

**City of Swan - Place Management:
A Tailored Approach
Making It Fit!**

**IAP2 Conference
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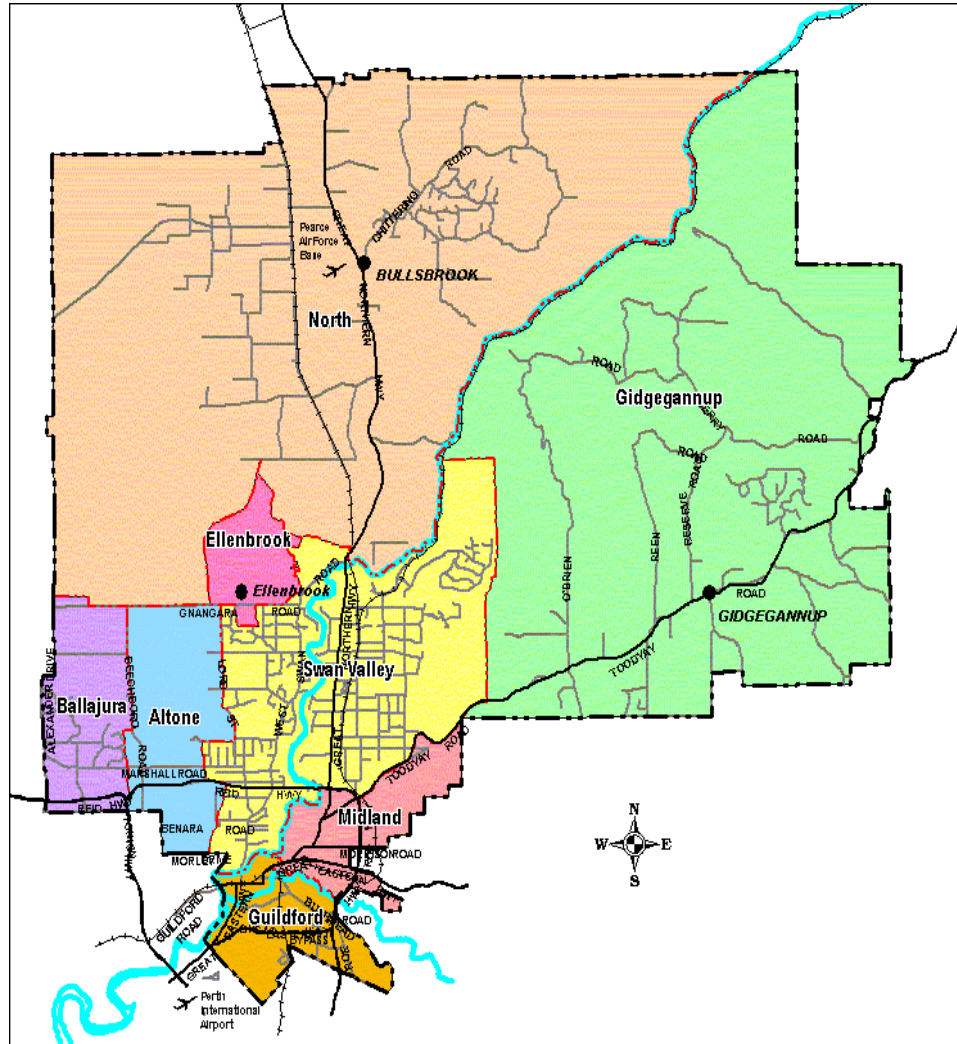
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PURPOSE

- Overview of Place Management – City of Swan Perspective
- Place Managers
- Community Engagement and Place Management
- Challenges
- Integration of Place Management

ONE CITY - DIVERSE PLACES



PLACE MANAGEMENT APPROACH

Rationale – Why are we doing Place Management?

