


City of Kalamunda
Strategic Plan Progress Report

Period: 21/22



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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
1.1.1.5 Facilitate the release of land and development assessments for the development of aged care facilities.	None	In Progress	80%	<p>Heidelberg Park currently being marketed for aged residential care land uses.</p> <p>Details regarding the Cambridge Reserve purchase agreed in-principle between the City and Department of Planning Lands and Heritage. The finalisation of this purchase is subject to the Local Government Act 1995 requirements for Major Land Transactions.</p> <p>Offer to purchase Cambridge Reserve accepted by the Council December 2021. Offer being considered by the Minister for Lands Q1 2022.</p>	Manager Strategic Planning (TO00041)	30/06/2025
1.1.1.6 Work with seniors' groups to provide age friendly support and initiatives.	None	In Progress	75%	<p>City staff have developed the Inclusive Kalamunda - Social Inclusion Plan 2021-2025 and this plan incorporates deliverables from the previous Age Friendly Plan. The following activities have recently been undertaken in support of our Seniors:</p> <ul style="list-style-type: none"> - Domestic Violence Workshop 22 February Meerlinga Children & Family Centre. 19 participants. Outcome - participants learnt how to identify the different signs and forms of abuse and what they can do if they know someone who is experiencing domestic and family violence. - Estate Planning Workshop 31 March Woodlupine Community Centre. 33 participants. Outcome - participants learnt how to put together an Estate Plan in 	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
				preparation for when they pass away. - Compassionate Communities - successful in receiving \$22,000 in funding from the Department of Health to establish Compassionate Communities in the City of Kalamunda focusing on End-of-Life in partnership with the Kalamunda Hospital Palliative Care Unit and Darling Range Hub. - Partnerships - Partnerships formed with Fount of Life Sanctuary Inc, Hillview Lifestyle Village. Partnerships strengthened with Darling Range Hub, Probus Club, Building Friendships, Forget-Me-Not-Cafe, National Seniors and Seniors Coffee Lounge to support their organisation and promote their events. A significant amount of workshops have been postponed due to COVID restrictions and the increase of COVID cases reported.		
1.1.1.7 Finalise consolidation of social plans and commence implementation.	None	In Progress	75%	City staff have begun implementing year one of the Social Inclusion Plan (2021-2025) - Specific Action Items with each business unit have been created to deliver obligations under the plan. Actions are now underway to achieve Inclusive Kalamunda.	Manager Community Development (DE00007)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.2 Empower, support, and engage all of the community.						
1.1.2.1 Review and deliver the Youth Plan.	None	In Progress	75%	City staff have commenced year five of the Youth Plan (2017-2022), delivering several projects to the City of Kalamunda community including: - Youth Plan 2023-2028 Community	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				Consultation: Youth Futurescape Forum 19 and 24 January 22. - Series of Healthy Living Workshops in partnership with the Community Wellbeing Team 17-20 January - 40 attendees, 3 Youth Action Kalamunda (YAK) volunteers. - SEED Young Entrepreneurs Night Markets 25 February - 3 participants, 200 attendees. - Railway Heritage Trail 2022 Program Launch and support. - Youth Action Kalamunda Meetings, 10 members held on 15 February and 9 March. - Dome Barista Workshops 14 and 15 March - youth workshop 4 participants, adult workshop 4 participants. - Zig Zag Early Years Partnership Meeting 15 February - 5 participants.		
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	In Progress	75%	New RAP currently under development with internal stakeholders. Cross referencing against Social Inclusion Plan as there are specific areas which correlate. Internal meeting organised prior to external engagement.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.1.2.47 Review and implement the Disability Access & Inclusion Plan.	None	In Progress	75%	City staff have developed a new Inclusive Kalamunda Social Inclusion Plan 2021-2025 and this plan incorporates deliverables from the previous Disability Access and Inclusion Plan (DAIP). Progress has subsequently been made on the following: - DACAC meeting 14 February. Accessible Events Checklist Guide for City staff	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				presented for review by Committee. Action items arising from the meeting have been completed. - Footpath Awareness video was launched on YouTube and placed on the City website. - Partnerships formed with Home Instead, Wanslea, Relationships Australia (WA branch - Disability Royal Commission) which will result in future program collaborations and support. - Changes were made to the draft Accessible Events Guide and draft Access Feedback Form.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.3 Implement strategic review recommendations for enhancement to library services.	None	In Progress	75%	The City has recently completed upgrades to Library software which will improve efficiency and provide a more streamlined experience for checking in books. Libraries are striving towards a more digital solution working on the digital hub premise, increased events and activation of spaces.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.1.3.5 Coordinate the relocation of the Forrestfield Library to release the current site for sale.	None	In Progress	75%	The Land Sale Agreement has been drafted to inform settlement and the Draft Lease Agreement and associated documents have been prepared and are currently being finalised. Architects procured via Asset team - Kick off meeting complete. Next meeting with Library staff to ensure functionality of space.	Manager Economic & Cultural Services (CSS001)	30/06/2022

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.6 Commence planning and advocacy for relocation of a new library in the High Wycombe South hub development.	None	Not Started	0%	Hold	Manager Economic & Cultural Services (CSS001)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Implement the Community Safety & Crime Prevention Plan 2020-25.	None	In Progress	75%	<p>The Community Safety and Crime Prevention Plan is progressively getting recognised and embedded within projects being developed across various business units.</p> <p>Some notable actions that have come up are the following:</p> <p>Series of Healthy Living Workshops (This is valid for the health plan update too) The series of Healthy Living Workshops were developed by the Community Wellbeing Officer, with collaboration between the Kalamunda Shopping Centre to use their facilities and Youth Development Officer to help support facilitation when external stakeholders came to present. Below is a summary of the workshops that were undertaken specific to community safety</p> <p>1. Constable Care: Delivered a puppet show at the Kalamunda Shopping Centre that taught</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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				<p>the early years what to do in a first aid emergency situation. They used examples such as bee stings and snake bites.</p> <p>2. Helping Minds: Delivered a Mental Health Workshop for Youth to build resilience and connect people to local services and programs</p> <p>3. Future-scape: Was developed by the Youth and Community Development team for the Youth Consultation Surveys. They engaged passing by youth in the shopping centre</p> <p>4. Fuel for School: Was developed and facilitated by a local nutritionist and Curtin University tutor who taught families how to create healthy lunch box snacks for school and work.</p> <p>Domestic Violence workshop for front-line employees: Lifeline delivered a free workshop for local residents within City of Kalamunda for people who work directly with the community. The workshop was supposed to educate and help people identify when someone in the community is in abusive type situation or relationship and what they can do to support the person. We had 18 people attend.</p> <p>Forrestfield Police bi-monthly meetings: Continue to meet with WA Police Staff from</p>		



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Strategy: 1.2.1 Facilitate a safe community environment.						
				Forrestfield Police Station and the Midland District about programs and projects that are currently happening and various other community safety matters. Discussions are continuing with Forrestfield Police regarding the future of the Community Safety and Crime Prevention Advisory Committee with a report to be presented to Council in coming months.		
1.2.1.2 Undertake Annual Bushfire Readiness and Assessments Program.	None	In Progress	75%	Update – 1 January 2022 to 31 March 2022 Fire Hazard Reduction Notice 2021 to 2022 expired 31 March 2022. The draft Fire Hazard Reduction Notice for period 1 November 2022 to 31 March 2023 has been completed and is currently in review. Draft post season report for the 21/22 season is in progress and will be completed in May 2022. An operational review of the program 2022/23 is in draft and will be completed in late April 2022. Fire compliance inspection outcomes 1 January – 31 March 2022 Total Inspections – 895 Work Order - 134 Follow Up Assessments – 354 Infringements issued - 41 No Action required – 693 Variations - 0 Fire permits issued from 1 April 2022 to May	Coordinator Community Safety (AC00018)	30/06/2025



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Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	In Progress	75%	<p>2022 – (Nil) – Permits are on hold pending weather conditions and advice from the Chief Bush Fire Control Officer.</p> <p>Update 1 January 2022 to 31 March 2022 The City has conducted its Local Emergency Management Committee on 24 February 2022 as required. The meeting was conducted through Microsoft Teams due to COVID-19 protocols. The next meeting is scheduled to be run 26 May 2022. The City continues to review and update its Local Emergency Management Arrangements as required. The last amendment to the arrangements was to update the Emergency Contacts list, this has been reviewed and will be an agenda item for the May Local Emergency Management Committee meeting. Preparing Australian Communities Grant Application which was submitted in January 2022 is still pending. Community Safety team expect to have some advice within the next few months. The City has also provided a letter of support to a joint application for a Preparing Australian Communities Grant Application with Swan, Mundaring and Eastern Metropolitan Regional Council. This application is also pending advise from the Grant administrator. The team also secured further funding for Round 2 of the Department of Primary Industries and Regional Development Grant,</p>	Coordinator Community Safety (AC00018)	30/06/2025

