




City of Kalamunda
Strategic Plan Progress Report

Period: 20/21



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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
1.1.1.1 Review and implement the Age Friendly Strategy (2017-21).	None	In Progress	50%	<p>City staff have commenced year four of a four year plan, delivering a variety of activities, workshops and events for seniors.</p> <p>Workshops recently held include:</p> <ul style="list-style-type: none"> - Seniors Food Sensations workshops - Twelve attendees (series of four) - Train the Brain workshop - Thirty three attendees (at full capacity due to COVID) - WayFairers Project - Clubs Engagement Workshop - Outdoors October - Seniors First Aid Workshop - Twelve attendees <p>***Note staff time has reduced for this role ***</p>	Manager Community Development (DE00007)	30/06/2021
1.1.1.2 Review and implement the Disability Access & Inclusion Plan (2017-22).	None	In Progress	50%	<p>The Disability Access and Inclusion Plan (DAIP) is a five year plan with established priorities and strategies to provide a framework for implementation of initiatives. Initiatives that have been undertaken include:</p> <ul style="list-style-type: none"> - DACAC meeting was held on 10 August 2020 with the DACAC Committee requesting a register of carers to be established. - DAIP report was submitted to Department for Communities - Carers week promotion campaign started <p>*** Note staff time has significantly reduced for this position***</p>	Manager Community Development (DE00007)	30/06/2022
1.1.1.3 Initiate a Local Planning Scheme amendment and the transfer process to facilitate aged care, residential and open space improvements to Cambridge	None	In Progress	50%	<p>Local Planning Scheme Amendment 104 to facilitate aged care, residential and open space improvements initiated and in the process of public advertising (OCM153/2020).</p>	Director Development Services (DE00004)	30/06/2022

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Strategy: 1.1.1 Facilitate the inclusion of the ageing population and people with disability to have access to information, facilities and services.						
Reserve.				Correspondence is on-going with the Department of Planning, Lands and Heritage in relation to formalising the land transfer process.		
1.1.1.4 Support the Western Australian Planning Commission to progress a Metropolitan Region Scheme amendment and concurrent Local Planning Scheme No. 3 amendment, to facilitate aged care, residential and open space improvements.	None	In Progress	50%	Responses to Metropolitan Region Scheme Amendment advertising provided to the Western Australian Planning Commission.	Director Development Services (DE00004)	30/06/2022
1.1.1.5 Support the Aged Care Advisory Committee in advocating for increased aged care.	None	In Progress	30%	The KACAC met in August 2020 to develop their advocacy action plan. Focus is being placed on securing the Heidelberg Park site and Cambridge Reserve.	Chief Executive Officer (DE00001)	30/06/2021
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
1.1.2.1 Implement and deliver the Youth Plan (2017-22).	None	In Progress	50%	City staff have commenced year four of a four year plan, delivering several projects to the City of Kalamunda community including: - Young Creatives launched - intergenerational creative writing and digital art competition - Youth Action Kalamunda (four meetings held) - Music Collaboration project launched with local youth - Kalamunda Upskill Project (KUSP) - (three digital tutorials) - R U OK day - Staff promoted community awareness	Manager Community Development (DE00007)	30/06/2022

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Strategy: 1.1.2 Empower, support and engage with young people, families and our culturally diverse community.						
				- Zig Zag Early Years (three meetings held) - St Brigid's Primary School Year Four - Visit to Council chambers to learn about Local Government		
1.1.2.2 Implement and deliver the Reconciliation Action Plan.	None	In Progress	25%	In October 2018, Council adopted the 'Innovate' Reconciliation Action Plan (RAP) for the City of Kalamunda. An official launch of the RAP occurred on 21 November 2019. Funding applied for to support NAIDOC week activities. Social Media campaign for National Reconciliation Action Week 2020 #InThisTogether2020. Community Engagement with Lesmurdie Senior High School and Spring Road Community Kindergarten. Traditional Burning - DFES. Internal reference group meeting held.	Coordinator Tourism Development (AC00017)	30/06/2024
1.1.2.3 Implement Kalamunda Engages: Community Engagement Strategy.	None	In Progress	65%	Community engagement continues to be an area of strong focus, throughout the organisation, with the successful implementation of projects since the commencement of the new financial year.	Manager Customer & Public Relations (DE00008)	30/06/2022
1.1.2.4 Implement the COVID-19 Crisis Relief Fund.	None	In Progress	77%	The COVID Relief Fund was advertised during August and closed in September 2020. Applications are being processed with disbursements occurring throughout October 2020.	Chief Executive Officer (DE00001)	30/06/2021
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						

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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: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.1 Ensure Libraries provide modern contemporary services.	None	In Progress	25%	Library Services review report tabled for November OCM. Working group will be established once the recommendation has been endorsed and direction is known.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.1.3.2 Complete a strategic review of Libraries.	None	In Progress	75%	Library Services Review report finalised by consultant and presenting to KLT and Council for noting at information session on 18 August 2020. Library Services Review report to be formally considered by Council at the November 2020 OCM.	Coordinator Culture, Arts & Libraries (CSS002)	31/10/2020
1.1.3.3 Implement strategic review recommendations for enhancement to library services.	None	In Progress	15%	Library Services Review Report to be formally considered by Council at the November OCM. Following the outcome a comprehensive implementation plan will be developed around opportunities for service delivery review.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2021
1.1.3.4 Upgrade the Library Management Systems.	None	In Progress	80%	Library were closed from 29 September - 2 October to implement new system and switch to Sirsi Dynix from AmLib. The full merge process will take 3 months in total and by the end of December 2020, the project is expected to be complete.	Coordinator Culture, Arts & Libraries (CSS002)	31/12/2020

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Finalise and implement the Community Safety & Crime Prevention Plan (2020-25).	None	In Progress	25%	The Community Safety & Crime Prevention Plan (Plan) was endorsed by the Community Safety & Crime Prevention Committee on 12 August 2020. The Plan will be presented to the October PAB/OCM for adoption by Council.	Manager Environmental Health & Community Safety (AC00064)	30/06/2024
1.2.1.2 Undertake Annual Bushfire Readiness and Inspections Program.	None	In Progress	40%	The 2020/21 Annual Bushfire Readiness Inspection program planning has been completed. 1. Draft plan 20/21 presented to KLT and Council 2. Community engagement plan completed, community engagement started in August 2020 and runs through the season 3. 1 street meet completed Schipp Road - 30 to 40 attended 4. 1 x burn smart workshop completed Reed Road - 20 to 30 attended 5. 2nd street meet Primary School Pickering Brook 6. Casual inspectors have been recruited and will commence training on 19 October, inspections commence 1 November 2020 7. Variation expiry letters were issued in September advising applications are due, most have now got the applications returned, 103 approved. 8. Inspection application is in the final stages of set up 9. FHI Program is on track to commence on	Coordinator Community Safety (AC00018)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				<p>time - 1 November 2020</p> <p>10. 2020/21 Annual FHR notice was issued with the Rates</p> <p>11. RUI exercise due to be completed 25 October</p> <p>12. Property work through workshop due 31 October</p>		
1.2.1.3 Local Emergency Management arrangements are reviewed and maintained.	None	In Progress	85%	<p>The Local Emergency Management Arrangements are reviewed annually and have recently undergone a major review. A new set of arrangements have been drafted, which were endorsed by the City Local Emergency Management Committee on 27 February 2020.</p> <p>The City's LEMA doc was sent to the District Emergency Management Committee to be tabled at the October 2020 meeting. Confirmation has been received from DEMC that the matter is on the agenda for the 14 October meeting.</p> <p>It is a requirement, all LG's are required to review their LEMA after any major incident occurring, as a result of the COVID-19 pandemic, the City will conduct a full review once the pandemic crisis passes.</p>	Coordinator Community Safety (AC00018)	30/06/2024
1.2.1.5 Deliver the City's Bushfire Mitigation Plan. Develop a 10 year works program on premise of ongoing external supporting grants from the ESL.	None	Completed	100%	Council adopted the Bushfire Risk Management Plan at the December 2019 OCM noting that this Plan has been endorsed by the Office of Bushfire Risk Management.	Manager Parks & Environmental Services (TO00019)	30/06/2024

