


City of Kalamunda
Strategic Plan Progress Report

Period: 22/23



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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
1.1.1.5 Facilitate the release of land and development assessments for the development of aged care facilities.	None	In Progress	50%	<p>Heidelberg Park - State Government and an aged care provider are finalising land transfer arrangements. The aged care provider has begun preparing the required information to lodge an application for an aged care development with supporting land uses and the City is providing assistance where required.</p> <p>Cambridge Reserve - The City has been preparing to undertake an expressions of interest process for Cambridge Reserve aged care and associated uses. This is expected to commence in February 2023.</p> <p>Tasks scheduled and resourced for the second quarter of 2022 / 2023 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2026
1.1.1.52 Deliver the Social Inclusion Plan.	None	In Progress	50%	<p>Key activities for the period October - December 2022 included a 'Housing Options In Retirement' Information Session at the Kalamunda Library, a Safely Ageing Workshop at the High Wycombe Recreation Centre, the Kalamunda WayFairers Cafe Connect Program, Seniors Week celebrations: In partnership with Darling Range Hub and Woodlupine Family Centre, and intergenerational Christmas Crafts at Hartfield Park.</p>	Manager Community Development (DE00007)	30/06/2026
Strategy: 1.1.2 Empower, support, and engage all of the community.						

February 03, 2023



Page 2 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
1.1.2.1 Review and deliver the Youth Plan.	None	In Progress	50%	<p>The 'Kalamunda Futures: Youth Plan 2023-2028' Draft Plan was endorsed by Council for the purpose of Public Comment over December 2022- February 2023.</p> <p>During the quarter over 22 events were hosted, including the month-long Young Creatives Kalamunda program; Child Safety-themed Principals' Lunch with guest attendees: Zero to Hero, the Rapid Relief Team and the Australian Red Cross (17/11/2022); the SEED Young Entrepreneurs Program launch; Dome Barista Workshops; Council Chambers tours 24/10/22-31/10/22 (for the entire year 8 cohort at Kalamunda SHS), and the end of year School's Out Cinema event (15/12/2022). The Zig Zag Early Years Partnership and Youth Action Kalamunda (YAK) Advisory committees continue to be managed with a Children's Week Teddy Bears Picnic (200+ families, 26/10/2022) and the expansion of YAK to include a second meeting per month in the foothills (supported by venue host Darling Range Sports College). Youth Services also attended and hosted activities at the Forest Festival (08/10/22), Perth Hills Wellbeing Alliance's Mental Health Expo (15/10/22), Junior Christmas at Hartfield Park (1/12/2022) and Darling Range Sports College's Year 10 Careers Panel School Visit (5/12/2022).</p>	Manager Community Development (DE00007)	30/06/2026

February 03, 2023



Page 3 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				Student Citizenship Awards Program: Annual School Citizenship Awards completed for 2022. 27 schools involved.		
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	In Progress	58%	<p>The City attended the Reconciliation Action Group LGA Meeting, identifying priorities across the region. This forum is exceptionally useful working with peers and identifying similar constraints.</p> <p>During the quarter, The City received several funded projects through the State NRM to assist with caring for country and have approached local Elder to consult, engage and seek support from aboriginal stakeholders to seek assistance to make these projects meaningful. Partnered with Community Arts Network to bring the first ever full immersion First Nations event. A community engagement plan is being developed to commence discussions with the community about the City's next RAP, which will be developed in 2023.</p>	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.1.2.47 Deliver the Disability Access & Inclusion Plan.	None	In Progress	50%	The Social Inclusion Plan, incorporating the Disability Access and Inclusion Plan was progressed during the quarter, with a number of key projects and programs completed. Specific events undertaken included attendance at the Kalamunda Secondary Education Support Centre Mental Health event and Carers Week, with grant funding of	Manager Community Development (DE00007)	30/06/2026

February 03, 2023



Page 4 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				<p>\$500 received from Carers WA to conduct a Carers First Aid Session, open to all Carers in the City, held in October 2022.</p> <p>The Forget Me Not Cafe for people living with dementia and their carers was supported.</p> <p>The City of Kalamunda Footpath Access Community Awareness campaign received a commendation for Most Accessible Community Awards WA – Category Digital/Technology and the City's Accessible Business Guide was dispersed to businesses operating in the district.</p> <p>Disability and Carers Advisory Committee Meetings continued to be held.</p>		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
<p>1.1.3.3 Implement strategic review recommendations for enhancement to library services:</p> <ul style="list-style-type: none"> * Rationalise Library buildings from four down to two * Improve technical infrastructure to enhance network capacity in each library * City to offer front counter services from its libraries. * Document core policy for library service operations 	None	In Progress	55%	<p>Works are progressing on the relocation of the Forrestfield Library to the Shopping Centre, the new site will open mid-2023 and will include Customer Services.</p> <p>A Library action plan has been produced to address the items from the Library Review and articulates how Libraries will progress over the next few years. Policy documentation is underway.</p>	Manager Economic & Cultural Services (CSS001)	30/06/2026

February 03, 2023



Page 5 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.5 Coordinate the relocation of the Forrestfield Library to release the current site for sale.	None	In Progress	50%	Tender review underway. Relocation plan developed for the Forrestfield Library to move into the Shopping Centre.	Manager Economic & Cultural Services (CSS001)	30/06/2023

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.2 Undertake Annual Bushfire Readiness and Compliance Program.	None	In Progress	50%	Fire Hazard Reduction Notice and Plan in progress and on schedule, including all required actions from the December Ordinary Council Meeting. Australian Fire Danger Rating System signs ordered. As per Council motion all fines have been rescinded, administration work is in progress. Follow up inspections to resume in the new year. Inspection progress - from 1 Nov 2022 - 3,523 assessments completed, 248 work orders issued.	Coordinator Community Safety (AC00018)	30/06/2026
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	In Progress	50%	Local Emergency Management Committee meeting conducted in November, with the Emergency contact list updated and circulated to members. Next Local Emergency Management Committee meeting is in February 2023.	Coordinator Community Safety (AC00018)	30/06/2026

February 03, 2023



Page 6 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on the premise of ongoing external supporting grants from the Emergency Services Levy.	None	Completed	100%	Works complete for 22/23 year. New services contract being prepared.	Manager Parks & Environmental Services (TO00019)	30/06/2026
1.2.1.402 Provide a ranger service to uphold community and public safety through education and implementation of state and local laws.	None	In Progress	50%	Ranger Operational statistics for the period 1 October - 31 December 2022: Dog attacks - On animals – 23 - On people - 23 Total dog related matters - 796 Cat related matters - 111 Dog registrations - currently registered - 8,586 Cat registration - currently registered - 2.123 Parking related matters - 222 Abandoned vehicle related - 39 Routine patrols - vehicles – 177 Total customer service requests received - 1982 Total infringements issued - 151 Total cautions issued - 234 Dangerous Dogs registered - current - 17 Other Ranger related matters - 389 Cat Local Law currently being advertised, to conclude in February 2023.	Coordinator Community Safety (AC00018)	30/06/2026
1.2.1.403 Implement the City's CCTV Strategy.	None	In Progress	50%	Upgrades of the City's Animal Management Facility existing closed circuit television (CCTV) has been completed. All City owned CCTV sites have also been loaded into the WA Police CAM-MAP WA	Manager Community Health & Safety (AC00064)	30/06/2026

