



City of Kalamunda
Strategic Plan Progress Report

Period: 20/21



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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
1.1.1.1 Review and implement the Age Friendly Strategy (2017-21).	None	In Progress	50%	<p>City staff have commenced year four of a four year plan, delivering a variety of activities, workshops and events for seniors. City staff are currently progressing the Age Friendly report.</p> <p>Workshops recently held include:</p> <ul style="list-style-type: none"> - Seniors Food Sensations workshops - Twelve attendees (Series of Four) - Train the Brain workshop - Thirty three attendees (At full capacity due to COVID) - WayFairers Project - Clubs Engagement Workshop - Outdoors October - Seniors First Aid Workshop - Twelve people attended - Mental Health First Aid - Five City volunteers and City staff attended - Helping Minds - Boost your wellbeing Working - Twelve people attended - Seniors Week - Seniors information hub at HPRC. The Senior pocket guide book was launched - 4 X COVID SafeWA App Drop In Information sessions at each library throughout the City of Kalamunda. 10 people attended - 2 X Christmas Craft Intergenerational workshops: One at Lesmurdie Hall and the other at Forrestfield Shopping Centre. 20 people attended - Carers Week: created a Carer Database and handed out gifts to 22 local Carers within the 	Manager Community Development (DE00007)	30/06/2021

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Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
				<p>City of Kalamunda. 2 X Support groups were identified and a partnership created with Carers WA</p> <p>- Progression of the Social Inclusion Plan</p> <p>*** Note staff time has significantly reduced for this position***</p>		
1.1.1.2 Review and implement the Disability Access & Inclusion Plan (2017-22).	None	In Progress	50%	<p>The Disability Access and Inclusion Plan (DAIP) is a five year plan with established priorities and strategies to provide a framework for implementation of initiatives. Initiatives that have been undertaken include:</p> <p>- DACAC meeting was held on 10 August and 9 November 2020.</p> <p>- DAIP report was submitted to Department for Communities.</p> <p>- 22 Carers registered with the City.</p> <p>- WEBKEYIT Staff Workshop: Sixteen staff were trained in Online Accessibility.</p> <p>- A successful grant application was awarded to the City to Remove Hazards in City owned buildings and a Remove Hazards booklet to be created and disseminated among local residents.</p> <p>- International Day of People with Disability was celebrated with the community by sharing the following projects on the City's social media platforms:</p> <p>- 12-Part Short Documentary Series: Different Lens presented by Carers WA and Screen West.</p>	Manager Community Development (DE00007)	30/06/2022

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Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
				<p>- This Bay is Someone's Day Campaign: This campaign was shared on the City's social media platforms and stickers and coreflute signs were dispersed and placed in front of City facilities ACROD Parking Bays.</p> <p>- COVID Innovation Grant - All Abilities Dance Class commenced on 10-11-2020 at HPRC with an average of 6-10 participants.</p> <p>- COVID Innovation Grant - AFL Wheelchair Footy C'mon Try held on 3-12-2020 at HPRC - 10 people attended.</p> <p>- Forget-Me-Not-Cafe, resumed after COVID.</p> <p>- Bat Box Painting with Kalamunda Support Education School - 6 children with disabilities painted microbat boxes made from the Forrestfield Mens Shed.</p> <p>*** Note staff time has significantly reduced for this position***</p>		
1.1.1.3 Initiate a Local Planning Scheme amendment and the transfer process to facilitate aged care, residential and open space improvements to Cambridge Reserve.	None	In Progress	80%	<p>Local Planning Scheme No.3 - Amendment 104 to facilitate aged care, residential and open space improvements adopted and forwarded to WAPC for consideration (OCM257/2020).</p> <p>Negotiations are progressing with the Department of Planning, Lands and Heritage in relation to formalising the land transfer process. A report will be provided to Council as these negotiations progress (anticipated by Q2 2021).</p>	Director Development Services (DE00004)	30/06/2022

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Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
1.1.1.4 Support the Western Australian Planning Commission to progress a Metropolitan Region Scheme amendment and concurrent Local Planning Scheme No. 3 amendment, to facilitate aged care, residential and open space improvements.	None	Completed	100%	The Metropolitan Region Scheme Amendment has been approved. The Department of Planning, Lands and Heritage will now action an Expressions of Interest Process for the future development of the site.	Director Development Services (DE00004)	30/06/2022
1.1.1.5 Support the Aged Care Advisory Committee in advocating for increased aged care.	None	In Progress	30%	The KACAC met in August 2020 to develop their advocacy action plan. Focus is being placed on securing the Heidelberg Park site and Cambridge Reserve.	Chief Executive Officer (DE00001)	30/06/2021
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
1.1.2.1 Implement and deliver the Youth Plan (2017-22).	None	In Progress	50%	City staff have commenced year four of the Youth Plan (2017-2022), delivering several projects to the City of Kalamunda community including: - Young Creatives launched - Intergenerational creative writing and digital art competition - Youth Action Kalamunda - Four meetings held - Music Collaboration project launched with local youth - Kalamunda Upskill Project (KUSP) - Three digital tutorials - R U OK day - Staff promoted community awareness - Zig Zag Early Years - Three meetings held - St Brigid's Primary School Year Four - Visit to Council chambers to learn about Local	Manager Community Development (DE00007)	30/06/2022

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Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
				Government - Learn to skateboard workshops - Two workshops held - Youth Action Kalamunda - Three meetings and a cross-local government area Youth Advisory Committee leadership day - Young creatives closed and awarded - 21 submissions, winner and runner ups awarded to each submission category (flash fiction, poetry and art for under 18s, 18-55s and over 55s) - COVID Innovation Grant - Bounce Program launched, averaging 15 participants each week - Attended and held a stall at the Kalamunda Senior High School Health and Wellbeing Expo - Employment 101 workshop: Ten participants, facilitated by City staff from Human Resources - Pop Up Play Day (supporting the Zig Zag Early Years Partnership) - Zig Zag Early Years Partnership - Three meetings held - Community Safety and Crime Prevention Youth Consultation - report findings presented to the CSCPAC Advisory Committee - NAIDOC Week Youth Performance - Perth Hills and Wheatbelt Band in collaboration with Boorloo - Railway Heritage Program (partnership with the Environmental Team and the Kalamunda		

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				Education Support Centre at Kalamunda SHS) student graduation ceremony - Raising Children in a Digital World Parent information seminar (supporting the Zig Zag Early Years Partnership) - Youth Art Project - High Wycombe Train Station mural and installation youth co-design in partnership with the Public Transport Authority. Youth committee selected through expression of interest submissions and first planning workshop held - Craft Christmas Intergeneration Workshops - Two workshops held - Community Services delivery (Youth Team and Seniors and Disabilities officer collaboration) - School's Out Pool Party held 17 December - 250 people attended - Student Citizenship Awards distributed to each school		
1.1.2.2 Implement and deliver the Reconciliation Action Plan.	None	In Progress	50%	In October 2018, Council adopted the 'Innovate' Reconciliation Action Plan (RAP) for the City of Kalamunda. An official launch of the RAP occurred on 21 November. Funding applied for to support NAIDOC week activities. Social Media campaign for National Reconciliation Action Week 2020 #InThisTogether2020. Community Engagement with Lesmurdie Senior High School and Spring Road Community Kindergarten. Traditional Burning - DFES. Internal reference group meeting held.	Coordinator Tourism Development (AC00017)	30/06/2024