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.402 Provide a Ranger service to uphold community and public safety through education and enforcement of state and local laws.	None	In Progress	25%	Action complete Maintain and provide Ranger services to ensure all Ranger related matters are attended to. 7,572 total incidents attended to by Rangers from 01/01/2020 to 01/10/2020. 1. Parking related matters - 621 2. Dog related matters - 4,330 3. Cat related matters -223 4. Fire related matters - 424 5. Total Vehicle related matters - 963 6. Total number of cautions issued - 997 7. Total number of infringements issued - 373 8. Total cats currently registered - 2,007 9. Total dogs currently registered - 8,576 10. Dog attacks actioned 63 on animals and 46 on person total 109 11. Pending prosecutions waiting to be heard - 4 12. Multi dog application approvals - 30 12. Current Dangerous dogs registered - 10 13. CCTV actions - 16 Special projects 1. New Dogs Local Law is in the final stages of completion 2. Cat report for possible Cat Local Law completed	Coordinator Community Safety (AC00018)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	In Progress	25%	<p>A revised CCTV working group has been established consisting of Managers from business units responsible for either maintaining or using the City's CCTV systems.</p> <p>The purpose of the group is to ensure actions in the Strategy are being completed and new actions identified for the Corporate Business Plan.</p> <p>Preventative maintenance contracts are in place for the City's Community Safety Public Realm sites and an audit of the remaining CCTV connected to the City's buildings will also commence this year.</p> <p>A feasibility study into possible public realm CCTV in Wattle Grove has been awarded to Security Consultancy Zenian.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2024
1.2.1.404 Explore opportunities for CCTV feasibility in the Wattle Grove Cell 9 precinct.	None	In Progress	25%	<p>A scope of works has been prepared for this project and uploaded to the WALGA equotes portal.</p> <p>5 security consultancy companies provided quotes.</p> <p>The contract has been awarded to Zenian who provide the most competitive quote.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2024
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	25%	<p>200 inspections completed, 61 complaints actioned, 218 Building and Planning Applications Assessed, 17 septic approvals. Food inspection regime audited. Beginning to issue COVID Event plan approvals for events</p>	Coordinator Environmental Health Services (CS00006)	30/06/2024

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Strategy: 1.2.1 Facilitate a safe community environment.						
				with over 500 people.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
1.2.2.1 Implement the Community Health & Wellbeing Plan (2018-22).	None	In Progress	25%	Actions taken this quarter include: <ul style="list-style-type: none"> - Implemented strategies to support RUOK Day for City Staff Members - Implemented strategies to support RUOK with two high schools (Darling Range Sports College and Lesmurdie High School) including use of the smoothie bike. - In partnership with East Metro Health Service facilitated healthy menus audits of 3 recreation venues (Hartfield Park, Ray Owen & Kalamunda Water Park) in preparation for an upcoming healthway funding opportunity. - Successful grant application for Injury Matters – Remove Hazards Campaign (Injury Prevention) - Significant progress in the development of the Kalamunda Alliance Against Depression – First community meeting set for Oct 21st - Mental Health First Aid training took place – (25 staff members completed the training) - Take Charge Wellbeing Workshop was facilitated for staff (15 staff members attended) - Partnership with Cancer Council continues with initial research/plans put in place to deliver the LiveLighter campaign message through the City (i.e. Shopping Centres) - 4800 food plant seedlings given out at the 	Coordinator Environmental Health Services (CS00006)	30/06/2022

