



City of Kalamunda
Strategic Plan Progress Report

Period: 19/20



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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.1 To be a community that advocates, facilitates and provides quality lifestyle choices

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
1.1.1.1 Resource and implement the Age Friendly Strategy Action Plan (2017-2021).	None	In Progress	83%	City staff have commenced year three of a four year plan, delivering a variety of activities, workshops and events for seniors including: - Connecting Communities' Event was held at Hartfield Park Recreation Centre on 18 July with over 800 attendees - Strokesafe' information session held at Woodlupine on 1 August focusing on how to recognise the symptoms of stroke and reduce the likelihood of occurrence. - Train the Brain Workshop' held at Hartfield Park on 2 December - WayFairers launch 13 Jan -10 attendees ****Note staff time has reduced for this role *** City staff currently working on the Age friendly report.	Manager Community Development (DE00007)	30/06/2020
1.1.1.2 Resource and implement the Disability Access & Inclusion Plan (2017-2022).	None	In Progress	83%	The Disability Access and Inclusion Plan (DAIP) is a five year plan with established priorities and strategies to provide a framework for implementation of initiatives. Initiatives that have been undertaken include: - Inclusive Kalamunda' is a new initiative whereby the City has partnered with 'Inclusion Solutions' aimed at increasing opportunities for people with a disability to find a sense of belonging within the City of Kalamunda community. The project aims to increase knowledge and capacity of volunteers, increase social inclusion at clubs and groups and provide more opportunities for our community to belong. A series of workshops	Manager Community Development (DE00007)	30/06/2020

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Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
				and focus group sessions have been held. - The City facilitates regular meetings with the Disability and Carers Advisory Committee. - Support of the 'Break the Boundary' new shed located at the Camel Farm. The new shed enables adaptive cycles to be stored on site providing significant assistance to people living with a disability. Promotion of the sheds activities. - Coffee and cake vouchers have been provided to help celebrate Carers Week. - Yoga Gold (seniors Yoga) classes at Hartfield Park Recreation Centre - 20 participants attending weekly. - Inclusive Kalamunda Workshop' at Hartfield Park on 10 October. - Inclusion Solution Disability Awareness Training held at the City of Kalamunda Administration building on 16 October. *** Note staff time has significantly reduced for this position***		
Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
1.1.2.1 Implement the Youth Plan (2017-2022) for current year.	None	In Progress	88%	City staff have commenced year three of a four year plan, delivering several projects to the City of Kalamunda community including: - Connecting Communities Event was held on 18 July - Meerilinga Youth Movie Night was held on 19 July - Principal's Lunch was held on 25 July	Manager Community Development (DE00007)	01/07/2020

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				<ul style="list-style-type: none"> - Protective Behaviours Workshop was held on 3 September - Dome Barista Workshop held 9 September - Youth Action Plan Kalamunda Parliament House visit held 17 September - Stirk Park Design by Enquiry Workshop held 18 September - Zig Zag Early Years Partnership 'Pop Up Play' held 20 September - Torchlight Youth Film Festival workshop number 1 and number 2 held 5 October and 10 October - Learn to Skateboard Workshop held 11 October - Find a fairy map launch - Central Mall Kalamunda held 2 November - Freestyle Now skate, scooter and BMX clinic at the Forrestfield Skate Park on 6 November - Barista Workshop at Dome Kalamunda on 18 November - Crafternoon at Forrestfield Library on 6 December - Torchlight virtual film screening night on 11 December - Crafternoon at High Wycombe Community and Recreation Centre on 16 December - Schools Out Pool Party at the Kalamunda Water Park on 19 December - Skate Scooter Clinic - 26 attendees - YAK team building day - 10 attendees - In the Mix music program - 14 participants 		

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Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
				- Freestyle now 26 February - Youth zone @ Corymbia Festival 7 March - Principal's lunch 11 March - 30 attendees		
1.1.2.2 Develop and implement the Reconciliation Action Plan.	None	Completed	100%	In October 2018, Council adopted the 'Innovate' Reconciliation Action Plan (RAP) for the City of Kalamunda. An official launch of the RAP occurred on 21 November.	Manager Community Development (DE00007)	31/12/2019
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.1 Ensure maximum utilisation of the City's Libraries by providing high quality activities and support services.	None	In Progress	75%	Library Review commenced Nov 2019 and is continuing through Q1, Q2 2020. Library Handover completed with Coordinator Culture, Arts & Libraries 01/04/2020. Library facilities close due to COVID19, meanwhile e-services operational and utilised by the public.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2020

Outcome: 1.2 To provide safe and healthy environments for the community to enjoy

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Develop the Community Safety and Crime Prevention Plan (2019-2024) initiatives for the current year.	None	In Progress	85%	Community consultation has been completed with 530 household surveys and 35 business surveys completed. Community Safety and Crime Prevention Plan has been updated following feedback from the community. The plan was submitted to the November committee meeting for approval to advertise. As this is a new committee with	Manager Environmental Health & Community Safety (AC00064)	30/06/2020

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<p>several new community members and Councillors, it was decided to defer the plan until the February meeting to allow more time to review.</p> <p>A draft one-pager has also been developed which is basically an executive summary.</p> <p>3/4 update The plan was presented to the committee at the February meeting. The committee endorsed the plan to be advertised for three weeks for community consultation. The City received 25 submissions on the plan. The three main themes from the submission were CCTV, early intervention youth programs and security patrols. An increase presence, re-establishing the Kalamunda police station and drug and alcohol abuse were the next most prominent issues raised.</p> <p>Due to the Covid-19 Pandemic the Community Safety and Crime Prevention Plan is no longer meeting. The plan has actions for the majority of the items raised in the community consultation except for security patrols. The summary of submissions has not been circulated to the committee at this stage. It is not clear when the advisory committee will be meeting again. Refer to documents for a snapshot summary of the submissions.</p>		



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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.2 Annual Community Bushfire Readiness Program for owners/occupiers is developed and executed, with input from key stakeholders, DFES and local volunteer services. Ensure community interactions are customer centric, staff are using discretion and working toward compliance before compliance is initiated.	None	Completed	100%	<ul style="list-style-type: none"> - The City's engagement strategy is underway. Currently the staff have attended 1 shopping centre pop up, 2 street meets with Bushfire Ready Action Groups in Kalamunda and Lesmurdie as well as a presentation to Seniors at the Woodlupine Community Centre Forrestfield. Future engagement will consist of more pop ups, a collaborative presentation and film night at KPAC and a property walk through at Falls Farm, Lesmurdie. - The Fire hazard assessment plan from last fire season has been reviewed and has informed this year plan. - There is sufficient staff to ensure a professional Fire Hazard Assessment Program. We have recruited three Fire Control Officer (Casuals). One which is a secondment from Parks. All Rangers and existing FCO's have had their authorisations under the Bush Fire Act renewed. - The Fire Hazard assessment program commenced on the 1st November. - The Fire Hazard Assessment Plan was presented to Councillors at Strategy Session in September and presented to OCM for noting on 24th September. - The Annual fire break notice will be reviewed after the season. <p>The Fire Team and Rangers have been busy undertaking compliance assessments against</p>	Coordinator Community Safety (AC00018)	30/06/2020

