

# City of Joondalup

Corporate Plan 2008 – 2011



# introduction

The Strategic Plan is the plan for the City of Joondalup (the place). The Strategic Plan is the key document in the City's Planning Framework as it sets a clear direction for the City by outlining strategic priorities for service provision to the community.

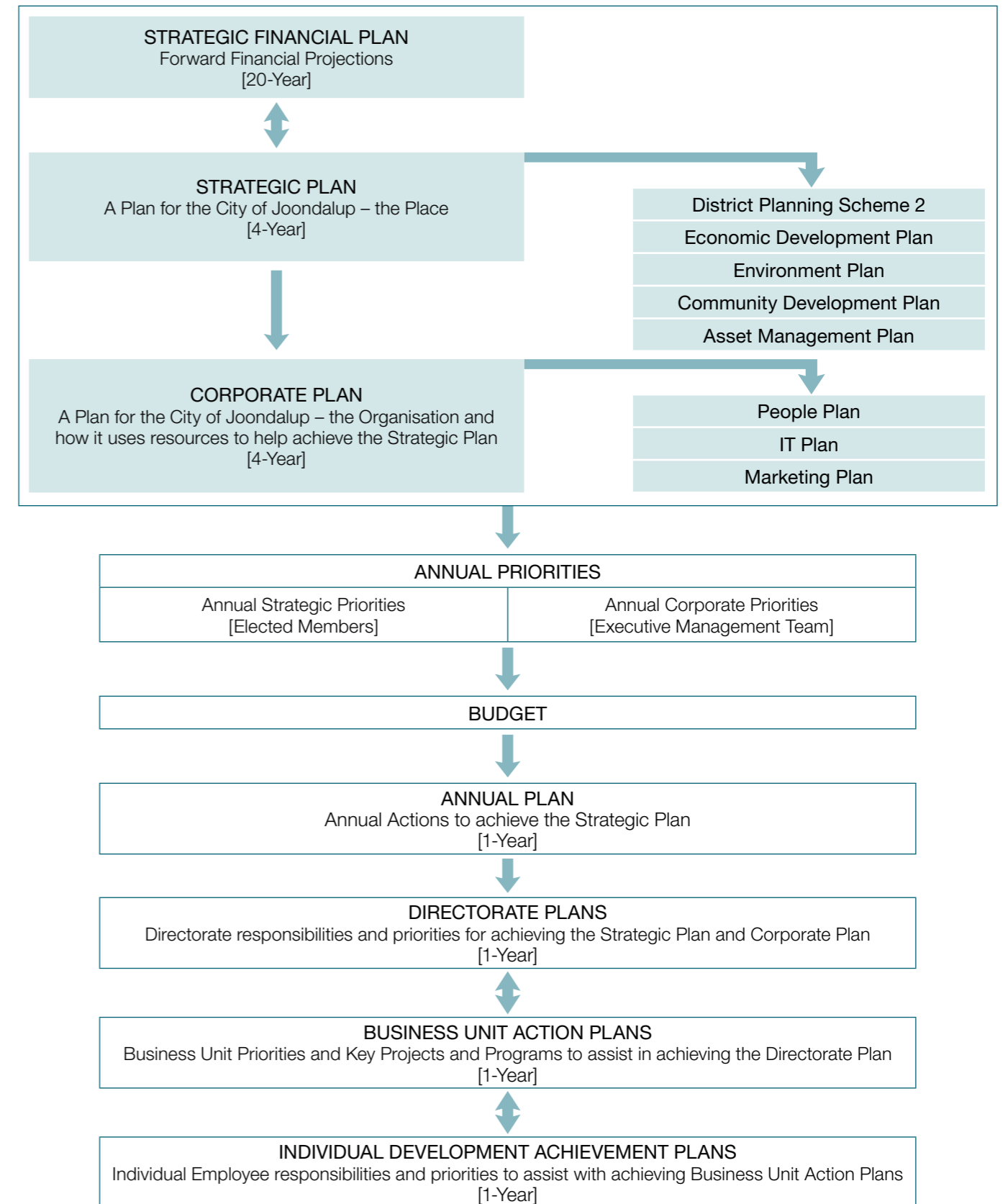
The achievement of the Strategic Plan 2008 – 2011 is dependant on the internal capacity of the organisation including good management systems and processes, collection and analysis of data and information, and training and development opportunities for all employees in alignment with organisational objectives. The Corporate Plan sets out a number of strategies and actions to develop those systems in order to deliver the best possible services to the community.

