



INTEGRATED STRATEGIC PLAN

Themes	<u>2020/21</u> 4
Programs/Services	150
Projects/Actions	274
Key Performance Measures	90

<u>2019/20</u>	<u>2018/19</u>	<u>2017/18</u>	<u>2016/17</u>	<u>2015/16</u>	<u>2014/15</u>	<u>2013/14</u>
4	4	4	4	4	4	4
122	121	120	120	125	116	116
162	149	130	129	226	300	300
90	76	69	68	103	107	506

Our Community
Inclusive and Engaged

Number of Programs/Services	55
Number of Projects/Actions	142
Number of Key Performance Measures	35

Our Economy
Well Managed and Diversified

Number of Programs/Services	19
Number of Projects/Actions	34
Number of Key Performance Measures	11

Our Environment
Thriving and Sustainable

Number of Programs/Services	36
Number of Projects/Actions	41
Number of Key Performance Measures	11



Our Leadership
Proactive and Accountable

Number of Programs/Services	40
Number of Projects/Actions	57
Number of Key Performance Measures	33



Theme 1: Our Community - Inclusive and Engaged

Our Goal: To activate safe, healthy and liveable communities

STRATEGIC COMMUNITY PLAN (2020-2030)				CORPORATE BUSINESS PLAN (2020-2025)		OPERATIONAL PLAN (2020-2021)		MEASURES <i>(directly associated with that identified in the Corporate Business Plan - not the annual Operational Plan)</i>										
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1.a	Quality Community Facilities	1.a.1	Maintain and manage existing facilities and infrastructure	1.a.1.1	Civil Infrastructure Works Construction and Maintenance													
						1.a.1.1.19.1	Implement 10 year Footpath Construction program	NW	Infrastructure Services	1.a.1.1.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Footpaths and Cycleways	#	Q4	3	5	1	Variance - Exceed Target Good	
						1.a.1.1.19.2	Implement Road Reseals Program	NW	Infrastructure Services	1.a.1.1.b	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Local Roads	%	Q4	0	5	-5	Variance Exceed Target Good	
						1.a.1.1.20.1	Design and implement Footpath Renewal Plan	NW										
						1.a.1.1.20.2	Implement Kerb Renewal Program based on annual inspections	NW										
						1.a.1.1.20.3	Implement Storm Water Renewals program for Dampier	NW										
						1.a.1.1.20.4	Implement Resheeting program for Cinders Rd and 40 Mile	NW										
						1.a.1.1.20.5	Implement Karratha Revitalisation Strategy for Wellard Way, Viveash Way and Turner Way	NW										
				1.a.1.2	Parks and Gardens Maintenance													
						1.a.1.2.19.1	Implement Park Enhancement Program	NW	Infrastructure Services	1.a.1.2.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Parks, Gardens and Opens Spaces	#	Q4	0	2	-3	Variance - Exceed Target Good	
						1.a.1.2.19.3	Implement Road Median Strips and Roundabouts Enhancement Program	NW	Infrastructure Services	1.a.1.2.b	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Streetscapes	#	Q4	1	3	-2	Variance - Exceed Target Good	
						1.a.1.2.19.4	Finalise Roe Street Landscape upgrades in Roebourne Town Centre	NW										
						1.a.1.2.19.5	Implement Dampier Highway Landscape Plan	NW										
						1.a.1.2.20.1	Implement Nickol West Park Redevelopment	NW										
						1.a.1.2.20.2	Implement Weed Management at Harding River and Miaree Pool (West Pilbara Program)	NW										
						1.a.1.2.20.3	Implement Karratha City Centre Landscaping	NW										
						1.a.1.2.20.4	Complete Post TC Damien Reinstatement of Landscaping	NW										
						1.a.1.2.20.5	Implement Wickham Beautification Project - Stage 2 Landscaping	NW										
						1.a.1.2.20.6	Implement Entry Statement Improvements Program - Karratha South Entry and Wickham Entry (Landscaping and Reticulation)	NW										
						1.a.1.2.20.7	Implement Playground Replacement Program	NW										
						1.a.1.2.20.8	Implement Windy Ridge Oval Redevelopment - Stage 1 Reticulation and Lighting	NW										
						1.a.1.2.20.9	Implement Hampton Oval Redevelopment - Stage 1 Reticulation and Fencing	NW										
						1.a.1.2.20.10	Implement Andover Park Redevelopment - Stage 1	NW										
				1.a.1.3	Planning Services	1.a.1.3.19.1	Finalise Mulataga Structure Plan	JH										
						1.a.1.3.20.1	Develop planning and design for Point Samson Bush Fire Brigade station	JH										

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				1.a.1.4	Airport Facility Management	1.a.1.4.19.1	Implement upgrades to Security Screening with new equipment (2 Xray machines and a body scanner)	AV	Airport Services	1.a.1.4.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Airport Services	%	Q4	0	5	-6	Variance - Exceed Target Good	
						1.a.1.4.20.1	Complete CCTV Implementation (Stage 1) at Airport	RB										
						1.a.1.4.20.2	Complete part replacement of Baggage Handling System	AV										
						1.a.1.4.20.3	Implement Karratha Terminal Redevelopment to International Compliance	DS										
						1.a.1.5	Building Maintenance Services	1.a.1.5.19.1	Deliver buildings and structures renewals and refurbishment program	AD	Building Maintenance	1.a.1.5.a	Percentage of projects delivered to agreed plans and budget	%	Q4	94	100	90
				1.a.1.5.20.1	Complete Quarter HQ Lift Upgrade	PT												
				1.a.1.5.20.2	Implement Staff Housing Refurbishment Program	AD												
				1.a.1.5.20.3	Refurbish Pam Buchanan Family Centre softfall surface	AD												
				1.a.1.5.20.4	Refurbish Hedland Place - kitchen cabinetry	AD												
				1.a.1.5.20.5	Upgrade Depot Workshop roller doors	AD												
				1.a.1.5.20.6	Refurbish Bulgarra Day Care Laundry	AD												
				1.a.1.5.20.7	Implement Pegs Creek Pavilion veranda repairs	AD												
				1.a.1.5.20.8	Complete Frank Butler Community Centre painting	AD												
				1.a.1.5.20.9	Renewal of Pt Samson Toilet Block	AD												
				1.a.1.5.20.10	KLP Renewals - security screens, painting, club rooms, blinds, heat pumps	AD												
				1.a.1.5.20.11	Complete repairs to Dampier Community Hub	AD												
				1.a.1.5.20.12	Replace lining of ceiling at Airport Terminal	AD												
				1.a.1.5.20.13	Complete Airport Freight toilet installation	AD												
				1.a.1.5.20.14	Reroof Dampier Pavillion	AD												
				1.a.1.5.20.15	Instal solar lighting at Dampier Pavillion	AD												
				1.a.1.5.20.16	Complete WRP Painting renewal	AD												
				1.a.1.5.20.17	Complete WRP Oval Amenity Building	AD												
				1.a.1.6	Infrastructure Projects	1.a.1.6.19.3		Complete remediation and refurbishment of the Wickham Aquatic Centre and Amenities	DS									
				1.a.1.6.20.1		Complete Department of Planning Land and Heritage's project related to Roebourne Heritage Precinct Redevelopment		DS										
				1.a.1.6.20.2		Commence Redevelopment of the Karratha Youth Hub in conjunction with other service providers		DS										
				1.a.1.6.20.3		Complete the Wickham Hub Public Art project		DS										
				1.a.1.6.20.4		Progress the Redevelopment and Design Consultancy for the KLP		DS										
				1.a.1.6.20.5		Replace lighting at Wickham Aquatic Centre	DS											
				1.a.1.6.20.6		Upgrade headwork services at Wickham Aquatic Centre	DS											
				1.a.1.6.20.7	Complete design of Point Samson Fishing Jetty/Platform	DS												
				1.a.1.6.20.8	Replace Karratha Bowling Club Lighting	DS												



