



City of Kalamunda
Strategic Plan Progress Report

Period: 22/23



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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
1.1.1.5 Facilitate the release of land and development assessments for the development of aged care facilities.	None	In Progress	25%	<p>Heidelberg Park - An aged care provider has successfully acquired a portion of the site from the State Government, and is preparing to lodge an application for an aged care development with supporting land uses.</p> <p>In September 2022, the City purchased Cambridge Reserve from the State Government for the purposes of delivering the Cambridge Reserve Community Enhancement Project incorporating integrated aged care and new diverse housing opportunities. Planning commenced to undertake an expressions of interest process for the aged care component.</p> <p>Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2026
1.1.1.52 Deliver the Social Inclusion Plan.	None	In Progress	25%	<p>City staff have commenced year two of Inclusive Kalamunda - Social Inclusion Plan 2021-2025. Progress and activities for this quarter included:</p> <ul style="list-style-type: none"> - WA Seniors Card Replacement Session: 16/09/22. Woodlupine Community Centre. 70 attendees. - Seniors Coffee Lounge: Tuesday, Thursday and Friday. Woodlupine Community Centre - Compassionate Communities Project: Funding of \$22,000 was received from the Department of Health to establish 	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.1.1 Ensure the entire community has access to information, facilities, and services.						
				Compassionate Communities in the City of Kalamunda focusing on End-of-Life, in partnership with Kalamunda Hospital Palliative Care Unit and the Darling Range Hub. - Dome Barista Workshops: Kalamunda 13/09/22. - Kalamunda Wayfairers Cafe Connect Program: Held monthly. Gracie's Cafe, Forrestfield. - Kalamunda Wayfairers Knowledge Skills and Passions Workshops: High Wycombe Library. 14/9/22 Lesmurdie Library. 21/09/22 - Kalamunda Community Presentations: Kalamunda WayFairers and Kalamunda Compassionate Communities projects. St Swithun's Church, Lesmurdie. 12/07/22, 30 participants. Kalamunda Mens Shed 4/8/22, 20 participants. Kalamunda Mens Shed (Ladies session) 9/8/22, 20 participants. - Community Mental Wellbeing Workshop: Kalamunda Community Centre. 23/08/22.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.2 Empower, support, and engage all of the community.						
1.1.2.1 Review and deliver the Youth Plan.	None	In Progress	25%	City staff have commenced year five of the Youth Plan (2017-2022), offering a wide range of programs and projects to the City of Kalamunda community. Progress for this quarter included: - Youth Dome Barista Workshop: Kalamunda 12/09/2022 - Employment 101 Workshop: Held in	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				collaboration with City's People Services Team. 21/09/22. City Function Room. 11 participants. - Youth Action Kalamunda (YAK): Engaged in project development and an expansion into the foothills with Darling Range Sports College. Monthly meetings. - Australian Early Development Census (AEDC) Community Workshop: 23/08/22. Woodlupine Community Centre 30 attendees. - Families and Parents Expo: 22 services attended. 5/09/22. High Wycombe Recreation Centre. - Wear it Purple Day: Online and internal inclusion promotion. 26/08/22. - R U OK Day: School visit Lesmurdie Senior High School, Darling Range Sports College. 8/09/22. 200 students engaged. - Zig Zag Early Years Partnership meetings: Meet monthly online. 10 active members. - Student Citizenship Awards Program: 29 local schools invited to participate. - School Visit: Attended Kalamunda Christian School to educate about local government, its role and opportunities to get involved. 27/07/2022. 20 Students - Mock Interviews at Kalamunda Senior High School: 30/08/2022. 15 students		
1.1.2.2 Review and deliver the Reconciliation Action Plan.	None	In Progress	27%	Continue to deliver across RAP initiatives, whilst investigation new RAP option with Reconciliation Australia - undertaking initial	Manager Economic & Cultural Services (CSS001)	30/06/2026

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				investigations for production of a new RAP. Business Unit responses to the actions on the Innovate RAP received and collated. RAP Report – RIMQ 2022 completed and submitted to Reconciliation Australia on 29 August.		
1.1.2.47 Deliver the Disability Access & Inclusion Plan.	None	In Progress	25%	City staff have commenced year two of Inclusive Kalamunda - Social Inclusion Plan 2021-2025. This plan incorporates deliverables from the previous Disability Access and Inclusion Plan (DAIP). Progress for the first quarter includes: <ul style="list-style-type: none"> - Disability and Carers Advisory Committee Quarterly Meeting - Staff Disability Awareness Training: 1/9/22. 23 staff members. - Accessible Events and Business Guides: Distributed through the Chamber of Commerce and the City's Events team. Ongoing. - Footpath Awareness Campaign: Further developing for online story content. - Forget Me Not Cafe: Gracie's Cafe, Forrestfield. Monthly. - Kalamunda Secondary Education Support Centre: Support with visits and work with school and students to help build community connections. Kalability Interschool Sports Carnival. 7/09/22. 552 students, 12 schools. students - Carers Week: Grant funding of \$500 has 	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.1.2 Empower, support, and engage all of the community.						
				been received from Carers WA to conduct a Carers First Aid Session to be held 18/10/22. - Disability Access Inclusion Plan (DAIP): Report submitted 2021/2022 to Department of Communities in July 2022. - Communication in DAIP's: Attended the presentation for Local Government Officers. 20/09/22 - Age-Friendly Transport Forum: Attended to discuss and understand sector constraints. 18/08/22.		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
1.1.3.3 Implement strategic review recommendations for enhancement to library services: * Rationalise Library buildings from four down to two * Improve technical infrastructure to enhance network capacity in each library * City to offer front counter services from its libraries. * Document core policy for library service operations	None	In Progress	33%	A Library action plan has been produced which addresses the items from the Library Review and articulates how Libraries will progress over the next few years. Strategic document produced with deliverables. Working with Coordinator of Libraries to restructure to maximise efficiencies of staff, benchmarking against other Local Governments as identified in the Library review.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.1.3.5 Coordinate the relocation of the Forrestfield Library to release the current site for sale.	None	In Progress	25%	Working with project team to finalise design of Forrestfield Library - colour scheme and furniture requirements agreed. Met and agreed Audio Visual requirements. Switches have been received which were crucial to the opening of the Library. Uninterruptable Power Supply and racking system still to be ordered -	Manager Economic & Cultural Services (CSS001)	30/06/2023

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Strategy: 1.1.3 Facilitate opportunities to pursue learning.						
				IT requirement for rack to have adequate airflow and a lockable door.		

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.2 Undertake Annual Bushfire Readiness and Compliance Program.	None	In Progress	25%	Update – 1 July – 30 September 2022 1. Fire Hazard Reduction Notice and Plan has been completed. 2. Australian Fire Danger Rating System has changed and the City is in the progress of updating signage and education materials. 3. City staff have engaged with bush fire ready groups and local firebreak contractors in regard to the Fire Hazard Reduction Plan. 4. The first Bush Fire Information Street meet was held in Maida Vale on 17 September and was well received by 40-50 residents who attended the session. The next street meeting is scheduled to be held on Ledger Road on Saturday 1 October. 5. Permit season (restricted period) commenced on 1 October 2022, currently 12 permits have been issued. 6. 30 pre-season property inspections have been completed providing advice on fire compliance.	Coordinator Community Safety (AC00018)	30/06/2026
1.2.1.3 Local Emergency Management Arrangements are reviewed and maintained.	None	In Progress	25%	Update 1 July – 30 September 2022 1. Local Emergency Management Committee meeting conducted in August.	Coordinator Community Safety (AC00018)	30/06/2026

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Strategy: 1.2.1 Facilitate a safe community environment.						
				2. Emergency contact list updated and circulated to members 3. Grant received for \$9,000 to undertake emergency management exercise. 4. The Metropolitan North & East Recovery Group memorandum of understanding is currently being reviewed. 5. City Emergency Management Staff have attended incident management exercise, level 3 emergency exercise both conducted by Department of Fire and Emergency Services		
1.2.1.5 Deliver upon the City's approved Bushfire Risk Mitigation Plan. Develop a 10 year works program on the premise of ongoing external supporting grants from the Emergency Services Levy.	None	In Progress	25%	Fire Break improvements and ancillary works funded by DFES for 2020/21 have been completed. Senior Fire Mitigation Officer scheduled to commence program development early in 2022, after the current fire season. Grant funds have been received to complete additional infrastructure to enhance fire mitigation works on reserves. Grant funding has been available and received for the past 2 years but is most likely going to become more difficult to obtain as infrastructure projects are completed.	Manager Parks & Environmental Services (TO00019)	30/06/2026
1.2.1.402 Provide a ranger service to uphold community and public safety through education and implementation of state and local laws.	None	In Progress	25%	Ranger Operational statistics 1 July 2022 - 30 September 2022 Dog attacks - 50 On animals – 30	Coordinator Community Safety (AC00018)	30/06/2026

