


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	Completed	100%	<p>Heidelberg Park - An aged care provider has successfully acquired a portion of the site from the State Government, and is preparing to lodge an application for an aged care development with supporting land uses.</p> <p>Offer to purchase Cambridge Reserve endorsed by the Council in December 2021. In June 2022 The Minister for Lands approved the sale of a portion of Cambridge Reserve to the City for the purposes of delivering the Cambridge Reserve Community Enhancement Project incorporating integrated aged care and new diverse housing opportunities.</p> <p>Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2025
1.1.1.6 Work with seniors' groups to provide age friendly support and initiatives.	None	Completed	100%	<p>City staff have developed Inclusive Kalamunda - Social Inclusion Plan 2021-2025 and this plan incorporates deliverables from the previous Age Friendly Plan. The City has also delivered a wide variety of age friendly workshops and programs to meet the needs of the community. Some of the workshops delivered over the last year include a Positive Ageing Workshop with 55 participants attending, Basic First Aid Training, Estate Planning with 33 participants, along with an Introduction to Advance Care Planning.</p>	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.						
				<p>Presentations at local seniors clubs and groups were also undertaken including the Probus Club, Hillview Lifestyle Village and Darling Range Hub.</p> <p>The City was successful in receiving \$22,000 in funding from the Department of Health to establish a Compassionate Communities in the City of Kalamunda focusing on End-of-Life, in partnership with Kalamunda Hospital Palliative Care Unit and the Darling Range Hub.</p> <p>Intergenerational programs included Tech Savvy workshops, Christmas crafts activities and Barista workshops.</p> <p>The WayFairer project is in its third year with active recruitment of local residents and connections with community clubs and groups. The WayFairer Cafe Connect has been established and meets on a monthly basis.</p>		
1.1.1.7 Finalise consolidation of social plans and commence implementation.	None	Completed	100%	<p>The City developed Inclusive Kalamunda Social Inclusion Plan (2021-2025) and the plan was adopted by Council in September 2021.</p> <p>Staff workshops were conducted in December 2021 to discuss the goals, deliverables, and action plans with each business unit who has reporting obligations to the plan. Specific action items with each business unit have been created to deliver obligations under the plan. The actions are now sitting with each</p>	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.						
				business unit for their delivery. An Accessible Event Guide was created and distributed to all City staff that organise community events/workshops. This guide gives guidance on best practice to increase accessibility and inclusion.		
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	Completed	100%	City staff have commenced year five of the Youth Plan (2017-2022), offering a wide range of programs and projects to the City of Kalamunda community. Some of the programs provided over the last year have included Leadership skills developed through Youth Action Kalamunda (YAK) including a mock Council meeting, SEED Young Entrepreneurs Program 2022, Youth Artist Award 2021 and Student Citizenship Awards 2021. Youth were provided the opportunity to develop employment skills through Barista workshops, Careers week and Vision Boarding (600 Youth engaged) and the City also held Youth Week WA 'Eco Festival' (engaged 3000+ Youth) as well as the ever-popular Schools Out Pool Party. Development of the Youth Plan (2023-2028) has also commenced with extensive community and school student consultation, resulting in a draft version being written.	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	Completed	100%	Continue to deliver across RAP initiatives - internal meeting held and fleshing out final deliverables for production of RAP report. Continuing to develop new RAP deliverables with teams, to then progress to external consultation. Excellent collaboration with Balga Senior High School for Reconciliation Rap, High Wycombe Library produced Reconciliation artwork in collaboration with the local community. Attendance at Reconciliation breakfast. Attendance at Reconciliation network events through WALGA.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.1.2.47 Review and implement the Disability Access & Inclusion Plan.	None	Completed	100%	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 over the last year: The new committee of the Disability and Carers Advisory Committee, consisting of five community members and two representative organisation providing services, was endorsed by Council at the December 2021 OCM. Two meetings have been conducted since endorsement. Concept plans of the Stirk Park upgrades have been presented and the committee were very impressed with the high level of accessible play equipment and are in full support of the plans. Initiatives arising from	Manager Community Development (DE00007)	30/06/2025

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				<p>the DACAC meetings include the successful negotiating of the opening of the Aldi doors from Mead St to ensure accessibility for all and the Footpath Awareness video launch. The Accessible and Inclusive Business Guide has been updated and distributed to local businesses through the Kalamunda Chamber of Commerce, the Access feedback Form has also been updated and available on the City website. A draft Accessible Event Guide has been created which will be distributed to external organisations hosting events in the City.</p> <p>Staff disability awareness training has been undertaken including website accessibility and guest speakers from an NDIS provider, Building Friendships, speaking on what their day is like living with a disability.</p> <p>Funding was obtained to conduct a Carers Wellbeing Walk followed by a picnic lunch for all the Carers residing in the City.</p> <p>The City submitted the 2020/2021 DAIP report to the Department of Communities in July 2021.</p>		
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.3 Implement strategic review recommendations for enhancement to library services.	None	Completed	100%	<p>The City is moving more to a digital feel for libraries, which will come to fruition at the opening of the Forrestfield Library. A Library action plan has been produced which addresses the items from the Library</p>	Manager Economic & Cultural Services (CSS001)	30/06/2025

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
				Review and articulates how Libraries will progress over the next few years.		
1.1.3.5 Coordinate the relocation of the Forrestfield Library to release the current site for sale.	None	Completed	100%	Architects have met with Library team and final designs for the Forrestfield hub are underway. Functionality is paramount - areas for training and the ability to commercialise some of the space has been realised within the brief. Procurement of Library Systems has been undertaken. IT procurement underway. Working with Manager Asset Delivery to realise the relocation. Proposed date for opening October 2022.	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	Completed	100%	Planning and advocacy regarding Library at High Wycombe South resulted in change of direction. Woodlupine Hub under investigation. Conversations and planning currently underway around the Woodlupine Hub. Initial planning around square meterage required underway with a view to amalgamating High Wycombe and Forrestfield Library in to one digital community library, working from a community hub. Staff engaged in process.	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.						

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Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.1 Implement the Community Safety & Crime Prevention Plan 2020-25.	None	Completed	100%	<p>The Community Safety and Crime Prevention Plan has continued to be implemented in the last quarter despite report to Council recommending it be removed.</p> <p>Some of these key actions include;</p> <ul style="list-style-type: none"> - Report to Council in June advising of discussions with Forreestfield Police and recommending that the Community Safety and Crime Prevention Plan be withdrawn and the Community Safety and Crime Prevention Plan be removed. - The City hired KRAV MAGA Perth to conduct 2 x 2 hour self defence workshops for the Community at Forreestfield and Lesmurdie libraries. The cost was for 2 staff from the company to conduct the workshops. The workshops coincided with domestic violence prevention month. The workshops supported objectives and action of the City Community Safety and Crime prevention Plan. - The CCTV strategy has been reviewed and updated strategy will be presented to Council at the July ordinary council meeting. - Review of the City's 21/22 Fire season has commenced, and the City has continued to provide education to the community on safe fire practices such as planned burns. - The City continues to provide a Rangers, and Environmental Health service which together key role is to provide a safer and healthy community. 	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.2 Undertake Annual Bushfire Readiness and Assessments Program.	None	Completed	100%	Update – 1 April – 30 June 2022 1. Draft post season report for the 2021/22 season completed and is with Management. 2. Fire Hazard Reduction Notice 2022/23 has been gazetted and will be going out with the Rates in July. 3. An operational review of the program for 2022/23 was approved by Council, operational change has been included into the Fire Hazard Reduction Plan 2022/23. Main changes are aimed at improving compliance - building resilience aiding in recovery should a catastrophic fire event occur. 4. Fire Hazard Reduction Plan 2022/23 has been drafted and is with Management for review. 5. Operational preparation for the upcoming 2022/23 fire season is currently underway. 6. The introduction of a public contractors list has also been prepared for the 2022/23 season as a request of Council. 7. CS Fire is currently working with the Public Relations team to develop the Communications Plan for the new season. 8. Fire permits issued from 1 April 2022 to June 2022 – 35. 9. Fire Compliance / Mitigation Audit completed. 10. Fire Danger Rating signs upgrade – now known as the Australian Fire Danger Rating System (AFDRS) will be implemented in	Coordinator Community Safety (AC00018)	30/06/2025