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				1.a.1.7	Community Facility Management	1.a.1.7.19.2	Manage Wickham Recreation Precinct and associated Community Facilities in accordance with Community Infrastructure & Services Program	AW	Community Facilities	1.a.1.7.a	Maintain Total attendance at Karratha Leisureplex, Wickham Recreation Precinct Aquatic Centre and Roebourne Aquatic Centre	#	Quarterly <i>(Annual figures shown)</i>	534,600	588,060	481,140	Exceed Target Good
						1.a.1.7.20.1	Manage Karratha Leisureplex and associated Community Facilities in line with annual operation plan and budgets	AW	Community Facilities	1.a.1.7.b	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Karratha Leisureplex	%	Q4	12	16	10	Variance - Exceed Target Good
						1.a.1.7.20.2	Renew KLP Café Equipment	AW	Community Facilities	1.a.1.7.c	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Wickham Recreation Precinct	%	Q4	14	17	11	Variance - Exceed Target Good
						1.a.1.7.20.3	Acquisition and installation of new equipment for Indoor Play Centre	AW	Community Facilities	1.a.1.7.d	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Indoor Play Centre	%	Q4	3	8	0	Variance - Exceed Target Good
						1.a.1.7.20.4	Relocation of existing Indoor Play Centre to Tambrey Neighbourhood	AW	Community Facilities	1.a.1.7.e	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Red Earth Arts Precinct	%	Q4	10	15	5	Variance - Exceed Target Good
						1.a.1.7.20.5	Implement Long Term Financial Plan improvements at Karratha Leisureplex and Wickham Recreation Precinct	AW									
						1.a.1.7.20.6	Upgrade of fitness equipment at Karratha Leisureplex and Wickham Recreation Precinct	AW									
						1.a.1.7.20.7	Activation of Undercover area in Hampton Pavillion	AW									
						1.a.1.7.20.8	Implement CCTV Installation (Stage 1) at community facilities	RB									
				1.a.1.8	Sports Fields and Grounds Management	1.a.1.8.19.1	Implement Turf Renovations program	NW	Infrastructure Services	1.a.1.8.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Sports Fields	#	Q4	3	5	0	Variance - Exceed Target Good
						1.a.1.8.20.1	Acquisition and installation of Oval equipment and facilities	AW									
						1.a.1.8.20.2	Complete acquisition of new scoreboard at Kevin Richards Memorial Oval and Bulgarra Oval	AW									
						1.a.1.8.20.3	Upgrade of cricket nets and pitches	AW									
						1.a.1.8.20.4	Resurface tennis courts at Wickham Recreation Precinct	AW									
						1.a.1.8.20.5	Complete construction of new tee boxes as part of the Karratha Golf Course Redevelopment	NW									
				1.a.1.9	Community Art Projects	1.a.1.9.19.1	Develop and install Karratha Water Tank Art	NM									
						1.a.1.9.19.2	Develop and install public art at Walgu Park	NM									
				1.a.1.10	Waste Services	1.a.1.10.19.1	Implement and deliver Litter and Sanitation servicing contracts	SW	City Services	1.a.1.10.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Public Toilets	#	Q4	0	2	-8	Variance - Exceed Target Good