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Strategy: 1.2.1 Facilitate a safe community environment.						
				On people – 20 Parking related matters – 355 Total Dog related matters - 816 Cat related matters - 122 Dog registrations – currently registered 9,510 Cat registration – currently registered 2,363 Abandoned vehicle related - 32 Routine patrols- vehicles - 144 Total customer service requests received - 2,101 Total infringements issued – 163 Total cautions issued - 195 Dangerous Dogs registered current - 21 Other Ranger related matters –729 Cat local law is still in progress with report to be presented to Council in November Dog Local Law has been completed and is in force.		
1.2.1.403 Implement the City's CCTV Strategy.	None	In Progress	25%	Update – 1 July – 30 September 2022 Closed- Circuit Television (CCTV) Strategy 2022 - 2027 adopted by Council in July. CCTV has been installed on the City's four variable message boards as a deterrent for vandalism and as a general surveillance tool. All cameras have number plate recognition capability. Upgrades of the City's Animal Management Facility existing CCTV is also planned. There has also been six requests for CCTV	Manager Environmental Health & Community Safety (AC00064)	30/06/2026

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Strategy: 1.2.1 Facilitate a safe community environment.						
				footage from Western Australia Police for this quarter. 1 x Old Brand Road Tip Site 1 x Hartfield Park Recreation Centre 1 x Ray Owen Sport Centre 1 x Lesmurdie Falls car park 2 x Hale & Hartfield Roundabout. The City's CCTV management working group also continues to meet quarterly with last meeting held in August.		
1.2.1.405 Provide an Environmental Health Service that protects and enhances the safety and amenity of the community.	None	In Progress	25%	Environmental Health continue to monitor and investigate public health risks within the community. Key result for this quarter include; - 1339 records completed - 17 on-site wastewater applications received - 23 public buildings assessed - 17 other health premises assessed (including caravan parks, skin penetration etc) - 21 Health related applications approved such as management plans, licences, registrations and permits. - 230 Aerobic treatment unit service reports received - 27 event application reviewed - 71 water samples undertaken - 74 Complaints - 54 building and planning applications assessed	Coordinator Environmental Health Services (CS00006)	30/06/2026

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Strategy: 1.2.1 Facilitate a safe community environment.						
1.2.1.470 Implement the Food Safety Assessment Plan.	None	In Progress	25%	The Environmental Health team continue to provide a food safety service to the community - Food Safety Assessment Plan is now being implemented - 26 food business registration applications approved - 154 Food Safety assessments have been completed this quarter - 58 food stalls permits issued - 8 Food complaints received. - Continue to promote online foodsafe training - Increased presence at events monitoring food safety	Coordinator Environmental Health Services (CS00006)	30/06/2026
Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
1.2.2.1 Commence review of the Community Health & Wellbeing Plan and continue to implement actions.	None	In Progress	10%	The review of the community health and wellbeing plan has commenced with the preparation of a project management plan and draft community health profile. The new plan will also include community safety as a key component due to the decision to remove the Community Safety and Crime Prevention Committee and withdraw the existing Community Safety and Crime Prevention Plan.	Manager Environmental Health & Community Safety (AC00064)	30/06/2026

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Strategy: 1.2.2 Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.						
1.2.2.3 Ensure maximum community utilisation of the City's Recreation Facilities by providing high quality, affordable and sustainable programs, and services.	None	In Progress	25%	The City's Recreation Centres offer a diverse range of activities across their four main facilities. Following the upgrade of the Cardio equipment at Hartfield Park Recreation Centre, and the return in confidence coming out of the COVID pandemic, the Centre has seen a 23% increase in attendance from July (8,902) to August (10,952). Attendances at the Recreation Centres from 1 July 2022 to 21 September 2022 were: Hartfield Park Recreation Centre - 27,030 High Wycombe Recreation Centre - 9,418 Maida Vale Netball Centre (360 Fitness Program) - 49 Ray Owen Sports Centre (Live Active Seniors Fitness) - 48	Manager Community Development (DE00007)	30/06/2026
1.2.2.4 Produce information promoting City of Kalamunda Sporting Clubs and recreational opportunities.	None	In Progress	25%	The Recreation Services team liaised closely with the sporting clubs and community groups to help promote internal and external opportunities. Progress this quarter includes; - Enews quarterly update was sent to 257 sporting clubs and community groups in July. - Recreation Centre enews distributed in August & September with regular Social Media posts promoting Centre offerings.	Manager Community Development (DE00007)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
1.2.3.1 Review the Scott Reserve Masterplan and design a funding model for delivery.	None	In Progress	25%	The Scott Reserve Master Plan (SRMP) was adopted by Council in June 2020. During the 2021 State Election, a partial funding commitment of \$2 million was made to the City towards the replacement of the Scott Reserve Pavilion, as per the SRMP. Progress during the 2022/23 financial year includes: - In June 2022, the City appointed an architect to undertake the detailed designs and costings for the project, in consultation with the Scott Reserve sporting clubs. - At the August 2022, Ordinary Council Meeting, Council endorsed the City to seek loan funding to undertake the Scott Reserve Pavilion redevelopment in a single stage. The remaining unfunded developments will require ongoing advocacy efforts to attract significant external funding and the City's annual budget deliberation process.	Manager Community Development (DE00007)	30/06/2026
1.2.3.2 Continue to progress the Trails Loop Plan.	None	In Progress	25%	The Perth Hills Trails Loop Project continues to be an important part of the City's Strategic Plan to promote both physical activity and tourism for the area. Discussions continue with relevant land owners and authorities in regard to the progression of the remaining two stages of the Perth Hills Trail Loop. The City is currently waiting for updated information on the "Kalamunda Trails Opportunities and Constraints" document from	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				the Department of Local Government, Sport and Cultural Industries (DLGSCI) to advise on project progression.		
1.2.3.3 Continue to advocate for funding to deliver the Maida Vale Masterplan.	None	In Progress	25%	The Maida Vale Reserve Master Plan was adopted by Council in December 2018. The identified projects within the Master Plan are now part of the City's ongoing advocacy strategy to attract external funding including the Growth Areas Perth and Peel (GAPP). Progress during the 2022/23 financial year includes: - During the 2021 State Election, a funding commitment of \$2.4 million was made to the City towards the upgrade of the Norm Sadler Pavilion as per the Master Plan. An architect has been appointed to undertake the detailed designs and costings for the project.	Manager Community Development (DE00007)	30/06/2026
1.2.3.4 Continue to advocate for funding to implement and deliver the Ray Owen Reserve Masterplan.	None	In Progress	25%	The Ray Owen Master Plan was adopted by Council in February 2015. As part of the State Government's COVID-19 Recovery Plan, the City received a grant of \$5 million towards the extension of the playing field, sports floodlighting, and a water source through the Hartfield Park Aquifer Recharge Project. Detailed designs for these projects are currently being progressed. The City's advocacy approach remains ongoing to secure further funding including through the Growth Areas Perth and Peel (GAPP). Progress during the 2022/23 financial year includes:	Manager Community Development (DE00007)	30/06/2026



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				- The unisex changeroom project at Ray Owen Pavilion tender for construction was advertised and assessed, with the budget currently being reviewed in line with the tender submissions. Pending a successful tender evaluation process, the City will engage a suitable builder for the project in 2022. - In May 2022, as part of the City's ongoing advocacy efforts, Officers and the Mayor presented the Ray Owen Master Plan to David Templeman MLA, Minister for Sport and Recreation and local State Member Matthew Hughes MLA.		
1.2.3.6 Develop a funding strategy to deliver the Hartfield Park Stage 2 Masterplan.	None	In Progress	25%	In August 2021, Council adopted the Hartfield Park Master Plan (HPMP) Stage 2. Advocacy and grant funding efforts to date have attracted \$8 million worth of grant funding across both State and Federal Governments. Progress during the 2022/23 financial year includes: - The City engaged the services of an Aboriginal Heritage consultant to undertake consultation with Traditional Owners, with several heritage requests agreed to by the City. The City has obtained the Traditional Owners' final consent and is in the process of applying to the Department of Planning, Lands and Heritage for formal approvals. - The City was successful in attracting a Federal Government commitment of \$5.4 million towards the HPMP Stage 2. The City	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				has workshopped with Councillors a proposed funding strategy for the State and Federal Government funding. The City is currently awaiting on developing a Funding Agreement with the Federal Government for the \$5.4m, which is anticipated to be completed by June 2023. - To attract further funding, at the September 2022, Ordinary Council Meeting, Council endorsed the submission of a Community Sporting and Recreation Facilities Fund (CSRFF) grant for the co-location of Bowls and Tennis facilities, with an outcome expected in January / February 2023.		
1.2.3.8 Manage the release of funds reserved from 'cash in lieu' of public open space on improvements to local open spaces.	None	In Progress	25%	Progressing requests to the Minister for Planning for the use of Cash in Lieu to support improvements to open space proposals. The City has sought approval for cash in lieu funds to support improvements at Maida Vale Reserve, Maida Vale, Gladys Newton Park, High Wycombe and is currently preparing for a request for Magnolia Way, Forrestfield. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2026
1.2.3.19 Design and construction of the High Wycombe Aquatic and Leisure Centre Precinct.	None	In Progress	25%	The City cannot commence engaging the design team until such time that both the Federal and State funding commitments are locked in by way of grant agreements.	Director Asset Services (DE00002)	30/06/2026

