


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	50%	<p>City staff have developed Inclusive Kalamunda - Social Inclusion Plan 2021-2025 which 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"> - Outdoors October First Aid Demonstration 19 October Zig Zag Function Room. 16 participants. Outcome - Seniors learnt basic first aid, how to apply CPR and how to treat a snakebite and spider bite. - COTA WA (Council of The Aging) Presentation 3 November Darling Range Hub. 31 participants. Outcome - participants learnt about activities, support and advocacy services available in Perth for Seniors. - Ageing Well Festival 5 November Zig Zag 	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.						
				Precinct. Supported Darling Range Hub in the advertising and organisation of this inaugural event. Outcome - increased community capacity building and strengthening of partnerships. The Smoothie bike was a great success and promotional material on services the City provides for Seniors were distributed. - Seniors Week 7 to 14 November. Supported Darling Range Hub and Woodlupine Family Centre in the advertising and organisation of their Senior Week events. Ensured the website was updated with all the weeks events. Outcome - increased community capacity building and opportunities for other organisations to conduct activities during Seniors week. - Intergenerational Christmas Craft Activity 8 December Hartfield Park Recreation Centre. 254 participants attended. Outcome - great opportunity for the City to be seen conducting intergenerational activities out in the community. - Mental Health Workshop 13 December Darling Range Hub. 8 participants. Facilitated for Direction Psychology to run a free mental wellbeing session for the members at Darling Range Hub. Outcome - strengthening of partnerships and connecting community. - Partnerships formed with Dome and Building Friendships. - Partnerships strengthened with Darling		

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Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
				Range Hub, Probus Club, Forget-Me-Not-Cafe, National Seniors and Seniors Coffee Lounge to support their organisation and promote their events.		
1.1.1.7 Finalise consolidation of social plans and commence implementation.	None	In Progress	50%	City staff began the initial stages of implementing year one of the Social Inclusion Plan (2021-2025). Staff workshops were conducted in December to discuss the goals, deliverables and action plans with each business unit who have reporting obligations to the plan.	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	50%	City staff have commenced year five of the Youth Plan (2017-2022), delivering several projects to the City of Kalamunda community including: - Skate, Scooter, BMX Clinic facilitated by Freestyle Now at Forrestfield Skate Park. 8/10/21, 15 attendees. Outcome - health and wellbeing promotion and youth plan consultation. - Mental Health Week: Zero to Hero Senior School Workshop at Kalamunda SHS. 13/10/21. 10 attendees. Outcome- young people engaged for Mental Health Week 2021 to learn about self-care surrounding friendships, exercise, nutrition and sleep. - Youth and Community Assistant Position 2022 Recruitment. 44 Applications. Outcome - selected school graduate for 2022 contract to	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				gain new ideas and maintain connection to young people in the community, interests and priorities. - Barista Workshops with Dome Kalamunda. Youth Workshop 25/10/21. 4 attendees. Outcome - improving employability skills for youth job-seekers. - Stirk Park Teddy Bears Picnic Pop Up Play Day. 29/10/21. 150 attendees. Outcome - activated local park and connected community with early years providers. - Anti-theft Screw Crime Prevention Workshop Assistance, Bunnings Kalamunda. 13/10/21. 10 Cars, 1 Youth Action Kalamunda (YAK) Volunteer. Outcome - improving awareness in community about City of Kalamunda offerings, YAK volunteering opportunities and crime prevention initiatives. - Zig Zag Early Years Partnership Meeting. 16/11/21. - Faire & Co Celebrate Central Christmas Activation 19/11/21. 25 attendees. Outcome - creating excitement and connection to the Central Mall upgrade project. - Thank a Volunteer Day 3/12/21. 5 attendees. Outcome - acknowledgement and appreciation to committee members for their continued efforts in the community. - SEED Young Entrepreneurs Program Participation Evaluation Session. 6/12/21. Outcome - feedback from 2021 program and		

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				idea brainstorming to improve the project in 2022. - Crafty Christmas Workshop, Hartfield Park Junior Christmas Event. 8/12/21. 254 participants attended. Outcome - intergenerational engagement and enhancing community connection. - Schools Out! Pool Party. 16/12/21. Outcome - youth recreation and connection to local facility at Kalamunda Water Park. - Student Citizenship Awards Program 29 schools participated. \$40 book voucher and certificate for selected student from each school. Outcome - young excelling students nominated by school and receive recognition for their efforts. - Youth Action Kalamunda: 3x meetings (12/10, 16/11, 7/12). Networking Event 14/11. Volunteers at Anti-theft screws workshop, Faire & Co workshop, Thank a Volunteer Day, School's Out Pool Party. Outcome - local leaders and changemakers supported to improve community through events, volunteering and advocacy. - Youth Plan 2023-2028 Development: Forrestfield Night Market Engagement (8/10) 10 engaged, (12/11) 20 engaged, Kalamunda SHS 'Kalamunda Day' (22/10) 100 youth, Kalamunda Library Pop Up (10/11) 10 engaged, Kalamunda Secondary Education Support Centre Council Chambers Visit		

