

ATTACHMENT 1: TOP LINE RESULTS AND IMPROVEMENT STRATEGIES FOR 2011/12

Service	06/07	07/08	08/09	09/10	2010/11	Comments on 2010/11 Survey	Planned or proposed improvement actions for 2010/11 as a result of the 2009/10 Survey	2010/11 Action Achieved	Planned or proposed actions for 2011/12 as a result of the 2010/11 Survey
Overall Satisfaction	86.1	81.9	83.1	82.6	84.1	Overall satisfaction rates remain high.	Continue to improve service delivery and customer service to maintain high overall satisfaction levels.	A range of improvements to services implemented – increase in overall satisfaction rates indicate that these improvements have been received positively.	Continue to improve service delivery and customer service to maintain high overall satisfaction levels.
Satisfaction with services provided	Not measured	Not measured	89.8	89.2	92	Satisfaction with City services remains high.	Continue to improve service delivery based on customer feedback to specific services.	Increases to service delivery, particularly in the area of graffiti management, has resulted in substantial improvements in satisfaction ratings.	Continue to improve service delivery based on customer feedback to specific services.
Value for Money from Rates	67.3	67.5	62.3	63.4	66	Slight increase from previous year. Value for money from rates continues to be a priority.	Improvements to specific services should impact on satisfaction with value for money from rates. Two in three ratepayers are satisfied with value for money from rates.	Satisfaction ratings remain reasonably strong with two in three ratepayers satisfied with value for money/	Continue to look for opportunities to improve service delivery which should impact on value for money from rates satisfaction ratings.
Libraries	95.5	93.7	93.5	92.3	95.1	High level of satisfaction being maintained.	Self Serve/ RFID at Woodvale and Whitford Libraries. Upgrade of Public Internet Access terminals in all libraries. Increased funding from State Government should result in greater number of library materials available to the public.	Self serve/RFID has been successfully installed at both libraries with a current usage level of 77%. Public Internet Access terminals in all libraries have been updated to allow email access. New web filtering software has also been installed. Introduction of Wi-Fi access in Joondalup Library. June 2011 – June 2012 has seen a 17% increase in funds available for resource selection. This should assist with variety in fiction resources.	Self serve/RFID at Dun Craig Library. Will complete all four libraries. Introduction of floating collections for DVDs and CDs. Introduction of a PC booking system to all libraries. Introducing Wi-Fi access at Woodvale Library. Introduction of e-audio books for 2011-2012, with access from home. Modifying library website for increased functionality, including book walls and "Picture Joondalup". Stage 4 of the digitisation project – digitising local history records for

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								Streamlining of supplier assisted services to get new release titles to our customers faster.	prosperity.
Festivals	87.4	87.6	90.3	88.3	93.1	Significant increase in satisfaction levels.	No major changes scheduled for 2010/11 event program.	There were no major changes implemented in 2010/11, with the exception of returning to Mawson Park for a summer concert and the change in focus for the Valentines concert with the Whitlams and WAYO being the selected artists.	A slight change in focus for Valentines artist to appeal to various demographics is proposed. Returning to Mawson Park for a summer concert which will be a regular venue, and moving the Emerald Park concert to Chichester Park in Woodvale. The City has agreed to manage the night markets in house for the pre Christmas market period, while also trialling a 4 week post Christmas market season. Multi cultural themes will be introduced to the summer concert series, and the Joondalup Festival.
Sport and Recreation	91.5	88.5	90.2	90.2	95.6	Significant increase in satisfaction levels.	A relaunch of the Clubs In Focus Program is scheduled for 2010/11 to re-emphasise the importance of the Program. A new Community Sporting Facility at Seacrest Park, Clubroom Facility at Forrest Park, Community Facility at Gibson Park and extension to the Fleur Freame Pavilion at MacDonald Park will all be constructed in 2010/11 which will give the City 1 refurbished and 3 new facilities to service sporting groups, community groups and residents.	The Clubs in Focus Program was not relaunched. The additional 4 facilities were opened and provide the residents/community groups modern facilities to occupy and hire.	The Clubs in Focus program will be relaunched with a slight change in focus of the team with a more concerted focus on serving sporting groups.