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
				City's plants for residents event. - 4 week food sensations cooking program facilitated at Forrestfield Public Library. - Utilised the City social media platforms to support state and federal health promotion campaigns (i.e. mental health month, diabetes week and Dry July)		
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	35%	A diverse range of activities are provided through the City's Recreation Facilities including gym, fitness classes, holiday programs, sport competitions, junior programs and active seniors classes. - Overall the Hartfield Park Recreation Centre's attendance as well as memberships have increased substantially, even as COVID continues. For example HPRC gym memberships have increased by 27% from 195 (September 2019) to 248 (September 2020) - Attendances for the quarter were: HPRC 21,267 HWRC 5,822 - The newly introduced 360 Active Seniors class at Maida Vale Netball Centre has been a huge success and fills a gap within the Maida Vale community.	Manager Community Development (DE00007)	30/06/2024
1.2.2.4 Promotion of City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	35%	The Recreation Services team liaise closely with the sporting clubs and community groups to help promote internal and external opportunities. Progress to date includes: - Disseminated the monthly Clubs 4 Life	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more physically active.						
				ENews to 257 subscribers and the Recreation Facilities enews to 2463 subscribers - Promotion of the COVID 19 Relief Fund Community Innovation Grants - Upcoming events and good news stories shared in ENews, facebook pages and websites		
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.1 Implement Scott Reserve Master Plan.	None	In Progress	35%	The Scott Reserve Master Plan was adopted by Council in June 2020. The identified projects within the Master Plan are now part of the City's ongoing advocacy strategy to attract external funding. - An advocacy poster has been developed and distributed to the relevant sporting clubs - Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) changerooms at four sites, one of which is located at Scott Reserve Pavilion. As the Master Plan proposes a new Pavilion, a transportable unisex changeroom has been determined to be the most appropriate solution for the clubs, as an interim measure until external funding is secured for a new Pavilion. The design for the transportable is currently being workshopped with the clubs.	Manager Community Development (DE00007)	30/06/2024
1.2.3.2 Continue to deliver the Trails Loop Plan. - Draft scope of works to be reviewed by Asset Management	None	In Progress	95%	- Perth Hill Trails Loop Stage 1 is under construction, with signage to be installed by the end of October 2020 in anticipation of a community opening event in November. There	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
<ul style="list-style-type: none"> - Financial agreement completed and signed off by KMBC and the City - Invite Asset design/Delivery Officers to review scope of works and proposed new road crossings - KMBC implementation of project - Review Environmental Assessment Report - Traffic management report - to be prepared by KMBC following Site meeting 				<p>has been significant additional community consultation occurring as the trail is being constructed with local residents and interested parties</p> <p>- Stage 2 research has commenced with the City working with State Government departments to identify priorities, timeframes and responsibilities</p>		
1.2.3.3 Implement the Maida Vale Reserve Master Plan.	None	In Progress	35%	<p>The Maida Vale Reserve Master Plan was adopted by Council in December 2018. The identified projects within the Master Plan are now part of the City's ongoing advocacy strategy to attract external funding. The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - A detailed design and cost estimate for the power upgrade was completed in early 2020. The power upgrade design is currently being assessed by Western Power and the Public Open Space - Cash in Lieu funding has now been approved. - A detailed design and cost estimate for the sports floodlight upgrade on the eastern oval was completed in early 2020. In September 2020, the City submitted a funding application to the State Government through the Community Sporting and Recreation Facilities Fund seeking a funding contribution towards the project. 	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				- Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) changerooms at four sites, one of which is located at Norm Sadler Pavilion, Maida Vale Reserve. A functional brief for the extension of the Pavilion is currently being finalised prior to appointing an Architect in late 2020, to complete a detailed design.		
1.2.3.4 Implement 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 Master Plan's implementation. The City is currently liaising with the State Government on the project priorities. The City's advocacy approach remains ongoing to secure further funding including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia and engagement with local State Members of Parliament in the lead up to the 2021 State Election.</p> <p>The following projects are currently being progressed:</p> <ul style="list-style-type: none"> - Detailed concept designs have now been completed for the four court extension at Ray Owen Sports Stadium - Detailed designs are currently being developed for stage one of the car parking design, based on feedback received during the community consultation phase 	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				<ul style="list-style-type: none"> - Within the City's 2020/21 budget, \$2m has been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. A functional brief for the extension of the Pavilion is currently being finalised prior to appointing an Architect in late 2020, to complete a detailed design. In September 2020, the City submitted a funding application to the State Government through the Community Sporting and Recreation Facilities Fund seeking a funding contribution towards the project - A power upgrade has occurred at the site however it is yet to be distributed across the site - The investigation into water availability is currently ongoing 		
1.2.3.5 Complete the Aquatic Facility Study.	None	In Progress	75%	<p>In September 2019, CCS Strategic were appointed to develop a business case for a future aquatic facility within the City. Progress to date includes:</p> <ul style="list-style-type: none"> - A detailed community consultation process including a community survey and workshops with over 700 responses and attendees - A needs assessment has been undertaken based on the community consultation and current industry trends and research - The above information and potential development opportunities have been workshopped with Councillors 	Manager Community Development (DE00007)	31/12/2020

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				- The consultant is currently finalising the Business Case and will be further workshopped with Councillors, prior to being finalised in late 2020		
1.2.3.6 Complete Master Plan for Hartfield Park Stage 2.	None	In Progress	75%	In September 2019, Dave Lanfear Consulting was appointed to develop the Hartfield Park Master Plan 'Stage 2' Facilities Co-location Strategy. Progress to date includes: - Workshops held with all relevant reserve user groups, to ascertain current and future needs. - The consultant has now prepared site development opportunities and workshopped them with Councillors. - The consultant is finalising the draft Master Plan report and it is proposed to be presented to Council in early 2021.	Manager Community Development (DE00007)	31/12/2020
1.2.3.7 Implement Stirk Park Master Plan – Stage 1.	None	In Progress	35%	In July 2020, Council endorsed the detailed concept designs for the Stage one priorities for the Stirk Park Master Plan including a new Playground, Youth precinct, Path network upgrade and a Skate Park. Progress to date for Stage two includes: - The City has submitted an Expression of Interest (EOI) Form in September 2020, to Lotterywest through the COVID-19 recovery - Community Building category for funding assistance towards the implementation of the stage one priorities. The City was advised in late September 2020 that its EOI application was successful and therefore the City has	Manager Community Development (DE00007)	30/06/2024

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				now been invited to submit a full application for the project. Lotterywest will then undertake an assessment of the full application and make a recommendation to their board. It is anticipated that an outcome on the funding will be known in early 2021. - The City will continue to explore other external grant funding opportunities to implement the project.		
1.2.3.8 Monitor and manage the expenditure of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces to assist in stimulus projects for Parks & Reserves.	None	In Progress	50%	Approval received from the Minister for Planning on all Cash in Lieu proposals. Various proposals under community engagement or physical construction.	Director Development Services (DE00004)	30/06/2024

Outcome: 1.3 To support the active participation of local communities

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

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Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.4 Promote opportunities for local communities to connect, grow and shape the future of Kalamunda.	None	In Progress	50%		Manager Customer & Public Relations (DE00008)	30/06/2024
1.3.1.5 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	45%	Enquiry received for a Kalamunda Town Team in October 2020. Ecovision in Wattle Grove continuing to operate and running a number of local programs including Little Libraries, verge enhancements and plants projects. Proposal also for a bus stop improvement project with a funding application submitted.	Manager Customer & Public Relations (DE00008)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.1 Develop and implement the community events program.	None	In Progress	33%	- Perth Hills Spring Festival currently underway - Seniors Week program developed, events subject to budget review, proposed for November - Thank a Volunteer Day proposed for early December, subject to budget review - Corymbia Festival - proposed to not be held due to COVID NAIDOC events - being held in November due to COVID Emergency Services Dinner - postponed due to COVID. Proposed for early 2021, subject to budget review.	Manager Customer & Public Relations (DE00008)	30/06/2024
1.3.2.3 Implement the Arts Strategy.	None	In Progress	25%	Completed various actions from the Arts Strategy including: - Commencement of the development of a Public Arts Masterplan - consultant appointed in Q1 2020 and scheduled for endorsement at October OCM for the purposes of public	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
				advertising. - Development of NAIDOC program to raise profile and awareness of Indigenous culture. - Investment in arts professional development with visitation complete for Ellenbrook with leading arts and design practitioners - Engagement via the Arts Advisory Committee to provide guidance and direction on the actions from the Arts Strategy		
1.3.2.4 Promote the Kalamunda History Village.	None	In Progress	31%	- Students are travelling from Beijing to attend the education programme with accompanying television promotion. - January School Holiday programme completed and successful, April School Holiday Programme suspended due to COVID19 Crisis. - History Village closed from late March due to COVID19 Crisis with staff redeployed to other duties and nominated projects - Ongoing discussions with Historical Society in regard to opening hours being more reflective of Visitor Centre hours. - History Village has reopened with COVID Safe plans - School Excursions recommencing week commencing 29 June 2020 - School programme fully booked for next term. - Completed marketing film for Kalamunda History Village - History Village a finalist in the WA State	Coordinator Tourism Development (AC00017)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
				Heritage Awards - School education programme fully booked. - Working on new promotion for the marketing film to offer a downloadable link option.		
1.3.2.5 Implement actions from KPAC Review to ensure a functional asset fit for purpose.	None	In Progress	50%	Office improvements complete - signage required Draft strategic plan developed in conjunction with Circuitwest for KPAC. Branding developed and confirmed inclusive of new logo which is in use. Planning approval received for new LED pylon sign. Draft programming plan developed. Coordinator and KPAC Admin (CD) registered for Showcase WA, November 2020. Outer Metro Funding applied for. Role review underway but not complete. Front of House and Technician PD's developed. Box office hours increased to Monday - Friday, 9-5pm.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.3.2.6 Implement actions from Zig Zag Gallery Review.	None	In Progress	1%	Decision to employ 0.5FTE deferred due to COVID19 employment freeze, subsequently impacting completion of actions of the review. Working in partnership with Coordinator of Cultural & Library Services to identify key actions relevant to operational development of the space, for example, Artist in Residence programs inclusive of visual artists, musical performance and authors, appointing a working group to review exhibition applications	Arts Gallery & Events Coordinator (AC00008)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events.						
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	25%	and programming. Facility was re-opened under COVID guidelines in July. Facility is operating at 125 pax capacity with several shows selling out. Morning Music continues to be very well attended with every show post COVID being sold out to revised capacity. KPAC staff working with Circuitwest to develop a programming plan to diversify audience and offering.	Coordinator Culture, Arts & Libraries (CSS002)	30/06/2024
1.3.2.8 Ensure maximum utilisation of Zig Zag Gallery via exhibitions and art-based events.	None	In Progress	25%	Exhibition program is generating healthy interest post COVID shutdown. Program re-commenced with soft openings in partnership with Green House Gallery in Kalamunda and the Open Studios group, both highly successful exhibitions with around 3000 visitors. Fully booked program is now underway.	Arts Gallery & Events Coordinator (AC00008)	30/06/2024



