



# CORPORATE BUSINESS PLAN

2024-2028



**CITY OF  
CANNING**

A welcoming and thriving city





## ACKNOWLEDGEMENT OF COUNTRY

The City of Canning acknowledges the Whadjuk people as the Traditional Custodians of the land on which we live, work and play. We recognise their continued connection to Country, their resilience and commitment to community. We pay our respects to Elders past and present. We would like to further acknowledge all Aboriginal and Torres Strait Islander peoples in our community and their leaders of tomorrow.

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# CITY AT A GLIMPSE

## A WELCOMING AND THRIVING CITY

12KM FROM  
PERTH AIRPORT



12KM FROM  
PERTH CITY



7KM FROM  
JANDAKOT  
AIRPORT



For more information on demographic stats, please scan the QR code or visit [profile.id.com.au/canning](https://profile.id.com.au/canning)



For more information on economic stats, please scan the QR code or visit [economy.id.com.au/canning](https://economy.id.com.au/canning)





# FOREWORD

The City of Canning is a Local Government Authority (LGA) that makes up one of Australia’s three tiers of government (Local, State, Federal).

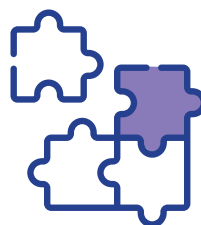
A summary of the roles and responsibilities of each can be found in the table below:

Tiers of Government	Roles and Responsibilities
Local	Provide services, advocate and handle community-centric issues like building regulations, public health, infrastructure maintenance, environmental concerns, and waste management.
State and Territory	Oversees schools, hospitals, transportation, agriculture, law enforcement, and emergency services.
Federal	Oversees national affairs, including defence, foreign relations, trade, immigration, and social services. It also supports state-level initiatives financially, such as in health, education, and environmental matters.



Strategic  
Community  
Plan

Our role is to deliver services and infrastructure for the local Canning community. One of our key responsibilities is to represent and advocate to other tiers of government on matters of community importance. In pursuit of a Welcoming and Thriving City, our approach and interactions are guided by our organisational values:



**Working together**



**Respect**



**Inclusive**

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

This Plan sets out how we will go about sustainably delivering the objectives and aspirations of our community. We are committed to ensuring we are able to provide infrastructure and services for generations to come.

Key to delivering the various actions and projects in this Plan will be collaboratively partnering with community groups, other local governments, state and federal government agencies, residents, and local businesses and industries.

In particular, leveraging the investments made into the City such as through Metronet, the Sam Kerr Football Centre and the much anticipated Bentley 360 redevelopment will allow our community to derive the maximum benefit through improving safety, transport links, developing more natural areas and community infrastructure – all aspects that you’ve told us are important in the recent Living in Canning survey.

Guiding our approach to delivering this Plan are our values of Respect, Working Together and Inclusive – and I thank our amazing team members for their commitment to living our values in their interactions with each other and our community.

We have a challenging yet exciting four years ahead and my team and I are looking forward to ensuring Canning remains the place to be.



**Michael Littleton**  
CEO





# ELECTED MEMBERS



**Mayor  
Patrick Hall JP**  
Term ends 2027



**Cr Michelle Hurn**  
Term ends 2027



**Cr Hardeep Singh**  
Term ends 2025



**Cr Mark Bain**  
Term ends 2027



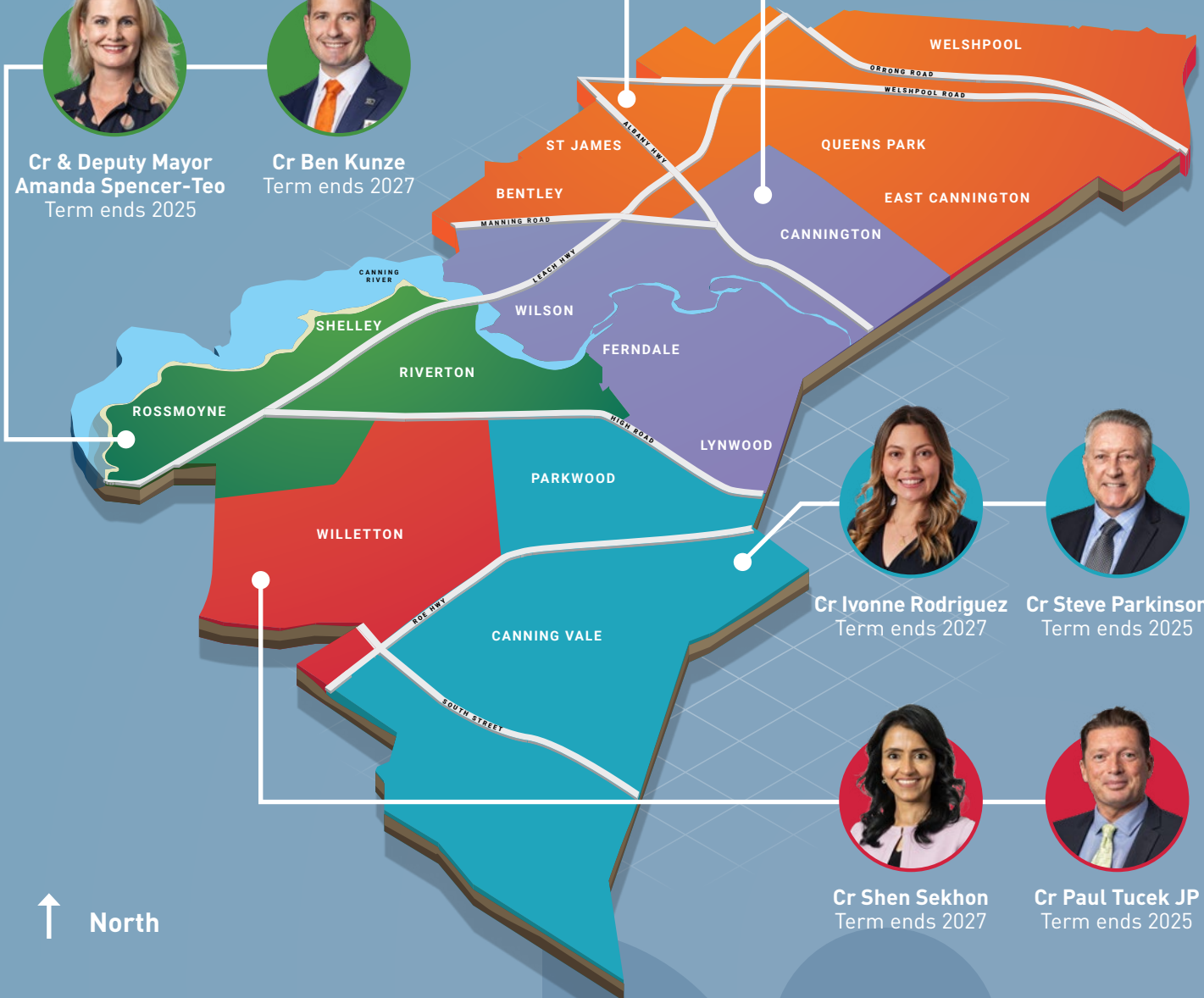
**Cr Joanne Page**  
Term ends 2025



**Cr & Deputy Mayor  
Amanda Spencer-Teo**  
Term ends 2025



**Cr Ben Kunze**  
Term ends 2027



## MAP LEGEND



**Bannister  
Ward**



**Beeliar  
Ward**



**Beeloo  
Ward**



**Mason  
Ward**



**Nicholson  
Ward**

# OUR PLAN OF ACTION

This Corporate Business Plan 2024 – 2028 details our role in pursuit of the aspirations and objectives set out in the Strategic Community Plan 2021-2031.