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						1.a.1.10.20.1	Implement CCTV installation (Stage 1) at Waste Services	RB	City Services	1.a.1.10.b	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Street Litter Clean Up	%	Q4	0	2	-7	Variance - Exceed Target Good			
		1.a.2	Plan and develop new facilities and infrastructure to meet future community needs and industry best practice.	1.a.2.1	Technical Drafting and Engineering Services	1.a.2.1.19.1	Establish 5 year operational renewal programs for roads, footpaths, kerbing and drainage	NW												
				1.a.2.2	Parks and Gardens	1.a.2.2.19.1	Develop a 10 year Street Tree Strategy Program	NW												
						1.a.2.2.19.2	Develop Roebourne Streetscape Master Plan for the Town Centre	NW												
						1.a.2.2.20.1	Implement Street Tree Planting Program	NW												
						1.a.2.2.20.2	Complete DeWitt Landscaping Program	NW												
						1.a.2.3	Infrastructure Services	1.a.2.3.19.5	Implement Cemetery Landscape Enhancement Program	NW										
								1.a.2.3.19.6	Commence Planning for Dampier Land Transfer Asset Renewal Programs	NW										
				1.a.2.3.20.1	Construct bus shelters in consultation with TransKarratha			NW												
				1.a.2.4	Information Services	1.a.2.4.20.1	Investigate smart technology options for operation of facilities	RB												
				1.a.2.5	Community Facility Planning	1.a.2.5.19.1	Finalise concept design of the Karratha Cycling Hub Clubhouse	NM												
						1.a.2.5.20.1	Progress Roebourne Facility Planning in line with Roebourne Facilities & Services Action Plan	NM												
						1.a.2.5.20.2	Conduct Karratha Country Club Master Planning & Feasibility Study	NM												
						1.a.2.5.20.3	Conduct Karratha Youth Hub redevelopment Feasibility Study	NM												
						1.a.2.5.20.4	Finalise Dampier Marina Feasibility Assessment	NM												
						1.a.2.5.20.5	Finalise Dampier Structure Plan	NM												
						1.a.2.6	Infrastructure Project Management	1.a.2.6.19.1	Complete construction of Dampier Palms Redevelopment	DS										
								1.a.2.6.19.2	Progress the design of the Murujuga National Park Conzinc Bay Road access	DS										
								1.a.2.6.19.5	Progress the design of Dampier Marina	DS										
								1.a.2.6.20.1	Design and deliver Stage 1 Playspace and commence Stage 1 Changerooms as part of Kevin Richards Memorial Oval Redevelopment	DS										
								1.a.2.6.20.2	Replace lighting at Kevin Richards Memorial Oval	DS										
		1.a.2.6.20.3	Replace Finger Jetty at John's Creek Boat Ramp					DS												
						1.a.2.6.20.4	Undertake repairs to Finger Jetty at Dampier Boat Ramp	DS												
						1.a.2.6.20.5	Implement Bayly Avenue Reconstruction Project	DS												
		1.a.2.7	Airport Compliance Administration	1.a.2.7.19.1	Implement sealing works and crack patching on Karratha Airport aprons	AV														
						1.a.2.8	Planning Services	1.a.2.8.20.1	Finalise agreed infrastructure contributions for Mulataga Structure Plan	JH										
								1.a.2.8.20.2	Finalise structure plan revisions to provide for additional primary school in Madigan Estate	JH										
		1.a.3	Establish and maintain collaborative long term relationships to fund and operate facilities	1.a.3.1	Management of Government and Industry Partnerships	1.a.3.1.19.1	Negotiate Industry Partnership Agreements	NM												

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1.b	Improved Community Safety	1.b.1	Apply best practice environmental design to prevent crime	1.b.1.1	Liveability	1.b.1.1.19.2	Implement CCTV Strategy Priorities	NM	Community Programs	1.b.1.1.a	Increase perception that the City is a safe place to live.	%	Q4	60	75	45	Exceed Target Good	
						1.b.1.1.20.1	Manage the Rapid Graffiti Removal Unit contract	NM										
				1.b.1.2	Infrastructure Services	1.b.1.2.20.1	Implement Footpath Lighting Project	NW										
				1.b.1.3	Ranger Services				Approvals and Compliance	1.b.1.3.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Illegal Dumping	%	Q4	0	2	-10	Variance - Exceed Target Good	
		1.b.2	Activate neighbourhoods and public open spaces	1.b.2.1	Safer Community Partnership	1.b.2.1.20.1	Implement Front Gardens Competition throughout all towns.	NM										
						1.b.2.1.20.2	Activate walking & jogging routes to promote usage.	NM										
				1.b.2.2	Community Engagement	1.b.2.2.20.1	Develop and Implement Grants for projects that promote the activation of public open spaces and neighbourhood activities/events	NM										
						1.b.2.2.20.2	Implement neighbourhood activation program	NM										
						1.b.2.2.20.3	Implement Adopt-a-Teardrop project	NM										
				1.b.2.3	Arts Development and Events	1.b.2.3.20.1	Stage events in public open spaces, focused on activating foreshores and parks/ovals.	NM										
		1.b.3	Develop safer community programs and partnerships	1.b.3.1	Liveability	1.b.3.1.19.1	Develop and implement the City's Safer Communities Partnership Strategic and Operational Plan	NM	Community Programs	1.b.3.1.a	Maintain or improve a positive gap between performance and importance in relation to Community Safety as per the Liveability Pillar Survey	%	Q3	25	30	20	Exceed Target Good	
						1.b.3.2	Ranger Services											
		1.b.4	Enforcement of legislative requirements	1.b.4.1	Ranger Services	1.b.4.1.20.1	Increase patrolling to ensure legislative and local law requirements are being complied to protect community safety and wellbeing	JH										
						1.b.4.2	Environmental Health Services											
				1.b.4.3	Approvals and Compliance	1.b.4.3.20.1	Implement private swimming pool inspection program	JH	Approvals and Compliance	1.b.4.3.a	Number of private pools inspected that require reinspection	%	Q4	20%	30%	0%	Exceed Target Bad	
						1.b.4.3.20.2	Finalise Karratha Industrial Estate Audit	JH										
		1.c	Accessible Services	1.c.1	Determine community needs through targeted engagement	1.c.1.1	Communication Services											
1.c.1.2	Community Engagement							1.c.1.2.19.1	Provide Grant Funding Opportunities	NM								
						1.c.1.2.20.1	Implement the City's Disability Access Inclusion Plan	NM										
						1.c.1.2.20.2	Develop an Aged-Friendly Strategy Plan	NM										
1.c.1.3	Library Services					1.c.1.3.20.1	Implement early childhood programs that support the development of literacy in children from birth and beyond.	NM	Community Programs	1.c.1.3.a	Number of attendeees across the Better Beginnings Programs	#	Quarterly <i>(Annual figures shown)</i>	5,000	6,000	4,000	Variance - Exceed Target Good	
						1.c.1.3.20.2	Implement Local History action plan: based on EPIC (Engage, Preserve, Initiate, Collaborate)	NM	Community Programs	1.c.1.3.b	Maintain or improve Library memberships as a percentage of the population.	%	Quarterly	45	55	40	Exceed Target Good	
								NM	Community Programs	1.c.1.3.c	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Library Services	%	Q4	15	18	10	Variance - Exceed Target Good	