The Corporate Plan 2008 – 2011 is the Plan for the City of Joondalup (the organisation) and how resources are used to help achieve the Strategic Plan. The Corporate Plan will provide strong direction to all Directorates and Business Units within the organisation. To complement the Corporate Plan, a number of specific purpose Plans have been developed or are in development including the People Plan, Information Technology Plan, and Marketing Plan.

Each Directorate also produces a Directorate Plan, and each Business Unit produces a Business Unit Action Plan outlining the key actions and performance indicators for the year ahead. The Directorate and Business Unit projects, programs and actions align with the strategies and objectives in the Strategic Plan and Corporate Plan.

**Garry Hunt**  
CHIEF EXECUTIVE OFFICER

## Planning Framework





## vision

A sustainable City that is committed to service delivery excellence and operates under the principles of good governance

## mission

To undertake all our activities with the endeavour of meeting community expectations and achieving sustainable lifestyles

## values and principles

The values and principles outlined below will underpin the way the City achieves its vision and mission.

### Customer Focus

- We will work to understand and respond to the needs of all our customers both now and into the future.
- We will provide opportunities for community engagement.
- We will focus our improvement efforts on better services for our customers.

Friendly and reliable customer service and the swift resolution of complaints underpin the City's approach to customer service. Customers also have responsibilities to provide the right information in a timely manner, and to treat staff with respect. City staff have permission to politely terminate contact with abusive customers.

### Purpose, Direction and Planning

- We will be plan driven, we will set priorities and we will ensure the effective allocation of resources to achieve our plans.

### Sustainability

- We will minimise any adverse impact from our activities on the external environment and the resources available for future generations.
- We will provide value for money to all of our stakeholders.
- We will always act to ensure our activities serve the long-term interests of Joondalup.

### Data, Measurement and Understanding

- We will make decisions based on information and understanding.
- We will measure and report progress against our goals.
- We will use measurement to drive continuous improvement.

### Honesty and Integrity

- We will be fair, open and transparent in our activities.



## key focus areas

### 1. LEADERSHIP

- 1.1 Leadership and Decision Making ..... 7
- 1.2 Culture ..... 8

### 2. PLANNING

- 2.1 Strategic Direction ..... 9
- 2.2 Planning Processes ..... 11

### 3. INFORMATION AND KNOWLEDGE

- 3.1 Data Collection ..... 13
- 3.2 Data and Information Systems ..... 13

### 4. PEOPLE

- 4.1 Creating a Great Place to Work ..... 14
- 4.2 Employee Health and Wellbeing ..... 15
- 4.3 Employee Attraction, Retention and Development ..... 16

