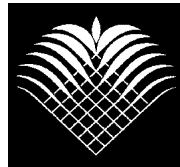


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ATTACHMENT 1



City of
Joondalup

Key Performance Indicators for Strategic Plan 2003-2008

Key Performance Indicators for Strategic Plan 2003 - 2008

KEY FOCUS AREA 1: COMMUNITY WELLBEING

OUTCOME	OBJECTIVE	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET 2008
The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning.	1.1 To develop, provide and promote a diverse range of lifelong learning opportunities	1.1.1 To continue development of the City of Joondalup as a Learning City – plan for student growth. 1.1.2 Continue learning precincts and the development of relationships with local stakeholders and service providers. 1.1.3 Support whole-of-life learning and creation of knowledge opportunities.	<ul style="list-style-type: none"> The number of Tertiary Students resident in the City according to the Institution in which they are enrolled. No. of learning events conducted by the City (including those in partnership with Learning City partners) Level of participation in community education programs provided by the City % Community satisfied with the City's community education activities Total registered library members % Community satisfied with Library and Information Services 		Monitor Increase ≥ 10% Maintain Increase ≥ 5% Increase ≥ 3% Maintain
The City of Joondalup is a cultural centre recognised as a great place to visit	1.2 To meet the cultural needs and values of the community.	1.2.1 Continue to enhance and create new cultural activities and events 1.2.2 Create cultural facilities	<ul style="list-style-type: none"> Level of participation in City of Joondalup funded community and cultural events and activities % of community satisfied with the City's provision of cultural activities, festivals and events 		Increase ≥ 10% Increase ≥ 5%

Key Performance Indicators for Strategic Plan 2003 - 2008

KEY FOCUS AREA 1: COMMUNITY WELLBEING					
OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATOR	2003 LEVEL	TARGET
The City of Joondalup provides social opportunities that meet community needs	1.3 To continue to provide services that meet changing needs of a diverse and growing community	1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today's environment. 1.3.2 Provide quality of life opportunities for all community members. 1.3.3 Provide support, information and resources.	<ul style="list-style-type: none"> • % of community who feel that the City provides social opportunities that meet community needs. • Level of community satisfaction with the City's provision of outdoor recreational facilities and activities • Level of community satisfaction with the City's Leisure Centres. 		Increase ≥ 5% Increase ≥ 5% Increase ≥ 5%
The City of Joondalup provides social opportunities that meet community needs	1.4 To work with the community to enhance safety and security in a healthy environment	1.4.1 Continue to implement the Safer Community Program 1.4.2 Contribute to the protection of human health.	<ul style="list-style-type: none"> • City Watch Responsiveness to Callouts • Level of community satisfaction with the City's mobile security patrols. • Level of community satisfaction with the City's performance in providing a safe and secure place to live • % of residents using the City's immunisation service • Number of health assessments of specified local businesses conducted to reduce risk to human health • Number of new businesses compliant with health standards • Level of community satisfaction with the City's immunisation clinics 		Maintain Increase ≥ 10% Increase ≥ 10% Monitor Monitor Monitor Monitor

KEY FOCUS AREA 2: CARING FOR THE ENVIRONMENT

OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET
The City of Joondalup is environmentally responsible in its activities	2.1 To plan and manage our natural resources to ensure environmental sustainability	2.1.1 Maintain and protect natural assets to retain biodiversity 2.1.2 Further develop environmentally effective and energy-efficient programs. 2.1.3 Develop a coordinated environmental framework, including community education	<ul style="list-style-type: none"> Level of consumer satisfaction with the City's performance on conservation and environmental management Level of satisfaction with the City's pollution control services. Total tonnes of greenhouse gas emissions abated by Council programs and operations Level of community satisfaction with the City's performance in creating and maintaining parks, gardens and open spaces 		Increase ≥ 5% Increase ≥ 5% 4000 tons abated Increase ≥ 5%
The City of Joondalup efficiently and effectively manages waste	2.2 To manage waste effectively and efficiently in alignment with environmentally sustainable principles	2.2.2 Plan for the development of waste management	<ul style="list-style-type: none"> Level of customer satisfaction with weekly rubbish collections Level of customer satisfaction with fortnightly recycling Level of satisfaction with verge side bulk rubbish collection Total reduction of residential waste to landfill generated by the municipality 		Maintain Maintain Maintain Increase ≥ 40% diversion

KEY FOCUS AREA 3: CITY DEVELOPMENT

OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET
The City of Joondalup has well-maintained assets and built environment.	3.1 To develop and maintain the City of Joondalup's assets and built environment	3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure. 3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup.	<ul style="list-style-type: none"> Level of community satisfaction with the City's planning and building approvals service Level of community satisfaction with the City's provision and maintenance of footpaths and cycle ways. No. of public liability claims – total claims and successful claims Level of community satisfaction with the City's road maintenance services 		Increase ≥ 10% Increase ≥ 5% Decrease ≥ 20% Increase ≥ 5%
The City of Joondalup is recognised as a great place to visit	3.2 To develop and promote the City of Joondalup as a tourist attraction	3.2.1 Create and promote cultural tourism attractions 3.2.2 Develop an 'eco-tourism' strategy 3.2.3 Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction	<ul style="list-style-type: none"> Total overnight visitors to City of Joondalup (domestic and international) Purpose for visit <ul style="list-style-type: none"> -Holiday -pleasure -visiting friends and relatives other (including education, employment, medical reasons, in transit, not stated) Leisure Activities undertaken by Visitors to CoJ <ul style="list-style-type: none"> -Social/Other -Outdoor/Nature -Local attractions/Tourist activities -Active outdoor/Sport -Arts/Heritage 		Monitor Monitor Monitor

KEY FOCUS AREA 3: CITY DEVELOPMENT

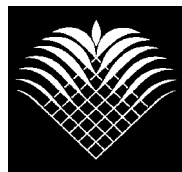
OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET
The City of Joondalup recognises the changing demographic needs of the community	3.3 To continue to meet changing demographic needs	3.3.1 Provide residential living choices 3.3.2 Integrate plans to support community and business development	<ul style="list-style-type: none"> Estimated population of the municipality Mix of housing styles <ul style="list-style-type: none"> - Separate House - Semi detached/row/terrace - Flats/units/apartments - Caravan, improvised - Other/not stated 		Monitor Monitor
The City of Joondalup has an effective integrated transport system	3.4 To provide integrated transport to meet regional and local needs.	3.4.1 Advocate and facilitate the creation of transport linkages 3.4.2 Align use of land and modes of transport	<ul style="list-style-type: none"> Cycling facilities <ul style="list-style-type: none"> - Dual use (shared) paths - On-road cycle lanes No of vehicles accessing the city centre 		Monitor Monitor
The City of Joondalup is recognised for investment and business development opportunities	3.5 To provide and maintain sustainable economic development	3.5.1 Develop partnerships with stakeholders to foster business development opportunities 3.5.2 Assist in the facilitation of local employment opportunities	<ul style="list-style-type: none"> Total City of Joondalup investment in Sustainable Development Funding Program Number of new clients with Joondalup Business Incubator Program Total no of persons in the Joondalup workforce 		Maintain Increase to 80% of capacity Monitor

Key Performance Indicators for Strategic Plan 2003 - 2008

KEY FOCUS AREA 4: ORGANISATIONAL DEVELOPMENT					
OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET
The City of Joondalup is a sustainable and accountable business.	4.1 To manage the business in a responsible and accountable manner	4.1.1 Ensure financial viability and alignment to plan 4.1.2 Develop a corporate reporting framework based on sustainable indicators 4.1.3 Develop a risk management strategy	<ul style="list-style-type: none"> ♦ Autonomy Ratio ♦ Fees and charges as a % of operating revenue ♦ Operating Expenditure budget compared to previous years (CPI indexed) ♦ Rates coverage ratio ♦ Debt ratio. ♦ Current ratio ♦ Growth (or decline) in Net Assets ♦ % of KPIs reported according to approved plan 		Monitor Monitor Monitor Monitor Monitor Monitor 100%
The City of Joondalup provides quality value-adding services	4.2 To provide quality services with the best use of resources	4.2.1 Provide efficient and effective service delivery 4.2.2 Provide quality customer service 4.2.3 Further develop a range of services that are proactive, innovative and of best practice to meet organisational requirements.	<ul style="list-style-type: none"> ♦ % of non compliance issues in statutory compliance report ♦ Overall customer satisfaction with the City of Joondalup ♦ Overall customer satisfaction with contact with Council (phone, in-person, writing) ♦ Customer satisfaction with complaint handling by the City ♦ Combined scores from team Mystery Shopper Audits 		Monitor Increase ≥ 10% Increase ≥ 10% Increase ≥ 10% Increase ≥ 5%

