, with several technical or regulatory challenges.
Economic	❑ No economic benefit or impact	❑ Minimal economic benefit or impact	❑ Moderate economic benefit or impact	❑ Significant economic benefit or impact
Environment	❑ No environmental benefit or impact	❑ Minimal environmental benefit or impact	❑ Moderate environmental benefit or impact	❑ Significant environmental benefit or impact
Political	❑ No media and political interest ❑ No competing interests	❑ Minimal media interest ❑ Minimal competing interests	❑ Some media interest ❑ Some local political interest ❑ Some community action/groups present ❑ Some competing interests	❑ Significant media interest ❑ Significant local, state or federal political interest ❑ Strongly supported by community action/groups ❑ Multiple competing interests
Total ☑				
Minimum level of oversight required	Officer & Manager	Manager	MANEX	MANEX & Council

6. Depth of Engagement

It's important to be clear from the beginning what level of involvement stakeholders will have the decision making process, as this will need to be made clear to those being engaged. The IAP2 table below describes five levels of depth of stakeholder involvement in the decision making processes. It's important to note that in Local Government, Council is ultimately responsible decision making, so this needs to be reflected in the selection of the depth of engagement and explained to those being engaged.

Depth of Engagement (based on IAP2 engagement spectrum)				
Inform	Consult	Involve	Collaborate	Empower
Provide stakeholders with information which assists them in understanding the project issues, options and opportunities	Provide stakeholders with information and obtain their feedback to help inform recommendations/ decisions	Provide stakeholders with information and work directly with them to ensure that their concerns, values and aspirations are reflected in the recommendations/ decisions	Provide stakeholders with information and work alongside them on each aspect of the recommendations/ decision, to come to a jointly preferred solution	Support stakeholders to develop their own decisions and solutions, and increase their ownership, self-reliance, and sustainability

7. Stakeholder Identification and Analysis – Involve the right people

Stakeholders can be viewed as partners who will add value to a project, and help identify risks. Using a simple table (see appendices) identify stakeholders who are affected or have a high level of interest in the project. These could include community members, service providers, groups/ organisations, community leaders, advocates, industry, other government agencies, cultural, religious, age, disability, etc. This also includes the City's stakeholders including Council and various departments across the City.

For high profile or large projects, a workshop could be held with key stakeholders, to further identify who other stakeholders by asking 'who else should be involved'. Once the stakeholders and level of engagement have been identified, the list needs to be analysed to determine the best methods of engaging each stakeholder.

Things to note:

- ☒ Missing key stakeholders is a risk to the project, City's reputation, and quality of the engagement output
- ☒ Ensure engagements have the correct level of oversight in order to manage risks
- ☒ Don't omit people who are hard to engage, there will be other offers or agencies who can assist

8. Methodology, Tools – Use a fit-for-purpose approach

There is no simple solution or one fit all approach to identifying an effective engagement method. To be most effective it will often be necessary to combine two or three complementary methods for each engagement to ensure all key stakeholders are reached, in the way which suits them best, and produces the required output.

Things to note:

- ☑ Select engagement method based on the 'best fit' for that stakeholder(s).
- ☑ It might be necessary to use several methods e.g. face-to-face interview, on-line survey, focus group.
- ☑ Think about how to ensure equity, access and inclusion for all stakeholders to be engaged.
- ☑ Select venues, times, and events which will make participation easy E.g. piggy-back on to events or communications, go to where the group already feels comfortable.
- ☑ It may be more effective to use a facilitator who already has a trusted relationship with the stakeholder(s).
- ☑ Ensure the language used is appropriate for the stakeholder(s).
- ☑ It may be more effective to involve stakeholder(s) in the design of the engagement.
- ☑ Ensure the access and inclusion of stakeholders who may experience barriers to participation:
  - People with disability, mobility impairment, or have requirements for information in other formats;
  - Children and young people;
  - Culturally diverse stakeholders; and
  - Harder to reach/ vulnerable stakeholders.

Methods →				
Inform	Consult	Involve	Collaborate	Empower
Meeting Public notice Website Social media Fact sheets Flyers Letters and emails Newsletters	Public comment Public meeting Information session Surveys Forum	Workshop Focus group Audit (stakeholder) Multi-criteria analysis Digital platform World cafe	Advisory committee Facilitation Working group Appreciative enquiry Charrette/ Enquiry by Design	Open space Guide and resource external stakeholders to undertake engagement

Some characteristics of key methodologies:

- **Appreciative Enquiry**: Focuses on what is working well, to envisage the best possible scenario and preferred way to get there. In effect what's possible (not focusing on the issue). This methodology helps people compromise, innovate, design, and collaborate. It may not be ideal for solving technical or complex issues.
- **Digital:** Digital platforms reaches a wide audience, are quick, provide easy analysis of information, can offer information in alternate formats, is consistent and has the potential to be interactive. However it is not collaborative, and doesn't build relationships or consensus. It is impersonal and a barrier for people without access to technology or language proficiency.
- **Multi-criteria analysis:** Can be used for scoring and ranking criteria to make decisions, such as a cost benefit analysis. This method is good for simple decisions e.g. design elements needed in a playground. Again this is an impersonal process, and could limit innovation and contributions from stakeholders.
- **Open space:** This is an advanced methodology where the participants set the agenda, and the facilitator relinquishes control to the group. It works well for defining and eliciting issues around complex topics,

rather than solving specific problems. So it's most effectively used at the start of a process to help define the focus for the engagement.

9. **Timelines**

The engagement timeline should include key dates for the engagement process, e.g. key meetings, communication deadlines, Council reporting deadlines etc. In addition to this, stakeholders will need to be informed of the timeline for:

- ☑ Project milestones e.g. draft plans, feasibility, consultant appointed, concept designs.
- ☑ Dates for public submissions.
- ☑ Dates for stakeholder engagements (open or close).
- ☑ Public comment opens or closes.
- ☑ When a project will be finalised, Council decision made, or publication of engagement data.

10. **Budget and resourcing**

The budget will need to detail the costs for every stage of the engagement, and will be funded by the project to which the engagement relates. The template lists some of the possible costs as a guide. In addition to the budget, there needs to planning for the other resources the engagement will require, which could include:

- ☑ Staff to deliver the engagement e.g. technical presentations, facilitation, data capture etc.
- ☑ Research and development e.g. background information, briefing papers, concepts plans etc.
- ☑ Administration e.g. promotions, venue hire, transport, printing etc.

11. **Communications and feedback loop**

Communications are a key component in effective engagement and need to be carefully planned, accessing internal expertise from the Marketing and Communications team as required.

Communications should be:

- ☑ Jargon free, plain English, complying with the style guide.
- ☑ Highlight key messages.
- ☑ Available in accessible formats.
- ☑ Available in alternative language(s) if appropriate.
- ☑ Clear about how the project is likely to affect stakeholders.
- ☑ Utilising existing communication channels.

A feedback loop should include:

- ☑ Information on how and when stakeholders will receive feedback on the engagement and the project.
- ☑ How and when decisions will be made.
- ☑ How stakeholder input contributed to the overall engagement outcomes.
- ☑ Any further opportunities for stakeholder involvement.
- ☑ Any opportunities for ongoing involvement in the project.

An effective feedback loop will illustrate the value the City places on the time and contribution of stakeholders, and helps reinforce strong stakeholder relationships for the future.

12. Data integrity, records, reporting

As with all other City decision making activities, records of engagements must kept and managed appropriately, and according to their sensitivity. If stakeholders were informed of how the City would use their contribution, it is important to maintain the integrity of that data by ensuring that it is only used for the stated purpose.

13. Evaluation

It is critical that any engagement process is evaluated post completion. Evaluation will provide valuable feedback for example, on the best methods for engaging with groups in a particular area or the most appropriate times or venues. These learnings can be shared to inform your future engagement processes.

Things to note

- ☑ Don't select methodology until you have determined the question, risk/impact, depth, stakeholder identification and analysis.
- ☑ When identifying stakeholders, ask the stakeholders if they can identify anyone who should be consulted, and if the stakeholders identified will provide a broad and equitable range of views.
- ☑ Try to reach the people who are seldom heard: People with disability, homeless, children etc. This may involve procuring the services of people who regularly work with these groups.
- ☑ Be aware of other consultations to avoid over consultation and duplication.
- ☑ Have technical experts at hand, but don't stifle local knowledge and expertise.
- ☑ Multilayered processes build fuller picture.
- ☑ Check back with participants to ensure we heard them correctly.
- ☑ Be aware of cultural decision making – who 'can' make decisions on behalf of groups/families.
- ☑ Be honest about the amount of power stakeholders ultimately have in decision making processes.
- ☑ Set the context – provide information so people can make informed decisions.
- ☑ Quantitative data is easier to obtain, but qualitative data helps build the full picture. Use peoples words and stories – a personal account helps people understand the issues.

Appendices

Templates

Community Engagement Plan	
Project Name:	**Date(s):**
Project Lead:	**File ref:**
Team Members:	**Project Sponsor:**
Oversight level required *(use table)* ❑ No Impact/Risk – Officer and Manager ❑ Low Impact/Risk - Manager ❑ Medium Impact/Risk - MANEX ❑ High Impact/Risk – MANEX & Council	**Approval to commence:** **Name** _____ **Position**_____ **Sign**_____ **Date**_____

1. Project Brief *(E.g. Purpose, scope, context, limitations/constraints e.g. budget, timing)*

2. Decisions to be made/problem(s) to be solved *(What is the question(s) which will be asked?)*

3. Guiding principles/objectives *(Add project principles/objectives if relevant)*

4. Outcome required (e.g. report, data, design, collaboration)

5. Depth of Engagement
   - ❑ Inform
   - ❑ Consult
   - ❑ Involve
   - ❑ Collaborate
   - ❑ Empower

6. Stakeholder identification and analysis *(Complete Stakeholder ID, analysis & management template)*
   - ❑ Stakeholder template complete
   - ❑

7. Methodologies, tools

8. Timeline

Tasks/Milestones	Dates	Notes

9. Budget and resourcing

Item	G/L	$
Consultant/facilitator		
Communications		
Printing		
Catering		
Hire/facilities/equipment		

10. Communications and feedback loop

Medium	When/Action	Notes	Complete
Print /flyer			☐
Website			☐
Social media			☐
Digital platform			☐
News			☐
Direct / targeted			☐

11. Data integrity, records and reporting – Detail actions

12. Evaluation

- ❑ **Evaluation template complete**

Stakeholder Identification, Analysis and Management

Project Name:	Date(s):
Project Lead:	File ref:
Team Members:	Project Sponsor:

Stakeholder Internal/External Individual/group	Position/role	Contribution	Level of Interest			Level of influence			Vehicle to engage e.g. established meetings, network	Best methodologies for this stakeholder	Stakeholder Management Communications
			Low	*Med*	*High*	*Low*	*Med*	*High*			
E.g. Young people @ skate park	*Users*	*Design input, need safe access and amenities*			☑	☑			*Can be engaged when using facility, or event*	*Face to face dialogue, peer to peer interviews, design workshop*	*Face to face feedback, Facebook updates, Instagram*
Councillors											
MANEX											
City Officers											
Government											
Aboriginal											
Community											
Target groups											
Environmental											
Industry											
Business											
Service Providers											
Advocates											

Engagement Planning Checklist

Project Name:	Date(s):
Project Lead:	File ref:
Team Members:	Project Sponsor:

	Task/Phase	Complete ☑☒	Notes
1.	Engagement plan approved		
2.	Define the decisions to be made/problem(s) to be solved		
3.	Compile all background and previous engagement information		
4.	Assess the level of impact/risk		
5.	Stakeholder identification, analysis, and methodologies		
6.	Events, venues, logistics, catering, facilitator, IT, etc.		
7.	Timeline developed		
8.	Communications/promotions locked in with marketing		
9.	Roles allocated – with required skills		
10.	Administration - stakeholders attendance, information to set context for engagement, answering enquiries		
11.	Delivery/launch – Task list and running sheet		
12.	Feedback form/process for participants		
13.	Output report/ other format required		
14.	Data protected, record keeping		
15.	Close feedback loop, report on outcomes to participants		

Evaluation Template		
Project Name:		Date(s):
Project Lead:		File ref:
Team Members:		Project Sponsor:
Project Brief Overview		
Evaluation of stages	Engagement Planning	
	Stakeholder Identification and Analysis	
	Methodologies	
	Effectiveness of engagements	
	Outcomes/outputs	
	Framework, tools and support	
Key Achievements		
What were the challenges?		
How were the challenges overcome?		
Recommendations for future evaluations		

Management Practice – COMD 2-2 - Establishment of Advisory, Working, Reference Groups and Committees of Management

Relevant Delegation

N/A

Introduction

The City and Council will at times establish a group that includes community or agency representation for a variety of reasons. The purpose, intent and timeframe for the group will determine which format they should be established and operate under.

The purpose of this Management Practice is to provide guidelines for establishing Advisory, Working, Reference Groups and Committees.

The intent of these guidelines are not to be overly arduous so as to place unnecessary burdens on the community engagement opportunities and benefits that arise from including community or agency involvement in City activities. Rather they are provided to guide and direct a process that enables that community engagement to be fully realised whilst ensuring consistency across the City organisation.

Purpose and Intent

The purpose of the Groups will determine what level of formality should apply to its establishment. Some reasons to establish groups could be:

- Assist with the provision of a once off activity or event.
- Assist with the provision of information to inform reports, policy or general service provision.
- Assist with the management of a service or facility.
- Provide an opportunity for specialised or professional input.

If the purpose of the group is to significantly influence Council or City activities, operations or decision making then the relevant Executive Director with the CEO will determine if it requires a resolution of Council. If there is resolution of Council then the group/committee is to be treated as a Committee created under Section 5.8 of the Local Government Act 1995.