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Strategy: 1.2.1 Facilitate a safe community environment.						
				the Fire Hazard reduction Notice. So far the following has been completed: No of properties inspected - Properties, 4000 sqm or more (compliant - 427) (non-compliant – 349) (total 776) non-compliant 45% compliant 55% - Properties less than 4000 sqm (compliant – 933) (non-compliant – 367) (total – 1300) non-compliant 28.2% compliant 71.8% - Properties inaccessible (total 78) No of work orders issued as of 6 January 2020 - Total properties inspected (2154) - Total Properties compliant (1360) 63.1% - Total Properties non-compliant (794) 36.9% this number includes the inaccessible properties No of follow ups - Total 294 No of infringements - 14 Infringements have been issued as of 6 January 2020, 4 of the 14 have been cancelled. The 2019/20 Plan will be reviewed at the end of the season, 31st March 2020, and work will commence on the 2020/21 plan to be		



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Strategy: 1.2.1 Facilitate a safe community environment.						
				completed by May 2020 for review. 3/4 update. The 19/20 Fire season is now complete with a total of 4,244 properties inspected. The next actions are to: - undertake a report into the season for the Kalamunda leadership team - Trial new electronic inspection tools such as Zooddata and Intramaps Roam. - Prepare a new community engagement strategy for the 20/21 season - Prepare a new Annual Fire Hazard Assessment Notice with the Chief Bush Fire Control Officer and a new Fire Hazard Assessment Plan. Given the Covid 19 Pandemic there may be some changes to the way the fire season is managed next season.		
1.2.1.3 Ensure the City's Emergency Management Arrangements, including the Local Recovery Plan, are in place and comply with the Emergency Management Act 2005.	None	In Progress	50%	- Annual desktop exercise completed. - Exercise involved a storm scenario and tested the City's Business Continuity Plan, IT Disaster Recovery Plan and the LEMA and supporting plans. - Report has been completed and will be submitted to the District Emergency Management Committee as part of the annual report which is due at the end of each financial year.	Coordinator Community Safety (AC00018)	30/06/2020

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Strategy: 1.2.1 Facilitate a safe community environment.						
				- Local emergency management committee (LEMC) and local recovery committee (LRC) have had meetings as required. - Staff from Community Safety have attended a number of risk workshops, and a state exercise on heatwave. 3/4 Update The draft 2019 Local Emergency Management Arrangements was endorsed by the City Local Emergency Management Committee on the 27 February 2020. The LEMA was scheduled on the agenda at the next DEMC in March however due to Covid-19 this was cancelled.		
1.2.1.4 Review Local Emergency Management Arrangements and compliance with State Emergency Management Policy 2.5.	None	In Progress	90%	The Local Emergency Management Arrangements (LEMA) have been reviewed with input from Local Emergency Management Committee (LEMC) and redrafted in line with the State Emergency Management Guidelines. The City has been liaising with the District Emergency Management Adviser (DEMA) who represents the District Emergency Management Committee and DFES. It is anticipated to present the LEMA to the next LEMC for endorsement. The draft LEMA has been significantly	Coordinator Community Safety (AC00018)	30/06/2020



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				<p>reviewed and updated. Currently with the Department of Fire and Emergency Services, District Emergency Advisor for compliance check.</p> <p>Comments have been received from DFES, DEMA which will be incorporated into the LEMA, with the aim to have it submitted to the Feb 2020 LEMC meeting for endorsement.</p> <p>3/4 Update</p> <p>The draft 2019 Local Emergency Management Arrangements were endorsed by the City Local Emergency Management Committee on 27 February 2020. The LEMA was scheduled on the agenda at the next DEMC in March however due to Covid-19 this was cancelled.</p>		
1.2.1.5 Develop the City's Bushfire Risk Mitigation Plan in collaboration with key stakeholders.	None	Completed	100%	Council adopted the Bushfire Risk Management Plan at the December 2019 OCM noting that this Plan has been endorsed by the Office of Bushfire Risk Management. Action complete	Manager Parks & Environmental Services (TO00019)	26/07/2020
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
1.2.2.1 Deliver the Community Health & Wellbeing Plan initiatives for the current year.	None	In Progress	50%	<p>Actions taken this quarter include:</p> <ul style="list-style-type: none"> - the City's Smoothie Bike to events, to promote healthy eating and physical activity, - facilitating Foodbank's Food Sensations cooking classes, 	Coordinator Environmental Health Services (CS00006)	30/06/2020

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
				- mental health awareness workshops delivered within the community by supporting NGO's, - supporting state and federal health promotion campaigns concerning injury prevention, healthy eating and physical exercise and smoking cessation. -preparation of annual report on implementation of the Health Plan. The City has also continued its partnerships with the Cancer Council and Act Belong Commit.		
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.1 Implement the initiatives within the Kalamunda Bicycle Plan 2018.	None	In Progress	75%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding limits. In 2019/2020 the City is delivering the Welshpool Road East Shared Path connection, designing and delivering part of the High Wycombe Local Route projects, and has had funding approved for the Hale to Dawson Local Cycling Route and the Dundas to Berkshire Shared Path.	Manager Asset Planning (TO00018)	30/06/2020
1.2.3.2 Masterplan - High Wycombe Recreation & Scott Reserve. Develop a Master Plan to guide future development of the reserve and consult with user groups.	None	In Progress	84%	The Draft Scott Reserve Master Plan has been revised following an extended community engagement process and has been workshopped with Councillors. The Draft Plan is currently available for public comment before final consideration of Council	Manager Community Development (DE00007)	30/06/2020