Key Performance Indicators for Strategic Plan 2003 - 2008

KEY FOCUS AREA 4: ORGANISATIONAL DEVELOPMENT					
OUTCOME	OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS	2003 LEVEL	TARGET 2008
The City of Joondalup is an interactive community.	4.3 To ensure the City responds to and communicates with the community.	4.3.1 Provide effective and clear community consultation 4.3.2 Provide accessible community information 4.3.3 Provide fair and transparent decision-making processes	<ul style="list-style-type: none"> ♦ % of residents who feel they have the opportunity to comment on Council business ♦ % of community satisfied with the way Council makes information available on its services and business ♦ Level of community satisfaction with the City's leadership and decision-making processes of Council ♦ % of FOI applications processed to schedule 		Increase ≥ 10% Increase ≥ 10% Increase ≥ 10% Maintain
The City of Joondalup is recognised as a unique City	4.4 To develop community pride and identity	4.4.1 Build and develop marketing opportunities to promote the City	<ul style="list-style-type: none"> ♦ Voter participation in Council Elections ♦ Number of positive media items 		Increase ≥ 8% Increase ≥ 10%
The City of Joondalup is recognised as an Employer of Choice	4.5 To manage our workforce as a strategic business resource	4.5.1 Develop a corporate workforce management plan 4.5.2 Progress the implementation of a corporate performance management system 4.5.3 Implement a structured employee training and development plan 4.5.4 Implement best practice people-management policies and tools that assist in the achievement of the City's workforce objectives.	<ul style="list-style-type: none"> ♦ Staff turnover ♦ Lost Time Injuries (annual average) ♦ Duration rate of injuries (annual average) ♦ Employee satisfaction as measured in Cultural Survey Results 		Decrease ≥ 13% Decrease ≥ 20% Decrease ≥ 20% Increase 5%



City of
Joondalup

Proforma for Collection
of
Key Performance Indicators 2004/2005

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KEY FOCUS AREA 1 – COMMUNITY WELLBEING

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KEY FOCUS AREA 1 – COMMUNITY WELLBEING

Introduction

To realise its strategic vision to be a *“Sustainable City and community that are recognised as innovate, unique and diverse”* the City has developed a set of Key Performance Indicators, which allow us to measure progress against the Strategic Plan 2003-2008.

A 'Triple Bottom Line' approach to performance reporting has been applied and Key Performance Indicators have been set as social, economic or environmental indicators that the City will monitor over the longer term.

An annual report detailing progress against the Strategic Plan will be provided to Council to ensure that the City is measuring its activities and using information to improve future performance and at the same time fulfilling its commitment, to both Council and community, to be open and transparent in all activities.

How will we measure success?



Economic measure



Environmental measure



Social measure

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

The number of Tertiary Students resident in the City according to the Institution in which they are enrolled

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning”.</i></p> <p>By reporting against this indicator, the City will be able to monitor strategies for planning for student growth</p> <p>The City of Joondalup has recognised and promoted its educational resources to the rest of the State. Increasing the number of students that study locally reduces the number of people travelling long distances and provides economic opportunities for the City through the students’ needs for a variety of accommodation and entertainment close to their place of study.</p> <p>The information will be useful in evaluating the effectiveness of the City’s partnership with its Learning City Partners, and the success of City and the Learning City Project in attracting students to reside in the City of Joondalup.</p>
Collection Methodology	Statistical data will be sourced from Edith Cowan University, West Coast College of TAFE and Australian Institute of University Studies. A baseline will be set for 2003/04. Statistics for following years will be recorded and reported.
Frequency of Collection	Annual
Responsible Business Unit	Strategic & Sustainable Development
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Number of learning events conducted by the City (including those in partnership with Learning City partners)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning”.</i></p> <p>Participation in ‘learning events’ provides a measure for adult learning activity occurring in the City of Joondalup. Participation in learning events also promotes access to knowledge and skills as well as participation in the community.</p> <p>The information can be used to:</p> <ul style="list-style-type: none">• Measure level of participation• Collect information on community satisfaction with type and number of events• Gauge demand for future programs• Tailor programs to suit community interest/need
Collection Methodology	Maintain records of all learning events conducted by the City of Joondalup through the Strategic and Sustainable Development Business Unit and Library and Information Services
Frequency of Collection	Annual
Responsible Business Unit	Strategic & Sustainable Development Library & Information Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of participation in community education programs provided by the City

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning”.</i></p> <p>Participation in community education programs’ provides a measure for adult learning activity occurring in the City of Joondalup. Participation in community education activities also serves to promote access to knowledge and skills as well as participation in the community.</p> <p>The information can be used to:</p> <ul style="list-style-type: none">• Measure level of participation• Gauge demand for future programs• Tailor programs to suit community interest/need
Collection Methodology	Library statistics
Frequency of Collection	Annual
Responsible Business Unit	Library & Information Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

% Community satisfied with the City's community education activities

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning".</i></p> <p>This indicator provides information on the level of satisfaction with the City's community education activities.</p> <p>The information can be used to identify</p> <ul style="list-style-type: none">• The level of overall satisfaction with Council services• Levels of awareness of Council's community education services• Community's satisfaction with Council's performance in delivering community education activities.• Performance "gaps" that exist with the community education services provided in context with the level of perceived importance.
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Strategic & Sustainable Development Library & Information Services Community Development Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Total registered library members

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning”.</i></p> <p>By reporting against this indicator, the City’s progress in supporting whole-of-life learning and creation of knowledge opportunities can be monitored. Libraries are one of the major avenues for learning and knowledge.</p> <p>The information can be used to monitor membership numbers by the Libraries and put strategies in place, if necessary, to promote Library services and activities and attract increased membership.</p>
Collection Methodology	Library statistics
Frequency of Collection	Annual
Responsible Business Unit	Library & Information Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

% Community satisfied with Library and Information Services

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning”.</i></p> <p>The information can be used to identify</p> <ul style="list-style-type: none">• The level of overall satisfaction with Council’s Libraries• Levels of awareness of library services provided by Council.• Community’s satisfaction with Council’s performance in delivering library services• Performance “gaps” that exist with the library services provided in context with the level of perceived importance.
Collection Methodology	Annual Customer Service Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Library & Information Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of participation in City of Joondalup funded community and cultural events and activities

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is a cultural centre recognised as a great place to visit”</i></p> <p>Cultural events are an indicator of pride in the community and recognition of local heritage and artistic endeavour. They also indicate respect and tolerance for the different cultural backgrounds of members of the community. Cultural events are also related to tourism activity.</p> <p>The City fosters cultural development in order to meet the needs and values of the community through the provision of cultural activities and events This indicator provides information on the numbers of people participating in such events.</p> <p>The information can be used to identify levels of interest in and demand for future programs</p>
Collection Methodology	Community Development statistics
Frequency of Collection	Annual
Responsible Business Unit	Community Development
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

% of community satisfied with the City's provision of cultural activities, festivals and events

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is a cultural centre recognised as a great place to visit"</i></p> <p>This performance indicator provides a community perspective on the City's provision of cultural activities, festivals and events.</p> <p>Cultural events are an indicator of pride in the community and recognition of local heritage and artistic endeavour. They also indicate respect and tolerance for the different cultural backgrounds of members of the community. Cultural events are also related to tourism activity.</p> <p>The information can be used to:</p> <ul style="list-style-type: none"> • Identify the level of overall satisfaction with Council's Cultural activities, festivals and events • Gauge Community's satisfaction with activities, events and festivals • Plan future activities, events and festival based on community interest
Collection Methodology	Annual Customer Service Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Community Development Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

% of community who feel that the City provides social opportunities to meet community needs

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides social opportunities that meet community needs”</i></p> <p>The City provides a range of leisure and recreational programs as well as support and information and this indicator will provide the City with information on the level of community satisfaction with such programmes and activities.</p> <p>The information can be used to identify</p> <ul style="list-style-type: none">• The level of overall satisfaction with social opportunities provided by Council• Levels of awareness for social opportunities provided by Council.• Community’s satisfaction with Council’s performance in delivering social opportunities to meet community needs.• Performance “gaps” that exist with the provision of social opportunities.
Collection Methodology	Is not currently being collected however will be incorporated into the Community Satisfaction Monitor for 2005.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of community satisfaction with the City's provision of outdoor recreational facilities and activities

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup provides social opportunities that meet community needs"</i></p> <p>The information can be used to:</p> <ul style="list-style-type: none">• Identify the level of overall satisfaction with Council's recreation activities and facilities• Gauge Community's satisfaction with recreational activities and facilities• Identify "gaps" that exist with the services and facilities provided• Plan future activities and facilities based on community interest
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of community satisfaction with the City's Leisure Centres.

