

## **NOTICE OF MEETING**

### **COMMITTEE OF COUNCIL**

Members of the Committee of Council are advised that a meeting of the Committee will be held in the Council Chambers, 83 Mandurah Terrace, Mandurah on:

**Tuesday 13 April 2021**

**at 5.30pm**

**MARK R NEWMAN**

Chief Executive Officer

8 April 2021

Committee Members

Councillor P Jackson (Chairperson)

Councillor J Green

Councillor D Pember

Councillor P Rogers

Mayor R Williams

Councillor M Darcy

Councillor C Knight

Councillor L Rodgers

Councillor A Zilani

# AGENDA

**1 OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS**

**2 APOLOGIES**

**3 IMPORTANT NOTE:**

Members of the public are advised that the decisions of this Committee are referred to Council Meetings for consideration and cannot be implemented until approval by Council. Therefore, members of the public should not rely on any decisions of this Committee until Council has formally considered the resolutions agreed at this meeting.

**4 RESPONSES TO QUESTIONS TAKEN ON NOTICE**

**5 PUBLIC QUESTION TIME**

*Public Question Time provides an opportunity for members of the public to ask a question of Council. For more information regarding Public Question Time please visit the City's website [mandurah.wa.gov.au](http://mandurah.wa.gov.au) or telephone 9550 3787.*

**6 ANNOUNCEMENTS**

Modification to *Standing Orders Local Law 2016* - electronic attendance at meeting.

**7 PRESENTATIONS**

People and Community - Homelessness Strategy

**8 DEPUTATIONS**

*Any person or group wishing to make a Deputation to the Committee meeting regarding a matter listed on this agenda for consideration must complete an application form. For more information regarding making a deputation please visit the City's website [mandurah.wa.gov.au](http://mandurah.wa.gov.au) or telephone 9550 3787.*

*NB: Persons making a deputation to this Committee meeting will not be permitted to make a further deputation on the same matter at the successive Council meeting, unless it is demonstrated there is new, relevant material which may impact upon the Council's understanding of the facts of the matter.*

**9 CONFIRMATION OF MINUTES: 9 MARCH 2021**

Minutes available on the City's website via [mandurah.wa.gov.au/council/council-meetings/agendas-and-minutes](http://mandurah.wa.gov.au/council/council-meetings/agendas-and-minutes)

**10 DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS**

**11 QUESTIONS FROM COMMITTEE MEMBERS WITHOUT DISCUSSION**

11.1 Questions of which due notice has been given

11.2 Questions of which notice has not been given

**12 BUSINESS LEFT OVER FROM PREVIOUS MEETING**

**13 REPORTS**

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|---|---|---------|
| 1 | Committee Meeting Nominates and Audit and Risk Committee Meeting Dates  | 1 – 9   |
| 2 | Peel and South-West Metro Hydrogen Technology Cluster                   | 10 – 19 |
| 3 | Proposed Modifications to Lakelands Town Centre Precinct Structure Plan | 20 – 44 |
| 4 | Locality Street Tree Masterplan   | 45 – 57 |
| 5 | Mandurah Homelessness and Street Present Strategy 2021 – 2023           | 58 - 84 |

**14 LATE AND URGENT BUSINESS ITEMS**

**15 CONFIDENTIAL ITEMS**

**16 CLOSE OF MEETING**

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1	<b>SUBJECT:</b>	Committee of Council Nominates and Audit and Risk Committee Dates
	<b>DIRECTOR:</b>	Director Business Services
	<b>MEETING:</b>	Committee of Council
	<b>MEETING DATE:</b>	13 April 2021

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## Summary

In accordance with section 5.8 of the *Local Government Act 1995* (the Act) and *City of Mandurah Standing Orders Local Law 2016*, Council has the ability to form committees to assist with the delivery of local government functions, decision-making and responsibilities. At the meeting on 19 January 2021, Council resolved to create a Committee of Council and nominations were called and Elected Members were appointed accordingly.

An additional Elected Member has now indicated interest in being appointed a member of the Committee of Council and as such Council is required to approve the membership and the amendments to the Committee of Council Terms of Reference (*refer Attachment 1.1*).

Council is also requested to approve the rescheduling of the Audit and Risk Committee Meeting of 10 May 2021 to the 14 June 2021 and advertise the date on the City's website.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

•	G.5/1/21	19 January 2021	Committee/Council Meetings 2021
•	G.15/12/20	15 December 2020	Request to the Electoral Commissioner: East Ward Vacancy to Remain Unfilled
•	G.16/11/20	24 November 2020	Ordinary Council and Committee Meeting Dates 2021
•	G.33/12/19	17 December 2019	Membership, Powers and Duties of Council's Strategy, Planning Committees and Council Meeting Schedule 2020
•	SP.2/10/19	29 October 2019	Membership, Powers and Duties of Council's Committees Council Meeting Schedule 2019
•	G.24/7/19	23 July 2019	Membership of Council's Committee of Council and Strategy Committee

## Background

At the Special Council Meeting on 29 October 2019, Council resolved to establish the Audit and Risk Committee and the Executive Committee for a period of two-years, expiring on 15 October 2021. These Committees were established to enable the Council to progress key operational items.

Following the Special Council Meeting, a Council workshop was held to discuss the Council's committee meeting structure preference. This enabled existing and newly Elected Members the opportunity to discuss options and review the committee structure, membership and powers and duties to ensure that the proposed meeting structure met the needs of the Council. Council did not resolve to establish any additional committee meetings other than Audit and Risk and Executive Committees for the 2020 year.

At the Ordinary Council Meeting on 28 July 2020, Elected Members requested that the Ordinary Council Meeting agenda be circulated eight business days prior to the Ordinary Council meetings. This provided Elected Members and the community with additional time to consider report items. Whilst section 5.5 of the Act requires the meeting agendas to be circulated 72 hours prior to the meeting, circulating the agenda earlier may enable greater community participation.

Council adopted the Ordinary Council Meeting structure for 2021 at the meeting of 24 November 2020. A further workshop was held and Elected Members requested a review of a potential Committee Meeting structure for the 2021 calendar year. Council approved the Committee of Council Meeting structure at its meeting of 19 January 2021, appointing the following members: Councillors M Darcy, J Green, P Jackson, C Knight, D Pember, L Rodgers, P Rogers, A Zilani and Mayor Williams. Due to the additional meeting, the Elected Members were made aware that the agenda distribution would revert back to the Thursday before the Council or applicable committee meeting.

## **Comment**

### Committee of Council

The role of the Committee of Council is to recommend appropriate action to Council on the majority of matters pertaining to Council, except those matters considered by the Audit and Risk Committee. Items such as the financial report, awarding of tenders or urgent reports from the CEO will form part of the Council meeting agenda.

In accordance with the Committee of Council Terms of Reference (*refer Attachment 1.1*), the membership to the Committee is up to nine Elected Members which were appointed on 19 January 2021. If more than nine Elected Members nominate to be a member of the Committee of Council, it is recommended that Council amend the Terms of Reference to reflect the number of members that Council has approved.

In accordance with section 5.8 of the Act, the minimum number of members required to establish a committee is three or more persons. Council may resolve, by absolute majority, to reduce or increase the number of members to the Committee of Council at any time.

### Audit and Risk Committee Meeting Dates

Council adopted the powers and duties of the Audit and Risk Committee at the meeting of 29 October 2019 and appointed members for two-years, expiring on 15 October 2021. The Audit and Risk Committee generally meet five times per year, however additional meetings can be scheduled as required to enable the Committee to discharge the functions.

City Officers are recommending that the Audit and Risk Committee Meeting scheduled on 10 May 2021 be rescheduled to 14 June 2021. This will enable the effective functioning of the schedule of reports due to the Audit and Risk Committee over the next three months, including the finalisation of a number of internal audits which will be presented to the June meeting, if the date change is adopted by Council.

## **Consultation**

No consultation has been undertaken in relation to this report.

## **Statutory Environment**

### Local Government Act 1995

#### **5.5. Convening council meetings**

- (1) *The CEO is to convene an ordinary meeting by giving each council member at least 72 hours' notice of the date, time and place of the meeting and an agenda for the meeting.*
- (2) *The CEO is to convene a special meeting by giving each council member notice, before the meeting, of the date, time, place and purpose of the meeting.*

#### 5.8. *Establishment of committees*

*A local government may establish\* committees of 3 or more persons to assist the council and to exercise the powers and discharge the duties of the local government that can be delegated to committees.*

*\* Absolute majority required.*

#### 5.10. *Committee members, appointment of*

(1) *A committee is to have as its members —*

- (a) *persons appointed\* by the local government to be members of the committee (other than those referred to in paragraph (b)); and*
- (b) *persons who are appointed to be members of the committee under subsection (4) or (5).*

*\* Absolute majority required.*

- (2) *At any given time each council member is entitled to be a member of at least one committee referred to in section 5.9(2)(a) or (b) and if a council member nominates himself or herself to be a member of such a committee or committees, the local government is to include that council member in the persons appointed under subsection (1)(a) to at least one of those committees as the local government decides.*
- (3) *Section 52 of the Interpretation Act 1984 applies to appointments of committee members other than those appointed under subsection (4) or (5) but any power exercised under section 52(1) of that Act can only be exercised on the decision of an absolute majority of the council.*

#### Local Government (Administration) Regulations 1996

#### 12. *Publication of meeting details (Act s. 5.25(1)(g))*

(1) *In this regulation —*

*meeting details, for a meeting, means the date and time when, and the place where, the meeting is to be held.*

- (2) *The CEO must publish on the local government's official website the meeting details for the following meetings before the beginning of the year in which the meetings are to be held —*
  - (a) *ordinary council meetings;*
  - (b) *committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public.*
- (3) *Any change to the meeting details for a meeting referred to in subregulation (2) must be published on the local government's official website as soon as practicable after the change is made.*
- (4) *If a local government decides that a special meeting of the council is to be open to members of the public, the CEO must publish the meeting details for the meeting and the purpose of the meeting on the local government's official website as soon as practicable after the decision is made.*

#### **Policy Implications**

N/A

## Financial Implications

There are no additional financial implications associated with an additional committee member or the change of date for the Audit and Risk Committee.

## Risk Analysis

The City is required to comply with the Act in regards to appointment of committee members. As Councillor Di Prinzio is not already a member of at least one committee, Council should approve her appointment.

## Strategic Implications

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Organisational Excellence:

- Build and retain a skilled, agile, motivated and healthy workforce.
- Ensure the City has the capacity and capability to deliver quality services and facilities through accountable and transparent business practices, governance, risk and financial management.

## Conclusion

Council is requested to approve the change of date of the Audit and Risk Committee and appoint Councillor Di Prinzio as a member of the Committee of Council. Note, that there are no other changes to the advertised meeting dates for 2021 for the Audit and Risk Committee.

NOTE:

Refer ***Attachment 1.1 Committee of Council Terms of Reference***

## RECOMMENDATION

That Council:

1. **Approve the following amendment to the Audit and Risk Committee meeting date and advertise on the City of Mandurah website:\***

Meeting	Date and Time	Comment
Audit and Risk Committee	Monday, 14 June 2021, at 5:30pm	Amended from 10 May 2021

2. **Approve the amendments to the Committee of Council Terms of Reference (as per Attachment 1.1) increasing membership to ten Elected Members. \***
3. **Appoint Councillor Candice Di Prinzio to the Committee of Council:\***

**\*\*ABSOLUTE MAJORITY REQUIRED\*\***



# Committee of Council

## Terms of Reference

### Document Control

Effective date	Next review due	Amendment Details	Prepared by	Endorsed by	Approved by
January 2021	October 2021	Establishment of Terms of Reference	Manager Governance, Procurement and Land	Chief Executive Officer	Council
March 2021	October 2021	Amendment to Terms of Reference (Committee Membership – Composition Committee Meetings - Agenda)	Manager Governance, Procurement and Land	Chief Executive Officer	Council



# 1. Committee's authority and purpose

## Authority

In accordance with section 5.8 of the *Local Government Act 1995* (**the Act**), the Council of the City of Mandurah (**the City**) has established a Committee of Council (**the Committee**). The Committee will operate in accordance with all relevant provisions of the Act and the *Local Government (Administration) Regulations 1996*.

The Committee is to provide guidance and assistance to Council on matters relevant to its terms of reference. This role is designed to facilitate informed decision-making by Council in relation to its legislative functions and duties that have not been delegated to the CEO.

The Committee is a formally appointed committee of the Council and is responsible to the Council. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

## Purpose

The purpose of the Committee is to recommend appropriate action to Council on the majority of matters pertaining to Council, except those matters considered by the Audit and Risk Committee.

Items such as the financial report, tenders, reports relating to the Chief Executive Officers contract or performance or urgent reports from the CEO will form part of the Ordinary Council Meeting agenda.

# 2. Committee's responsibilities

The Committee is to recommend appropriate action to Council on matters dealing with:

1. Strategic Community Plan, Corporate Business Plan, Long-term Financial Plan and associated financial strategies such as a rating policy.
2. Strategic Asset Management Plans.
3. Current and future services and investment to be provided.
4. Strategic advocacy direction for other levels of government.
5. Planning matters.
6. Major public art proposals.
7. Other matters referred by Council.

# 3. Committee membership

## Composition

The Committee shall comprise of up to **nine ten** Elected Members. The Council can appoint one or more deputies to the Committee at any time.

The Council shall appoint one of the **nine ten** Elected Members as Committee Chairperson.

The tenure of members' appointment to the Committee must be compliant with Section 5.11 of the Act, being up to two years, terminating on the day of the Ordinary Council elections, at which time all Elected Members will be eligible for reappointment.

Committee members who are Elected Members must declare conflicts of interest in accordance with section 11 of the *Local Government (Rules of Conduct) Regulations 2007*, in a written notice given to the CEO before the meeting or at the meeting immediately before the matter is discussed.

### **Termination of appointment**

Council may terminate the appointment of any member prior to the expiry of their term, if:

- The Committee Chairperson considers that the member is not making a positive contribution to the Committee.
- The member is found to be in breach of the Council's Code of Conduct or a serious contravention of the Act.
- The member's conduct, action or comments bring the City of Mandurah into disrepute.

### **Committee member entitlements**

All Committee members will be provided with appropriate training and professional development to be determined by the Committee, provided that adequate funds are available in the City of Mandurah budget for this purpose.

## **4. Role of City staff**

The following will be issued with a standing invitation to attend Committee meetings, in order to provide advice and guidance to the Committee:

- Chief Executive Officer;
- Executive Leadership Team;
- Executive Managers; and
- Manager Governance Services.

Other staff may be invited to attend meetings to discuss specific issues as and when required.

Such attendees may take part in the discussions and business of the meetings, but have no voting rights.

A Minute Officer will be appointed by the Chief Executive Officer to assist the Committee as follows:

- (a) Arranging meetings, preparing agendas, preparing minutes;
- (b) Taking action to implement Committee decisions as guided by the City's Governance section in relation to:
  - Obtaining information for the next or future meeting;
  - Preparing a paper for the next or future meeting;

- Coordinating relevant staff of the City to provide advice at the next or a future meeting;
  - Promulgating decisions e.g. reporting, providing or seeking advice on significant correspondence of all kinds.
- (c) Preparing background notes;
- (d) Providing advice to the Chairperson, committee members and committee users on Committee policy and process matters; and
- (e) Maintaining appropriate committee records in an accessible form.

## 5. Committee meetings

### **Quorum**

As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).

In the Chairperson's absence, Committee members who are present will select a Chairperson for that particular meeting.

### **Frequency**

Meetings will be scheduled on the second Tuesday of each month (excluding January) to allow the Committee to discharge its functions.

### **Agenda**

An agenda will be distributed at least 72 hours prior to the meeting, along with ~~the minutes of the previous meeting~~, reports and other attachments or information to be addressed. Minutes of the previous meeting will be distributed separately prior to agenda distribution.

### **Public Attendance at Meetings**

The Committee meeting will be open to the public.

In accordance with Section 5.23 of the Act, the Committee may close to members of the public the meeting or part of the meeting, if the meeting or the part of the meeting deals with a number of aspects as defined by Section 5.23 of the Act.

### **Voting**

Voting is in accordance with Section 5.21 of the Act.

### **Minutes and matters arising**

All meetings shall be minuted by the Minute Officer, and minutes shall be approved by the Committee at the next committee meeting.

### **Reporting**

Recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

**Confidentiality**

All Committee members will be required to adhere to the City's confidentiality requirements. In particular, no confidential information received or generated by the Committee will be disclosed to unauthorised persons.

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<b>2</b>	<b>SUBJECT:</b>	Peel and South-West Metro Hydrogen Technology Cluster
	<b>DIRECTOR:</b>	Director Strategy and Economic Development
	<b>MEETING:</b>	Committee of Council Meeting
	<b>MEETING DATE:</b>	13 April 2021

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## Summary

On 1 February, National Energy Resources Australia (NERA) announced the launch of the Regional Hydrogen Technology Clusters Program, a network of 13 hydrogen technology clusters across Australia. The Peel and South-West Metro Hydrogen Technology Cluster, one of the 13 clusters and one of three in Western Australia established under the program, is a collaboration between seven founding members, including Murdoch University and the City of Mandurah.

Australian Government funding of \$75,000 has been provided by NERA to the Peel and South-West Metro Hydrogen Technology Cluster, with the 12-month term of engagement for all 13 clusters commencing on 1 February 2021 and ending on 31 March 2022. The City is proposing to allocate a one-off \$20,000 cash contribution from its Economic Development budget, and an additional \$20,000 in-kind support (officer hours) to the Cluster.

The Peel and South-West Metro Hydrogen Technology Cluster's vision is to establish the Peel and South-West Metropolitan Region as a leading Australian hydrogen industry developer and enabler. The Cluster's broad goal is to jointly develop regional, national and international hydrogen supply chain ecosystems and enhance hydrogen research and development and education and training outcomes.

Council is requested to endorse the Peel and South West Metro Hydrogen Technology Cluster's inclusion in the Regional Hydrogen Technology Cluster Program, including the allocation of a one-off \$20,000 cash contribution from the City's Economic Development budget towards the cluster, and to advocate for State and Federal Government support for the cluster's programs and activities.

## Disclosure of Interest

N/A

## Location

N/A

## Previous Relevant Documentation

- G26/12/19    17/12/2019    Council acknowledged that the City is pursuing a number of different options to reduce its reliance on non-renewable energy sources that may involve partnership with external parties. Council also supported officers continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and relevant agreements.
- G.20/10/18    23/10/2018    Council adopted Mandurah and Murray: A Shared Economic Future as the City of Mandurah's new economic development strategy. Council endorsed the programs and projects contained for further development and implementation. Council committed to State and Federal advocacy for support and investment in projects from Mandurah and Murray: A Shared Economic Future.

## Background

In December 2018, the Council of Australian Governments Energy Council set a vision for a clean, innovative, safe and competitive hydrogen industry that benefits all Australians and is a major global player by 2030. The Council agreed to establish a Hydrogen Working Group, chaired by Australia's Chief Scientist, Dr Alan Finkel, to develop a National Hydrogen Strategy that could achieve this vision.

The National Hydrogen Strategy, released in November 2019, noted that Australia has the resources and experience to take advantage of increasing global momentum for clean hydrogen and make it Australia's next major energy export. The strategy outlined the potential for thousands of new jobs, many in regional areas, and billions of dollars in economic growth between now and 2050. The strategy asserted that to achieve this potential, Australia must integrate more low-cost renewable generation, reduce dependence on imported fuels, and help reduce carbon emissions in Australia and around the world.

In July 2019, the WA Government released the Western Australian Renewable Hydrogen Strategy. The strategy's aim is to support renewable hydrogen industry growth in practical and strategic ways, and to drive WA's position as a major producer and exporter of renewable hydrogen. The strategy's four focus areas are export, hydrogen blending in natural gas networks, remote applications, and transport. The WA Government implemented a Western Australian Renewable Hydrogen Fund in 2019 to help facilitate private-sector investment and leverage financial support to the renewable hydrogen industry.

Australia's National Hydrogen Strategy, released in November 2019, supported NERA to lead the establishment of a National Hydrogen Cluster to help grow capabilities and drive industry collaboration across the hydrogen value chain. The National Hydrogen Cluster would seek to ensure that Australian companies are well placed to supply new technology, products and services to domestic and international markets.

In November 2019, the City of Mandurah commissioned research into a number of globally emerging industries for potential application in Mandurah and Murray. The subsequent research report found that the hydrogen economy has significant potential for local establishment as an industry that could help expand and diversify the sub-region's existing industry capability and create new high-skilled employment opportunities.

In December 2019, the City of Mandurah Council agreed to support officers' efforts in continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options, including entering into Memorandum of Understandings and relevant agreements. Council's resolution was in response to a report outlining the need for a flexible approach in reducing the City's carbon footprint and addressing climate change impacts.

In January 2020, Hazer Group Limited (one of the subsequent founding members of the Peel and South-West Metro Hydrogen Technology Cluster) announced its successful application under the WA Government's Renewable Hydrogen Fund for funding of a feasibility study into the establishment of a renewable hydrogen transport hub in the City of Mandurah. This study is currently underway and once it is complete it will be released publicly.

In September 2020, NERA announced the creation of a Regional Hydrogen Technology Cluster Program to help build the skills, capacities and commercialisation opportunities necessary to unlock Australia's hydrogen industry potential to create a globally competitive hydrogen industry that could add up to \$26 billion and thousands of jobs to the national economy by 2050. The program provides seed funding of up to \$100,000 per cluster to establish a network of regional hydrogen clusters across Australia. In October 2020, the City and Murdoch University submitted a joint expression of interest to the Regional Hydrogen Technology Cluster Program.

In December 2020, the Western Australian Government signed a two-year, \$1 million funding agreement with NERA to enhance WA's global competitiveness in the LNG sector, and also to support the development of the WA hydrogen industry, including the establishment of hydrogen technology clusters

in Western Australia. The NERA funding agreement is part of the WA Government's \$28 million investment to accelerate the State's renewable hydrogen future under the Western Australian Renewable Hydrogen Strategy.

Also in December 2020, NERA advised Murdoch University that its proposal to establish the Peel and South-West Metro Hydrogen Technology Cluster as part of the Regional Hydrogen Technology Clusters Program was successful.

In February, NERA announced the launch of the Regional Hydrogen Technology Clusters Program, comprising a network of 13 hydrogen technology clusters across Australia. The Peel and South-West Metro Hydrogen Technology Cluster is one of the 13 clusters, and one of three WA hydrogen clusters selected to participate in the national hydrogen program, and was awarded funding of \$75,000.

## Comment

Hydrogen is the most abundant chemical in the universe. It can be produced as a gas or liquid, and has many uses such as fuel for transport or heating, a means of storing electricity, or a raw material used in industrial processes. There are various ways to produce hydrogen, and therefore various hydrogen 'types', including:

- Black Hydrogen – hydrogen produced from black coal;
- Brown Hydrogen – hydrogen produced from brown coal;
- Grey Hydrogen – hydrogen produced from natural gas;
- Blue Hydrogen – hydrogen produced from natural gas, with carbon capture and storage;
- Turquoise Hydrogen - hydrogen produced from methane pyrolysis, which splits methane into hydrogen and solid carbon;
- Green Hydrogen – hydrogen produced using 100% renewable energy sources such as wind or solar. The renewable electricity powers an electrolyser that splits the hydrogen from water molecules.

Blue, turquoise & green hydrogen will be the focus of the cluster.

Australia's National Hydrogen Strategy, released in November 2019, seeks to accelerate the commercialisation of hydrogen, reduce technical uncertainties and build domestic supply chains and production capabilities. The Strategy initially seeks to concentrate hydrogen use in niche hubs that will foster domestic demand and subsequently underpin Australia's export capabilities, allowing Australia to become a leading global hydrogen industry participant.