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				(26/11) 3 youth, online survey (140+), artwork commission 'Youth of the Future' by Leah Addison. Outcome - gathering data about the priorities and interests of the new generation of youth in the community.		
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	In Progress	50%	Continued engagement with Reference Group - Excellent NAIDOC week celebrations led by local elder Nick Abrahams and Little Durum Dancers. NAIDOC celebrations ran for the week and the Visitor Centre showcased aboriginal art for sale with a central display. One Reference Group meeting held, these have been scheduled for every two months. City RAP has reached the end of its two year period. We have commenced negotiations to produce a new RAP with Reconciliation Australia. Cost of \$1500 - this will be a further Innovate RAP.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.1.2.47 Review and implement the Disability Access & Inclusion Plan.	None	In Progress	50%	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: - Seven Disability and Carers Advisory Committee (DACAC) nominations received (5 individuals and 2 local organisations) endorsed by Council at the December OCM. - Mental Health Week - 12 October. 45 participants. Visit to Kalamunda Secondary Education Support Centre (KSESC). Mental	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				wellbeing activities were conducted and the smoothie bike was a great success. Outcome: Connection to the community and strengthening of partnership with KSESC. - Carers Week 14 October. Funding was obtained to conduct a Carers Wellbeing Walk followed by a picnic lunch. 15 participants. Stirk Park. Outcome: Carers were able to network, share ideas, meet new Carers, connect and support each other. - Barista Workshop 15 December. Partnership with Dome. 3 participants living with a disability along with their support worker. Outcome: participants gained the skills and confidence to move forward for potential employment in the Barista industry. - International Day of People with Disability 3 December. City staff disability awareness training. Five guest speakers from Building Friendships spoke to staff about what their day is like living with a disability. Staff were given the opportunity to ask questions. Outcome: staff learnt about the struggles faced by people with a disability on a daily basis. A great way to raise awareness and educate staff on inclusivity. - The Accessible Event Guide is currently being developed by Officers.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						

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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	55%	The City has recently completed upgrades to Library software which will improve efficiency and provide a more streamlined experience for checking in books.	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	60%	Project Group has been established and weekly actions are being managed. Brief and scope delivered to the Assets team for creation and procurement of architectural brief. Business Case produced for the relocation with associated costs, Alternative valuation received from Savilles - work on agreement for progression of sale. Lease documentation from Hawaiian under Director review.	Manager Economic & Cultural Services (CSS001)	30/06/2022
1.1.3.6 Commence planning and advocacy for relocation of a new library in the High Wycombe South hub development.	None	Not Started	0%	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	50%	Actions and strategies addressed in the Community Safety and Crime Prevention Plan are being actioned as per the plan dictates, and some of these for the last quarter include: - Bunnings Kalamunda, Forrestfield Police Station, and the City of Kalamunda came together on Saturday 13/11/2021 to run a drive	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<p>through Anti-Theft Screw Project.</p> <ul style="list-style-type: none"> - Contributed support for the daily vaccinations sub committee. - Man-Up Workshops: Forrestfield public library and Lesmurdie Library 28th of October and 2nd November: Approx. 5 People attended. - Deployment of variable message boards to address hooning and anti-social behaviour. 		
1.2.1.2 Undertake Annual Bushfire Readiness and Assessments Program.	None	In Progress	61%	<p>The Fire Hazard Reduction Notice (FHRN) was gazetted and issued with the rates in July 2021.</p> <p>The 2021/22 Fire Hazard Assessment Plan started in August, with pre-season inspection appointments provided by the City's Fire Control Officers (FCO's) with Compliance inspections starting 1 November 2021, concluding 31 March 2022.</p> <p>The City's communication plan continues.</p> <p>Inspections commenced 1 November 2021 and concluded 23 December 2021 for the Christmas break and recommenced in January 2022.</p> <p>This reporting period (1 October 2021 - 31 December 2021) Total inspections - 2890 Work orders issued -732</p>	Coordinator Community Safety (AC00018)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Follow up inspections - 2853 Infringements issued - 47 Inspections requiring no further action - 2151 Total number of Variations issued - 152 Permits issued from 1 October 2021 to 30 November - 106		
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	In Progress	51%	It is a requirement that all Local Governments are required to review their Local Emergency Management Arrangements (LEMA) each year, or after any major incident occurring. As a result of the COVID-19 pandemic, the City will conduct a review once the pandemic crisis passes. A major review is undertaken at least every 5 years. The next LEMA major review is due to be completed by 2025. The City has conducted its Local Emergency Management Committee meetings as required, with the next meeting scheduled to be conducted in November 2021. The City also completed its requirement to conduct a training exercise, which was a Hazmat scenario involving the LEMC and some other external agencies relevant to the incident. The exercise was conducted at the City on 26 August 2021. The City continues to review and update its Local Emergency Management Arrangements	Coordinator Community Safety (AC00018)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<p>(LEMA) as required. The last amendment to the arrangements was to update the Emergency Contacts Directory which was completed in December 2021. The next update to this document is due in late March 2022.</p> <p>The City has also made a grant submission (Preparing Australian Communities Grant Application), which was submitted in January 2022. Community Safety aims to receive funding to upgrade its community engagement fire truck to a more fit for purpose trailer, that can be used in the field to better promote emergency preparedness, building resilience and aiding recovery.</p> <p>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 (EMRC). This application is seeking funds to produce a series of audio visual product, which will be designed to educate the community on our biggest threat, BUSHFIRE. These products will aim to further educate the community on identifying the threat and how to mitigate that particular threat.</p>		
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on	None	In Progress	50%	Fire Break improvements and ancillary works funded by DFES for 2020/21 have been completed.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
premise of ongoing external supporting grants from the Emergency Services Levy.				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.		
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	51%	Maintain and provide Ranger services, to ensure all Ranger related matters are attended to. Update 1 October 2021 – 31 December 2021 - 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 to be advertised for public Comment. The advertising is due to be released in January and submissions close 25 February 2022. - Dog Local Law update – As a result of the JSC review and decision to reject the City Of Kalamunda Dog Local Law 2019. Community Safety have prepared the Local Law and report to be presented to OCM in February 2022 for council to approve for the local law to be re advertised and open for public comment.	Coordinator Community Safety (AC00018)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Operational statistics from 1 October 2021 - 31 December 2021 - Dog attacks - 27 - Parking issues - 115 - Cat related issues - 39 - Dog registrations - 8470 - Cat registration - 1456 - Other vehicle related - 42 - Total customer service requests received - 1783 - Fire complaints Rangers - 109 - Total infringements issued - 116 - Total cautions issued - 285 - CCTV requests - 16 - Dangerous Dogs current - 12 - Other Ranger related matters - 270 - Prosecutions - Total 3 with 2 of those pending trial Feb and July		
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	In Progress	50%	The Closed Circuit Television (CCTV) strategy continue to be implemented. Actions this quarter include: - 11 requests from Western Australia Police Force for CCTV footage Sites include: - 4 x Hale Rd / Hartfield Roundabout, Forrestfield - 1 x Kalamunda Community Centre, Kalamunda	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<ul style="list-style-type: none"> - 1 x Zig Zag carpark, Gooseberry Hill - 2 x Haynes / Railway, Kalamunda - 1 x Lions Lookout, Lesmurdie - 1 x Kalamunda Road, High Wycombe - 1 x Ranger body camera footage, following joint operation with WAPOL. - The City's CCTV Variable message board has also been deployed to the Forrestfield Light Industrial Area / High Wycombe South area due to reports of hooning. - 1 incident of hooning has been reported to the City which was recorded on camera and provided to WAPOL. - Service Policy 15: Closed-Circuit Television (CCTV) Surveillance was endorsed by Council on the 12 October 2021 - Positive feedback received from Glenn South, Acting Officer in Charge Forrestfield Police regarding the City's CCTV and Community Safety staff mentioned at the November Local Emergency Management Committee meeting. 		
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	50%	<p>Environmental Health continue to monitor and investigate public health risks within the community.</p> <p>Key result for this quarter include;</p> <ul style="list-style-type: none"> - 2,055 records completed - 18 on-site wastewater applications received - 42 public buildings assessed - 53 other health premises assessed (including caravan parks, skin penetration etc) 	Coordinator Environmental Health Services (CS00006)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<ul style="list-style-type: none"> - 93 Health related applications approved such as management plans, licences, registrations and permits. - 184 Aerobic treatment unit service reports received - 8 event application reviewed - 19 water samples undertaken - Mosquito control program commenced in November, including adult mosquito trapping and 450 storm water drains treated with larvicide. - Asbestos awareness month was promoted with a stall outside Bunnings with information on handling asbestos. - Currently liaising with Department of Water and Environmental Regulation in establishing a light industry program. 		
1.2.1.470 Prepare and implement a Food Safety Assessment Plan.	None	In Progress	50%	<p>The Environmental Health team continue to provide a food safety service to the community</p> <ul style="list-style-type: none"> - Food Safety Assessment Plan has been completed and ready to implement. - 23 food business registration applications approved - 161 Food Safety assessments have been completed this quarter - 39 food stalls permits issued - 20 additional food stall at the City's markets approved. - 10 Food complaints received. 	Coordinator Environmental Health Services (CS00006)	30/06/2025

