



City of  
CANNING

# CORPORATE BUSINESS PLAN 2014-2017



# Contents

Introduction	1
Background	2
The Integrated Planning Framework	3
Informing Plans and Strategies	4
Vision and Values	8
Business Decision Making Framework	9
Development of the Plan	10
Alignment with Strategic Community Plan	11
Measuring Success and Performance	12
Delivering	14
The Natural Environment	18
– Our place in nature	
Our Community	22
– Connecting and supporting people	
The Built Environment	28
– Living and moving around	
Prosperity	36
– Living, working and doing business in Canning	
Leadership and Governance	38
– How we decide	



# Introduction

The City of Canning’s Corporate Business Plan (CBP) for financial years 2014-2017 describes the City’s four year service and delivery program. It has been developed as part of the City’s Integrated Planning and Reporting Framework, and aligns with the City’s directions and priorities as identified in the 10 Year Strategic Community Plan (SCP). The CBP aims to guide service delivery, asset maintenance, strategic priorities and specific projects for the City.

Flexibility is built into the CBP to ensure the City is able to adjust to external influences as they arise. It will guide all operational annual planning and reporting to ensure priorities are achieved. Whilst resourcing requirements are expressed in the CBP, they are indicative and commitments only arise through adoption of the City’s annual budget.

The CBP aims to demonstrate both leadership and best-practice in operational planning within local government.



# Background

In 2010, the Department of Local Government introduced its Integrated Planning and Reporting Framework to standardise and guide strategic and corporate business planning across local government in Western Australia.

All local governments are required to develop a Strategic Community Plan and a Corporate Business Plan to fulfil the statutory obligations of section s5.56 of the *Local Government Act 1995*, which is to “plan for the future”.

Under these provisions, a Corporate Business Plan for a district is required to:

- a. set out, consistently with the Strategic Community Plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
- b. govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
- c. develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.



# The Integrated Planning and Reporting Framework

This diagram illustrates the elements of the Integrated Planning and Reporting Framework as mandated by the Department of Local Government.

The City has prepared its CBP in accordance with these requirements. The Strategic Community Plan (SCP) is the overarching document that sets out the vision, aspirations and objectives of the Community. It covers a period of 10+ years. The information from the consolidated CBP is reflected in the Annual Report. The informing plans and strategies which include the Long Term Financial Plan, Workforce Plan and associated Asset Management Plans have been incorporated into the CBP.



Elements of the City’s Integrated Planning and Reporting Framework



# Informing Plans and Strategies



These plans and strategies have been incorporated into the development of the Corporate Business Plan.

## Strategic Community Plan (SCP) 2013-2022

The SCP is the City's long-term strategic planning document. It is one of many tools that will guide the future direction of our City. The plan looks beyond ten years, is broad and has a strong emphasis on our community's visions, goals and strategies.

## Corporate Business Plan (CBP) 2014-2017

The CBP is the document that sets out the priorities for dealing with the objectives in the SCP. It integrates resourcing plans and specific strategies with the SCP. It has a four year focus and gives a snapshot of operational actions and priorities, which inform the annual planning and budgeting process. Its ultimate goal is to translate the community's aspirations from the SCP into operational priorities and activities.

## Long Term Financial Plan (LTFFP)

The LTFFP details the City's costs to deliver the CBP. It projects financial information beyond the course of the CBP to cover operations for 10 years and to provide an indicative position of financial sustainability in

the forward years. The LTFFP enables analysis trends over a 10 year period on a range of assumptions. It provides information necessary to assess resourcing requirements that will go to achieve long term Community objectives in a financially sustainable manner. The assumptions are estimates only and provide an overview of possible outcomes. Changes in the City's operations may result in changes to the CBP, requiring updates in the LTFFP. The CBP is maintained as a separate tool, as it is dynamic and requiring regular updating.

## Annual Budget

The annual budgeting process is governed by the strategic and business planning activities of the City, and is developed and aligned with strategic objectives. It is incorporated into the CBP through allocation of accounts to the SCP. This is the first year of the Annual Budget linked to the CBP. It enables detailed analysis of all the City's allocated accounts. This annual budget process is reviewed annually, and triggers updates to the CBP.



### Workforce Plan (WFP)

The WFP details our resources required to deliver the CBP and the strategies to be implemented to address the challenges facing our workforce. The WFP provides a strategic approach to addressing current and future needs in the organisation.

The objectives of the WFP are to identify:

- Internal and external challenges facing our workforce
- Critical skills and positions within the organisation
- Gaps between our current and future workforce
- Strategies to address the gaps in resources, mitigate risks and address the challenges.

### Asset Management Plans (AMP)

The AMPs identify the assets and infrastructure of the Council. The AMPs identify the required asset renewals in order to maintain and/or increase the Council's level of service to the community. The outcomes of the asset management plans span 10 years, the first 4 years being the CBP.

The City's Asset Management Policy and Strategy provides a consistent framework that is aligned and integrated with the City's business practices, and is consistent with the integrated planning and reporting requirements such that:

- Assets are managed in accordance with the requirements of relevant legislation, best practice and affordability;
- A "whole of life" approach is taken to operational, maintenance, renewal and acquisition plans and funding levels to ensure that assets deliver the required levels of service are identified and reported;

- Levels of service and risks are taken into account in the development of operational, maintenance, renewal, and acquisition plans and the performance of assets is measured and reported as appropriate; and
- Assets are accounted for in accordance with the requirements of the applicable Australian accounting standards and reporting requirements.