The National Hydrogen Strategy also supports National Energy Resources Australia (NERA) to lead the establishment of a National Hydrogen Cluster to help grow capabilities and drive industry collaboration across the hydrogen value chain, and ensure that Australian companies are well placed to supply new technology, products and services to domestic and international markets. NERA is funded by the Australian Department of Industry, Science, Energy and Resources, and is Australia's Industry Growth Centre for the energy resources sector, with a primary goal of supporting sector-wide energy transformation in Australia.

In November 2019 the City of Mandurah, as part of its economic development partnership with the Shire of Murray, commissioned research into a number of globally emerging industries for potential application in Mandurah and Murray. These industries are:

- Future battery metals;
- Advanced manufacturing of prefabricated housing;
- Circular economy;
- Hydrogen economy.

The subsequent research report, released in April 2020, found that the hydrogen economy has significant potential for local establishment as an industry that could help expand and diversify the Peel sub-region's existing industry capability and create new high-skilled employment opportunities.

The research report identified existing strengths in the Peel Region, including a large greenfields industrial area (Nambeelup Industrial Estate - 'Transform Peel'), direct access to electricity and gas grids, access to a large skilled labour force, access to abundant treated wastewater for renewable hydrogen production, good solar and wind resources (Peel Business Park Microgrid), and adjacent large metals processing facilities (Alcoa Wagerup and Pinjarra Aluminium Refineries) and mining operations (Alcoa Huntly Bauxite Mine, Newmont Boddington Gold Mine).

Specific hydrogen opportunities identified in the research report included:

- Large-scale renewable energy production to feed into the SWIS electricity grid;
- Low-cost renewable energy for high energy users (e.g. data hubs);
- Hydrogen for high-temperature heat (e.g. alumina refining);
- Manufacturing applications (e.g. steel fabrication, boat building, modular housing);
- Transport applications (e.g. bus, rail, road freight, mining, aircraft, marine, logistics, refuelling networks).

The report identified a number of hydrogen industry goals for the Mandurah/Murray sub-region, including:

- Become a low-cost energy producer (hydrogen from renewable energy or biomass);
- Facilitate government investment in enabling utilities (e.g. water, gas networks);
- Promote use of renewable hydrogen for manufacturing;
- Develop Nambeelup as a renewable energy/hydrogen transport hub;
- Utilise cost-competitive hydrogen production to attract private-sector industry investment.

In January 2020, ASX-listed company Hazer Group Limited announced its successful application under the WA Government's Renewable Hydrogen Fund for funding of a feasibility study into the establishment of a renewable hydrogen transport hub in the City of Mandurah. This study is currently under way, and will be released publicly upon completion. The City of Mandurah and Hazer Group have been collaborating since 2019 to identify potential hydrogen demand centres within Mandurah and the Peel Region.

In February, NERA announced the launch of the Regional Hydrogen Technology Clusters Program. The NERA National Hydrogen Cluster comprises a network of 13 hydrogen technology clusters across Australia, with four clusters in Victoria, three in WA, and one each in the other Australian states and territories. A national Cluster Manager was recently appointed to assist and align the activities of the 13 individual clusters, along with the launch of a dedicated website [nera.org.au/regional-hydrogen-technology-clusters](https://nera.org.au/regional-hydrogen-technology-clusters).

The Peel and South-West Metro Hydrogen Technology Cluster is one of the 13 clusters, and one of three WA hydrogen clusters selected to participate in the national hydrogen program. The Peel and South-West Metro Cluster was awarded seed funding of \$75,000 for the 12-month program. The other two WA clusters are the Western Australian Hydrogen Technology Cluster and the Karratha Hydrogen Technology Cluster.

The Regional Hydrogen Technology Cluster Program is based on a bottom-up approach, involving development of regional clusters around key hydrogen projects and potential hubs, helping to grow local capacity in Australia's hydrogen value chain. In addition to forming a national network, the 13 hydrogen clusters will also link to regional infrastructure hubs and industrial centres and ports, helping to scale up Australia's hydrogen industry to become a global hydrogen provider.

The Peel and South-West Metro Hydrogen Technology Cluster is a collaboration between Murdoch University and the City of Mandurah, and is supported by the Peel Development Commission, Kwinana Industries Council, Hazer Group Limited, Balance Group and Biopower Solutions. Murdoch University is the Cluster Lead, and the City of Mandurah is the Cluster Manager.

The 13 clusters are funded by NERA for an initial 12-month period, from 1 February 2021 to 31 March 2022. During this period, the clusters will seek to grow their industry membership with the goal of becoming self-sufficient industry clusters within their respective regions.



The 13 clusters are also supported by their respective state and territory governments, and have been established around key existing hydrogen projects and technology supply chains in strategic locations that have a demonstrated capacity to support them. This is designed to ensure long-term local cohesion and sustainable capability across the emerging hydrogen value chain.

In December 2020, the Western Australian Government signed a two-year, \$1 million funding agreement with NERA to enhance WA's global competitiveness in the LNG sector, and also to support the development of the WA hydrogen industry, including the establishment of hydrogen technology clusters in Western Australia. The NERA funding agreement is part of the WA Government's \$28 million investment to accelerate the state's renewable hydrogen future under the *Western Australian Renewable Hydrogen Strategy*.

The Peel and South-West Metro Hydrogen Technology Cluster has developed the following vision, mission and goals:

**Cluster Vision:** Establish the Peel and South-West Metropolitan Region as a leading Australian hydrogen industry technology developer, enabler and adopter.

**Cluster Mission:** Create a regional hydrogen cluster where public, private and education sectors collaborate to innovate, build competence and capability, create business and market development opportunities, and develop technology excellence in regional, national and international hydrogen supply chains.

**Cluster Goals:** To jointly develop regional, national and international hydrogen supply chain ecosystems and enhance hydrogen research and development (R&D) and education and training outcomes. The Cluster will achieve this by collaborating with:

- The hydrogen industry and associated sectors;
- Governments and government agencies;
- Regional, national and international clusters and organisations.

The projects and activities of the Peel and South West Metro Hydrogen Technology Cluster will be based on four specific Focus Areas:

- Research and Development – strengthen industry research and development capability to drive hydrogen technology enhancement;
- Education and Training – develop hydrogen industry competence, skills and capability;
- Business Development – create business and market development opportunities via on-ground support, technical assistance, pilot projects etc.
- Advocacy and Collaboration – engage with governments, public and private sector organisations and the broader community to ensure the successful development of the Cluster's projects and programs.

An initial meeting of the Peel and South-West Metro Cluster participants was held at Murdoch University on 14 January, and member surveys were recently released to help shape the projects and activities of the Cluster. The Cluster also recently formed a Steering Committee, initially comprised of representatives from Murdoch University, the City of Mandurah, Peel Development Commission and Hazer Group Limited.

The Cluster is currently creating its branding, a website is under construction, and a member prospectus for potential new members has been created. Since the February launch of the Regional Hydrogen Technology Clusters Program, the Peel and South-West Metro Cluster has to date attracted one new member, with growing interest from a number of hydrogen-related industries.

In order to remain viable past the initial 12-month NERA funding period, the Peel and South West Metro Hydrogen Technology Cluster has established a membership fee schedule for 2022/23 onwards, as follows:

Annual Membership Fees		
Large Business	> 50 Employees	\$5,000
Medium Business	20 – 49 Employees	\$3,000
Small Business	5 -19 Employees	\$2,000
Micro Business / Start Up	1 – 4 Employees	\$1,000
Government Body		\$2,000
Research Institution / University		\$2,000
Non-for-Profit Organisation		\$1,000

Therefore, if the City of Mandurah opts to remain a member of the Cluster post-2021/22, an annual membership fee of \$2000 will apply. Should the Peel and South West Metro Cluster successfully and sustainably grow its membership, it is likely that a full-time salaried Cluster Manager position will need to be created to administer the Cluster going forward. This position would be funded by industry memberships. A set of KPI's will be developed with the cluster to enable the City to decide if it wishes to continue at periodic junctures.

### Consultation

Extensive consultation has taken place during the expression-of-interest process to establish the Peel and South-West Metro Hydrogen Technology Cluster. Substantial further consultation, collaboration and stakeholder engagement has been undertaken since the announcement of the Regional Hydrogen Technology Clusters Program in February. Core stakeholders included Murdoch University, National Energy Resources Australia, Peel Development Commission, Hazer Group Limited, Kwinana Industries Council, Balance Group and Biopower Solutions. Engagement with other hydrogen sector companies has also taken place, and the Shire of Murray has also been kept updated on the Cluster's activities. The Peel and South-West Metro Cluster has also held preliminary discussions with the Western Australian Hydrogen Technology Cluster and the Karratha Hydrogen Technology Cluster on potential future collaboration opportunities.

### Statutory Environment

As the Cluster Lead for the Peel and South-West Metro Hydrogen Technology Clusters Program, Murdoch University is the formal party to the NERA funding agreement. As such, the program funding contract is between NERA and Murdoch University. Notwithstanding, as a member of the Cluster, the City of Mandurah will be required to adhere to any NERA requirements as a participant in the Regional Hydrogen Technology Cluster Program. As a Cluster participant, the City will also be required to enter into a Memorandum of Understanding (MOU) with Murdoch University. This MOU is currently being prepared by Murdoch University.

### Policy Implications

The City currently has no policies of direct relevance to the Cluster. Notwithstanding, in December 2019, Council agreed to support officers' efforts in continuing to engage with external parties interested in renewable energy to work with the City to explore carbon abatement options.

### Financial Implications

The City has allocated a one-off \$20,000 cash contribution to the cluster from its Economic Development budget, and \$20,000 of in-kind support (2 officers' part-time contribution) to the cluster for the 2021/22 NERA 12-month funding period. Should the City wish to continue its membership of the Peel and South-West Metro Hydrogen Technology Cluster following this period, an annual membership fee of \$2000 will apply.

## **Risk Analysis**

Risks of engaging in the Peel and South-West Metro Hydrogen Technology Cluster include typical risks involved with engaging with the private sector and universities (procurement, commercial-in-confidence, conflict of interest, funding disbursements etc.), and the risks of engaging in government programs (funding acquittals, legal contracts, political agendas etc.), as well as the potential risk to reputation if the Cluster is unable to achieve its stated goals.

The risks of not engaging in the Cluster including missing an opportunity to help develop and grow a rapidly emerging global industry, and forgoing an opportunity to play an instrumental role in creating new technology jobs and economic growth in Mandurah and the Peel Region.

## **Strategic Implications**

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Economic:

- Promote and foster business investment aimed at stimulating economic growth.
- Facilitate and advocate for sustainable local job creation and industry diversification.
- Actively partner and engage with business and industry to build Mandurah's entrepreneurial capacity and capability.
- Advocate for and facilitate opportunities for improved pathways to education and learning outcomes in Mandurah.
- Leverage partnerships with key stakeholders to achieve improved economic outcomes with due consideration to environmental impacts.

### Environment:

- Advocate for and partner with all levels of Government and other agencies to ensure environmental impacts are considered in all strategy development and decision making.
- Educate our community on global environmental sustainability issues and demonstrate leadership in the field.
- Partner and engage with our community to deliver environmental sustainability outcomes.

### Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Build and retain a skilled, agile, motivated and healthy workforce.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

## **Conclusion**

With the 2019 release of the Western Australian Renewable Hydrogen Strategy and Australia's National Hydrogen Strategy, the strong level of government support for Australia's fledgling hydrogen industry is apparent. Private sector interest in hydrogen is also rapidly growing, particularly among Western Australia's mining and gas sectors, where hydrogen is viewed as both a way of reducing energy costs and a way of extending the life of Australia's gas industry.

Although the green (renewable) hydrogen industry is still in its relative infancy in Australia, it nonetheless has massive global growth potential as a renewable fuel source for both domestic consumption and energy export. Accordingly, the Australian Government tasked National Energy Resources Australia with creating a Regional Hydrogen Technology Cluster Program to help build the skills, capacities and commercialisation opportunities necessary to unlock Australia's hydrogen industry potential.

The 13 clusters announced in February have been established around key existing hydrogen projects and technology supply chains in strategic locations that have a demonstrated capacity to support them. As one of the 13 clusters, and one of three in WA, the Peel and South-West Metro Hydrogen Technology Cluster will seek to create opportunities for education, training, jobs and emerging industry growth in the Peel and South-West Metro Regions.

Council is requested to endorse the Peel and South West Metro Hydrogen Technology Cluster's inclusion in the NERA Regional Hydrogen Technology Cluster Program, including the allocation of a one-off \$20,000 cash contribution from the City's Economic Development budget towards the Cluster, and to advocate for State and Federal Government support for the Cluster's programs and activities.

NOTE:

Refer ***Attachment 2.1 – Peel and South-West Metro Hydrogen Technology Cluster Summary***

## **RECOMMENDATION**

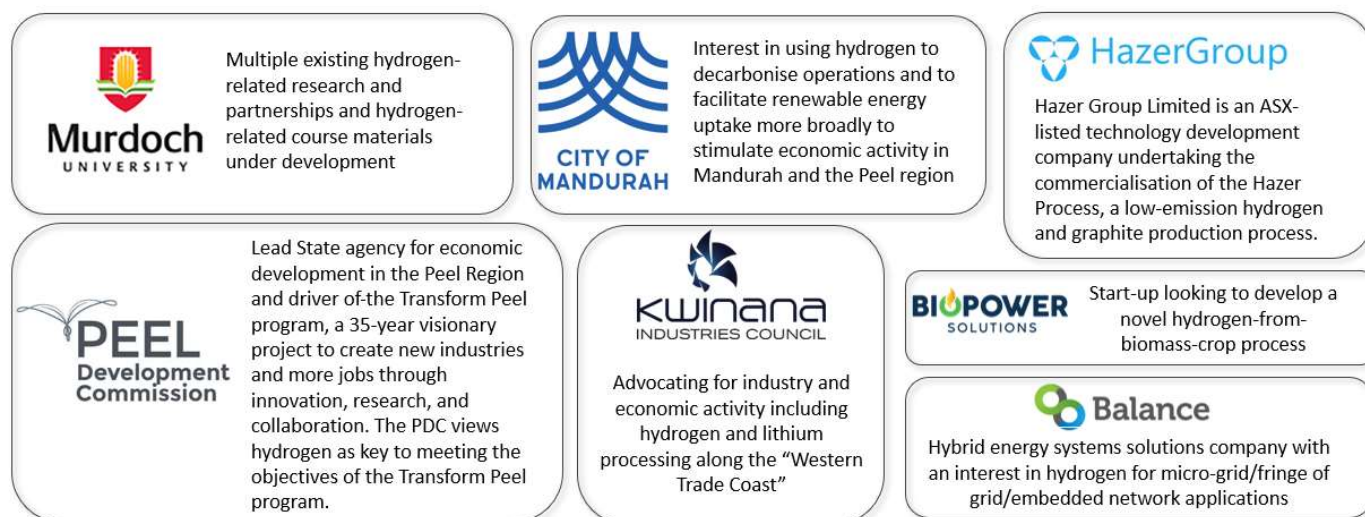
**That the Committee of Council recommends that Council:**

- 1 Endorse the Peel and South West Metro Hydrogen Technology Cluster's inclusion in the NERA Regional Hydrogen Technology Cluster Program;**
- 2 Approve the allocation of a one-off \$20,000 cash contribution from the City's Economic Development budget towards the Cluster;**
- 3 Acknowledge that ongoing membership of the Cluster post-2021/22 would entail an annual membership fee of \$2000;**
- 4 Acknowledge the efforts of City officers in facilitating the Peel and South-West Metro Hydrogen Technology Cluster's successful inclusion in the NERA Regional Hydrogen Technology Cluster Program;**
- 5 Undertake to promote the Cluster's programs and activities via the City's communication channels;**
- 6 Advocate for State and Federal Government support for the Cluster's programs and activities.**

# Peel & South-West Metro Technology Hydrogen Cluster

## Cluster Summary Document

### Founding Members



### Vision

Establish the Peel & South-West Metropolitan Region as a leading Australian hydrogen industry technology developer and adopter.

### Mission

Create a regional hydrogen cluster where public, private and education sectors collaborate to innovate, build competence and capability, create business and market development opportunities, and develop technology excellence in regional, national and international hydrogen supply chains.

### Goals

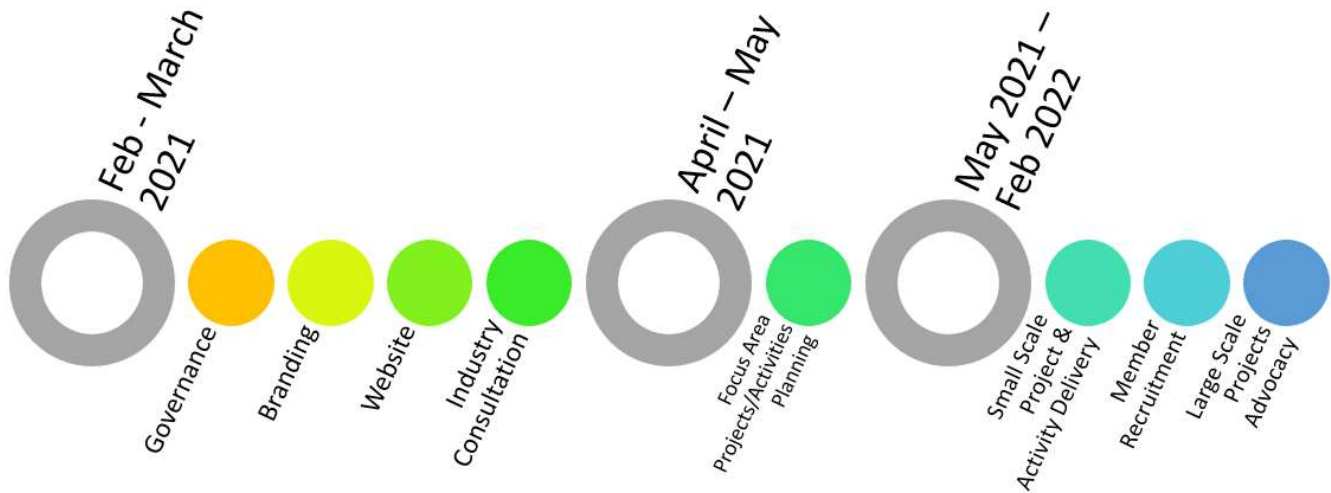
To jointly develop a regional, national and international hydrogen supply chain ecosystem by engaging and partnering with cluster members from the public, private and education sectors and enhancing hydrogen research and development (R&D) and education and training outcomes.

### Cluster Project Focus Areas

1. **Research and Development** – strengthen industry's research and development (R&D) capability to drive hydrogen technology enhancement;
2. **Education and Training** – develop hydrogen industry competence, skills and capability;
3. **Business Development** – create business and market development opportunities for commercialisation via on-ground support, technical assistance, grants and pilot projects etc.
4. **Advocacy** – engage with industry and government to ensure the successful development of the Cluster's projects and programs.

## Peel & South-West Metro Technology Hydrogen Cluster

### Timeline / Roadmap – Year 1



### Membership Services

Annual membership of the *Peel South-West Metro Hydrogen Technology Cluster* includes, but is not limited to:

- A platform for members to engage with one another on hydrogen technologies and industry updates;
- The opportunity to participate in industry-generated innovation projects, to solve industry issues;
- The opportunity to attend knowledge-building events;
- Interaction and collaboration with other hydrogen clusters;
- Closer links with industry and research institutions;
- Potential cost-savings via shared test facilities, R&D infrastructure, shared expertise;
- Potential access to opportunities in other projects and markets.

### Contact Details

Cluster Manager

Karin Wittwer – City of Mandurah

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Ph: 9550 3291 / 0406 221 360



<b>3</b>	<b>SUBJECT:</b>	Proposed Modifications to Lakelands Town Centre Precinct Structure Plan: Lot 9124 Mandurah Road, Lakelands
	<b>DIRECTOR:</b>	Strategy and Economic Development
	<b>MEETING:</b>	Committee of Council
	<b>MEETING DATE:</b>	13 April 2021

## Summary

Council is requested to consider modifications to the Lakelands Town Centre Precinct Plan which have been proposed by the landowner of Lot 9124 Mandurah Road, Lakelands. The modification to the Precinct Plan primarily seeks to facilitate the development of bulky goods retail ('showrooms') in the precinct.

The modified Precinct Plan has been advertised for a period of 28 days, with ten submissions received. The majority of submissions cite concerns primarily with to the perceived impacts that a bulky goods use would have on the area, including noise, visual amenity and concerns regarding the range of permissible uses.

It is considered that, in principle, the proposed modifications to the Precinct Plan are consistent with the provisions of *State Planning Policy 4.2 – Activity Centres in Perth and Peel* and the provisions of the *Local Planning Strategy* and *Activity Centres Planning Strategy* with regard to the introduction of bulky goods retail into the precinct.

To address the concerns raised in the submissions, it is recommended that a modified proposal be forwarded to the Western Australian Planning Commission, recommending support subject to additional design provisions being included in the Lakelands Precinct Plan Text.

## Disclosure of Interest

Nil

## Location



## Property Details

Applicant:	Hatch Roberts Day
Owner:	Peet Mandurah Syndicate Ltd
Scheme No 3 Zoning:	Urban Development
Peel Region Scheme Zoning:	Urban
Lot Size:	3.08 ha of a larger parent lot of 7.63ha
Topography:	Relatively flat
Land Use:	Vacant

## Previous Relevant Documentation

- G.19/12/17      19 December 2017      Council adopted the Lakelands Town Centre Activity Centre Plan for final approval
- G.29/4/14      22 April 2014      Council adopted final approval to a modification to the Lakelands West Outline Development Plan.
- SP.14/7/14      29 July 2014      Council endorsed the Lakelands Activity Centre Structure Plan.
- G.16/12/13      17 December 2013      Council adopted the Activity Centres Planning Strategy for final approval.
- G.21/11/07      20 November 2007      Council adopted the Lakelands West ODP for final approval.

## Background

The original Lakelands Activity Centre Structure Plan was approved by Council in July 2014. At that time, Activity Centre Plan's did not require endorsement by the WAPC. The introduction of the *Planning and Development (Local Planning Schemes) Regulations* in 2015 included this requirement.

The 2017 version of the Lakelands Activity Centre Plan updated the 2014 plan to be consistent with the Regulations, and the WAPC endorsed the plan in October 2018 subject to modifications to make it consistent with Scheme 12.

In its current state, Lot 9124 Mandurah Road comprises three separate parcels of land surrounding the established shopping centre, of which the subject site is one parcel. The balance of Lot 9124, north of Lake Valley Drive, is subject to separate planning and subdivision applications and does not form part of this proposal.

The landowner is in the process of subdividing a 1.2ha eastern portion of the subject site (to the south of Lake Valley Drive) for a 92 bed Aged Care development that has been approved by the Outer Metro Joint Development Assessment Panel in July 2020 and is being developed by a third party (*area shown as eastern notation No 5 on Attachment 3.3*).

The site subject of this proposal is approximately 3.08 hectares in size.

Under the draft Lakelands Activity Centre Plan (now called the Lakelands Precinct Structure Plan ('Precinct Plan') following the *Planning Regulations Amendment 2020*) the subject site is currently designated for 'Mixed Use/Residential'.

*Attachment 3.1 (5.0 Planning Proposal)* shows the existing and proposed Precinct Plan as submitted.

The Lakelands Precinct Plan is currently in draft form, pending the endorsement of draft Local Planning Scheme 12. The Lakelands District Centre (including the subject site) will be brought into a new zone



under Scheme 12 titled District Centre. The District Centre zone essentially delegates detailed planning to the Lakelands Precinct Plan.

Given the current draft status of the Lakelands Precinct Plan, the proposed modifications (if approved) will not come into effect until Scheme 12 is gazetted and the proponent has confirmed their acceptance of this.