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				in mid 2020.		
1.2.3.3 Advocate to secure external funding to deliver Stage 1 of the Perth Hills Trails Loop Master Plan - Kalamunda to Pickering Brook. If achieved, progress design and approvals for stage 2.	None	In Progress	85%	The Perth Hill Trails Loop Stage 1 is due to be completed by June 30, 2020. The following actions have been completed thus far: - Detailed design - Dieback assessment - Flora and fauna study - Aboriginal heritage assessment	Manager Community Development (DE00007)	30/06/2020
1.2.3.4 Implement the Maida Vale Reserve Masterplan subject to securing suitable funding.	None	In Progress	85%	Council adopted the Maida Vale Master Plan in December 2018. The key projects currently being progressed include: - City Officers facilitated a Funding Advocacy Strategy Workshop with reserve stakeholders to clarify actions, roles and responsibilities. - The City engaged Focus Lighting to develop a detailed design for the upgrade of power to the reserve and a sports floodlighting design on the eastern oval (Soccer), which is now completed.	Manager Community Development (DE00007)	30/06/2020
1.2.3.5 Implement the Ray Owen Master Plan, subject to securing suitable funding.	None	In Progress	84%	In 2015 the Ray Owen Master Plan was developed with the City currently seeking external funding to implement the plan. The key projects currently being progressed by the City include: - Seeking external funding opportunities. The City is currently working with stakeholder groups to actively seek external funding opportunities including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia and engagement with local State Members of Parliament in the	Manager Community Development (DE00007)	30/06/2020

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				lead up to the 2021 State Election. - Four court extension to the Ray Owen Sports Stadium. An architect has now consulted with the Kalamunda & Districts Netball Association Inc. (KDNA) and Kalamunda & Districts Basketball Association Inc. (KDBA) to develop concept designs and cost estimates for the project. - Revised carpark design. The City has appointed a specialised consultant to develop detailed designs of the revised car park at the Reserve that address the concerns raised by the community during the public advertising period. - Investigation into water availability for future playing field space. The investigation into water availability is currently ongoing. - Power distribution. A power upgrade has occurred however it is yet to be distributed across the site .		
1.2.3.6 Aquatic Facility Study - Determine the future community needs and preferred location of aquatic facilities within the City.	None	In Progress	80%	In September 2019, CCS Strategic were appointed to develop a business case for a future aquatic facility within the City. Progress to date includes: - A project initiation meeting was held between Officers and CCS Strategic. - The development of a draft Community Engagement Plan which included community consultation sessions and a survey that occurred during November/December 2019.	Manager Community Development (DE00007)	31/12/2020

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				- The development of a preliminary analysis of suitable sites across the City, which will be further investigated by the project team and CCS Strategic.		
1.2.3.8 Masterplan - Hartfield Park Stage 2 - Develop a Masterplan to guide future development of the Park and consult with user groups.	None	In Progress	84%	In September 2019, Dave Lanfear Consulting (DLC) was appointed to develop the Hartfield Park Master Plan 'Stage 2' Facilities Co-location Strategy. Progress to date includes: - A project initiation meeting being held between Officers and DLC. - The development of a Community Engagement Plan. - Workshops with all relevant reserve user groups, to ascertain current and future needs. - Further community workshops and a survey will be conducted mid 2020. - Consultant developing draft concepts that will then be workshopped with all stakeholders in mid 2020.	Manager Community Development (DE00007)	30/06/2020
1.2.3.9 Recreation Centres - Hartfield Park & High Wycombe - Ensure maximum utilisation of the City's facilities by providing high quality and affordable activities, programs and support services.	None	In Progress	84%	A diverse range of activities are provided through the City's Recreation Facilities including gym, fitness classes, holiday programs, lifestyle programs, junior programs and active seniors classes. Attendances for the first quarter were: - Hartfield Park Recreation Centre: 28849 - High Wycombe Community and Recreation Centre: 10052 Attendances for the second quarter were: - Hartfield Park Recreation Centre: 23602	Manager Community Development (DE00007)	30/06/2020

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				- High Wycombe Community and Recreation Centre: 11173 Attendances for the third quarter were: - Hartfield Park Recreation Centre: 21331 - High Wycombe Community and Recreation Centre: 7378		

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.1 In consultation with the Strategic Sport and Recreation Committee (SSRC), facilitate the provision of the City's Capital Grants Program in accordance with set funding rounds.	None	In Progress	83%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. Capital Grant applications closed on 30 September 2019 with the City receiving two applications. The applicants have since worked with the City's Technical Officers, to update their applications to address identified technical issues. The SSRC convened during the months of February and March 2020, to consider, assess and prioritise the two applications. As a result the SSRC has made recommendations to Council, that will be considered as part of the annual budget deliberation process.	Manager Community Development (DE00007)	30/07/2020
1.3.1.2 Implement the "Creating Active Citizens Plan" initiatives for empowering community to engage in activity that delivers measurable increases in local	None	In Progress	79%	Implementation of "Kalamunda Connected" included the recent delivery of the inaugural Community Builders Conference which took place on Friday 27 September from 10am to	Manager Customer & Public Relations (DE00008)	31/07/2020

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Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
capacity and active citizenship.				<p>4pm at the Kalamunda Performing Arts Centre.</p> <p>The Community Builders Conference showcased community builders - those who are dedicated to 'building' their community through volunteering and the sharing of their time, talent and passion.</p> <p>The City received a number of letters and emails from attendees, congratulating the City on its work.</p> <p>Another success has been the Adopt-a-Patch launch:</p> <p>Students from yr1 to yr11 have been learning about the six Noongar seasons, the impact of waste on the environment and which native animals live in their local bushland area. Over the next two years they will continue to learn about environmental topics including waste management, bird identification and the impact of Phytophthora Dieback on local bushland.</p> <p>Adopt-a-Patch has strong curricular links and is designed to be extended into the local community, with students of all ages encouraged to work with local Friends Groups to volunteer their time working on local bushland reserves.</p> <p>Since the program inception in March, more than 250 native plants have been planted to</p>		

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Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
				<p>improve local habitat and a large quantity of rubbish removed from local reserves and local school grounds. 16 school incursions have now been undertaken to improve student's environmental awareness – and this is just in the first half of the first year of the program!</p> <p>To further support student learning, each school is receiving a resource pack to support students learning, including Virtual Reality (VR) goggles, flora, fauna and fungi identification guides, posters explaining Noongar seasons and language, macro-lenses for photographing bugs, leaves and mosses and more!</p> <p>Strong partnerships with local Friends Groups and an inclusive approach to delivering the program has been highly effective in engaging with local schools. The City has collaborated with the Eastern Metropolitan Regional Council and Noongar Elder Uncle Neville Collard to deliver the program.</p> <p>Using this integrated community approach, Adopt-a-Patch supports the City of Kalamunda's Strategic Business Plan, Local Environment Strategy and Local Biodiversity Strategy, as well as the Kalamunda Connected - Active Citizens Strategy. The program is set to grow in 2020, with two more local schools set to join.</p>		