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Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
				External reference group convened in December.		
1.1.2.3 Implement Kalamunda Engages: Community Engagement Strategy.	None	In Progress	65%	Community engagement continues to be an area of strong focus, throughout the Organisation, with the successful implementation of projects since the commencement of the new financial year.	Manager Customer & Public Relations (DE00008)	30/06/2022
1.1.2.4 Implement the COVID-19 Crisis Relief Fund.	None	In Progress	77%	The COVID Relief Fund was advertised during August and closed in September 2020. Applications are being processed with disbursements occurring throughout October 2020.	Chief Executive Officer (DE00001)	30/06/2021
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.1 Ensure Libraries provide modern contemporary services.	None	In Progress	50%	Library Services review tabled in November with Council endorsing all recommendations. Conversations have commenced with Forrestfield Hawaiian Group as well as draft operational budgets completed for consideration in relation to the District Structure Plan for High Wycombe Library Site. Kalamunda redesign budget bid has been completed and awaiting budget decisions. Bibliotheca budget bid has also been completed for Forrestfield and High Wycombe Libraries.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.1.3.2 Complete a strategic review of Libraries.	None	Completed	100%	Library Services Review report was formally considered by Council at the November 2020 OCM. The Library Services Review was presented to	Coordinator Culture, Arts & Libraries (CSS002)	31/10/2020

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
				Council in November as a confidential attachment, Officers still working through the recommendations as staged approach being taken to recommendations.		
1.1.3.3 Implement strategic review recommendations for enhancement to library services.	None	In Progress	50%	Library Services Review report was endorsed by Council in November with the following recommendations: RECEIVE and NOTE the Library Services Review Report. Request the CEO to prepare reports for: Integration of Forrestfield Library into a community hub within the Forrestfield Activity Centre Precinct (negotiating with Hawaiian group); Transition out of the current High Wycombe Library site and co-locate within the District Structure plan area in Forrestfield North (High Wycombe South) near the train station with a new contemporary library building (awaiting State government announcement); Undertake a redesign of the internals at the Kalamunda Library to improve amenity, improve service provision and program delivery and gain full utilisation of available space, providing the community with a contemporary community hub experience. Request that the City explores opportunities to establish cultural partnerships and joint ventures with other commercial businesses to reduce the cost of running its library services and to improve the customer experience and	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2021

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
				service offerings - to commence in 2021.		
1.1.3.4 Upgrade the Library Management Systems.	None	Completed	100%	Library Management System upgrade to Sirsi Dynix completed with merge process also nearing finalisation.	Coordinator Culture, Arts & Libraries (CSS002)	31/12/2020

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Finalise and implement the Community Safety & Crime Prevention Plan (2020-25).	None	In Progress	50%	<p>The Community Safety and Crime Prevention Plan was endorsed by the Community Safety Crime Prevention Committee on 10 August 2020, proceeding the committee meeting the plan was adopted by Council on 27 October 2020.</p> <p>Key items being undertaken include:</p> <ul style="list-style-type: none"> - Resources from Neighbourhood Watch and Goodbye Graffiti were disseminated among residents at the below events - > Schools out pool party at Kalamunda Water Park: 17/12/2020: 200 people plus > Learn to skateboard at High Wycombe Skate Park Clinic: 01/10/2020: approximately 40 tickets were released plus families who attended <p>Regular meetings with Police are occurring regarding youth engagement and grant opportunities.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Funding has been secured for urban art and theatre program at KPAC.		
1.2.1.2 Undertake Annual Bushfire Readiness and Inspections Program.	None	In Progress	70%	<p>The Fire Hazard Reduction Program inspections started 1 November 2020 and will conclude 31 March 2021.</p> <p>Total inspections completed up to 11 January 2021 = 3117 Total follow up inspections = 366 Total work orders issued = 890 Total infringements issued = 56</p> <p>The post 2020/21 season draft report will commence at the conclusion of the program, 31 March 2021, and be ready for review in April 2021.</p>	Coordinator Community Safety (AC00018)	30/06/2024
1.2.1.3 Local Emergency Management arrangements are reviewed and maintained.	None	Completed	100%	<p>The Local Emergency Management Arrangements are reviewed annually, and have recently undergone a major review. A new set of arrangements have been drafted which were endorsed by the City Local Emergency Management Committee on 27 February 2020 and then approved by the District Emergency Management Committee in October. The document was then endorsed by Council in December 2020.</p> <p>In early January 2021 the document was signed off, and has now been distributed.</p> <p>It is a requirement that all Local Governments are required to review their LEMA each year,</p>	Coordinator Community Safety (AC00018)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				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 Local Emergency Management Arrangements major review is due to be completed by 2025.		
1.2.1.5 Deliver the City's Bushfire Mitigation Plan. Develop a 10 year works program on premise of ongoing external supporting grants from the ESL.	None	Completed	100%	Fire Break Improvements and ancillary works funded by DFES for 20/21 have been completed	Manager Parks & Environmental Services (TO00019)	30/06/2024
1.2.1.402 Provide a Ranger service to uphold community and public safety through education and enforcement of state and local laws.	None	In Progress	50%	Maintain and provide Ranger services to ensure all Ranger related matters are attended to. Provide correct clear advice to internal and external customers as required. 1. Rangers attended to 9,265 matters from 01/01/2020 to 30/12/2020. 1. Parking related matters - 860 2. Dog related matters - 5,135 3. Cat related matters - 503 4. Fire related matters - 397 5. Vehicle related matters excluding parking - 550 6. Total number of cautions issued - 1,533 7. Total number of infringements issued - 573 8. Total cats currently registered - 2,100 9. Total dogs currently registered - 8,972 10. Dog attacks actioned 86 on animals and	Coordinator Community Safety (AC00018)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<p>59 on person, total 145</p> <p>11. Prosecutions completed (3) all successful outcomes in favour of the City. 1 Dog Attack case is awaiting trial in July 2021</p> <p>12. Multi dog applications approvals - 47</p> <p>12. Current Dangerous Dogs registered - 11</p> <p>13. CCTV request from police actions - 17</p> <p>Special projects</p> <p>1. The new City of Kalamunda Dog Local Laws 2021 were endorsed by Council in December 2020, admin to be finalised in January 2021.</p> <p>2. The City of Kalamunda Cat Local Laws draft commencement first working group meeting has been scheduled for 3 February 2021.</p> <p>3. Work has commenced on the Animal Welfare production as a result of securing funding from the 2020 WALGA Animal Welfare in Emergencies grant.</p>		
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	In Progress	50%	<p>Renewed CCTV working group has now met on two occasions, and is meeting regularly on a quarterly basis.</p> <p>The CCTV policy will be separated from the document and included on the City website as a stand alone policy.</p> <p>The CCTV standing operating procedures are currently under review, with roles and responsibilities for Community Safety, Asset Maintenance, Information Technology and</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Facility Managers being updated.		
1.2.1.404 Explore opportunities for CCTV feasibility in the Wattle Grove Cell 9 precinct.	None	In Progress	50%	The feasibility study into CCTV for Wattle Grove Cell 9 has been completed and presented to Kalamunda Leadership team for comment. The final report will be presented to the Chair of the Community Safety and Crime Prevention Advisory Committee and a presentation provided to the committee. The committee will receive the report on 10 February 2021 and provide recommendations and/or advice to Council if necessary/required.	Manager Environmental Health & Community Safety (AC00064)	30/06/2024
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	50%	Statistics for the quarter: 276 health risk assessments completed of food businesses, public buildings and other health premises. 71 service requests actioned. 197 Building and Planning Applications assessed. 8 on-site wastewater applications assessed and approved. Recommendations from the recent Management of Consumer Food Safety audit are being implemented/actioned and EHOs are also monitoring and enforcing contact tracing requirements as per the COVID directions.	Coordinator Environmental Health Services (CS00006)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
1.2.2.1 Implement the Community Health & Wellbeing Plan (2018-22).	None	In Progress	50%	<p>Actions taken this quarter include:</p> <p>Microbat Box Painting with Kalamunda Support Education School - 6 children with disabilities painted microbat boxes made by the Forrestfield Men's Shed.</p> <p>The Smoothie Bike was available for Seniors on Tuesday 10 December and Thursday 13 December during Seniors Week, during this week over 70 smoothies had been made. The Seniors Pocket Guide was also launched and disseminated among senior attendees.</p> <p>As part of the COVID-19 Innovation Grant Scheme, an All Abilities Dance Class was established at Hartfield Park Recreation Centre as part of a 5-week program. Averaged 6 people per class and started on the 17 November 2020.</p> <p>In partnership with East Metro Health Services, the City submitted applications for Heathway's Healthy Venue Grant Program for Ray Owen and Kalamunda Water Park in December 2020.</p> <p>From October-December 2020 another 4 KAAD meetings were held with a strong community network group formed with exciting plans for 2021.</p>	Coordinator Environmental Health Services (CS00006)	30/06/2022