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Strategy: 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.						
				<p>Indications are that the timing of these agreements will be in the early New Year.</p> <p>Having said that, progress this quarter has been underway. Achievements include:</p> <ul style="list-style-type: none"> * Development of a Functional Brief for the entire Community Node including the Aquatic and Recreation Centre * Consultation with DPLH on the State funding agreement, land tenure and functional brief * Opening discussions with Department of Infrastructure (Commonwealth) on the funding agreement * Desk top review of the scale and scope of the design team specification 		
1.2.3.20 Continue the development of the Big Picture community facilities plan in readiness for future advocacy campaigns and other revenue raising opportunities.	None	In Progress	25%	A Report on the Community Facilities Plan - Big Picture Project was developed and will be presented to council in November 2022 for consideration.	Chief Executive Officer (DE00001)	30/06/2025

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
1.3.1.1 Coordinate the City's capital grants program (Strategic Sport and Recreation Committee).	None	In Progress	25%	The Strategic Sport and Recreation Committee (SSRC) considers Capital Grant requests from sport and recreation groups on an annual basis. In July 2022, the City advertised the programme to all sporting and community clubs. Whilst several Club enquiries were fielded, no applications for the	Manager Community Development (DE00007)	30/06/2026

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Strategy: 1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.						
				2022 round were received with clubs likely to apply in the 2023 financial year.		
1.3.1.4 Encourage and support establishment of Town Teams in the City of Kalamunda, and an increase in placemaking.	None	In Progress	25%	Two town teams are registered. Ongoing promotion in place.	Manager Customer & Public Relations (DE00008)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.3 Review and implement the Arts Strategy.	None	In Progress	25%	Art & Culture Strategy complete by Consultant - basic design to be undertaken ready for community consultation. New strategy incorporates libraries.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.4 Identify new revenue streams and support and promote the Kalamunda History Village to increase patronage.	None	In Progress	25%	Director of Corporate Services met with Historical Society to identify some possible new revenue streams. Suggested that the Village may open until 4pm to run the same hours as the Visitor Centre - Historical Society may fund this. Educational tours are fully booked, continue to identify new ways and efficiencies to work with staff to maximise return.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.5 Implement actions from Kalamunda Performing Arts centre review to ensure a more functional asset fit for purpose. Explore commercial opportunities for the operation of KPAC.	None	In Progress	27%	KPAC Season/ Programmed shows – The City has hosted four season/ programmed shows in Q1 (3 morning music and 1 evening show). Tickets – ? Tickets Sold - 855 ? Ticket Sales Income - \$19957.05 Venue Hires - Total number of venue hires – 17 hirers, permanent users (Ag Hall only) 4 a	Manager Economic & Cultural Services (CSS001)	30/06/2026

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Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
				week with 6 classes per week. Q1 Ticket Sales – 468 tickets / \$13,442.70 Continue to implement key deliverables from Review, including planning for new lighting upgrade.		
1.3.2.6 Implement actions from Zig Zag Gallery Review, including: * Curate a hero exhibition * Develop artist opportunities * Library and Gallery branding as part of the Zig Zag Cultural Centre.	None	In Progress	27%	New Gallery Curator appointed. Exhibitions - The Gallery has hosted five exhibitions since the beginning of the 2022/23 financial year. Only four of these exhibitions had artwork for sale In the first quarter of the 2022/23 FY the Zig Zag Gallery has made \$5,158.00 inc. GST in sales. The Gallery takes 30% on all sales pull venue hire. The Gallery has made \$1,547.40 in commission sales since July 2022. Hero Exhibition planning underway. New Curator has concentrated on raising the profile of the Gallery through Social Media as shown Social Media Growth – The Zig Zag Galleries social media has grown over the past three months: o Facebook Post Reach is up by 83.8% (13.3K) o Facebook Engagement is up by 212.2% (1K) o Instagram Post Reach is up by 29.7% (1.7K) o Instagram engagement is up by 74.3% (603)	Manager Economic & Cultural Services (CSS001)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.2 Encourage and promote active participation in social and cultural events in the City of Kalamunda.						
1.3.2.7 Ensure maximum utilisation of KPAC by curating and hosting appealing social and cultural events.	None	In Progress	25%	The performance art industry continues to be affected by COVID hesitancy, audiences are slowly returning to the theatre. Programming for the first quarter has included four shows. Strong numbers have begun to return for the ever popular morning music. Children and Youth are a focus for programming through the holidays, a partnership with the Libraries and the Gallery.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.8 Ensure maximum utilisation of Zig Zag Gallery via exhibitions and art-based events.	None	In Progress	29%	New Gallery Curator employed. Planning and scheduling for 2023 Calendar of Exhibitions complete – 2023 will see a total of 11 Exhibitions. o Exhibition call out closed in July 2022 for artists to exhibit at the Zig Zag Gallery for 2023 o A total of 19 submissions were received o The selected artists were chosen based on – ? Length of their exhibition – Preference was given to exhibitions which were open to the public for 2 weeks or longer. ? Flow and cohesion across the whole year, ensuring that there was a variety and not ‘sameness’ repeated over and over ? Artistic styles and quality.	Manager Economic & Cultural Services (CSS001)	30/06/2026
1.3.2.9 Implement the City’s approved community events programs. Facilitate, support, and approve community generated events.	None	In Progress	34%	Community events are currently being delivered as per approved budget.	Manager Customer & Public Relations (DE00008)	30/06/2026

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Strategic Plan Progress Report

Goal: 1 Kalamunda Cares & Interacts

Outcome: 1.3 To support the active participation of local communities

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 1.3.3 Empower community groups and sporting organisations to provide for communities.						
1.3.3.2 Continue to deliver the Clubs For Life program to build leadership skills and sustainability within sporting groups.	None	In Progress	25%	The Club Development Team are committed to promoting and supporting the sustainability and growth of local sporting clubs through its Clubs 4 Life program. Officers have liaised with several State Sporting Associations (SSA) and associated clubs to promote a combined approach to local sustainability and development. Officers have also promoted Round One of the City's Community Funding Program through enews and social media. Applications close 30 November.	Manager Community Development (DE00007)	30/06/2026
1.3.3.3 Provide programs that offer support and guidance to community groups as and when required.	None	In Progress	25%	City Officers are regularly providing support to community groups with the following examples occurring in this quarter: - Community Funding Program: \$1,000 one-off contributions to assist local community groups to deliver community projects. - Contact register: The contact database of local groups used to improve the connection with local community groups. - Darling Range Hub: Networking with Darling Range Hub to collaborate, cross-promote, and support the partnership. Monthly meetings - Inclusion Solutions: Meetings to support the Kalamunda WayFairers project, network, collaborate, and cross-promote. Weekly. - Office of Multicultural Interests: Worked in partnership to host Community Information Session on applying for Harmony Week grants. 1/9/22.	Manager Community Development (DE00007)	30/06/2026



City of Kalamunda

Strategic Plan Progress Report (22/23)

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Goal: 1 Kalamunda Cares & Interacts

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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.1 Implementation of the Local Environment Strategy.						
2.1.1.4 Develop and implement progress reporting of Local Environmental Strategy (LES) Actions on City website.	None	Completed	100%	Project working group have this action in hand. Progress is satisfactory. Progress reporting of LES actions is already in place within the Kalamunda Environmental Advisory Committee, which will simply translate for public facing website. Significant actions this quarter - Adoption of LPP33 - Trees and LPP34 Waterways for public comment Dieback training for selected Friends Groups Progression of Waste Strategy Progression of Climate Change Plan Done	Manager Parks & Environmental Services (TO00019)	30/06/2026
2.1.1.8 Develop Perth Airport North, Perth Airport South, Bickley Brook and Helena Pipe Head catchment management plans to inform surface water management.	None	In Progress	5%	Data collection for the Airport North Catchment, which includes Poison Gully, has been postponed as no contractors were available. This is required before the hydrological model can be undertaken. Work on the Airport North Catchment Management Plan will be undertaken later in 2022 and 2023 subject to funding and resources. The other catchments will be planned for future years.	Manager Asset Planning (TO00018)	30/06/2026
Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.						
2.1.2.6 Implement street tree planting programs.	None	In Progress	25%	50% of funding allocated for FY2021/22 has been spent or committed in procurement and planting of street trees. WALGA / Water Corporation grant scheme of	Manager Parks & Environmental Services (TO00019)	30/06/2026