### Risk Management

The City has adopted a policy statement which uses the methodology outlined in the AS/NZS ISO 31000:2009 risk management principles and guidelines. The corporate approach outlines how the policy is implemented into day to day management of the business. Risk management is integrated into our business planning process to ensure exposure to risk is minimised. Risk is considered against the following factors:

- Financial Impact
- OHS/Health/Injury/Wellbeing
- Reputation and External Partnerships
- Operations/Service Disruption
- Environmental Health
- Biophysical Environment
- Compliance

# Risk Management Classifications

Level Of Risk	Definitions
<b>1. Major Risk</b>	> \$1,000,000 through <ul style="list-style-type: none"><li>• Direct Loss</li><li>• Opportunity Cost</li><li>• Lost Revenue</li><li>• Increased Cost</li></ul>
<b>2. Significant Risk</b>	\$150,000 – \$1,000,000 or > 10% of Divisional Budget through: <ul style="list-style-type: none"><li>• Direct Loss</li><li>• Opportunity Cost</li><li>• Lost Revenue</li><li>• Increased Cost</li></ul>
<b>3. Moderate Risk</b>	\$40,000 – \$150,000 or < or = 10% of Divisional Budget through: <ul style="list-style-type: none"><li>• Direct Loss</li><li>• Opportunity Cost</li><li>• Lost Revenue</li><li>• Increased Cost</li><li>• Zero growth</li></ul>
<b>4. Minor Risk</b>	\$5,000 – \$40,000 or 5-10% of Business Unit Budget through: <ul style="list-style-type: none"><li>• Direct Loss</li><li>• Opportunity Cost</li><li>• Lost Revenue</li><li>• Increased Cost</li><li>• Below budgeted growth</li></ul>
<b>5. Insignificant or no risk</b>	\$5,000 through: <ul style="list-style-type: none"><li>• Direct Loss</li><li>• Opportunity Cost</li><li>• Lost Revenue</li><li>• Increased Cost</li><li>• Static growth</li></ul>

Operational Risk Assessments underpin the CBP as informing strategies. Continuous monitoring and review of risk information will be in line with City's Risk Management policy.

### Information, Communications and Technology Strategic Plan

The Information, Communications and Technology (ICT) plan is one of the informing strategies and plans that form part of the Integrated Planning and Reporting Framework.

Whilst this plan addresses the infrastructure, information and the software utilised by the organisation, a major focus of the strategy is to provide a framework for continuous improvement of the internal business processes.

### Business Unit Plans

Each of the City's 34 business units have established service specific business plans which in turn inform and implement the CBP. Each business unit plan contains resource allocations and key performance indicators for the business unit, along with controls identified in the business plans' operational risk register.

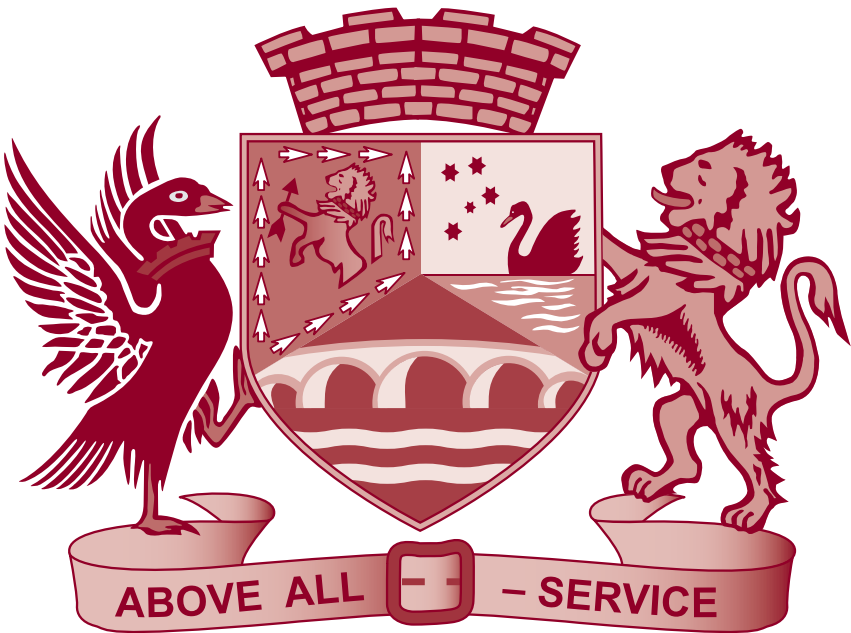
# Vision and Values

The City’s Mission Statement as an organisation, is

*‘To serve the people of the City of Canning with sensitivity to their needs and, to encapsulate as part of its culture, the organisation’s motto: Above all – Service’.*

