




**City of Kalamunda**  
**Strategic Plan Progress Report**

*Period:* 21/22



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City of Kalamunda

Strategic Plan Progress Report (21/22)

**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
<b>Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.</b>						
1.1.1.5 Facilitate the release of land and development assessments for the development of aged care facilities.	None	In Progress	80%	Heidelberg Park currently being marketed for aged residential care land uses.  Details regarding the Cambridge Reserve purchase agreed in-principle between the City and Department of Planning Lands and Heritage. The finalisation of this purchase is subject to the Local Government Act 1995 requirements for Major Land Transactions. This is anticipated to be settled in the first quarter of 2022.	Manager Strategic Planning (TO00041)	30/06/2025
1.1.1.6 Work with seniors' groups to provide age friendly support and initiatives.	None	In Progress	25%	City staff have developed Inclusive Kalamunda - Social Inclusion Plan 2021-2025 and this plan incorporates deliverables from the previous Age Friendly Plan. The following activities have recently been undertaken in support of our Seniors: - Intergenerational Tech Savvy Seniors Workshop 21 July Jack Healey Centre. 16 participants. Outcome - participants discovered how to use different apps and became more knowledgeable in operating their devices. - Intergenerational Tech Savvy Seniors Workshop Darling Range Hub Session 29 July Jack Healey Centre. 19 participants. Outcome - participants discovered how to use different apps and became more knowledgeable in operating their devices. - Barista Workshop 14 September Dome Kalamunda. Attended by 4 Seniors, including	Manager Community Development (DE00007)	30/06/2025

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<b>Strategy:</b> 1.1.1 Ensure the entire community has access to information, facilities, and services.						
				2 from Darling Range Hub. Outcome - participants have now learnt to make great coffee and will take back to the Hubs CommuniTea Matters morning teas. - Positive Ageing Workshop 7 September Hartfield Park Recreation Centre. 55 participants. Outcome - participants learnt a variety of mindful and wellbeing techniques including meditation, injury prevention, mobility, flexibility, balance and Yoga. - Partnerships formed with Darling Range Hub, Probus Club, Forget-Me-Not-Cafe, National Seniors and Seniors Coffee Lounge to support their organisation and promote their events.		
1.1.1.7 Finalise consolidation of social plans and commence implementation.	None	In Progress	25%	The City developed Inclusive Kalamunda-Social Inclusion Plan 2021-2025 and the Plan was adopted by Council in September 2021.	Manager Community Development (DE00007)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.1.2 Empower, support, and engage all of the community.						
1.1.2.1 Review and deliver the Youth Plan.	None	In Progress	25%	City staff have commenced year five of the Youth Plan (2017-2022), delivering several projects to the City of Kalamunda community including: - Smoke-Free Youth Workshops 6 and 15 July, Kalamunda Central (in partnership with Community Wellbeing Officer & Eastern Metropolitan Health Service, 30 participants. Outcome - 3 artwork options were created using components of artworks and community	Manager Community Development (DE00007)	30/06/2025

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<b>Strategy: 1.1.2 Empower, support, and engage all of the community.</b>						
				voted for their favourite to be installed. - SEED Young Entrepreneurs Program Pitch Session 16 July, Kalamunda Community Centre. Outcome - 3 finalists presented final concepts to a panel of 4 judges from Fastbrick Robotics, Kalamunda Chamber of Commerce, Hawaiian and the City. - Intergenerational Tech Savvy Seniors Workshop 21 July, Jack Healey Centre. 20 participants who were supported by 4 Youth Action Kalamunda (YAK) Volunteers. Outcome - participants discovered how to use different apps and became more knowledgeable in operating their devices. - Intergenerational Tech Savvy Seniors Workshop Darling Range Hub Session 29 July Jack Healey Centre. 19 participants and supported by 3 YAK Volunteers at the Jack Healey Centre Kalamunda. Outcome - participants discovered how to use different apps and became more knowledgeable in operating their devices. - Youth Action Kalamunda Mock Council Meeting 30 August City Council Chambers. 7 members of YAK attended. Outcome -YAK members gained insight into the workings of local council operations. - Right Track Youth Art Project (partnership with Public Transport Authority) 7 August, Village Shopping Centre High Wycombe. 10 participants. Outcome - completion of		

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<b>Strategy: 1.1.2 Empower, support, and engage all of the community.</b>						
				co-designed mural at the new High Wycombe Station. - Young Artist Awards. Preparing for an Exhibition Workshop 12 August, Zig Zag Gallery. 8 participants. Outcome - preparation of their works to be submitted in the Young Artist Awards Opening Night 10 September, Zig Zag Gallery. 15 entrants and 100 people attending including 4 YAK Volunteers. Outcome - YAK member Halle Rose performed Acknowledgement of Country, West Australian Music Award Nominee Anna Schneider Performed, Mayor assisted in awarding the 5 winners. - R U OK Day 9 September Darling Range Sports College and Lesmurdie Senior High School. 400 students participated. Outcome - Youth Plan consultation, promotion of smoothie bike and City programs promoted. - Kalamunda Senior High School Career & Enterprise Interviews: Sept 15 400 students participated. Outcome - Conducted mock interviews and provided feedback. - Barista Workshops, 13 September, Dome Kalamunda. 3 participants. Conducted by manager who participated in the youth program in 2017. Outcome - learn how to make coffee to assist them with potential future employment. - SciTech Pop Up Play Day in partnership with		

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<b>Strategy:</b> 1.1.2 Empower, support, and engage all of the community.						
				Zig Zag Early Years Partnership. 24 September, High Wycombe Recreation Centre. 75 families participated. Outcome - 0-5 years engaged in early science learning, including light and sound, living things and movement.		
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	In Progress	25%	Continued engagement with Reference Group - Excellent NAIDOC week celebrations despite the weather. Opening with local elder Nick Abrahams and Little Durum Dancers. NAIDOC celebrations ran for the week and the Visitor Centre showcased aboriginal art for sale with a central display.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.1.2.47 Review and implement the Disability Access & Inclusion Plan.	None	In Progress	25%	City staff have developed a new Inclusive Kalamunda Social Inclusion Plan 2021-2025 and this plan incorporates deliverables from the previous Disability Access and Inclusion Plan (DAIP). Progress has subsequently been made on the following: - Social Inclusion Plan was adopted by Council at September Ordinary Council Meeting (OCM). - DACAC meeting was held 9 August. - Successfully negotiated with Aldi to open their entry doors from Mead St to ensure accessibility for all. - The Accessible and Inclusive Business Guide has been updated and will be distributed to local businesses. - The Accessible Event Guide is being progressed.	Manager Community Development (DE00007)	30/06/2025

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<b>Strategy:</b> 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.3 Implement strategic review recommendations for enhancement to library services.	None	In Progress	30%	Following Council's endorsement of the Library Services Review in November 2020, the City has commenced transitioning the Forrestfield Library Services from the current freehold land site into the Forrestfield Hawaiian Shopping Centre.  Valuations have been received for the current Forrestfield Library site and negotiations with the WA Police have progressed regarding the sale of the site.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2025
1.1.3.5 Coordinate the relocation of the Forrestfield Library to release the current site for sale.	None	In Progress	25%	Project Group has been established and weekly actions are being managed. Brief and scope delivered to the Assets team for creation and procurement of architectural brief.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2022
1.1.3.6 Commence planning and advocacy for relocation of a new library in the High Wycombe South hub development.	None	Not Started	0%		Coordinator Culture, Arts & Libraries (CSS002)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Implement the Community Safety & Crime Prevention Plan 2020-25.	None	In Progress	25%	The Community Safety & Crime Prevention Plan is continuing to be implemented, key actions for this quarter include: 1) In partnership with the East Metropolitan Health Service and Kalamunda Shopping Centre, the Smoke Free event was	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				developed. 30 kids attended the event and drew/designed pictures that demonstrated no smoking values. This will be developed into signage and used as window decals in problem smoking areas around the City of Kalamunda. Smoke Free Kids workshop: 30 kids attended (15/7/2021). 2) R U OK Day, 9/9/21 - Lesmurdie Senior High School and Darling Range Sports College, 400 students. Youth Plan consultation, smoothie bike, program promotions. 3) Science Week: 230 kids and 16 workshops (16/8/2021 – 20/8/2021). 4) Right Track Youth Art Project (partnership with Public Transport Authority), 7/8/21 - 10 participants, painted the co-designed mural at the new High Wycombe Station. 5) Currently communicating with Lifeline to deliver a range of domestic violence workshops for front line workers. 6) Provided flyers and posters for the COVID-19 vaccination from WA Health State Government to disseminate to City of Kalamunda community centres and facilities to promote. 7) Perth Hills and Surrounds Alliance progressing towards a launch event.		
1.2.1.2 Undertake Annual Bushfire Readiness and Assessments Program.	None	In Progress	25%	The Fire Hazard Reduction Notice (FHRN) was gazetted and issued with the rates in July 2021.	Coordinator Community Safety (AC00018)	30/06/2025