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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.2 Development and implementation of the Urban Forest Strategy.						
				additional street trees is now in delivery phase. 2021/22 planting program nearing completion. Tree planting program completed 2021/22. Currently drafting separate RFT's for green stock supply, planting, 2 year maintenance and watering for 2022/23		
2.1.2.8 Annual review and delivery of Plants for Residents Program to target more vulnerable areas.	None	In Progress	25%	Parks and Environmental Services has successfully delivered this program for the 2021/22 year and has started planning for 2022/23. The event takes place in areas where low vegetation coverage is recorded	Manager Parks & Environmental Services (TO00019)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Development and Implementation of the Local Biodiversity Strategy.						
2.1.3.7 Complete the finalisation for Council adoption of the Local Biodiversity Strategy.	None	In Progress	25%	The City is undertaking a review of the draft Strategy after conclusion of the Public Consultation feedback, and was planning to submit a final Strategy for Council adoption in the first quarter of calendar year 2022. Document under peer review, still in progress as at 21/6/2022. Working towards a revised adoption date of December 2022. It is therefore considered that the action for 21/22 is complete in light of unforeseen changes to finalisation of LBS	Manager Parks & Environmental Services (TO00019)	30/06/2023
2.1.3.9 Integrate the actions within the Local Biodiversity Strategy, Climate Change Action Plan, Urban Forest Strategy and Local Environment Strategy	None	In Progress	25%	Development of this action is in conjunction with the Green Links Master Plan. Scheduled for delivery in the 2022 calendar year. Currently defining scope and resource	Manager Parks & Environmental Services (TO00019)	30/06/2024

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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.3 Development and Implementation of the Local Biodiversity Strategy.						
to prepare a Street Tree Master Plan and a Streetscape Design Guidelines Plan for the City, Developers and Residents.				requirements. Given delay in LBS adoption which informs this action, the works are essentially complete for 21/22 Will work with Planning to deliver resourced act		
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
2.1.4.1 Finalise a local planning policy for the retention of significant trees on development sites.	None	In Progress	25%	Draft Local Planning Policy 33 - Tree Retention adopted for advertising in September 2021. In August 2022, the WA Planning Commission endorsed amendments to the Residential Design Codes. Finalisation of policy is expected by the end of 2022. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2024
2.1.4.4 Monitor and implement the actions of the Environmental Land Use Planning Strategy (ELUPS) and incorporate its recommendations into future Planning Scheme and policy reviews.	None	In Progress	25%	Monitoring occurring on a regular basis. A steering group of internal stakeholders has been established to oversee the implementation actions of the Environmental Land Use Planning Strategy in the context of the City's broader Local Environment Strategy. Key outcomes include: - the City has commenced work to implement	Manager Strategic Planning (TO00041)	30/06/2026

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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.4 Increasing and protecting local biodiversity and conservation, wherever possible, through integrating ecosystem and biodiversity protection into planning processes including schemes, policies, and strategies.						
				a paperless online planning and building approvals process. - Street tree audit for the new tree masterplan is underway. - commenced the preparation of a new Local Biodiversity Strategy. - Firebreak notice updated to reflect maximum firebreak width. - New policy for tree retention on private land adopted for advertising and endorsed by the WA Planning Commission. - new policy for waterways and wetlands adopted by Council December 2021 for advertising. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged. Tasks scheduled and resourced for the 2021/2022 financial year completed as envisaged.		
Strategy: 2.1.5 Community engagement and education in environmental management.						
2.1.5.2 Support community led environmental initiatives (Adopt a Patch, Friends Groups, Clean Up Australia Day).	None	In Progress	25%	Program will be rolled out progressively during each financial year. All initiatives delivered on time and within budget to date	Manager Parks & Environmental Services (TO00019)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.1.5 Community engagement and education in environmental management.						
2.1.5.3 Targeted community engagement programs regarding waste minimisation and resource recovery.	None	In Progress	18%	During the Quarter programs were focused on: - Second Chance Reuse Shop - reuse saved from landfill - Container Deposit Scheme - Avoid Landfill Bins - 22/23 Waste Guide - 3rd Bin/FOGO,	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.1.5.4 Targeted community awareness campaigns regarding urban forest, biodiversity, energy management, renewable energy, water management.	None	In Progress	25%	These actions are progressing well. Community engagement on Climate Change is underway speaking to these issues. Annual program delivered.	Manager Parks & Environmental Services (TO00019)	30/06/2026

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.5 Develop a Climate Change Action Plan in recognition of the WALGA template and toolkit.	None	In Progress	25%	Council endorsed the draft Climate Change Action Plan at the June 2022 OCM for community feedback. Community Feedback has been received and report prepared. Feedback from KESAC has been received. The draft CCAP will now be finalised based on these feedbacks and provided to KESAC at their Nov 2022 meeting for endorsement with a view to present the final CCAP for adoption at Dec 2022 OCM	Director Asset Services (DE00002)	30/06/2023

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.1 Manage the forecast impacts of a changed climate upon the environment.						
2.2.1.6 Adopt a Renewable Energy Target for the City in line with contemporary targets being used in other local governments.	None	In Progress	25%	Draft Climate Change Action Plan presented to Council at June 2022 OCM contained: "City of Kalamunda (Council) achieves a 40% reduction in its own carbon footprint by 2030 and becomes carbon neutral by 2035 based on a 2020 baseline of its carbon footprint." Based on community feedback and KESAC feedback this target is appropriate It is planned to present this within the CCAP for adoption at the Dec 2022 OCM	Director Asset Services (DE00002)	30/06/2023
2.2.1.7 Prepare and implement the Kalamunda Flowing Drainage and Waterways Strategy, which includes catchment management plans.	None	In Progress	25%	The hydrological modelling for the first catchment, the Lower Helena Catchment, is almost completed. We will then collate the information into a catchment management plan. Data collection for the Airport North Catchment, which includes Poison Gully, has been postponed as no contractors were available. Work on further catchment management plans will be undertaken over the next three years subject to funding and resources. The combined works will become the Kalamunda Flowing strategy.	Manager Asset Planning (TO00018)	30/06/2026
Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
2.2.2.2 Undertake Expressions of Interest from Private Industry to partner with the City in development of a solar farm at Pioneer Park.	None	In Progress	25%	Expressions of Interest have been received and reviewed and evidence exists that there is appetite for a Public Private Partnership (PPP) arrangement for the Solar Farm. City staff are	Director Asset Services (DE00002)	30/06/2024

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Strategic Plan Progress Report (22/23)

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Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
				now working with the Department of Planning, Lands and Heritage to identify and mitigate approval risks. DPLH will be furnished a City request for approval in principle for a solar farm to be located at Pioneer Park. If this approval in principle is received, then the EOI will be developed		
2.2.2.3 Continue to replace City owned community leased buildings with solar panels in line with Council Policy.	None	In Progress	1%	Discussions have commenced with Kalamunda Club for their bid to access the funding under Council Policy	Director Asset Services (DE00002)	30/06/2026
2.2.2.39 Continue conversion of gas discharge streetlights to LED streetlights.	None	In Progress	25%	At the funding and request of the City, Western Power are upgrading street lights to LED lighting on all Distributor A roads in the City (covering approximately 684 lights). Although the street lights are Western Power owned, the City pays for the electricity tariff and any upgrades are at our cost. The upgrades commenced on 5 October 2021 and are continuing. Only two complaints have been received regarding light glare from this project, and these have been resolved.	Manager Asset Planning (TO00018)	30/06/2026
2.2.2.40 Develop and review business cases annually for roll out of electric vehicles and plant as part of the City fleet.	None	In Progress	18%	Met with EV Charging Systems to understand types of charging stations available for operations centre /administration centre. The 2023/24 Plant replacement program is being developed cognisant of improvements and price reductions in Electric Vehicles but mindful of the need for investing in charging stations. Installation of Electric Charging Stations required to support Fleet changes and part of	Manager Asset & Waste Operations (TO00017)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.2 Work towards a Carbon Neutral Footprint of City-operated areas.						
				Business Case consideration. Part of WALGA series Electric cars in Local Government, expressing interest through WALGA for funding in Federal Governments ARENA Future Fuels Program.		
2.2.2.43 Review and determine a reasonable estimate of the City's carbon footprint in 2020 from all sources which will be used as the benchmark for future reduction targets.	None	In Progress	18%	A baseline date has been established, working on obtaining the necessary data to develop estimate.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.2.2.44 Develop and implement processes to report on the City's carbon footprint on an annual basis.	None	Not Started	0%		Manager Asset & Waste Operations (TO00017)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.1 Undertake water audits on all City managed buildings identifying and implementing 'quick win' improvements.	None	In Progress	18%	Quick Win changes made where possible during any Building repairs/renewals. Water Audit Program scope being prepared to enable Water Audit to be undertaken early in New Year.	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.2.3.2 Undertake audits on the City's irrigation systems to mitigate water loss or inefficient watering schemes.	None	In Progress	25%	This is an ongoing process. Recently completed a comprehensive review of high water use reserves, resulting in the inefficient reticulation system at Scott Reserve being listed for renewal. Other reserves are currently being assessed on an ongoing basis. The City's biggest potable water use site, Ray Owen Reserve is being scoped to reduce turf grass reliance on drinking water	Manager Parks & Environmental Services (TO00019)	30/06/2024