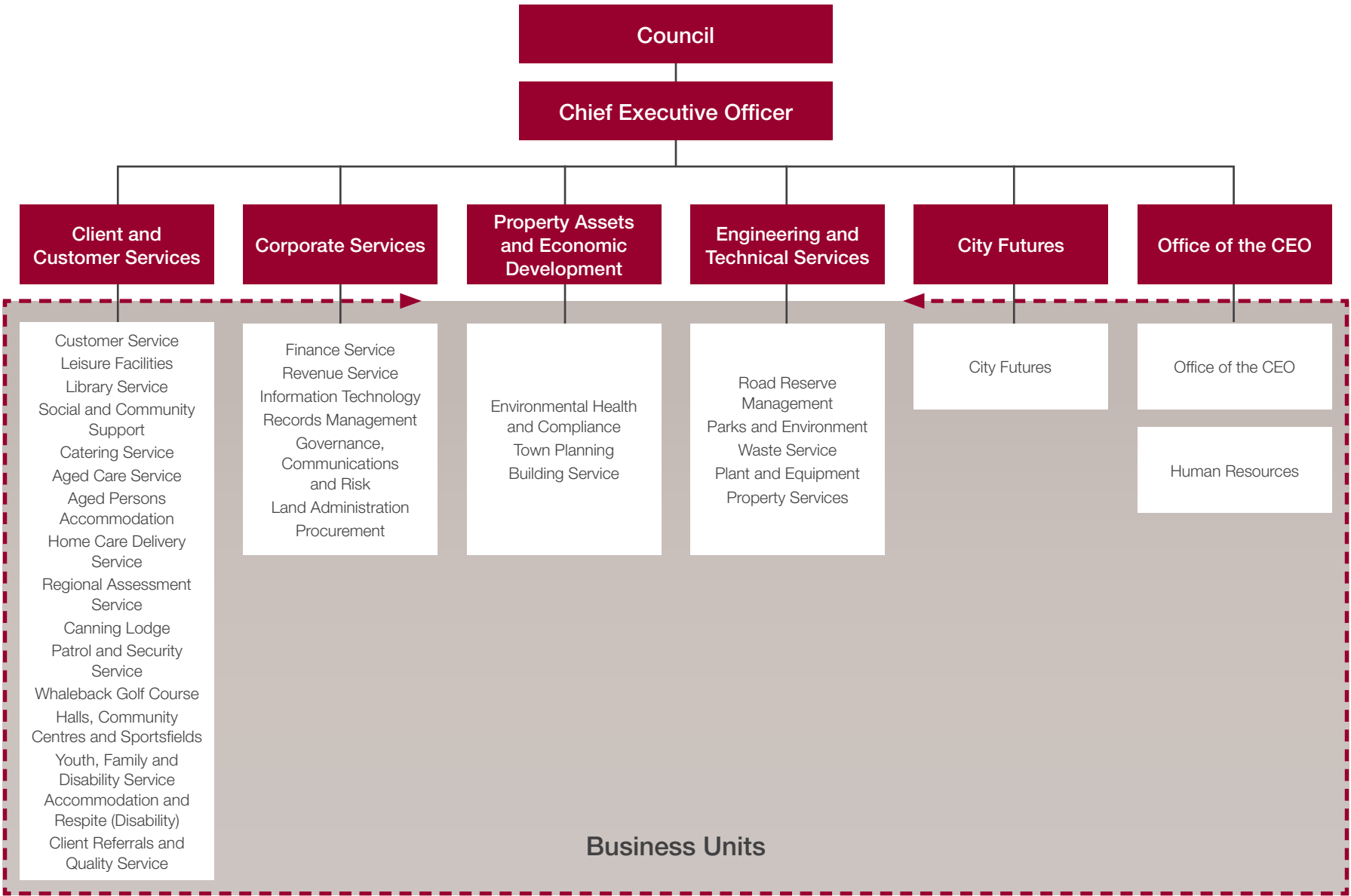
We are committed to protecting our unique natural environment and to working together with a connected and inclusive community to enhance health, wellbeing and sustainable living for those who live, work, play and do business in the City.

The CBP reflects the community values which guide the governance role of the elected members of Council, and the management and operational activities of employees.



# Business Decision Making Framework

The City has 34 Business Units. These are the operational and functional groups that deliver services to the Community or provide internal support services. Each business unit plays an important role in implementing the CBP.





# Development of the Plan

The strategic priorities described in the CBP have been developed through in-depth consultation and engagement with the community, including a Community Perceptions Survey, Stakeholders' Workshops, 'SpeakOuts' at community open days, and online engagement.

The City also gathered the relevant information on our community's characteristics using statistical profile data from the Australian Bureau of Statistics.

All elements of the CBP will be reviewed and reported each year prior to the annual budget process. A review will be conducted every two years to ensure compliance with the *Local Government Act 1995*.



# Alignment with Strategic Community Plan (SCP)

The SCP uses five themes to identify our Community's aspirations. Each theme contains a sub-vision, community goals and strategies to achieve these goals; potential stakeholders needed to help achieve each goal; and measures of success to evaluate our progress in realising our vision. The themes are illustrated below.

## Reporting

Progress reports on the CBP will be provided to Council. Council will review the CBP each year when preparing the annual budget with the Chief Executive Officer. The City's Annual Report will detail performance against the CBP.





# Measuring Success and Performance

The *Australian Business Excellence Framework* states:

*“Excellent organisations use systems and processes to measure and understand their performance. They use data to show how well they are performing and as the basis for the ongoing review of their systems and processes.”*

The City of Canning has developed a performance measurement system that is linked to the Measures of Success described in the Strategic Community Plan, shown in the following table.

Theme	Measure of Success
Natural Environment	<ul style="list-style-type: none"><li>• Quality of natural areas</li><li>• Sustainable management of waste and resources</li><li>• Community education in sustainability and environment</li></ul>
Our Community	<ul style="list-style-type: none"><li>• Resident satisfaction with the City of Canning as a place to live</li><li>• Number of community groups</li><li>• Crime rates</li><li>• Number of sport and recreation groups active in the City</li><li>• Number of different cultural groups participating at events</li></ul>
Built Environment	<ul style="list-style-type: none"><li>• Investment in pedestrian and cycling infrastructure</li><li>• Method of travel to work</li><li>• Road condition</li><li>• Percentage of households with easy access to public transport</li><li>• Dwelling type diversity</li><li>• Quality of public open space and sports grounds</li></ul>
Prosperity	<ul style="list-style-type: none"><li>• Variety of business activity</li><li>• Employment self-sufficiency</li><li>• Number of small business employees per licence registered</li><li>• Number of building approvals in the Canning City Centre area</li><li>• Investment in the City Centre</li></ul>
Leadership and Governance	<ul style="list-style-type: none"><li>• Residents' satisfaction with the organisation</li><li>• Number of participants at civic and community engagement events</li><li>• Percentage of projects completed on time</li></ul>

The City is in the process of building statistical information to enable it to set measurable, reasonable and demonstrable targets. The compilation of Key Performance Indicators within the CBP allows progress to be tracked at an operational level and corrective action taken as required. The results are cumulated to corporate level for monthly and annual reporting against the targets in the CBP. These initial targets relate to community, customer service, health and wellbeing, and delivery of outcomes.

