

CUSTOMER SATISFACTION MONITOR 2016-17 IMPROVEMENT ACTIONS

APPENDIX 5
ATTACHMENT 1

Service	10/11	11/12	12/13	13/14	14/15	15/16	16/17	Comments on 2016/17 Survey	Proposed Improvement Actions for 2016/17 as a result of the 2015/16 Survey	Actions implemented in 2016/17 as a result of the 2015/16 Survey	Proposed Improvement Actions for 2017/18 as a result of the 2016-17 Survey.
Overall Satisfaction	84.1	82.6	89.1	87.8	89	85.8	83.8	Overall satisfaction levels remain high – results consistent with previous year.	<ul style="list-style-type: none"> Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies. 	<ul style="list-style-type: none"> The City undertook reviews of activities in order to identify areas to reduce costs by eliminating and identifying waste and improving efficiency and effectiveness throughout the City's operations – report provided to the Audit Committee. 	<ul style="list-style-type: none"> Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies.
Satisfaction with services provided	92	89.2	94.1	92.7	92.4%	88.8	88.3	High levels of satisfaction with City services. Results consistent with previous year.	<ul style="list-style-type: none"> Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies. 	<ul style="list-style-type: none"> The City undertook reviews of activities in order to identify areas to reduce costs by eliminating and identifying waste and improving efficiency and effectiveness throughout the City's operations – report provided to the Audit Committee. 	<ul style="list-style-type: none"> Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies
Value for Money from Rates	66	63.4	72.7	70.7%	72%	63.7	62.6	Results consistent with previous year.	<ul style="list-style-type: none"> Continuation of the Service Review Program. Promotion of key services via social media and other mediums. Undertake SIMALTO Survey in order to understand community views on service levels. 	<ul style="list-style-type: none"> Simalto Survey undertaken with results discussed at ELT and presented to Elected Members. Results also presented to Business Unit Managers for discussion and consideration in future budget preparations. 	<ul style="list-style-type: none"> Undertake review of the City's operating model.
Libraries	95.1	97.2	95.6	95.6%	93.9%	95.2	96.6	Continuing high levels of satisfaction	<ul style="list-style-type: none"> Continued provision of a range of lifelong learning and community education programs. Implementation of maintenance and capital improvements consistent with Capital Works Program. New circulation desk and accessible toilets at Duncraig Library Continuous improvements to programming to meet changing community needs and expectations. 	<ul style="list-style-type: none"> Suite of programs delivered to enhance community lifelong learning and digital literacy. Capital Works at Duncraig Library completed. Programming reviewed to meet community needs. Improvements included introduction of Toddler Time, expansion of Lego Club, introduction of CoderDojo and progression of digital literacy sessions via keystrokes and ECU Enactus net-uni. Library Management System (LMS) major upgrade scheduled for 2017. Wi-Fi printing facility launched in August 2016. Digital Screens used for programs and events and also to promote e-resources purchased. New customer service roving model ongoing. Reference Skills Training completed in November 2016. Biannual Library Customer Survey conducted in July 2016 	<ul style="list-style-type: none"> Continued provision of a range of lifelong learning and community education programs. Undertake non-user survey in order to attract greater membership and/or increase number of people attending events etc.

