



## INTEGRATED STRATEGIC PLAN

	<u>2020/21</u>	<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>
<b>Themes</b>	<b>4</b>	4	4	4	4	4	4	4
<b>Programs/Services</b>	<b>151</b>	122	121	120	120	125	116	116
<b>Projects/Actions</b>	<b>280</b>	162	149	130	129	226	300	300
<b>Key Performance Measures</b>	<b>90</b>	90	76	69	68	103	107	506



**Our Community**  
*Inclusive and Engaged*

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Number of Programs/Services	55
Number of Projects/Actions	143
Number of Key Performance Measures	35



**Our Economy**  
*Well Managed and Diversified*

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



**Our Environment**  
*Thriving and Sustainable*

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Number of Programs/Services	37
Number of Projects/Actions	45
Number of Key Performance Measures	11



**Our Leadership**  
*Proactive and Accountable*

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Number of Programs/Services	40
Number of Projects/Actions	58
Number of Key Performance Measures	33



**Theme 1: Our Community - Inclusive and Engaged**  
Our Goal: To activate safe, healthy and liveable communities

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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	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>	UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE	
1.a Quality Community Facilities	1.a.1 Maintain and manage existing facilities and infrastructure to optimal standards	1.a.1.1 Civil Infrastructure Works Construction and Maintenance	1.a.1.1.19.1 Implement 10 year Footpath Construction program	Infrastructure Services	1.a.1.1.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Footpaths and Cycleways</b>	#	Q4	3	5	1	Variance - Exceed Target Good	
			1.a.1.1.19.2 Implement Road Reseals Program	Infrastructure Services	1.a.1.1.b Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Local Roads</b>	%	Q4	0	5	-5	Variance - Exceed Target Good	
			1.a.1.1.20.1 Design and implement Footpath Renewal Plan									
			1.a.1.1.20.2 Implement Kerb Renewal Program based on annual inspections									
			1.a.1.1.20.3 Implement Storm Water Renewals program for Dampier									
			1.a.1.1.20.4 Implement Resheeting program for Cinders Rd and 40 Mile									
			1.a.1.1.20.5 Implement Karratha Revitalisation Strategy for Wellard Way, Viveash Way and Turner Way									
		1.a.1.2 Parks and Gardens Maintenance	1.a.1.2.19.1 Implement Park Enhancement Program	Infrastructure Services	1.a.1.2.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Parks, Gardens and Opens Spaces</b>	#	Q4	0	2	-3	Variance - Exceed Target Good	
			1.a.1.2.19.3 Implement Road Median Strips and Roundabouts Enhancement Program	Infrastructure Services	1.a.1.2.b Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Streetscapes</b>	#	Q4	1	3	-2	Variance - Exceed Target Good	
			1.a.1.2.19.4 Finalise Roe Street Landscape upgrades in Roebourne Town Centre									
			1.a.1.2.19.5 Implement Dampier Highway Landscape Plan									
			1.a.1.2.20.1 Implement Nickol West Park Redevelopment									
			1.a.1.2.20.2 Implement Weed Management at Harding River and Miaree Pool (West Pilbara Program)									
			1.a.1.2.20.3 Implement Karratha City Centre Landscaping									
			1.a.1.2.20.4 Complete Post TC Damien Reinstatement of Landscaping									
			1.a.1.2.20.5 Implement Wickham Beautification Project Stage 2 Landscaping									
			1.a.1.2.20.6 Implement Entry Statement Improvements Program - Karratha South Entry and Wickham Entry (Landscaping and Reticulation)									
			1.a.1.2.20.7 Implement Playground Replacement Program									
			1.a.1.2.20.8 Implement Windy Ridge Oval Redevelopment - Stage 1 Reticulation and Lighting									
			1.a.1.2.20.9 Implement Hampton Oval Redevelopment - Stage 1 Reticulation and Fencing									
			1.a.1.2.20.10 Implement Andover Park Redevelopment - Stage 1									
			1.a.1.3 Planning Services	1.a.1.3.19.1 Finalise Mulataga Structure Plan								
		1.a.1.3.20.1 Develop planning and design for Point Samson Bush Fire Brigade station										



