

## Attachment 1: CUSTOMER SATISFACTION MONITOR 2017-18 IMPROVEMENT ACTIONS

Service	12-13	13-14	14-15	15-16	16-17	17-18	Comments on 2017-18 Survey	Actions implemented in 2017-18 to improve service delivery.	Proposed Improvement Actions for 2018-19 as a result of the 2017-18 Survey.
Overall Satisfaction	89.1	87.8	89	85.8	83.8	84.7%	Overall satisfaction levels remain high – results consistent with previous year.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies.</li> </ul>
Satisfaction with services provided	94.1	92.7	92.4%	88.8	88.3	89.1%	High levels of satisfaction with City services. Results consistent with previous year.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Continuation of the Service Review Program to identify improvements to service delivery as well as cost efficiencies</li> </ul>
Value for Money from Rates	72.7	70.7%	72%	63.7	62.6	64.2%	Slight increase in satisfaction levels from previous year.	<ul style="list-style-type: none"> <li>Commenced review of the City's operating model.</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of the City's operating model.</li> </ul>
Libraries	95.6	95.6%	93.9%	95.2	96.6	93.7%	Continuing high levels of satisfaction	<ul style="list-style-type: none"> <li>Continued provision of a range of lifelong learning and community education programs.</li> <li>Continued feedback on events and programs.</li> <li>Introduced a new 'Code of Conduct' to improve the library experience for all users.</li> <li>Introduction of the free Kanopy film streaming services as part of the State Library consortia.</li> <li>Upgraded the Library Management System (Spydus) which allowed the Online Catalogue to become mobile responsive, aiding the 46% of users who access the catalogue on a mobile device.</li> <li>Smart after-hours Chute successfully installed at Joondalup Library enabling real time book returns after-hours.</li> <li>eSmart Accreditation received which acknowledges the Libraries' efforts to incorporate cyber safety principles into operational and planning documents, train library staff in cyber safety principles to help customers and promote cyber safety to library patrons and the wider community.</li> <li>Refurbishment of the two Joondalup Library study rooms.</li> </ul>	<ul style="list-style-type: none"> <li>Undertake survey to determine how the public computers/internet are used, and determine community expectations.</li> <li>Replace public computers in all libraries.</li> <li>Improve wifi connectivity in all libraries</li> <li>Commence use of Culture Counts to improve the City's understanding of effectiveness of initiatives and customer satisfaction/expectations.</li> </ul>

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<b>Festivals, Events and Cultural Activities</b>	90.5	88.9%	89.3%	86.6	90.0	92.6%	Continuing high level of satisfaction. Results increased slightly from previous year.	<ul style="list-style-type: none"> <li>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.</li> <li>Review feedback to inform programming elements.</li> <li>Partnered with other government agencies for specific programming</li> <li>Sourced additional grant funds to commission specific programming for events.</li> </ul>	<ul style="list-style-type: none"> <li>Action the "Connecting Creatives" survey to audit local cultural and arts groups in the City to ensure affiliated community is captured in all consultation.</li> <li>Prepare a Cultural Plan that will set objectives/actions on the level and style of cultural events to be conducted by the City</li> <li>Continually review feedback for future programming.</li> </ul>
<b>Sport and Recreation</b>	94.5	92.2%	95%	91.9	93.6	96.7%	Continuing high level of satisfaction. Increase on previous year's results.	<ul style="list-style-type: none"> <li>Leisure Centres continued to survey customers regarding satisfaction with a range of aspects on an annual basis. Results were communicated to customers identifying feedback and improvements to be made.</li> <li>Researched options for new bookings management software system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to undertake marketing strategies to grow membership base at leisure centres.</li> <li>Focus on offerings to retain members.</li> <li>Inform members of redevelopment of Criagie Leisure Centre.</li> <li>Implement new bookings software to assist with booking process.</li> </ul>
<b>Mobile Security Patrols</b>	71.0	69.3%	69.2%	N/A	N/A	N/A	No longer measured. Service is now provided in-house by the Ranger and Community Patrol Service	<ul style="list-style-type: none"> <li>Review previously reported to Council and service is now delivered in-house</li> </ul>	N/A
<b>Graffiti Removal</b>	92.5	90.0%	94.4%	90.9	94.8	92.4%	Continuing high levels of satisfaction.	<ul style="list-style-type: none"> <li>Contractor is achieving consistently high standards. The Graffiti Team continue to work closely with WA Police on localised and metro-wide graffiti offender identification and is an active participant in the "goodbye Graffiti" database held by WA Police.</li> </ul>	<ul style="list-style-type: none"> <li>The Graffiti Team continue to work closely with WA Police on localised and metro-wide graffiti offender identification and is an active participant in the "goodbye Graffiti" database held by WA Police. The team also liaises on a regular basis with the contractor to ensure standards are maintained</li> </ul>
<b>Ranger Services</b>	82	82.0%	83%	80.9	81.0	85.4%	Continuing high level of satisfaction – increase from previous year. Ranger Services incorporates in-house Ranger and Community Patrol Service.	<ul style="list-style-type: none"> <li>Council endorsed the City Ranger Service Review at its meeting in March 2017. Staff development continued to ensure high standards were maintained and the service continued to liaise regularly with WA Police.</li> <li>Seasonal beach patrols operated between December and April to ensure beach patrons and dog owners were educated as to their responsibilities.</li> <li>Targeted patrols undertaken in response to localised concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Seasonal activities in relation to beaches, abalone fishing, bushfire mitigation, companion animal registrations, parks and reserves will continue.</li> <li>Statutory responsibilities in relation to local laws will continue to be prominent, including parks and reserves, dog, verges and parking</li> <li>The City is reviewing the mobile patrol service operations to seek improvements and efficiencies in this proactive service element.</li> </ul>