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									<ul style="list-style-type: none"> Proposed project to develop a Strategic Library Vision and Framework to ensure the provision of coordinated, timely and relevant library services and facilities into the future. 	<ul style="list-style-type: none"> and analysed to support the future direction of library services. Library Visioning Project currently being scoped. 	
Festivals, Events and Cultural Activities	93.1	89.8	90.5	88.9%	89.3%	86.6	90.0	Continuing high level of satisfaction. Results increased from previous year.	<ul style="list-style-type: none"> Continued provision of the City's cultural program and analysis of metrics provided by Culture Counts to build up a pattern of response and initiate improvements to events. Formulation of a Policy for Public Art. Delivery of the Kaleidoscope event in 2016-17 to provide a futuristic community event for the local community. Review Communication Plans for festivals and events. 	<ul style="list-style-type: none"> Culture Counts continues to provide metrics for the City's Cultural Services programs leading to a set of data for year on year comparison of feedback and community experience. Public Art Policy endorsed by Council in April 2017. Review of Communication Plans for festivals and events completed. Kaleidoscope delivered with high numbers attending. 	<ul style="list-style-type: none"> Culture Counts continues to provide metrics for the City's Cultural Services programs leading to a set of data for year on year comparison of feedback and community experience. Research will now commence on the scope and framework for the drafting of a Cultural Plan. Undertake an audit of cultural and arts groups in the City to ensure affiliated community is captured in all consultation.
Sport and Recreation	95.6	94.2	94.5	92.2%	95%	91.9	93.6	Continuing high level of satisfaction. Slight increase from previous year.	<ul style="list-style-type: none"> Review Clubs in-focus program and service provision as well as the staffing level and structure of the Recreation Services sub unit. Review processes for bookings system with a view of working with IT and Strategic and Organisational Development on a new bookings management software system. 	<ul style="list-style-type: none"> The review of the Clubs in focus program is scheduled for 2017 pending the outcome of the review of the program by State Government in regards to support funding. Bookings system processes reviewed and new bookings management software system investigated. 	<ul style="list-style-type: none"> City of Joondalup Leisure Centres will continue to survey customers regarding satisfaction with a range of aspects on an annual basis. Results to be communicated to customers identifying feedback and improvements to be made. Implement new bookings management software system.
Mobile Security Patrols	66.7	71.1	71.0	69.3%	69.2%	N/A	N/A	Not measured this year due to the new in-house Ranger and Community Patrol Service.	<ul style="list-style-type: none"> This service is now fully embedded into the City Ranger Service 	<ul style="list-style-type: none"> 12 month review of service conducted in December 2016 with report to Council in first quarter of 2017. 	<ul style="list-style-type: none"> Review of City Ranger Service undertaken and reported to Council in March 2017.
Graffiti Removal	92.1	89.8	92.5	90.0%	94.4%	90.9	94.8	Continuing high levels of satisfaction. Increase from previous year.	<ul style="list-style-type: none"> Continued use of designing out crime principles in the development of new, and 	<ul style="list-style-type: none"> New Graffiti contractor awarded late 2016. The contractor is achieving the same high standards set by the previous 	<ul style="list-style-type: none"> Contractor is achieving consistently high standards. The Graffiti Team continue to work closely with WA Police on

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									<ul style="list-style-type: none"> refurbishment of existing, community facilities. Continued cooperation with the WA Police and State agencies in relation to the removal of graffiti from non-City controlled assets. The City's Graffiti Removal contractor will be closely monitored to ensure standards are maintained. Provide graffiti report detail and photo's for all tags dealt with by the City to the WA Police Goodbye Graffiti database to support their graffiti focussed investigations and the aim to reduce graffiti offences in line with the State Government's Tough on Graffiti <i>Strategy 2015 – 2017</i>. 	contractor. The Graffiti Team continue to work closely with WA Police on localised and metro-wide graffiti offender identification.	localised and metro-wide graffiti offender identification and is an active participant in the "goodbye Graffiti" database held by WA Police.
Ranger Services	78.3	85	82	82.0%	83%	80.9	81.0	High level of satisfaction – similar to the previous year.	<ul style="list-style-type: none"> Continuation of animal control activities and prompt response times. Daily and targeted patrols for City Centre and Suburban Parking. Minor amendments to the provision of beach patrols within the Beach Management Plan to provide greater coverage of vulnerable locations Ongoing employee development and training will be undertaken to ensure continuing high standards are achieved. 	<ul style="list-style-type: none"> 12 month review of service conducted in December 2016 with report to Council in first quarter of 2017. Development of Suburban Parking patrols with use of Licence Plate Recognition system. 	<ul style="list-style-type: none"> Council endorsed the City Ranger Service Review at its meeting in March 2017. Staff development will continue to ensure high standards are maintained and the service will continue to liaise regularly with WA Police. Seasonal beach patrols will operate between December and April to ensure beach patrons and dog owners are educated as to their responsibilities. Targeted patrols will be undertaken in response to localised concerns. Animal control, bushfire, and other public property compliance matters will be undertaken as required.
Weekly Rubbish Collection	98.5	97.4	97.4	97.0%	95.2%	95.7	96.3	Continuing high level of satisfaction. Similar results to previous year.	<ul style="list-style-type: none"> Implementation of new bulk rubbish service. Implementation of Waste Management Plan. 	<ul style="list-style-type: none"> Additional information has been included in the waste guide. New bulk rubbish service has been implemented and as a result the diversion rate has increased from 50% to 60%. 	<ul style="list-style-type: none"> Continue implementation of the Waste Management Plan including a review of the 3 bin system.