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Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	Completed	100%	<p>September Ref to Department of Fire and Emergency Services (DFES) for legislation changes the implementation and new signs.</p> <p>Update 1 April – 30 June 2022</p> <ol style="list-style-type: none"> The City has conducted the scheduled Local Emergency Management Committee meeting for May 2022 as required. The meeting was conducted through Microsoft Teams due to COVID-19 protocols. The next meeting is scheduled to be run August 2022. The City continues to review and update its Local Emergency Management Arrangements as required. The last amendment to the arrangements was to update the Emergency Contacts list, this has been reviewed and will be an agenda item for the August Local Emergency Management Committee meeting. Preparing Australian Communities Grant Application which was submitted in January 2022 was not successful The joint application for a Preparing Australian Communities Grant Application with Swan, Mundaring and Eastern Metropolitan Regional Council was also unsuccessful. The Emergency Management (EM) team recently submitted an AWARE Grant Application in June – for the purpose of an EM exercise - application pending. The 2022 Annual Preparedness Report was submitted in June. 	Coordinator Community Safety (AC00018)	30/06/2025

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				7. Evacuation Centre training is scheduled for September/ October. 8. The Red Cross 3-year Perth Hills Preparedness program which was funded through the AWARE program is at the end of life, ending in November. 9. The Metropolitan North & East Recovery Group met in May, City staff attended to review the partnering agreement – currently the draft document is in review and will soon be ready for signing.		
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on premise of ongoing external supporting grants from the Emergency Services Levy.	None	Completed	100%	Fire Break improvements and ancillary works funded by DFES for 2020/21 have been completed. Senior Fire Mitigation Officer scheduled to commence program development early in 2022, after the current fire season. Grant funds have been received to complete additional fire mitigation works on reserves.	Manager Parks & Environmental Services (TO00019)	30/06/2025
1.2.1.402 Provide a Ranger service to uphold community and public safety through education and implementation of state and local laws.	None	Completed	100%	Update 1 April – 30 June 2022 1. Cat Local Law - In December 2021, Council approved to give local public notification to make a new Local Law - Keeping and Control of Cats Local Law 2022. In January a copy of the draft local law was posted to the Minister and made available for public submissions. Public submissions closed in February 2022. The Minister's comments and public	Coordinator Community Safety (AC00018)	30/06/2025

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				<p>submissions were reviewed in March. The Cat Local Laws working group met in April to finalise the review on all submissions. Minister's recommendations have since been implemented into the draft.</p> <p>As a result of public submissions, a number of additional reserves are being reviewed by the City's Environmental Team to assess whether they should be added to the schedule. Currently In progress.</p> <p>2. Dog Local Law update – The Joint Standing Committee on Delegated Legislation on review rejected the City of Kalamunda Dog Local Law 2019. At the February Ordinary Council Meeting, Council approved for the local law to be amended and re-advertised for public comment. Public submissions closed 22 April 2022. All submissions were reviewed, the final draft and report have been completed and will be presented to Council at the July ordinary council meeting.</p> <p>3. Dog Permitted and Prohibited Exercise Areas – suspended until the new Dog Local Laws are made.</p> <p>4. Ranger COVID-19 Business Continuity Plan.</p> <p>5. Electronic parking module – Currently</p>		



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				conducting trials of Pinforce and Duncan. 6. Prosecution update - Attended 2 hearings in May: 1 case adjourned, 1 case – guilty all charges; 1 new case scheduled for June; 1 hearing in July; 1 Trial in August; 1 Trial in November; 1 Trial in February 2023. 7. Zig Zag Gates – released Request For Quotations for 12-month contract with option of another 12 months to close the gates. Submissions closed 24 May. 8. New firearm purchased, old firearms disposed of to meet Workplace Health & Safety standards. 9. Audit on Ranger processes – Completed. 10. Enforcement policy review – completed. Enforcement Policy changed to CEO Directive, draft 95% completed. Rangers’ new enforcement action will commence in July 22. 11. High Wycombe Train Station Parking Strategy – Community Safety inputs completed.		

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Strategy: 1.2.1 Facilitate a safe community environment.						
				Ranger Operational statistics 1 April – 22 June: Dog attacks - 25 On animals – 16 On people – 9 Parking related issues – 158 Total Dog related issues - 726 Cat related issues - 113 Dog registrations – between 1 April – 30 June: 330 total registered currently 8981 Cat registration – between 1 April – 30 June: 64 total registered currently 2205 Abandoned vehicle related - 24 Routine patrols- vehicles - 100 Total customer service requests received - 1669 Total infringements issued – 97 Total cautions issued - 344 Dangerous Dogs registered current - 17 Other Ranger related matters – 432		
1.2.1.403 Review and implement the City's CCTV Strategy to ensure it aligns with current Australian Standards.	None	Completed	100%	The Closed Circuit Television (CCTV) strategy continue to be implemented. Actions this quarter include: - 13 requests from Western Australia Police Force for CCTV footage Sites include: - 2 x Hartfield Park Recreation Centre, Forrestfield - 1 x Woodlupine Community Centre, Forrestfield	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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				- 2 x Zig Zag Car Park, Gooseberry Hill - 1 x High Wycombe Recreation Centre - 1 x Kalamunda Road, High Wycombe - 1 x Jack Healy Community Centre, Kalamunda - 1 x Kalamunda Library / Zig Zag Cultural Centre, Kalamunda - 2 x Lions Lookout, Lesmurdie - 2 x Walliston Transfer Station, Walliston The City's CCTV variable message board has also been deployed to the Walliston area due to hooning and anti-social behaviour. The two CCTV smart towers have been deployed to provide security at the old Brand Road landfill and have already been effective in reducing anti-social behaviour the the area and unauthorised access to the old tip. The CCTV Managers working group met in May and progressed the CCTV Strategy which will be presented to Council for adoption at the July ordinary council meeting.		
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	Completed	100%	Environmental Health continue to monitor and investigate public health risks within the community. Key result for this quarter include; - 1536 records completed - 14 on-site wastewater applications received - 30 public buildings assessed - 19 other health premises assessed (including caravan parks, skin penetration etc)	Coordinator Environmental Health Services (CS00006)	30/06/2025

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				<ul style="list-style-type: none"> - 7 Health related applications approved such as management plans, licences, registrations and permits. - 42 Aerobic treatment unit service reports received - 16 event applications reviewed - 28 water samples undertaken - 60 Complaints - 54 building and planning applications assessed. 		
1.2.1.470 Prepare and implement a Food Safety Assessment Plan.	None	Completed	100%	<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 is now being implemented - 14 food business registration applications approved - 213 Food Safety assessments have been completed this quarter - 30 food stalls permits issued - 5 Food complaints received - Continue to promote online foodsafe training - Increased presence at events monitoring food safety 	Coordinator Environmental Health Services (CS00006)	30/06/2025
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	Completed	100%	<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>	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.						
				<p>Food Plants for Residents – The City’s Annual food plants for residents program continued this year with 500 Broccoli Seeds and 500 basil seeds provided to residents in addition to the native plants on offer. The Health team also used the smoothie bike to hand out smoothies and ran a colouring in competition to the keep the kids busy and encourage healthy eating.</p> <p>Nutrition workshop – An Edith Cowan University Student who was working with the City provided a free nutrition workshop to elder residents at the Kalamunda Library. The Student developed the workshops herself and was well received by the residents that attended.</p> <p>Microbats – The City’s microbats program continued this quarter with the mens shed providing many City residents with bat boxes through the City’s website portal.</p> <p>Self-defence workshops – Free self defence workshops were provided to residents to encourage physical activity and personal safety.</p> <p>DV awareness workshop – A workshop aimed at promoting awareness of domestic violence</p>		



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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
				and informing residents of what to do when they recognise domestic violence was provided.		
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	Completed	100%	The City's Recreation Centres offered a diverse range of activities across their four main facilities, including fitness classes, holiday programs, sports competitions, junior programs, gym, and active seniors classes. The Gym at Hartfield Park Recreation Centre has had an upgrade of the Cardio equipment and a recent membership promotion has an uptake of approximately 20% of current members (as at 20 June 2022) renewing their memberships as a direct result. Attendances are generally still lower than normal, which is due to COVID-19 still being in the community, however, there has been an increase in attendances at Hartfield Park Recreation Centre from last year. Attendances at the Recreation Centres for the 2021/22 year were: Hartfield Park Recreation Centre - 107555 High Wycombe Recreation Centre - 34267 Maida Vale Netball Centre (360 Fitness Program) - 344 Ray Owen Sports Centre (Live Active Seniors Fitness) - 228	Manager Community Development (DE00007)	30/06/2025
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	Completed	100%	City of Kalamunda Sporting Clubs were invited to complete a survey from the Club Development team to gather accurate information and data, to determine	Manager Community Development (DE00007)	30/06/2025