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Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
				We have also Established the Good Neighbour Program and continue with the Local Heroes program.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.1 Develop and implement the Community Events Program for the current year, delivering high quality community events.	None	Completed	100%	- Perth Hills Spring Festival complete - Seniors Week program complete - Thank a Volunteer day held the first Friday in December. - Christmas Festival and Summer Series complete - Corymbia Festival - Complete - NAIDOC events - Cancelled due to COVID-19. EMERGENCY SERVICES DINNER - Postponed until further notice due to COVID-19 - request to hold in early 2021.	Manager Customer & Public Relations (DE00008)	30/06/2020
1.3.2.2 Develop and implement Building Asset Plans for KPAC to ensure ongoing maintenance and required renewal works are programmed and delivered.	None	In Progress	25%	Plan is being prepared.	Manager Asset Planning (TO00018)	30/06/2021
1.3.2.3 Implementation of Arts Strategy.	None	In Progress	75%	Arts Strategy adopted by Council 25 June 2019. Public Arts Contribution policy was adopted by Council at November OCM. Public Arts Master plan consultant appointed in Q1 2020 and works underway. Handover with Coordinator Culture, Arts and Libraries completed 02/04/2020.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2020

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.4 Promotion of the Kalamunda History Village.	None	In Progress	75%	<ul style="list-style-type: none"> - Students are travelling from Beijing to attend the education programme with accompanying television promotion. - January School Holiday programme completed and successful, April School Holiday Programme suspended due to COVID19 Crisis. - History Village closed from late March due to COVID19 Crisis with staff redeployed to other duties and nominated projects - Ongoing discussions with Historical Society with regards opening hours being more reflective of Visitor Centre hours. 	Coordinator Tourism Development (AC00017)	30/06/2020
1.3.2.5 Implement KPAC Actions from review, subject to funding.	None	In Progress	75%	New recruit commenced on 13 January 2020. Electronic signage proposal reviewed and deemed unsatisfactory. New proposal being sought that better reflects the prominent location and character of the buildings with the aim fabrication and installation commences by EOFY. Coordinator of Culture & the Arts currently and commenced 31 March and handover underway.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2020
1.3.2.6 Implement actions from Zig Zag Gallery Review, subject to funding.	None	In Progress	75%	Coordinator Culture, Arts and Libraries commenced 31 March 2020. Coordinator has been on-boarded, this action will move forward within the cultural team.	Manager Commercial & Cultural Services (CSS001)	30/06/2020

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.1 To protect and enhance the environmental values of the City

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Enhance our bushland, natural areas, waterways and reserves.						
2.1.1.1 Significant Tree Protection - Develop and implement policy and practices to protect trees of significance across the City.	None	In Progress	33%	The Council considered a preliminary advertising process for the future Significant Tree Policy in October 2019. Community engagement will commence in early 2020. Submissions will inform the preparation of a draft Local Planning Policy regarding significant trees, to be progressed in the first half of 2020.	Principal Strategic Planner (TO00038)	30/06/2021
2.1.1.2 Implement actions and plans from the Local Environment Strategy.	None	In Progress	75%	The following actions identified within the Local Environment Strategy have commenced: Preparation of Policy regarding POS Development Assessment of Parks & Reserves for recreational, sport & environmental values (POS Strategy) Kalamunda Urban Forest Strategy Catchment Management (as part of Kalamunda Flowing) Water Resources for parks (Non Potable Water Strategy) Water Efficiency (Waterwise program) 2nd Managed Aquifer Recharge Water Wise Council Investigations into Renewable Power Support for Friends Groups, Adopt a Patch and School Education Preparation of Local Biodiversity Strategy Policy regarding Significant Trees on Private Property Waste Plan 2030	Manager Parks & Environmental Services (TO00019)	30/06/2023

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.1 To protect and enhance the environmental values of the City

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Enhance our bushland, natural areas, waterways and reserves.						
				Litter Reduction		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Support the conservation and enhancement of our biodiversity.						
2.1.2.1 Develop the 2020 Local Biodiversity Strategy	None	In Progress	88%	Consultant has commenced works, initial briefing and workshop conducted. Action is on target	Manager Parks & Environmental Services (TO00019)	30/06/2020
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Community engagement and education in environmental management.						
2.1.3.1 Environmental Education Program [A] Deliver targeted environmental education events to improve community skills and awareness [B] Engage local schools in the Adopt-A-Spot program	None	In Progress	75%	Programs were on track however with the COVID19 restrictions, no further activity to current plan is envisaged for duration of FY. Team is developing a new model for this service.	Manager Parks & Environmental Services (TO00019)	30/06/2020

Outcome: 2.2 To achieve environmental sustainability through effective natural resource management

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
2.2.1.1 Develop a potable water plan aimed at ensuring efficient and effective use of potable water within City operated facilities.	None	In Progress	10%	Work has commenced on identifying key sites and outcomes for a potable water plan. City has received Water Corporation Waterwise Council certification. Plan is now being developed in line with Waterwise principles	Manager Asset & Waste Operations (TO00017)	30/06/2020
2.2.1.2 Energy Management Plan - analyse energy consumption by type in City managed and owned facilities. Develop a plan to reduce consumption,	None	In Progress	15%	Works continue on roll out of LED lighting in key areas. Energy Management Plan has commenced through data gathering of all buildings to	Manager Asset & Waste Operations (TO00017)	30/06/2021



City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.2 To achieve environmental sustainability through effective natural resource management

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
including energy auditing and efficiency measures.				identify gaps where energy analysis will require further work Formalised Energy Management Plan will be drafted by end June 2020.		
2.2.1.3 Waterwise - The City is recognised as a Waterwise Council by the Water Corporation.	None	Completed	100%	City's Waterwise Plan has been endorsed by Water Corporation	Manager Parks & Environmental Services (TO00019)	31/12/2019
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Use technology to produce innovative solutions to reduce power and water usage.						
2.2.2.1 Water Resource Plan (Non-Potable) - Develop a non-potable water master plan for irrigation of parks, reserves and other POS to reduce use of potable supply including MAR.	None	In Progress	85%	The Draft Non Potable Water Plan has been finalised and QA checks being undertaken. The report is under final review, with an aim to take to Council in June	Manager Asset Delivery (PD00004)	31/03/2020
2.2.2.2 Renewable Electricity Plan - Undertake a feasibility study into the potential for the City to facilitate a large-scale solar PV farm on City land to offset its carbon footprint from electricity usage.	None	In Progress	60%	Consultant has commenced task of providing feasibility study and will complete task by end June	Director Asset Services (DE00002)	30/06/2020

Outcome: 2.3 To reduce the amount of waste produced and increase the amount of reuse and recycling of waste

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						
2.3.1.1 Develop the Kalamunda Waste Plan 2030	None	In Progress	90%	Draft Waste Plan in required DWER format has been finalised and submitted to DWER for review, being one of the first Councils to do so.	Manager Asset & Waste Operations (TO00017)	30/06/2020

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.3 To reduce the amount of waste produced and increase the amount of reuse and recycling of waste