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



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			1.a.1.6.20.8 Replace Karratha Bowling Club Lighting								
		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	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	Community Facilities	1.a.1.7.b Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Karratha Leisureplex</b>	%	Q4	12	16	10	Variance - Exceed Target Good
			1.a.1.7.20.2 Renew KLP Café Equipment	Community Facilities	1.a.1.7.c Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Wickham Recreation Precinct</b>	%	Q4	14	17	11	Variance - Exceed Target Good
			1.a.1.7.20.3 Acquisition and installation of new equipment for Indoor Play Centre	Community Facilities	1.a.1.7.d Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Indoor Play Centre</b>	%	Q4	3	8	0	Variance - Exceed Target Good
			1.a.1.7.20.4 Relocation of existing Indoor Play Centre to Tambrey Neighbourhood	Community Facilities	1.a.1.7.e Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Red Earth Arts Precinct</b>	%	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								
			1.a.1.7.20.6 Upgrade of fitness equipment at Karratha Leisureplex and Wickham Recreation Precinct								
			1.a.1.7.20.7 Activation of Undercover area in Hampton Pavillion								
			1.a.1.7.20.8 Implement CCTV Installation (Stage 1) at community facilities								
		1.a.1.8 Sports Fields and Grounds Management	1.a.1.8.19.1 Implement Turf Renovations program	Infrastructure Services	1.a.1.8.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Sports Fields</b>	#	Q4	3	5	0	Variance - Exceed Target Good
			1.a.1.8.20.1 Acquisition and installation of Oval equipment and facilities								
			1.a.1.8.20.2 Complete acquisition of new scoreboard at Kevin Richards Memorial Oval and Bulgarra Oval								
			1.a.1.8.20.3 Upgrade of cricket nets and pitches								
			1.a.1.8.20.4 Resurface tennis courts at Wickham Recreation Precinct								
			1.a.1.8.20.5 Complete construction of new tee boxes as part of the Karratha Golf Course Redevelopment								
		1.a.1.9 Community Art Projects	1.a.1.9.19.1 Develop and install Karratha Water Tank Art								
			1.a.1.9.19.2 Develop and install public art at Walgu Park								



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	1.a.2 Plan and develop quality new facilities and infrastructure to meet future community needs and industry best practice.	1.a.1.10 Waste Services	1.a.1.10.19.1 Implement and deliver Litter and Sanitation servicing contracts	City Services	1.a.1.10.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Public Toilets</b>	#	Q4	0	2	-8	Variance - Exceed Target Good	
			1.a.1.10.20.1 Implement CCTV installation (Stage 1) at Waste Services	City Services	1.a.1.10.b Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Street Litter Clean Up</b>	%	Q4	0	2	-7	Variance - Exceed Target Good	
		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									
		1.a.2.2 Parks and Gardens	1.a.2.2.19.1 Develop a 10 year Street Tree Strategy Program									
			1.a.2.2.19.2 Develop Roebourne Streetscape Master Plan for the Town Centre									
			1.a.2.2.20.1 Implement Street Tree Planting Program									
			1.a.2.2.20.2 Complete DeWitt Landscaping Program									
		1.a.2.3 Infrastructure Services	1.a.2.3.19.5 Implement Cemetery Landscape Enhancement Program									
			1.a.2.3.19.6 Commence Planning for Dampier Land Transfer Asset Renewal Programs									
			1.a.2.3.20.1 Construct bus shelters in consultation with TransKarratha									
		1.a.2.4 Information Services	1.a.2.4.20.1 Investigate smart technology options for operation of facilities									
		1.a.2.5 Community Facility Planning	1.a.2.5.19.1 Finalise concept design of the Karratha Cycling Hub Clubhouse									
			1.a.2.5.20.1 Progress Roebourne Facility Planning in line with Roebourne Facilities & Services Action Plan									
			1.a.2.5.20.2 Conduct Karratha Country Club Master Planning & Feasibility Study									
			1.a.2.5.20.3 Conduct Karratha Youth Hub redevelopment Feasibility Study									
			1.a.2.5.20.4 Finalise Dampier Marina Feasibility Assessment									
		1.a.2.5.20.5 Finalise Dampier Structure Plan										
		1.a.2.6 Infrastructure Project Management	1.a.2.6.19.1 Complete construction of Dampier Palms Redevelopment									
			1.a.2.6.19.2 Progress the design of the Murujuga National Park Conzinc Bay Road access									
			1.a.2.6.19.5 Progress the design of Dampier Marina									
			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									
			1.a.2.6.20.2 Replace lighting at Kevin Richards Memorial Oval									
			1.a.2.6.20.3 Replace Finger Jetty at John's Creek Boat Ramp									
			1.a.2.6.20.4 Undertake repairs to Finger Jetty at Dampier Boat Ramp									
			1.a.2.6.20.5 Implement Bayly Avenue Reconstruction Project									
		1.a.2.7 Airport Compliance Administration	1.a.2.7.19.1 Implement sealing works and crack patching on Karratha Airport aprons									
		1.a.2.8 Planning Services	1.a.2.8.20.1 Finalise agreed infrastructure contributions for Mulataga Structure Plan									

