

Attachments

Living Sustainably in Wyong Shire

Phase 1 Project Report



Attachment #1

Living Sustainably in Wyong Shire Phase 1 Project

Draft Sustainability Guiding Principles

August 2007



LIVING SUSTAINABLY IN WYONG SHIRE: DRAFT SUSTAINABILITY GUIDING PRINCIPLES

These principles and their characteristics have been developed by staff of Wyong Shire Council and key community stakeholders, through a series of independantly facilitated sustainability roundtables, held in July - August, 2007

Draft Guiding Principles	Key Characteristics
<p>Introductory Statement:</p> <p>Wyong Shire Council is committed to building a better tomorrow through our efforts today. We do this by focusing on long-term sustainability in all that we do. We seek to meet the needs and aspirations of the present without compromising the ability of future generations to meet theirs</p> <p>This involves protecting our natural environment within a regional context, as a foundation for building sustainable lifestyles, developing prosperous and healthy communities and local economy</p> <p>This requires good management and design, and effective operational guidelines and controls. It needs to be supported by good partnerships with the community, business and industry and other levels of government.</p> <p>Lessons learnt along the way will be Incorporated into our processes to achieve better outcomes. We need to show good leadership and support actions for sustainability.</p> <p>We support and <i>commit</i> to these Guiding Principles in our work and decision-making, supporting our vision of living sustainably and adding to our quality of life in Wyong Shire.</p>	<ul style="list-style-type: none"> • We consider and seek to integrate environmental, social and economic sustainability in our work and decisions, keeping in mind both present and future generations. • We hold to these principles even when under pressure from influences or forces that might otherwise seek to reduce their intent to help us create and maintain a sustainable future for Wyong Shire in its regional setting. • We ensure these guiding principles are well communicated, understood and applied across all of council and with the community and other stakeholders. <p>Applying the Principles - Key Strategic Questions</p> <p>We apply these guiding principles, where relevant, when we are:</p> <ul style="list-style-type: none"> - making decisions and considering responses - carrying out activities and actions - designing and evaluating projects and programs - assessing development proposals, and - preparing reports and recommendations. <p>We ask ourselves, to what degree are we, or is this activity or proposal, meeting or achieving these principles and their intention. We convert the principles and their characteristics into strategic questions, asking one or more of these</p> <p><i>To what extent or degree am I, or are we?</i> <i>To what extent is this activity or action.....?</i> <i>To what extent is this project or program?</i> <i>To what extent does this proposal?</i></p> <p>We use the answers to these questions with our own understanding of sustainability in considering our response and next steps.</p>



Draft Guiding Principle	Key Characteristics
<p>1 We successfully Integrate ecological, social and economic sustainability</p> <p>We actively consult and call on expertise both within council and the wider community to help identify and integrate all aspects of ESD (economic, social and environmental values) in our decision-making, and our work.</p> <p>We include environmental and social factors in our economic valuation, identifying and considering the 'real cost' and externalities of development and resource use. To us 'economic costing' includes a range of environmental and social aspects and economic viability.</p> <p>We seek to identify real 'value for money': what is worthwhile and valuable to the community, incorporating economic, environmental and social aspects. We provide for equity, encourage balance, and apply a common sense approach.</p> <p>Our decision-making process includes contributing positive ideas and solutions to issues and challenges.</p> <p>We seek to understand and effectively address the causes and effects of major issues and challenges such as 'climate change', rapid development and population growth.</p>	<p>Economic:</p> <ul style="list-style-type: none"> • We support business that creates opportunities to improve our community including infrastructure, local and regional work, recreation, entertainment and education. • We ensure the security of natural resources we need now and for the future. • We support market incentives that encourage business and community to be proactive in the efficient use of resources eg. water tanks, carbon use offsets/alternatives. <p>Social and cultural:</p> <ul style="list-style-type: none"> • We support people to achieve their potential in a setting of mutual respect for individuals and cultures. • We support our local communities. Including maintaining and improving safety and a sense of community. • We support development of healthy communities through integrating our settlement with the natural environment. • We protect culturally significant sites and places. • We strive to ensure social equity and opportunities (such as affordable housing, access to services). <p>Ecological:</p> <ul style="list-style-type: none"> • We respect, and seek to protect, maintain and improve the local natural environment, and biodiversity. • We respect and protect the landscape and its contribution to our sense of place and belonging. • In seeking to do no harm to the environment and ecological systems we apply the precautionary principle.