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Mobile Security Patrols	70.6	62.3	63.5	70.4	66.7	Modest decrease in satisfaction levels from previous year.	Continued promotion of the service. Continued monitoring of Contract.	Full year marketing program undertaken. Contract monitored monthly and meetings held with contractor each month to discuss results.	Review the current uniform and the existing vehicle livery. Review current marketing strategy and determine if new elements are required such as representation at all festivals and events Review the "standard services" offered and look for new/ added value services that could be included – undertake a benchmark of "standard services" provided by other LG's
Graffiti Removal	74.6	75.4	78.4	82.1	92.1	Significant increase in satisfaction ratings. The service is now adequately resourced with skilled staff to provide both field support to the contractor and office support for the residents to ensure the contract is well managed.	Continued monitoring of the Contract.	Weekly monitoring undertaken. Monthly reporting undertaken. Contractor achieved performance target.	Continued monitoring of the contract. Particular effort to be made with Agencies to ensure the timely removal of graffiti from their assets. Review and revise the web site pages to better market the service and improve resident useability
Ranger Services	Not measured	79.6	79.3	77.8	78.3	Satisfaction ratings remain high.	Review the new structural arrangements at the end of 2010/11. Implementation of marketing strategy for 2010/11 including; • Distribution of dog information flyers via Vets, Libraries, Customer Service/Leisure/Community Centres and Community Events, • Continued development of Rangers pages on the website, and	Revised structural arrangement implemented. Marketing strategy was undertaken as scheduled.	Continued promotion of responsible dog ownership to residents Conduct a "dog day" event in the City with suppliers and service providers having stalls Review and simplify the Ranger website pages Review new Ranger uniforms and livery.

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							<ul style="list-style-type: none"> Promotion of responsible dog ownership via Dog Doorknock program and through local newspapers, City News and Joondalup Voice. 		
Weekly Rubbish Collection	98	96.3	97.2	97	98.5	Satisfaction ratings remain consistently high.	<p>New domestic and recycling tender (joint tender)</p> <p>Enhancement of Internet site.</p>	<p>New domestic and recycling contract was awarded to Cleanaway commencing 1 July 2011.</p> <p>Internet site has been reviewed and enhanced including interactive elements associated with bin collection days and the Wangara MRF.</p>	Develop Business case to offer the option of 120 litre and 140 litre rubbish bins when current is due for replacement.
Fortnightly Recycling	95.0	91.1	92.6	92	89.9	Satisfaction ratings remain high.	<p>New strategy for recycling calendars.</p> <p>Recycling education in schools – Implementing full program (from trial).</p> <p>The waste management component of the internet to be reviewed.</p>	<p>New strategy has been adopted.</p> <p>Trial of recycling education in schools completed.</p> <p>Internet site has been reviewed and enhanced including interactive elements associated with bin collection days and the Wangara MRF.</p>	Introduce glass cleaning process into the Wangara MRF to reduce the current volume of recyclable residue to landfill.
Parks and POS	Not Measured	91.9	91.5	91.7	90.8	Satisfaction ratings remain high.	<p>Implementation of annual maintenance programs will be undertaken. In addition to this there will be a continuation of the review and improvement of services including a review of natural areas service delivery approach.</p> <p>The reduced irrigation regime will also be continued.</p>	<p>Annual parks maintenance programs were completed.</p> <p>The review and improvement of service delivery was undertaken. Capacity was increased within the Natural Areas maintenance team. A trial restructure of Natural Areas was also undertaken</p>	Continue the implementation of parks annual maintenance programs. Implement the restructure of parks crews, and review the trial of the Natural Areas restructure.