### **Comment**

The proposed modification to the Precinct Plan seeks to designate this site as a 'District Centre - Free-Standing Commercial' sub-precinct to facilitate the development of large format retail/bulky goods showrooms. If approved, this precinct could provide approximately 10,000m<sup>2</sup> of showrooms floorspace.

The indicative concept plan received by the proponent as submitted and subsequently advertised is presented as *Attachment 3.2 (7.0 Design Considerations)*.

The City officer's assessment of the proposal is provided as follows:

#### State Planning Framework

*State Planning Policy 4.2 – Activity Centres in Perth and Peel* (SPP4.2) contains the current guidance for a proposal of this nature and sets the parameters for the distribution, function, broad land use and urban design criteria for activity centres, and their coordinating land use and infrastructure planning. The current SPP4.2 has recently been amended and a draft has been released for consultation. This report will consider both the current and draft documents.

Within the hierarchy of activity centres, Lakelands is designated as a District Centre. These centres are suggested to service a population catchment of 20,000 – 50,000 people. In general terms, SPP4.2 promotes the development of activity centres with a variety of land uses, in a compact urban form, with lower intensity uses (such as showrooms) located outside of the core and with higher residential densities within and immediately adjacent to the activity centre. The development of district centres with a well-formed structure consisting of small, walkable blocks, with buildings that address the streets to maximise pedestrian flows, is encouraged.

Draft modifications to SPP4.2 have recently been advertised for comment and outline the following:

- recommends that ribbon development of commercial activities beyond activity centres should be avoided;
- encourages bulky goods precincts on the periphery of activity centres, and the regional road and public transport networks and should allow for good design and walkability;
- encourages sufficient development intensity and appropriate land use mix for activity centres that supports the role and function of the activity centre and facilitates a competitive retail and commercial market.

The subject site is within the 400m catchment of the activity centre, as measured from town square, but is on the periphery of the activity centre.

#### Local Planning Framework

##### *Local Planning Strategy 2019*

Council's *Local Planning Strategy* (LPS), which is expected to be endorsed by the Western Australian Planning Commission (WAPC) in the coming months, identifies the City's current aspirations for land use and development within Mandurah at the strategic level. The role and function of a District Centre is defined as follows:

*'District centres serve district catchments focusing on daily and weekly needs of residents. They provide a local community focus, and provide services, facilities and job opportunities that reflect the needs of their district.'*

With regard to activity centres within the City, the clear strategic objective is to focus further retail and commercial activity within identified activity centres allowing for the development of intense nodes of activity that will foster the development of mature local economies.

The draft LPS indicates up to 20,000m<sup>2</sup> of retail floorspace as a guide for district centres to achieve an understanding of scale in relation to other centres, however, this is not a set target or threshold. It is understood that the Lakelands Activity Centre currently accommodates approximately 22,000m<sup>2</sup> of GLA. It is noted that the proposed total floorspace for the proposed modification at approximately 10,000m<sup>2</sup>, will increase the total floorspace of the Activity Centre to approximately 32,000m<sup>2</sup>, however it is noted that showroom floorspace and retail floorspace should be considered separately.

The draft LPS also indicates that the Gordon Road mixed business precinct will regenerate into a key employment and service-based precinct, transitioning from light industrial uses to a significant showroom and service commercial precinct, as the Nambeelup Industrial Area (Peel Business Park) will take more of the industrial uses overtime.

One of the strategies suggests that the City must seek to provide opportunities for regional serviced bulky goods and showroom activities arising from the development of industrial land at Nambeelup.

#### *Activity Centres Planning Strategy (ACPS)*

Council adopted the Activity Centres Planning Strategy in December 2013 in line with the requirements of SPP4.2. This document provides the more detailed, supporting analysis for the draft Local Planning Strategy and it sets the preferred scenario for the spatial distribution of retail floorspace in the City.

The Strategy identifies a number of bulky goods/showroom precincts such as Gordon and Pinjarra Roads, Mandurah East, Lakelands South and Erskine (Galbraith Loop). The ACPS acknowledges Gordon Road as the primary mixed business location, with caps on ribbon development along Pinjarra Road at 20,000m<sup>2</sup>. The Halls Head mixed business precinct was approved in August 2017 through a modification to the Halls Head Precinct Plan.

The 'Lakelands South' (Lot 2021 Mandurah Rd) to the south of the subject site was originally designated as a Mixed Business Precinct in the Lakelands West Structure Plan. An amendment to the structure plan was approved in 2015, which sought to change the designation to a residential use. The rationale for this decision was based on access constraints from Mandurah Rd and Road 'B' (which is planned to connect to Mandjoogordap Drive).

This decision resulted in the removal of 9.5 hectares of land (approximately 35,000m<sup>2</sup> of floorspace) available for bulky goods showrooms and other incidental commercial and employment generating uses within Mandurah's northern district. By comparison, the current proposal seeks to convert approximately 3.08 hectares of land (approximately 10,000m<sup>2</sup> of floorspace) for bulky good showrooms.

Whilst SPP4.2, the City's draft LPS and the ACPS allows for bulky good retail land uses within all activity centres, it is essential that the balance of uses in the Lakelands Activity Centre is carefully considered, to ensure that the proposed role and function of a District Centre within the hierarchy is not adversely impacted.

Equally, any proposal for such land uses must be carefully considered in terms of its impact on other existing mixed business precincts within Mandurah. The applicants have submitted a retail impact assessment in an attempt to support the proposal and provide justification regarding the proposed location for the additional 'mixed business' land use.

### Submitted Retail Analysis

The Retail Assessment utilises a gravity model to estimate the amount and distribution of household expenditure within primary and secondary catchments (approximately 5km and 20km respectively) and to consider how a bulky goods type proposal on the site will affect trade at other established mixed business precincts within the City.

The Retail Assessment concludes that there will be a marginal impact on existing nearby bulky goods precincts in the first instance (approximately a 12% impact for the Gordon Road precinct), but within 2-3 years, this quickly dissipates and morphs into a real need.

According to the analysis, the primary catchment has an estimated population of 25,500 people and is estimated to grow to 35,750 people by 2036. By 2024, it is concluded that there is a demonstrated need for this land use to service the catchment, based on an increasing pool of household expenditure due to the population growth projected.

### Peer Review of Retail Analysis

As recommended in draft SPP4.2, the City engaged consultants to undertake a peer review of the submitted retail analysis and to prepare high-level mixed business precinct analysis on the City's behalf. Overall, the review revealed some issues with the methodology, some omissions, some factual and calculation errors and some unfounded assumptions.

The following issues with the retail analysis were identified:

- *Expansive Trade Area:* The catchment defined by the applicant's retail assessment extends 20km to the north, east and south. The definition of the trade area appears to give little consideration to the location of competing bulky goods. The trade area does not appear to recognise: physical barriers; travel times; the location of urban development and workers; and the location of current and future bulky goods developments, however, the level of estimated population growth appears reasonable.
- *No Site Assessment:* The report does not include site contextual analysis commonly required to understand and define the likely trading area and the benefits of locating the proposed use in this location.
- *Low Bulky Goods Spending Estimates:* The estimates of bulky goods spending per capita are likely understated by approximately 30-40% which implies that the trading conditions and overall level of demand for bulky goods is underestimated.
- *Incomplete Supply Estimates:* The reported floorspace numbers appear to understate the existing and future supply of bulky goods floorspace. Demand modelling enables an understanding of current and emerging gaps and market under- and over-supply. The applicant's retail assessment does not assess need for the proposed bulky goods development. Instead, a turnover estimate is developed. The lack of a demand assessment limits the ability to understand whether the proposed development is addressing a community need.
- *Incorrect Forecast Development Turnover:* A significant calculation and/or reporting error implies that the forecast turnover of the development is 33% below the correct estimate. The error implies that: the proposed bulky goods development will significantly underperform the adopted productivity threshold (\$4,700 per sqm); or the impact on other centres will be greater than estimated.
- *Impact Estimates:* The impact test has not been correctly undertaken. In particular, the trading impacts of the proposed development compared to a scenario whereby the development is not operating has not been undertaken.

Notwithstanding the above, high-level analysis was also undertaken on the City's behalf, as mentioned above.

The assessment revealed the following key findings in terms of mixed business precinct capacity:

- There are low levels of vacant land across the five existing mixed business precincts, with the majority of vacant lots located in Mandurah East (Lakes Road).
- Aside from the vacant land within the mixed business precincts, there is limited or no vacant land nearby to expand the existing precincts.
- There are no mixed business precincts north of Gordon Road (4.7 km from the subject site) to service the northern Mandurah district of Madora Bay and Lakelands and southern suburbs of the City of Rockingham (suburbs which are closer to the subject site than alternative City of Rockingham mixed business precincts). This is due to the loss of the Lakelands South mixed business precinct.
- The City of Mandurah mixed business precincts also service residents in the Shire of Murray and further south.
- The transition of Gordon Road to a more retail dominated mixed business precinct is likely to occur over several decades given a preference for service industry and local businesses to be located near the customer base rather than in Nambeelup.

In terms of mixed business precinct provision, the findings suggest that, currently, Mandurah appears to have a relatively high provision of mixed business precincts per capita, even when the industrial and other relevant zoned land are excluded. The assessment of comparable mixed business areas shows the following key findings:

- The projected population growth for Mandurah to 2036 is proportionally very high, with an additional 20,000 residents expected, a population increase of 19%. This will require a significant amount of additional mixed business precinct land to service the additional residents, ideally located within close proximity to the growth corridor.
- The provision for mixed business land within the City of Rockingham is very low. The southern suburbs of Rockingham are close to the subject site and residents are more likely to travel there for their mixed business needs rather than into Rockingham.
- Despite the very high provision per capita of mixed business land in Mandurah, limited vacant land suggests additional supply is needed.

In addition to the above, officers have undertaken some further 'ground-truthing' of the tenancy vacancy rates within the existing mixed business precincts in the City. This analysis has revealed the following:

- Gordon Road 10%
- Pinjarra Road 8%
- Galbraith Loop 0%
- Halls Head 80%
- Mandurah East (Lakes Rd) 21%

### Proposed Land Use

A total 10,000m<sup>2</sup> of floorspace is proposed for the showroom precinct and the proposed commercial uses along Lake Valley Drive, which include a Service Station, Motor Vehicle Repair premises and Fast Food Outlet.

Changing the designation of the site to 'District Centre - Free Standing Commercial' under the Lakelands Precinct Plan as submitted by the proponents will allow bulky goods showrooms as a permissible use, but will also enable a much broader range of retail, dining and entertainment uses to be established on the site, such as shops, tavern, liquor store, reception centre, offices, and restaurants.

The ultimate land use mix over the subject site would, however, be resolved at development application stage.

Officers consider that the range of permissible land uses has the potential to undermine the main District Centre core which is contrary to SPP4.2 and the Local Planning Strategy. These concerns are shared within the submission from the owners of the existing Lakelands Shopping Centre.

The potential retail impact on the Lakelands Shopping Centre and/or other retail centres in the catchment of the site has not been fully assessed as part of the proposal, as the submitted Retail Impact Assessment focusses on the impact of additional bulky goods showrooms on existing mixed business precincts, and not the full range of other uses that would be permissible under the proposed zone.

In addition, some of the proposed and permissible land uses have the potential to detrimentally impact the amenity of adjacent residential zoned land.

The proponents have been advised of these concerns and have stated that the intent for this site is to include Bulky Good Showrooms, a Fast Food Outlet, a Service Station, Motor Vehicle Repair and a small cafe (Restaurant). As long as these uses are permissible on the site, they have indicated that they would have no objection in principle to any changes that may be recommended, that would exclude other uses on the site.

It is considered that a more restricted range of uses could be complimentary to and could support the role and function of the Lakelands Shopping Centre. As a result, it is recommended, a 'District Centre - Mixed Business' sub-precinct be introduced into the Precinct Plan, and applied to the subject site.

With regard to the proponents submitted concept plan for development adjacent to Lake Valley Drive, it is recommended that the Fast Food Outlet, Service Station and Motor Vehicle Repair land uses be prohibited in order to address street interface, traffic and noise concerns highlighted later in the report.

#### Impact of Loss of Residential Uses on District Centre

SPP4.2 sets a target of 30 dwellings per gross urban hectare within a 400m walkable catchment for land efficiency purposes and to assist in achieving regional housing targets. Lakelands currently has a residential density of 4.6 dwellings per gross urban hectare within the 400m walkable catchment, which is considerably lower than anticipated in SPP4.2.

This is largely due to the location of the high school and district open space within the catchment, which significantly impacts on housing density. There are, however, a number of undeveloped parcels of land within the walkable catchment that are designed for mixed-use and higher density residential - of which the subject site is one of these parcels. The estimated yield, if all of these parcels were to be developed for higher density residential, would be approximately 330 additional dwellings, taking the density up to approximately 11 dwellings per gross urban hectare.

The Lakelands District Centre does not meet the residential density targets set within SPP4.2 and is unlikely to ever do so, even if all undeveloped parcels of land were fully built-out with residential land uses. This will not, however, undermine the City's ability to achieve its regional housing targets set by the State Government, as much of the growth can be accommodated as infill within central Mandurah.

Nevertheless, the proposed removal of a 3.08ha site for mixed use/residential purposes must be carefully considered in terms of its potential to detrimentally impact on the District Centre itself, from the potential loss of dwellings and associated spend, within the walkable catchment.

The City's peer review analysis has confirmed the following:

- the reduction in residents living within the activity centre core is expected to be offset by the increased visitors to the subject site, once it is zoned and developed for mixed business land uses;
- the proposed land uses are expected to increase the catchment of the activity centre and support cross-usage to other local amenities;

- the reduction in activity centre spending and supportable floorspace resulting from a lower number of residents living within the centre is considered relatively limited and not at a level expected to impact on decisions from businesses to locate at the activity centre;
- it is notable that the former mixed business precinct at Lakelands South, Lot 2021 Mandurah Rd, which was previously planned for employment land, has been converted for residential development at densities of R30, R40 and R60, equating to around 180 dwellings;
- the reduction in the number of dwellings (approximately 214 dwellings) on this part of Lot 9124 is primarily as a result of removing the proposed apartment sites. This type of dwelling is unlikely to be viable in the location for many years due to the limited amenity of the location for apartment purchasers (i.e. no views, suburban location) and the untested apartment market in the area, with no new apartment developments on the market in recent years;
- this proposal does not lead to the fragmentation of a large land parcel. In the longer term, the site could be re-developed for higher density residential uses when the market can support it.

Further, whilst it is sound to consider medium-high density residential in close proximity to the core retail centre, the amenity for such form of development is somewhat lacking – being adjacent to Mandurah Road, the southern side of the blank elevation of the shopping centre, and overtime, Lake Valley Drive will increase its role as a district connector road.

### Built Form and Urban Design

From the proponent's submitted plan, there are concerns with the proposed land uses along the Lake Valley Drive frontage, namely the service station, motor vehicle repair and fast food uses. This site was deliberately designated as a mixed-use precinct within the Lakelands Precinct Plan (with these particular uses being prohibited uses in that zone) to enable the built form to be more compatible with that of the main district centre core. These particular uses, given their car dominance, spacious layout and the potential to turn their back on this frontage, do little to create the mixed use, pedestrian friendly environment that the Precinct Plan intends to create.

Whilst bulky goods showrooms are similar in this regard (and do not represent a fine-grained urban design outcome), they can be designed in such a way to achieve a more compact urban form, with more of a sense of enclosure to the street. This is a more preferred outcome on this site.

In addition, there are significant concerns regarding the lack of an appropriate transition between the proposed large format commercial land uses and the existing residential properties to the south on Cobaki Brace. The proposed layout includes an 8m wide service lane at the rear of the commercial tenancies with a 5m landscaping strip to the south, and to the east, an 8m service lane with no landscaping strip. The existing verge on Cobaki Brace is 3m wide.

Officers have concerns that the proximity and scale of the development is likely to have an imposing and overbearing impact on the properties on Cobaki Brace, despite the 5m wide linear strip of landscaping proposed to be located along the interface.

Commercial activity is likely to occur seven days per week and requires the ingress and egress of service vehicles along the rear laneway directly opposite existing residential properties on Cobaki Brace. It is considered that this level of activity is likely to result in increased noise and disturbance. Many of the submissions share such concerns, particularly in regard to potential noise and visual amenity related issues with the servicing docks.

The applicants have submitted a noise assessment report to assess the potential impact of the proposal and to make recommendations for the next phase of detailed planning to consider. It is noted that the relevant noise legislative and policy framework sets noise targets dependent on the time of the day (for instance, 7am to 7pm hours Monday to Saturday has a higher noise tolerance than 10pm to 7am on the same day, reflecting the night-time period).

The assessment concludes that noise levels are generally compliant, with the exception of noise to the approved adjacent aged care facility from a fast food drive-through vehicles and speaker. It is stated that the proposal can be made compliant with a combination of management and deploying some design details such as; noise canopy structure for the drive-through fast food, an acoustic wall for the southern boundary, restricting access to the north-eastern most car parking area during evening times, restricting deliveries on Sundays and public holidays. The applicants indicate that this would be addressed at the next detailed planning stage. Officers' have concerns with this approach.

Should this not be supported by the WAPC, as a minimum, it is considered appropriate to include additional requirements, such a 2.7m high noise wall, within the Lakelands Precinct Plan text to address these issues and the concerns of adjacent residents.

*State Planning Policy 7.2: Precinct Design (SPP7.2)* provides design guidance for the development of activity centres. The guidance recommends that provision is made for a transition or delineation from large development sites to finer grained adjacent areas through the consideration of existing and intended scale, built form and street design.

It is recommended, therefore, that the Precinct Plan be modified to require the provision of a residential street block on the northern side of Cobaki Brace to create a residential frame and provide a transition between the existing residential properties and the proposed mixed business precinct as shown on *Attachment 3.3*. This would also result in the removal of the proposed land uses along Lake Valley Drive to make provision for the residential frame along Cobaki Brace and thus, would resolve the concerns regarding the frontage in this location.

Pedestrian access through the subject site is provided in lieu of the indicative town park to allow for direct pedestrian access to the district centre core, by residents from the south.

This is considered to be an important part of the precinct plan. Detailed provisions will, therefore, be incorporated into the Precinct Plan to ensure a generous and meaningful connection through the site, along the main access route and connecting into the wider path network along Lake Valley Drive.

SPP7.2 encourages a legible, interconnected layout to achieve accessibility and connectivity via walking and cycling between existing residents and the activity centre core and recommends that planning for large format uses within activity centres should prioritise the provision of direct pedestrian links within larger blocks to improve walkability. It is also recommended that detailed design provisions be introduced into the Lakelands Precinct Plan to address issues such as articulation and variety in colours and materials for the proposed built-form and a restriction on south-facing signage.

### Traffic

The primary vehicular access is proposed from the existing roundabout at Seppings Parade and Lake Valley Drive with additional left-in, left-out access points to the proposed service station and an egress crossover for trucks onto Lake Valley Drive. No vehicle access is proposed to Cobaki Brace.

The applicants have prepared a Traffic Impact Assessment to contemplate the traffic impact of the proposal on the external road network, in comparison to its current development capability under the Mixed-Use Residential zoning. The proposed bulky goods site is estimated to generate up to 3,700 vehicle movements per day.

The applicants' traffic assessment concludes that the traffic generation is not significantly more than the amount of traffic a mixed-use residential development would generate on the site and there is adequate capacity in the surrounding road network to cater for the traffic generated by the proposed bulky goods development. The assessment confirms that no upgrades to the external road network are required and that the proposal is acceptable from a transport perspective.

Officers have concerns with the traffic assessment with regard to the number of access crossovers along Lake Valley Drive, especially those in such a close proximity to the traffic lights. It is considered that the proposed crossovers will detrimentally impact the left slip lane onto Mandurah Road and conceivably the safety and function of the intersection. Main Roads WA have also confirmed that they do not support the proposed accesses to or from the left turn slip lane on Lake Valley Drive. The proposed recommendation with regard to restricting the Fast Food, Service Station and Motor Vehicle Repair land uses on the subject site will assist in addressing this issue. It is also recommended that detailed design provisions be introduced into the Lakelands Precinct Plan to control and guide the traffic access arrangements.

Main Roads have indicated that the proposed land uses on the subject site could result in significant increased traffic demands at the intersection of Lake Valley Drive and Mandurah Road. It is anticipated that the proposed development may warrant upgrading this intersection to provide the second right turn in lane from Mandurah Road. It is noted that the design and construction of the intersection has allowed for future provision of the second right turn in lane from Mandurah Road.

There is on-going contention with regard to the data analysis and methodology within the traffic assessment, between the applicant, City officers and Main Roads. An updated traffic assessment report has been requested, to address these concerns and include the expected traffic generation from Lakelands train station, however it has not been provided due to the timing of this report to Council. Given that Council are providing a recommendation only, and are not the determining authority, it is considered that these issues can be addressed during the consideration and assessment of the proposal by the Department of Planning, Land and Heritage.

The existing Lakelands Precinct Plan establishes a car parking standard of 4 bays per 100m<sup>2</sup> for commercial uses, with the ability for provision to be calculated across both the District Centre (Main Street) and District Centre (Freestanding) Precincts.

Detailed car parking analysis has not been completed as part of this proposal, as this would be undertaken at development application stage. However, given the space on the subject site and the provision of parking that is available for reciprocal use in the vicinity, it is considered likely that parking levels will be compliant.

#### Waste Management

Officers have concerns that the indicative on-site entry and exit driveways, service lanes etc. do not appear to be sufficiently wide enough to accommodate the turning circles of large trucks, however it is acknowledged that the concept plan is indicative at this stage. A waste management plan will be required upon lodgement of a development application and additional provisions are recommended to be included within the Precinct Plan text to give greater guidance on some of these considerations.

#### Modifications Made to Address Concerns

To address officers and submitters' concerns regarding the proposal, the applicant has agreed to the provision of a 2.7m high acoustic wall within the landscape buffer along the northern side of Cobaki Brace, to minimise any impact for the adjacent residents.

The applicants have also advised however that, should the WAPC support the recommendation to provide a residential frontage to Cobaki Brace, the preference would be to deliver front loaded 25m deep lots, so as to create a consistent streetscape with the southern side of the street. A pedestrian link can still be maintained for north-south connection. Officers have concerns that this depth of lots could potentially be problematic, particularly given the impact on the north-facing aspect of these lots, from a 2.7m high acoustic wall to the rear boundary. This would need to be carefully considered in any proposed design outcome.



### Proposed Lakelands Precinct Plan Text Provisions

To streamline the framework and better guide and control the proposed development and land uses on the subject site, it is recommended that text provisions be inserted into the Lakelands Precinct Plan. This will ensure that any future buildings on the site are of an appropriate bulk and scale, to ensure appropriate interfaces to adjacent streets, to ensure that signage does not dominate the elevations and that overall the development does not have a detrimental impact on the existing shopping centre and existing residential amenity.

The proponent's submission identified the need for a Local Development Plan to be developed between this current Precinct Plan stage and development approval stage – however, as the Precinct Plan contains sufficient detail to address matters highlighted above, an LDP is not considered necessary.

### **MEAG Comment**

This item does not have any impact on the natural environment and therefore has not been referred to Mandurah Environmental Advisory Group for comment,

### **Consultation**

As required under *Planning and Development (Local Planning Schemes) Regulations 2015 – Deemed Provisions for Local Planning Scheme*, the Precinct Plan modification was advertised for public comment for 28 days.

This advertising took place between 25 December 2020 and 1 February 2021 via the following:

- 228 letters/emails were sent to surrounding landowners;
- Consultation with three external agencies;
- Notification of the proposal on the City's website.

Ten submissions were received as follows:

- one from ISPT, the owner Lakelands shopping centre
- six individual letters from residents;
- two from state government agencies;
- a 'proforma' letter signed by ten residents.

The submissions received and officer responses are included within *Attachment 3.4* with many of the issues raised addressed above.