City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Enhance our bushland, natural areas, waterways and reserves.						
2.1.1.2 Define and implement actions out of the Local Environment Strategy.	None	In Progress	25%	The following actions identified within the Local Environment Strategy have commenced: Preparation of Policy regarding POS Development Assessment of Parks & Reserves for recreational, sport & environmental values (POS Strategy) Kalamunda Urban Forest Strategy Review of 2008 Local Biodiversity Strategy as above Catchment Management (as part of Kalamunda Flowing) Water Resources for parks (Non Potable Water Strategy) Water Efficiency (Waterwise program) 2nd Managed Aquifer Recharge Water Wise Council Investigations into Renewable Power Support for Friends Groups, Adopt a Patch and School Education Preparation of Local Biodiversity Strategy Policy regarding Significant Trees on Private Property Waste Plan 2030 Litter Reduction This is an ongoing program of works, requiring continual work. All tasks proposed for completion by end June 2020 have been completed or largely completed, awaiting KEAC comment (which has been impacted by	Manager Parks & Environmental Services (TO00019)	30/06/2024



City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Enhance our bushland, natural areas, waterways and reserves.						
				COVID19 and suspension of KEAC for 1 session) Program behind due to delay in receiving the draft LBS from consultant. Currently being workshopped through KEAC and staff		
2.1.1.3 Develop, implement and review actions from the approved Urban Forest Strategy 2020.	None	In Progress	25%	Draft UFS approved by KEAC and prepared for presentation at next Public Briefing. Scheduled for presentation to Council, to be presented November 2020	Manager Parks & Environmental Services (TO00019)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Support the conservation and enhancement of our biodiversity.						
2.1.2.1 Define, implement, and review actions out of the Local Biodiversity Strategy 2020.	None	In Progress	25%	Draft received late from consultant. KEAC have reviewed. Officer assessment currently occurring prior to presentation to Council in due course	Manager Parks & Environmental Services (TO00019)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Community engagement and education in environmental management.						
2.1.3.1 Deliver targeted environmental education events to improve community skills and awareness.	None	In Progress	25%	Programs on track prior to COVID 19. New delivery model developed and implemented. Has been well received	Manager Parks & Environmental Services (TO00019)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Community engagement and education in environmental management.						
				20/21 program to run 8 workshops - completed planning and about to commence implementation		
2.1.3.2 Engage local schools in the Adopt-a-patch program.	None	In Progress	25%	Programs on track prior to COVID 19. New delivery model developed and implemented. Has been well received. Some works planned for 20/21 year commencing next school term	Manager Parks & Environmental Services (TO00019)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
2.2.1.2 Analyse potable water and energy consumption in City managed and owned facilities, identifying and implementing key opportunities for efficiency gains.	None	In Progress	10%	Energy Management Plan has commenced through data gathering of all buildings to identify gaps where energy analysis will require further work. Discussions undertaken with consultants specialising in this field of work to undertake energy auditing leading to the plan to reduce consumption. Efficiency measures continue with works to roll out of LED lighting in key areas, for example Hartfield Park Recreation Centre with the replacement of old high bay lights with LED. Likewise Ray Owen Recreation Centre Courts 5 & 6 high bay lights also replaced with LED. Formalised Energy Management Project Plan will be drafted by end June 2021.	Manager Asset & Waste Operations (TO00017)	30/06/2024

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Facilitate the appropriate use of water and energy supplies for the City.						
2.2.1.3 Implement Waterwise Council Action Plan.	None	In Progress	25%	City's Waterwise Plan has been endorsed by Water Corporation First report against actions completed and due to be submitted in November. City is ahead of targets	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.2.1.4 Prepare and deliver a street lighting upgrade program.	None	In Progress	25%	A Project Plan has been prepared, with the aim of initiating enquiries with Western Power in the second quarter of 2020/21.	Manager Asset Planning (TO00018)	30/06/2024
2.2.1.5 Prepare and implement an energy and water sustainability policy and actions.	None	In Progress	10%	Researched policies at other Local Governments within Australia.	Manager Asset & Waste Operations (TO00017)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Use technology to produce innovative solutions to reduce power and water usage.						
2.2.2.1 Develop, implement and review discrete action plans coming from the Non-Potable Water Plan.	None	Completed	100%	Draft Non Potable Water Action Plan was endorsed by Council at the 23 June Ordinary Council Meeting for referral to KEAC and then Community Consultation	Manager Asset Delivery (PD00004)	30/06/2024
2.2.2.2 Complete feasibility study into a Solar Farm initiative.	None	Completed	100%	Feasibility study has been completed and subject of October 20 OCM report. Depending on Council decision, subsequent new actions will need to be included in the CBP	Director Asset Services (DE00002)	30/06/2021
2.2.2.3 Develop & implement a policy and guidelines for a community facilities solar panels program.	None	In Progress	50%	Draft policy being developed for KLT review	Director Asset Services (DE00002)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Identify and implement strategies to reduce waste.						
2.3.1.1 Develop and implement the Waste Plan (including the introduction of a 3rd (Food Organics & Garden Organics) bin.	None	In Progress	25%	Waste Plan adopted by Council at 23 June 2020 Ordinary Council Meeting. DWER Approved the City's Waste Plan on 8 September 2020. It was the First Waste Plan endorsed by Director General in WA. Works are commencing on its implementation, already 5 tasks have been completed.	Manager Asset & Waste Operations (TO00017)	30/06/2024
2.3.1.2 Improve access and facilities at Walliston Transfer Station for community to divert waste from landfill into recycled or reused materials.	None	In Progress	20%	On 16 June 2020, DWER granted the City a 40 year conditional licence with improvements to Infrastructure to be completed by June 2023. RFQ for detailed design being finalised. Access Road has been surveyed ready for clearing.	Manager Asset & Waste Operations (TO00017)	30/06/2024
2.3.1.4 Drive greater cost efficiency and better waste management practices from facilities operated by EMRC.	None	In Progress	75%	Tasks completed thus far: Reviewed & revision to Business Case for EMRC to provide FOGO facilities for member Councils, identifying cost allocations Reviewed draft Business Case by EMRC for a 'bulk up' Waste Transfer Station at Hazelmere for waste going to the East Rockingham RRF Rejected draft Business Case by EMRC to provide 'bulk up' Waste Transfer Station at Hazelmere for FOGO going to Red Hill Developed Technical Officer (Director Level) working group with EMRC to ensure cost efficiencies are developed	Director Asset Services (DE00002)	30/06/2024

