



INTEGRATED COMMUNITY PLANNING

A foundation for sustainable
communities?



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City of Swan

Integrated Development - Sustainable Communities

Considering the relationship between the economy, the environment and social well-being by:

- fostering a commitment to Place**
- promoting vitality**
- building resilience, capacity and capability**
- making connections**
- promoting equity and diversity**

Why local government?

- The only agency with broad “community governance” as its role
- Local government services have expanded beyond rates, roads and rubbish
- Devolution of responsibilities has raised the stakes
- The risk of becoming irrelevant

Why Swan?

The City at a glance:

- over 1000 km² in metropolitan Perth
- 33 localities
- approx. 4% annual growth
- a mix of new and old communities
- social/cultural diversity
- significant natural assets
- traditional economic base
- lack of access to services
- declining public investment

Moving from delivery to development - Why change?

- **Managing growth - we have to manage our own destiny**
- **Managing expectations - we can't always deliver**
- **Providing access to information - knowledge is power**
- **Creating opportunities for participation - shared decision-making**
- **Developing partnerships - we're all in it together**

What makes this approach different?

- **Challenges the traditional local government approach to planning - away from being an activity related to organisational functions**
- **Establishes the Community Plan as a tool that crosses functional and organisational boundaries - guiding the establishment of more sustainable communities**

Challenges for the City

- **Defining sustainability in our own terms**
- **Integration - both within the organisation and with others**
- **Reviewing corporate structure and approach**
- **Reviewing existing roles and developing new ones**
- **Engaging the community**
- **Linking our strategies to the coalface**

The journey so far...

The Community Plan

- Development of “Quality of Life” framework - a new basis for our planning
 - Position Papers
 - Strategy Papers
 - the Wheel
 - Place Planning

The Corporate Plan

- Linking community outcomes to corporate plans - integrated planning framework
- Shifting the organisation

The “Quality of Life” framework

Position Papers

- Document the research on community sustainability issues, across five themes
- Identify broad objectives for improved Quality of Life issues across eight Key Result Areas
- Published as “Foundations for the Future”

The “Quality of Life” Framework

Strategy Papers

- Developed within the same KRAs with input from agency and community stakeholders
- Provide strategic directions for achieving the objectives identified in Position Papers
- Identify “strategic action areas” and potential roles for the City
- Published as “Foundations for the Future - Strategies for Quality of Life in the City of Swan”