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				<p>COVID SAFE WA app workshops (all libraries)</p> <ul style="list-style-type: none"> o 2 December Kalamunda o 4 December High Wycombe o 9 December Lesmurdie o 10 December Forrestfield <p>Outdoors October – 17 October 2020 Seniors First Aid Workshop - Twelve people attended</p> <p>Helping Minds - 14 October 2020 - Boost your Wellbeing Working - Twelve people attended</p> <p>2 Take Charge Workshops for the Volunteer Bushfire Station Volunteers</p> <p>A successful grant application was awarded to the City to remove hazards in City owned buildings and a Remove Hazards booklet to be created and disseminated among residents.</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	50%	<p>A diverse range of activities are provided through the City's Recreation Facilities including gym, fitness classes, holiday programs, sport competitions, junior programs and active seniors classes.</p> <p>- Overall the Hartfield Park Recreation Centre's attendance as well as memberships have increased substantially, even as COVID recovery continues. For example HPRC gym</p>	Manager Community Development (DE00007)	30/06/2024

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				memberships have increased by 7% from 208 (December 2019) to 221 (December 2020) - Sunrise Yoga started at the Kalamunda Water Park which continues to be a great partnership program with Belgravia Leisure. - The newly introduced 360 Active Seniors class at Maida Vale Netball Centre has been a huge success and fills a gap within the Maida Vale community - Attendances for the quarter were: HPRC - 22,713 HWRC - 13,944 MVNC - 134 ROSC - 89 Sunrise Yoga - 17		
1.2.2.4 Promotion of City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	50%	Recreation Services team liaise closely with the sporting clubs and community groups to help promote internal and external opportunities. Progress this quarter includes: - Disseminated the monthly Clubs 4 Life ENews to 257 subscribers and the Recreation Facilities ENews to 2463 subscribers - Promotion of the successful COVID 19 Relief Fund Community Innovation Grants - Upcoming events and good news stories shared in ENews, facebook pages and websites - Promotion of 8 internal opportunities on social media (2) and ENews (6) - Promotion of 18 external opportunities on social media (4), ENews (13) and events (1)	Manager Community Development (DE00007)	30/06/2024

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				- Healthy Sporting Club Forum - 11 people attended representing 10 sporting clubs - Get Funded workshop - 20 people attended representing 16 sporting and community groups		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.1 Implement Scott Reserve Master Plan.	None	In Progress	75%	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. - Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) changerooms at four sites, one of which is located at Scott Reserve Pavilion. As the Master Plan proposes a new Pavilion, a transportable unisex changeroom has been determined to be the most appropriate solution for the clubs, as an interim measure until external funding is secured for a new Pavilion. The design for the transportable has now been finalised in consultation with the users, with installation likely to occur in early 2021.	Manager Community Development (DE00007)	30/06/2024
1.2.3.2 Continue to deliver the Trails Loop Plan. - Draft scope of works to be reviewed by Asset Management	None	In Progress	95%	- Perth Hill Trails Loop Stage 1 is now complete, with an opening event held on December 15 2020. - Stage 2 research has begun taking place	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
<ul style="list-style-type: none"> - Financial agreement completed and signed off by KMBC and the City - Invite Asset design/Delivery Officers to review scope of works and proposed new road crossings - KMBC implementation of project - Review Environmental Assessment Report - Traffic management report - to be prepared by KMBC following Site meeting 				with the City working with State Government departments to identify priorities, timeframes and responsibilities.		
1.2.3.3 Implement the Maida Vale Reserve Master Plan.	None	In Progress	75%	<p>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 City's ongoing advocacy strategy to attract external funding. The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - The site power upgrade which is funded through funds from the Public Open Space - Cash in Lieu is nearing completion. - A detailed design and cost estimate for the sports floodlight upgrade on the eastern oval was completed in early 2020. In September 2020, the City submitted a funding application to the State Government through the Community Sporting and Recreation Facilities Fund seeking a funding contribution towards the project, with an outcome likely to be known by December 2020. - Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) 	Manager Community Development (DE00007)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				changerooms at four sites, one of which is located at Norm Sadler Pavilion, Maida Vale Reserve. A functional brief for the extension of the Pavilion has been finalised prior to appointing an Architect in early 2021, to complete a detailed design.		
1.2.3.4 Implement the Ray Owen Reserve Master Plan.	None	In Progress	75%	<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 Master Plan's implementation. The City is currently liaising with the State Government on developing a funding agreement for 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 State Members of Parliament in the lead up to the 2021 State Election.</p> <p>The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - Detailed concept designs have now been completed for the four court extension at Ray Owen Sports Stadium. - Detailed designs are now completed for stage one of the car parking design, with 	Manager Community Development (DE00007)	30/06/2024

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Strategic Plan Progress Report (20/21)

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
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				construction currently scheduled for March-April 2021. - Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. A functional brief for the extension of the Pavilion is now finalised with an Architect likely to be appointed in early 2021, to complete a detailed design. In September 2020, the City submitted a funding application to the State Government through the Community Sporting and Recreation Facilities Fund seeking a funding contribution towards the project. In December 2020 the City was advised that the funding was unsuccessful. - A power upgrade has occurred at the site however it is yet to be distributed across the site.		
1.2.3.5 Complete the Aquatic Facility Study.	None	In Progress	80%	In September 2019, CCS Strategic were appointed to develop a business case for a future aquatic facility within the City. Progress to date includes: - A detailed community consultation process including a community survey and workshops with over 700 responses and attendees. - A needs assessment has been undertaken based on the community consultation and current industry trends and research. - This above information and potential development opportunities has been	Manager Community Development (DE00007)	31/12/2020

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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
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.6 Complete Master Plan for Hartfield Park Stage 2.	None	In Progress	85%	<p>workshopped with Councillors.</p> <p>- The consultant is currently finalising the Business Case and will be further workshopped with Councillors and presented to Council for the purposes of public advertising in early 2021.</p> <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"> - Workshops with all relevant reserve user groups, to ascertain current and future needs. - The consultant has now prepared site development opportunities and workshopped them with Councillors. - The consultant is finalising the draft Master Plan report and it is proposed to be presented to Council in February 2021. <p>At the November 2020 OCM, Council endorsed the City to submit a grant application to the Federal Government and to leverage the \$2 million funding commitment at Hartfield Park as per Option Four being:</p> <ul style="list-style-type: none"> - Project One - AFL / Little Athletics Stage one at Reid Oval; - Project Two - Little Athletics - New long jump pits at Reid Oval; - Project Three - Rugby League Clubrooms; - Project Four - Bowling Club extension Stage 	Manager Community Development (DE00007)	31/12/2020

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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
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				1; and - Project Five - Bowling Club extension Stage 2: Co-location of Tennis with Bowls. Officers have now submitted the Request For Information Form for the \$2m Federal Government grant at Hartfield Park to the Department of Infrastructure, Transport, Regional Development and Communities who administer the Community Development Grants Program. The department will now assess the City's Request for Information Form.		
1.2.3.7 Implement Stirk Park Master Plan – Stage 1.	None	In Progress	75%	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 for includes: - The City has submitted an Expression of Interest (EOI) Form in September 2020, to Lotterywest through the COVID-19 recovery - Community Building category for funding assistance towards the implementation of the stage one priorities. The City was advised in late September 2020 that its EOI application was successful and therefore invited to submit a full application for the project. In November 2020, the City submitted a detailed funding application to Lotterywest seeking \$2.5 million. Lotterywest will now undertake an assessment	Manager Community Development (DE00007)	30/06/2024

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Strategic Plan Progress Report (20/21)