Page: 7



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1.e	Recognition of Diversity	1.e.1	Embrace and celebrate diversity in the region	1.d.1.8	Fitness and Wellbeing Programs	1.d.1.8.20.1	Implement signage for Walking and Jogging routes	NM									
						1.d.1.8.20.2	Conduct Annual Junior Sports Expo	AW									
						1.e.1.1.19.1	Coordinate NAIDOC Week Celebrations and Activities	NM									
						1.e.1.2.20.1	Plan and implement the City's Indigenous Reconciliation Action Plan	NM									
		1.e.2	Achieve recognition as a leader in engaging with and supporting diverse groups	1.e.2.1	Community Engagement	1.e.2.1.20.1	Plan and implement the City's Community Group Expo	NM									
1.f	Connected communities	1.f.1	Social interaction is fostered across the community	1.f.1.1	Arts Development & Events Program	1.f.1.1.20.1	Deliver the Civic Events program in line with the Arts Development and Events Plan	NM									
				1.f.1.2	Social Media Monitoring												
						1.f.1.2.19.1	Review, Update and Promote Facebook pages	MJ	Marketing and Communications	1.f.1.2.a	Number of Facebook engagements (likes, comments or shares) per quarter	#	Quarterly	60,000	80,000	40,000	Exceed Target Good
						1.f.1.3.19.1	Finalise Local Planning Strategy	JH									
						1.f.2.1.20.1	Investigate online application lodgements to connect communities	JH									
		1.f.3	Proactively engage and consult with the community	1.f.3.1	Community Engagement												
				1.f.3.2	Communication Services	1.f.3.2.20.1	Deliver Annual Community Survey	MJ									

**Theme 2: Our Economy - Well Managed and Diversified***Our Goal: To attract diverse and sustainable business and employment opportunities*

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2.a	Diverse Industry	2.a.1	Partner with key industry and business groups to advocate for investment	2.a.1.1	Small and Medium Enterprise Support														
						2.a.1.1.19.1	Implement business support grants	SS	City Growth	2.a.1.1.a	Number of businesses employing staff in the City of Karratha	#	Q4	460	500	430	Exceed Target Good		
						2.a.1.1.20.1	Facilitate COVID-19 Economic Stimulus Package Initiatives	SS											
						2.a.1.1.20.2	Advocate for partnerships to increase housing supply	JH											
			2.a.1.2	Enhance industry partnerships	2.a.1.2.20.1	Develop business support packages	SS												
		2.a.2	Support business development, growth and innovation	2.a.2.1	Investment Attraction and Diversification														
						2.a.2.1.19.1	Progress Ecohub Initiative	SS	City Growth	2.a.2.1.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Business Development and Support	%	Q4	0	5	-5	Exceed Target Good		
						2.a.2.1.20.1	Progress hosting arrangements for the Organisation for Economic Cooperation and Development (OECD) of Mining Regions and Cities in June 2021	SS											
				2.a.2.2	Tourism Engagement and Promotion														
						2.a.2.2.19.1	Implement Destination Management Plan - Tourism Data Warehouse Audit, Gateway Signage and Outdoor Dining Activation	SS	City Growth	2.a.2.2.a	Number of tourists visiting the Karratha Visitors Centre	#	Q4	10,200	13,000	8,500	Exceed Target Good		
						2.a.2.2.19.2	Deliver tourism information services from the Karratha Visitors Centre	SS	City Growth	2.a.2.2.b	Visitor Local Spend in the City	\$M	Q4	220	225	204	Exceed Target Good		
								City Growth	2.a.2.2.c	Percentage of visitors staying overnight in the City	%	Q4	55	70	50	Exceed Target Good			
				2.a.2.3	Strategic Planning Services	2.a.2.3.19.1	Finalise Local Planning Strategy	JH											
				2.a.2.4	Lease Management														
						2.a.2.4.20.1	Manage commercial and community leasing arrangements	HE AV	Governance and Organisational Strategy	2.a.2.4.a	Ensure all leases managed by the City are current	%	Q4	90	100	85	Exceed Target Good		
						2.a.2.4.20.2	Promote competitive leasing opportunities for City property and land for commercial and community use	HE AV AW PT											
2.b	Business prosperity			2.b.1	Be a business-friendly local government	2.b.1.1	Development Services												
		2.b.1.1.19.1	Review Local Planning Policy Framework					JH	Governance and Organisational Strategy	2.b.1.1.a	Percentage of dollar spend paid to local businesses	%	Quarterly	50	60	40	Exceed Target Good		
		2.b.1.1.20.1	Investigate transitioning the City towards a "One Stop Shop" service for Approvals and Compliance					JH											
		2.b.1.2	Governance Support around Procurement Processes					2.b.1.2.20.1	Promotion of VendorPanel's eQuotes and MarketPlace	HE									
		2.b.2	Reduce business costs																
2.c	Quality infrastructure to support business investment	2.c.1	Land and infrastructure is available for a variety of business investment purposes	2.c.1.1	Strategic Land Use Planning Services														
						2.c.1.1.19.1	Monitor Land Supply Pipeline Project	JH	Approvals and Compliance	2.c.1.1.a	Supply of undeveloped residential zoned land that can be subdivided/developed	Ha	Quarterly	300	500	200	Exceed Target Good		
						2.c.1.1.19.2	Finalise Workforce Accommodation Scheme Amendment and related Local Planning Policy	JH	Approvals and Compliance	2.c.1.1.b	Average commercial lease cost per square metre of advertised retail and office space in Karratha	\$	Bi-Annual	350	450	250	Exceed Target Bad		
								Approvals and Compliance	2.c.1.1.c	Area of undeveloped industrial lots available for sale	Ha	Quarterly	70	90	40	Exceed Target Good			
				2.c.1.2	Land Development and Management	2.c.1.2.20.1	Identify opportunities to dispose of Lazy Lands	HE											
						2.c.1.2.20.2	Redevelopment of Lazy Land Sites	NW											
						2.c.1.2.20.3	Finalise disposal of land for Step Up Step Down facility	HE											
						2.c.1.2.20.4	Purchase of Lot 7020 Welcome Rd Karratha	PT											

