

Community Land Management Plans Update



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Purpose:

To present the scope and status of engagement planning for Council's priority CLMPs



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December 2020 Resolution:

‘That the priority Community Land Management Plans for immediate review be Hawthorndene Oval, Mortlock Park, Manson Oval and Reade Park’.

‘That Administration report regularly to Council on the progress of the citywide review of Community Land Management Plans’.

To Date:

- Steering group created and activated
- Strategic documentation dependancy review
- Draft engagement framework (for review)
- Draft engagement plans (for review)



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CLMP ENGAGEMENT

A thought experiment in systems thinking



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OUR OBJECTIVES

- You will get an inkling of my thoughts, approach and processes
- We will review a stakeholder mapping tool (one you may not have seen before)
- We will look at why community concern has a bad name (sometimes it's undeserved)
- You will be exposed to a holistic, systems thinking based engagement plan



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RUNNING SHEET

01

AN HONEST OPINION

A journey of a thousand miles starts with just one step (you'll get nowhere by looking at your feet).

02

CLMPS AND BEYOND

Let's review the intent of the draft 'multilayered framework'.

03

OUR PASSIONATE COMMUNITY

Why does the community get upset over non-life threatening projects?

04

ENGAGEMENT PLANNING

Why aren't statutory requirements ever best practice?

05

NEXT STEPS

What we expect to do next



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01 OPINION

AN EXAMINATION OF POSSIBILITIES?



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A DISCLAIMER...

This presentation is drawn from my experience in delivering community engagement projects across Australia and from my own remote perspective...

There are many pros and cons to being 'outside' of the organisation in terms of engagement planning:

Pro: no polarisation or group think

Con: I could be at the mercy of my own bias(es)



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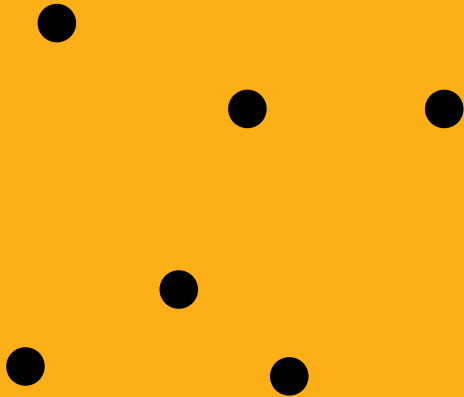
A HONEST OPINION

