



# City of Canning

## Western Australia

The City of Canning is a diverse, multicultural City of over 100,000 people, located just a short 12 minute drive south of the Perth CBD. Covering 65 square kilometres, the City is a thriving municipality with a mixture of both residential and business communities.

Originally a semi-rural district in the early 20th century, the City of Canning has grown to become one of the largest business districts in Perth. Contributing over \$10 billion to the gross regional product of the state, the City is a powerhouse of both economic and cultural significance.

One of the most important areas in the City of Canning is the beautiful Canning River Regional Park, which was established in 1989 to protect the Canning River wetlands. The park contains some of the best estuarine vegetation in the entire Swan/Canning river system in Perth and the City is devoted to ensuring the system remains healthy and vibrant for future generations.

The City of Canning boasts services that few local governments provide. For example, the City manages a large Aged and Disability Care Service which provides assistance to thousands of residents both in their own homes and in Council owned facilities. The City also runs the Canning River Eco Education Centre (CREEC) on the banks of the Canning River Regional Park. CREEC aims to increase awareness and understanding of the importance of managing our planet in a sustainable manner, educating the community regarding their role in protecting their environment including the Canning River and surrounding wetlands.

Looking into the future the City is about to embark on two incredibly large projects; promoting the development of the Canning City Centre, a large retail, residential and entertainment district located in the heart of the City, and the regeneration of the Bentley Precinct, a residential suburb within Canning. The aim of the Bentley project is to regenerate approximately 25 hectares into a vibrant community, providing new amenities and services and offering a diverse range of housing options.

The future for the City of Canning is bright. With retail and residential growth expanding rapidly, a major focus on sustainability and environmental education, as well as many future initiatives that will improve the wellbeing of the community, this dynamic City will continue to be a location of choice for people to live, work and do business in Perth.

# Best Contact Centre Award

The City of Canning has recently been awarded the Best Government Contact Centre in the Government Contact Centre Excellence Awards, as well as being named a finalist in the AIM Pinnacle Awards and the Customer Service Institute of Australia Awards, still to be awarded.

With a population of over 100,000 residents in approximately 32,000 households, the City of Canning is one of few councils in Western Australia with a customer contact centre.

The change was initiated just 20 months ago, when the then new CEO Lyn Russell, committed the organisation to implementing a Customer Service Improvement Plan.

Fast forward to today and Canning now has a fully operational centralised customer contact centre that handles the target of 80% of queries, service requests and payments for the City.

Calls are no longer forwarded, via a switchboard for action and response. Paper based processes have been replaced by an enterprise wide Customer Relationship Management system with full scripting, an integrated knowledge base and advanced workflows that allow contact centre staff to answer queries and create service requests through one centralised customer contact centre.

Its 'Quality of Service' and 'Voice of the Customer' program utilises customer led feedback to highlight customer pain points and drivers of customer dissatisfaction. The continuous service improvement initiatives allow Canning staff to implement solutions that meet



and exceed customer expectations. The City of Canning is now delivering on its promise of Above All – Service.

Winning the Best Contact Centre Award recognised the City's commitment to the development of a dedicated contact centre, which has improved customer service and established the City as a leader in customer service in the WA Local Government sector.

Since the contact centre was established, the City has improved customer satisfaction from 68% to 98%, reduced call volumes by 30% by solving problems in the first call and reducing customer wait times to seven seconds on average per call.

The customer service journey continues, as the City is working towards a technology customer interface solution that enables residents to upload problems/queries and receive real-time updates as well as confirmation when a job is completed.



# Canning World Art Exchange

The City of Canning prides itself on its diverse multicultural population, and through its Community Development Strategy manages and facilitates a range of cultural and community events. A highlight of the events season is the City's 'Canning World Arts Exchange'.

The Canning World Arts Exchange is a unique cultural event that works with multicultural groups both overseas and in the local community. Each year the City collaborates with a different country and culture to develop an evening of song, dance, drama and visual arts. In 2015 the City worked with the Turkish community both here and in Turkey. Partnering with the Turkish Government the City was able to bring over several Turkish dancers and actors who worked with the local Turkish community, local artists and students from the Western Australian Academy of Performing Arts to tell the ANZAC story, from both countries point of view, in an epic production, entitled 'Gallipoli Voices'.

Over 5,000 people attended the event on the banks of the Canning River, filling the event space. A highlight of the event was a performance by Turkish Whirling Dervishes – a sight rarely seen in Western Australia.