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				<p>The 2021/22 Fire Hazard Assessment Plan started in August, with pre-season inspection appointments provided by the City's Fire Control Officers (FCO's) with Compliance inspections due to start 1 November 2021, concluding 31 March 2022. Total pre-inspections completed up to October 5 2021 = 1,800 letters were issued to target areas, with 59 residents responding for pre-inspections. 53 of those bookings have been completed.</p> <p>The City's communication plan has also commenced, and the City has conducted several community fire safety events.</p> <p>Casual FCO's have been recruited and will start the FCO training program in October 2021, to be ready for the start of inspection period.</p> <p>All resources have been secured, such as 4x4 hire vehicles and administration is currently being updated in preparation for the commencement of the program in November.</p> <p>Restricted season started on 1 October 2021, with permits to burn now required. Total number of permits issued to burn from October 1 = 18.</p>		

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				<p>Variations to the FHRN - letters were sent out to all variation holders advising to renew their variations, this occurred in July. Most variations have now been received.</p> <p>The City was also a winner in the Local Government Professionals Western Australia Innovative Partnership Award 2021, and was highly commended in the 2021 Resilient Australia State Local Government Award.</p>		
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	In Progress	25%	<p>The Local Emergency Management Arrangements (LEMA) are reviewed annually, and have recently undergone a major review. A new set of arrangements were endorsed by Council in December 2020. In early January 2021 the document was signed off, and has now been distributed to all members of the LEMC.</p> <p>It is a requirement that all Local Governments are required to review their LEMA each year, or after any major incident occurring. As a result of the COVID-19 pandemic, the City will conduct a review once the pandemic crisis passes. A major review is undertaken at least every 5 years. The next LEMA major review is due to be completed by 2025.</p> <p>The City has conducted its LEMC meetings as required, with the next meeting scheduled to be conducted in November 2021.</p>	Coordinator Community Safety (AC00018)	30/06/2025

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<b>Strategy:</b> 1.2.1 Facilitate a safe community environment.						
				<p>The City also completed its requirement to conduct a training exercise, which was a Hazmat scenario involving the LEMC and some other external agencies relevant to the incident. The exercise was conducted at the City on 26 August 2021. The report for this exercise will be tabled at the LEMC meeting in November 2021.</p> <p>The team have also completed and submitted the City's annual preparedness report to the SEMC as required, this was completed in May 2021.</p>		
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on premise of ongoing external supporting grants from the Emergency Services Levy.	None	In Progress	25%	<p>Fire Break Improvements and ancillary works funded by DFES for 2020/21 have been completed.</p> <p>Senior Fire Mitigation Officer scheduled to commence program development early in 2022, after the current fire season.</p>	Manager Parks & Environmental Services (TO00019)	30/06/2025
1.2.1.402 Provide a Ranger service to uphold community and public safety through education and implementation of state and local laws.	None	In Progress	25%	<p>Maintain and provide Ranger services, to ensure all Ranger related matters are attended to, and to provide correct clear advice to internal and external customers as required.</p> <p>Special projects for this quarter include: 1. The City of Kalamunda first ever Cat Local Law draft and report will be presented to council later this year.</p>	Coordinator Community Safety (AC00018)	30/06/2025

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				<p>2. We have been successful in securing further grant funding from the Department of Primary Industries and Regional Development (DPIRD) and Western Australian Local Government Association (WALGA) animals in emergency grants. Three Community Safety officers will be attending training for 3 days at Muresk Institute as a result of the funding from the grant, which will occur in October 2021.</p> <p>3. Animal Welfare production - This item has been completed and is currently being used. Noting that these productions were identified as being a big contribution to winning the Local Government Professionals WA award. Feedback from our Local Emergency Management Committee and the Department of Fire and Emergency Services District Emergency Management Advisor has been very encouraging.</p> <p>Current Ranger performance rates from July 21 to October 21:                      Dog attacks - 40                      Parking issues - 249                      Cat related issues - 59                      Dog registrations - renewals - 166, total registered as of 1 October = 9235                      Cat registration renewals - 13, total registered as of 1 October = 2290                      Other vehicle related - 150</p>		

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				Total customer service requests received - 1967 Fire complaints - 16 Total infringements issued - 96 Total cautions issued - 119		
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	In Progress	25%	The Closed Circuit Television (CCTV) strategy continue to be implemented.  Actions this quarter include: - Internal CCTV working group continues to meet on a quarterly basis, with the last meeting in September. - Internal processes have been reviewed. - Revised CCTV policy has been drafted and presented to the October Ordinary Council Meeting (OCM). - For this quarter there have been eight requests for footage from WAPOL from seven of our CCTV locations. - The City submitted an application to the safer communities infrastructure grants. The application was for two mobile CCTV units. The criteria is quite narrow and applications must demonstrate how they will address crime associated with religious and or racial intolerance. A review of media articles, along with discussion with Police, mobile CCTV units were preferred as they provide a flexible and rapid response to emerging issues. The application was supported by the Community Safety and Crime Prevention Committee and	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				Forrestfield Police Station. - The City has also recently fitted out one of its variable message boards (VMB) with CCTV to act a deterrent to prevent vandalism to the boards. Only one board has been fitted out at this stage and will be trialled for a period to see if the installation has the desired impact. The VMB's display important messaging to the community, particularly emergency messaging throughout the year.		
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	25%	Statistics for the quarter: 179 health risk assessments completed of food businesses, public buildings and other health related premises. 61 service requests actioned and investigated. 62 Building and Planning Applications assessed and health comments provided. 21 on-site wastewater applications assessed and approved.  Recommendations from the recent Management of Consumer Food Safety audit are being implemented/actioned and Environmental Health Officers (EHO's) are also monitoring and enforcing contact tracing requirements as per the COVID directions.	Coordinator Environmental Health Services (CS00006)	30/06/2025
1.2.1.470 Prepare and implement a Food Safety Assessment Plan.	None	In Progress	25%	Food Safety Assessment Plan is in the final stages of development and will be completed within the second quarter.  For this quarter there have been:	Coordinator Environmental Health Services (CS00006)	30/06/2025

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<b>Strategy: 1.2.1 Facilitate a safe community environment.</b>						
				<p>122 Food safety risk assessments completed. 8 Food complaints received and investigated.</p> <p>The City has also received 11 Food Business Registration Forms this quarter, this represents a 2.5% increase in food businesses registered within the City, and is a positive sign for the future.</p> <p>The City also continues to promote food safety training and has continued to provide access to the FoodSafe Online Food Handler Training Program, which is free for all City of Kalamunda Food Businesses.</p>		
<b>Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.</b>						
1.2.2.1 Implement the Community Health & Wellbeing Plan 2018–2022 and review the Plan in 2022.	None	In Progress	25%	<p>The Community Health &amp; Wellbeing Plan 2018-2022 is continuing to be implemented.</p> <p>Key actions for this quarter include:</p> <p>Hartfield Park Recreation Centre (HPRC) membership offer of 20% off for 6 and 12 month memberships was offered to the community again in September. HPRC Gym and Group Fitness 7-Day trial also ran during this quarter (ongoing). We gave away 41 of these for the quarter.</p> <p>Train the Brain ran on Tuesday 7 September at HPRC with give-aways, presentations and</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025



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<b>Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.</b>						
				<p>information sessions for the community. Approximately 60 community members were present.</p> <p>The Community Wellbeing Page on the City of Kalamunda website continues to be maintained.</p> <p>Successful with the Healthy Venues Grant from Healthway. Currently implementing the healthy food plan with East Metropolitan Health Service (EMHS) and have received two blenders for the Kalamunda Water Park to use to create health smoothies and drinks for when they open in November.</p> <p>In partnership with the EMHS and Kalamunda Shopping Centre, a Smoke Free event was developed. 30 kids attended the event and drew/designed pictures that demonstrated no smoking values. This will be developed into signage and used as window decals in problem smoking areas around the City of Kalamunda.</p> <p>Positive Ageing Workshop 7/9/2021, Hartfield Park Recreation Centre, 55 participants. Participants learnt a variety of mindful and wellbeing techniques including meditation, injury prevention, mobility, flexibility, balance and Yoga.</p>		

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<b>Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.</b>						
				<p>R U OK Day, 9/9/2021 - Lesmurdie SHS and Darling Range Sports College, 400 students. Youth Plan consultation, smoothie bike, program promotions.</p> <p>Provided Act Belong Commit Signage and merchandise to all relevant health promotion and community development events.</p> <p>Provided flyers and posters for the COVID-19 vaccination from WA Health State Government to disseminate to City of Kalamunda community centres and facilities to promote the Roll up for WA COVID-19 Vaccination campaign.</p>		
1.2.2.3 Ensure maximum community utilisation of the City's Recreation Facilities by providing high quality, affordable and sustainable programs and services.	None	In Progress	25%	<p>The City's Recreation Centres offered a diverse range of activities across their four main facilities, including fitness classes, holiday programs, sport competitions, junior programs, gym and active seniors classes. Participant growth has been seen in Junior Volleyball and Yoga classes.</p> <p>Attendances at the Recreation Centres for the quarter were:                      Hartfield Park Recreation Centre - 28,656                      High Wycombe Recreation Centre - 11,497                      Maida Vale Netball Centre (360 Fitness Program) - 135                      Ray Owen Sports Centre (Live Active Seniors</p>	Manager Community Development (DE00007)	30/06/2025