### **Statutory Environment**

Under the Planning and Development (Local Planning Schemes) Regulations 2015, Council is required to provide a report with recommendations to the WAPC which is required to be provided within 90 days of the completion of the advertising period (extended from the usual 60 days due to State of Emergency Provisions). Council's April meeting meets this timeframe requirement.

### **Policy Implications**

The policy context with respect to State Planning Policy 4.2, the Local Planning Strategy and the Activity Centres Planning Strategy are addressed above.

### **Economic Implications**

The proposed modification to the Lakelands Precinct Plan will provide for greater diversity in retail/commercial services and provide additional job opportunities for the local community.

## Risk Analysis

Council are not the determining authority in this instance and are providing a recommendation only. The WAPC may not support Council's recommendation and may determine the proposal as they see fit. This risk has been minimised by providing as much information and rationale as possible within the report.

## Strategic Implications

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Economic:

- Promote and foster business investment aimed at stimulating economic growth.
- Facilitate and advocate for sustainable local job creation and industry diversification.

## Conclusion

The proposal is considered to be consistent with the policy objectives of the current and draft *SPP4.2 - Activity Centres in Perth and Peel* and the City's draft *Local Planning Strategy* and *Activity Centres Planning Strategy* in terms of its location, the ability to diversify the retail offer and promote a competitive market and by contributing to the range of employment to increase sub-regional employment self-sufficiency. The peer review of the retail analysis establishes a need for these land uses within the northern corridor and thus, the principle of locating bulky goods showrooms in this location is considered acceptable.

There is on-going contention with regard to the data analysis and methodology within the traffic assessment, between the applicant, City officers and Main Roads. Given that Council are providing a recommendation only, and are not the determining authority, it is considered that these issues can be addressed during the consideration and assessment of the proposal by the Department of Planning, Land and Heritage.

To address concerns relating to the impact of the proposal on the role and function of the existing shopping centre, it is recommended that that a 'District Centre - Mixed Business' sub-precinct be introduced into the Lakelands Precinct Plan, and applied to the subject site. This designation will allow for a range of appropriate land uses to be developed on the subject site, whilst restricting land uses that are likely to detrimentally impact on the retail core of the district centre or the directly adjacent existing and proposed residential properties. It is recommended that the Fast Food Outlet, Service Station and Motor Vehicle Repair land uses be prohibited on the subject site in order to address street interface, traffic and noise concerns highlighted in the report.

To further address traffic safety and interface design concerns for the Lake Valley Drive frontage, and noise and visual amenity concerns for the existing residents on Cobaki Brace, it is recommended that that the proposed zoning also be modified to allow for the provision of a residential street block on the northern side of Cobaki Brace, to create a residential frame and provide a transition between the existing residential properties and the proposed mixed business precinct.

Text provisions are recommended for insertion into the Lakelands Precinct Plan to ensure suitable guidance and control of future development and to ensure that built form, access, noise, signage and interface issues can be managed at development application stage.

### NOTE:

- Refer **Attachment 3.1** **5.0 Planning Proposal - Existing and Proposed Precinct Structure Plan (as submitted)**  
**Attachment 3.2** **7.0 Design Considerations - Indicative Concept Plan (as advertised)**  
**Attachment 3.3** **Precinct Structure Plan (as prepared by City officers)**

### **Attachment 3.4 Schedule of Submissions**

## **RECOMMENDATION**

**That:**

Under Schedule 2, Part 4, Clause 29 of *Planning and Development (Local Planning Schemes) Regulations 2015*, Council provides this report to the Western Australian Planning Commission for the proposed modification to the Lakelands Town Centre Precinct Structure Plan, submitted by Hatch Roberts Day dated October 2020, highlighting the following:

1. The City of Mandurah does not support the following aspects of the submitted plan:
  - 1.1 The designation of the site as 'District Centre – Free-Standing Commercial' as the current provisions of the existing Precinct Structure Plan allow land uses and development that would compromise the existing retail centre;
  - 1.2 The designation of the site as 'District Centre – Free-Standing Commercial' to Cobaki Brace as the change in land use and zoning should be at the mid-block and not at a street interface due to the potential impacts on existing residential development despite measures submitted to mitigate such impacts.
  - 1.3 Separate, free-standing car-based uses along the Lake Valley Drive frontage due to number of access crossovers along Lake Valley Drive and built form design outcomes.
2. The City of Mandurah would be supportive of a modified Lakelands Town Centre Precinct Structure Plan (as shown on Attachment 3.3; Plan 14/370/002D Dated 24 March 2021) that provides for the following:
  - 2.1 The western portion of Lot 9124 Mandurah Road being identified as 'District Centre - Mixed Business' 'Residential Frame – R40'.
  - 2.2 The Precinct Structure Plan Text: Table 1 - Zoning Table be modified to allow for land use permissibility as follows for the Mixed Business Sub-Precinct:
 

<i>Medical centre</i>	<i>P</i>
<i>Health studio</i>	<i>P</i>
<i>Showroom</i>	<i>P</i>
<i>Civic Use</i>	<i>P</i>
<i>Veterinary clinic</i>	<i>P</i>
<i>Child care centre</i>	<i>D</i>
<i>Office</i>	<i>D</i>
<i>Shop</i>	<i>I</i>
<i>Restaurant</i>	<i>I</i>
<i>Liquor Store</i>	<i>X</i>
<i>Fast food outlet</i>	<i>X</i>
<i>Consulting rooms</i>	<i>X</i>
<i>Tavern</i>	<i>X</i>
<i>Service Station</i>	<i>X</i>
<i>Motor Vehicle Repair</i>	<i>X</i>
<i>Single dwelling</i>	<i>X</i>
<i>Grouped dwelling</i>	<i>X</i>
<i>Multiple dwelling</i>	<i>X</i>
<i>Bed and Breakfast</i>	<i>X</i>
<i>Motel</i>	<i>X</i>

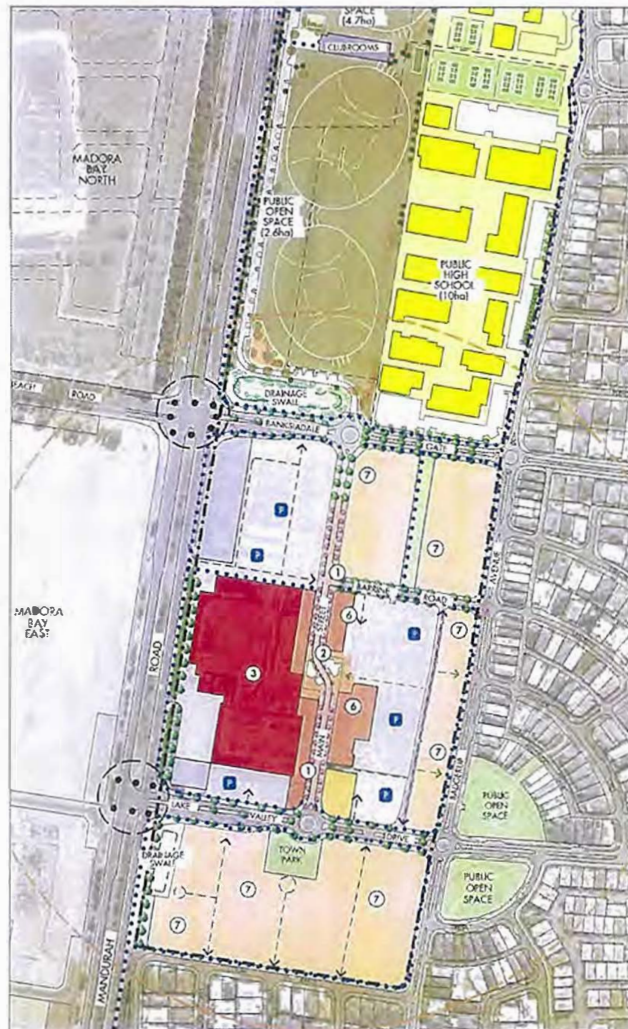
**(Note: 'P' Permitted 'D' Discretionary 'I' Incidental 'X' Not permitted)**

- 2.3 The Precinct Structure Plan text, being updated and modified to address the following for the Mixed Business Sub-Precinct:**
- *bulk, scale and design of proposed buildings;*
  - *interfaces with adjacent streets;*
  - *colours and materials;*
  - *traffic access arrangements;*
  - *the design of the pedestrian access through the site;*
  - *the requirement for an acoustic assessment at development application stage;*
  - *the provision of an acoustic wall between the Mixed Business sub-precinct and the Residential Frame sub-precinct;*
  - *the restriction of south facing signage to the rear of proposed buildings within the Mixed Business precinct;*
  - *landscaping requirements; and*
  - *waste management requirements.*
- 2.4 The Precinct Structure Plan boundary being modified to align with the District Centre zoning in draft Local Planning Scheme No. 12 together with any other administrative modifications to ensure consistency with Scheme 12.**

# 5.0 PLANNING PROPOSAL

## ATTACHMENT 3.1

### LAKELANDS ACP (EXISTING)



### LAKELANDS ACP (PROPOSED)



### LEGEND

#### Sub-Precincts

- District Centre - Core Retail
- District Centre - Main Street Commercial
- District Centre - Free-Standing Commercial
- Community Purpose
- Mixed Use (Subject to LDPs)
- School Site

Land uses and sub-precincts are indicative only.

#### Public Spaces

- Town Square
- Town Parks
- Active Recreation

#### Overlays

- Core Parking Areas
- Main Street
- Access Street
- Vehicle Accessway / Car Park Entry
- Pedestrian Accessway
- 400m Walkable Catchment
- Shared Path Network
- Existing Traffic Lights

#### Activity Centre Plan Boundary

All details shown on the Activity Centre Plan are indicative only and subject to further detailed design.

Data is shown on the Activity Centre Plan that are outside the Activity Centre Plan require separate approvals as required by the local planning scheme.



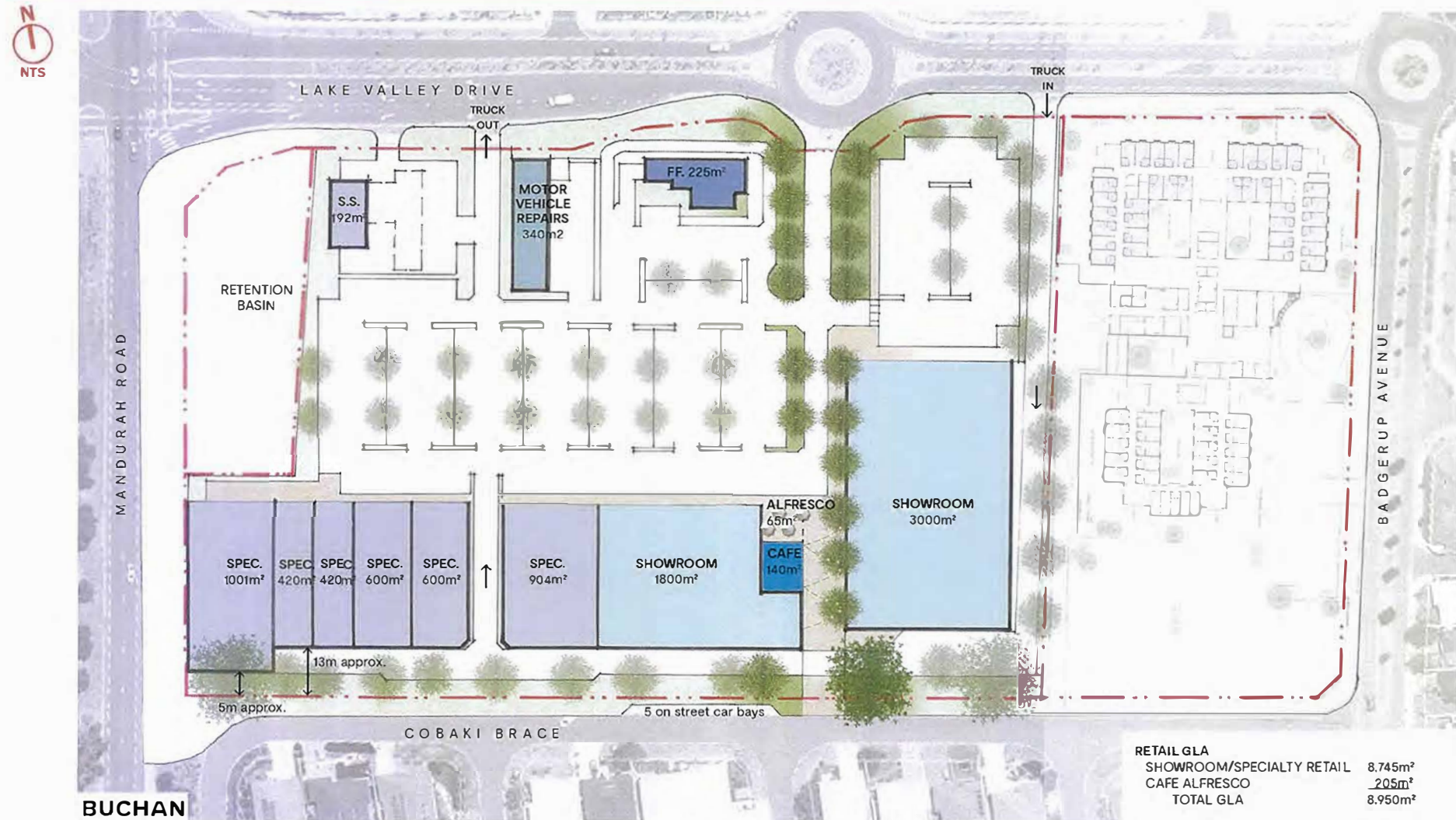
#### Plan Notes

- ① The main street being a publicly accessible street designed to have a compact and fine grain urban form with on-street parking, outdoor dining spaces, street furniture, street trees and landscaping with awnings and colonades for pedestrian weather protection.
  - ② The town square being the 'heart' of the centre, designed to be a natural meeting place and accommodating a range of activities, public art, outdoor dining and street furniture with emphasis of shopping centre having key entry point adjacent to the square.
  - ③ Retail centre being a 'District Centre' size providing for a range of retail and shopping experiences, with a built form that addresses the main street and public spaces through architectural features, external access points, and colours and materials.
  - ④ Main Street Commercial tenancies to provide for a night time economy for the town centre that may include tavern, restaurant and entertainment uses.
  - ⑤ Mixed use zone providing for a range of housing options that responds to the town centre and provides a transition from existing residential areas of Lakelands, including higher density residential at key entrance points, addresses public spaces, streetscape and parking areas.
- Quiet House Design Requirements are required for residential development within proximity to the Tavern together with Notification on Titles. An acoustic report outlining recommendations must be prepared to achieve an internal environment that complies with Australian Standard AS 2107:2000 'Acoustics Recommended Design Sound Levels and Reverberation Times for Building Interiors'.



# 7.0 DESIGN CONSIDERATIONS

## CONCEPT PLAN





## Sub-Precincts

- District Centre Core Retail
- District Centre Main Street Commercial
- District Centre Free Standing Commercial
- District Centre Mixed Business
- Community Purpose
- Mixed Use (Subject to LDPs)
- R40 Residential Frame

## Public Spaces

- Town Square
- Public Open Space
- Active Recreation

## Overlays

- P Core Parking Areas
- Main Street
- Vehicle Accessways / Car Park Entry
- Pedestrian Accessway
- 400m Walkable Catchment
- Shared Path Network
- Existing Traffic Signals

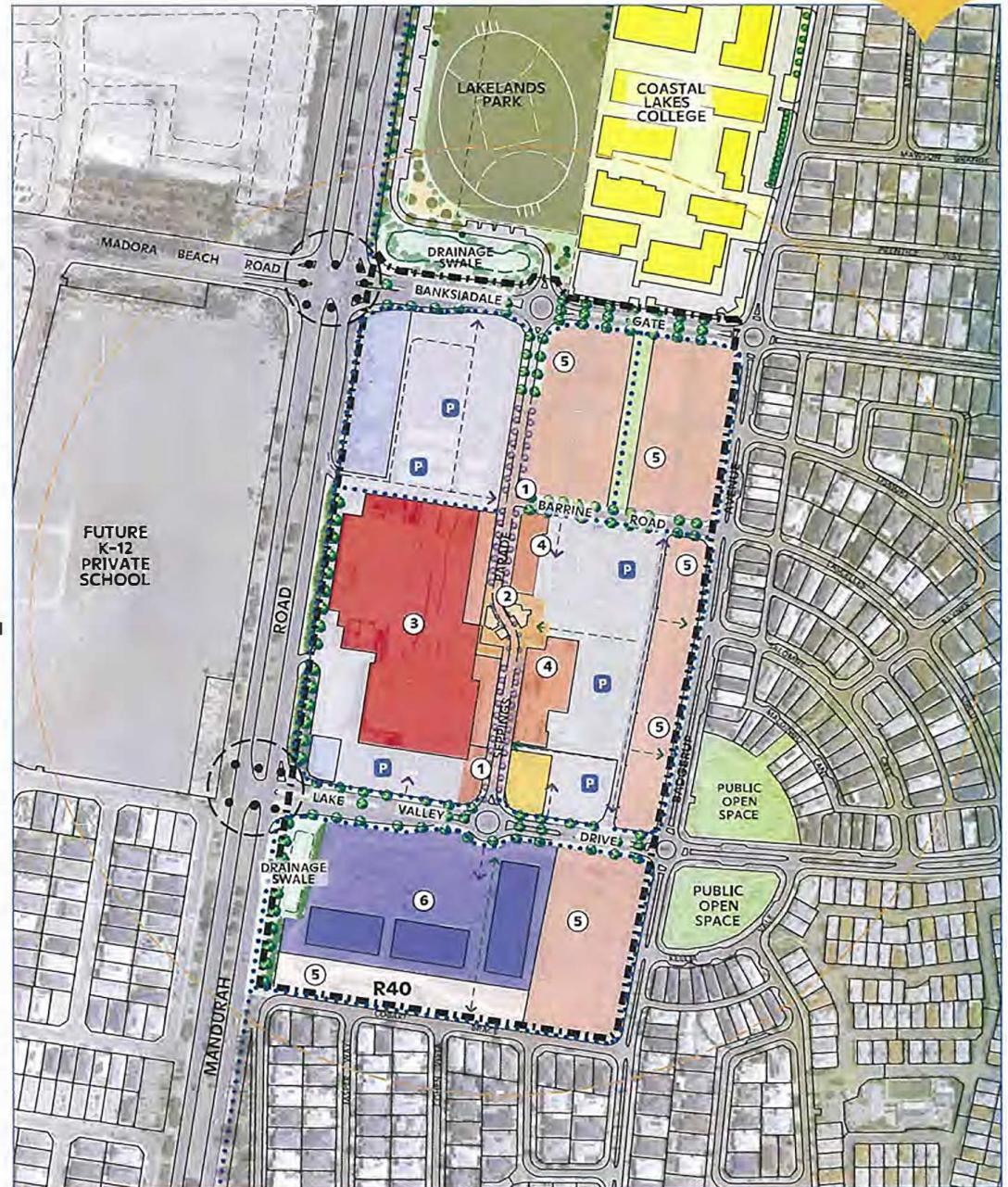
## Precinct Structure Plan Boundary

All details shown on the Precinct Structure Plan are indicative only and subject to further detailed design. Details shown on the Precinct Structure Plan that are outside the Plan Boundary require separate approvals as required by the local planning scheme.

## Plan Notes

- ① The main street being a publically accessible street designed to have a compact and fine grain urban form with on-street parking, outdoor dining spaces, street furniture, street trees and landscaping, with awnings for pedestrian weather protection
- ② The town square being the 'heart' of the centre, designed to be a natural meeting place and accommodating a range of activities, public art, outdoor dining and street furniture with emphasis of shopping centre having key entry point adjacent to the square
- ③ Retail centre being a 'District Centre' size providing for a range of retail and shopping experiences, with a built form that addresses the main street and public spaces through architectural features, external access points, and colours and materials
- ④ Main Street Commercial tenancies to provide for a night time economy for the town centre that may include tavern, restaurant and entertainment
- ⑤ Mixed Use and Residential frame providing for a range of housing options that responds to the town centre and provides a transition from existing residential areas, including higher density residential at key points, addresses public spaces, streets and car parking.
- ⑥ Mixed Business Precinct provided with vehicular access from the existing roundabout on Lake Valley Drive and developed in a manner to minimise impact on the adjacent residential, while accommodating a north-south pedestrian link to the activity centre core.

Quiet House Design Requirements are required for residential development within proximity to the Tavern together with Notification on Titles. An acoustic report outlining recommendations must be prepared to achieve an internal environment that complies with Australian Standard AS 2107:2000 "Acoustics Recommended Design Sound Levels and Reverberation Times for Building Interiors."



## ATTACHMENT 3.4

### SCHEDULE OF SUBMISSIONS

Owner / Address	Submission (Summarised comments)	Comment
1. ISPT Super Property  No.49 (Lot 2017) Banksiadale Gate and No.5 (Lot 2016) Barrine Road, Lakelands	<p>Support the use of the subject site for Bulky Goods Showroom uses on the basis that this may provide a complimentary retail function to the Lakelands Shopping Centre.</p> <p>a. Strongly object on the basis that the proposed zoning will enable a much broader range of retail and entertainment uses on the site than simply Bulky Goods Showroom development and, may ultimately enable the development of a retail centre that could directly compete with the Lakelands Shopping Centre. This could undermine the economic and social function of the retail core to the detriment of the District centre, which is not consistent with the principles of orderly and proper planning. ISPT supports a Bulky Goods Showroom development on the subject site being supported by either one Convenience Store or one small café, up to a maximum gross floor area of 175m<sup>2</sup>. These uses would need to be strictly limited in number and floor area to ensure they remain incidental to the Bulky Goods Showroom use of the site.</p> <p>No economic rationale for additional District Centre Free Standing Commercial zoned land in the Lakelands Activity Centre at this time and the only additional use that should be permissible on the site is Bulky Goods Showroom.</p> <p>Proposal will be contrary to draft Local Planning Strategy in terms of the role and function as a District Centre, on the basis of the total Gross Leasable Area (GLA) proposed and the potential mix of uses that may occur under the proposed zoning changes.</p> <p>b. Applicants assessment relies on a Retail Assessment that appears to include incorrect population projections (based on the average household dwelling size that has been used), casting doubt on the veracity of findings of the Retail Assessment, including the estimated floor space productivity rates.</p> <p>c. Concern regarding the loss of the proposed town park. Recommend that the applicant seek to relocate the town park to other land it owns in the Activity Centre, in a location that is proximate to the retail core, to offset for this loss of community benefit from the subject site.</p>	<p>Noted.</p> <p>a. Supported.</p> <p>It is recommended that a 'Mixed Business' sub-precinct be introduced into the Lakelands Precinct Plan, and applied to the subject site, to address this issue. This designation will allow for a range of appropriate land uses to be developed on the subject site, whilst restricting land uses that are likely to detrimentally impact on the retail core of the district centre or the directly adjacent existing and proposed residential properties.</p> <p>b. Noted, however the applicants' retail assessment has been peer reviewed by an independent third party along with additional high-level analysis undertaken on behalf of the City. This has concluded that there is established need for a mixed business precinct in this location and this proposal will not detrimentally impact on existing mixed business precincts in Mandurah.</p> <p>c. Not supported.</p> <p>Pedestrian access through the subject site is provided, in lieu of the town park, to allow for direct pedestrian access to the district centre core, by residents from the south. This is considered to</p>



		be an important part of the precinct plan and is consistent with <i>State Planning Policy 7.2</i> which encourages a legible, interconnected layouts to achieve accessibility and connectivity via walking and cycling between existing residents and the activity centre.
2. DA & SM Neath 23 Jasper Way LAKELANDS 6180	<p>Strongly object to the proposed modifications to the Lakelands Activity Centre Plan for the following reasons:</p> <p>a. Object to the resultant high-density traffic using Jasper Way, extra noise, and smells from a service station and fast food outlets;</p> <p>b. Perceived negative effect on property prices which are already stagnant.</p> <p>c. Consider there to be adequate facilities close by in the Lakelands shopping centre, Meadow Springs Shopping Centre and Singleton Shopping Centre; and</p> <p>d. Empty commercial showrooms in Mandurah could be better used for this proposal.</p>	<p>a. Supported in part. There is no direct vehicular access to or from the site from the south, only pedestrian access, so additional traffic on Jasper Way is likely to be negligible. It is recommended that the proposed zoning be modified to allow for the provision of a residential street block on the northern side of Cobaki Brace to create a residential frame and provide a transition between the existing residential properties and the proposed mixed business precinct. This would result in the removal of the proposed land uses along Lake Valley Drive to make provision for the residential frame along Cobaki Brace. It would also address noise, traffic, visual amenity and frontage interface issues on Lake Valley Drive. Should this not be supported by the WAPC, noise levels will be further assessed at development application stage when final layout and land use is known and appropriate mitigation can be included at that time.</p> <p>b. Noted but not supported. Impact on property prices is not a material planning consideration.</p> <p>c. Noted but not supported. The range of land uses has been carefully considered alongside retail impact assessment to determine that there will be a need for such land uses within the northern corridor. It is recommended to restrict certain land uses from the subject site to ensure that the proposed development does not detract from established surrounding shopping centres.</p> <p>d. Noted but not supported. The current tenancy vacancy rates of existing mixed business precincts within the City of Mandurah have been assessed, alongside retail impact assessments and rates are not considered to be significantly high.</p>
3. Carolyn Atherton 44 Cobaki Brace Lakelands WA 6180	Suggest amendments to the proposed development and modification to the Lakelands Activity Centre Plan as follows:	Noted.