Key Performance Indicator	Measure
Community	<ul style="list-style-type: none"><li>• Community satisfaction</li><li>• Decisions implemented</li></ul>
Customer Service	<ul style="list-style-type: none"><li>• Communication and response</li><li>• Customer satisfaction</li></ul>
Health and Wellbeing	<ul style="list-style-type: none"><li>• Staff satisfaction</li><li>• Workplace safety</li></ul>
Delivering Outcomes	<ul style="list-style-type: none"><li>• Project completion</li><li>• Budget performance</li><li>• Compliance with Local Government legislative requirements</li></ul>





# Delivering

The Actions and Tasks established to meet the objectives of the SOP are identified in the following programs. These are in accordance with Local Government Act Financial Reporting requirements and have been categorised according to:

- The year(s) in which they will be undertaken; and
- The responsible Business Plan for delivering the service.

The associated resources will be typically identified within the individual business plans and reflected in the LTFP.

Output Programs	Contributing Operational Business Unit / Business Plan
<b>Governance</b>  Member of Council Allowances and Reimbursements, Civic Functions, Election Expenses and Administration Expenses.	Office of the CEO Customer Service Human Resources Finance Services Information and Communications Technology Governance, Communication and Risk Management Land Administration
<b>General Purpose Funding</b>  Rates Levied, Interest on Late Payment of Rates, General Purpose Grants and Interest Received on Investments.	Revenue Services
<b>Law, Order, Public Safety</b>  Supervision of various Local Laws, Fire Prevention, Animal Control, Ranger and Security Services, Impounding of Vehicles and Emergency Services.	Patrol and Security Services
<b>Health</b>  Environmental Health, Food Control, Pest Control, Immunisation Services and Maintenance of Maternal Infant Health Clinics.	Environmental Health and Compliance

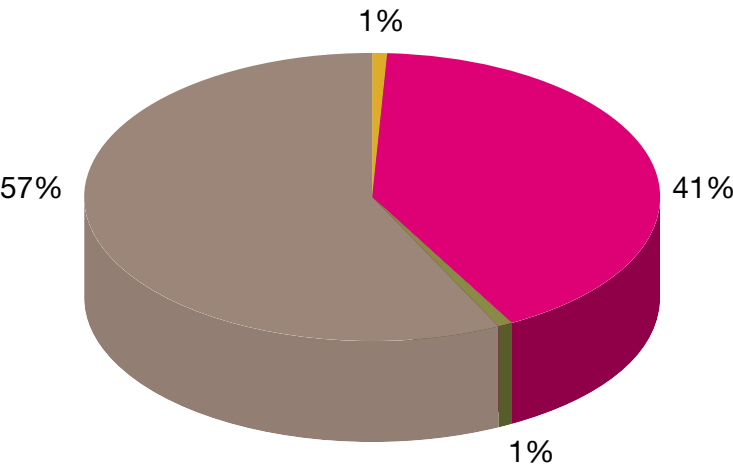
Output Programs	Contributing Operational Business Unit / Business Plan
<b>Education and Welfare</b>  Pre-Schools and other Education. Care of Families and Children, Senior Citizens Centres, Day Care Centres, Meals on Wheels, Home Help, Transport Services, Family Support and Multicultural Centre Activities.	Social and Community Support Catering Home Care Services Delivery Aged Care Packages Youth and Family Regional Assessment Services Client Referrals and Quality Services
<b>Housing</b>  Aged Persons Residence, Accommodation for People with Disabilities.	Accommodation and Respite (Disability) Canning Lodge Aged Persons Accommodation
<b>Community Amenities</b>  Refuse Collection Services, Landfill Site Operations, Protection of the Environment, Administration of the Town Planning Scheme and Urban Stormwater and Drainage Works.	Town Planning Waste Services City Futures
<b>Recreation and Culture</b>  Maintenance of Halls, Swimming Pool, Recreation Centres, Reserves, Libraries, Golf Course, Recreation Equipment Hire and Other Culture.	Parks and Environment Building Libraries Halls, Community Centres and Sports fields Whaleback Golf Course Leisure Facilities Property Services
<b>Transport</b>  Maintenance of Roads, Drainage Works, Footpaths, Street Lighting, Parking Facilities, Crossovers, Verge Maintenance and Street Sweeping.	Road Reserve Management
<b>Economic Services</b>  Area Promotion, Implementation of Building Controls, Swimming Pool Inspections, Plant Nursery Operations, Weed Control and Concrete Batching Operations.	Office of the CEO Parks and Environment Road Reserve Management
<b>Other Property and Services</b>  Private Works, Town Planning Schemes, Public Works Overheads, Plant Operations, Materials, Salaries and Wages Controls and Other.	Plant and Equipment



Estimated resourcing by Program:

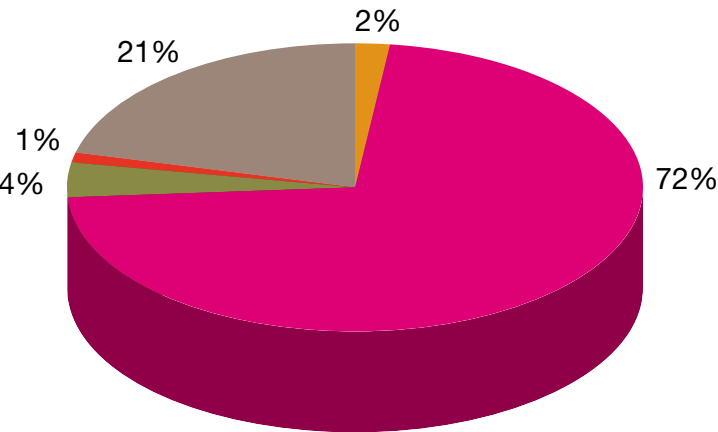
# Operating Revenue (4 Years)