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				Animals in an Emergency training which is 100% of the cost associated with the training program. 3 Community Safety team members will be attending between March – May 2022.		
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on premise of ongoing external supporting grants from the Emergency Services Levy.	None	In Progress	75%	Fire Break improvements and ancillary works funded by DFES for 2020/21 have been completed. Senior Fire Mitigation Officer scheduled to commence program development early in 2022, after the current fire season. Grant funds have been received to complete additional fire mitigation works on reserves.	Manager Parks & Environmental Services (TO00019)	30/06/2025
1.2.1.402 Provide a Ranger service to uphold community and public safety through education and implementation of state and local laws.	None	In Progress	75%	Update from 1 January 2022 to 31 March 2022 Cat Local Law update - In December 2021 Council approved to give local public notification to make a new local Law, Kalamunda Keeping and Control of Cats Local Law 2022. A copy of the local law was posted to the Minister in January 2022, Public submissions finished February 2022, Review and recommended amendments by the Minister were reviewed, completed in March 2022. The Cat Local Law 2022 Committee have a meeting scheduled for April 2022 to finalise the review process. Dog Local Law update – As a result of the	Coordinator Community Safety (AC00018)	30/06/2025

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				<p>Joint Standing Committee on Delegated Legislation review and decision to reject the City of Kalamunda Dog Local Law 2019. At the February 2022 Ordinary Council Meeting, Council approved for the local law to be re-advertised and open for public comment, which closes 22 April 2022.</p> <p>Dog Permitted and Prohibited Exercise Areas – New Dog Exercise Plan 2022 in progress.</p> <p>Ranger COVID-19 Business Continuity Plan – Rangers / Community Safety team have finalised the separation of the team into 2 groups Early and Late, Early team are currently operating from the Woodlupine and the other from main administration Railway Road Kalamunda. The intent of the separation is to reduce the risk of total service loss.</p> <p>Electronic Parking module – progressing to trial testing in May 2022.</p> <p>Prosecution update 1 Jan to 31 March 2022 1x Case - 2 February 2022 – matter adjourned until 8 August 2022 1x Case Fire Compliance – Matter to trial - July 2022 1 court appearance – Fire non-compliance matter – outcome was in the favour of the City.</p>		

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				1 x dog attack 1st hearing – 2 May 2022 1 x dog attack appeal against infringement – 1st hearing May 2022 Ranger Operational statistics 1 January 2022 – 31 March 2022 Dog attacks - On animals - 24 On people - 5 Parking related issues - 140 Cat related issues - 116 Dog registrations - 360 Cat registration - 82 Other vehicle related – 27 Routine patrols - vehicles - 83 Total customer service requests received – 1112 Total infringements issued – 93 Total cautions issued - 246 Dangerous Dogs registered current - 18 Other Ranger related matters – 368		
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	In Progress	75%	The Closed Circuit Television (CCTV) strategy continues to be implemented. Actions this quarter include: - 6 requests from Western Australia Police Force for CCTV footage Sites include: - 1 x Hale Rd / Hartfield Roundabout,	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Forrestfield - 1 x Kalamunda Road, High Wycombe - 2 x Lesmurdie Falls car park, Lesmurdie - 1 x Lions Lookout, Lesmurdie - 1 x Jack Healey Centre, Kalamunda - The City's CCTV Variable message board has also been deployed to the High Wycombe and Forrestfield areas due to vandalism to public toilets and hooning issues. - The City is undertaking crime prevention through environmental design (CPTED) assessment for new CCTV locations. - The City has hired 2 CCTV smart towers to be deployed to the old Brand Road tip site due to ongoing vandalism and unauthorised entry to the old tip. - CCTV Managers working group continue to meet on a quarterly basis. - Updated CCTV strategy being drafted and internal forum hosted to identify actions for the strategy.		
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	75%	Environmental Health continue to monitor and investigate public health risks within the community. Key result for this quarter include: - 1114 records completed - 16 on-site wastewater applications received - 23 public buildings assessed - 4 other health premises assessed (including caravan parks, skin penetration etc) - 33 Health related applications approved such	Coordinator Environmental Health Services (CS00006)	30/06/2025



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Strategy: 1.2.1 Facilitate a safe community environment.						
				as management plans, licences, registrations and permits. - 220 Aerobic treatment unit service reports received - 24 event application reviewed - 45 water samples undertaken		
1.2.1.470 Prepare and implement a Food Safety Assessment Plan.	None	In Progress	75%	The Environmental Health team continue to provide a food safety service to the community. - Food Safety Assessment Plan is now being implemented. - 16 food business registration applications approved. - 122 Food Safety assessments have been completed this quarter. - 49 food stalls permits issued. - 13 Food complaints received. - Continue to promote online foodsafe training. - Increased presence at events monitoring food safety.	Coordinator Environmental Health Services (CS00006)	30/06/2025
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 active citizens.						
1.2.2.1 Implement the Community Health & Wellbeing Plan 2018–2022 and review the Plan in 2022.	None	In Progress	75%	Actions and strategies addressed in the Community Health and Wellbeing Plan are being actioned as per the plan and some of the highlights for last quarter include: Microbat School Workshops: Two Environmental Health Officers and the Community Wellbeing Officer went to various	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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				<p>primary schools within the City of Kalamunda to educate kids on the Local Microbat Species and what role mosquitoes play in the environment. We did 11 workshops in front of an estimated total of 140 students. The workshops comprised of a 20 minute PowerPoint presentation and 3 activities involving dry ice, microscopes and mosquitoes.</p> <p>Developing the new Community Health and Wellbeing Plan: The first steps to developing the new Community Health and Wellbeing Plan have started</p> <ol style="list-style-type: none"> 1. Identify internal stakeholders to provide advice on the health plan directions 2. Analyse current department of health data and population demographic information from the census. 3. Create a project development and implementation plan with executive management 4. Work with public relations to develop a community engagement and consultation strategy <p>Perth Hills Wellbeing Alliance: Work with volunteers at the Perth Hills Wellbeing Alliance to become incorporated and be eligible to receive funding through</p>		

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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 active citizens.						
				grant applications Healthy Venues Grant: Last year the City of Kalamunda, Ray Owen Sports Centre and the Kalamunda Water Park applied for funding from Healthway to support healthy eating within the canteens. We have progressively developed sticker decals to be displayed on various assets around the canteen such as fridges, the floor and walks and other areas where people can view the imagery. The grant funding period will come to an end in March 2023. Edith Cowan University Work Experience Nutrition Student: Since the funding for the food sensations programs as now finished we have brought on 3rd year Nutrition Students to develop and deliver some community nutrition workshops for two locations within the City of Kalamunda.		
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	75%	The City's Recreation Centres offered a diverse range of activities across their 4 main facilities, including fitness classes, holiday programs, sports competitions, junior programs, gym, and active seniors classes. Friday Netball Competition has increased from 4 to 6 teams, and there has been an increase in Social Volleyball and Yoga participation and Personal Training Sessions. There has been a drop in Active Seniors and Table Tennis	Manager Community Development (DE00007)	30/06/2025