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<b>Strategy:</b> 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	25%	Fitness) - 65  The City produces a variety of information to our community to promote local sporting clubs and recreational opportunities as follows: - Monthly E-news sent with 257 sporting and community groups reached.  Recreation Facilities - Hartfield Park Recreation Centre (HPRC) membership offer 20% off 6 and 12 month memberships during September. Outcome was 54 new were purchased. - Train the Brain was attended by 60 community members at HPRC. Outcome was information, presentations and giveaways for the community. - HPRC Gym and Group Fitness 7-Day trial was offered for this quarter. - Recreation Facilities E-news sent out monthly.	Manager Community Development (DE00007)	30/06/2025
<b>Strategy:</b> 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.1 Implement and deliver the Scott Reserve Master Plan.	None	In Progress	25%	The Scott Reserve Master Plan was adopted by Council in June 2020. The identified projects within the Master Plan are now part of the City's ongoing advocacy strategy to attract external funding. - An advocacy poster has been developed and distributed to the relevant sporting clubs. - During the 2021 State Election, a funding commitment of \$2m was made to the City	Manager Community Development (DE00007)	30/06/2025

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<b>Strategy:</b> 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				towards the replacement of Scott Reserve Pavilion, as per the Scott Reserve Master Plan. A funding agreement has been executed between the City and State Government. - Officers and ward Councillors met with stakeholders in May 2021 to provide an update on the project and advocacy efforts.		
1.2.3.2 Continue to progress the Trails Loop Plan.	None	In Progress	25%	During the 2020/2021 financial year, Stage One of the plan, linking the centre of Kalamunda to Pickering Brook was completed. Discussions continue with relevant land owners and authorities in regards to the progression of the remaining stages of the Perth Hills Trail Loop.	Manager Community Development (DE00007)	30/06/2025
1.2.3.3 Implement and deliver the Maida Vale Master Plan.	None	In Progress	25%	The Maida Vale Reserve Master Plan was adopted by Council in December 2018. The identified projects within the Master Plan are now part of the Long Term Financial Plan and the City's ongoing advocacy strategy to attract external funding.  The following projects are currently being progressed: - The upgrade of the sports floodlighting on the eastern oval is funded in the 2021/22 financial year, with a grant funding contribution of \$148,333 from the State Government through the Community Sporting and Recreation Facilities Fund. Tenders for the project recently closed with submissions to be	Manager Community Development (DE00007)	30/06/2025

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<b>Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.</b>						
				<p>assessed and successful contractor to be engaged in late 2021 subject to an adequate tendering process.</p> <p>- During the 2021 State Election, a funding commitment of \$2.4m was made to the City towards the upgrade of the Norm Sadler Pavilion as per the Maida Vale Reserve Master Plan. Officers are currently working with the State Government to develop a funding agreement for the project. The City's previous planning for additional female (unisex) changerooms at Norm Sadler Pavilion will now need to be coordinated with the \$2.4m State Government commitment.</p>		
1.2.3.4 Implement and deliver the Ray Owen Reserve Master Plan.	None	In Progress	25%	<p>The Ray Owen Master Plan was adopted by Council in February 2015. As part of the State Government's COVID-19 Recovery Plan, the City received a grant of \$5 million towards the extension of a new playing field, sports floodlighting and a water source through the Hartfield Park Aquifer Recharge Project. The City's advocacy approach remains ongoing to secure further funding including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia and engagement with local Federal Members of Parliament in the lead up to the 2022 Federal Election.</p> <p>The following projects are currently being progressed:</p>	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

**Strategic Plan Progress Report**

**Goal: 1 Kalamunda Cares & Interacts**

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.</b>						
				- Detailed concept designs have now been completed for the four court extension at Ray Owen Sports Stadium. - A funding agreement for the \$5m has been executed between the City and State Government. Detailed designs for the oval expansion and water source are currently being progressed by the relevant Consultants. - Tenders for stage one of the car parking design are currently being assessed. The site clearing works for proposed area are currently in progress, in the lead up to the main works contractor being appointed. The car parking design for stage one has been amended to retain addition mature trees in good condition to provide an improved environmental outcome for the site. - Within the City's 2020/21 budget, \$2 million has been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. The detailed designs have now been approved by the relevant user groups and the City is in the process of obtaining a final cost estimate for the project, prior to progressing to the tender process.		
1.2.3.5 Progress the Aquatic Facility Study.	None	In Progress	25%	In September 2019, CCS Strategic were appointed to develop a business case for a future aquatic facility within the City.  Progress to date includes:	Manager Community Development (DE00007)	30/06/2022

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				<ul style="list-style-type: none"> <li>- A detailed community consultation process, including an initial community survey and workshops in late 2019, with over 700 responses and attendees.</li> <li>- A needs assessment has been undertaken based on the community consultation and current industry trends and research.</li> <li>- This above information and potential development opportunities and draft Business Case have been workshopped with Councillors.</li> <li>- The Consultant's Needs Assessment and draft Business Case were endorsed at the June 2021 Ordinary Council Meeting for the purpose of public advertising for a minimum of 90 days.</li> <li>- The public advertising period closed on 8 October with a strong response rate from the community. Officers will now review and collate the community feedback received and present the results to Councillors for final consideration prior to the Business Case being finalised.</li> </ul>		
1.2.3.6 Implement and deliver the Hartfield Park Stage 2 Master Plan.	None	In Progress	25%	<p>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:</p> <ul style="list-style-type: none"> <li>- In August 2021, Council adopted the final Master Plan report following feedback received through the public advertising period</li> </ul>	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				on the draft Master Plan. - In September 2021, the City submitted a CSRFF application to the State Government seeking funding assistance for Stage 2A. This will also utilise the \$2 million Federal Government commitment as previously endorsed in November 2020 by Council. An outcome of the CSRFF grant application will be known in January/February 2022. - The City will shortly seek to engage the services of a suitable qualified Aboriginal Heritage consultant to undertake consultation with Traditional Owners and commence the approval process to comply with the Aboriginal Heritage Act. - The City will develop and distribute an Advocacy poster to the user groups to assist with the advocacy efforts in the lead up to the 2022 Federal Election.		
1.2.3.7 Implement the Stirk Park Master Plan – Stage 1.	None	In Progress	25%	In July 2020, Council endorsed the detailed concept designs for the Stage One priorities for the Stirk Park Master Plan including a new Playground, Youth precinct, Path network upgrade and a Skate Park.  Progress to date includes: - In July 2021, the City submitted a Detailed Application for \$2.5 million to Lotterywest for the project, following the grant funding criteria reverting back to its pre-COVID-19 focus on Community Investment. An outcome on the	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				grant application is anticipated to be known by November/December 2021. - The detailed designs for Stage One are currently underway by the appointed Consultants, and pending a successful funding outcome from Lotterywest will ensure the project can then be progressed to the construction phase. - Rotary Kalamunda has confirmed that they will contribute \$75,000. The City is currently developing a Funding Agreement with Rotary Kalamunda. - The Minister of Planning has approved \$262,000 from Public Open Space Cash in Lieu funding towards the implementation of the project.		
1.2.3.8 Manage the release of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces.	None	In Progress	25%	Approval received from the Minister for Planning on all Cash in Lieu proposals.  Various proposals under community engagement or physical construction.	Manager Strategic Planning (TO00041)	30/06/2025

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.1 Coordinate the City's capital grants program (Strategic Sport and Recreation Committee).	None	In Progress	25%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis.	Manager Community Development (DE00007)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.</b>						
				Capital Grant applications closed on 30 September 2021, with the City receiving two applications, which will now be assessed by the City's relevant Technical Officers.		
1.3.1.3 Promote opportunities for local communities to connect, grow and shape the future of Kalamunda.	None	In Progress	46%	Community engagement campaigns for the financial year to date are published and available at: <a href="https://engage.kalamunda.wa.gov.au/">https://engage.kalamunda.wa.gov.au/</a>	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	26%	Two town teams are registered. Ongoing promotion in place.	Manager Customer & Public Relations (DE00008)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.</b>						
1.3.2.1 Implement the City's approved community events programs.	None	In Progress	25%	- Perth Hills Spring Festival currently underway - Thank a Volunteer Day held first Saturday in December - Christmas Festival and Summer Series to be held in 2021/2022 - NAIDOC events completed in July 2021.	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.2.3 Review and implement the Arts Strategy.	None	In Progress	30%	Completed various actions from the Arts Strategy including: - Development of a Public Arts Masterplan as well as review of the Local Planning Policy 26 - due for Council endorsement in coming months. - Delivery of fully funded indigenous theatre at KPAC including three week residency. - Attendance at Circuitwest for professional	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2025