Draft Guiding Principle	Key Characteristics
<p>2 We support our long-term vision, focusing locally in a global context</p> <p>Our decisions are consistent with the long term, including our vision of the future, key goals associated with the vision and maintaining inter-generational equity.</p> <p>This vision and strategic direction is created and developed with the wider community and based on our shared long-term values. Council's corporate identity and direction reflects and reinforces this vision.</p> <p>We 'think globally and act locally', applying the best we can find in a local way, to support the quality of life of our local community. This includes aspects such as our environment, our work and recreation, our health and education, our entertainment, food and lifestyles.</p>	<ul style="list-style-type: none"> • We support strategies and actions, including meeting targets and benchmarks, and reporting on actions related to our goals and objectives. • We use evidence-based planning, assessment and reporting that demonstrates support for the key values of our vision. • We collect baseline information on our key values, ensuring good information management and updating. • We actively promote our vision and key goals encouraging people to be aware of and support them. • We plan for and think of Wyong Shire in its regional, and global context including key challenges and issues such as: <ul style="list-style-type: none"> • future employment drivers • infrastructure needs and solutions • use of energy and water resources • climate change and likely sea level rises • social wealth and capital • protection of biodiversity and ecological processes • We look broadly for ideas and solutions to issues and challenges similar to Wyong Shire and our region, and apply or adapt these to our local context. • We protect our local special features, ensuring that projects and proposals do not impact adversely on them. • We are careful not to damage things about our local area that work already by bringing in another 'version' which may not work as well or suit us ("if it ain't broke - don't fix it"). • We encourage use of locally available resources to increase our self-reliance and retain resource security (eg. solar energy, rainwater, foods).



Draft Guiding Principle	Key Characteristics
<p>3 We protect the natural environment maintain healthy ecological systems</p> <p>We respect the natural environment, recognising that it is the basis of our social, cultural and economic life in Wyong Shire.</p> <p>Our conservation strategy provides guidance, helping to protect natural areas, conserve and enhance the environment.</p> <p>We make decisions and carry out works in a way that avoids, or minimises impacts on and has a capacity to improve biodiversity and ecological outcomes.</p> <p>We make decisions and carry out works taking into the account the cumulative impacts of many small, or similar decisions over time.</p> <p>We invest in monitoring and reporting on biodiversity and ecological systems in a partnership with community, other stakeholders and government and use this in our planning, management and decision-making.</p>	<ul style="list-style-type: none"> • We protect our diverse local environment as a valuable asset with a high priority given to protecting key areas such as the lakes, beaches, bushland and rural areas. • We support improving the environmental qualities of our urban environment helping to make them attractive places and spaces in which to live, work and relax. • Our biodiversity conservation is based on best research and knowledge available, regular updating of information to assist our planning, management and decision-making. • We support environmental education to encourage people to understand key issues and values and become part of the solutions. • We apply good practice principles of catchment management in our planning and decision-making. • We accept our responsibilities to the environment in accordance with the principles of ecologically sustainable development



Draft Guiding Principle	Key Characteristics
<p>4 We apply good governance striving to improve our processes and outcomes</p> <p>Good governance means a framework that ensures responsible, accountable and ethical decision-making based on integrating economic, social and ecological values and principles.</p> <p>Our governance approach includes:</p> <ul style="list-style-type: none"> - evidence-based application of the precautionary principle - ensuring intergenerational equity - providing suitable incentives, guidelines and regulations to support sustainability, in particular to help achieve our shared vision. <p>Council is both a <i>learning</i> and teaching organisation in relation to sustainability. We apply what we have learnt from experience, including past mistakes and good outcomes.</p> <p>To improve our performance and help meet our sustainability challenges. we add to our knowledge through:</p> <ul style="list-style-type: none"> - building experience and skills - taking an interest in our relevant fields - appropriate risk-taking and good research - being receptive to good ideas and practices. <p>We focus on business excellence, applying management systems and tools to support our work and decision-making such as:</p> <ul style="list-style-type: none"> • quality assurance (QA) • risk management • environmental management (EMS) • records management • training management systems, and • the use of sustainability and service performance indicators. 	<ul style="list-style-type: none"> • We apply the precautionary principle in management, actions and decision-making. • We are seek to be consistent, demonstrating and documenting sound reasons for our decisions and actions • We apply TBL thinking at planning and design phases, employ good TBL analysis in decisions, and focus on measurable TBL service delivery outcomes • We carry out effective reviews from time to time of past decisions to improve and achieve better outcomes • We recognise potential conflicts and contentious issues with the intent for positive resolution. • We try to be proactive, rather than reactive to issues and challenges and contribute positive solutions and creative thinking rather than being deficit-focused. • We encourage effective resourcing and the provision of incentives to support sound sustainability initiatives • We support learning, including from our mistakes and achievements, adding to the knowledge in council so that we can continue to improve. • We act from where we are now, acknowledging we need to consider and be aware of ever-changing conditions. • We see the glass as 'half full' as much as possible rather than half empty, acknowledging what is working well to encourage and support ongoing efforts to improve.