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
				requirements of local clubs to assist them in the best way possible. The results will feed into the Recreation Services Business Plan and allow the Club Development team to develop programs and support mechanisms. Workshops were facilitated throughout the year in direct response to feedback received from the groups. These workshops are part of the Clubs 4 Life programme and included a workshop on community funding opportunities as well as the recently held Presidents Forum which focused on 'Leadership and Culture'. The team also utilised E-Newsletters to provide supplemental information on a quarterly basis. This platform is used to promote upcoming local events, workshops, information on current grants, and good news stories that the groups wish to share, and regularly reaches over 250 sporting and community groups throughout the City of Kalamunda.		
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	Completed	100%	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. During the 2021 State Election, a funding commitment of \$2 million was made to the City towards the replacement of the Scott Reserve Pavilion, as per the Scott	Manager Community Development (DE00007)	30/06/2025

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				Reserve Master Plan. In response to the immediate demand for female sport at Scott Reserve, and to best align to the Master Plan, a transportable changeroom and toilet building was installed at Scott Reserve in June 2021. Progress during the 2021/22 financial year included: - An advocacy poster has been developed and distributed to the relevant sporting clubs, with the City advocating for funding during the 2022 Federal Election campaign. - A funding agreement was executed for the \$2 million State Government commitment. - In June 2022, the City appointed an architect to undertake the detailed designs and costings for the project, in consultation with the Scott Reserve sporting clubs.		
1.2.3.2 Continue to progress the Trails Loop Plan.	None	Completed	100%	During the 2020/2021 financial year, Stage One of Trails Loop Project, linking the centre of Kalamunda to Pickering Brook was completed. This has proved highly popular and appears to be well utilised in the community. Stage Two of the project linking Pickering Brook to the Camel Farm, and then back to Kalamunda, is yet to be implemented. In order to progress Stage Two, further investigation studies, designs and approvals are required. The investigation studies and design have been identified to be undertaken in the 2022/2023 financial year, subject to budget approvals.	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	Completed	100%	<p>The Maida Vale Reserve Master Plan was adopted by Council in December 2018. The identified projects within the Master Plan are now part of the City's ongoing advocacy strategy to attract external funding and Long Term Financial Plan. The following projects were progressed during the 2021/22 financial year:</p> <ul style="list-style-type: none"> - The upgrade of the sports floodlighting on the eastern oval was completed in June 2022, with a grant funding contribution of \$148,333 from the State Government through the Community Sporting and Recreation Facilities Fund (CSRFF). - The upgrade of the entrance road including resurfacing, new retaining wall and fencing off Ridge Hill Road was completed in June 2022. - During the 2021 State Election, a funding commitment of \$2.4 million was made to the City towards the upgrade of the Norm Sadler Pavilion as per the Master Plan. The City's previous planning for additional female (unisex) changerooms at Norm Sadler Pavilion, is now being coordinated with the grant funding. A Funding Agreement with the State has now been executed and an architect has been appointed to undertake the detailed designs and costings for the project, in consultation with the relevant sporting clubs. - The City's advocacy approach remains ongoing to secure further funding with the 	Manager Community Development (DE00007)	30/06/2025



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.						
1.2.3.4 Implement and deliver the Ray Owen Reserve Master Plan.	None	Completed	100%	<p>Master Plan now being included as part of the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia and engagement with local State and Federal Members of Parliament ongoing.</p> <p>The Ray Owen Master Plan was adopted by Council in February 2015. As part of the State Government's COVID-19 Recovery Plan, the City received a grant of \$5 million towards the extension of a new playing field, sports floodlighting and a water source through the Hartfield Park Aquifer Recharge Project. The City's advocacy approach remains ongoing to secure further funding including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia. During the 2022 Federal Election campaign a \$13 million election commitment for the Master Plan was received from the Liberal candidate - Ken Wyatt, however it was not successful given the outcome of the election. The City will continue to advocate for funding with the local State Member and the new Federal Member.</p> <p>The following projects were progressed during 2021/22 financial year:</p> <ul style="list-style-type: none"> - Stage 1a of the car parking works were completed in June 22. - A funding agreement for the \$5 million has been executed between the City and State 	Manager Community Development (DE00007)	30/06/2025



City of Kalamunda

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				Government, with detailed designs for the oval expansion and water source currently underway by the relevant appointed consultants. This will be finalised in the 2022/23 financial year. - Within the City's 2020/21 budget, \$2 million had been included for additional female (unisex) changerooms at four sites, one of which is located at Ray Owen Pavilion, Ray Owen Reserve. Detailed designs and tender documentation for the project were completed and the project tender for construction currently progressing through the assessment process. Pending a successful tender evaluation process, the City will engage a suitable builder for the project in mid 2022, for construction in the 2022/23 financial year.		
1.2.3.5 Progress the Aquatic Facility Study.	None	Completed	100%	At the June 2021 Ordinary Council Meeting (OCM), Council resolved to endorse the Needs Assessment and draft Business Case for the purposes of public advertising for a minimum of 90 days. The Needs Assessment and draft Business Case were developed based on an initial community consultation process and current industry trends and research. The public advertising period closed on 8 October 2021 with 964 responses received and one community petition. The community's feedback was presented to Council for consideration at the April 2022 OCM where Council resolved to:	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.						
				<p>- NOTE the Community Engagement Report regarding the Needs Assessment Report and the Business Case for a New Aquatic Facility.</p> <p>- ADOPT the aquatic facility model 2b - Foothills Aquatic Facility.</p> <p>- Agree to defer the Kalamunda Water Park Option 1a - to allow:</p> <p>- The City to continue to pursue advocacy to seek capital funding for Kalamunda Water Park - Option 1a.</p> <p>- The City to continue to assess the future operational impacts should a 2-pool model (option 1a & 2b) be externally funded.</p> <p>During the 2022 Federal Election campaign, the City received its most significant advocacy commitment to date, by securing \$60 million towards a new Aquatic and Leisure Centre in High Wycombe, as identified through the business case. The \$60 million consists of \$30 million each from the State and Federal Governments. The City has commenced developing a functional brief for the facility and negotiations with the State Government on a Funding Agreement.</p>		
1.2.3.6 Implement and deliver the Hartfield Park Stage 2 Master Plan.	None	Completed	100%	<p>In August 2021, Council adopted the final Hartfield Park Master Plan (HPMP) Stage 2 report following feedback received through the public advertising period.</p> <p>The following projects were progressed during 2021/22 financial year:</p>	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				<p>- In January 2022, the City was advised that it was successful in receiving a Community Sporting and Recreation Facilities Fund (CSRFF) grant of \$620,000 towards the implementation of Stage 2A, being unisex changerooms for AFL/Little Athletics and Rugby League / Summer users and long jump pits. A future CSRFF application will be lodged in September 2022, seeking funding for the Bowls/Tennis facilities, thus completing Stage 2A. This will fully utilise the \$2 million, 2019 election commitment funding from the Federal Government, as previously endorsed by Council in November 2020.</p> <p>- 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 engaged the services of an Aboriginal Heritage consultant to undertake consultation with Traditional Owners, which was completed in March 2022 with several heritage requests being considered by the City.</p> <p>- Through the 2022 Federal Election cycle the City was successful in attracting a commitment of \$5.4 million towards the HPMP Stage 2. The total HPMP Stage 2 works are valued at an estimated \$14.7 million, therefore the City will now workshop with Councillors a</p>		



City of Kalamunda

Strategic Plan Progress Report (21/22)

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Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				proposed funding strategy for the remaining identified HPMP Stage 2 projects. Once confirmed, the City will then progress developing a Funding Agreement with the Federal Government.		
1.2.3.7 Implement the Stirk Park Master Plan – Stage 1.	None	Completed	100%	<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 (known as Stage 1). Progress to date includes:</p> <ul style="list-style-type: none"> - In January 2022, Lotterywest advised the City that the funding application for Stage 1 had been successful and an amount of \$1.715 million committed to the project. - The detailed designs for Stage 1 are now completed by the appointed consultants. - The Minister of Planning has approved \$262,000 from Public Open Space Cash in Lieu funding and Rotary Kalamunda has confirmed a contribution of \$75,000 towards the implementation of the project. - The Stirk Park lake upgrade project was completed. <p>At the April 2022 Ordinary Council Meeting, Council resolved to endorse the detailed designs for Stage 1 for the purposes of finalising the tender documents, approve the project budget of \$3.8 million and funding sources and proceed to final design.</p>	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				Construction is likely to commence in late 2022.		
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	Completed	100%	<p>Progressing requests to the Minister for Planning for the use of Cash in Lieu to support improvements to open space proposals.</p> <p>The City has sought approval for cash in lieu funds to support improvements at Maida Vale Reserve, Maida Vale, Gladys Newton Park, High Wycombe and is currently preparing for a request for Magnolia Way, Forrestfield.</p> <p>Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2025