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<ul style="list-style-type: none"> - Continue to promote online foodsafe training - Streamlined processes for mobile food vendors trading at events - Increased presence at events monitoring food safety 		
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	50%	<p>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:</p> <ul style="list-style-type: none"> - Ageing Well festival: Developed and run by the Darling Range Seniors Hub. The City held a stall with the smoothie bike. Approximately 350 people attended. - On the 30th of October 2021 two City Officers from Environmental Health were involved in supporting Kanyana Wildlife Rehabilitation Centre bat night fundraiser. Approx 50 people came. - Outdoors October First Aid Course: 11 attendees. - Schools Out pool party: Kalamunda Water park and Smoothie Bike: Approx. 50 plus people attended. - Food Sensations 4-week free cooking class Forrestfield library: 12 people attended. - Asbestos Awareness Stall Bunnings 13th of November. - Public Health Advocacy Institute of Western 	Manager Environmental Health & Community Safety (AC00064)	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.						
1.2.2.3 Ensure maximum community utilisation of the City's Recreation Facilities by providing high quality, affordable and sustainable programs and services.	None	In Progress	50%	Australia, Children's public health awards: Commendable award for COVID Innovation grants for children's mental health. The City's Recreation Centres offered a diverse range of activities across their four main facilities, including, fitness classes, holiday programs, sport competitions, junior programs, gym and active seniors classes. Participant growth has been seen in Junior Volleyball and Yoga classes. Attendances at the Recreation Centres for the second quarter (to 15 Dec) were: Hartfield Park Recreation Centre - 30,282 High Wycombe Recreation Centre - 10,514 Maida Vale Netball Centre (360 Fitness Program)- 88 Ray Owen Sports Centre (Live Active Seniors Fitness) - 61	Manager Community Development (DE00007)	30/06/2025
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	50%	The City produces a variety of information to our community to promote local sporting clubs and recreational opportunities as follows: - Clubs 4 Life Monthly E-news sent with 257 sporting and community groups reached; Recreation Facilities - Recreation Facilities E-news sent out monthly; - Flyers handed out at Junior Christmas Event to promote Junior Programs & Creche; - Regular Social Media posts telling stories about what is happening at the Recreation Facilities;	Manager Community Development (DE00007)	30/06/2025

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				- Flyers promoting Activities for Seniors delivered to local residents in letterbox drop in late October. 17, 937 flyers were distributed.		
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	50%	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 City is currently developing a brief to engage Architectural Services to design and cost the new Scott Reserve Pavilion.	Manager Community Development (DE00007)	30/06/2025
1.2.3.2 Continue to progress the Trails Loop Plan.	None	In Progress	50%	During the 2020/2021 financial year, Stage One of the plan, linking the centre of Kalamunda to Pickering Brook was completed. Discussions continue with relevant land owners and authorities in regards to the progression of the remaining stages of the Perth Hills Trail Loop.	Manager Community Development (DE00007)	30/06/2025