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										<ul style="list-style-type: none"> Implementation of the Waste Management Plan has commenced and is ongoing. 	
Fortnightly Recycling	89.9	91.4	91.8	89.8%	90.6%	88.6	87.2	Continuing high level of satisfaction. Similar results to previous year.	<ul style="list-style-type: none"> Continued participation in the Garage Sale Trail. Implementation of Waste Management Plan. 	<ul style="list-style-type: none"> Continue participation in the Garage Sale Trail biennial e-waste drop off events, and charity clothing drop off events. Trialled public recycling in the CBD Implementation of the Waste Management Plan has commenced and is ongoing. 	<ul style="list-style-type: none"> Continued participation in the Garage Sale Trail Roll out 360Lt bins to households with 4 or more people. Continue implementation of the Waste Management Plan including a review of the 3 bin system.
Parks and POS	90.8	93	93.2	92.4%	94.9%	91.9	94.8	High level of satisfaction – increased satisfaction levels from previous year.	<ul style="list-style-type: none"> Continued implementation of the Parks Development Program (Capital Works Program) including implementation of the Leafy City Program. Continued implementation of the Foreshore and Natural Area Management Program (Capital Works Program). Continued development of Natural Areas Management Plans. Continue implementation of the Yellagonga Integrated Management Plan 2015 – 2019 	<ul style="list-style-type: none"> Implementation of the Parks Development Program (Capital Works Program). Implementation of the Foreshore and Natural Area Management Program (Capital Works Program). Development and Implementation of Natural Area Management Plans Ongoing implementation of the Yellagonga Integrated Management Plan 2015 – 2019. 	<ul style="list-style-type: none"> Continued delivery of the Parks Development Program (Capital Works Program). Continued delivery of the Parks Equipment Program (Capital Works Program). Continued delivery of the Foreshore and Natural Area Management Program (Capital Works Program). Continued delivery of the Park Operations Annual Maintenance Plan. Continued development of Natural Areas Management Plans. Continue delivery of the Yellagonga Integrated Management Plan 2015 – 2019. Implementation of a new park booking software which will allow for online viewing of park availability.
Street Appearance	83.4	88	91.1	88.3%	91.2%	88.1	89.3	High level of satisfaction – similar to the previous year.	<ul style="list-style-type: none"> Continued implementation of Streetscape Enhancement Program. 	<ul style="list-style-type: none"> Continued implementation of Streetscape Enhancement Program. Implementation of Leafy City Program 	<ul style="list-style-type: none"> Continued delivery of the Streetscape Enhancement Program including the delivery of the Leafy City Program. Continued delivery of the Park and Engineering Operations Annual Maintenance Plan.
Building	94.7	84	79	90.5%	85.7%	76.6	82.3	Significant increase from previous year.	<ul style="list-style-type: none"> Meet with Research Solutions to discuss the validity of the questions used 	<ul style="list-style-type: none"> Improvements to the building permit application process in particular the fast tracking of 	<ul style="list-style-type: none"> Finalise and implement new factsheets, WebPages and application checklists to