### 5. CUSTOMER AND FOCUS

- 5.1 Customer Focus ..... 18
- 5.2 Marketing and Communications ..... 19

### 6. EFFICIENT AND EFFECTIVE LOCAL GOVERNMENT

- 6.1 Continuous Improvement ..... 20

### 7. ORGANISATIONAL PERFORMANCE

- 7.1 Measurement ..... 21

Leadership

KEY FOCUS AREA 1

1.1 Leadership and Decision Making

Outcome						
The City of Joondalup supports and encourages leadership and decision making throughout the organisation. We understand current and future leadership and management competencies and development requirements, and actively work to develop current and future leaders.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Develop management systems that encourage staff at all levels to take responsibility, exercise leadership, and be accountable within their areas of work.	Design and implement a range of leadership, coaching and mentoring programs to increase the leadership capabilities throughout the organisation and prepare individuals for management and senior management positions including; tailored leadership programs, internal mentoring program, and participation in Learning Precinct initiatives such as: <ul style="list-style-type: none"> <li>The ECU Mentoring Program, and</li> <li>The Leading Edge Program.</li> </ul>	✓	✓	✓	✓	Organisational Development Human Resources
	Participate in the annual Local Government Managers' Challenge in order to develop leadership skills in aspiring leaders throughout the organisation.	✓	✓	✓	✓	Organisational Development Office of the CEO
	Executive Management Team [EMT], Management Group, and aspiring leaders' attendance at key industry conferences, forums and network meetings.	✓	✓	✓	✓	CEO Directors Managers Coordinators Supervisors
	Develop and implement mechanisms and processes to communicate key information throughout the organisation from conferences and network meetings.	✓				Organisational Development
	Maintain formal management systems and structures that facilitate effective decision-making at all levels of the organisation and encourage leadership throughout the organisation	EMT meetings held on a weekly basis and structured to address strategic and operational priorities.	✓	✓	✓	✓
	Continuously review effectiveness of EMT Meetings, Joint EMT and Managers' Meetings, and Management Group Meetings.	✓	✓	✓	✓	EMT Management Group
	Develop, implement and communicate approaches and processes that empower employees at all levels to make decisions within clearly defined decision making boundaries including development and communication of a decision making matrix.	✓				Organisational Development
	Review, promote and enact policies that support professional and skill development of all employees in alignment with organisational requirements.	✓	✓	✓	✓	Human Resources
	Continue to promote and use multi-task teams to progress initiatives and projects throughout the organisation.	✓	✓	✓	✓	Managers
Identify current and future skill gaps and management / leadership competencies and take action to close any gaps	Progress the recommendations contained in the Workforce Plan.	✓	✓	✓	✓	Human Resources Organisational Development Managers

1.2 Culture

Outcome						
The City's organisational culture supports and reflects our core principles and values, promotes a sense of belonging, and facilitates the achievement of organisational goals/objectives.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Promote and continually reinforce a culture where employees at all levels of the organisation understand and support the overall vision and purpose of the City.	Develop and implement a range of programs to communicate the City's desired culture and values to all employees including development and communication of the People Plan, Annual Staff Conference, and Business Planning Workshops.	✓	✓	✓	✓	Organisational Development Human Resources
	Develop effective internal communication mechanisms amongst teams and across Directorates and Business Units, to provide all employees with regular communication on City plans, programs and activities, and opportunities to share information.	✓	✓			Organisational Development Strategic Development
	Review and improve employee exit survey process to ensure major issues are communicated to EMT and utilised to inform improvements within the organisation.	✓				Human Resources
Measure employee satisfaction on a regular basis.	Conduct employee survey on a bi-annual basis and incorporate results into People Plan Review, Service Reviews, and Directorate and Business Unit Action Plans.	✓		✓		Human Resources Directors Managers