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides social opportunities that meet community needs”</i></p> <p>The City's Leisure Centres promote healthy lifestyles through the provision of a range of recreation opportunities. By reporting against this indicator, the City can monitor the community's satisfaction with such programmes.</p> <p>The information can be used to identify</p> <ul style="list-style-type: none">• The level of overall satisfaction with the City's Leisure Centres• Levels of awareness for the City's Leisure Centres• Community's satisfaction with Council's performance in delivering various services and programs at the Leisure Centres• Performance “gaps” that exist with the services and facilities provided
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

City Watch Responsiveness to Callouts

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is a safe and healthy City”</i></p> <p>This indicator provides information on the levels of responsiveness of City Watch to customer call outs in a variety of ways. Methods for responding include additional targeted patrolling, utility checks, security alert (raising awareness of City Watch officers of safety concerns by residents), operational attendance (immediate response). By reporting against this indicator, the City will be able to monitor City Watches adherence to callout response times.</p> <p>The information can be used to monitor call out response and the number of calls.</p>
Collection Methodology	Data is collated by contractor and City of Joondalup administration staff and reported on monthly basis.
Frequency of Collection	Monthly
Responsible Business Unit	City Watch & Ranger Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of community satisfaction with the City's mobile security patrols.

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup provides social opportunities that meet community needs"</i></p> <p>A sustainable community is one where crime is low, people feel safe and property is left intact. The City's mobile security patrols were instigated to give the community a greater sense of security.</p> <p>This performance indicator will provide information on the level of community satisfaction with the City's mobile security patrols</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of community satisfaction with the City's performance in providing a safe and secure place to live

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is a safe and healthy City"</i></p> <p>The City continues to develop and implement policies and strategies, including urban design solutions that create and maintain an environment that maximises personal safety. Fear of crime can cause people anxiety and have a negative impact on behaviour with people being reluctant to walk or use public transport they feel unsafe.</p> <p>By reporting against this indicator, the City will be able to monitor the success of strategies to make Joondalup a safe place to live, work and visit.</p> <p>The information can be used to monitor strategies implemented by the City to make the City a safe and secure place to live.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

% of residents using the City's immunisation service

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is a safe and healthy City"</i></p> <p>The City continues to develop and implement policies and strategies that creates and maintain an environment that maximises human health</p> <p>By reporting against this indicator, the City will be able to monitor the success of strategies to make Joondalup a safe place to live, work and visit..</p> <p>The information can be used to monitor strategies implemented by the City to make the City a safe and healthy place to live.</p>
Collection Methodology	Data is collected from the City's immunisation records.
Frequency of Collection	Annual
Responsible Business Unit	Health and Environmental Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Number of health assessments of specified local businesses conducted to reduce risk to human health

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is a safe and healthy City”</i></p> <p>The City continues to develop and implement policies and strategies that creates and maintain an environment that maximises human health</p> <p>By reporting against this indicator, the City will be able to monitor the success of strategies to make Joondalup a safe place to live, work and visit.</p> <p>The information can be used to monitor strategies implemented by the City to make the City a safe and healthy place to live.</p>
Collection Methodology	Regular assessments of food premises, pools (public & private), accommodations (eg caravan parks, B&Bs) events (eg Joondalup Festival) and other businesses will be undertaken. The data collected will be reported.
Frequency of Collection	Annual
Responsible Business Unit	Health and Environmental Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Number of new businesses compliant with health standards

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is a safe and healthy City”</i></p> <p>The City continues to develop and implement policies and strategies that creates and maintain an environment that maximises human health</p> <p>By reporting against this indicator, the City will be able to monitor the success of strategies to make Joondalup a safe place to live, work and visit.</p> <p>The information can be used to monitor strategies implemented by the City to make the City a safe and healthy place to live.</p>
Collection Methodology	Data will be collected from information recorded on City Systems
Frequency of Collection	Annual
Responsible Business Unit	Health and Environmental Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 1 – COMMUNITY WELLBEING

INDICATOR

Level of community satisfaction with the City's immunisation clinics

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is a safe and healthy City"</i></p> <p>The City continues to develop and implement policies and strategies that creates and maintain an environment that maximises human health</p> <p>By reporting against this indicator, the City will be able to monitor the success of strategies to make Joondalup a safe place to live, work and visit.</p> <p>The information can be used to monitor strategies implemented by the City to make the City a safe and healthy place to live.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Health and Environmental Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Level of consumer satisfaction with the City's performance on conservation and environmental management

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is environmentally responsible in its activities"</i></p> <p>The City has a key role in helping to protect the environment by adopting sound management practices to safeguard and improve their environmental performance. This indicator reports the communities satisfaction with the City's programmes and activities in relation to conservation and environmental management.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Level of satisfaction with the City's pollution control services.

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is environmentally responsible in its activities"</i></p> <p>Photochemical smog and haze are the two most important air pollution issues facing the City. Photochemical smog is caused when urban air pollutants (mainly nitrogen oxides and organic compounds) from burning fuel in cars, using solvents, and many other sources, combine under the effect of sunlight to produce air-borne chemicals that can cause lung and eye irritation and degrade paint, rubber and damage vegetation.</p> <p>Haze is different to photochemical smog in that it is generally the result of particles in the atmosphere, rather than being only produced from chemical reactions. Haze particles generally come from exhaust fumes, smoke, sea salt spray, and from chemical reactions. Haze has two impacts, firstly it reduces long-range visibility and reduces amenity. Haze can also have health effects.</p> <p>The purpose of this indicator is to monitor the City's policy aim of reducing air and pollution and improving air quality management.</p> <p>The information can be used to monitor strategies implemented by the City to reduce pollution.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Total tonnes of greenhouse gas emissions abated by Council programs and operations

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is environmentally responsible in its activities”</i></p> <p>Human activities particularly in relation to energy, transport, industrial processes, and agriculture have led to an increase in concentrations of greenhouse emissions.</p> <p>The City of Joondalup is a member of the Cities for Climate Protection program, a national program to assist Local Authorities become leaders in the area of greenhouse gas reduction. The CCP program has led the City to introduce specific policies and actions to reduce greenhouse gases.</p> <p>By reporting against this indicator, the success of the City’s policies and strategies to reduce greenhouse gas emissions can be monitored.</p>
Collection Methodology	CCP software
Frequency of Collection	Annual
Responsible Business Unit	Sustainable Development
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Level of community satisfaction with the City's performance in creating and maintaining parks, gardens and open spaces

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is environmentally responsible in its activities"</i></p> <p>The City has a large number of parklands that ranging from small local recreation and play areas through to large conservation orientated areas such as Yellagonga park. It also contains a number of areas that, while they are not designated as conservation areas, they do have considerable amenity and/or conservation value. The coastal strip also provides a considerable benefit for the community and contains areas of remnant coastal heath and bush land.</p> <p>The Council has a program for enhancing the quality of these reserves, particularly irrigating recreational parks, installing play equipment and in areas of high use, eg the coastal strip, undertaking landscaping to make the area more useable while reducing the impact of people.</p> <p>The information can be used to community satisfaction with Council programs to create and maintain parks, gardens and open spaces.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

Indicator

Level of customer satisfaction with weekly rubbish collections

Type of Indicator



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup efficiently and effectively manages waste”</i></p> <p>This performance indicator provides a community perspective on the City’s performance with providing weekly rubbish collections.</p> <p>The information can be used to monitor Community satisfaction.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Level of customer satisfaction with fortnightly recycling

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup efficiently and effectively manages waste”</i></p> <p>This performance indicator provides a community perspective on the City’s performance with providing weekly rubbish collections.</p> <p>The information can be used to monitor Community satisfaction with the recycling service.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Level of satisfaction with verge side bulk rubbish collection

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup efficiently and effectively manages waste”</i></p> <p>This performance indicator provides a community perspective on the City’s performance with providing verge side collections.</p> <p>The information can be used to monitor Community satisfaction with the verge side collection service.</p>
Collection Methodology	Council Satisfaction Monitor. Data is collected from randomly selected residents of the City using a telephone survey. The data is then analysed to provide specific information on discrete areas of service that can be used to compare performance on a year-to-year basis.
Frequency of Collection	
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 2 – CARING FOR THE ENVIRONMENT

INDICATOR

Total reduction of residential waste to landfill generated by the municipality

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup efficiently and effectively manages waste”</i></p> <p>Sustainability requires efficient reuse of resources. Waste recycling is one measure of this. When this is taken in the context of the overall amount of waste being generated it presents a good picture of how well resources are being used.</p> <p>The information can be used to monitor City strategies to reduce the volume of waste and increase rates of recycling and reuse.</p>
Collection Methodology	Waste Management statistics
Frequency of Collection	Annual
Responsible Business Unit	Waste Management Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Level of community satisfaction with the City's planning and building approvals service