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

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine and manage risk associated with contaminated sites.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	25%	- Brand Rd - Stage 2 Detailed Site Investigation is being finalised, almost all data has been collected, draft sent to auditor for review. Currently working through procurement process for further investigations to collect all the remaining data required to move towards preparing a remediation plan. - Dawson Avenue/Pioneer Park - preparing tender documentation to appoint a consultant and auditor for full investigation on this site. - Maida Vale Reserve - Actioning recommendations from PSI for asbestos removal, bunting/fencing and signage.	Coordinator Environmental Health Services (CS00006)	30/06/2024
2.4.1.2 Manage all contaminated sites to support existing and future land uses.	None	In Progress	25%	- Ledger Rd - Asbestos management plan has been updated, gravel and mulch to be brought onto site to provide extra clearance to any asbestos and to support the friends group. Currently working through procurement processes for this financial years Emu Picks. - Alan Anderson Park - Appointing consultant to review remediation measures to ensure their continued effectiveness, undertaking regular inspections.	Coordinator Environmental Health Services (CS00006)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

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

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				for adoption late 2020. Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy in 2020.		
3.1.1.2 Implement the Kalamunda Activity Centre Plan and scope the resource requirements for an Activity Centre Plan for the Forrestfield District Centre for future budget consideration.	None	In Progress	25%	- The draft Kalamunda Activity Centre Plan (KACP) was adopted by the Council for advertising in May 2019; - Public advertising completed September 2019; - Adopted by the Council in March 2020. - Scheme amendment due to be initiated by the Council in November 2020. - WAPC endorsement imminent.	Principal Strategic Planner (TO00038)	30/06/2023
3.1.1.3 Finalise the Forrestfield North Local Structure Plan for the Residential Precinct. Prepare the Activity Centre Structure Plan for the Transit Oriented Development Precinct for submission to DevelopmentWA for approval.	None	In Progress	50%	Residential Precinct Local Structure Plan: - Draft LSP adopted by Council and forwarded to WAPC in December 2018. - MRS Amendment initiation request also forwarded to WAPC. - WAPC's Statutory Planning Committee deferred consideration of the Residential Precinct LSP in May 2019 to address how	Principal Strategic Planner (TO00038)	30/06/2022

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				<p>environmental values would be retained and managed.</p> <ul style="list-style-type: none"> - Council resolved to appeal the WAPC on the basis that no decision has been made. The City is currently working through SAT to resolve the environmental issues. - WAPC resolved to request modifications to the LSP and resubmit for approval. - Modifications submitted June 2020. <p>Transit Oriented Development Precinct Local Structure Plan:</p> <ul style="list-style-type: none"> - TOD Precinct LSP in the process of being prepared with key inputs required by State Government agencies. - Preliminary Draft TOD Precinct LSP presented to Council at February 2019 Strategic Retreat. - Preliminary Draft TOD Precinct LSP forwarded to METRONET for State Government Agency review March 2019. - Draft TOD expected to be presented to the Council by early 2021 for the purposes of initiating public advertising. - TOD Precinct LSP expected to be inherited by Development WA in the context of a Redevelopment Scheme. 		
3.1.1.4 Finalise the Wattle Grove South (Crystal Brook) community engagement and concept planning, including any outstanding environmental investigations	None	In Progress	80%	- The City appointed a planning consultant to progress comprehensive community engagement and land use concept plans for Wattle Grove South.	Principal Strategic Planner (TO00038)	30/06/2021

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
(i.e. water monitoring).				<ul style="list-style-type: none"> - The community engagement process commenced first with online/digital engagement in late 2019. Visioning workshops occurred early 2020. - Flora and fauna surveys were undertaken in spring 2019. - Ongoing water monitoring required, expected late 2020. - Council consideration of Concept Plan in November 2020. 		
3.1.1.6 Operational Strategic Planning * Forrestfield/High Wycombe Stage 1 annual DCP review and management of structure plan implementation. * Cell 9 annual review of shared infrastructure guided development scheme.	None	In Progress	25%	<ul style="list-style-type: none"> - FF/HW Stage 1 annual DCP review commenced for 2018/19 & 2019/20. Currently finalising infrastructure cost analysis. - FF/HW DCP review completed July 2020. - Next review scheduled. - FF/HW Stage 1 design guidelines adopted by the Council in August 2019. - Cell 9 review initiated mid 2020. Advertising commenced. - Council consideration of adoption expected by early 2021. 	Principal Strategic Planner (TO00038)	30/06/2024
3.1.1.7 Biennial review of existing Local Planning Policies and implementation of new Local Planning Policies as required.	None	In Progress	25%	Existing Local Planning Policies identified for review and new Policies to be prepared. Local Planning Policy 29 - Holiday Houses - adopted at the April OCM for the purpose of public advertising.	Manager Approval Services (TO00016)	30/06/2024
3.1.1.8 Customer survey form is provided with all planning and building approvals, with survey results reported to Council half yearly.	None	In Progress	25%	Quarterly update for planning and building for the period July - September currently under review.	Manager Approval Services (TO00016)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
3.1.1.10 Ensure all planning and building applications are processed within required statutory timeframes.	None	In Progress	25%	<p>Planning statistics are reported for Basic (20 days), Standard (60 days) and Complex (90 days) development applications on a monthly basis. The statistics are reviewed and monitored to ensure compliance with the statutory time frames.</p> <p>Planning Applications processed July - September period: 81 development applications processed – 93% completed within agreed timeframes and 99% within statutory time frames as follows: Basic development applications (20 days) 27 applications, 82% completed on time Standard development applications (60 days) 24 applications, 96% completed on time Complex development applications (90 days) 30 applications, 100% completed on time</p> <p>Building Permits July -September period: Certified Building Permits 148 permits processed with 100% completed with the statutory 10 day timeframe. Uncertified Building Permits - 129 processed with 100% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2024
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies: - Public Open Space Strategy 2018 - Industrial Development Strategy 2018	None	In Progress	50%	Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase.	Director Development Services (DE00004)	30/06/2024