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								Ground water consumption levels were maintained within allocation.	Continue with ground water consumption monitoring in order to ensure levels are maintained within allocation. Develop the City Water Plan. Undertaken a service level review of Irrigation Maintenance. Implement Kingsley Park hydro-zoning project.
Street Appearance	82.1	84.2	84.1	83.5	83.4	Satisfaction ratings remain high.	Annual maintenance program to be implemented. Review of services and service levels to continue including drainage and road resurfacing. Revised street tree guidelines to be produced. Streetscape Working Group to examine: <ul style="list-style-type: none"> • Street tree marketing and promotion. • Suburban entry statements. • Pedestrian Access Ways. • Street tree strategy. 	Annual maintenance programs were completed. Service level review undertaken for road resurfacing. Revised street tree guidelines were produced. Streetscape Working Group examined: <ul style="list-style-type: none"> • Street tree marketing and promotion. • Suburban entry statements. • Pedestrian Access Ways. • Street tree strategy. 	Continue the implementation of the annual streetscape maintenance programs. Review of services and service levels to continue including drainage. Review the Street Verge Guidelines. Undertake the road resurfacing program. Implement the annual street tree planting program.
Building	61.6	54.8	89.7%	87%	94.7	High satisfaction ratings continue. The City also undertakes a customer satisfaction survey monthly to track the following: <ul style="list-style-type: none"> • Information on process 	Continuation of the correspondence review covering all areas within Planning, Approvals and Environmental Services. Development of an improved customer service approach covering areas of provision of advice and viewing of plans. Also looking at:	High satisfaction ratings continue as a result of: Correspondence review completed for Building and Health and Compliance teams. Introduction of fast tracking building licence applications for minor construction works	Establishment of two Business Units – Planning Services and Compliance and Regulatory Services. Maintain the customer satisfaction survey monthly to track progress and make adjustments to process and procedures as needed. Continue to review and update

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						<ul style="list-style-type: none"> Information on Application Timeliness of pending information. Options for modifications. Explanation of decision. Ease of understanding forms. Ease of understanding information requested Timeliness of returned calls and correspondence. Overall satisfaction. 	<ul style="list-style-type: none"> Developing and clearly communicate the service offer – thereby not creating unrealistic expectations and disappointment. Targets for turnaround times based on complexity Dedicated administrative support to the Building and Planning teams to ensure quicker responses to customers and to free specialists up to concentrate on assessments. 	<p>because of their simplistic nature (patios, sheds and other outbuildings etc) to improve turnaround times.</p> <p>Introduction of dedicated administrative support to assist building surveyors with improving turnaround times.</p>	<p>correspondence, forms and information sheets for Building, Heath and Compliance teams.</p> <p>Introduce standard Q&A sheets for administration to aid with quick responses to enquiries.</p> <p>Continue the fast tracking of building licence applications for minor works to improve turnaround times.</p> <p>Continue with dedicated administrative support to assist building surveyors with improving turnaround times</p>
Planning	61.6	54.8	80%	85.1%	95.2	<p>High satisfaction ratings continue.</p> <p>The City also undertakes a customer satisfaction survey monthly to track the following:</p> <ul style="list-style-type: none"> Information on process. Information on Application. Timeliness of pending information. Options for modifications. Explanation of 	<p>Continuation of the correspondence review covering all areas within Planning, Approvals and Environmental Services.</p> <p>Development of an improved customer service approach covering areas of provision of advice and viewing of plans. Also looking at:</p> <ul style="list-style-type: none"> Developing and clearly communicate the service offer – thereby not creating unrealistic expectations and disappointment. Targets for turnaround times based on complexity Dedicated administrative support to the Building and Planning 	<p>High satisfaction ratings continue as a result of:</p> <p>Correspondence review completed for Planning and Urban Development teams.</p> <p>Dedicated Administration Officer appointed to Planning Approvals team.</p>	<p>Establishment of two Business Units – Planning Services and Compliance and Regulatory Services.</p> <p>Maintain the customer satisfaction survey monthly to track progress and make adjustments to process and procedures as needed.</p> <p>Continue to review and update correspondence, forms and information sheets for Planning and Urban Development teams.</p> <p>Introduce standard Q&A sheets for administration to aid with quick responses to enquiries.</p>