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## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
				development. - Engagement via the Arts Advisory Committee to provide guidance and direction on the actions from the Arts Strategy. - Review of Arts Strategy - endorsed by Council at December 2020 OCM - Commenced in March 2021 with consultation finalised.		
1.3.2.4 Support and promote the Kalamunda History Village to increase patronage.	None	In Progress	25%	Excellent relationship with Historical Society maintained.  The Education programme was fully booked for the months of July, August and September 2021.  Looking to alter current scheduling to move home schooling groups to free up space for extra Education programme spaces. Developing new cancellation system to ensure funds received represent staffing required to appropriately fulfill the bookings.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.5 Implement actions from the Kalamunda Performing Arts Centre review to ensure a more functional asset fit for purpose.	None	In Progress	25%	Office improvements complete - signage required. Draft strategic plan developed in conjunction with Circuitwest for KPAC. Draft programming plan developed. Outer Metro Funding delivered with diverse audience and exposure.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2025
1.3.2.6 Implement actions from the Zig Zag Gallery Review.	None	Deferred	10%	0.5 FTE Curator position will be fulfilled upon the appointment of the Cultural Activities Coordinator - within 3 months.	Arts Gallery & Events Coordinator (AC00008)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	25%	<p>Facility continues to operate at reduced capacity due to COVID-19 - facility has performed incredibly well given the restrictions with several shows being a COVID 'sell out'. Several months have allowed for sell out shows (at full capacity) but patronage continues to be impacted by COVID. The facility has experienced major change in 2021/2022 and KPAC is starting to progress and get noticed.</p> <p>2021 Launch event was scheduled for 2 July after being postponed for the second time, and fell within the snap lockdown, so launch event of the 25th year has not occurred.</p> <p>21/22 program budget request has increased to ensure a broad cultural offering is available.</p> <p>\$50k received for 2021 community engagement program with Yirra Yaakin as well as creative residency confirmed for 2021 with Whiskey and Boots (all new offerings).</p> <p>Morning Music is available online already for 2021 second season for tickets purchasing with new online ticketing system. 2022 Season is progressing and City has much stronger industry representation.</p>	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2025
1.3.2.8 Ensure maximum utilisation of the Zig Zag Gallery via exhibitions and	None	In Progress	25%	With a varied program of cultural activities complementing the regular exhibition	Arts Gallery & Events Coordinator (AC00008)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

**Strategic Plan Progress Report**

**Goal: 1 Kalamunda Cares & Interacts**

**Outcome: 1.3 To support the active participation of local communities**

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.</b>						
art-based events.				<p>openings held in the space, the Zig Zag Gallery continues to attract a strong level of interest from artists seeking to show their works. Book launches and author readings are becoming synonymous with the Gallery program.</p> <p>The Gallery Coordinator has partnered with the Esther Foundation to deliver their annual art exhibition and auction at the Zig Zag Gallery this coming December. Each year this activity raises over \$60,000 for the foundation and it is anticipated that this year will be another financial success. It is planned that this will become an annual partnership with the foundation keeping a very localised profile on behalf of the foundation.</p> <p>Exhibition openings continue to attract patrons in order to meet the artist and to acquire original art.</p> <p>Programming is complete for 2022 into early 2023 with a common thread in themeing almost entirely based around the environment and our interactions with it, Crooked Water &amp; Women, Water, Seeds to name a few. 2022 will see the welcome return of the Lions Club Art Awards which has had to take a break due to lack of sponsorship from the local business community over the period of COVID.</p>		

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## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
				Despite significant disruptions throughout the year the Zig Zag Gallery had an exceptional year of sales with high numbers of visits to the gallery space. This success has been reflected in sales of just under \$100,000 for the financial year 2020/21. This does not include income from the hire of the gallery space of around \$10,000.		
1.3.2.9 Facilitate, support, and approve community generated events.	None	In Progress	28%	<p>Applications for events that have been approved and have occurred, along with those received and being processed to date for the July-September 2021 quarter:</p> <p>JULY                      RugbyWA Indigenous Round - NAIDOC 2021                      International Yoga Day - CANCELLED                      All Things Vintage Winter Market - CHANGED                      Fight Night WA- CHANGED                      Yoga Fundraiser for India Covid-19 Crisis - CANCELLED</p> <p>AUGUST                      Belmont Little Athletics                      Hills BMX Super Series                      All Things Vintage Winter Market                      Fight Night WA                      Ultra Events "The Great Relay"                      Sri Krishna Janmastami - Religious Festival</p> <p>SEPTEMBER</p>	Manager Customer & Public Relations (DE00008)	30/06/2025

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.</b>						
				S&R Orchard Blossom Festival RugbyWA Grand Finals Breakfast In The Park 2021 - CHANGED KDJFC Quiz Night Kalamunda Netball Carnival		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.</b>						
1.3.3.1 In consultation with the Strategic Sport and Recreation Committee, facilitate the provision of the City's Community Funding Program in accordance with set funding rounds.	None	In Progress	25%	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 2021, with the City receiving two applications, which will now be assessed by the City's relevant Technical Officers.	Manager Community Development (DE00007)	30/06/2025
1.3.3.2 Continue to deliver the Clubs for Life program to build leadership skills and sustainability within sporting groups.	None	In Progress	25%	The following Clubs for Life programs have been undertaken in the first quarter: - Development of a 5 year Strategic Plan between the High Wycombe Junior and Senior Football Clubs. - Promotion of the City's Community Funding Program.	Manager Community Development (DE00007)	30/06/2025
1.3.3.3 Provide support and guidance to community groups as and when required.	None	In Progress	25%	City Officers are regularly required to provide support to community groups with the following examples occurring in the first quarter: - Darling Range Seniors Hub - supported various events including Absolutely Fashion Show and the designing and printing of	Manager Community Development (DE00007)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 1 Kalamunda Cares & Interacts

**Outcome:** 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 1.3.3 Empower community groups and sporting organisations to provide for communities.						
				promotional materials. City officers refer community members, who are in need, to this service. - Probus Club - connected Probus Club with presenters to deliver Fire Safety in the home workshop to the community. - Kalamunda Preparedness Hill Program (KPHP) - connected KPHP to various community groups including Kalamunda Men's Shed, local schools, libraries and senior groups for delivery of the preparedness workshops. - Rapid Relief Team (RRT) - connected the RRT with community groups and organisations who were able to disseminate their RRT Family Food Boxes and SmarRT Cookie Initiative to the community. - Student Citizenship program - educated 4 young people on how they can work with the Local Government Authority to make a difference for their community as part of this school based program.		

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## 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
<b>Strategy: 2.1.1 Implementation of the Local Environment Strategy.</b>						
2.1.1.4 Develop and implement progress reporting of Local Environmental Strategy (LES) actions on the City Website.	None	In Progress	25%	Project working group have this action in hand. Progress is satisfactory.  Progress reporting of LES actions is already in place within the Kalamunda Environmental Advisory Committee, which will simply translate for public facing website.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.1.7 Develop Perth Airport North and Perth Airport South catchment management plans to inform surface water management.	None	Not Started	0%	Project is scheduled to commence at end of March 2022 and take 15 months to complete.	Manager Asset Planning (TO00018)	30/06/2023
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.</b>						
2.1.2.5 Develop a Street Tree Master Plan to target prioritisation of increases in urban canopy, tree replacement program and tree conditioning monitoring protocol.	None	In Progress	25%	Commenced preliminary scoping and planning. Pick up survey of existing street trees is well underway. Master Plan for Council review will be completed by end June 2022.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.2.6 Implement street tree planting programs.	None	In Progress	40%	50% of funding allocated for FY2021/22 has been spent or committed in procurement and planting of street trees. WALGA / Water Corporation grant scheme of additional street trees is now in procurement.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.2.7 Develop new verge planting (including under powerlines) and streetscape guidelines.	None	In Progress	25%	City has completed and rolled out web based advice to residents of water wise plant suggestions for their residences which are aligned to the different suburbs and topography. This will form the basis of a proposed streetscape design guideline. Regulatory directions exist regarding what	Manager Parks & Environmental Services (TO00019)	30/06/2022

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 2.1.2 Development and implementation of the Urban Forest Strategy.						
				residents can, and cannot do on verges from a safety perspective. Actions underway now are to prepare a draft Streetscape Policy with accompanying guidelines for Council to consider for adoption.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 2.1.3 Development and Implementation of the Local Biodiversity Strategy.						
2.1.3.7 Complete the finalisation for Council adoption of the Local Biodiversity Strategy 2021.	None	In Progress	25%	The City is undertaking a review of the draft Strategy after conclusion of the Public Consultation feedback, and is planning to submit a final Strategy for Council adoption in the first quarter of calendar year 2022.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.3.9 Integrate within Streetscape and Street Tree master planning biodiversity needs.	None	In Progress	25%	Development of this action is in conjunction with the Green Links Master Plan. Scheduled for delivery in the 2022 calendar year. Currently defining scope and resource requirements.	Manager Parks & Environmental Services (TO00019)	30/06/2022
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
2.1.4.1 Prepare a local planning policy for the retention of significant trees on development sites.	None	In Progress	57%	Draft Local Planning Policy 33 - Tree Retention adopted for advertising in September 2021. Finalisation of policy expected in first half of 2022.	Manager Strategic Planning (TO00041)	30/06/2023
2.1.4.3 Ensure development applications are assessed for biodiversity conservation before approvals are granted.	None	In Progress	50%	The City now has a dedicated Environmental Planning resource who reviews development applications to improve biodiversity outcomes and compliance with relevant legislation and	Manager Strategic Planning (TO00041)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