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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
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				of the detailed funding application and make a recommendation to their board. It is anticipated that an outcome on the funding will be known in early 2021. - The City will continue to explore other external grant funding opportunities to implement the project.		
1.2.3.8 Monitor and manage the expenditure of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces to assist in stimulus projects for Parks & Reserves.	None	Completed	100%	Approval received from the Minister for Planning on all Cash in Lieu proposals. Various proposals under community engagement or physical construction.	Director Development Services (DE00004)	30/06/2024

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.1 Coordinate the City's capital grants program (Strategic Sport and Recreation Committee - SSRC).	None	In Progress	75%	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 2020 with the City receiving one application. - Technical Officers have now assessed the application and Officers are working with the Club on further progressing the application.	Manager Community Development (DE00007)	30/06/2024
1.3.1.2 Implement Kalamunda Connected – Active Citizens Plan.	None	In Progress	85%	Implementation due for completion in December 2020.	Manager Customer & Public Relations (DE00008)	31/12/2021

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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
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.4 Promote opportunities for local communities to connect, grow and shape the future of Kalamunda.	None	In Progress	50%		Manager Customer & Public Relations (DE00008)	30/06/2024
1.3.1.5 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	56%	Enquiry received for a Kalamunda Town Team in October 2020. Ecovision in Wattle Grove continuing to operate and running a number of local programs including Little Libraries, verge enhancements and plants projects. Proposal also for a bus stop improvement project with a funding application submitted.	Manager Customer & Public Relations (DE00008)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.1 Develop and implement the community events program.	None	In Progress	53%	- Perth Hills Spring Festival - Currently underway. - Seniors Week program developed, events subject to Budget review, proposed to take place in November. - Thank a Volunteer day proposed to be held first Saturday in December subject to Budget review. - Christmas Festival and Summer Series. - Corymbia Festival - Proposed to not be held due to COVID. - NAIDOC events - Being undertaken in November due to COVID. - Emergency Services Dinner - Postponed until further notice due to COVID-19 - request to hold in early 2021 subject to Budget.	Manager Customer & Public Relations (DE00008)	30/06/2024

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Strategic Plan Progress Report (20/21)

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
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.3 Implement the Arts Strategy.	None	In Progress	50%	Completed various actions from the Arts Strategy including: - Commencement of the development of a Public Arts Masterplan - consultant appointed in Q1 2020 and scheduled for endorsement at Feb OCM (public advertising period is complete). - Development of NAIDOC program to raise profile and awareness of Indigenous culture. - Investment in arts professional development with visitation complete for Ellenbrook with leading arts and design practitioners - 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 OCM - to commence in 2021.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.3.2.4 Promote the Kalamunda History Village.	None	In Progress	50%	- Ongoing discussions with Historical Society with regards opening hours being more reflective of Visitor Centre hours. - Completed marketing film for Kalamunda History Village - History Village a finalist in the WA State Heritage Awards - School education programme fully booked. - Working on new promotion for the marketing film to offer a downloadable link option. - worksheets developed for new Pioneer Life - new groups attending - childcare and elderly - bookings for 2021 already on track	Coordinator Tourism Development (AC00017)	30/06/2024

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Strategic Plan Progress Report (20/21)

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
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
				- History Village closed due to tree collapse.		
1.3.2.5 Implement actions from KPAC Review to ensure a functional asset fit for purpose.	None	In Progress	50%	Office improvements complete - signage required. Draft strategic plan developed in conjunction with Circuitwest for KPAC. Branding developed and confirmed inclusive of new logo which is in use. Planning approval received for new LED pylon sign. Draft programming plan developed. Outer Metro Funding applied for and confirmed as well as additional residency. Role review underway but not complete. Front of House and Technician PD's developed. Box office hours increased to Monday - Friday, 9-5pm. Funding requested for kitchen renovation, and bar renovation. Theatre consultant commencing technical review on Tuesday 22 December.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.3.2.6 Implement actions from Zig Zag Gallery Review.	None	In Progress	1%	Decision to employ 0.5FTE deferred due to COVID19 employment freeze, subsequently impacting completion of actions of the review. Working in partnership with Coordinator of Cultural & Library Services to identify key actions relevant to operational development of the space.	Arts Gallery & Events Coordinator (AC00008)	30/06/2024
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	50%	Facility continues to operate at reduced capacity due to COVID-19 - facility has performed incredibly well given the restrictions	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024

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Strategic Plan Progress Report (20/21)

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
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
				with several shows being a COVID 'sell out'. 2021 Launch event will take place on Friday 5 February 2021. \$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). Morning Music is available online already for 2021 for tickets purchasing with new online ticketing system and over 70 tickets already sold.		
1.3.2.8 Ensure maximum utilisation of Zig Zag Gallery via exhibitions and art-based events.	None	In Progress	25%	2021 promises a vibrant program of exhibitions. In theming of the program, the gallery seeks to reflect our community interest in the environment both local as well as in a global sense. Focusing attention on our landscapes/environment and the daily impact in which they influence us and our well being, it is delivered in an often playful and widely engaging way. The program has commenced with a retrospective collection of works by students from the Kalamunda High School Gifted and Talented group which has been in operation for over 30 years. The Zig Zag Gallery will partner with KSHS in delivering an exhibition every two years where student works will be for sale.	Arts Gallery & Events Coordinator (AC00008)	30/06/2024

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Strategic Plan Progress Report (20/21)

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
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
				A full program will be available on the Zig Zag Gallery web page.		



City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Enhance our bushland, natural areas, waterways and reserves.						
2.1.1.2 Define and implement actions out of the Local Environment Strategy.	None	In Progress	80%	Key achievements this quarter include: KEAC endorsement of draft Urban Forest Strategy. Council endorsement of draft Urban Forest Strategy for community engagement. Community engagement commenced on Urban Forest Strategy. KEAC endorsement of draft Local Biodiversity Strategy. Council endorsement of draft Local Biodiversity Strategy. Commencement of Catchment Management Plans. Commencement of Waste Plan implementation. Diversion of kerbside general waste skips from landfill to resource recovery with a target recovery of 20%. Remaining actions for 20/21 will be to list projects for draft 21/22 Budget.	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.1.1.3 Develop, implement and review actions from the approved Urban Forest Strategy 2020.	None	In Progress	80%	Draft Urban Forest Strategy endorsed by KEAC and subsequently Council for purposes of community consultation. Community consultation has commenced. 2020/21 outcome will be adoption of Strategy by Council and listing of projects in draft 2021/22 Budget.	Manager Parks & Environmental Services (TO00019)	30/06/2024
Strategy: 2.1.2 Support the conservation and enhancement of our biodiversity.						

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Support the conservation and enhancement of our biodiversity.						
2.1.2.1 Define, implement, and review actions out of the Local Biodiversity Strategy 2020.	None	In Progress	50%	Key Achievements this quarter: Draft Local Biodiversity Strategy endorsed by KEAC. Draft Local Biodiversity Strategy endorsed by Council for purposes of community engagement. Community engagement plan being drafted. Remaining actions in 2020/21 will be to have final strategy adopted by Council and projects listed in the draft 2021/22 Budget.	Manager Parks & Environmental Services (TO00019)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Community engagement and education in environmental management.						
2.1.3.1 Deliver targeted environmental education events to improve community skills and awareness.	None	In Progress	50%	Programs on track prior to COVID-19. New delivery model developed and implemented. Has been well received. 2020/21 program to run 8 workshops - completed planning and about to commence implementation.	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.1.3.2 Engage local schools in the Adopt-a-patch program.	None	In Progress	50%	Programs on track prior to COVID-19. New delivery model developed and implemented. Has been well received. Works planned for 2020/21 year commencing Term 1 2021.	Manager Parks & Environmental Services (TO00019)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
2.2.1.2 Analyse potable water and energy consumption in City managed and owned facilities, identifying and implementing key opportunities for efficiency gains.	None	In Progress	10%	Energy Management Plan has commenced through data gathering of all buildings to identify gaps where energy analysis will require further work. Discussions undertaken with consultants specialising in this field of work to undertake energy auditing leading to the plan to reduce consumption. Efficiency measures continue with works to roll out LED lighting in key areas, for example Hartfield Park Recreation Centre, with the replacement of old high bay lights with LED. Likewise Ray Owen Recreation Centre Courts 5 & 6 high bay lights also replaced with LED. Formalised Energy Management Project Plan will be drafted by end June 2021.	Manager Asset & Waste Operations (TO00017)	30/06/2024
2.2.1.3 Implement Waterwise Council Action Plan.	None	In Progress	50%	City's Waterwise Plan has been endorsed by Water Corporation. First report against actions completed and submitted in November 2020.	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.2.1.4 Prepare and deliver a street lighting upgrade program.	None	In Progress	25%	A request has been raised with Western Power to initiate the process to upgrade street lights for all Distributor A roads (covering approximately 740 lights). As all the street lights are Western Power lights the City requires them to commence the process. As of 31 December 2020, WP had not responded.	Manager Asset Planning (TO00018)	30/06/2024