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						
				Community survey on waste & recycling has been conducted which will feed into the Waste Plan Works progress with EMRC on a FOGO solution		
2.3.1.2 Walliston Resource Recovery Facility review - Investigate and develop options for upgrading the Walliston Resource Recovery in accordance with licencing conditions.	None	In Progress	95%	DWER have provided City with a DRAFT licence and set of conditions to be met. Most were anticipated and factored into the Capital Works program. However conditions for substantive sealing of areas within WTS and creation of major retention basins. The City's consultant has negotiated with DWER an extension to June 2020 before the formalised Licence and conditions are issued, allowing further negotiation on the draft conditions.	Manager Asset & Waste Operations (TO00017)	30/06/2020

Outcome: 2.4 To ensure contaminated sites are safe and managed to ultimate use

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
2.4.1.1 Contaminated Site Investigation and Management - appropriately investigate all City controlled contaminated sites and identify potential risks and issues that require mitigation in line with policy and legislative requirements.	None	In Progress	43%	- Brand Rd - Stage 2 Detailed Site Investigation has commenced, the installation of bores and other sampling equipment is to be completed by end of February 2020. Private Bore Sampling is scheduled in January 2020. Affected sites have been reported to DWER and contact made with landowners. - Dawson Avenue/Pioneer Park - Request for quote prepared for preparation of tender	Coordinator Environmental Health Services (CS00006)	30/06/2020

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Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe and managed to ultimate use

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
				scope. Will go to market in January. - Ledger Rd - Biannual emu pick to remove asbestos has occurred, dam has been sampled and asbestos management plan has been updated. - Maida Vale Reserve - DWER have requested an update on this site, will begin procurement process for Preliminary Site Investigation on the site in January 2020. 3/4 Update Brand Road - Completion of October 2019 groundwater monitoring event - Completion of private bore survey and delivery of letters to residents - Installation of 21 additional landfill gas monitoring wells - Installation of ten additional groundwater delineation wells - Installation of two deep groundwater monitoring wells - Installation of three offsite monitoring wells - Retrofitting newly installed monitoring wells with gas taps - Installation of two additional offsite monitoring wells (variation 2) – note only one was installed refer to 360 Environmental response to Auditor comment A2 for why the other one wasn't installed (54847 KAL		

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe and managed to ultimate use

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
				<p>T03_Rev B - Review SAQP Rev2 Phase 2 DSI Brand Rd_Final)</p> <ul style="list-style-type: none"> - Completion of March 2020 groundwater monitoring event - Completion of sampling of drums containing waste (soils) - Completed survey of newly installed groundwater monitoring wells - Completion of 1 of six landfill gas monitoring events <p>Dawson / Pioneer</p> <ul style="list-style-type: none"> - Talis consultants appointed to undertake desktop review of all the previous reports prepared for Dawson/Pioneer Park and to prepare tender documentations for DSI <p>Ledger Road</p> <ul style="list-style-type: none"> - The asbestos management plan has been updated and advice received from DoH. The Department have requested an updated remediation action plan which is being prepared demonstrating when remediation works have been undertaken. <p>Maida Vale</p> <ul style="list-style-type: none"> - GHD has been appointed to undertake a preliminary site inspection and draft a sampling analysis and quality plan for the old landfill. 		



City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.1 Local Planning Strategy and Scheme Review - Review the Local Planning Strategy, ensuring sustainable development and preservation of environmental values are recognised.	None	In Progress	70%	<p>Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.</p> <p>Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.</p> <p>Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.</p> <p>Activity Centres Strategy: - Draft Activity Centre Strategy has been prepared. - Feedback from Councillor's Strategic Retreat in Feb 2019 has been assimilated into the document. - Scheduled to be presented to Council for public advertising at the same time as the Kalamunda Activity Centre Plan in Q1 of 2020.</p> <p>Housing Strategy: - The draft Housing Strategy has been prepared and preliminary community engagement is complete. - Scheduled to be presented to Council in Q4 of 2019 or Q1 of 2020 for public advertising.</p>	Principal Strategic Planner (TO00038)	30/06/2022

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				Rural Strategy: - Draft Rural Strategy has been scoped with parts progressed. - Considers preliminary outcomes from investigations undertaken by Department of Primary Industries and Regional Development and the Department of Water and Environment Regulation. - Further progress is pending outcomes from the State Government Pickering Brook and Surrounds Sustainability and Tourism Taskforce and Working Group. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy in 2020.		
3.1.1.2 Develop activity centre plans for the City's district centres in Kalamunda and Forrestfield.	None	In Progress	75%	- The draft Kalamunda Activity Centre Plan (KACP) was adopted by the Council for advertising in May 2019; - Public advertising completed September 2019; - Currently considering submissions and preparing a detailed schedule of modifications to draft Kalamunda Activity Centre Plan and associated information. This is expected to be in a position to be presented to the Council by early 2020. WAPC endorsement of the KACP will subsequently be required.	Principal Strategic Planner (TO00038)	01/12/2020

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.3 Forrestfield North Structure Plans: Plan for sustainable land use options around the future railway station. Manage consultant team to deliver structure plans to facilitate subdivision and development.	None	In Progress	60%	Residential Precinct Local Structure Plan: - Draft LSP adopted by Council and forwarded to WAPC in Dec 2018. - MRS Amendment initiation request also forwarded to WAPC. - WAPC's Statutory Planning Committee deferred consideration of the Residential Precinct LSP in May 2019 to address how environmental values would be retained and managed. - Council resolved to appeal the WAPC on the basis that no decision has been made. The City is currently working through SAT to resolve the environmental issues. - WAPC resolved to request modifications to the LSP and resubmit for approval. The modifications are expected to be resubmitted to the WAPC in Q2 of 2020. Transit Oriented Development Precinct Local Structure Plan: - TOD Precinct LSP in the process of being prepared with key inputs required by State Government agencies. - Preliminary Draft TOD Precinct LSP presented to Council at Feb 2019 Strategic Retreat. - Preliminary Draft TOD Precinct LSP forwarded to METRONET for State Government Agency review March 2019. - Draft TOD expected to be presented to the	Principal Strategic Planner (TO00038)	30/06/2022