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									<p>for the external survey and how they compare to the monthly survey undertaken by the building approvals team.</p> <ul style="list-style-type: none"> Identifying potential improvements to the building permit application process in particular the fast tracking of certified applications. Implement improvements where needed following a review of all the services provided by the building approvals team. Implement changes and or improvements based on the comments provided by the survey participants. 	<p>certified applications has been undertaken, the new system has reduced turnaround times from 7–8 days to an average to 3-4 days.</p> <ul style="list-style-type: none"> A project was created to improve processes across the whole of the business unit. Areas identified that relate to improvements within building included updated factsheets and check sheets to speed up the application process and reduce turnaround times and errors. 	<p>improve quality of information provided to customers. Monitor and make further improvements as necessary.</p> <ul style="list-style-type: none"> Continue improvements to assessment sheets and assessment processes to improve processing timeframes. This includes a fast track process for basic development applications and building permits when lodged concurrently. Updates and continued improvements to online lodgement options for customers.
Planning	95.2	84	72	91.3%	70.1%	71.5	78.6	Significant increase from previous year.	<ul style="list-style-type: none"> Revise the Development Application timeframes and process to more closely align with statutory timeframes and process. Review the monthly customer service survey undertaken in-house and the annual survey conducted by Research Solutions to ensure alignment and the most accurate and up-to-date capture of customer satisfaction. Improve the integration of the Planning and Building process to simplify the process for customers and update the Planning and Building pages on the City's Website in accordance with any changes. 	<p>Development Application timeframes were modified as below and form Business Unit KPIs which are reported on a monthly basis:</p> <ul style="list-style-type: none"> Minor applications – determination with 30 days. Unadvertised applications – determination within 60 days. Advertised applications – determination within 90 days. Agreed timeframe – determination as negotiated with applicant. <p>The above timeframes more closely align with statutory requirements and provide a higher level of customer service to applicants.</p> <p>Planning and Building are currently developing a process for basic planning/building applications. This will include:</p> <ul style="list-style-type: none"> Establishing an internal workflow process. Revised assessment sheets. Modifications to the City's website and additional information sheets for customer awareness. <p>The project will improve customer service by providing a more streamlined approval process for applicants that will reduce processing timeframes and also eliminate the perception of compartmentalised assessment for basic proposals.</p>	<ul style="list-style-type: none"> Progress new improved process for basic planning/building applications in order to improve customer service through a more streamlined approval process.

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Management and Control of Traffic on Local Roads	73.5	81.8	83	78.5	82%	81.6	84.5	High level of satisfaction – increased satisfaction levels from previous year.	<ul style="list-style-type: none"> Continued delivery of the City's Local Traffic Management Program. 	<ul style="list-style-type: none"> Continued delivery of the City's Local Traffic Management Program. 	<ul style="list-style-type: none"> Continue delivery of the City's Local Traffic Management Program.
Parking	City Centre 45 Schools and Train Stations 43.2 Residential 76.8%	City Centre 55 Schools and Train Stations 42.7 Residential 83.9%	City Centre 55 Schools 61.6% Train Stations 44.9 Residential 86.1%	City Centre 54.3 Schools 55.4 Train Stations 38.7 Residential 81.8	City Centre 62.5% Schools 58.1 Train Stations 49.7 Residential 82.2	City Centre 56.3 Schools 60.2 Train Stations 51.5 Residential 84.1	City Centre 55.8 Schools 51.9 Train Stations 62.7 Residential 79.7	Moderate level of satisfaction. Similar results to previous year. Moderate level of satisfaction – significant decrease from previous year. Moderate level of satisfaction – significant increase from previous year. Continuing high level of satisfaction. Significant decrease from previous year.	City Centre <ul style="list-style-type: none"> Continue to market the Parking Services that are provided by the City through media opportunities, festivals and events. Undertake regular parking enforcement activity Multi Storey Car Park <ul style="list-style-type: none"> Ensure the car park operates to the highest standards and continue to develop driver awareness Parking near Schools <ul style="list-style-type: none"> Continue to liaise with schools and deliver the School Parking Program to encourage better parking practices amongst parents. Undertake regular parking enforcement activity Parking near Train stations <ul style="list-style-type: none"> Continue to liaise with the PTA on train station parking. Provide weekday patrols of local parking to protect local amenity. Undertake regular parking enforcement activity 	City Centre <ul style="list-style-type: none"> Promoted the extended opening hours and free parking, in the City's Reid Promenade Car Park, during Joondalup and Kaleidoscope Festivals. Multi Storey Car Park <ul style="list-style-type: none"> The City's Reid Promenade Car Park City was awarded the winner of the 2016 National Parking Industry Awards for the most Outstanding New Car Park Development. Parking near Schools <ul style="list-style-type: none"> Continued to liaise with schools to maintain the safety of pedestrians, road users and residents in these areas. Parking near Train stations <ul style="list-style-type: none"> Implemented a new vehicle mounted Licence Plate Recognition (LPR) system that will be able to ensure that the City can provide a more effective and efficient parking enforcement patrol service near suburban schools, train stations, permit areas, etc. 	City Centre <ul style="list-style-type: none"> City Centre parking education and enforcement patrols will continue. The Reid Promenade Car Park will be actively promoted for events. Parking near Schools <ul style="list-style-type: none"> Continued liaison with schools as well as License Plate Recognition (LPR) camera vehicles patrolling daily, morning and afternoon during term times around schools to educate drivers in relation to safer school parking. Parking near Train stations <ul style="list-style-type: none"> LPR vehicle patrolling Monday – Friday in suburban areas and around train stations to educate drivers in relation to parking enforcement. Targeted parking patrols and reactive parking attendance related to localised issues. Continuous review of existing suburban parking schemes and prohibitions in response to localised issues.
Community Consultation - The extent to which the City consults the community about local issues	67.4	71.3	73..9	63.4%	70.4%	58.2	65.2	Moderate level of satisfaction. Significant increase from previous year.	<ul style="list-style-type: none"> Further review of the City's Community Consultation and Engagement approach. Focus on promotion of key services/activities to heighten community awareness. Continued training of key staff on community 	<ul style="list-style-type: none"> Two Comprehensive Community Consultation processes were initiated to inform and create awareness in the community to respond to the opportunity to submit comments on the Ocean Reef Marina Planning and Environmental approvals processes as well as the Joondalup Performing Arts and Cultural Facility Business Case. 	<ul style="list-style-type: none"> The SCRG provided some feedback on how the City consults and communicates with its community and this will be considered when preparing and developing consultations and communication plans. Undertake an analysis of consultation and engagement projects undertaken in order to