- Natural Environment
- Our Community
- Built Environment
- Prosperity
- Leadership and Governance



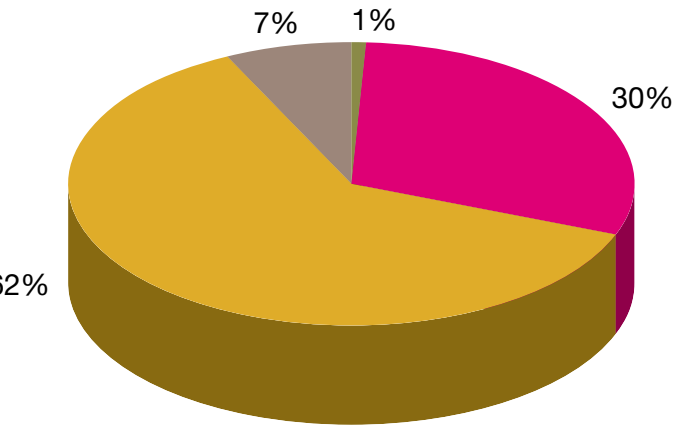
# Operating Expenditure (4 Years)

- Natural Environment
- Our Community
- Built Environment
- Prosperity
- Leadership and Governance



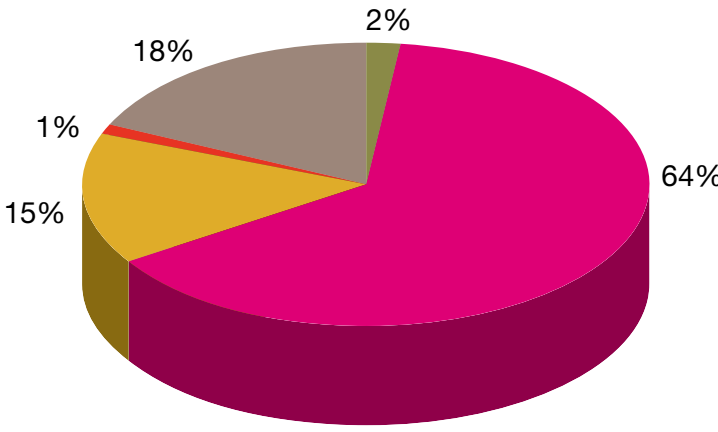
# Expenditure on Capital Projects (4 Years)

- Natural Environment
- Our Community
- Built Environment
- Prosperity
- Leadership and Governance



# Estimated Resourcing by SCP (4 Years)

- Natural Environment
- Our Community
- Built Environment
- Prosperity
- Leadership and Governance





# The Natural Environment

– *Our place in nature*

We enjoy and aim to protect our natural environment, taking responsibility by working collaboratively to be an environmentally aware community.

The anticipated cost of the Natural Environment strategies/activities/services over the life of the plan is estimated at:

Category	\$ ,000
Revenue	\$628
Expenditure	\$6,706
Capital	\$3

Goal	Strategy	Actions and Tasks
<b>Natural Places</b> Protect, preserve and promote our natural places, flora and fauna	<b>Further development</b> Encourage the further development of Natural Area Management within the City	<b>Maintain, renew and develop passive and active open space, streetscape and conservation areas.</b> <ul style="list-style-type: none"><li>• Demonstrate energy efficiency</li><li>• Provide a diverse range of community services</li><li>• Install irrigation equipment</li></ul>



Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Energy 2031</li><li>• Building Code of Australia Energy Efficiency Provisions</li></ul>	Parks and Environment	●	●	●	●	⇒





Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
Sustainable Management Sustainable management of resources	<b>Waste management</b> Explore and implement waste management requirements	<b>Provide a broad range of waste disposal options</b> <ul style="list-style-type: none"><li>• Develop and implement waste management strategy</li><li>• Maintain waste recycling program</li><li>• Continue ‘Rapid Response’ to illegal dumping</li><li>• Upgrade household hazardous waste store</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Western Australian Waste Strategy: Creating the Right Environment</li><li>• Directions 2031 and Beyond</li></ul>	Waste Management Services	●	●	●	●	⇒
	<b>Water conservation</b>	<b>Practice and promote water conservation, and awareness of the river and waterways</b> <ul style="list-style-type: none"><li>• Promote environmental sustainability and conservation</li><li>• Implement low carbon strategies</li><li>• Rainwater harvesting</li></ul>		City Futures Property Services	●	●	●		
	<b>Energy efficiency</b>	<b>Practice and promote energy efficiency</b> <ul style="list-style-type: none"><li>• Improve built facilities to promote energy efficiency practices</li></ul>		Leisure Facilities	●	●	●		
				Property Services	●	●	●		
<b>Environmentally Aware</b> A sustainable and environmentally aware community	<b>Environmental education</b> Support and collaborate with organisations working to provide	<b>Provide education and support initiatives in sustainability</b> <ul style="list-style-type: none"><li>• Provide information through sustainability website</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Switch Your Thinking</li><li>• LivingSmart</li></ul>	Parks and Environment	●	●	●	●	



# Our Community

– *Connecting and supporting people*

We enjoy and aim to protect our natural environment, taking responsibility by working collaboratively to be an environmentally aware community.