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			1.a.2.8.20.2 Plan for the development of appropriate, new and improved education infrastructure throughout the district									
	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									
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	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									
		1.b.1.2 Infrastructure Services	1.b.1.2.20.1 Implement Footpath Lighting Project									
		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 <b>Illegal Dumping</b>	%	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.									
			1.b.2.1.20.2 Activate walking & jogging routes to promote usage.									
		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									
			1.b.2.2.20.2 Implement neighbourhood activation program									
			1.b.2.2.20.3 Implement Adopt-a-Teardrop project									
		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.									
	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	Community Programs	1.b.3.1.a Maintain or improve a positive gap between performance and importance in relation to <b>Community Safety</b> as per the Liveability Pillar Survey	%	Q3	25	30	20	Exceed Target Good	
		1.b.3.2 Ranger Services										
	1.b.4 Enforce 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									
		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	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									
1.c Accessible Services	1.c.1 Determine community needs through targeted engagement	1.c.1.1 Communication Services	1.c.1.2.19.1 Provide Grant Funding Opportunities									
		1.c.1.2 Community Engagement	1.c.1.2.20.1 Implement the City's Disability Access Inclusion Plan									
			1.c.1.2.20.2 Develop an Aged-Friendly Strategy Plan									
			1.c.1.2.20.3 Apply for the WA Most Accessible City Awards									