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									<ul style="list-style-type: none"> consultation and engagement by International Association for Public Participation. Continued use of the Community Engagement Network in community consultation activities. Continue to conduct meetings of the Strategic Community Reference Group with membership consisting of community members, elected members as well as 'experts' from various disciplines. Testing of community tolerance to changes in community consultation activates in the SIMALTO survey. Include community engagement approach (consultation, communication etc) as an item on the SCRG Work plan. 	<ul style="list-style-type: none"> Extensive promotion of the Community Engagement Network was undertaken resulting in a significant increase in numbers participating in the Network. The Strategic Community Reference Group meetings continued to be held with approach and methodology proving effective in providing advice on a range of matters to Council. 	<ul style="list-style-type: none"> inform improvements for future projects. Research is currently being undertaken in relation to greater use of online community engagement software to increase the City's reach and to facilitate ease of access for community members, segment target markets, as well as providing for efficiencies in costs associated with consultation projects, and dealing with feedback and issues with greater immediacy. Investigate opportunities for 'built in' data mining tools as a component of online community engagement software to provide for more efficient analysis. Investigate opportunities to supplement online engagement methods with 'face-to-face' events for projects of significant interest to the community.
Community Information - The extent to which the City informs the community about local issues	72.9	76	77.5	70.7%	74.9%	64.2	74.6	High level of satisfaction. Significant increase from previous year.	<ul style="list-style-type: none"> Review of mechanisms for providing information to the community. Continued provision of key City information to residents, stakeholders and visitors through the media (all mediums), PR, website, social media, advertising, various newsletters and E-newsletters and the annual Live and Explore Joondalup publications. Revise and freshen the Voice and e-newsletters. Continue to build the City's social media following to ensure more residents have direct access to City news and information as it becomes available. The City's website redevelopment will 	<ul style="list-style-type: none"> Development of a new Information Booklet underway as part of the Act-to-Connect Project, including online and printed versions, to support isolated seniors connect to their community. Due for completion June 2017. Libraries are realigning marketing collateral by developing a new, quarterly promotion to match the seasons, commencing Winter 2017. This is intended to increase awareness of all library activities for both users and non-users. Y-Lounge youth website launched in November 2016 allowing easier access to key information. Production the My Money My Life publication (grant funded) which is a financial resource booklet designed to assist young people address matters such as budgeting, buying a first car, 	<ul style="list-style-type: none"> Undertake a review of communication platforms and methods used to provide information to the community, using survey results (Culture Counts), research and possible consultation with an external focus group. It is anticipated that the City's new website will be finished in 2017/18 which will significantly improve online services and experiences for the community. The City will continue to use an integrated approach to its communication plans using various media outlets (newspapers, radio, TV), printed marketing collateral delivered to letterboxes, e-newsletters, social media platforms and direct mail to inform and communicate with local residents.