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						<ul style="list-style-type: none"> • decision. • Ease of understanding forms. • Ease of understanding information requested. • Timeliness of returned calls and correspondence. • Overall satisfaction. 	<p>teams to ensure quicker responses to customers and to free specialists up to concentrate on assessments.</p>		<p>Continue with the investigation of introducing an online application and tracking system for Planning Services business unit.</p>
Local Traffic	77.3	72.9	77.4	79.5	73.5	<p>Satisfaction Ratings have decreased.</p>	<p>Road Safety Plan to be presented to Council in October 2010</p> <p>Introduction of new Key Performance Indicator for correspondence turnaround timeframe (5 working days)</p> <p>2 working days for Elected Member requests</p> <p>Development of 5 year Capital Works Program – identified list of projects.</p> <p>40km/hour trial currently being investigated.</p>	<p>Road Safety Action Plan 2011-2015 approved by Council in March 2011.</p> <p>Key Performance Indicator of 5 working days turnaround for general correspondence and 2 working days for Elected Member requests introduced successfully.</p> <p>5 Year Capital Works Program for Traffic and Blackspot projects completed.</p> <p>Main Roads WA rejected City's request for 40km/hour trial however have since invited City to re-apply.</p>	<p>Implement Road Safety Action Plan actions.</p> <p>Introduce 40km/hour speed zone trial in Oceanside Promenade, Mullaloo.</p> <p>Complete Traffic Management and Blackspot projects as part of 2011/2012 Capital Works Program.</p>

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Parking	72.4	69.4	58.2	54.4	<p>City Centre 45.4</p> <p>Schools and Train Stations 43.2</p> <p>Residential 76.8</p>	<p>This year the Satisfaction Monitor separated City Centre Parking, Parking adjacent to Schools and Train Stations, and Residential Parking.</p> <p>Satisfaction Ratings for Residential Parking is high, with low levels of satisfaction for City Centre Parking and Parking adjacent to Schools and Train Stations.</p> <p>City Centre parking ratings are influenced by the introduction of paid parking in 2008.</p> <p>Parking adjacent to train stations is a matter for the Passenger Transport Authority and school parking on school grounds is the responsibility of the individual school or the Department for Education.</p>	<p>Continued monitoring and fine tuning of parking arrangements.</p> <p>Increased focus on School and Train Station parking enforcement.</p> <p>Marketing of City Centre parking through:</p> <ul style="list-style-type: none"> Continued distribution of parking flyers via Parking Officers, Libraries, Customer Service/Leisure Centres and Community Events, Continued development of Parking pages on the website, and Promotion of community benefits of parking through local newspapers, City News and Joondalup Voice. 	<p>The City introduced a number of parking scheme amendments (PSA's) in locations related to school parking, station parking and suburban parking during the year to counter residents concerns about hazardous parking. Ranger patrols were stepped up following each approved PSA whilst drivers became accustomed to the changes.</p> <p>The parking flyer was reviewed during the year and the website was updated with changes to parking enforcement.</p> <p>A dedicated school parking roster was implemented for use during term time with Rangers attending schools on a planned basis in liaison with the school administration. This was in addition to responding to school parking complaints which were referred to Rangers as Action Requests.</p>	<p>All Continue to support and deliver staff with appropriate conflict resolution and customer service skills.</p> <p>City Centre Review the available on-line content of the parking pages for ease of use.</p> <p>Introduce "interactive maps" that show parking availability in City locations</p> <p>Review and recommend improvements to City Centre directional signage for off street parking. This includes utilising the recognised standard of blue P on a white background and providing information on signage as to direction and proximity of other parking locations to assist when the current location is fully utilised.</p> <p>Develop community interactive strategies and techniques (festivals, events, flyers, give-aways etc)</p> <p>Schools and Train Stations Review the existing school monthly parking patrol program and liaise with School Liaison Officer on service delivery.</p> <p>Continue to review and recommend minor parking scheme amendments for the Chief Executive Officer where</p>