- Disconnected thinking
- Systems thinking

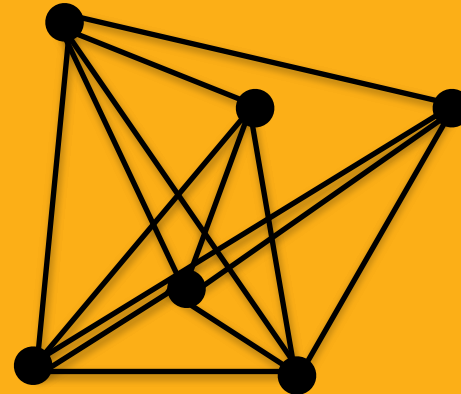


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SYSTEMS THINKING



DISCONNECTION

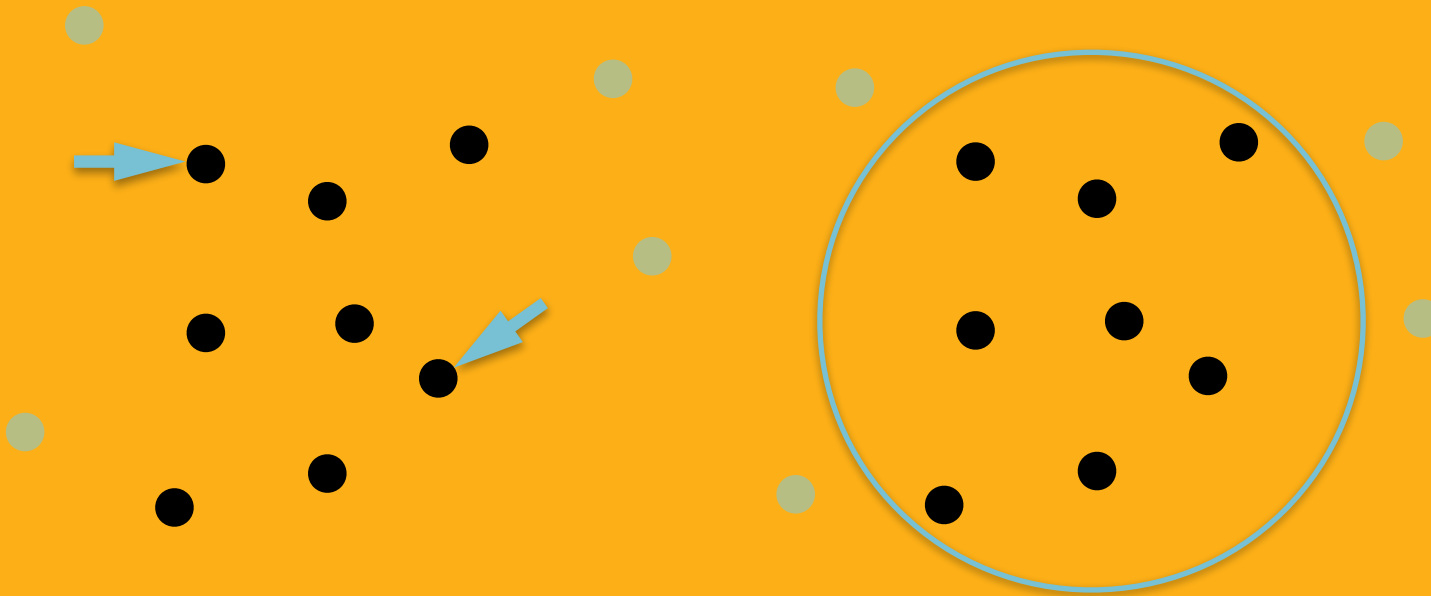


INTER-CONNECTEDNESS



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SYSTEMS THINKING



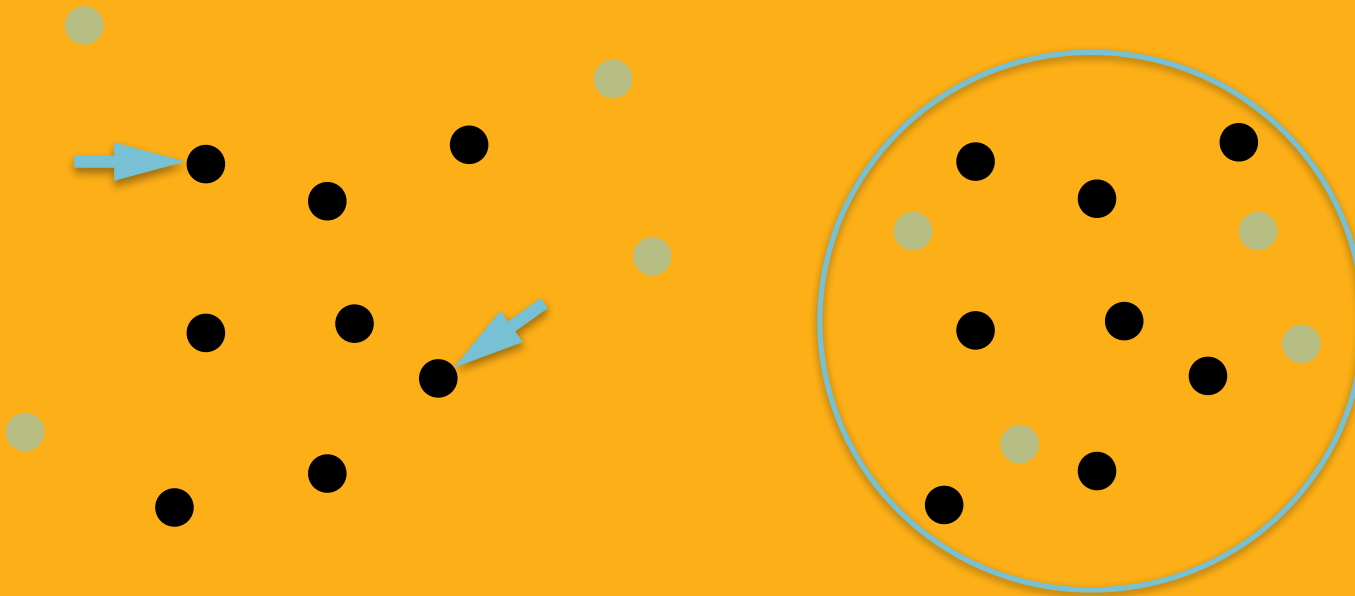
ANALYSIS

SYNTHESIS



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SYSTEMS THINKING



ANALYSIS

SYNTHESIS



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WORKING FROM THE TOP

State Government Legislation

*Local Government Act
1999*

*Planning, Development
and Infrastructure Act 2016*

*30 Year Plan for Greater
Adelaide*

City of Mitcham Vision

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TO THE CURRENT DOMAIN

Mapping relationships and any dependancies is relatively straight forward.

There is a common thread that runs from the topmost tier to the bottommost:

ENGAGEMENT

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LET'S LOOK A LITTLE CLOSER

Filter / Lens

Heritage | Access and Inclusion | Health and Wellbeing | Reconciliation



Associated Plan



Associated Plan



Associated Plan



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LET'S LOOK A LITTLE CLOSER

Filter / Lens

Heritage | Access and Inclusion | Health and Wellbeing | Reconciliation



Conservation Management Plan

Out of date and omits key considerations such as public land and reserves.



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02

CLMPS AND BEYOND



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A FRAMEWORK

WHY I THOUGHT WE NEEDED ONE