- The City of Swan is a geographically and culturally diverse community and the aspirations and needs of the City's communities are equally diverse
- The City is committed to reflecting those unique qualities into the planning and delivery of services
- Promotion of customer satisfaction and belonging to their Place

PLACE MANAGEMENT OBJECTIVES

Advocate:

- The needs of the Place Community into the City and the image and position of the City into the Place Community

Facilitate:

- The delivery of Integrated Services and Infrastructure to the Place

Deliver:

- Services that are devolved to the Place

PLACE MANAGEMENT OUTCOMES

WHAT WE WANT TO ACHIEVE

Services provided by the City are planned and delivered in a way which reflects the unique and diverse Community needs of the Place

This statement encompasses the key outcome areas for Place Management:

- **Engagement:** Knowing the Place community, via consultation, building relationships, localising staff, facilitating visioning and identity building for the Place
- **Planning:** Consultation and planning that establishes localised priorities
- **Delivery:** Delivering services that are tailored to the community
- **Customer Service:** Enhancing satisfaction via improved engagement, planning and delivery

THE TAILORED APPROACH

- City of Swan Place Management is a tailored approach - making it fit!
- Place Management is an ultimate framework that supports community engagement, that serves to enhance the quality of life of those who live, work and recreate in 'Place' whilst ensuring that services and programmes are relevant, developed and implemented in an efficient and coordinated approach
- Five (5) Place Management areas, five (5) Place Managers, (13) Place Plans

DIVERSITY OF PLACE

- **Ballajura**

Ballajura Place consists of the suburbs of Ballajura and Malaga. Ballajura is a large residential area with related focus on social issues and amenity, whilst Malaga is an industrial area with a focus on land use strategies, transport, business development and parking.

- **Altone**

Altone is wholly residential with no industry or commercial precincts. It is Swan's most culturally diverse place with 142 nationalities represented, and a relatively low socioeconomic demography. Altone's priorities focus on a broad range of social and community safety issues.

- **Ellenbrook**

Ellenbrook Place is predominantly a greenfields development adjoining a semi-rural area, requiring a high degree of coordinated planning to meet increasing demands for community infrastructure and services.

DIVERSITY OF PLACE

- **Midland**

Midland is a diverse Place, with significant industry and commercial areas, heritage conservation areas, residential suburbs, major sensitive environmental waterways, major infrastructure assets, as well as the major regional economic, transport, civic and cultural and role of the Midland CBD.

- **Rural**

The Rural Place is a semi rural area boasting traditional and hobby farming pursuits. Tourism is also a prominent feature due to attractions offered by the grape growing industry of the Swan Valley. Issues also evolve around land use developments clashing with the preservation of the natural environment.

ROLE OF PLACE MANAGERS

- **Engagement** in annual business planning, deployment of place plans and budgets in the place
- Identify issues and priorities and **manage community expectations**
- **Foster effective working relationships** with the Community and Business Unit Managers
- **Monitor** design and delivery of **projects, services** and other activities
- **Quarterly reporting on performance** against agreed indicators, including recommendations for improvement
- **Manage place team** to achieve balance between functional and place roles, customer focus and the achievement of set targets
- **No line management** responsibility
- Strong emphasis on **team work** – working together
- **Self managed teams** – leadership philosophy

UNDERSTANDING THE PLACE MANAGER ROLE

ADRI

- **Approach ‘Thinking and Planning’**
 - Input into business planning
 - Input (place perspective) into projects, programs and services
 - Input into Place Plans
- **Deployment ‘Implementation and Doing’**
 - Manage place team, ensure integration at place
 - Work plans (reflective of yearly Business Unit plans)
 - Customer service requests, reactive and unplanned
 - Community information
 - Community and service management, facilitate and advocate

UNDERSTANDING THE PLACE MANAGER ROLE

- **Results** ‘Monitoring and Evaluation’
 - Councillor feedback
 - Community feedback
 - Community perception ‘management’ and engagement
 - Reporting against Annual Business Plan
- **Improvement** ‘Learning and Adapting’
 - Yearly input into community place plans
 - Annual review of Leadership and Planning Accountability Model
 - Continual learning through networking partners
 - Internal and external survey to capture awareness, understanding, effectiveness, satisfaction and value of initiative

COMMUNITY ENGAGEMENT APPROACH TOOLS AND TECHNIQUES

- Place presence with place offices
- Place based teams
- Community consultation
- Place information sessions
- Involvement in community group meetings
- Partnering in community events and projects
- Promotional stalls at events
- Public participation in Place Planning
- Place pages in City wide newsletter

THE CITY'S PLACE MANAGEMENT CHALLENGES

- Organisational acceptance of initiative
- Community awareness and acceptance of the concept
- Management of Community expectations
- It can conflict with a traditional Local Government silo structure
- Needs to be a whole of organisation approach in planning and delivery