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup has well-maintained assets and built environment"</i></p> <p>The City's planning and building approvals service facilitate the safe design, construction and approval of all buildings and facilities within the City. By reporting against this indicator, the City can monitor the community's satisfaction with the planning and building approvals services.</p> <p>The information can be used to identify</p> <ul style="list-style-type: none"> • The level of overall satisfaction with the City's planning and building approvals services • Levels of awareness for the planning and building approvals services • Community's satisfaction with Council's performance in delivering planning and building approvals services • Performance "gaps" that exist with the services and facilities provided <p>The information can be used to monitor community satisfaction.</p>
Collection Methodology	
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Level of community satisfaction with the City's provision and maintenance of footpaths and cycle ways

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup has well-maintained assets and built environment"</i></p> <p>This performance indicator provides a community perspective on the City's provision and maintenance of footpaths and cycle ways. Having a City where walking and cycling is easy is desirable for improving the community cohesion and reducing car usage. Footpaths and cycle ways that are plentiful and well maintained help make walking and cycling easier.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none"> • Community satisfaction with Council's provision and maintenance of footpaths and cycleways • Performance "gaps" that exist with the services and facilities provided in context with the level of perceived importance. • How perceptions vary by ward. <p>The information can be used to monitor community satisfaction with footpaths and cycleways.</p>
Collection Methodology	<p>Council Satisfaction Monitor</p>
Frequency of Collection	<p>Annual</p>
Responsible Business Unit	<p>Organisational Policy and Planning</p>
Responsible Officer	
Date	<p>1 July 2004</p>
Review Date	<p>Annual</p>
2008 Target	<p>Increase</p>

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

No. of public liability claims – total claims and successful claims

TYPE OF INDICATOR



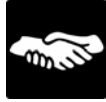
Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup has well-maintained assets and built environment”</i></p> <p>By reporting against this indicator, the City’s strategies to maintain assets and built environment to an acceptable community standard can be monitored against public liability claims.</p>
Collection Methodology	Public Liability Data
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Decrease

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Level of community satisfaction with the City's road maintenance services

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup has well-maintained assets and built environment"</i></p> <p>This performance indicator provides a community perspective on the City's maintenance of roads.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• Community satisfaction with Council's maintenance of roads• Performance "gaps" that exist with the City's maintenance of roads provided in context with the level of perceived importance.• How perceptions vary by ward. <p>The information can be used to monitor community satisfaction with the City's maintenance of roads.</p>
Collection Methodology	Council Satisfaction Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Total overnight visitors to City of Joondalup (domestic and international)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as a great place to visit”</i></p> <p>The number of visitors to the area (in addition to resident population) provides information on additional pressures on capital (built, natural and social) by non-residents. It also signals the value of tourism to the local economy.</p>
Collection Methodology	Australian Tourism Commission
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Purpose for visit

- Holiday
- Pleasure
- Visiting friends and relatives
- Other (including education, employment, medical reasons, in transit, not stated)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as a great place to visit”</i></p> <p>The numbers of people visiting for holiday and pleasure will provide an indication of the success of the City’s strategies for tourism development.</p> <p>This KPI should be read in conjunction with the number of visitors to the City of Joondalup.</p>
Collection Methodology	Australian Tourism Department
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Leisure Activities undertaken by Visitors to City of Joondalup

- Social/Other
- Outdoor/Nature
- Local attractions/Tourist activities
- Active outdoor/Sport
- Arts/Heritage

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as a great place to visit”</i></p> <p>By reporting against this indicator, the City can monitor the type of leisure activities undertaken by visitors and develop strategies to improve and enhance the more popular or work with businesses and tourism associations to market other leisure activities available in the City</p> <p>This KPI should be read in conjunction with number of visitors and reasons for visits.</p>
Collection Methodology	Australian Tourism Commission
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Estimated population of the municipality



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup recognises the changing demographic needs of the community”</i></p> <p>When Joondalup was built it was designed for nuclear families with two to three children. It was typical of baby boomer, suburban Australia. Today approximately 24% of households are single person households and a further 52% are families with only one dependent child. Over the next fifteen years the structure of the population will change. Because the suburbs in Joondalup were built and inhabited in a short period of time there are two significant age groups in the population. The baby boomer parents that are now in their 40's and 50's and their children that are now moving towards finishing school and in the early stages of their careers. It has been projected that by 2016 26% of Joondalup's population will be teenagers, youths or young adults and one third will be over 55 years of age and a quarter will be over 60 years old. The City will be able to use this information in planning programs and services for the community. Information collected through this indicator will also be useful for potential investors or existing businesses and government and non government agencies</p>
Collection Methodology	ABS Census Data (The information from the 1996 Census will form the baseline)
Frequency of Collection	Every 5 years
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Mix of housing styles

- Separate House
- Semi detached/row/terrace
- Flats/units/apartments
- Caravan, improvised
- Other/not stated

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup recognises the changing demographic needs of the community”</i></p> <p>In a sustainable community a wide variety of people and family styles should be accommodated in houses that reflect their needs. Aged and low-income households should have easy access to services, thereby reducing the need for cars to access shops and services and support. In addition shops and workplaces should, where possible, be integrated with housing, reducing car dependence and increasing local economic self-sufficiency.</p> <p>The choice of housing available to people is an important determinant of real cost of living with the vast majority of housing in the City is individual houses.</p>
Collection Methodology	ABS Census Data
Frequency of Collection	Every 5 Years
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

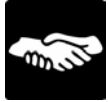
KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Cycling facilities

- Dual use (shared) paths
- On-road cycle lanes

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup has an effective integrated transport system”</i></p> <p>Appropriate transport networks enable access to central services, employment and education, and reduce locational disadvantage. Alternative transport systems (such as public transport and cycleways) are also associated with air quality and greenhouse emissions. Increased take-up of cycling implies there is less use of motor vehicles, and subsequently less environmental impact.</p> <p>By reporting against this indicator, the City’s provision of cycling facilities can be monitored.</p>
Collection Methodology	Infrastructure Services statistics
Frequency of Collection	Annual
Responsible Business Unit	Infrastructure Management Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

No of vehicles accessing the city centre

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup has an effective integrated transport system”</i></p> <p>This indicator measures the volume of traffic on principal roads within the City's area. Over time this can provide an indication of the impact of any efforts to reduce car use reporting against this indicator, the City's</p>
Collection Methodology	City engages external consultant
Frequency of Collection	Annual
Responsible Business Unit	Infrastructure Management Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Total City of Joondalup investment in Sustainable Development Funding Program

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised for investment and business development opportunities”</i></p> <p>By reporting against this indicator, the City’s investment in the promotion and encouragement of sustainable development can be monitored via investment in the Sustainable Development Funding Program.</p>
Collection Methodology	Sustainable Development Funding statistics
Frequency of Collection	Annual
Responsible Business Unit	Sustainable Development
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Number of new clients with Joondalup Business Incubator Program

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised for investment and business development opportunities”</i></p> <p>Net business start-ups provide a signal of durability of the local market and the health of the local economy. Local business helps to keep money within the area and create employment opportunities.</p> <p>By reporting against this indicator, the success of the Joondalup Business Incubator Program can be monitored.</p>
Collection Methodology	Joondalup Business Incubator Program statistics
Frequency of Collection	Annual
Responsible Business Unit	Sustainable Development
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 3 – CITY DEVELOPMENT

INDICATOR

Total no of persons in the Joondalup workforce

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised for investment and business development opportunities”</i></p> <p>Having good quality employment available to all that need it is a crucial part of a sustainable community.</p> <p>By reporting against this indicator, the City's strategies to assist the facilitation of local employment opportunities can be assessed.</p>
Collection Methodology	Labour Economics Office - Western Australia, Department of Employment, Workplace Relations and Small Business.
Frequency of Collection	Quarterly (Converted to Annual)
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Autonomy Ratio

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>This KPI demonstrates the extent to which Council is capable of financing its operations without dependence on Government grants.</p> <p>The closer the number is to 1, the less reliance there has been on grant funds. The level of capital grants received in any one year can influence this figure.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Fees and charges as a % of operating revenue

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is an accountable and sustainable business"</i></p> <p>This KPI provides an indication of the proportion of the total revenue that is received from fees and charges. Arguably, the closer this figure is to 1, the closer we are to reaching a complete "user pays" system.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Operating Expenditure budget compared to previous years (CPI indexed)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>This KPI provides a measure of the increase in the cost of operations from one year to the next. Care should be taken in forming any conclusions using this figure as it can be distorted by operating cost increases resulting from additional revenues received through grants and loan borrowings, and changes in depreciation methodologies.</p> <p>Where the result is less than 1.00 costs have been kept below CPI, which means a reduction in real terms in operating costs.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Rates coverage ratio

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>This indicator measures the extent to which the City’s revenue is derived from rates.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Debt ratio.