	<p>a. Concerns regarding the impact of two-storey high concrete structures opposite residential property;</p> <p>b. Loss property values and the need to compensate the owners of property on Cobaki Brace for any loss in value;</p> <p>c. Suggest an increase in the distance between the proposed showrooms/buildings on the plan and the existing homes on Cobaki Brace. The space between the showrooms and road is currently allocated as between 5 and 13 metres. This space should be at least doubled as it is currently inadequate for providing a buffer for noise, reducing the negative visual impacts of the development and helping retain Cobaki Brace's original residential nature.</p> <p>d. Suggest the installation of an attractive, high limestone block wall along the Cobaki Brace side of the development. This is to provide a screen to the development for residents and help block noise and light from the site. The wall should run at least the length of the showrooms and potentially stop before the Seniors' Residence;</p> <p>e. Provide quality landscaping between the development and homes on Cobaki Brace. This should be professionally landscape designed, with high quality mature trees, plants and reticulation and regularly maintained at cost to the landowner of Lot 9124;</p> <p>f. No parking bays on Cobaki Brace. There is a 90-degree blind bend in the road on Cobaki Brace in which cars often stray on to the wrong side of the road. An increase in traffic could make this an accident black spot;</p> <p>g. No road access from Cobaki Brace.</p> <p>h. No walkway/ cut through from Cobaki Brace. This would encourage parking on the road, increase traffic and potentially pose an increased risk for crime.</p>	<p>a. Supported. It is recommended that the proposed zoning be modified to allow for the provision of a residential street block on the northern side of Cobaki Brace to create a residential frame and provide a transition between the existing residential properties and the proposed mixed business precinct. This would result in the removal of the proposed land uses along Lake Valley Drive to make provision for the residential frame along Cobaki Brace.</p> <p>b. Noted but not supported. Impact on property prices is not a material planning consideration.</p> <p>c. Supported. It is recommended that the proposed zoning be modified to allow for the provision of a residential street block on the northern side of Cobaki Brace to create a residential frame and provide a transition between the existing residential properties and the proposed mixed business precinct. This would result in the removal of the proposed land uses along Lake Valley Drive to make provision for the residential frame along Cobaki Brace.</p> <p>d. Supported. Should the City's recommendations not be supported by the WAPC, as a minimum, it is requested that additional requirements, relating to the provisions of a 2.7m high noise wall, be included within the Lakelands Precinct Plan text to address these issues and the concerns of adjacent residents. The applicants have agreed to the provision of this.</p> <p>e. Supported. Text provisions are recommended for insertion into the Lakelands Precinct Plan to ensure suitable guidance and control of future development and to ensure that noise and interface issues can be managed at development application stage</p> <p>f. Supported.</p> <p>g. Supported.</p> <p>h. Not supported. Pedestrian access through the subject site is provided, in lieu of the town park, to allow for direct pedestrian access to the district centre core, by residents from the south. This is considered to be an important part of the precinct plan and is consistent with <i>State Planning Policy 7.2</i> which</p>
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	<p>encourages a legible, interconnected layouts to achieve accessibility and connectivity via walking and cycling between existing residents and the activity centre.</p> <p>i. Retain a pavement on Cobaki Brace.</p> <p>j. An independent, honest agent should assess the value of properties on Cobaki Brace immediately prior to and post completion of the Activity Centre, with the landowner of Lot 9124 fully compensating residents for any loss in value to their properties.</p> <p>k. An engineer assessment to be undertaken on homes on Cobaki Brace (should owners request it) before and after construction. The assessment and repair to any structural damage to be paid for by the landowner of Lot 9124.</p> <p>l. Concrete walls facing the homes on Cobaki Brace should be painted in a neutral light tone consistent with up market commercial buildings.</p> <p>m. Install additional street lighting on Cobaki Brace.</p> <p>n. Employ a night-time security guard at the site to protect homes and businesses.</p> <p>o. Restrict loading/delivery times from 8.00am to 6.00pm Monday to Sunday.</p> <p>p. Any graffiti and site damage to be repaired/removed promptly at a cost to the landowner of Lot 9124.</p> <p>q. Need for consideration of both the type of businesses at the site and the aesthetics of the whole plan. It should be scrutinised which businesses will be best for the area, what their impact on other businesses in Mandurah will be, not simply just attract whichever businesses will pay the rent.</p>	<p>i. Supported.</p> <p>j. Noted but not supported. Impact on property prices is not a material planning consideration.</p> <p>k. This is a matter addressed at construction stage for civil works.</p> <p>l. Supported. Design provisions will be included within the precinct plan text to address colours and materials.</p> <p>m. Cobaki Brace exists – any issues with street lighting are to be addressed by the City in its asset management.</p> <p>n. Not supported.</p> <p>o. Noted. This will be considered based on the noise assessment submitted at development application stage.</p> <p>p. Noted.</p> <p>q. Noted. The range of land uses has been carefully considered alongside retail impact assessment to determine that there will be a need for such land uses within the northern corridor. It is recommended to restrict certain land uses from the subject site to ensure that the proposed development does not detract from established surrounding shopping centres.</p>
<p>4. David Fuller 14 Cobaki Brace, Lakelands</p>	<p>Objects to the proposal on the following basis:</p> <p>a. Concerns regarding the proposed removal of the “Town Park” and the proposed addition of “Service Station”, “Motor Vehicle Repairs”, “Fast Food outlet”, “Café” and of course Bulky Goods;</p> <p>b. Concerns regarding the submitted noise assessment report recommendations, where it is acknowledged that the</p>	<p>Noted.</p> <p>a. Support in part. Refer responses above</p> <p>b. Noted. Refer response to 2a.</p>

	<p>potential noise levels are excessive and it provides 9 bullet points on how the excessive noise levels could be managed. These points are not considered to appropriately address the issues and are unenforceable in nature;</p> <p>c. Concern regarding potential impact of a 13-metre high wall in front of them and the potential for the proposed landscaping to not be maintained.</p>	<p>c. Noted. Refer response to 2a.</p>
<p>5. Don and Kim Polglase 210 Lake Valley Drive, Lakelands</p>	<p>Suggest the following land uses to be considered for the site:</p> <p>a. tavern (aware of the proposed tavern in the core of the District Centre but consider that it may never happen); convenience store/ corner store; post office (due to high demand for one); restaurant, not another fast-food chain.</p>	<p>a. Not supported. A tavern will not be recommended as a permissible use on the subject site due to noise and amenity concerns and the potential impact on the existing shopping centre itself, where such uses are permitted. The provision of a Post Officer is a decision for Australia Post regarding the spatial distribution and location of their post offices.</p>
<p>6. Carlien Captijn Cohen Vista, Lakelands</p>	<p>Request reconsideration of these design considerations:</p> <p>a. Question the need for a service station, fast food and motor vehicle repair land uses due to many others in close proximity of the site. Increased competition and impact on existing district, neighbourhood and local centres close to the site.</p> <p>b. Question the need for additional showrooms/specialty retail due to evidence of many empty stores within the District Centre itself and in other precincts such as meadow springs, old Bunnings location, Mandurah forum, Mandurah foreshore are all empty. Concern regarding the impact of the development of more buildings that may just sit empty.</p> <p>c. Suggest a plan that creates a more community feel in Lakelands with possible uses such as an ice cream parlour, water play area, outdoor cinema, or an activity centre.</p>	<p>Noted.</p> <p>a. Supported in part. Refer response to 2a.</p> <p>b. Noted. Refer response to 2d.</p> <p>c. Noted.</p>
<p>7. Alex Valuyev 6 Cohen Vista Lakelands</p>	<p>In support of the proposal subject to the following:</p> <p>a. The creation of a direct walkway between Cohen Vista and Seppings Parade so that it would be possible to walk to shopping area directly, whereas currently there is no direct route;</p>	<p>Noted.</p> <p>a. Supported. Pedestrian access through the subject site is provided, in lieu of the town park, to allow for direct pedestrian access to the district centre core, by residents from the south. This is considered to be an important part of the precinct plan and is consistent with <i>State Planning Policy 7.2</i> which encourages a legible, interconnected layouts to achieve accessibility and connectivity via walking and cycling</p>

	<p>b. No access for vehicular traffic off Cobaki Brace; and</p> <p>c. The provision of a walkway on the side of Mandurah Rd, between Catalina Dr and Lake Valley Rd, where one does not currently exist.</p>	<p>between existing residents and the activity centre.</p> <p>b. Supported. No vehicular access is proposed off Cobaki Brace.</p> <p>c. Noted, however, the landowner of this site is not obligated to provide this pathway connection.</p>
<p>8. Joint Submission from the following residents:</p> <p>A and P Ritherdon 32 Cobaki Brace Lakelands</p> <p>K. Bridge 46 Cobaki Brace Lakelands</p> <p>J. Fargher 30 Cobaki Brace Lakelands</p> <p>M and L Gorman 34 Cobaki Brace Lakelands</p> <p>G and H Mansell 38 Cobaki Brace Lakelands</p> <p>C. Atherton 44 Cobaki Brace, Lakelands</p> <p>E. Ni Paglicawan 50 Cobaki Brace Lakelands</p>	<p>Object to the proposed structure plan modifications to the Lakelands Activity Centre Plan for the following reasons:</p> <p>a. The proposed plan is contrary to WA Planning Commission guidelines and policy recommendations for medium and high-density residential barriers to be erected in between low-density residential areas and shopping centres.</p> <p>b. The proposed development with two story high concrete loading docks facing our homes will negatively affect the visual desirability of the outlook from our properties and as well as noise from trucks coming and going from loading docks and the noise of various individual shop/showroom air conditioners and possibly smells from proposed fast food outlets and service stations will negatively affect the desirability and liveability of our properties.</p> <p>c. The above developments will negatively affect the character of our low residential zoned properties and ultimately decrease the real estate values of our properties.</p> <p>d. Request provision of a 2.5m high limestone block noise reduction wall to be erected along the Cobaki Brace side of the development to reduce the visual and noise effect of the loading docks facing properties.</p> <p>e. Request that the concrete walls of the 2 storey high building facade loading docks not be left as bare concrete but be painted in a neutral light tone consistent with up-market commercial buildings.</p> <p>f. Request mature trees are planted with one or two metre widths separating the trees as planted and recommended by a qualified tree arborist, staked, pruned watered and maintained by and a cost to the landowner of Lot 9124.</p> <p>Request quality underplanting of mature trees and quality planting of the verge with plants that are pruned, watered and maintained, along with an automatic quality watering system at a cost to the landowner of Lot 9124.</p>	<p>Noted.</p> <p>a. Supported. Refer response to 2a.</p> <p>b. Supported. Refer response to 3a and 3d.</p> <p>c. Not supported. Refer response to 2b.</p> <p>d. Supported. Refer response to 3a and 3d.</p> <p>e. Supported. Refer response to 3l.</p> <p>f. Supported. Refer response to 3e.</p>

	<p>g. Request security alarms are monitored and maintained to ensure minimal alarm sounds in the event of a break to the shops and showrooms</p> <p>h. Request that a security guard is employed for a minimum time from 6.00pm to 6.00am Monday to Sunday for a minimum of a 5-year period, at a cost to the landowner of Lot 9124, to ensure no increase in crime to the current homeowners of Cobaki Brace. This can be subject to change to a further period if there is statistical data showing crime incidents.</p> <p>i. Request that light pollution is kept to a minimum in line with Mandurah Council regulations to ensure no sharp continuous light is visible at night to shine into existing homes from the back of loading bays.</p> <p>j. Request that a no parking sign is erected on the side of the road of Lot 9124 to discourage cars and trucks parking on the verges or driveways of the existing homes on Cobaki Brace and that parking rangers make regular inspections to ensure shopping centre clients only park in the 5 designated shopping parking bays as outlined in the existing plan. No driveway access to Lot 9124 from Cobaki Brace to limit the impact of cars and trucks visiting the shopping centre.</p> <p>k. The landscape buffer is doubled to place the shops further away from the road and our homes to further reduce the negative visual impact the close proximity of the proposed shops and showrooms will have on the residential homes of Cobaki Brace.</p> <p>l. That the proposed takeaway store, the petrol station and the motor vehicle repair shops are as far away from the houses on Cobaki Brace as possible so that any fumes and pollution does not affect the residents. That any other proposes shops that will emit any smells not be allowed to take up residence directly opposite our homes.</p> <p>m. Request that an assessor completes a property assessment prior to the commencement of any building works so if any subsequent building damage occurs, damage will be rectified by the owner of Lot 9124 without any cost to the homeowners of Cobaki Brace Lakelands.</p> <p>n. Valuation process to be completed prior to the development works and post development. Any loss in valuation of resident's homes on Cobaki Brace</p>	<p>g. Noted.</p> <p>h. Not supported.</p> <p>i. Supported. Conditions can be included at development application stage to address this issue.</p> <p>j. Not supported. There is no road access proposed from Cobaki Brace. Should parking become an issue then this can be reported to the City of Mandurah at the appropriate time.</p> <p>k. Not supported. Refer response to 3a and 3e.</p> <p>l. Supported. Refer response to 3a.</p> <p>m. This is a matter addressed at construction stage for civil works</p> <p>n. Not supported. Refer response to 2b.</p>
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	<p>Lakelands to be compensated by the owner of Lot 9124 Mandurah Road Lakelands.</p> <p>o. Loading times to be restricted from 8.00am to 6.00pm Monday to Sunday.</p> <p>p. Additional street lighting for the security of both residents on Cobaki Brace Lakelands and the owner of Lot 9124 Mandurah Road Lakelands and shop keepers of the Lakelands Activity Centre be installed and staggered with existing street lighting.</p>	<p>o. Noted. This will be considered based on the noise assessment submitted at development application stage.</p> <p>p. Not supported.</p>
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<b>4</b>	<b>SUBJECT:</b>	Draft Locality Street Tree Masterplan
	<b>DIRECTOR:</b>	Built and Natural Environment
	<b>MEETING:</b>	Committee of Council
	<b>MEETING DATE:</b>	13 April 2021

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## Summary

At its Ordinary Council Meeting on 24 November 2020, officers presented the report 'Draft Locality Street Tree Masterplan' for Council consideration.

Council resolved:

- 1. Acknowledges the draft Locality Street Tree Masterplan (2020 version) to support the City's strategic direction on street trees, as well as inform future tree planting initiatives.*
- 2. Approves an Elected Member workshop to review the Locality Street Tree Masterplan (2020 version); and*
- 3. Notes that a further report will be prepared for Council consideration and endorsement following the above referred workshop.*

Officers delivered the requested workshop to Elected Members on 2 March 2021. An outcome from the workshop was a request to modify the Tree Species Summary to include a checklist to guide City officers, residents and developers in suitable street tree selection by precinct. An example is provided as Attachment 4.1. The Tree Species Summary by precinct has been incorporated into the Locality Street Tree Masterplan documentation.

Council is requested to endorse the draft Locality Street Tree Masterplan.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.8/11/20 24 Nov 2020 Council resolved to hold an Elected Member Workshop to review the Locality Street Tree Masterplan (2020 version) and noted that a further report will be prepared for Council consideration and endorsement following the workshop.
- G.12/7/19 23 July 2019 Policy - Tree Management POL-RDS 06
- G.35/2/15 24 Feb 2015 Review of City of Mandurah Policy Manual
- G.55/5/05 24 May 2005 Greening Mandurah Landscape Master Plan – Information Report. The City recognised the need to develop a 'Greening Mandurah Landscape Master Plan' in the '2001-2004 Community Charter and Strategic Plan.'  
The Greening Mandurah Landscape Master Plan provided a strategic framework for City officers, designers and developers to assist in the appropriate landscape development of existing and future streetscapes.

## Background

The City has an active role in influencing the landscape character of Mandurah through managing the impact of development on existing natural vegetation and guiding the future landscape development of the City's street network and public open space.



With land being increasingly utilised for built environments, street and park trees have become essential for providing numerous benefits to the community.

In addition to appearance, trees:

- provide much needed shade;
- protect against cold and hot winds;
- reduce glare;
- provide habitat for fauna;
- add moisture and oxygen to the air; and
- remove carbon dioxide.

Furthermore, street trees, lawn and other plantings also reduce river and estuary degradation resulting from storm water run-off. Street trees can also provide community benefit in terms of improved property values, traffic calming and create pedestrian friendly environments.

### Locality Street Tree Masterplan

#### a. Project Background

The City has identified the need for the development of a Locality Street Tree Masterplan (Masterplan) for the entire City.

Street tree masterplans, in various forms, have been prepared and approved for major subdivisions within the City including Seascapes, Lakelands, Meadow Springs, Madora Bay, Osprey Waters, Mariners Cove and Ocean Hill. These masterplans required review and informed the preparation of the new standardised suite of street tree masterplans for the entire City.

Street tree asset data was used to aid development of the Masterplan. At present, approximately 40,000 street trees have been audited.

The development and implementation of the Masterplan will have the following outcomes:

- Identify the existing landscape characters within the City;
- Enhance the future tree canopy of the City of Mandurah;
- Assist with the selection of appropriate tree species; and
- Ensure future tree planting is complementary to, and consistent with, the existing or intended local character of areas within Mandurah.

#### b. Project Aim and Objectives

The draft Masterplan aims to enhance the future canopy cover through the identification of suitable tree species for individual streets that reflects the cultural and environmental characteristics of Mandurah, creating a more sustainable and liveable city.

The aim of the project is to identify appropriate tree species for individual streets in all localities and to present the information in an easy to understand and use format.

Project objectives include:

- Enhance the future tree canopy of the City;
- Ensure that a diverse range of tree species is used to build resilience against changes in climate and water availability;
- Increase habitat and biodiversity through the use of local native tree species;
- Identify existing landscape characters and reinforce existing tree plantings;
- Guide the infill tree planting and new street tree planting program;
- Introduce new species when either unsuitable or no plantings currently exist; and
- Produce plans that clearly communicate the planting intent for each individual street.

Localities are broken down to specific character precincts and manageable sections to assist with design preparation and implementation. Streets comprise industrial, commercial and residential areas. Arterial roads under the care and control of Main Roads Western Australia are excluded from this draft Masterplan.

c. Design Principles

Street trees are selected to enhance future canopy cover and reflect the cultural and environmental characteristics of Mandurah, creating a more sustainable and liveable City. This will be achieved through the application of the following design principles:

- Enhance the local character of distinct streets or areas by defining Precinct Planting objectives;
- Provide for diversification through variety of species, age and growth rates;
- Reinforce and celebrate major intersections, nodes and gateways;
- Enhance key cultural and commercial sites;
- Provide for solar access, where appropriate;
- Provide consistency and visual uniformity to reinforce a sense of identity;
- Provide for increased habitat and biodiversity; and
- Allow adjacent natural landscape character to inform the street tree planting where existing reserves / open space adjoin a street.

d. Plan Overview

*Context* – Describes the City's geographical features and landforms, vegetation types, population, including characterisation of older suburbs and newer land developments as it relates to streetscapes and tree planting arrangements.

*Plan Structure* - The draft Masterplan is structured to provide a broad contextual understanding of why the City needs such a document and detailed practical information to inform decision making and implementation of tree selection within each Precinct. The following structure has been adopted for ease of use:

- Why Develop a Masterplan?
- Guiding Principles
- Plan Overview
- Tree Species Selection
- Precinct Improvements
- References and Appendices includes Tree Species Summary, Description, List of Trees by Size and Category and Precinct Details.

e. Landscape Character Approach to Masterplans

Based on the biophysical and socio-cultural landscape values of Mandurah, the draft Masterplan has been determined based on the following key landscape characters:

- Coastal
- Coastal Ridge
- Woodland
- Riverine
- Estuary

Within each precinct, particular tree species are allocated to each of the landscape character types above. Some species will be in multiple character types. Each of the character types can be either randomly planted, providing a more natural and rural character, or in a structured approach, providing a formal avenue or urban approach to planting arrangement. Each precinct has a distinct list of species and character types which best describe the character of that precinct based on the environmental and historical land use as well as the built and natural influences.

f. Precincts

The draft Masterplan is based on a precinct approach providing a template for future tree planting within the City's streets. The precincts are based on the existing defined City localities.

The major design objectives for each precinct are outlined, including existing conditions. Detailed colour coded plans for each precinct indicate the nominated tree species for each street based on biophysical and socio-cultural characteristics. A precinct overview plan is provided and indicates the locations and numbering of the precincts across the City.