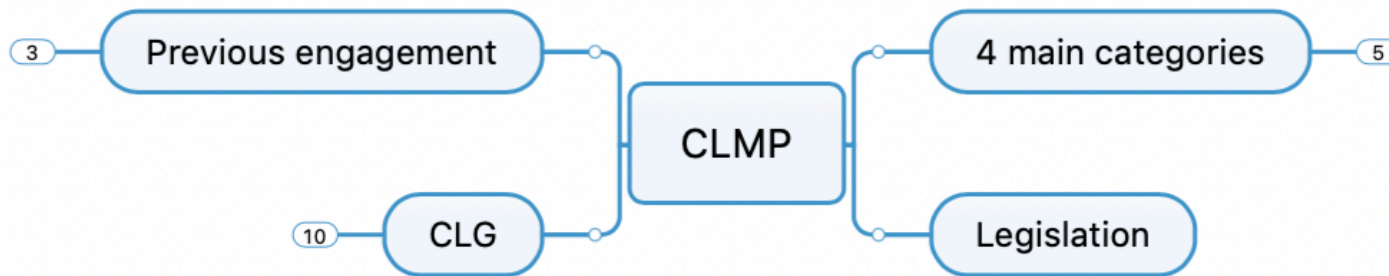
If you have a plan, even a bad one, you can use it to talk to community and your peers. It will illustrate your starting premise and ultimately what you intend to measure, achieve and celebrate success.

YOU WILL HAVE A SINGLE FRAME OF REFERENCE



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INITIAL RESEARCH



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THE EASY BIT

CLMP - Four Main Categories

1. Reserves / Open Space (~225)
2. Drainage reserves
3. Operational assets
4. Sport and recreational sites



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THE LEGAL BIT

Essential, but dry, reading

- 1.Review of recent legal rulings
- 2.Review of Local Government Act 1999
- 3.Policies



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THE PREVIOUS ENGAGEMENT BIT

Review of previous CLMP engagement

- 1.Planning was done well
- 2.Community sentiment heard loudly
- 3.Untrained staff in a difficult situation
- 4.Focus not on CLMP but pre-planned development



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HERITAGE STANDARDS

All of the previous points plus CLG heritage

1. A real need for key stakeholder involvement
2. An internal review of dependancies to, and from, the CLMP
3. A review of who, why, when and how the relevant documents should be used



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2 KEY COMPONENTS

CLMP Targets and Measures

1. Operational in nature
2. Hierarchical
3. Dependancies
4. Lack of standards applied to the Public Realm



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COMMUNITY PERSPECTIVE

We have heard...