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>This indicator measures the relationship between total assets and liabilities. The debt ratio is determined by dividing the total liabilities by the total assets. It is designed to show the financial strength of the organisation. Care should be taken in comparing this ratio with other industry sectors as many local government assets (infrastructure) are not realisable assets.</p> <p>The information can be used to assess the effect of Council borrowing policies on the net worth of the local government.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Current ratio

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>This indicator measures the extent to which liquid assets are available to cover immediate liabilities.</p> <p>This information can be used to assess the effectiveness of financial management.</p> <p>The current ratio is determined by dividing the current assets by the current liabilities after removing any restricted assets and liabilities. It is designed to show the capacity of the organisation to meet its current commitments. Care should be taken when comparing this ratio with other industry sectors, particularly those with profit objectives, because local governments operate with balanced budgets.</p> <p>A current ratio of 1.00 indicates that all current liabilities can be immediately met from current (liquid) assets.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Growth (or decline) in Net Assets

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>By reporting against this indicator, the City’s annual net increase or decrease in net assets can be measured.</p> <p>The information can be used to assess the effect of financial policies on the growth or decline in net assets.</p>
Collection Methodology	Financial Statements
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

% of KPIs reported according to approved plan

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an accountable and sustainable business”</i></p> <p>By reporting against this indicator, the City’s success in reporting against all KPIs can be monitored.</p> <p>The information can be used to ensure that all KPIs are regularly reported to Council and the community.</p>
Collection Methodology	Organisational Policy and Planning statistical information
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Monitor

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

% of Non compliance issues in statutory compliance report

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides quality value-adding services”</i></p> <p>By reporting against this indicator, the City’s adherence to statutory and legal requirements can be monitored.</p> <p>This KPI is determined in an annual compliance check. It involves approximately 220 compliance checks.</p>
Collection Methodology	Annual Compliance Audit
Frequency of Collection	Annual
Responsible Business Unit	Financial Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Decrease

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Overall customer satisfaction with the City of Joondalup

TYPE OF INDICATOR



<p>Rationale</p>	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides quality value-adding services”</i></p> <p>Local Authorities are one of the most effective vehicles for delivering services to the community and providing leadership in community directions. If a local authority is seen as being a credible and service orientated organisation it is likely to be effective in its leadership. A sustainable city is one where the Local Authority is seen as being able to meet the needs and aspirations of the community.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none"> • The level of overall satisfaction with Council • Hot topics • Levels of awareness for various services and facilities provided by Council. • Community’s satisfaction with Council’s performance in delivering various services and facilities. • Performance “gaps” that exist with the services and facilities provided in context with the level of perceived importance. • How perceptions vary by ward.
<p>Collection Methodology</p>	<p>Council Satisfaction Monitor</p>
<p>Frequency of Collection</p>	<p>Annual</p>
<p>Responsible Business Unit</p>	<p>Organisational Policy and Planning</p>
<p>Responsible Officer</p>	
<p>Date</p>	<p>1 July 2004</p>
<p>Review Date</p>	<p>Annual</p>
<p>2008 Target</p>	<p>Increase</p>

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Overall customer satisfaction with contact with Council (phone, in-person, writing)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup provides quality value-adding services"</i></p> <p>This performance indicator provides a community perspective on the City's performance with contact with the community.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• The level of overall satisfaction with the Council's contact with the community• Community's satisfaction with Council's performance in community contact.• How perceptions vary by ward. <p>The information can be used to improve Council contact with the community.</p>
Collection Methodology	Council Satisfaction Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Customer satisfaction with complaint handling by the City

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides quality value-adding services”</i></p> <p>This performance indicator provides information on the level of community satisfaction with the City’s handling of complaints.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• The level of overall satisfaction with Council• Hot topics• Levels of awareness for various services and facilities provided by Council.• Community’s satisfaction with Council’s performance in delivering various services and facilities.• Performance “gaps” that exist with the services and facilities provided in context with the level of perceived importance.• How perceptions vary by ward.
Collection Methodology	Council Satisfaction Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Combined scores from team **Mystery Shopper Audits**

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup provides quality value-adding services”</i></p> <p>The City engages an external consultant, Mystery Shop International, to conduct a rolling monthly program of mystery shops. The mystery shops measure the level of external customer service by phone, in person, and in writing.</p> <p>By reporting against this indicator, the City's adherence to the Customer Service Charter can be measured.</p> <p>The information can be used to monitor levels of customer service.</p>
Collection Methodology	Customer Service receive regular reports from Mystery Shop International
Frequency of Collection	Monthly (converted to Annual)
Responsible Business Unit	Customer Service
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

% of residents who feel they have the opportunity to comment on Council business

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an interactive community”</i></p> <p>This performance indicator provides a community perspective on the City’s performance in providing residents with opportunities to comment on Council business.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• The level of overall satisfaction with the opportunities Council provides for the community to comment on Council business.• Community’s satisfaction with Council’s performance in providing opportunities for residents to comment on Council business.• How perceptions vary by ward. <p>The information can be used to improve opportunities for residents to comment on Council business.</p>
Collection Methodology	Community Satisfaction Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

% of community satisfied with the way Council makes information available on its services and business

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an interactive community”</i></p> <p>This performance indicator provides a community perspective on the way Council makes information available on its services and products.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• The level of overall satisfaction with the way Council make information available on its services and businesses.• Community’s satisfaction with Council’s performance in leadership and decision-making processes• How perceptions vary by ward. <p>The information can be used to improve the way Council make information available to the community.</p>
Collection Methodology	Council Satisfaction Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Level of community satisfaction with the City's leadership and decision-making processes of Council

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>"The City of Joondalup is an interactive community"</i></p> <p>This performance indicator provides a community perspective on the City's performance with leadership and the decision-making processes of Council.</p> <p>The data on this specific service has been extracted from the annual Community Satisfaction Benchmarking Survey commissioned by the City.</p> <p>The survey is used to identify:</p> <ul style="list-style-type: none">• The level of overall satisfaction with the Council's leadership and decision-making processes• Community's satisfaction with Council's performance in leadership and decision-making processes• How perceptions vary by ward. <p>The information can be used to improve leadership and decision making processes.</p>
Collection Methodology	Annual Customer Service Monitor
Frequency of Collection	Annual
Responsible Business Unit	Organisational Policy and Planning
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

% of FOI applications processed to schedule

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an interactive community”</i></p> <p>By reporting against this indicator, the City will be able to monitor the extent to which it responds to the community’s request for information according to Freedom of Information legislation within set timeframes.</p> <p>The information can be used to monitor adherence to legislative requirements and to put in place corrective strategies if required. The information can also be used to monitor the number of FOI requests.</p>
Collection Methodology	Records Services maintain statistics and report to FOI Commissioner
Frequency of Collection	Annual
Responsible Business Unit	Records Services
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Maintain

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Voter participation in Council Elections

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is an interactive community”</i></p> <p>Voter turnout to local government elections is a key measure of democratic engagement. By reporting against this indicator, the City will be able to monitor the percentage of the community participating in local government elections.</p> <p>This KPI provides information about the sense of ownership and pride in the area and the degree to which the community participates in local government elections. The information will be used by Council Support to implement strategies to increase voter participation.</p>
Collection Methodology	Western Australian Electoral Commission conducts postal elections and maintains statistics on voter turnout.
Frequency of Collection	Biennial
Responsible Business Unit	Council Support
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Number positive media items

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as a unique City”</i></p> <p>By reporting against this indicator, the City’s ability to develop and promote community pride and identity can be partially measured. The number of positive (and negative) media items is a good gauge of the success of City strategies and activities to promote the City.</p> <p>The information can be used by Marketing and Communications to monitor the success of marketing strategies and implement new strategies where appropriate.</p>
Collection Methodology	Media Monitor statistics
Frequency of Collection	(Monthly) Converted to Annual
Responsible Business Unit	Marketing
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Staff turnover

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as an Employer of Choice”</i></p> <p>By reporting against this indicator, the City will be able to monitor the number and frequency that staff are leaving the organisation. The high level objectives of the Employer of Choice Project are about attracting and retaining employees. This is one indicator of a workplace that is an Employer of Choice. There are also substantial costs attached to staff turnover and decreasing staff turnover will result in substantial cost efficiencies for the organisation.</p> <p>The information can be used by Human Resources to monitor staff turnover and put in place strategies to reduce high staff turnover.</p>
Collection Methodology	Human Resource statistical data.
Frequency of Collection	(Monthly) Converted to annual
Responsible Business Unit	Human Resources
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Decrease