February 03, 2023



Page 7 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	50%	database. The City continues to monitor and investigate public health risks within the community. Key results for this quarter include: - 1289 total records completed - 8 on-site wastewater applications received - 34 public buildings assessed - 2 other health premises assessed (including caravan parks, skin penetration, etc.) - 132 Health related applications approved such as management plans, licences, registrations and permits - 144 Aerobic Treatment Unit service reports received - 13 event applications reviewed - 30 water samples undertaken - 96 complaints - 52 building and planning applications assessed.	Coordinator Environmental Health Services (CS00006)	30/06/2026
1.2.1.463 Implement the Food Safety Assessment Plan.	None	In Progress	50%	The City continues to provide a food safety service to the community, this quarter this can be summarised as below: - 18 food business registration applications approved - 140 Food Safety assessments have been completed this quarter - 74 food stalls permit issued - 4 Improvement Notices issued - 3 Food Act Infringements Food Safety Assessment Plan is now being implemented.	Coordinator Environmental Health Services (CS00006)	30/06/2026



City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
				Continue to promote online food safe training.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
1.2.2.1 Commence review of the Community Health & Wellbeing Plan and continue to implement actions.	None	In Progress	50%	The Community Health and Wellbeing Plan continues to be implemented key updates for this quarter include: Focus Area 1 - Healthy Living - Sport and community development grants available for sporting clubs. - Upgrades to the mountain bike trails along the Kalamunda Heritage Trail and Pickering Brook. - Kalamunda Men's Shed open day in November. Focus Area 2 - Healthy Community - Mental Health Expo at Woodlupine Community Centre in October. - Online Storytime continue from Kalamunda Libraries. - City supported events such as Perth Hills Festival, Forrest Festival, night markets etc. - Arts programs contributing to a sense of place, identity and wellbeing such as design a brick project at Stirk Park, kidz art in the park. - Mental health first aid training at Jack Healey Centre. - Seniors Week 4 - 13 November. Focus Area 3 - Healthy & Safe Environment - Bushfire preparedness communication	Manager Community Health & Safety (AC00064)	30/06/2026

February 03, 2023



Page 9 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
				<p>campaign leading into bushfire season.</p> <ul style="list-style-type: none"> - Promoted asbestos awareness month in November. - Continued to deliver an environmental health and community safety service to the community. <p>Work has commenced for the new public health and community safety plan with a meeting with East Metropolitan Health Service scheduled early in the new year.</p>		
1.2.2.3 Ensure maximum community utilisation of the City's Recreation Facilities by providing high quality, affordable and sustainable programs, and services.	None	In Progress	50%	<p>The City's Recreation Centres offered a diverse range of activities across their four main facilities, including group fitness classes, holiday programs, sports competitions, junior programs, gym, and active seniors classes.</p> <p>A new Junior badminton program was introduced in October 2022, which has seen solid numbers in its first three months.</p> <p>Attendances at the Recreation Centres from 22 September to 13 December 2022 totalled more than 32,000.</p>	Manager Community Development (DE00007)	30/06/2026
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	50%	The City liaised closely with sporting clubs and community groups to help promote internal and external opportunities. The Community Funding Program was advertised for submissions, along with regular communications.	Manager Community Development (DE00007)	30/06/2026

February 03, 2023



Page 10 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

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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.						
1.2.3.1 Review the Scott Reserve Masterplan and design a funding model for delivery.	None	In Progress	50%	The Masterplan is being reviewed. Implementation of the Scott Reserve Pavilion is progressing through a combination of State and City of Kalamunda funding. Further advocacy funding sought to complete the project.	Manager Community Development (DE00007)	30/06/2026
1.2.3.2 Continue to progress the Trails Loop Plan.	None	In Progress	50%	Discussions continue with relevant land owners and authorities in regard to the progression of the remaining two stages of the Perth Hills Trail Loop. The City is currently waiting for updated information on the 'Kalamunda Trails Opportunities and Constraints' document from the Department of Local Government, Sport and Cultural Industries (DLGSCI) to advise on project progression.	Manager Community Development (DE00007)	30/06/2026
1.2.3.3 Continue to advocate for funding to deliver the Maida Vale Masterplan.	None	In Progress	50%	The Maida Vale Masterplan is part of the City's ongoing advocacy strategy to attract external funding including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia.	Manager Community Development (DE00007)	30/06/2026
1.2.3.4 Continue to advocate for funding to implement and deliver the Ray Owen Reserve Masterplan.	None	In Progress	50%	The Ray Owen Masterplan is part of the City's ongoing advocacy strategy to attract external funding, including through the Growth Areas Perth and Peel (GAPP) business case to Infrastructure Australia.	Manager Community Development (DE00007)	30/06/2026
1.2.3.6 Develop a funding strategy to deliver the Hartfield Park Stage 2 Masterplan.	None	In Progress	50%	To attract further funding, at the September 2022 Ordinary Council Meeting Council endorsed the submission of a Community	Manager Community Development (DE00007)	30/06/2026

February 03, 2023



Page 11 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				Sporting and Recreation Facilities Fund (CSRFF) grant for the co-location of Bowls and Tennis facilities, with a detailed application now submitted. An outcome is expected in January / February 2023.		
1.2.3.8 Manage the release of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces.	None	In Progress	50%	The City progressed a request to the Minister for Planning in November 2022 to support future improvements to Magnolia Way Reserve, Forrestfield. The accrual and expenditure of cash in lieu is being actively monitored monthly through a Public Open Space Working Group. Tasks scheduled and resourced for the second quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2026
1.2.3.19 Design and construction of the High Wycombe Aquatic and Leisure Centre Precinct.	None	In Progress	50%	Planning works with Development WA and DPLH are progressing satisfactorily to feed into design briefs. Federal Grant Contract has not yet been provided. Discussions on State Grant Contract progressing well. It is anticipated that grants will be in place during the April - June 2023 quarter, allowing progress of this project	Director Asset Services (DE00002)	30/06/2026
1.2.3.20 Continue the development of the Big Picture community facilities plan in readiness for future advocacy campaigns and other revenue raising opportunities.	None	In Progress	50%	Big Picture Community Facilities Plan endorsed by Council in November 2022 for community consultation. Council also endorsed the creation of the Strategic Projects Director role to drive the roll out of the Plan.	Chief Executive Officer (DE00001)	30/06/2025

February 03, 2023



Page 12 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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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.						
				Community engagement plan is being prepared with significant engagement activities to be undertaken in the Jan – Mar quarter of 2023.		