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Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				Council by mid 2020 for the purposes of initiating public advertising. - TOD Precinct LSP expected to be inherited by Development WA in the context of a Redevelopment Scheme.		
3.1.1.4 Planning investigation areas - progress the planning, community engagement and technical investigations for [A] Pickering Brook townsite expansion, [B] Wattle Grove South, [C] Cambridge Reserve, [D] Heidelberg Park, [E] Maddington Kenwick Strategic Employment Area	None	In Progress	80%	Pickering Brook townsite investigations are being considered in the context of, and is pending, the recommendations coming out of the Pickering Brook and Surrounds Sustainability and Tourism Taskforce. Wattle Grove South The City has appointed a planning consultant to progress comprehensive community engagement and land use concept plans for Wattle Grove South. The community engagement process commenced first with online/digital engagement in late 2019. Visioning workshops are expected to occur in early 2020. Flora and fauna surveys were undertaken in spring 2019. Cambridge reserve concept plan is currently being updated to address environmental and water management constraints, expected completion of concept by early 2020. An amendment will subsequently be required to commence the transfer process, to be progressed in 2020. Heidelberg Park - community consultation	Principal Strategic Planner (TO00038)	30/06/2023

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Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				<p>indicated significant support for aged care and public open space upgrades. The City lodged a request for a Metropolitan Region Scheme amendment in December 2019. The City is progressing with the development of a preliminary concept plan that is expected to be to the Council in early 2020.</p> <p>Maddington Kenwick Strategic Employment Area Area north-west of Coldwell Road requires finalisation of DCP in liaison with the City of Gosnells, this is underway. Flora and fauna surveys are being undertaken in spring 2019 for area between Coldwell and Brook Road. Hydrological investigations in this area are on hold pending a detailed brief being prepared by the City of Gosnells in liaison with the EPA. This is likely to take well into 2020 to finalise.</p>		
3.1.1.5 Wattle Grove Cell 9 Project Management - Undertake an annual review of the Cell 9 Development Contribution Plan.	None	Completed	100%	DCP adopted by the Council in August 2019, changing the rate from \$26,588 per lot to \$24,187 per lot. 2020 annual review to be commenced in early 2020.	Principal Strategic Planner (TO00038)	30/06/2020
3.1.1.6 Operational Strategic Planning - [A] FF/HW stage 1 annual DCP review, FF/HW stage 1 project management. [B] Review planning design guidelines. [C] Incorporate review and response to Government policy at strategic level as required. Monitor and implement	None	In Progress	70%	FF/HW Stage 1 annual DCP review commenced for 2018/19 & 2019/20. Currently finalising infrastructure cost analysis. Currently undertaking analysis of DCP infrastructure and administrative costs with regard to the appropriate calculation method - expected to be initiated by the Council in 2020.	Principal Strategic Planner (TO00038)	30/06/2020

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
innovative strategic planning practice.				FF/HW Stage 1 design guidelines adopted by the Council in August 2019. Provided written submissions for: - Draft SPP3.6 Infrastructure Contributions completed in September 2019. - Draft Perth Airport Masterplan 2020 completed in October 2019. - Draft Perth Airport West (South) Major Development Plan completed in September 2019. - Design WA Precinct Design Planning Framework submission completed in October 2019. - Action Plan for Planning Reform (August 2019) submission completed in September 2019. - WAPC Aged Care Position Statement submission expected to be completed in February 2019.		
3.1.1.7 Statutory Planning Processes - Biennial review of existing local planning policies and implement of new Local Planning Policies as required.	None	In Progress	75%	Local Planning Policy 20 - Consulting Rooms in Residential Areas was adopted by Council for approval at the September 2019 OCM. Local Planning Policy 23 - Retaining Walls and Filling of Land was adopted by Council for final approval at the December 2019 OCM Local Planning Policy 27 - Forrestfield/High Wycombe Industrial Area Stage 1 - Design Guidelines was adopted by Council for approval at the August 2019 OCM.	Manager Approval Services (TO00016)	30/06/2020



City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				Local Planning Policy 25 - Interim Developer Contributions was adopted by Council for approval at the December 2019 OCM. Local Planning Policy 26 - Public Art Contributions was adopted by Council at the November 2019 OCM. Local Planning Policy 29 - Holiday Houses - to be considered for adoption at the April OCM. Review of LPP's at the May OCM Local Planning Policy 10 – Family Day Care and Child Care Premises Local Planning Policy 11 – Public Notifications on Planning Proposals Local Planning Policy 16 – Design Advisory Committees		
3.1.1.8 Planning Service Standards - Customer survey form is provided with all new planning applications.	None	In Progress	75%	Planning - January - March 2020 20 responses were received, with 85% either satisfied, very satisfied or neutral, and 15% unsatisfied and very unsatisfied. The survey responses found that 92% of respondents found the Statutory planning team friendly and helpful. to the question how satisfied were you with the level of service provided, with 85% of respondents being either satisfied or very satisfied Building: 16 responses were received, to the question how satisfied were you with the level of service provided, with 100% of respondents being either satisfied or very satisfied.	Manager Approval Services (TO00016)	30/06/2020

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.9 Residential Development Design Policy - Policy is developed and endorsed by Council.	None	In Progress	80%	Local Planning Policy 21 - Residential Design will be referred to Council in early 2020 for final approval.	Principal Statutory Planner (TO00026)	30/06/2020
3.1.1.10 Develop, monitor and report KPIs to ensure all approvals are processed within agreed timeframes and are advertised and communicated broadly and effectively. Approvals are communicated and processed within given timeframes.	None	In Progress	75%	<p>Planning statistics are reported for Basic (20 days), Standard (60 days) and Complex (90 days) development applications on a monthly basis. The statistics are reviewed and monitored to ensure compliance with the statutory time frames.</p> <p>Planning Applications processed January - March period: 81 development applications processed – 97% completed within agreed time frames as follows: Basic development applications (20 days) 20 applications, 90% completed on time Standard development applications (60 days) 20 applications, 100% completed on time Complex development applications (90 days) 41 applications, 100% completed on time</p> <p>Building Permits January - March period: Certified Building Permits 115 permits processed with 97% completed with the statutory 10 day timeframes. Uncertified Building Permits - 118 processed with 96% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2020

Outcome: 3.2 To connect the community to quality amenities

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City of Kalamunda

Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
3.2.1.1 Civic Centre & High Wycombe Hub Investigation - Identify potential site locations, develop future concepts, as well as funding sources for new Civic Facilities and Community Digital Hub located within the Forrestfield North Station precinct.	None	In Progress	33%	Relates to planning for the TOD Precinct LSP in Forrestfield North. Subject to ongoing discussions with the new Development WA regarding land opportunities in Forrestfield North TOD precinct.	Principal Strategic Planner (TO00038)	30/06/2020
3.2.1.2 Undertake a review of the 10 year priority actions outlined within the Community Facilities Plan.	None	In Progress	83%	Annual priorities will be workshopped with Councillors during May and June 2020 as part of the Annual Budget Deliberation Process and Long Term Financial Plan.	Manager Community Development (DE00007)	30/06/2020
3.2.1.3 Implement Stirk Park Master Plan subject to securing external funding.	None	In Progress	83%	In July 2018, Council approved an amendment to the Stirk Park Master Plan to include a Skate park within the Youth Precinct area, in lieu of a pump track. Council also resolved to progress the detailed designs for the following stage one priorities: <ul style="list-style-type: none"> • Playground upgrade. • Youth precinct. • Path network upgrade. • Skate Park Playground Progress - 'Design by Enquiry': In September 2019, the City held a Design by Enquiry workshop with local school students to help guide the concept design stage of the playground and youth precinct area. The concept designs have now been developed with cost estimates. This was provided to Councillors at the March 2020 Strategic Retreat. Skate Park - 'Design by Enquiry':	Manager Community Development (DE00007)	30/06/2020