1. We need clear principles to manage heritage areas
2. We have legal obligations to do the same
3. Preserving CLGs for future generations is paramount



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03 OUR PASSIONATE COMMUNITY

EMOTION: A SIMPLE OVERVIEW

Over time there will be some members of the community who get so upset over an issue that they focus all their attention on the organisation calling for change.

And in some circumstances an organisation may purposely trigger this response!

- Actively scaring people who are ignoring something that is legitimately dangerous or risky to life;
- Guiding people who are upset about something that is legitimately risky to life;
- Calming down people who are upset over something that's not risky to life so dialogue can commence.



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AVAILABLE OPTIONS

A simplified list of measures:

- **Mobilisation**

Reach out to potential future allies. Build closer and better relations with them.

- **Public relations**

Reach out to neutrals, people you expect will sit out the controversy-to-come.

- **Preemptive management**

Reach out to the people you think are likeliest to become upset, and take early measures to address their grievances.



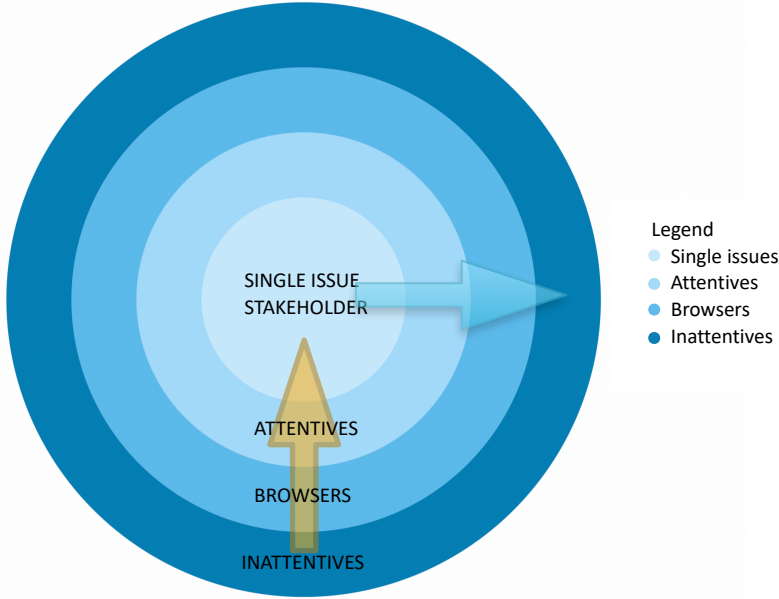
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ONE STAKEHOLDER ASSESSMENT TOOL



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Four 'Publics' in Public Participation



An overview

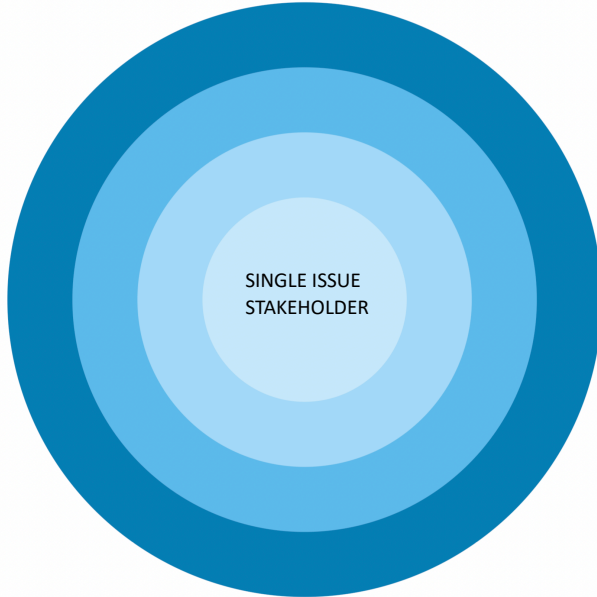
This categorisation is not about kinds of people.