Purpose Statement / Terms of Reference

Groups may be established for a set period of time to focus on a clearly defined purpose. Others will be longer term or may be for an indefinite period such as facility / service reference group or for a continuous community or professional reference group.

Where groups are for a short – medium term, there would be the expectation that a purpose statement is established to ensure that all members are aware of the reason and intent of forming the group.

For those groups who are formed for an indefinite period or have a purpose that has a working, management or influence on decision making, a Terms of Reference will be established.

As a guide, the Terms of Reference may include:

- Purpose of the Group

  A statement that specifies the purpose of establishing the group.

- Objectives of the Group

  Specified objectives of what the group is expected to achieve / contribute.

- Membership

  Details of what membership the group will comprise of including the provision for a nominated Councillor if and where appropriate.

- Group / Committee positions

  Details of what positions are required, eg Chairperson, Secretary and how those positions will be determined.

- Meetings

  Details of what the format and timing of meetings will be.

- Quorum / Voting

  Details of how the group will reach a consensus and agreement if required.

- Minutes

  Details of how the activities and meetings of the group will be recorded and distributed

- Communication and Public Relations

  Confirmation that only the Mayor and the CEO are authorised to make public statements in regard to City operations and activities.

- Conduct of Members

  Members of groups are to be governed by the same Code of Conduct as required by Elected members and staff.

Membership

The purpose of the group and the level of community engagement that is expected to be achieved will determine its membership, including the nomination of a Councillor where appropriate.

The relevant Executive Director will determine the appropriate methods of advertising and recruiting of members.

Appointment of Members and Term of Membership

The purpose and timeframe of the group, will provide guidance for how membership appointment and length of tenure will be determined.

For short term groups, the membership will be approved by the relevant Executive Manager or Manager as appropriate and the term will be for the length of period relevant to the group. For example a short term reference or event group.

For medium / long term groups that have a definitive end date no longer than two years, the membership and term will be approved by the relevant Executive Director.

For continuous groups, the membership should be for a period of two years and appointment will be approved by the relevant Executive Director. Where appropriate, Council will be informed administratively.

For groups requiring a resolution of Council, then the group/committee is to be treated as a Committee created under Section 5.8 of the Local Government Act 1995. Accordingly, Council approves the appointment and term of membership.

Rights of Members

Members of groups are considered volunteers of the City and as such the Volunteer Management Policy and Practice (COMD3) apply.

Formal Agreements

Depending on circumstances, the relevant Executive Director will determine if a formal agreement such as a Memorandum of Understanding or Deed of Agreement needs to be initiated.

Appendix 1

Community Consultation Policy Management Practice: Partnership Approach

The Partnership approach is to:

- *establish a structure for involvement in decision making, e.g. committee*
- *enable ongoing involvement and keeping the community informed*
- *allocate responsibility in achieving initiatives*

The possible methods for a Partnership approach are:

Possible Method	Description	Comments / Issues
Committee of Management, Advisory Group or Reference Group.	Committee that works with Council under a Terms of Reference to manage a service or facility. Representation may be by appointment or election.	Shares responsibility for the management of a facility and / or delivery of a service Involves community members in the care and control of local resources Need to ensure the broad involvement of interested individuals Potential to be controlled by select few
Taskforce or Working Party	Group of people selected to work with Council to complete a task or develop a new service or facility	Opportunity to maximise skills and resources within the community Rich source of skills and abilities to complement the roles undertaken by Council Requires a skilled chairperson to maximise the contribution of all members
Joint Venture	A formal arrangement with stakeholders or organisations to plan for and achieve a project or service, e.g. a funding joint venture	Greater commitment and responsibility from within the community to establish a facility or service Less reliance on Council funding and resources Tendency for strong sense of ownership by groups that have contributed funds and time

POLICY – COMD 3 – Volunteer Involvement

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To establish a framework that respects and protects the relationship between the City and its volunteers and recognises the valuable contribution made by volunteers in the community.

Policy

The City is committed to ensuring best practice procedures that define and acknowledge both the roles and responsibilities of its volunteers and those of the City as a volunteer host organisation.

Those procedures:

- Clearly define the roles and responsibilities of the volunteer and the City;
- Reduce the risk of harm of litigation to the volunteer and the City of Armadale;
- Acknowledge the contribution of volunteers in the community.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	14 September 2009 (C36/9/09) 10 August 2015 (C35/8/15)	12 March 2012 (C12/3/12) 10 September 2018 (C30/9/18)

MANAGEMENT PRACTICE – COMD 3 – Volunteer Involvement

Relevant Delegation
N/A

Volunteer roles at the City vary greatly. Volunteers participate in a wide range of City of Armadale programs for the benefit of the City and the wider community. These range from 'one off' projects to an ongoing involvement in council initiatives. The City is committed to ensuring best practice procedures are in place that:

- Clearly define the roles and responsibilities of the volunteer and the City;
- Reduce risk of harm or litigation to the volunteer and the City of Armadale;
- Acknowledge the contribution of volunteers in the community.

Definition

Volunteering, as defined by Volunteering Australia is the "time willingly given for the common good without financial gain."

At the City of Armadale members of Advisory Groups, Working, Reference Groups and Committees of Management are also considered volunteers. Further information about these groups can be found in Management Practice COMD2-2

Volunteering does not include:

- Compulsory educational service learning (where students are required to volunteer as part of a course)
- Mandated court orders including community service and fines
- Internships
- Formal work experience / vocational placements
- Mandatory government programs
- Limited choice labour market government programs
- Direct family responsibilities

Aim Of Volunteer Involvement Within The Organisation

To involve volunteers in partnership with paid workers, to:

- Initiate, enhance and extend service provision;
- Add a community perspective;
- Increase community awareness and involvement;
- Build capacity within and develop partnerships with community groups.

The City defines a Volunteer Supervisor as any staff member who is responsible for managing volunteers.

This Management Practice and associated documents have been written for City managed volunteers. These documents do not apply to the management of indirect volunteers, one-off volunteers, spontaneous volunteers, elected members, State Emergency Services Volunteers or the City's Bushfire Brigade Volunteers.

City Managed Volunteer refers to a volunteer that is engaged and managed by the City. City Managed Volunteers are covered by the City's public liability and personal accident for volunteers insurance.

Indirect Volunteer refers to a volunteer that is engaged and managed by a third party organisation or community group, participating in an activity within the locality of the City of Armadale. Indirect Volunteers may also be engaged via donation or sponsorship to support City of Armadale programs and events. Indirect Volunteers must be covered by the third party's insurance.

One–off Volunteers refers to volunteers that are engaged in a one-off activity. Examples of this may be event volunteers, environmental volunteers that attend a one day planting/weeding session and so on.

Spontaneous Volunteer refers to volunteers who come forward following a disaster or emergency to assist in disaster related activities.

Approval Of New Volunteer Roles

Due to the concern of volunteers being placed into paid positions, the City has developed an approval process for new volunteer roles. This process includes:

1. Volunteer Supervisor identifies volunteer role.
2. Volunteer Supervisor meets with Volunteer Services Coordinator to discuss the legitimacy of the role.
3. Volunteer Supervisor liaises with relevant CoA departments including Human Resources to ensure compliance with legislation and policy.
4. Volunteer Supervisor develops Volunteer Role Description.
5. Volunteer Role approved by relevant Executive Director in consultation with Volunteer Services Coordinator.
6. Volunteer Supervisor recruits volunteer.

Some of the key questions a Volunteer Supervisor should ask themselves before creating volunteer roles are:

- Was this role previously held by a paid worker?
- Is the volunteer role description the same as an employee's position description?
- Are volunteers being asked to complete tasks of paid staff during times of industrial dispute?
- Will the volunteer be asked to perform duties that are considered core business for the City of Armadale?

Management Of Volunteers And Volunteer Programs

This Management Practice has been written in-line with Volunteering Australia's new "The National Standards for Volunteer Involvement."

The new National Standards for Volunteer Involvement were released in 2015.

Leadership and Management

- The City will ensure responsibilities for leading and managing volunteers are defined and supported;
- The City will ensure all policies and procedures applying to volunteers are communicated, understood and implemented by all relevant staff across the organisation;
- The City's risk management processes will be applied to volunteer management;

- Volunteer involvement records will be maintained.

Commitment to Volunteer Involvement

- The City will publicly declare its intent, purpose and commitment to involving volunteers;
- Volunteer involvement will be planned and designed to contribute directly to the City's purpose, goals and objectives;
- The City will allocate resources for volunteer involvement.

Volunteer roles

- The City will design volunteer roles that contribute to the City's purpose, goals and objective;
- Volunteer roles will be appropriate for the community, service user or stakeholder groups with which the City works.
- Volunteer roles will be defined, documented and communicated.
- Volunteer roles will be regularly reviewed with input from the City and volunteers.

Recruitment and Selection

- The City will use planned approaches to attract volunteers with the relevant interests, knowledge, skills and attributes;
- Potential volunteers will be provided with relevant information about the City, the volunteer role description and the recruitment and selection process;
- Volunteers will be selected based on interest, knowledge, skills or attributes relevant to the role they are applying, and consistent with anti- discrimination legislation;
- Screening processes will be applied to volunteer roles that help maintain the safety and security of City users, employees, volunteers and the City.

Support and Development

- Volunteers will be provided with orientation relevant to their role and responsibility.
- Volunteers' knowledge and skills will be reviewed to identify support and development needs.
- Volunteers' knowledge and skills need relevant to their roles are identified, and training and development opportunities are provided to meet these needs.
- Volunteers are provided with supervision and support that enables them to undertake their roles and responsibilities.
- Changes to the involvement of a volunteer are undertaken fairly and consistent

Workplace Safety and Wellbeing

- The City will facilitate effective working relationships with/between employees and volunteers;
- Processes will be put in place to protect the health and safety of volunteers;
- The City will ensure volunteers have access to and are aware of the City's Grievance Policy and Procedure.

Volunteer Recognition

- The City and its employees understand how volunteers benefit the City of Armadale, service users and the community.
- Volunteers will be informed about how their contributions benefit the City, service users and the community.
- The City will regularly acknowledge the contributions made by volunteers and the positive impact on the City, service users and the community.
- Volunteer acknowledgement will be appropriate to the volunteer role and respectful of cultural values and perspectives.

Quality Management and Continuous Improvement

- The City will develop policies and procedures to effectively guide all aspects of volunteer involvement.
- The City will regularly review volunteer involvement in line with the organisations evaluation and quality management frameworks.
- The City's performance with volunteer involvement is monitored and reported to annually to Council,
- Opportunities will be made available for volunteers to provide feedback on City volunteer programs and their volunteer roles.

Support For Staff Managing Volunteers

Armadale Volunteer Services (AVS) will be available to assist Volunteer Supervisors with any questions they may have in relation to managing volunteers.

AVS can assist Volunteer Supervisors with recruiting volunteers. The Service is also available to refer volunteers but will not recommend them. Volunteer Supervisors will need to apply all of their usual screening processes.

AVS will also report annually to council the number of hours completed by volunteering programs and the outcomes achieved. All City of Armadale volunteers will be invited to AVS recognition events.

AVS will provide professional development and training opportunities for Volunteer Supervisors.

Human Resources will ensure volunteer management is reflected in the position descriptions of all volunteer supervisors and assist with risk management and compliance with Equal Opportunity and Occupational, Health and Safety legislation.

Human Resources will also play a role in supporting volunteer supervisors in times of grievance

Developing Effective Paid Staff And Volunteer Relations

The City understands the importance of cohesive relationships between volunteers and paid staff. The City will develop processes to ensure a climate of mutual trust and respect is achieved between management, staff and volunteers.

Staff will be encouraged to voice any concerns or fears they may have about volunteer programs and will be asked to assist with the review of the City's volunteer programs and roles.

The City's volunteer programs will not be isolated but rather integrated into existing City programs.

In times of industrial dispute volunteers will not be expected to undertake roles previously held by paid staff.

Last Reviewed	
Authority	

POLICY – COMD 4 – Art Collection Policy

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

The City of Armadale Art Collection has evolved as the City has grown and developed and is an indication of its evolving cultural identity.

To provide clear collection and management guidelines in relation to the current and future acquisitions of the City's Art Collection.

Policy

To ensure that the City Art Collection is as a collection of aesthetic and artistic excellence, Council will:

- Acquire and preserve items that create a diverse and varied collection of varying themes and mediums.
- Acquire and preserve items that express the social, environmental and cultural heritage of the City of Armadale.
- Promote increased understanding and enjoyment of contemporary art by making the Art Collection accessible to the community.
- Consider outward loans of the Art Collection subject to certain criteria, including reciprocal lending.
- Encourage discussion, critical dialogue and education about the art collection.
- Consider acquisitions through donations and bequests.

The Art Acquisition Panel noted in the Management Practice will include:

- The Mayor or delegated elected member;
- CEO or relevant City of Armadale Officer designated by the CEO
- The City's contracted Art Curator; and
- Manage Community Development (Ex-Officio)

Related Local Law	N/A	
Related Policies		
Related Budget Schedule	N/A	
Last Reviewed	15 April 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	8 February 2010 (C1/2/10) 14 March 2016 (C8/3/16)	8 April 2013 (C13/4/13) 15 April 2019 (C12/4/19)

MANAGEMENT PRACTICE – COMD 4 – Art Collection

Relevant Delegation
N/A

1. Introduction

The City of Armadale's Visual Art Collection comprises art in a diversity of traditional, new and hybrid media. Some of the Collection represents artists connected with, and/or themes relevant to the City of Armadale. Generally these artworks date from the 1980s onwards.

2. The Art Acquisition Panel (AAP)

The AAP will meet as required to assess and approve acquisitions, de-accessions and outward loans based on and in accordance with the specifics of this Management Practice.

The AAP will consist of: The Mayor or delegated elected member, CEO or relevant City of Armadale Officer designated by the CEO and the contracted Curator.