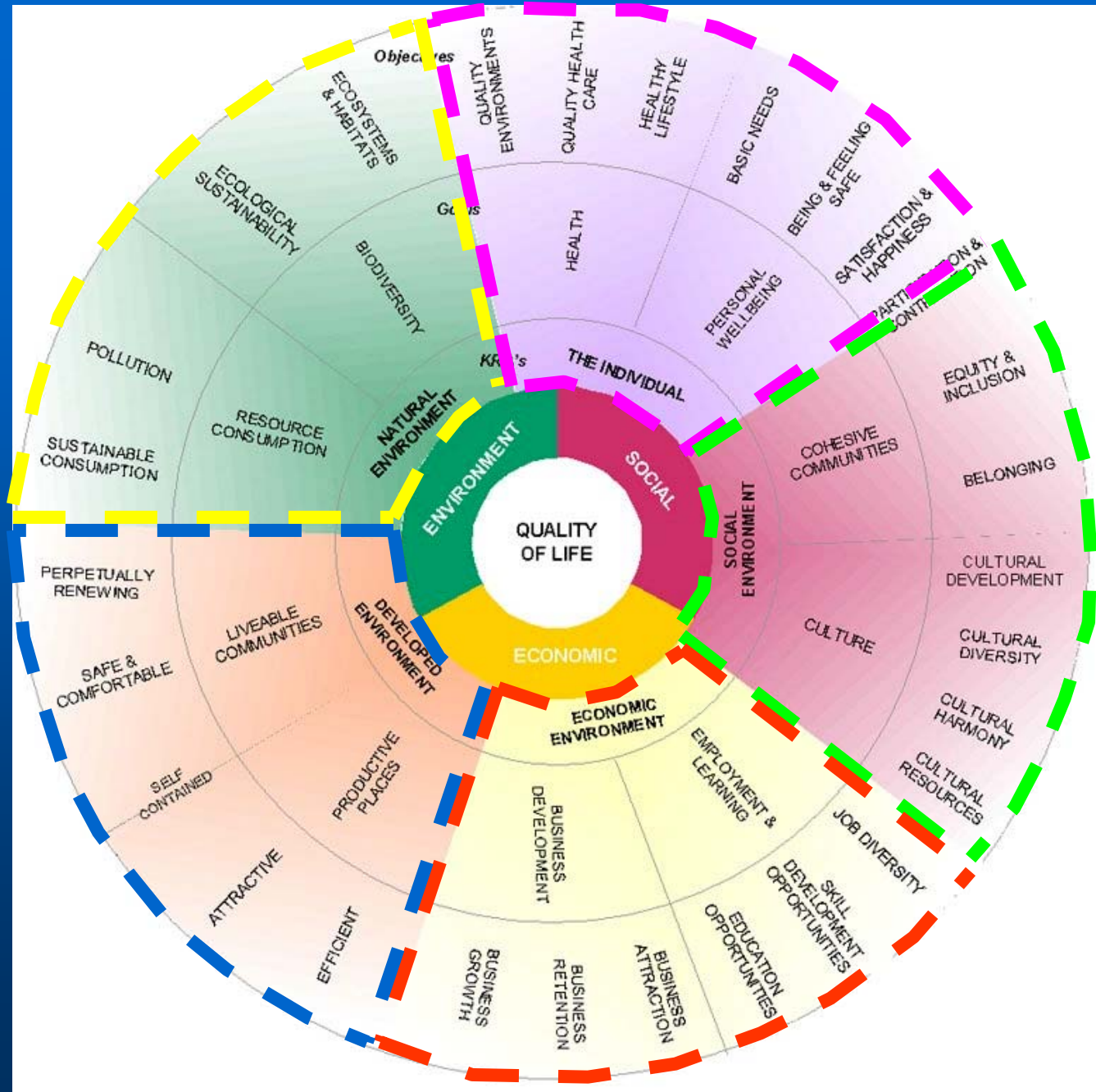
Resource Consumption

Goal

- Consumption of resources is sustainable, allowing the needs of the present to be met without compromising the ability of future generations to meet their needs