It is the amount of interest of people with respect to a particular issue at a particular moment in time.

Peter M. Sandman, Ph.D.

STAKEHOLDER MAPPING

Four 'Publics' in Public Participation



Legend

- Single issues
- Attentives
- Browsers
- Inattentives

"Single Issue Stakeholders" - Very small %age of population

This is not a value judgement at all it's a categorisation within crisis communication and engagement. Passion and single issue causes are at the heart of things here it is what motivates this group and over time I think most people can recall having at least one obsession in their lives.

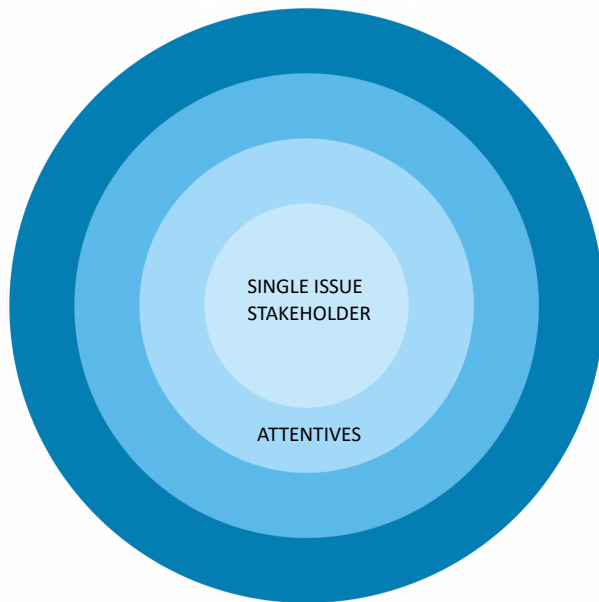
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STAKEHOLDER MAPPING

Four 'Publics' in Public Participation



Legend

- Single issues
- Attentives
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- Inattentives

"Attentives" - Small %age of population

They monitor social media coverage of the issue carefully. Sometimes they go to a meeting or answer a survey. The issue isn't a central factor in their lives.

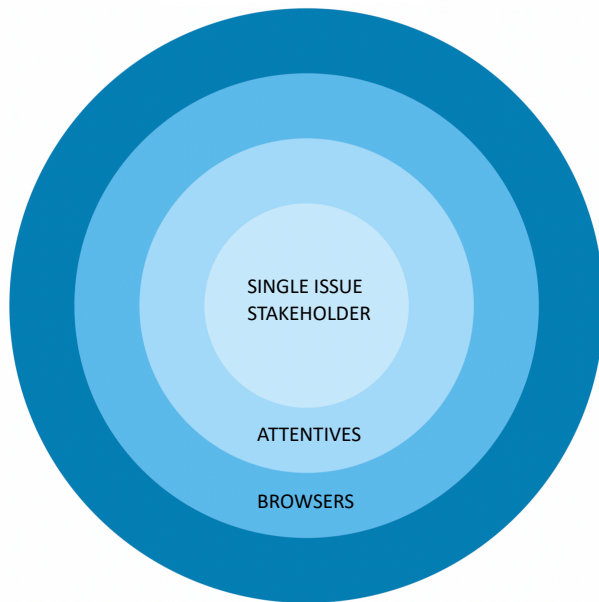
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STAKEHOLDER MAPPING

Four 'Publics' in Public Participation



Legend

- Single issues
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"Browsers" - Medium %age of population

They check you out from time to time, but they don't want to be bothered providing input. The issue may be on their "worry list," but it's nowhere near the top.