3. Acquisitions

Acquisitions into the collection are made through:

- Purchase, commission, donation or bequest;
- Items obtained by the City of Armadale or acquired by elected members or staff in the course of their duties.

In order to be considered for the City of Armadale's Art Collection all items should be considered within the following preferred acquisition criteria:

- Compliments and enhances the current scope and value of the collection.
- Where appropriate have a verifiable connection with the City of Armadale (ie lived, worked, studied, created artworks about City of Armadale).
- Be an unconditional donation or purchase which has valid and clearly verifiable legal title.
- Have the capacity to be placed on display in a Council building without hindrance to public access or safety, and without breaching the artist's moral rights.
- Acquisitions must be in a good state of preservation or manufacture. Work requiring extensive conservation and storage or exhibition conditions which cannot be realistically provided by collection resources, unless the works, following significance assessment be essential for the collections, should not be acquired.

4. De-Accessioning and Disposal

De-accessioning is the process whereby works from the collection may be considered for removal from the collection.

An item may be nominated for de-accessioning if it:

- Is an item which does not fall within the Acquisition Criteria,
- Is in a poor condition and is considered to be of insufficient merit to allocate the resources to ensure its conservation,
- Cannot be displayed due to its properties, and is not suitable for research,
- Is a duplicate that serves no specific function,
- Is irreparably damaged or destroyed or is stolen without hope of return.

A de-accessioning assessment will contain a detailed description of the item; a photographic

record, an estimated market value and a recommendation of how it is to be best disposed of which will be presented to the AAP for final decision.

5. Collection Management

Art Collection Register

All items are officially receipted and registered upon acquisition into the collection and entered into the Art Collection Register.

The Art Collection Register will:

- Record essential information, including but not limited to, valuations, loans, condition, location, identifying features, provenance and legal requirements and copyright agreement, i.e., whether the artist has retained copyright or transferred copyright to the CoA,
- Document the significance of the item,
- Record an image of the item,
- Be regularly maintained and updated,
- Record any conservation, repairs or reframing of the work.

De-accessioned items will remain on the City of Armadale Art Collection Register with details of its de-accession assessment and disposal details.

Valuation and Insurance

The collection will be valued to its replacement value in accordance with Local Government Accounting Regulation AAS27. Collection valuations are currently undertaken every four years by a suitably qualified art valuer and recorded on the City of Armadale asset register.

Collection insurance will be maintained at the current valuation through standard City Of Armadale procedure.

Storage

The collection should be stored securely and, wherever possible, to museum industry standards of preservation.

Conservation

The general condition of the collection will be assessed and documented in the asset register by City of Armadale's designated officer and/or contracted Curator on a bi-annual basis in accordance with the National Standards for Australian Museums and Galleries. Items requiring maintenance/repairs will be identified during this process and action documented in the asset register.

6. Collection Access:

The City of Armadale rotates artworks from the collection within the public access areas of its own buildings to provide access to the collection.

Broader access may be facilitated through the use of temporary displays in appropriate places, for example, District Hall, Libraries and Civic Administration Centre.

Access is provided through the following:

- Publications and reproductions, programs, exhibitions and display of collection items,
- Supervised research access is available through the Birtwistle Local Studies Library. Photographic reproductions and supplementary information relating to the artworks is available for public access and research only,

- Digital access via the City of Armadale's web site,
- Loans.

Priorities and standards for the regular display of works in Council premises

The priority for display locations within Council premises will increasingly focus on those areas most commonly accessible to the public. Collection items will be placed on display primarily in public areas and secondary meeting rooms and offices.

Regular and special exhibitions and display of the collection will progressively aim towards best museum standards of practice in terms of access, interpretation, space, lighting and security, according to allocated resources.

Period of Display

Not all collection items may be displayed. Suitable items for display are limited by environmental conditions/conservation values and will be displayed in a manner to satisfy conservation concerns. Items may be on display in the same place over a period of 6 to 12 months. After such time the display will be rotated and the item may be relocated.

Where items are particularly sensitive to deterioration they may only be exhibited for a maximum period of up to 6 months. At such time the CoA contracted curator will review the condition of the item, to determine whether the item may remain on display, be conserved, or temporarily returned to storage.

Special Exhibitions

Special exhibitions of the collection may be displayed in accessible, secure venues, appropriate to the material and the exhibition content.

Artist's Moral Rights

During exhibition and display, the artist's moral rights will be observed and the work will be labeled in full view with the following information as a minimum requirement. Artist's name, title of the artwork, date of the work, medium and, as appropriate, the name of the donor or credit to the source of the work.

The work will:

- Not be displayed so as to be obscured or altered without written permission of the artist,
- Not be displayed if it is in disrepair, and
- Be properly identified as a reproduction, where an item on display is not the original work.

Publications and Reproductions

Printed publications including exhibition catalogues may be produced and made available for reference purposes or for sale. The City of Armadale's Art Collection will be professionally photographed and added to the City of Armadale website. The ongoing programme for the production of digital imaging of the collection will continue to provide visual reference and information to the website on an annual basis.

Loans

The collection may accept loans from time to time for exhibition purposes and only within a specifically defined period. All loans to the collection will be properly cared for in keeping with the standards outlined in this management practice.

All loans either inward or outward will be detailed on the Art Collection Register and be for a set period of time. Outward loans will be for a maximum period of 12 months.

The City may lend objects to other museums and organizations holding art and history collections. Where applicable and appropriate outward loans will be made on the understanding of reciprocal lending. It will generally not lend to private collectors.

All outward loan conditions are in reference to Period of Display and Artist's Moral Rights and will be made under signed agreement with the City of Armadale.

All outward loans are subject to notification and acceptance of the City's Insurer noting the following:

- Address and details of display area (Main Foyer, office etc)
- Loan period
- Details of building security or other methods of securing the item.
- Value of the piece/pieces

The lender will be responsible for any additional insurance cost that the City may incur as a result of the loan. Where applicable the City may require the lender to include the piece under their insurance cover and to provide confirmation of coverage.

Notes

Artists in Australia have three rights under Moral Rights legislation. These are:

- the right of attribution (to be identified/credited as the creator of a work)
- the right to not be falsely attributed as the creator of a work
- the right to object to distortion, mutilation or modification of, or other derogatory treatment of, the work which is prejudicial to the artist's honour or reputation.

Moral rights cannot be sold, however, there is a consent clause in the legislation. In most cases moral rights remain with the artist regardless of who has physical possession or ownership of the work.

Last Reviewed	
Authority	

POLICY – COMD 5 – Sponsorship of the City's, Events, Programs, Facilities and Publications

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To increase the revenue available for City's Cultural Events, Programs, Publications, Facilities, and encourage positive corporate relations between the City and the business community.

Policy

Council supports and encourages the seeking of corporate sponsorship of Council's Events, Programs, Facilities or Publications as a means of financially supplementing the revenue of those activities and thus potentially reducing the direct cost to the City.

Council approves the use of the sponsor's logo, by-line or slogan as a means of sponsorship recognition in accordance with the current management practice.

Council will not consider sponsorship proposal that promotes alcohol or tobacco products or any other socially inappropriate product or service.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Tourism	
Last Reviewed	10 July 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 3 September 2007 (C54/8/07) 12 May 2014 (C20/5/14)	19 April 2004 (CS14/4/04) 8 March 2010 (C7/3/10) 10 July 2017 (C23/7/17)

MANAGEMENT PRACTICE – COMD 5 - Sponsorship of the City of Armadale Events, Programs, Facilities & Publications

Relevant Delegation
N/A

1. Sponsorship may be sought via a formal application process in the case of a government grant or be direct call, mail out, personal approach or by being referred by a fellow member of the business community.

2. Potential Sponsors shall be referred for Council's consideration and approval via the Community Services Committee in the following manner:
   (a) Cultural Events Calendar – In a strategy presented annually prior to the commencement of the events 'season'.
   (b) Facilities, Publications and Programs – On a case by case basis as the opportunity for sponsorship arises.

3. The schedule of benefits that may be offered to potential sponsors include the following:

   Standard Benefits
   (a) Placement of the logo, by-line or slogan on the City's designed and paid newspaper advertising.
   (b) Placement of logo by-line or slogan on all printed brochures and promotional material including posters.
   (c) Placement of the logo on City's web site on the page that is specific to the event, program or facility and in a designated sponsor's column.
   (d) Invitation to the event or program opening or VIP functions.

   Optional Benefits
   (e) Display of a vinyl banner and/or corflute signs (or similar) at the stage area of the event or appropriately approved location outside of/or within a facility.
   (f) Acknowledge in verbal presentations and/or speeches by the Mayor and/or elected members.
   (g) Provision of display space (not including a marquee) at the specific event subject to event type and space available.
   (h) Naming rights. (discretionary)

4. The obligations of the sponsors will be negotiated on a case by case basis, and will take the form of cash, contra or a combination there of.

The draft sponsorship agreements shall provide benefits that are commensurate with the level of the sponsor's contribution and be submitted to the Chief Executive Officer for approval.

Last Reviewed	
Authority	

POLICY – COMD 6 – Assistance in relation to a natural or other disaster

Related Management Practice

Yes

Relevant Delegation

Chief Executive Officer

Rationale

Council may provide assistance to communities that have been significantly impacted by an emergency emanating from fire, flood, earthquake or other disaster.

Policy

The City may provide assistance, financial or other, to a Local Government or recognised relief fund, such as the Lord Mayor's Distress Relief Fund and/or WALGA's Emergency Support Program, where it is deemed that:

- The impact on communities and community infrastructure is significant;
- A common interest is shared between the City of Armadale and the community/Local Government impacted by the event;

The value of financial or other assistance is discretionary and is to be determined on a case by case basis.

Offers of, or requests for assistance arising from a natural or other disaster will be expedited to Council for determination at the earliest opportunity.

Related Local Law	N/A	
Related Policies	COMD 1 – Request for Financial Assistance	
Related Budget Schedule	N/A	
Last Reviewed	15 April 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	10 November 2014 (C45/11/14) 15 April 2019 (C12/4/19)	14 March 2016 (C8/3/16)

MANAGEMENT PRACTICE – COMD 6 – Assistance in relation to a natural or other disaster

Relevant Delegation
N/A

Offers of, or requests for assistance in relation to a natural or other disaster will be based on the following guidelines:

1. The City may provide assistance, financial or other, to a Local Government or recognised relief fund, such as the Lord Mayor's Distress Relief Fund and/or WALGA's Emergency Support Program, where it is deemed that:
   a) The impact on communities and community infrastructure is significant;
   b) A common interest is shared between the City of Armadale and the community/Local Government impacted by the event;
2. The value of financial or other assistance is discretionary and is to be determined on a case by case basis.
3. When making an offer of, or receiving a request for assistance in relation to a natural or other disaster, officers will prepare a report to Council outlining details which may include the:
   a. Event and emanating emergency;
   b. Impact on the community and community infrastructure;
   c. Type of assistance offered or requested e.g. financial, staff services;
   d. Estimated value of the assistance requested or offered;
   e. Nominated recipient of financial or other assistance;
   f. Common interest shared between the City of Armadale and the community or Local Government impacted by the event.
4. The City may provide assistance, financial or other, to a Local Government or recognised relief fund, such as the Lord Mayor's Distress Relief Fund. Assistance will not be provided to individuals.
5. Offers of, or requests for assistance arising from a natural or other disaster will be expedited to Council for determination via the City Strategy Committee; or where time imperatives exist will be considered as an urgent item by the next scheduled Council meeting.

Last Reviewed	14 March 2016
Authority	C8/3/16

POLICY – COMD 7 – Jull Street Mall Activities

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To provide guidance for the delivery of activities in the Jull Street Mall that improves the quality and image of the city's public realm whilst managing the competing needs and interests of pedestrians, consumers and local business proprietors.

Policy

The City encourages the activation of our public spaces. The management of activities held within the Jull Street Mall will facilitate the attraction of high quality street activity which complements the existing retail offer.
The policy covers the following activities within the Jull Street Mall:

1. Street Markets
2. Street appeals/Fundraising
3. Street Entertainment
4. Community Group Promotion
5. Street Signage
6. Outdoor Eating Areas
7. Shop front trading

Related Local Law	Activities and Trading in Thoroughfares and Public Places – 1995	
Related Policies		
Related Budget Schedule		
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	8 June 2015 (C27/6/15)	10 September 2018 (C30/9/18)

MANAGEMENT PRACTICE – COMD 7 – Jull Street Mall Activities

Relevant Delegation

N/A

1. Purpose

The primary purpose is to provide a framework, guiding principles and decision making criteria for the management of street activity within the Jull Street Mall.

By clarifying expectations, the aim is to encourage and enable a range of high quality street activity to locate within the Jull Street Mall.

2. Objectives

The objectives are:

- To encourage diversity, vitality, amenity and ambience into the Jull Street Mall;
- To enable street activity that complements the existing retail/commercial sector;
- To minimise the impacts on the visual and physical amenity of the Jull Street Mall;
- To minimise the disruption to pedestrians and other legitimate users; and
- To clearly outline the City's decision making process for persons seeking to undertake activities within the Jull Street Mall.

3. Legislative Considerations

This management practice applies to activities occurring within the Jull Street Mall in accordance with the City of Armadale *Activities and Trading in Thoroughfares and Public Places Local Law 2005*.

4. Guiding Principles

Street activity is guided by four principles that are designed to help create and manage street activities within the Jull Street Mall. People who wish to apply for a Street Activity Permit must ensure their proposed activity is aligned to these key principles.

4.1 Appropriate Location

Street activity is encouraged in locations that enhance the vibrancy of the Jull Street Mall. The locations must consider the impact upon business activity, pedestrian flow and community activity.

4.2 Accessibility

A well designed and maintained urban environment is essential to ensure adequate open space for people to enjoy without the clutter of commercial activity on the street.

Street activity should be integrated into the street in a way that does not compromise existing uses, street furniture, building entrances, disabled access and pedestrian safety.