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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
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
2.2.1.5 Prepare and implement an energy and water sustainability policy and actions.	None	In Progress	10%	Researched policies at other Local Governments within Australia.	Manager Asset & Waste Operations (TO00017)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Use technology to produce innovative solutions to reduce power and water usage.						
2.2.2.1 Develop, implement and review discrete action plans coming from the Non-Potable Water Plan.	None	Completed	100%	Draft Non Potable Water Action Plan was endorsed by Council at the 23 June Ordinary Council Meeting for referral to KEAC and then Community Consultation. KEAC and the City have met to discuss the next steps and map out engagement needs / stakeholders.	Manager Asset Delivery (PD00004)	30/06/2024
2.2.2.2 Complete feasibility study into a Solar Farm initiative.	None	Completed	100%	Council Decision - OCM 200/2020 (October 2020 OCM) that the feasibility report was received and proposed actions endorsed. These actions and progress are: (a) Develop and Implement community engagement plan regarding the concept of a solar farm at Pioneer Park (5%) (b) Consult at senior level at WAPC to seek their approval in principle or otherwise for a solar farm at Pioneer Park. (100%). WAPC will not provide this unless a DA is submitted (c) complete contaminated site surveys at Pioneer Park (25%) (d) seek expressions of interest from the market for the potential to operate a solar farm at Pioneer Park (0%)	Director Asset Services (DE00002)	30/06/2021

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Use technology to produce innovative solutions to reduce power and water usage.						
				These subsequent actions will be reported on via CAMMS Strategy in 2021/22 as they are new actions approved by Council.		
2.2.2.3 Develop & implement a policy and guidelines for a community facilities solar panels program.	None	Completed	100%	Policy was endorsed by Council (OCM 234/2020) at November 2020 OCM. Next action is to include grant funding in draft 2021/22 budget.	Director Asset Services (DE00002)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						
2.3.1.1 Develop and implement the Waste Plan (including the introduction of a 3rd (Food Organics & Garden Organics) bin.	None	In Progress	50%	Waste Plan adopted by Council at 23 June 2020 Ordinary Council Meeting. DWER approved the City's Waste Plan on 8 September 2020. It was the First Waste Plan endorsed by Director General in WA. Works are commencing on its implementation, already 5 tasks have been completed. The introduction of a 3rd bin for FOGO is dependent upon FOGO Processing capacity being built at the EMRC Redhill Facility, currently at finalising tender documentation ready for advertising.	Manager Asset & Waste Operations (TO00017)	30/06/2024
2.3.1.2 Improve access and facilities at Walliston Transfer Station for community to divert waste from landfill into recycled or reused materials.	None	In Progress	50%	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.	Manager Asset & Waste Operations (TO00017)	30/06/2024

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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
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						
				Detailed design being finalised, expected by 28 February 2021. Access Road has now been cleared.		
2.3.1.4 Drive greater cost efficiency and better waste management practices from facilities operated by EMRC.	None	In Progress	80%	Tasks completed thus far: Reviewed & revision to Business Case for EMRC to provide FOGO facilities for member councils, identifying cost allocations Reviewed draft Business Case by EMRC for a 'bulk up' Waste Transfer Station at Hazelmere for waste going to the East Rockingham RRF Rejected draft Business Case by EMRC to provide 'bulk up' Waste Transfer Station at Hazelmere for FOGO going to Red Hill Developed Technical Officer (Director Level) working group with EMRC to ensure cost efficiencies are developed Draft Specifications for a FOGO facility at Red Hill (EMRC) being finalised with EMRC and member councils Changed Kerbside General Waste Skip Bins from Landfill (via EMRC) to resource recovery (via Cleanaway), with a target of 20% resource recovery	Director Asset Services (DE00002)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	50%	Brand Road Tip Site - Phase 2 Detailed Site Investigation has been completed and final report provided. Mandatory Site Auditor is	Coordinator Environmental Health Services (CS00006)	30/06/2024

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Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
				<p>currently reviewing the documentation and preparing the Mandatory Auditor's Review, which will be provided to the City and Department of Water and Environmental Regulation. Consultants have also been appointed to continue bi-annual groundwater monitoring at the site. Pending receipt of the Mandatory Auditor review will determine next steps in the investigation and remediation process.</p> <p>Dawson / Pioneer Tip Site - Tender documentation for phased detailed site investigations almost complete. Request for quote documentation for Voluntary Site Auditor almost complete. Liaising with Department of Education to participate in investigations and share costs associated as the contaminated site extends into their land.</p> <p>Maida Vale Reserve - Action recommendations from preliminary site investigations. Site has been cleaned up and currently following up with contractor. Signage for the site similar to Ledger Road will soon be erected.</p>		
2.4.1.2 Manage all contaminated sites to support existing and future land uses.	None	In Progress	50%	- Ledger Rd - Asbestos management plan has been updated, gravel and mulch to be brought onto site to provide extra clearance to any asbestos and to support the Friends group. Currently working through procurement	Coordinator Environmental Health Services (CS00006)	30/06/2024

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
				<p>processes for this financial year's Emu Picks. Bi-annual asbestos removal has been completed. Implementing management plan actions.</p> <p>- Alan Anderson Park - Appointing consultant to review remediation measures to ensure their continued effectiveness, undertaking regular inspections.</p> <p>Site management plan has been reviewed by external consultant and found to be adequate. Continue to implement management plan and conduct monthly checks of the site, to ensure capping material is being maintained.</p>		



City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.1 Commence preparation of new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	In Progress	50%	<p>Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.</p> <p>Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.</p> <p>Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.</p> <p>Activity Centres Strategy: - Draft Activity Centre Strategy has been prepared. - Scheduled to be considered by the Council for adoption February 2021.</p> <p>Housing Strategy: - The draft Housing Strategy has been prepared and preliminary community engagement is complete. - Advertised mid 2020. - Scheduled to be considered by the Council for adoption late 2020.</p> <p>Rural Strategy: - To be assimilated as part of new Local</p>	Principal Strategic Planner (TO00038)	30/06/2023

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy in 2020. Local Planning Strategy: - Project Plan Prepared		
3.1.1.2 Implement the Kalamunda Activity Centre Plan and scope the resource requirements for an Activity Centre Plan for the Forrestfield District Centre for future budget consideration.	None	In Progress	50%	- The draft Kalamunda Activity Centre Plan (KACP) was adopted by Council for advertising in May 2019, adopted by Council in March 2020. - Scheme amendment initiated by Council in November 2020. Advertisement to occur early 2021. - DPLH advised ACP endorsement to occur following consideration of Scheme Amendment.	Principal Strategic Planner (TO00038)	30/06/2023
3.1.1.3 Finalise the Forrestfield North Local Structure Plan for the Residential Precinct. Prepare the Activity Centre Structure Plan for the Transit Oriented Development Precinct for submission to DevelopmentWA for approval.	None	In Progress	50%	Residential Precinct Local Structure Plan: - Approved June 2020. Transit Oriented Development Precinct Local Structure Plan: - TOD Precinct LSP in the process of being prepared with key inputs required by State Government agencies.	Principal Strategic Planner (TO00038)	30/06/2022