Objectives

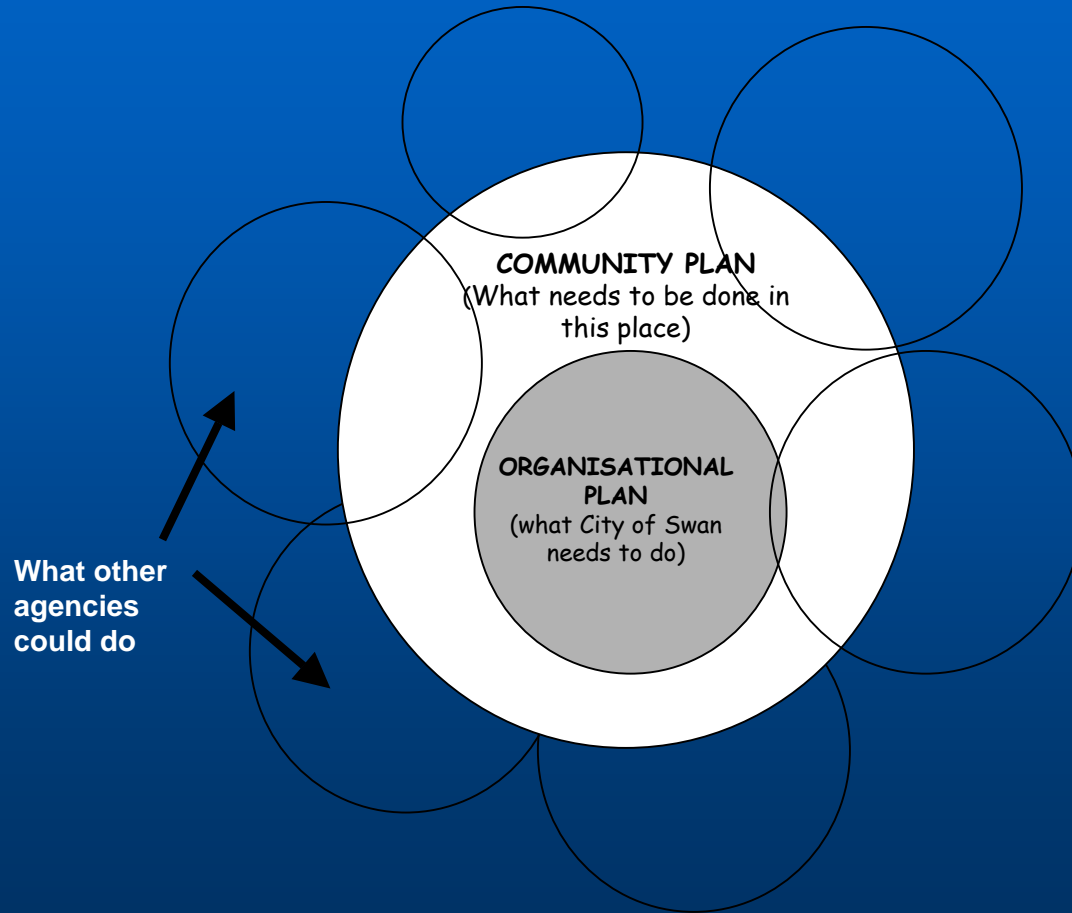
- Pollution
- Sustainable consumption



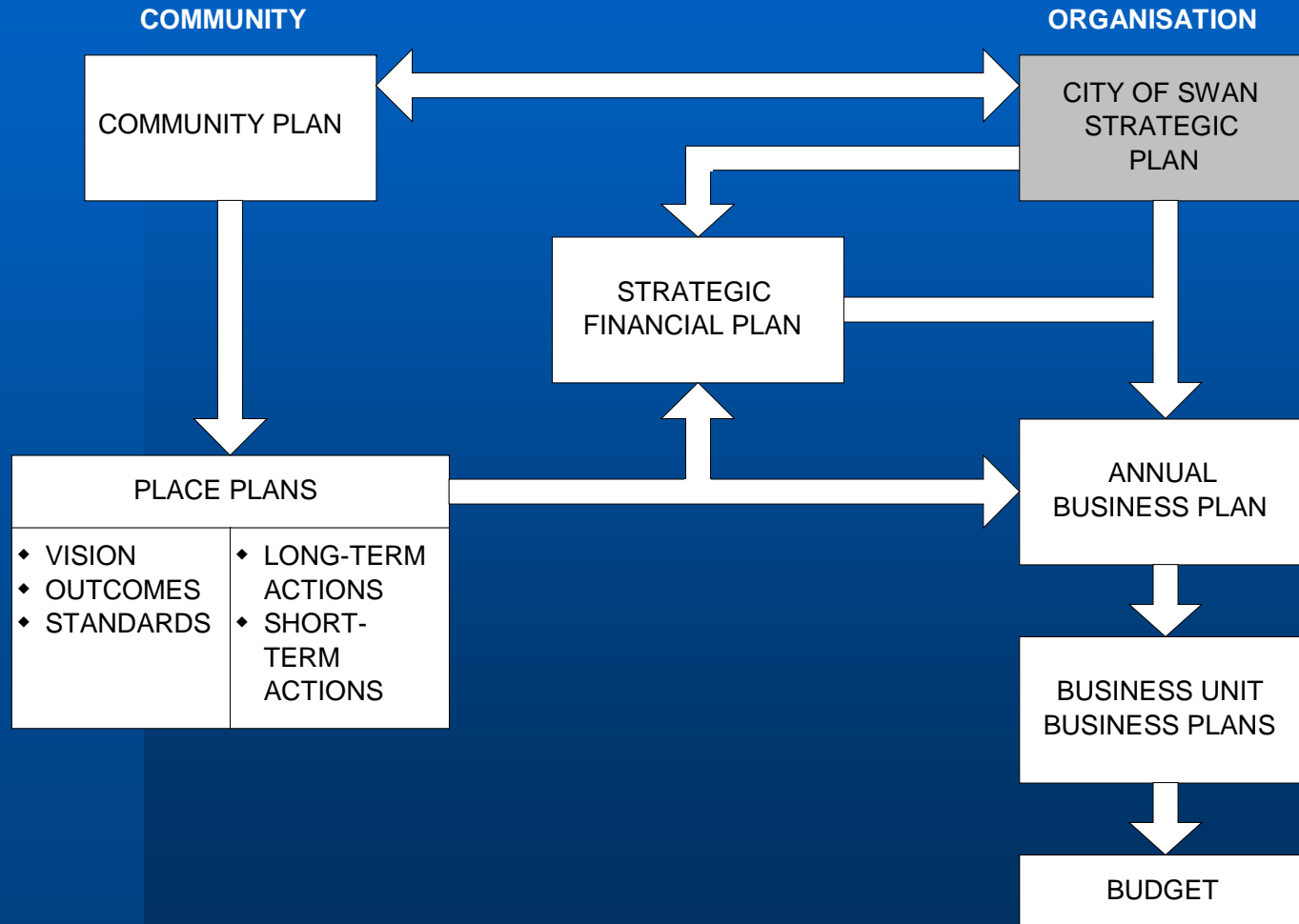
Place Planning

- Approach to community planning based on integration of planning and service delivery at the local level
- Recognises the unique identity and needs of different communities
- Shifts the organisational focus from functions to outcomes
- Relies on meaningful engagement with communities
- Linked to the Corporate Plan

Place Planning



Integrated Planning Framework



Shifting the Organisation

Separate planning from service delivery



Objectives of the new structure

- **Separate planning and delivery, so that planning is not guided by traditional delivery approaches**
- **Place an emphasis on integrated, as opposed to functional planning**
- **Establish community development as core business - build community capacity**
- **Structure based on process, not function**

What we have achieved...

- **Political acceptance of the need for long-term thinking**
- **A new understanding in the organisation about the role and scope of community planning**
- **Corporate planning processes linked to identified community outcomes - sustainable**
- **Development of new structures and roles to position us for the future**
- **Established community development and capacity building as fundamental to our future sustainability**

Approach to capacity building

Capacity building requires a long-term investment

- **Engagement**
- **Inclusion**
- **Collaboration**
- **Capacity building**