Next year's collaboration is with Vietnam and the City's Vietnamese community. The event will explore the village phenomenon of the special UNESCO Vietnamese Gong Culture, collaborating with TaikOZ drummers and contemporary dance choreographers.



# Canning City Centre

The Canning City Centre is a major project for the City and when complete will transform Cecil Avenue, which reflects a previous era of development and business activity, into a vibrant community hub, with a main street full of restaurants, retail opportunities and apartments.

Westfield Carousel, a major shopping centre that borders one side of Cecil Avenue is currently planning a major redevelopment that will see it become the largest shopping centre in Western Australia. This will catapult the Canning City Centre to the status of a leading destination for retail and entertainment in Perth.

Several new developments are already underway including two large apartment buildings, with another about to begin. The City also owns a large parcel of land, opposite the major public transport hub, and is in negotiation with interested parties to develop this into a mixed-use development as well as an entry statement into the City Centre.

The City will continue to work on the revitalisation of the Canning City Centre and on a number of exciting projects within it, which will lead towards the vision of making the space the 'new energy' in the South East of Perth.



# Training Canning leads the way



The City of Canning developed and implemented one of the most innovative and progressive training programs in the Western Australian local government sector, taking the City to the finals of the WA Training Awards.

Throughout 2014 and early 2015, the local government sector of metropolitan Perth was facing massive change. Local Government Reform, in particular, major boundary changes and amalgamations were scheduled to occur in July 2015. The City of Canning was scheduled to be abolished with surrounding Councils each absorbing parts of Canning. The changes did not eventuate and Canning has continued its current form.

However, in the face of such sweeping changes in the sector, the City negotiated an Enterprise Bargaining Agreement that made provision for a \$1000 training voucher for each staff member to improve their skills.

The training voucher's intent was to future proof the staff at Canning, to help them secure the employment of their choice in the future. The City believes it was one of the best initiatives ever undertaken, although it didn't come without its challenges.

Canning's Training and Development team excelled at this huge task. A Staff Careers Expo was initially arranged that involved 22 training providers including universities, registered training organisations and many others. This allowed staff to visit one place and get all the information they may need.

The huge task of arranging hundreds of different training options both in the workplace, at training organisations or facilitated through online learning began. Many different options were made available and over 500 staff have successfully completed their training and/or qualification.

By having such large groups of staff wanting to undertake training, the City was able to offer courses that were specifically designed by the training providers, to be completed in shortened time periods and at various work sites. This large scale project also enabled the City to broker significant price discounts with training providers.

One of the best outcomes is staff that may have worked for many years in their specific area without a formal qualification, were able to achieve formal qualifications prior to the local government boundary changes proposed for the 1st July 2015.

While the reform process has ceased, the initiative has given staff peace of mind and a sense of being supported through such a large upheaval in their workplace.

Canning is now fortunate in having one of the most qualified workforces in the state.

## Message from the CEO

The City of Canning is a diverse, multicultural community of over 100,000 people. The business, retail and manufacturing districts contribute over \$10 billion in GRP (gross regional product) to the Western Australian economy positioning Canning as a true powerhouse of economic and cultural significance.

The past few years, however, have been challenging for the City. Two formal Inquiries (with Commissioners appointed to oversee the City) have been finalised, with the City getting a clean bill of health from the Minister for Local Government. The City also was facing abolishment with the, now ceased, local government amalgamations. Fortunately, the City, its community and staff are resilient and have emerged stronger and more determined to ensure their City thrives.

The City of Canning now strives not just to be on par with others in our sector, but to be a leader. Recently winning the National Best Contact Centre Award (under 30FTEs) as well as becoming a finalist in two others awaiting announcement, is testament to this commitment. The Customer Service journey began just 20 months ago after a review highlighted the need for a contact centre and a continuous improvement program. I am pleased to share that our customer satisfaction has risen from 68% to 98% in that time.

The City's Training and Development Program also saw the City become a finalist in the States Training Awards with an innovative and unique training

program. Faced with a major change in our industry, 18 months ago the City negotiated an EBA that provided each staff member with a \$1000 training voucher. The initiative titled 'Future Proofing our Staff' was a huge success, and the staff at Canning felt valued and supported with some staff gaining formal qualifications. They were ready to face the changes that lay ahead.

Canning's diverse community has grown over recent years and 46% of our community originate from non-English speaking countries. The City's objective is to ensure that all members of our community feel engaged and supported. A new Community Development Strategy highlights the need for the Council to focus on engaging with all areas of our community, with special attention to those new to our City and our country. The Strategy's emphasis is not only on delivering services and events for the community, but importantly facilitating the networks and community relationships so our community can take a lead in many of these initiatives. A refocused Community Development Team will be working diligently to implement the strategy and building very important relationships with our community.