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		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.	Community Programs	1.c.1.3.a	Number of attendees 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)	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		
					Community Programs	1.c.1.3.c	Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Library Services</b>	%	Q4	15	18	10	Variance - Exceed Target Good		
					Community Programs	1.c.1.3.d	Number of visits recorded at City libraries	#	Quarterly <i>(Annual figures shown)</i>	97,910	107,600	88,000	Exceed Target Good		
			Community Programs	1.c.1.3.e	Improve a positive gap between performances and importance in Annual Community survey for <b>History and Heritage</b>	#	Q4	56	8	3	Variance - Exceed Target Good				
		1.c.1.4 Youth Services	1.c.1.4.20.1	Implement Youth Services Strategic Plan	Community Programs	1.c.1.4.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Youth Services</b>	%	Q4	0	5	-8	Variance - Exceed Target Good		
			Community Programs	1.c.1.4.b	Increased youth patronage to The Base and Youth Shed	%	Q4	5	10	0	Variance - Exceed Target Good				
		1.c.2 Establish partnerships to enhance the provision of services	1.c.2.1 Club Development	1.c.2.1.19.1	Implement Future Clubs Program	Community Facilities	1.c.2.1.a	Number of clubs that meet the quality requirements of the Future Club program	#	Q4	6	8	4	Exceed Target Good	
						1.c.2.2 Airport Facility Management	1.c.2.2.19.1	Establish International and National Air Routes and Carriers	Airport Services	1.c.2.2.a	Number of RPT passengers using Karratha Airport Terminal (includes domestic and international travel)	#	Q4	450,000	480,000
			1.c.2.2.19.2	Facilitate inter regional air travel											
		1.c.2.3 Liveability	1.c.2.3.20.1	Partner in the establishment of the Roebourne One Stop Shop project											
		1.d Healthy Residents	1.d.1 Develop and promote programs and services that improve community wellbeing and health	1.d.1.1 Arts Development and Events Programs	1.d.1.1.19.1	Coordinate Cossack Art Awards	Community Programs	1.d.1.1.a	Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Culture and Community Events</b>	%	Q4	3	6	1	Variance - Exceed Target Good
					1.d.1.1.20.1	Implement the Arts Development and Events Plan.	Community Facilities	1.d.1.1.b	Number of attendances at paid events in REAP	#	Q4	9,135	10,786	7,819	Exceed Target Good
1.d.1.1.20.2	Partner in re-establishing the FeNaCING Festival in 2021				Community Facilities	1.d.1.1.c	Number of paid events in REAP	#	Q4	187	208	167	Exceed Target Good		
1.d.1.2 Planning Services					Approvals and Compliance	1.d.1.2.a	Percentage of properties inspected that are compliant with their Planning conditions	%	Q4	80%	100%	60%	Exceed Target Good		
1.d.1.3 Ranger Services	1.d.1.3.19.1			Review and Update Local Emergency Management Arrangements											
	1.d.1.3.19.2			Implement Dog Health and Sterilization Program											

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		1.d.1.4 Cyclone and Bushfire Inspection Program	1.d.1.4.19.1 Implement Bushfire Risk Management Plan	Approvals and Compliance	1.d.1.4.a Percentage of City managed works including Hazard Reduction Burns and firebreaks completed or maintained as identified in the Bushfire Risk Management Plan	%	Q4	85	100	65	Exceed Target Good		
		1.d.1.5 Pest Control Program	1.d.1.5.19.1 Review and implement the Mosquito Control Plan	Approvals and Compliance	1.d.1.5.a Number of complaints received from residents reporting nuisance mosquitos	#	Q4	15	5	25	Exceed Target Bad		
		1.d.1.6 Environmental Health Services	1.d.1.6.19.1 Develop Public Health Plan	Approvals and Compliance	1.d.1.6.a Inspect 40 public health premises per month	#	Quarterly	120	150	100	Exceed Target Good		
			1.d.1.6.19.2 Implement Environmental Health premises inspection program										
		1.d.1.7 Community Engagement											
		1.d.1.8 Fitness and Wellbeing Programs	1.d.1.8.20.1 Implement signage for Walking and Jogging routes										
			1.d.1.8.20.2 Conduct Annual Junior Sports Expo										
		1.e Recognition of Diversity	1.e.1 Embrace and celebrate diversity in the region	1.e.1.1 Arts Development and Events Program	1.e.1.1.19.1 Coordinate NAIDOC Week Celebrations and Activities								
1.e.1.2 Community Engagement	1.e.1.2.20.1 Plan and implement the City's Indigenous Reconciliation Action Plan												
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										
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										
		1.f.1.2 Social Media Monitoring	1.f.1.2.19.1 Review, Update and Promote Facebook pages	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 Planning Services	1.f.1.3.19.1 Finalise Local Planning Strategy										
	1.f.2 Employ new technologies to connect communities	1.f.2.1 Information Services	1.f.2.1.20.1 Investigate online application lodgements to connect communities										
		1.f.2.2 Communication Services											
	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										

**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	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									
			2.a.1.1.20.2 Advocate for partnerships to increase housing supply									
		2.a.1.2 Enhance industry partnerships	2.a.1.2.20.1 Develop business support packages									
		2.a.2 Support business development, growth, diversification and innovation	2.a.2.1 Investment Attraction and Diversification	2.a.2.1.19.1 Progress Ecohub Initiative	City Growth	2.a.2.1.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Business Development and Support</b>	%	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								
	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	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	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								
		2.a.2.4 Lease Management	2.a.2.4.20.1 Manage commercial and community leasing arrangements	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									
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	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									
			2.b.1.2 Governance Support around Procurement Processes	2.b.1.2.20.1 Promotion of VendorPanel's eQuotes and MarketPlace								
	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	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	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	