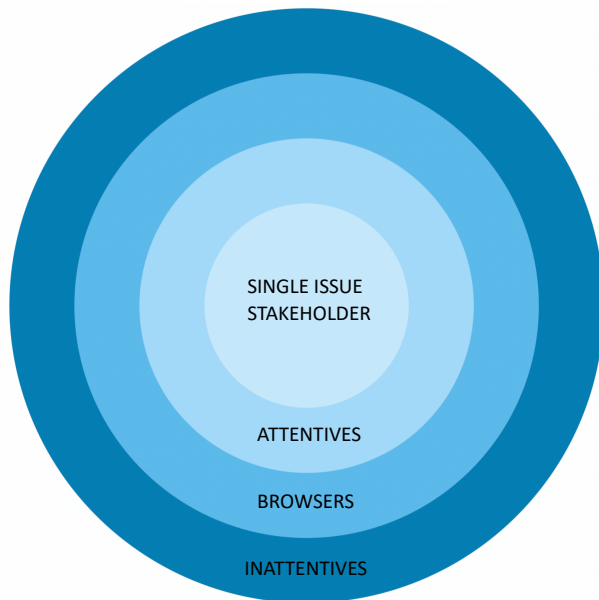
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STAKEHOLDER MAPPING

Four 'Publics' in Public Participation



Legend

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"Inattentives" - Large %age of population

They don't know about the issue and they don't want to know.

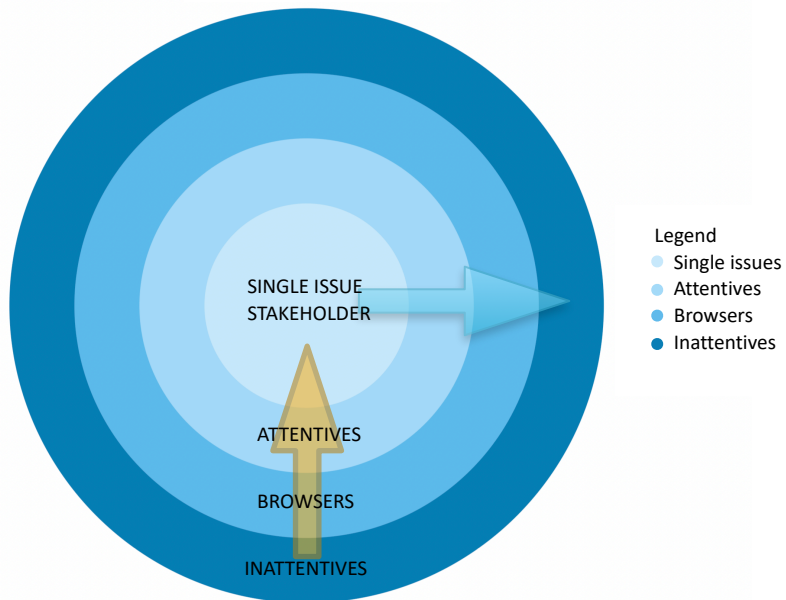
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AN ASSESSMENT OF THE TOOL

Four 'Publics' in Public Participation



The ebb and flow

Overtime some keen advocates lose interest and slowly filter to a new less focussed level of involvement.

The same is true the other way sometimes a cause or issue suddenly resonates with an individual and they will become more focussed on that area.

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04 ENGAGEMENT PLANNING

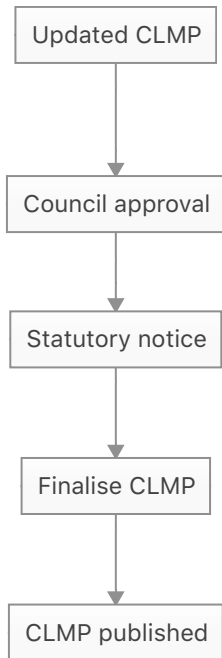


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STATUTORY NOTICE

VS

BEST PRACTICE



In line with legislation a 28 day engagement period is deemed satisfactory.