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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	Completed	100%	<p>The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. Progress to date includes:</p> <ul style="list-style-type: none"> - Six new members were appointed to the SSRC for the next two years, which was endorsed by Council at the Ordinary Council Meeting in December 2021. - The SSRC met in February 2022 to induct new members onto the Committee and to consider the two Capital Grant applications 	Manager Community Development (DE00007)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
				received by the City. - SSRC has since considered and assessed the applications with recommendations made to Council as part of the 2022/23 budget deliberation process.		
1.3.1.3 Promote opportunities for local communities to connect, grow and shape the future of Kalamunda.	None	In Progress	97%	Community engagement campaigns for the financial year to date are published and available at: https://engage.kalamunda.wa.gov.au/ Continued promotion of all available local services and opportunities.	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	97%	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.						
1.3.2.1 Implement the City's approved community events programs.	None	Completed	100%	Full City of Kalamunda events program for 2021/2022 completed. Last quarter events focused on the Sunset Movies Series.	Manager Customer & Public Relations (DE00008)	30/06/2025
1.3.2.3 Review and implement the Arts Strategy.	None	Completed	100%	Draft deliverables provided by consultant, report written for Council. Following review at Kalamunda Leadership Team meeting advised further consultation required through Senior Management Group to ensure that Strategies inform each other and that they all work to complement each other. Consider deliverables and their impact on staffing.	Manager Economic & Cultural Services (CSS001)	30/06/2025

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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.						
1.3.2.4 Support and promote the Kalamunda History Village to increase patronage.	None	Completed	100%	Educational tours have been reimagined to create self guided options together with the ability for "lightening" tours where we have increased children but reduced staff due to sickness or lack of volunteers. Schools have increased during the last term as COVID restrictions have eased.	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	Completed	100%	As per the review of the Performing Arts Centre - diversification in programming. Ability for KPAC to run bar facilities increasing revenue. Sponsorship/Partnership packages being developed to leverage local business. Refresh of the foyer, festoon lighting installed and new signage.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.6 Implement actions from the Zig Zag Gallery Review.	None	Completed	100%	The Zig Zag Gallery Review has been analysed and a new Program of Works is being developed to progress the Review. Consultation will commence with the Kalamunda Arts Advisory Committee to guide the recommendations which identified that an external steering/reference group should be appointed to champion the Gallery. A new Gallery Curator is currently being sourced and will meet the 0.5 requirement. This will address position KPI's and Milestones which were highlighted within the review. The amalgamation of the Gallery in to the Economic & Cultural Services Business Unit has allowed for the input of the curator to the visitor centre, it is envisaged that this will change substantially with the new incumbent	Manager Economic & Cultural Services (CSS001)	30/06/2025

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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.						
				becoming much more part of the Cultural Centre team.		
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	Completed	100%	Programming has become multifaceted with a programme catering from children to seniors, daytime to evening, local talent to touring names. In the final quarter of the year some of the standouts have been: Stardust and the Mission - 2 stories by WA Youth Jazz. Mental as Everything - personal experience of dealing with OCD and bipolar -aimed at young adults. Daytime Jazz - catering to those less likely to travel in the winter/seniors. The Sapphires - first stop on their national tour. STRINGS - chart music played with stringed instruments. Arts & Craft shows and Vintage clothing expos.	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	Completed	100%	Zig Zag Gallery utilised to full capacity. Ars & Culture Coordinator has implemented improved project management tools to ensure the smooth running of the Gallery. New curation introduced to ensure there is a mixed programme of events rather than one specific offering being dominant. New Gallery Curator role advertised with a good caliber of candidates, interview selection currently underway.	Manager Economic & Cultural Services (CSS001)	30/06/2025
1.3.2.9 Facilitate, support, and approve community generated events.	None	In Progress	97%	Applications for events that have been approved and have occurred, along with those received and being processed to date for the	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.						
				period up to June 2022		
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	Completed	100%	<p>The Community Funding Program provides support through small \$1,000 grants to local sport and community groups to implement initiatives that extend the level of participation amongst the community. The first round of grants supported 14 local groups and the second round supported 7 local groups. A further 21 local sporting individuals have been supported through the Kalamunda Sports Star initiative in the 2021/22 financial year.</p> <p>The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. Progress to date includes:</p> <ul style="list-style-type: none"> - Six new members were appointed to the SSRC for the next two years, which was endorsed by Council at the Ordinary Council Meeting in December 2021. - The SSRC met in February 2022 to induct new members onto the Committee, and to consider the two Capital Grant applications received by the City. - SSRC has since considered and assessed the applications with recommendations made to Council as part of the 2022/23 budget deliberation process. 	Manager Community Development (DE00007)	30/06/2025

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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.						
1.3.3.2 Continue to deliver the Clubs for Life program to build leadership skills and sustainability within sporting groups.	None	Completed	100%	<p>The following initiatives have been implemented as part of the City's Clubs for Life program throughout the 2021/22 financial year:</p> <ul style="list-style-type: none"> - Delivery of the Community Funding program, where Clubs and Community Groups applied to receive up to \$1,000 for new initiatives to support participation. A total of 21 grants were received by local groups and a further 21 local sporting individuals have been supported through the Kalamunda Sports Star initiative in the 2021/22 financial year. - A survey of sporting clubs was undertaken in early 2022 to better understand their Club needs and current focus areas. Overall a good response was received from the City's sporting clubs. Information collected has been analysed and the outcomes will now feed into the Recreation Services Business Plan to provide ongoing targeted support to the local clubs. - The Ray Owen Management Committee met quarterly throughout the financial year. - A series of sporting seasonal handover meetings were held at each of the major sporting reserves in both August 2021 and March 2022, to facilitate the transition between sporting seasons. - Officers held a Presidents Forum for sporting clubs in June 2022, which attracted 30 attendees, who undertook professional 	Manager Community Development (DE00007)	30/06/2025

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
				development on Club Leadership and Culture. - Officers continue to provide one on one support to sporting clubs to foster their sustainability and ongoing development. This included facilitation for the development of a partnership agreement between High Wycombe senior and junior football clubs.		
1.3.3.3 Provide support and guidance to community groups as and when required.	None	Completed	100%	City Officers are regularly providing support to community groups with the following examples occurring in the fourth quarter: - Community Funding Program: \$1,000 one-off contributions to assist local community groups and individuals to deliver community projects. Another round of applications were assessed and funding has been awarded. - Continuing to develop and update a new community services contact database. - Assisting community groups as they contact the City requesting support, including Meerilinga High Wycombe, Woodlupine Family Centre, the Darling Range Wind Ensemble, Kalamunda Out of School Care and Rotary Kalamunda.	Manager Community Development (DE00007)	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: 2.1.1 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	Completed	100%	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	Completed	100%	The project has been delayed from its original April 2022 start date, as no contractors were available for data collection. Subject to budget, data collection will be sought in late 2022. Once data collection is completed, we can arrange a hydrological model for the catchments, and then prepare the plans. This is expected to take 18 months overall to complete. Actions planned for 2021/22 are complete.	Manager Asset Planning (TO00018)	30/06/2023
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	None	Completed	100%	This masterplan by necessity has to be informed by the Urban Forest Strategy. As this UFS is being peer reviewed and will not be	Manager Parks & Environmental Services (TO00019)	30/06/2022

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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: 2.1.2 Development and implementation of the Urban Forest Strategy.						
and tree conditioning monitoring protocol.				adopted until much later in 2022 this action has to be rescheduled. It is noted that pick up survey of existing trees is well progressed.		
2.1.2.6 Implement street tree planting programs.	None	Completed	100%	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 phase. 2021/22 planting program nearing completion.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.2.7 Develop new verge planting (including under powerlines) and streetscape guidelines.	None	Completed	100%	City has completed and rolled out web based advice to residents of water wise plant suggestions for their residences, which are aligned to the different suburbs and topography. This will form the basis of a proposed streetscape design guideline. Regulatory directions exist regarding what residents can and cannot do on verges from a safety perspective. Actions underway now are to prepare a draft Streetscape Policy with accompanying guidelines for Council to consider for adoption. Policy is now being reviewed and amended. Street tree Policy completed. Street tree planting program completed for this year. Re set for next year.	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.						