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.1 Coordinate the City's capital grants program (Strategic Sport and Recreation Committee).	None	In Progress	50%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. The next round will be in 2023.	Manager Community Development (DE00007)	30/06/2026
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	57%	Two town teams are registered. Ongoing promotion in place.	Director Community Engagement (Code TBA)	30/06/2026
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.3 Review and implement the Arts Strategy.	None	In Progress	50%	The review has been completed and a draft Art & Culture Strategy 2023 has been developed for Community Consultation. The draft will be advertised in January and February 2023, with feedback assisting to guide the finalisation of the document.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.4 Identify new revenue streams and support and promote the Kalamunda History Village to increase patronage.	None	In Progress	45%	The City continues to actively work with the Kalamunda and Districts Historical Society to identify new revenue streams and increase patronage. Educational tours are fully booked.	Manager Economic & Cultural Services (CSS001)	30/06/2026

February 03, 2023



Page 13 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

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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.						
				Holiday programmes have been reintroduced using Try Booking, to allow for efficient staffing and management of resources.		
1.3.2.5 Implement actions from Kalamunda Performing Arts centre review to ensure a more functional asset fit for purpose. Explore commercial opportunities for the operation of KPAC.	None	In Progress	50%	Key Deliverables ongoing from Review. Lighting upgrade underway. Programming showcasing high quality of performance and variety.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.6 Implement actions from Zig Zag Gallery Review, including: * Curate a hero exhibition * Develop artist opportunities * Library and Gallery branding as part of the Zig Zag Cultural Centre.	None	In Progress	51%	Hero Exhibition - Dispersal in train with artists currently working on the brief. 90 submissions for the Lions Arts Awards received, 55 pieces chosen via external artists. Will exhibit in 2023. Open Studios again successful with numbers potentially to increase with new artists being encouraged to open their doors. Social Media growth has continued providing further exposure of the Gallery.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	51%	During the quarter, there was a total of 32 performances held at the Kalamunda Performing Arts Centre. These performances were made up of a combination of programmed evening and Morning Music Concerts and 22 Casual Hires for end-of-year performances by local schools and dance groups. A busy time of year for the venue, seeing 10 more performances in this quarter than the previous quarter with over 1199 tickets sold.	Manager Economic & Cultural Services (CSS001)	30/06/2026

February 03, 2023



Page 14 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.8 Ensure maximum utilisation of Zig Zag Gallery via exhibitions and art-based events.	None	In Progress	53%	Programming for 2023 completed with a total of 11 exhibitions planned. All exhibitions open to the public for a minimum of two weeks to allow more time for residents and visitors alike to view each exhibition, encouraging people to come back a second time with friends and family if they wish to do so.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.9 Implement the City's approved community events programs. Facilitate, support, and approve community generated events.	None	In Progress	82%	Community events are currently being delivered as per approved budget.	Director Community Engagement (Code TBA)	30/06/2026
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	In Progress	50%	<p>The City has promoted and supported the sustainability and growth of local sporting clubs during the quarter through its Clubs 4 Life program.</p> <p>Officers have liaised with several State Sporting Associations (SSA) and associated clubs to promote a combined approach to local sustainability and development.</p> <p>The City received 14 applications from local sporting and community groups, relating to various club sport and recreation initiatives, in round one of the Community Funding Program. Successful applicants will receive funding in early 2023.</p>	Manager Community Development (DE00007)	30/06/2026

February 03, 2023



Page 15 of 49

Strategic Plan Progress Report

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
1.3.3.3 Provide programs that offer support and guidance to community groups as and when required.	None	In Progress	50%	The City has continued to provide support to community groups with the following examples in the period October - December 2022: - Community Funding Program: \$1,000 one-off contributions to assist local community groups and individuals to deliver community projects. - Crisis resources: New section added to the website to advise on crisis and wellbeing support available relating to housing, food, finances, health and family. - Community Shed Storage Service Level Agreements: Rotary Club of Kalamunda and the Kalamunda Lions Club have completed the renewal of their agreements. - Darling Range Hub: Networking with Darling Range Hub to collaborate, cross promote, and support the partnership. Monthly meetings. - Inclusion Solutions: Weekly catch up meetings to support the Kalamunda WayFairers project, network, collaborate, cross promote and support the partnership. - Liaising with Neami National: Suicide Prevention for activities within City of Kalamunda.	Manager Community Development (DE00007)	30/06/2026



City of Kalamunda

Strategic Plan Progress Report (22/23)

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 City website.	None	Completed	100%	This is in place and completed 4 October 2022.	Manager Parks & Environmental Services (TO00019)	30/06/2026
2.1.1.8 Develop Perth Airport North, Perth Airport South, Bickley Brook and Helena Pipe Head catchment management plans to inform surface water management.	None	In Progress	5%	Data collection of drainage assets for the five remaining catchments in the City will proceed in 2023 subject to funding. This is required before the hydrological modelling can be undertaken, in 2023/24. The Airport North Catchment Management Plan will not be able to commence until the modelling is completed, so the plan is anticipated to be completed in 2024. The other catchments will be planned for future years.	Manager Asset Planning (TO00018)	30/06/2026
Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.						
2.1.2.6 Implement street tree planting programs.	None	In Progress	50%	Currently drafting separate RFT's for green stock supply, planting, 2-year maintenance. Watering for 2022/23 is in place.	Manager Parks & Environmental Services (TO00019)	30/06/2026
2.1.2.8 Annual review and delivery of Plants for Residents Program to target more vulnerable areas.	None	In Progress	50%	Parks and Environmental Services has successfully delivered this program for the 2021/22 year and has started planning for 2022/23. The event takes place in areas where low vegetation coverage is recorded.	Manager Parks & Environmental Services (TO00019)	30/06/2026
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.	None	In Progress	50%	Peer review complete. City finalising comments for final draft for consultation with KESAC.	Manager Parks & Environmental Services (TO00019)	30/06/2023

February 03, 2023



Page 17 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
2.1.3.9 Integrate the actions within the Local Biodiversity Strategy, Climate Change Action Plan, Urban Forest Strategy and Local Environment Strategy to prepare a Street Tree Master Plan and a Streetscape Design Guidelines Plan for the City, Developers and Residents.	None	In Progress	50%	Basic framework of Street Tree Master Plan and Streetscape Design Guidelines have been developed. The adoption of the Urban Forest Strategy and Climate Change Action Plan are scheduled for the Jan - Mar period in 2023 from which adopted actions will then guide the detail in the Street Tree and Design Guidelines.	Manager Parks & Environmental Services (TO00019)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
2.1.4.1 Finalise a local planning policy for the retention of significant trees on development sites.	None	Completed	100%	Local Planning Policy 33 - Tree Retention was adopted at the Ordinary Council Meeting in December 2022 for implementation. The next phase will involve the preparation of supporting information and procedures to implement the adopted Policy.	Manager Strategic Planning (TO00041)	30/06/2024
2.1.4.4 Monitor and implement the actions of the Environmental Land Use Planning Strategy (ELUPS) and incorporate its recommendations into future Planning Scheme and policy reviews.	None	In Progress	50%	A steering group 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. Key updates on progress include: - The Council adopted Local Planning Policy 33 - Tree Retention in December 2022. - Review of the Urban Forest and Local Biodiversity Strategy is significantly advanced and on track to be considered by the Council by July 2023.	Manager Strategic Planning (TO00041)	30/06/2026