City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.2.3 Produce cost effective solutions to reduce the reliance and volume of potable and ground water used by the City.						
2.2.3.3 Implement irrigation water supply for Ray Owen Reserve from Hartfield Park Managed Aquifer Recharge (MAR) system.	None	In Progress	10%	Default route through Mundy National Park is being tested against two other options. Once this is complete, selected option will proceed to tender documentation	Manager Asset Delivery (PD00004)	30/06/2024
2.2.3.5 Integrate water sensitive design principles with the new Streetscape Guidelines.	None	In Progress	25%	Residents now have access via City website to substantial information regarding water sensitive plants tailored to their suburb. Guidelines have been updated and refreshed.	Manager Parks & Environmental Services (TO00019)	30/06/2023

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
2.3.1.1 Plan and implement the provision of third kerbside waste bin for FOGO (Food Organics & Garden Organics).	None	In Progress	23%	Awaiting the EMRC in making a decision in respect to the FOGO Processing Tender. EMRC have not progressed their works to original timetable. However, City keeps itself abreast of possible FOGO suppliers and options. Waste Services Tender Accepted by Council September 2022 includes the collection of FOGO as well as the Implementation of a 3rd Bin.	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.3.1.2 Improve access and facilities at the Walliston Transfer Station for the community to increase diversion of waste from landfill into recycled or reused materials.	None	In Progress	60%	Fencing Undertaken in Q1. Noise Walls section 1 have been ordered. Gatehouse Floorplan been agreed.	Manager Asset & Waste Operations (TO00017)	30/06/2026
2.3.1.3 Plan and implement the change of kerbside landfill waste bin refuse from Red Hill landfill to East Rockingham Waste to Energy.	None	In Progress	50%	Undertook site inspection(East Rockingham Waste to Energy Plant) September 2022 and met with operators to ascertain when feedstock will be required (ie: Late April 2023).	Manager Asset & Waste Operations (TO00017)	30/06/2023

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.3.1 Implement the City's Waste Plan aligned to the State Waste Avoidance and Resource Recovery Strategy.						
				Waste Services Tender included changing destination from landfill disposal to Waste to Energy Plant. Awaiting EMRC to complete the Hazelmere Transfer Station.		
2.3.1.14 Develop within new kerbside waste management contract initiatives that promote good waste management behaviours.	None	In Progress	80%	Council at its September 27th 2022 Meeting Accepted Tenders for its Waste Management Services for at least the next 7 years. Contract to be prepared in Q2 and signed.	Manager Asset & Waste Operations (TO00017)	30/06/2023
2.3.1.17 Develop an ongoing awareness campaign to gain community support for monitoring illegal dumping.	None	In Progress	32%	4 Year Program in conjunction with Keep Australia Beautiful, the Department of Water & Environmental Regulation (DWER) and WALGA. During year focused upon issues relating to illegal dumping of commercial quantities of mattresses, tyres and liaison with Govt departments increase in Burnt Out Vehicles. Promoting awareness in conjunction with Waste Education messaging. Used Social Media and Variable messaging signs. Data collection and identification/monitoring of 34 hot spots within City.	Manager Customer & Public Relations (DE00008)	30/06/2026

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
2.4.1.1 Investigate all City managed contaminated sites to understand the full extent of contamination.	None	In Progress	25%	Update – 1 July – 30 September 2022 1) Contaminated Sites Land Management Working Group meetings continued to provide	Manager Environmental Health & Community Safety (AC00064)	30/06/2026

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				updates on Contaminated Sites evaluation projects. 2) Tracking sheets have been developed on all City Contaminated Sites by request to inform the Office of the Auditor General 3) Review of approved Asbestos Management Plans for Ledger Road Reserve and Alan Anderson to verify effectiveness. 4) Understanding of Contaminated Sites is developing through the above and other operational investigations and reviews. 5) Detailed Historical records searches have been conducted on Hartfield Park and the Kalamunda History Village to inform a possible Contaminated Sites Reclassification application.		
2.4.1.2 Identify opportunities on all contaminated sites to support existing and future land uses.	None	In Progress	25%	Update 1 July – 30 September 2022 1) Contaminated Sites Land Management Working Group meetings continued to provide updates on Contaminated Sites land use projects. 2) Advice is being sort from Contaminated Site Environmental Consultants on investigations needed for the Solar Farm Proposal at Pioneer Park. 3) Extended Landfill Gas and Groundwater investigations proposed for Brand Road Contaminated Sites to progress our understanding and management of contaminated sites land use key risks.	Manager Environmental Health & Community Safety (AC00064)	30/06/2026

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Strategic Plan Progress Report

Goal: 2 Kalamunda Clean & Green

Outcome: 2.4 To ensure contaminated sites are safe

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 2.4.1 Identify, examine, and manage risk associated with contaminated sites.						
				Other projects being costed or commenced include: (a) Leachate management assessment (existing) (b) Landfill Gas Extraction System assessment (existing) (c) CCTV additional tower (Installed) (d) Fire Access Track upgrades (e) Fencing repairs (f) "No Trespass" signage 4) Dawson Avenue Detailed Sites investigations begun with updates and consolidation of existing evaluation reports before developing Sampling & Analysis Quality Plan. 5) Ongoing site management has continued on the City's rehabilitated Ledger Road Reserve and Alan Anderson sites. Further asbestos removal has continued on Ledger Road reserve and updated signage planned in line with the approved Asbestos Management Plan.		

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
3.1.1.1 Prepare a new Local Planning Strategy to inform Local Planning Scheme No. 4.	None	In Progress	25%	<p>Public Open Space Strategy:</p> <ul style="list-style-type: none"> - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase. - Review of the Public Open Space Strategy is planned to commence in 2023/2024 - Internal Steering Group established to guide the assessment of public open space improvements. <p>Industrial Development Strategy:</p> <ul style="list-style-type: none"> - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase. <p>Environmental Land Use Planning Strategy:</p> <ul style="list-style-type: none"> - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase. <p>Activity Centres Strategy:</p> <ul style="list-style-type: none"> - Council adopted March 2021 and is currently in implementation phase. <p>Housing Strategy:</p> <ul style="list-style-type: none"> - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase. <p>Rural Strategy:</p>	Manager Strategic Planning (TO00041)	30/06/2025



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				- To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis completed. - To incorporate the final outcomes of the Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by end of 2022. - Dedicated resources allocated to the project with report preparation expected in the 2022/2023 financial year. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.		
3.1.1.3 Manage the establishment of the Transit Oriented Development and	None	In Progress	25%	Residential Precinct Local Structure Plan: - Approved by WAPC June 2020.	Manager Strategic Planning (TO00041)	30/06/2025



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
Residential Precinct Structure Plans and finalise the supporting Development Contribution Plan(s) for the broader project area.				<p>- Amendments to the Local Structure Plan adopted for advertising by Council in October 2021 and advertising concluded January 2022. Council adopted the amended Local Structure Plan in May 2022 and submitted to the WAPC for final approval in June 2022. Amendments scheduled to be considered at the Statutory Planning Committee on 11 October 2022.</p> <p>Transit Oriented Development Precinct Local Structure Plan:</p> <ul style="list-style-type: none"> - TOD Activity Centre Structure Plan was adopted for the purposes of forwarding to the responsible authority, DevelopmentWA, in October 2021. - Currently pending DevelopmentWA's assessment, consultation and any requests for modifications. <p>Development Contribution Plan:</p> <ul style="list-style-type: none"> - Key infrastructure analysis and design ongoing. - Key inputs and milestone report presented to the Council in April 2022 Ordinary Council Meeting. <p>Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.</p>		



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
3.1.1.7 Review existing Local Planning Policies and implement new Local Planning Policies as required.	None	In Progress	25%	Existing Local Planning Policies identified for review and new Policies to be prepared. Omnibus review of LPP's currently underway LPP 34 - Wetlands and Waterways adopted by Council for the public advertising at the December OCM.	Manager Approval Services (TO00016)	30/06/2026
3.1.1.8 Customer survey form is provided with all planning and building approvals, with results being published in the Councillor Information Bulletin.	None	In Progress	25%	Customer Survey responses for the period July -September 2022 - Statutory Planning: 10 responses to the question of level of service 90% (8) of the responses were either satisfied, very satisfied and neutral and 10% (2) either unsatisfied or very unsatisfied with the level of service provided. 8 responses to the question of whether staff assessed the planning application within a reasonable period of time. 100% (8) indicated that the time taken was either good, or very good Building: 10 responses to the question of level of service 90% (8) were either satisfied, very satisfied or neutral with the level of service provided. 10% (2) either unsatisfied or very unsatisfied with the level of service provided. 5 responses were received to the question of	Manager Approval Services (TO00016)	30/06/2026



City of Kalamunda

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				whether staff assessed the building permit within a reasonable period of time, 100% satisfied with the period of time taken.		
3.1.1.10 Ensure planning and building applications are processed within required statutory timeframes.	None	In Progress	25%	<p>Planning statistics are reported for Basic (20 days), Standard (60 days) and Complex (90 days) development applications on a monthly basis. The statistics are reviewed and monitored to ensure compliance with the statutory time frames.</p> <p>Planning Applications processed July - September 22 period: 111 development applications processed – 94% completed within statutory time frames as follows: Basic development applications (20 days) 5 applications, 60% completed on time Standard development applications (60 days) 80 applications, 91% completed on time Complex development applications (90 days) 26 applications, 85% completed on time</p> <p>Building Permits July - September 22 period: Certified Building Permits 117 permits processed with 99% completed with the statutory 10 day timeframe. Uncertified Building Permits - 97 permits processed with 98% completed with the statutory 25 day timeframe.</p>	Manager Approval Services (TO00016)	30/06/2026