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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
				participation which is largely associated with the elderly's concern over COVID-19. Attendances overall were down around 15%. Attendances at the Recreation Centres for the third quarter (to 31 March 2022) were: Hartfield Park Recreation Centre - 25860 High Wycombe Recreation Centre - 8979 Maida Vale Netball Centre (360 Fitness Program) - 61 Ray Owen Sports Centre (Live Active Seniors Fitness) - 50 (no classes in January).		
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	75%	The City produces a variety of information to our community to promote local sporting clubs and recreational opportunities as follows: - Clubs 4 Life Quarterly E-news sent out at the end of March with 257 sporting and community groups reached; - The City regularly promotes various Club initiatives from across the City through social network forums. Recreation Facilities - Recreation Facilities E-news is sent out monthly; - Regular Social Media posts telling stories about what is happening at the Recreation Facilities; - Connection developed with local community child health nurse and flyers supplied to be included in all health packs issued to new parents; - Updated recreation brochure developed for	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
				distribution.		
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 and deliver the 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. - During the 2021 State Election, a funding commitment of \$2m was made to the City towards the replacement of Scott Reserve Pavilion, as per the Scott Reserve Master Plan. - A funding agreement has been executed between the City and State Government. - The tender process to engage an Architect to undertake detailed designs and costings is currently underway.	Manager Community Development (DE00007)	30/06/2025
1.2.3.2 Continue to progress the Trails Loop Plan.	None	In Progress	75%	During the 2020/2021 financial year, Stage One of the Trails Loop Project, linking the centre of Kalamunda to Pickering Brook was completed. This has proved to be highly popular and well utilised in the community. Stage Two of the project linking Pickering Brook to the Camel Farm, and then back to Kalamunda is yet to be implemented. In order to progress stage two, further investigation studies, designs and approvals are required. The investigation studies and design have	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				been identified to be undertaken in the 2022/2023 financial year.		
1.2.3.3 Implement and deliver the Maida Vale 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 and Long Term Financial Plan.</p> <p>The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - The upgrade of the sports floodlighting on the eastern oval is funded in the 2021/22 financial year, with a grant funding contribution of \$148,333 from the State Government through the Community Sporting and Recreation Facilities Fund (CSRFF). The project is currently progressing well with all footings now in place and the poles and luminaires to be installed by the end of April with the lights then to be commissioned. - During the 2021 State Election, a funding commitment of \$2.4m was made to the City towards the upgrade of the Norm Sadler Pavilion as per the Master Plan. The City's previous planning for additional female (unisex) changerooms at Norm Sadler Pavilion, will now be coordinated with the grant funding. A Funding Agreement with the State has now been executed and the tender process to engage an architect to undertake detailed designs and costings currently being 	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				underway. - The City's advocacy approach remains ongoing to secure further funding with the Master Plan now being included as part of 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 2022 Federal Election.		
1.2.3.4 Implement and deliver the Ray Owen Reserve Master Plan.	None	In Progress	75%	The Ray Owen Master Plan was adopted by Council in February 2015. As part of the State Government's COVID-19 Recovery Plan, the City received a grant of \$5 million towards the extension of a new playing field, sports floodlighting, and a water source through the Hartfield Park Aquifer Recharge Project. The City's advocacy approach remains ongoing to secure further funding including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia and engagement with local candidates in the lead up to the 2022 Federal Election. The following projects are currently being progressed: - Stage 1a of the car parking works are progressing well and are anticipated to be completed in May 22. - A funding agreement for the \$5m has been executed between the City and State Government. Detailed designs for the oval expansion and water source are currently	Manager Community Development (DE00007)	30/06/2025



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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				being progressed by the relevant consultants. - Within the City's 2020/21 budget, \$2 million has been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. Detailed designs for the project have been completed with the construction tender currently advertised to the market. - Detailed concept designs have now been completed for the four court extension at Ray Owen Sports Stadium.		
1.2.3.5 Progress the Aquatic Facility Study.	None	In Progress	75%	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 an initial community survey and workshops in late 2019 with over 700 responses and attendees. - A needs assessment has been undertaken based on community consultation and current industry trends and research. - The above information in conjunction with potential development opportunities and draft Business Case have been workshopped with Councillors. - The Needs Assessment and draft Business Case were endorsed at the June 2021 Ordinary Council Meeting for the purposes of public advertising for a minimum of 90 days.	Manager Community Development (DE00007)	30/06/2022



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				- The public advertising period closed on 8 October 2021 with 964 responses received and one community petition. The community's feedback will be presented to Council at the April 2022 Ordinary Council Meeting, where consideration will be given to determining a preferred aquatics facility model for the City.		
1.2.3.6 Implement and deliver the Hartfield Park Stage 2 Master Plan.	None	In Progress	75%	In August 2021, Council adopted the final Hartfield Park Master Plan Stage 2 report following feedback received through the public advertising period. Progress to date includes: - In January 2022, the City were advised that it was successful in receiving a Community Sporting and Recreation Facilities Fund (CSRFF) grant of \$620,000 towards the implementation of Stage 2A, particularly for unisex changerooms for AFL/Little Athletics, unisex changerooms for Rugby League / Summer users and long jump pits. A future CSRFF application in September 2022, may be progressed for the Bowls/Tennis facilities, thus completing Stage 2A pending ongoing Advocacy efforts. This will also utilise the \$2 million Federal Government commitment as previously endorsed in November 2020 by Council. - Hartfield Park is a registered Aboriginal Heritage site, meaning projects require approvals in order to comply with the Aboriginal Heritage Act. To progress the approval process, the City has engaged the	Manager Community Development (DE00007)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				services of an Aboriginal Heritage consultant to undertake consultation with Traditional Owners, which is currently underway. - The City will develop and distribute an Advocacy poster to the user groups to assist with the advocacy efforts in the lead up to the 2022 Federal Election.		
1.2.3.7 Implement the Stirk Park Master Plan – Stage 1.	None	In Progress	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 (known as Stage 1). Progress to date includes: - In January 2022, Lotterywest advised the City that the funding application for Stage 1 had been successful and an amount of \$1.715 million was committed to the project. - The detailed designs for Stage 1 are currently underway by the appointed Consultants and will be presented to Councillors as part of the Ordinary Council Meeting for April 2022. - The Minister of Planning has approved \$262,000 from Public Open Space Cash in Lieu funding and Rotary Kalamunda has confirmed a contribution of \$75,000 towards the implementation of the project.	Manager Community Development (DE00007)	30/06/2025
1.2.3.8 Manage the release of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces.	None	In Progress	75%	Progressing requests to the Minister for Planning for the use of Cash in Lieu to support improvements to open space proposals. Various proposals under community	Manager Strategic Planning (TO00041)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				engagement or physical construction.		

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).	None	In Progress	75%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. Progress to date includes: - Six new members were appointed to the SSRC for the next two years, which was endorsed by Council at the Ordinary Council Meeting in December 2021. - The SSRC met in February 2022 to induct new members onto the Committee and to consider the two Capital Grant applications received by the City. - SSRC has since considered and assessed the applications with recommendations made to Council as part of the 2022/23 budget deliberation process.	Manager Community Development (DE00007)	30/06/2025
1.3.1.3 Promote opportunities for local communities to connect, grow and shape the future of Kalamunda.	None	In Progress	84%	Community engagement campaigns for the financial year to date are published and available at: https://engage.kalamunda.wa.gov.au/ Continued promotion of all available local services and opportunities.	Manager Customer & Public Relations (DE00008)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	82%	Two town teams are registered. Ongoing promotion in place.	Manager Customer & Public Relations (DE00008)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.1 Implement the City's approved community events programs.	None	In Progress	76%	Sunset Series March April 2022. Australia Day Event held January 2022. Previous completed key events: - Perth Hills Spring Festival Completed October - November 2021 - Thank a Volunteer Day Completed December 2021 - Christmas Festival completed December 2021	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.2.3 Review and implement the Arts Strategy.	None	In Progress	75%	The Consultant has undertaken additional internal engagement to better inform the Strategy in readiness for submission to Council for the purpose of Public Advertising.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.4 Support and promote the Kalamunda History Village to increase patronage.	None	In Progress	75%	The Educational opportunities have been expanded to provide a self guided experience with feedback from schools that the programme works exceptionally well.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.5 Implement actions from the Kalamunda Performing Arts Centre review to ensure a more functional asset fit for purpose.	None	In Progress	76%	New Arts & Culture Coordinator commenced 31 January 2022. Diversification of programme, including Children's theatre and First Nations programmed. Marketing developed to engage with parents of school	Manager Economic & Cultural Services (CSS001)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
				age children showing the benefits of attending theatre.		
1.3.2.6 Implement actions from the Zig Zag Gallery Review.	None	Deferred	10%	The Zig Zag Gallery Review has been analysed and a new Program of Works is being developed to progress the Review.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	75%	Robust programming, with a different feel, extending to different sectors of the community. Collaborations with Libraries to allow for pop up libraries at children's shows engaging with community and offering "add on".	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.8 Ensure maximum utilisation of the Zig Zag Gallery via exhibitions and art-based events.	None	In Progress	75%	Zig Zag Gallery curation has transferred to Economic & Cultural Services, with a strong programme of exhibitions and a new fee structure proposed to be introduced through the budget. Opportunities for artists to have bespoke photography for their exhibitions are in train. Feedback on acting Gallery Curator has been very positive from artists. Arts & Culture Coordinator has introduced new systems to ensure appropriate tracking of exhibitions with timeline goals.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.9 Facilitate, support, and approve community generated events.	None	In Progress	81%	Applications for events that have been approved and have occurred, along with those received and being processed to date for the period of Jan - March 2022.	Manager Customer & Public Relations (DE00008)	30/06/2025
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						