## PRECINCT OVERVIEW

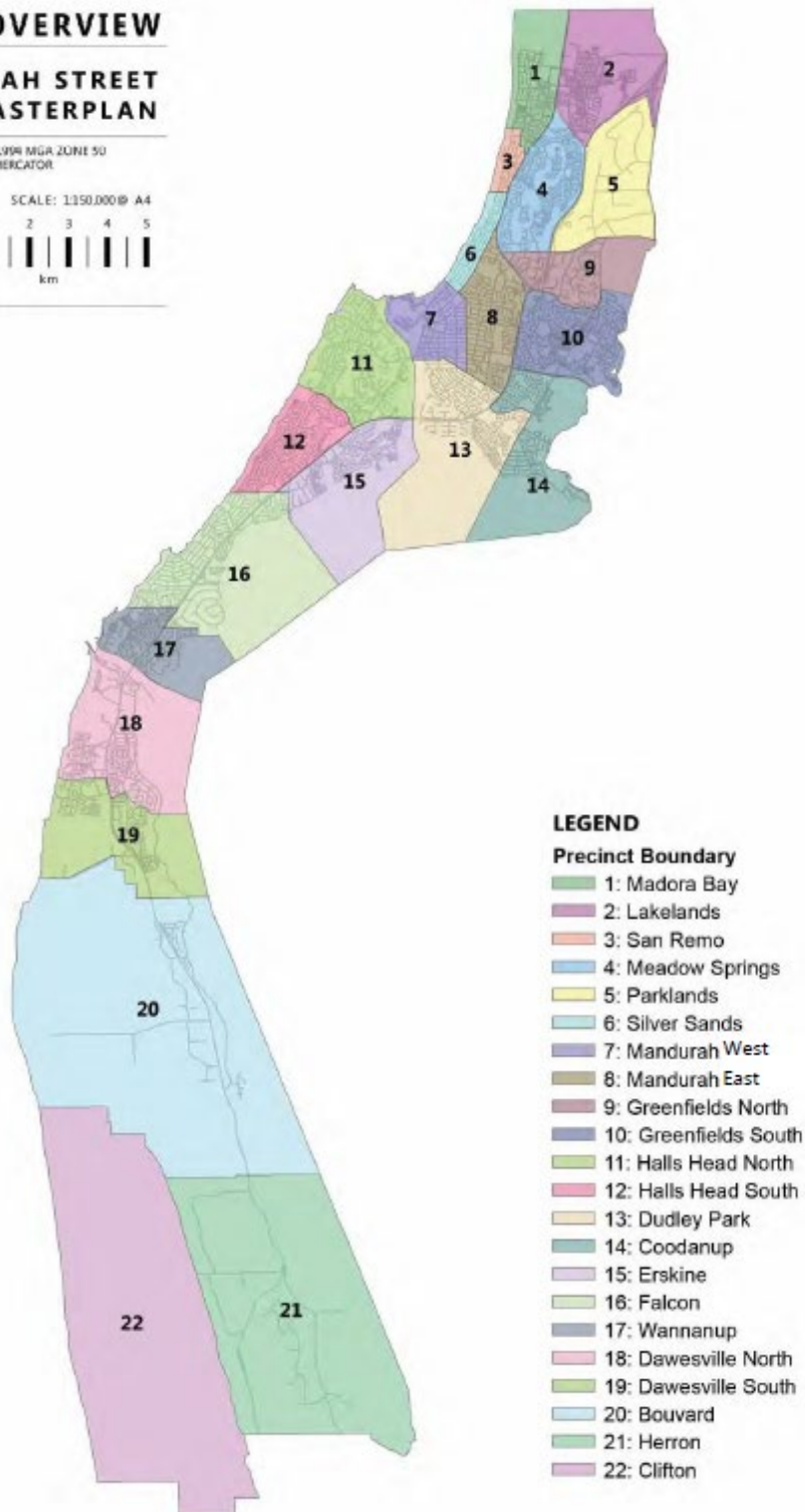
### MANDURAH STREET TREE MASTERPLAN

COORDINATE SYSTEM: GDA 1994 MGA ZONE 50  
PROJECTION: TRANSVERSE MERCATOR  
DATUM: GDA 1994  
UNITS: METRE

SCALE: 1:150,000 @ A4



PROJECT NO: 4158-18



The draft Masterplan includes a number of Appendices including:

1. Summary list of recommended tree species (per precinct) in table format
2. Tree Species description on each species;
3. List of trees by size and horticultural categories in table format; and
4. Precinct – proposed tree type for each street.

## Comment

The draft Masterplan will be the tool for implementing the City's draft Greening Mandurah Framework, and its objectives to protect, nurture, value and enhance the urban canopy together with other street tree planting initiatives.

Generally, the draft Masterplan has followed these three key principles:

- Continue existing streetscape character where appropriate;
- Identify specific problem species that are currently planted and are not flourishing; and
- Identify opportunities for improvement in defining streetscape/precinct character.

The draft Masterplan will be used by a variety of users and therefore requires a clear and easy to interpret document. Key user groups of the document include:

- City officers: To guide the approvals and management process of street trees within the public domain including development of street tree planting programs.
- Land Owners and Developers: To direct the selection of tree species based on the desired character of the precinct.
- Community, Residents and Ratepayers: To support an improved knowledge and appreciation for street trees within the City.

There is flexibility in species selection and the approach to the spatial planting arrangement within the road reserve within a specific precinct, using the group of trees species from that precinct. During detailed design for a street tree planting program, officers will refer to the Precinct Plan and then assess on a street by street approach which tree would be best suited to increase habitat and biodiversity for example, by looking at what trees would be most appropriate with consideration to the existing conditions within that streetscape environment.

The approach to interpreting the draft Masterplan is described in the document and guides the user to a structured decision-making system to enable the best choice in terms of selecting the tree species for a street.

All new planting will be based on a precinct approach where tree species selection and planting will reinforce the distinct physical character of each area and be responsive to its unique environmental conditions, using the list of trees within that precinct. The precincts defined in an area will be demarcated by physical boundaries such as landform, streets and built context.

The draft Masterplan considers existing street tree themes. The general approach to tree selection has been to maintain existing themes where they are well established, meet the precinct objectives and tree selection criteria for that location.

Where required as a condition of subdivision, the land developer is to prepare and implement a Street Tree Masterplan for all streets within the development to the satisfaction of the City. The draft Locality Street Tree Masterplan will be used to guide future street tree planting programs to ensure a uniform approach to street tree planting, consistent with the intended landscape character of the area.

A review of the streets with existing overhead powerlines was undertaken in the preparation of the draft Masterplan. Streets with overhead powerlines have been allocated either one species which is appropriate under the powerlines or two species - one for under the powerlines and a species which is taller.

It is important to note that in order to achieve the objectives of the Greening Mandurah Framework, the City should avoid the removal of healthy street trees, wherever practicable. If a different type of species is nominated in this draft Masterplan for a particular street that has existing trees, it does not mean the City will remove these and plant new trees. This desired species will only be planted over time as trees require replacement.

Tree species selection has been based on a number of key criteria. These are:

a. Aesthetic Value

The aesthetic value of a tree is highly subjective and based on the individual's view of a tree. However, there are a number of characteristics and qualities related to the consideration of aesthetic value:

- Trees planted along and around buildings provide a distraction for the eye, softening the background and screening unsightly views.
- Trees contribute eye-catching colours to their surroundings, from the different shades of green found in the leaves, the colours found in flowering trees and sometimes even the bark of the tree.
- The condition of a community's trees and collectively, its urban forests, is usually the first impression a community projects to its visitors. A community's urban forest is an extension of its pride and community spirit.
- Trees also enhance community economic stability by attracting businesses and tourists as people tend to linger and shop longer along tree-lined streets.
- Studies have also shown that medium density dwellings and offices in tree filled streets rent more quickly and businesses leasing office spaces in developments with trees reported higher productivity and fewer absences.

b. Structural Characteristics

Trees have many desirable traits, as well as undesirable characteristics when considering the structure of trees. Key to the success of a tree is the root system - the configuration of a tree's root system serves to structurally support the plant, and compete with other plants for uptake of nutrients from the soil. Other key structural considerations are the root zone and the likely root growth habit, canopy spread and branch formation and potential for limbs and/or fruit to drop.

c. Physical Environment for Growth

Mandurah is located on the Swan Coastal Plain, and has a diverse biophysical environment. The geology of the City is made up of Bassendean, Quindalup South, Spearwood and Vasse soil types. The City also has ocean, estuary, rivers, lakes and swamps contributing to the natural landform structure. These soil types support the following natural vegetation complexes:

- Cottesloe - Central and South
- Quindalup
- Karrakatta - Central and South
- Bassendean - Central and South
- Yoongarillup
- Herdsman
- Vasse.

The tree species selected for the draft Masterplan are based on the following three core growth conditions to ensure appropriate species are selected to suit the existing growing conditions, reflect the natural environmental character and support the growth of the urban forest:

1. The Cottesloe - Central and South and the Quindalup complexes are typically located on the exposed dunes and coastal limestone ridges, which are resilient to the exposed coastal conditions.
2. The Karrakatta - Central and South, Bassendean - Central and South and Yoongarillup woodland complexes are typically located on the plain between the dunes and the damp land areas.
3. The Herdsman and Vasse complexes are dominated by Melaleuca and Eucalypt species suited to damp soil conditions.

d. Ecological Enhancement

Street trees can provide significant opportunities for ecological enhancement. Appropriate species can provide species diversity and therefore resilience to potential issues within the urban and natural streetscapes of the City. Street trees provide the following ecological enhancements:

- Reinforce ecological links and green infrastructure networks connecting natural areas and encourage healthy active living of residents and for fauna to move through densely populated areas.
- Provision of shade to assist in reducing urban heat island effect by lowering the ambient temperature.
- Assist in local stormwater collection and retention through intercepting rainfall.
- Provision of significant foraging, breeding and roosting opportunities for local fauna such as Carnaby Cockatoos and Ringtail Possums.

e. Native versus Exotic

The developed and urban centres of our communities are highly contrived environments with little remnant landscape structure. As a result, the growing conditions may not suit a local native species and therefore an alternate Australian native or exotic species should be sought to specify a species that will adapt to the conditions it is planted in.

Exotic tree species can make a positive contribution to the landscape, particularly highly modified environments. Most of the exotic species which are available in Australia, particularly Western Australia, have particular attributes which are adaptable to harsh environments.

The protection and retention of remnant mature local native trees should be a priority as these trees play an important role in maintaining biodiversity and reinforcing the natural pre-development landscape function. The application of Western Australian local species in streets will have a greater impact and benefit when applied to verges/medians adjacent to open space that has significant remnant vegetation.

f. Deciduous versus Evergreen

The list of approved street trees includes a range of deciduous and evergreen species. Both species types have significant benefits for streetscape environment. Evergreen species are known to provide continuous foliage cover and shelter, as well as providing excellent screening characteristics. Deciduous species are known to have foliage colouration changes and lose their leaves during the autumn/winter seasons. Deciduous species provide an excellent solution to solar passive design for residential/commercial developments as they provide shade in summer and let light in during winter.

g. Fruit Trees

Fruit trees have not been included in the Masterplan as there are many management issues associated with fruit trees in the public realm. For example, as soon as fruit is no longer attached to the tree, it becomes a major issue for the City and homeowners to contend with.

However, the community in Mandurah has the potential to work with the City to create areas of urban fruit trees. This approach would not work in every location and requires careful planning, consideration, policy and management practices to manage the program.

h. Tree Arrangement

- i. Appropriate Location - specific considerations are needed in the selection of appropriate planting locations including underground and overhead services, climatic conditions, traffic conditions, footpath and crossover location, available soil volume, street profile and existing tree locations.
- ii. Consistent versus Inconsistent Planting - the draft Masterplan provides discretion in terms of deciding the street tree planting patterns within particular streets. For example, a natural area within a rural residential suburb would be more suitable to a random pattern of planting to mimic the organic formation which occurs in the bush. Alternatively, in an urban area or a boulevard, the character could be more formal and require structured planting that reinforces the character of the place and may assist in wayfinding.

i. Emerging and Existing Disease Threats

Emerging and existing diseases are a significant issue in the short term and long-term management of the City's urban forest and street tree network. The City will take a variety of approaches to manage impacts associated with diseases including monitoring to ensure general health and vitality, and in particular provision of greater tree diversity and ensuring hygiene controls are maintained during procurement, installation and maintenance.

j. Drought Conditions, Growth Rate and Ability to Thrive

Drought tolerance is the degree to which a plant is adapted to arid or drought conditions. Drought is not an unexpected occurrence for Western Australia; climate data records show that Western Australia, along with the rest of Australia, has regularly been affected by drought throughout recorded history. The Western Australian Department of Primary Industries and Regional Development has stated that:

*"The report forecast that drought is highly likely to increase in frequency and intensity from 2010 to 2040. From now on, it's highly likely that exceptionally low rainfall, exceptionally high temperatures and exceptionally low soil moisture levels will occur twice as much in most regions of Australia, and four times as much in the South-West."*

Further details can be found from the following website:

[agric.wa.gov.au/drought-and-dry-seasons/evolution-drought-policy-western-australia?page=0%2C3](http://agric.wa.gov.au/drought-and-dry-seasons/evolution-drought-policy-western-australia?page=0%2C3)

The ability to thrive is largely dependent on the appropriate selection of the tree species for any particular location – considering micro-climate, soil, water, exposure etc.

k. Species Weed Potential

Trees known to be significant weeds are not included in the draft Masterplan. However, trees that are functional as successful street trees and could be a risk, can continue to be used providing that the potential to invade natural areas is managed by separation.

l. Availability, Sourcing and Substitutions

The sourcing and availability of nominated tree species is critical in realising the precinct objectives. Sometimes substitutions have to be made for a variety of reasons and this can greatly affect the overall visual outcome that was originally intended. Therefore, it is recommended that forward growing contracts are procured to ensure the species nominated can be installed. Where species have to be substituted it is recommended that an alternate species is selected that has similar qualities to the species that is unavailable.

There are a number of species which are nominated in the list of approved trees that will require trialling in select locations within Mandurah to confirm that they are suitable to the climatic and soil conditions.

**MEAG/MCCAG Comment**

This item was considered by the Mandurah Environmental Advisory Group at its meeting on Friday, 14 February 2020 and the following recommendations were made:

MEAG supported the work done on the Street Tree Master Plan, and noted the following:

- Include urban linkages for wildlife corridors/green links in the Masterplan.
- Include diverse plantings.
- Include more endemic native species, to boost biodiversity.

*Officer Comment:*

The inclusion of green links/wildlife corridors within the draft Locality Street Tree Masterplan is outside the scope of the draft Masterplan. If such a green link wildlife corridor project was finalised then the draft Masterplan could be adjusted at a future date to support the aims of a green link wildlife corridor plan.

A green link/wildlife corridor plan is a significant planning project which, besides using road verges, identifies the spaces that are desirable to connect. This would include fragmented Public Open Space areas and conservation reserves, foreshores, service corridors and golf courses. If a green link wildlife corridor plan was endorsed, then the draft Locality Street Tree Masterplan could tailor tree species in particular areas to support this. It may require a different approach to the mix of trees chosen in particular roads and streets. This is a draft Masterplan, therefore detailed implementation planning is still required. As the City's needs change, the Masterplan can be revised accordingly.

The draft Masterplan contains a very diverse range of tree species (67 species), and in some streets it may be appropriate to provide a random mix of tree species, and in other roads a singular species may be more appropriate. This detail can be worked out in the street tree planting project planning phase. At the detailed design and implementation that each street is to refer to the Masterplan and then assess on a street by street approach to increase habitat and biodiversity by looking at what trees would best address this, given the conditions within that street environment.

Currently there are 17 out of 18 local endemic native Mandurah tree species used in the draft Masterplan. The one species not used is *Melaleuca cuticularis* (Salt Water Paperbark), which is not particularly suited to verge planting as a street tree.

Tree Origin	Number	% Total of Species	Streets	% of Total Streets
Mandurah Local	17	25.4%	626	31.7%
WA other Native	17	25.4%	559	28.3%
Eastern States Native	19	28.4%	665	33.2%
Overseas	14	20.8%	134	6.8%
<b>Total</b>	<b>67</b>	<b>100%</b>	<b>1,985</b>	<b>100%</b>

The categories of tree origin and use thereof is relative to the number of streets the tree species is designated, the length of roads where that species is used, whether both sides of the verge are planted, existing planting themes, soil types, exposure and so forth. The distribution of local native trees also depends on the precinct. Particular precincts have a very strong focus on using local endemic native trees in streets, such as:

- Falcon 42.9%
- Wannanup 69%
- Dawesville North 53.4%
- Dawesville South 71.8%
- Greenfields North 50%
- Bouvard 66.7%
- Parklands 57.8%
- Herron 91.7%

It is not that simple to just increase the number of streets with local native trees. Many are not suitable for widespread use because they have particular soil requirements, do not fit with existing street tree themes and character and are not preferred by the community. Having a fair representation of Australian natives, WA natives and local endemics with a relatively low proportion of overseas trees is believed to provide the benefits sought from a balanced and diverse mix of tree species.

A number of the tree species have been selected based on the Mandurah Planning Strategy: Biodiversity Strategy to consider the critical environmentally sensitive features of Mandurah. The following key fauna species have been identified and suitable trees selected to support foraging and habitat in appropriate localities:

- Western Ring-tailed possum
- Carnaby's Black Cockatoos
- Forest Red-tailed Black Cockatoo.



## Consultation

### Public Engagement

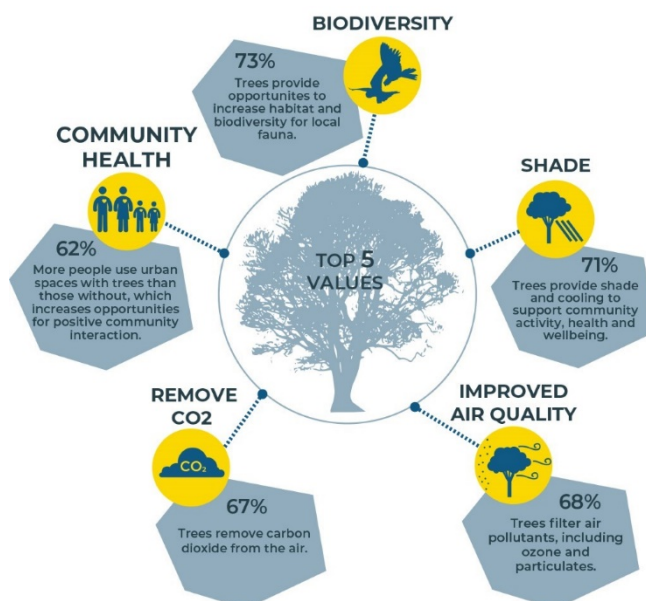
In March 2019, the City undertook a city-wide public engagement process in the form of a detailed survey and provided considerable information through the “Mandurah Matters” website. Newspaper advertising was used to generate interest in the development of the Locality Street Tree Masterplan and sought input from the community. Precinct plans, details on tree species and a series of frequently asked questions were included in the information package. The public engagement period was open from 19 March to 28 April 2019 and overall Mandurah responses totalled 223.

The survey included opportunities for the public to provide comment on the precinct based on their residential address. Key questions included:

- Demographics data
- Which tree do you prefer of the trees selected for your precinct and why?
- Are there specific reasons why any of the other trees are not preferred?
- The following key values were also rated:
  - *Aesthetics*
  - *Increasing property values*
  - *Increasing habitat and biodiversity*
  - *Providing shade and cooling*
  - *Absorbing carbon dioxide*
  - *Providing windbreaks or visual screening*
  - *Encouraging drivers to reduce speed*
  - *Improved air quality*
  - *Community health and wellbeing*
  - *Reducing stormwater runoff*
  - *Encouraging outdoor activity*
  - *Reducing energy cost of residents*
  - *Fire safety by reducing ember attack.*
- Commentary was also invited regarding anything else that should be considered.

The results of the survey highlighted the following as the top five community values for trees:

1. Increasing habitat and biodiversity
2. Providing shade and cooling
3. Improved air quality
4. Absorbing carbon dioxide
5. Community health and wellbeing.



The following tree species were highlighted as the top 10 preferred street tree species:

1. *Agonis flexuosa*, Weeping Peppermint
2. *Corymbia ficifolia* 'Summer Red', Red Flowering Gum
3. *Melaleuca quinquenervia*, Broad Leafed Paperbark
4. *Jacaranda mimosifolia*, Jacaranda
5. *Corymbia calophylla*, Marri
6. *Banksia attenuata*, Candlestick Banksia
7. *Eucalyptus leucoxylon rosea*, Pink Flowering Gum
8. *Eucalyptus sideroxylon rosea*, Red Iron Bark
9. *Eucalyptus gomphocephala*, Tuart
10. *Callistemon* 'Kings Park Special', Kings Park Special Bottlebrush

## **Statutory Environment**

The City has care and control of local roads and this includes management of all existing street trees and future tree planting initiatives.

## **Policy Implications**

The Locality Street Tree Masterplan supports POL-RDS 06 Tree Management.

## **Economic Implications**

There are no direct economic implications from this document. It is essentially a technical document that informs future street tree planting initiatives. These initiatives may be absorbed into existing operational budgets or, alternatively, a discrete project may be put forward for Council consideration during future budget deliberations. At present the Long-Term Financial Plan does not provide for such a project.

## **Risk Analysis**

The significance of the draft Masterplan is that it has documented suitable trees to be planted in Mandurah's road network following extensive review. This flexible, considered and coordinated approach to planning tree planting programs will reduce the incidence of unsuitable trees being planted in the City which otherwise would increase the City's environmental, reputational, financial and social risk.

## **Strategic Implications**

The following strategies from the *City of Mandurah Strategic Community Plan 2020 – 2040* are relevant to this report:

### Social:

- Advocate for and facilitate the provision of diverse and environmentally sustainable places and spaces for people to enjoy an inclusive and active lifestyle.

### Health:

- Promote the importance of a healthy, active lifestyle and the role the natural environment plays in preventative health, within our community.

### Environment:

- Partner and engage with our community to deliver environmental sustainability outcomes.

### Organisational Excellence:

- Listen to and engage with our community in the decision-making process.
- Ensure that our actions maintain a sustainable balance between economic growth, the environment and social values.

## Conclusion

The City has developed a draft Locality Street Tree Masterplan for the entire City to support the City's strategic direction on trees as well as inform future tree planting initiatives to create a more sustainable city. It aims to enhance the future canopy cover through the identification of suitable tree species for individual streets that reflects the cultural and environmental characteristics of Mandurah.

The Masterplan adheres to the following key rules:

- Continue existing streetscape characters where appropriate.
- Identify specific problem species that are currently planted and are not flourishing.
- Identify opportunities for improvement in defining streetscape / precinct character.

Officers recommend that the City of Mandurah Locality Street Tree Masterplan (2020 version), be endorsed.

### NOTE:

- Refer ***Attachment 4.1 Example of Tree Species Summary by Precinct***

## RECOMMENDATION

**That Council endorse the draft Locality Street Tree Masterplan (2020 version) to support the City's strategic direction on street trees, as well as informing future tree planting initiatives.**

**Notes:**

\*Carnaby Cockatoo Foraging Species

**ATTACHMENT 4.1****EXAMPLE: PRECINCT 4 MEADOW SPRINGS - RECOMMENDED TREE SPECIES SUMMARY**

	Botanical Name	Common Name	Native / Exotic	Evergreen / Deciduous	Average Height x width (m)	Special Flowering	Suitable for under Power Lines	Residential Verges	Streetscapes	Parks
	<i>Corymbia 'Summer Red' ficifolia</i>	Red Flowering Gum	WA Native*	Evergreen	5 x 4 m	✓	✓	✓		
	<i>Erythrina indica</i>	Coral Tree	Exotic	Deciduous flowering	8 x 8 m	✓		✓	✓	
	<i>Eucalyptus leucoxylon rosea</i>	Pink Flowering Gum	Native	Evergreen	10 x 7 m	✓		✓	✓	✓
	<i>Eucalyptus sideroxylon rosea</i>	Red Ironbark	Native	Evergreen	12 x 6 m	✓		✓	✓	
	<i>Fraxinus oxycarpa 'Raywoodii'</i>	Claret Ash	Exotic	Deciduous foliage	12 x 6 m			✓	✓	
	<i>Jacaranda mimosifolia</i>	Jacaranda	Exotic*	Deciduous flowering	15 x 12 m	✓		✓	✓	✓
	<i>Melaleuca quinquenervia</i>	Broad Leafed Paperbark	Native	Evergreen	10 x 8 m	✓		✓	✓	✓
	<i>Olea europaea</i>	Olive Tree	Exotic	Evergreen	7 x 5 m		✓	✓		✓

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<b>5</b>	<b>SUBJECT:</b> <b>DIRECTOR:</b> <b>MEETING:</b> <b>MEETING DATE:</b>	Mandurah Homelessness and Street Present Strategy 2021 to 2023 Place and Community Committee of Council 13 April 2021
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## Summary

Over the past three years, the City of Mandurah has lead and facilitated the Peel Homelessness and Street Present Network towards a coordinated, collaborative approach that supports people experiencing homelessness or street presence in Mandurah.

The City has worked with local providers to develop a sector-led Mandurah Homelessness and Street Present Strategy 2021 to 2023. A group of local specialist community services formed the Core Project Team to lead the development of the Strategy in 2019. This group participated in a series of facilitated workshops to determine key areas of focus and strategic alignment with the City.

The Strategy recognises and identifies that homelessness exists in Mandurah in various forms including primary, secondary and tertiary homelessness. It aims to address the many factors of homelessness in the community and provide opportunities to access affordable housing and support services. The Strategy was informed by input from people with lived experience of homelessness which has provided essential insight into the directions of the strategic objectives.