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Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
				In March 2020, the City engaged Skate Sculpture to deliver an online engagement process with the community to develop a concept design and cost estimate. The engagement process is planned to be undertaken during April 2020. Once completed an overall the playground and skate park designs will be integrated to provide a concept design for all stage one priorities. This is anticipated to be completed in mid 2020.		
3.2.1.4 Implement the actions from the adopted Asset Management Strategy to improve the Asset Management practices of the City.	None	In Progress	75%	All Asset Management Plans have been endorsed by Council. A series of workshops have been completed to develop the maintenance strategy associated with roads, drainage, buildings and pathways. The maintenance strategy is approximately 50% complete and is now on hold due to Covid-19. Reviews of the Pathways and Parks asset management plans are in progress. A presentation has been prepared on Asset Management, ready for presentation to SMG and to adopt with staff inductions. The status of actions from the Asset Management Strategy is being regularly reviewed by the IAMSC.	Manager Asset Planning (TO00018)	30/06/2020
3.2.1.5 Capital Works Program - Prepare and issue the 10 year Capital Works Program aligned to the Long Term Financial Plan on an annual basis.	None	In Progress	90%	The Ten Year Capital Works Program has been given a significant overhaul and aligned through the LTFFP, with initial briefing provided to Council on 07/04/2020. There are significant decisions still to be made with	Manager Asset Planning (TO00018)	30/06/2020

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
				respect funding levels, so the program is unlikely to be completed until budget adoption in June 2020.		
3.2.1.6 Develop area specific verge landscaping guidelines.	None	In Progress	45%	The first phase of this project is to undertake an audit of existing street trees which will aid in developing verge landscaping guidelines as well as assisting in developing a robust street tree planting program. Support to undertake this audit will be engaged in January 2020 and works commence thereafter. Draft Landscape Guidelines are being developed.	Manager Parks & Environmental Services (TO00019)	30/06/2020
3.2.1.7 Implement the annual Capital Works Program	None	In Progress	43%	The Mid Term Review revised Total Capital Works Program is \$26.7m. YTD Budget was \$14.7m, YTD actual was \$11.5m. Roads renewal works are underway which will result in Year End budget being largely met.	Manager Asset Delivery (PD00004)	30/06/2020
3.2.1.8 Prepare the Drainage Strategy, "Kalamunda Flowing: A Drainage and Waterways Strategy" as per the project plan.	None	In Progress	10%	The Kalamunda Flowing Reference Group has been setup as an internal group, following insufficient interest from the community. To assist with the strategy, a number of student research projects have been proposed with Curtin University and one has been taken up in 2020. A new position, Senior Drainage Engineer, has been approved and recruitment is underway. This position will drive the deliver of the strategy.	Manager Asset Planning (TO00018)	30/06/2022
Strategy: 3.2.2 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						

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Strategic Plan Progress Report (19/20)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.2.1 Prepare the Transport Strategy "Kalamunda Moving: A Transport and Road Safety Strategy", as per the project plan.	None	In Progress	10%	The Kalamunda Moving Reference Group has been set up as an internal group following a lack of interest from the community. To assist with the strategy, a number of student research projects have been proposed with iMove (via UWA and Edith Cowan University), but none were accepted. The list of projects will be reissued directly to UWA, Edith Cowan and Curtin for June 2020.	Manager Asset Planning (TO00018)	30/06/2022

Outcome: 3.3 To develop and enhance the City's economy

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
3.3.1.1 Deliver the initiatives and targets of the Economic Development Strategy (2017-2022) for the current year.	None	In Progress	75%	<ul style="list-style-type: none"> - Newly created economic development website now live. Website undated with COVID 19 business initiatives. - Freight and Logistics Hub partnership with Canning, Belmont and Swan has been officially branded as Link WA with accompanying website and media launch in September. Steering Committee have endorsed the stakeholder engagement plan. Communication plan under development. - Planning harmonisation work has commenced with input from planners - Small Business Friendly LG Strategy received CEO and Mayoral endorsement and lodged with SBDC. - Operational Implementation plan developed and initiatives underway. 	Coordinator Economic Development (AC00047)	30/06/2020

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Goal: 3 Kalamunda Develops

Outcome: 3.3 To develop and enhance the City's economy

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
				- Developed a draft Shopfront Revitalisation Incentive Scheme Proposal. Awaiting implementation post COVID 19. - Roll out of a free one-on-one business advisor services to local small business to provide guidance in the face of the COVID19 crisis.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract new investment opportunities and businesses with a focus on innovation.						
3.3.2.1 Smart Cities - Adopt and implement a Digital Strategy.	None	In Progress	75%	Collaborating with IT on moving the Strategy into the next phase of planning. Research is currently being undertaken on Digital and Smart City strategies that have been adopted by other levels of government throughout Australia. Smart City Strategy project approach and high level time lines presented to Smart City Project group, along with detailed research papers for feedback.	Manager Information Technology (IT00008)	30/06/2020

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Tourism Development Vision & Strategy.	None	In Progress	75%	Action plan completed and implementation has commenced. Working closely to promote the Experience Perth Hills brand to a wider audience. Initial investigations into the Tiny House and	Coordinator Tourism Development (AC00017)	30/06/2020

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Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
				Glamping markets have commenced. Perth Hills Tourism Alliance - Marketing Strategy in draft form, to be released to Executive once a decision with regards the marketing name of the region has been agreed, some resistance currently to the whole region using Experience Perth Hills. Tourism Advisory Committee convened and initial discussions underway. Experience Perth Hills agreed as the regional brand. RFQ out for brand refresh and landing page options.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate diversification options for rural properties to flourish.						
3.4.2.1 Develop an advocacy campaign to support rural land diversification and review annually.	None	In Progress	50%	The Pickering Brook Taskforce project is being progressed.	Chief Executive Officer (DE00001)	30/06/2020