Planning

KEY FOCUS AREA 2

2.1 Strategic Direction

Outcome						
<ul style="list-style-type: none"> <li>The City of Joondalup has a clear and shared vision for the future.</li> <li>Our structure and process are aligned to achieving our strategic direction.</li> <li>Our leaders articulate the organisation's vision, mission, and goals and encourage and inspire employees to achieve these through their daily work.</li> </ul>						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Involve employees in the development and ongoing review of the Strategic and Corporate Plans.	Conduct workshops with employees to develop and review the Corporate Plan.	✓	✓	✓	✓	Organisational Development
	Distribute the Strategic Plan to all employees and consider feedback in the development and review of the Plan.	✓		✓		Strategic Development
Develop and maintain formal communication mechanisms to reinforce the vision, mission goals and values to all employees on an ongoing basis.	Redesign and launch the new Intranet site following consultation with employee groups incorporating a range of on-line communication mechanisms, and continue to review and enhance the capability of the Intranet.	✓	✓			Organisational Development Information Management
	Conduct Annual Staff Conference and promote organisational direction, issues, and priorities at Conference.	✓	✓	✓	✓	Organisational Development
	Review the content and format of City Chat on a regular basis to ensure it is a good and relevant mechanism for communicating key organisational information to employees.	✓	✓	✓	✓	Governance and Marketing
	Improve use of internal formal meeting systems to communicate corporate information in a consistent and timely manner to improve communication of key corporate information at Post Council Briefings, EMT Meetings, Directorate Meetings, Managers Meetings, BU Meetings, Toolbox Meetings etc.	✓	✓	✓	✓	Organisational Development Office of the CEO
Align the performance management system with the achievement of strategic and corporate goals/objectives.	Review and improve performance management systems including Corporate, Directorate, and Business Unit Key Performance Indicators.	✓	✓			Organisational Development Managers
	Review and improve individual performance appraisal system to align with Directorate and BU Plan objectives.	✓				Human Resources
Review management processes and structures to ensure that they define, enable, and reinforce the organisation's strategic direction.	Undertake quarterly Strategic Sessions with EMT in order to identify future issues that will impact on the organisation and associated resource/capacity requirements.	✓	✓	✓	✓	Office of the CEO
	Undertake biannual Strategic Sessions with EMT and Managers.	✓	✓	✓	✓	Office of the CEO
	Ongoing review and improvement of Integrated Planning Framework to ensure operational plans (Directorate and Business Unit Plans) link to Strategic, Corporate and other higher-level plans.	✓	✓	✓	✓	Organisational Development

2.1 Strategic Direction [continued]

Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Identify, assess, and control organisational risks.	Communicate and implement Risk Management Strategy throughout the organisation.	✓				Office of the CEO
	Formally document, discuss and review organisational risks at Joint EMT and Management Group Meetings.	✓	✓	✓	✓	Managers
	Assess and document operational risks as a component of the business planning cycle and develop and review a central risk register for the organisation.	✓	✓	✓	✓	Office of the CEO Managers
	Fully scope all planning, project development, and other activities to identify, evaluate, and manage risks as a component of the project initiation process.	✓	✓	✓	✓	Directors Managers Project Managers
	Review policies and procedures relating to Contract Management.	✓				Financial Services
	Source and organise training and development for employees managing contracts.	✓				Human Resources
	Implement internal audit program throughout the organisation with a focus on higher risk processes.	✓	✓	✓	✓	Office of the CEO
	Monitor changes to statutory and legal requirements and implement procedures and processes to meet such requirements.	✓	✓	✓	✓	Office of the CEO Governance and Strategy
	Communicate, review and test the Business Continuity Plan on an annual basis.	✓	✓	✓	✓	Corporate Services
	Review and test IT Incident and Response Plan on an annual basis.	✓	✓	✓	✓	Information Management
Implement and monitor the Safety Management Plan through regular monitoring and reporting against Action Plan to Safety Management Committee and EMT.	✓	✓	✓	✓	Human Resources	