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Lost Time Injuries (annual average)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as an Employer of Choice”</i></p> <p>By reporting against this indicator, the City’s will be able to monitor the number of injuries in the workplace. Workplace injuries have a considerable impact and cost on injured workers and the organisation. .</p> <p>The information can be used to monitor the number of injuries in the workplace so that Human Resources can implement appropriate strategies to reduce injuries and therefore organisational costs.</p>
Collection Methodology	Human Resources Statistical Information
Frequency of Collection	Monthly (Converted to annual average)
Responsible Business Unit	Human Resources
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Decrease

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Duration rate of injuries (annual average)

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as an Employer of Choice”</i></p> <p>By reporting against this indicator, the City’s will be able to monitor the number and rate of long duration injuries in the workplace. Long duration injuries have a considerable impact and cost on injured workers and the organisation. Long duration injuries also have significant impact on the workers compensation system.</p> <p>The information can be used to monitor the number and duration rate of injuries in the workplace so that Human Resources can implement appropriate strategies to reduce injuries and therefore organisational costs.</p>
Collection Methodology	Human Resources Statistical Information
Frequency of Collection	(Monthly) Converted to annual average
Responsible Business Unit	Human Resources
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Decrease

KEY FOCUS AREA 4 – ORGANISATIONAL DEVELOPMENT

INDICATOR

Employee satisfaction as measured in Cultural Survey Results

TYPE OF INDICATOR



Rationale	<p>This performance indicator demonstrates progress towards achievement of the following outcome in the Strategic Plan 2003-08</p> <p><i>“The City of Joondalup is recognised as an Employer of Choice”</i></p> <p>By reporting against this indicator, it can be seen whether levels of staff satisfaction, motivation and commitment to the organisation have increased/decreased over the period of one year.</p> <p>The information can be used to evaluate the effectiveness of the Employer of Choice Project. The information will assist Human Resource Services in making any necessary adjustments to both programs and in prioritising actions.</p>
Collection Methodology	<p>Cultural Inventory Survey conducted for three years (2002/2003/2004)</p> <p>An alternative methodology will need to be developed for subsequent years.</p>
Frequency of Collection	Annual
Responsible Business Unit	Human Resources
Responsible Officer	
Date	1 July 2004
Review Date	Annual
2008 Target	Increase

Please contact the Organisational Policy and Planning sub unit for further information on x 4516.

October 2004



City of
Joondalup

Corporate Plan 2004/2005

October 2004

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Introduction

It is with much pleasure that I introduce the Corporate Plan 2004/05.

The City has developed an Integrated Planning Framework, which is structured to ensure operational activities are being driven by the strategic priorities of the organisation. The Strategic Plan is the key component of this planning framework and has been developed around four key focus areas which will help achieve a sustainable City and community that are recognized as innovative, unique and diverse. The key focus areas are:

1. Community Wellbeing
2. Caring for the Environment
3. City Development, and
4. Organisational Development

Each key focus area contains a set of key performance indicators to measure key economic, social and environmental performance and to track, over time, how the City is progressing towards our vision. The City will measure and report against these indicators on an annual basis.

The Corporate Plan articulates also articulates the key focus areas from the Strategic Plan and contains annual actions to achieve the Strategic Plan. The projects, programs and activities in the Corporate Plan are derived from the Strategic Plan and address Council's annual priorities.

The City will provide quarterly progress reports against the Corporate Plan in order to provide Council and the community with regular progress reports against the annual priorities (projects, programs and services) contained in the Corporate Plan.

Clayton Higham
A/Chief Executive Officer

Description & Function of Directorates

OFFICE OF THE CEO

AUDIT & EXECUTIVE SERVICES

Audit and Executive Services oversee the efficient and effective operation of the CEO's office, providing executive support to the Chief Executive Officer and Executive Management Team, and coordinates organisational development, and project management.

The Key Activities of this Business Unit are:

- Executive Support
- Internal Audit
- Project Management
- Organisational Development

STRATEGIC & SUSTAINABLE DEVELOPMENT

Strategic and Sustainable Development has the responsibility for facilitating the future direction of the City of Joondalup and focuses, through a planning and performance reporting framework, the organisation's ability to achieve its social, environmental and economic goals.

The Key Activities of this Business Unit are:

- Research and development of new strategic initiatives
- Strategic and Corporate Planning
- Grant Management
- Sustainable Environmental Development
- Regional Economic Development

HUMAN RESOURCES

Human Resources provides an effective and professional human resource consultancy service to the City, facilitating change through delivery of Employer of Choice strategies and partnership with the Business Units in the management of their staff.

The Key Activities of this Business Unit are:

- Payroll
- Employee Relations
- Workforce Planning
- Recruitment
- Training
- Industrial Relations
- Claims Management
- Rehabilitation
- Safety

MARKETING, COMMUNICATIONS & COUNCIL SUPPORT SERVICES

Marketing, Communications and Council Support Services manages all public relations, media releases, advertising and branding within the City, and provides administrative support to the organisation, including responsibility for records, freedom of information and Council agendas and minutes.

The Key Activities of this Business Unit are:

- Promotion and Marketing of the City of the City of Joondalup
- Public Relations
- Communications
- Customer Service
- Corporate Records
- Civic Functions
- Council Support
- Graphics

PLANNING AND COMMUNITY DEVELOPMENT DIRECTORATE

APPROVALS, PLANNING AND ENVIRONMENTAL SERVICES:

Approvals, Planning and Environmental Services guide and manage the future safe and healthy development and growth of the City in accordance with statutory requirements, planning standards and practices, community needs and the City's overall strategic direction, and Provides advice, assistance and mediation in relation to the City's environmental health, planning and approvals services.

The Key Activities of this Business Unit are:

- Building Approvals
- Planning Approvals
- Urban Design and Policy
- Environmental Health

LIBRARY & INFORMATION SERVICES

Library and Information Services provides equitable access to full range of resources, services and facilities through four public libraries, located at Joondalup, Whitfords, Sorrento/Duncraig and Woodvale.

The Key Activities of this Business Unit are:

- Lending Service
- Reference Service
- Language Learning Resources
- Community Information
- Local History Collection
- Books on Wheels
- Young People's Activities
- Internet Access
- Hire Facilities
- Current Projects
- Library Development Plan

COMMUNITY DEVELOPMENT SERVICES

Community Development Services plans and delivers a wide range of innovative and quality recreation, cultural and community services and programs to provide the local community and visitors with a safe and healthy lifestyle.

The Key Activities of this Business Unit are:

- Youth Services
- Financial Counselling
- Youth Holiday Program
- Community Transport
- Recreation
- Cultural Events & Joondalup Festival
- Seniors Interests
- Community Education
- Leisure Centres
- Sporting Groups

INFRASTRUCTURE AND OPERATIONS DIRECTORATE

INFRASTRUCTURE MANAGEMENT, RANGERS & CITY WATCH SERVICES

Infrastructure Management and Ranger Services plan, designs and manages the City's infrastructure assets. In addition, the Business Unit is responsible for enforcement of Council requirements and implementation of educational initiatives in relation to dog ownership, parking and other ranger services.

The Key Activities of this Business Unit are:

- Building Services
- Civil Design
- Civil and sub-divisional project management
- Parks Landscaping
- Traffic Management
- Waste Collection and Disposal
- Recycling
- Capital Works
- Ranger Services
- Security Patrols

OPERATIONS SERVICES

Operations Services provides maintenance and minor construction activities associated with Council's assets comprising building, parks, roads, paths, drainage networks, foreshore reserves and natural environment.

The Key Activities of this Business Unit are:

- Building Maintenance
- Cleaning Services
- Minor Capital Works
- Parks, Reserves and Natural Areas Maintenance
- Maintenance and Roadwork Projects
- Streetscape Enhancement

CORPORATE SERVICES AND RESOURCE MANAGEMENT DIRECTORATE

FINANCIAL SERVICES

Financial Services provides highly valued, efficient and effective customer-focused financial services, which deliver compliance with the Accounting Regulatory Framework.

The Key Activities of this Business Unit are:

- Annual Budget
- Financial Reports
- Revenue Collection
- Financial System Management
- Insurance and Claims Management
- Accounts Payable

INFORMATION MANAGEMENT

Provides efficient, reliable and cost effective information systems and IT services to the City of Joondalup.

The Key Activities of this Business Unit are:

- IT Strategic Planning and IT Policy
- IT Consulting
- Selection, Implementation and Support of Application Systems
- Help Desk Services
- Management of Network Infrastructure

ASSETS AND COMMISSIONING

Provides the City with contract and procurement planning, advising appropriate strategies for implementation by the Business Units, and leads in the development and implementation of asset strategies for the City.