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				- Draft TOD expected to be presented to the Council mid 2021 for the purposes of initiating public advertising.		
3.1.1.4 Finalise the Wattle Grove South (Crystal Brook) community engagement and concept planning, including any outstanding environmental investigations (i.e. water monitoring).	None	In Progress	90%	- Council resolution November 2020. Resolved to make modifications to Concept Plan, Note the Plan and Cease further planning for the area. - Concept Plan to be modified by consultants early 2021 and uploaded on website.	Principal Strategic Planner (TO00038)	30/06/2021
3.1.1.6 Operational Strategic Planning * Forrestfield/High Wycombe Stage 1 annual DCP review and management of structure plan implementation. * Cell 9 annual review of shared infrastructure guided development scheme.	None	In Progress	50%	FFHW - FF/HW Stage 1 annual DCP review adopted by Council July 2020. - Next Review mid 2021. Cell 9 - Cell 9 annual Guided Development Scheme Review adopted by Council November 2020. - Next review mid 2021.	Principal Strategic Planner (TO00038)	30/06/2024
3.1.1.7 Biennial review of existing Local Planning Policies and implementation of new Local Planning Policies as required.	None	In Progress	50%	Existing Local Planning Policies identified for review and new Policies to be prepared. LPP 30 - KACP Built Form Design Guidelines adopted at the November OCM for advertising. LPP 32 - Container Scheme Deposit Infrastructure for adoption advertising at the March/April PAB/OCM. LPP 6 - Telecommunications Infrastructure to be revoked at the March PAB/OCM. LPP 14 - Car Parking scheduled for review at the March PAB/OCM. LPP 26 - Public Art Policy for review at the	Manager Approval Services (TO00016)	30/06/2024

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				April/May PAB/OCM.		
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	50%	<p>Customer Survey responses for the July-December 2020 half year:</p> <p>Statutory Planning: 55 responses to the question of level of service 80% were either satisfied, very satisfied and neutral and 20% either unsatisfied or very unsatisfied with the level of service provided. 34 responses to the question of whether staff assessed the planning application within a reasonable period of time. 77% (26) indicated that the time taken was either good, very good or average, whilst 23% (8) indicated the time taken was either poor or very poor.</p> <p>Building: 47 responses to the question of level of service 83% were either satisfied, very satisfied or neutral and 17% either unsatisfied or very unsatisfied with the level of service provided. 18 responses to the question of whether staff assessed the building permit within a reasonable period of time. 89% (16) indicated that the time taken was either good, very good or average, whilst 11% (2) indicated the time taken was either poor or very poor.</p>	Manager Approval Services (TO00016)	30/06/2024

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.10 Ensure all planning and building applications are processed within required statutory timeframes.	None	In Progress	50%	<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 - December period: 288 development applications processed – 95% completed within statutory time frames as follows: Basic development applications (20 days) 81 applications, 72% completed on time Standard development applications (60 days) 96 applications, 90% completed on time Complex development applications (90 days) 111 applications, 98% completed on time</p> <p>Building Permits July -December period: Certified Building Permits 334 permits processed with 98% completed with the statutory 10 day timeframe. Uncertified Building Permits - 225 processed with 100% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2024
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies: - Public Open Space Strategy 2018 - Industrial Development Strategy 2018	None	In Progress	70%	Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.	Director Development Services (DE00004)	30/06/2024

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
<ul style="list-style-type: none"> - Environmental Land Use Planning Strategy 2019 - Local Housing Strategy 2020 - Activity Centres Strategy 2020 - Rural Strategy 				<p>Industrial Development Strategy:</p> <ul style="list-style-type: none"> - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase. <p>Environmental Land Use Planning Strategy:</p> <ul style="list-style-type: none"> - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase. - Significant tree local planning policy is scheduled for strategic presentation to Council Q1 2021. <p>Activity Centres Strategy:</p> <ul style="list-style-type: none"> - Public advertising has concluded. - Submissions being considered with a report scheduled to be presented to Council in Q1 2021. <p>Housing Strategy:</p> <ul style="list-style-type: none"> - Public advertising has concluded. - Submissions being considered with a report scheduled to be presented to Council in Q1 2021. <p>Rural Strategy:</p> <ul style="list-style-type: none"> - Draft Rural Strategy has been scoped with parts progressed. - Considers preliminary outcomes from investigations undertaken by Department of Primary Industries and Regional Development 		

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				and the Department of Water and Environment Regulation. - Further progress is pending outcomes from the State Government Pickering Brook and Surrounds Sustainability and Tourism Taskforce and Working Group and as part of the Local Planning Strategy. Infrastructure and Servicing Strategy: - The final sub-strategy to the above, to be assimilated into the future Local Planning Strategy in 2020.		
3.1.1.12 Prepare a project plan and commence review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme 4.	None	In Progress	50%	Project Plan completed. Local Planning Scheme review underway, regarding the following elements: Rural analysis; Residential analysis - Dual Density codes; Industrial and commercial; Environmental.	Manager Approval Services (TO00016)	30/06/2024
3.1.1.13 Provide half yearly report to Council on regulatory planning and building performance of Approval Services.	None	In Progress	50%	Current review of performance for the period July - December 2020 underway for presentation to Council at March PAB/OCM.	Manager Approval Services (TO00016)	30/06/2024
3.1.1.14 Compliance audit of all contentious, high-risk planning approvals.	None	In Progress	50%	Ongoing. High risk development applications identified and planning process for compliance monitoring established.	Manager Approval Services (TO00016)	30/06/2024
3.1.1.15 Prepare a development contribution plan for the Forrestfield North development area to facilitate coordinated and timely provision of shared	None	In Progress	50%	Scope of works prepared and settled with Development WA to undertake the DCP preparation process. Scope of works communicated with	Director Development Services (DE00004)	30/06/2023

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
infrastructure.				Department of Planning, Lands and Heritage to establish a contact point through the preparation process. Scope of works actioned with consultant team and works currently being undertaken externally and internally. Draft DCP Report and Scheme Amendment scheduled for presentation to Council Q2 2021.		
3.1.1.16 Facilitate rezoning of the remaining Special Rural zoned areas of the 'Kalamunda Wedge' of the Maddington Kenwick Strategic Employment Area (MKSEA) to ensure consistency with the Metropolitan Region Scheme Industrial zoning and finalise the Development Contribution Plan for MKSEA.	None	In Progress	25%	Area north-west of Coldwell Road requires finalisation of DCP in liaison with the City of Gosnells, this is underway. Flora and fauna surveys were undertaken in Spring 2019 for the area between Coldwell and Brook Road. Hydrological investigations in this area are underway as part of the Environmental Review of Scheme amendments adjoining this area in the City of Gosnells. City of Kalamunda will receive a summary report in this regard. Private landowner is preparing a LWMS for the precinct with a view to commencing rezoning. Likely to be progressed by early 2021.	Principal Strategic Planner (TO00038)	30/06/2022
3.1.1.17 Operational Strategic Planning * Review and respond to Government policy at strategic level as required. * Initiate policy review at strategic level and implement innovative strategic	None	In Progress	60%	Provided written submissions for: - Development Control Policy - School Sites (WAPC) October 2020. - Forrestfield North MRS Amendment Conservation Areas late 2020.	Principal Strategic Planner (TO00038)	30/06/2024

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
planning practices. * Monitor and influence City projects to facilitate consistency with the City's strategic plans and objectives.				- Metronet East Redevelopment Scheme Amendment October 2020.		