2.2 Planning Processes

Outcome						
<ul style="list-style-type: none"> <li>The City's Integrated Planning Framework and processes assist all employees in the organisation to work together to achieve shared goals.</li> <li>The City's assets and resources are effectively managed to achieve organisational goals and deliver value to the community.</li> <li>Information Technology is utilised to improve decision-making, service delivery, and productivity.</li> </ul>						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Improve integrated planning and budget processes to achieve better alignment, integration, and involvement of employees.	Develop and communicate an integrated strategic, corporate, financial and business planning framework and cycle setting out how the organisation will fund and deliver its strategies and associated implementation plans.	✓				Organisational Development Financial Services
	Conduct annual review of the planning processes - Strategic, Corporate, Directorate, Business, and Individual - and budget processes (specifically focusing on timelines, interfaces, and employee involvement) and communicate processes in a timely manner to all employees through: <ul style="list-style-type: none"> <li>Development and distribution of a Corporate Calendar.</li> <li>Development of a simple model of the planning framework and associated process maps.</li> </ul>	✓	✓	✓	✓	Organisational Development Financial Services
	Build capacity of Managers and Coordinators/ Supervisors to undertake and facilitate effective business planning through facilitated Business Planning Sessions.	✓	✓	✓	✓	Organisational Development
	Review performance against the Strategic, Corporate, Directorate, and Business Unit Actions Plans on a regular basis, and provide regular reports to Executive Management Team.	✓	✓	✓	✓	Organisational Development Strategic Development Managers
	Establish and support cross functional Project and Work Teams to promote cooperative approach, knowledge sharing, and reduce silo approach to project, program and service development and delivery.	✓	✓	✓	✓	Directors Managers Coordinators
	Develop and maintain information systems that support the timely and accurate collection of information regarding City owned assets, staff resources, and the City's finances.	Review and communicate 20 Year Strategic Financial Plan and utilise Plan to inform planning and budget deliberations.	✓	✓	✓	✓
	Review and implement 5 Year IT Strategic Plan.		✓			Information Management
	Review IT Platforms/Architecture and integration of IT systems (including data capture and warehousing).	✓				Information Management
	Review and update Workforce Plan.		✓		✓	Human Resources

2.2 Planning Processes [continued]

Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Improve the management of the City's assets by defining levels of service, current condition and future demand to produce long term financial plans	Develop and maintain organisational systems and processes for the management and maintenance of the City's assets that integrate with service planning arrangements and financial management. (Including the identification and implementation of asset management software, and clearly defined roles and responsibilities for asset management.)	✓	✓			Asset Management Managers
	Continue to develop and implement the Strategic Asset Management Strategy to achieve the following: <ul style="list-style-type: none"> <li>Improve knowledge of the City's assets including their location, condition, value and effective life.</li> <li>Develop lifecycle management plans incorporating planning, acquisition, maintenance, renewal and disposal.</li> <li>Establish current demand and forecast future demand for infrastructure.</li> <li>Develop long term financial plans to inform the 20 Year Strategic Financial Plan.</li> <li>Develop 5 Year Capital Works Programs incorporating forecast of infrastructure renewal requirements.</li> <li>Develop preventative maintenance and other work programs.</li> </ul>	✓	✓	✓	✓	Asset Management Managers



Information and Knowledge

KEY FOCUS AREA 3

3.1 Data Collection

<b>Outcome</b> The City has systems and processes in place for collecting and analysing data and information, and uses this to improve service delivery.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Continue to develop an integrated approach to information systems and improve access to corporate information.	Improve corporate data capture systems to improve reporting capabilities, analysis of information, and increased responsiveness to customers.	✓	✓			Organisational Development Information Management
	Maintain accurate records of the City's physical assets, financial position, employee resources and IT assets	✓	✓	✓	✓	Asset Management Human Resources
	Continue development and enhancement of the Geographical Information System (GIS).	✓	✓			Information Management
	Develop and communicate a Knowledge Management Policy and Plan.	✓	✓			Office of the CEO Organisational Development

3.2 Data and Information Systems

<b>Outcome</b> The City's information and record systems support and enable the business of the organisation.						
Evaluate the effectiveness of the current record management systems.	Implement new Records Management System (including employee training program) that provides control over records retention, storage and destruction, and maximises access to information (electronic and hard copy)	✓	✓			Governance and Marketing Information Management
	Conduct audit of current practices for storing corporate information.		✓			Office of the CEO
	Review and implement City's Record Keeping Plan.		✓			Governance and Marketing
Introduce systems to ensure organisational memory and knowledge is retained when employees leave the organisation.	Implement systems to facilitate sharing of knowledge and information through: <ul style="list-style-type: none"> <li>• Induction and handover processes.</li> <li>• Development of intranet facility to provide improved internal accessibility to corporate information.</li> <li>• Phased Retirement Programs</li> <li>• Mentoring Programs</li> <li>• Directorate Briefings</li> <li>• Team Meetings</li> </ul>	✓	✓	✓	✓	Human Resources Organisational Development Directors Managers Coordinators Supervisors
	Regularly scan the external environment to keep abreast of current and emerging strategic issues and demographic trends	Utilise information from external groups, networks and organisations, and existing plans (Workforce Plan, IT Plan, Community Profile etc) to inform decisions.	✓	✓	✓	✓