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									<p>appropriate.</p> <p>Continue to liaise with the PTA on train station parking and develop a strategy for the expiry in 2012 of the existing agreement for commuter parking adjacent to Joondalup train stations.</p> <p>Residential</p> <p>Continue to review and recommend minor parking scheme amendments where appropriate.</p> <p>Continue to provide enforcement activities in permitted and prohibited areas of residential suburbs.</p>
Community Consultation - The extent to which the City consults the community about local issues	Not measured	Not measured	69.7	74.8	67.4	Significant decrease in satisfaction ratings.	Continued review of Public Participation and Consultation Projects and approaches.	<p>Community Consultation and Engagement Policy reviewed (CJ174-10/10 refers). Processes for consultation and informing for discrete City programs requiring community engagement completed.</p> <p>Commenced examination/development of:</p> <ul style="list-style-type: none"> • Social media policy/strategy. • Youth website. 	<p>Training program established to ensure the City's expectations and processes for community consultation and engagement are understood and adhered to.</p> <p>Finalise:</p> <ul style="list-style-type: none"> • Requirements for trial of 'active citizenship' (CJ174-10/10 refers). • Social media policy/strategy. • Youth website.

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							<p>Working Groups and Community Forums Terms of Reference to be endorsed and commenced.</p> <p>Implementation of Customer Service Strategy through Project Teams.</p> <p>Further enhancements to the website to be examined including enhanced online consultation.</p>	<p>Terms of Reference for Working Groups and Forums endorsed (CJ119-07/10 refers). Community Forums conducted on Baby Boomers, Youth and Conservation.</p> <p>Working Group meetings conducted during 2011.</p> <p>Review commenced of the City's customer service standards, communication methods, and fact sheets.</p> <p>Online consultation available to the community for all significant consultation matters, including:</p> <ul style="list-style-type: none"> Local Housing Strategy Beach Management Plan Mirror Skate Park Currambine Community Centre Tom Simpson Playground Redevelopment and Upgrade of Oceanside Promenade Positive Ageing Plan 	<p>Review Working Groups following 2011 election.</p> <p>Conduct Strategic Planning Forum in 2011.</p> <p>Review Community Forums for 2012.</p> <p>Continue implementation of Customer Service Strategy through Project Teams.</p> <p>Review how results of consultation are communicated to community stakeholders.</p> <p>Continue to provide opportunities for community engagement on specific programs and projects in accordance with Community Consultation and Engagement Policy.</p>
Community Information - The extent to which the City informs the	Not measured	Not measured	72.0	78.3	72.9	Decrease in satisfaction ratings..	Introduction of alternative communication media where appropriate.	<p>e-newsletters for leisure on line and business developed.</p> <p>Commenced examination/development of:</p>	<p>Finalise:</p> <ul style="list-style-type: none"> Social media policy/strategy. Youth website.

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community about local issues							<p>Website - New media and news section, which is designed to ensure that interested local residents can easily access current and important information and news about what's happening in the City and how it may affect the wider community.</p> <p>Priority to be given to formalising roles and relationships with Friends Groups and development of Protocols.</p> <p>Continued emphasis on relationships with JLP, Business Community, and Environmental Groups.</p>	<ul style="list-style-type: none"> Social media policy/strategy. Youth website. <p>Website enhancements in 2010/11 included:</p> <ul style="list-style-type: none"> Media and news section. Online payments for infringements. Building Applications online. Website feedback tool. <p>Website statistics indicate significant increase in usage from 2009/10 including:</p> <ul style="list-style-type: none"> 29.53% increase in visits. 12.71% increase in new visits. 23.64% increase in page views. <p>Friends Group Manual reviewed and protocols established to enhance relationships.</p> <p>During the 2010/11 period:</p> <ul style="list-style-type: none"> Five Business Forums were conducted or 	<p>Website enhancements to be examined:</p> <ul style="list-style-type: none"> Ability for stakeholders to selected targeted newsletters and information. Mobile-friendly technologies. Online business capabilities. <p>Implementation of protocols and agreed actions in the Friends Group Manual aimed at enhancing the relationship between Friends Groups and the City.</p> <p>Continued emphasis on relationships with JLP, Business Community, and Environmental Groups.</p>