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

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

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				the State Government Pickering Brook and Surrounds Sustainability and Tourism Taskforce and Working Group and as part of the Local Planning Strategy. Infrastructure and Servicing Strategy: - The final sub-strategy to the above, to be assimilated into the future Local Planning Strategy in 2020.		
3.1.1.12 Prepare a project plan and commence review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme 4.	None	In Progress	25%	Project Plan drafted and scheduled for presentation at the November PAB/OCM. Local Planning Scheme review underway, the following elements: Rural analysis Dual Density codes	Manager Approval Services (TO00016)	30/06/2024
3.1.1.13 Provide half yearly report to Council on regulatory planning and building performance of Approval Services.	None	In Progress	25%	Current review of the quarterly performance for the period July - September underway	Manager Approval Services (TO00016)	30/06/2024
3.1.1.14 Compliance audit of all contentious, high-risk planning approvals.	None	In Progress	25%	Ongoing. High risk development applications identified and planning process for compliance monitoring established.	Manager Approval Services (TO00016)	30/06/2024
3.1.1.15 Prepare a development contribution plan for the Forrestfield North development area to facilitate coordinated and timely provision of shared infrastructure.	None	In Progress	25%	Scope of works prepared and settled with Development WA to undertake the DCP preparation process. Scope of works communicated with Department of Planning, Lands and Heritage to establish a contact point through the preparation process. Scope of works actioned with consultant	Director Development Services (DE00004)	30/06/2023

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				team and works currently being undertaken externally and internally.		
3.1.1.16 Facilitate rezoning of the remaining Special Rural zoned areas of the 'Kalamunda Wedge' of the Maddington Kenwick Strategic Employment Area (MKSEA) to ensure consistency with the Metropolitan Region Scheme Industrial zoning and finalise the Development Contribution Plan for MKSEA.	None	In Progress	25%	Area north-west of Coldwell Road requires finalisation of DCP in liaison with the City of Gosnells, this is underway. Flora and fauna surveys were undertaken in Spring 2019 for area between Coldwell and Brook Road. - Hydrological investigations in this area are underway as part of Environmental Review of Scheme amendments adjoining this area in City of Gosnells. City of Kalamunda will receive summary report in this regard. Private landowner is preparing a LWMS for the precinct with a view of commencing rezoning. Likely to be progressed by early 2021.	Principal Strategic Planner (TO00038)	30/06/2022
3.1.1.17 Operational Strategic Planning * Review and respond to Government policy at strategic level as required. * Initiate policy review at strategic level and implement innovative strategic planning practices. * Monitor and influence City projects to facilitate consistency with the City's strategic plans and objectives.	None	In Progress	25%	Provided written submissions for: - Development Control Policy - School Sites (WAPC) October 2020. - Forrestfield North MRS Amendment Conservation Areas Late 2020. - PIA award submissions August 2020 - AUD award submissions August 2020 - Hillview Golf Course submission to WAPC - August 2020 - Midland Road Review submission to City of Swan June 2020 - Perth Airport MDP July 2020. - Kelvin Road Operations Centre May 2020 and September 2020.	Principal Strategic Planner (TO00038)	30/06/2024

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable housing, community facilities and industrial development to meet changing social and economic needs.						
				<ul style="list-style-type: none"> - Bushmead / Sadler MRS amendment May 2020 - Draft Community Titles position statement March 2020. - Compilation of material to support Heidelberg Park and other reserves for consideration of aged care. January 2020 - Draft SPP3.6 Infrastructure Contributions completed in September 2019. - Draft Perth Airport Masterplan 2020 completed in October 2019. - Draft Perth Airport West (South) Major Development Plan completed in September 2019. - Design WA Precinct Design Planning Framework submission completed in October 2019. - Action Plan for Planning Reform (August 2019) submission completed in September 2019. - WAPC Aged Care Position Statement submission completed in February 2019. 		

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
3.2.1.3 Undertake a major review of the Asset Management Strategy.	None	Not Started	0%	A Project Plan is to be prepared to address this review, during the December 2020 quarter.	Manager Asset Planning (TO00018)	30/06/2021

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Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
3.2.1.5 Develop area specific verge landscaping guidelines.	None	In Progress	30%	Draft completed. Being reviewed by City Parks & Environmental Services and Website Development staff prior to escalation for roll-out	Manager Parks & Environmental Services (TO00019)	30/06/2024
3.2.1.7 Prepare the drainage strategy 'Kalamunda Flowing, A Drainage and Waterways Strategy' as per the project plan.	None	In Progress	10%	With the Senior Drainage Engineer on board, a framework and timeline has been prepared to work on the strategy. These are due to be presented to the Kalamunda Flowing Reference Group in October.	Manager Asset Planning (TO00018)	30/06/2023
3.2.1.8 Develop a 10-year plan for targeted tree planting in road reserves.	None	In Progress	25%	UFS draft to be presented for consideration at Council in November. Operational component will be street tree masterplan to directly address this. Current year tree planting and maintenance program on schedule	Manager Parks & Environmental Services (TO00019)	30/06/2024
3.2.1.9 Develop and implement Building Asset Plans for ZZCC and Hartfield Park Rec Centre to ensure ongoing maintenance and required renewal works are programmed and delivered.	None	Not Started	0%	Anticipated start for the Zig Zag Cultural Centre is January 2021.	Manager Asset Planning (TO00018)	30/06/2023

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Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Optimal management of all assets.						
3.2.1.11 Provide engineering advice, design management and oversight for Development Contribution Plan infrastructure for existing and proposed DCPs: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Wattle Grove (existing). c) MKSEA (proposed). d) Forrestfield North (proposed).	None	In Progress	45%	Manager Asset Delivery is delivering designs for FFN & Cell 9. Both projects are in hand	Manager Asset Delivery (PD00004)	30/06/2024
3.2.1.12 Manage the cost estimation, design and delivery of City delivered Development Contribution Plan infrastructure: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Wattle Grove (existing). c) MKSEA (proposed). d) Forrestfield North (proposed).	None	In Progress	10%	A request for quotation has been issued for the detailed design of civil infrastructure for the MKSEA Precinct 3A Central area	Manager Asset Planning (TO00018)	30/06/2024
3.2.1.13 Assess and prioritise City parks leading to development of Park Improvement Plans.	None	In Progress	25%	Assessment of Environmental reserves completed for LBS. In progress	Manager Parks & Environmental Services (TO00019)	30/06/2021
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.2.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project plan.	None	In Progress	5%	The new Senior Traffic Engineer has reviewed the Project Plan and will now drive the delivery of the strategy. A timeline and set of actions will be provided for the Kalamunda Moving Reference Group in the December 2020 quarter.	Manager Asset Planning (TO00018)	30/06/2023