Engagements with the community since 2021, including the recent Living in Canning survey (administered in December 2023), have been factored in the development of this plan, to reflect changing community values and experiences.

Whilst many of the objectives involve the City playing the role of a direct service provider or regulator, we acknowledge there are many attributes that contribute to the liveability of Canning that are the responsibilities of other levels of government, state agencies and the private sector.

In these instances, our role will be to facilitate and/or advocate to these stakeholders to encourage actions from the responsible organisation for the benefit of our community.



Living in Canning

City of Canning’s Role	Description	Examples
Service Provider	Responsible for direct service delivery.	Waste collection, construction and maintenance of local roads, parks and sporting grounds, libraries, etc.
Regulator	Enforce own regulatory controls and those prescribed by the State Government.	Building control, environmental health, town planning, local law compliance/enforcement etc.
Facilitator	Working with other parties to stimulate or support the delivery of an outcome.	Economic development, emergency preparedness, natural resource management etc.
Advocate	Lobby to other tiers of government on key community priorities.	External funding to deliver community infrastructure, presentation of local perspectives on appropriate housing typologies, etc.



# ORGANISATIONAL STRUCTURE



Michael Littleton

**CHIEF EXECUTIVE OFFICER**



Lorraine Driscoll

**DIRECTOR**  
Corporate and Commercial



Sarah McQuade

**DIRECTOR**  
Customer and Community



Warren Bow

**DIRECTOR**  
Infrastructure and Environment

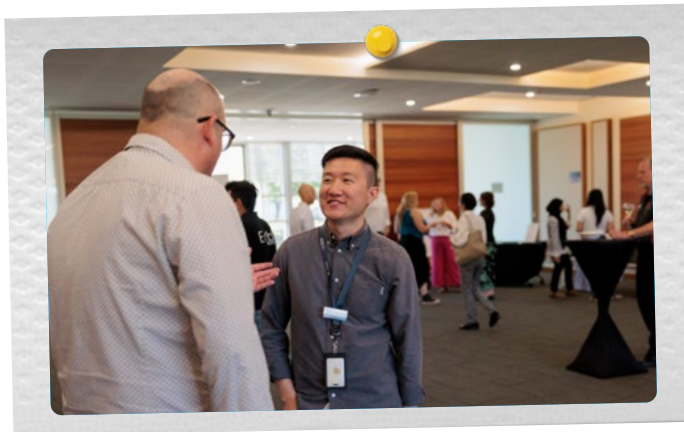


Graeme Bride

**DIRECTOR**  
Planning and Development

## SERVICE CATALOGUE

# OFFICE OF THE CEO



**The City delivers a total of 45 services encompassing the roles of direct service provider, regulator, facilitator or an advocate.**

**Each of these service areas are listed below including their role, purpose and Full Time Equivalent (FTE) staff. The net operating cost is calculated by the operating revenue, minus expenses and internal recharges across each of the given service areas.**

Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Assurance	To provide an independent and objective internal audit function that improves the City's operations by evaluating the effectiveness of risk management, control and governance processes.	1.33	(\$367,418)
Business and Economic Development	To foster a long-term sustainable economy by providing advice, conducting activities and initiatives to drive investment into Canning whilst supporting growth and capability building opportunities to the existing and aspiring local business community.	1.50	(\$527,209)
Governance and Compliance	To facilitate, monitor and maintain the ethical and transparent administration of City business including but not limited to the coordination of Council decision making, elections, maintenance of City policies and management of Freedom of Information requests.	3.91	(\$579,001)
Risk Management and Business Continuity	To protect the City and its assets through the delivery of appropriate and effective risk management and business continuity framework, providing customer focussed risk management and business continuity advice, guidance, and education	1.34	(\$230,392)
Strategy and Advocacy	To develop, coordinate and monitor the City's progress against City priorities and objectives as set by the Strategic Community Plan, fostering a collaborative approach to delivery, improving business efficiencies, cohesion in reporting and external advocacy activities.	2.00	(\$353,000)



## SERVICE CATALOGUE

# CORPORATE AND COMMERCIAL



Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Commerical Operations	To support the City's land tenure requirements for capital works and ensure optimal use of the City's land and building assets through supporting tenancy opportunities for a wide range of community and commercial users.	5.30	\$996,959
Commercial Strategy	To devise strategy, planning and business cases for commercial, land and property endeavours that have the potential to generate non-rate revenue for the City.	1.70	(\$434,512)
Contracts and Procurement	To ensure good governance and value for money purchasing decisions across the City and effective management of contracts for goods, services and capital works.	3.00	**(\$55,553)
Financial Services	To deliver financial reporting services in accordance with statutory requirements, administration of rating services and support to our ratepayers.	16.32	*\$96,206,083
Information Services	To support and protect the City's systems, information, and technology infrastructure through leading the Digital Strategy, enabling the City to deliver its services effectively and efficiently.	26.43	**(\$763,865)
People and Performance	To ensure the City has a workforce that is adaptable, skilled and capable of delivering the expectations of the community. To build a welcoming organisation where people thrive. Where we care about each other and our community.	14.50	(\$3,398,631)
Strategic Finance Services	To ensure the organisation meets the objectives set in the Strategic Community Plan in a financial sustainability manner and deliver management reporting services to provide transparency of City's financial performance that supports informed decision making.	4.50	**(\$65,118)
Work Health and Safety	To actively manage work health and safety issues, including injury management, and wellbeing programs for the City.	4.10	**(\$117,331)

\*Inclusive of all City of Canning Rate Revenue and internal recharging distributed across all service areas.

\*\*Inclusive of internal recharging distributed across all service areas.