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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.1 Corporate Business Plan (2019-2023) - CBP is reviewed annually and adopted by Council.	None	In Progress	50%	Managers have reviewed priority actions for the current financial year and underlying operating plans to support measurement of %complete. Managers have provided quarterly updates for Q2-2020 in this report. New managers have been provided with coaching and training.	Manager People Services (DE00009)	30/06/2020
4.1.1.2 Develop and implement a Contract Management Framework.	None	In Progress	75%	Review of the City Policy for Purchasing is currently underway, in preparation for the draft Contract Management Framework to be completed.	Manager Financial Services (FS00009)	30/06/2020
4.1.1.3 Develop and review the Long Term Financial Plan for the sustainability of the City. Monitor and report on key financial ratios.	None	In Progress	50%	Process underway to refine 10-year capital component of the LTFP.	Manager Financial Services (FS00009)	30/06/2020
4.1.1.4 Strategic Risk Management is reviewed annually, updated and reported quarterly, and risk profile is maintained.	None	In Progress	90%	Strategic Risk Register reviewed and endorsed by the Audit and Risk Committee. Quarterly report on progress for risk mitigation actions provided to the Audit and Risk Committee. A Risk Management workshop will be scheduled for May with Elected Members.	Director Corporate Services (DE00003)	30/06/2020
4.1.1.5 Ensure the Governance & Policy Framework is used to guide Councillors and the City.	None	In Progress	25%	The Governance and Policy Framework has been reviewed and updated in readiness for the Councillor Induction program. The Council Policy manual was adopted by Council in August 2019.	Governance Advisor (DE00006)	30/06/2020

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Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.7 Develop and review the Long Term Financial Plan. Present draft LTFP to Council Strategy Session in February 2020. Incorporate strategies from Council Strategy session into the LTFP in March 2020.	None	In Progress	85%	The LTFP review was commenced before the COVID-19 Pandemic. The City's immediate focus is on the COVID recovery plan with budget set for the next two years. A detailed review of the LTFP will be undertaken post COVID.	Director Corporate Services (DE00003)	30/06/2020
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
4.1.2.1 Workforce Plan Review - Review and implement the Workforce Plan initiatives for the current year.	None	In Progress	50%	Workforce plan has been reviewed and updated.	Manager People Services (DE00009)	30/06/2022
4.1.2.2 Organisational Culture Plan "GROW"	None	In Progress	60%	- A number of initiatives are in place or planned, including the safety cultural change program, leadership development programs and the incorporation of the City's values and competencies into all internal training programs. The focus on one City team has continued through inclusive Team Kalamunda events and communication through Friday Focus. - All executives, managers and high potential coordinators have now received constructive feedback on their leadership style from their supervisor, peers and subordinates through a 360 program. Programs to support leadership development are planned for 2020 including; motivating through praise & recognition, difficult conversations and development of a "frontline management" program.	Organisational Development Coordinator (AC00084)	30/06/2020



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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
				- Staff now have greater access to training opportunities through an increase of inhouse programs, internal nomination and open access to online training. Inhouse programs have covered a variety of areas including customer service, emotional intelligence and managing stress. Systems updates now provide for accurate individual training records. - The focus on compliance continues with work progressing on a Risk education program for all management. Online training programs in harassment, bullying, safety & IT security now form part of the probation conditions for all new staff. - Planning is underway for an all of staff survey scheduled for 2020. This will allow the City to benchmark key areas of culture against previous years and other local governments. - The safety culture training sessions mapped out for 2019 are completed and safety behaviours now embedded into competencies/performance review for all asset services employees. Employee feedback sessions are also completed with ongoing employee communication processes in place. A "next steps" planning session is scheduled for Feb 2020.		
4.1.2.4 Implement the current year initiatives in the Information Communication Technology Strategy.	None	In Progress	75%	- Process mapping of business units prior to developing Altus modules for them is continuing.	Manager Information Technology (IT00008)	30/06/2020

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
				<ul style="list-style-type: none"> - Participated in three audits which have demonstrated the transparency and accountability of ICT. - Change management process and policies developed to ensure the City's IT changeover of systems happens in a structured manner. - IT Disaster Recovery Plan tested in August 2019 and IT participated in the November 2019 Business Continuity test. - IT have migrated across to a new Service Desk platform to allow for better reporting of issues. - IT have commissioned a new VPN connection that allows a connection to the datacentre regardless of whether or not the Administration Centre has power or not. - IT DR capability and capacity tested via City staff working from home. No issues with capacity, performance or connectivity. - Remote access tests have been conducted in a live environment with a large number of staff currently working from home. 		
4.1.2.16 Altus Collaboration Consortium Project: Continue to work positively within the collaboration to upgrade all key corporate systems.	None	In Progress	75%	<ul style="list-style-type: none"> - Altus Fire Inspections module is being used this fire season - Work continues to progress Altus Core Financials with a large portion of this module in progress - Work has commenced on Altus Extended Financials with process mapping started for this module - Altus Customer Experience is currently being 	Manager Information Technology (IT00008)	30/06/2020

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
				scoped - More in depth testing is being undertaken for the Altus Core Financials module - In depth testing continues for the Altus Core Financials module and will continue for a large part of 2020 - Modules within Extend Financials are now being tested -Internal testing regime being created in preparation for significant testing of Core Financials over the next 12mths. - CFSuite (Altus Customer Service) project commenced on 28 April 2020.		

Outcome: 4.2 To proactively engage and partner for the benefit of the community

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Deliver initiatives contained within the Community Engagement Strategy. Identify opportunities to encourage community involvement in Council operations through appropriate engagement methods.	None	In Progress	89%		Manager Customer & Public Relations (DE00008)	30/06/2020
4.2.1.2 Deliver the Customer Service Strategy Implementation Plan outlining key annual activities and projects.	None	In Progress	89%	The key objectives of the Strategy are: - Strive to achieve a new customer service ethos and deliver on the customer service promise and principles - Culturally optimise the organisation to achieve best practice customer service outcomes	Manager Customer & Public Relations (DE00008)	30/06/2020

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Goal: 4 Kalamunda Leads

Outcome: 4.2 To proactively engage and partner for the benefit of the community

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
				- Support and train staff to feel empowered, be proactive and work collaboratively toward business objectives and customer service excellence - Effectively communicate with our customers, internally and externally The implementation plan is on track with a quarterly report to Council on the Customer Service results of the organisation.		
4.2.1.3 Implement and report quarterly on customer experience across the City. Use results to identify areas of strength and opportunities for improvement.	None	In Progress	82%	Report to go to Council In May 2020.	Manager Customer & Public Relations (DE00008)	30/06/2020
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Advocacy Strategy. Prioritise advocacy initiatives and projects for the current year. Identify advocacy opportunities throughout the year.	None	In Progress	80%	The focus for advocacy during the Feb- March 2020 quarter has been to set the advocacy priorities with Council in readiness for the State Election in 2021.	Chief Executive Officer (DE00001)	30/06/2020

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