## 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
<b>Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.</b>						
				regulations.		
2.1.4.4 Monitor and implement the various actions of the Environmental Land Use Planning Strategy.	None	In Progress	25%	Monitoring occurring on a bi-annual basis. Some key outcomes include: - the City has commenced work to implement a paperless online planning and building approvals process. - Street tree audit for the new tree masterplan is underway. - commenced the preparation of a new Local Biodiversity Strategy. - Firebreak notice updated to reflect maximum firebreak width. - New policy for tree retention on private land adopted for advertising. - new policy for waterways and wetlands due to be considered by Council by end of 2021.	Manager Strategic Planning (TO00041)	30/06/2025
2.1.4.6 Investigate the potential for renewable energy project opportunities in the City. Provide comments and input on planning, compliance, and development processes in relation to environmental planning-oriented matters.	None	In Progress	25%	Progress is satisfactory in developing renewable energy considerations for upcoming capital works projects. Input to planning processes has been provided upon request.	Manager Asset & Waste Operations (TO00017)	30/06/2025
<b>Strategy: 2.1.5 Community engagement and education in environmental management.</b>						
2.1.5.2 Support for community led environmental initiatives (Adopt a Patch, Friends Groups, Clean Up Australia Day).	None	In Progress	25%	Program is being rolled out progressively during this Financial Year. Satisfactory progress is being made.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 2.1.5 Community engagement and education in environmental management.						
2.1.5.3 Targeted community engagement programs regarding waste minimisation and resource recovery.	None	In Progress	25%	The City's Waste Education Officer has been undertaking, in conjunction with the Customer and Public Relations team, targeted internal and external campaigns on waste management.  The annual waste guide has been completed and dispatched to all ratepayers.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	In Progress	25%	These actions are progressing well. Community engagement on Climate Change is underway speaking to these issues.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.5 Develop a Climate Change Action and Emissions Reduction Plan in accordance with the WALGA template and toolkit. (CEO KPI 4.2)	None	In Progress	7%	The City has completed the WALGA declaration of climate emergency. Climate Change Action Plan project program has been completed. Initial community survey regarding Climate Change went live Thursday 30 September, closing 31 October 2021. Project plan completed.	Director Asset Services (DE00002)	30/06/2022
2.2.1.6 Adopt a Renewable Energy Target for the City in line with contemporary targets being used in other local governments.	None	In Progress	5%	Action will be a resultant action from any adopted Climate Change Action Plan. Works will commence as the CCAP is drafted.  Literature research is underway.	Director Asset Services (DE00002)	30/06/2022

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**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
<b>Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.</b>						
2.2.1.7 Prepare and implement the Kalamunda Flowing Drainage and Waterways Strategy, which includes catchment management plans.	None	In Progress	25%	Work continues on data collection and community engagement for the first of the six catchments in the City, being the Lower Helena Catchment. The City will then arrange for hydrological modelling, and collate the information into a catchment management plan. Work on further catchment management plans will be undertaken in 2022 and 2023. Once all the plans are completed they will collectively become the Kalamunda Flowing strategy. The City will also be supported in its strategy with three engineering students from Curtin University, whom are undertaking final year projects that will align to the strategy.	Manager Asset Planning (TO00018)	30/06/2025
<b>Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.</b>						
2.2.2.2 Undertake Expressions of Interest from Private Industry to partner with the City in development of a solar farm at Pioneer Park.	None	In Progress	25%	EOI specification has been completed. Advertising to be undertaken in October 2021, closing mid December 2021.	Director Asset Services (DE00002)	30/06/2023
2.2.2.3 Continue to replace city owned community leased buildings with solar panels in line with Council Policy.	None	In Progress	10%	Policy was endorsed by Council (OCM 234/2020) at November 2020 OCM.  Budget adopted 2021/22. Pickering Brook Sports Club have indicated that they wish to proceed. Now firming up scope and costs.	Director Asset Services (DE00002)	30/06/2025
2.2.2.40 Continue conversion of gas discharge streetlights to LED streetlights.	None	In Progress	25%	Western Power will be upgrading street lights to LED lighting on all Distributor A roads in the City (covering approximately 648 lights). Although the street lights are Western Power	Manager Asset Planning (TO00018)	30/06/2025



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Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
				owned, the City pays for the electricity tariff and any upgrades are at our cost. The upgrades commence on 5 October 2021. In addition to this budgeted work, the City is awaiting advice on a submission for grant funding under the Clean Energy Future Fund for the upgrade of a further 1,600 over three years 2022/23 to 2024/25, which was endorsed by Council in May.		
2.2.2.41 Develop and review business cases annually for roll out of electric vehicles as part of the City fleet.	None	Not Started	0%	These works commence each year as the annual upcoming capital works program is developed. Works due to commence in November each year	Manager Asset & Waste Operations (TO00017)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.1 Undertake water audits on all City managed buildings identifying and implementing 'quick win' improvements.	None	Not Started	0%	Program due to commence in January 2022	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.2.3.2 Undertake audits on the City's irrigation systems to mitigate water loss or inefficient watering schemes.	None	In Progress	25%	This is an ongoing process. Recently completed a comprehensive review of high water use reserves, resulting in the inefficient retic system at Scott Reserve being listed for renewal.	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.2.3.3 Implement an irrigation water supply for Ray Owen Reserve from the Hartfield Park MAR system.	None	In Progress	25%	FY2021/22 will result in detail design, documentation and tender for works to be constructed in FY2022/23. Progress on design phase is satisfactory with regulatory approval in principle achieved and request for quotation for design services underway.	Manager Asset Delivery (PD00004)	30/06/2023

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Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.5 Integrate water sensitive design principles with the new Streetscape Guidelines.	None	Completed	100%	Residents now have access via City website to substantial information regarding water sensitive plants tailored to their suburb. Guidelines have been updated and refreshed.	Manager Parks & Environmental Services (TO00019)	30/06/2022

**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
<b>Strategy:</b> 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
2.3.1.1 Plan and implement the provision of third kerbside waste bin for FOGO.	None	In Progress	25%	<p>FY2021/22 outcomes will be a decision by the City to commit to a third FOGO bin process. FY2022/23 will result in the procurement of third bin and completion of kerbside collection and dispatch to FOGO processing facility contract arrangements. It is planned that the 3rd bin kerbside service will commence in 2023/24.</p> <p>2021/22 progress has been satisfactory. EMRC on behalf of member councils has called tenders for a FOGO processing facility at Red Hill and tender assessment is underway. At this stage it appears that the proposed cost to the City may be unacceptable. Investigations into alternate FOGO suppliers are proving fruitful.</p> <p>It is anticipated that Council will be able to resolve if the EMRC facility is to be progressed by end of February 2022.</p>	Manager Asset & Waste Operations (TO00017)	30/06/2025

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## 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
<b>Strategy:</b> 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
2.3.1.2 Improve access and facilities at the Walliston Transfer Station for the community to increase diversion of waste from landfill into recycled or reused materials.	None	In Progress	25%	4 Year Project.  On 16 June 2020, DWER granted the City a 20 year conditional licence with improvements to Infrastructure to be completed by June 2023. RFQ awarded to TALIS Consultants. Access Road cleared 2020. Detailed design finalised 31 March 2021.  Construction works (Access Road Sealing, Drainage, Hardstands, etc.) have commenced April 2021. Satisfactory progress made with new access road complete, gate house being relocated and internal layouts confirmed.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.3.1.3 Plan and implement the change of kerbside landfill waste bin refuse from Red Hill landfill to East Rockingham Waste to Energy.	None	Completed	100%	Construction of the East Rockingham Waste to Energy plant commenced on 18th May 2020 with an expected commissioning/opening mid 2023. EMRC have determined member costs to utilise a new transfer station at Hazelmere to transport kerbside waste to the East Rockingham facility.  Actions are complete for FY2021/22.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.14 Develop within the new kerbside waste management contract initiatives that promote good waste management behaviours.	None	In Progress	25%	Specifications for new kerbside contract are being finalised including matters pertaining to waste management behaviours.	Manager Asset & Waste Operations (TO00017)	30/06/2022

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## 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
<b>Strategy: 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.</b>						
2.3.1.17 Develop an awareness campaign to gain community support for monitoring illegal dumping.	None	In Progress	5%	4 Year Program to be developed in conjunction with Keep Australia Beautiful and the Department of Water & Environmental Regulation (DWER).  Planning to occur in 2021/22, with roll out late 2021/2022. Satisfactory progress being made.	Manager Asset & Waste Operations (TO00017)	30/06/2025

**Outcome:** 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.</b>						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	25%	Updates for this quarter include:  Former Dawson Road Landfill (Dawson & Pioneer Parks) - Following up with EDL Energy regarding landfill gas generation and passive venting system to ensure their contractual commitments are met. Finalising Contaminated Sites Auditors contract to undertake voluntary auditor review of proposed Detailed Site Investigations (DSI) Environmental evaluation and Site Management Plans (SMPs). Tender drafted and soon to be advertised for Environmental Consultants to complete the DSI (soil, gas and groundwater) and SMPs. Review into potential hazards to recreational users at Pioneer Park has been completed by a contaminated sites auditor.	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Strategic Plan Progress Report (21/22)

**Strategic Plan Progress Report**

**Goal: 2 Kalamunda Clean & Green**

**Outcome: 2.4 To ensure contaminated sites are safe**

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.</b>						
				<p>Recommendations around further monitoring for soil, gas and/or groundwater will be undertaken as part of the detailed site investigations.</p> <p>Considering further recommendations, such as preventing access to passive vent system with EDL Energy by installing additional fencing / access controls.</p>		
2.4.1.2 Manage all contaminated sites to support existing and future land uses.	None	In Progress	25%	<p>Updates for this quarter include:</p> <p>Site Management Plans (SMP) will be developed and audited for all contaminated sites. SMP development will be prioritised based on current and future land use risk.</p> <p>Environmental Consultant specifications being drafted for further Detailed Site Investigations (DSI), SMP; Remediation Plans to facilitate Contaminated Sites reclassification &amp; proposed land use at the former Brand Road tip site.</p> <p>Alan Anderson Park work commencing over the next 12 months to improved vegetation cover sustainability and reduce long term maintenance costs.</p> <p>Ledger Road Reserve proposal being developed to reduce the contaminated sites area of concern and long term maintenance costs. Continue to undertake bi-annual</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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**Strategic Plan Progress Report**

**Goal:** 2 Kalamunda Clean & Green

**Outcome:** 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				asbestos picks from the site and recently undertook a pick prior to the prescribed burn conducted by the City's Fire Mitigation team.		