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							<p>Implementation of Customer Service Strategy – Project Teams.</p> <p>Review of corporate communications.</p> <p>Establish an awareness campaign for regional activities, such as the Special Trading Precinct changes.</p>	<p>hosted by the City.</p> <ul style="list-style-type: none"> • City represented on JLP Board. • Friends Groups and environmental groups engaged with in the production of environmental literature including weeds in the City and Birds in the City. • ECU/City partnership to survey local small business on environmental impacts and initiatives. <p>Review commenced of the City's customer service standards, communication methods, and fact sheets.</p> <p>Market research undertaken on effectiveness of City communications.</p> <p>Fact sheets review commenced.</p> <p>Production of two media inserts in major newspapers:</p> <ul style="list-style-type: none"> • Special Trading Precinct (Sunday Times). • Invest Joondalup (West 	<p>Continue implementation of Customer Service Strategy through Project Teams.</p> <p>Review:</p> <ul style="list-style-type: none"> • Communications based on research results. • Corporate branding guidelines. • Requirements for a specialist publication for events. <p>Develop an action plan for regional/State/National opportunities to market the City.</p>

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								Australian). Participation in WALGA funded local government media opportunities.	
Understands community needs	Not measured	Not measured	73.5	72.6	68.8	Decrease in satisfaction ratings.	<p>Implementation of Customer Service Strategy – Project Teams.</p> <p>Establish and conduct Working Groups.</p> <p>Establish and conduct Community Forums on:</p> <ul style="list-style-type: none"> • Sustainability' • Conservation • Seniors • Youth <p>New Strategic Plans – seek community input in their development.</p>	<p>Review commenced of the City's customer service standards, communication methods, and fact sheets.</p> <p>Terms of Reference for Working Groups and Forums endorsed (CJ119-07/10 refers). Community Forums conducted on Baby Boomers, Youth and Conservation.</p> <p>Working Group meetings conducted during 2011.</p> <p>Input from Community Forums will be used to inform the City's Strategic Plan and informing plans.</p>	<p>Continue implementation of Customer Service Strategy through Project Teams.</p> <p>Review Working Groups following 2011 election.</p> <p>Conduct Strategic Planning Forum in 2011.</p> <p>Review Community Forums for 2012.</p> <p>Community input to be sought in the development of the City's Strategic Plan and informing plans.</p>

ATTACHMENT 2 – COMPARISON OF RATINGS WITH OTHER LOCAL GOVERNMENTS

Service	Joondalup (2011)	Wanneroo (2010)	Melville (2010)	Fremantle (2010)	South Perth (2010)	Cockburn (2011)	Subiaco (2011)	Joondalup Ranking
Overall Satisfaction	84.1	81	82	71	83	83	81	1
Satisfaction with services provided	89.2		Not measured	Not measured	Not measured	Not Measured	Not measured	Not measured by other local governments.
Value for money from rates	66	63	70	59	66	68	75	4
Libraries	95.5	84	94	87	81	90	92	1
Festivals	93.1	69	75	92	82	77	82	1
Sport and recreation	95.6	78	88	72	Not measured	79	86	1
Mobile security patrols	66.7	Not measured	68	Not measured	Not measured	66	Not measured	2
Graffiti removal	92.1	Not measured	83	51	Not measured	79	82	1
Ranger services	78.3	47 (Ranger visibility)	Not measured	Not measured	Not measured	Not measured	Not measured	Only measured by one other local government.
Weekly rubbish collection	98.5	93	98	96	95	97	93	1

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								(Equal with Melville)
Fortnightly recycling	89.9	86	93	85	91	93	82	4
Parks and POS	90.8	79	87	76	85	86	89	1
Street appearance	83.4	79	87	76	85	71	74	3
Planning Services	95.2	53	Not measured	39	47	58	40	1 Different methodology used by City of Joondalup.
Building Services	94.7	53	Not measured	39	47	58	40	1 Different methodology used by City of Joondalup.
Local traffic	73.5	60	69	68	Not measured	63	70	1

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Parking	City Centre – 45.5 Residential – 76.8 Schools and Train Stations – 43.2	No measured	Not measured	44	60	Not measured	54	Only one other LG measures and does not separate into categories as COJ has done in 2011.
Community consultation	67.4	53	54	50	54	53	57	1
City information	72.9	67	62	60	65	64	70	1
Understand community needs	68.8	63	37 (Elected Members) 47 (Staff)	41(Elected Members) 51 (Staff)	47 (Elected Members) 52 (Staff)	58	51`	1