February 03, 2023



Page 18 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
2.1.5.2 Support community led environmental initiatives (Adopt a Patch, Friends Groups, Clean Up Australia Day).	None	In Progress	50%	Program will be rolled out progressively during each financial year. All initiatives delivered on time and within budget to date.	Manager Parks & Environmental Services (TO00019)	30/06/2026
2.1.5.3 Targeted community engagement programs regarding waste minimisation and resource recovery.	None	In Progress	50%	During the Quarter programs were continuing on: - Second Chance Reuse Shop - reuse saved from landfill - Container Deposit Scheme - Avoid Landfill Bins - 2022/23 Waste Guide - 3rd Bin/FOGO The Council decision to now proceed to FOGO tender will trigger the overarching FOGO community awareness & education campaign	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	In Progress	50%	These actions are progressing well. Community engagement on Climate Change is underway speaking to these issues. Targeted community awareness campaigns are currently delivered through Adopt A Patch, Friends of bush reserve programs and other community education events such as environmental expo. Information also available on the City's web page. City has commenced membership of Switch Your Thinking collaboration and is programming community awareness campaigns in the Jan - Mar period of 2023.	Manager Parks & Environmental Services (TO00019)	30/06/2026

February 03, 2023



Page 19 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.5 Develop a Climate Change Action Plan in recognition of the WALGA template and toolkit.	None	In Progress	50%	Team has been engaged to develop the finalised Climate Change Action Plan in a user friendly format taking on board all comments received from Community Engagement Process and KESAC It is anticipated that the CCAP will be presented to February or March OCM for adoption.	Director Asset Services (DE00002)	30/06/2023
2.2.1.6 Adopt a Renewable Energy Target for the City in line with contemporary targets being used in other local governments.	None	In Progress	50%	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 on a 2020 baseline of its carbon footprint." Based on community feedback and KESAC feedback this target is appropriate. Adoption of the Climate Change Action Plan by Council is planned for February or March 2023 OCM which will include this Action.	Director Asset Services (DE00002)	30/06/2023
2.2.1.7 Prepare and implement the Kalamunda Flowing Drainage and Waterways Strategy, which includes catchment management plans.	None	In Progress	50%	A catchment management plan for the first catchment, the Lower Helena Catchment, will be collated in 2023. Data collection for the remaining catchments will proceed in 2023 subject to funding. Work on further catchment management plans will then follow subject to funding and resources. The combined works will become the Kalamunda Flowing strategy.	Manager Asset Planning (TO00018)	30/06/2026

February 03, 2023



Page 20 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
2.2.2.2 Undertake Expressions of Interest from Private Industry to partner with the City in development of a solar farm at Pioneer Park.	None	In Progress	50%	Necessary investigations from a contaminated sites perspective have been completed to accompany an "approval in principle" request from the City to WAPC. The request will be issued in January 2023.	Director Asset Services (DE00002)	30/06/2024
2.2.2.3 Continue to replace City owned community leased buildings with solar panels in line with Council Policy.	None	In Progress	75%	Kalamunda Club have submitted request for funding under the Solar Panel Policy. This has been checked and is a compliant and satisfactory request. Grant approval is underway	Director Asset Services (DE00002)	30/06/2026
2.2.2.39 Continue conversion of gas discharge streetlights to LED streetlights.	None	In Progress	50%	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 nearing completion.	Manager Asset Planning (TO00018)	30/06/2026
2.2.2.40 Develop and review business cases annually for roll out of electric vehicles and plant as part of the City fleet.	None	In Progress	40%	WALGA has progressed the funding application from ARENA from participant Local Governments and is awaiting final outcomes. State funding for support is now available. Once outcomes known proposed capital works projects for 23/24 to be developed for enabling EV infrastructure and light fleet changeover (subject to Council funding)	Manager Asset & Waste Operations (TO00017)	30/06/2026

February 03, 2023



Page 21 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
2.2.2.43 Review and determine a reasonable estimate of the City's carbon footprint in 2020 from all sources which will be used as the benchmark for future reduction targets.	None	In Progress	30%	A baseline date has been established, working on obtaining the necessary data to develop estimate. Focus areas will be waste emissions, vehicle emissions, emissions from electricity consumption	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.2.2.44 Develop and implement processes to report on the City's carbon footprint on an annual basis.	None	In Progress	15%	Scope of works for external consultancy completed. Work to commence in Jan - Mar quarter of 2023.	Manager Asset & Waste Operations (TO00017)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.1 Undertake water audits on all City managed buildings identifying and implementing 'quick win' improvements.	None	In Progress	50%	Quick Win changes made where possible during any Building repairs/renewals. Water Audit Program scope being prepared to enable Water Audit to be undertaken early in calendar year 2023.	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.2.3.2 Undertake audits on the City's irrigation systems to mitigate water loss or inefficient watering schemes.	None	In Progress	50%	This is an ongoing process. Recently completed a comprehensive review of high water use reserves, resulting in the inefficient reticulation system at Scott Reserve being listed for renewal. Other reserves are currently being assessed on an ongoing basis. The City's biggest potable water use site, Ray Owen Reserve, is being scoped to reduce turf grass reliance on drinking water	Manager Parks & Environmental Services (TO00019)	30/06/2024
2.2.3.3 Implement irrigation water supply for Ray Owen Reserve from Hartfield Park Managed Aquifer Recharge (MAR) system.	None	In Progress	20%	Preferred route from Hartfield Park MAR to Ray Owen Reserve has been finalised. Detail design documentation now underway in preparation for construction tender in Mar 2023.	Manager Asset Delivery (PD00004)	30/06/2024

February 03, 2023



Page 22 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
2.2.3.5 Integrate water sensitive design principles with the new Streetscape Guidelines.	None	In Progress	50%	Residents now have access via City website to substantial information regarding water sensitive plants tailored to their suburb. Guidelines have been updated and refreshed. Streetscape guidelines being prepared	Manager Parks & Environmental Services (TO00019)	30/06/2023

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 (Food Organics & Garden Organics).	None	In Progress	50%	As per the November 2022 OCM decision, the City is withdrawing from EMRC on 1 July 2023 and seeking its own tender for FOGO processing. Existing kerbside collection contracts already cater for the collection and delivery to nominated FOGO processing site for residential FOGO waste. Tender has been awarded for provision of necessary Kerbside garbage bins. The City has met with WALGA procurement to commence development of the FOGO Processing Tender documents. It is anticipated that tenders will be called in the Jan - Mar quarter of 2023.	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.3.1.2 Improve access and facilities at the Walliston Transfer Station for the community to increase diversion of waste from landfill into recycled or reused materials.	None	In Progress	70%	Final stages of noise walls design and being procured. Gate house being procured. General layout and disposal paths are in place to positive feedback from residents	Manager Asset & Waste Operations (TO00017)	30/06/2026

February 03, 2023



Page 23 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
2.3.1.3 Plan and implement the change of kerbside landfill waste bin refuse from Red Hill landfill to East Rockingham Waste to Energy.	None	In Progress	50%	EMRC advice continues to identify April 2023 commencement date. EMRC continue completion of Hazelmere Transfer Station.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.14 Develop within new kerbside waste management contract initiatives that promote good waste management behaviours.	None	Completed	100%	At the 27 September 2022 OCM, Council accepted tenders for its waste management services for at least the next 7 years. New contract commences 1 July 2023. Good waste management behaviours will form part of this new contract	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.17 Develop an ongoing awareness campaign to gain community support for monitoring illegal dumping.	None	In Progress	63%	Four year program in conjunction with Keep Australia Beautiful, the Department of Water & Environmental Regulation (DWER) and WALGA. Focused on issues relating to illegal dumping of commercial quantities of mattresses, tyres and liaison with Government departments in regard to 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.	Director Community Engagement (Code TBA)	30/06/2026