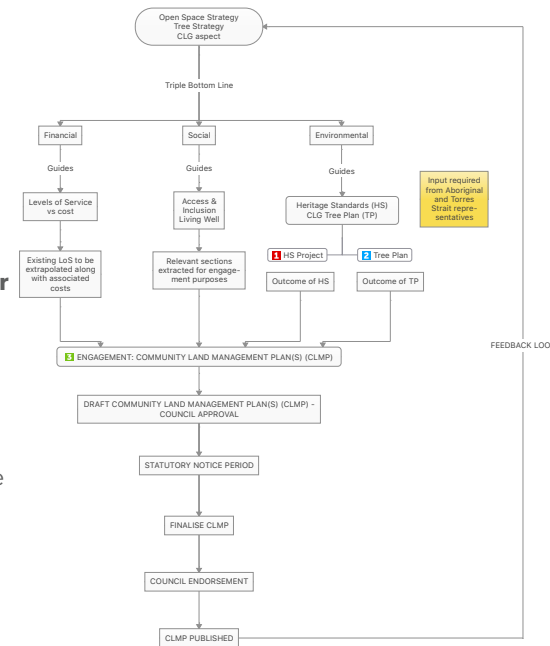
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Experientially for participants this can be a frustrating method of engagement.

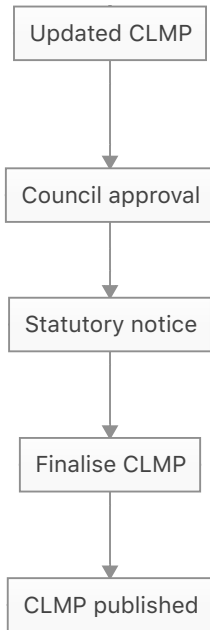
Community engagement works best where it is **an ongoing cumulative process enabling relationships and trust to build and strengthen over time.**

Individual engagement events should be planned and designed with this in mind and aim to contribute to the overall aims of the engagement process.