## SERVICE CATALOGUE

# CUSTOMER AND COMMUNITY



Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Community Capacity	To create a strong and connected community by building the capacity and capability of community organisations, groups and individuals, including promoting equitable access, reducing barriers to inclusion, and advancing reconciliation with Aboriginal and Torres Strait Islander peoples while embracing and celebrating diversity within our communities.	8.55	(\$1,805,045)
Community Learning	To provide contemporary library services and programs to the community that embrace and support lifelong learning.	32.93	(\$4,954,979)
Customer Experience and Engagement	To deliver and improve processes across the City to enable a consistent, exceptional customer experience across all City touchpoints. To develop, support and deliver activities that drive meaningful connection, engagement and participation across City projects and initiatives.	13.21	(\$1,765,659)
Hillview Intercultural Community Centre	To enable our diverse community to thrive through creating a place where people from all backgrounds can come together to connect, share culture, learn new skills, and access opportunities.	4.04	(\$745,945)
Leisure Services	To provide, safe, well-maintained leisure facilities and contemporary services and programs to the community that encourage active and healthy lifestyles.	72.21	(\$4,394,177)
Marketing and Communications	To promote and protect the City by providing strategic and operational marketing and communications services, that enhance the City's brand and reputation, and support the development of an inclusive, connected and informed community and workforce.	6.70	(\$1,164,366)



Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Ranger and Community Safety Service (RCSS)	To contribute to the safety of the Canning community through the provision of a 24/7 safety service and ensure compliance with the City's animal, parking, fire and litter laws.	26.50	(\$924,589)
Recreation	To undertake planning of recreation services and infrastructure as well as support the development of Community/Sporting Clubs and Associations through capacity building, strategic planning and dissemination of information.	5.60	(\$947,059)
Safe Communities	To develop and implement community safety strategies and initiatives in consultation with key stakeholders, that support the City's aspiration for safe and connected neighbourhoods.	3.50	(\$498,310)
Youth Services	To provide a consistent and safe space for young people to seek support, recreate, and develop new skills.	7.58	(\$1,128,262)





## SERVICE CATALOGUE

# INFRASTRUCTURE AND ENVIRONMENT

Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Architecture	To deliver fit-for-purpose, compliant, value based, functional, and sustainable improvements to the City's built facilities.	5.33	*(\$1,100)
Asset Management	To oversee the management and utilisation of City assets such as infrastructure and facilities to ensure efficient operations, optimal resource allocation, and compliance with regulations while meeting the needs of the community.	6.00	(\$97,222)
City Greening	To oversee the maintenance, preservation and enhancement of streetscapes and the urban forest including development referrals.	25.25	(\$7,763,492)
Conservation	To protect and ensure the long-term sustainability of the City's natural assets and provide strategic oversight of the preservation and enhancement of conservation values within natural areas.	2.75	(\$860,557)
Engineering Operations	To maintain and improve the City's transport infrastructure within the road reserve, including the drainage network.	28.00	(\$19,438,313)
Engineering Services	To ensure the safe and efficient delivery of the City's transport, lighting, utilities and drainage assets.	10.33	*\$148,987
Facilities	To manage, maintain and clean facilities and related infrastructure in a fit for purpose condition that is presentable to the community.	26.33	(\$7,973,556)
Fleet Services	To ensure the safety and efficiency of the City's vehicles, plant, and equipment.	7.40	\$125,022
Landscape Architecture	To undertake public open space strategy and policy development as well as review, plan, design, and deliver infrastructure, places and spaces which are responsive to our community's needs and meet the City's strategic objectives.	7.25	*(\$99,090)
Parks	To manage and maintain the City's passive and active open spaces and all natural areas.	56.51	(\$15,076,025)

\*Majority of this service area is costed to capital projects.

## SERVICE CATALOGUE

# INFRASTRUCTURE AND ENVIRONMENT

Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Resource Recovery	To provide the community market leading waste and recycling services and promote the circular economy through resource recovery at the City's Waste Transfer Station located at the heart of the Canning Vale industrial precinct.	11.40	(\$1,934,216)
Strategic Waste	To devise and deliver strategies, projects and initiatives that reduce waste and improve resource recovery including the delivery of waste education and behaviour change initiatives.	1.07	(\$785,434)
Sustainability	To advance and guide progress toward the City's sustainability goals through the provision of consultative support, the facilitation of improvements, and delivery of key projects.	2.80	(\$550,757)
Waste Collections	To provide a safe, reliable, and efficient service for the collection and disposal of waste and recycling throughout the City.	30.15	**\$4,102,574
Whaleback Golf Course	To provide a destination golf and food and beverage venue for golfers and the local community.	23.55	\$898,189

\*\*Waste Services charges revenue received here - redistributed to fund other City waste services.



**Whaleback Golf Course**

## SERVICE CATALOGUE

# PLANNING AND DEVELOPMENT

Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Building Services Regulatory	To ensure a compliant and safe built environment through the assessment of building applications, issuing of permits, bringing retrospective building works into compliance, issuing building occupancy permits, managing verge storage permits by builders and providing a technical advice on building projects for the City's Planning and Property teams.	7.45	(\$232,842)
Compliance Services Regulatory	To promote a safe and attractive living environment through managing activities on private property, inclusive of unauthorised structures and development, unauthorised land uses and activities, compliance with approvals issued by the City, management of building sites and the inspection of private swimming pool barriers to ensure the community are complying with the Building, Planning and local law regulatory requirements.	6.83	(\$126,726)
Environmental Health Services Regulatory	To promote a safe and healthy community through the enforcement of public health legislation as well as managing population health issues (housing, clean water, biological / chemical hazards), food safety matters, environmental protection issues, investigation and control of communicable disease, mosquito control and animal health and welfare.	7.83	(\$1,096,424)
Major Projects	To deliver key infrastructure projects such as the Canning City Centre Regeneration Program and other Tier 1 infrastructure projects, whilst establishing and maintaining standards and processes for project management across the City to ensure projects are appropriately scoped, costed and delivered to meet community expectations.	3.70	(\$279,640)



## SERVICE CATALOGUE

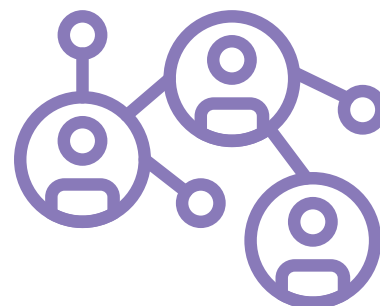
# PLANNING AND DEVELOPMENT

Service Area	Role and Purpose	FTE	Net Operating Cost for 2024/2025
Statutory Planning	To assess and determine if development within the City is consistent with the City's Planning Framework (Local Planning Scheme, Local Planning Policies, Local Structure Plans) and complies with the Planning and Development Act 2005, Heritage Act 2018, Planning and Development (Local Planning Scheme) Regulations 2015 and State Planning Policies.	13.05	(\$994,250)
Strategic Planning	To develop and implement a Planning Framework for the City which encourages growth and economic prosperity that complies with the Planning and Development Act 2005, Heritage Act 2018, Planning and Development (Local Planning Scheme) Regulations 2015 and State Planning Policies.	5.34	(\$1,159,872)
Strategic Transport	To provide engineering input into planning and development proposals and planning strategies, facilitate safe networks for all modes of transport within the City and work with State Government and other stakeholders to optimise community outcomes associated with significant transport projects.	4.00	(\$437,504)



# REALISING COMMUNITY OBJECTIVES

# CONNECT



## C1 - Connections

### Aspiration

C1.1 A connected and inclusive community where diversity is celebrated.