The City will continue to support the implementation of the Strategy over the next three years through ongoing facilitation of the Peel Homelessness and Street Present Network, supporting the Core Project Team and providing input from the City's strategic approach to homelessness on key projects such as the Housing First initiative, the Assertive Outreach Service trial and the Common Ground model.

## Disclosure of Interest

Nil

## Previous Relevant Documentation

- G.22/6/20      23 June 2020      Council supported a review of City-owned community use land and crown use land to identify potential affordable housing or accommodation options, advocating to State Government for Housing First and Common Ground.
- G.39/11/19      26 Nov 2019      Council supported a trial Assertive Outreach Pilot Project for Homeless and Vulnerable Street Present people and gave approval for officers to negotiate with the State Government to reallocate \$350,000 in funding from CCTV to Outreach.
- G.23/7/19      23 July 2019      Council acknowledged the Homelessness and Street Present Network model and established five focus areas/sub-groups, being housing, capacity building, safety and security, facilities and support systems. The Network has brought together community organisations, government and non-government agencies to inform the model.
- G.33/6/19      25 June 2019      Council endorsed a mayoral notice of motion to host a summit for businesses, government leaders and residents to develop an action plan around community safety.

- G.9/9/18      23 September 2018      Council established a working group to consider street presence and homelessness in the District and appointed Elected Members and relevant officers to the working group. The report was deferred for the group to consider a future report noted for consideration of Council.

## Background

Over the past three years Council considered several reports outlining the various issues and challenges related to homelessness and street presence, which have enabled informed decisions around advocacy, funding and key projects.

Significant outcomes have been achieved within the community by both the City and the community sector since 2019 including;

- Successful advocacy to the state government for additional services i.e. Housing First, Mental Health Co-Response and the Common Ground model.
- Coordination of two rough sleeper count's (March 2020 and October 2020) to develop valuable local homelessness data.
- The collection of local lived experience stories from 60 people to inform the Strategy.
- Reallocation of West Australian Police Force Crime Prevention funding towards an Assertive Outreach Service Trial, commencing in 2021. The trial aims to address identified service gaps for case management with rough sleepers which will be delivered over two years by the successful applicant.
- The creation of the Street Present Support and Case Management Committee between the City and WA Police Force who reviews individual circumstances of the local street present people.
- Development of a Mandurah Homelessness and Street Present Strategy 2021-2023.

The City's Sector Support Team have led the coordination of the Core Project Team for the past 18 months. These locally based specialist community services have committed significant resources towards the collaborative process to produce the Strategy which included a number of planning workshops and regular monthly meetings.

These services are:

- Anglicare WA
- Calvary Youth Services
- Mandurah Street Chaplains
- Passages
- Peel Connect
- Peel Youth Services
- Red Cross
- West Aus. Crisis

The comprehensive methodology used to develop the Strategy has ensured the direction and actions are consistent with local priorities plus alignment with the State Government's All Paths Lead to a Home 10 Year Strategy on Homelessness 2020-2030. The Strategy includes lived experience data from 60 individuals, collected by the Core Project Team to ensure the objectives and actions reflect community needs accordingly.

Identified common themes and contributing factors towards homelessness include joblessness, financial stress, family breakdown issues, limited local accommodation options and limited local mental health services. Throughout the delivery of The Strategy, the Core Project Team will continue to gather lived experience input, particularly on key projects, as required.

## Comment

The Strategy provides clear roles and responsibilities of the key stakeholders towards focused action across four objectives.

The Sector led strategy is based upon four key objectives;

1. Accessible Accommodation (increase the stock and variety of accommodation options)
2. Effective Support Systems (delivery streamlined, collaborative and consumer led support services and programs)
3. Meaningful Systemic Change (ensure the sector activity and policy support an end to homelessness)
4. Ensuring Safety & Security (maintain the dignity and safety of street present people and providers)

### Accessible Accommodation

The aim of this objective is to increase the stock and variety of accommodation options, which includes advocacy for a variety of housing options resulting in the Department of Communities announcement, 22 December 2020 that Mandurah is the confirmed second site for the Common Ground model. Further to this announcement, in January 2021, the Core Project Team, in conjunction with Ruah, conducted surveys of people who were sleeping rough in Mandurah. This data informs the “Housing First” initiative, which includes Mandurah, by contributing to the “by name” list, used for collective community knowledge about the accommodation, health and wellbeing needs of people experiencing homelessness locally.

### Effective Support Systems

The aim of this objective is to ensure the delivery of streamlined, joined up and consumer led support services and programs. This objective aligned with the development of the assertive outreach service trial. Through reallocated funding from a WA Police Force grant, the trial will provide street level case management and help to connect vulnerable community members experiencing homelessness with appropriate support systems. Through advocacy, WA Police extended the mental health co-response unit to include Mandurah enabling direct referrals to mental health services for vulnerable community, as identified in the Strategy. The collection of lived experience stories provide insight into solution-based outcomes and can be represented as a reference group to advise on relevant key areas of the Strategy, such as safe storage space usage.

### Meaningful Systemic Change

This objective aims to ensure that sector activity and policies support ending homelessness, not merely managing homelessness, and aligns with the City’s advocacy role to ensure sustainability of support services in Mandurah. Strategies include, collaboration to optimise individual outcomes, advocacy for social improvements and monitoring funding opportunities.

### Ensuring Safety and Security

This objective aims to ensure the dignity and safety of people experiencing homelessness. The core project team will be working towards the establishment of minimum standards and appropriate training for organisations working in the area of homelessness. This objective is informed the formation of The Street Present Support and Case Management Committee which consists of WA Police Force officers and key City staff, who meet monthly to work collaboratively to address the needs of street present people. A memorandum of understanding between the City and WA Police Force has been established to allow for intelligence to be exchanged.

## Consultation

Throughout the development of the Strategy the Core Project Team consulted with local community support services, businesses and people experiencing homelessness. Consultation of 60 people with lived experience provided critical insights into the complexities associated with their situations with clearly

identified needs such as more mental health assistance, more options for accommodation and the need for one-on-one, wrap around support services, also informed the objectives of the Strategy.

Further consultation was undertaken across all tiers of State and Federal Governments, such as Services Australia, the Department of Communities – Housing, Western Australian Council for Social Services, Peel Development Commission and WA Police.

The Strategy and key objectives have been widely discussed and supported in various forums:

Type of meeting	Frequency
Peel Homelessness and Street Present Network meetings	Bi-monthly
Core Project Team strategic meetings	Monthly
The Street Present Support and Case Management Committee	Monthly

A collaborative sector led strategy means Mandurah is well placed to tackle the highly complex issue of homelessness. The Core Project Team promoted the Strategy at various networks, with the purpose of informing such a broad audience to achieve consistent, coordinated messaging and awareness raising of the issues in Mandurah faced by vulnerable community members at all tiers of homelessness.

- Peel Regional Youth Services Network
- Access and Inclusion Advisory Group
- Vulnerable Families Network
- Early Years Network
- Group of 6
- Koolbardi's Talking Group
- Bindjareb Aboriginal Indigenous Network
- Collaborate Mandurah meetings
- Rockingham and Kwinana Homelessness Network
- Internally across business units

### **Statutory Environment**

N/A

### **Policy Implications**

N/A

### **Economic Implications**

The Commonwealth Government has introduced the \$1.6 billion National Housing and Homelessness Agreement (NHHA) with State Governments to improve outcomes across the housing spectrum in 2018. This Agreement replaces two agreements: The National Partnership Agreement on Homelessness and the National Affordable Housing Agreement. The NHHA improves accountability, as States and Territories are required to have publicly available housing and homelessness strategies and contribute to improved data collection and reporting. State homelessness strategies must address a range of priority cohorts listed in the NHHA, and outline reforms or initiatives that contribute to reducing homelessness.

Further funding attracted to Mandurah through identified key projects and advocacy are:



- \$34.5 million in new funding over five years for the Housing First Homelessness Initiative administered by the Department of Communities, for which Mandurah is included. This initiative is delivered by Ruah in collaboration with identified local specialist community services.
- \$350, 000 reallocated from the WA Police funding the City's tender for the assertive outreach service will see the successful applicant deliver the service over two years.
- \$100,000 Emergency Relief funding was provided to the local sector from Lottery West in June 2020 in response to COVID-19, the grants were accessed to help retain staff, pivot service delivery and develop new ways of working during the pandemic.

The City expended approximately \$455,000 during the last financial year, details below:

Expenditure type	19/20 approximate costs
Staff Time <ul style="list-style-type: none"> <li>• Sector Support team staff time (excluding Coordinator/Manager)</li> </ul>	\$90,000
General Operating <ul style="list-style-type: none"> <li>• Sector Support homelessness budget</li> </ul>	\$10,000
Consultants and Contractors <ul style="list-style-type: none"> <li>• Security patrols</li> <li>• Consultancy</li> </ul>	\$75,000
Capital Facility Provision <ul style="list-style-type: none"> <li>• Peel Community Kitchen Relocation</li> </ul>	\$250,000
Capital Operating <ul style="list-style-type: none"> <li>• Tuart Ave Showers</li> </ul>	\$30,000
<b>Total</b>	<b>\$455,000</b>

It is anticipated that similar expenditures in the 2020/21 budget for ongoing operating costs will be seen. These items aim to support projects in community that benefit vulnerable communities experiencing street presence and homelessness, also to progress advocacy and liaise with state and not for profit's, in the delivery of key projects.

## Risk Analysis

Homelessness can be a polarising community issue highlighted by the most recent incidents involving people experiencing homelessness and forming tent cities in other locations exposing their Councils to significant reputational risk. While these types of events cannot be completely eliminated they it can be mitigated through a proactive and coordinated approach across Government, sector and community stakeholders. The sector led Strategy along with the City's significant investment in advocacy, facility provision and intensive stakeholder engagement significantly reduces the potential for events to occur that could impact on the City's reputation and the health and safety of the community.

An important part of the City's strategy moving forward will be to ensure a communications plan aligned to key community safety messaging around education of the community and promotion of the various initiatives to be delivered over the life of the strategy.

Due to perceived and actual risks associated when interacting with people experiencing homelessness and street presence. The sector led strategy mitigates risk for the City, as the specialist homeless services are trained and equipped to deliver the strategy.

The Strategy will have many positive outcomes for people who are experiencing homelessness and aims to end homelessness in Mandurah. Taking a collaborative approach with a range of agencies is essential

to achieve the objectives of the strategy. It will be important to continue to build on the network and to be adaptive and nimble.

## Strategic Implications

The following strategies from the City of Mandurah Strategic Community Plan 2020 – 2040 are relevant to this report:

### Social:

- Facilitate safe neighbourhoods and lifestyles by influencing the built form through urban design.
- Promote a positive identity and image of Mandurah and the contributions of its youth.
- Facilitate opportunities that promote community led initiatives and build local capacity and capability.
- Promote and encourage community connectedness to create social interaction and a strong sense of security and belonging.

### Health:

- Facilitate and partner with key service providers including State and Federal Government to ensure health outcomes are aligned with community needs and expectations.
- Advocate for and facilitate the provision of a technologically advanced, quality health care system in Mandurah.
- Provide and facilitate quality infrastructure that is accessible, and conducive to a healthy, active community.

### Organisational Excellence:

- Demonstrate regional leadership and advocate for the needs of our community.
- Listen to and engage with our community in the decision-making process.

## Conclusion

It is important to note that in many community sectors achieving this level of service collaboration is often challenging due to competition for finite funding and resources. To achieve this level of collaboration requires high levels of trust, organisation, integration and planning. Through the City's facilitation of the Peel Homelessness and Street Present Network, identified needs, such as street level outreach, have been identified, elevated and implemented.

Funding delivered through government will see local specialist community services well placed to access program funding due to The Strategy and its alignment with the State Government's, All Paths Lead to a Home, Ten Year Strategy on Homelessness.

Peak bodies such as WACOSS (Western Australian Council of Social Service) and most recently WA Shelter at the inaugural Homelessness Awards have commended the City and the Mandurah community service sector for its collaborative approach to Homelessness.

The strategy aligns with the City's leadership role in the sector as one of advocacy, facility support and aligning service delivery such as Rangers and security. The City will continue to provide ongoing support to the Peel Homelessness and Street Present Network, the Core Project Team and sector to align with the City's strategic approach to homelessness by way of advocacy, facility provision and leadership.

### NOTE:

- Refer **Attachment 5.1 Mandurah Homelessness and Street Present Strategy 2021 to 2023**

## **RECOMMENDATION**

### **That Council:**

- 1. Acknowledges the City's and Core Project Team's achievements and dedication in developing the Mandurah Homelessness and Street Present Strategy 2021 to 2023.**
- 2. Endorse and support the Mandurah Homelessness and Street Present Strategy 2021 – 2023 as a key 'Sector Led Strategy' aligned with the City's strategic approach to Homelessness.**

# Mandurah Homelessness and Street Present Strategy 2021 to 2023

ATTACHMENT 5.1



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# 1. Introduction

Homelessness in its many forms affects people of all ages across the City of Mandurah and according to local sector data obtained in March 2019 there are over 1600 people vulnerable to, or were already experiencing homelessness in the region (Australian Institute of Health and Welfare, 2017-18).

The aim of the Mandurah Homelessness and Street Present Strategy is to ensure there is “a place for everyone” in our region. This will be achieved by accelerating positive outcomes through collective impact, including strengthening the collaboration between stakeholders and the network of support services across Mandurah.

The strategy represents the combined efforts of local providers and the City of Mandurah to better understand and address homelessness within the region. Consultation with people with lived experience of homelessness formed a core part of the development of this strategy, alongside sector consultation and a review of available data. The Strategy was informed by the Western Australian Alliance to End Homelessness (WAAEH) and the Department of Communities’ 10-year strategy ‘All Paths Lead to Home’, 2020 to 2030. Whilst facilitated by the City of Mandurah, it is acknowledged that the strategy was developed by the community sector, for the community of the region. This shared resolve to create a place for everyone will increase opportunities to work together to improve quality of life.

In September 2018 a reference group was established to provide guidance and strategic support, and sought further consideration of establishing an external Peel Homelessness and Street Present Network interagency group.

In March 2019 the City began hosting and facilitating a core group of service providers from the region who led the research, consultation and collaboration that underpins this plan. In 2020 the City and core group also undertook a targeted rough sleeper count with a number of volunteers, representing agencies and groups across Mandurah. This Street Count provided point-in-time data, useful in developing strategies, understanding advocacy and engaging broadly in community.

## 2. Understanding Homelessness

### 2.1. Definitions

Homelessness is experienced when a person does not have a home in which they have shelter, can exercise control over a physical area, can maintain privacy and enjoy social relations and have legal title through tenancy rights or ownership. It includes rough sleeping on the streets, parks, cars, squats, stays in supported accommodation for the homeless, 'couch surfing' (individuals and families staying temporarily with others), living in boarding and rooming houses without private facilities and security of tenure, and heavy reliance on short-term stays in motels, hotels and other forms of temporary lodging (The West Australian Strategy to End Homelessness 2019).

This strategy recognises that homelessness exists in various forms and is defined and experienced in many different ways. For the purpose of developing this plan the Mackenzie and Chamberlain cultural definition of homelessness was used, as adopted by the Commonwealth Advisory Committee on Homelessness (Homelessness Australia, 2001) in 2001. This definition uses three categories for homelessness:

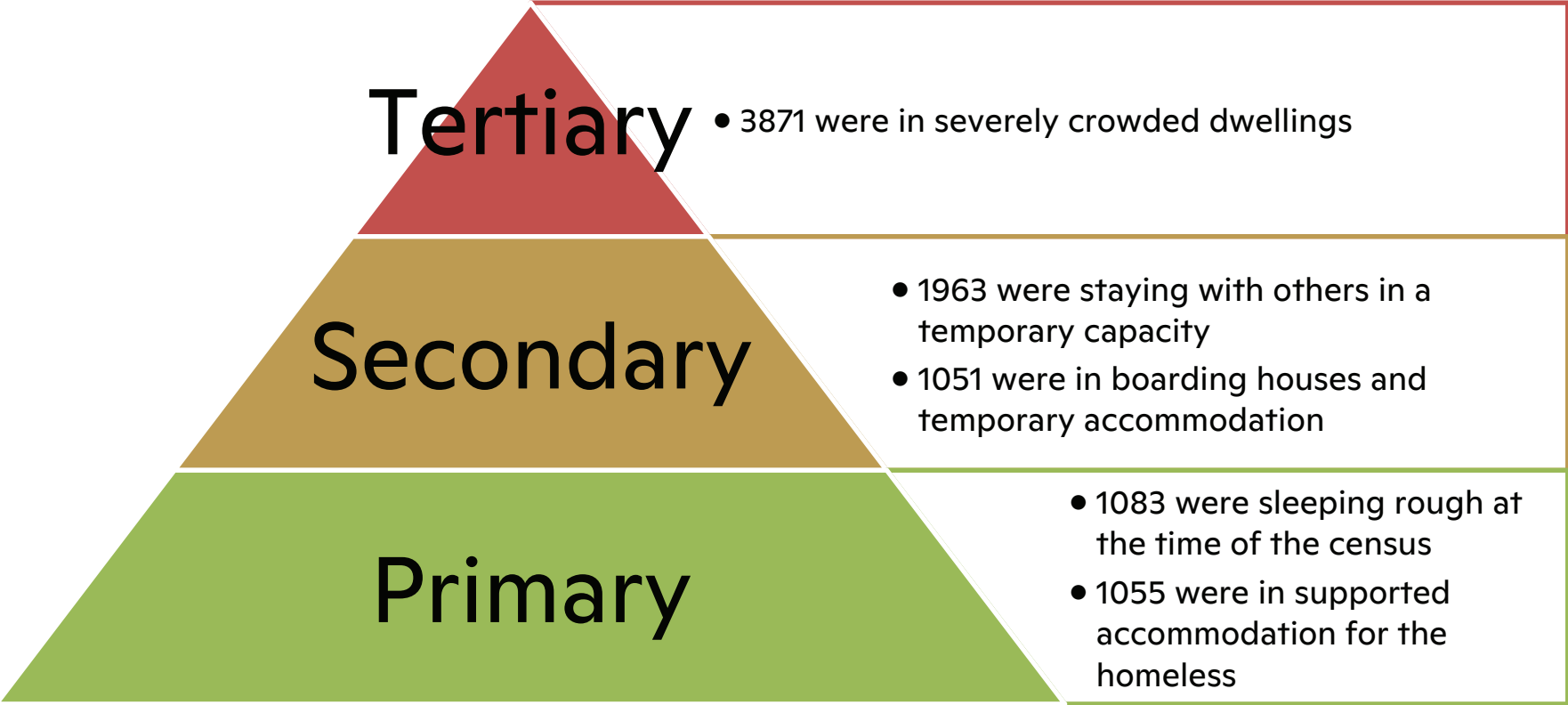
- Primary homelessness is experienced by people without conventional accommodation (e.g. sleeping rough or in improvised dwellings)
- Secondary homelessness is experienced by people who frequently move from one temporary shelter to another (e.g. emergency accommodation, youth refuges, 'couch surfing')
- Tertiary homelessness is experienced by people staying in accommodation that falls below minimum community standards (e.g. boarding houses and caravan parks)

### 2.2. Western Australian context

Homelessness is a national social issue and continues to present a range of challenges for the whole community of Western Australia. Due to difficulty in accessing this cohort for the purposes of census data collection, figures gathered are assumed to under represent the issue. According to the Australian Bureau of Statistics (ABS) more than 116,000 people were experiencing homelessness in Australia on Census night in 2016, with 9206 people rough sleeping in Western Australia. This is widely considered a point-in-time figure (Homelessness Australia, 2016). In Western Australia, the rate of primary homelessness (i.e. sleeping rough) is higher at 4.4 per 10,000 of the population than in Australia overall (3.5 per 10,000) (Homelessness Australia, 2016). Aboriginal people comprised 29.1% of the homeless population on census night.

However, it is important to note that homelessness is rarely the primary challenge faced by people in this situation. There are many contributing risk factors to homelessness that can include mental illness, domestic and family violence, financial stress, relationship/family breakdown and inadequate or inappropriate dwelling conditions.

People most at risk of homelessness include young people, women and children impacted by family and domestic violence, Aboriginal people, older people and veterans, people from culturally and linguistically diverse backgrounds and persons with a disability.





### 2.3. Mandurah context

The City of Mandurah has a population of approximately 85,000 which is expected to grow upward of 120,000 people by 2036. Mandurah's ranking has dropped seven points in the state SEIFA index, a measure of socio-economic disadvantage; the lower the score the higher the levels of disadvantage. The following tables provide a comparison of the 2016 score for the local government areas of Mandurah, Kwinana and Rockingham (Australian Bureau of Statistics, 2016).

Local Government Area	SEIFA SCORE (2016)	WA State Ranking
Mandurah (C)	958	52
Kwinana (C)	960	55
Rockingham (C)	986	80

ABS 2016 data indicated that 200 people were experiencing homelessness in Mandurah (according to the ABS definition which includes rough sleeping, overcrowding and insecure tenure). Local data collected in March 2019 suggests up to 70 people are street present at any one time in and around Mandurah's central areas (City of Mandurah, 2019). However, on 17 March 2020 a rough sleeper count was conducted in partnership with the City of Perth. On this night 84 rough sleepers were sighted in a 5km radius of the central business district of Mandurah (Appendix 1). A second count was conducted on 27 October 2020, in this instance 53 rough sleepers were counted in Mandurah (Figure 1: Rough Sleeper Count). This data further demonstrates the significant disparity between ABS data and local knowledge of the significance of this issue (Western Australian Local Government Association, 2020).

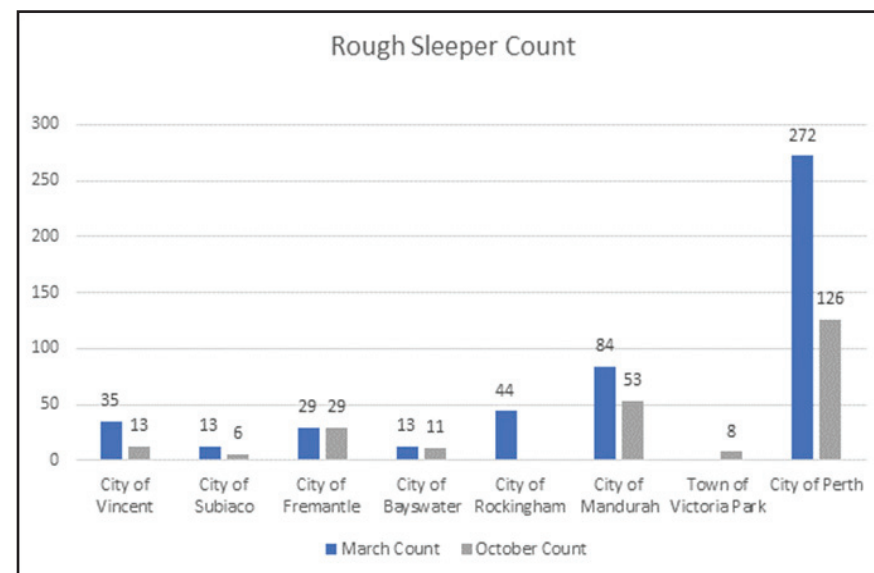


Figure 1.

Additional local sector data suggests that there are over 1600 people vulnerable to or already experiencing homelessness (Australian Institute of Health and Welfare, 2017-18). The high level of people rough sleeping coupled with the 2019 data collected from the local service sector demonstrates the entrenched nature of homelessness in our community. The graph (above) shows the comparative data from the rough sleeper counts from participating Local Government Areas (Western Australian Local Government Association, 2020).