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
3.1.1.11 Finalise and manage the implementation of Local Planning Strategy sub-strategies: - Local Housing Strategy - Activity Centres Strategy - Industrial Development Strategy - Environmental Land Use Planning Strategy - Public Open Space Strategy	None	In Progress	25%	<p>Public Open Space Strategy: - Public Open Space Strategy adopted by Council in July 2018 and is currently in implementation phase. - Review of the Public Open Space Strategy is planned to commence in 2023/2024 - Internal Steering Group established to guide the assessment of public open space improvements.</p> <p>Industrial Development Strategy: - Industrial Development Strategy adopted by Council in December 2018 and is currently in implementation phase.</p> <p>Environmental Land Use Planning Strategy: - Environmental Land Use Planning Strategy adopted by Council in July 2019 and is currently in implementation phase.</p> <p>Activity Centres Strategy: - Council adopted March 2021 and is currently in implementation phase.</p> <p>Housing Strategy: - The draft Housing Strategy was adopted by Council in August 2021 and is currently in implementation phase.</p> <p>Rural Strategy:</p>	Manager Strategic Planning (TO00041)	30/06/2026



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				- To be assimilated as part of new Local Planning Strategy. - Rural zone rationalisation analysis completed. - To incorporate the final outcomes of the Pickering Brook and Surrounds taskforce phase 2. Infrastructure and Servicing Strategy: - the final sub-strategy to the above, to be assimilated into the future Local Planning Strategy. Local Planning Strategy: - Progressing Local Planning Strategy preparation in accordance with Western Australian Planning Commission Guidelines, utilising research, background analysis, community engagement outcomes from sub strategies. Anticipated draft Strategy report will be finalised by end of 2022. - Dedicated resources allocated to the project with report preparation expected in the 2022/2023 financial year. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.		
3.1.1.12 Undertake review of Local Planning Scheme No. 3 in preparation for	None	In Progress	80%	Project Plan completed.	Manager Approval Services (TO00016)	30/06/2026



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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
Local Planning Scheme No. 4.				Local Planning Scheme review underway, regarding the following elements: Rural analysis; Residential analysis - Dual Density codes; Industrial and commercial; Environmental. Use class table review completed. Review of Special Use and Additional Use Tables (Schedules 2 and 4) complete Work on Scheme text and mapping ongoing. draft document in the process of being finalised ready for the document to be referred to the WAPC for preliminary review and comment		
3.1.1.14 Undertake a Compliance Audit of contentious and high-risk planning approvals, as resources permit.	None	In Progress	25%	Ongoing. High risk development applications and associated conditions of approval identified through DCU and planning process for compliance monitoring established. Forrestfield/High Wycombe Stage 1 and associated public art conditions identified as high risk.	Manager Approval Services (TO00016)	30/06/2026
3.1.1.28 Progress the planning for the Pickering Brook townsite expansion.	None	In Progress	25%	Townsite expansion report (Part 1) finalised and issued to the Taskforce for recommendation. Part 1 report and recommendations have now been considered by Council.	Manager Strategic Planning (TO00041)	30/06/2025

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				<p>A Metropolitan Region Scheme (MRS) amendment request was progressed by the Council in March 2021. The Western Australian Planning Commission requires the District Water Management Strategy to be updated prior to initiating the amendment. This work is anticipated to be completed in Q2/Q3 2022 and the MRS Amendment formally presented to the WAPC for initiation by the end of 2022.</p> <p>Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.</p>		
3.1.1.29 Progress investigations to ensure the highest and best use of the City's freehold land assets for reporting to Council.	None	In Progress	25%	<p>Investigations underway for various sites in Kalamunda and Forrestfield.</p> <p>Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.</p>	Manager Strategic Planning (TO00041)	30/06/2026
3.1.1.30 Prepare, review and administer Development Contribution Plans for the City's development areas including: a) Forrestfield / High Wycombe Industrial Area (existing). b) Cell 9 Infrastructure Cost Sharing Arrangement (existing). c) Maddington Kenwick Strategic Employment Area (proposed).	None	In Progress	25%	<p>Maddington, Kenwick Strategic Employment Area (MKSEA) - ongoing liaison with the City of Gosnells and Western Australian Planning Commission regarding the future construction and administration of the Development Contribution Plan. Engineering Consultants have prepared detailed design and approvals for the upgrade of the Welshpool Road East and Coldwell Road intersection. Further land</p>	Manager Strategic Planning (TO00041)	30/06/2026



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
d) High Wycombe South (proposed).				<p>assembly has occurred in the precinct by a single landowner reducing the need to coordinate infrastructure and associated costs. At this stage the Scheme Amendment No. 101 is on hold until appropriate arrangements are agreed to either progress or cease the Development Contribution Plan.</p> <p>Forrestfield Industrial Area Stage 1 Development Contribution Area:</p> <ul style="list-style-type: none"> - Designs were commenced for the upgrade of Milner Road and Sultana Road West, however these are now on hold as they are not funded at this time. - The Review of the Development Contribution Plan concluded in July 2022 with a new rate adopted. - Amendment 110 (proposed extension of operational life of the Development Contribution Plan) initiated by the Council in September 2022. <p>High Wycombe South</p> <ul style="list-style-type: none"> - Extensive traffic modelling reports, stormwater strategies and community needs assessments have been reviewed for the High Wycombe South Development Area Transit Oriented Development precinct and the Residential Precinct. A report was by the Council in April 2022. 		



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

Outcome: 3.1 To plan for sustainable population growth

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.1.1 Plan for diverse and sustainable activity centres, housing, community facilities and industrial development to meet future growth, and changing social, economic and environmental needs.						
				Wattle Grove Cell 9 Infrastructure Cost Sharing Arrangement - Hale Road has been upgraded as reported through the capital works program. - the Review was postponed to consider revised design and estimated costs for Woodlupine Brook. A report is proposed to be presented to the Council in Q4 to initiate the review. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.		

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
3.2.1.8 Prepare and implement the Strategic Asset Management Plan.	None	In Progress	5%	Internal workshops to determine the City's level of Asset Management Maturity have been completed. Results will be incorporated into a new Strategic Asset Management Plan in late 2022. The work on the plan has been delayed due to other priorities.	Manager Asset Planning (TO00018)	30/06/2026
3.2.1.13 Develop Operations and Building Maintenance programs aligned to a priority criterion to ensure greater budgetary control and a greater focus on planned maintenance.	None	In Progress	18%	A planned Maintenance schedule has been produced in conjunction with the 2022/23 Budget.	Manager Asset & Waste Operations (TO00017)	30/06/2025



Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.1 Ensure existing assets are maintained to meet community expectations.						
3.2.1.16 Develop Parks Maintenance programs aligned to a priority criterion to ensure greater budgetary control and a greater focus on planned maintenance.	None	In Progress	25%	Parks and reserves maintenance programs are in place for each park maintenance function (ie: mowing, renovations, retic, gardening, play equipment maintenance) occurring on every City reserve. Service levels, site maintenance visitations and duration are included, ranging from weekly visits for sporting facilities through to a single annual maintenance service for bush reserves to comply with Bushfire Act only	Manager Parks & Environmental Services (TO00019)	30/06/2025
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
3.2.2.5 Develop an Asset Management Plan (AMP) for Public Open Space that includes an audit of existing assets within POS. The AMP should identify priority renewal projects and be aligned with the POS Strategy and Policy.	None	In Progress	25%	A cross team working group has been established to review POS infrastructure for each specific category of POS. The findings of this working group will determine the prioritised Asset Renewal program	Director Asset Services (DE00002)	30/06/2023
3.2.2.6 Construct the Stirk Park Masterplan – Playgrounds.	None	In Progress	5%	Tenders for construction have closed and are being assessed. It is likely that (subject to budget), award of construction will occur late Oct with site works to commence before Christmas. Indicative programs are 5 to 6 months duration	Director Asset Services (DE00002)	30/06/2024
3.2.2.7 Continue to assess scope and design for the Magnolia Way All Abilities	None	In Progress	25%	Concept design has been developed in line with funding availability.	Director Asset Services (DE00002)	30/06/2024