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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.						
1.2.3.3 Implement and deliver the Maida Vale Master Plan.	None	In Progress	50%	<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 in the 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. The successful contractor for the project is Kalamunda Electrical, with works to commence in the new year. - During the 2021 State Election, a funding commitment of \$2.4m was made to the City towards the upgrade of the Norm Sadler Pavilion as per the Maida Vale Reserve Master Plan. A draft funding agreement for the project, is currently awaiting execution by the Minister for Sport and Recreation. The City's previous planning for additional female (unisex) changerooms at Norm Sadler Pavilion, will now need to be coordinated with the \$2.4m State Government commitment, and an architectural brief is currently being prepared. - The City's advocacy approach remains 	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				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 candidates 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	50%	<p>The Ray Owen Master Plan was adopted by Council in February 2015. As part of the State Governments 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 candidates in the lead up to the 2022 Federal Election.</p> <p>The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - Detailed concept designs have now been completed for the four court extension at Ray Owen Sports Stadium. - A funding agreement for the \$5m has been executed between the City and State Government. Detailed designs for the oval expansion and water source are currently being progressed by the relevant Consultants. - Stage one of the car parking works have been awarded to Bos Civil, with site works to 	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				commence in early January 2022 with an anticipated completion in early March 2022. - Within the City's 2020/21 budget, \$2 million has been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. The detailed designs have now been finalised and is currently reviewing the final cost estimates for the project.		
1.2.3.5 Progress the Aquatic Facility Study.	None	In Progress	50%	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 the community consultation and current industry trends and research. - This above information and potential development opportunities and draft Business Case have been workshopped with Councillors. - The Consultants Needs Assessment and draft Business Case, was endorsed at the June 2021, Ordinary Council Meeting for the purposes of public advertising for a minimum of 90-days. - The public advertising period closed on 8 October with a strong response rate from the	Manager Community Development (DE00007)	30/06/2022

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				community. Officers have now reviewed and collated the community feedback received and will present the results to Councillors for final consideration prior to the draft Business Case being finalised.		
1.2.3.6 Implement and deliver the Hartfield Park Stage 2 Master Plan.	None	In Progress	50%	<p>In August 2021, Council adopted the final Master Plan report following feedback received through the public advertising period on the draft Master Plan. Progress to date includes:</p> <ul style="list-style-type: none"> - In September 2021, the City submitted a CSRFF application to the State Government seeking funding assistance for Stage 2A. This will also utilise the \$2 million Federal Government commitment as previously endorsed in November 2020 by Council. An outcome for the CSRFF grant application will be known in January/February 2022. - Hartfield Park is a registered Aboriginal Heritage site, meaning projects require approvals in order to comply with the Aboriginal Heritage Act. In order to progress the approval process, the City has engaged the services of an Aboriginal Heritage consultant to undertake consultation with Traditional Owners. - 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. 	Manager Community Development (DE00007)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.7 Implement the Stirk Park Master Plan – Stage 1.	None	In Progress	50%	<p>In July 2020, Council endorsed the detailed concept designs for the Stage one priorities for the Stirk Park Master Plan including a new Playground, Youth precinct, Path network upgrade and a Skate Park. Progress to date includes:</p> <ul style="list-style-type: none"> - In July 2021, the City submitted a Detailed Application for \$2.5 million to Lotterywest for the project, following the grant funding criteria reverting back to its pre-COVID-19 focus on Community Investment. An outcome on the grant application is anticipated to be known in December 2021 / January 2021. - The detailed designs for Stage One are currently underway by the appointed Consultants, and pending a successful funding outcome from Lotterywest will ensure the project can then be progressed to the construction phase. - Rotary Kalamunda has confirmed that they will make a contribution of \$75,000. The City is currently developing a Funding Agreement with Rotary Kalamunda. - The Minister of Planning has approved \$262,000 from Public Open Space Cash in Lieu funding towards the implementation of the project. 	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	60%	<p>Approval received from the Minister for Planning on all Cash in Lieu proposals.</p> <p>Various proposals under community</p>	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: 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	50%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. - Capital Grant applications closed on 30 September 2021 with the City receiving two applications, which were initially assessed by the City's relevant Technical Officers. Feedback to refine applications has been provided to the applicants, with applications to be amended by 31 January 22. - The SSRC nomination process was recently undertaken with a new Committee appointed.	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	59%	Community engagement campaigns for the financial year to date are published and available at: https://engage.kalamunda.wa.gov.au/	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	59%	Two town teams are registered. Ongoing promotion in place.	Manager Customer & Public Relations (DE00008)	30/06/2025
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						