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Goal: 3 Kalamunda Develops

Outcome: 3.2 To connect the community to quality amenities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.2.2 Implement the Bicycle Plan 2017 and its recommended actions and projects, to promote and improve cycling in the City. Undertake a formal five-yearly review in 2022.	None	In Progress	25%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding limits. In 2020/21 the City will be constructing the second part of the High Wycombe Local Route, and designing two projects being the Berkshire-Dundas and Hale-Dawson Local Route. WABN funding submissions have been made for cycling routes along Kiandra Way High Wycombe, and Sussex Road Forrestfield.	Manager Asset Planning (TO00018)	30/06/2024

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017-22) for the current year.	None	In Progress	25%	- ED Operational Implementation plan developed and initiatives underway including: * Participation in industry networks and associations (LinkWA & KCC) * Collaboration with Forrestfield Community Bank to devise and deliver a buy local campaign via an EFTPOS based 'local gift program'. * Finalising a partnership agreement with Kalamunda Chamber of Commerce, endorsed by Council. * rollout of the COVID19 Crisis Relief Fund Program for small businesses and evaluation of applicants. * Exploration of participation in the SBDC	Economic Development Specialist (AC00047)	30/06/2024

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Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.						
				Small Business Friendly Initiative * Conduct the process to attract candidates to participate on the soon to be formed Economic Development Advisory Committee.		
3.3.1.2 Finalise partnership agreement with the Kalamunda Chamber of Commerce.	None	Completed	100%	Partnership Agreement endorsed by Council and signed by both parties. Initiatives and arrangements underway.	Economic Development Specialist (AC00047)	31/10/2020
3.3.1.3 Build local business capacity and sustainability.	None	In Progress	25%	Economic Development C-19 Recovery coordinated and underway. Collaboration with SBDC, Hawaiian Group and KCC to deliver targeted business development programs locally. Rolled out the COVID 19 Crisis Relief Fund program for local small businesses. Currently evaluating applications.	Economic Development Specialist (AC00047)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract new investment opportunities and businesses with a focus on innovation.						
3.3.2.2 Support and participate in LINK WA Freight & Logistics Alliance.	None	In Progress	25%	City of Kalamunda hosted recent Project Team meeting and Steering Group meeting to be hosted 1/10/2020. City's ED S coordinated combined response to Infrastructure WA Draft Paper and is in process of coordinating response to HDRR survey.	Economic Development Specialist (AC00047)	30/06/2024
3.3.2.3 Investment prospectus & collateral to target and attract new opportunities.	None	In Progress	50%	Working group established. Draft scope developed and approved for development. Text nearly completed for review by internal working group. Awaiting input from PR team in	Economic Development Specialist (AC00047)	30/06/2024

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Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract new investment opportunities and businesses with a focus on innovation.						
				respect to graphic design.		
3.3.2.4 Establish and administer the Kalamunda Economic Development Advisory Committee.	None	In Progress	33%	Call for nominations closed 4 August. Evaluation of candidates and report to Council finalised. Candidate nominations to be considered and endorsed at the October OCM.	Manager Commercial & Cultural Services (CSS001)	30/06/2024

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Deliver the initiatives and targets from the Tourism Development Strategy (2019-25) for the current year.	None	In Progress	30%	Completed various actions from the Tourism Development Strategy including: <ul style="list-style-type: none"> Fostered strong awareness of the Experience Perth Hills – awarded Gold Award for Excellence in Government Tourism Strong partnerships developed with key tourism stakeholders and industry bodies Signage - locations identified area for entry stacks signage Developed/completed new self-drive maps to improve visitor access and navigation. Promoted key attractions in Kalamunda, securing reputation as a premier tourist destination through Experience Perth Hills and collaboration with Destination Perth. Worked with 4 other LGA's on cohesive and connected branding and marketing including integrated maps of the region Worked with The West to promote the region 	Coordinator Tourism Development (AC00017)	30/06/2024

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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.						
				<ul style="list-style-type: none"> Tourism Advisory Committee activity to provide guidance and direction on the actions arising out of the Tourism Strategy Worked with Sunrise to promote the region Finalist State Heritage Awards 2020 Worked with Tourism businesses on stand up following COVID19 Created a new Facebook presence for Perth Hills Takeaway, encouraging all local businesses to post about their offerings. Worked with Health and Comms Team to produce a printed guide of Takeaway Food Venues for local residents and visitors during the COVID19 Crisis. <p>- Experience Perth Hills adopted as the Regional Brand by the Perth Hills Tourism Alliance.</p> <p>- Branding complete</p> <p>- Best ever social media campaign reaching over 100k people.</p> <p>- Working on landing page for website.</p> <p>- Held quarterly Tourism Advisory Committee meeting, committee tasked with suggested initiatives to be then worked up for budgetary requirements.</p>		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate diversification options for rural properties to flourish.						
3.4.2.2 Partner with the State through the Pickering Brook & surrounds working group.	None	In Progress	50%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. The City is awaiting the	Director Development Services (DE00004)	30/06/2024

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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 diversification options for rural properties to flourish.						
				<p>recommendation to action a potential Metropolitan Region Scheme amendment request.</p> <p>Part 2 of the working group and taskforce recommendations being progressed by Department of Planning, Lands and Heritage.</p>		
3.4.2.3 Having regard to the findings and recommendations of the Pickering Brook and Surrounds Working Group and Taskforce, progress the Metropolitan Region Scheme amendment request and Local Planning Scheme No. 3 amendment to the Western Australian Planning Commission to support the Pickering Brook townsite expansion.	None	In Progress	50%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. The City is awaiting the recommendation to action a potential Metropolitan Region Scheme amendment request.	Director Development Services (DE00004)	30/06/2022
3.4.2.4 Having regard to the Hills Rural Study 2015, prepare a new Rural Strategy to inform advocacy programs and amendments to the Local and State planning framework.	None	Not Started	0%		Director Development Services (DE00004)	30/06/2024

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Strategic Plan Progress Report (20/21)