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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: 2.1.3 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	Completed	100%	The City is undertaking a review of the draft Strategy after conclusion of the Public Consultation feedback, and was planning to submit a final Strategy for Council adoption in the first quarter of calendar year 2022. Document under peer review, still in progress as at 21/6/2022. Working towards a revised adoption date of December 2022. It is therefore considered that the action for 2021/22 is complete in light of unforeseen changes to finalisation of the LBS.	Manager Parks & Environmental Services (TO00019)	30/06/2022
2.1.3.9 Integrate within Streetscape and Street Tree master planning biodiversity needs.	None	Completed	100%	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. Given delay in LBS adoption which informs this action, the works are essentially complete for 2021/22.	Manager Parks & Environmental Services (TO00019)	30/06/2022
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	Completed	100%	Draft Local Planning Policy 33 - Tree Retention adopted for advertising in September 2021. The City is currently seeking endorsement of Residential Design Codes Amendment from WA Planning Commission. Finalisation of policy is expected by Q3 2022. Tasks scheduled and resourced for the	Manager Strategic Planning (TO00041)	30/06/2023

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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.						
				2021/2022 financial year completed as envisaged.		
2.1.4.3 Ensure development applications are assessed for biodiversity conservation before approvals are granted.	None	Completed	100%	The City now has a dedicated Environmental Planning resource who reviews development applications to improve biodiversity outcomes and compliance with relevant legislation and regulations. Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.	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	Completed	100%	Monitoring occurring on a regular basis. A steering group of internal stakeholders has been established to oversee the implementation actions of the Environmental Land Use Planning Strategy in the context of the City's broader Local Environment Strategy. 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.	Manager Strategic Planning (TO00041)	30/06/2025

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
				- new policy for waterways and wetlands adopted by Council December 2021 for advertising. Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.		
2.1.4.6 Investigate the potential for renewable energy project opportunities in the City. Provide comments and input on planning, compliance, and development processes in relation to environmental planning-oriented matters.	None	Completed	100%	4 Year Program Solar Farm EOI achieved in Dec 2021. Progress is satisfactory. Input into design briefs for future works from renewable energy perspective undertaken.	Manager Asset & Waste Operations (TO00017)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
2.1.5.2 Support for community led environmental initiatives (Adopt a Patch, Friends Groups, Clean Up Australia Day).	None	Completed	100%	Program is being rolled out progressively during this financial year. All initiatives delivered on time and within budget.	Manager Parks & Environmental Services (TO00019)	30/06/2025
2.1.5.3 Targeted community engagement programs regarding waste minimisation and resource recovery.	None	Completed	100%	4 Year Project During the year, programs were focused on: - Container Deposit Scheme - Avoid Landfill - Recycling Stations for Batteries, Printer Cartridges, Globes & Mobile Phone & chargers - Second Chance Reuse Shop - reuse saved from landfill - Recycling Contamination, Recycling is Simple - its only these 5 things - 3rd Bin/FOGO,	Manager Asset & Waste Operations (TO00017)	30/06/2025



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Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
				- Worm Farms; - Knowing Where your Waste goes - Waste Guide - 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.		
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	Completed	100%	These actions are progressing well. Community engagement on Climate Change is underway speaking to these issues. Annual program delivered.	Manager Parks & Environmental Services (TO00019)	30/06/2025

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.5 Develop a Climate Change Action and Emissions Reduction Plan in accordance with the WALGA template and toolkit. (CEO KPI 4.2)	None	Completed	100%	Council endorsed the draft Climate Change Action Plan at the June 2022 OCM for community feedback.	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	Completed	100%	Draft Climate Change Action Plan presented to Council at June 2022 OCM contained: "City of Kalamunda (Council) achieves a 40% reduction in its own carbon footprint by 2030 and becomes carbon neutral by 2035 based	Director Asset Services (DE00002)	30/06/2022

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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.						
				on a 2020 baseline of its carbon footprint."		
2.2.1.7 Prepare and implement the Kalamunda Flowing Drainage and Waterways Strategy, which includes catchment management plans.	None	Completed	100%	The data collection has been completed for the first of the six catchments in the City, being the Lower Helena Catchment. The City has appointed a consultant to undertake hydrological modelling, and we will then collate the information into a catchment management plan. Data collection for the Airport North Catchment, which includes Poison Gully, has been postponed as no contractors were available. Work on further catchment management plans will be undertaken later in 2022 and 2023 subject to funding. The combined works will become the Kalamunda Flowing strategy.	Manager Asset Planning (TO00018)	30/06/2025
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	Completed	100%	Expressions of Interest have been received and reviewed and evidence exists that there is appetite for a Public Private Partnership (PPP) arrangement for the Solar Farm. City staff are now working with the Department of Planning, Lands and Heritage to identify and mitigate approval risks.	Director Asset Services (DE00002)	30/06/2023
2.2.2.3 Continue to replace city owned community leased buildings with solar panels in line with Council Policy.	None	Completed	100%	The Pickering Brook Sports Club have approached the City to access the Funding Scheme provided in the 2021/22 Budget. This has subsequently been approved and implemented.	Director Asset Services (DE00002)	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.						
2.2.2.40 Continue conversion of gas discharge streetlights to LED streetlights.	None	Completed	100%	At the funding and request of the City, Western Power are upgrading street lights to LED lighting on all Distributor A roads in the City (covering approximately 684 lights). Although the street lights are Western Power owned, the City pays for the electricity tariff and any upgrades are at our cost. The upgrades commenced on 5 October 2021 and are continuing. Only two complaints have been received regarding light glare, and these have been 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	Completed	100%	4 year Program Electric Vehicles in Local Government were considered and compared. Success in relation to heavy vehicles is difficult in hilly environments. Installation of Electric Charging Stations required to support Fleet changes and part of Business Case consideration. Part of WALGA series Electric cars in Local Government, expressing interest through WALGA for funding in Federal Governments ARENA Future Fuels Program. The 2022/23 Plant replacement program is being developed cognisant of improvements and price reductions in Electric Vehicles but mindful of the need for charging stations.	Manager Asset & Waste Operations (TO00017)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						

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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: 2.2.3 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	Completed	100%	4 Year Project Quick Win changes made where possible during any Building repairs/renewals. Substantial Water Audit Program due to commence end of August 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	Completed	100%	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	Completed	100%	FY2021/22 will result in detail design, documentation and tender for works to be completed in FY2022/23. Progress on design phase is satisfactory with regulatory approval in principle achieved and consultant selected to undertake design. Feasibility report generated 4 options, preferred option is being progressed to detail design and tender documentation. External stakeholder approval will be needed to progress to construction (DWER, DBCA, DFES). Construction Year TBC dependent on external approvals and risk.	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

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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.						
2.3.1.1 Plan and implement the provision of third kerbside waste bin for FOGO.	None	Completed	100%	4 Year Project. 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, the City keeps itself abreast of possible FOGO suppliers and options. Funding identified in draft 2022/23 Budget for preparatory works for third bin system.	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	Completed	100%	4 Year Project. DWER Licence granted, upgrades ongoing. Access Road completed and operational. Gate House relocated and operational. Undertook Works to enable 2nd Chance Community Reuse Shop opened March 2022. Hook Lift Bin Hardstand area Completed. Drainage works installed. New Site Fence mapped area and installation commenced end June. Noise Wall design completed.	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 18 May 2020 with an expected commissioning/opening mid 2023. EMRC have determined member costs to utilise a new transfer station at Hazelmere to transport kerbside waste to the East Rockingham facility. Actions are complete for FY2021/22.	Manager Asset & Waste Operations (TO00017)	30/06/2023

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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.						
2.3.1.14 Develop within the new kerbside waste management contract initiatives that promote good waste management behaviours.	None	Completed	100%	Tenders were called for kerbside waste management on 4 May 2022, closing date extended to 23 June 2022 at request of Tenderers because of COVID. Current contract extended as requested by Tenderers by Council at its June 2022 meeting until 30 June 2023 because of difficulties in sourcing new plant & equipment because of COVID. Tender specifications provide for better data capture so as City can progress initiatives with residents to promote good waste practices.	Manager Asset & Waste Operations (TO00017)	30/06/2022
2.3.1.17 Develop an awareness campaign to gain community support for monitoring illegal dumping.	None	Completed	100%	4 Year Program in conjunction with Keep Australia Beautiful, the Department of Water & Environmental Regulation (DWER) and WALGA. During year focused upon issues relating to illegal dumping of commercial quantities of mattresses, tyres and liaison with Govt departments on increase in Burnt Out Vehicles. Promoting awareness in conjunction with Waste Education messaging. Used Social Media and Variable messaging signs. Data collection and identification/monitoring of 34 hot spots within City.	Manager Asset & Waste Operations (TO00017)	30/06/2025