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	50%	Update 1 October - 31 December 2022 Brand Road Old Tip Site –	Manager Community Health & Safety (AC00064)	30/06/2026

February 03, 2023



Page 24 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				<ul style="list-style-type: none"> - Significant targeted Gas and Groundwater investigations are underway the contamination risk the 3 x land parcels (+11 Hectares). - The investigation results will build on existing investigations to inform effective risk mitigation strategies and applications to the regulator for reclassification. - First round of sampling planned to commence February 2023 - A Statutory Contaminated Sites Auditor has been appointed to complete the Mandatory Auditor Repots on the investigation - Additional security (Closed Circuit Television tower and barriers) has been placed on site to increase site safety and protect sampling assets <p>Dawson Av Old Tip Sites –</p> <ul style="list-style-type: none"> - A Detailed Site Investigation (Gas; Groundwater; Soil) has commenced on 3 separate land parcels making up the old tip site area (+70 Hectares). - The investigation results will be used to build existing investigations to inform effective risk mitigation strategies. - First round of sampling planned to commence February 2023. - The Quality Assessment & Sampling Plan has been developed, audited and being implemented - The updated Conceptual Site Model 		



City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				(contamination pathways) has been developed and audited. - The local community were engaged about the works to advise about the possibility of limited access for safety reasons as works progress.		
2.4.1.2 Identify opportunities on all contaminated sites to support existing and future land uses.	None	In Progress	25%	Brand Road Old Tip Site - - Significant evaluation, planning and review is underway of mitigation and remediation strategies at the sites in parallel with the contamination investigations. - A draft Asbestos Management Plan has been prepared for ongoing development. - A Remediation Action Plan is being drafted to incorporate the new investigation and individual remediation strategies. - A leachate management strategy investigation has commenced. - Gas extraction system evaluation process has commenced. - Track repairs have commenced to allow access for drilling works. Dawson Avenue Sites - - Significant evaluation, planning and review is underway for mitigation and remediation strategies at the sites in parallel with the Contamination investigations. - Site Management Plans (x3) have been drafted for ongoing development and review implementation.	Manager Community Health & Safety (AC00064)	30/06/2026



City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				<p>- Contaminated site assessment has commenced for inclusion in the Solar Farm submission to the Western Australian Planning Commission.</p> <p>Kalamunda History Village –</p> <ul style="list-style-type: none"> - The City is seeking reclassification of the site from the Department of Water Environmental Regulations (currently Remediated for Restricted Use). - Preliminary advice, the Department of Health supports reclassification to "Decontaminated". - Possible outcome - no restrictions on use or ongoing expenditure for Contaminated Site management. <p>Hartfield Park –</p> <ul style="list-style-type: none"> - Investigations have commenced to determine if a Hartfield Park reclassification request is also possible. - Early assessment indicates the contamination is limited to a small area of Hartfield Park (+160 Hectares). <p>Ledger Road –</p> <ul style="list-style-type: none"> - 2 x asbestos picks were conducted at Ledger Road Reserve (+50 Hectares). - New signage was installed around the perimeter of the old landfill area. - Addition asbestos collection and a review of the Asbestos Management Plan is due to 		



City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				<p>commence Jan 2023.</p> <p>Alan Anderson Park – - The Asbestos Management Plan review draft report completed.</p> <p>30 East Terrace Reserve - - Asbestos collection completed, and report being prepared to mitigate future risk.</p>		



City of Kalamunda

Strategic Plan Progress Report (22/23)

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 Prepare a new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	In Progress	50%	<p>An early draft of the Local Planning Strategy report has been significantly progressed utilising the Western Australian Planning Commission Guidelines, assimilating research, background analysis, community engagement outcomes from sub strategies. Internal review has commenced together with early engagement with the Department of Planning, Lands and Heritage.</p> <p>The City is preparing to present a report to the Council by July 2023 for the purposes of referring the draft Local Planning Strategy to the Western Australian Planning Commission for certification to commence public advertising.</p>	Manager Strategic Planning (TO00041)	30/06/2025
3.1.1.3 Manage the establishment of the Transit Oriented Development and Residential Precinct Structure Plans and finalise the supporting Development Contribution Plan(s) for the broader project area.	None	In Progress	50%	<p>Residential Precinct Local Structure Plan: Modifications for the Amended Local Structure Plan were adopted by the Statutory Planning Committee on 11 October 2022. The City commenced updates to the local structure plan report in November 2022 and anticipate the final report being submitted with the Western Australian Planning Commission by April 2023</p> <p>Transit Oriented Development (TOD) Precinct Activity Centre Structure Plan (ACSP): - DevelopmentWA commenced the preparation of design guidelines for the TOD</p>	Manager Strategic Planning (TO00041)	30/06/2025

February 03, 2023



Page 29 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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>Precinct in October 2022.</p> <ul style="list-style-type: none"> - The ACSP is currently pending DevelopmentWA's formal assessment. Consultation on the ACSP is expected to occur following the finalisation of design guidelines for the precinct. <p>Development Contribution Plan:</p> <ul style="list-style-type: none"> - Key infrastructure analysis being finalised and Development Contribution Plan local planning scheme amendment anticipated to be presented to the Council by July 2023. <p>Tasks scheduled and resourced for the second quarter of 2022 / 2023 financial year completed as envisaged.</p>		
3.1.1.7 Review existing Local Planning Policies and implement new Local Planning Policies as required.	None	In Progress	50%	Existing Local Planning Policies identified for review and new Policies to be prepared. Omnibus review of LPP's currently underway. LPP 33 - Tree Retention was adopted by Council at the December 2022 OCM. LPP 34 - Wetlands and Waterways - adopted by Council for public advertising at the December 2021 OCM.	Manager Approval Services (TO00016)	30/06/2026
3.1.1.8 Customer survey form is provided with all planning and building approvals, with results being published in the Councillor Information Bulletin.	None	In Progress	50%	Customer Survey responses for the period October - December 2022 – Statutory Planning: 20 responses to the question of level of service 90% (18) of the responses were either	Manager Approval Services (TO00016)	30/06/2026

February 03, 2023



Page 30 of 49

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>satisfied, very satisfied and neutral and 10% (2) either unsatisfied or very unsatisfied with the level of service provided.</p> <p>18 responses to the question of whether staff assessed the planning application within a reasonable period of time.</p> <p>83% (15) indicated that the time taken was either good, or very good.</p> <p>Building:</p> <p>10 responses to the question of level of service, with 100% either satisfied, very satisfied with the level of service provided.</p> <p>5 responses were received to the question of whether staff assessed the building permit within a reasonable period of time, 100% satisfied with the period of time taken.</p>		
3.1.1.10 Ensure planning and building applications are processed within required statutory timeframes.	None	In Progress	50%	<p>Planning statistics are reported for Basic (20 days), Standard (60 days) and Complex (90 days) development applications on a monthly basis. The statistics are reviewed and monitored to ensure compliance with the statutory time frames.</p> <p>Planning Applications processed October - December 2022 period:</p> <p>107 development applications processed – 90% completed within statutory time frames as follows:</p> <p>Basic development applications (20 days) 10</p>	Manager Approval Services (TO00016)	30/06/2026



City of Kalamunda

Strategic Plan Progress Report (22/23)

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>applications, 90% completed on time Standard development applications (60 days) 67 applications, 88% completed on time Complex development applications (90 days) 30 applications, 89% completed on time</p> <p>Building Permits October - December 2022 period: Certified Building Permits 134 permits processed with 100% completed with the statutory 10 day timeframe. Uncertified Building Permits - 82 permits processed with 99% completed with the statutory 25 day timeframe.</p>		
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies: - Local Housing Strategy - Activity Centres Strategy - Industrial Development Strategy - Environmental Land Use Planning Strategy - Public Open Space Strategy	None	In Progress	50%	<p>Implementation of the adopted sub-strategies is occurring at varying levels across the organisation and are being monitored by the City's Strategic Planning staff.</p> <p>A key focus is to consolidate the strategic land use planning direction into the new Local Planning Strategy. Report drafting is substantially commenced for internal review and liaison with the Department of Planning, Lands and Heritage.</p> <p>Preparing to report to the Council by July 2023 to consider proceeding to certification process and commencement of public advertising.</p>	Manager Strategic Planning (TO00041)	30/06/2026

February 03, 2023



Page 32 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
3.1.1.12 Undertake review of Local Planning Scheme No. 3 in preparation for Local Planning Scheme No. 4.	None	In Progress	80%	Analysis completed and new provisions have undergone a technical review. This is currently being assimilated into a consolidated Scheme report and mapping, concurrent with the finalisation of the Local Planning Strategy. Engagement with the Department of Planning, Lands and Heritage has commenced. Currently targeting a report to the Council by July 2023 to consider proceeding to certification process and commencement of public advertising.	Manager Approval Services (TO00016)	30/06/2026
3.1.1.14 Undertake a Compliance Audit of contentious and high-risk planning approvals, as resources permit.	None	In Progress	50%	Ongoing. High risk development applications and associated conditions of approval identified through DCU and planning process for compliance monitoring established. Audit currently underway for development approvals for Forrestfield High Wycombe Industrial Area Stage 1, with particular emphasis on the Sultana Road West Interface	Manager Approval Services (TO00016)	30/06/2026
3.1.1.28 Progress the planning for the Pickering Brook townsite expansion.	None	In Progress	50%	Following the completion of the Pickering Brook and Surrounds Sustainability and Tourism Strategy - Part 1 Pickering Brook Townsite in November 2020, a Metropolitan Region Scheme (MRS) amendment request was progressed by the Council in March 2021. Required updates to the District Water Management Strategy have been completed	Manager Strategic Planning (TO00041)	30/06/2025

February 03, 2023



Page 33 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
				and are currently being reviewed by relevant State Government agencies, before being presented to the Western Australian Planning Commission (WAPC). This work is anticipated to be lodged with WAPC by April 2023.		
3.1.1.29 Progress investigations to ensure the highest and best use of the City's freehold land assets for reporting to Council.	None	In Progress	50%	Investigations underway for various sites in Kalamunda, Forrestfield and High Wycombe. Tasks scheduled and resourced for the second quarter of the 2022/2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2026
3.1.1.30 Prepare, review and administer Development Contribution Plans for the City's development areas including: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Infrastructure Cost Sharing Arrangement (existing). c) Maddington Kenwick Strategic Employment Area (proposed). d) High Wycombe South (proposed).	None	In Progress	50%	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. Designs finalised for Welshpool Road East and Coldwell Road intersection. Forrestfield Industrial Area Stage 1 Development Contribution Area: - Amendment 110 (proposed extension of operational life of the Development Contribution Plan) was initiated by the Council in September 2022 and advertised. Consideration of submissions and adoption anticipated by the Council in February 2023. - Annual review to commence in June 2023.	Manager Strategic Planning (TO00041)	30/06/2026

February 03, 2023



Page 34 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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>High Wycombe South</p> <ul style="list-style-type: none"> - Key infrastructure analysis being finalised and Development Contribution Plan local planning scheme amendment anticipated to be presented to the Council by July 2023. <p>Wattle Grove Cell 9 Infrastructure Cost Sharing Arrangement</p> <ul style="list-style-type: none"> - Internal review of infrastructure and financial inputs has been completed. - The review is anticipated to recommence with the Council considering a report in February 2023. 		

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	5%	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. The work on the plan has been postponed due to other priorities.	Manager Asset Planning (TO00018)	30/06/2026
3.2.1.13 Develop Operations and Building Maintenance programs aligned to a priority criterion to ensure greater budgetary control and a greater focus on planned maintenance.	None	In Progress	50%	A planned Maintenance schedule has been produced and being implemented in conjunction with the 2022/23 Budget.	Manager Asset & Waste Operations (TO00017)	30/06/2025

February 03, 2023



Page 35 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
3.2.1.16 Develop Parks Maintenance programs aligned to a priority criterion to ensure greater budgetary control and a greater focus on planned maintenance.	None	In Progress	50%	Parks and reserves maintenance programs are in place for each park maintenance function (i.e. mowing, renovations, retic, gardening, play equipment maintenance) occurring on every City reserve. Service levels, site maintenance visitations and duration are included, ranging from weekly visits for sporting facilities through to a single annual maintenance service for bush reserves to comply with Bushfire Act only. Priority criterion being reviewed in preparation of 23/24 budget	Manager Parks & Environmental Services (TO00019)	30/06/2025
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.						
3.2.2.5 Develop an Asset Management Plan (AMP) for Public Open Space that includes an audit of existing assets within POS. The AMP should identify priority renewal projects and be aligned with the POS Strategy and Policy.	None	In Progress	50%	A cross-team working group has been established to review POS infrastructure for each specific category of POS. The findings of this working group will determine the prioritised Asset Renewal program. The structure of the reporting framework has been completed, tasks have been assigned to officers to complete database. LTFP being finalised on the outcomes of this project.	Director Asset Services (DE00002)	30/06/2023
3.2.2.6 Construct the Stirk Park Masterplan – Playgrounds.	None	In Progress	20%	Construction contract has been awarded to Advertising Engineers. They are preparing for approval their Construction Management Plans. They have undertaken procurement of long lead time items	Director Asset Services (DE00002)	30/06/2024

February 03, 2023



Page 36 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
				Works on site should commence in January 2023 with target completion during the July - Sep 2023 quarter		
3.2.2.7 Continue to assess scope and design for the Magnolia Way All Abilities Playground.	None	In Progress	50%	Community consultation on concept plan has commenced and closed 16 December 2022. Engagement report being prepared to inform detail design Construction procurement to commence January 2023	Director Asset Services (DE00002)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.3.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project plan.	None	In Progress	50%	A traffic volume forecast model for the City has now been completed. It provides forecast traffic volume for all distributor roads for the years 2021, 2031 and 2041. This has identified some upgrade works that can be planned to address congestion over the long term. The next major piece of work for the Kalamunda Moving strategy is a Road Safety Plan, which is being drafted in 2023.	Manager Asset Planning (TO00018)	30/06/2025
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 2023.	None	In Progress	50%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding allocation.	Manager Asset Planning (TO00018)	30/06/2026

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

February 03, 2023



Page 37 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017- 2022) for the current year.	None	In Progress	51%	Initiatives and targets on track. Produced Economic and Workforce analysis, industry factsheets. Ongoing collaboration with Kalamunda Chamber of Commerce working on initiatives from the Economic Development Strategy. New business mentoring/collaboration meeting in December, with a kick-off date of early February 2023. Photographer procured for the Kalacash (buy local) initiative.	Manager Economic & Cultural Services (CSS001)	30/06/2024
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	In Progress	51%	Review of Economic Development Strategy underway.	Manager Economic & Cultural Services (CSS001)	30/06/2024
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract and enable new investment opportunities.						
3.3.2.2 Support and participate in LINK WA Alliance to optimise freight and logistics opportunities.	None	In Progress	50%	Link Alliance continuing with active participation by the City of Kalamunda. Investigating partnering with Curtin University students for partnerships. Social Media commenced.	Manager Economic & Cultural Services (CSS001)	30/06/2026
3.3.2.3 Utilising the investment prospectus and collateral, target and attract new business and industry opportunities.	None	In Progress	50%	Final version of Investment Prospectus designed and circulated to Economic Development Advisory Committee for endorsement.	Manager Economic & Cultural Services (CSS001)	30/06/2026
3.3.2.4 Work closely with stakeholders to raise awareness of economic development opportunities, and through the Economic Development Advisory Committee and other key agencies,	None	In Progress	51%	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,	Manager Economic & Cultural Services (CSS001)	30/06/2026

February 03, 2023



Page 38 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
ensure regular contact and opportunities are recorded and maximised.				Kalamunda Tourism Alliance, Link WA, Hawaiians Forrestfield. Working with SBDC and Small Business Friendly Local Government initiative. Connect with Business Station regularly. Working with Chair of KEDAC to develop a new business mentoring scheme.		
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.						
3.3.3.4 Provide support for Development WA to finalise the High Wycombe South Transit Oriented Development Precinct Activity Centre Structure Plan.	None	In Progress	50%	DevelopmentWA commenced the preparation of design guidelines in October 2022. The City is participating in workshops to focus the vision and design objectives for the precinct. The ACSP is currently pending DevelopmentWA's formal assessment. Consultation on the ACSP is expected to occur following the finalisation of design guidelines for the precinct.	Manager Strategic Planning (TO00041)	30/06/2023
3.3.3.5 Implement the strategies and actions from the Activity Centres Strategy, to strengthen the City's network of activity centres and meet community needs.	None	In Progress	50%	Activity Centres Strategy (March 2021): - In implementation phase and being monitored by the Strategic Planning staff. - Utilised as a source of planning direction for various land use planning decisions. - Future activity centre investigations planned for the 2023/2024 financial year.	Manager Strategic Planning (TO00041)	30/06/2026
3.3.3.6 Finalise the Scheme amendment and Western Australian Planning Commission Approval Process for the Kalamunda Activity Centre Plan.	None	In Progress	50%	Western Australian Planning Commission is near to completing its assessment of the Amendment and concurrent with final adoption of Kalamunda Activity Centre Plan. The City has been liaising with the WAPC	Manager Strategic Planning (TO00041)	30/06/2026

February 03, 2023



Page 39 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.3 Plan for strong activity centres and employment areas to meet the future needs of the community, industry, and commerce.						
				regarding the final modified version of the Amendment and anticipates a decision of the WAPC by July 2023.		

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Implement the key actions in the Tourism Development Strategy. Foster growth of the Perth Hills Tourism Alliance.	None	In Progress	52%	Secured the CAN Workshop 'Making Time - Wellbeing in The Arts' for 9 December 2022 - an immersive First Nations experience. Worked with Perth Hills Tourism Alliance on promotions. Management of the Experience Perth Hills Kalamunda offering highlighting the region.	Manager Economic & Cultural Services (CSS001)	30/06/2026
3.4.1.3 Collaborate with the Perth Hills Tourism Alliance members to increase promotion and branding of Perth Hills.	None	In Progress	59%	Annual report for Perth Hills Tourism Alliance drafted, printed and circulated. Regional Maps complete - in one style across the region. Marketing campaigns with Destination Perth completed. Radio advertising campaign garnered huge interest in the region. Collaboration around Open Studios across the region under discussion.	Manager Economic & Cultural Services (CSS001)	30/06/2026
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism	None	In Progress	51%	The City has put in place a single point concierge service for new tourism businesses - garnering support from all departments prior	Manager Economic & Cultural Services (CSS001)	30/06/2026

February 03, 2023



Page 40 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
ventures.				to applications being received. Currently working to have new accommodation approved in Pickering Brook. Residents now recommending this concierge service to other residents. Initial investigations into Glamping opportunities with DBCA completed.		
3.4.2.4 Provide input as part of the Working Group for the Pickering Brook & Surrounds – Sustainability and Tourism Strategy.	None	In Progress	90%	The work of the Pickering Brook and Surrounds Sustainability and Tourism Strategy will conclude when the final Stage 2 report is finalised and published (expected by July 2023). This will then move into an implementation phase.	Manager Strategic Planning (TO00041)	30/06/2023

February 03, 2023



Page 41 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.1 Demonstrate compliance with the Integrated Planning & Reporting Framework through self assessment against the Department of Local Government guidelines.	None	In Progress	50%	The Strategic Community Plan was reviewed and adoption by Council occurred in May 2021. The Long Term Financial Plan was adopted in June 2022. The Corporate Business Plan was adopted in June 2022. The Workforce Plan was completed in October 2022. All plans meet the required standards as outlined in the Department's guidelines. Quarterly reporting implemented via Corporate Business Plan reporting.	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies, CEO Directions and Local Laws.	None	In Progress	50%	The Governance and Policy Framework and the Council Policy Manual were completed, with Council adopting the review in October 2021. The next review will be in July-September 2023. This quarter saw the initiation of review of CEO Directions by the senior management team which is targeted for completion by end June 2023.	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	In Progress	50%	The Internal Audit program continues, with the audit completed for Asset Management. This audit is awaiting finalisation of management comments.	Director Corporate Services (DE00003)	30/06/2026
4.1.1.7 Conduct an annual review of the Delegated Authority Manual and report to Council.	None	In Progress	25%	The review will commence in March 2023, to be completed and adopted by Council in June 2023.	Chief Executive Officer (DE00001)	30/06/2026