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		2.c.1.2 Land Development and Management	2.c.1.2.20.1 Identify opportunities to dispose of Lazy Lands										
			2.c.1.2.20.2 Redevelopment of Lazy Land Sites										
			2.c.1.2.20.3 Finalise disposal of land for Step Up Step Down facility										
			2.c.1.2.20.4 Purchase of Lot 7020 Welcome Rd Karratha										
			2.c.1.2.20.5 Implement Residential Housing Investment Program										
			2.c.1.2.20.6 Facilitate the use of City Centre land for the Quarter Hotel										
			2.c.1.2.20.7 Continue property management of The Quarter facilities										
		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.2.2.19.1 Advocate for sealing additional section of Karratha - Tom Price Road									
				2.c.2.2 Development and Implementation of Strategic Partnerships	2.c.2.2.20.1 Complete the Dampier Land Transfer								
					2.c.2.2.20.2 Implement Social Impact Management Plans								
			2.c.2.3 Treasury and Investment Management	2.c.2.3.19.1 Generate returns from property investment									
				2.c.2.3.20.1 Develop and maintain a Community Contributions Scheme with major projects									
		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								
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	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										
	2.d.2.2 Marketing Services		2.d.2.2.20.1 Implement "Karratha is Calling" initiatives										
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										
	2.d.3.2 Arts Development and Events		2.d.3.2.20.1 Support and activate creative industries as an economic driver										
	2.d.3.3 Marketing Services												

**Theme 3: Our Environment - Thriving and Sustainable**  
Our Goal: To protect our natural and built environment

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3.a Well managed natural assets	3.a.1 Recognise and protect our natural environment	3.a.1.1 Sustainability	3.a.1.1.19.1 Develop and Implement the City's Biodiversity Strategy									
		3.a.1.2 Foreshore Management	3.a.1.2.20.1 Implement Karratha Foreshore Management Plan - dune fencing and revegetation program									
			3.a.1.2.20.2 Implement Wickham Foreshore Management Plan - revegetation and reticulation program									
	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									
		3.a.2.2 Planning Services	3.a.2.2.19.1 Implement MOUs with traditional owners in relation to managing natural assets	Community Programs	3.a.2.2.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Tracks and Trails</b>	%	Q4	6	10	4	Variance - Exceed Target Good	
			3.a.2.2.20.1 Adopt and implement the Environmental Sustainability Strategy for Natural Environment									
			3.a.2.2.20.2 Partner with NAC to agree to scope for Karratha Hills Management Plan									
		3.a.2.3 Infrastructure Services	3.a.2.3.19.3 Deliver Dampier Drainage Improvements									
	3.a.2.3.20.1 Partner with Indigenous groups to achieve compliance and reduce the need for financial penalties and improve streetscapes											
	3.a.2.4 Tourism Services	3.a.2.4.20.1 Promote environmental tourism products through Destination Marketing and "Karratha is Calling" campaign										
	3.a.2.5 Infrastructure Project Management											
	3.a.3 Enhance visitation opportunities to natural assets through appropriate protection and management 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	Infrastructure Services	3.a.3.2.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Foreshore and Beach Amenity</b>	%	Q4	0 3	2 6	-3 0	Variance - Exceed Target Good	
			3.a.3.2.19.3 Implement Dampier Palms and Hampton Oval Masterplan									
			3.a.3.2.20.1 Implement improvements to environmental management at 40 Mile and Cleaverville									
3.a.3.3 Liveability	3.a.3.3.20.1 Promote and maintain existing Tracks & Trails											
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	Community Programs	3.b.1.1.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Graffiti Removal</b>	%	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									
		3.b.1.3 Planning Services	3.b.1.3.20.1 Implement Shakespeare Precinct Urban Infill and POS Project									
			3.b.1.3.20.2 Implement priority stages of Karratha Revitalisation Strategy									
			3.b.1.3.20.3 Finalise local planning policy review									
		3.b.1.4 Heritage Sites Management										
3.b.1.5 Infrastructure Services	3.b.1.5.20.1 Implement Environmental Sustainability Strategy for Sustainable development, planning and infrastructure											