4.3 Diverse and Engaging

Street activities should be engaging and diverse in nature. The ability to attract and engage people can enhance the vitality of a street and create a sense of interest and curiosity.

Applicants sought will be energetic, dynamic, creative and adept at identifying local niche markets. Permit holders with these qualities ultimately generate a distinctive business culture with strong links to the commercial/retail sector.

4.4 Attractive and High Quality

The overall design of street activity infrastructure and associated equipment should contribute to the Jull Street Mall physical characteristics and enrich city life and street culture.

The design and appearance of structures should be innovative and vibrant, and structurally sound to be able to withstand prolonged exposure to various climatic conditions.

5. Activities Permitted

The activities permitted in the Jull Street Mall are shown in table (1) below.

Table 1 – Jull Street Mall Activities

Type of Activity	Permitted	Permit Required	Fees Required
Street Market	Yes	Yes	Yes
Street Appeals/Fundraising	Yes	Yes	Yes*
Street Entertainment	Yes	Yes	No
Community Group Promotion	Yes	Yes	No
Street Signage	Yes	Yes	No
Outdoor Eating Areas	Yes	Yes	No
Shop Front Trading	Yes	Yes	No

**Not for profit organisations or sporting groups conducting their own Street appeals/Fundraising may request at the time of application to have their fees waived*

5.1 Street Market

A defined area determined by the City where traders can carry out trading. Trading is the selling or marketing of goods or services.

A permit will be required by a market organiser (either a nominated CoA officer or an external contractor) who will manage all stallholders within the market zone and will operate according to the following criteria:

a) Market organiser to manage all operations of the market in accordance with operating agreement;
b) Markets only to operate on days between Thursday to Sunday;
c) Markets will not interfere with any other approved activity or use in the Mall;
d) Market Traders shall not obstruct or impede pedestrians using the Mall;
e) Market Traders shall not obstruct or impede access to adjacent business properties;
f) Market Trading goods that are likely to detract from the appearance of the mall may be required to be removed; and
g) Market Trading stalls which detract from the appearance of the mall may be required to be removed or amended.

5.2 Street Appeals/Fundraising

An organisation undertaking the soliciting of funds or contributions or offering for sale of any button, badge, token, or other similar thing for the purpose of raising funds or contributions.

a) Only to be conducted on Fridays except where registered charities have an advertised and commonly known Fundraising day / date e.g. Red Nose Day.
b) No more than two (2) people assisting the street appeal/survey are to be located in the Jull Street Mall.
c) Each person assisting the street appeal/survey must carry an identification badge and a signed permit;
d) No person under the age of 16 shall act as a collector; and
e) Collection tins are to remain sealed and be appropriately signed and numbered.

f) All applicants or representatives must adhere to the requirements of the following legislation where applicable:
    a. Charitable Collections Act 1946;
    b. Charitable Collections Regulations 1947;
    c. Street Collections (Regulations) Act 1940; and
    d. Street Collections Regulations 1999

5.3 Street Entertainment

A person who wishes to perform in public as defined in the Activities and Trading in Thoroughfares and Public Places Local Law.

a) Any collection container for donations is to remain stationary on the pavement;
b) A permit holder shall not interfere with any other approved use or permitted activity in the mall;
c) A permit holder cannot reserve a location or leave equipment or articles in the permitted area;
d) A permit holder shall not obstruct or impede pedestrians using the mall or to adjacent business properties;
e) Street Entertainment shall be for a maximum of four (4) hours in any one day;
f) A maximum limit of two (2) artists applies in any one performance unless a greater number of performers is approved and included as a condition on the permit;
g) Permit holders shall ensure all performers are of a suitable appearance and dress standard and must not wear attire contains offensive language or that promotes or encourages illegal activity;
h) The use of amplification during a performance may be decibel limited (and must not exceed 72dB(A); and
i. Can only be battery operated; and
ii. Must not unreasonably interfere with businesses or other mall users.
i) Street Entertainers may be required to audition for a permit.

5.4 Community Group Promotions

A not for profit community group or sporting club promoting membership to its association or club.

a) Promotional activities only to be located in Community Group Promotional zone;
b) May only operate in the Community Group Promotional zone for a total of one (1) day per month.
c) Displays may only be undertaken by an association or charity for the purpose of that association or charity; and
d) The display of or sale of goods associated with the community group may require a traders permit.

5.5 Street Signage

Signage located within the Jull Street Mall, which promotes a business operating in a leased or owned premises.

a) Sandwich board (A-Frame) signs are only allowed within the Jull Street Mall in accordance with current legislative requirements;
b) No more than one (1) A-Frame sign is permitted in relation to each business;
c) A-frame signs are not to exceed any dimensions of 1.0 metres and a surface area of 0.9m^2;
d) Be located no more than 2.0m directly in front of related business;
e) Shall not obstruct or impede pedestrians using the Mall; and

f) Be removed each day at the close of the business to which it relates and not be erected again until the business next opens.

5.6 Outdoor Eating Areas

A portion of a public place adjoining the normal place of business, that sell food and or beverages.

a) These areas are only permitted directly adjacent to food businesses;
b) Areas shall not obstruct or impede pedestrians using the Mall;
c) All furniture and approved structures are to be free standing;
d) All furniture and approved structures must be removed from the mall at the close of each business day;
e) Areas are to be delineated only be means approved by the City (brass plates); and
f) Where café umbrellas are used as a sun shade they must be adequately secured to ensure they do not become dislodged in high winds.

5.7 Shop front trading

Merchandise or goods displays in front of a premises located within the Jull Street Mall

a) Shop front trading must be located directly in front of the premises in which it relates;
b) Shop front trading is not to extend beyond the side boundary of the business premises;
c) Supervision of trading activities/goods must be possible from the business premises;
d) Shop front trading is not to obstruct access to the premises or pedestrians;
e) All goods must be displayed on stands or racks above the level of the footpath; and
f) Shop front trading areas are to be aesthetically pleasing.

6. Applying for a Permit

A Permit will be required to conduct activities within the Jull Street Mall as detailed within this Management Practice. Applications will be assessed on a case by case basis against the following criteria:

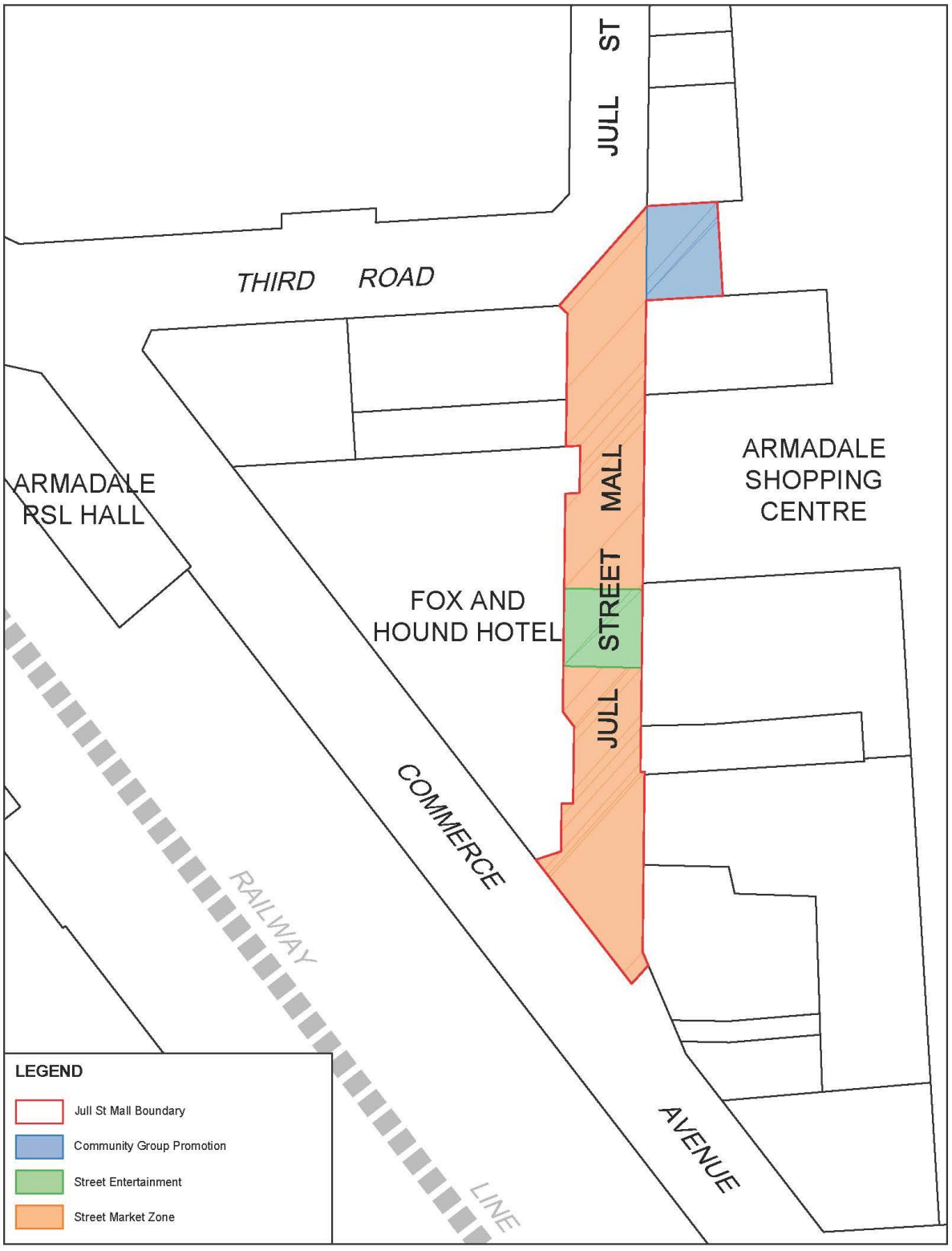
- Demonstrated compliance will relevant legislative requirements;
- Meeting the Purpose of this Management Practice
- Public safety; and
- Willingness to adhere to the City's values.

A permit may be cancelled or amended at any time if:

- The permit holder fails to comply with the permit conditions;
- There are changed conditions affecting the Jull Street Mall, such as a change of purpose, conflicting activities and/or health and safety concerns etc.

7. Fees

The fees will be consistent with the corresponding fees detailed in the City's Schedule of Fees and Charges for the relevant financial year period.



Jull St Mall Activity Zone Map

10 0 10 20m

SCALE 1 : 1000

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.

CITY OF Armadale

DATE 20 May 2015 - REVISION 1501

Last Reviewed	8 June 2015
Authority	C27/6/15

POLICY – FIRE 1 – Firebreaks

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure that all property owners comply with the firebreak notice and ensure that all precautions are taken to reduce the fire risk.

Policy

Council Rangers shall continue to undertake property firebreak inspections in accordance with the annual firebreak inspection programme, the Bush Fires Act 1954 and the current Management Practices during the period of December 1st and March 14th the year following.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Fire Prevention	
Last Reviewed	10 July 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 6 March 2007 (C14/2/07) 12 May 2014 (C20/5/14)	19 April 2004 (CS14/4/04) 8 March 2010 (C7/3/10) 10 July 2017 (CS23/7/17)

MANAGEMENT PRACTICE – FIRE 1 - Firebreaks

Relevant Delegation
N/A

1. Variations

Any variation in the positioning of firebreaks is to be the subject of a specific request to Council or its duly authorised officer, and any such variation shall be for one year only.

2. Inspections

(a) The list of firebreak area priorities be reviewed annually, taking into account:-

(i) Population risk;

(ii) Related fire history (ie known fire hazard areas);

(iii) Geographical features (difficulty of terrain when fires do occur and resulting problems caused to fire fighters);

(iv) Seasonal conditions; and

(v) Brigade liaison

(b) A series of articles and advertisements advising residents of the dangers of fires and inadequate firebreaks be organised through the local press. The advertising campaign to commence four weeks prior to the firebreak season.

(c) An annual inspection of land owned by, or under the care, management and control of the City shall be undertaken in September and October each year to determine whether firebreaks need upgrading or the block needs to be burnt off.

(d) A similar inspection be undertaken on Crown reserves (except Water Catchment and Forestry areas) and close liaison be maintained to ensure that problem reserves are prioritised for action.

(e) The local Volunteer Bush Fire Brigades be encouraged to liaise more closely with the Firebreak Inspectors in identifying problem areas to determine if alternative fire preventative measures need to be considered by Council.

(f) The following guidelines and procedures be adopted in relation to whether or not an infringement notice or warning should be issued in respect of properties which do not comply with firebreak requirements:

(i) A brief detailing the location of the property, conditions of the land and topography, shall be written out by the Firebreak Inspector.

(ii) A warning notice giving property owners 7 days in which to comply with the requirements contained in the City's "Firebreak Notice" shall be issued when:-

- The ownership of the property has changed or the owner has died since official notices of firebreak requirements were mailed to all property owners, and/or;

- There is clear evidence that the owner has made an attempt to firebreak their property but at the time of inspection, those firebreaks were inadequate.

(iii) Owners of non complying properties who are eligible for a warning under (ii) above, to be issued with an infringement notice if they do not comply within 7 days of receiving the warning and immediate action be take by the City to construct a firebreak, where practical, at the expense of the owner in accordance with powers provided in the Bush Fires Act 1954.

(iv) Owners of non complying properties where provisions contained in (ii) above are not applicable, to be immediately issued with an infringement notice and immediate action taken by the City to construct a firebreak, where practical, at the expense of the owner in accordance with the powers provided in the Bush fires Act 1954.

POLICY – FIRE 3 – Local Government Bush Firefighter Training

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure that local government bush firefighters are adequately skilled to fulfil their roles and the City exercises its duty of care.