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									<p>commence following a comprehensive external review with a new website expected to deliver improved online services and experiences for customers. Project expected to be completed in 2017-18.</p> <ul style="list-style-type: none"> Continue to improve opportunities for user engagement and promotion of the City on social media by implementing recommendations provided by an external review of its social media platforms. Maintain the mobile website and continue to promote opportunities for improved and targeted information and engagement for customers on this new mobile optimised platform. Review the City's eNewsletter system and upgrade to create a customised newsletter for City residents to subscribe to and receive targeted information in one newsletter. Continue to develop integrated communication campaigns for City services and major projects to ensure that any changes, services or new services are communicated thoroughly via a number of communication mediums. Commence Communications Research to determine changes and trends in resident's communication preferences. Include community engagement approach (consultation, communication etc) as an item on the SCRG work plan. 	<p>moving out of home, mobile phone plans and identifying and avoiding scams.</p> <ul style="list-style-type: none"> Two Comprehensive Community Consultation processes were initiated to inform and create awareness in the community to respond to the opportunity to submit comments on the Ocean Reef Marina Planning and Environmental approvals processes as well as the Joondalup Performing Arts and Cultural Facility Business Case. Discussion on mechanisms to enhance and increase awareness in the community of the myriad communication platforms used for local residents. The SCRG reviewed the City's communication and community engagement practices during 2016/17. The City continues to review and enhance the following communication offerings: <ul style="list-style-type: none"> Social Media – growing followers and expanding post subjects which has received more engagement from users; Continued to refine and improve publications such City News, Explore Joondalup, enewsletters; Developing and implementing more communication campaigns for events, programs and significant projects; The Planning team has started promoting its community consultations on social media; There has been an increase in the number of paid social media advertising campaigns across the organisation; Expanding reach areas by trialling new marketing tools such as outdoor media advertising at shopping centres, train stations and entertainment precincts; Increased communication via City News and Facebook regarding upcoming capital works projects 	<ul style="list-style-type: none"> The SCRG provided some feedback on how the City consults and communicates with its community and this will be considered when preparing and developing consultations and communication plans. Investigating the possibility of greater use of videos and social media to promote and communicate services to customers and the local community. Once the new website is launched, there will be a review of the City's eNewsletter system and an upgrade to create a customised newsletter for local residents to subscribe to and receive targeted information in one newsletter. Identifying the City's different target audiences to ensure communication strategies match target markets.

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										around the City and providing completion updates; <ul style="list-style-type: none"> Proactively issue media releases to local newspapers, often in place of advertising which saves on costs to the City; Maintain news and City in the Media sections of website to ensure up to date, informative and relevant content for residents; 	
Understands community needs	68.8	74.5	82.2	78.2%	81%	76.9	76	Similar satisfaction levels to previous year.	<ul style="list-style-type: none"> Continue to utilise 'online surveys' to research community needs and promote and highlight feedback. Analyse all community comments – in terms of type, location etc and distribute to all Business Units for consideration. Development of Work Plan for the Strategic Community Reference Group for 2016/17. Continue to utilise the Community Engagement Network for community consultation and engagement in 2016-17. 	<ul style="list-style-type: none"> SCRG Work Plan finalised following Council endorsement. The SCRG Work Plan for 2016-17 included items on community engagement and communication to identify improvement opportunities following the 2016-17 Customer Satisfaction Survey. An extensive community engagement project was undertaken in late 2016 in order to understand the needs of seniors to inform development of the Age-Friendly Strategy. Information was sought in alignment with the eight domains of an age-friendly community, developed by the World Health Organisation: outdoor spaces and buildings; transport; housing; social participation; respect and social inclusion; civic participation and employment; communication and information; and community support and health services. Community Engagement Network now has approximately 1000 subscribers and is utilised for City consultations. 	<ul style="list-style-type: none"> Conduct SCRG meetings in accordance with Council adopted Work Plan. Undertake major review of the Strategic Community Plan to seek community feedback on the alignment of the Plan with community aspirations and community needs. Undertake survey of business needs in order to secure information about the needs and expectations of the City's business community. Continue to promote the Community Engagement Network.