### Objectives

C1.1.1 Deliver inclusive events, services and facilities

C1.1.2 Create opportunities for shared cultural and artistic expression

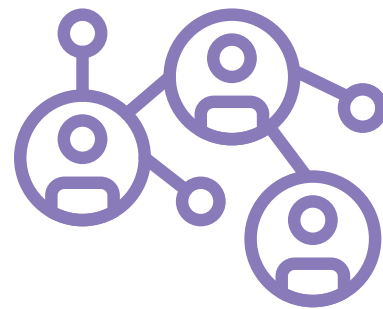
C1.1.3 Promote awareness and appreciation of Aboriginal culture and heritage

C1.1.4 Facilitate connections, learning and activities for all

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Engineering Operations	ACROD bay renewal program	\$0.05	\$0.05	\$0.05	\$0.05
Community Capacity	Delivery of actions associated with the City's diverse community (Reconciliation Strategy, Disability Access and Inclusion Plan, Aged-friendly Plan)	\$0.12	\$0.13	\$0.13	\$0.13
Community Learning	Development and delivery of the Learning City Strategy	\$0.12	\$0.12	\$0.12	\$0.12

## REALISING COMMUNITY OBJECTIVES

# CONNECT



### C2 - Groups and organisations

#### Aspiration

C2.1 Thriving community groups, clubs, organisation and businesses

#### Objectives

C2.1.1.Promote opportunities for contribution and participation

C2.1.2 Build the capacity of groups to respond to identified community need

C2.1.3 Foster collaboration between groups, business and stakeholders

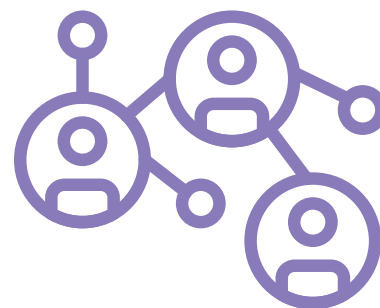
Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Youth	Delivery of Youth Engagement Initiatives	\$0.01	\$0.01	\$0.01	\$0.01
Community Capacity	Implementation of the Wanju Welcome project	\$0.03	\$0.03	\$0.03	\$0.03
Grants	Delivery of the community grants program	\$0.25	\$0.25	\$0.25	\$0.25





# REALISING COMMUNITY OBJECTIVES

# CONNECT



## C3 - Health and wellbeing

### Aspiration

C3.1 An active and healthy community

### Objectives

C3.1.1 Advocate and deliver opportunities for healthy activity and lifestyles

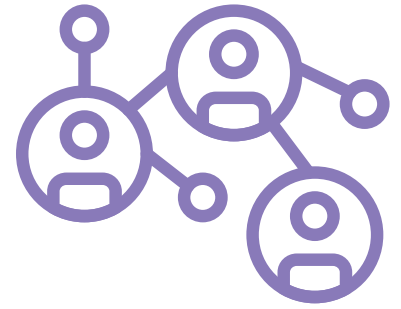
C3.1.2 Facilitate and partner to deliver a range of recreation and leisure services/ facilities

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Environmental Health Services	Implementation of Public Health Plan 2024 - 2030 objectives	\$0.01	\$0.01	\$0.01	\$0.01
Recreation	Delivery of investigative projects identified in the Community Infrastructure Strategy Action Plan.	\$0.06	\$0.06	\$0.06	\$0.06
Leisure	Servicing visitations to Canning's Leisureplexes	\$0.40	\$0.40	\$0.40	\$0.40



# REALISING COMMUNITY OBJECTIVES

# CONNECT



## C4 - Safe and Connected Communities

### Aspiration

### Objectives

C4.1 Safe and connected neighbourhoods

C4.1.1 Collaborate to ensure safe places and spaces for all

C4.1.2 Nurture connections between people and the places they share

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Ranger and Community Safety Service	Delivery of City's CCTV Strategy	\$0.25	\$0.25	\$0.25	\$0.25
Ranger and Community Safety Service	Delivery of the City's mobile CCTV program	\$0.06	\$0.05	\$0.05	\$0.05
Safe Communities	Deliver Safe Canning Action Plan	\$0.02	\$0.02	\$0.02	\$0.02



# ENHANCE



## E1 - Natural areas

### Aspiration

E1.1 Natural areas are conserved and enjoyed

### Objectives

E1.1.1 Advocate for and deliver well-managed natural areas supporting biodiversity and appropriate recreation

E1.1.2 Foster relationships with environmental groups

E1.1.3 Increase the City's urban forest canopy

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Parks	Implement Local Biodiversity Strategy	\$0.30	\$0.30	\$0.35	\$0.27
City Greening	Implement Urban Forest Strategy	\$0.30	\$0.58	\$0.88	\$1.20
City Greening	Implement Street Tree Strategy	\$0.12	\$0.18	\$0.19	\$0.19





# REALISING COMMUNITY OBJECTIVES

## ENHANCE



### E2 - Resource Management

#### Aspiration

#### Objectives

E2.1 Resources are managed sustainably

E2.1.1 Undertake activities to minimise and reuse waste

E2.1.2 Enhance the health of the Canning River, waterways and surrounding natural areas

E2.1.3 Reduce reliance on fossil fuels and optimise the use of natural resources

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Strategic Waste	Supporting community waste reduction and avoidance projects	\$0.07	\$0.08	\$0.08	\$0.90
Engineering Services	Delivery of storm water management infrastructure	\$0.73	\$0.66	\$1.91	\$0.68
Parks	Water Monitoring including the funding toward a SERCUL Officer	\$0.16	\$0.25	\$0.25	\$0.25



# REALISING COMMUNITY OBJECTIVES

## ENHANCE



### E3 - Community Awareness

#### Aspiration

E3.1 Community is aware of their environmental impacts

#### Objectives

E3.1.1 Raise awareness and engage with the community to protect, respect and enjoy the natural environment

E3.1.2 Partner with community to promote and educate on sustainability and waste management practices

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Strategic Waste	Community waste behaviour change and education programs	\$0.08	\$0.09	\$0.09	\$0.10
Sustainability	Eco-audit for local ratepayers	\$0.02	\$0.02	\$0.02	\$0.02
Sustainability	Partner programs to provide incentives or education for local sustainability actions	\$0.03	\$0.03	\$0.03	\$0.03





# REALISING COMMUNITY OBJECTIVES

# ENHANCE



## E4 - Climate Response

### Aspiration

### Objectives

E4.1 A climate responsive community

E4.1.1 Proactively respond to the impacts of climate change

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Sustainability	Community climate resilience tools and exercises	\$0.03	\$0.03	\$0.03	\$0.03
Sustainability	Facilitating community bulk procurement for renewable energy infrastructure	\$0.02	\$0.02	\$0.02	\$0.02
Sustainability	Implementation of sustainability infrastructure on City assets	\$0.25	\$0.25	\$0.25	\$0.25