People

KEY FOCUS AREA 4

4.1 Creating a Great Place to Work

<b>Outcome</b> The City of Joondalup encourages all employees to understand and participate in the development and achievement of organisational goals. All employees understand how their work helps to achieve the City's vision and goals, and are committed to the organisation and serving customers through continuous improvement.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Implement processes that enable and encourage employees to contribute ideas for organisational and service improvement, and participate in decisions that affect them.	Involve employees in Strategic, Corporate, Directorate and Business Planning processes.	✓	✓	✓	✓	Directors Managers
	Involve employees in reviews of services (employees in services being reviewed and employees in business units with significant interaction with service under review).	✓	✓	✓	✓	Organisational Development
	Involve employees in process improvement activities and provide practical training opportunities in process mapping and process improvement.	✓	✓	✓	✓	Organisational Development
	Provide all employees with easy access to all corporate information on the Intranet, and seek employee views on the design and ongoing improvement of the Intranet.	✓	✓			Organisational Development Information Management
	Develop, implement and review People Plan in consultation with employee Working Group.	✓	✓			Human Resources
Adopt, implement, and communicate a formal standardised approach to project management that is flexible enough for large and small projects.	Continue to improve and standardise project management approach and provide training to employees as part of Corporate Training Program.	✓				Organisational Development Human Resources
	Investigate and implement project management tools and software to assist with project management and project collaboration.	✓				Organisational Development Information Management
Establish Performance Management Systems that link individual and team behaviour with strategic direction.	Develop and implement planning and performance management processes that align and link the Strategic Plan and Corporate Plan goals with individual work plans and performance.	✓	✓			Organisational Development Human Resources
	Review individual performance appraisal system and align individual performance and development planning and review timeframes with Strategic, Corporate, Directorate and Business Planning timeframes	✓				Human Resources

4.2 Employee Health and Wellbeing

Outcome						
The City of Joondalup contributes to the health and wellbeing of all employees through the provision of a work place and work conditions that provide a balance between work and home life whilst still meeting corporate objectives, and which promote and support safe work practices.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
In consultation with employees, develop and implement flexible working policies and practices that enable the community to be served while providing flexibility for employees in working hours and place of work.	Consult all employees on flexible working options as part of the new Collective Agreement.	✓				Human Resources
	Develop and pilot a 'telecommuting' trial with selected employees.			✓		Human Resources Organisational Development
Maximise the safety and wellbeing of employees, (Including work experience, volunteers, and students), contractors, and suppliers.	Maintain active OSH Management Committee involving representatives from all work areas.	✓	✓	✓	✓	Human Resources
	Implement and monitor actions contained in Safety Management Plan.	✓	✓	✓	✓	Human Resources
	Establish and maintain systems and processes to monitor, report, and improve safety performance and report safety statistics to OSH Management Committee and EMT on a monthly basis.	✓	✓	✓	✓	Human Resources
	Provide employees with opportunities, mechanisms and training to improve safety work processes and practices	✓	✓	✓	✓	Human Resources Managers Coordinators Supervisors
	Continue to promote and provide programs that contribute to employee health and wellbeing such as: <ul style="list-style-type: none"> <li>Employee Assistance Program;</li> <li>Flu Immunisation;</li> <li>Sunscreen Screenings;</li> <li>Options for Craigie Leisure Centre Membership;</li> <li>Annual Health Assessments;</li> <li>Travel Smart Programs; and</li> <li>Safety Perception Survey.</li> </ul>	✓	✓	✓	✓	Human Resources