Theme 2: Our Economy - Well Managed and Diversified																		
Our Goal: To attract diverse and sustainable business and employment opportunities																		
STRATEGIC COMMUNITY PLAN (2020-2030)				CORPORATE BUSINESS PLAN (2020-2025)		OPERATIONAL PLAN (2020-2021)			MEASURES <i>(directly associated with that identified in the <u>Corporate Business Plan</u> - not the annual Operational Plan)</i>									
OUR OUTCOMES <i>"The objective we would like to achieve"</i>		OUR RESPONSE <i>"What we can do to achieve the identified Outcomes"</i>		PROGRAMS / SERVICES		PROJECTS / ACTIONS		Mgr	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>		UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE	
						2.c.1.2.20.5	Implement Residential Housing Investment Program	SK										
						2.c.1.2.20.6	Facilitate the use of City Centre land for the Quarter Hotel	PT										
						2.c.1.2.20.7	Continue property management of The Quarter facilities	PT										
		2.c.2	Public private partnerships are in place for the development of key infrastructure	2.c.2.1	Management of Strategic Infrastructure Projects													
						2.c.2.2	Development and Implementation of Strategic Partnerships	2.c.2.2.19.1	Advocate for sealing additional section of Karratha - Tom Price Road	SK								
				2.c.2.2.20.1	Complete the Dampier Land Transfer			NM										
				2.c.2.2.20.2	Implement Social Impact Management Plans			JH										
				2.c.2.3	Treasury and Investment Management	2.c.2.3.19.1	Generate returns from property investment	RM										
						2.c.2.3.20.1	Develop and maintain a Community Contributions Scheme with major projects	JH										
				2.d	Role clarity	2.d.1	Support and advocate for local business	2.d.1.1	Economic Development	2.d.1.1.19.1	Implement Economic Development Strategy	SS						
2.d.2	Promote the region as a business destination	2.d.2.1	Business Attraction and Retention															
						2.d.2.1.19.2	Implement Small Business Friendly Local Governments Initiative	SS	City Growth	2.d.2.1.a	Number of businesses registered with ABN within the City	#	Q4	960	1050	900	Exceed Target Good	
						2.d.2.1.19.3	Provide City Economic Development Updates	SS										
						2.d.2.2	Marketing Services	2.d.2.2.20.1	Implement "Karratha is Calling" initiatives	MJ								
2.d.3	Position the City as an attractive place for employees to live	2.d.3.1	Economic Development			2.d.3.1.20.1	Investigate opportunities to address the skills shortage in the region	SS										
		2.d.3.2	Arts Development and Events			2.d.3.2.20.1	Support and activate creative industries as an economic driver	NM										
		2.d.3.3	Marketing Services															



Theme 3: Our Environment - Thriving and Sustainable

Our Goal: To protect our natural and built environment

STRATEGIC COMMUNITY PLAN (2020-2030)				CORPORATE BUSINESS PLAN (2020-2025)		OPERATIONAL PLAN (2020-2021)			MEASURES <i>(directly associated with that identified in the <u>Corporate Business Plan</u> - not the annual Operational Plan)</i>										
OUR OUTCOMES <i>"The objective we would like to achieve"</i>		OUR RESPONSE <i>"What we can do to achieve the identified Outcomes"</i>		PROGRAMS / SERVICES		PROJECTS / ACTIONS		Migr	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>		UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE		
3.a	Well managed natural assets	3.a.1	Recognise and protect our biodiversity	3.a.1.1	Sustainability	3.a.1.1.19.1	Develop and Implement the City's Biodiversity Strategy	SS											
				3.a.1.2	Foreshore Management	3.a.1.2.20.1	Implement Karratha Foreshore Management Plan - dune fencing and revegetation program	NW											
						3.a.1.2.20.2	Implement Wickham Foreshore Management Plan - revegetation and reticulation program	NW											
		3.a.2	Work in partnership with traditional owners and key stakeholders	3.a.2.1	Ranger Services	3.a.2.1.19.1	Implement Hazard Reduction Burn Project	JH											
				3.a.2.2	Planning Services														
						3.a.2.2.19.1	Implement MOUs with traditional owners in relation to managing natural assets	JH	Community Programs	3.a.2.2.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Tracks and Trails	%	Q4	6	10	4	Variance - Exceed Target Good		
						3.a.2.2.19.2	Review Environmental Strategy	SS											
						3.a.2.2.20.1	Partner with NAC to agree to scope for Karratha Hills Management Plan	JH											
						3.a.2.3	Infrastructure Services	3.a.2.3.19.3	Deliver Dampier Drainage Improvements	NW									
				3.a.2.3.20.1	Partner with Indigenous groups to achieve compliance and reduce the need for financial penalties and improve streetscapes	JH													
		3.a.2.4	Tourism Services	3.a.2.4.20.1	Promote environmental tourism products through Destination Marketing and "Karratha is Calling" campaign	SS													
		3.a.2.5	Infrastructure Project Management																
		3.a.3	Enhance visitation opportunities to natural assets through sustainable tourism practices	3.a.3.1	Tourism Services														
				3.a.3.2	Foreshore Management														
						3.a.3.2.19.2	Continue to implement Hearson Cove Foreshore Management Plan	IS	Infrastructure Services	3.a.3.2.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Foreshore and Beach Amenity	%	Q4	9 3	2 6	-3 0	Variance - Exceed Target Good		
						3.a.3.2.19.3	Implement Dampier Palms and Hampton Oval Masterplan	DS											
3.a.3.2.20.1	Implement improvements to environmental management at 40 Mile and Cleaverville					JH													
3.a.3.3	Liveability			3.a.3.3.20.1	Promote and maintain existing Tracks & Trails	NM													
3.b	Attractive built environment	3.b.1	Develop programs and services to maintain an attractive built environment	3.b.1.1	Community Safety Management														
						3.b.1.1.19.1	Implement a Graffiti Management Plan	NM	Community Programs	3.b.1.1.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Graffiti Removal	%	Q4	11	14	8	Variance - Exceed Target Good		
				3.b.1.2	Ranger Services	3.b.1.2.20.1	Implement the Abandoned Vehicle Removal Initiative	JH											
				3.b.1.3	Planning Services	3.b.1.3.20.1	Implement Shakespeare Precinct Urban Infill and POS Project	JH											
						3.b.1.3.20.2	Implement priority stages of Karratha Revitalisation Strategy	JH											
						3.b.1.3.20.3	Finalise local planning policy review	JH											
				3.b.1.4	Heritage Sites Management														
				3.b.1.5	Infrastructure Services														
		3.b.2	Encourage the community to support and maintain an attractive built environment	3.b.2.1	Abandoned Vehicle Removal Program	3.b.2.1.19.1	Develop and Implement Cheeditha / Woodbrook / 5 Mile vehicle removal program	JH											
				3.b.2.2	Heritage Sites Management														
				3.b.2.3	Building Services														
				3.b.2.4	Planning Services														
				3.b.2.5	Liveability														