# REALISING COMMUNITY OBJECTIVES

## BUILD



### B1 - Safe roads

#### Aspiration

#### Objectives

B1.1 Safe, well designed and maintained roads

B1.1.1 Enhance road safety through best practice initiatives

B1.1.2 Improve road network performance

B1.1.3 Ensure road and associated infrastructure is well maintained

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Strategic Planning	Undertake the preparation of a new Integrated Transport Strategy for the Local Planning Strategy Review.	\$0.15	-	-	-
Major Projects / Engineering Operations	Welshpool Road improvement program	\$2.40	\$3.15	\$2.01	\$1.50
Engineering Operations	Road resurfacing and rehabilitation program	\$4.80	\$4.60	\$4.30	\$4.90
Engineering Services	Traffic Management and Road Improvement program	\$2.09	\$1.50	\$1.27	\$1.36

# REALISING COMMUNITY OBJECTIVES

# BUILD



## B2 - Transport Alternatives

### Aspiration

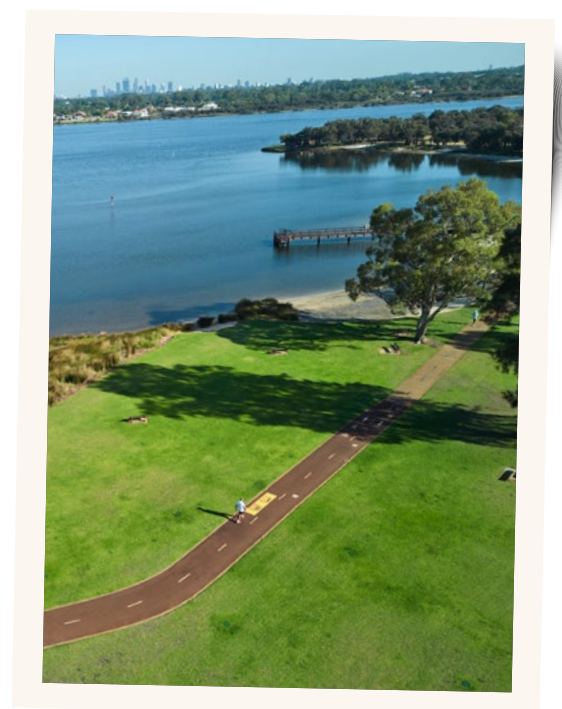
B2.1 Accessible transport options and networks

### Objectives

B2.1.1 Improve and expand the City's walking and cycling network

B2.1.2 Collaborate with State Government agencies to deliver public transport projects and services

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Strategic Planning	Review Local Planning Strategy	\$0.08	\$0.08	\$0.08	-
Engineering Services	Walking and Cycling pathways program	\$0.68	\$0.76	\$0.75	\$0.75



# REALISING COMMUNITY OBJECTIVES

# BUILD



## B3 - Community Facilities

### Aspiration

B3.1 Communities that have good amenity and facilities

### Objectives

B3.1.1 Provide access to a range of facilities that meet community needs

B3.1.2 Preserve the City's natural and built form heritage

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Architecture	Maintenance of the City's Heritage Listed Buildings	\$0.05	\$0.05	\$0.05	\$0.05
Architecture	Community buildings program	\$3.70	\$3.70	\$3.70	\$3.70
Landscape Architecture	Delivery of the Play Provision Strategy	\$1.79	\$1.05	\$1.00	\$0.91
Landscape Architecture	Delivery of Playground Shade program	\$0.10	\$0.10	\$0.10	\$0.10





# REALISING COMMUNITY OBJECTIVES

## BUILD



### B4 - Urban Regeneration

#### Aspiration

B4.1 Attractive and vibrant local neighbourhoods

#### Objectives

B4.1.1 Ensure the planning framework is up to date and promotes quality built form outcomes and a diverse land use mix

B4.1.2 Partner with and support communities to enhance the appearance and liveability of their neighbourhoods

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Statutory Planning	Administration of the City's Design Review Panel to provide advice on significant Planning Applications	\$0.03	\$0.03	\$0.03	\$0.03
Strategic Planning	Review of Local Planning Scheme No.42	-	\$0.05	\$0.05	\$0.05
Strategic Planning	Review of Queens Park Structure Plan	\$0.05	\$0.05	-	-



# REALISING COMMUNITY OBJECTIVES

## BUILD



### B5 - Housing

#### Aspiration

#### Objectives

B5.1 A range of housing for different lifestyles

B5.1.1 Enable housing density and diversity that suits differing needs

B5.1.2 Liaise with State Government agencies and the private sector to encourage provision of affordable housing

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Strategic Planning	Undertake the preparation of a new Housing Strategy	\$0.10	-	-	-
Strategic Planning	Support and advocate for the development of State government land within Bentley 360 and the Canning City Centre	*_	*_	*_	*_



\*Operational Staff Costs Only.

# REALISING COMMUNITY OBJECTIVES

# BUILD



## B6 - Open Space

### Aspiration

B6.1 Beautiful and green urban spaces

### Objectives

B6.1.1 Create and integrate sustainable landscaping across the City

B6.1.2 Deliver green space and facilities that meet community needs

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Parks	Delivery of Irrigation Renewal Program	\$0.74	\$0.74	\$0.75	\$0.75
Parks	Renewal of Sporting Infrastructure	\$0.10	\$0.10	\$0.10	\$0.10
Parks	Renewal of Park Furniture	\$0.10	\$0.10	\$0.10	\$0.10





## REALISING COMMUNITY OBJECTIVES

# PROSPER



### P1 - Activity Centres

#### Aspiration

P1.1 Diverse and thriving activity centres

#### Objectives

P1.1.1 Create a well-designed, smart, connected and energised City Centre that attracts residents, visitors and investment

P1.1.2 Position activity centres for continued business, employment and economic growth

P1.1.3 Facilitate the development of vibrant and prosperous commercial centres throughout the City

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -	2025 -	2026 -	2027 -
		2025	2026	2027	2028
Business and Economic Development	Identify and pursue ways to activate and promote local shopping, leisure and dining precincts	\$0.02	\$0.02	\$0.02	\$0.02
Major Projects	Delivery of the Canning City Centre Regeneration Program	\$1.60	\$2.45	\$3.72	\$4.72
Strategic Planning	Continued roll out of Local Centres Project.	\$0.10	\$0.10	\$0.10	\$0.10

# REALISING COMMUNITY OBJECTIVES

# PROSPER



## P2 - Local Employment

### Aspiration

### Objectives

P2.1 Support businesses that provide local employment opportunities

P2.1.1 Advocate and attract business and investment

P2.1.2 Foster a business-friendly interface between the City and businesses

P2.1.3 Support workforce development and attraction with targeted industries

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Business and Economic Development	Delivery of business and employment related events (eg. Canning Jobs Expo)	\$0.03	\$0.03	\$0.03	\$0.03
Business and Economic Development	Delivery of programs that support local entrepreneurs and businesses (eg. Canning Business Mentoring Program)	\$0.08	\$0.08	\$0.08	\$0.08



# REALISING COMMUNITY OBJECTIVES

# PROSPER



## P3 - Industrial Areas

### Aspiration

P3.1 Industrial areas that propel the State's economy

### Objectives

P3.1.1 Advocate and invest in improved infrastructure that reflects industry needs

P3.1.2 Encourage efficient, effective and coordinated transportation, connectivity and movement

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Business and Economic Development	Identify and implement actions to support the long term sustainability of Canning's industrial areas	\$0.03	\$0.03	\$0.03	\$0.03
Engineering Services	Develop a Freight Plan that will form part of the City's Integrated Transport Strategy	\$0.03	-	-	-
Strategy and Advocacy	Advocacy for sewer provision in Welshpool	*_	*_	*_	*_

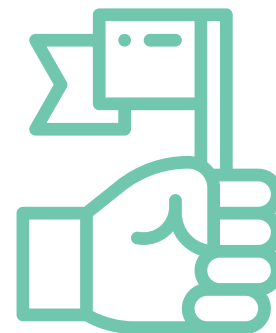


\*Operational Staff Costs Only.