The Key Activities of this Business Unit are:

- Contract Administration
- Tendering
- Procurement Planning and Purchasing
- Asset Replacement
- Property Management

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP IS RECOGNISED GLOBALLY AS A COMMUNITY THAT VALUES AND FACILITATES LIFELONG LEARNING.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
1.1 To develop, provide and promote a diverse range of lifelong learning opportunities.	1.1.1 To continue development of the City of Joondalup as a Learning City – plan for student growth.	Learning City Project	Coordinate outbound delegation comprising of Key Industry representatives from Joondalup to Jinan. Organise Tours of Joondalup CBD, ECU, TAFE & Police Academy for students from Years 9-12 Organise a Community Engagement Day Plan the development of Learning City Resource Centre with Learning City partners Continue to develop and build partnership with Learning City Partners and the community Continue to provide support to the Joondalup Learning Board	September 2004 As needs basis April 2005 Ongoing Ongoing Ongoing
	1.1.2 Continue learning precincts and the development of relationships with local stakeholders and service providers. 1.1.3 Support whole-of-life learning and creation of knowledge opportunities.	Implement Library Development Plan (Stage 1)	Programs for children, youth, adults, seniors, volunteers, non-users and schools Council endorsement of Library Development Plan Undertake Community Needs Analysis to enhance service delivery and collection management including stock purchase & display Upgrade interior of Joondalup and Duncraig Libraries Implement Genre Placement Project Develop the library marketing plan, Library branding, and centralized display schedule	Ongoing December 2004 June 2005 June 2005 June 2005 June 2005

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME - THE CITY OF JOONDALUP IS A CULTURAL CENTRE.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
1.2 To meet the cultural needs and values of the community.	1.2.1 Continue to enhance and create new cultural activities and events. 1.2.2 Create cultural facilities.	Performing Arts Centre	Secure Land and enter into road construction agreement	December 2004
			Review of concept design and funding strategy	June 2005
		Community Development Plan - Cultural Plan	Complete Draft Cultural Development Plan and undertake Community Consultation	January 2005
			Seek Council endorsement of Cultural Development Plan	March 2005
		Cultural Program	Joondalup Eisteddfod	August 2004
			Sunday Serenades – classical music	Monthly
			Joondalup Youth Theatre company workshops	August 2004
			Joondalup Invitation Art Award	September 2004
			Extreme Youth Festival	November 2004
			Live Life Festival (for seniors)	November 2004
			Joondalup Festival	March 2005
			Little Feet Festival	January 2005
			Summer Concerts & Buskers Festival	January – March 2005
			Community Art Exhibition	June 2005

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME – THE CITY OF JOONDALUP PROVIDES SOCIAL OPPORTUNITIES THAT MEET COMMUNITY NEEDS

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
1.3 To continue to provide services that meet Changing needs of a diverse and growing community.	1.3.1 Provide leisure and recreational activities aligned to community expectations, incorporating innovative opportunities for today's environment. 1.3.2 Provide quality-of-life opportunities for all community members. 1.3.3 Provide support, information and resources.	Community Funding Program	Provide grants to successful applicants in the areas of Sport & Recreation, Community Services, Culture & the Arts and Sustainable Development initiatives Round One Round Two (if required)	November 2004 June 2005
		Community Development Plan	Complete policy review and Needs Analysis Public Consultation on draft Plans Council endorsement of Plans	April 2005 May 2005 June 2005
		Community Development Plan – Access & Inclusion Plan	Production of brochure to publicise accessibility Establish database of people with access & inclusion needs Report on progress of Plan	December 2004 December 2004 Quarterly
		Community Development Plan – Seniors Plan	Report to Executive proposing a review of all policies affecting Seniors Community Consultation and Council endorsement of all reviewed policies	March 2005 June 2005
		Community Development Plan- Leisure & Recreation Programs	Delivery of Leisure & Recreation Programs	Ongoing

KEY FOCUS AREA 1 - COMMUNITY WELLBEING

OUTCOME – THE CITY OF JOONDALUP IS A SAFE AND HEALTHY CITY.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
1.4 To work with the community to enhance safety and security in a healthy environment.	1.4.1 Continue to implement the Safer Community Program 1.4.2 Contribute to the protection of human health.	Emergency Management through the AWARE Program- Joint Cities of Joondalup & Wanneroo project	Review Risk Register with community members Identify options for treatment of risks Present final report to both Councils	July 2004 October 2004 December 2004
		Reduction of Infectious Diseases Spread	Complete implementation of Meningococcal C School Vaccination Campaign 2004 Program Promotion of benefits of immunisation Monitor childhood vaccination and disease rates in the City of Joondalup	October 2004 Ongoing Ongoing
		Reduction in Risks to Human Health	Undertake health risk assessments of specified local businesses in the City Undertake intervention strategies where required Pursue development of health impact assessment process that will provide for inclusion of health considerations in all development approvals	Quarterly Ongoing Ongoing
		Pilot Wood Heater Replacement Program	Complete Round One of wood heater replacements Procure additional funding for Program Review Program Commence negotiations to run Program on an ongoing basis	September 2004 October 2004 December 2004 January 2005

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
		Midweek Lifeguard Service	Review Surf Life Saving WA contract Commence negotiations for new contract	February 2005 April 2005
		Implementation of Safer Community Program	Award City Watch Security Service contract Removal of graffiti on residential properties Maintenance of physical environment Partnerships with Community, Police & Schools	December 2004 Ongoing Ongoing Ongoing

KEY FOCUS AREA 2 - CARING FOR THE ENVIRONMENT

OUTCOME – THE CITY OF JOONDALUP IS ENVIRONMENTALLY RESPONSIBLE IN ITS ACTIVITIES.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
2.1 To plan and manage our natural resources to ensure environmental sustainability	2.1.1 Maintain and protect natural assets to retain biodiversity 2.1.2 Further develop environmentally effective and energy-efficient programs 2.1.3 Develop a coordinated environmental framework, including community education	Development of Sustainability Framework	Sustainability Framework accepted and endorsed by the Executive Management Team Commence implementation of Framework	November 2004 February 2005
		Cities for Climate Protection Program	Publish the "Green House Gazette" Complete EcoSmart home energy audits Redevelopment of Sustainability website Continue implementation of Cool Schools Program	Quarterly March 2005 November 2004 Ongoing
		Resource Recovery Facility - Neerabup	Gain environmental approvals	October 2004
		Review Waste Management Strategy	Strategy development process endorsed by Council Public Consultation on Draft Strategy Waste Management Strategy adopted by Council	December 2004 May 2005 June 2005
		Management of Midge Breeding in Lake Joondalup	Monitoring of water quality Treatment	Weekly As needs basis
		Pollution Potential Audit of Small to Medium sized Enterprises in COJ	Complete audit Report to Executive with recommendations to increase pollution control in the City Pursue delegations under Unauthorised Discharge Regulations for control of local polluting incidents	October 2004 December 2004 December 2004

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS WELL-MAINTAINED ASSETS AND BUILT ENVIRONMENT.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.1 To develop and maintain the City of Joondalup's assets and built environment	<p>3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure.</p> <p>3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup.</p> <p>3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors.</p> <p>3.1.4 Develop an asset management strategy.</p>	Craigie Leisure Centre	<p>Commence re-construction of centre</p> <p>Completion of Kiosk, Crèche, Administration Office and Recreation area (Stage 1 of project)</p>	<p>5 October 2005</p> <p>May 2005</p>
		Sorrento Beach Development	<p>Complete earthworks, foreshore retaining walls, foot paths, beach access and reticulation (Stage 1 of project)</p>	December 2004
		Ocean Reef Boat Harbour Development	<p>Revise consultant study program based on five year financial plan and approved budget cash flow</p>	31 October 2004

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS WELL-MAINTAINED ASSETS AND BUILT ENVIRONMENT.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.1 To develop and maintain the City of Joondalup's assets and built environment	3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure.	Works Depot	Invite submissions on Business Plan for land acquisition for the Works Depot Interim report to Council to consider submissions and options	August to October 2004 November 2004
	3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup.	Development of an Asset Management Strategy	To be determined	
	3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors.			
	3.1.4 Develop an asset management strategy.	Implement Property Management Procedures	Executive endorsement of procedures for maintenance of City owned property including budgeting, upgrades, management of leases and licenses, inspections etc	June 2005