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.1 Demonstrate compliance with the Integrated Planning & Reporting Framework <ul style="list-style-type: none"> Review Strategic Community Plan Annual review of the Corporate Business Plan 	None	In Progress	31%	The goal for 2020 will be to undertake community engagement on the review of the Strategic Community Plan. An online survey and promotion was released in September and workshops will occur during October 2020.	Chief Executive Officer (DE00001)	30/06/2024
4.1.1.3 Develop and review the long-term financial plan.	None	In Progress	25%	Commenced discussion with the Kalamunda Leadership Team around direction for LTFP	Manager Financial Services (FS00009)	30/06/2024
4.1.1.4 Undertake Strategic Risk Review to inform the Risk Register.	None	In Progress	35%	A Strategic Risk Workshop was undertaken with the Council and Leadership Team resulting in an update to the Risk Register. Risk Management Training Program has been developed, to be rolled out to staff during the second quarter of 2020.	Director Corporate Services (DE00003)	30/06/2024
4.1.1.5 Review and update the Governance & Policy Framework, Council Policies and Local Laws.	None	In Progress	30%	The Governance and Policy Framework has been reviewed and updated in readiness for the Councillor Induction program. The Council Policy manual was adopted by Council in August 2019.	Governance Advisor (DE00006)	30/06/2024
4.1.1.9 Conduct annual review of the Delegated Authority Manual.	None	In Progress	32%	The review will occur in fourth quarter 2021.	Chief Executive Officer (DE00001)	30/06/2024
4.1.1.10 Compliance Audit Return is completed in accordance with Regulation 14 and 15 of the LG (Audit) Regulations.	None	In Progress	54%	The Compliance Audit return will be undertaken & completed in March 2021.	Chief Executive Officer (DE00001)	30/06/2024
4.1.1.11 Prepare Annual Report to demonstrate achievements.	None	In Progress	40%	Front end of report is under development, with the financials to be provided following the completion of the Audit process. Date is still to	Manager Customer & Public Relations (DE00008)	30/06/2024

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Strategic Plan Progress Report (20/21)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
				be confirmed in this regard.		
4.1.1.12 Convene Audit & Risk Committee quarterly.	None	In Progress	35%	The Audit and Risk Committee was convened in July 2020. During this meeting, the results of the Interim Audit performed by the Auditor General's Office, the Internal Audit program and the Local Government Regulations Review were received by Council.	Director Corporate Services (DE00003)	30/06/2024
4.1.1.13 Develop and adopt an Annual Budget.	None	In Progress	25%	First term budget review underway, this will help guide for future budget setting.	Manager Financial Services (FS00009)	30/06/2024
4.1.1.14 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General audit.	None	In Progress	50%	Statutory deadline for providing annual financial statement to auditors by 30 September 2020 achieved.	Manager Financial Services (FS00009)	30/06/2024
4.1.1.15 Conduct external cyber penetration testing twice a year.	None	In Progress	25%	External penetration testing was undertaken in May 2020, and will be scheduled to be completed again late this year. Next penetration test is due in November 2020. The previous penetration test conducted in July 2020 didn't highlight any high risk issues.	Manager Information Technology (IT00008)	30/06/2024
4.1.1.16 Test Disaster Recovery and Business Continuity annually.	None	In Progress	25%	Disaster Recovery scenario has been developed with support from the Records Officer and GIS Specialist. Implementation of the scenario will be scheduled in the later part of this year. Two disaster recovery scenarios have been completed with the majority of the team participating and learning from the exercises.	Manager Information Technology (IT00008)	30/06/2024

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.17 Whole of City Telecommunications Review.	None	In Progress	50%	Telecommunications EOI and Tender have been reviewed. Final recommendation to be provided in the coming months. Telecommunications Review Expression of Interest has been to market. Tender Request package has been created to be released to market by the end of October 2020. The focus of the Tender Request package is to achieve higher bandwidth speeds for a reduced cost, and to provide better disaster recovery opportunities.	Manager Information Technology (IT00008)	30/06/2024
4.1.1.18 Datacentre Contract Review to reduce costs and increase Disaster Recovery and Business Continuity.	None	In Progress	35%	EOI review for the Datacentre has been completed, and completion of the Tender Review to be completed in October. At that point a recommendation will be provided.	Manager Information Technology (IT00008)	30/06/2021
4.1.1.19 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	In Progress	35%	CRM Tender will be released in late October/November. This will provide a large plank for the digital citizenship and collaboration with residents, as it will greatly improve feedback loops to residents, and allow the City to collate information about a resident in one place, allowing for greater customer service. The Smart Cities Strategic Plan is being developed, and will form another part of the base for digital citizenship.	Manager Information Technology (IT00008)	30/06/2024
4.1.1.20 Continue to map business processes, and focus on optimising current mapped processes.	None	In Progress	25%	The Corporate Systems Specialist has been providing training on Promapp with all Business Units. Greater emphasis has been	Manager Information Technology (IT00008)	30/06/2024

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
				put on reviewing the Process Maps. The Senior Business Analyst has been working with the Environmental and Community Safety Business Unit on their processes, identifying gaps and capability for improvement.		
4.1.1.21 Identify and optimise business requirements for new Enterprise Resource Planning system.	None	In Progress	35%	Requirements have been gathered for the various parts of the ERP. The Planning and Building System is being considered separately, as a module that will be able to be integrated with any system decided on for the Finance and other parts of the system.	Manager Information Technology (IT00008)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service based organisation.						
4.1.2.1 Develop and annually review the Workforce Plan.	None	In Progress	29%	Workforce plan has been reviewed and updated for 2020-21. This will be reviewed in the October quarter.	Manager People Services (DE00009)	30/06/2024
4.1.2.2 Develop, annually review and implement the GROW Organisational Culture Plan.	None	In Progress	27%	Staff now have greater access to training opportunities through an increase of in-house programs, internal nominations and open access to online training. In-house program for 2020-21 has been developed and was launched on 1 October 2020.	Manager People Services (DE00009)	30/06/2024
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	In Progress	35%	The City has maintained its Local Government Performance Excellence Program using data as a benchmark in a number of core areas.	Director Corporate Services (DE00003)	30/06/2024

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

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Implement the Customer Service Strategy.	None	In Progress	80%	<p>The City of Kalamunda's customer service strategy implementation has to date been an immense success.</p> <p>The key objectives of the Strategy are:</p> <ul style="list-style-type: none"> - Strive to achieve a new customer service ethos and deliver on the customer service promise and principles - Culturally optimise the organisation to achieve best practice customer service outcomes - Support and train staff to feel empowered, be proactive and work collaboratively toward business objectives and customer service excellence - Effectively communicate with our customers, internally and externally <p>Customer Service results have continued to demonstrate all KPIs are being met. City is currently progressing works for its Customer Relationship Management system tender.</p>	Manager Customer & Public Relations (DE00008)	30/06/2021
4.2.1.4 Develop, review and implement communications plans and Public Relations responses.	None	In Progress	35%		Manager Customer & Public Relations (DE00008)	30/06/2024
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	In Progress	46%	The focus for advocacy has been the development of posters and distribution to local state members and candidates in	Chief Executive Officer (DE00001)	30/06/2024

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
				readiness for the State Election in 2021.		
4.2.2.2 Participate in the Growth Area Perth and Peel advocacy group.	None	In Progress	38%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities, and is currently developing a response to the further request from IA for more explanatory information. Pracsys has been engaged to formulate the information, showing how the projects form a complete solution to outer metro growth areas shortfall in facilities.	Chief Executive Officer (DE00001)	30/06/2024
4.2.2.3 Maintain a regular contact with local members of parliament and regular meetings with key Ministers.	None	In Progress	43%	Monthly meetings with the Mayor and local state members have taken place. Federal Members are based on when they are available.	Chief Executive Officer (DE00001)	30/06/2024

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