# REALISING COMMUNITY OBJECTIVES

## LEAD



### L1 - Leadership and Governance

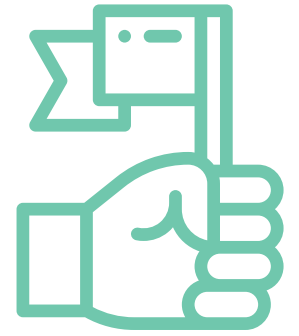
Aspiration	Objectives
L1.1 Effective leadership and good governance	L1.1.1 Deliver guiding frameworks to provide good governance
	L1.1.2 Maintain ethical standards and practices in decision making
	L1.1.3 Provide mechanisms to enable openness and transparency of Council business
	L1.1.4 Deliver long term financial sustainability

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 -2025	2025 -2026	2026 -2027	2027 -2028
Assurance	Internal Audit Function – develop and execute Annual Internal Audit Plan / Program	\$0.08	\$0.08	\$0.08	\$0.08
Risk	Completion of the City’s Business Continuity Plan testing / exercise	\$0.04	\$0.04	\$0.04	\$0.04
Strategy and Advocacy	Development and/or review of the City Corporate Strategies	\$0.02	\$0.07	\$0.02	\$0.07
Governance	Develop and implement frameworks to ensure good governance practices	*-	*-	*-	*-

\*Operational Staff Costs Only.

# REALISING COMMUNITY OBJECTIVES

## LEAD



### L2 - Representation and Engagement

#### Aspiration

#### Objectives

L2.1 Engaged residents and effective advocacy

L2.1.1 Undertake community engagement to assist informed decision making

L2.1.2 Advocate on strategic initiatives on behalf of the community

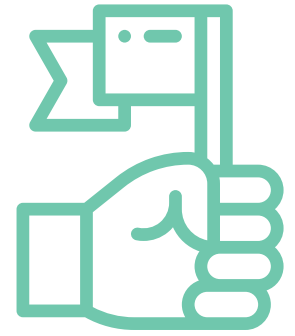
L2.1.3 Promote social inclusion and equitable access to all

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Governance	Local Government Ordinary Elections	-	\$0.40	-	\$0.40
Strategy and Advocacy	Development and delivery of advocacy project sheets that reflect community priorities	\$0.02	\$0.02	\$0.02	\$0.02



# REALISING COMMUNITY OBJECTIVES

## LEAD



### L3 - Progressive and Resilient

#### Aspiration

#### Objectives

L3.1 Innovation, flexibility and resilience

L3.1.1 Drive innovation in the delivery and improvement of the City's services

L3.1.2 Develop capacity and capability in the workforce to meet the needs of the community

L3.1.3 Promote resilient approaches to respond to future challenges and opportunities

Responsible Service Area	Proposed Key Activities / Projects	Estimated Cost(s) - \$ Millions			
		2024 - 2025	2025 - 2026	2026 - 2027	2027 - 2028
Information Services	Cybersecurity - Ensuring the City systems/network and information are kept secure	\$0.18	\$0.18	\$0.18	\$0.18
Customer Experience	Development and implementation of a measurement tool that focuses on measuring customer sentiment.	\$0.05	\$0.05	\$0.05	\$0.05





# LONG TERM FINANCIAL PLAN

**We aim to continue providing services and infrastructure for our growing city in a way that's affordable and financially responsible.**

The City has been able to achieve operating surpluses in the past two financial years achieving a Financial Health Indicator (FHI) score of 87 for the year 2022/2023, the highest since the record began in 2012/2013, demonstrating a strong financial position for the City.

As part of the annual budget process for 2024-2025, priorities for the next four years have been identified and will be considered during comprehensive review of the LTFP.

## **Guidance Notes:**

1. The 2024-2025 draft budget includes capital expenditure funded from all sources of income including grant, reserves and borrowings whereas the future years only has provision of capital expenditure funded from municipal funds.
2. Funding allocations for decisions made so far are reflected as 'Known knowns' on the summary, noting they do not have any impact in the first 4 years, therefore there are no allocations made.
3. The rate increase has been projected to reflect the forecast of the Consumer Price Index (CPI) + 1%, however, the actual rate setting is subject to the annual budget adopted by Council each year.



# CITY OF CANNING

## LTFP PROJECTIONS 2024-2028

### BASED ON 2024-2025 DRAFT BUDGET

CPI Forecasts		3.60%	3.10%	2.60%	2.60%		
Number	2024/25 \$million	%	2025/26 \$million	%	2026/27 \$million	%	2027/28 \$million
Projected Rate Increase	6.20%		4.10%		3.60%		3.60%
Fees and charges	\$43.04	3.00%	\$44.33	3.00%	\$45.66	3.00%	\$47.03
Interest earnings	\$5.49	3.60%	\$5.69	3.25%	\$5.87	2.75%	\$6.04
Operating grants, subsidies and contributions	\$4.97	2.00%	\$5.07	2.00%	\$5.18	2.00%	\$5.28
Other revenue	\$0.49	2.00%	\$0.50	2.00%	\$0.51	2.00%	\$0.52
Rates	\$88.11	4.10%	\$91.72	3.60%	\$95.02	3.60%	\$98.45
Service charges - Security Levy	\$3.10	5.00%	\$3.25	5.00%	\$3.42	5.00%	\$3.59
Service charges - Underground Power	\$0.25		\$0.22		\$0.19		\$0.16
<b>Operating Revenue</b>	<b>\$145.48</b>		<b>\$150.83</b>		<b>\$155.89</b>		<b>\$161.10</b>
Depreciation	(\$24.15)	5.00%	(\$25.36)	5.00%	(\$26.63)	5.00%	(\$27.96)
Employee costs	(\$61.86)	4.00%	(\$64.33)	4.00%	(\$66.91)	3.00%	(\$68.91)
Insurance (Ex Workers Compensation)	(\$1.51)	8.00%	(\$1.63)	8.00%	(\$1.76)	8.00%	(\$1.90)
Interest expenses	(\$1.17)		(\$1.22)		(\$1.05)		(\$0.95)
Bank Fees and Charges	(\$0.07)	4.10%	(\$0.07)	3.60%	(\$0.08)	3.60%	(\$0.08)
Materials and contracts	(\$40.23)	4.10%	(\$41.88)	3.60%	(\$43.39)	3.60%	(\$44.95)
Other Expenditure	(\$1.65)	3.10%	(\$1.70)	3.10%	(\$1.75)	3.10%	(\$1.81)
Utility charges	(\$5.22)	7.00%	(\$5.59)	7.00%	(\$5.98)	7.00%	(\$6.40)
<b>Operating Expenditure</b>	<b>(\$135.82)</b>		<b>(\$141.74)</b>		<b>(\$147.49)</b>		<b>(\$152.91)</b>