THE BENEFITS

- A better informed community and organisation through local two way communication
- The ability to manage customer expectations at a place level
- Increased customer satisfaction and understanding
- The opportunity for place communities to have input, provide feedback, offer alternatives and engage in the City's decision making processes and planning
- Making the City a better place for all and creating place pride
- One City – Diverse Places

INTEGRATED PLANNING MODEL

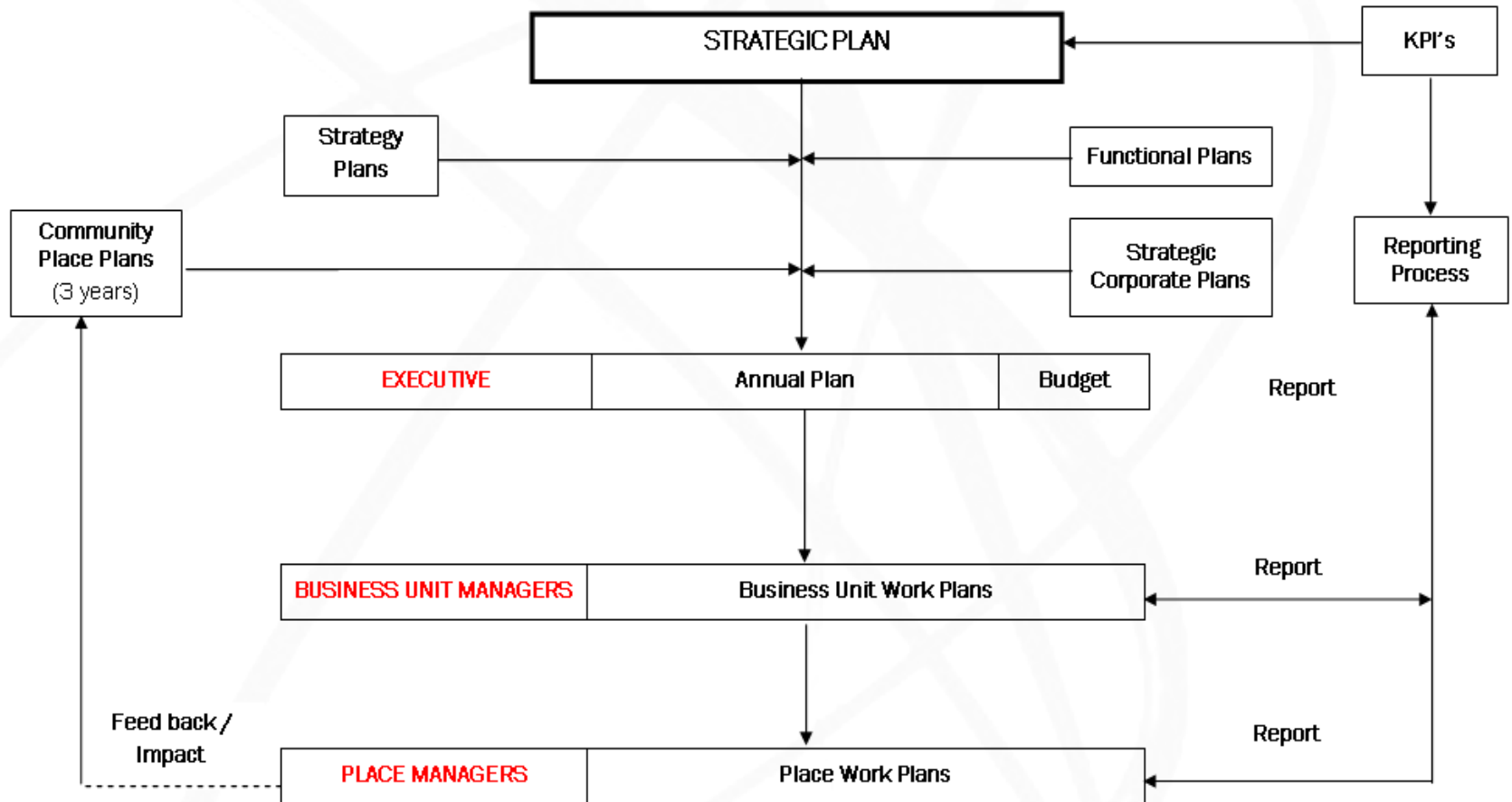


TABLE TALK ACTIVITY

**A DAY IN THE LIFE OF A CITY
OF SWAN PLACE MANAGER**

QUESTIONS?