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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.						
1.3.2.1 Implement the City's approved community events programs.	None	In Progress	59%	- Perth Hills Spring Festival Completed October - November 2021 - Thank a Volunteer Day Completed December 2021 - Christmas Festival completed December 2021 Summer Series planning underway for first quarter 2022. Australia Day Event to be held January 2022.	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.2.3 Review and implement the Arts Strategy.	None	In Progress	60%	Engagement for the Arts Strategy review has been completed - initial working document for draft Art Strategy commenced. Art Strategy Review will progress to Council with input from new Coordinator Culture & Arts who commences on 31 January 2022.	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	50%	The City has maintained a strong relationship with the Historical Society. The Education programme has regularly been fully booked. Current focus is on altering current scheduling to move home schooling groups to free up space for extra Education programme spaces. Excellent strong team, working together to identify new opportunities for educational experiences.	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	50%	Office improvements complete improving functional use. Draft strategic plan developed in conjunction with Circuitwest for KPAC. Draft programming plan developed.	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.						
				Outer Metro Funding delivered with diverse audience and exposure. KPAC continues to deliver excellent opportunities for both locals and the wider community. New signage currently underway. New Coordinator of Culture & Arts commencing 31 January.		
1.3.2.6 Implement actions from the Zig Zag Gallery Review.	None	Deferred	10%	0.5 FTE Curator position will be fulfilled upon the appointment of the Arts & Culture Coordinator.	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	50%	Robust programme of events. KPAC continues to be well utilised by community groups and dance schools with many concerts in the run up to Christmas. Exceptionally good attendance at Morning Music Shows with a varying offering including a Christmas special. Programming well advanced to the end of the financial year.	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	51%	Zig Zag Gallery curation has transferred to Economic & Cultural Services - strong programme of exhibitions which are currently booked through to 2023. New Gallery Curator has been appointed on a temporary contract. Gallery continues to attract strong levels of interest around book launches and author readings which fit neatly in to the overall programme. The recent Esther Foundation exhibition and auction was an overwhelming success and has become a regular annual event in the Gallery programme.	Manager Economic & Cultural Services (CSS001)	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: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.9 Facilitate, support, and approve community generated events.	None	In Progress	59%	Applications for events that have been approved and have occurred, along with those received and being processed to date for the October - December include: OCTOBER "Bush Prelude" Open Gardens, Single Mother Support Group, Forrestfield Night Markets, Mr Perfect BBQ, Australian Masters Games - Cycling, Australian Masters Games - Rugby, Kalamunda Music Festival, John Curtin Orienteering, Walk the Wall Kalamunda, Mental Health Week Event, Intergenerational Picnic, Kalamunda Railway Run, Arts & Crafts Exhibition and Sale of Work , Fergie Day, Harmony Cup, Kalamunda Men's Shed Open Day, Music in the Paddock, Subi Fest WA 2021 NOVEMBER Ageing Well Festival, Open Garden- Bob Melville's Rose Garden, , St. Brigids College Twilight Fair All Things Vintage Carboot Sale, Kidz Artz in the Park ZZCA, Intergenerational picnic, Landcare Networking Event, St Barnabas Church Annual Spring Fete Rotary Club of Kalamunda Inc: Beetle and Abba Tribute Band and Kalamunda Night Market DECEMBER	Manager Customer & Public Relations (DE00008)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
				High Wycombe Christmas Picnic, S&R Orchard Fruit Picking Dec-April, Wattle Grove Picnic, , Hills Big Band in the Park, Carols By Candlelight, Reggae at the Park 2021, ZZCA Bush Dance (Note - Cancelled due to COVID-19 restrictions for New Years Eve)		
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	50%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. - Capital Grant applications closed on 30 September 2021 with the City receiving two applications, which will were initially assessed by the City's relevant Technical Officers. Feedback to refine applications has been provided to the applicants, with applications to be amended by 31 January 22. - The SSRC nomination process was recently undertaken with a new Committee appointed.	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	50%	The following Clubs for Life programs have been undertaken in the second quarter: - Launch and completion of Round One of the Community Funding program, where Clubs and Community Groups can receive up to \$1,000 for new programs, initiatives, events or equipment. Seven applications were received for the Sports and Recreation development grants stream and seven were received for the Community Development grants stream.	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 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.						
				The City is currently assessing the grants, with applicants to be notified on the outcome in January 2022. - Funding workshop held in October 2021 with 9 Sporting and community groups attending. - Mid season meeting held with Scott Reserve Users.		
1.3.3.3 Provide support and guidance to community groups as and when required.	None	In Progress	50%	City Officers are regularly required to provide support to community groups with the following examples occurring in the second quarter: - Community Funding Program: \$1000 one-off contributions to assist local community groups and individuals to deliver community projects. Eight project applications currently being assessed, including a Multi-Cultural Australia Day, Purple Bench Project and Carers Support Sessions. - Updating the Community Services Contact Database - Supporting the Darling Range Hub through event support, including the Ageing Well Festival and a Tech Savvy Seniors Workshop, designing and printing of flyers and guidance on how to deliver large scale events. - Regular check ins with the Men's Sheds to keep informed of what is on from the City, and any support they need. Supporting 2 community members interested in starting up a She-Shed.	Manager Community Development (DE00007)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 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	50%	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.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.2.6 Implement street tree planting programs.	None	In Progress	50%	50% of funding allocated for FY2021/22 has been spent or committed in procurement and planting of street trees. WALGA / Water Corporation grant scheme of additional street trees is now in delivery	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.						
				phase.		
2.1.2.7 Develop new verge planting (including under powerlines) and streetscape guidelines.	None	In Progress	50%	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.	Manager Parks & Environmental Services (TO00019)	30/06/2022
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	50%	The City is undertaking a review of the draft Strategy after conclusion of the Public Consultation feedback, and is planning to submit a final Strategy for Council adoption in the first quarter of calendar year 2022.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.3.9 Integrate within Streetscape and Street Tree master planning biodiversity needs.	None	In Progress	50%	Development of this action is in conjunction with the Green Links Master Plan. Scheduled for delivery in the 2022 calendar year. Currently defining scope and resource requirements.	Manager Parks & Environmental Services (TO00019)	30/06/2022
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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.						

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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: 2.1.4 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	60%	Draft Local Planning Policy 33 - Tree Retention adopted for advertising in September 2021. Finalisation of policy expected by mid 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	60%	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	50%	Monitoring occurring on a bi-annual basis. Some key outcomes include: - the City has commenced work to implement a paperless online planning and building approvals process. - Street tree audit for the new tree masterplan is underway. - commenced the preparation of a new Local Biodiversity Strategy. - Firebreak notice updated to reflect maximum firebreak width. - New policy for tree retention on private land adopted for advertising. - new policy for waterways and wetlands adopted by Council December 2021 for advertising.	Manager Strategic Planning (TO00041)	30/06/2025
2.1.4.6 Investigate the potential for renewable energy project opportunities in the City. Provide comments and input on planning, compliance, and development processes in relation to environmental	None	In Progress	50%	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

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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: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
planning-oriented matters.						
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	50%	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	50%	During the quarter, programs were focused on: - 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 surveys relating to Pensioner Rebate on Waste Charges & naming of Community Reuse Shop.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	In Progress	50%	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.						