Draft Guiding Principle	Key Characteristics
<p>5 We build partnerships by engaging with and listening to the community</p> <p>We value and benefit from the combined experience, ideas, resources and skills of the community in establishing and seeking to achieve our vision of a sustainable future for Wyong Shire and the region.</p> <p>This aim is supported by developing and supporting strong partnerships, and alliances within our community.</p> <p>Our definition of 'community' encompasses residents, community groups and individuals, business and industry, non-government organisations, government and external agencies, and council staff.</p> <p>We use effective consultation and participation processes to engage the community and in forming partnerships and networks.</p> <p>We recognise the importance and value of listening to and effectively responding to the community in our work and decision-making processes.</p> <p>We acknowledge the value and importance of consulting with the community and within council on a wide range of matters to assist us in planning, designing, carrying out works and making decisions.</p>	<ul style="list-style-type: none"> • We create, refine and review our shared vision and long-term goals with the community, and work with all stakeholders to achieve and maintain them. • We identify interested parties that should be consulted or considered in matters, seeking to be inclusive. • We establish, or use existing participation and engagement processes to suit different situations and needs, and resource the engagement as effectively as possible. • We seek to build trust in our engagement - using the following approach: listen, respect, evaluate and respond, acting as required to achieve positive outcomes. • We can demonstrate that views of interested parties have been heard, recorded and responded to according to the situation. • Effective consultation between council and community involves two-way communication. • We seek to identify opportunities to build and strengthen partnerships and alliances that assist in leading and supporting actions for sustainability. • We identify key networks and communication links so that good information exchange can occur on matters requiring or that would benefit from community input and engagement.



Draft Guiding Principle	Key Characteristics
<p>6 We lead by example and support actions for sustainability</p> <p>Councillors and council staff demonstrate leadership on sustainability in Wyong Shire and on the Central Coast, by delivering noticeable and practical sustainability outcomes and results.</p> <p>We 'walk the talk', courageous in initiating ideas and approaches to achieve improved community, environmental and economic outcomes</p> <p>We lead in the way we do our work, run our organisation and treat our workplace as an example of a sustainable community. This enables us to know what needs to be done, to find and apply solutions, and understand the challenges facing the wider community.</p> <p>We encourage and support individual and collective action for sustainability, within Council, within the community, through key stakeholder organisations, and through shared actions between us all.</p>	<ul style="list-style-type: none"> • We aim for best practice, setting and achieving realistic goals and targets as both an example and inspiration to ourselves and others. • Our behaviour including the way we work demonstrates environmental, social and economic sustainability eg. water and energy planning & use, vehicle use and so on. • We support the concept of taking personal responsibility and action to achieve integrated and key sustainability outcomes. • We seek to nurture, build and maintain our social capital through supporting community groups and collective action that are focused on achieving our sustainability goals. • We try to remove barriers to and provide incentives for sustainable living wherever possible and appropriate • We support champions who are working to protect our core values and achieve sustainability outcomes, and providing leadership and inspiration to others. • We maintain our standards and ensure that the spirit and commitment is ongoing



Attachment #2

Living Sustainably in Wyong Shire Phase 1 Project

Results of Council Staff and Key Stakeholder Sustainability Roundtable Series





Table A2.1

Council staff 'sociogram'

**'To what degree is Wyong Council
presently implementing Sustainability'**

**staff roundtable series
5 & 6th July 2007**





Living Sustainably in Wyong Shire – Council Staff Roundtables 5-6th July 2007
Sociogram - 'To what degree is Wyong Council presently implementing Sustainability'