Mandurah Rangers, local WA Police and day time security patrols strive to treat every individual with dignity and respect, especially given the challenges faced by many vulnerable people. At times a more direct response is required with street present people due to disruptive behavior. This is particularly prevalent in the Mandurah Central Business District area where there is a noticeable street presence of vulnerable people and associated vagrancy. This has reportedly had an impact on local business and tourism-based industry.

### 3. Our Response

#### 3.1. Collaboration From the Start

Knowing that collaboration is the only way to effectively tackle a complex issue like homelessness, this strategy was born out of a collaborative approach. Since early 2019 a core group of nine agencies was supported by over 90 members and 50 organisations, each playing a role in either responding to requests for information or helping coordinate consultation of people with lived experience of homelessness.

The network established that its core function would be:

*“To create a collaborative, overarching framework which will enable the network to increase communication and resource delivery, with a clear focus on the client.”*

*“The group has assumed the role of working collaboratively to assist people experiencing homelessness and unable to find a regular roof over their head, especially:*

- *young people who may be intermittently homeless*
- *street present people*
- *people displaying anti-social behaviours, especially in the City Centre”*

The Core Project Team is made up of services funded specifically to work with people experiencing homelessness in Mandurah and Peel. In addition to this team, the coordination approach involved breaking down the larger network into smaller working groups based on priorities. These working groups focused on the areas of ‘Housing and Accommodation’, ‘Support Systems’, ‘Safety and Security’, ‘Systemic Change’ and ‘Advocacy’.

The local service providers which make up the Core Project Team are those currently providing support to people experiencing homelessness:

- |                          |                             |                       |
|--------------------------|-----------------------------|-----------------------|
| ■ Anglicare WA           | ■ Mandurah Street Chaplains | ■ Peel Youth Services |
| ■ Calvary Youth Services | ■ Passages                  | ■ Red Cross           |
| ■ City of Mandurah       | ■ Peel Connect              | ■ WestAus Crisis      |

### 3.2. Lived Experience Consultations

A range of 45 narratives from people with lived experience of homelessness was collected with the help of community service providers. With professional support of agencies, this consultation occurred in a way that was both respectful and based on existing relationships.

Engagement with people of all ages took place, each had a unique story highlighting the long researched impacts of homelessness. The discussions brought to light the complexity of contributing factors that can lead to homelessness and the challenges faced by people caught in a cycle of disadvantage. The consultations supported a greater understanding of the compounding psycho-social impact of homelessness when there is a lack of local mental health services and difficulty finding crisis accommodation. At times homelessness can be the result of family dynamics or changing family circumstances; often people with children felt they faced extra pressure, rather than increased support, which frequently results in children being removed from the parents' care.

Compounding the financial, social and health impacts was the reported stigma and judgment faced by other members of the community, often contributing to a heightened sense of shame and helplessness in some instances. The findings of the 45 lived experiences were used as a guide in the development of this strategy.

### 3.3. What Has Been Done to Date?

The Peel Homelessness and Street Present Network have been active in its attempts to reduce homelessness and have implemented numerous responses to the issue:

1. The establishment of a Core Project Team and four supporting reference groups. Recognising the critical nature of collaboration from the start, the City's role was to facilitate and provide strategic support, rather than to lead.
2. A Homelessness and Street Present Network Group was formed with over 50 agencies represented. This group meets less regularly and is supported strategically by the Core Project Team.
3. A multi-agency Street Present Intervention Team was formed that reviews the individual circumstances of the local street present people.
4. Support for the Peel Community Kitchen to be relocated and significantly upgraded.
5. Endorsement and advocacy of a homeless and street present assertive outreach trial project.
6. Establishment of a Homelessness Shower Service.

The State Government have also delivered a new therapeutic woman's refuge, with a second stage currently under construction in Mandurah. This will provide a vital accommodation option for vulnerable woman and children experiencing family domestic violence.

## 4. The Strategy

The strategy is informed by the Western Australian Alliance to End Homelessness (WAAEH), the Western Australian Strategy to End Homelessness and the Department of Communities' 10-year strategy on homelessness 'All Paths Lead to Home'.

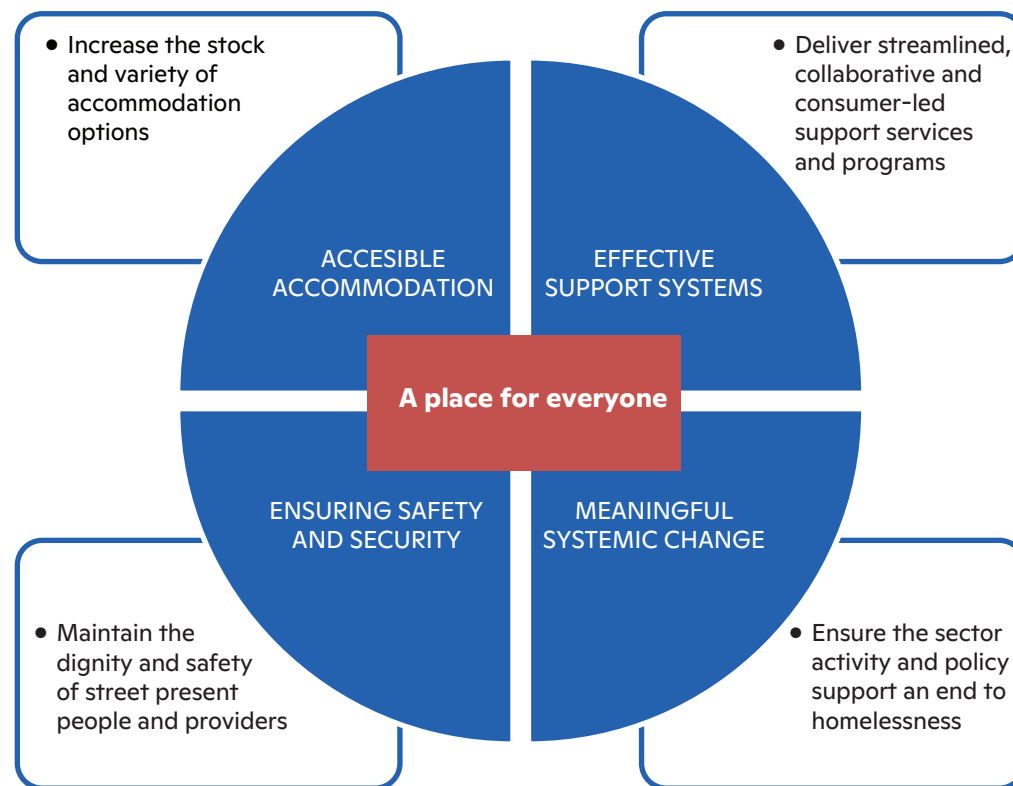
Not unlike the State direction, the strategy identifies the multiple strengths and skillsets which local sector members and organisations possess, calling for collaboration as a means to end homelessness in Mandurah. The co-design process of the 'No Wrong Door' approach was considered in the development of the strategy. This process outlines the importance of including lived experience input from a diverse set of community members experiencing homelessness, as a starting point in the formation of this document.

### 4.1. Vision and Objectives

Simply put, the vision is to ensure there is "a place for everyone".

We achieve this vision through four objectives:

- **ACCESSIBLE ACCOMMODATION** - Increase the stock and variety of accommodation options
- **EFFECTIVE SUPPORT SYSTEMS** - Deliver streamlined, collaborative and consumer-led support services and programs
- **MEANINGFUL SYSTEMIC CHANGE** - Ensure that sector activity and policy, support an end to homelessness
- **ENSURING SAFETY AND SECURITY** - Maintain the dignity and safety of street present people and providers



## Objective 1: Accessible Accommodation: Increase the stock and variety of accommodation options

Strategy	Performance Measures	Who	Priority Actions	2021	2022	2023
<b>1.1. Identify and reduce barriers for people to access existing housing options</b>	<ul style="list-style-type: none"> <li># of people applying for housing vs # of people successful (why the difference?)</li> </ul>	Homeless and Street Present Network and Housing Working Group	<ul style="list-style-type: none"> <li>Advocate to address barriers to affordability accessing housing (Newstart, NRAS etc.) including raising the rate WACOSS</li> <li>Reduce barriers and increase incentive to move out of social housing (specific programs)</li> <li>Capacity building opportunities/building confidence</li> </ul>	✓ ✓	✓	
<b>1.2. Increase range of suitable accommodation options</b>	<ul style="list-style-type: none"> <li># of suitable options in the region</li> </ul>	Homeless and Street Present Network and Housing Working Group	<ul style="list-style-type: none"> <li>Audit of current stock (state and social)</li> <li>Investigate 'Tiny Homes' and micro housing</li> <li>Granny-flat opportunities in existing domestic properties</li> <li>Advocating for Common Ground in Mandurah</li> </ul>	✓	✓	✓
<b>1.3. Develop funding models and partnerships to deliver stock</b>	<ul style="list-style-type: none"> <li>Partnerships and programs established</li> </ul>	Homeless and Street Present Network and Housing Working Group	<ul style="list-style-type: none"> <li>Develop social enterprise models</li> <li>Identify ongoing funding sources</li> <li>Develop partnerships with key stakeholders</li> <li>Link to economic development initiatives to deliver innovative housing options</li> <li>Stronger alignments to WA Homeless Strategy including the Housing First model</li> </ul>	✓	✓	✓
<b>1.4. Advocacy for crisis accommodation</b>	<ul style="list-style-type: none"> <li>Crisis accommodation available</li> </ul>	Homeless and Street Present Network and Housing Working Group	<ul style="list-style-type: none"> <li>Identify low threshold opportunities</li> <li>Capacity to address alcohol and drug issues</li> <li>Capacity to house diverse cohorts</li> </ul>	✓	✓	✓

## Objective 2: Effective Support Systems: Deliver streamlined, collaborative and consumer-led support services and programs

Strategy	Performance Measures	Who	Priority Actions	2021	2022	2023
<b>2.1. Ensuring ongoing engagement with homeless people in the development, delivery and evaluation of this strategy</b>	<ul style="list-style-type: none"> <li>• # of reference group meetings</li> <li>• Composition of reference group</li> <li>• # of recommendations from reference group actioned</li> </ul>	Homeless and Street Present Network and Core Project Team	<ul style="list-style-type: none"> <li>• Establish reference group to work with people with lived experience of homelessness</li> <li>• Reference group to provide input on key initiatives the strategy will be implementing</li> <li>• Obtain lived experience stories from street present people on an on-going basis</li> <li>• Utilise case studies from organisations for reporting, to collect qualitative data</li> </ul>	✓	✓	✓
<b>2.2. Broaden access to and options for mental health services</b>	<ul style="list-style-type: none"> <li>• Increase in referrals</li> <li>• Increase engagement with MH services</li> <li>• Increase resourcing for MH providers</li> </ul>	Homeless and Street Present Network and Core Project Team	<ul style="list-style-type: none"> <li>• Define and map specific mental health services with appropriate referral pathways</li> <li>• Advocate for more resourcing for existing services</li> <li>• Reduce wait-time for access to crisis support for MH</li> <li>• Build mentoring/outreach as a referral and support for people that are street present</li> <li>• Reduce the barriers for applying for NDIS funding</li> <li>• Advocate for specialist psychiatry services</li> </ul>	✓	✓	✓
<b>2.3. Broaden access to and options for alcohol and drug services</b>	<ul style="list-style-type: none"> <li>• Increase in referrals</li> <li>• Increase engagement with AOD services</li> <li>• Increase resourcing for AOD providers</li> </ul>	Homeless and Street Present Network and Core Project Team	<ul style="list-style-type: none"> <li>• Advocate for more resourcing for existing services</li> <li>• Build mentoring/outreach as a referral and support for people that are street present</li> <li>• Develop clinical services for addiction in Mandurah</li> <li>• Advocate for more services to reduce waiting times</li> </ul>	✓	✓	✓

<b>2.4. Implement assertive outreach</b>	<ul style="list-style-type: none"> <li>• # of people supported</li> <li>• # of referrals to service providers</li> <li>• Reduce incidents involving street present people</li> </ul>	City of Mandurah, Lead Agency and WA Police	<ul style="list-style-type: none"> <li>• City of Mandurah to contract for services to implement street level case management dependent on external funding</li> </ul>		✓	✓
<b>2.5. Build capability and life skills</b>	<ul style="list-style-type: none"> <li>• # programs on offer</li> <li>• Participation in programs</li> <li>• # of people volunteering and job active post program</li> <li>• % of people returning to street present (six-monthly)</li> </ul>	Homeless Service Providers	<ul style="list-style-type: none"> <li>• Develop and identify various capacity building programs</li> <li>• Housing readiness programs</li> <li>• Life skills programs</li> </ul>	✓	✓	✓
<b>2.6. Provide transition and after care service to sustain success</b>	<ul style="list-style-type: none"> <li>• # of people commencing transition programs</li> <li>• # of people completing transition programs</li> <li>• Participant outcomes</li> <li>• % of people returning to street present (six-monthly)</li> </ul>	Homeless Service Providers	<ul style="list-style-type: none"> <li>• Develop and identify various transition and aftercare programs (12-month program)</li> <li>• Develop case studies</li> </ul>	✓	✓	✓
<b>2.7. Broaden access to health care services</b>	<ul style="list-style-type: none"> <li>• Increase engagement with GP services</li> <li>• Increase engagement with allied health services</li> </ul>	Homeless and Street Present Network and Core Project Team	<ul style="list-style-type: none"> <li>• Investigate street doctor outreach through GP Down South bus or Homeless Healthcare</li> <li>• Liaise with WAPHA regarding GP outreach services</li> <li>• Investigate alternative outreach allied health services</li> <li>• Investigate university internship students to support an outreach program</li> </ul>		✓	✓

## Objective 3: Meaningful Systemic Change: Ensure the sector activity and policy support an end to homelessness

Strategy	Performance Measures	Who	Priority Actions	2021	2022	2023
<b>3.1. Build collaboration between providers to optimise service delivery</b>	<ul style="list-style-type: none"> <li>• Increase in number of street present people accessing coordinated service delivery</li> <li>• Client feedback of an easier transition through services</li> <li>• # of client outcomes as a result of collaboration</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>• Map the linkage between services to identify duplication and referral pathway</li> <li>• Develop an assertive outreach program to provide broader case management and cross agency linkages</li> <li>• Develop the 'No Wrong Door' (low threshold) model in Mandurah (what should interagency collaboration look like and how would it work?)</li> <li>• Build consistent client feedback questions across services</li> <li>• Build a model for data sharing among organisations</li> <li>• Stronger integration and alignment with 100% volunteer organisations (capability, supporting nimble responses, ensuring trauma informed support)</li> <li>• Reduce barriers between alcohol and drug and mental health support</li> </ul>	✓	✓	✓
<b>3.2. Support systemic advocacy to improve social determinants and efficient service delivery</b>	<ul style="list-style-type: none"> <li>• Services located in Mandurah</li> <li>• # of broader campaigns participated in</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>• Participate in WACOSS campaign</li> <li>• Liquor licensing laws (bottle shop approvals)</li> <li>• Contribute to the development of boundaries that remove Mandurah as a service centre</li> <li>• Identify forums where advocacy would be appropriate and effective</li> </ul>	✓	✓	✓
<b>3.3. Build partnerships and profile to maintain awareness, commitment and funding</b>	<ul style="list-style-type: none"> <li>• # of forums represented by the network</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>• Ensure there is representation from the network on broader forums and consultations</li> </ul>		✓	✓
<b>3.4. Reduce stigma of homeless people in the wider community</b>	<ul style="list-style-type: none"> <li>• Delivery on communications strategy</li> <li>• Community sentiment towards homelessness</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>• Develop a media and communication strategy</li> <li>• Look to partner with existing strategies</li> <li>• Explore events that bring community and homeless together with targeted themes</li> </ul>	✓	✓	✓
<b>3.5. Report on progress of this strategy each year</b>	<ul style="list-style-type: none"> <li>• Annual performance report completed</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>• Developing KPI and evaluation process to create consistency of reporting</li> </ul>	✓	✓	✓



## Objective 4: Ensuring Safety and Security: Maintain the dignity and safety of street present people and providers

Strategy	Performance Measures	Who	Priority Actions	2021	2022	2023
<b>4.1 Provide safe spaces for street present people to gather</b>	<ul style="list-style-type: none"> <li>Number of spaces and places available for use</li> <li>Utilisation of spaces and places in use</li> </ul>	Anglicare WA Passages	<ul style="list-style-type: none"> <li>Night café (research various models including Uniting Care West, Rockingham Salvation Army)</li> <li>Investigate extending Passages open hours</li> <li>Develop a protocol for how spaces and people are cared for</li> <li>Maintain assumption of positive intent (rather than feeding stigma)</li> <li>Investigate a 'peer to peer' model</li> <li>Explore a social enterprise approach</li> </ul>		✓	✓
<b>4.2 Establish minimum standards for working with street present people</b>	<ul style="list-style-type: none"> <li># of services signed up to the minimum standards</li> <li>% of volunteers trained</li> </ul>	Passages	<ul style="list-style-type: none"> <li>Trauma informed training</li> <li>Volunteer standards</li> <li>Collaborate with service providers and front-line staff to develop agreed standards</li> </ul>	✓	✓	✓
<b>4.3 Identify options for portable shelters and safe storage</b>	<ul style="list-style-type: none"> <li># of lockers provided</li> <li># of swags provided</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>Identifying possible sites for lockers for safe storage of personal belongings</li> <li>Develop a risk management plan for installation of lockers</li> <li>Consultation with homeless people regarding storage</li> <li>Investigate alternative for portable shelter, swags, pods etc.</li> </ul>		✓	✓
<b>4.4 Make optimal use of existing and underutilised spaces and buildings</b>	<ul style="list-style-type: none"> <li>Number of spaces and places available for use</li> <li>Utilisation of spaces and places in use</li> </ul>	Core Project Team	<ul style="list-style-type: none"> <li>Research existing models</li> <li>Explore options for use of buildings vacant in the evening</li> <li>Develop a protocol for how spaces and people are cared for</li> <li>Maintain assumption of positive intent (rather than feeding stigma)</li> </ul>			✓
<b>4.5 Use individualised intervention to support most at risk street present people</b>	<ul style="list-style-type: none"> <li># of people assisted and intervention used</li> <li>Type of outcomes (short/ long term)</li> </ul>	The Street Present Support and Case Management Committee and WA Police	<ul style="list-style-type: none"> <li>Monthly meetings to work collaboratively to address the needs of street present people.</li> </ul>	✓	✓	✓

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Western Australian Local Government Association, 2020. Rough Sleeper Count, Perth:

## Acknowledgments

The City of Mandurah acknowledges the Bindjareb people as the Traditional Owners of the lands and waters on which Mandurah is situated and we pay our respect to Elders past, present and emerging.

We appreciate the collaboration and information provided by the Core Working Group and other stakeholders who have participated in the development of this strategy. The Core Project Team have worked above and beyond their existing commitments to develop this community-led strategy to end homelessness in Mandurah. The work completed by this group includes the lived experience stories which helped shape the direction of the strategy and its objectives. The Core Project Team were also integral to the delivery of the rough sleeper count on 17 March 2020, which gave us our first snapshot in 'real time' of the number of the most vulnerable community members who are experiencing homelessness.

The City of Mandurah is grateful for the support of the Peel Homelessness Network and the Core Project Team and the volunteers and services that help people experiencing homelessness in our community.

Special thanks go to the 30 volunteers who undertook the physical work required during the rough sleepers count for their goodwill and commitment.

We welcome the opportunity to collaborate with other local councils and we look forward to increased participation and collaboration to implement this strategic plan. Working together will better help us achieve the goal of ending homelessness in the Mandurah and Peel area.

We would especially like to acknowledge the hard work of the following agencies, who make up the Core Working Group:

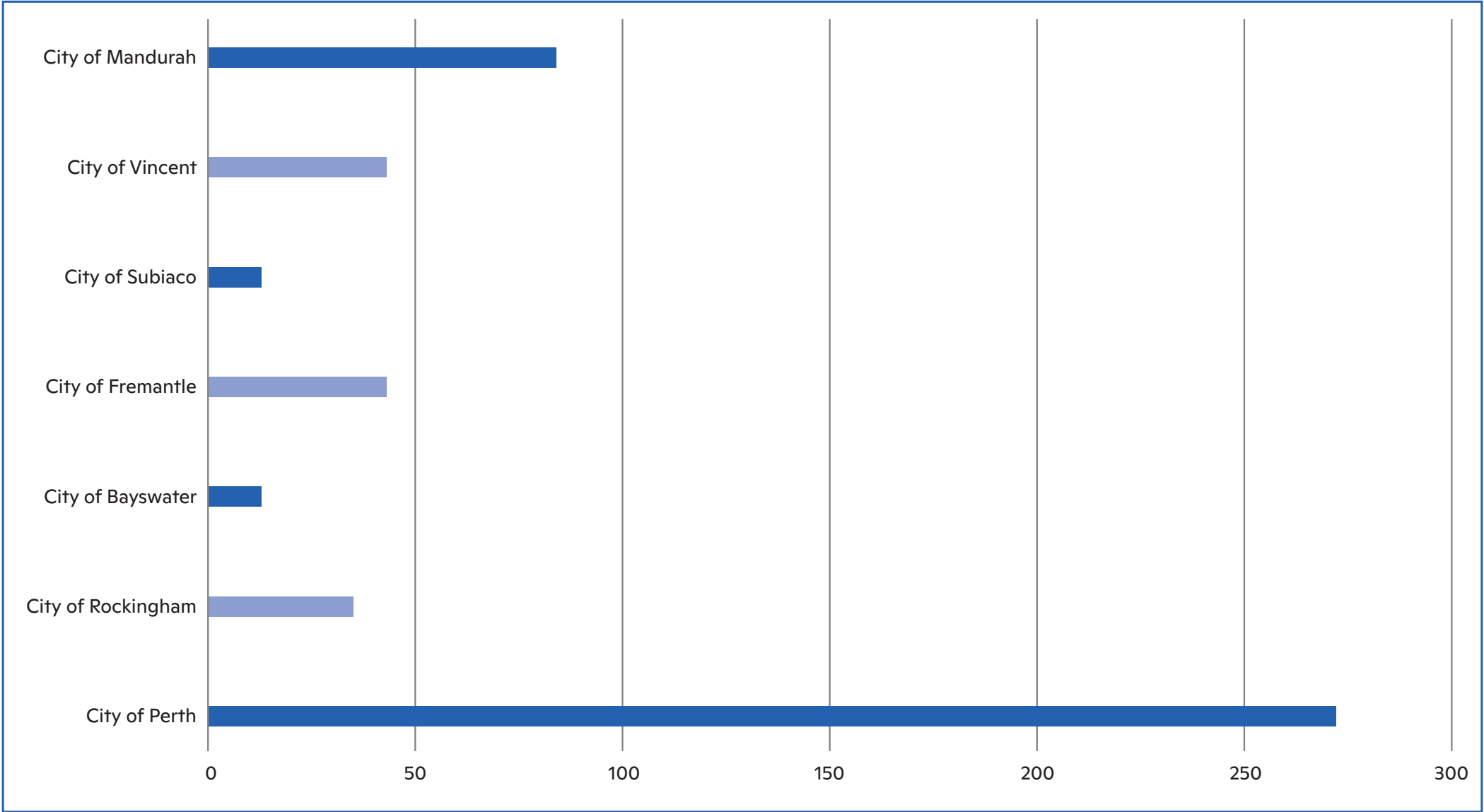
Core Project Team



Supported by



# Appendix 1 - Rough Sleeper Count Data<sup>1</sup>



<sup>1</sup>City of Perth: Rough Sleeper Count. Local Government Data March 2020

This image shows a full page of blank, white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook or legal stationery. There are no margins, text, or other markings present.

**Anglicare WA**

**Calvary Youth Services**

**City of Mandurah**

**Mandurah Street Chaplains**

**Passages**

**Peel Connect**

**Peel Youth Services**

**Red Cross**

**West Aus. Crisis**