Outcome: 2.4 To ensure contaminated sites are safe

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

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Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	Completed	100%	<p>Former Dawson Avenue Landfill Contaminated Sites Detailed Site Investigation (Phase One Works) Tender Awarded to 360 Environmental. Target date to commence work Q1 22/23. Phase one works completion estimated August 2023.</p> <p>Former Brand Road Landfill Detailed Site Investigation (Phase 2) continuing. Target Date for next sampling is Q1 22/23 subject to procurement authorisation. Extended scope being considered to inform and identify efficiencies for proposed Detailed site investigations (Phase 3).</p> <p>Detailed Sites Investigation (Phase 3) Tender additional sites Tender being prepared. Target date for advertising Q1 22/23 subject to Procurement Authorisation.</p> <p>Further works proposed to comply with statutory requirements to address site risk including leachate management assessment; passive gas venting assessment, & asbestos management plan.</p> <p>Adjacent private property (future primary school site) clean-up to comply with statutory requirements has been completed.</p>	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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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.						
				Environmental orientated planning advice received to guide land use planning in the area particularly in closer proximity to the old landfill. Asbestos Emu pick is being completed		
2.4.1.2 Manage all contaminated sites to support existing and future land uses.	None	Completed	100%	Contaminated Sites Land Management Working Group meetings have continued. An accredited Contaminated Sites Auditor has been contracted to provide quality and compliance advice on all City Contaminated Sites. The expected outcomes of the contract included: Improved procurement; and Contaminated Sites Risk Management; Identification of project efficiencies and land use opportunities. New efficiencies and effectiveness identified for current and future projects. New cost efficiencies identified for current and future projects. Contaminated Sites Budget - More detailed budget breakdown included for 2022/23 Financial Year to reflect increase project work and facilitate improved procurement oversight. Preliminary audit completed by Office of the Auditor General. Ongoing site management has continued on	Manager Environmental Health & Community Safety (AC00064)	30/06/2025

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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.						
				the City's rehabilitated sites such as Ledger Road Reserve and Alan Anderson. Further asbestos removal has continued on Ledger Road Reserve in line with the approved asbestos management plan.		

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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.						
3.1.1.1 Commence preparation of a new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	Completed	100%	<p>Public Open Space Strategy:</p> <ul style="list-style-type: none"> - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase. - Review of the Public Open Space Strategy is planned to commence in 2023/2024. <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"> - Council adopted March 2021 and is currently in implementation phase. <p>Housing Strategy:</p> <ul style="list-style-type: none"> - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase. <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 	Manager Strategic Planning (TO00041)	30/06/2024



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Project Plan Prepared - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by Q4 2022. - Dedicated resources allocated to the project with report preparation expected in the 2022/23 financial year. Tasks scheduled and resourced for the 2021/22 financial year completed as envisaged.		
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	Completed	100%	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	Manager Strategic Planning (TO00041)	30/06/2023



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				<p>January 2022. Council adopted the amended Local Structure Plan in May 2022 and submitted to the WAPC for final approval.</p> <p>Transit Oriented Development Precinct Local Structure Plan:</p> <ul style="list-style-type: none"> - TOD Activity Centre Structure Plan was adopted for the purposes of forwarding to the responsible authority, DevelopmentWA, in October 2021. - Currently pending DevelopmentWA's assessment, consultation and any requests for modifications. <p>Development Contribution Plan:</p> <ul style="list-style-type: none"> - Key infrastructure analysis and design ongoing. - Key inputs and milestone report presented to the Council in April 2022 Ordinary Council Meeting. <p>Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.</p>		
3.1.1.7 Biennial review of existing Local Planning Policies and implementation of new Local Planning Policies as required.	None	Completed	100%	<p>Existing Local Planning Policies identified for review and new Policies to be prepared.</p> <p>LPP 14 - Car Parking revoked by Council at the November OCM.</p> <p>LPP 26 - Public Art Policy review adopted by</p>	Manager Approval Services (TO00016)	30/06/2025



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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
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 at the December OCM. LPP 34 - Wetlands and Waterways adopted by Council for public advertising at the December OCM.</p> <p>On going review of 11 existing local planning policies.</p>		
3.1.1.8 Customer survey form is provided with all planning and building approvals, with survey results reported to Council half yearly.	None	Completed	100%	<p>Customer Survey responses for the period April-June 2022 - Statutory Planning: 23 responses to the question of level of service 78% (17) of the responses were either satisfied, very satisfied and neutral and 22% (5) either unsatisfied or very unsatisfied with the level of service provided. 22 responses to the question of whether staff assessed the planning application within a reasonable period of time. 77% (17) indicated that the time taken was either good, or very good whilst 23% (5) indicated the time taken was either poor or very poor.</p> <p>Building: 13 responses to the question of level of service 100% were either satisfied, very satisfied or neutral with the level of service provided. 7 responses were received to the question of</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.						
				whether staff assessed the building permit within a reasonable period of time, 100% satisfied with the period of time taken.		
3.1.1.10 Ensure planning and building applications are processed within required statutory timeframes.	None	Completed	100%	<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 April - June 2022 period: 109 development applications processed – 94% completed within statutory time frames as follows: Basic development applications (20 days) 10 applications, 90% completed on time Standard development applications (60 days) 75 applications, 95% completed on time Complex development applications (90 days) 24 applications, 92% completed on time</p> <p>Building Permits January - March 2022 period: Certified Building Permits 181 permits processed with 99% completed with the statutory 10 day timeframe. Uncertified Building Permits - 123 processed with 98% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2025



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
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	Completed	100%	Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and currently in implementation phase. - Review of the Public Open Space Strategy is planned to commence in 2023/24. Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase. Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase. Activity Centres Strategy: - Council adopted March 2021 and is currently in implementation phase. Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase. Rural Strategy: - To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis well	Manager Strategic Planning (TO00041)	30/06/2025



City of Kalamunda

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				underway. - Pending outcomes from Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Project Plan Prepared - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by Q4 2022. - Dedicated resources allocated to the project with report preparation expected in the 2022/23 financial year. Tasks scheduled and resourced for the 2021/22 financial year completed as envisaged.		
3.1.1.12 Undertake a review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme No.4.	None	Completed	100%	Project Plan completed. Local Planning Scheme review underway, regarding the following elements: Rural analysis;	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. Review of Special Use and Additional Use Tables (Schedules 2 and 4) complete. Work on Scheme text and mapping ongoing. Draft document in the process of being finalised ready for the document to be referred to the WAPC for preliminary review and comment.		
3.1.1.13 Provide a half yearly report to Council on regulatory planning and building performance of Approval Services.	None	Completed	100%	Regulatory Review for the period January-June 2021 presented to Council at the September PAB/OCM. Reporting to be delivered as part of the annual reporting process, and through quarterly progress report.	Manager Approval Services (TO00016)	30/06/2025
3.1.1.14 Compliance audit of contentious and high-risk planning approvals, as resources permit.	None	Completed	100%	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	Completed	100%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for	Manager Strategic Planning (TO00041)	30/06/2024



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				<p>recommendation. Part 1 report and recommendations have now been considered by Council.</p> <p>A Metropolitan Region Scheme (MRS) amendment request was progressed by the Council in March 2021. The Western Australian Planning Commission requires the District Water Management Strategy to be updated prior to initiating the amendment. This work is anticipated to be completed in Q2/Q3 2022 and the MRS Amendment formally presented to the WAPC for initiation in the second half of 2022.</p> <p>Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.</p>		
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	Completed	100%	<p>Investigations underway for various sites in Kalamunda and Forreestfield.</p> <p>Tasks scheduled and resourced for the 2021/22 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2025
3.1.1.30 Prepare and review Development Contribution Plans for the City's development areas including: a) Forreestfield / High Wycombe Industrial Area (existing). b) Cell 9 Guided Development Scheme	None	Completed	100%	Maddington, Kenwick Strategic Employment Area (MKSEA) - ongoing liaison with the City of Gosnells and Western Australian Planning Commission regarding the future construction and administration of the Development Contribution Plan. Engineering Consultants	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.						
(existing). c) Maddington Kenwick Strategic Employment Area (proposed). d) Forrestfield North (proposed).				<p>have prepared detailed design and approvals for the upgrade of the Welshpool Road East and Coldwell Road intersection. Further land assembly has occurred in the precinct by a single landowner reducing the need to coordinate infrastructure and associated costs. At this stage the Scheme Amendment No. 101 is on hold until appropriate arrangements are agreed to either progress or cease the Development Contribution Plan.</p> <p>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. - The Review of the Development Contribution Plan concluded in July 2022 with a new rate adopted.</p> <p>High Wycombe South - Extensive traffic modelling reports, stormwater strategies and community needs assessments have been reviewed for the High Wycombe South Development Area Transit Oriented Development precinct and the Residential Precinct. A report was considered by the Council in April 2022.</p>		



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.						
				Wattle Grove Cell 9 Infrastructure Cost Sharing Arrangement - Hale Road has been upgraded as reported through the capital works program. - the Review was postponed to consider revised design and estimated costs for Woodlupine Brook. A report is proposed to be presented to the Council in Q3 to initiate the review. Tasks scheduled and resourced for the 2021/22 financial year completed as envisaged.		