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
3.2.1.3 Undertake a major review of the Asset Management Strategy.	None	In Progress	50%	A Project Plan has been prepared to address this review and deliver a new Strategic Asset Management Plan. Internal workshops are planned for the March 2021 quarter, and the City is reviewing templates for the resulting plan.	Manager Asset Planning (TO00018)	30/06/2021
3.2.1.5 Develop area specific verge landscaping guidelines.	None	In Progress	50%	City website has been updated in regard to Verge Management Guidelines, Street Tree Policy and Resident information. Council report regarding verge management by City including landscaping issues will be presented by end May 2021.	Manager Parks & Environmental Services (TO00019)	30/06/2024
3.2.1.7 Prepare the drainage strategy 'Kalamunda Flowing, A Drainage and Waterways Strategy' as per the project plan.	None	In Progress	15%	With the Senior Drainage Engineer on board, a framework and timeline has been prepared to work on the strategy. The Kalamunda Flowing Reference Group reviewed these in November, and supported the selection of the Lower Helena Catchment as being the first catchment to assess. The next major steps will be in January 2021, where there will be an internal working group on local drainage	Manager Asset Planning (TO00018)	30/06/2023

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Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
				concerns, and the appointment of a data collection service for the drainage infrastructure data.		
3.2.1.8 Develop a 10-year plan for targeted tree planting in road reserves.	None	In Progress	75%	The draft Urban Forest Strategy endorsed by Council includes targeted outcomes for Street Tree planting. On the basis that the draft Strategy is endorsed by Council later in 2020/21, the planting program will be used as basis of proposing projects for each budget commencing 2021/22.	Manager Parks & Environmental Services (TO00019)	30/06/2024
3.2.1.9 Develop and implement Building Asset Plans for ZZCC and Hartfield Park Rec Centre to ensure ongoing maintenance and required renewal works are programmed and delivered.	None	Not Started	0%	Anticipated start for the Zig Zag Cultural Centre is January 2021.	Manager Asset Planning (TO00018)	30/06/2023
3.2.1.11 Provide engineering advice, design management and oversight for Development Contribution Plan infrastructure for existing and proposed DCPs: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Wattle Grove (existing). c) MKSEA (proposed). d) Forrestfield North (proposed).	None	In Progress	65%	Cell 9 Projects: Woodlupine Living Brook #3 - the have been recent discussions with WaterCorp about project approvals, funding and discussion on deliverables for FY 20-21. Discrete / preparation works have been undertaken in the last 2 months. AD are in strong collaboration with the Parks and Environment team. Hale Rd Widening: SCM 19th Jan should see adoption of Tender recommendation with a forecasted construction KO of early February. Construction and project acquittal targeted for	Manager Asset Delivery (PD00004)	30/06/2024

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Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
				end of current FY. FFN: minimal involvement/progression to date with AD - some design services provided to assist with the progression of land acquisition / City management of Nardine Rd		
3.2.1.12 Manage the cost estimation, design and delivery of City delivered Development Contribution Plan infrastructure: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Wattle Grove (existing). c) MKSEA (proposed). d) Forrestfield North (proposed).	None	In Progress	50%	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. For the Forrestfield Industrial scheme, designs were commenced for the upgrade of Milner Road and Sultana Road West however these are now on hold as they are not required for some time. Stormwater plans are being reviewed for the High Wycombe Development Area (TOD precinct) and the Forrestfield North Residential Precinct. Under the Wattle Grove Cell 9 scheme, Hale Road is being upgraded as reported through the capital works program.	Manager Asset Planning (TO00018)	30/06/2024
3.2.1.13 Assess and prioritise City parks leading to development of Park Improvement Plans.	None	In Progress	25%	Assessment of Environmental reserves completed for LBS. In progress.	Manager Parks & Environmental Services (TO00019)	30/06/2021

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.2.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project plan.	None	In Progress	15%	A timeline and set of actions have been prepared, however were not able to be provided to the Kalamunda Moving Reference Group in the December 2020 quarter. A meeting is to be arranged. Due to the high demand across the traffic engineering area, most of the work for the strategy will need to be outsourced, and funds will be requested as part of the 2021/22 and ongoing budgets.	Manager Asset Planning (TO00018)	30/06/2023
3.2.2.2 Implement 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	50%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding limits. In 2020/21 the City will be constructing the second part of the High Wycombe Local Route, and designing two projects being the Berkshire-Dundas and Hale-Dawson Local Route. Community consultation has been undertaken for the three projects, which included creative art workshops to add colour to the Hale-Dawson Local Route. WABN funding submissions have been made for cycling routes along Kiandra Way High Wycombe, and Sussex Road Forrestfield.	Manager Asset Planning (TO00018)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017-22) for the current year.	None	In Progress	50%	- ED Operational Implementation plan developed and initiatives underway including: * Participation in industry networks and	Economic Development Specialist (AC00047)	30/06/2024

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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
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
				associations (LinkWA & KCC) * Collaboration with Forrestfield Community Bank to devise and deliver a buy local campaign via an EFTPOS based 'local gift program'. * Finalising a partnership agreement with Kalamunda Chamber of Commerce, endorsed by Council. * rollout of the COVID19 Crisis Relief Fund Program for small businesses and evaluation of applicants. * Exploration of participation in the SBDC Small Business Friendly Initiative * Conduct the process to attract candidates to participate on the soon to be formed Economic Development Advisory Committee.		
3.3.1.2 Finalise partnership agreement with the Kalamunda Chamber of Commerce.	None	Completed	100%	Partnership Agreement endorsed by Council and signed by both parties. Initiatives and arrangements underway.	Economic Development Specialist (AC00047)	31/10/2020
3.3.1.3 Build local business capacity and sustainability.	None	In Progress	50%	Economic Development C-19 Recovery coordinated and underway. Collaboration with SBDC, Hawaiian Group and KCC to deliver targeted business development programs locally. Rolled out the COVID-19 Crisis Relief Fund program for local small businesses. Currently evaluating applications.	Economic Development Specialist (AC00047)	30/06/2024

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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
Strategy: 3.3.2 Attract new investment opportunities and businesses with a focus on innovation.						
3.3.2.2 Support and participate in LINK WA Freight & Logistics Alliance.	None	In Progress	50%	City of Kalamunda hosted the Project Team meeting and Steering Group meeting in October. The City has coordinated a combined response to the Infrastructure WA Draft Paper and has coordinated a response to the Heavy Vehicle Road Review survey.	Economic Development Specialist (AC00047)	30/06/2024
3.3.2.3 Investment prospectus & collateral to target and attract new opportunities.	None	In Progress	80%	Working group established. Draft scope developed and approved for development. Text nearly completed for review by internal working group. Awaiting input from PR team in respect to graphic design.	Economic Development Specialist (AC00047)	30/06/2024
3.3.2.4 Establish and administer the Kalamunda Economic Development Advisory Committee.	None	In Progress	50%	Call for nominations closed 4 August. Evaluation of candidates and report to Council finalised. Candidate nominations considered and endorsed at the October OCM. First meeting held and minutes circulated - Presiding Member Colin Jorgenson, Deputy Cr Dylan O'Connnor.	Coordinator Tourism Development (AC00017)	30/06/2024

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Deliver the initiatives and targets from the Tourism Development Strategy (2019-25) for the current year.	None	In Progress	50%	- Experience Perth Hills adopted as the Regional Brand by the Perth Hills Tourism Alliance. - Branding complete. - Best ever social media campaign reaching over 100k people.	Coordinator Tourism Development (AC00017)	30/06/2024

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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
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
				<ul style="list-style-type: none"> - Working on landing page for website. - Held quarterly Tourism Advisory Committee meeting, committee tasked with suggested initiatives to be then worked up for budgetary requirements. Project for the next six months confirmed, next meeting February 2021. Alliance moving forwards and now has a commitment to completing full website rather than just a landing page. Trails workshop in collaboration with Tourism Western Australia to be held in January.		
Strategy: 3.4.2 Advocate and facilitate diversification options for rural properties to flourish.						
3.4.2.2 Partner with the State through the Pickering Brook & surrounds working group.	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)	30/06/2024
3.4.2.3 Having regard to the findings and recommendations of the Pickering Brook and Surrounds Working Group and Taskforce, progress the Metropolitan Region Scheme amendment request and Local Planning Scheme No. 3 amendment to the Western Australian Planning Commission to support the Pickering Brook townsite expansion.	None	In Progress	50%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. The City working towards a Metropolitan Region Scheme amendment request to be presented to Council by Q2 2021.	Director Development Services (DE00004)	30/06/2022