The anticipated cost of Our Communities strategies/activities/services over the life of the plan is estimated at:

Category	\$ ,000
Revenue	\$162,237
Expenditure	\$261,193
Capital	\$26,826



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Community Services</b> Optimise community services and facilities to meet changing demographics	<b>Diversity</b> Provide a diverse of community services and facilities	<b>Provide range of library information services</b> <ul style="list-style-type: none"><li>Introduce ebook pilot program</li></ul>		Libraries	●	●	●	●	⇒
		<b>Provide up to date communications systems</b> <ul style="list-style-type: none"><li>Provide public WIFI in libraries</li><li>Upgrade network infrastructure for voice over internet protocol (VOIP)</li></ul>		Information Technology	●	●	●	●	⇒
		<b>Provide direct care services to aged community and vulnerable people</b> <ul style="list-style-type: none"><li>Continue to deliver Meals on Wheels</li><li>Upgrade Herald Avenue facility</li></ul>		Catering	●	●	●	●	⇒

Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Community Services</b> Optimise community services and facilities to meet changing demographics (continued)	<b>Diversity</b> Provide a diverse of community services and facilities <b>(continued)</b>	<b>Provide short term and permanent residential services</b> <ul style="list-style-type: none"><li>• Redevelop senior's accommodation options</li><li>• Community halls</li><li>• Transport to medical appointments</li><li>• Occupational Therapy and Physiotherapy</li><li>• Wellness Falls Prevention</li></ul>		Canning Lodge	●	●	●	●	⇒
		<b>Provide leisure centre services</b> <b>Provide increased community facilities</b> <ul style="list-style-type: none"><li>• Promote and progress activities for Cannington Leisureplex</li></ul> <b>Provide management services for sportsfields, halls and community centres</b> <ul style="list-style-type: none"><li>• Provide activity programs and recreation amenities</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>– Western Australian Sport and Recreation Industry Strategic Direction 2011-2015</li><li>– Active Living for All: A Framework for Physical Activity in Western Australia 2012-2016</li></ul>	Leisure Facilities Halls, Community Centres and Sportsfields	●	●	●	●	⇒
		<b>Provide a range of social and recreational activities which are both centre based and community based</b> <ul style="list-style-type: none"><li>• Advertising and promotion of care services</li></ul>	Home and Community Care legislation	Social and Community Support	●	●	●	●	⇒
		<b>Provide a broad range of domestic, social, and personal care services</b> <ul style="list-style-type: none"><li>• Deliver appropriate care for aged and vulnerable people</li></ul>		Home Care Services Delivery	●	●	●	●	⇒
		<b>Provide assessment and client care coordination services</b> <ul style="list-style-type: none"><li>• Assess aged and vulnerable people for eligibility for Home and Community Care services</li></ul>		Home Care Services Delivery	●	●	●	●	⇒
		<b>Provide a catering service to diverse community</b> <ul style="list-style-type: none"><li>• Continue the Meals on Wheels program</li><li>• Upgrade Herald Avenue facility</li><li>• Develop a large scale catering facility</li></ul>		Catering	●	●	●	●	⇒



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Community Services</b> Optimise community services and facilities to meet changing demographics (continued)	<b>Diversity</b> Provide a diverse of community services and facilities <b>(continued)</b>	<b>Provide suitable youth activities to mainstream and at risk young people</b> <ul style="list-style-type: none"><li>• Commence Youth Voice project</li><li>• Undertake training to encourage community connections</li></ul>		Youth and Family	●	●	●	●	⇒
		<b>Provide accommodation and/or opportunities for people with disabilities</b> <ul style="list-style-type: none"><li>• Refurbish, extend and maintain facilities</li></ul>		Accomodation and Respite	●	●	●	●	⇒
		<b>Develop and maintain facilities to accommodate and facilitate community use</b> <ul style="list-style-type: none"><li>• Maintain and upgrade buildings</li><li>• Promote universal accessibility</li><li>• Deliver built facilities</li></ul>		Property Services	●	●	●	●	⇒
		<b>Provide patrol and security services</b> <ul style="list-style-type: none"><li>• Enforce Cat Act regulations</li><li>• Enforce Emergency Management Act</li><li>• Provide safety initiatives through neighbourhood watch, safety house and safety booklet</li><li>• Expand the CCTV program</li></ul>	The Cat Act 2011 Emergency Management Act 2005	Patrol and Security Services	●	●	●	●	⇒
	<b>Excellence</b> Strive towards excellence in customer service	<b>Provide professional services</b>		Aged Care Packages	●	●	●	●	⇒

# The Built Environment

– *Living and moving around*

We live in a place with a variety of quality lifestyle opportunities, with a diverse, safe, and integrated transport system.

The anticipated cost of the Built Environment strategies/activities/services over the life of the plan is estimated at:

Category	\$ ,000
Revenue	\$2,937
Expenditure	\$13,095
Capital	\$54,976

Goal	Strategy	Actions and Tasks
<b>Transport</b> Integrated, accessible, safe and sustainable transport options for the City	<b>Infrastructure</b> Continue to improve pedestrian and cycling infrastructure and pathways	<b>Maintain and construct footpaths and shared paths, including:</b> <ul style="list-style-type: none"><li>• New footpaths and shared paths</li><li>• Drainage</li><li>• Street lights</li><li>• Bus shelters</li></ul>



Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>City of Canning strategies:</b> <ul style="list-style-type: none"><li>• Asset Management Plan</li><li>• Policies</li></ul> <b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li><li>• Perth 2031 Public Transport</li></ul>	Road Reserve Management	●	●	●	●	⇒