City of Kalamunda

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.2 Develop improvement plans for City assets such as parks, community facilities and playgrounds to meet the changing needs of the community.						
Playground.				Community consultation to commence Nov 2022		
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.2.3 Provide and advocate for improved transport solutions and better connectivity through integrated transport planning.						
3.2.3.1 Prepare the transport strategy 'Kalamunda Moving, A Transport and Road Safety Strategy' as per the project plan.	None	In Progress	25%	The first major action to prepare the strategy is to prepare a traffic model for the City. KCTT, an engineering consultancy company, have been appointed and will be preparing the model with completion due late 2022. The model will cover all distributor roads in the City, with forecast traffic volumes to 2041, and an assessment of key impacts arising from that modelling.	Manager Asset Planning (TO00018)	30/06/2025
3.2.3.2 Implement, subject to funding, the Bicycle Plan 2017 and its recommended actions and projects, to promote and improve cycling in the City. Undertake a formal five-yearly review in 2023.	None	In Progress	25%	Projects continue to be identified, scoped, budgeted and delivered as per the original program, subject to capital funding allocation. The City is pleased to have won a Planning Institute of Australia (WA) award for the High Wycombe Local Route, which connects the Kiandra Way area to the train station. Construction of a new shared path along Berkshire Road and Dundas Road connecting to the train station started in June 2022. The overall Bicycle Plan is intended to be reviewed in the 2022/23 financial year.	Manager Asset Planning (TO00018)	30/06/2026

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

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Strategic Plan Progress Report (22/23)

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Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.1 Facilitate and support the success and growth of businesses.						
3.3.1.1 Deliver the initiatives and targets from the Economic Development Strategy (2017- 2022) for the current year.	None	In Progress	25%	Economic Analysis work ongoing within in own business unit and support to other business units. Produced Economic and Workforce analysis, industry factsheets. Buy local programme - Kalacash - working in partnership with Bendigo Bank on new website. Initial analysis of potential business incubator in the Visitor Centre utilising the upstairs office space. Attended initial Young Entrepreneurs Programme for 2022 identifying any opportunities to partner with the Chamber and the Youth Team.	Manager Economic & Cultural Services (CSS001)	30/06/2024
3.3.1.4 Commence and complete a review and update the Economic Development Strategy.	None	In Progress	25%	Review of Economic Development Strategy underway - Business Units requested for commentary on deliverables	Manager Economic & Cultural Services (CSS001)	30/06/2024
Strategy: 3.3.2 Attract and enable new investment opportunities.						
3.3.2.2 Support and participate in LINK WA Alliance to optimise freight and logistics opportunities.	None	In Progress	25%	<ul style="list-style-type: none"> - Investment Prospectus in its final stages. - Planning Harmonisation Plan - Feedback by Link WA LG Planners compiled by consultants' final comments being sought - Guest speakers back on meeting agenda, next speaker will be Suzie Page from the Portfolio Strategic Projects Office on Climate Action. To be held at City of Canning on 25 Oct 	Manager Economic & Cultural Services (CSS001)	30/06/2026
3.3.2.3 Utilising the investment prospectus and collateral, target and attract new business and industry	None	In Progress	28%	Designed version of Investment prospectus presented to KEDAC - further updates required, motion passed that once all updates	Manager Economic & Cultural Services (CSS001)	30/06/2026

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.2 Attract and enable new investment opportunities.						
opportunities.				complete prospectus will be circulated to all members for approval.		
3.3.2.4 Work closely with stakeholders to raise awareness of economic development opportunities, and through the Economic Development Advisory Committee and other key agencies, ensure regular contact and opportunities are recorded and maximised.	None	In Progress	27%	Working with all key stakeholders to identify opportunities within the Economic Development arena, guided by KEDAC for new contacts. Strong relationships with Kalamunda Chamber of Commerce, Kalamunda Tourism Alliance, Link WA, Hawaiians Forrestfield. Working with SBDC and Small Business Friendly Local Government initiative - completed first quarter reporting. Connect with Business Station regularly.	Manager Economic & Cultural Services (CSS001)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.3 Plan for strong activity centres and employment areas to meet the future needs of the community, industry, and commerce.						
3.3.3.4 Provide support for Development WA to finalise the High Wycombe South Transit Oriented Development Precinct Activity Centre Structure Plan.	None	In Progress	25%	Transit Oriented Development Precinct Local Structure Plan: - TOD Activity Centre Structure Plan was adopted for the purposes of forwarding to the responsible authority, DevelopmentWA, in October 2021. - Currently pending DevelopmentWA's assessment, consultation and any requests for modifications. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2023
3.3.3.5 Implement the strategies and actions from the Activity Centres Strategy,	None	In Progress	25%	Activity Centres Strategy: - Council adopted March 2021 and is currently	Manager Strategic Planning (TO00041)	30/06/2026



City of Kalamunda

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Strategic Plan Progress Report

Goal: 3 Kalamunda Develops

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.3.3 Plan for strong activity centres and employment areas to meet the future needs of the community, industry, and commerce.						
to strengthen the City's network of activity centres and meet community needs.				in implementation phase. - Utilised as a source of planning direction for various land use planning decisions. - Future activity centre investigations planned for the 2023 / 2024 financial year. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.		
3.3.3.6 Finalise the Scheme amendment and Western Australian Planning Commission Approval Process for the Kalamunda Activity Centre Plan.	None	In Progress	25%	Amendment 106 submitted with WA Planning Commission in June 2022. WA Planning Commission assessing Amendment concurrent with final adoption of Kalamunda Activity Centre Plan. The City is providing advice and support to the WA Planning Commission as required. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2026

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
3.4.1.1 Implement the key actions in the Tourism Development Strategy. Foster growth of the Perth Hills Tourism Alliance.	None	In Progress	29%	- Attended the Tourism WA Industry launch of the new global brand - COK volunteer recruitment drive on 10 Aug - Met with Professor Ross Dowling, Wendy Dowling & Alan Briggs from Geoparks WA to	Manager Economic & Cultural Services (CSS001)	30/06/2026

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Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.1 Facilitate, support and promote activities and places to visit.						
				discuss Kalamunda becoming an Aspiring Geopark. Recommendation from Geoparks WA was that Kalamunda has all the ingredients of a geopark and that the Perth Hills Region should begin to look at the establishment of a Perth Hills Aspiring Geopark more closely. <ul style="list-style-type: none"> - Secured the next one-day Geoparks Workshop on Friday 25 November - Pickering Brook Tourism Taskforce meeting with Matthew Hughes 22 August - highlighting agri tourism in the Perth Hills. - Tourism workshop in Perth on 24 August - Secured the CAN Workshop 'Making Time - Wellbeing in The Arts' for 9 December 		
3.4.1.3 Collaborate with the Perth Hills Tourism Alliance members to increase promotion and branding of Perth Hills.	None	In Progress	25%	Regional website live. Working with Alliance to realise a new marketing campaign commencing in Spring. The Alliance has partnered with Destination Perth who have committed matched marketing dollars, allowing for a stronger campaign. Campaign will run in Spring and Autumn the two strongest tourism seasons for the hills.	Manager Economic & Cultural Services (CSS001)	30/06/2026
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
3.4.2.3 Facilitate, investigate, and advocate for opportunities to enable landowners to diversify through tourism ventures.	None	In Progress	28%	The City has put in place a single point concierge service for new tourism businesses - garnering support from all departments prior to applications being received. Currently working to have new accommodation	Manager Economic & Cultural Services (CSS001)	30/06/2026



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Goal: 3 Kalamunda Develops

Outcome: 3.4 To be recognised as a preferred tourism destination

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 3.4.2 Advocate and facilitate Agri-Tourism opportunities for rural properties to flourish.						
				approved in Pickering Brook. Working with local interested in buying land to facilitate upmarket chalet accommodation.		
3.4.2.4 Provide input as part of the Working Group for the Pickering Brook & Surrounds – Sustainability and Tourism Strategy.	None	In Progress	90%	The work of the Pickering Brook and Surrounds Sustainability and Tourism Strategy will conclude when the final Stage 2 report is finalised (expected by the end of 2022). This will then move into an implementation phase. Tasks scheduled and resourced for the first quarter of 2022 / 2023 financial year completed as envisaged.	Manager Strategic Planning (TO00041)	30/06/2023

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Strategic Plan Progress Report (22/23)

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
4.1.1.1 Demonstrate compliance with the Integrated Planning & Reporting Framework through self assessment against the Department of Local Government guidelines.	None	In Progress	25%	The Strategic Community Plan was reviewed and adoption by Council occurred in May 2021. The Long Term Financial Plan was adopted in June 2022. The Corporate Business Plan was adopted in June 2022. The Workforce Plan was completed in October 2022. All plans meet the required standards as outlined in the Department's guidelines. Progress reporting will commence each quarter via the Corporate Business Plan.	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.3 Undertake a rolling program of review and update of the Governance & Policy Framework, Council Policies, CEO Directions and Local Laws.	None	In Progress	25%	The Governance and Policy Framework along with the Council Policy Manual, was completed, with Council adopting the review in October 2021. The next review will in July-September 2023. During this current quarter 3 council Policies were reviewed. , Governance 03 Elected Members: Entitlements, Travel and Professional Development. Governance 18 Appointment of Acting CEO Governance 20 Code of Conduct Complaints Management	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.6 Develop and implement the Annual Internal Audit Plan.	None	In Progress	25%	The Internal Audit program continues with audits completed for general financial controls.	Director Corporate Services (DE00003)	30/06/2026
4.1.1.7 Conduct an annual review of the Delegated Authority Manual and report to	None	In Progress	25%	The review will commence in March 2023 to be completed and adopted by Council in June	Chief Executive Officer (DE00001)	30/06/2026