Number	2024/25 \$million		2025/26 \$million		2026/27 \$million		2027/28 \$million
<b>Net Operating (Surplus) / Deficit</b>	\$9.66 6.64%		\$9.08 6.03%		\$8.40 5.39%		\$8.19 5.09%
<b>Disposal of Assets</b>	(\$2.24)						
Profit/(Loss) on asset disposal	(\$2.24)						
<b>Other Items</b>	\$11.43		(\$0.16)		(\$0.17)		(\$0.17)
Bad Debts Expenses	(\$0.16)	2.00%	(\$0.16)	2.00%	(\$0.17)	2.00%	(\$0.17)
Non-operating grants, subsidies and contributions	\$11.60		\$0		\$0		\$0
<b>Adjustments</b>	\$27.21		\$25.36		\$26.63		\$27.96
<b>Capital Expenditure</b>	(\$44.64)		(\$18.42)		(\$19.34)		(\$20.31)
<b>Known Knowns - Capex</b>			(\$2.24)		(\$4.41)		(\$4.49)
CLP and RLP		5.00%	(\$1.57)	5.00%	(\$1.65)	5.00%	(\$1.73)
Depot Renewal			(\$0.30)		(\$1.65)		(\$1.15)
Asset Renewal Gap (Based on depreciation)			(\$0.37)		(\$1.11)	5.00%	(\$1.61)
Transfer to reserve for New Assets						5.00%	(\$0.21)
<b>Loans and Borrowings</b>	\$0.12		(\$5.09)		(\$2.40)		(\$2.04)
Underground Power Self Supported Loan - Debtor Movement	\$0.51		\$0.52		\$0.55		\$0.58
Long Term Borrowings - New Loans Raised	\$4.73						
Payment Made for Leases	(\$0.63)	5.00%	(\$0.66)	5.00%	(\$0.70)	5.00%	(\$0.73)
Payments Made for Long Term Borrowings	(\$4.49)		(\$4.95)		(\$2.26)		(\$1.88)
<b>Reserve Transfers</b>	(\$1.56)		(\$8.52)		(\$8.68)		(\$8.91)
<b>Municipal Transfers to Reserve</b>	(\$16.32)		(\$11.41)		(\$11.62)		(\$11.89)
<b>Municipal Transfers from Reserve</b>	\$14.76		\$2.89		\$2.93		\$2.98
<b>Grand Total</b>	(\$0.00)		\$0.00		(\$0.00)		(\$0.00)



# WORKFORCE PLAN

Building a welcoming organisation where people thrive; where we care about each other and our community.

## WE ARE CANNING

The City continues to implement practical initiatives to create the organisational flexibility and agility required to ensure we meet the needs of the community of which we are a part.

Our priorities for 2024 – 2028 continue to focus on four key areas

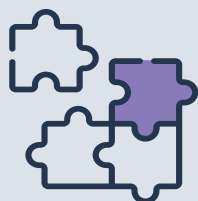
- A welcoming and thriving culture
- A diverse and inclusive organisation
- A future ready organisation
- Priority and emerging issues

WE ARE CANNING

# Our Values



**Respect**



**Working together**

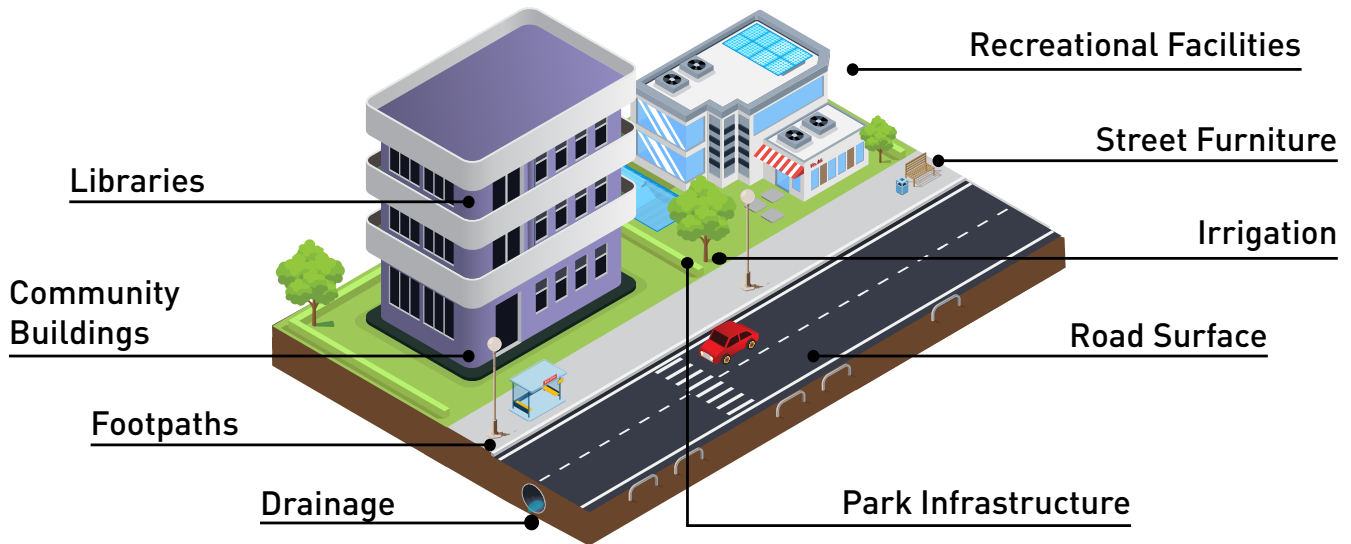


**Inclusive**



# ASSET MANAGEMENT FRAMEWORK

The City is the responsible authority for an asset portfolio ~\$1.4 billion comprising physical assets that enable and ensure the delivery of the many services available to the Canning community.



The City's Asset Management Framework has been prepared under the guidance of the ISO 55000 Standard for Asset Management and is aligned with the community's aspirations detailed within this document and the City's Strategic Community Plan.

Critical to this is partnering with other levels of government, business and community to identify innovative ways to resource the City's infrastructure needs over the next decade.








## Overview of Asset Management Framework

Balancing costs with community needs for present and future generations is the constant challenge we face, particularly with the diversity of assets we have.