Theme 3: Our Environment - Thriving and Sustainable

Our Goal: To protect our natural and built environment

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3.c	Improved resource recovery and waste management	3.c.1	Investigate and implement new waste management technologies	3.c.1.1	Waste Facility Management															
						3.c.1.1.19.2	Commission Leachate Management System	SW	City Services	3.c.1.1.a	Maintain or improve landfill compaction ratio in landfill cells	kg/m ³	Q4	750	900	600	Exceed Target Good			
						3.c.1.1.19.3	Increase Landfill Compaction Ratio	SW												
						3.c.1.1.20.1	Progress Landfill capping of Cell 0 at 7 Mile Waste Facility	SW												
		3.c.2	Educate community on resource recovery and recycling through promotional activities	3.c.2.1	Kerbside (Household) Waste Collection Service															
						3.c.2.1.19.1	Reduce kerbside general waste and monitor recycling contamination	SW	City Services	3.c.2.1.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Bin Collection	%	Q4	6	10	4	Variance - Exceed Target Good			
									City Services	3.c.2.1.b	Reduce contamination rates for residential kerbside recycling services	%	Quarterly	10	20	10	Exceed Target Bad			
						3.c.2.2	Commercial Waste Collection Service	SW												
				3.c.2.3	Resource Recovery															
						3.c.2.3.19.1	Promote Waste Education	SW	City Services	3.c.2.3.a	Percentage of green waste diverted from landfill	%	Quarterly	95	100	90	Exceed Target Good			
						3.c.2.3.19.2	Support the implementation of the WA Container Deposit Scheme	SW	City Services	3.c.2.3.b	Percentage of residential waste diverted from landfill	%	Quarterly	40	45	35	Exceed Target Good			
						3.c.2.3.19.3	Support implementation of the State Waste Strategy 2030	SW	City Services	3.c.2.3.c	Percentage of Scrap metal received at the 7 Mile Waste Facility diverted from landfill	%	Q4	70	100	60	Exceed Target Good			
							City Services	3.c.2.3.d	Percentage of E-Waste received at the 7 Mile Waste Facility diverted from landfill	%	Q4	70	100	60	Exceed Target Good					
				3.c.2.4	Waste Transfer Station															
									City Services	3.c.2.4.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for Tip Services	%	Q4	10	15	8	Variance - Exceed Target Good			
				3.c.2.5	Operate 7 Mile Tip Shop															
		3.c.3	Advocate for improved waste recovery processing facilities	3.c.3.1	Waste Management	3.c.3.1.20.1	Construct base infrastructure for Organics Facility trial at 7 Mile Waste Facility	SW												
3.d	Sustainable use and management of resources	3.d.1	Continue to improve efficiency in water and energy use	3.d.1.1	Energy Use Management	3.d.1.1.19.1	Implement Energy Efficiency Action Plan	AD												
									3.d.1.2	Building Maintenance	3.d.1.2.19.1	Implement Energy Efficiency Measures at Administration Building	AD							
				3.d.1.3	Community Facilities Management	3.d.1.3.20.1	Investigate opportunities to reduce costs and improve activation at sites.	AW												
									3.d.1.4	Sustainability Management	3.d.1.4.19.2	Review and implement Water Efficiency Action Plan	JH							
				3.d.1.4.20.1	Partner with Water Corporation in distributing water efficient shower heads	NM														
				3.d.1.5	Parks and Gardens Maintenance	3.d.1.5.19.1	Undertake reticulation sytem audit	NW												
									3.d.1.5.20.1	Implement priorities from the City's Energy Efficiency Action Plan	NW									
									3.d.1.5.20.2	Implement Reticulation Replacement Program	NW									
				3.d.2	Promote energy efficiency opportunities to the community	3.d.2.1	Sustainability Management	3.d.2.1.19.1	Promote Energy and Water Efficiency Strategies and Actions	SS										
											3.d.2.1.19.2	Develop community solar strategy	SS							
						3.d.2.2	Community Facilities	3.d.2.2.19.1	Conduct Energy Audit at REAP	AW										
		3.d.2.3	Liveability																	
		3.d.3	Implement sustainable procurement practices	3.d.3.1	Procurement Services	3.d.3.1.20.1	Review sustainable procurement practices	HE												