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STATUTORY NOTICE



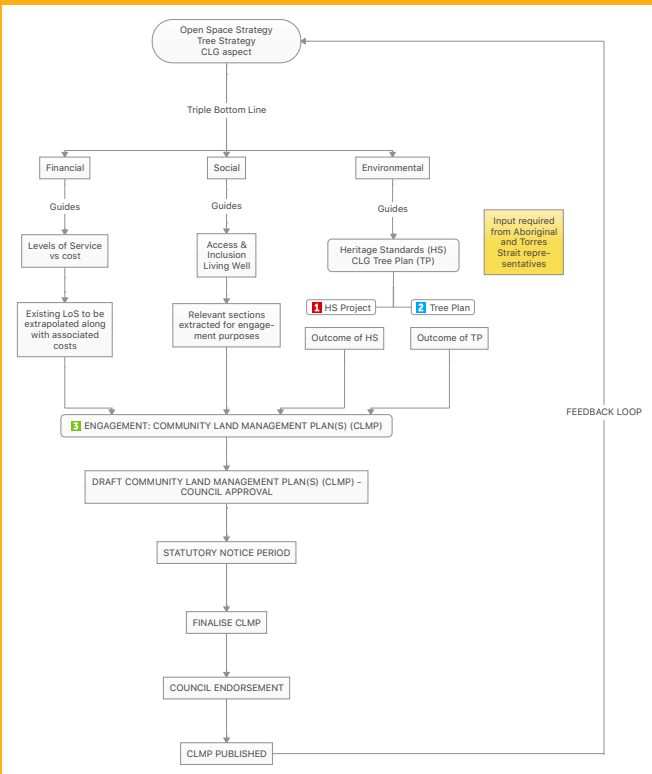
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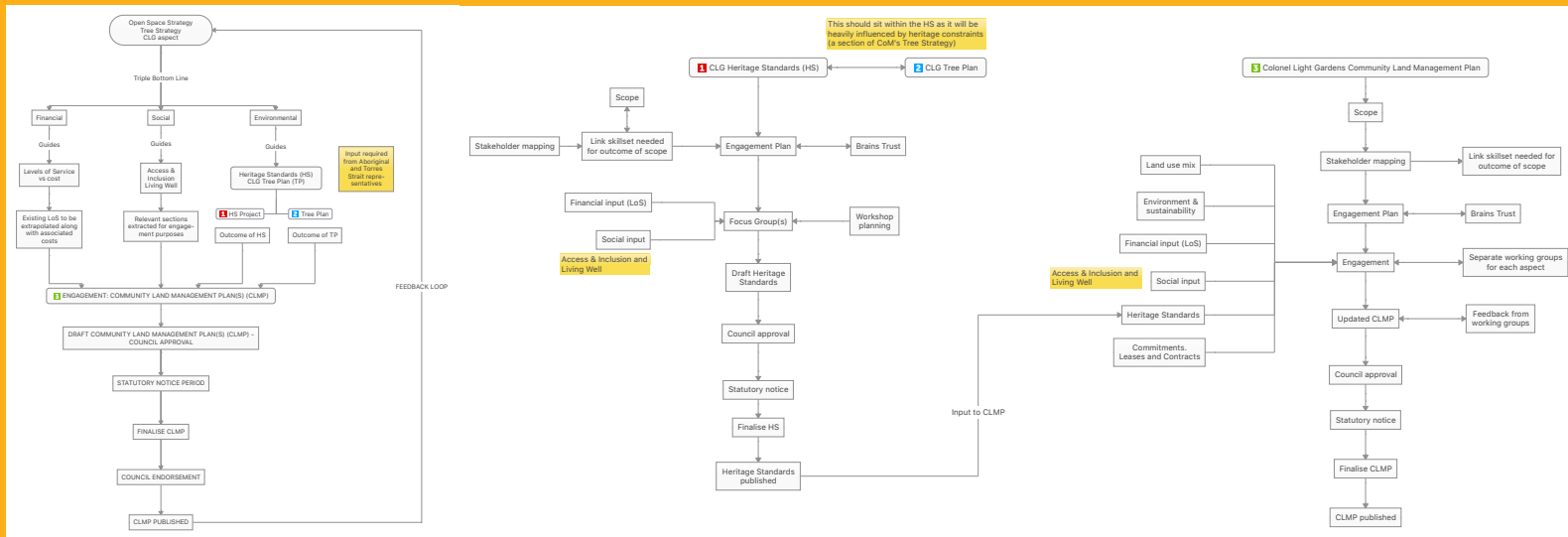


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A SYSTEMS BASED APPROACH



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A balance of community expectations, with good governance principles, best practice engagement methods and outrage management at its core.

GOD OF THE GAPS



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BENEFITS OF THIS APPROACH

- Integration of The Tree Plan for CLG

Collecting associated thoughts, ideas and exploring expectations from the community will save time and resources and will help foster closer ties within those communities.

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A balance of community expectations, with good governance principles, best practice engagement methods and outage management at its core.

BENEFITS OF THIS APPROACH

- Waite Street Reserve

With a systems based approach urgent engagement processes can be nicely categorised and slotted into the framework.

Keeping consistency and governance of the process a central tenet.

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A balance of community expectations, with good governance principles, best practice engagement methods and outage management at its core.



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WHY BOTHER TO ENGAGE?

- Informed decisions are **better** decisions
- Working with and for community produces **accepted** decisions
- Relationships can be **forged** or **strengthened**
- The collective IQ of the community can produce **unique solutions**
- It is best to address the triggers in the community that can lead to **outrage**



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ASK YOURSELF THESE QUESTIONS

- Did you get an idea of the thoughts processes?
- Was the review of the stakeholder mapping tool of benefit?
- Has your knowledge of stakeholder categorisation increased?



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05

NEXT STEPS



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Coming Up:

- Council decision to develop HSPR before the CGL CLMP on August 24th
- Decision required to prioritise the Waite Street reserve CLMP



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