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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
<b>Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.</b>						
3.1.1.1 Commence preparation of a new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	In Progress	25%	<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: - Council adopted March 2021 and is currently in implementation phase.</p> <p>Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase.</p> <p>Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and</p>	Manager Strategic Planning (TO00041)	30/06/2024



**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
<b>Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.</b>						
				Surrounds taskforce phase 2.  Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy.  Local Planning Strategy: - Project Plan Prepared - strategy development envisaged through 2020/21 completed as practically possible. Local Planning Strategy scoped with project plan for development in 2021/22.		
3.1.1.3 Finalise the Transit Oriented Development Precinct Local Structure Plan and supporting Development Contribution Plan(s) for the broader project area.	None	In Progress	80%	Residential Precinct Local Structure Plan: - Approved by WAPC June 2020.  Transit Oriented Development Precinct Local Structure Plan: - TOD Activity Centre Structure Plan was adopted for the purposes of forwarding to the responsible authority, DevelopmentWA, in October 2021. - Currently pending DevelopmentWA's assessment, consultation and any requests for modifications.	Manager Strategic Planning (TO00041)	30/06/2023
3.1.1.7 Biennial review of existing Local Planning Policies and implementation of new Local Planning Policies as required.	None	In Progress	25%	Existing Local Planning Policies identified for review and new Policies to be prepared.  LPP 14 - Car Parking scheduled for revocation at the September PAB/OCM.	Manager Approval Services (TO00016)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				LPP 26 - Public Art Policy adopted at the May OCM for public advertising, to be referred to November OCM for final approval.		
3.1.1.8 Customer survey form is provided with all planning and building approvals, with survey results reported to Council half yearly.	None	In Progress	25%	<p>Customer Survey responses for the period July - September 2021 -                      Statutory Planning:                      20 responses to the question of level of service                      85% (17) were either satisfied, very satisfied and neutral and 15% (3) either unsatisfied or very unsatisfied with the level of service provided.                      19 responses to the question of whether staff assessed the planning application within a reasonable period of time.                      79% (15) indicated that the time taken was either good, very good or average, whilst 21% (4) indicated the time taken was either poor or very poor.</p> <p>Building:                      7 responses to the question of level of service                      86% (14) were either satisfied, very satisfied or neutral and 14% (1) either unsatisfied or very unsatisfied with the level of service provided.                      5 responses to the question of whether staff assessed the building permit within a reasonable period of time, 80% (4) were satisfied with the period of time taken, with</p>	Manager Approval Services (TO00016)	30/06/2025

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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
<b>Strategy:</b> 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				20% (1) unsatisfied.		
3.1.1.10 Ensure planning and building applications are processed within required statutory timeframes.	None	In Progress	25%	<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 July - September period: 165 development applications processed – 98% completed within statutory time frames as follows: Basic development applications (20 days) 35 applications, 92% completed on time Standard development applications (60 days) 71 applications, 97% completed on time Complex development applications (90 days) 59 applications, 97% completed on time</p> <p>Building Permits July - September period: Certified Building Permits 213 permits processed with 99% completed with the statutory 10 day timeframe. Uncertified Building Permits - 145 processed with 100% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2025
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies:	None	In Progress	25%	Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in	Manager Strategic Planning (TO00041)	30/06/2025

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Strategic Plan Progress Report (21/22)

**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
<b>Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.</b>						
<ul style="list-style-type: none"> <li>- Local Housing Strategy</li> <li>- Activity Centres Strategy</li> <li>- Industrial Development Strategy</li> <li>- Environmental Land Use Planning Strategy</li> <li>- Public Open Space Strategy</li> </ul>				implementation phase.  Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.  Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.  Activity Centres Strategy: - Council adopted March 2021 and is currently in implementation phase.  Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase.  Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2.  Infrastructure and Servicing Strategy:		

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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
<b>Strategy:</b> 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				- the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy.  Local Planning Strategy: - Project Plan Prepared - strategy development envisaged through 2020/21 completed as practically possible. Local Planning Strategy scoped with project plan for development in 2021/22.		
3.1.1.12 Undertake a review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme No.4.	None	In Progress	25%	Project Plan completed.  Local Planning Scheme review underway, regarding the following elements: Rural analysis; Residential analysis - Dual Density codes; Industrial and commercial; Environmental.  Use class table review completed.  Work on Scheme text ongoing.	Manager Approval Services (TO00016)	30/06/2025
3.1.1.13 Provide a half yearly report to Council on regulatory planning and building performance of Approval Services.	None	In Progress	25%	Regulatory Review for the period January - June 2021 presented to Council at the September PAB/OCM. Next review July - December 2021.	Manager Approval Services (TO00016)	30/06/2025
3.1.1.14 Compliance audit of contentious and high-risk planning approvals, as resources permit.	None	In Progress	25%	Ongoing. High risk development applications and associated conditions of approval identified, and planning process for compliance	Manager Approval Services (TO00016)	30/06/2025

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Strategic Plan Progress Report (21/22)

## 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
<b>Strategy:</b> 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				monitoring established. Forrestfield/High Wycombe Stage 1 and associated public art conditions identified as high risk.		
3.1.1.28 Progress the planning for the Pickering Brook townsite expansion.	None	Not Started	0%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. Part 1 report and recommendations have now been considered by Council.  A Metropolitan Region Scheme amendment request was presented and endorsed by Council at the March 2021 Ordinary Council Meeting.	Manager Strategic Planning (TO00041)	30/06/2024
3.1.1.29 Progress investigations to ensure the highest and best use of the City's freehold land assets for reporting to Council.	None	In Progress	50%	Investigations underway for various sites in Kalamunda and Forrestfield.	Manager Strategic Planning (TO00041)	30/06/2025
3.1.1.30 Prepare and review Development Contribution Plans for the City's development areas including: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Guided Development Scheme (existing). c) Maddington Kenwick Strategic Employment Area (proposed). d) Forrestfield North (proposed).	None	Not Started	0%	For the MKSEA draft development contribution scheme, Porter Engineering Consultants have been appointed to undertake the detailed design and approvals for the upgrade of the Welshpool Road East and Coldwell Road intersection. They have achieved the first stage of approvals from MRWA for traffic signals at the intersection, and are finalising designs and costs.  For the Forrestfield Industrial scheme, designs were commenced for the upgrade of	Manager Strategic Planning (TO00041)	30/06/2025

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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
<b>Strategy:</b> 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				<p>Milner Road and Sultana Road West, however these are now on hold as they are not required for some time.</p> <p>Extensive traffic modelling reports totalling 766 pages and stormwater strategies have been reviewed for the High Wycombe Development Area (TOD precinct) and the Forrestfield North Residential Precinct.</p> <p>Under the Wattle Grove Cell 9 scheme, Hale Road is being upgraded as reported through the capital works program.</p>		

**Outcome:** 3.2 To connect the community to key centres of activity, employment, and quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 3.2.1 Ensure existing assets are maintained to meet community expectations.						
3.2.1.8 Prepare and implement the Strategic Asset Management Plan.	None	In Progress	25%	Internal workshops to determine the City's level of Asset Management Maturity have been completed. Results to be incorporated into a new Strategic Asset Management Plan late in 2021.	Manager Asset Planning (TO00018)	30/06/2025
3.2.1.13 Develop maintenance programs aligned to greater focus on planned maintenance.	None	Not Started	0%	This project will be undertaken over three years, with the following annual milestones - FY2021/22 - Review of current reactive versus planned maintenance activities. FY2022/23 - Development of Business Case to implement new systems and processes. FY2023/24 - Implementation of new systems	Manager Asset & Waste Operations (TO00017)	30/06/2024

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 3 Kalamunda Develops

**Outcome:** 3.2 To connect the community to key centres of activity, employment, and quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 3.2.1 Ensure existing assets are maintained to meet community expectations.						
				and processes.  FY2021/22 works are due to commence end April 2022.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
3.2.2.2 Review and implement the Community Facilities Plan.	None	In Progress	25%	Dave Lanfear Consulting (DLC) has been appointed to update the Community Facilities Plan 2019-2039. Progress to date includes: - Completed a literature review and demographic analysis. - Review of usage data, analysing adjoining local government provision and industry trends and benchmarking. - Four consultation sessions have been held, plus a community survey. - Community consultation findings and recommendations were workshopped with City Officers, with a draft report being provided to the City. - During 20/21 a draft report was developed, however was delayed given the need to await the finalisation of key facility planning studies (Aquatics Study, Hartfield Park, Scott Reserve & Libraries Review) within the City that will influence the project. - In 2021/22 the draft report will be reviewed and updated based on the outcome of the various key facility planning studies and subsequently workshopped with Councillors in	Manager Community Development (DE00007)	30/06/2023

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Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**Goal:** 3 Kalamunda Develops