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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: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
1.3.3.1 In consultation with the Strategic Sport and Recreation Committee, facilitate the provision of the City's Community Funding Program in accordance with set funding rounds.	None	In Progress	75%	<p>The Community Funding Program provides support through small \$1,000 grants to local sport and community groups to implement initiatives that extend the level of participation in the community. The first round of grants supported 14 local groups with the second round of funding due to close on 8 April 2022. Applicants will then be advised on the outcome of their application in April/May 2022.</p> <p>The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. Progress to date includes:</p> <ul style="list-style-type: none"> - Six new members were appointed to the SSRC for the next two years, which was endorsed by Council at the Ordinary Council Meeting in December 2021. - The SSRC met in February 2022 to induct new members onto the Committee and to consider the two Capital Grant applications received by the City. - SSRC has since considered and assessed the applications with recommendations made to Council as part of the 2022/23 budget deliberation process. 	Manager Community Development (DE00007)	30/06/2025
1.3.3.2 Continue to deliver the Clubs for Life program to build leadership skills and sustainability within sporting groups.	None	In Progress	75%	<p>The following initiatives have been implemented as part of the City's Clubs for Life program in the third quarter:</p> <ul style="list-style-type: none"> - Delivery of the Community Funding program, where Clubs and Community Groups can 	Manager Community Development (DE00007)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
				receive up to \$1,000 for new initiatives to support participation. - A Sporting Club survey was undertaken in early 2022 with 36 clubs responding. Information collected has been analysed and the outcomes will now feed into the Recreation Services Business Plan to provide ongoing targeted support to the local clubs. - A series of sporting seasonal handover meetings were held at each of the major sporting reserves, to facilitate the transition from summer to winter sporting codes. - The Ray Owen Management Committee met in February 2022. - Officers continue to provide one on one support to sporting clubs to foster their sustainability and ongoing development.		
1.3.3.3 Provide support and guidance to community groups as and when required.	None	In Progress	75%	City Officers are regularly required to provide support to community groups with the following examples occurring in the third quarter: - Community Funding Program: \$1,000 one-off contributions to assist local community groups and individuals to deliver community projects. Round two applications are to be assessed in April. - Continuing to develop and update a new community services contact database. - Assisting community groups as they contact the City requesting support, including Meerilinga High Wycombe, Woodlupine	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
				Family Centre, the Darling Range Wind Ensemble, Kalamunda Out of School Care, and Rotary Kalamunda.		



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Implementation of the Local Environment Strategy.						
2.1.1.4 Develop and implement progress reporting of Local Environmental Strategy (LES) actions on the City Website.	None	In Progress	75%	Project working group have this action in hand. Progress is satisfactory. Progress reporting of LES actions is already in place within the Kalamunda Environmental Advisory Committee, which will simply translate for public facing website. Significant actions this quarter - Adoption of LPP33 - Trees and LPP34 Waterways for public comment. Dieback training for selected Friends Groups. Progression of Waste Strategy. Progression of Climate Change Plan.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.1.7 Develop Perth Airport North and Perth Airport South catchment management plans to inform surface water management.	None	Not Started	0%	Project is scheduled to commence at end of March 2022 and take 15 months to complete.	Manager Asset Planning (TO00018)	30/06/2023
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.						
2.1.2.5 Develop a Street Tree Master Plan to target prioritisation of increases in urban canopy, tree replacement program and tree conditioning monitoring protocol.	None	In Progress	50%	Commenced preliminary scoping and planning. Pick up survey of existing street trees is well underway. Master Plan for Council review will be completed by end June 2022. Project timeline to be reviewed in line with review and adoption of Urban Forest Strategy.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.2.6 Implement street tree planting programs.	None	In Progress	75%	50% of funding allocated for FY2021/22 has been spent or committed in procurement and planting of street trees.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.						
				WALGA / Water Corporation grant scheme of additional street trees is now in delivery phase. 21/22 planting program nearing completion		
2.1.2.7 Develop new verge planting (including under powerlines) and streetscape guidelines.	None	In Progress	75%	City has completed and rolled out web based advice to residents of water wise plant suggestions for their residences which are aligned to the different suburbs and topography. This will form the basis of a proposed streetscape design guideline. Regulatory directions exist regarding what residents can, and cannot do on verges from a safety perspective. Actions underway now are to prepare a draft Streetscape Policy with accompanying guidelines for Council to consider for adoption. Policy is now being reviewed and amended. Street tree Policy completed	Manager Parks & Environmental Services (TO00019)	30/06/2022
Strategy: 2.1.3 Development and Implementation of the Local Biodiversity Strategy.						
2.1.3.7 Complete the finalisation for Council adoption of the Local Biodiversity Strategy 2021.	None	In Progress	75%	The City is undertaking a review of the draft Strategy after conclusion of the Public Consultation feedback, and is planning to submit a final Strategy for Council adoption in the first quarter of calendar year 2022. Document under peer review. Review ongoing.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.3.9 Integrate within Streetscape and Street Tree master planning biodiversity needs.	None	In Progress	75%	Development of this action is in conjunction with the Green Links Master Plan. Scheduled for delivery in the 2022 calendar year.	Manager Parks & Environmental Services (TO00019)	30/06/2022

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Development and Implementation of the Local Biodiversity Strategy.						
				Currently defining scope and resource requirements.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
2.1.4.1 Prepare a local planning policy for the retention of significant trees on development sites.	None	In Progress	75%	Draft Local Planning Policy 33 - Tree Retention adopted for advertising in September 2021. Currently seeking endorsement of Residential Design Codes Amendment from WA Planning Commission. Finalisation of policy expected by Q3 2022.	Manager Strategic Planning (TO00041)	30/06/2023
2.1.4.3 Ensure development applications are assessed for biodiversity conservation before approvals are granted.	None	In Progress	75%	The City now has a dedicated Environmental Planning resource, who reviews development applications to improve biodiversity outcomes and compliance with relevant legislation and regulations.	Manager Strategic Planning (TO00041)	30/06/2025
2.1.4.4 Monitor and implement the various actions of the Environmental Land Use Planning Strategy.	None	In Progress	60%	Monitoring occurring on a bi-annual basis. Forming a steering group for environmental strategies. Some key outcomes include: - the City has commenced work to implement a paperless online planning and building approvals process. - Street tree audit for the new tree masterplan is underway. - commenced the preparation of a new Local Biodiversity Strategy. - Firebreak notice updated to reflect maximum firebreak width.	Manager Strategic Planning (TO00041)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
				- New policy for tree retention on private land adopted for advertising. - new policy for waterways and wetlands adopted by Council December 2021 for advertising.		
2.1.4.6 Investigate the potential for renewable energy project opportunities in the City. Provide comments and input on planning, compliance, and development processes in relation to environmental planning-oriented matters.	None	In Progress	53%	Progress is satisfactory in developing renewable energy considerations for upcoming capital works projects. Input to planning processes has been provided upon request.	Manager Asset & Waste Operations (TO00017)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
2.1.5.2 Support for community led environmental initiatives (Adopt a Patch, Friends Groups, Clean Up Australia Day).	None	In Progress	75%	Program is being rolled out progressively during this Financial Year. Satisfactory progress is being made.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.5.3 Targeted community engagement programs regarding waste minimisation and resource recovery.	None	In Progress	68%	During the quarter, programs were focused on: - Second Chance Reuse Shop - refuse saved from landfill. - Recycling Contamination. - 3rd Bin/FOGO. - Worm Farms. - Undertaking, in conjunction with the Customer and Public Relations team, targeted internal and external campaigns on waste management as set out in the Recycling and Waste Management Communications & Engagement Plan 2020/21. Plus recent	Manager Asset & Waste Operations (TO00017)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
				surveys relating to Pensioner Rebate on Waste Charges & naming of Community Reuse Shop.		
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	In Progress	75%	These actions are progressing well. Community engagement on Climate Change is underway speaking to these issues.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.5 Develop a Climate Change Action and Emissions Reduction Plan in accordance with the WALGA template and toolkit. (CEO KPI 4.2)	None	In Progress	75%	KESAC and an internal working party (Green Team) are now putting the skeleton together of how the Climate Change Action Plan shall be structured.	Director Asset Services (DE00002)	30/06/2022
2.2.1.6 Adopt a Renewable Energy Target for the City in line with contemporary targets being used in other local governments.	None	In Progress	5%	Action will be a resultant action from any adopted Climate Change Action Plan (CCAP). Works will commence as the CCAP is drafted. Listening watch is also being undertaken in regards to targets as part of Federal Election Campaigns. Literature research is underway.	Director Asset Services (DE00002)	30/06/2022
2.2.1.7 Prepare and implement the Kalamunda Flowing Drainage and Waterways Strategy, which includes catchment management plans.	None	In Progress	75%	The data collection has been completed for the first of the six catchments in the City, being the Lower Helena Catchment. The City is currently seeking a consultant to undertake hydrological modelling, and will then collate the information into a catchment management plan. Data collection will soon	Manager Asset Planning (TO00018)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
				begin for the Airport North Catchment, which includes Poison Gully. Work on further catchment management plans will be undertaken later in 2022 and 2023, subject to funding. The combined works will become the Kalamunda Flowing strategy.		
Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
2.2.2.2 Undertake Expressions of Interest from Private Industry to partner with the City in development of a solar farm at Pioneer Park.	None	In Progress	75%	Expressions of Interest have been received and reviewed and evidence exists that there is appetite for a Public Private Partnership (PPP) arrangement for the Solar Farm. City staff are now working with the Department of Planning, Lands and Heritage to identify and mitigate approval risks.	Director Asset Services (DE00002)	30/06/2023
2.2.2.3 Continue to replace city owned community leased buildings with solar panels in line with Council Policy.	None	In Progress	20%	The Pickering Brook Sports Club have approached the City to access the Funding Scheme provided in the 2021/22 Budget. An agreement document is being prepared. This project will add one further building to the list of solar-panel-enabled City owned community facilities.	Director Asset Services (DE00002)	30/06/2025
2.2.2.40 Continue conversion of gas discharge streetlights to LED streetlights.	None	In Progress	75%	Western Power are upgrading street lights to LED lighting on all Distributor A roads in the City (covering approximately 648 lights). Although the street lights are Western Power owned, the City pays for the electricity tariff and any upgrades are at our cost. The upgrades commenced on 5 October 2021 and are continuing. Only two complaints have	Manager Asset Planning (TO00018)	30/06/2025