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 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	15%	A project team is being formed to develop the draft Climate Change Action Plan. Community feedback on what they see as important has closed. A well attended community workshop on Big Ideas was undertaken on 2 December 2021, attended by over 30 participants.	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	50%	The data collection is nearing completion for the first of the six catchments in the City, being the Lower Helena Catchment. The City will then arrange for hydrological modelling, and collate the information into a catchment management plan. Work on further catchment management plans will be undertaken later in 2022 and 2023 subject to funding. The City has also successfully collaborated with Curtin University whereby three students undertook final year studies as part of their engineering degrees, and provided useful reports that can be incorporated into the Kalamunda Flowing strategy. Once all the plans and inputs are completed they will collectively become the Kalamunda Flowing strategy.	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: 2.2.2 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	50%	EOI Submissions were received in December 2021, and are currently being evaluated.	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%	Pickering Brook Sports Club have approached the City to access the Funding Scheme provided in the 2021/22 Budget. Agreement document 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	50%	Western Power will be upgrading street lights to LED lighting on all Distributor A roads in the City (covering approximately 648 lights). Although the street lights are Western Power owned, the City pays for the electricity tariff and any upgrades are at our cost. The upgrades commenced on 5 October 2021 and approximately 120 lights were upgraded by the end of December 2021. Only two complaints have been received regarding light glare, and these are being resolved.	Manager Asset Planning (TO00018)	30/06/2025
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. The 2022/23 Plant replacement program is being developed cognisant of improvements	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: 2.2 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.						
				and price reductions in Electric Vehicles.		
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	10%	Program due to commence end of January 2022.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.2.3.2 Undertake audits on the City's irrigation systems to mitigate water loss or inefficient watering schemes.	None	In Progress	50%	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	50%	FY2021/22 will result in detail design, documentation and tender for works to be constructed in FY2022/23. Progress on design phase is satisfactory with regulatory approval in principle achieved and consultant selected to undertake design	Manager Asset Delivery (PD00004)	30/06/2023
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.						

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 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	50%	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	50%	4 Year Project. DWER Licence granted, upgrades ongoing. Access Road completed and operational. Gate House relocated and operational. Works to enable Community Reuse Shop to open in 2022 progressed.	Manager Asset & Waste Operations (TO00017)	30/06/2025
2.3.1.3 Plan and implement the change of kerbside landfill waste bin refuse from Red Hill landfill to East Rockingham Waste to Energy.	None	Completed	100%	Construction of the East Rockingham Waste to Energy plant commenced on 18th May 2020 with an expected commissioning/opening mid 2023. EMRC have determined member costs to utilise a new transfer station at Hazelmere to transport kerbside waste to the East Rockingham facility. Actions are complete for FY2021/22.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.14 Develop within the new kerbside waste management contract initiatives that promote good waste management behaviours.	None	In Progress	50%	Following meetings with 3 large waste contractors in respect to understanding innovation initiatives & current issues, specifications for new kerbside contract are being finalised, including matters pertaining to waste management behaviours.	Manager Asset & Waste Operations (TO00017)	30/06/2022

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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.						
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.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	50%	Dawson Ave Sites - Offers being considered for the Dawson Avenue, Forrestfield Contaminated Sites Detailed Site Investigation Tender for the Environmental consultant. Brand Road – Contamination Investigations ongoing. Expanded Evaluation program required by the Regulator. Tenders being drafted to complete the works and consider proactive contaminant management to accommodate strategic land use needs. Other Sites - In-house sampling being carried out or proposed for all other sites, to better understand risks and likely resource requirements for future budgets.	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	50%	Key actions for this quarter include: - 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. - Office of Auditor General – Passed contaminated sites financial management practices. - Internal Contaminated Sites Education & Safety Program - Planning begun for outside workforce. - New Administration Support Officer - Commenced in November to assist with increasing administration and oversight management requirements.	Manager Environmental Health & Community Safety (AC00064)	30/06/2025



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Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	50%	<p>Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.</p> <p>Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.</p> <p>Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.</p> <p>Activity Centres Strategy: - 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

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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.						
				<p>Surrounds taskforce phase 2.</p> <p>Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy.</p> <p>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.</p>		
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%	<p>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.</p> <p>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</p>	Manager Strategic Planning (TO00041)	30/06/2023

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable 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	50%	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.	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	50%	Customer Survey responses for the period October - December 2021 - Statutory Planning: 17 responses to the question of level of service 89% (15) of the responses were either satisfied, very satisfied and neutral and 11% (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. 80% (8) indicated that the time taken was either good, or very good whilst 20% (2) indicated the time taken was either poor or very poor.	Manager Approval Services (TO00016)	30/06/2025

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				Building: 10 responses to the question of level of service 90% (10) 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	50%	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 October - December period: 137 development applications processed – 97% completed within statutory time frames as follows: Basic development applications (20 days) 40 applications, 95% completed on time Standard development applications (60 days) 60 applications, 98% completed on time Complex development applications (90 days)	Manager Approval Services (TO00016)	30/06/2025

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				37 applications, 97% completed on time Building Permits July - September period: Certified Building Permits 191 permits processed with 100% completed with the statutory 10 day timeframe. Uncertified Building Permits - 107 processed with 100% completed with 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	50%	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. Housing Strategy: - The draft Housing Strategy was adopted by	Manager Strategic Planning (TO00041)	30/06/2025

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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>Council in August 2021 and is currently in implementation phase.</p> <p>Rural Strategy:</p> <ul style="list-style-type: none"> - 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. <p>Infrastructure and Servicing Strategy:</p> <ul style="list-style-type: none"> - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. <p>Local Planning Strategy:</p> <ul style="list-style-type: none"> - 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	50%	<p>Project Plan completed.</p> <p>Local Planning Scheme review underway, regarding the following elements:</p> <p>Rural analysis;</p>	Manager Approval Services (TO00016)	30/06/2025

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				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	50%	Regulatory Review for the period January - June 2021 presented to Council at the September PAB/OCM. Next review July - December 2021 to be presented to Council at the March OCM.	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	50%	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	50%	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) amendment request was progressed by the Council in March 2021. The Western Australian Planning Commission requires the	Manager Strategic Planning (TO00041)	30/06/2024

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				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	50%	Investigations underway for various sites in Kalamunda and Forrestfield.	Manager Strategic Planning (TO00041)	30/06/2025
3.1.1.30 Prepare and review Development Contribution Plans for the City's development areas including: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Guided Development Scheme (existing). c) Maddington Kenwick Strategic Employment Area (proposed). d) Forrestfield North (proposed).	None	In Progress	50%	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 Forrestfield 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 strategies and community needs assessments have been reviewed for the High Wycombe South Development Area Transit Oriented	Manager Strategic Planning (TO00041)	30/06/2025

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Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				Development precinct and the Residential Precinct. Under the Wattle Grove Cell 9 scheme, Hale Road has been upgraded as reported through the capital works program.		