Policy

The City shall provide sufficient resources to ensure that local government bush firefighters are appropriately trained and competent to perform their tasks in a safe and effective manner and that a basic level of skills is acquired for all members of the organization.
Training and qualifications shall be in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 9 February 2009 (C3/2/09) 10 August 2015 (C35/8/15)	6 June 2006 (C34/5/06) 12 March 2012 (CS12/3/12) 10 September 2018 (C30/9/18)

MANAGEMENT PRACTICE – FIRE 3 – Local Government Bushfire Fighters Training

Relevant Delegation
N/A

The following training requirements are to be applied to all local government Bushfire Fighters within the City.

1. Training And The Bush Fire Organisation

Responsibilities differ at various levels in the fire organisation and accordingly the level of skills required to perform related tasks varies.

The Department of Fire and Emergency Services (DFES) assists local authorities by providing a variety of training courses with defined prerequisites, known as the Pathways. Pathways addresses specific skills and knowledge required by the various levels of local government bushfire fighters.

These courses offer a DFES level of training, which recognises a promotional structure and development programme for the local government bushfire fighters, and are recognised by the City as being applicable to the volunteer bush fire organisation.

2. Training Officers

(a) A bushfire brigade shall endeavour to appoint a member of the brigade as the Brigade Training Officer.

It will be the responsibility of the Training Officer to ensure that all fire fighters are trained in basic firefighting procedures and in the efficient and safe operation of the brigade's equipment.

A Brigade Training Officer appointment may be held in conjunction with any other position within the Brigade.

(b) Appointed Training Officers will undertake the relevant training courses with DFES and will adopt and practice the procedures and standards recommended by DFES.

(c) All accredited Training Officers will be approved .to present training to fire fighters throughout the City.

(d) The person in charge of training shall at all times keep the safety of those personnel under his/her direction as a primary consideration.

(e) The Chief Bush Fire Control Officer has the operational management responsibility to ensure this occurs.

3 New And Serving Brigade Members - Training Standards

(a) Trainees (New Members)

(i) Persons joining a brigade shall be classified as Trainee Members.

(ii) A Trainee is a member of a Volunteer Bush Fire Brigade who has not completed the Fire Fighter Training, and has been approved to undertake the role of an active member by the brigade.

(iii) Trainees should not be engaged in active firefighting duties at the fire face and wild fire situations until they have qualified as fire fighters.

(iv) The minimum accepted training standard required for a member of the City of Armadale Volunteer Bush Fire Brigades to be regarded as a fully active firefighter is:

- Induction
- Introduction to firefighting
- Bush Fire fighting
- Australasian Inter-Service Incident Management Service Awareness

(b) Active Members

(i) Serving brigade members who have not already undertaken formal training courses must satisfy their Captain, and brigade Training Officer that they have a level of knowledge and skills at least equal to the Fire Fighter Course level.

(ii) Brigade members likely to be promoted within a brigade should be encouraged to attend accredited courses conducted by the DFES or their equivalent.

(iii) Promotion within the brigade shall be based on experience and accredited training.

(iv) The City requires Brigade Officers to be trained to a level consistent with their rank and role within the bush fire organisation, which is consistent with the Pathways.

(v) The City will require, wherever possible, Bush Fire Service Training Course accreditation or its equivalent as a prerequisite for future appointments to the positions of Fire Control Officer, Deputy Chief Bushfire Control Officer and Chief Bushfire Control Officer.

4 Bush Fire Training Committee

The Bush Fire Training Committee comprising the Training Officer from each brigade, the CBFCO, DCBFCO and Captain who will advise the Bush Fire Advisory Committee (BFAC) or in the absence of the BFAC the Manager Ranger & Emergency Services on matters pertinent to the safety and training of local government bushfire fighters.

POLICY – HTG 1 - Moveable Heritage Collection

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

The City of Armadale's moveable heritage collection has evolved as the City has grown and developed and is an indication of its evolving cultural identity.

To provide clear collection and management guidelines in relation to the current and future acquisitions and display of the City's Museum Collection, to ensure safeguarding of all items and to remove any doubt as to ownership of artefacts.

Policy

The City of Armadale will retain or accept items in its museums that are significant to the history of the City of Armadale and the people who live or have lived there.

Displays will be maintained, both permanent and temporary, from materials within the City's collections or those covered by a temporary loan agreement that are relevant to the City of Armadale district and its history.

Acceptance, retention and display of materials shall be in accordance with current management practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	10 April 2012 (C21/4/12) 10 September 2018 (C30/9/18)	11 May 2015 (C23/5/15)

MANAGEMENT PRACTICE – HTG 1 – Movable Heritage Collection

Relevant Delegation

N/A

1. Introduction

The City of Armadale's moveable heritage collection currently comprises material collected by History House Museum and the Bert Tyler Vintage Machinery Museum. The City of Armadale seeks to collect, preserve, research, document, interpret, store and exhibit items that enhance the understanding of the history of the City of Armadale and its people.

2. Definition of the City of Armadale for Collection Purposes

The City of Armadale will be defined as the gazetted geographical local government boundary at the given time of the objects provenance. For the period pre 1894 today's local government boundary will be used.

3. Key Collecting Themes

The City of Armadale will only retain or accept in the collection those items which have provenance and significance relating to the following themes:

- Culturally appropriate objects relating to the Aboriginal occupation and use of the area.
- Items significant to how people, families, groups have lived their lives within the City of Armadale over time.
- Items relating to any person, family, group, organisation or event that have a significant connection to the City of Armadale.
- Items relating to the development of early industries in the City of Armadale.
- Items that relate to the effect of national or international social, political and/or economic events or practices on the City of Armadale.
- Representative examples of natural history from the City of Armadale that relate to human occupation.
- Items not directly related to the history of the City of Armadale but are reflective of the known social environment at the time and which can supplement the collection (these items to be de-accessioned when a more appropriate item enters the collection).

4. Museum Resources and Procedures

The City of Armadale will only retain or accept items if adequate resources and procedures can be provided to preserve, research, document, interpret, store and exhibit the item in accordance with accepted professional standards.

5. Item Physical Condition

The City of Armadale will only retain or accept objects whose physical condition allows it to contribute to the interpretation of the history of the City of Armadale and not pose a health and safety threat to staff, volunteers or patrons.

6. Documentation of Provenance and Significance

The City of Armadale will, where possible, only accept or retain items in the collection that are accompanied by:

- Documented provenance
- Documented significance to the City of Armadale.

7. Duplication within the Collection

The City of Armadale will avoid the unnecessary duplication of like or similar objects, and will co-operate where possible with other collecting and cultural institutions to avoid duplication of thematic collections.

Highly significant or fragile items may be duplicated to assist with security, environmental, research, education, conservation or display purposes.

8. Acquisition of the Collection by the City of Armadale

All items previously under the care of the Armadale Kelmscott Historical Society, and clearly not identified as a loan prior to the transfer of management of the History House Museum from the History House Museum Management Committee to the City of Armadale in 2003, will be regarded as belonging to the City of Armadale Moveable Heritage Collection.

Items can be accepted into the City of Armadale Moveable Heritage Collection by donation, acquisition, bequest, internal transfer, salvage or external transfer. Where possible all items that enter the collection will be accompanied by appropriate documentation such as a receipt, transfer document or a signed donation/deed of gift form.

Donation or deed of gift forms must clearly state that the donor is the legal owner of the item or that they have the legal authority to transfer the ownership of the item to the City of Armadale.

9. Item Restrictions

The City of Armadale as general practice will not accept an item with any restrictions from the donor attached. If a sufficiently important case exists for a highly significant item to be accepted with restrictions, a reasonable date will be agreed to with the donor for the termination of the restrictions. The City of Armadale will strictly adhere to the provisions of the restrictions unless a court of competent jurisdiction authorises otherwise.

10. Secondary Collection

Not all items offered to the City of Armadale will meet the criteria established in this document. Some items may have an educational significance and be accepted into the City of Armadale's Secondary Collection. Donors must be made aware of this distinction prior to acceptance of donations.

The secondary collection is to be used for public and educational programs. These items will be used by members of the public and may be subject to possible damage. They are not a part of the City of Armadale's Moveable Heritage Collection, they will not be documented on the

primary collection database and not be subject to the management practices set out in this document except that they must be safe to use by staff, volunteers and members of the public.

11. Ethics

The City of Armadale will only acquire items for its collection:

- In accordance with State and Federal law and international agreements between Australia and other nations.
- That have legal and ethical provenance.
- In accordance with the Museum Australia Code of Ethics of which it is a member.
- That preserve human dignity.

The City of Armadale will:

- Promote the legal and ethical responsibilities of natural and cultural preservation to the general public.
- Not provide appraisals for tax deductions or other external purposes.
- Only provide identification and authentication for professional, scientific or educational purposes as outlines in the Museums Australia Code of Ethics.

12. De-accessioning and disposal

De-accessioning is the process whereby an item from the collection maybe considered for removal. In accordance with good collection management practice and International Council of Museums (ICOM) ethics, the City of Armadale has the right to de-accession items over which it has ownership.

13. Condition for De-accessioning

The City of Armadale may de-accession an item if it:

- Fails to meet the criteria set out in the City of Armadale's management practices for the acceptance and retention of material on a permanent basis.
- Does not have adequate documentation proving provenance and significance.
- Is more appropriate for the item to belong in another cultural or collecting institution.

14. Community Consultation

For an item to be disposed of or transferred to another organisation the City of Armadale will present the recommendation for de-accessioning to a Council recognized community committee for ratification.

For items that have significant financial or cultural value, or where the community committee is unable to reach a consensus on disposal or transfer, the decision will be referred to Council for resolution.

15. Conditions for Disposal

The City of Armadale may dispose or de-accessioned items using the following methods:

- Offer the item in the first instance back to the original donor or immediate member of the family.
- Offer the item to another appropriate cultural or collecting institution.
- Offer the item to an appropriate community organisation.
- Transfer the item to the City of Armadale's Secondary Collection.
- Cannibalise the item for spare parts for other, more significant items in the collection.
- Sell the item via public auction and in accordance with the ethics outlined in this document.
- As a last resort destruction of the item while being witnessed by an impartial observer.

16. Proceeds from the Sale of an item

Any proceeds from the sale of a de-accessioned item should be committed back into the development and care of the moveable heritage collection. The City of Armadale should not be seen to be profiting from the communities' heritage.

17. Ethics

No City of Armadale staff member, Councillor, volunteer, community group member or member of their family may purchase or be seen to gain personal benefit from the disposal of a de-accessioned item regardless of method of disposal including public auction.

18. Loans

The acceptance of items by the City of Armadale on a 'long term loan' or a 'temporary loan' basis will be refused. Loans may be accepted on a short term basis for exhibition purposes and only within a specifically defined period. All loans to the collection will be properly cared for in keeping with the standards outlined in this management practice.

The City may lend objects to other museums and organizations holding history collections. Outward loans will be for a set period of time. Where applicable and appropriate, outward loans will be made on the understanding of reciprocal lending. It will generally not lend to private collectors.

All outward loans will be made under signed agreement with the City of Armadale, and depending on value may be subject to notification and acceptance of the City's Insurer noting the following:

- Address and details of display area (Main Foyer, office etc)
- Loan period
- Details of building security or other methods of securing the item.
- Value of the piece/pieces

The lender will be responsible for any additional insurance cost that the City may incur as a result of the loan. Where applicable the City may require the lender to include the piece/s under their insurance cover and to provide confirmation of coverage.

19. 19. Display of Moveable Heritage Collection Artefacts

Prior to display all artefacts must be transferred to the legal ownership of the City of Armadale.

- If the artefact is deemed not to belong to City of Armadale's moveable heritage collection it may only be included in a display provided that the artefact is covered in a temporary loan agreement and is essential to the success of the display.
- The City of Armadale should hold those artefacts that originate from indigenous groups under mutual agreement. The rights to such cultural material will legally remain with the indigenous custodians.

Establishing the aim of display

Before any artefact is placed within a display it must be considered to comply with the Moveable Heritage Collection Policy/Management Practice.

The artefact or display must be placed in a location within the museum that is suitable for exhibition of artefacts. Due care is to be given to the condition requirements of artefacts such as exposure to light, heat and biological agents.

Appropriateness

The City will only display in its museums those objects or archival materials, which are relevant to and consistent with the defined purposes of the museum, as defined by the Moveable Heritage Collection Policy/Management Practice.

Research requirements of displayed objects

Those artefacts that are used in displays must have a minimum standard of research so that the object can be interpreted in an appropriate manner. This level of research should include:

- Knowledge on the use or application of the object/artefact.
- Accessioning information at time of donation completed as far as is practicable.
- The object must have a research relevance to the display in which it is to be placed.

Condition of objects to be displayed

All objects earmarked for display should be considered to be in good general order. Any conservation works to objects should be carried out prior to display.

- Objects that are placed in long-term displays should be assessed at least once per calendar year.
- Any object found to have deteriorated while on display should be removed immediately and not replaced until stabilised.
- If necessary replacement artefacts should be used to complement the display.

Safety

The museum will avoid displaying items that may endanger the health or safety of museum staff or the public given reasonable safety precautions.

Last Reviewed	
Authority	

POLICY – HTG 2 - Birtwistle Local Studies Library Collection

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

The City of Armadale's written, oral and photographic heritage collection has evolved as the City has grown and developed and is an indication of its evolving cultural identity.

To provide clear collection and management guidelines in relation to the current and future acquisitions of the City's Local Studies Collection.

Policy

The City of Armadale Birtwistle Local Studies Library will collect material in written, oral, photographic or digital format that documents the history of the City and its community.

Acceptance and retention of materials shall be in accordance with current management practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	10 April 2012 (C21/4/12) 10 September 2018 (C30/9/18)	11 May 2015 (C23/5/15)

Management Practice – HTG 2 - Local Studies Library Collection

Relevant Delegation
N/A

1. Introduction

The City's Local Studies Library was named in 2003 in honour of Ivor T. Birtwistle, the first president of the Armadale-Kelmscott Historical Society. Birtwistle's private collection of books and documents, donated after his death and originally held in the History House Museum, remains an integral part of the collection. The Birtwistle Local Studies Library is committed to acquiring materials to develop a comprehensive history of the district.