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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: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
				been received regarding light glare, and these are being resolved.		
2.2.2.41 Develop and review business cases annually for roll out of electric vehicles as part of the City fleet.	None	In Progress	53%	Electric Vehicles in Local Government were considered and compared. Success in relation to heavy vehicles is difficult in hilly environments. Installation of Electric Charging Stations required to support Fleet changes and part of Business Case consideration. Part of WALGA series Electric cars in Local Government. The 2022/23 Plant replacement program is being developed cognisant of improvements and price reductions in Electric Vehicles but mindful of the need for charging stations.	Manager Asset & Waste Operations (TO00017)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.1 Undertake water audits on all City managed buildings identifying and implementing 'quick win' improvements.	None	In Progress	35%	Program due to commence end of April 2022.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.2.3.2 Undertake audits on the City's irrigation systems to mitigate water loss or inefficient watering schemes.	None	In Progress	75%	This is an ongoing process. Recently completed a comprehensive review of high water use reserves, resulting in the inefficient reticulation system at Scott Reserve being listed for renewal. Other reserves are currently being assessed on an ongoing basis.	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.2.3.3 Implement an irrigation water supply for Ray Owen Reserve from the Hartfield Park MAR system.	None	In Progress	77%	FY2021/22 will result in detail design, documentation and tender for works to be constructed in FY2022/23. Progress on design phase is satisfactory with	Manager Asset Delivery (PD00004)	30/06/2023



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
				regulatory approval in principle achieved and consultant selected to undertake design. Feasibility report generated 4 options, preferred option is being progressed to detail design and tender documentation. External stakeholder approval will be needed to progress to construction (DWER, DBCA, DFES).		
2.2.3.5 Integrate water sensitive design principles with the new Streetscape Guidelines.	None	Completed	100%	Residents now have access via City website to substantial information regarding water sensitive plants tailored to their suburb. Guidelines have been updated and refreshed.	Manager Parks & Environmental Services (TO00019)	30/06/2022

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
2.3.1.1 Plan and implement the provision of third kerbside waste bin for FOGO.	None	In Progress	57%	This project relies heavily on the effort of EMRC in finalising their FOGO Tender. EMRC have not progressed their works to original timetable. In response, City has explored alternate FOGO supply options. On that basis, it is considered that progress is satisfactory.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.3.1.2 Improve access and facilities at the Walliston Transfer Station for the community to increase diversion of waste from landfill into recycled or reused materials.	None	In Progress	71%	4 Year Project. DWER Licence granted, upgrades ongoing. Access Road completed and operational. Gate House relocated and operational. Works to enable Community Reuse Shop opened March 2022. Hardstand area Completed, drainage works	Manager Asset & Waste Operations (TO00017)	30/06/2025

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Strategic Plan Progress Report (21/22)

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 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
				heavy infrastructure in place. New Site Fence mapped area.		
2.3.1.3 Plan and implement the change of kerbside landfill waste bin refuse from Red Hill landfill to East Rockingham Waste to Energy.	None	Completed	100%	Construction of the East Rockingham Waste to Energy plant commenced on 18 May 2020 with an expected commissioning/opening mid 2023. EMRC have determined member costs to utilise a new transfer station at Hazelmere to transport kerbside waste to the East Rockingham facility. Actions are complete for FY2021/22.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.14 Develop within the new kerbside waste management contract initiatives that promote good waste management behaviours.	None	In Progress	75%	Following meetings with 3 large waste contractors in respect to understanding innovation initiatives and current issues, specifications for new kerbside contract have been finalised, including matters pertaining to waste management behaviours. Tenders to be called during May 2022.	Manager Asset & Waste Operations (TO00017)	30/06/2022
2.3.1.17 Develop an awareness campaign to gain community support for monitoring illegal dumping.	None	In Progress	50%	4 Year Program in conjunction with Keep Australia Beautiful and the Department of Water & Environmental Regulation (DWER). During Quarter focused upon issues relating to illegal dumping of commercial quantities of mattresses and tyres. Also liaison with WALGA.	Manager Asset & Waste Operations (TO00017)	30/06/2025

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	75%	<p>Dawson Ave Sites – Contaminated Sites Detailed Site Investigation Tender Being Finalised. Target date to commence work Q4 2022.</p> <p>Brand Road Detailed Site Investigation (Phase 2) continuing. Target Date for next sampling Q4 2022 subject to Procurement Authorisation.</p> <p>Detailed Sites Investigation (Phase 3) additional sites Tender being prepared. Target date for advertising Q4 2022 subject to Procurement Authorisation.</p> <p>Ledger Road Reserve Quotes being prepared to conduct staged clearing of historic asbestos fly tipping contamination based on location and state of the contamination.</p> <p>Warning signage being reviewed and replaced where required.</p> <p>Other Sites – Contaminated sites Risk assessment and management process - reviews ongoing for all sites.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
2.4.1.2 Manage all contaminated sites to support existing and future land uses.	None	In Progress	75%	<p>Contaminated Sites Land Management Working Group (Leadership Team Representatives) - Providing strategic and operation oversight to further manage program Risks.</p> <p>An accredited Contaminated Sites Auditor - Contracted to provide quality and compliance advice on all City Contaminated Sites. The expected outcomes of the contract included: Improved procurement; Contaminated Sites Risk Management; Identification of project efficiencies; and land use opportunities.</p> <p>Contaminated Sites Budget - More detailed budget breakdown proposed for 2022/23 Financial Year to reflect increased project work and facilitate improved procurement oversight.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
3.1.1.1 Commence preparation of a new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	In Progress	75%	<p>Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.</p> <p>Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.</p> <p>Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.</p> <p>Activity Centres Strategy: - Council adopted March 2021 and is currently in implementation phase.</p> <p>Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase.</p> <p>Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and</p>	Manager Strategic Planning (TO00041)	30/06/2024



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Project Plan Prepared - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by Q4 2022.		
3.1.1.3 Finalise the Transit Oriented Development Precinct Local Structure Plan and supporting Development Contribution Plan(s) for the broader project area.	None	In Progress	80%	Residential Precinct Local Structure Plan: - Approved by WAPC June 2020. - Draft amendments to the Local Structure Plan adopted for advertising by Council in October 2021 and advertising concluded January 2022. Expected report to the Council with final amendments and responses to submission by mid 2022. Transit Oriented Development Precinct Local Structure Plan: - TOD Activity Centre Structure Plan was adopted for the purposes of forwarding to the responsible authority, DevelopmentWA, in	Manager Strategic Planning (TO00041)	30/06/2023