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.1 Demonstrate compliance with the Integrated Planning & Reporting Framework <ul style="list-style-type: none"> Review Strategic Community Plan Annual review of the Corporate Business Plan 	None	In Progress	54%	Community engagement has been completed and a first draft of the Plan has been completed and under management review.	Chief Executive Officer (DE00001)	30/06/2024
4.1.1.3 Develop and review the long-term financial plan.	None	In Progress	50%	Commenced discussion with the Kalamunda Leadership Team around direction for LTFP. Different models being created for discussion at strategic retreat.	Manager Financial Services (FS00009)	30/06/2024
4.1.1.4 Undertake Strategic Risk Review to inform the Risk Register.	None	In Progress	66%	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 first quarter of 2021.	Director Corporate Services (DE00003)	30/06/2024
4.1.1.5 Review and update the Governance & Policy Framework, Council Policies and Local Laws.	None	In Progress	30%	The Governance and Policy Framework will be reviewed during the first half of 2021 to enable adoption of any revisions prior to the 2021 Local Government Elections in October 2021. The Council Policy manual will also be reviewed in the same timeframe.	Governance Advisor (DE00006)	30/06/2024
4.1.1.9 Conduct annual review of the Delegated Authority Manual.	None	In Progress	50%	The review will occur in fourth quarter 2021.	Chief Executive Officer (DE00001)	30/06/2024
4.1.1.10 Compliance Audit Return is completed in accordance with Regulation 14 and 15 of the LG (Audit) Regulations.	None	In Progress	60%	The Compliance Audit return will be undertaken & completed in March 2021.	Chief Executive Officer (DE00001)	30/06/2024

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.11 Prepare Annual Report to demonstrate achievements.	None	In Progress	89%	Annual report drafted. Awaiting Audit report.	Manager Customer & Public Relations (DE00008)	30/06/2024
4.1.1.12 Convene Audit & Risk Committee quarterly.	None	In Progress	60%	The Audit and Risk Committee was last convened in December 2021 where the Internal Audit Report, Risk Profile report and the adoption of the Annual Financial Report were considered. The Annual Financial Report and Audit Opinion were presented, and there were no management letter findings.	Director Corporate Services (DE00003)	30/06/2024
4.1.1.13 Develop and adopt an Annual Budget.	None	In Progress	50%	First term budget review completed, this will help guide for future budget setting. The Mid Term Budget Review process has commenced.	Manager Financial Services (FS00009)	30/06/2024
4.1.1.14 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General audit.	None	Completed	100%	Statutory deadline achieved with exceptional result with OAG audit.	Manager Financial Services (FS00009)	30/06/2024
4.1.1.15 Conduct external cyber penetration testing twice a year.	None	In Progress	50%	Penetration testing in November 2020 didn't highlight any critical or high risk issues. Next penetration test will be undertaken March 2021.	Manager Information Technology (IT00008)	30/06/2024
4.1.1.16 Test Disaster Recovery and Business Continuity annually.	None	In Progress	50%	Two disaster recovery scenarios have been completed with the majority of the team participating and learning from the exercises. 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	Manager Information Technology (IT00008)	30/06/2024

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
				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.		
4.1.1.17 Whole of City Telecommunications Review.	None	In Progress	50%	<p>Telecommunications EOI and Tender have been reviewed. Final recommendation to be provided in the coming months.</p> <p>Telecommunications Review Expression of Interest has been to market. Tender Request package has been created to be released to market by the end of October 2020. The focus of the Tender Request package is to achieve higher bandwidth speeds for a reduced cost, and to provide better disaster recovery opportunities.</p> <p>Request for tender has been released to market and pricing received. The Tender Panel is now reviewing tenders and preparing a report to submit to council.</p>	Manager Information Technology (IT00008)	30/06/2024
4.1.1.18 Datacentre Contract Review to reduce costs and increase Disaster Recovery and Business Continuity.	None	In Progress	50%	A Request for Tender package has been released to market for the Data Centre project. Shortlisted vendors currently providing further clarity around their submissions	Manager Information Technology (IT00008)	30/06/2021

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.19 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	In Progress	50%	<p>CRM Tender will be released in late October/November. This will provide a large plank for the digital citizenship and collaboration with residents, as it will greatly improve feedback loops to residents, and allow the City to collate information about a resident in one place, allowing for greater customer service.</p> <p>The Smart Cities Strategic Plan is being developed, and will form another part of the base for digital citizenship.</p> <p>The CRM request for tender is still progressing. Submissions from vendors have been analysed and the City is reviewing product demonstrations in the first week of January 2021 as part of the evaluation process.</p>	Manager Information Technology (IT00008)	30/06/2024
4.1.1.20 Continue to map business processes, and focus on optimising current mapped processes.	None	In Progress	50%	<p>The Corporate Systems Specialist has been providing training on Promapp with all Business Units. Greater emphasis has been put on reviewing the Process Maps. The Senior Business Analyst has been working with the Environmental and Community Safety Business Unit on their processes, identifying gaps and capability for improvement.</p> <p>Business process mapping continues with 1400 business processes mapped as of 23 December 2020.</p>	Manager Information Technology (IT00008)	30/06/2024

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.21 Identify and optimise business requirements for new Enterprise Resource Planning system.	None	In Progress	50%	Requirements have been gathered for the various parts of the ERP. The Planning and Building System is being considered separately, as a module that will be able to be integrated with any system decided on for the Finance and other parts of the system. Work continues on refining and documenting business requirements for a new enterprise resource planning system. Requirements are currently being validated by internal stakeholders.	Manager Information Technology (IT00008)	30/06/2024
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
4.1.2.1 Develop and annually review the Workforce Plan.	None	In Progress	29%	Workforce plan has been reviewed and updated for 2020-21. This will be reviewed in the October quarter.	Manager People Services (DE00009)	30/06/2024
4.1.2.2 Develop, annually review and implement the GROW Organisational Culture Plan.	None	In Progress	27%	Staff now have greater access to training opportunities through an increase of in-house programs, internal nominations and open access to online training. In-house program for 2020-21 has been developed and was launched on 1 October 2020.	Manager People Services (DE00009)	30/06/2024
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	In Progress	56%	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)	30/06/2024

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

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Implement the Customer Service Strategy.	None	In Progress	80%	<p>The City of Kalamunda's customer service strategy implementation has to date been an immense success.</p> <p>The key objectives of the Strategy are:</p> <ul style="list-style-type: none"> - 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 <p>Customer Service results have continued to demonstrate all KPIs are being met. The City is currently progressing works for its Customer Relationship Management system tender.</p>	Manager Customer & Public Relations (DE00008)	30/06/2021
4.2.1.4 Develop, review and implement communications plans and Public Relations responses.	None	In Progress	54%		Manager Customer & Public Relations (DE00008)	30/06/2024
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line	None	In Progress	51%	The focus for advocacy has been the development of posters and distribution to	Chief Executive Officer (DE00001)	30/06/2024

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
with the Kalamunda Advocates Strategy.				local State Members and candidates in readiness for the State Election in 2021.		
4.2.2.2 Participate in the Growth Area Perth and Peel advocacy group.	None	In Progress	51%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities and is currently developing a response to the further request from IA for more explanatory information. Pracsys has been engaged to formulate the information showing how the projects form a complete solution to outer metro growth areas shortfall in facilities.	Chief Executive Officer (DE00001)	30/06/2024
4.2.2.3 Maintain a regular contact with local members of parliament and regular meetings with key Ministers.	None	In Progress	62%	Monthly meeting with the Mayor and local State Members have taken place. Meetings with Federal Members are based on when they are available.	Chief Executive Officer (DE00001)	30/06/2024

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