4.3 Employee Attraction, Retention and Development

Outcome						
The City of Joondalup attracts, develops and retains employees with commitment, skills and attributes required to deliver services to our community and achieve organisational goals, and recognises and rewards employees.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Attract and retain a high quality, motivated and empowered workforce throughout the organisation.	Implement Workforce Plan recommendations.	✓				Human Resources Organisational Development
	Develop and implement People Plan with a focus on attraction and retention initiatives.	✓	✓			Human Resources
	Continue to promote and support professional development through the development of: <ul style="list-style-type: none"> <li>A succession planning system;</li> <li>Identification and implementation of individual professional development programs; and</li> <li>Continuation and promotion of Study Assistance Program</li> </ul>	✓	✓	✓	✓	Organisational Development Human Resources Managers
	Continued involvement in appropriate corporate memberships, subscriptions, and professional networks	✓	✓	✓	✓	Directors Managers Coordinators
	Monitor market trends in remuneration and conditions and offer packages that are competitive.	✓	✓	✓	✓	Human Resources
	Continue to conduct and support Generation X and Y Forums and communicate information from forums to Executive Management Team, Managers, and Coordinator/Supervisors, and assist to progress specific actions from those forums.	✓	✓			Office of the CEO Organisational Development
	Continue to work with employees to improve the physical work environment including major upgrade of staff lunch room.	✓	✓			Office of the CEO
	Develop and implement training and development programs that develop skills and competencies to meet current and future needs.	Continue to promote and implement traineeship program, and develop Internship Program for graduates and Scholarship Programs for employees to pursue further education.	✓		✓	
Develop and implement Corporate Training Plan following analysis of Workforce Plan, organisational training needs, and employee training plans.	Develop and implement Corporate Training Plan following analysis of Workforce Plan, organisational training needs, and employee training plans.	✓	✓	✓	✓	Human Resources
	Identify employee skill sets and utilise skills by inviting employees to deliver training programs as a component of the Corporate Training Program. (Eg Project Management, 6 Hats Thinking, Report Writing, Research and Analysis, Community Consultation, Financial Management/Budgeting).		✓	✓		Human Resources
Develop programs and processes to encourage and support Managers and employees to formally recognise good work.	Review current reward and recognition programs including: <ul style="list-style-type: none"> <li>Service recognition;</li> <li>Customer Service Excellence Awards; and</li> <li>Development and communication of new reward and recognition programs.</li> </ul>	✓				Governance and Marketing Organisational Development





Customer and Market Focus

KEY FOCUS AREA 5

5.1 Customer Focus

Outcome						
The City of Joondalup provides high levels of service to the community and customers.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Create and foster a customer service environment throughout the organisation. (Internal and External Customer Service)	Review current approach to customer service including training programs, Mystery Shopper Program, Customer Service Centres and Customer Surveys, and develop and implement a Customer Service Strategy.	✓	✓			Governance and Marketing
	Develop and deliver a customer service training program to all employees to support implementation of the Customer Service Strategy.		✓			Governance and Marketing
	Research and implement (if practical) customer relationship management software (including research in capabilities of ProClaim)		✓			Governance and Marketing Information Management
	Continue to develop a Customer Service Centre that aims for resolution of complaints and requests at the first contact by providing training to all Customer Service Officers, and the development of information systems and processes to support Customer Service Officers deal with customer enquiries.	✓	✓	✓	✓	Governance and Marketing
	Review Complaints Management System with a view to providing comprehensive reports on all complaints received and the implementation of measures to prevent reoccurrence.		✓			Governance and Marketing Organisational Development
	Improve reporting processes to the Executive Management Team on analysis of complaints		✓			Governance and Marketing Organisational Development
	Identify and target priority areas for improvement in service delivery using satisfaction surveys, complaints and other measurement systems.	✓	✓	✓	✓	Directors Managers
Measure, monitor and maintain high levels of service delivery that meet the needs of customers and the organisation.	Develop and publish service levels in consultation with service users that inform the delivery of services to customers at the required level.	✓	✓			Managers
	Conduct and utilise Annual Customer Satisfaction Survey (external and internal) to identify levels of customer satisfaction and gaps in service and facility provision, and use this information to direct services to meet customer and community needs, and plan for future service delivery.	✓	✓	✓	✓	Governance and Marketing Organisational Development