The future of the City of Canning is exciting with significant growth and revitalisation. Major projects include the further development and promotion of the Canning City Centre as the commercial focus of the South East Region of the Perth Metropolitan area. Renewal of a large residential

community within the district of Bentley will result in the establishment of new high quality public infrastructure including public buildings, parklands and a variety of housing opportunities.

Economic Development is an emerging area. A new strategy and team will focus on working with our large business community to provide networks, a business incubator and facilitate an Advisory Group to the Council. Being a large contributor to the State's economy, the City of Canning must ensure our business community is supported and see their Council as a partner in the future of the sector.

In October 2015, the City of Canning will once again have elected members, and the City looks forward to working in partnership with the community's representatives. One of the initiatives, an outcome of the Inquiry, was to ensure elected members are offered training to assist in their new roles. The City has planned an extensive induction program for our newly elected members, covering areas of governance, policy, planning, finance and many others. The Councillors will also receive briefings regarding the many initiatives and projects currently being implemented, and provided with insights into the diverse local government industry. The induction program will be of interest to many in our sector, and we look forward to sharing the outcomes of the program.

CEO Lyn Russell PSM



## Sustainability A High Priority

The City of Canning has committed to an ongoing journey towards more sustainable processes and outcomes for its community. Leading by example, the City has and continues to undertake exemplary projects and practices which comply with its sustainability principles.

These principles are to reduce and eventually eliminate:

1. Fossil fuel dependence and wasteful use of scarce metals and minerals
2. Reliance upon persistent chemicals and wasteful use of synthetic substances
3. Encroachment upon nature (e.g. land, water, wildlife, bush land, soil, ecosystems)
4. Conditions that systematically undermine people's ability to meet their basic human needs

The Geothermal Bore at the Riverton Leisureplex is a prime example of the implementation of alternate power initiatives. A geothermal bore uses heat from underground water to provide heating to the Leisureplex pools, reducing the carbon footprint and saving over \$100,000 per year in gas costs.

The City will also be implementing a number of sustainable projects this financial year including the installation of L.E.D. lights and solar photo voltaic systems (solar panels) at Cannington Leisureplex, Riverton Leisureplex and the City's Administration Building, reducing the City's reliance on fossil fuels.

The City hosts a variety of workshops and events throughout the year for the City of Canning and broader community, including Water Saving Workshops, Great Gardens Workshops, Nyoongar Bush Walks, Bush Poetry and Bush Tucker to name a few.

A unique sustainability story has been created that articulates, in a very clever and engaging way, the basics of sustainability. How it's about our home, the City of Canning and the larger planet earth – what we need to understand and how it works in order to live a good life now and into the future.

Please go to:  
[www.canning.wa.gov.au/Out-About/sustainability.html](http://www.canning.wa.gov.au/Out-About/sustainability.html)

## 51,645 Employed Residents, over \$10 billion GRP, 8038 local businesses, 73,764 jobs

The City's Economic Development Directorate focuses on promoting and developing the businesses in the City of Canning. The City is one of the most significant economies in WA, representing 8038 local businesses, which generates a gross regional product of over \$10 billion, and can boast 73,764 jobs.

The City has developed an Economic Development Strategy that is now an important component of Councils' decision-making framework.

Canning takes a leadership role in the business community, acknowledging that it is responsible for focusing the strategic vision of the multitude of stakeholders that exist across the key sectors driving the whole economy.

A recent and unexpected success was a partnership created for a large manufacturing company that was centralising its operations into a different state. This company had a large workforce that was potentially going to be unemployed. By working with the City of Canning and using the City's relationships with local training providers, a very successful partnership was created. The partnership offered workers training opportunities to up-skill and reemploy in line with the company's move. The success of this initiative has strengthened relationships, reinforcing Canning's commitment to working with businesses not only to grow, but also during their more difficult times.

The City believes establishing productive working relationships with business and industry leaders are the keys to understanding and defining the respective roles of the City of Canning and the business community in economic development. Clearly the City of Canning will not 'drive' economic development; this is the role of industry. The City does, however, influence the 'preconditions for a prosperous economy', particularly through the promotion of local economic strengths and opportunities and strategic planning.

It's still early days for the City of Canning's Economic Development journey, but with such a large business sector, the opportunities for further growth and prosperity are many.