This approach underpins our community development

- **Empowerment**
- **Connecting and networking**
- **Responding**

Partnerships and capacity building

- **Economic research - partnership with Edith Cowan University looking at industry needs**
- **Business development - training and support for home-based business**
- **Social health assessment - local research conducted by Health Department - mapping**
- **Early intervention strategy - early childhood strategy development with state agencies**
- **Youth development - facilitation not provision**
- **Swan Grants Program - grant funding assessed within community plan framework**

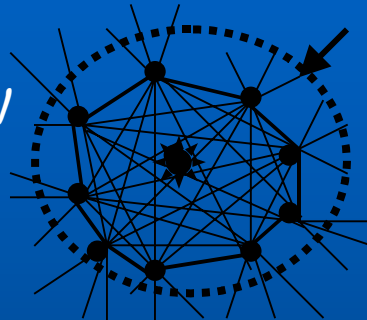
Our next challenges...

- **Further develop our community participation framework and toolkit for all of our community engagement activity**
- **Inform and involve communities in decisions about our organisational capacity and their local planning priorities**
- **Develop and promote community identity as one of our key strengths**
- **Develop a sense of shared responsibility for the future**

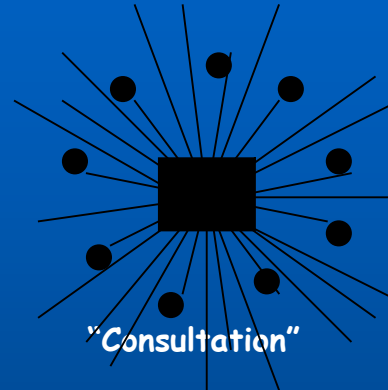
Collaboration and participation

COLLABORATION VS CONSULTATION

A facilitated network of relationship rather than a 'dependency'



"Collaboration"



"Consultation"

Place planning - growing a sustainable process of stakeholder involvement
(Prepared for City of Swan 2003 by Tim Muirhead)

Foundations for the Future of the City of Swan

- **Is integrated community planning a foundation for sustainable communities?**
- **We think so!**