Theme 4: Our Leadership - Proactive and Accountable

Our Goal: To provide accessible, transparent and responsive leadership

STRATEGIC COMMUNITY PLAN (2020-2030)				CORPORATE BUSINESS PLAN (2020-2025)		OPERATIONAL PLAN (2020-2021)		MEASURES <i>(directly associated with that identified in the <u>Corporate Business Plan</u> - not the annual Operational Plan)</i>														
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4.a	Raised profile of the City	4.a.1	Achieve a strong position and identity in statewide and national media	4.a.1.1	Marketing Services																	
						4.a.1.1.19.1	Implement the Karratha is Calling Strategy	MJ	Marketing and Communications	4.a.1.1.a	Percentage of media releases picked up by the local media	%	Quarterly	95	100	90	Exceed Target Good					
						4.a.1.1.20.1	Update and refresh City Branding Guidelines	MJ														
		4.a.2	Achieve recognition as the leading regional local government in Western Australia	4.a.2.1	Integrated Strategic Planning	4.a.2.1.19.1	Develop, maintain, monitor and report on the Strategic Community Plan, Corporate Business Plan, Operational Plan, informing strategic documents and Key Performance Measures	HE														
									4.a.2.2	Council Support	4.a.2.2.19.1	Implement an Elected Members training and professional development program.	HE									
				4.a.2.3	Occupational Health & Safety Compliance	4.a.2.3.20.1	Maintain, monitor and report on the OSH Management system reviewing performance to ensure continual improvement	KH														
									Human Resources	4.a.2.3.a	Number of OHS inspections completed per annum	#	Q4	204	204	170	Exceed Target Good					
									Human Resources	4.a.2.3.b	Reduce number of lost time injuries	#	Quarterly	9.7	0	20.4	Exceed Target Bad					
				4.a.2.3						Human Resources	4.a.2.3.c	Number of workers compensation claims per annum	#	Q4	0	18	0	Exceed Target Bad				
										4.a.2.4	Legal and Legislative Support	4.a.2.4.20.1	Implement and integrate legislative reform into Council Practices	HE								
															4.a.2.4.20.2	Partner with the WA Electoral Commission to conduct the bi-annual LG elections	HE					
				4.a.2.4.20.3	Prepare documentation for Ward Boundary review	HE																
				4.a.2.5	Records Management	4.a.2.5.19.1	Identify and implement local hardcopy archive storage facility	RB														
									4.a.2.5.19.2	Implement a Digital Records Strategy	RB											
									4.a.2.6	Agenda and Minutes Preparation												
				4.a.2.7	Government Relations	4.a.2.7.20.1	Advocate for Regional, State and National recognition of Regional Capitals Alliance WA member initiatives	CA														
4.a.3	Establish key strategic partnerships	4.a.3.1	Government Relations	4.a.3.1.20.1	Partner with government to recognise the City as the North West Hub for delivery and location of government agencies	EMT																
4.b	Continous improvement and innovation	4.b.1	Establish an environment that supports continuous improvement and innovation	4.b.1.1	Business Improvement Program and Initiatives																	
						4.b.1.1.19.1	Consolidate and Review Corporate Business Process Mapping	HE	Governance and Organisational Strategy	4.b.1.1.a	Percentage of documented processes in Promapp that are overdue in their reviews	%	Quarterly	10%	0%	15%	Exceed Target Bad					
						4.b.1.1.20.1	Partner and develop benchmarking practices with WA Regional Cities Alliance	HE														
		4.b.2	Technology is employed to enhance service delivery	4.b.2.1	Website Content Management	4.b.2.1.20.1	Website consolidation and online functionality upgrades to public interface	MJ														
									4.b.2.2	Enterprise Systems and Architecture												
				4.b.2.2.19.1	Improve remote communications to City facilities	RB	Information Systems	4.b.2.2.a			Minimise unscheduled down time for all public interfacing systems	%	Quarterly	100	100	98	Exceed Target Good					
				4.b.2.2.19.3	Implement hardware refresh program (network, storage and endpoint devices)	RB																
				4.b.2.2.20.1	Upgrade Point to Point broadband wireless network	RB																
				4.b.2.3	Software Management	4.b.2.3.19.1	Consolidate and Extend Implementation of SharePoint	RB														



Theme 4: Our Leadership - Proactive and Accountable

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						4.b.2.3.19.2	Implement upgrade of centralised building management systems for City facilities	RB												
						4.b.2.3.19.4	Improve publicly interfacing Geospatial Information Systems Platform	RB												
						4.b.2.3.20.1	Progress upgrade of ERP - Core Business Systems	RB												
						4.b.2.3.20.2	Upgrade City Administration Building Security Systems	RB												
						4.b.2.3.20.3	Upgrade Audio Visual Equipment in Council Chambers	RB												
		4.b.3	Maintain highly qualified staff of leading local government professionals	4.b.3.1	Recruitment Services															
					4.b.3.1.20.1	Implement strategies identified in the EEO Management Plan	KH	Human Resources	4.b.3.1.a	Number of indigenous staff employed	#	Quarterly	24	30	15	Exceed Target Good				
				4.b.3.2	Management of Employee Relations															
					4.b.3.2.19.1	Complete negotiations for a new City of Karratha Enterprise Agreement	KH	Human Resources	4.b.3.2.a	Percentage reduction in staff turnover	%	Q4	10%	20%	0%	Exceed Target Bad				
								Human Resources	4.b.3.2.b	Average number of unplanned hours leave (absenteeism) taken by each employee per annum.	#	Quarterly	15	23	0	Exceed Target Bad				
	4.b.3.2.20.1							Conduct Employee Satisfaction Survey	KH	Human Resources	4.b.3.2.c	Maintain or improve on Staff Engagement in the bi-annual Staff Survey.	%	Q4	75%	100%	70%	Exceed Target Good		
	4.b.3.3			Learning and Development Programs																
		4.b.3.3.19.1	Coordinate Emerging Leaders Program		KH	Governance and Organisational Strategy	4.b.3.3.a	Percentage of staff (FT and PT) undertaking Compliance, Procurement and Promapp Induction (or Refresher training). workshops	%	Q4	20	30	15	Exceed Target Good						
	4.b.3.3.20.1	Implement and manage a Training Register including Refresher Training	KH																	
	4.b.3.4	Staff Housing Co-ordination	4.b.3.4.19.1	Implement Staff Housing Strategy	KH															
		4.b.3.5	Performance Management																	
		4.b.3.6	Payroll Services																	
4.c	Financial Sustainability	4.c.1	Continue strong financial management across all services	4.c.1.1	Management Accounting Services															
					4.c.1.1.19.1	Conduct monthly and annual financial reviews and reporting	RM	Financial Services	4.c.1.1.a	Improve Financial Health Indicator as reported on the state governments MyCouncil website.	%	Q4	90	95	70	Exceed Target Good				
																	4.c.1.1.19.2	Prepare and Review Annual Budget	RM	Financial Services
				4.c.1.2	Asset Management Services	4.c.1.2.19.1	Implement Sustainable Asset Management Plans	RM	Financial Services	4.c.1.2.a	Condition of assets are optimised based on service level requirements as measured by the Asset Consumption Ratio	%	Q4	79	100	75	Exceed Target Good			
									Financial Services	4.c.1.2.b	Ensure asset renewals and replacements are managed sustainably as measured by the Asset Sustainability Ratio	Units	Q4	90	110	70	Exceed Target Good			
									Financial Services	4.c.1.2.c	Achieving the objectives of the National Asset Management Framework (benchmarking)	%	Q4	65	70	60	Exceed Target Good			
				4.c.1.3	Contract Administration	4.c.1.3.20.1	Undertake a review to develop sound contract management systems	HE												
				4.c.1.4	Accounts Receivable and Accounts Payable															
						4.c.1.4.20.1	Initiate electronic requisitioning and invoice processing	RM	Financial Services	4.c.1.4.a	Collect payment from all invoices within Council's Terms of Trade of 40 days (excluding Grants, Contributions, Donations & Sponsorship)	%	Quarterly	85	100	75	Exceed Target Good			
									Financial Services	4.c.1.4.b	Ensure supplier invoices are paid within Terms of Trade	%	Quarterly	90	100	85	Exceed Target Good			
				4.c.1.5	Insurance Claims Management	4.c.1.5.20.1	Undertake annual review of insurance policies	RM												