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								<ul style="list-style-type: none"> <li>Animal control, bushfire, and other public property compliance matters undertaken as required.</li> </ul>	
Weekly Rubbish Collection	97.4	97.0%	95.2%	95.7	96.3	95%	Continuing high level of satisfaction. Similar results to previous year.	<ul style="list-style-type: none"> <li>Continued implementation of the Waste Management Plan including a review of the 3 bin system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue implementation of the Waste Management Plan.</li> <li>Implementation of the 3 bin system including extensive information and education campaign.</li> </ul>
Fortnightly Recycling	91.8	89.8%	90.6%	88.6	87.2	89.3%	Continuing high level of satisfaction. Slight increase from previous year.	<ul style="list-style-type: none"> <li>Continued participation in the Garage Sale Trail</li> <li>Roll out 360Lt bins to households with 4 or more people.</li> <li>Continued implementation of the Waste Management Plan including a review of the 3 bin system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue participation in the Garage Sale Trail.</li> <li>Continue rolling out 360Lt bins to households as part of the three bin system.</li> <li>Continued implementation of the Waste Management Plan.</li> </ul>
Parks and POS	93.2	92.4%	94.9%	91.9	94.8	94.2%	High level of satisfaction – similar to previous year.	<ul style="list-style-type: none"> <li>Continued delivery of the Parks Development Program (Capital Works Program).</li> <li>Continued delivery of the Parks Equipment Program (Capital Works Program).</li> <li>Continued delivery of the Foreshore and Natural Area Management Program (Capital Works Program).</li> <li>Continued delivery of the Park Operations Annual Maintenance Plan.</li> <li>Continued development of Natural Areas Management Plans.</li> <li>Continue delivery of the Yellagonga Integrated Management Plan 2015 – 2019.</li> <li>Implementation of a new park booking software to allow for online viewing of park availability.</li> </ul>	<ul style="list-style-type: none"> <li>Continue delivery of the Parks Development Program (Capital Works Program).</li> <li>Continue delivery of the Parks Equipment Program (Capital Works Program).</li> <li>Operations and LCS to work together in ensuring spread of ground bookings across the City to minimise wear and tear – particularly during pre seasons.</li> <li>Continue delivery of the Foreshore and Natural Area Management Program (Capital Works Program).</li> <li>Continue delivery of the Park Operations Annual Maintenance Plan.</li> <li>Continue development of Natural Areas Management Plans.</li> <li>Continue delivery of the Yellagonga Integrated Management Plan 2015 – 2019.</li> <li>Improve the presentation of irrigated local recreation parks through the implementation of a fertiliser and wetting agent program</li> </ul>