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	95%	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	Completed	100%	This project will be undertaken over three years, with the following annual milestones - FY2021 - Dec 2022 - Review of current reactive versus planned maintenance activities. FY2023 - Development of Business Case to	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: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
				implement new systems and processes. FY2023/24 - Implementation of new systems and processes. FY2021/22 works are due to commence end August 2022.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
3.2.2.2 Review and implement the Community Facilities Plan.	None	Completed	100%	Dave Lanfear Consulting (DLC) has been appointed to update the Community Facilities Plan 2019-2039. Progress has included: - A literature review and demographic analysis. - Review of usage data, analysing adjoining local government provision, industry trends and benchmarking. - Four consultation sessions have been held, plus a community survey. - Community consultation findings and recommendations were workshopped with City Officers, with a draft report being provided to the City. - During 2020/21 a draft report was developed, however was put on hold given the need to await the finalisation of key facility planning studies being the Aquatics Study, Hartfield Park, Scott Reserve & Libraries Review within the City. This information then formed part of the City's bigger picture project, that was workshopped with Councillors in	Manager Community Development (DE00007)	30/06/2023

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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.						
				early 2022. - In 2022 the draft report will be reviewed by the City and consolidated with the City's bigger picture planning. An updated draft report will be workshopped with Councillors during the 2022/23 financial year.		
3.2.2.3 Undertake community consultation and develop high level concept ideas for redevelopment of district and regional level parks as required.	None	Completed	100%	During the 2021 State Election the City of Kalamunda received \$1 million towards an All Abilities Playground in the Forrestfield area. Progress during the 2021/22 financial year included: - Officers undertaking a site options analysis to determine location options, which was workshopped with Councillors and a preferred site selected. - A funding agreement was executed for the project between the City and State Government. - The City will progress community consultation and commence the detailed design process during the 2022/23 financial year. - Refer to Action Item: 1.2.3.7 for an update on Stirk Park (District Level Park).	Manager Community Development (DE00007)	30/06/2025
3.2.2.4 Undertake concept and detailed design and delivery of approved concept plans for park and playground upgrades as required.	None	Completed	100%	Stirk Park Playground and Skate Park detail design is on program to have final designs, costs and tender out to market July 2022 Gladys Newton Park was formally opened in May 2022.	Manager Asset Delivery (PD00004)	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: 3.2.3 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	Completed	100%	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 with completion originally due July 2022. The model is being assessed by Main Roads WA which has delayed the project by around two months. The model will cover all distributor roads in the City, with forecast traffic volumes to 2041, and an assessment of key impacts arising from that modelling. Once endorsed by Main Roads WA, developers will be able to use the model also for any applications.	Manager Asset Planning (TO00018)	30/06/2024
3.2.3.2 Implement, subject to funding, the Bicycle Plan 2017 and its recommended actions and projects, to promote and improve cycling in the City. Undertake a formal five-yearly review in 2022.	None	Completed	100%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding allocation. The City is pleased to have won a Planning Institute of Australia (WA) award for the High Wycombe Local Route, which connects the Kiandra Way area to the train station. Construction of a new shared path along Berkshire Road and Dundas Road connecting to the train station started in June 2022. Concept work with community consultation has been completed on new Safe Active Streets along Kiandra Way High Wycombe, and Sussex Road Forrestfield. The overall Bicycle Plan is intended to be reviewed in the 2022/23 financial year.	Manager Asset Planning (TO00018)	30/06/2025



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017-2022) for the current year.	None	Completed	100%	Economic Analysis work ongoing within own business unit and support to other business units. Produced Economic and Workforce analysis, industry factsheets. Buy local programme - Kalacash - working in partnership with Bendigo Bank on new website. Initial analysis of potential business incubator in the Visitor Centre utilising the upstairs office space. Attended initial Young Entrepreneurs Programme for 2022 identifying any opportunities to partner with the Chamber and the Youth Team.	Manager Economic & Cultural Services (CSS001)	30/06/2023
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	Completed	100%	Review of Economic Development Strategy underway - Business Units requested for commentary on deliverables.	Manager Economic & Cultural Services (CSS001)	30/06/2023
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	Completed	100%	LinkWA have engaged Dynamic Planning to work on one of the initiatives which involves reviewing parking requirements for relevant industrial land uses across the respective local government areas to assist in achieving consistency for industry stakeholders. A chance to normalise these across all LGA's for consistency within freight & logistics.	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	96%	Final version of Investment Prospectus to be presented to Economic Advisory Committee for sign off on 30 June 2022, reviewed by Director and CEO. Industry sector sheets completed for Freight and Logistics, Tourism,	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.						
				Manufacturing and Economic analysis.		
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	Completed	100%	Working with all key stakeholders to identify opportunities within the Economic Development arena, guided by KEDAC for new contacts. Strong relationships with Kalamunda Chamber of Commerce, Kalamunda Tourism Alliance, Link WA, Hawaiians Forrestfield. Working with SBDC and Small Business Friendly Local Government initiative. Connect with Business Station regularly - looking to develop women in business.	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	Completed	100%	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 adopted by the Council in May 2022 and is currently pending Ministerial approval. Tasks scheduled and resourced for the 2021/22 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2025

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						

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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	Completed	100%	Worked with two Noongar artists to develop a Tourism centric image which will be available for reproduction for goods for resale specifically in the Perth Hills Region. Fostered strong relationship with Perth Airport, connected re Visitor offering at the airport. Tourism maps reviewed and now aligned across the Perth Hills region. Local products policy adopted fully within Perth Hills Visitor Centre. Work in partnership with regional visitor centres. Audit of public toilets in parks within City of Kalamunda - letter written to DBCA via CEO. Researched alternative accommodation offerings. Experience Perth Hills social media used to showcase the visual charm and hero attractions within the City. Working with Bibbulmun Track Foundation with regards 25 year celebration.	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	Completed	100%	Regional website soft launch, some minor technical issues currently being worked through. Most recent part of six month campaign with Destination Perth involved Instameets with three influencers who posted on their social media channels. Perth Now feature on the hills was one of the most engaging ones that Destination Perth have facilitated. Development of a culturally appropriate image of a Wagyl which represents the colours of the Perth Hills Tourism Alliance regions developed in to uniforms for visitor centres with the help of	Manager Economic & Cultural Services (CSS001)	30/06/2025