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				October 2021. - Currently pending DevelopmentWA's assessment, consultation and any requests for modifications.		
3.1.1.7 Biennial review of existing Local Planning Policies and implementation of new Local Planning Policies as required.	None	In Progress	75%	Existing Local Planning Policies identified for review and new Policies to be prepared. LPP 14 - Car Parking revoked by Council at the November OCM. LPP 26 - Public Art Policy review adopted by Council at the December OCM. LPP 34 - Wetlands and Waterways adopted by Council for the public advertising at the December OCM. On going review of 11 existing local planning policies.	Manager Approval Services (TO00016)	30/06/2025
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	75%	Customer Survey responses for the period January - March 2022 - Statutory Planning: 14 responses to the question of level of service 86% (12) of the responses were either satisfied, very satisfied and neutral and 14% (2) either unsatisfied or very unsatisfied with the level of service provided. 10 responses to the question of whether staff assessed the planning application within a reasonable period of time. 90% (9) indicated that the time taken was	Manager Approval Services (TO00016)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				either good, or very good whilst 10% (1) indicated the time taken was either poor or very poor. Building: 10 responses to the question of level of service 90% (9) were either satisfied, very satisfied or neutral and 10% (1) either unsatisfied or very unsatisfied with the level of service provided. 5 responses to the question of whether staff assessed the building permit within a reasonable period of time, 80% (4) were satisfied with the period of time taken, with 20% (1) unsatisfied.		
3.1.1.10 Ensure planning and building applications are processed within required statutory timeframes.	None	In Progress	75%	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. Planning Applications processed January - March 22 period: 100 development applications processed – 95% completed within statutory time frames as follows: Basic development applications (20 days) 10 applications, 80% completed on time Standard development applications (60 days)	Manager Approval Services (TO00016)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				63 applications, 95% completed on time Complex development applications (90 days) 27 applications, 96% completed on time Building Permits January - March 22 period: Certified Building Permits 120 permits processed with 100% completed within the statutory 10 day timeframe. Uncertified Building Permits - 86 processed with 99% completed within the statutory 25 day timeframe.		
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies: - Local Housing Strategy - Activity Centres Strategy - Industrial Development Strategy - Environmental Land Use Planning Strategy - Public Open Space Strategy	None	In Progress	75%	Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase. Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase. Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase. Activity Centres Strategy: - Council adopted March 2021 and is currently in implementation phase.	Manager Strategic Planning (TO00041)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase. Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Project Plan Prepared - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by Q4 2022.		
3.1.1.12 Undertake a review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme No.4.	None	In Progress	75%	Project Plan completed. Local Planning Scheme review underway,	Manager Approval Services (TO00016)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				regarding the following elements: Rural analysis; Residential analysis - Dual Density codes; Industrial and commercial; Environmental. Use class table review completed. Work on Scheme text and mapping ongoing.		
3.1.1.13 Provide a half yearly report to Council on regulatory planning and building performance of Approval Services.	None	In Progress	75%	Regulatory Review for the period January - June 2021 presented to Council at the September PAB/OCM. Reporting to be delivered as part of the annual reporting process, and through quarterly progress report.	Manager Approval Services (TO00016)	30/06/2025
3.1.1.14 Compliance audit of contentious and high-risk planning approvals, as resources permit.	None	In Progress	75%	Ongoing. High risk development applications and associated conditions of approval identified through DCU and planning process for compliance monitoring established. Forrestfield/High Wycombe Stage 1 and associated public art conditions identified as high risk.	Manager Approval Services (TO00016)	30/06/2025
3.1.1.28 Progress the planning for the Pickering Brook townsite expansion.	None	In Progress	75%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. Part 1 report and recommendations have now been considered by Council. A Metropolitan Region Scheme (MRS)	Manager Strategic Planning (TO00041)	30/06/2024



City of Kalamunda

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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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				amendment request was progressed by the Council in March 2021. The Western Australian Planning Commission requires the District Water Management Strategy to be updated prior to initiating the amendment. This work is anticipated to be completed in Q2/Q3 2022 and the MRS Amendment formally presented to the WAPC for initiation in the second half of 2022.		
3.1.1.29 Progress investigations to ensure the highest and best use of the City's freehold land assets for reporting to Council.	None	In Progress	75%	Investigations underway for various sites in Kalamunda and Forreestfield.	Manager Strategic Planning (TO00041)	30/06/2025
3.1.1.30 Prepare and review Development Contribution Plans for the City's development areas including: a) Forreestfield / High Wycombe Industrial Area (existing). b) Cell 9 Guided Development Scheme (existing). c) Maddington Kenwick Strategic Employment Area (proposed). d) Forreestfield North (proposed).	None	In Progress	75%	Regarding the Maddington, Kenwick Strategic Employment Area (MKSEA), ongoing liaison with the City of Gosnells and WAPC regarding the future construction and administration of the DCP. Engineering Consultants have prepared detailed design and approvals for the upgrade of the Welshpool Road East and Coldwell Road intersection. For the Forreestfield Industrial Area Stage 1 Development Contribution Area, designs were commenced for the upgrade of Milner Road and Sultana Road West, however these are now on hold as they are not funded at this time. Extensive traffic modelling reports, stormwater	Manager Strategic Planning (TO00041)	30/06/2025



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 activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				<p>strategies and community needs assessments have been reviewed for the High Wycombe South Development Area Transit Oriented Development precinct and the Residential Precinct. A report has been prepared for the Council's consideration of DCP inputs in April 2022.</p> <p>Under the Wattle Grove Cell 9 scheme, Hale Road has been upgraded as reported through the capital works program.</p>		

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
3.2.1.8 Prepare and implement the Strategic Asset Management Plan.	None	In Progress	50%	Internal workshops to determine the City's level of Asset Management Maturity have been completed. Results will be incorporated into a new Strategic Asset Management Plan in early 2022. The work on the plan was delayed due to a key staff vacancy that has now been filled.	Manager Asset Planning (TO00018)	30/06/2025
3.2.1.13 Develop maintenance programs aligned to greater focus on planned maintenance.	None	In Progress	15%	This project will be undertaken over three years, with the following annual milestones - FY2021/22 - Review of current reactive versus planned maintenance activities. FY2022/23 - Development of Business Case to implement new systems and processes. FY2023/24 - Implementation of new systems	Manager Asset & Waste Operations (TO00017)	30/06/2024



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
				and processes. FY2021/22 works are due to commence end April 2022.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
3.2.2.2 Review and implement the Community Facilities Plan.	None	In Progress	75%	Dave Lanfear Consulting (DLC) has been appointed to update the Community Facilities Plan 2019-2039. Progress to date includes: - Completed a literature review and demographic analysis. - Review of usage data, analysing adjoining local government provision, industry trends and benchmarking. - Four consultation sessions have been held, plus a community survey. - Community consultation findings and recommendations were workshopped with City Officers, with a draft report being provided to the City. - During 2020/21 a draft report was developed, however, has been delayed given the need to await the finalisation of key facility planning studies (Aquatics Study, Hartfield Park, Scott Reserve & Libraries Review) within the City that will influence the project. - In 2022 the draft report will be reviewed and updated based on the outcome of the various key facility planning studies and Councillor workshops.	Manager Community Development (DE00007)	30/06/2023



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
3.2.2.3 Undertake community consultation and develop high level concept ideas for redevelopment of district and regional level parks as required.	None	In Progress	75%	During the 2021 State Election, the City of Kalamunda received \$1m towards an All Inclusive Playground in the Forrestfield area. Progress to date includes: - Officers have undertaken a site options analysis to determine location options, with a recommendation to be presented to Councillors for consideration. Following the determination by Council of a preferred site, the City will progress community consultation with the local community and commence the detailed design process. - Officers are currently working with the State Government to develop a funding agreement for this project. - Refer to Action Item: 1.2.3.7 on page 23 for an update on Stirk Park (District Level Park).	Manager Community Development (DE00007)	30/06/2025
3.2.2.4 Undertake concept and detailed design and delivery of approved concept plans for park and playground upgrades as required.	None	In Progress	75%	Stirk Park Playground and Skate Park detail design is on program to have final designs and costs by end June 2022. Gladys Newton Park design is complete and out for community feedback. Fleming Reserve design to commence this quarter. Mackenzie Park upgrade underway.	Manager Asset Delivery (PD00004)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.3.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project	None	In Progress	75%	The first major action to prepare the strategy is to prepare a traffic model for the City. KCTT, an engineering consultancy company,	Manager Asset Planning (TO00018)	30/06/2024



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
plan.				have been appointed and will be preparing the model with completion due July 2022. This will cover all distributor roads in the City, with forecast traffic volumes to 2041, and an assessment of key impacts arising from that modelling. The model will also be endorsed by Main Roads WA, enabling developers to reference the information in any applications.		
3.2.3.2 Implement, subject to funding, the Bicycle Plan 2017 and its recommended actions and projects, to promote and improve cycling in the City. Undertake a formal five-yearly review in 2022.	None	In Progress	75%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding allocation. The City is pleased to have won a Planning Institute of Australia (WA) award for the High Wycombe Local Route, which connects the Kiandra Way area to the train station. Construction of a new shared path along Berkshire Road and Dundas Road connecting to the train station will start in February, subject to tender approval. Concept work with community consultation will also be undertaken through February and March 2022 on new proposed cycle routes along Kiandra Way High Wycombe, and Sussex Road Forrestfield. The overall Bicycle Plan is intended to be reviewed in late 2022.	Manager Asset Planning (TO00018)	30/06/2025