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS WELL-MAINTAINED ASSETS AND BUILT ENVIRONMENT.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.1 To develop and maintain the City of Joondalup's assets and built environment	3.1.1 Plan the timely design, development, upgrade and maintenance of the City's infrastructure. 3.1.2 Facilitate the safe design, construction and approval of all buildings and facilities within the City of Joondalup. 3.1.3 Create and maintain parklands that incorporate nature and cultural activities accessible to residents and visitors. 3.1.4 Develop an asset management strategy.	Implement Annual Maintenance Budget adopted by Council	Complete Winter Sports Program Complete Reticulation installation/maintenance for Summer Complete Summer Sports Program	September 2004 October 2004 April 2005
		Implement 5-Year Capital Works Program 2004/05	Complete works in accordance with the Capital Works Program 2004/05	June 2005
		Commercial Centre Policy Review	Appointment of retail consultant to undertake review	December 2004
		District Planning Scheme 2 Review	Commence review of DPS2	November 2004
		Mindarie Lot 118	Feasibility Study Structure Plan Construction of Distribution Roads within Cells 1-4	June 2005
		Sale of Yagan Pre-School	Demolition of building Finalise sale of land	September 2004 December 2004

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME –THE CITY OF JOONDALUP IS RECOGNISED AS A GREAT PLACE TO VISIT

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.2 To develop and promote the City of Joondalup as a tourist attraction	3.2.1 Create and promote cultural tourist attractions	Tourism Development Plan	Complete Draft Tourism Development Plan (TDP)	November 2004
	3.2.2 Develop an “eco tourism” strategy		Community Consultation on draft TDP	Jan to March 2005
	3.2.3 Develop marketing strategies to support the promotion of the City of Joondalup as a tourist attraction		Council endorsement of TDP following consideration of submissions	March/April 2005
			Commence implementation of TDP	May/June 2005

OUTCOME – THE CITY OF JOONDALUP RECOGNIZES THE CHANGING DEMOGRAPHIC NEEDS OF THE COMMUNITY

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.3 To continue to meet changing demographic needs.	3.3.1 Provide residential living choices.	Implement Parking Strategy	Undertake Occupancy Survey at all parking lots within the Joondalup City Centre	March 2005
	3.3.2 Integrate plans to support community and business development.			

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP HAS AN EFFECTIVE INTEGRATED TRANSPORT SYSTEM

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.4 To provide integrated transport to meet regional and local needs.	3.4.1 Advocate and facilitate the creation of transport linkages. 3.4.2 Align use of land and modes of transport.			

KEY FOCUS AREA 3 - CITY DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS RECOGNIZED FOR INVESTMENT AND BUSINESS DEVELOPMENT OPPORTUNITIES.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
3.5 To provide and maintain sustainable economic development	3.5.1 Develop partnerships with stakeholders to foster business development opportunities. 3.5.2 Assist the facilitation of local employment opportunities.	Support for Small Business– CBD Enhancement	Joondalup Night Markets Finalise 3-Year funding agreement with Business Enterprise Centre and provide first year funding Receive final report on Business Incubators (Edith Cowan University) Facilitate partnership for inner city public transport	November 2004 to March 2005 December 2004 December 2004 June 2005
		Economic Development Strategy	Endorsement of Economic Development Strategy (EDS) Project Plan by Executive Stakeholder consultation on EDS and analysis of feedback Produce draft Economic Development Strategy Community Consultation on draft Strategy Council endorsement of Economic Development Strategy	November 2004 Ongoing December 2004 March 2005 June 2005

KEY FOCUS AREA 3 - ORGANISATIONAL DEVELOPMENT

OUTCOME – THE CITY OF JOONDALUP IS A SUSTAINABLE AND ACCOUNTABLE BUSINESS.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
4.1 To manage the business in a responsible and accountable manner	4.1.1 Ensure financial viability and alignment to plan. 4.1.2 Develop a corporate reporting framework based on sustainable indicators. 4.1.3 Develop a risk management strategy.	Implement the Integrated Planning Framework	Review of Business Planning Process	October 2004
			Report on establishment of Strategic Financial Management Committee endorsed by Council	November 2004
			Corporate Plan draft endorsed by Executive	November 2004
			Corporate Plan finalised	December 2004
			Business Plan drafts endorsed by EMT	January 2005
			Business Plans finalised	February 2005
			Principal Activity Plan draft endorsed by Council	March 2005
			Reports against Corporate Plan	Quarterly
		Develop the Principal Activities Plan	Report on establishment of Strategic Financial Management Committee endorsed by Council	November 2004
			Convene meetings of the Strategic Financial Management Committee	November 2004 – May 2005
			Principal Activity Plan draft endorsed by Council	March 2005
		Implement a Strategic Audit Plan	Principal Activities Plan advertised for public comment	March/April 2005
			Principal Activity Plan finalised and endorsed by Council	April 2005
			Commence Plan	March 2005

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
		Risk Management Strategy	Commence Strategy Development	March 2005
		Business Continuity Plan	Executive endorsement of Project Plan	November 2004
			Identification of Business Continuity risks and treatments	March 2005
		IT Disaster Recovery Plan	Executive endorsement of Business Continuity Plan	June 2005
			Review of existing IT Processes	March 2005
			Complete initial IT Disaster Recovery Plan	June 2005

ORGANISATIONAL DEVELOPMENT

OUTCOME 4.2 – THE CITY OF JOONDALUP PROVIDES QUALITY VALUE ADDING SERVICES

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
4.2 To provide quality services with the best use of resources.	4.2.1 Provide efficient and effective service delivery.	IT Planning Projects	Complete 5 year Strategic IT Plan	December 2004
	4.2.2 Provide quality customer Service		Prepare HR/Payroll System Strategy Prepare Document Management System Strategy	June 2005 June 2005
	4.2.3 Further develop a range of services that are proactive, innovative and of best practice to meet organizational requirements.	IT Infrastructure Projects	PC Replacement Program: Scheduled replacement of personal computers, printers and notebooks Network Infrastructure upgrades: Installation of data links to recreation centres, upgrade to switches and servers. Oracle System Expansion: Extension to I-Procurement Expansion of Oracle Hardware Pilot of mobile I-Procurement capability	March 2005 March 2005 June 2005

ORGANISATIONAL DEVELOPMENT

OUTCOME 4.3 – THE CITY OF JOONDALUP IS AN INTERACTIVE COMMUNITY.

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
4.3 To ensure the City responds to and communicates with the community.	4.3.1 Provide effective and clear community consultation. 4.3.2 Provide accessible community information. 4.3.3 Provides fair and transparent decision-making processes.	Develop Public Participation Strategy	Develop draft Public Participation Strategy Framework Establish reference group and undertake workshops to identify tools required for Public Participation Development of tools to conduct Public Participation Development of community education program on Public Participation Strategy for implementation in 2005/06	August 2004 September 2004 June 2005 June 2005
		Public Website Redevelopment Plan	Public consultation on new website design Launch of redeveloped website	September 2004 December 2004

ORGANISATIONAL DEVELOPMENT

OUTCOME 4.4 – THE CITY OF JOONDALUP IS RECOGNIZED AS A UNIQUE CITY

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
4.4 To develop community pride and identify	4.4.1 To develop community pride and identity.	Implement the Strategic Marketing Plan	<u>Publications</u> CouncilNews, Staff News, Leisure Guide	Ongoing
			Business and Community Directory	Sept 2004
			Annual Report	October 2004
			<u>Sponsorship Guidelines</u> Complete sponsorship review of the organisation's processes for receiving & providing sponsorships and develop Corporate Guidelines for management of sponsorships	June 2005
			Formalise internal Joondalup Marketing Group to review promotional material published by the organisation	June 2005
			Develop process for a co-ordinated approach to production of promotional material	June 2005
			<u>Communications Research</u> Undertake survey to determine how the community receives information from the City and to gauge whether information provision is satisfactory	June 2005
			Develop Marketing Guidelines & Templates	June 2005

ORGANISATIONAL DEVELOPMENT

OUTCOME 4.5 – THE CITY OF JOONDALUP IS RECOGNIZED AS AN EMPLOYER OF CHOICE

Objective	Strategies	Priority Actions 2004/05	Milestones	Target
4.5 To manage our workforce as a strategic business resource.	4.5.1 Develop a corporate workforce management plan. 4.5.2 Progress the implementation of a corporate performance management system. 4.5.3 Implement a structured employee training and development plan. 4.5.4 Implement best practice people-management policies and tools that assist in the achievement of the City's workforce objectives.	Employer of Choice Program	<u>Enterprise Bargaining Agreement</u> Establish City/Staff position Identify negotiation teams Finalise EBA <u>Mentoring Program</u> Commence 2004/05 Program <u>Well-Program</u> Complete training in leadership, time management and other skills for outside workers <u>Individual Performance Agreements</u> Commence training Finalise agreements for 2005 <u>Culture Change Program</u> Review and modify program Development of new HR policies	December 2004 February 2005 May 2005 December 2004 June 2005 December 2004 March 2005 June 2005 June 2005
		Staff Conference 2005	Appointment of organising Committee Executive approval of Conference Program Conduct Staff Conference 2005	November 2004 Nov/Dec 2004 Jan/Feb 2005