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Street Appearance	91.1	88.3%	91.2%	88.1	89.3	91.3%	High level of satisfaction – similar to the previous year.	<ul style="list-style-type: none"> <li>Continued delivery of the Streetscape Enhancement Program including the delivery of the Leafy City Program.</li> <li>Continued delivery of the Park and Engineering Operations Annual Maintenance Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue delivery of the Streetscape Enhancement Program including the delivery of the Leafy City Program.</li> <li>Continue delivery of the Park and Engineering Operations Annual Maintenance Plan.</li> </ul>
Building Services	79	90.5%	85.7%	76.6	82.3	89.8%	High levels of satisfaction - significant increase from previous year.	<ul style="list-style-type: none"> <li>Finalised and implemented new factsheets, WebPages and application checklists to improve quality of information provided to customers.</li> <li>Continued 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.</li> <li>Updates and continued improvements to online lodgement options for customers.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of automated customer survey to replace the monthly telephone survey. This new process will be reviewed and modified when required.</li> <li>Continue to develop improvement methods in relation to building approval processes.</li> </ul>
Planning	72	91.3%	70.1%	71.5	78.6	89.4%	High levels of satisfaction - significant increase from previous year.	<ul style="list-style-type: none"> <li>Progressed new improved process for basic planning/building applications in order to improve customer service through a more streamlined approval process.</li> <li>Continued to refine assessment sheets and internal processes to improve efficiencies with processing applications.</li> <li>Incorporated measures within guiding documents (Local Planning Scheme No. 3 and Joondalup Activity Centre Plan) to provide more scope to exempt proposals for the need for planning approval.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of automated customer survey to replace the monthly telephone survey. This new process will be reviewed and modified when required.</li> <li>Continue to develop improvement methods in relation to planning approval processes.</li> </ul>
Management and Control of Traffic on Local Roads	83	78.5	82%	81.6	84.5	84.1%	Continuing high level of satisfaction – similar results to previous year.	<ul style="list-style-type: none"> <li>Continued delivery of the City's Local Traffic Management Program at the following locations: <ul style="list-style-type: none"> <li>Barrisdale Drive</li> <li>Venturi Drive</li> <li>Herreshoff Ramble</li> <li>Amisdale Road</li> <li>Whitfords Avenue</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Continue to deliver the City's Local Traffic Management Program.</li> </ul>

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Parking	<p>City Centre 55</p> <p>Schools 61.6%</p> <p>Train Stations 44.9</p> <p>Residential 86.1%</p>	<p>City Centre 54.3</p> <p>Schools 55.4</p> <p>Train Stations 38.7</p> <p>Residential 81.8</p>	<p>City Centre 62.5%</p> <p>Schools 58.1</p> <p>Train Stations 49.7</p> <p>Residential 82.2</p>	<p>City Centre 56.3</p> <p>Schools 60.2</p> <p>Train Stations 51.5</p> <p>Residential 84.1</p>	<p>City Centre 55.8</p> <p>Schools 51.9</p> <p>Train Stations 62.7</p> <p>Residential 79.7</p>	N/A	<p>The 2017 – 18 survey did not seek information about satisfaction with parking in particular areas. The survey, instead, asked respondents about their awareness and use of parking stations in the City Centre.</p>	<p><b>City Centre</b></p> <ul style="list-style-type: none"> <li>City Centre parking education and enforcement patrols continued. The Reid Promenade Car Park were actively promoted for events</li> </ul> <p><b>Parking near Schools</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Parking near Train stations</b></p> <ul style="list-style-type: none"> <li>LPR vehicle patrolling Monday – Friday in suburban areas and around train stations to educate drivers in relation to parking enforcement.</li> <li>Targeted parking patrols and reactive parking attendance related to localised issues.</li> <li>Continuous review undertaken of existing suburban parking schemes and prohibitions in response to localised issues.</li> </ul>	N/A
Community Consultation - The extent to which the City consults the community about local issues	73..9	63.4%	70.4%	58.2	65.2	N/A	<p>The 2017-18 Survey did not ask respondents about satisfaction with community consultation as the question related to satisfaction with the extent to which the City informs the community about local issues has, in past surveys included responses about consultation.</p>	<ul style="list-style-type: none"> <li>Analysis of all major consultation and engagement projects undertaken in order to inform improvements for future projects.</li> <li>Review of SCRG feedback on how the City consults and communicates with its community.</li> <li>Research 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.</li> <li>Continually reviewing all consultation material to ensure it is written in 'plain English'.</li> <li>Work undertaken with Youth Services to investigate options for improving the level of participation with the City's younger demographic cohort.</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of consultants to manage consultation with the community on Housing Opportunity Areas.</li> <li>Prepare and implement a <i>Planning Consultation Local Planning Policy</i> to provide greater certainty and transparency for residents on planning applications.</li> <li>Implementation of key priority improvements as a result of the Business Needs Survey.</li> <li>Continued review of the success of the consultation approach on the City's new website and ongoing research into online consultation platforms such as 'Bang the Table' as an opportunity for improvement.</li> <li>Increased use of 'face to face' consultation activities to supplement online surveys – e.g Housing Opportunity Areas</li> </ul>