**Outcome:** 3.2 To connect the community to key centres of activity, employment, and quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
				2022.		
3.2.2.3 Undertake community consultation and develop high level concept ideas for redevelopment of district and regional level parks as required.	None	In Progress	25%	<p>During the 2021 State Election the City of Kalamunda received \$1m towards an All Inclusive Playground in the Forrestfield area.</p> <p>Progress to date includes:</p> <ul style="list-style-type: none"> <li>- Officers are currently undertaking a site options analysis to determine location options and recommendation for consideration of Councillors. Following determination by Council of a preferred site, the City will progress community consultation with the local community and commence the detailed design process.</li> <li>- Officers are currently working with the State Government to develop a funding agreement for this project.</li> <li>- Refer to Action Item: 1.2.3.7 for an update on Stirk Park (District Level Park).</li> </ul>	Manager Community Development (DE00007)	30/06/2025
3.2.2.4 Undertake concept and detailed design and delivery of approved concept plans for park and playground upgrades as required.	None	In Progress	40%	<p>Project plan is to have full design and documentation completed by the end of December 2021 and (depending on outcomes of grant funding applications) undertake construction tenders in early 2022 ready for works to commence FY2023/24.</p> <p>Progress this year has been ahead of program with design team nearing completion of 50% design.</p>	Manager Asset Delivery (PD00004)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						

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Strategic Plan Progress Report (21/22)

**Strategic Plan Progress Report**

**Goal: 3 Kalamunda Develops**

**Outcome: 3.2 To connect the community to key centres of activity, employment, and quality amenities**

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.</b>						
3.2.3.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project plan.	None	In Progress	25%	A timeline and set of actions have been prepared, with the first major action to prepare a traffic model for the City. A request for quotation for the modelling has been issued to consultants.	Manager Asset Planning (TO00018)	30/06/2024
3.2.3.2 Implement, subject to funding, the Bicycle Plan 2017 and its recommended actions and projects, to promote and improve cycling in the City. Undertake a formal five-yearly review in 2022.	None	In Progress	25%	<p>Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding limits.</p> <p>The City is pleased to have completed the second part of the High Wycombe Local Route, which connects the Kiandra Way area to the train station and has included bright, decorative road paintings.</p> <p>During 2021/22 the City will be constructing a new shared path along Berkshire Road and Dundas Road also connecting to the train station. Concept work with community consultation will be undertaken through 2021/22 on new cycling routes along Kiandra Way High Wycombe, and Sussex Road Forrestfield. The overall Bicycle Plan is intended to be reviewed in late 2022.</p>	Manager Asset Planning (TO00018)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.3.1 Facilitate and support the success and growth of businesses.</b>						



City of Kalamunda

Strategic Plan Progress Report (21/22)

## Strategic Plan Progress Report

**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
<b>Strategy: 3.3.1 Facilitate and support the success and growth of businesses.</b>						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017-2022) for the current year.	None	In Progress	25%	<p>Committee up and running, working on investment and attraction prospectus, which will be informed by the recent workshop identifying initiatives for specific locations within the City of Kalamunda.</p> <p>Economic Development Advisory Committee garnering much support, strong Presiding Member meeting with staff to ensure deliverables. Investment Prospectus a major current initiative.</p> <p>Continued collaboration with Kalamunda Chamber of Commerce.</p> <p>Working continually on Investment Prospectus and has identified a number of projects to work towards this financial year.</p>	Manager Economic & Cultural Services (CSS001)	30/06/2023
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	Not Started	0%	Not commenced - awaiting new staff member within the Economic arena to facilitate movement on the review. Expected commencement January 2022.	Manager Economic & Cultural Services (CSS001)	30/06/2023
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.3.2 Attract and enable new investment opportunities.</b>						
3.3.2.2 Support and participate in LINK WA Alliance to optimise freight and logistics opportunities.	None	In Progress	25%	Alliance currently working on an investment prospectus for Freight & Logistics across the region. Monthly meetings continuing. Commitment from Steering Group to support for a further financial year. Director of Corporate Services now Chair of the Steering	Manager Economic & Cultural Services (CSS001)	30/06/2025

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## Strategic Plan Progress Report

**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
<b>Strategy:</b> 3.3.2 Attract and enable new investment opportunities.						
				Committee. Communications plan complete and currently sourcing projects for the next year, however, investment prospectus will remain the key focus.		
3.3.2.3 Develop and promote an investment prospectus and collateral to target and attract new business and industry opportunities.	None	In Progress	25%	KEDAC have completed two workshops with regards the investment prospectus. Members are currently evaluating draft investment prospectus with a view to completion of a robust offering within the 21/22 financial year. Three areas for Economic Development have been highlighted, the Investment Prospectus will be the key piece of work going forwards.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.3.2.4 Work closely with stakeholders to raise awareness of economic development opportunities and through the Economic Development Committee and other key agencies ensure regular contact and opportunities are recorded and maximised.	None	In Progress	26%	Working with all key stakeholders to identify opportunities within the Economic Development arena. Awaiting results of grant application to run a series of women in business workshops over a 6 to 12 month period - funding through Dept of Communities. Strong relationships with Kalamunda Chamber of Commerce, KEDAC, Link WA and looking to reinvigorate Grow South East.	Manager Economic & Cultural Services (CSS001)	30/06/2025
<b>Strategy:</b> 3.3.3 Plan for strong activity centres and employment areas to meet the future needs of the community, industry, and commerce.						
3.3.3.1 As resources permit, implement the Kalamunda Activity Centre Plan and Landscape Masterplan.	None	In Progress	40%	Central Mall upgrades being implemented in 2022. Other future streetscape upgrades subject to the adoption of the Council's budget.	Manager Strategic Planning (TO00041)	30/06/2025

**Outcome:** 3.4 To be recognised as a preferred tourism destination

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## Strategic Plan Progress Report

**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
<b>Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.</b>						
3.4.1.1 Implement the key actions in the Tourism Development Strategy. Foster growth of the Perth Hills Tourism Alliance.	None	In Progress	26%	Perth Hills Tourism Alliance procured new website designers - regional website due in October. Currently working on collateral. Experience Perth Hills recognised as a leader in the social media field with organic growth and curated content. Working with members of Kalamunda Tourism Advisory Committee to identify the best signage structure for Kalamunda around precincts rather than businesses.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.4.1.3 Collaborate with the alliance members to increase promotion and branding of the Perth Hills.	None	In Progress	50%	Alliance members committed to a six month campaign with Destination Perth which will include radio advertising, print advertising, EDM's with Perth Now, Billboards in Perth Underground and Instameets with young influencers for the Hills.	Manager Economic & Cultural Services (CSS001)	30/06/2025
<b>Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.</b>						
3.4.2.2 Provide input as part of the Working Group for the Pickering Brook & Surrounds – Sustainability and Tourism Strategy.	None	In Progress	50%	Part 2 of the working group and taskforce recommendations being progressed by Department of Planning, Lands and Heritage.	Director Development Services (DE00004)	30/06/2022
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism ventures.	None	In Progress	25%	Work as single point concierge service for new tourism businesses - garnering support from all departments prior to applications being received. Worked with Planners on new items for inclusion in the review of the Local Planning Scheme to identify tourism opportunities and look to make them included in the Scheme.	Manager Economic & Cultural Services (CSS001)	30/06/2025

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**Goal: 3 Kalamunda Develops**

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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
<b>Strategy:</b> 4.1.1 Provide good governance.						
4.1.1.1 Demonstrate compliance with the Integrated Planning & Reporting Framework through self assessment against the Department of Local Government guidelines.	None	In Progress	33%	The Strategic Community Plan was reviewed and adoption by Council occurred in May 2021. The Long Term Financial Plan was adopted in June 2021. The Corporate Business Plan was adopted in June 2021. The Workforce Plan was completed in June 2021. All plans meet the required standards as outlined in the Department's guidelines. Progress reporting will commence each quarter via the Corporate Business Plan.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies and Local Laws.	None	Completed	100%	The Governance and Policy Framework has been reviewed internally, along with the Council Policy Manual, these were workshopped with Council in September 2021. The review was completed, with Council adopting the Policy review in October 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	In Progress	25%	The Internal Audit program is delivered in accordance with the approved audit plan. All audits are reported through the Audit and Risk Committee meetings.	Director Corporate Services (DE00003)	30/06/2025
4.1.1.7 Conduct an annual review of the Delegated Authority Manual and report to Council.	None	In Progress	35%	The review will commence in March 2022 to be completed and adopted by Council in June 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the LG (Audit)	None	In Progress	34%	The Compliance Audit Return will be completed in March 2022.	Chief Executive Officer (DE00001)	30/06/2025

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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
<b>Strategy: 4.1.1 Provide good governance.</b>						
Regulations.						
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	In Progress	25%	The Audit and Risk Committee was last convened in September 2021, where the City's Risk Appetite Statement was adopted, the External Audit Interim Findings were reported and the Internal Audit Plan was endorsed.	Director Corporate Services (DE00003)	30/06/2025
4.1.1.12 All annual returns are distributed and collated by due dates, and any non-compliance reported to the Department of Local Government.	None	Completed	100%	All annual returns were submitted by August 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.13 Undertake biennial reviews of advisory committees of Council, and reset terms of reference and membership prior to each election cycle.	None	Completed	100%	The review was completed and adopted by Council in October 2021.	Chief Executive Officer (DE00001)	30/06/2022
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.1.2 Build an effective and efficient service-based organisation.</b>						
4.1.2.1 Develop, implement, and annually review the Workforce Plan.	None	In Progress	80%	Information such as the Long Term Financial Plan, adopted in June 2021, influence the data. Draft Workforce Plan has been drafted and reviewed, but with further content required to incorporate diversity goals for the organisation.	Manager People Services (DE00009)	30/06/2025
4.1.2.2 Develop, annually review, and implement the GROW Organisational Culture Plan.	None	Completed	100%	The in house GROW training program for 2020 and 2021 was delivered and a staff satisfaction rate of over 90% was achieved.	Manager People Services (DE00009)	30/06/2025
4.1.2.4 Review, develop and implement the ICT Strategy 2021 – 2025.	None	In Progress	25%	- Process mapping of business units prior to developing Altus modules for them is	Manager Information Technology (IT00008)	30/06/2025