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Transport</b> Integrated, accessible, safe and sustainable transport options for the City (continued)	<b>Sustainable transport</b>  Promote awareness of the benefits of using more sustainable transport options	<b>Educate the community on sustainable transport options</b> <ul style="list-style-type: none"><li>• Implement TravelSmart Workplace plan</li><li>• Provide educational courses for the community around sustainable living</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li><li>• Perth 2031 Public Transport</li><li>• WA Bicycle Network Plan 2012-2021</li><li>• TravelSmart Workplace</li><li>• LivingSmart</li></ul>	Plant and Equipment Management  City Futures	●	●	●	●	⇒
<b>Maintained Roads</b> Safe, well-designed and maintained roads in the City	<b>Road safety</b>  Promote road safety for all users by providing a safe, efficient and well maintained road network	<b>Maintain, renew and construct roads, including:</b> <ul style="list-style-type: none"><li>• Resurfacing</li><li>• Drainage</li><li>• Street lights</li></ul>	<b>City of Canning strategies:</b> <ul style="list-style-type: none"><li>• Asset Management Plan</li><li>• Policies</li></ul> <b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li><li>• Perth 2031 Public Transport</li></ul>	Road Reserve Management	●	●	●	●	⇒
<b>Lifestyle</b> Protect and enhance the amenity and lifestyle within the City	<b>Transport and housing</b>  Promote the integration of transport and housing	<b>Development of land use planning strategies and policies</b> <ul style="list-style-type: none"><li>• Develop the Queens Park railway station precinct plan</li><li>• Develop a local housing strategy to guide the future development of the City of Canning</li><li>• Start the Development of a new Local Planning Scheme (Zoning Scheme) in accordance with the strategic work done for the Local Planning Strategy.</li><li>• Develop an Integrated Transport Strategy for the City</li><li>• Develop a precinct plan for the Bentley (Brownlie) Regeneration area in partnership with the department of housing</li><li>• Develop and implement the Canning City Centre Regeneration Structure Plan</li><li>• Upgrade, maintain and make available demographic and economic statistical data about the City</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li><li>• Perth 2031 Public Transport</li></ul>	City Futures	●	●	●	●	⇒

Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
Lifestyle Protect and enhance the amenity and lifestyle within the City (continued)	<b>Recreation and public open space</b>  Promote appropriate quality recreation and public open space for housing and urban development	<b>Develop a Public Open Space Strategy</b> <ul style="list-style-type: none"><li>• Develop a Public Open Space Strategy to guide the future development, maintenance and use of open space</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li><li>• SPP4.2 Activity Centres Policy</li></ul>	City Futures	●	●	●	●	⇒
	<b>Sustainable building</b>  Recommend and encourage sustainable building land use	<b>Provide land administration services</b> <ul style="list-style-type: none"><li>• Maintain Lease and Legal Agreement database</li><li>• Develop a local housing strategy to guide sustainable building and land use</li></ul>	<b>State Government strategy:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li></ul>	Governance, Communications and Risk	●	●	●	●	⇒
				City Futures	●				
Range of Housing A range of housing for different lifestyles	Diverse housing types  Support the development of diverse housing types	<b>Provide youth accommodation to mainstream and at risk young people</b> <ul style="list-style-type: none"><li>• Work with other agencies to find more affordable housing approaches</li><li>• Maintain, improve and develop new facilities</li></ul>	<b>State Government strategies:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li></ul>	Youth and Family	●	●	●	●	⇒
		<b>Provide safe, suitable and affordable community accommodation</b> <ul style="list-style-type: none"><li>• Maintain safety standards and equipment</li><li>• Explore grant opportunities for community improved accommodation</li></ul>		Aged Persons Accommodation	●	●	●	●	
		<b>Provide guidance for housing diversity in land use planning services</b> <ul style="list-style-type: none"><li>• Incorporate guidance for the provision of housing diversity into the Local Housing Strategy</li><li>• Include housing diversity into precinct planning projects</li><li>• Allow for housing diversity in the new Local Planning Scheme</li></ul>		City Futures	●	●	●	●	⇒



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Range of Housing</b> A range of housing for different lifestyles (continued)	<b>Affordable housing</b> Encourage more quality affordable housing alternatives	<b>Provide guidance for affordable housing in land use planning services</b> <ul style="list-style-type: none"><li>• Incorporate guidance for the provision of affordable housing into the Local Housing Strategy</li><li>• Include opportunities for affordable housing into precinct planning projects including Queens Park railway station plan, Brownlie (Bentley) regeneration, Canning City Centre regeneration</li></ul>	<b>State Government strategy:</b> <ul style="list-style-type: none"><li>• Directions 2031 and Beyond</li></ul>	City Futures	●	●	●	●	⇒
	<b>Housing options</b> Work with other stakeholders to provide for a variety of housing options	<b>Work in partnership with the Department of Housing to provide a variety of housing options</b> <ul style="list-style-type: none"><li>• Bentley (Brownlie) regeneration programme</li><li>• City Centre Regeneration structure plan and implementation</li></ul>	Department of Housing	City Futures	●	●	●	●	
<b>Landscaped Urban Spaces</b>	<b>Green spaces</b> Maintain attractive and diverse green spaces throughout the City to encourage outdoor activity health and wellbeing	<b>Maintain Whaleback golf course</b> <ul style="list-style-type: none"><li>• Oversee the lease operation of the facility</li></ul>		Whaleback Golf Course	●	●	●	●	⇒
		<b>Deliver built facilities</b> <ul style="list-style-type: none"><li>• Maintain and upgrade infrastructure</li><li>• Build new facilities</li><li>• Upgrade building infrastructure to universal accessibility standards</li><li>• Landscaping</li></ul>		Property Services		●			
		<b>Maintain and upgrade existing and develop new passive and active open spaces, streetscape and conservation areas</b>		Parks and Environments	●	●	●	●	⇒