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 and processes. FY2021/22 works are due to commence end April 2022.	Manager Asset & Waste Operations (TO00017)	30/06/2024

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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.						
3.2.2.2 Review and implement the Community Facilities Plan.	None	In Progress	50%	Dave Lanfear Consulting (DLC) has been appointed to update the Community Facilities Plan 2019-2039. Progress to date includes: - Completed a literature review and demographic analysis. - Review of usage data, analysing adjoining local government provision and industry trends and benchmarking. - Four consultation sessions have been held, plus a community survey. - Community consultation findings and recommendations were workshopped with City Officers, with a draft report being provided to the City. - During 20/21 a draft report was developed, however was delayed given the need to await the finalisation of key facility planning studies (Aquatics Study, Hartfield Park, Scott Reserve & Libraries Review) within the City that will influence the project. - In 2021/22 the draft report will be reviewed and updated based on the outcome of the various key facility planning studies and subsequently workshopped with Councillors in 2022.	Manager Community Development (DE00007)	30/06/2023
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	50%	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	Manager Community Development (DE00007)	30/06/2025

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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.						
				analysis to determine location options, with recommendation to be presented to Councillors for consideration. Following 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 for an update on Stirk Park (District Level Park).		
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 plan.	None	In Progress	50%	The first major action to prepare the strategy is to prepare a traffic model for the City. KCTT, an engineering consultancy company, have been appointed and will be preparing the model over the next six months. This will cover all distributor roads in the City, with forecast traffic volumes to 2041, and an assessment of key impacts arising from that	Manager Asset Planning (TO00018)	30/06/2024

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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.						
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	50%	<p>modelling. The model will also be endorsed by Main Roads WA thus enabling developers to reference the information in any applications.</p> <p>Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding allocation.</p> <p>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.</p> <p>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.</p>	Manager Asset Planning (TO00018)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	50%	The City continues to collaborate positively with the Kalamunda Chamber of Commerce and is currently focused on the development of an Investment Prospectus.	Manager Economic & Cultural Services (CSS001)	30/06/2023

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of businesses.						
				Buy local continues with input from Chamber and Bendigo Bank.		
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	Not Started	0%	Not commenced - awaiting new staff member within the Economic arena to facilitate movement on the review. Expected commencement January 2022.	Manager Economic & Cultural Services (CSS001)	30/06/2023
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	55%	Alliance currently working on an investment prospectus for Freight & Logistics across the region. Monthly meetings continuing. Commitment from Steering Group to support for a further financial year. Director of Corporate Services now Chair of the Steering Committee. Communications plan complete and currently sourcing projects for the next year, however, investment prospectus will remain the key focus. Met with members and visited the Driver Training programme for Heavy Goods Vehicle in freight and logistics park. Investment prospectus ongoing and scoping study in progress.	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	50%	Kalamunda Economic Development Advisory Committee have completed two workshops with regards the investment prospectus. Members are currently evaluating draft investment prospectus with a view to completion of a robust offering within the 21/22 financial year. Three areas for	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: 3.3.2 Attract and enable new investment opportunities.						
				Economic Development have been highlighted, the Investment Prospectus will be the key piece of work going forwards. Next meeting early 2022. Focus for committee is to continue to provide feedback and ideas for the Investment prospectus.		
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	50%	Working with all key stakeholders to identify opportunities within the Economic Development arena. Awaiting results of grant application to run a series of women in business workshops over a 6 to 12 month period - funding through Dept of Communities. Strong relationships with Kalamunda Chamber of Commerce, Kalamunda Tourism Alliance, Link WA and looking to reinvigorate Grow South East. still in negotiations with Business Station to try and secure some training for local community. Good ongoing relationship with Chamber of Commerce.	Manager Economic & Cultural Services (CSS001)	30/06/2025
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	50%	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

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Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Implement the key actions in the Tourism Development Strategy. Foster growth of the Perth Hills Tourism Alliance.	None	In Progress	50%	Perth Hills Tourism Alliance procured new website designers - Currently working on collateral. Experience Perth Hills recognised as a leader in the social media field with organic growth and curated content. Working with members of Kalamunda Tourism Advisory Committee to identify the best signage structure for Kalamunda around precincts rather than businesses. Signage plotted around subject area which will be Carmel/Pickering Brook and Bickley Valley. Reference group formed as a sub group from Tourism Alliance. Advertising Perth Hills, Experience Perth Hills continues to grow momentum.	Manager Economic & Cultural Services (CSS001)	30/06/2025
3.4.1.3 Collaborate with the alliance members to increase promotion and branding of the Perth Hills.	None	In Progress	50%	Alliance members committed to a six month campaign with Destination Perth which will include radio advertising, print advertising, Electronic Direct Messaging with Perth Now, Billboards in Perth Underground and Instameets with young influencers for the Hills.	Manager Economic & Cultural Services (CSS001)	30/06/2025
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	50%	Part 2 of the working group and taskforce recommendations being progressed by Department of Planning, Lands and Heritage.	Director Development Services (DE00004)	30/06/2022