<p>(Some people stood off the scale)</p> <p>Committed to doing a good job (engineers and planners) (S3)</p> <p>Adversarial approaches and lack of (not shared) understanding of sustainability and economy, ecological bottom line (S3)</p> <p>Don't have tools to make decisions (S3)</p> <p>Lack of council resourcing (S3)</p>	<p>Jobs and development (S4)</p> <p>Integrated Water Catchment Management (S4)</p> <p>Just in Management Plan (S2)</p> <p>Starting to connect with community (S1)</p> <p>Starting to talk about 'sustainability' (S1)</p>	<p>Baby-steps towards environmental sustainability (S4)</p> <p>Individual processes that 'work well' (S3)</p> <p>Cultural and societal (S2)</p> <p>Does well at industrial age / infrastructure issues (S1)</p>	<p>Do we have TBL reporting? (S4)</p> <p>There is some kind of framework but not enough (S3)</p> <p>Feel a bit more positive (S3)</p> <p>Lots of opportunity but not being taken up. Eg. reclaimed water – Council making good use of it (S2)</p> <p>Need to 'THINK' 'SUSTAINABILITY' (S1)</p>	<p>Results of positive sustainability decisions not yet showing on the ground (time-lags) (S4)</p> <p>Some positive initiatives (S4)</p> <p>(Communications) Enough policies and stat. requirements to keep us in line, so we are doing okay (S3)</p> <p>We are <u>improving</u> (S3)</p> <p>There are good examples of forward-thinking (eg., structures, sewerage of shire) (S1)</p>	<p>Looking at things holistically (S4)</p> <p>Legislative requirements and economic support (we're implementing and don't have to pay for it) for sustainability initiatives (improving /developments) (S4)</p> <p>From broader perspectives (media and copyroom) sees a lot of what's going on and what people are trying to do (S2)</p> <p>We've come a long way from where we were (S1)</p>	<p>Council makes decisions for community and the future (and support in crisis/disaster) - some things done very effectively - has improved over 20 years (over 20 years as ordinary ratepayer and little understanding of sustainability) (S3)</p> <p>We are balancing lack of water with social and economic needs (S1)</p>	<p>very well</p>	
<p>not all</p> <p>No shared vision of framework (S3)</p> <p>Ineffective budget /project management (S3)</p> <p>Individuals and sections doing things but not together (S4)</p> <p>Social aspect neglected (S4)</p> <p>Political forces (external) (S4)</p>	<p>We're not doing anything different (S1)</p> <p>Needs integration into decision-making (S1)</p> <p>'Up-service' not embedded into actions (eg green purchasing policy) (S2)</p> <p>Good processes (start of pipe) solutions vital to achieve right results – what result is 'right' (S3)</p> <p>Early days (S4)</p> <p>About the way we work together in the organization – holistic sustainability (S4)</p> <p>Need project based conversations between different sections of the organization (S4)</p>	<p>Doesn't do well at information age strategies yet to encourage behaviour change (S1)</p> <p>Driven by particular units but not in a coordinated way (S2)</p> <p>Operational plans separated from MPs (S2)</p> <p>Crisis driven (S2)</p> <p>Uncertainty about what Wyong Shire will be like (no vision) (S3)</p> <p>\$ still trying to drive agenda (S4)</p>	<p>NEED A SUSTAINABILITY FRAMEWORK that encourages automatic decision-making from a sustainability perspective (S1)</p> <p>Our hands are tied (S1)</p> <p>Contradictions (eg. penalised for lack of car use) (S1)</p> <p>Lack of public transport (S1)</p> <p>Readily of continuous change (S3)</p> <p>Could do more with green energy (S4)</p> <p>Political influences hold us back, which is supported by council leadership (S4)</p>	<p>But there are also poor examples (S1)</p> <p>Much room for improvement (especially if have a vision/framework) Councils are not making decisions based on sustainability (S4)</p> <p>Need for improvement (eg bushland management) (S4)</p>	<p>Pressures of time and job tasks means we are not reviewing Management Plan and sustainability documents (S1)</p> <p>External forces (eg. population) (S1)</p> <p>'Spin' (S2)</p>	<p>We are balancing lack of water with social and economic needs (S1)</p>	<p>very well</p>	
<p>NEGATIVE COMMENTS</p>	<p>Environmental value still seem as less than \$ - need environmental economics (S4)</p> <p>On page 14 of Management Plan but 'not on my page' (S4)</p>	<p>Need to 'THINK' 'SUSTAINABILITY' (S1)</p>	<p>Need for improvement (eg bushland management) (S4)</p>	<p>Need for improvement (eg bushland management) (S4)</p>	<p>Need for improvement (eg bushland management) (S4)</p>	<p>Need for improvement (eg bushland management) (S4)</p>	<p>Need for improvement (eg bushland management) (S4)</p>	<p>NEGATIVE COMMENTS</p>





Table A2.2
Living Sustainably in Wyong Shire Project

**What do we value and what
motivates us toward sustainability?**

**Council Staff Roundtables
5th - 6th July 2007**

and

**External Stakeholders Roundtable
1st August 2007**



Table 2.2 Living Sustainably in Wyong Shire

What do we value and what motivates us toward sustainability?

**Council Staff Roundtables 5th & 6th July
and External Stakeholders Roundtable 1st August 2007**

Our sustainability values (integrated from all sessions conducted)

Theme	Comments
<p>Effective Leadership and Decision-making</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Have champions for the environment at a Director level and higher, that encourage staff to make environmentally sound decisions rather than deter them from doing so • An organisation that encourages rather than blames • An organisation that does not embrace AWA's • Respect, value and nurture employees – listen to them and take note of what they say • Trust in decisions made by staff within their particular workplace – they know best about their job • Value staff input as each person has a particular point of view • Seek to continuously improve • Broaden the processes involved in decision making ability • Informed leadership <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Doing more of what works • Partnerships and alliances are fundamental • Decision-making based on sound information
<p>Considering the needs of future generations</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Intergenerational equity • The need to achieve current and future needs and wants without compromising our future capacity to deliver them • In developing Wyong Shire ensure that we 'tread lightly' . . . we protect our environment, value our community now and in the future • