

Ordinary Council Meeting

Agenda for Monday 19 November 2012



**shire of
kalamunda**

NOTICE OF MEETING ORDINARY COUNCIL MEETING

Dear Councillors

Notice is hereby given that the next meeting of the Ordinary Council Meeting will be held in the Council Chambers, Administration Centre, 2 Railway Road, Kalamunda on **Monday 19 November 2012 at 6.30pm.**

Clayton Higham
Acting Chief Executive Officer
14 November 2012

Our Vision, Mission and Organisational Values

Vision

The Shire will have a diversity of lifestyles and people. It will take pride in caring for the natural, social, cultural and built environments and provide opportunities for people of all ages.

Mission

Working together to provide effective and efficient leadership and services our whole community.

Organisational Values

The organisational values of the Shire of Kalamunda assist in driving the behaviour of staff in implementing our strategic plan:

- **Customer Service Focus** – Deliver consistent excellent customer service through being timely and courteous.
- **Innovation** – Pursue excellence through innovative improvements.
- **Leadership** – Provide responsive leadership and excellent governance demonstrating high standards of ethical behaviour.
- **Mutual Respect** – Value each other's differences and demonstrate mutual respect.
- **Trust** – Communicate and collaborate openly and with integrity generating a strong culture of trust.



INFORMATION FOR THE PUBLIC ATTENDING COUNCIL MEETINGS

Welcome to this evening's meeting. The following information is provided on the meeting and matters which may affect members of the public.

If you have any queries related to procedural matters, please contact a member of staff.

Council Chambers – Seating Layout



Ordinary Council Meetings – Procedures

1. Council Meetings are open to the public, except for Confidential Items listed on the Agenda.
2. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a Shire Staff Member.
3. Members of the public are able to ask questions at an Ordinary Council Meeting during Public Question Time.
4. To facilitate the smooth running of the meeting, silence is to be observed in the public gallery at all times except for Public Question Time.
5. All other arrangements are in general accordance with Council's Standing Orders, the Policies and decision of the Shire or Council.

Emergency Procedures

Please view the position of the Exits, Fire Extinguishers and Outdoor Assembly Area as displayed on the wall of Council Chambers.

In case of an emergency follow the instructions given by Council Personnel.

We ask that you do not move your vehicle as this could potentially block access for emergency services vehicles.

Please remain at the assembly point until advised it is safe to leave.

INDEX

1.0	OFFICIAL OPENING	7
2.0	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED	7
3.0	PUBLIC QUESTION TIME.....	7
4.0	PETITIONS/DEPUTATIONS	7
5.0	APPLICATIONS FOR LEAVE OF ABSENCE	7
6.0	CONFIRMATION OF MINUTES OF PREVIOUS MEETING.....	7
7.0	ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION	7
8.0	MATTERS FOR WHICH MEETING MAY BE CLOSED	7
9.0	DISCLOSURE OF INTERESTS.....	8
10.0	REPORTS TO COUNCIL	8
10.1	DEVELOPMENT & INFRASTRUCTURE SERVICES COMMITTEE REPORT.....	9
10.1.1	ADOPTION OF DEVELOPMENT & INFRASTRUCTURE SERVICES COMMITTEE REPORT.....	9
10.1.2	D&I 92 AMENDMENT NO. 44 TO LOCAL PLANNING SCHEME NO. 3 – LOTS 100 (73) AND 101 (93) FIRST AVENUE, BICKLEY – REZONE FROM SPECIAL RURAL TO RESIDENTIAL BUSHLAND R5.....	9
10.1.3	D&I 93 LOT 7 (7) EMANUEL COURT, WATTLE GROVE – PROPOSED SCHEME AMENDMENT – ADDITIONAL USE (ART GALLERY)	10
10.1.4	D&I 94 ADDITIONAL GENERAL INDUSTRY BUILDING – LOT 90 (24) AND LOT 91 (44) CHISHOLM CRESCENT, KEWDALE.....	11
10.1.5	D&I 95 ADDITIONAL MOTOR VEHICLE SALES BUILDING – LOT 331 (789) ABERNETHY ROAD, FORRESTFIELD	12
10.1.6	D&I 96 RIGHT OF WAY (ROW) CLOSURE - WINSOR ROAD, BETWEEN LOT 19 (32) AND LOT 71 (34) WINSOR ROAD	13
10.1.7	D&I 91 PROPOSED LOCAL PLANNING POLICY – SIGNAGE ON PRIVATE PROPERTY.....	13
10.2	CORPORATE & COMMUNITY SERVICES COMMITTEE REPORT.....	14
10.2.1	ADOPTION OF CORPORATE & COMMUNITY SERVICES COMMITTEE REPORT	14
10.2.2	C&C 79 CREDITORS' ACCOUNTS PAID DURING THE PERIOD – 3 OCTOBER TO 25 OCTOBER 2012	14
10.2.3	C&C 80 MONTHLY FINANCIAL STATEMENTS FOR THE THREE MONTHS TO 30 SEPTEMBER 2012.....	14
10.2.4	C&C 82 RATES DEBTORS REPORT FOR THE PERIOD ENDED 30 SEPTEMBER 2012	15
10.2.5	C&C 83 DISPOSAL OF SURPLUS MOTOR VEHICLE	15
10.2.6	C&C 84 COMPENSATION CLAIM - KALAMUNDA SHOW.....	16
10.2.7	C&C 85 DEPARTMENT OF REGIONAL DEVELOPMENT AND LANDS – PROPOSED DISPOSAL OF PORTION RESERVE 30186 VICTORY PLACE, LESMURDIE	16
10.2.8	C&C 87 QUARTERLY PROGRESS REPORT – JULY – SEPTEMBER 2012	16
10.2.9	C&C 88 MRS AMENDMENT 1235/57 – REQUEST FOR CONCURRENT AMENDMENT TO LOCAL PLANNING SCHEME NO. 3 – LOT 32 (31) BROOK ROAD AND LOT 36 (655) WELSHPOOL ROAD EAST, WATTLE GROVE.....	17
10.2.10	C&C 81 DEBTORS AND CREDITORS REPORTS FOR THE PERIOD ENDED 30 SEPTEMBER 2012	15
10.2.11	C&C 86 FALLS FARM ADVISORY COMMITTEE – NOMINATION FOR MEMBERSHIP	17
10.3	CHIEF EXECUTIVE OFFICER REPORTS	18
10.3.1	INFORMATION TECHNOLOGY INFRASTRUCTURE AUDIT – REQUEST FOR QUOTATION	18

10.3.2	DRAFT KALAMUNDA ADVANCING: STRATEGIC COMMUNITY PLAN TO 2022	22
11.0	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN.....	75
12.0	QUESTIONS BY MEMBERS WITHOUT NOTICE.....	75
13.0	QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN.....	75
14.0	URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION.....	75
15.0	MEETING CLOSED TO THE PUBLIC.....	75
16.0	CLOSURE	75

AGENDA

1.0 OFFICIAL OPENING

2.0 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

3.0 PUBLIC QUESTION TIME

A period of not less than 15 minutes is provided to allow questions from the gallery on matters relating to the functions of Council. For the purposes of Minuting, these questions and answers are summarised.

4.0 PETITIONS/DEPUTATIONS

4.1 Reduction of Speed Limit to 50kph - Holmes Road

A Petition has been received requesting the Shire undertake a reduction of the speed limit for Holmes Road, Forrestfield to 50kph to maintain a uniform speed limit of 50kph between Wandoo Road and the "S" bend at Magnetic Hill.

5.0 APPLICATIONS FOR LEAVE OF ABSENCE

6.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

6.1 That the Minutes of the Ordinary Council Meeting held on 15 October 2012 are confirmed as a true and accurate record of the proceedings.

Moved:

Seconded:

Vote:

Statement by Presiding Member

"On the basis of the above Motion, I now sign the Minutes as a true and accurate record of the meeting of 15 October 2012".

7.0 ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

8.0 MATTERS FOR WHICH MEETING MAY BE CLOSED

8.1 **C&C 84. Compensation Claim – Kalamunda Show** (Confidential Attachments 1, 2 & 3) Provided under separate cover.
Reason for Confidentiality – *Local Government Act 1995*: Section 5.23 (2) (e) (ii), "information that has a commercial value to a person".

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- 8.1 **10.3.1 Information Technology Infrastructure Audit – Request for Quotation** (Confidential Attachment 1) Provided under separate cover
Reason for confidentiality: *Local Government Act 1995: Section 5.23(2) (c), "A contract entered into, or which may be entered into, by the local government which relates to a matter to be discussed at the meeting".*

9.0 DISCLOSURE OF INTERESTS

9.1 Disclosure of Financial and Proximity Interests

- a. Members must disclose the nature of their interest in matters to be discussed at the meeting. (Sections 5.60B and 5.65 of the *Local Government Act 1995*.)
- b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Sections 5.70 and 5.71 of the *Local Government Act 1995*.)

9.2 Disclosure of Interest Affecting Impartiality

- a. Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee had given or will give advice.

10.0 REPORTS TO COUNCIL

Please Note: declaration of financial/conflict of interests to be recorded prior to dealing with each item.

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

10.1 Development & Infrastructure Services Committee Report

10.1.1 Adoption of Development & Infrastructure Services Committee Report

Voting Requirements: Simple Majority

That the recommendations contained in the Development & Infrastructure Services Committee Report of 5 November 2012, except withdrawn item D&I 91 be adopted.

Moved:

Seconded:

Vote:

10.1.2 D&I 92 Amendment No. 44 to Local Planning Scheme No. 3 – Lots 100 (73) and 101 (93) First Avenue, Bickley – Rezone from Special Rural to Residential Bushland R5

COMMITTEE RECOMMENDATION TO COUNCIL (D&I 92/2012)

That Council:

1. Notes the submissions received in response to Amendment No. 44 to Local Planning Scheme No. 3.
2. Adopts the amendment to Local Planning Scheme No. 3 in accordance with the following:

PLANNING AND DEVELOPMENT ACT 2005

RESOLUTION DECIDING TO AMEND A LOCAL PLANNING SCHEME

SHIRE OF KALAMUNDA

LOCAL PLANNING SCHEME NO. 3

AMENDMENT NO. 44

Resolved that the Council in pursuance of Part 5 of the Planning and Development Act 2005 amend the above Local Planning Scheme by:

1. Rezoning Lot 100 (73) and 101 (93) First Avenue, Bickley from Special Rural to Residential Bushland R5.

3. Amends the Scheme Zoning Map accordingly.
4. Duly executes the Amendment documents and forwards them and submissions received to the Minister for Planning requesting final approval be granted.

10.1.3 D&I 93 Lot 7 (7) Emanuel Court, Wattle Grove – Proposed Scheme Amendment – Additional Use (Art Gallery)

COMMITTEE RECOMMENDATION TO COUNCIL (D&I 93/2012)

That Council:

1. Notes the submissions received in response to Amendment No. 47 to Local Planning Scheme No. 3.
2. Adopts the amendment to Local Planning Scheme No.3 in accordance with the following:

PLANNING AND DEVELOPMENT ACT 2005
RESOLUTION DECIDING TO AMEND A LOCAL PLANNING
SCHEME
SHIRE OF KALAMUNDA
LOCAL PLANNING SCHEME NO. 3
AMENDMENT NO. 47

Resolved that the Council in pursuance of Part 5 of the Planning & Development Act 2005 amends the above Town Planning Scheme by inserting into Schedule 2- Additional Uses of the Scheme Text:

Under column "Description of Land":

7 EMANUEL COURT, WATTLE GROVE

Under Column "Additional Use":

Art Gallery

Under 'column conditions'

An Art Gallery is not permitted unless approved by Council ("D")

3. Amends the Scheme Zoning Map accordingly.
4. Duly executes the Amendment documents and forwards them and submissions received to the Minister for Planning requesting final approval be granted.

10.1.4 D&I 94 Additional General Industry Building – Lot 90 (24) and Lot 91 (44) Chisholm Crescent, Kewdale

COMMITTEE RECOMMENDATION TO COUNCIL (D&I 94/2012)

That Council:

1. Approves the application dated 17 September 2012 for an additional general industry building to be built at Lot 90 (24) and Lot 91 (44) Chisholm Crescent, Kewdale, subject to the following conditions:
 - a. Lot 91 and Lot 90 Chisholm Crescent, Kewdale, being amalgamated as shown on the approved site plan.
 - b. The provision and maintenance of a total of 152 car spaces including a minimum of one disabled bay.
 - c. All car parking being contained on site.
 - d. All car parking bays and vehicle access ways being line marked, sealed and drained prior to the occupation of the building and maintained thereafter by the landowner to the satisfaction of the Shire.
 - e. A detailed landscaping plan being submitted and approved by the Shire prior to the building licence being issued.
 - f. The landscaping on the approved landscaping plan being planted prior to occupation, and maintained thereafter by the landowner to the Shire's satisfaction.
 - g. No loading or unloading of vehicles is to occur that interferes with the parking of vehicles in the car park by visitors and employees. All car parking bays in the car park are to be made available at all times for the parking of vehicles by employees and visitors.
 - h. The external colour and material details of the proposed building blending with existing development on the property.
 - i. Colour and material details of the proposed development are to be submitted to and approved by the Shire.
 - j. Stormwater being contained on site to the satisfaction of the Shire.

**10.1.5 D&I 95 Additional Motor Vehicle Sales Building – Lot 331 (789)
Abernethy Road, Forrestfield**

COMMITTEE RECOMMENDATION TO COUNCIL (D&I 95/2012)

That Council:

1. Approves the application dated 28 September 2012 for an additional motor vehicle sales building to be built at Lot 331 (789) Abernethy Road, Forrestfield, subject to the following conditions:
 - a. The provision and maintenance of a total of 100 car spaces including a minimum of one disabled bay.
 - b. All car parking bays and vehicle access ways being maintained by the landowner to the satisfaction of the Shire.
 - c. No loading or unloading of vehicles is to occur that interferes with the parking of vehicles in the car park by visitors and employees. All car parking bays in the car park are to be made available at all times for the parking of vehicles by employees and visitors.
 - d. The external colour and material details of the proposed building blending with existing development on the property.
 - e. Colour and material details of the proposed development are to be submitted to and approved by the Shire.
 - f. Mechanical wash down bays must drain to a sewer via plate separator to the Water Corporation's requirement and must comply with the Department of Water: Water Quality Protection Note: Mechanical Equipment Wash-down.
 - g. Bunding is to be provided and maintained by the landowner to ensure that no detergent and degreaser used in in the wash bay enters the drainage system.
 - h. All car parking bays and vehicle access ways being line marked, sealed and drained prior to the occupation of the building and maintained thereafter by the landowner to the satisfaction of the Shire.
 - i. Stormwater being contained on site to the satisfaction of the Shire.

10.1.6 D&I 96 Right of Way (ROW) Closure - Winsor Road, between Lot 19 (32) and Lot 71 (34) Winsor Road

COMMITTEE RECOMMENDATION TO COUNCIL (D&I 96/2012)

That Council:

1. Recommend to the Minister that the closure of the Right of Way between Lots 19 (32) and 71 (34) Winsor Road, Kalamunda proceed in accordance with (Attachment 3).

For Separate Consideration

At the D&I Meeting of 5 November 2012 D&I 91, Proposed Local Planning Policy – Signage on Private Property, was deferred to the Ordinary Council Meeting for consideration to enable the associated policy document to be adjusted. A new Officer Recommendation is presented requesting a further deferment.

10.1.7 D&I 91 Proposed Local Planning Policy – Signage on Private Property

OFFICER RECOMMENDATION TO COUNCIL (D&I 91/2012)

That Council:

1. Defers the Proposed Local Planning Policy – Signage on Private Property to the December Development & Infrastructure Meeting to enable the Policy to be considered in conjunction the following reports:
 - The Review of the Shire of Kalamunda's Signs Local Laws.
 - Amendment to Local Planning Scheme Number 3 – Modifications to Exempted Advertisements Schedule 5.

Moved:

Seconded:

Vote:

10.2 Corporate & Community Services Committee Report

10.2.1 Adoption of Corporate & Community Services Committee Report

Voting Requirements: Simple Majority

That the recommendations contained in the Corporate & Community Services Committee Report of 12 November 2012, except withdrawn item C&C 86, be adopted.

Moved:

Seconded:

Vote:

10.2.2 C&C 79 Creditors' Accounts Paid During the Period – 3 October to 25 October 2012

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 79/2012)

That Council:

1. Receives the list of creditors paid during the period 3 October to 25 October 2012 (Attachment 1) in accordance with the requirements of the *Local Government (Financial Management) Regulations 1996 (Regulation 12)*.

10.2.3 C&C 80 Monthly Financial Statements for the Three Months to 30 September 2012

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 80/2012)

That Council:

1. Receives the monthly financial statements for the three months to 30 September 2012, which comprises:
 - Statement of Comprehensive Income by Program
 - Statement of Comprehensive Income by Nature and Type
 - Rate Setting Statement including net funding position
 - Statement of Financial Position
 - Equity Statement
 - Statement of Cash flows
 - Reserve Balances Statement
 - Investment Schedule

10.2.4 C&C 81 Debtors and Creditors Reports for the Period Ended 30 September 2012

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 81/2012)

That Council:

1. Receives the outstanding Debtors (Attachment 1) and Creditors (Attachment 2) reports for the period ended 30 September 2012

Moved:

Seconded:

Vote:

10.2.5 C&C 82 Rates Debtors Report for the Period Ended 30 September 2012

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 82/2012)

That Council:

1. Receives the rates debtors report for the period ended 30 September 2012 (Attachment 1).

10.2.6 C&C 83 Disposal of Surplus Motor Vehicle

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 83/2012)

That Council:

1. In accordance with Section 3.58 of the Local Government Act 1995, authorises the disposal of the following vehicle by public auction:
 - KM 9999, Volkswagon Touareg, (Director Corporate & Community Services) Plant Number P0378
2. Requests the Chief Executive Officer set the method of establishing the reserve price by obtaining three valuations and averaging the highest two valuations received.
3. Authorises the sale price to be no less than 90% of the reserve price set prior to auction.

10.2.7 C&C 84 Compensation Claim - Kalamunda Show

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 84/2012)

That Council:

1. Agrees to the request for compensation requested from community groups for losses incurred from the early closure of the Kalamunda Show in 2011.
2. Approves payments to be made in accordance with the following repayment schedule:

	2012/13
Girls Guides WA Darling Swan	\$145
Various Stallholders - \$20 Goodwill Refund	\$560
Lions Club of Kalamunda	\$1,153
Kalamunda Show Committee	\$1,148
Amount to be Allocated	\$3,006

10.2.8 C&C 85 Department of Regional Development and Lands – Proposed Disposal of Portion Reserve 30186 Victory Place, Lesmurdie

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 85/2012)

That Council:

1. Advertises the proposed disposal of a portion of Reserve 30186 for 30 days and subject to no objection:
 - a. Approves the disposal of a portion of Reserve 30186 by the Department of Regional Development and Lands to the owners of 263 Grove Road, Lesmurdie and 22 Victory Place Lesmurdie, as shown in (Attachment 2), subject to a written undertaking by the owner of 263 Grove Road that they will construct at their expense a sealed crossover extending from the existing paved driveway to Victory Place within six months of the transfer of the land.
 - b. Asks that the applicant submits a design to the Shire of Kalamunda prior to commencing works for approval.

10.2.9 C&C 87 Quarterly Progress Report – July – September 2012

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 87/2012)

That Council:

1. Receives the Quarterly interplan Progress Report for July to September 2012 (Attachment 1).

10.2.10 C&C 88 MRS Amendment 1235/57 – Request for Concurrent Amendment to Local Planning Scheme No. 3 – Lot 32 (31) Brook Road and Lot 36 (655) Welshpool Road East, Wattle Grove

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 88/2012)

That Council:

1. Requests that the WA Planning Commission concurrently amends Local Planning Scheme No. 3 with MRS Amendment 1235/57 to rezone a portion of Lot 32 (31) Brook Road and Lot 36 (655) Welshpool Road East, Wattle Grove, from the Parks and Recreation Reservation to Industrial Development under Local Planning Scheme No. 3.
2. Amends the Scheme map accordingly to identify Lot 32 (31) Brook Road and Lot 36 (655) Welshpool Road East, Wattle Grove, with the annotation 'DA'.

For separate consideration

C&C 86 Falls Farm Advisory Committee – Nomination for Membership was withdrawn as an Absolute Majority is required.

10.2.11 C&C 86 Falls Farm Advisory Committee – Nomination for Membership

COMMITTEE RECOMMENDATION TO COUNCIL (C&C 86/2012)

That Council:

1. Approves the appointment of Mr Derek Winter as a community representative to the Falls Farm Advisory Committee.

Moved:

Seconded:

Vote:

10.3 CHIEF EXECUTIVE OFFICER REPORTS

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

10.3.1 Information Technology Infrastructure Audit – Request for Quotation

Previous Items	N/A
Responsible Officer	Director Corporate & Community Services
Service Area	Information Technology
File Reference	RFQ 1206
Applicant	N/A
Owner	N/A
Confidential Attachment 1	Evaluation Report Request for Quotation 1206 <u>Reason for Confidentiality</u> <i>Local Government Act 1995 S5.23 (2)(c) – “a contract entered into, or which may be entered into, by the local government which relates to a matter to be discussed at the meeting”.</i>

PURPOSE

1. To consider awarding the contract within the scope of works for the Information Technology (“IT”) Infrastructure Audit as per the Request for Quotation (“RFQ”).

BACKGROUND

2. At the Ordinary Council Meeting on 17 September 2012, the following motion was passed (OCM 112/2012):
That Council:
Requests the Chief Executive Officer seek quotes for an independent Information Technology (IT) infrastructure audit of the Shire of Kalamunda network, inclusive of the Private Automated Branch Exchange (PABX) system, Close Circuit Television (CCTV) system, uninterruptable power supplies, servers and cabling infrastructure.”
3. The Shire’s IT Infrastructure needs to be independently audited and examined as several components are now due for replacement and do not currently meet all the Shire’s business needs. The financial arrangements by way of the lease contract will also be a consideration going forward within the audit as to the best possible option for the Shire.
4. Importantly these findings will ensure the strategy and direction of IT to underpinning the Ten Year Strategic Plan for the Shire of Kalamunda.

DETAILS

5. On the 12 of October 2012 an RFQ was issued to six companies IT organisations with experience dealing with Local and/or State Government. The organisations selected are considered as solutions integrators not aligned to any particular brand of IT infrastructure equipment, representing a “best of breed” methodology.

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6. Responses were received from the following four companies:-
- Datacom
 - ITMA
 - Saxon IT
 - Red11
7. The contract will be awarded to a sole respondent best demonstrating the ability to provide quality products and/or services at a competitive price. The quoted prices will be assessed, together with the qualitative and compliance criteria to determine the most advantageous outcome to the Shire.

STATUTORY AND LEGAL IMPLICATIONS

8. Section 6.8 (3) (b) of the *Local Government Act 1995*.

POLICY IMPLICATIONS

9. Policy PUR1-Purchasing Policy has been followed and complied with.

PUBLIC CONSULTATION/COMMUNICATION

10. Nil.

FINANCIAL IMPLICATIONS

11. The cost for this Audit will need to be funded from reserves or as Council directs.

STRATEGIC AND SUSTAINABILITY IMPLICATIONS

Strategic Planning Implications

12. This Audit will enable IT to address infrastructure issues in order to meet the requirements and demands of the Ten Year Strategic Plan.

Sustainability Implications

Social Implications

13. Nil.

Economic Implications

14. Nil.

Environmental Implications

15. Nil.

OFFICER COMMENT

16. The RFQ submitted was assessed against Compliance, Qualitative and Price Criteria. The outcome of this assessment produced the following scores:

Tenderer	Weighted Qualitative Score	Ranking
Datacom	30.70	1
ITMA	25.03	2
Red11	13.90	3
Saxon	11.43	4

17. The following comments were noted regarding each of the companies:

Datacom

Provided good detail in most areas of importance.

- Scored well across all areas of assessment by each assessor.
- Very good experience in areas of similar work (City of Perth, City of South Perth and Mercy Care).
- Very good skills and experience of staff.
- Key areas of scope of work was well covered.
- Request document was well prepared with all the required information.

ITMA

Provided good responses to qualitative criteria and scored reasonably well across all assessors.

- Understanding of scope of works was high level only and lacked detail.
- Good detail in regards to staff and qualifications.
- Very good experience in areas of similar work, however demonstrated competency and track record could have been more detailed.

Red 11

Did not score well in the assessment process mainly due to the reliance on contractors/consultants to do the work.

- Details of similar work .
- No key personnel (consultants only) little on qualifications and role.
- No delivery processes identified.
- Process for delivery of service relied on third party contractor arrangement.

Saxon IT

Did not score as strongly in the qualitative criteria and only scored well in the qualitative assessment due to a very low price. They did provide examples of similar work. Provided limited detail in regards to:

- Demonstrated experience.
- Delivery process.
- Understanding of the scope of requirements.

18. Allocation of the Audit to the supplier is based on their capacity and ability to meet the deliverables outlined in the RFO.
19. Datacom was considered to be the respondent best suited to meet the RFO requirements at a competitive price and therefore representing the best value for money.
20. Information provided by Datacom demonstrates the company has the size and financial security to complete the required work. Initially established in New Zealand in 1965 to provide a shared outsourced computer service in Auckland, Datacom now has computer centres in all major New Zealand cities.
21. The company subsequently expanded into Australia in 1994 and now has a presence in both Malaysia and China. It has a staff of over 3,000 and a turnover of over \$NZ600m.
22. The timetable for the work will be discussed with the successful respondent with a view to being completed over a six week period. This contract period is not inclusive of the two week Christmas and New Year break.
23. Funds to cover the proposed expenditure will be identified as part of the quarterly Budget Review scheduled to be completed by the end of November 2012 and submitted to Council for approval in December 2012.

Voting Requirements: Absolute Majority

RECOMMENDATION

That Council:

1. Appoints Datacom as the preferred supplier to conduct the Information Technology Infrastructure Audit for the Shire of Kalamunda at a cost of \$46,586.90 (excluding GST).
2. Pursuant to section 6.8 (3) (b) of the *Local Government Act 1995* amends the 2012/13 Budget to include expenditure of \$46,586.90 (excluding GST) for the Information Technology Infrastructure Audit.

Moved:

Seconded:

Vote:

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

10.3.2 Draft Kalamunda Advancing: Strategic Community Plan to 2022

Previous Items	N/A
Responsible Officer	Chief Executive Officer
Service Area	Office of CEO
File Reference	OR-CMA-007
Applicant	N/A
Owner	N/A
Attachment 1	Draft Kalamunda Advancing: Strategic Community Plan to 2022

PURPOSE

1. To present to Council the draft *Kalamunda Advancing: Strategic Community Plan to 2022* ("Kalamunda Advancing 2022") (Attachment 1) and for its approval to release the document for public comment.

BACKGROUND

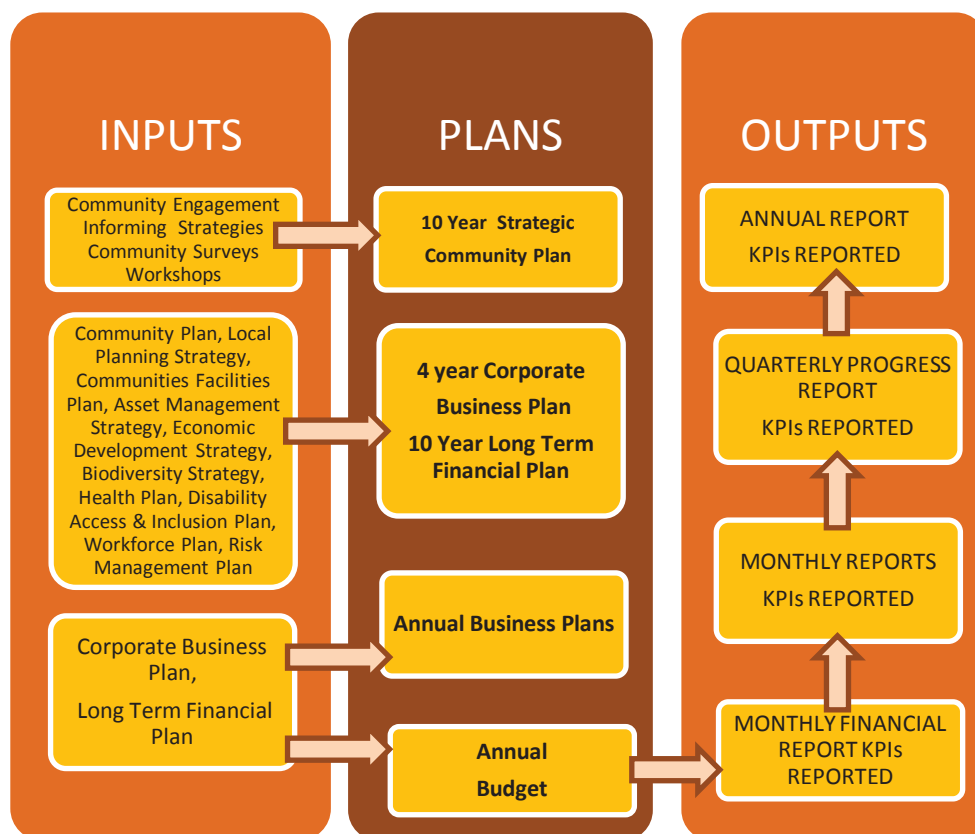
2. In 2010, the Department of Local Government announced a major review of current corporate planning and reporting practices across the Western Australian local government industry.
3. The Department of Local Government's Integrated Planning and Reporting Framework and supporting Advisory Standards were released in 2011 and 2012. These provided the necessary detail for the Shire to complete a review of its planning framework to ensure alignment with the new standardised industry requirements.
4. The Department of Local Government's Integrated Planning Framework now requires every local government in Western Australian to ensure they have developed and adopted the following plans by 1 July 2013.
 - Ten year Strategic Community Plan and Community Engagement Strategy
 - Ten year Long Term Financial Plan
 - Four year Corporate Business Plan
 - A Workforce Plan
 - Asset Management Strategy and associated Asset Plans

DETAILS

5. Kalamunda Advancing 2022 is designed to move the Shire from the present state to its desired future. It describes how the Shire of Kalamunda will look and feel by 2022 and will guide strategic decision making over the next decade. Kalamunda Advancing 2022 has been developed in consultation with the community in order to provide a clear direction for the community's future.

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6. Kalamunda Advancing 2022 is the highest level plan that a Council will prepare; its purpose is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. In doing this, the planning process considered the issues and pressures that will affect the community and the level of resources that will realistically be available to achieve its aims and aspirations. While Council has a custodial role in initiating, preparing and maintaining the Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups, may also be engaged in delivering the long-term objectives of Kalamunda Advancing 2022.
7. Over the past three years the Shire of Kalamunda has engaged its community in developing strategic directions for the next 10 to 20 years. The engagement and consultation processes, including workshops, focus groups and surveys, have been used to clearly shape the vision and the aspirations of the Shire's community.
8. Key Community Engagement Inputs are summarised as follows:
- Community Forums – The Future and Local Government Reform - 2011
 - Community Satisfaction Survey – 2011
 - Local Planning Strategy Workshops and Consultation – 2011
 - Community Facilities planning consultation – 2011
 - Youth Consultation 2011
 - Community Groups and services - Ongoing
 - Recreation Facilities planning consultation – Ongoing
 - Seniors consultation – Ongoing
 - People with Special Needs consultation - ongoing
 - Fly In Fly Out (FIFO) Families consultation - 2012
 - Volunteers - Ongoing
9. In total over 2,500 people have been engaged from various demographic groups in the many different consultative processes undertaken. These processes have assisted in the overall formulation of Kalamunda Advancing 2022.
10. The community was asked to indicate which top three areas they would like to see the Shire spend more money on. The results when aggregated are as follows:
- | | |
|---------------------------------|-----|
| Aged Care Facilities | 16% |
| Recreation Facilities | 12% |
| Roads | 12% |
| Community Safety | 12% |
| Protection of the Environment | 9% |
| Community Events and Programmes | 9% |
| Parks and Landscaping | 9% |
| Car Parking | 7% |
| Promotion of Tourism | 5% |
| Economic Development | 5% |
| Waste Collection | 4% |
-

11. All these issues have been addressed as objectives, strategies and outcomes within the six Priority Areas of Kalamunda Advancing 2022 as outlined below:
- Strategic Priority 1 Kalamunda Cares - Looking after our people
 - Strategic Priority 2 Kalamunda Interacts - Providing our people with social and cultural enjoyment
 - Strategic Priority 3 Kalamunda Develops - Using our land and assets diversely and effectively
 - Strategic Priority 4 Kalamunda Employs - Supporting our industries and businesses to facilitate local employment for our people
 - Strategic Priority 5 Kalamunda Clean and Green - Ensuring the sustainability and the integrity of the natural environment
 - Strategic Priority 6 Kalamunda Leads - Providing good government
12. Each Strategic Priority Area has a set of objectives, strategies and an expected outcome articulated. Key Performance Indicators have also been identified and will be developed and reported in the Shire's Annual Report.
13. Integration of Kalamunda Advancing 2022 with all other required plans will be achieved through the Shire's Implementation Framework as follows:



STATUTORY AND LEGAL IMPLICATIONS

14. *Local Government Act 1995*
Local Government (Administration) Regulations 1996

POLICY IMPLICATIONS

15. Current plans and policies will feed into the process.

PUBLIC CONSULTATION/COMMUNICATION

16. The Shire of Kalamunda draft Kalamunda Advancing: Strategic Community Plan to 2022 has involved consultation with the community and stakeholder organisations.

FINANCIAL IMPLICATIONS

17. Nil.

STRATEGIC AND SUSTAINABILITY IMPLICATIONS

Strategic Planning Implications

18. This report presents a draft Kalamunda Advancing: Strategic Community Plan to 2022 to Council that will replace the Shire's current Strategic Plan 2009-2014.

Sustainability Implications

Social Implications

19. Kalamunda Advancing 2022 outlines high level strategies and objectives for the social sustainability of the Shire.

Economic Implications

20. Kalamunda Advancing 2022 outlines high level strategies and objectives for the economic sustainability of the Shire.

Environmental Implications

21. Kalamunda Advancing 2022 outlines high level strategies and objectives for the environmental sustainability of the Shire.

OFFICER COMMENT

22. Council is required to adopt a Ten Year Strategic Community Plan, a Corporate Business Plan, a Long Term Financial Plan, Asset Management Plan and a Workforce Plan before 1 July 2013 in order to meet its compliance obligations under the *Local Government Act 1995*.
23. The Shire has been developing its Plans and the associated systems to implement and measure the Plans over the past three years.

-
24. A Corporate Business Plan 2012–2016 is also currently in development and will reflect the strategic direction set by Kalamunda Advancing 2022 and will outline a four-year detailed delivery program for the Shire.
 25. It is anticipated that the Corporate Business Plan 2012–2016 will be presented to Council for adoption following the adoption of Kalamunda Advancing 2022, the Long Term Financial Plan, the Asset Management Plan and the Workforce Plan by March 2013. These key lead Plans, once adopted, will allow for the finalisation of the Corporate Business Plan by May 2013.
 26. The draft Kalamunda Advancing: Strategic Community Plan to 2022 has been developed in partnership with the community and key stakeholders. The draft Plan positions the Shire to address the major challenges and opportunities over the next ten years and to therefore, achieve its aspirational direction.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. Notes the draft Kalamunda Advancing: Strategic Community Plan to 2022, as presented in (Attachment 1) to the report.
2. Approves the release of the draft Kalamunda Advancing: Strategic Community Plan to 2022 as presented in (Attachment 1), for an eight week community consultation period commencing from 1 December 2012 until 28 January 2013.

Moved:

Seconded:

Vote:

Attachment 1

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022



KALAMUNDA ADVANCING:
STRATEGIC COMMUNITY PLAN TO 2022
A Plan to shape our united future

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Message from the Shire President

As a long and proud serving member on the Shire of Kalamunda Council I have never been more inspired by what the future holds for this beautiful and historic Shire.

In developing a long term vision to guide the future of the Shire over the next decade I am deeply moved by the passion of the people who have made the Shire their home and the deep connection they have with the environmental and cultural heritage of the region.

It is for these reasons that the Shire's Strategic Community Plan is focussed on Advancing Kalamunda as a leader in community capacity building, creating a place for people to prosper in their lives and a place that lives in harmony with its natural environment.

Reflecting on the past we have seen a Shire that has evolved as two communities of interest, one in the hills and the other in the foothills. The future, I believe, we now need to create is one that is united in its endeavours. I am of the opinion that this is the most appropriate future for the Shire to pursue.

Over the next decade the Shire's aim is to resolve our 'uphill downhill' attitudes, celebrate our diversity and bring together the two communities as one united force.

A hundred years ago the Shire was young and emerging. A hundred years on we are again reinventing ourselves from our rural upbringings to a new modern, liveable community. We must share our scarce resources equitably and ensure that we continue to care for our environmental and cultural heritage.

It gives me great pleasure to release the vision of ***KALAMUNDA ADVANCING: STRATEGIC COMMUNITY PLAN TO 2022*** - A Plan to shape our united future.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

CONTENTS

1	Introduction
2	Community Profile
3	Development of the Strategic Community Plan
4	Strategic Alignment
5	Informing Strategies
6	Community Asset Profile
7	Our Vision
8	Our Values
9	Strategic Priorities, Services, Objectives, Strategies and Measuring Success
10	Implementation and Review
11	Appendices

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

1. INTRODUCTION

The Strategic Community Plan is the highest level plan that a Council will prepare. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations. While a Council has a custodial role in initiating, preparing and maintaining the Strategic Community Plan on behalf of the community, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

"The future belongs to us if we plan and prepare for it today."

It is easier to focus on the present rather than our future. The present is much easier to grasp, however the challenge is for our community to look toward the future and use our combined mind power to create and design our own future and destiny.

The Shire's community has long recognised it has three distinct community of interests, an eastern hills, escarpment community and foothills community. It is imperative that long term plans strive to achieve recognition of the district needs of the three distinct communities whilst also endeavouring to find a harmonious balance between them. The Shire must strive to ensure it provides services and infrastructure provision decisions are evenly spread through the entire Shire. The delivery of services must be articulated and communicated to the community so it becomes apparent to the three communities of interests that an even balance is being struck.

"Equity for all our citizens is a core value in our community"

KALAMUNDA ADVANCING: STRATEGIC COMMUNITY PLAN TO 2022 is designed to move the Shire from the present state to its desired future state.

It describes how we collectively hope Kalamunda will look and feel in 2022 and will guide strategic decision making to our desired future.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

2. COMMUNITY PROFILE

The Shire of Kalamunda is located approximately 24 kilometres east of Perth, along the Darling Scarp. Geographically, the Shire of Kalamunda has 3 distinct areas:

- The Foothills/Plains: Forrestfield, High Wycombe, Maida Vale and Wattle Grove
- The Escarpment: Lesmurdie, Kalamunda and Gooseberry Hill.
- The Eastern Rural Districts: Walliston, Bickley, Carmel, Pickering Brook, Plesse Brook, Pauls Valley, Hacketts Gully and Canning Mills

The population density for the Shire is 168.7 persons/km², with the highest density occurring within the Foothills area. The far eastern areas of the Shire have a much lower population density by comparison, as most of this land is national parks and reserves. Population within the Shire grew by 14.8% over the last decade.

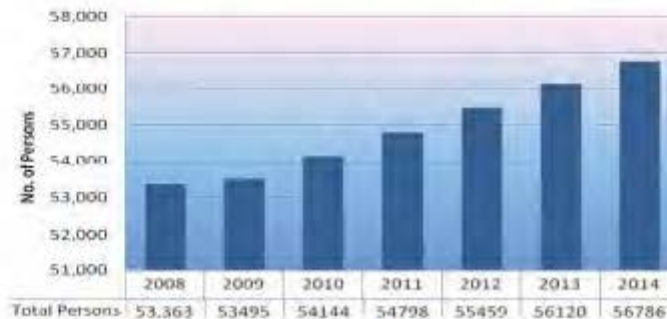


Figure 1 - Kalamunda Short Term Population Forecast 2008 - 2014

The Shire of Kalamunda is a residential and rural area, with some industrial areas. The Shire comprises an area of 349 square kilometres, made up of 247 square kilometres of State Forest, National Parks, Regional Open Space and water catchment area. The balance of 102 square kilometres is available for rural and urban purposes.

The Shire includes rapidly growing urban areas in the foothills, such as High Wycombe, Maida Vale and Wattle Grove. Rural land is used mainly for orchards, horticulture, grazing, animal agistment, sawmills and poultry farming.

The Foothills area contains a mixture of new and older housing developments, rapidly growing urban areas, light industry and special rural or country living development, including hobby farms. It includes the localities of Maida Vale, High Wycombe, Forrestfield and Wattle Grove.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022



Figure 2 - Map showing the Shire of Kalamunda within Perth's Eastern Region

The most significant driver of change in the next decade will be the release of new industrial land in the Forrestfield. The Shire of Kalamunda is shown in the State's Economic and Employment Lands Strategy: non-heavy industrial for Perth and Peel 2012 which recognises the strategic importance of the Perth Airport and identifies Forrestfield as a key future industrial area. This area is seen by the Shire as being a major development opportunity that will bring significant economic benefit to the Shire.

The Shire of Kalamunda currently contributes an estimated \$ 2 million of Gross Regional Product a year to the Western Australian economy and generates an estimated total output of \$5 million.

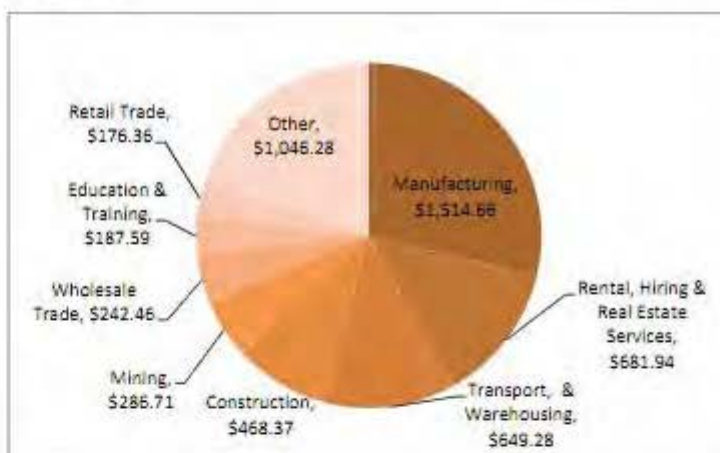


Figure 1 – Gross Output per Industry sector

Draft Kalamunda Advancing: Strategic Community Plan to 2022

The major industry contributors to output in the Shire of Kalamunda are manufacturing, transport and storage, property and business services and construction. Industry sectors experiencing high growth include mining, construction, agriculture, forestry and communication services.

The Local agricultural industries include orchards, vineyards, intensive horticulture activities, grazing, animal agistment, minor sawmills, poultry and the state's grain terminal is also located in Forrestfield.

The eastern Hills area has integrated rural and sub-urban small holdings with an extensive block of State forest and water catchment area. The main rural activity is orcharding, centred on Piesse Brook, Walliston, Bickley, Carmel and Pickering Brook. The western part of the Hills area includes the Kalamunda town centre, the urban localities of Gooseberry Hill, Kalamunda and Lesmurdie as well as significant areas of national park, State forest and water catchment. The natural assets that the Shire cares for are amongst Perth's finest. The Shire and its community has a long and prominent track record for caring, protecting and enhancing these natural assets and the water catchment area that feeds the major rivers in the coastal plains.

The key characteristics of the Shire are summarised below:

- An abundance of natural assets and bushland areas;
- Important areas of industrial and residential growth in Forrestfield, High Wycombe and Wattle Grove;
- Important areas for rural and agricultural industries;
- Well-established and strong community networks;
- An ageing population, particularly in the Hills area;
- Part of a growing region that provides important industrial and transport services to Perth and beyond.

The Shire of Kalamunda has long been recognised as a tourism destination and continues to have a growing tourism sector with a number of significant attractions. These include Lesmurdie Falls, the Northern Terminus of the Bibbulmun Track, Munda Biddi Trail, the Perth Observatory, the Kalamunda History Village, Kanyana Wildlife Rehabilitation Centre, Bickley Reservoir, the Zig Zag, Mundaring Weir all integrated with a historical town centre that provides for social interaction through its eateries, parks and weekend markets.

In 2012 the Shire has an estimated population nearing 60,000, rate revenue of \$25,000,000, total operating expenditure over \$47,000,000 and a workforce comprising of over 250 fulltime equivalents.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

3. DEVELOPMENT OF THE STRATEGIC COMMUNITY PLAN

Over the past three years the Shire of Kalamunda has engaged its community in developing strategic directions for the next 10 – 20 years. The engagement and consultation processes including workshops, focus groups and surveys have been used as informing input to clearly shape the vision and the aspirations' of the Shire's community.

Key Community Engagement Inputs:

Community Engagement Processes Undertaken	Numbers
Community Forums – The future and LG Reform - 2011	70
Community Satisfaction Survey – 2011	500
Local Planning Strategy Workshops and Consultation – 2011	1060
Community facilities planning consultation – 2011	100
Youth Consultation 2011	100
Community groups and service - Ongoing	250 pa
Recreation facilities planning consultation - Ongoing	100 pa
Seniors consultation - Ongoing	150 pa
People with Special Needs consultation - ongoing	50 pa
FIFO Families consultation - 2012	100
Volunteers - Ongoing	100 pa
Number of population engaged	2580

The key outputs from these community consultations resulted in the Shire's adoption of a range of informing strategies that are linked together through the Strategic Community Plan.

What Is Most Important to Our Community

Residents were asked to indicate which top three areas they would like to see the Shire spend more money on. The breakdown is as follows –

Aged Care Facilities	16%	Parks & Landscaping	9%
Recreation Facilities	12%	Car Parking	7%
Roads	12%	Promotion of Tourism	5%
Community Safety	12%	Economic Development	5%
Protection of the Environment	9%	Waste Collection	4%
Community Events & Programmes	9%		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

What Our Community Told Us

In summary during the community engagement processes with our community the following themes resonated.

- Recognition that the Shire was entering a growth stage in its development and it needed to position itself to enable the delivery of State and Federally funded high order infrastructure and services expected from a growth community.
- Land use was seen as needing to be more diverse, catering for a wider range of demographic needs and higher in density to facilitate service delivery.
- The community recognised a growing need for caring for an ageing population and is expecting the Shire to show leadership in ensuring aged accommodation and services are maintained and increased.
- The community expressed its desire to see a range of community services that were targeted to the diverse needs and different demographic groups of the growing population.
- The community voiced its desire to ensure growth is carefully guided in a manner that protects the deep cultural and environmental values held by the people who have lived in the Shire for a long time.
- The history of the Shire is very important to its long term residents and the community is very proud of its environmental and cultural track record.
- The community clearly indicated it wanted to provide local employment opportunities to its future local community to ensure economic prosperity and also to retain the younger demographics in the region through providing them with a broad range of recreational, educational and employment opportunities.
- The youth and families of Kalamunda are competitive and highly value their sporting clubs and recreational activities.
- Seniors are very active in the Shire and enjoy the many social activities the Shire provides in many of the community venues. This aspect of Kalamunda life must be enhanced in the future.
- The community expressed its identity as being one that is immersed in the culture and arts, as well as a place of worship and a place for visitors to enjoy the many authentic tourist attractions, such as wineries.
- The community wants a local government that is very transparent and flexible and willing to listen and work closely with its community. A "can do" attitude is required by the Shire if it is to live up to the standards expected by an engaged community.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

What Key Issues and Trends Our Community Agreed Upon

The following are the Key Strategic Issues that have emerged from the research and consultation undertaken over the past 2 years:-

- **Population Projections and Future Growth:** Existing population projections for the Shire prepared by the Department of Planning, although out of date, indicate approximately 20,000 additional people in the Shire by 2031.
- **Aged Accommodation:** The ageing of the population and in particular the 'Baby Boomers' will impact on the available housing in the Shire. Approximately 94 percent of the housing in the Shire is single residential housing on large lots that was constructed for families during times when the demographic profile was different to the present. By 2031, 1 in 3 people will be over 55 years of age and more than half of them will be over 70 years of age. There is an urgent need to diversify the housing stock in the Shire to include more compact housing for older people so as to avoid older members of the community having to leave the Shire to find suitable accommodation. This will require the support of infrastructure providers to ensure the land can be developed appropriately.
- **Future of the Special Rural Areas:** The Shire contains large areas of Special Rural Zoning that are coming under development pressure owing to their close proximity to the Perth CBD and local freight industrial uses. This pressure is evident with commercial uses such as truck parking, machine storage and builders yards encroaching on the Special Rural areas. The quality of rural residential uses is declining.
- **Future Land Uses in the Orchard Areas:** The Shire is under continual pressure to reduce the size of lots in the orchard areas as a number of social, economic and environmental factors are facing land owners into other occupations and no longer have time to devote to working the orchards. There will need to be a harmonious balance between the broader food security issue and land owners needs and rights.
- **Industrial Growth and Employment:** The rapid growth and development of the mining industry and employment is having a direct impact on the Shire. The Forrestfield industrial area has developed rapidly over the past few years and there are currently plans to develop approximately 200 hectares of land located to the east of Perth Airport bounded by Berkshire Road, Roe Highway, Poison Gully and Dundas Road for light industrial use.
- **Perth Airport Growth and Expansion:** Perth Airport is the fastest growing airport in Australia. In addition to aviation expansion the Westralia Airport Commission (WAC) is rapidly expanding the non-aviation sector. The WAC has projected an additional 14,000 jobs by 2031.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

- **Changing Rate Base:** The proximity of the foothills suburbs to the airport has seen rapid increase in demand for accommodation by FIFO workers. This has caused rental values to increase significantly as the suburbs of High Wycombe, Maida Vale and Forrestfield have become sought after suburbs.
- **Housing Development:** With the current growth in the rate of employment in industry, freight and airport staff the rate of housing development in the Shire has been rapid. In comparison with higher value land in coastal locations developable land in the Foothills is relatively more affordable. During the recent worldwide economic recession over 550 new houses were constructed in the Shire.
- **Sustainable Development Based on the Shire's Biodiversity Strategy:** The Shire has a relatively high percentage of remnant vegetation and natural areas compared with most Local Governments in Western Australia and it is intended to develop sustainably within the guidelines established in the Shire's Biodiversity Strategy.
- **Public Transport:** The Shire has relatively poor public transport service to Perth and its neighbouring regional centres. The Shire has been working with the State to plan for a rail link from the airport to a park and ride station in Forrestfield. Alignment planning has commenced and the Shire will continue its advocacy role in the future to secure improved bus services.
- **Facilitation of Tourism Development Opportunities:** The Shire has a number of tourism development opportunities that should be enhanced so as to improve the tourist visitations to the Shire. The challenge will be to engage effectively with Tourism WA to look for marketing priorities to increase visitation opportunities and product development.
- **Provision of Community Infrastructure and Facilities in Established and Newly Developed Areas:** The Shire maintains and enhances community infrastructure and facilities in established and newly developed areas. Future growth will place greater demand on existing and new facilities.
- **Optimisation and Rationalisation of Land Asset and Community Infrastructure and Facilities:** The Shire has an extensive land and property portfolio which in itself is not sustainable in terms of the levels of future funding needed to maintain and renew these assets. The Shire will embark on a program of optimisation and rationalisation over the next decade to assess and preserve assets where it provides a benefit to the broader community.
- **Urban Design and Streetscape:** There is an urgent need to lift the appearance of the Shire's activity centres particularly at Kalamunda, Forrestfield and High Wycombe through improved urban design and streetscape, with an emphasis on street trees, street furniture and public art.

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4. STRATEGIC ALIGNMENT

The Shire recognises that it must operate within a legislative framework and within the context of Federal and State Government Policy frameworks. *The KALAMUNDA ADVANCING: STRATEGIC COMMUNITY PLAN TO 2022* is constructed against this background and many of the strategic initiatives being pursued are aligned with broader strategic priorities that impact on the local community.

The following diagram identifies major plans at the Federal, State and Regional Government levels that have an influence over the Shire's strategic direction.



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5. INFORMING STRATEGIES

Over the past three years the Shire has been undertaking intensive planning and community engagement in order to bring together a suite of informing strategies and plans that will create the blueprint for future planning and service delivery.

- Informing Strategies like an Asset Management Strategy tell the local government how capable it is of delivering the services and assets required by the community, and Informing Strategies about specific issues, e.g. Disability Support Strategies also assist the local government to deliver the services, assets and projects required by the community.
- Informing Strategies allow a local government to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations.
- Informing strategies can inform other strategies, be informed by other components and be continually developed after other components are finalised.

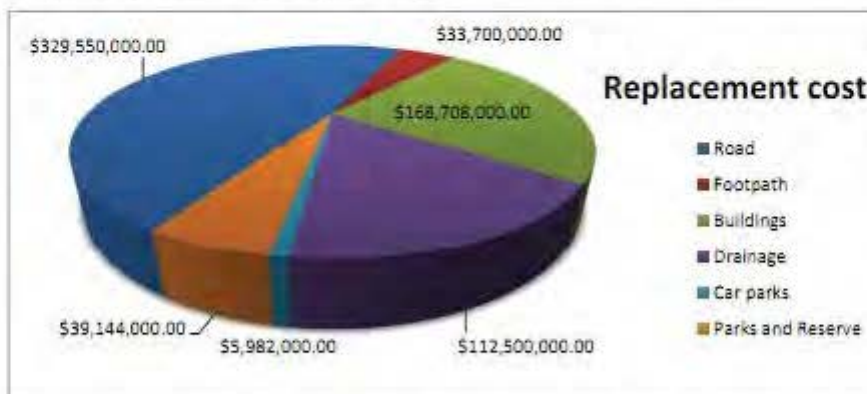
The following list of informing strategies will coexist together to build a rich picture of what the Shire needs to do over the next decade and beyond in all its major areas of service delivery to the community. These currently include:-

Shire of Kalamunda Informing Strategies	Review Due
• Community Engagement Strategy 2012	2022
• Local Planning Strategy 2012	2017
• Community Facilities Plan 2011	2022
• Economic Development Strategy 2009	2014
• Local Biodiversity Strategy 2008	2018
• Local Climate Change Adaptation Action Plan 2013	2023
• Asset Management Strategy 2012	2022
• Disabilities Access and Inclusion Plan 2012-2016	2016
• Cultural Plan 2006 (under review)	2013
• Youth Plan 2011	2016
• Local Bike Plan 2010	2020
• Aged Accommodation Strategy 2008	2014
• Community Safety & Crime Prevention Plan 2007 - 2010	2012
• HACC Business Plan 2008 - 2013	2013
• Land Assessment and Property Policy 2011	2016
• Long Term Financial Plan 2012- 2022	2016
• Strategic Workforce Plan 2012 -2022	2016
• Risk Management Plan 2012	2022
• Water Action Plan 2009	
• Weed Control Strategy	

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

6. COMMUNITY ASSETS

The Shire has a total infrastructure asset stock worth almost \$685 million. The diagram below shows how it is distributed between the major asset categories. With the vital road and transportation infrastructure representing 50% of the assets value, the Shire sees long-term planning as critical to managing its significant asset base.



The Shire has an extensive and impressive array of community assets, however the key issue for the majority of community facilities across the Shire is their aging state and the lack of renewal funding that has been allocated over the past two decades to their upkeep. This has left a significant funding legacy that the Shire will need to address in future years.

In 2011 a major review of the state of community facilities was undertaken. This resulted in the **Community Facilities Plan** being developed which lays out a program of capital works based on the growth and the needs of the projected future population of the Shire over the next 20 years. It also identified backlog works that should have been funded in past years and will need to be the focus of budget allocations in the next 5-10 years.

The **Community Facilities Plan** schedule of backlogs works was endorsed by Council in 2011 and is currently being implemented. The Plan is reviewed annually and budgets are allocated in line with the Plan. The following table highlights the funding required for the renewal of the various community asset groups over the next 10 years.

Community Facilities Plan - 10 Year Capital Budget Summary 2011-2021	Total (in 2011 \$)
Parks	\$26,463,410
Sports Grounds and Facilities	\$46,496,143
Recreation Centres	\$16,819,563
Aquatic Facilities	\$300,000
Community Centres	\$62,821,450
Libraries	\$13,239,520
Cultural Facilities	\$1,500,000
Total	\$169,240,086

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

7. OUR VISION

The Shire will have a diversity of lifestyles and people. It will take pride in caring for the natural, social, cultural and built environments and provide opportunities for people of all ages.

Our Vision Story

Our history is steeped in pioneers that have left a very clear imprint on the landscape of the Shire of Kalamunda. The foothills and the hills over the past 40 years to a large extent have been overlooked by development but this era is about to change.

By the Year 2022:-

- Our people live in harmony in diverse, healthy and connected communities.
- We celebrate our rich cultural creativity and heritage that defines us.
- Our town centres are being revitalised and are distinctive and inviting.
- Our residential areas are safe and built with quality.
- We have protected and enhanced the pristine remnant bushland responsibly for future generations to enjoy.
- Our local economy is strong and offers a wide range of employment choice and access to education opportunities for all those wishing acquires skills.
- We have learned to use all our resources wisely, we always listen to our community and we lead openly and ethically.
- We have a deeply engrained progressive attitude to all we do and we will build infrastructure that is state of the art.
- We are a sought after eco tourism destination and our small businesses are thriving.
- We are all proud to be citizens of Kalamunda.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

8. OUR VALUES

Core Values

Service

- We deliver excellent service by actively engaging and listening to each other

Respect

- We trust and respect each other by valuing our difference, communicating openly and showing integrity in all that we do

Diversity

- We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities

Ethics

- We provide honest, open, equitable and responsive leadership by demonstrating high standards of ethical behaviour

Aspirational Values

Creativity

- We create and innovate to improve all that we do

Courage

- We take risks that are calculated to lead us to a bold new future

Prosperity

- We will ensure our Shire has a robust economy through a mixture of industrial and commercial development

Harmony

- We will strive to retain our natural asset in balance with our built environment

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

9. STRATEGIC PRIORITIES, SERVICES, OBJECTIVES, STRATEGIES AND OUTCOMES

The following six Priority Areas will provide the framework for the delivery of services to the community.

Each Priority Area provides overarching concepts that together articulate the scope from which the Shire will operate. The Priority Areas are not independent of each other they are intrinsically interrelated and interdependent upon each other for success to be achieved.

"The whole is greater than the sum of its parts"

For the purpose of a framework the Shire chooses to state each area so that services and projects can be aligned and measured with greater ease and clarity.

The 6 Strategic Priorities to guide the Shire through the next ten years will be:-

SP 1 - Kalamunda Cares	Looking after our people
SP 2 - Kalamunda Interacts	Providing our people with social and cultural enjoyment
SP 3 - Kalamunda Develops	Using our land and assets diversely and effectively
SP 4 - Kalamunda Employs	Supporting our industries and businesses to facilitate local employment for our people
SP 5 - Kalamunda Clean and Green	Ensuring the sustainability and the integrity of the natural environment
SP 6 - Kalamunda Leads	Providing good government.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 1: Kalamunda Cares: Looking after our people

- Inclusive communities
- Healthy communities
- Safe and secure communities
- Quality facilities

Our people are our future. Healthy, happy, connected and socially robust communities will be the key to achieving the future vision for Kalamunda. Kalamunda Cares will be a priority area that represents how critically important it is to get services right for the many and varied demographic groups and diverse communities of interest that exist within the Shire.

It is through the ongoing delivery of high quality community facilities and services that the Shire will meet its obligations under the priority area of Community Cares.

The Shire has a diverse range of community programs and services that target the different demographic cohorts within the community that have great need. These include our youth, our elderly, our families and our people with disabilities. The Shire has a strong volunteering sector, currently 32% of the population volunteer their time to the local community.

The next ten years will be extremely challenging for the Shire as it works toward renewal and optimisation of its community facilities which provide the accommodation for all its community groups and community care services.

The Shire has many ageing community facilities in need of renewal as well as an under provision of community facilities in the foothills growth area.

Over the next decade the Shire will place its focus on the renewal and activation of new community facilities in the foothills district. The Shire will work towards developing future focussed digital community hubs. These centres will be developed as **'multi-purpose hubs'** or precincts, servicing a wide range of community groups. The activities and facilities planned for each of the three hubs will be different yet complement each other. At the same time the hubs will work together collaboratively to provide the best possible range of community-accessible support services, particularly for the expanding suburbs of Forrestfield, High Wycombe, Wattle Grove and Maida Vale.

It is vitally important that the Shire focuses its attention over the next decade on ensuring it can provide the community services that will be relevant to the emerging modern family units such as FIFO families who are now locating to the foothills districts.

Challenges for our residents living in the eastern Hills region are also significant as changing land use patterns impact upon traditional lifestyles such as orcharding and we see an increase of self-funded retirees heading away from suburbia for the 'tree change' lifestyles. As a result new services will emerge.

The Shire will grow and expand on its successful aged care, seniors and disabilities programs. Making the Shire more accessible for the elderly will be a major challenge as our

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

population ages. It will be a critical decade for the transformation of the Shire's facilities to become 'Baby Boomer' ready.

The Shire will continue its strong commitment to community safety through the provision of emergency management and ranger services, and will seek out new programs and services to enhance community safety as well as reduce crime and antisocial behaviour.

We will see a trend toward making places accessible and more highly valued so they are better utilised and protected through increased usage and visitation. We will design out crime through the collective effort of the community and the Shire working closely and using serious creativity to find new solutions to old problems.

Services	Objective	Strategies
Community Care Services;	1.1 To be a community that cares for its aged and frail and those less fortunate than others.	1.1.1 Continue to deliver, expand and improve aged cares services through effective business planning and management. 1.1.2 Continue to deliver relevant and effective seniors programs. 1.1.3 Plan for and provide ongoing support for people with disabilities to feel included within the community. 1.1.4 Monitor trends and reform in aged care including funding opportunities.
Property Services	1.2 To ensure the aging population has housing choice.	1.2.1 Collaborate with residential care providers to increase the number of residential care places in within the Shire
Youth Services	1.3 To be a community that embraces its youth so that deep intergenerational bonds are formed.	1.3.1 Plan for and deliver activities for the Shire's youth cohort in line with the Youth Plan. 1.3.2 Facilitate the delivery of a youth services community hub to provide a centre for youth interaction.
Community Safety and Fire Services	1.4 To ensure the community has the resilience to respond and protect itself from danger and disasters.	1.4.1 Coordinate and support the ongoing functions of the Local Emergency Management Committee. 1.4.2 Provide adequate resources to ensure the Shire is well prepared for a disaster or danger that may confront its community. 1.4.3 Continue to deliver a range of fire management services to the community in partnership with the State and local volunteer services.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Community Safety and Ranger Services	1.5 To provide a safe environment for the entire community to enjoy.	1.5.1 Provide support for community safety through education and awareness raising programs. 1.5.2 Develop, implement and review the Shire's Community Safety Plan. 1.5.3 Work in partnerships with the community and other levels of government and organisations to achieve lasting improvements in community. 1.5.4 Provide a well-resourced and responsive rangers service for the community.
Graffiti Removal Service	1.6 To ensure the Shire is free of anti social graffiti vandalism.	1.6.1 Provide a responsive graffiti management service. 1.6.2 Promote and support positive urban art programs within the Shire.
Health Services	1.7 To improve, create and promote a healthy environment and lifestyles for the community.	1.7.1 Review, develop and implement "world class" environmental health policies and procedure. 1.7.2 Monitor trends in public health to ensure the Shire and its community are prepared for public health risks. 1.7.3 Prepare and implement a Local Community Health & Wellbeing Plan.
Community Development Services	1.8 To support local community groups to grow, prosper and shape the future of Kalamunda.	1.8.1 Provide leadership and management assistance to local community groups and organisations. 1.8.2 Identify and partner in funding opportunities to support the financial sustainability of local community groups. 1.8.3 Proactively investigate opportunities that facilitate the establishment and/or growth of local community groups with a common interest. 1.8.4 Support and encourage opportunities to increase volunteering within the Shire. 1.8.5 Provide developmental programs and initiatives to support community leadership and sustainability of community groups.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Community Development Services	1.9 To ensure the provision of high quality facilities to meet the needs of our current and our future community.	1.9.1 Support and deliver a long term approach to community facilities planning. 1.9.2 Investigate and identify the potential for joint ventures or partnerships in the provision of community facilities. 1.9.3 Provide high quality community hubs and facilities that are modern and functional. 1.9.4 Rationalise community facilities through the establishment of multifunctional facilities and co-location of user groups where applicable.
Outcome: Our people will live in harmony and thrive in diverse, safe, healthy, caring and inclusive communities.		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring the Success of Strategic Priority 1 - Kalamunda Cares: Looking after our people

In order to assess the Shire's success of the following outcome –

- Our people will live in harmony and thrive in diverse, safe, healthy, caring and inclusive communities.

The following Indicators will be measured annually and reported in the Shire's annual report

Indicator	Baseline data	Target
Satisfaction of users with aged care & seniors programs	To be developed	To be able to measure satisfaction levels annually from 2014
Satisfaction with youth initiatives	To be developed	To be able to measure satisfaction levels annually from 2014
Shire's safety perception	In 2011 66% of the community felt safe	To increase percentage incrementally over time by 2022
The level of satisfaction with support given to community groups	To be developed	To be able to measure satisfaction levels annually from 2014
Number of people volunteering	In 2011 32% of the community volunteered	To increase percentage incrementally over time by 2022
The level of satisfaction with the standard of community facilities	In 2011 59% of the community were satisfied	To increase percentage incrementally over time by 2022

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 2: Kalamunda Interacts: Providing our people with enjoyment

- Vibrant and fun events
- Activated cultural facilities
- Expression through the arts
- Connection through history and education
- Fit and healthy people

The Shire of Kalamunda is a community that prides itself on its cultural attributes and connectedness. This is now a way of life for the community and it includes art, theatre, music, language, customs, food, fashion, historic heritage, architecture, sport, recreation, events, natural environments and built environments. A community's culture is formed from shared values, perceptions, attitudes and aspirations. It is both what defines a community's identity and the means by which that identity is expressed.

It is through ongoing interaction within the community that community cultural development will be pursued. We will seek to enshrine our cultural values through community arts and together develop new and exciting ways to express and enhance our culture.

Kalamunda Shire already has a deep soul which makes it a unique place to live. Being situated within a rich array of cultural and recreational assets that are highly valued by the community presents the Shire with a well-developed base from which to deliver opportunities for great enjoyment and pleasure to its community.

Within the town site of Kalamunda exists cultural assets that no other metropolitan town site can boast. The Kalamunda Performing Arts Centre, the Heritage buildings, the Kalamunda Dramatic Society, the Zig Zag Cultural Centre, a library, a History Village Museum and the northern terminus for the Bibbulmun Track provide Kalamunda with rich cultural diversity in setting that is bound by nature's glory. These assets are given vibrancy through the connections within the town site to the eateries, picnic areas weekend markets and general aesthetics and quaintness of the Kalamunda Town site.

In order to capitalise and leverage on these wonderful attractions the Shire will work in partnership with its community cultural groups and develop community action plans that maximise the utility of these assets.

Draft Kalamunda Advancing: Strategic Community Plan to 2022

The key areas for community cultural development will be through enhancements of:

- **Arts:** Arts are an expression of culture and refer to the full range of creative expression. This includes but is not limited to, drama, visual arts, performance, music, film, literature, dance, crafts, community arts and community entertainment.
- **Heritage:** Encompasses a community's evolving history, both oral and material. It includes stories, architecture, artefacts, events, way of life, documents and land use. It refers not only to the past but aspects of present day life.
- **Recreational:** Diverse recreational opportunities are encouraged and promoted through development of public initiatives and facilities and the appropriate regulation of private operations. A range of active and passive recreational opportunities are pursued to support our diverse community and visitor base.
- **Education and Life Long Learning:** Providing opportunities that will encourage and stimulate people to acquire knowledge and skills throughout their lives.

Services	Objective	Strategies
Cultural Services	2.1 To stimulate active participation of the broader community in artistic practice to create social change through collaborative cultural development.	2.1.1 Ensure the Zig Zag Cultural Centre is a focal point for community cultural development to grow and thrive. 2.1.2 Ensure the Kalamunda Performing Arts Centre is promoted and well utilised by the community. 2.1.3 Support existing cultural activities and provide opportunities to establish new initiatives for community cultural activities in partnership with community group, arts groups and networks. 2.1.4 Review and implement the Shire's Cultural Plan to ensure cultural development is pursued through a guiding long term plan developed in partnership with the community.
Functions and Events Services	2.2 To provide high quality and age appropriate entertainment for the benefit and happiness of our community	2.2.1 Continue to provide a range of events and festivals that target the many different demographics and interest groups within the community. 2.2.2 Investigate funding opportunities and partnerships to enhance existing events and festivals or facilitate the establishment of new events and festivals. 2.2.3 Provide high quality community recognition events and citizenship ceremonies. 2.2.4 Annually review the program of events and festivals and ensure evaluations are demonstrating value and the desired effect is being achieved.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

<p>Recreational Services</p>	<p>2.3 To encourage and facilitate healthy lifestyles through regular participation in recreational and leisure oriented activities.</p>	<p>2.3.1 Manage sporting infrastructure and reserves to maximise their utilisation and minimise duplication and the cost of service provision to the community.</p> <p>2.3.2 Undertake effective public open space planning to ensure an appropriate balance exists between active and passive recreations space provision.</p> <p>2.3.3 Plan for the improvement and expansion of the existing shared pathways network to ensure a high quality and consistent network is provided for walking, cycling and recreational hiking.</p>
<p>Education and Life Long Learning Services</p>	<p>2.4 To be a community that values life long learning.</p>	<p>2.4.1 Provide modern, relevant and quality library facilities and services to support the pursuit of life long learning for the community.</p> <p>2.4.2 Undertake active engagement with library users and non library users to identify a range of programs and contemporary services to increase utilisations of our libraries.</p> <p>2.4.3 Interact with other education providing services to identify synergies and partnership opportunities.</p>
<p>Outcome</p> <p>A community that is enriched and deeply connected through a diverse range of cultural opportunities, experiences, events and lifelong learning</p>		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring the Success of Strategic Priority 2: Kalamunda Interacts: Providing our people with enjoyment

In order to assess the Shire's success of its outcome:-

- A community that is enriched and deeply connected through a diverse range of cultural opportunities, recreational experiences, events and lifelong learning.

The following set of indicators will be measured and reported in the Annual report.

Indicator	Baseline data	Target
Participation and usage	To be developed	To be able to measure utilisation levels of Cultural, Recreation and Library facilities annually from 2014
Participation at Shire held events	To be developed	To improve on baseline levels incrementally annually
Satisfaction with community facilities	Baseline data from 2011 Community Satisfaction survey	To improve on baseline levels incrementally annually
Satisfaction with programs and activities	Baseline data from 2011 Community Satisfaction survey	To improve on baseline levels incrementally annually

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 3: Kalamunda Develops: Using our land and assets diversely and effectively

- High quality built environment
- Accessible and modern public open spaces
- Activity centres activated and modernised
- Town centres are improved and developed
- Rural areas have clarity about future development

The Shire of Kalamunda's role in facilitating the built environment will be to develop and put in place planning measures to support the sustainable growth of the Shire and encourage investment in industry. Development decisions will seek to encourage innovative and environmentally sensitive design, ensure infrastructure and open spaces are linked with functional pedestrian, vehicle and bicycle networks to ensure the future needs of the community are met to a high standard.

The Shire prides itself on being environmentally friendly. It understands it has a significant role in ensuring the interface between urban growth and the natural environment is carefully planned and managed in a balanced fashion. The Shire will continue to ensure a high level of well-maintained and accessible public open space is provided to the community. The Shire's Local Planning Strategy will guide Council in determining the vision and strategic land use direction over the next twenty years in line with State policy - *Directions 2031 and beyond*.

The Shire's projected population profile suggests that by 2031 one third of the population will be over 55 years of age. The existing housing in the Shire was not intended for this and the Shire will need to facilitate the provision of affordable housing, independent living and aged care facilities otherwise the Shire will have a shortfall in aged accommodation and residential care places.

The future of the Special Rural areas of the Shire is increasingly under economic pressure owing to its close proximity to the Perth CBD and the encroachment of 'urban' uses. There is a growing need for well located industrial land to serve the expanding freight industry and provide employment for the residents of the Shire. Rapid growth on Perth Airport land is having an impact on the Shire and the Shire needs to facilitate the changes to take advantage of the employment opportunities that are projected.

In the eastern hills region of the Shire the future of the orchard areas needs to be reviewed in the light of social economic and environmental pressures. Any change in land use will be a challenge for the Shire and the State Government alike as fertile growing land comes under pressure from landowners who want to subdivide and/or retire their orchards. The Shire will need to find the balance in this region over the next decade.

In alignment with State Government direction to increase densities in urban areas, the Shire needs to improve the urban design and streetscape qualities particularly within the Shire's activity centres to make them more attractive. Activity centres are core to attracting quality urban infill housing. The Shire throughout its foothills suburbs will need to focus on

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

facilitating urban infill in order to regenerate and turnover the housing stock that currently exists. The Shire has a window of opportunity in this decade, due to the economic slowdown, to progress this goal as the foothill suburbs are in closer proximity to the CBD than outer metro green field sites of the northern and southern corridors of the metropolitan area.

Managing the Shire's assets will be paramount in the next decade. The Shire has an oversupply of extremely old infrastructure and has accrued a significantly large infrastructure backlog due to investment in assets not keeping abreast of asset deterioration in the past two decades. In order to fund the asset backlog and future community facilities the Shire will pursue its land development strategy and sale of surplus to requirement land to raise funds for infrastructure development.

Public transport from the Shire to the Perth CBD is another key issue. Bus services need to be improved with the introduction of rapid transit buses into the City as well as additional local north-south bus connections to adjoining activity centres such as Midland and Cannington. The recent announcement about a rail link to Forrestfield has been welcomed news. Planning for the rail corridor has begun and the Shire will continue to advocate for this project to be fully funded and delivered expeditiously.

Services	Objective	Strategies
Strategic Land Use Planning	3.1 To ensure land use plans provide long term sustainable population growth.	3.1.1 Develop, implement and review strategic land-use plans and policies which guide the location and sustainability of industrial, commercial and residential areas within the Shire. 3.1.2 Continue to pursue opportunities for new development and streetscape outcomes through the implementation of Town Centre Improvement Plans 3.1.3 Implement and review structure plans to consolidate Shire services in key activity centres in Forrestfield and Kalamunda. 3.1.4 Facilitate the development of industrial land within the Shire. 3.1.5 Pursue integrated land use planning so that alternative transport modes are incorporated into the structure Plan process. 3.1.6 Continue to work collaboratively with State government and agencies to deliver strategic land use plans, policies and initiatives.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Strategic Land Use Planning Services	3.2 To effectively plan for the diverse range of housing stock that will be required to meet the social and economic needs of the Shire's changing demographics.	<p>3.2.1 Facilitate the delivery through strategies and policy development of a diverse range of housing within the Shire to ensure inclusiveness in population accommodation.</p> <p>3.2.1 Facilitate the delivery of suitable housing options for the aged population and people with special needs through a range of smaller and affordable homes and unit dwellings.</p> <p>3.2.3 Engage with stakeholders to determine the most appropriate land use strategy for the future of the Hills Orchard Region.</p>
Planning, Development and Building Services	3.3 To ensure that the Shire's development is in accord with the Shire's statutory and legislative obligations and accepted urban design planning standards.	<p>3.3.1 Provide efficient building and development approval services to the community.</p> <p>3.3.2 Undertake efficient monitoring and compliance of building developments within the Shire.</p> <p>3.3.3 Monitor trends in environmentally sustainable development and wherever possible implement or encourage use of passive solar design, water re-use and alternative energies.</p> <p>3.3.4 Encourage the establishment of smart hi tech building development within the Shire to prepare our community for the future.</p> <p>3.3.5 Incorporate best practice principles for designing out crime and encourage private developers and owners to do the same</p>
	3.4 To enhance and protect the historic heritage of the Shire.	3.4.1 Continue to support the preservation of historic sites and buildings within the Shire through the review and implementation of the Shire's strategic plans and policies.
Asset Management, Services and Engineering Design Services	3.5 To enhance and promote a desirable and recognisable image for the Shire.	3.5.1 Support the creation of quality streetscapes particularly at Shire entry points.
	3.6 To ensure the optimal management of assets delivers continuity of services to the community.	<p>3.6.1 Ensure the Shire has long term asset plans in place for each of its asset categories and these plans are reviewed regularly.</p> <p>3.6.2 Develop financially sustainable funding models to ensure the Shire can adequately fund its asset plans.</p>

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
		3.6.3 Seek funding opportunities wherever possible to increase asset stock within the Shire either through public private partnership or government and agencies funding.
Building Maintenance Services, Engineering Construction & Operations Services, and Parks Services	3.7 To ensure the selection, maintenance, inspection, renewal and disposal of all categories of assets within the Shire is managed efficiently.	3.7.1 Maintain, refurbish or upgrade existing infrastructure, reserves, local roads, verges and drainage networks to encourage increased utilisation and extension of asset life as prescribed in the Shire's asset management plans. 3.7.1 Ensure adequate processes and procedures are in place to achieve efficacy in asset management.
<p>Outcome</p> <p>A built environment of high quality and maximum utility for the current and future community to enjoy.</p>		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring Success Strategic Priority 3: Kalamunda Develops: Using our land and assets effectively

In order to assess the Shire's success of its outcome:-

- a built environment of high quality and maximum utility for the current and future community to enjoy

The following set of indicators will be measured and reported in the Annual report.

Indicator	Baseline data	Target
Strategic direction of the State Government	Land identified in Directions 2031 and outer growth metropolitan strategy for residential greenfield and infill development	Rezone land for residential use
Strategic direction of the State Government	Industrial Land identified in the Economic Development Lands Strategy for Industrial Development	Rezone land for industrial use
Landscapes and Streetscapes	As outlined in the Local Housing Strategy	Provision of street trees to existing and planned urban centres through land use development
Lands Sales Indicator	Budgeted sales per annum	Sales occur within 85% of projections
Asset Sustainability Ratio	The ratio demonstrates that capital renewal and replacement expenditure exceeds depreciation expense or the consumption of non-current assets. The preferred benchmark should be greater than 1. In 2011/12 the ratio was TBA	To be above benchmark annually
Asset Consumption Ratio	This ratio highlights the aged condition of a local Government's physical assets. In 2011/12 the ratio was TBA.	To be above benchmark annually
Asset Renewal Funding Ratio	The ratio is a measure of an unfunded gap between planned capital expenditure over the next 10 years with the required capital expenditure over the next 10 years to sustain assets.	To reduce the gap annually

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 4: Kalamunda Employs: Supporting our industries and businesses

- Modern industrial precincts
- A state of the art business activity centre
- Thriving eco-tourism destination
- The home of boutique and specialised retailing and franchises
- A collaborative and active business community

The purpose of strong local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation. A strong local economy will provide the economic wellbeing that underpins the long term sustainability of a community.

The Shire will over the next decade have its greatest ever opportunity to facilitate and nurture its local economy through the development of new and innovative industrial precincts.

Over the past three years, the Shire has strategically assessed the potential land holdings within the Shire in light of a number of related strategic planning documents in particular the Economic and Employment Land Strategy produced by the State Government, the Westralian Airport Corporation as well as the Shire's recently drafted Local Planning Strategy. These strategies and studies have duly recognised the potential, proximity and accessibility of the land within the Shire, particularly in and around the **Forrestfield High Wycombe Industrial area** to the extent that it can no longer be ignored. If developed correctly, this land will be significantly important to the economy of the State. The Shire is taking deliberative action to proactively and strategically plan toward bringing this land to market in the next five years.

This region east of the Perth Airport will not only provide affordable residential housing options within a 15 to 20 minute journey to Perth CBD, it will also deliver a servicing hub which will seek to meet the future demands of the State's resource sector over the next 50 years.

Public transport infrastructure will be a key contributor for creating the vision before us through the creation of Transport Oriented Development. Public transport infrastructure and networks need to be planned for now whilst land reserves are available to be set aside.

The Shire envisions a new 'Business Activity Centre' to emerge to service the resource sector in and around the Forrestfield area. The Shire seeks to plan this land area in such a way that it will lead to investment attraction from the resource sector as well as the potential for public private partnerships to assist with the provision of high order community infrastructure, which could extend to public transport.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

The Shire seeks to establish this new major activity centre with a commercial zone to act as headquarters to attract resource sector corporations in 'a yet to be designed' high end commercial hub located in an area identified as future urban under the Local Planning Strategy. This hub will be co-located with commercial services, retail and transport in close proximity to a diverse mixed range of affordable housing options in the surrounding suburbs of High Wycombe, Forrestfield, Maida Vale and Wattle Grove, Lesmurdie and Kalamunda.

Another key industry sector for the Shire is the ongoing development of the Perth Hills eco-tourism brand. With its national parks, rolling valleys and delightful village centres, including Gooseberry Hill, Kalamunda Town Centre, Bickley and Pickering Brook, the Perth Hills offer an enticing getaway for day-trippers and weekend visitors.

Growth of the tourism industry is currently restricted due to the hills region being within a water catchment area. This limits the ability of tourism operators to dispose of large quantities of waste water. The Department of Water will not support and require operators to install advanced alternative treatment units which can be cost prohibitive to future tourism developers. If tourism growth is to be encouraged the Shire will need to investigate opportunities for addressing the current waste water disposal issue.

The Zig Zag Cultural Centre provides a starting point for visitors to gather information before exploring the natural beauty of the native jarrah and marri forests in the national parks, admiring seasonal wildflowers and the flowing creeks and waterfalls. Capitalising on its natural assets, the Shire needs to promote and nurture its fledgling hospitality industry and attract greater tourism investment into the Perth Hills.

Services	Objective	Strategies
Economic & Property Services	4.1 To create a world class precinct for industrial and commercial land development.	4.1.1 Proactively work with the Perth Airport to leverage opportunities for the Shire in relation to the expansion of the airport. 4.1.2 Develop and regularly update a profile of the Shire to assist in the attraction of companies to the new industrial precincts. 4.1.3 Encourage new commercial development to locate in the Shire to provide local employment opportunities for knowledge workers living within the Shire. 4.1.4 Promote the Shire's new industrial land releases as a hub for high tech or resource sector investment. 4.1.5 To provide proactive business advice and information support services for businesses located in the Shire's industrial and commercial precincts.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Property Services	4.2 To deliver alternative funding strategies through property development to fund future investments in community.	4.2.1 Implement a strategic and measured process to ensure that the Shire is transparent and accountable in all land asset acquisitions, transfers and disposals. 4.2.2 Continue to pursue the Shire's land asset rationalisation and development strategy. 4.2.3 Assess and preserve land reserved for public purpose where it provides a benefit to the broader community. 4.2.4 Prepare a Public Open Space Strategy to ensure equitable balance between development and public purpose land is maintained.
Economic Development	4.3 To facilitate increased economic activity within the Shire.	4.3.1 Support initiatives and partnerships with service providers and agencies to assist in the provision of access to employment, education and training. 4.3.2 Proactively engage and partner with local and regional businesses to support further economic development.
Economic Services; Events & Marketing Services; Cultural Services	4.4 To be recognised as an excellent tourism destination with high levels of patronage.	4.4.1 Develop and establish the Shire with a recognised brand through the cross promotion of festivals and activities occurring in the Shire. 4.4.2 Ensure tourism development is integrated into land use planning in regards to the Perth Hills. 4.4.3 Continue to support and develop the Zig Zag Cultural Centre as a key attractor for visitors to the Shire. 4.4.4 Identify funding and project opportunities to enhance the Shire both for residents and as a destination for visitors. 4.4.5 Investigate opportunities to address the current restrictions and barriers facing tourism developments. 4.4.6 Work closely with Tourism WA and the region's local authorities and to leverage opportunities to expand the Shire tourism product.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Executive Services	4.5 To be courageous and tenacious in the pursuit of benefits from the State and Federal Government through effective advocacy.	4.5.1 Continue to advocate to all levels of government for the delivery of appropriate public transport options for the Shire and the region. 4.5.2 Work with relevant State Government agencies to facilitate the delivery of industrial land areas in the foothills areas of the Shire. 4.5.3 Actively seek opportunities to advocate for the delivery of improved high speed high tech communication infrastructure. 4.5.4 Maintain strong and effective links with all other levels of Government and leverage opportunities as they arise.
	4.6 To foster regional collaboration within Perth's Eastern Region	4.6.1 Through the regional council undertake planning within a regional context for high order infrastructure and major transport links. 4.6.2 Investigate opportunities for regional collaboration to deliver services.
Outcomes <ul style="list-style-type: none"> • The Shire is a new hub for business investment in the Perth metropolitan area. • The Shire has global companies operating from its new industrial precincts. • The Shire has a very high level of employment self-sufficiency and employment self-containment. • The Shire is recognised as a tourism destination. 		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring the Success of Strategic Priority 4: Kalamunda Employs: Supporting our industries and Businesses

In order to assess the Shire's success of its outcomes:-

- The Shire is a new hub for business investment in the Perth metropolitan area.
- The Shire has global companies operating from its new industrial precincts.
- The Shire has a very high level of employment self-sufficiency and employment self-containment.
- The Shire is recognised as an eco-tourism destination.

The following set of indicators will be measured and reported in the Annual report.

Indicator	Baseline data	Target
Business investment	To be developed using Remplan	To be developed
Number of new companies	Annual analysis of the rates data base.	To be developed
Employment self sufficiency	The number of jobs available in the Shire divided by the number of people wanting to work in the Shire will be measured at each census.	Increasing every five years
Employment self containment	The number of jobs occupied by a person living the Shire will be measured at each census	Increasing every five years
Visitation	The number of visitors to the visitors centre per annum	Increasing annually
Perception of Shire of Kalamunda as a tourism destination	To be developed	To be developed

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 5: Kalamunda Clean and Green: Caring for the natural environment

- Biodiversity conservation leadership
- Community involvement
- Environmental sustainability
- Modern waste management

The Shire is in the South-West bioregion of Western Australia, which is Australia's only globally recognised Biodiversity Hotspot. This truly ancient landscape supports at least 5,000 species of locally endemic species of vascular plants. Some of these species are now rapidly declining in their distribution and abundance over the landscape and unless action is taken to restore the ecosystems that these species comprise many of them face an uncertain future.

The Shire contains 14 different identified vegetation complexes each with their own representative soils flora and fauna, some of which are under excessive pressure due to increasing amounts of urban encroachment. The Forrestfield and Southern River vegetation complexes are both classified as being locally and regionally rare as a result of development encroachment.

The protection of natural resources from the impact of unsustainable development is a driving factor in the Shire's land use planning strategy. Kalamunda is recognised for its protection, management and promotion of the natural environment to ensure a lasting legacy for future generations. Whilst it is recognised that the Shire must grow and develop, it is also recognised that there will be a significant challenge in the near future to ensure the balance between environmental conservation and development.

The Shire has shown strong environmental management credentials to date and the next decade will bring forth many compromises between the retention of natural species and the desire to increase density in the foothills area in particular. How well these compromises are managed will depend on sound strategies, robust environmental assessments and effective decision making frameworks and innovative environmental recommendations.

The provision of adequate waste disposal in the future is a challenge for the Shire, and for all local governments. As landfills become undesirable and the cost of high-tech disposal solutions are highly geared and risky the Shire will need to be very careful in how it works with its fellow regional council members through the Eastern Metropolitan Regional Council (EMRC) to ensure a good result for the community.

Reuse and recycling will inevitably become even more prolific in the next decade. The Shire will need to be proactive in ensuring it can facilitate recycling stations for the many and varied products that will emerge and create new recycling markets.

The Shire contains several former landfill sites which are classified as suspected contaminated sites requiring further investigation. The Shire will need to implement a long term strategy to address the issues pertaining to these sites.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Environmental Services	5.1 To clearly identify the Shire's role in managing, promoting and enhancing the environmental values and biodiversity of the Shire in partnership with the community.	5.1.1 Develop and implement an overarching Environmental Plan that can guide the Shire's decisions on environmental management and protection. 5.1.2 Support, facilitate and engage with environmental community groups and friends of bushland groups. 5.1.3 Identify collaborative on-ground projects that can be achieved in partnership with the community, 5.1.4 Continue regional collaboration through the EMRC to deliver regional scale environmental projects. 5.1.5 Continue to improve environmental values in the region through the implementation of education programs.
	5.2 To manage and enhance the Shire's local bushland reserves, Local Natural Areas and Biodiversity Conservation areas.	5.2.1 Implement and regularly review the Shire's Biodiversity Strategy. 5.2.2 Continue planting local provenance species in road reserves and wildlife corridors to maintain the biodiversity conservation values of the Shire. 5.2.3 Implement effective land management practices for pest management and the control of invasive weeds. 5.2.4 Economic appropriate management controls are implementation through the land development process.
	5.3 To reduce the Shire's carbon footprint and prepare the Shire for adapting to the impacts of climate change.	5.3.1 Monitor power and fuel usage from the Shire's operations and activities and develop actions that can minimise usage levels. 5.3.2 Actively investigate and encourage the use of alternative renewable energy for Shire owned facilities and equipment. 5.3.3 Review, implement and monitor local and regional plans and initiatives to assist the Shire to mitigate and adapt to climate change impacts.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Environmental Services; Parks Services; Design and Asset Management.	5.4 To manage the use of water sustainably within the Shire.	<p>5.4.1 Ensure water reserves in the catchment areas are protected through the preparation of an overarching drainage strategy to improve water quality.</p> <p>5.4.2 Investigate water harvesting, and other such means of providing alternative water supplies for the Shire.</p> <p>5.4.3 Develop a public open space strategy that identifies opportunities to reduce consumption of bore and scheme water.</p> <p>5.4.4 Actively encourage adoption of water sensitive technologies and practices in Shire owned buildings and facilities design and new developments.</p>
Waste Management Services	5.5 To reduce the amount of waste produced and increase the amount of reuse and recycling of waste.	<p>5.5.1 Provide regular and reliable resource recovery collection services to the community.</p> <p>5.5.2 Identify initiatives and encourage residents to minimise waste generation and support resource recovery rather than traditional waste disposal.</p> <p>5.5.3 Participate in ongoing recycling and waste minimisation and resource recovery initiatives in partnership with the regional council.</p>
Health Services	5.6 To ensure the Shire's contaminated sites are reclassified to enable future land uses.	<p>5.6.1 To investigate all Shire controlled contaminated sites and identify potential risks and issues that can be mitigated in line with DEC requirements.</p> <p>5.6.2 Develop future land use strategies for reclassified sites.</p> <p>5.6.3 Identify funding sources to enable investigations and any required remediation and land use planning to occur.</p>
<p>Outcomes</p> <ul style="list-style-type: none"> • Greater protection and enhancement of bushland reserves, local natural areas and overall biodiversity conservation • Decreasing energy consumption • Sustainable water management • A reduction in per capita waste produced • A decrease in the production of greenhouse gas emissions 		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring the Success of Strategic Priority 5 – Kalamunda Clean and Greens: Caring for the natural environment

In order to assess the Shire's success of the following outcomes –

- Greater protection and enhancement of bushland reserves, local natural areas and overall biodiversity conservation
- Decreasing energy consumption
- Sustainable water management
- A reduction in per capita waste produced
- A decrease in the production of greenhouse gas emissions

The following Indicators will be Measured annually and reported in the Shires annual report

Indicator	Baseline data	Target
Biodiversity ratio	To be developed	To be developed
Energy consumption	To be developed	To be developed
Water consumption	To be developed	To be developed
Waste production level	To be developed	To be developed
Greenhouse Gas Level	To be developed	To be developed

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Strategic Priority 6: Kalamunda Leads: Providing good government

- Participative democracy
- Corporate capacity and capability
- Outstanding leadership
- Wide and diverse representation

The Shire of Kalamunda is committed to delivering the best governance it can to its community. In the pursuit of this goal the Council and the Administration have adopted eight key principles to guide the best practice governance outcomes within the Shire.

The Principles are outlined as follows;

Principle 1: The Shire's administration relationship with the Council is clear.

Principle 2: The Shire's management and oversight is accountable and clearly defined.

Principle 3: The Shire plans its operations to achieve its goals.

Principle 4: Ethics and integrity are embedded in the organisation's values and operations.

Principle 5: The organisation safeguards financial integrity and accountability.

Principle 6: The Shire communicates in a way that is accessible, open and responsive.

Principle 7: The Shire identifies and manages its risks.

An important organisational focus for the Shire of Kalamunda is ensuring services respond to local needs and are maintained at a high standard. Global, national, regional and local changes, whether environmental, economic, social or political, require continued reassessment of all services and infrastructure in meeting the community's needs.

Central to responsiveness is ensuring that services are of high standards, that service-users know what to expect and the Shire meets those expectations and standards consistently.

While some Shire services are used by most residents – like waste management or roads – many others are focused on particular groups such as seniors or children's services. It is important that there is clear information, readily available, outlining the services Council provides and how they can be accessed.

There is also a clear expectation that the Shire will engage the community in both shaping and designing its services, as well as seek regular feedback on how well those services are performing.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

There has been declining State and Commonwealth funding to local government, with grants not keeping up with real-cost increases and economic growth. Additionally, in many areas there has been a continued issue of cost-shifting: where existing funding agreements fail to keep up with rising service costs, or responsibility is placed on the Shire with no, or inadequate, resources to support this. As a consequence, local communities are spending more to maintain existing services or meet obligations.

As the Shire needs to deliver more efficient, effective and responsive services to meet changing expectations over the next decade there will be a focus on improving the processes, systems and staff capability to provide leading services. Furthermore, the Shire will look to new sources of funding such as its land and asset rationalisation program. The Shire will continue to develop freehold land and bring these parcels to the market. The revenue derived from these funding sources will be reallocated directly into infrastructure projects.

Over the next decade the Shire will focus on the strategic development of its technological systems. Emerging technologies such a mobile devices, web and cloud computing will lead to significant efficiencies in hardware costs. Investment in software technology will continue to be pivotal in ensuring the Shire and its staff have the best tools for doing their jobs.

Services	Objective	Strategies
Governance and Leadership	6.1 To ensure a highly effective and strategic thinking Council sets direction and works for the greater good of the community at all times.	6.1.1 Implement strategies to promote and attract a diverse representation to the Council. 6.1.2 Develop and implement a governance framework to ensure the elected body has a very clear understanding of its role and responsibilities. 6.1.3 Increase advocacy efforts to influence State and Federal policy to achieve improved local outcomes. 6.1.4 Foster strategic partnerships and alliances and represent the community on external bodies to deliver key projects and initiatives.
	6.2 To ensure local laws are upheld.	6.2.1 Develop, implement and monitor all local laws across the Shire to ensure they are relevant and realistic..
Executive Services	6.3 To lead, motivate and advance the Shire of Kalamunda.	6.3.1 Develop and implement a wide variety of informing strategies and plans which benefit the community socially, economically and environmentally. 6.3.2 Regularly review and develop the Shire's integrated planning framework.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
		6.3.3 Regularly review the organisation's structure, policies and procedures in response to changing circumstances.
Public Relations and Information Technology Services	6.4 To engage regularly and proactively with the community	6.4.1 Implement and continually improve the Shire's Community Engagement Strategy. 6.4.2 Implement and continually improve the Shire's Communications Strategy, marketing and public relations processes. 6.4.3 Regularly refresh and enhance the Shire's website and embraces opportunities to communicate with the community using social media and technology. 6.4.4 Provide a media and communications service that promotes and protects the Shire's reputation. 6.4.5 Ensure information from the Shire can be easily accessed in a range of formats.
Customer Services	6.5 To ensure a quality experience for every interaction with our community.	6.5.1 Ensure consistency in the level and quality of service to all customers 6.5.2 Develop, implement and regularly review the Shire's customer service charter and improvement action plan 6.5.3 Regularly monitor the quality of the delivery of customer services throughout the Shire
Corporate Support	6.6 To ensure excellent information, technology and communications services are being consistently delivered.	6.6.1 Provide a records information system that is compliant with the <i>State Record Act 2000</i> . 6.6.2 Develop, implement and review a strategic information technology plan that identifies the ongoing technology needs and funding for the Shire over the next decade. 6.6.3 Investigate and continually improve communications and technology for the Shire.
Organisational Development	6.7 To provide a business environment that strives for continuous improvement through the use of highly effective business systems and processes.	6.7.1 Encourage a work ethic of responsiveness and decisiveness at all times. 6.7.2 Regularly review services, business processes and standards offered by the Shire to ensure they meet community needs. 6.7.3 Implement best practice initiatives and plans through benchmarking, networking and scans of the external environment.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Services	Objective	Strategies
Financial Services	6.8 To ensure financial sustainability through the implementation of effective financial management, systems and plans.	6.7.4 Develop and maintain information systems to capture monitor and compare corporate data and performance. 6.8.1 Develop and regularly review the Long Term Financial Plan for the Shire. 6.8.2 Ensure financial sustainability through the diversification of funding sources to reduce reliance on the current rates base. 6.8.3 Access maximum levels of grants funding available through government and non-government sources. 6.8.4 Provide effective financial services to support the Shire's operations and to meet sustainability planning, reporting and accountability requirements.
Corporate Support Operations Human Resources	6.9 To provide a risk minimised and safe working environment in every aspect of the Shire's business.	6.9.1 Ensure disaster recovery, business continuity and risk management plans are in place and reviewed regularly. 6.9.1 Implement processes that ensure compliance with Occupational Safety and Health legislation.
Human Resources	6.10 To build a high performing and motivated workforce.	6.10.1 Develop and implement a workforce plan that guides all human resource processes as well as staff development and future employment requirements for the Shire. 6.10.2 Monitor, review and evaluate employee satisfaction levels and emerging workforce trends.
<p>Outcomes</p> <p>The Shire's Elected Members and staff act with integrity and in the best interests of the community.</p> <p>The Shire provides effective leadership to its community.</p> <p>The Shire operates with clear understanding of the wishes of its community.</p> <p>Highly efficient and cost effective Council and administration that the community trusts and respects.</p>		

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

Measuring the Success of Strategic Priority 6: Kalamunda Leads: Providing good government

In order to assess the Shire’s success of the following outcomes –

- The Shire’s Elected Members and staff act with integrity and in the best interests of the community
- The Shire provides effective leadership to its community
- The Shire operates with clear understanding of the wishes of its community.
- A highly efficient and cost effective Council and administration that the community trusts and respects

The following Indicators will be measured annually and reported in the Shire’s annual report

Indicator	Baseline data	Target
Governance Decisions	To be developed	To be developed by 2014
Leadership	To be developed.	To be developed by 2014
Community Engagement	The Shire will seek community input on matters of a strategic or political nature. This will be guided by the Shire’s Community Engagement Strategy.	To be developed by 2014
Corporate efficiency	The Shire is audited annually and generally will receive a number of issues that need to be addressed. In 2011/12 there were TBA issues.	To reduce the number of audit issues annually
	The Shire measures its major projects annually through the Corporate Plan. In 2011/12 the percentage of major projects completed on time and on budget was TBA%.	To ensure projects are completed on time and on budget
Current ratio	A measure of a local government’s liquidity and its ability to meet its short term financial obligations from unrestricted current assets.	To be above 1.5 annually
Operating surplus ratio	The operating surplus ratio is a measure of how much net operating surplus from own source revenue can be applied towards capital expenditure. The preferred benchmark is >0% <15%.	For revenue to be greater than expenditure by 5%

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

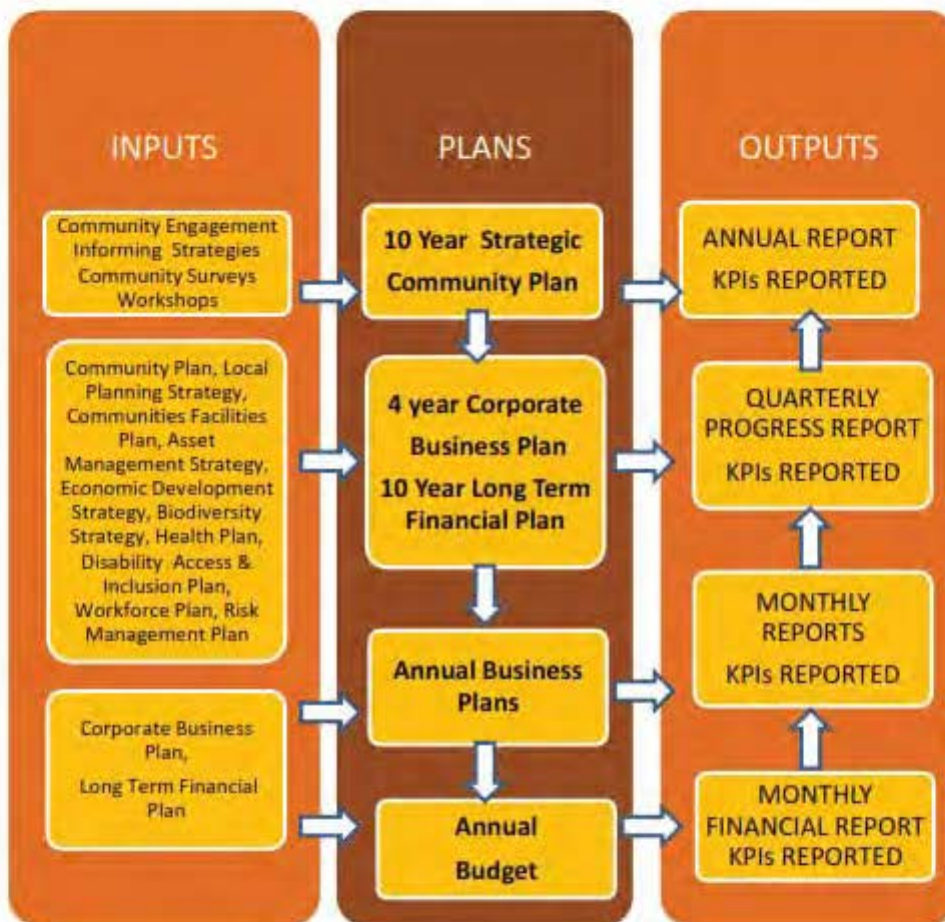
Indicator	Baseline data	Target
Rates coverage ratio	This is an indicator of whether a local government is able to cover its own expenditure through its own tax revenue efforts. The preferred benchmark is >40%. This should be achievable. In 2011 it was about 46%	To be greater than 40% annually
Debt service cover ratio	This is an indicator on whether a local government is able to generate sufficient cash to cover its loan repayment. The preferred benchmark is >2:1.	To be greater than 2:1 annually
Risk	The number of identified risks that were not mitigated	To be less than 3
OSH	The Number of lost time to Injury in 2011/12 was 11	To be less than 5 each year
Staff Satisfaction	Staff satisfaction is measured annually. In 2011 the percentage of very staff satisfied with their role at the Shire of Kalamunda was 85%.	To maintain or increase staff satisfaction above 85% per year.
Staff turnover rate	In 2011 the turnover rate was 16.6%	To be less than 8 percent per year

Draft Kalamunda Advancing: Strategic Community Plan to 2022

10. IMPLEMENTATION AND REVIEW

The Strategic Community Plan will be implemented using the Shire’s Integrated Planning Framework.

INTEGRATED PLANNING FRAMEWORK



The Corporate Business Plan will articulate key actions required across a four year time frame needed to achieve or progress the strategies outlined in the Strategic Community Plan.

DRAFT Kalamunda Advancing: Strategic Community Plan to 2022

The Workforce Plan and the Long Term Financial Plan will identify the human and financial resources needed to achieve the actions. Resources will be allocated annually through the annual budget process.

The Shire's Interplan system will allow for actions to be reported against and for monthly and quarterly (every three months) progress report to be generated for the Community to keep abreast of achievements.

Successes in the achievement of the Shire's Strategic Community Plan outcomes will be ascertained through:

- Annual Customer Satisfaction Survey results
- Timely delivery of projects in line with the Annual Plan and Budget
- Annual statistical data comparisons
- Key Performance Indicators and financial reporting and ratios

To ensure that transparency is achieved, the Shire's Annual Report will detail the yearly achievements.

The Annual Report is a public document that is accessible to all.

The Shire's Strategic Community Plan will be reviewed in the year following local government elections.

A **desk-top review** of the Strategic Community Plan shall be undertaken every two years.

A **full review** and renewed long term visioning process shall be conducted every four years.

This will ensure that community priorities and aspirations are kept up-to-date and remain relevant.

Review Level	Year
Major Review	2012
Desk top review	2014
Major Review	2016
Desk top review	2018
Major Review	2020
Desk top review	2022
Major Review	2024

11.0 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

12.0 QUESTIONS BY MEMBERS WITHOUT NOTICE

13.0 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

12.1 Cr Frank Lindsey – Council Amalgamations

Q. Is the Chair aware of well-founded rumours relating to the amalgamation of Kalamunda, Swan and Mundaring?

A. At the time of this enquiry the Chair was not aware. Since this question has been asked, however, the Robson Report has been released and circulated to Councillors.

14.0 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

15.0 MEETING CLOSED TO THE PUBLIC

16.0 CLOSURE