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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.						
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism ventures.	None	In Progress	50%	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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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 commence each quarter via the Corporate Business Plan.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies and Local Laws.	None	Completed	100%	The Governance and Policy Framework has been reviewed internally, along with the Council Policy Manual, these were workshopped with Council in September 2021. The review was completed, with Council adopting the Policy review in October 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	In Progress	50%	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	55%	The review will commence in March 2022 to be completed and adopted by Council in June 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the LG (Audit)	None	In Progress	68%	The Compliance Audit Return will be completed in March 2022.	Chief Executive Officer (DE00001)	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: 4.1.1 Provide good governance.						
Regulations.						
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	In Progress	50%	The Audit and Risk Committee was convened in September and November of 2021. the first meeting resulted in the adoption of the City's Risk Appetite Statement, reporting of the External Audit Interim Findings and the Internal Audit Plan was endorsed. The December 2021 meeting considered the City's Annual Financial Statement Audit, which resulted in no management letter findings.	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
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%	Information such as the Long Term Financial Plan, adopted in June 2021, influence the data. Draft Workforce Plan has been drafted and reviewed, but with further content required to incorporate diversity goals for the organisation.	Manager People Services (DE00009)	30/06/2025
4.1.2.2 Develop, annually review, and implement the GROW Organisational	None	Completed	100%	The in house GROW training program for 2020 and 2021 was delivered and a staff	Manager People Services (DE00009)	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.						
Culture Plan.				satisfaction rate of over 90% was achieved.		
4.1.2.4 Review, develop and implement the ICT Strategy 2021 – 2025.	None	In Progress	50%	<ul style="list-style-type: none"> - Process mapping of business units prior to developing Altus modules for them is continuing. - Participated in three audits, which have demonstrated the transparency and accountability of the City's Information Technology Infrastructure. - Change management process and policies developed to ensure the City's IT changeover of systems happens in a structured manner. - IT have migrated across to a new Service Desk platform to allow for better reporting of issues. - IT have commissioned a new Virtual Private Network (VPN) connection that allows a connection to the datacentre regardless of whether or not the Administration Centre has power. - IT Disaster Recovery capability and capacity tested via City staff working from home. No issues with capacity, performance or connectivity. - Remote access tests have been conducted in a live environment with a large number of staff currently working from home. - The Customer Service and Relationship system is currently in progress. - A review of telecommunications services is currently being conducted to reduce costs and increase bandwidth. 	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.						
				- 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 Review which provides the backbone for the next Strategic Plan has been completed.		
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	In Progress	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	50%	The Long Term Financial Plan is updated annually.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.20 Develop Implementation Plan for Altus Core Financials and implement Core Financials.	None	In Progress	50%	The City has completed the Core Financials Specifications Document, currently in negotiation with the Vendor to implement.	Manager Financial Services (FS00009)	30/06/2023
4.1.2.21 Develop and implement a budget management system.	None	In Progress	50%	Selected a vendor from the quotation process. 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	50%	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 is being reviewed and consolidated to update the Risk Register.	Director Corporate Services (DE00003)	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.						
4.1.2.23 Develop and adopt an Annual Budget.	None	In Progress	50%	Budget 2021/2022 adopted in June 2021. Budget 2022/2023 process to commence in January 2022.	Manager Financial Services (FS00009)	30/06/2025
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	50%	Penetration testing in November 2020 didn't highlight any critical or high risk issues. Successfully responded to significant Microsoft Exchange (email servers) threats. Third party tested and validated that no City email servers have been compromised. Scoping of the FY2021/22 cybersecurity testing is underway, with discussion being held with vendors for quotes. This year the testing scope will be increased to test the Intranet, Social Engineering tests, and include the standard two external penetration tests. 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.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	In Progress	50%	The City has undertaken its most significant Business Continuity test yet, the supporting of Operations during COVID-19. As IT had	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>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 disaster recovery scenario.</p>		
4.1.2.27 Whole of City Telecommunications Review.	None	In Progress	50%	Request for tender has been released to market and pricing received. The focus of the Tender Request package was to achieve	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.						
				<p>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 contract has been awarded to TPG Telecom. The City has met with TPG representatives and planning has commenced to start migrating City sites across to the new network with faster speeds, from April 2022.</p>		
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business Continuity.	None	In Progress	50%	<p>Expression of Interest report completed with three successful vendors identified. Request 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>	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.						
				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.		
4.1.2.29 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	In Progress	50%	Project governance framework for the Customer Relationship Management (CRM) project has been completed. Contractual negotiations with vendor are in progress. 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.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.30 Continue to map business processes, reengineer, and focus on optimising current mapped processes for organisational efficiencies and documenting corporate knowledge.	None	In Progress	50%	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 1311 business processes mapped. There has been an increase due to a focus on mapping library business process.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.31 Implement a Customer Relationship Management System. (CEO KPI 7.3)	None	In Progress	20%	Contract development and discussions are underway in order to commence formal development works. Project Charter completed and approved.	Manager Customer & Public Relations (DE00008)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

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

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	60%	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. Report to Council in February	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.						
				on the 2021 calendar year results.		
4.2.1.2 Undertake the biennial Community Perception Survey. (CEO KPI 4.3)	None	In Progress	50%	Consultant briefed, with the next Survey to commence in February 2022.	Manager Customer & Public Relations (DE00008)	30/06/2022
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy. (CEO KPI 6.4)	None	In Progress	60%	Full review of the strategy underway this financial year. Report on projects completed in 2021 to be presented to Council in early 2022.	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	60%	Communications plans are developed for all major projects and as a part of our Community engagement. The City has also been successful in receiving a number of awards and finalist nominations for our communication and engagement plan strategy, development and execution. 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	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.						
				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.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	In Progress	51%	The Advocacy Plan is currently being used to target the Federal election due in 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.2.2.2 Participate in the Growth Area Perth and Peel Chief Executive Officers advocacy group.	None	In Progress	52%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities and has finalised and lodged its stage 2 submission to IA including additional explanatory information. IA have accepted the stage 2 proposal and it has now been listed as a priority project. Business cases are now being developed to be lodged by December 2021.	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	55%	Monthly meetings with the Mayor and local State Members have taken place. Meetings with Federal Members are based on when they are available, however in the next 5 months meetings will be scheduled with all local members and candidates, given the proximity of the forthcoming federal election.	Chief Executive Officer (DE00001)	30/06/2025

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