2. Key Collecting Themes

The City of Armadale's local history collection will reflect the following acquisition criteria:

- Items should have a verifiable connection with the City of Armadale (i.e. people, places, activities or events).
- Published district history works of other local government areas will be collected.
- The collection will include oral history recordings and transcripts, photographs, documents, ephemera, books and manuscripts, local newspapers and news magazines, serials, private archives, cartographic materials, micro formats and limited artefacts.

3. Acquisition

Acquisitions into the collection are made through:

- purchase, donation, copying agreements or by bequest.

Where possible all donations that enter the collection will be accompanied by appropriate documentation such as a receipt, transfer document or a signed donation/deed of gift form.

Donations that include a large collection of items, e.g. minutes and correspondence of a community group or organisation, might not be retained in full, rather a sample collection of the items only may be retained depending on the significance of the collection. Remaining items will be returned to the donor or destroyed by agreement.

Where donors do not wish, or are unable, to fulfil these requirements, then donors may be approached for a loan of such materials to be copied for the collection. When an item is on loan for such purpose, a termination date will be specified.

Donation or deed of gift forms must clearly state that the donor is the legal owner of the item or that they have the legal authority to transfer the ownership of the item to the City of Armadale.

Preferably, acquisitions must be in a good state of preservation or manufacture. Items requiring extensive conservation and storage conditions that cannot be adequately provided for by the collection resources should not be acquired unless it meets significance criteria.

4. De-accessioning and disposal

De-accessioning is the process whereby an item from the collection maybe considered for removal if it:

- Is an item that does not fall within the Acquisition Criteria,

- Is in poor condition and is considered to be of insufficient merit to allocate the resources to ensure its conservation,
- It is a duplicate and a more physically intact item is available.

The City of Armadale may dispose or de-accession items using the following methods:

- Return to the donor if indicated on the donor's receipt or deed of gift.
- Transfer to another collection agency.
- Sale or auction.
- Destruction.

5. Collection management

All items are officially receipted and registered into the collection and catalogued within the City of Armadale's current Library Management System.

The library catalogue record includes information, including, but not limited to: loans, physical condition, identifying features, provenance and legal requirements and copyright agreement, i.e. whether the donor has retained copyright or transferred copyright to the City.

6. Copyright

Published materials

- Copyright practices should be within the *Copyright Amendment Act 2006* and apply to all published material in the collection. Should a researcher wish to use any unpublished item for publication, written permission must be first sought from the City of Armadale's Historian/Local Studies Librarian, who will seek any clearances on behalf of the researcher.
- Photographs will only be available on application to the City of Armadale's Local Studies Library, which will work within the *Copyright Amendment Act 2006*.
- Digitisation of significant items will be in accordance with the *Copyright Amendment Act 2006.*

Unpublished materials

- Copies of all or part of unpublished materials may be made, subject to the wishes of the donor of the material.

7. Ethics

The City of Armadale will abide by the codes of ethical practice established by the:

- Australian Library & Information Association
- Australian Society of Archivists
- Oral History Association of Australia

POLICY – LIB 1 – Displays of Arts and Crafts in Library Buildings

Related Management Practice

No

Relevant Delegation

N/A

Rationale

Council's libraries are a community resource, and as such should not be used for the financial gain of any individual or business enterprise. Displays that support local artists or arts and crafts groups, that are of a community based nature, are permitted, display booking timetables and space permitting.

Policy

Painting, handicraft and other works of art, displayed for commercial purposes, shall not be permitted in the City's libraries.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 September 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 9 February 2009 (C3/2/09) 11 May 2015 (C23/5/15)	6 June 2006 (C34/5/06) 12 March 2012 (12/3/12) 10 September 2018 (C30/9/18)

POLICY – LIB 3 – Public Internet Use

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

Strict guidelines exist to ensure that the City is not held responsible for inappropriate usage of the Internet. Persons using the library's public access computers are responsible for reading the terms and conditions of use prior to log on access being approved..

Policy

The City of Armadale Library & Information Service will provide free and equitable access to the world wide web for the public.

Usage of the internet shall be in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	15 April 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 6 March 2007 (C14/2/07) 8 April 2013 (C13/4/13) 15 April 2019 (C12/4/19)	19 April 2004 (CS14/4/04) 12 April 2010 (C15/4/116 14 March 2016 (C9/3/16)

MANAGEMENT PRACTICE – LIB 3 – Public Internet Use

Relevant Delegation
N/A

1. Members using the internet are responsible for reading the terms and conditions associated with its use as required prior to log on access being approved. ("Member" includes those persons using a "guest" membership in all matters relating to internet use.)
2. The City reserves the right to deny access or to restrict access to certain internet sites and/or materials, and to terminate a member's internet privileges if any of its rules and procedures are breached.
3. Due to the changing nature of the internet, guidelines and procedures are subject to change without notice and at the City's discretion.
4. The City does not take responsibility for the information gathered on the internet, or for any technical problems in accessing sites on the internet. If the internet is unavailable during a time where a member has booked a session then the member will lose this booking.
5. The City takes all care to protect against viruses and unauthorised use of data. However, members are responsible for ensuring their own privacy by logging out completely from all sites which require a password.
6. The City is bound by an agreement with the Internet Service Provider (ISP) that prohibits any unlawful use of the internet.
7. A member must not use a computer to 'transmit, obtain possession of, demonstrate, advertise or request the transmission of an article knowing it to contain objectionable material' (WA Censorship Act 1996, s101) or to make restricted material available to a minor (a person under 18 years of age).
8. A member must not violate or attempt to violate any computer network system security or modify the installed hardware or software in any way.
9. Members must respect copyright laws and licensing agreements.
10. Supervision or restriction of a minor's access to the internet, and software is the responsibility of the parent or legal guardian.
11. Members will be assisted in their use of the internet, and software installed on the PCs, to the same degree as assistance is given in the use of other library resources. (ie: Direction given in locating our resources and information).
12. The City will determine the maximum number of sessions a member may have per day across all branches.
13. Members are to advise the library if the session time booked is no longer required. Failure to do so may affect future computer use.
14. Members are permitted to print and download information from the internet at costs determined by the City. Downloading to the hard drive is not permitted.
15. The City provides a wireless hotspot for public access to the internet free of charge within each library building. All of the computer/internet use terms and conditions apply to the use of the wireless hotspot service.

Last Reviewed	
Authority	

POLICY – RECN 4 – Hire of Community Facilities and Reserves

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To maximise and promote diversity of usage of Council Halls, Community Centres and Pavilions.

Policy

Council's intention is to manage its Halls, Community Centres and Pavilions in a fair and equitable manner for the benefit of the community.

Council aims to maximise the use of its facilities and wherever possible, accommodate a diverse range of activities and user groups rather than provide exclusive use of facilities for a single user group or activity.

Hire of Council Halls, Community Centres and Pavilions shall be in accordance with Management Practice RECN 4.

Related Local Law	Property Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	10 July 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	4 March 2003 (C29/4/07) 28 January 2014 (C3/1/14)	12 April 2010 (C15/4/10) 10 July 2017 (CS23/7/17)

Community Facilities and are available for hire, inclusive of set up and pack up, from 6.00am to 1.00am. Charges will apply for the full duration of the booking and the booking must include the period from set up to pack down.

Example:

> A wedding will be held on Saturday evening, with set up booked Friday evening 6pm to 10pm. Set up fee will apply from 6pm to 1am Friday evening and 6am to event time Saturday plus other charges.

1. Hire of Facilities

Any initial queries will be assisted by the Customer Service Team to determine the nature of the booking request. On determination of the booking type, outlined below, Customer Service will forward any regular or seasonal queries to the Leisure Services team and complete the initial stages of an occasional Hirer at reception.

Once a booking application is received a two week processing time is required to process and confirm or decline the request. All applicants will be notified in writing the outcome of the booking request.

The City reserves the right to decline or refuse hire of its facilities.

2. Types of Hirers

2.1. Regular Hirer

Description

Regular Hirer of facilities or reserve is available, subject to availability and the activity suitability for the venue.

All regular Hirers are required to have Public Liability Insurance and those serving liquor require the appropriate license from Department gaming, Racing and Liquor.

Eligibility

Any request for regular hire of a community facility or reserve will be referred to the Leisure Services Department. Regular hire of a community facility or reserve is reviewed annually and the maximum period of any booking is 1 year i.e. 1 January – 31 December. The minimum time for any booking is one (1) hour.

Tenure

Regular Hirers will have access to the facility for the allocated time of booking (including set up and pack down). Keys and a unique alarm code will be provided at the commencement of the booking period.

Subject to availability of storage space, the City will consider requests from regular Hirers to store equipment in community facilities on the condition that the City accepts no responsibility for the loss or damage of any equipment. Fees apply for all storage.

Payments

Regular Hirers are invoiced monthly and charges are consistent with the annual budget schedule of fees and charges.

2.2. Seasonal Hirer

Description/Types

Seasonal hire of facilities or reserve is available to sporting clubs for the duration of the season.

Summer season: 1 November to 31 March

Winter season: 1 April to 31 October

A two week active reserve maintenance program is scheduled between seasons. Active reserves may not be available for this period by any seasonal Hirers.

All seasonal Hirers are required to have Public Liability Insurance and Senior clubs serving liquor the appropriate license from Department Gaming, Racing and Liquor.

Eligibility

Requests for seasonal hire will be invited and reviewed annually by the Leisure Services Department. Bookings are for the duration of the sport season i.e. Cricket 1 November – 31 March. The minimum time for any booking is one (1) hour.

From October 2014 only incorporated bodies under the Associations Incorporate Act 1987 will be considered for seasonal hire of an active reserve.

Pre-season booking requests will only be accepted and subject to change in consideration of the 'in season' club requirements.

Tenure

Bookings will be taken on an annual basis. Preference will be given to seasonal Hirers who have previously accessed the active reserve.

Seasonal Hirers have access to the facility for the allocated time of booking, a key and unique alarm code will be provided at the commencement of the booking.

Subject to availability of storage space, the City will consider requests from seasonal Hirers to store equipment in community facilities on the condition that the City accepts no responsibility for the loss or damage of any equipment. Fees apply for all storage.

Payments

Seasonal Hirers are invoiced monthly and charges are consistent with the annual budget schedule of fees and charges.

2.3. Occasional Hirer

Description/Types

Oneoff or short term hire of facilities or reserve is available to organisation or individuals over the age of 18.

Occasional Hirers are required to have Public Liability Insurance when part of an organisation. Individuals are not required to have Public Liability Insurance unless requested.

Eligibility

Any request for occasional hire of a community facility or reserve will be referred to the Leisure Services Department. Occasional hire requests must be received at least two weeks prior to the booking. The minimum time for any booking is one (1) hour.

Tenure

Occasional Hirers will have access to the facility for the allocated time of booking (including set up and pack down), a key and alarm code must be collected from the administration building during business hours, prior to the booking.

No storage is available before or after the allotted time.

Payments

Occasional Hirers are invoiced on confirmation of the booing and payment must be made prior to the booking. Charges are outlined in the annual budget schedule of fees and charges.

3. Non-Compliance of Conditions of Hire

The City reserves the right to cancel any seasonal or regular booking where it has been determined that the Hirer has either breached the Conditions of Hire, has outstanding hire fees for 60 days or when the Hirer has accessed the facility outside of allocated hire times without prior permission.

In exercising its rights, the City will:

- Issue a first warning in writing to the Hirer in regard to the non-compliance/s.
- Suspend use for a period of up to one month in the event of a second non-compliance.
- Cancel the booking in the event of a third non-compliance.

The Hirer will have the right of appeal in accordance to the Local Government Property Law (clause 7.1).

Last Reviewed	
Authority	

POLICY – RECN 7- Major Event Sponsorship Policy

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

Council is committed to promoting the City of Armadale locally, nationally and internationally while supporting major events.

This policy provides guidelines determining how Council responds to sponsorship requests for major events that occur within the City.

Policy

Council will consider requests for sponsorship of major events held within the City of Armadale.

Sponsorship proposals will be assessed against criteria which are outlined in the Management Practice.

Related Local Law	N/A	
Related Policies	COMD1 Requests for Financial Assistance COMD5 Sponsorship of the City's Events, Programs, Facilities and Publications	
Related Budget Schedule	Recreation Services	
Last Reviewed	10 June 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	13 February 2012 (C8/2/12) 10 September 2018 (C30/9/18)	11 May 2015 (C23/5/15) 10 June 2019 (C20/6/19)

Expressions of interest will be sought from organisations and community groups for sponsorship. Sponsorship amounts will be to a minimum $5,000 and maximum of $25,000.

Requests for sponsorship will be considered having regard for the following guidelines and criteria:

1.1 Eligibility criteria

a. The group must have recognition or affiliation with relevant sporting or community associations or governing bodies.

b. The groups must present a proposed sponsorship arrangement.

c. The event must attract spectators and volunteers from the local and wider community.

d. The group must have the ability to manage a high profile event of the proposed type.

e. The group must demonstrate a significant contribution in cash and/or 'in kind'.

f. The event must provide tourism and promotional opportunities for the City before, during and after the event.

g. The event must be held in within the City of Armadale.

1.2 In the event that the application is successful applicants must:

a. Sign and adhere to a sponsorship agreement as proposed by the City.

b. Provide a sponsorship report with detail of the outcomes as related to the above eligibility criteria (see 1.1) and event summary within three months of the event.

c. Follow the City's guides to Community Events including adhering to the Public Event Guidelines.

POLICY – ENG 1 – Taking of Flora

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To allow the taking of flora only for the purposes of research, dieback mapping and revegetation works within the City.