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	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									
		3.b.2.2 Heritage Sites Management										
		3.b.2.3 Building Services										
		3.b.2.4 Planning Services										
		3.b.2.5 Liveability										
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	City Services	3.c.1.1.a Maintain or improve landfill compaction ratio in landfill cells	kg/m <sup>3</sup>	Q4	750	900	600	Exceed Target Good	
			3.c.1.1.19.3 Increase Landfill Compaction Ratio									
			3.c.1.1.20.1 Progress Landfill capping of Cell 0 at 7 Mile Waste Facility									
	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	City Services	3.c.2.1.a Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Bin Collection</b>	%	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	3.c.2.2.19.1 Undertake Commercial recycling service								
			3.c.2.3 Resource Recovery	3.c.2.3.19.1 Promote Waste Education	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	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	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.2.3.20.1 Implement Environmental Sustainability Strategy for Waste											
	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 <b>Tip Services</b>	%	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									
	3.d Sustainable use and management of resources	3.d.1 Continue to improve efficient use and recycling of water	3.d.1.1 Community Facilities Management	3.d.1.1.20.1 Investigate opportunities to reduce costs and improve activation at sites.								
3.d.1.2 Sustainability Management				3.d.1.2.19.2 Review and implement Water Efficiency Action Plan								
				3.d.1.2.20.1 Partner with Water Corporation in distributing water efficient shower heads								
3.d.1.3 Parks and Gardens Maintenance			3.d.1.2.20.2 Implement Environmental Sustainability Strategy for Water									
			3.d.1.3.19.1 Undertake reticulation system audit									
			3.d.1.3.20.1 Implement Reticulation Replacement Program									

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	3.d.2 Continue to improve energy efficiency and pursue renewable energy opportunities to reduce our CO2 footprint	3.d.2.1 Sustainability Management	3.d.2.1.19.1 Promote Energy Efficiency Strategies and Actions								
			3.d.2.1.19.2 Develop community solar strategy								
			3.d.2.1.20.1 Implement Environmental Sustainability Strategy for Energy and Climate Action								
		3.d.2.2 Community Facilities	3.d.2.2.19.1 Conduct Energy Audit at REAP								
		3.d.2.3 Liveability									
		3.d.2.4 Energy Use Management	3.d.2.4.20.1 Implement Energy Efficiency Action Plan								
	3.d.2.5 Building Maintenance	3.d.2.5.20.1 Implement Energy Efficiency Measures at Administration Building									
	3.d.2.6 Parks and Gardens Maintenance	3.d.1.5.20.1 Implement priorities from the City's Energy Efficiency Action Plan									
3.d.3 Implement sustainable procurement practices	3.d.3.1 Procurement Services	3.d.3.1.20.1 Review sustainable procurement practices									