5.2 Marketing and Communications

Outcome						
The City of Joondalup promotes all services and facilities to customers and the community.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Continue to build organisational capacity to undertake marketing and communication function.	Implement an integrated Marketing Plan for the organisation including: <ul style="list-style-type: none"> <li>Review of Branding Strategy and approach for the City.</li> <li>Development and implementation of a Communications Strategy to update the community and customers on services, facilities, and activities undertaken by the City.</li> <li>Review and redevelopment of Internet.</li> <li>Communication of Style Guide</li> </ul>	✓	✓			Governance and Marketing
	Develop marketing and promotional material including: <ul style="list-style-type: none"> <li>Residents Pack</li> <li>Annual Calendar of Civic Events</li> <li>Fact Sheets</li> <li>Media Releases</li> <li>Budget News / City News</li> <li>Marketing and promotional display and material based on the new brand for use in attending conventions, conferences and other events.</li> </ul>	✓	✓	✓	✓	Governance and Marketing

Efficient and Effective Local Government KEY FOCUS AREA 6

6.1 Continuous Improvement

Outcome						
The City of Joondalup promotes a culture of continuous improvement and captures and acts on employee ideas for improvement.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Undertake a review of targeted services allocating priority to those with the greatest opportunity for realising efficiencies.	Develop and implement rolling program of service reviews including consultation with employees, analysis of relevant data and information, and comparison of our performance and processes against other better practice local governments to identify opportunities for improvement.	✓	✓	✓	✓	Organisational Development Managers
	Develop Improvement Plans to progress recommendations from Service Reviews in a structured manner including processes for monitoring and reporting progress against the Improvement Plans.	✓	✓	✓	✓	Organisational Development Managers
Improve service delivery through consistent adherence to service standards.	Establish and implement service standards that meet community needs and are within the resource capacity of the City.	✓	✓			Organisational Development Managers
	Coordinate the development of statistically reliable performance indicators for each service's standards and implement a system for monitoring and improvement as a component of the business planning and reporting process.	✓	✓			Organisational Development Managers
Develop an integrated business process model that articulates core and support processes and links processes to protocols and procedures.	Develop, prioritise and implement process improvement schedule in order to map and improve core, support and service specific processes.	✓	✓			Organisational Development Managers
	Provide employees with process improvement training (including process improvement tools) and practical application through facilitated process improvement workshops.	✓	✓	✓	✓	Organisational Development
	Develop and train Process Improvement Project Teams to progress improvement projects and promote continuous improvement.	✓	✓	✓	✓	Organisational Development



Organisational Performance

KEY FOCUS AREA 7

7.1 Measurement

Outcome						
The City regularly monitors and reports progress against overall strategic direction and specific projects, programs and initiatives.						
Objective	Strategies	Year				Lead Responsibility
		08	09	10	11	
Monitor progress against Strategic Plan and report progress to Council and the community.	Develop Key Performance Indicators for the Strategic Plan and provide reports to Council and the community.	✓	✓	✓	✓	Strategic Development
	Provide Quarterly Progress Reports against Annual Plan to Council and the community.	✓	✓	✓	✓	Organisational Development Managers
Measure and report on operational performance at regular intervals.	Develop Corporate Key Performance Indicators and provide regular reports to EMT.	✓	✓	✓	✓	Organisational Development
	Review Directorate and Management Reporting Systems and implement revised systems for measuring and monitoring organisational, Directorate, and Business Unit performance.	✓				Organisational Development
	Assess organisational performance on an annual basis against the Business Excellence Framework to identify areas for improvement and develop and monitor Improvement Plan for integration into Directorate and Business Unit planning processes.	✓	✓	✓	✓	Organisational Development Managers





**City of Joondalup**

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