Policy

The City will permit the taking of flora, cuttings or seed from land owned or vested in the City when undertaken for the purpose of biological assessment, research, dieback mapping or revegetation works within the City, or to provide a food source for rehabilitation of rare fauna protected under State or Federal legislation. Permission will only be given in accordance with the current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	11 March 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 2 July 2007 (T46/6/07) 11 February 2013 (T5/2/13) 11 March 2019 (T14/3/19)	7 June 2005 (T49/05/05) 9 March 2010 (T20/3/10) 14 March 2016 (T6/2/16)

MANAGEMENT PRACTICE – ENG 1 – Taking of Flora

Relevant Delegation
N/A

1. Definitions

"Flora" means any plant (including any wildflower, palm, shrub, tree, fern, creeper or vine) which is:-

- Native to the State of Western Australia; or
- Declared to be flora pursuant by notice published by the Minister in the Government Gazette, and includes any part of flora and all seeds and spores thereof.

"Friends Group" means any organization with a demonstrated interest in the protection of the City's bushland (as determined by the Executive Director Technical Services).

"licence" means a licence issued pursuant to the provisions of the *Biodiversity Conservation Act 2016* and *Biodiversity Conservation Regulations 2018*..

"to take" in relation to any flora includes to gather, pluck, cut, or remove. It does not extend to destroying, digging up, removing or injuring flora.

"Introduced plant" means any plant that does not meet the definition of flora as defined in this procedure.

"translocate" in relation to flora, means to deliberately transfer a plant, seed, or regenerative plant material, from one place to another (including back to the place where the plant was originally growing) with a view to maintaining or growing a living plant.

2. Policy Implementation

Permission to take flora will only be granted in accordance with the following Management Practices.

2.1. Requests for taking flora must be submitted in writing and be approved by the City in writing prior to taking of flora. Requests will be required to detail:

a) The purpose

b) The species of flora that may be taken

c) How the flora will be taken

d) The area or location from where the flora will be taken

e) The quantity of flora that will be taken

f) The time of year when the flora will be taken

g) The parts of the flora that will be taken

h) How flora collections will be identified

i) How flora collections will be stored

j) If the flora is to be translocated, where, when and how the translocation will be undertaken

k) If flora is to be used for revegetation, a City approved revegetation plan detailing where, when and how the propagation and revegetation will be undertaken

2.2. A current flora licence as required under the Biodiversity Conservation Act 2016 and Biodiversity Conservation Regulations 2018. must be held;

2.3. If it is proposed to take Threatened flora, a valid licence must be held;

2.4. The taking of flora, cuttings or seed for revegetation projects must be supervised by a person or organization with prior experience in successful revegetation projects;

2.5. Where groups of students are required to make up herbaria, cooperation occurs between students so that the number of cuttings required is minimised;

2.6. Determination that the site will not be adversely impacted from cumulative operations that involve the taking of native flora;

2.7. Permission will not be granted to any person seeking to make a profit from taking of flora; and

2.8. Requests for taking introduced plants will not be granted if there is a risk that the taking could result in an increased invasion of weeds into natural areas.

Last Reviewed	22 February
Authority	MANEX

POLICY – ENG 4 – Footpath/Kerb/Verge Bonds

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure that Council does not suffer financially from any damage caused to footpaths/kerbs/verges by builders.

Policy

A footpath/kerb/verge bond shall be paid by:-

- Registered Builders;
- Owners/builders; and
- Private below ground swimming pool installers.

Bonds shall be handled in accordance with the current Management Practices.

Related Local Law	Activities and Trading in Thoroughfares and Public Places Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	13 March 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 10 March 2008 (T18/3/08) 14 April 2014 (T19/4/14	7 June 2005 (T49/05/05) 27 June 2011 (T35/6/11) 13 March 2017 (T12/3/17)

MANAGEMENT PRACTICE – ENG 4 -
Footpath/Kerb/Verge Bonds

Relevant Delegation
N/A

1. Security bond and administration fees are paid for all building permits issued for pools, sheds and patios regardless of value of associated works.

2. Owners/Builders who undertake a single one-off application;

   (a) If no footpath or kerb or verge is present – no bond;

   (b) If footpath or kerb or verge is present, a Footpath/Kerb/Verge bond of $400; and

   (c) Payment to be made in the form of cash to the relevant Trust Account.

3. Registered Builders and private below ground swimming pool installers who undertake fewer than 10 separate projects in the City per annum;

   (a) An annual bond in the form of cash to the relevant Trust Account covering all applications; and

   (b) The value of the bond shall be $1,000.

4. Registered Builders and private below ground swimming pool installers who undertake 10 or more separate projects in the City, per annum:

   (a) An annual bond in the form of cash to the relevant Trust Account covering all applications; and

   (b) The value of the bond shall be $2,000.

5. In all cases where footpath/kerb/verge bonds are applicable:

   (a) Should damage occur, the builder should first be given the opportunity to repair it to the City's requirement. The City will carry out repairs and invoice the builder if authorised to do so by the builder or in the event of the failure of the builder to carry out repairs within the time specified in the notice;

   (b) The person taking out the building licence is responsible for notifying the City 14 days before commencing works on site to allow a pre-construction inspection, and also upon completion of the works to commence the refund and clearance process; and -

   (c) Where footpath/kerb/verge bonds are refunded, these will be payable without interest and refunded only to the person taking out the building licence, unless written authority is received for the amount to be made payable to the third party.

Last Reviewed	24 February 2017
Authority	MANEX

POLICY – ENG 7 - Public Access Ways – Management

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure remaining Public Access Ways throughout the City are well maintained.

Policy

Where Council has previously refused to close a public access way it will ensure that the amenity is well maintained.
It shall be maintained in accordance with current Management Practices.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Parks	
Last Reviewed	11 March 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 5 February 2007 (T4/1/07) 11 February 2013 (T5/2/13) 11 March 2019 (T13/3/19)	19 April 2004 (CS14/4/04) 9 March 2010 (T20/3/10) 14 March 2016 (T6/2/16)

1. Remove or otherwise cover up graffiti on both fencing and footpaths within the PAW.
2. Where feasible install lighting at ends of the PAW.
3. Establish a twice a year maintenance programme that is to include the collection and removal of rubbish, mowing and edging of grass, spraying of herbicide, tree pruning and sweeping of the path on a regular basis.
6. Arrange to treat any ant infestation/repairs to path and bollards.
7. Install and empty rubbish bins at the entrance of the PAW where the access way leads onto a park or reserve.
8. Provide full width paving in PAW's up to 3.0 metres wide and 2.0 metre wide paving in access ways wider than 3.0 metres.

Last Reviewed	
Authority	

POLICY – ENG 8 - Fireworks

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To identify those reserves on which permission may be granted to hold fireworks displays.

Policy

Council will only approve fireworks displays conducted by community groups, on the following reserves:

- John Dunn Oval
- Gwynne Park
- Rushton Park
- Frye Park

Minnawarra Park shall only be used for fireworks displays that are under direct control of Council. Conditions of use are those required for the above reserves.

Any approval shall be in accordance with the current Management Practices.

Related Local Law	Local Government Property Local Law	
Related Policies	N/A	
Related Budget Schedule	N/A	
Last Reviewed	11 March 2019	
Next Review Date	March 2022	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 5 February 2007 (T4/1/07) 11 February 2013 (T5/2/13) 11 March 2019 (T13/3/19)	19 April 2004 (CS14/4/04) 9 March 2010 (T20/3/10) 14 March 2016 (T6/2/16)

MANAGEMENT PRACTICE – ENG 8 – Fireworks

Relevant Delegation
N/A

Approval may be granted to community groups to hold fireworks displays subject to the following conditions:

1. The fireworks displays are to be under the control of a licensed pyrotechnician;
2. A copy of the pyrotechnician's current licence and Public Liability insurance to the value recommended by the City's Public Liability Insurer at the time of the display is to be provided;
3. A copy of the Fire and Emergency Services Authority of WA permit and the commitment by FESA of the necessary number of fast attack fire units to be in attendance for the event is to be provided;
4. A copy of the Department of Minerals and Energy permit is to be provided;
5. A copy of the advice to the Department of Conservation and Land Management detailing the event and the nominated reserve is to be provided;
6. A copy of the advice to the City Of Armadale Chief Bush fire Control Officer detailing the event is to be provided;
7. Placement of a number of fire extinguishers around perimeter of the fireworks display area;
8. Residents directly surrounding the reserve are to be notified by letter drop 2 weeks prior to the event;
9. An advertisement is to be placed in the local newspaper notifying the wider community of the event. Costs incurred are the responsibility of the applicant;
10. A special performance bond is to be lodged with the City before the event at a level commensurate with potential cost to the City. Minimum amount to be $200.00;
11. The fireworks display will not proceed if the Fire Weather Danger Rating is Very High or Extreme on the nominated day;
12. The City can withdraw its approval for a fireworks display at any time and even at short notice if the Chief Executive Officer considers it too dangerous or inappropriate to proceed;
13. In the event of withdrawal of approval for a fireworks display, any financial loss to the applicant will not be the responsibility of the City.
14. It be noted that the City holds authorised fireworks displays at Minnawarra Park under strict controls and arrangement with relevant authorities.

Last Reviewed	
Authority	

POLICY – ENG 12 – Resumptions

Related Management Practice

No

Relevant Delegation

N/A

Rationale

To provide an effective administrative process for the timely acquisition of land for approved Council projects.

Policy

Where land is required to be resumed for approved Council projects, officers may negotiate acquisition up to its taxation valuation without reference to Council.

Related Local Law	N/A	
Related Policies	N/A	
Related Budget Schedule	Various Schedules	
Last Reviewed	12 March 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	4 March 2003 (C6/2/03) 9 March 2009 (T18/3/09) 11 May 2015 (T33/5/15	7 March 2006 (T12/02/06) 10 April 2012 (T27/4/12) 12 March 2018 (T15/3/18)

POLICY – ENG 14 - Landscaping

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To create a place combining city living with a beautiful bushland setting, enhancing the qualities and benefits of our natural and built environment.

A landscaping policy guides the design and development of streets and public spaces to enhance the amenity, environmental qualities and character of a place.

Policy

The City of Armadale will strive to enhance the amenity, environmental qualities and character of public spaces by pursuing the following objectives:

1. Create a place combining city living with a beautiful bushland setting
2. Informing the design of landscaping within the City to establish a community environment that delivers attractive and functional public places.
3. Create public spaces which respond to the recreation and leisure expectations and requirements of the community.
4. Where appropriate, provide for the inclusion of a majority proportion of locally native plants in streetscapes and landscapes, improving biodiversity as identified in the City's Urban Forest Strategy;
5. Provide landscape development guidance to assist with the creation of attractive, practical and sustainable public streets and spaces capable of accommodating possible future changes in climate and rainfall.

Minimise the demand on water resources by applying waterwise principles in landscaping designs.

Related Local Law	N/A	
Related Policies	ENG 6, ENG 9	
Related Budget Schedule	N/A	
Last Reviewed	11 February 2019	
Next Review Date	March 2021	
Authority Council Meeting of:	5 February 2007 (T7/01/07) 10 April 2012 (27/4/12) 11 February 2019 (T3/2/19)	9 March 2009 (T18/3/09) 11 May 2015 (T33/5/15)

MANAGEMENT PRACTICE – ENG 14 - Landscaping

Relevant Delegation
N/A

1. Scope

This policy applies to the landscaping and management of Public Spaces and Streetscapes, by the City and or developers on behalf of the City.

For the purpose of this policy, landscaping is defined as works undertaken to improve the appearance of an area of land. Works may include improvement to existing land and streetscapes through horticultural maintenance practice or by the installation of landscaping such as tree and shrub planting; turf laying, paving, street / park furniture, artworks, irrigation and earthworks.

2. Application of Policy

This policy applies to:

2.1. All proposals, where the provision of landscape plans are required to be assessed in association with the statutory approval process;
2.2. The planning, development and maintenance of City managed parks and reserves;
2.3. The planning, development and maintenance of City managed streetscapes and verges.

3. Policy Objectives

The City of Armadale landscaping policy objectives are as follows:

3.1. Create a place combining city living with a beautiful bushland setting
3.2. Informing the design of landscaping within the City to establish a community environment that delivers attractive and functional public places.
3.3. Create public spaces which respond to the recreation and leisure expectations and requirements of the community.
3.4. Where appropriate, provide for the inclusion of a majority proportion of locally native plants in streetscapes and landscapes, improving biodiversity as identified in the City's Urban Forest Strategy;
3.5. Provide landscape development guidance to assist with the creation of attractive, practical and sustainable public streets and spaces capable of accommodating possible future changes in climate and rainfall.
3.6. Minimise the demand on water resources by applying waterwise principles in landscaping designs.

The above objectives are already supported by the following key documents:

- West Australian Planning Commission Liveable Neighbourhoods Policy 2007
- City of Armadale Subdivisional and Development Guidelines
- City of Armadale Landscape Design Guide for Public Open Space in New Residential Developments
- Local Biodiversity Strategy
- Urban Forest Strategy

- Swan and Canning Rivers Management Act 2006
- ENG 6 – Street Tree Policy and Management Practice
- PLN 2.9 Landscaping
- Local Laws such as Activities and Trading in Thoroughfares and Public Places

4. Policy Requirements

4.1. Landscaping works within the City of Armadale shall:

4.1.1. Be planned and designed by a qualified landscape architect or similar professional person.

4.1.2. Be sympathetic to the character of the district or locality within which the place is located

4.1.3. Be cognisant of principals of designing to create Liveable Neighbourhoods and for crime prevention through environmental design (CPTED)

4.1.4. Accommodate acknowledged environmental outcomes relevant to site circumstances

4.1.5. Reflect relevant Australian Design Standard, Building Code of Australia and relevant State Traffic Authority requirements

4.1.6. Subdivision Application Plans to be O-SPEC digital data - asset ready and compliant

4.2. Landscaping works within the City shall utilise materials for hardworks paving, walls, verge landscaping, artworks, structures or other initiatives which:

4.2.1. Reflect the diverse regions within the City as identified within the Urban Forrest Strategy though use of colour, texture and construction materials

4.2.2. Meet universal accessibility requirements

4.2.3. Are hard wearing, readily maintained, environmentally and economically sustainable

4.2.4. Minimise urban heat island affect

4.3. Landscaping works within the City shall utilise plant species for softworks such as garden beds and streetscapes which:

4.3.1. Enhance local biodiversity

4.3.2. Are drought tolerant and nutrient efficient

4.3.3. Are suitable for soil and environmental conditions

4.3.4. Are hardy and enduring

4.3.5. Provide a combination of greenery, seasonal variety and colour

4.3.6. Represent the diverse regions within the City as identified within the Urban Forest Strategy

4.3.7. Maintain the escarpment and hills bushland setting and sense of place by using local species in landscaping where appropriate.