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								<ul style="list-style-type: none"> <li>Greater prominence given to consultation on the City's new website.</li> <li>Business Needs Survey undertaken with business community identifying key issues for improvement.</li> </ul>	<p>consultation will include workshops and 'talking posts'.</p> <ul style="list-style-type: none"> <li>Continued promotion of the Community Engagement Network.</li> </ul>
Community Information - The extent to which the City informs the community about local issues	77.5	70.7%	74.9%	64.2	74.6	75.9%	Similar to previous year.	<ul style="list-style-type: none"> <li>Undertook a review of communication platforms and methods used to provide information to the community, using survey results (Culture Counts), and research.</li> <li>Redesigned and launched the City's new website (undertaken internally) including a significant improvement in online services and experiences for the community.</li> <li>Continued application of integrated approach to 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.</li> <li>The SCRG provided some feedback on how the City consults and communicates with its community and this was considered when preparing and developing consultations and communication plans.</li> <li>Investigated greater use of videos and social media to promote and communicate services to customers and the local community.</li> <li>Identified the City's different target audiences to ensure communication strategies match target markets.</li> <li>Greater focus on niche communication channels to reach intended audiences, e.g. LinkedIn and WA Business News to engage with the business community.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research into preferred communication platforms and mechanisms by the community through survey.</li> <li>Greater use of videos and social media to promote City services.</li> <li>Enhance community consultation site on the web site and include information on key projects including milestones and progress.</li> <li>Now the new website has been launched, there will be a review of the City's eNewsletters. Potential to upgrade to customised content for local residents to subscribe to and receive targeted information in one newsletter.</li> <li>Conduct research into new and best practice communication approaches and methods in other local governments.</li> <li>Investigate opportunities to use customer data to personalise information, such as using email addresses stored in COJ systems.</li> </ul>

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Understands community needs	82.2	78.2%	81%	76.9	76	82.8%	High levels of satisfaction – significant increase from previous year.	<ul style="list-style-type: none"><li>Conducted SCRG meetings in accordance with Council adopted Work Plan including SCRG meeting on community engagement and needs of the business community.</li><li>Undertook major review of the Strategic Community Plan to seek community feedback on the alignment of the Plan with community aspirations and community needs – and changes incorporated to the Plan as a result of the feedback.</li><li>Underook major survey of business needs in order to seek business operators feedback on the needs and expectations of the City's business community.</li><li>Continued to promote the Community Engagement Network.</li></ul>	<ul style="list-style-type: none"><li>Conduct SCRG meetings in accordance with approved work plan.</li><li>Continue to work with the business community to implement major findings from business needs survey.</li><li>Continue to utilise the SCRG as a mechanism for consultation and engagement.</li></ul>

Benchmarking Data			
Local Government	City as a Place to live	Governing organisation/overall services and facilities	Value money rates for from
City of South Perth 2016	100%	84%	74%
City of Bayswater 2016	99%	93%	88%
City of Melville 2016	97%	90%	78%
<b>City of Joondalup 2018</b>	<b>97%</b>	<b>88%</b>	<b>63%</b>
City of Cockburn 2017	97%	90%	83%
City of Belmont 2017	94%	92%	83%
City of Wanneroo 2017	94%	85%	64%
City of Fremantle 2017	95%	74%	64%