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

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

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017-2022) for the current year.	None	In Progress	75%	Ongoing partnership with Chamber of Commerce and attendance at events and Business Conversations. Developed Investment Prospectus - awaiting final feedback. Pop up networking opportunities investigated.	Manager Economic & Cultural Services (CSS001)	30/06/2023
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	In Progress	75%	Initial review of documentation underway, commenced March 2022, internal meetings planned to guide deliverables.	Manager Economic & Cultural Services (CSS001)	30/06/2023
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract and enable new investment opportunities.						
3.3.2.2 Support and participate in LINK WA Alliance to optimise freight and logistics opportunities.	None	In Progress	75%	Investment prospectus in final design stages, to be released before the end of financial year. Planning Harmonisation work on track with regular updates through all member councils.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.3.2.3 Develop and promote an investment prospectus and collateral to target and attract new business and industry opportunities.	None	In Progress	80%	Investment Prospectus draft presented to Kalamunda Economic Development Advisory Committee - well received - awaiting final feedback for inclusion around housing initiatives.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.3.2.4 Work closely with stakeholders to raise awareness of economic development opportunities and through the Economic Development Committee and other key agencies ensure regular contact and opportunities are recorded and maximised.	None	In Progress	75%	Working with all key stakeholders to identify opportunities within the Economic Development arena. Strong relationships with Kalamunda Chamber of Commerce, Kalamunda Tourism Alliance, Link WA and looking to reinvigorate Grow South East. Working with SBDC and Small Business Friendly Local Government initiative..	Manager Economic & Cultural Services (CSS001)	30/06/2025

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.3 Plan for strong activity centres and employment areas to meet the future needs of the community, industry, and commerce.						
3.3.3.1 As resources permit, implement the Kalamunda Activity Centre Plan and Landscape Masterplan.	None	In Progress	65%	Central Mall upgrades being implemented in 2022. Other future streetscape upgrades subject to the adoption of the Council's budget. Scheme amendment to introduce design guidelines and land use flexibility due to be finalised in 2022.	Manager Strategic Planning (TO00041)	30/06/2025

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 Implement the key actions in the Tourism Development Strategy. Foster growth of the Perth Hills Tourism Alliance.	None	In Progress	75%	Working with Perth Hills Tourism Alliance to grow the Visitor Economy. Signage main focus - have agreed locality signage with group formed from the original committee - signs are currently in design for circulation to members. Regional website in testing phase. Experience Perth Hills continues to lead the social media with many venues picked up through Perth is OK, My Perthfect Life, Urbanlist, RAC etc.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.4.1.3 Collaborate with the alliance members to increase promotion and branding of the Perth Hills.	None	In Progress	75%	Alliance members committed to a six month campaign with Destination Perth which will include radio advertising, print advertising, Electronic Direct Messaging with Perth Now, Billboards in Perth Underground and Instameets with young influencers for the Hills - ongoing. Regional Website currently in testing phase.	Manager Economic & Cultural Services (CSS001)	30/06/2025



City of Kalamunda

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Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
3.4.2.2 Provide input as part of the Working Group for the Pickering Brook & Surrounds – Sustainability and Tourism Strategy.	None	In Progress	85%	Part 2 of the working group and taskforce recommendations being progressed by Department of Planning, Lands and Heritage.	Director Development Services (DE00004)	30/06/2022
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism ventures.	None	In Progress	75%	The City has put in place a single point concierge service for new tourism businesses - garnering support from all departments prior to applications being received. Worked with Planners on new items for inclusion in the review of the Local Planning Scheme to identify tourism opportunities and look to include them in the Scheme. Continue to be recommended as a point of contact for new ventures. Looking to work with Experience Extraordinary to potentially bring high ropes/luge to the City of Kalamunda.	Manager Economic & Cultural Services (CSS001)	30/06/2025

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Strategic Plan Progress Report (21/22)

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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 through self assessment against the Department of Local Government guidelines.	None	Completed	100%	The Strategic Community Plan was reviewed and adoption by Council occurred in May 2021. The Long Term Financial Plan was adopted in June 2021. The Corporate Business Plan was adopted in June 2021. The Workforce Plan was completed in June 2021. All plans meet the required standards as outlined in the Department's guidelines. Progress reporting will occur each quarter via the Corporate Business Plan.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies and Local Laws.	None	Completed	100%	The Governance and Policy Framework has been reviewed internally, along with the Council Policy Manual, these were workshopped with Council in September 2021. The review was completed, with Council adopting the Policy review in October 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	In Progress	75%	The Internal Audit program was endorsed and the first tranche of audits have been undertaken, including the records management audit, CEO corporate card audit.	Director Corporate Services (DE00003)	30/06/2025
4.1.1.7 Conduct an annual review of the Delegated Authority Manual and report to Council.	None	In Progress	80%	The review will commence in March 2022 to be completed and adopted by Council in June 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the LG (Audit)	None	Completed	100%	The Compliance Audit Return was completed in March 2022.	Chief Executive Officer (DE00001)	30/06/2025

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Strategic Plan Progress Report (21/22)

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.						
Regulations.						
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	In Progress	75%	The Audit and Risk Committee was convened in September and November of 2021. The last Audit and Risk Committee Meeting was convened in March 2022	Director Corporate Services (DE00003)	30/06/2025
4.1.1.12 All annual returns are distributed and collated by due dates, and any non-compliance reported to the Department of Local Government.	None	Completed	100%	All annual returns were submitted by August 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.13 Undertake biennial reviews of advisory committees of Council, and reset terms of reference and membership prior to each election cycle.	None	Completed	100%	The review was completed and adopted by Council in October 2021.	Chief Executive Officer (DE00001)	30/06/2022
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.1 Develop, implement, and annually review the Workforce Plan.	None	In Progress	80%	The City have implemented a new budget system for mapping workforce resourcing. Workforce Plan has been reviewed by CEO/Directors for the 2022/23 budget. Strategic Workforce Plan has been reviewed for 2022 and is waiting on approval from Executive	Manager People Services (DE00009)	30/06/2025
4.1.2.2 Develop, annually review, and implement the GROW Organisational Culture Plan.	None	Completed	100%	The in house GROW training program for 2020 and 2021 was delivered and a staff satisfaction rate of over 90% was achieved.	Manager People Services (DE00009)	30/06/2025
4.1.2.4 Review, develop and implement the ICT Strategy 2021 – 2025.	None	In Progress	75%	- Process mapping of business units prior to developing Altus modules for them is continuing. - Participated in three audits, which have demonstrated the transparency and	Manager Information Technology (IT00008)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				accountability of the City's Information Technology Infrastructure. - Change management process and policies developed to ensure the City's IT changeover of systems happens in a structured manner. - IT have migrated across to a new Service Desk platform to allow for better reporting of issues. - IT have commissioned a new Virtual Private Network (VPN) connection that allows a connection to the datacentre regardless of whether or not the Administration Centre has power. - IT Disaster Recovery capability and capacity tested via City staff working from home. No issues with capacity, performance or connectivity. - Remote access tests have been conducted in a live environment with a large number of staff currently working from home. - The Customer Service and Relationship system is currently in progress. - A review of telecommunications services is currently being conducted to reduce costs and increase bandwidth. - Work continues on the creation of a new ICT / Digital Strategy. Initial strategic priorities have been presented to the Kalamunda Leadership Team for review and feedback. Telecommunications Tender		