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.1 Provide good governance.						
Council.				2022.		
4.1.1.8 Compliance Audit Return is completed in accordance with Regulations 14 and 15 of the Local Government (Audit) Regulations.	None	In Progress	25%	The Compliance Audit Return will be completed in March 2023.	Chief Executive Officer (DE00001)	30/06/2026
4.1.1.10 Convene the Audit & Risk Committee quarterly.	None	In Progress	29%	The Audit and Risk Committee was convened in September 2022 with the Interim OAG Audit, Procurement Audit and the Audit Tracker considered by Council.	Director Corporate Services (DE00003)	30/06/2026
4.1.1.11 Consult with the organisation to define business requirements for an Enterprise Resource Planning (ERP) solution. Develop Tender and award contract to inform the ERP Project Implementation Plan.	None	In Progress	33%	Workshop has been conducted capturing lessons learnt and discussing next steps for the Enterprise Resource Planning project. The results of this workshop have been captured, considered and placed into a presentation to be presented to the Kalamunda leadership team.	Manager Information Technology (IT00008)	30/06/2026
4.1.1.12 All annual returns are distributed and collated by due dates and any noncompliance reported to the Department of Local Government.	None	In Progress	26%	All annual returns were submitted by August 2022.	Chief Executive Officer (DE00001)	30/06/2026
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.1 Develop, implement, and annually review the Workforce Plan.	None	Completed	100%	The City have implemented a new budget system for mapping WFP resourcing Workforce Plan has been reviewed by CEO/Directors for the 22/23 budget Strategic WFP has been submitted for 2022-2026 and is waiting on approval from Executive	Manager People Services (DE00009)	30/06/2026

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Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.2 Develop, annually review, and implement the GROW Organisational Culture Plan.	None	In Progress	70%	The in house GROW training program for 2022/2023 is currently being developed for launch in late November 2022	Manager People Services (DE00009)	30/06/2026
4.1.2.4 Review, develop and implement the ICT (Information & Communications Technology) Strategy 2022 – 2026.	None	In Progress	33%	Final draft of ICT Strategy completed. Next steps are to present to Kalamunda Leadership Team for consultation and feedback.	Manager Information Technology (IT00008)	30/06/2026
4.1.2.19 Develop and review annually the long-term financial plan.	None	In Progress	50%	The Long Term Financial Plan update to occur along with the budget process early in 2023	Manager Financial Services (FS00009)	30/06/2026
4.1.2.22 Regularly review the City's Risk Management Plans and annually review the Strategic Risk Review to inform the Risk Register.	None	In Progress	25%	The City's Strategic Risk Register and Risk Profile was considered by the Audit and Risk Committee in September 2022.	Director Corporate Services (DE00003)	30/06/2026
4.1.2.23 Develop and adopt an Annual Budget.	None	In Progress	50%	Budget 2023/2024 to commence early in 2023. Currently monitoring spending against budget 2022/23 to determine the impact on next years budget.	Manager Financial Services (FS00009)	30/06/2026
4.1.2.24 Prepare the Annual Financial Statement and facilitate the Office of the Auditor General annual external financial audit.	None	In Progress	50%	Annual Financial Statements being drafted at the moment, will be presented to the Office of Auditor General by October 2022. The interim OAG audit only found three items and is considered to be a great result.	Manager Financial Services (FS00009)	30/06/2026
4.1.2.25 Monitor closely emerging cybersecurity risks and conduct external cyber penetration testing twice a year.	None	In Progress	33%	Participated in external audit conducted by the Office of the Auditor General, and have conducted the first external penetration test of the reporting period.	Manager Information Technology (IT00008)	30/06/2026
4.1.2.26 Test Disaster Recovery and Business Continuity annually.	None	In Progress	33%	Works are in progress to migrate across to new datacentre which will provide increased reliability of disaster recovery testing.	Manager Information Technology (IT00008)	30/06/2026

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City of Kalamunda

Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
				Expected completion of datacentre migration project, February 2023.		
4.1.2.27 Implement Whole of City Telecommunications Review.	None	In Progress	33%	NBN have place physical network connections at 80% of the City's sites. The majority of the City sites are expected to be live and operational by mid November 2022.	Manager Information Technology (IT00008)	30/06/2024
4.1.2.28 Datacentre Contract Review to increase Disaster Recovery and Business Continuity.	None	In Progress	33%	Purchase order supplied to successful vendor. Vendor has purchased required hardware and first project meeting has been held. Expected implementation date is February 2023.	Manager Information Technology (IT00008)	30/06/2024
4.1.2.30 Continue to map business processes, reengineer, and focus on optimising current mapped processes for organisational efficiencies and documenting corporate knowledge.	None	In Progress	33%	The team have undertaken a review of parking infringements and citizenship ceremonies this quarter. The City currently has 1400 mapped processes.	Manager Information Technology (IT00008)	30/06/2026
4.1.2.32 Ensure the City complies with its Work Health and Safety responsibilities in providing a duty of care to its employees.	None	In Progress	71%	Revised Work Health & Safety (WHS) laws released end of March 2022 Internal policy and procedures to be edited to reflect the change from OHS to WHS Implementation of a pilot program using an online Safety Management System Research and implement a Safety Management Framework 2022/2023 training to be safety behaviour based with roles and responsibilities being defined New Safety Representatives have undergone training and are active in reporting hazards, incidents etc	Manager People Services (DE00009)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

Outcome: 4.1 To provide leadership through transparent governance

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.1.2 Build an effective and efficient service-based organisation.						
4.1.2.49 Develop and annually review the Operating Surplus Ratio Action Plan prior to each budget cycle and recalibrate the Plan as actions are delivered.	None	In Progress	25%	The Operating Surplus Ratio Model has been revised based on the year end results and will continue to be refined in order to inform the budget.	Director Corporate Services (DE00003)	30/06/2026
4.1.2.50 Develop and implement strategies and plans to continually improve the culture of the City.	None	In Progress	27%	Development of the Culture of care Plan is currently underway due for completion by December 2022.	Chief Executive Officer (DE00001)	30/06/2026

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
4.2.1.1 Review regularly, implement, and report on the Customer Service Strategy.	None	In Progress	35%	The City of Kalamunda’s customer service strategy implementation has to date been an immense success. The key objectives of the Strategy are to: - Strive to achieve a new customer service ethos and deliver on the customer service promise and principles - Culturally optimise the organisation to achieve best practice customer service outcomes - Support and train staff to feel empowered, be proactive and work collaboratively toward business objectives and customer service excellence - Effectively communicate with our customers, internally and externally. Customer Service results have continued to demonstrate that Key Performance Indicators	Manager Customer & Public Relations (DE00008)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.1 Actively engage with the community in innovative ways.						
				are being met. New Customer Service Strategy developed to commence in 2022/2023.		
4.2.1.3 Review regularly, implement and report on the Community Engagement Strategy.	None	In Progress	30%	Community engagement report for 2021 review complete. Ongoing review of each project as projects closed. Annual review to next be undertaken first quarter of 2023.	Manager Customer & Public Relations (DE00008)	30/06/2026
4.2.1.4 Develop, review, and implement communications plans and Public Relations responses.	None	In Progress	35%	Communications plans are developed for all major projects and as a part of our Community engagement. The City has also been successful in receiving a number of awards and finalist nominations for our communication and engagement plan strategy, development and execution.	Manager Customer & Public Relations (DE00008)	30/06/2026
Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
4.2.2.1 Establish the annual advocacy program and target audience plans in line with the Kalamunda Advocates Strategy.	None	In Progress	25%	The Advocacy Plan 2023 is currently being developed in conjunction with the Big Picture projects. The Plan will be ratified by Council In march 2023.	Chief Executive Officer (DE00001)	30/06/2026
4.2.2.2 Participate in the Growth Area Perth and Peel (GAPP) Chief Executive Officers advocacy group.	None	In Progress	25%	The GAPP group is focused on the Infrastructure Australia (IA) submission for community recreation facilities, and has finalised and lodged its stage 3 business case submission to IA including additional explanatory information. IA have accepted the stage 3 business case for final assessment. If they support the	Chief Executive Officer (DE00001)	30/06/2026

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Strategic Plan Progress Report (22/23)

Strategic Plan Progress Report

Goal: 4 Kalamunda Leads

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

Actions	RISK	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
Strategy: 4.2.2 Increase advocacy activities and develop partnerships to support growth and reputation.						
				business case, funding can be listed in the Federal budget in future years. The City has two projects listed, being the Ray Owen Stadium expansion project and the redevelopment of Maida Vale Reserve facilities.		
4.2.2.3 Maintain regular contact with local members of parliament and with key Ministers of State and Federal government.	None	In Progress	27%	Monthly meetings with the Mayor and local State Members have taken place.	Chief Executive Officer (DE00001)	30/06/2026

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