### City Assets Total Portfolio: \$1.36 billion (not including land)

Buildings	Transport	Recreation and Parks	Plant and Equipment	Other Assets
				
\$265m	\$936m	\$124m	\$23m	\$34m

### Looking Forward What are the challenges we need to think about?

Growing Population	Ageing Infrastructure Assets	Demographic Changes	Climate Change	Technology Changes
				

### How we will respond? Our approach to taking on these challenges



Decision Making



Information



Data and Processes

In light of the trends and challenges faced, our approach is lead by three key responses.

These include an approach to decision making that is more evidence based, creation of a baseline of standards and service levels to help set targets and report on our asset performance and finally to establish more effective processes to collect, analyse and manage data from our assets.

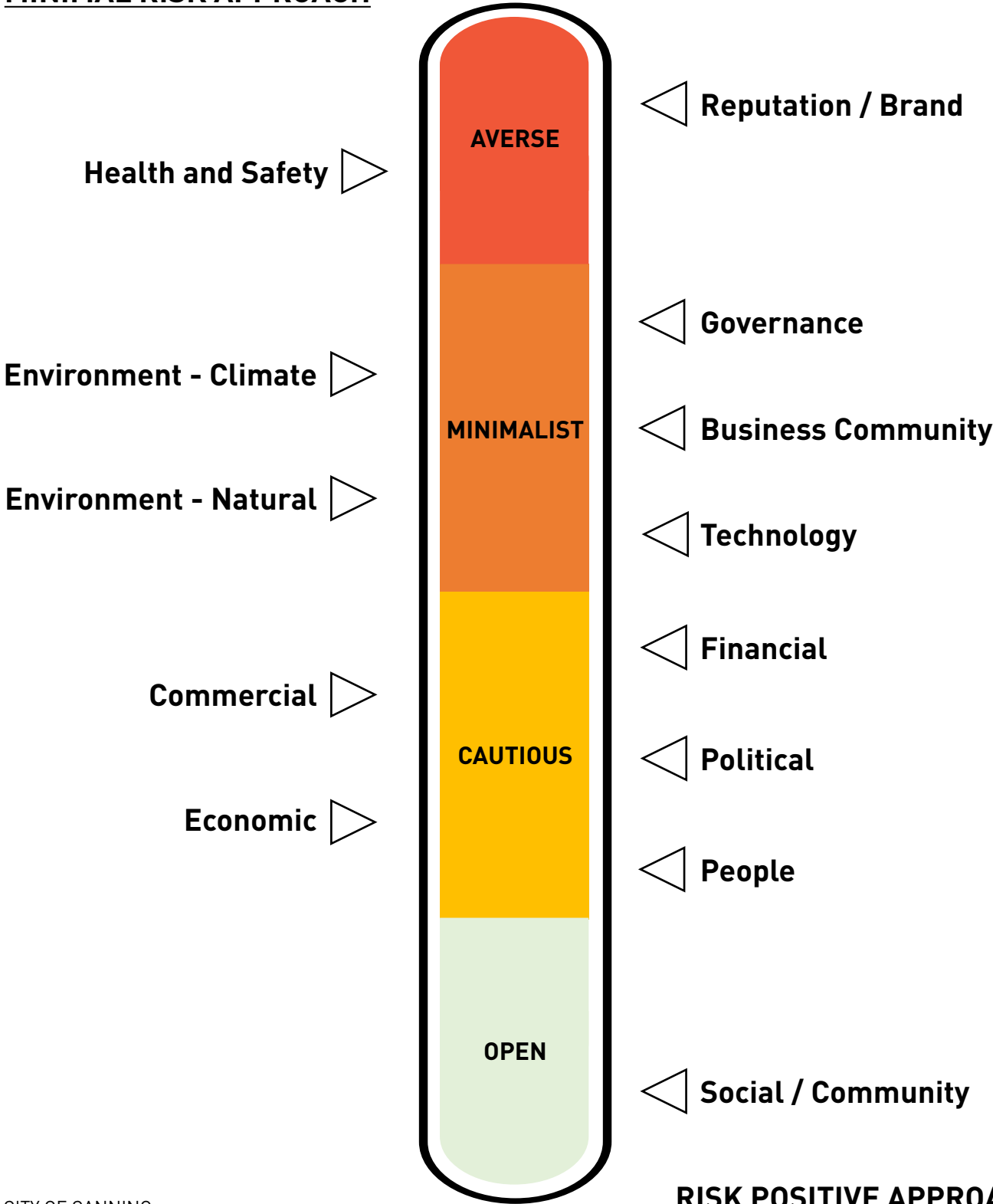


# RISK APPETITE STATEMENT

The graphic below details the risk appetite set by Council. This establishes a clear framework for decision-making by defining the level of risk the City of Canning is willing to accept in pursuit of its objectives.

This structured approach to balancing risk and reward ultimately supports the organisation’s resilience and ability to achieve sustainable growth.

## MINIMAL RISK APPROACH



Risk Area	Rating	Explanation
Governance	Minimalist	We prioritise caution and adherence to established protocols in governance to mitigate potential risks. Our approach is grounded in minimising uncertainty and preserving stability to safeguard the integrity and reputation of our organisation.
Financial	Cautious	We recognise that financial success often requires embracing calculated risks. By staying agile, exploring new opportunities, and innovating in our investment strategies, we aim to maximise returns and achieve sustainable growth.
Economic	Cautious	We are open to exploring new economic policies, business ventures, and investment opportunities, understanding some may yield substantial returns, while others may involve inherent uncertainties and fluctuations.
Reputation / Brand	Averse	We prioritise protecting and preserving our reputation and brand image above all else. Our approach is grounded in caution and strategic decision-making, aiming to minimise the risk of actions that could tarnish our integrity.
Political	Cautious	We see the challenges of local governance as opportunities for innovation and progress. By fostering collaboration, transparency, engagement and building relationships with governments, we aim to create a vibrant community.
People	Cautious	We recognise that diversity drives innovation and success. By embracing new perspectives and talents, we aim to build a dynamic team that reflects the richness of our society.
Health and Safety	Averse	Our approach is established in caution and prevention, aiming to minimise risks of injury, illness, and accidents in all aspects of our operations.
Environment - Climate	Cautious	We prioritise climate resilience and mitigation efforts to minimise the potential impacts of climate change on our communities and ecosystems.
Environment - Natural	Cautious	Our approach is anchored in caution and conservation, aiming to minimise human impact and preserve biodiversity.
Social / Community	Open	We prioritise stability within our community, proceeding with caution to minimise potential disruptions or conflicts. Our approach is grounded in preserving established practices, ensuring the well-being and cohesion of our community.
Commercial	Cautious	Prioritise stability and reliability in our commercial pursuits, opting for established markets, proven business models, and conservative financial practices.
Business Continuity	Minimalist	Our emphasis is on proactive risk assessment and mitigation strategies, focuses on safeguarding critical operations and resources.
Technology	Minimalist	We prioritise technology investments that have a proven history of reliability and security, even if they offer slightly lower innovation potential, to minimise the risk of system failures, data breaches, or other disruptions.



**Taken on the Canning River, down by Shelley Foreshore.**







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