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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				Review which provides the backbone for the next Strategic Plan has been completed. IT Survey to measure satisfaction and areas of improvement to be included in the new ICT Strategy completed.		
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	In Progress	75%	The City provided all data to inform the production of the December 2021 Performance Excellence Program. The City's Leadership Team are currently reviewing the data to identify any adverse trends and areas for improvement.	Director Corporate Services (DE00003)	30/06/2025
4.1.2.19 Develop and review annually the long-term financial plan.	None	In Progress	75%	The Long Term Financial Plan is updated annually.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.20 Develop Implementation Plan for Core Financials and implement Core Financials.	None	In Progress	75%	The City has completed the Core Financials Specifications Document, currently investigating options for the next steps for implementation.	Manager Financial Services (FS00009)	30/06/2024
4.1.2.21 Develop and implement a budget management system.	None	In Progress	75%	Set-up phase of the project plan currently underway.	Manager Financial Services (FS00009)	30/06/2022
4.1.2.22 Regularly review the City's Risk Management Plans and annually review the Strategic Risk Review to inform the Risk Register.	None	In Progress	75%	A Strategic Risk Workshop was undertaken with the Council and Leadership Team in November to inform the City's risk profile. Data from the workshop has been reviewed and consolidated to update the Risk Register.	Director Corporate Services (DE00003)	30/06/2025
4.1.2.23 Develop and adopt an Annual Budget.	None	In Progress	75%	Budget 2021/2022 adopted in June 2021. Budget 2022/2023 commenced in January	Manager Financial Services (FS00009)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				2022.		
4.1.2.24 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General annual external financial audit.	None	Completed	100%	Annual Financial Statements presented to the Audit and Risk Committee Meeting. Office of Auditor General audit successfully completed with the great result of an unqualified opinion.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.25 Monitor closely emerging cybersecurity risks and conduct external cyber penetration testing twice a year.	None	In Progress	75%	<p>Penetration testing in November 2020 didn't highlight any critical or high risk issues.</p> <p>Successfully responded to significant Microsoft Exchange (email servers) threats. Third party tested and validated that no City email servers have been compromised.</p> <p>Scoping of the FY2021/22 cybersecurity testing is underway, with discussion being held with vendors for quotes. This year the testing scope will be increased to test the Intranet, Social Engineering tests, and include the standard two external penetration tests.</p> <p>The City has proactively undertaken an external penetration test, an external security review of its Microsoft Office365 environment (Intranet, Sharepoint and Yammer), and an external phishing test (social engineering test). No significant issues were found.</p> <p>The City has proactively reviewed security practices of two vendors via the use of its Supplier Security Questionnaire Assessment security form. Patching of systems on a</p>	Manager Information Technology (IT00008)	30/06/2025



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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	In Progress	75%	<p>monthly basis continues.</p> <p>The City has undertaken its most significant Business Continuity test yet, the supporting of Operations during COVID-19. As IT had correctly sized the datacentre environment, deployed Remote Desktop Servers and provided multiple data paths into the datacentre, City staff were able to work from home during COVID-19 lockdown periods. This exercise demonstrated that people can continue to access technology resources regardless of their location, and that IT resources were not affected by increased usage.</p> <p>Disaster Recovery test utilising the Geraldton Datacentre to recover a sample of servers successfully actioned.</p> <p>One business continuity test involving the Finance Department has been completed, two disaster recovery desktop exercises have been completed.</p> <p>Planning has commenced for the next round of Disaster Recovery and Business Continuity tests in FY2021/22.</p> <p>The City undertook a full network link shutdown in December 2021 and responded to it effectively. The City will use this as a test</p>	Manager Information Technology (IT00008)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				<p>disaster recovery scenario.</p> <p>The City conducted a disaster recovery exercise on 05 April 2022. The exercise simulated the inaccessibility of the Altus Records system. Test files were successfully restored.</p>		
4.1.2.27 Whole of City Telecommunications Review.	None	In Progress	75%	<p>Request for tender has been released to market and pricing received. The focus of the Tender Request package was to achieve higher bandwidth speeds for a reduced cost, and to provide better disaster recovery opportunities.</p> <p>The Tender Panel has reviewed tenders and prepared a report to Council. Contract will follow Datacentre Review completion.</p> <p>Procurement process has been completed. Letter of Intent to Award will be provided to the successful vendor by the end of September 2021. Project planning for the implementation of the new telecommunications will commence in October 2021.</p> <p>The City has met with Vendor and planning has commenced to start migrating City sites across to the new network with faster speeds, from April 2022.</p>	Manager Information Technology (IT00008)	30/06/2023
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business	None	In Progress	75%	<p>Expression of Interest report completed with three successful vendors identified. Request</p>	Manager Information Technology (IT00008)	30/06/2023

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
Continuity.				<p>for Tender package was reviewed prior to release.</p> <p>Request for Tender process completed with no suitable vendors identified. The City has sought feedback from vendors on the Tender, and will take an updated Tender to market again.</p> <p>Updated tender documentation completed with no scope requirements relating to the enhanced protection of backups from ransomware. Tender currently under internal review prior to being released.</p> <p>Request for tender process completed with a suitable vendor identified. A tender recommendation report will tabled at the May 2022 Ordinary Council Meeting.</p>		
4.1.2.29 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	In Progress	75%	<p>Project governance framework for the Customer Relationship Management (CRM) project has been completed. Contractual negotiations with vendor are in progress.</p> <p>Significant work has been undertaken with vendor on terms and conditions of Customer Relationship Management project. Final draft is with the vendor for approval by their legal team.</p> <p>Final review of terms and conditions</p>	Manager Information Technology (IT00008)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				presented by vendor being undertaken.		
4.1.2.30 Continue to map business processes, reengineer, and focus on optimising current mapped processes for organisational efficiencies and documenting corporate knowledge.	None	In Progress	75%	Business analysis focus is currently on the Customer Relationship Management System 5 processes that are being developed with the contractor. Sorting of the recommended processes to follow is continuing, with a submission to be provided to the Executive Management Group for their decision on priorities. There are currently 1362 business processes mapped, an increase of 51 since last reporting period.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.31 Implement a Customer Relationship Management System. (CEO KPI 7.3)	None	Deferred	40%	This project has been deferred due to need to complete ERP Upgrade as the first priority. Works to review options underway.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.1.2.32 Ensure the City complies with its OHS responsibilities in providing a duty of care to its employees.	None	In Progress	80%	Revised Work Health & Safety (WHS) laws released end of March 2022. Internal policy and procedures to be edited to reflect the change from OHS to WHS. Implementation of a pilot program using an online Safety Management System. Research and implement a Safety Management Framework. 2022/2023 training to be safety behaviour based with roles and responsibilities being defined. New Safety Representatives have undergone training and are active in reporting hazards, incidents etc.	Manager People Services (DE00009)	30/06/2025

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 Review regularly, implement, and report on the Customer Service Strategy. (CEO KPI 7.2)	None	In Progress	75%	The City of Kalamunda's customer service strategy implementation has to date been an immense success. The key objectives of the Strategy are to: - Strive to achieve a new customer service ethos and deliver on the customer service promise and principles - Culturally optimise the organisation to achieve best practice customer service outcomes - Support and train staff to feel empowered, be proactive and work collaboratively toward business objectives and customer service excellence - Effectively communicate with our customers, internally and externally. Customer Service results have continued to demonstrate that Key Performance Indicators are being met.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.2.1.2 Undertake the biennial Community Perception Survey. (CEO KPI 4.3)	None	In Progress	77%	The Survey has been finalised and will be issued to community in May 2022 in accordance with project timeline.	Manager Customer & Public Relations (DE00008)	30/06/2022
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy. (CEO KPI 6.4)	None	In Progress	78%	Full review of the strategy underway this financial year. Report on projects completed in 2021.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.2.1.4 Develop, review and implement communications plans and Public Relations responses.	None	In Progress	75%	Communications plans are developed for all major projects and as a part of our Community engagement.	Manager Customer & Public Relations (DE00008)	30/06/2025

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
				The City has also been successful in receiving a number of awards and finalist nominations for our communication and engagement plan strategy, development and execution. As an example, in December 2021 the City of Kalamunda and the Department of Transport won the Stakeholder Engagement Award at the 2021 Planning Excellence Awards. The High Wycombe Station Shared Paths community engagement project was recognised for its innovative approach designed to increase community vibrancy and its links to the City's Strategic Community Plan. The project embraces neighbourhood stories and local Whadjuk Noongar history and culture through brightly coloured street crossings, designed by talented local artist Aurora Abraham. The design of the engagement process for the delivery of the Local Route Connection to High Wycombe Train Station has achieved high standards for considering the community's transport infrastructure needs.		
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 with the Kalamunda Advocates Strategy.	None	Completed	100%	The Advocacy Plan is currently being used to target the Federal election due in 2022.	Chief Executive Officer (DE00001)	30/06/2025



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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.2 Participate in the Growth Area Perth and Peel Chief Executive Officers advocacy group.	None	Completed	100%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities and has finalised and lodged its stage 3 business case submission to IA including additional explanatory information. IA have accepted the stage 3 business case for final assessment. If they support the business case, funding can be listed in the Federal budget in future years. The City has two projects listed, being the Ray Owen Stadium expansion project and the redevelopment of Maida Vale Reserve facilities.	Chief Executive Officer (DE00001)	30/06/2025
4.2.2.3 Maintain regular contact with local members of parliament and with key Ministers of State and Federal government.	None	In Progress	74%	Monthly meetings with the Mayor and local State Members have taken place. Meetings with Federal Members are based on when they are available, however given the Federal election, advocacy effort has been targeted and ongoing resulting in a \$60mil pledge for the High Wycombe Hub and \$5.4mil for Hartfield Park to date.	Chief Executive Officer (DE00001)	30/06/2025