Theme 4: Our Leadership - Proactive and Accountable

Our Goal: To provide accessible, transparent and responsive leadership

STRATEGIC COMMUNITY PLAN (2020-2030)				CORPORATE BUSINESS PLAN (2020-2025)		OPERATIONAL PLAN (2020-2021)		MEASURES <i>(directly associated with that identified in the Corporate Business Plan - not the annual Operational Plan)</i>										
OUR OUTCOMES <i>"The objective we would like to achieve"</i>		OUR RESPONSE <i>"What we can do to achieve the identified Outcomes"</i>		PROGRAMS / SERVICES		PROJECTS / ACTIONS		Migr	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>		UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE	
				4.c.1.6	Fleet and Plant Management													
						4.c.1.6.20.1	Monitor and update the Fleet and Plant Replacement Program; Utilisation Report and Maintenance Report	SW	City Services	4.c.1.6.a	Percentage of vehicles achieving acceptable levels of utilisation	%	Q4	75%	90%	60%	Exceed Target Good	
				4.c.2	Maintaing long term financial plans	4.c.2.1	Long Term Financial Planning	4.c.2.1.19.1	Review and update Long Term Financial Plan	RM								
						4.c.2.2	Workforce Planning	4.c.2.2.20.1	Review annually the Workforce Plan for forward year variations	KH								
						4.c.2.3	Asset Management services	4.c.2.3.20.1	Review annually the Strategic Asset Management Plan and assumptions	RM								
				4.c.3	Continue to seek sustainable revenue sources to fund Council activities	4.c.3.1	Property Rating Services	4.c.3.1.20.1	Update Rating Strategy and Assumptions	RM								
						4.c.3.2	Treasury Services				Financial Services	4.c.3.2.a	Increase in additional and/or alternative sources of revenue	%	Q4	1%	5%	0%
			4.c.3.3	Partnerships														
4..d	Strong partnerships and indigenous relations	4.d.1	Continue to develop partnerships with indigenous groups	4.d.1.1	Partnerships													
						4.d.1.1.19.1	Partner with Indigenous businesses and organisations.	NM	Community Programs	4.d.1.1.a	Increase the number of partnerships with Indigenous businesses and organisations	#	Q4	3	5	1	Exceed Target Good	
						4.d.1.1.20.1	Implement the Heritage Survey Agreement	JH										
						4.d.1.1.20.2	Implement the Aboriginal & Torres Strait Islander Strategy	NM										
		4.d.2	Continue to engage with industry and government on key initiatives	4.d.2.1	Liveability	4.d.2.1.20.1	Develop a plan to support the normalisation of the medical services	NM										
				4.d.2.2	Local Government Collaboration	4.d.2.2.20.1	Develop support services in the region for other LGAs	EMT										
				4.d.2.3	Infrastructure Projects	4.d.2.3.20.1	Implement Community Infrastructure & Services Program	EMT										
4.e	Services that meet community needs	4.e.1	Undertake regular reviews of service levels and standards	4.e.1.1	Customer Service (All teams)													
						4.e.1.1.19.1	Review and Implement Customer Service Charter	HE	Governance and Organisational Strategy	4.e.1.1.a	Percentage of incoming phone calls serviced by the Customer Service team	%	Quarterly	60%	80%	50%	Exceed Target Good	
									Governance and Organisational Strategy	4.e.1.1.b	Maintain or improve a positive gap between performance and importance in customer interactions with public through Customer Service Surveys	%	Quarterly	8	10	5	Variance - Exceed Target Good	
									Approvals and Compliance	4.e.1.1.c	Complete 500 Action requests (resident generated and self generated) per month, averaged over a 3 month KPI reporting period	#	Quarterly	1,500	1,800	1,300	Exceed Target Good	
									Approvals and Compliance	4.e.1.1.d	Assess all building applications within the statutory timeframes	%	Quarterly	100	100	95	Exceed Target Good	
									Approvals and Compliance	4.e.1.1.e	Assess all planning applications within the statutory timeframes	%	Quarterly	100	100	95	Exceed Target Good	
									Information Services	4.e.1.1.f	Correspondence to be acknowledged within agreed time frames	%	Quarterly	90	100	80	Exceed Target Good	
									Governance and Organisational Strategy	4.e.1.1.g	Percentage of ICSs (including Report It Function) that are completed	%	Quarterly	95	100	90	Exceed Target Bad	
						4.e.1.1.19.2	Complete Update of Cemetery Register	HE										
				4.e.1.2	Organisational Risk Management													
						4.e.1.2.19.1	Implement Internal Audit Program	HE	Governance and Organisational Strategy	4.e.1.2.a	Reduce number of high and extreme residual risks	%	Q4	2%	5%	0%	Exceed Target Bad	
						4.e.1.2.19.2	Review Risk Management Framework	HE	Governance and Organisational Strategy	4.e.1.2.b	Measure the percentage of compliant responses to the annual Compliance Audit Return	%	Q4	100	100	95	Exceed Target Good	
						4.e.1.2.19.3	Review and test Business Continuity Framework	HE										



Theme 4: Our Leadership - Proactive and Accountable

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OUR OUTCOMES <i>"The objective we would like to achieve"</i>	OUR RESPONSE <i>"What we can do to achieve the identified Outcomes"</i>	PROGRAMS / SERVICES		PROJECTS / ACTIONS		Mgr	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>		UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE
				4.e.1.2.20.1	Review Local Laws - Dogs LL; Local Government Property LL; Parking LL	HE									
				4.e.1.2.20.2	Review and maintain a contemporary set of Council Policies	HE									
				4.e.1.3	Organisational Strategy	HE									
		4.e.2	Use evidence based analysis to determine service levels	4.e.2.1	Publications and Media Notices	4.e.2.1.19.1	Produce Annual Report	MJ							
				4.e.2.2	Communication Services										
				4.e.2.2.19.1	Conduct Annual Community Survey	MJ	Marketing and Communications	4.e.2.2.a	Increase in overall community satisfaction score through the annual community survey	%	Q4	75	100	68	Exceed Target Good
							Marketing and Communications	4.e.2.2.b	Statistically relevant number of participants in annual community survey	#	Q4	1500	2000	1000	Exceed Target Good