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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
<b>Strategy: 4.1.2 Build an effective and efficient service-based organisation.</b>						
				continuing. - Participated in three audits, which have demonstrated the transparency and accountability of the City's Information Technology Infrastructure. - Change management process and policies developed to ensure the City's IT changeover of systems happens in a structured manner. - IT have migrated across to a new Service Desk platform to allow for better reporting of issues. - IT have commissioned a new Virtual Private Network (VPN) connection that allows a connection to the datacentre regardless of whether or not the Administration Centre has power. - IT Disaster Recovery 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. - The Customer Service and Relationship system is currently in progress. - A review of telecommunications services is currently being conducted to reduce costs and increase bandwidth. - Work continues on the creation of a new ICT / Digital Strategy.		

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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
<b>Strategy:</b> 4.1.2 Build an effective and efficient service-based organisation.						
				Initial strategic priorities have been presented to the Kalamunda Leadership Team for review and feedback. Telecommunications Tender Review which provides the backbone for the next Strategic Plan has been completed.		
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	In Progress	25%	The City has maintained its Local Government Performance Excellence Program using data as a benchmark in a number of core areas.	Director Corporate Services (DE00003)	30/06/2025
4.1.2.19 Develop and review annually the long-term financial plan.	None	In Progress	25%	The Long Term Financial Plan is updated annually. At the Mid Term Budget Review, financial ratios will be reviewed against the Long Term Financial Plan.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.20 Develop Implementation Plan for Altus Core Financials and implement Core Financials.	None	In Progress	25%	The City has completed the Core Financials Specifications Document, currently in negotiation with the Vendor to implement.	Manager Financial Services (FS00009)	30/06/2023
4.1.2.21 Develop and implement a budget management system.	None	In Progress	25%	Completed quotation process and engaged a vendor. Setting up project plan currently underway.	Manager Financial Services (FS00009)	30/06/2022
4.1.2.22 Regularly review the City's Risk Management Plans and annually review the Strategic Risk Review to inform the Risk Register.	None	In Progress	25%	A Strategic Risk Workshop was undertaken with the Council and Leadership Team resulting in an update to the Risk Register. Risk Management Training Program has been developed to be rolled out to staff during the second half of 2021.	Director Corporate Services (DE00003)	30/06/2025
4.1.2.23 Develop and adopt an Annual Budget.	None	In Progress	25%	Budget 2021/2022 adopted in June 2021. Budget 2022/2023 process to commence in January 2022.	Manager Financial Services (FS00009)	30/06/2025

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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
<b>Strategy: 4.1.2 Build an effective and efficient service-based organisation.</b>						
4.1.2.24 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General annual external financial audit.	None	In Progress	30%	Preparation well underway to provide the Office of Auditor General with 2020/2021 annual financial statements.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.25 Monitor closely emerging cybersecurity risks and conduct external cyber penetration testing twice a year.	None	In Progress	25%	Penetration testing in November 2020 didn't highlight any critical or high risk issues.  Successfully responded to significant Microsoft Exchange (email servers) threats. Third party tested and validated that no City email servers have been compromised.  Scoping of the FY2021/22 cybersecurity testing is underway, with discussion being held with vendors for quotes. This year the testing scope will be increased to test the Intranet, Social Engineering tests, and include the standard two external penetration tests.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	In Progress	25%	The City has undertaken its most significant Business Continuity test yet, the supporting of Operations during COVID-19. As IT had correctly sized the datacentre environment, deployed Remote Desktop Servers and provided multiple data paths into the datacentre, City staff were able to work from home during COVID-19 lockdown periods. This exercise demonstrated that people can continue to access technology resources regardless of their location, and that IT resources were not affected by increased usage.	Manager Information Technology (IT00008)	30/06/2025

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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
<b>Strategy: 4.1.2 Build an effective and efficient service-based organisation.</b>						
				<p>Disaster Recovery test utilising the Geraldton Datacentre to recover a sample of servers successfully actioned.</p> <p>One business continuity test involving the Finance Department has been completed, two disaster recovery desktop exercises have been completed.</p> <p>Planning has commenced for the next round of Disaster Recovery and Business Continuity tests in FY2021/22.</p>		
4.1.2.27 Whole of City Telecommunications Review.	None	In Progress	25%	<p>Request for tender has been released to market and pricing received. The focus of the Tender Request package was to achieve higher bandwidth speeds for a reduced cost, and to provide better disaster recovery opportunities.</p> <p>The Tender Panel has reviewed tenders and prepared a report to Council. Contract will follow Datacentre Review completion.</p> <p>Procurement process has been completed. Letter of Intent to Award will be provided to the successful vendor by the end of September 2021. Project planning for the implementation of the new telecommunications will commence in October 2021.</p>	Manager Information Technology (IT00008)	30/06/2023



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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
<b>Strategy: 4.1.2 Build an effective and efficient service-based organisation.</b>						
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business Continuity.	None	In Progress	25%	Expression of Interest report completed with three successful vendors identified. Request for Tender package was reviewed prior to release.  Request for Tender process completed with no suitable vendors identified. The City has sought feedback from vendors on the Tender, and will take an updated Tender to market again.	Manager Information Technology (IT00008)	30/06/2023
4.1.2.29 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	In Progress	25%	Project governance framework for the Customer Relationship Management (CRM) project has been completed. Contractual negotiations with vendor are in progress.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.30 Continue to map business processes, reengineer, and focus on optimising current mapped processes for organisational efficiencies and documenting corporate knowledge.	None	In Progress	25%	Business analysis focus is currently on the Customer Relationship Management System 5 processes that are being developed with the contractor. Sorting of the recommended processes to follow is continuing, with a submission to be provided to the Executive Management Group for their decision on priorities.  There are currently 1280 business processes mapped. This number is down from March 2021 as business units have re-evaluated processes and removed redundant ones.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.31 Implement a Customer Relationship Management System. (CEO KPI 7.3)	None	In Progress	20%	Contract development and discussions are underway in order to commence formal development works. Project Charter	Manager Customer & Public Relations (DE00008)	30/06/2025

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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
<b>Strategy:</b> 4.1.2 Build an effective and efficient service-based organisation.						
				completed and approved.		
4.1.2.32 Ensure the City complies with its OHS responsibilities in providing a duty of care to its employees.	None	In Progress	40%	Expecting the revised Work Health & Safety (WHS) laws to be published early 2022 and preparation has begun to rebadge OHS to WHS. Training in areas of WHS being developed as part of the GROW program.	Manager People Services (DE00009)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Review regularly, implement, and report on the Customer Service Strategy. (CEO KPI 7.2)	None	In Progress	25%	The City of Kalamunda's customer service strategy implementation has to date been an immense success. The key objectives of the Strategy are to: - 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 - 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.  Customer Service results have continued to demonstrate that all Key Performance	Manager Customer & Public Relations (DE00008)	30/06/2025

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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
<b>Strategy: 4.2.1 Actively engage with the community in innovative ways.</b>						
				Indicators are being met.  The City is currently progressing works for its Customer Relationship Management system tender.		
4.2.1.2 Undertake the biennial Community Perception Survey. (CEO KPI 4.3)	None	In Progress	25%	Consultant briefed, with the next Survey to commence in February 2022.	Manager Customer & Public Relations (DE00008)	30/06/2022
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy. (CEO KPI 6.4)	None	Completed	100%	Completed March 2021.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.2.1.4 Develop, review and implement communications plans and Public Relations responses.	None	In Progress	25%	Communications plans are developed for all major projects and as a part of our Community engagement. The City has also been successful in receiving a number of awards and finalist nominations for our communication and engagement plan strategy, development and execution.	Manager Customer & Public Relations (DE00008)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.</b>						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	In Progress	33%	The Advocacy Plan is currently being used to target the Federal election due in 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.2.2.2 Participate in the Growth Area Perth and Peel Chief Executive Officers advocacy group.	None	In Progress	28%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities and has finalised and lodged its stage 2 submission to IA including additional explanatory information.	Chief Executive Officer (DE00001)	30/06/2025

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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
<b>Strategy:</b> 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
				IA have accepted the stage 2 proposal and it has now been listed as a priority project.  Business cases are now being developed to be lodged by December 2021.		
4.2.2.3 Maintain regular contact with local members of parliament and with key Ministers of State and Federal government.	None	In Progress	26%	Monthly meetings with the Mayor and local State Members have taken place. Meetings with Federal Members are based on when they are available, however in the next 5 months meetings will be scheduled with all local members and candidates, given the proximity of the forthcoming federal election.	Chief Executive Officer (DE00001)	30/06/2025

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