# Prosperity

– *Living, working  
and doing business  
in Canning*

We have diverse, vibrant places and opportunities to work, play and invest in our local economy and actively support our local business and industry

The anticipated cost of the Built Environment strategies/activities/services over the life of the plan is estimated at:

Category	\$ ,000
Revenue	–
Expenditure	\$13,095
Capital	–



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Variety of Activities</b> Greater variety of activities, entertainment and shopping	<b>Hospitality and recreation</b> Encourage a broad range of hospitality, entertainment and recreation activities	<b>Develop Local Planning Strategy</b> <ul style="list-style-type: none"><li>As part of Local Planning Strategy develop Activity Centre Strategy and develop urban regeneration actions</li></ul>		City Futures	●				
<b>Vibrant City</b> A diverse and vibrant City centre	<b>New opportunities</b> Revitalise the City centre to create new opportunities for people to live and work locally in a comfortable and rewarding community	<b>Provide guidance for housing diversity in strategic land use planning services</b> <ul style="list-style-type: none"><li>Incorporate guidance for the provision of mixed land uses in the Local Housing Strategy</li><li>Include land use diversity into precinct planning projects</li><li>Allow for mixed land use in the new Local Planning Scheme</li></ul>	<b>State Government strategy:</b> <ul style="list-style-type: none"><li>Directions 2031 and Beyond</li></ul>	City Futures	●	●	●	●	⇒



# Leadership and Governance

– *How we decide*

Our leaders are forward thinking, community minded, approachable people who listen to the community and provide the framework for the future planning of our City

The anticipated cost of the Built Environment strategies/activities/services over the life of the plan is estimated at:

Category	\$ ,000
Revenue	\$223,864
Expenditure	\$75,357
Capital	\$6,289



Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Civic Leadership</b> Effective civic leadership and good governance	<b>Effective governance</b> Provide and maintain a high level of transparent, accountable, representative and effective governance	<ul style="list-style-type: none"><li>• Provide corporate business planning services</li><li>• Develop and implement City’s Governance framework</li><li>• Develop and implement Risk Management Plan</li><li>• Introduce Payroll rostering system</li><li>• Purchase WALGA Online Module</li></ul>	• Local Government Integrated Planning and Reporting Framework	Finance Services	●	●	●	●	⇒
			• Corporate Business Plan	Town Planning	●				

Goal	Strategy	Actions and Tasks	Key Informing Legislation and Strategies	Responsible Business Plan	2013-14	2014-15	2015-16	2016-17	Ongoing
<b>Responsiveness</b> Respond to the broader community’s needs in all decision making	<b>Communication</b> Ensure effective communication between the City and the community through a variety of media	<b>Council Meetings</b> <ul style="list-style-type: none"><li>• Establish Council Meeting procedures</li><li>• Encourage and facilitate deputations, questions and public statements at Council Meetings</li><li>• Implement Communications Plan</li></ul>	<b>City of Canning strategy:</b> <ul style="list-style-type: none"><li>• City of Canning Standing Orders</li></ul> <b>State Government strategy:</b> <ul style="list-style-type: none"><li>• <i>Local Government Act 1995</i></li></ul>	Governance, Communications and Risk	●	●	●	●	
	<b>Collaboration</b> Engage and collaborate with the community	<b>Community engagement</b> <ul style="list-style-type: none"><li>• Encourage online community feedback</li><li>• Develop, continue to evaluate and maintain the Strategic Community Plan</li></ul>	<b>City of Canning strategies:</b> <ul style="list-style-type: none"><li>• Bang the Table</li><li>• Community Engagement and Consultation Policies</li></ul>	City Futures	●	●	●	●	
	<b>Encourage the Community</b> Encourage the community to become more actively involved in the future of the City	<ul style="list-style-type: none"><li>• Develop a Community Engagement Strategy</li></ul>	<b>City of Canning strategy:</b> <ul style="list-style-type: none"><li>• Strategic Community Plan</li></ul>	City Futures	●	●	●	●	
	<b>Decision making</b> Ensure that Council is well informed in all deliberation and decision making	<b>Land Use Planning</b> <ul style="list-style-type: none"><li>• Provide strategic land use planning services</li></ul>		City Futures	●	●	●	●	
<b>Innovative, progressive and resilient Local Government</b> An innovative, progressive and resilient organisation which continually learns and makes improvements	<b>Investigate and support</b> Investigate and support innovative processes, infrastructure and technology	<b>Investigate and support</b> <ul style="list-style-type: none"><li>• Progress corporate planning services</li><li>• Implement efficient procurement services</li><li>• Implement an efficient Contract Management module</li><li>• Implement online planning application system</li><li>• Elected Member Governance</li><li>• Provide communications suitable systems</li></ul>	<b>City of Canning strategy:</b> <ul style="list-style-type: none"><li>• Corporate Business Plan</li></ul>	Finance Services  Procurement  Town Planning Office of the CEO Information Technology	●  ●  ● ●	●	●	●	
	<b>Effective management</b> Continue to refine and develop policy to guide the effective management of the City	<ul style="list-style-type: none"><li>• Develop and implement Work Force Plan</li><li>• Manage delivery of human resource services at strategic and operational level</li></ul>	<ul style="list-style-type: none"><li>• Integrated Planning and Reporting Framework</li></ul>	Human Resources	●	●	●	●	
		<ul style="list-style-type: none"><li>• Upgrade of Chamber information technology facilities</li></ul>		Office of the CEO	●	●	●	●	



For more information and to access the  
Strategic Community Plan:  
[www.canning.wa.gov.au](http://www.canning.wa.gov.au)

**City of Canning**

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