**Theme 4: Our Leadership - Proactive and Accountable**

*Our Goal: To provide accessible, transparent and responsive leadership*

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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	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										
	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										
				4.a.2.2 Council Support	4.a.2.2.19.1 Implement an Elected Members training and professional development program.								
		4.a.2.2 Council Support	4.a.2.2.20.1 Undertake annual review of Delegated Authority Register to ensure appropriate, inclusive and efficient decision making										
				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	Human Resources	4.a.2.3.a Number of OHS inspections completed per annum	#	Q4	204	204	170	Exceed Target Good
		4.a.2.4 Legal and Legislative Support	4.a.2.4.20.1 Implement and integrate legislative reform into Council Practices	Human Resources	4.a.2.3.b Reduce number of lost time injuries	#	Quarterly	9.7	0	20.4	Exceed Target Bad		
				Human Resources	4.a.2.3.c Number of workers compensation claims per annum	#	Q4	0	18	0	Exceed Target Bad		
	4.a.2.4.20.2 Partner with the WA Electoral Commission to conduct the bi-annual LG elections												
	4.a.2.5 Records Management	4.a.2.5.19.1 Identify and implement local hardcopy archive storage facility	Information Systems	4.a.2.5.a Process incoming correspondence into the records management system within 24 hours of receipt	%	Quarterly	95	100	90	Exceed Target Good			
			4.a.2.5.19.2 Implement a Digital Records Strategy										
	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 and other bodies that promote the City's objectives											
	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										
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	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										
	4.b.2 Technology is employed to enhance service delivery	4.b.2.2 Enterprise Systems and Architecture	4.b.2.1 Website Content Management	4.b.2.1.20.1 Website consolidation and online functionality upgrades to public interface									
			4.b.2.2.19.1 Improve remote communications to City facilities	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)									



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		4.b.2 Software Management	4.b.2.2.20.1 Upgrade Point to Point broadband wireless network													
			4.b.2.3.19.1 Consolidate and Extend Implementation of SharePoint													
			4.b.2.3.19.2 Implement upgrade of centralised building management systems for City facilities													
			4.b.2.3.19.4 Improve publicly interfacing Geospatial Information Systems Platform													
			4.b.2.3.20.1 Progress upgrade of ERP - Core Business Systems													
			4.b.2.3.20.2 Upgrade City Administration Building Security Systems													
			4.b.2.3.20.3 Upgrade Audio Visual Equipment in Council Chambers													
		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	4.b.3.1.20.1	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	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	
							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	4.b.3.3.20.1 Implement and manage a Training Register including Refresher Training	Human Resources	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.3.4 Staff Housing Co-ordination	4.b.3.4.19.1 Implement Staff Housing Strategy										
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	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	Financial Services	4.c.1.1.b	Maintain or improve a positive gap between performance and importance in Annual Community Survey for <b>Financial Responsibility</b>	%	Q4	0	5	-10	Variance - Exceed Target Good				
		4.c.1.2 Asset Management Services	4.c.1.2.19.1 Implement Sustainable Asset Management Plans	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													



**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	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>	UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE					
		4.c.1.4	Accounts Receivable and Accounts Payable	4.c.1.4.20.1	Initiate electronic requisitioning and invoice processing	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											
		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	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	Maintaining 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									
				4.c.2.2	Workforce Planning	4.c.2.2.20.1	Review annually the Workforce Plan for forward year variations									
				4.c.2.3	Asset Management services	4.c.2.3.20.1	Review annually the Strategic Asset Management Plan and assumptions									
		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									
				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%	Exceed Target Good
				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.	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											
				4.d.1.1.20.2	Implement the Aboriginal & Torres Strait Islander Strategy											
		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									
				4.d.2.2	Local Government Collaboration	4.d.2.2.20.1	Develop support services in the region for other LGAs									
				4.d.2.3	Infrastructure Projects	4.d.2.3.20.1	Implement Community Infrastructure & Services Program									
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	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		



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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	RESPONSIBILITY	KEY PERFORMANCE INDICATOR <i>(Linked to Corporate Business Plan)</i>	UOM	FREQUENCY	TARGET	UPPER TOLERANCE	LOWER TOLERANCE	TOLERANCE TYPE	
			4.e.1.1.19.2 Complete Update of Cemetery Register									
		4.e.1.2 Organisational Risk Management	4.e.1.2.19.1 Implement Internal Audit Program	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	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 the Business Continuity Framework									
			4.e.1.2.20.1 Review Local Laws - Dogs LL; Local Government Property LL; Parking LL									
			4.e.1.2.20.2 Review and maintain a contemporary set of Council Policies									
		4.e.1.3 Organisational Strategy	4.e.1.3.20.1 Finalise Service Review Recommendations									
		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								
			4.e.2.2 Communication Services	4.e.2.2.19.1 Conduct Annual Community Survey	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