4.3.8. Take advantage of opportunities for passive surveillance

4.3.9. Protect community health and wellbeing - i.e. species which are thorny, known to be toxic or can commonly cause an allergic reaction are to be avoided

4.3.10. Utilise turf species which:

- Are drought tolerant and nutrient efficient

- Are suitable for the soil and environmental conditions
- Are enduring, hardwearing and considered suitable for identified anticipated use i.e. active sports fields

5. Approval Process for works undertaken by others

The following provides guidance for processing Landscape Plans and Engineering Drawings for subdivisions.

1) Landscaping Drawings are received by records
2) Subdivision Department refer plans to Parks Development team who undertake assessment of landscape drawings with reference to this policy, guidelines for landscaping and any development conditions
3) If plans do not meet policy requirements, Subdivision and Parks Department liaise with applicant to inform regarding noncompliance and seek suitable plans
4) If/when plans meet policy requirements, Parks Development team advise the relevant Subdivision Officer of receipt of satisfactory plans and detail approval conditions if any
5) Approval issued to applicant
6) Proponent installs works to the City's satisfaction and maintains landscaping for a minimum of 2 years prior to handover to the City, see subdivisional guidelines.

The following provides guidance for processing Landscape Plans for Development Applications:

1) Landscaping Drawings are received by records
2) Planning Department refer plans to Parks Development team who undertakes assessment of landscaping drawings with reference to this policy, guidelines for landscaping and any development conditions
3) If plans do not meet policy requirements, Parks Development team liaise with applicant until suitable plans are submitted
4) If plans meet policy requirements, Parks Development team advise the relevant Planning Officer of receipt of satisfactory plans and detail approval conditions if any
5) Planning Officer to advise applicant
6) Proponent installs works to the City's satisfaction and maintains landscaping as per approval

The following provides guidance for processing Landscape Plans for Verge Improvement Applications:

1) Landscaping plan are received by records
2) Landscape plan received by Parks Development Team who undertakes assessment of landscape drawings with reference to this policy, guidelines for landscaping and any development conditions
3) If plans do not meet policy requirements, Parks Development Team liaises with applicant until suitable plans are submitted
4) If/when plans meet policy requirements, Parks Development team advise applicant of approval with conditions if any

5) Proponent installs works to the City's satisfaction and maintains landscaping as per approval

POLICY – ENG 15 – Constructed Waterbodies

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To ensure that Constructed Waterbodies are well designed and constructed in accordance with relevant guidelines, ensuring that the waterbodies do not create problems for community and council relating to mosquitoes, toxicity and odours; and to ensure ease of maintenance and management of constructed waterbodies throughout the City.

Policy

Constructed waterbodies in existing or proposed public open space areas will only be approved where they satisfy a district recreation need (as per Local Planning Policy PLN 2.9 Landscaping) and are required for irrigation purposes. When considering constructed waterbodies the City will ensure that prior to their construction that they are designed and can be managed to so that costly ongoing management problems will not arise.
Constructed waterbodies will be evaluated in accordance with the current management practice

Related Local Law	N/A	
Related Policies	ENG 13 Asset Management Vision, ENG 14 Landscaping, Local Planning Policy PLN 2.9 Landscaping, SPP 2.9 (State Planning Policy.)	
Related Budget Schedule	N/A	
Last Reviewed	27 February 2017	
Next Review Date	March 2020	
Authority Council Meeting of:	2 February 2007 (T8/1/07) 10 April 2012 (T27/4/12)	9 March 2009 (T18/3/09) 23 February 2017 (T5/2/17)

MANAGEMENT PRACTICE – ENG 15 – Constructed Waterbodies

Relevant Delegation
N/A

Constructed waterbodies in existing or proposed public open space areas will only be approved if it can be demonstrated that they serve a district recreation function and are required for irrigation purposes, including irrigation of private property via a third pipe system.
In demonstrating the need for a constructed waterbody for irrigation purposes, the proponent must first demonstrate that landscape design has sought to maximise water conservation by reference to the overarching practice for areas defined by policy ENG 14 Landscaping, by seeking to:

(a) achieve "Waterwise" design;
(b) minimise the need for ongoing irrigation and fertilisation; and
(c) where appropriate, achieve design and management in accordance with the "Landscaping with local plants - Policy and guidelines".

Where practical, other technologies or tanks rather than constructed waterbodies should be used for water treatment.
If a constructed waterbody is justified on the grounds of providing water for a third pipe system responsibility for the constructed waterbody should be the responsibility of the organisation operating the third pipe system.
Where a constructed waterbody is proposed as part of a development proposal, the City requires the waterbody to be:

- Off-line from the stormwater drainage system, receiving stormwater input by overland flow only in rainfall events greater than the 1 in 1 year Annual Recurrence Interval.
- Lined with a 0.75mm thick PVC or similar quality liner, covered with at least 400mm of clean sand and with a proven system in place to allow gas release from under the liner.
- Filled from a groundwater bore of sufficiently high water quality to not compromise the good functioning of the waterbody, or if water quality is near ANZECC trigger values the lake volume should be designed to achieve a whole of waterbody volume turnover period of six days during summer. Waterbody volume is measured as the volume of water held by the liner to the top water level less the volume of sand cover over the liner and this total volume must be removed from the lake, used for irrigation and replaced.
- Used for irrigation purposes via a wet well or similar method.
- Maintained by the proponent for a period of at least three years from commissioning of the waterbody before handover to the City.
- Audited by the proponent from the end of the maintenance period (3 years) to a time 10 years after commissioning.

The City further requires the proponent to provide, prior to approval or construction of the waterbody:

- Detailed Engineering drawings to allow full analysis of the waterbody its equipment and any associated infrastructure;

- Whole of life costing information for the lake, equipment and its associated infrastructure in order to confirm that the proposals comply with Council's POS requirements for maximum expenditure values for operations, maintenance and asset renewal;
- Documentation addressing the risk evaluation matrix contained in the *Chironomid Midge and Mosquito Risk Assessment Guide for Constructed Waterbodies*;
- An Operation and Maintenance Plan for the constructed waterbody and associated Public Open Space to the satisfaction of the Executive Director Technical Services. The Operation and Maintenance Plan should include and address, but not be limited to consideration of;

    - Water quality monitoring and reporting, which as a minimum will be consistent with the *Department of Water's document "Water Monitoring Guidelines for Better Urban Water Management Strategies and Plans".*
    - Whole of life asset management and replacement costs and expected availability of replacement parts;
    - Measures to discourage feeding of waterbirds;
    - Response times in relation to complaints, including complaints regarding vandalism (e.g. puncturing of the liner) and rubbish in the waterbody (e.g. shopping trolleys);
    - A review and audit process to ensure operation is carried out in accordance with the plan and that operational procedures are reviewed and changed in response to new information.
    - Responsibilities for operation and maintenance during the three year maintenance period.
    - Responsibility for review, audit and overall performance of the waterbody until such time as the bond is fully repaid.

Construction and testing of the proposed water supply for parameters including colour, turbidity, and nutrients.

A commitment, through payment of a bond to cover the costs of altering or removing a constructed water body or the estimated whole of life annual cost over a period of five years, whichever is the greater. The bond will need to be paid prior to clearance of any lots and will be retained for a period of up to ten years after commissioning of the waterbody subject to satisfactory performance of the waterbody. If there are no indications of major operational or environmental problems for a period of three years after full development an estate the City will start to release portions of the bond as per the table below. The table below assumes development of the estate takes two years.

Year	Percentage bond withheld
0	100%
1	100%
2 (estate completed)	100%
3	100%
4	100%
5	100%
6	90%
7	75%
8	50%
9	30%
10	0%

The bond can be paid as cash or as a bank guarantee that can be accessed unconditionally from an approved organisation.

Construction of the bore and testing of the water supply for parameters including colour, turbidity and nutrients is required prior to commencing preparation of the Operation and Maintenance Plan.

Policy review

Policy reviews should take into account information concerning the success or otherwise of constructed waterbodies in North Forrestdale after they been operational for at least five years.

POLICY – ENG 18 - CCTV and MCCTV

Related Management Practice

Yes

Relevant Delegation

N/A

Rationale

To establish, promote and support a Closed Circuit Television System (CCTV) and Mobile Closed Circuit Television System (MCCTV) that will encourage a safe and responsible community.

Policy

The purpose of the CCTV and MCCTV system is to assist in deterring and detecting instances of crime and anti-social behaviour, and to reduce the public's perception of crime and the fear of crime.

The CCTV and MCCTV system will not be monitored by the City on a real time basis for the purposes of alerting and deploying relevant person/s agencies, rather the system will be used by the City to aid in gathering evidence against offenders after the event.

The City shall manage the CCTV and MCCTV system in accordance with the current management practice.

Related Local Law	N/A	
Related Policies	ENG 16 – Graffiti	
Related Budget Schedule	N/A	
Last Reviewed	23 April 2018	
Next Review Date	March 2021	
Authority Council Meeting of:	12 September 2011 (T48/9/11) 10 August 2015 (T57/8/15)	14 April 2014 23 April 2018 (T23/4/18)

MANAGEMENT PRACTICE – ENG 18 – CCTV and MCCTV

Relevant Delegation
N/A

1. Definitions

• CCTV	Closed Circuit Television.
• MCCTV	Mobile Closed Circuit Television where mobile cameras may be deployed in particular areas.
• Authorised Officer	Officer/s of the City of Armadale appointed by the Chief Executive Officer to manage and / or operate the CCTV and MCCTV system that may also have access to the Control Room.
• Control Room	A dedicated room with restricted access, established to contain the CCTV digital storage equipment.
• CCTV Monitors	Dedicated monitors for the purpose of viewing recorded material. Monitors and operating equipment are not to be located in public view.
• Recording 24/7	Recording of digital images - 24 hours, 7 days per week, that are kept for a period of not less than 31 days.
• Daily Log Book	Register for entering all incidences, requests to view or obtain copies of digital images, and the names of those who accessed the Control Room.

2. General

2.1 The City of Armadale is committed to establishing efficient, effective, economical and sustainable procedures in all matters relating to the installation and ongoing management of a CCTV and MCCTV system.

2.2 The CCTV and MCCTV system is installed at particular locations to detect and deter crime but is not a monitoring system.

2.3 The use of CCTV and MCCTV footage is restricted to approved users only in compliance with applicable CCTV legislation and/or Standards can only be viewed by Authorised Officers.

2.4 Members of the public are not permitted to view CCTV and MCCTV recordings.

2.5 Members of the public wanting to report an incident shall be directed to the Police to make a formal report. Authorised Officers may, on request by the Police, extract the relevant digital recording in order to assist the Police with their investigations.

2.6 Digital images are recorded 24 hours, 7 days a week and are retained for a period of not less than 31 days. MCCTV digital images are to be recorded as per the requirements of the deployment.

2.7 The City shall manage the day to day operations of the CCTV and MCCTV system in accordance with this Management Practice and the following documentations:

- Standard Operation Procedure. (CCTV only).
- Memorandum of Understanding with the WA Police. (CCTV only).

2.8 The responsible Directorate shall be responsible for:

- The management of the CCTV system;
- The maintenance of the CCTV system;
- The upgrade of the CCTV system; and
- The day to day operations of the CCTV system.

2.9 The establishment of permanent cameras in new locations in the City is to be approved by the Chief Executive Officer via submission of the relevant *Request for M/CCTV deployment form.*

2.10 Only Authorised Officers are permitted to use CCTV equipment, enter details of incidences into the Log Book, and have access to the Control Room.

2.11 Following the formal written request for incident footage and the provision of the footage to the Police, the City will retain a digital copy of that footage for future use by the Police if requested.

3. MCCTV Cameras

3.1 A request to deploy MCCTV cameras in any location must first be approved by the Chief Executive Officer via submission of the relevant *Request for M/CCTV deployment form.*

3.2 The responsible directorate shall coordinate the MCCTV camera location program that is based on operational requirements (environmental) or historical evidence of criminal or anti-social activities, vandalism, illegal dumping, or graffiti.

3.3 Following authorisation by the CEO, the exact location of the MCCTV camera is to be determined on site by the officer installing the camera in accordance with that authorisation.

3.4 The WA Police may request an MCCTV camera to be located at a specific location to assist in their investigation work. Any request from the WA Police must be in writing and must be approved by the Chief Executive Officer. The City will respond to WA Police in writing.

4. Evaluation and Monitoring

4.1 a) The responsible Directorate shall provide an annual report on the operations of the CCTV function to the Chief Executive Officer at the end of each calendar year.

b) The responsible Directorate shall provide a report on the operations of the MCCTV function to the Chief Executive Officer at the end of any given calendar year where Mobile CCTV was deployed.

c) The responsible Directorate will provide a report to Council every two years on the strategic evaluation of the City's CCTV and MCCTV program.

The City's administration and management of the CCTV and MCCTV system is to be measured against the appropriate Australian Standard – AS 4860 1-2006.

Last Reviewed	22 February 2019
Authority	A/Chief Executive Officer