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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.						
				Nani Creative to ensure culturally appropriate use of image.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
3.4.2.2 Provide input as part of the Working Group for the Pickering Brook & Surrounds – Sustainability and Tourism Strategy.	None	Completed	100%	Part 2 of the working group and taskforce recommendations being progressed by Department of Planning, Lands and Heritage.	Director Development Services (DE00004)	30/06/2022
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism ventures.	None	Completed	100%	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. Working with group who wish to bring high ropes course to the City, ascertaining availability of land. Highlighted the Camel Farm as a potential venue when property comes to market. Initial investigations have identified the expectation that the Mountain Biking and Cafe will remain part of the property with current leases in place.	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 occur each quarter via the Corporate Business Plan.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies and Local Laws.	None	Completed	100%	The Governance and Policy Framework has been reviewed internally, along with the Council Policy Manual, these were workshopped with Council in September 2021. The review was completed, with Council adopting the Policy review in October 2021.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	Completed	100%	The Internal Audit program was endorsed and the first tranche of audits have been undertaken, including the records management audit, CEO corporate card audit. The Audit is currently closing out the Audit Recommendation Tracker.	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	Completed	100%	The review will commence in March 2022 to be completed and adopted by Council in June 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.						
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the LG (Audit) Regulations.	None	Completed	100%	The Compliance Audit Return was completed in March 2022.	Chief Executive Officer (DE00001)	30/06/2025
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	Completed	100%	The Audit and Risk Committee was convened in September and November of 2021 and March 2022. The last meeting for the Financial Year has been set by notice on 28 June for a meeting date of August 2022. The last meeting of the year needs to be set in the first quarter of the new year to allow for the Office of Auditor General Interim Audit Report for the period ending 30 June 2022 to be considered.	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	Completed	100%	The City has implemented a new budget system for mapping workforce resourcing. Workforce Plan has been reviewed by CEO/Directors for the 2022/23 budget. Strategic WFP has been submitted for 2022-2026 and is waiting on approval from	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.						
				Executive.		
4.1.2.2 Develop, annually review, and implement the GROW Organisational Culture Plan.	None	Completed	100%	The in-house GROW training program for 2020 and 2021 was delivered and a staff satisfaction rate of over 90% was achieved.	Manager People Services (DE00009)	30/06/2025
4.1.2.4 Review, develop and implement the ICT Strategy 2021 – 2025.	None	Completed	100%	<ul style="list-style-type: none"> - 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. - A review of telecommunications services has been completed and tender awarded which will reduce costs and increase bandwidth. - A datacentre tender and telecommunications tender have been undertaken and a contract 	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>awarded to a new vendor. The new ICT Strategy is expected to be considered for endorsement by Council at the September 2022 Ordinary Council Meeting.</p> <p>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.</p> <p>IT Survey measuring satisfaction and areas of improvement to be included in the new ICT Strategy completed.</p>		
4.1.2.17 Participate in the Local Government Performance Excellence Program to track and benchmark performance against the sector.	None	Completed	100%	The City provided all data to inform the production of the December 2021 Performance Excellence Program.	Director Corporate Services (DE00003)	30/06/2025
4.1.2.19 Develop and review annually the long-term financial plan.	None	Completed	100%	The Long Term Financial Plan is updated annually and was adopted at the Special Council Meeting on 27 June 2022.	Manager Financial Services (FS00009)	30/06/2025
4.1.2.20 Develop Implementation Plan for Core Financials and implement Core Financials.	None	Completed	100%	The City has completed the Core Financials Specifications Document, currently investigating options for the next steps for implementation.	Manager Financial Services (FS00009)	30/06/2024
4.1.2.21 Develop and implement a budget management system.	None	Completed	100%	Set-up phase of the project plan currently underway. Budget 2023/24 to be completed using the new software.	Manager Financial Services (FS00009)	30/06/2022
4.1.2.22 Regularly review the City's Risk Management Plans and annually review	None	Completed	100%	A Strategic Risk Workshop was undertaken with the Council and Leadership Team in	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.						
the Strategic Risk Review to inform the Risk Register.				November to inform the City's risk profile. Data from the workshop has been reviewed and consolidated to update the Risk Register.		
4.1.2.23 Develop and adopt an Annual Budget.	None	Completed	100%	Budget 2022/23 adopted in June 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	Completed	100%	<p>Penetration testing in November 2020 didn't highlight any critical or high risk issues.</p> <p>Successfully responded to significant Microsoft Exchange (email servers) threats. Third party tested and validated that no City email servers have been compromised.</p> <p>Scoping of the FY2021/22 cybersecurity testing is underway, with discussion being held with vendors for quotes. This year the testing scope will be increased to test the Intranet, Social Engineering tests, and include the standard two external penetration tests.</p> <p>The City has proactively undertaken an external penetration test, an external security review of its Microsoft Office365 environment (Intranet, Sharepoint and Yammer), and an external phishing test (social engineering test). No significant issues were found.</p>	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>The City has proactively reviewed security practices of two vendors via the use of its Supplier Security Questionnaire Assessment security form. Patching of systems on a monthly basis continues.</p> <p>The City has implemented DomainKeys Identified Mail as recommended by the Office of the Auditor General and implemented multi factor authentication for the Kalamunda Leadership Team and associated support staff.</p>		
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	Completed	100%	<p>The City has undertaken its most significant Business Continuity test yet, the supporting of Operations during COVID-19. As IT had correctly sized the datacentre environment, deployed Remote Desktop Servers and provided multiple data paths into the datacentre, City staff were able to work from home during COVID-19 lockdown periods. This exercise demonstrated that people can continue to access technology resources regardless of their location, and that IT resources were not affected by increased usage.</p> <p>Disaster Recovery test utilising the Geraldton Datacentre to recover a sample of servers successfully actioned.</p>	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>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> <p>The City conducted a disaster recovery exercise on 05 April 2022. The exercise simulated the inaccessibility of the Altus Records system. Test files were successfully restored.</p> <p>The City conducted a server restoration test on 28 February 2022. Two test servers were backed up and then restored to ensure server backups were working, and that our processes worked.</p>		
4.1.2.27 Whole of City Telecommunications Review.	None	Completed	100%	Request for tender has been released to market and pricing received. The focus of the Tender Request package was to achieve higher bandwidth speeds for a reduced cost, and to provide better disaster recovery opportunities.	Manager Information Technology (IT00008)	30/06/2023



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Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				<p>The Tender Panel has reviewed tenders and prepared a report to Council. Contract will follow Datacentre Review completion.</p> <p>Procurement process has been completed. Letter of Intent to Award will be provided to the successful vendor by the end of September 2021. Project planning for the implementation of the new telecommunications will commence in October 2021.</p> <p>The City has met with Vendor and planning has commenced to start migrating City sites across to the new network with faster speeds, from April 2022.</p> <p>The project has commenced with NBN committing to have physical network access points installed by end of October 2022.</p>		
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business Continuity.	None	Completed	100%	<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.						
				<p>Updated tender documentation completed with no scope requirements relating to the enhanced protection of backups from ransomware. Tender currently under internal review prior to being released.</p> <p>Request for tender process completed with a suitable vendor identified. A tender recommendation report was tabled at the May 2022 Ordinary Council Meeting.</p> <p>Council has endorsed the datacentre recommendation report, presented to Council at the May 2022 Ordinary Council Meeting.</p>		
4.1.2.29 Investigate and develop digital citizenship opportunities to enable improved communication and engagement between council and community members.	None	Completed	100%	<p>Project governance framework for the Customer Relationship Management (CRM) project has been completed. Contractual negotiations with vendor are in progress.</p> <p>Significant work has been undertaken with vendor on terms and conditions of Customer Relationship Management project. Final draft is with the vendor for approval by their legal team.</p> <p>Final review of terms and conditions presented by vendor being undertaken.</p> <p>In consultation with Council and the Kalamunda Leadership Team, it has been decided to prioritise efforts on a new</p>	Manager Information Technology (IT00008)	30/06/2025

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				Enterprise Resource Planning system prior to implementing a Customer Relationship Management system.		
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	Completed	100%	The City currently has 1362 business processes mapped, with an increase of 51 during the last quarter. Considerable focus was on the mapping for the Customer Relationship Management System. Although this project has been redirected into an Enterprise Resource Planning implementation, mapping will greatly assist this project.	Manager Information Technology (IT00008)	30/06/2025
4.1.2.31 Implement a Customer Relationship Management System. (CEO KPI 7.3)	None	Deferred	40%	This project has been deferred due to need to complete ERP upgrade as the first priority. Works to review options underway.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.1.2.32 Ensure the City complies with its OHS responsibilities in providing a duty of care to its employees.	None	Completed	100%	Revised Work Health & Safety (WHS) laws released end of March 2022. Internal policy and procedures to be edited to reflect the change from OHS to WHS. Implementation of a pilot program using an online Safety Management System. Research and implement a Safety Management Framework. 2022/23 training to be safety behaviour based with roles and responsibilities being defined. New Safety Representatives have undergone training and are active in reporting hazards, incidents etc.	Manager People Services (DE00009)	30/06/2025

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

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Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Review regularly, implement, and report on the Customer Service Strategy. (CEO KPI 7.2)	None	Completed	100%	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. New Customer Service Strategy developed to commence in 2022/23.	Manager Customer & Public Relations (DE00008)	30/06/2025
4.2.1.2 Undertake the biennial Community Perception Survey. (CEO KPI 4.3)	None	Completed	100%	The Survey was released to the community in May 2022 in accordance with project timeline. Survey has now closed, with more than 500 responses received.	Manager Customer & Public Relations (DE00008)	30/06/2022
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy. (CEO KPI 6.4)	None	Completed	100%	Community engagement report for 2021 review complete. Ongoing review of each project as projects closed. Annual review to next be undertaken first quarter of 2023.	Manager Customer & Public Relations (DE00008)	30/06/2025



City of Kalamunda

Strategic Plan Progress Report (21/22)

Strategic Plan Progress Report

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.						
4.2.1.4 Develop, review and implement communications plans and Public Relations responses.	None	Completed	100%	<p>Communications plans are developed for all major projects and as a part of our Community engagement.</p> <p>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.</p>	Manager Customer & Public Relations (DE00008)	30/06/2025
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	Completed	100%	The Advocacy Plan was most recently used to target the Federal election held 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	Completed	100%	<p>The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities, and has finalised and lodged its stage 3 business case submission to IA including additional explanatory information.</p> <p>IA have accepted the stage 3 business case for final assessment. If they support the business case, funding can be listed in the Federal budget in future years. The City has two projects listed, being the Ray Owen Stadium expansion project and the redevelopment of Maida Vale Reserve facilities.</p>	Chief Executive Officer (DE00001)	30/06/2025
4.2.2.3 Maintain regular contact with local members of parliament and with key	None	Completed	100%	Monthly meetings with the Mayor and local State Members have taken place. Meetings	Chief Executive Officer (DE00001)	30/06/2025

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City of Kalamunda

Strategic Plan Progress Report (21/22)

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Goal: 4 Kalamunda Leads

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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.						
Ministers of State and Federal government.				with Federal Members are based on when they are available, however given the Federal election, advocacy effort has been targeted and ongoing resulting in a \$60mil pledge for the High Wycombe Hub and \$5.4mil for Hartfield Park to date.		

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