February 03, 2023



Page 42 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the Local Government (Audit) Regulations.	None	In Progress	25%	The Compliance Audit Return will be completed in March 2023.	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	In Progress	50%	The Audit and Risk Committee was convened in December 2022, with the IT OAG Audit and the adoption of the Annual Financial Report for 2021/2022 considered by Council.	Director Corporate Services (DE00003)	30/06/2026
4.1.1.11 Consult with the organisation to define business requirements for an Enterprise Resource Planning (ERP) solution. Develop Tender and award contract to inform the ERP Project Implementation Plan.	None	In Progress	60%	Change management presentation has been created to commence the enterprise resource planning software project. The purpose of the change management presentation is to inform the organisation as to what the project will cover, and how, and allow for feedback from people within the organisation. Gaps relating to consultation have been identified, and additional workshops are to be undertaken in January and February 2023.	Manager ICT Services (IT00008)	30/06/2026
4.1.1.12 All annual returns are distributed and collated by due dates and any noncompliance reported to the Department of Local Government.	None	Completed	100%	All annual returns were submitted by August 2022.	Chief Executive Officer (DE00001)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.1 Develop, implement, and annually review the Workforce Plan.	None	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 Workforce Plan has been updated	Manager People Services (DE00009)	30/06/2026

February 03, 2023



Page 43 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
				for 2022-2026		
4.1.2.2 Develop, annually review, and implement the GROW Organisational Culture Plan.	None	Completed	100%	The in house GROW training program for 2022/2023 has been developed and training commences in January 2023	Manager People Services (DE00009)	30/06/2026
4.1.2.4 Review, develop and implement the ICT (Information & Communications Technology) Strategy 2022 – 2026.	None	In Progress	60%	The Draft Digital Strategy will be submitted to the Kalamunda Leadership Team for review in February 2022.	Manager ICT Services (IT00008)	30/06/2026
4.1.2.19 Develop and review annually the long-term financial plan.	None	In Progress	50%	The Long Term Financial Plan update to occur along with the budget process early in 2023.	Manager Financial Services (FS00009)	30/06/2026
4.1.2.22 Regularly review the City's Risk Management Plans and annually review the Strategic Risk Review to inform the Risk Register.	None	In Progress	50%	The City's Strategic Risk Register and Risk Profile were considered by the Audit and Risk Committee in September 2022. Risk Management Training will be provided to the business units during the first part of 2023.	Director Corporate Services (DE00003)	30/06/2026
4.1.2.23 Develop and adopt an Annual Budget.	None	In Progress	50%	Budget 2023/2024 to commence early in 2023. Currently monitoring spending against budget 2022/23 to determine the impact on next year's budget.	Manager Financial Services (FS00009)	30/06/2026
4.1.2.24 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General annual external financial audit.	None	Completed	100%	The Annual Financial Report was adopted by Council in December 2022.	Manager Financial Services (FS00009)	30/06/2026
4.1.2.25 Monitor closely emerging cybersecurity risks and conduct external cyber penetration testing twice a year.	None	In Progress	60%	The City has licensed a three year phishing education program which tests organisations employees once a month. The software also provides cyber awareness training which meets a requirement of the Office of the Auditor General.	Manager ICT Services (IT00008)	30/06/2026

February 03, 2023



Page 44 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	In Progress	60%	Works are in progress to migrate across to new datacentre which will provide increased reliability of disaster recovery testing. Expected completion of datacentre migration project, February 2023. A Disaster Recovery exercise was undertaken on the 5 January 2023, to investigate the current telecommunication infrastructure, and update the Disaster Recovery Plan.	Manager ICT Services (IT00008)	30/06/2026
4.1.2.27 Implement Whole of City Telecommunications Review.	None	In Progress	60%	NBN have placed physical network connections at 100% of the City's sites. The first new network connection, the connection between the Admin Centre and the Datacentre has been commissioned. All data between the Admin Centre, Operations Centre, Kalamunda Library and Zigzag Cultural Centre is now using this new link. The full changeover to TPG is expected to occur at the end of January 2023.	Manager ICT Services (IT00008)	30/06/2024
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business Continuity.	None	In Progress	60%	New network connection between the Admin Centre and Datacentre allows for the organisation to connect to the new Datacentre once it is commissioned. Expected implementation date is February 2023. IT Staff are working with the provider to ensure all hardware is in place. Shortages of specialist IT equipment is a world wide issue, and has caused a delay for the	Manager ICT Services (IT00008)	30/06/2024

February 03, 2023



Page 45 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
				implementation.		
4.1.2.30 Continue to map business processes, reengineer, and focus on optimising current mapped processes for organisational efficiencies and documenting corporate knowledge.	None	In Progress	60%	Finance and IT teams are currently reviewing all business processes and business requirements relating to the enterprise resource planning project to identify any business knowledge gaps. Any identified gaps will be run through the business process mapping process. A gap review has been undertaken, and we will be working in January and February to workshop with areas where gaps have been identified.	Manager ICT Services (IT00008)	30/06/2026
4.1.2.32 Ensure the City complies with its Work Health and Safety responsibilities in providing a duty of care to its employees.	None	In Progress	82%	Request for quote process completed with Safety Solutions being the only provider with enough resources to take on the work Planning sessions with Safety Solutions are scheduled for January 2023	Manager People Services (DE00009)	30/06/2026
4.1.2.49 Develop and annually review the Operating Surplus Ratio Action Plan prior to each budget cycle and recalibrate the Plan as actions are delivered.	None	In Progress	50%	The Operating Surplus Ratio Model has been revised based on the year end results and will continue to be refined in order to inform the budget. The updated OSRAP model to be provided at the Strategic Retreat in March 2023.	Director Corporate Services (DE00003)	30/06/2026
4.1.2.50 Develop and implement strategies and plans to continually improve the culture of the City.	None	In Progress	50%	Culture of Care Plan is being finalised. The Staff Culture Survey released in August 2022 was then used as basis for a comprehensive CEO report, which was presented by Directors and Managers to staff along with CEO newsletter to all staff in	Chief Executive Officer (DE00001)	30/06/2026

February 03, 2023



Page 46 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
				November 2022. Actions arising from the Staff Culture Survey are being addressed by relevant Directors and Managers.		

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.	None	In Progress	59%	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.	Director Community Engagement (Code TBA)	30/06/2026

February 03, 2023



Page 47 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

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.						
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy.	None	In Progress	61%	Community engagement report for 2022 review to be finalised in early 2023.	Director Community Engagement (Code TBA)	30/06/2026
4.2.1.4 Develop, review, and implement communications plans and Public Relations responses.	None	In Progress	66%	Communications plans are developed for all major projects and as a part of our Community engagement. The City has also been successful in receiving a number of awards and finalist nominations for our communication and engagement plan strategy, development and execution.	Director Community Engagement (Code TBA)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	In Progress	25%	The Advocacy Plan 2023 is currently being developed in conjunction with the Big Picture projects. The Plan will be ratified by Council In March 2023.	Chief Executive Officer (DE00001)	30/06/2026
4.2.2.2 Participate in the Growth Area Perth and Peel (GAPP) Chief Executive Officers advocacy group.	None	In Progress	50%	Infrastructure Australia (IA) in October 2022 requested further information regarding Regulatory Approvals and Greenhouse Gas Emissions from the GAPP Councils short listed projects to finalise their assessment of the collective submission. This information was provided in a timely fashion. IA are now assessing the bid for listing in future year Federal Budgets.	Chief Executive Officer (DE00001)	30/06/2026
4.2.2.3 Maintain regular contact with local members of parliament and with key Ministers of State and Federal government.	None	In Progress	50%	Monthly meetings with the Mayor and local State Members have taken place.	Chief Executive Officer (DE00001)	30/06/2026

February 03, 2023



Page 48 of 49

City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

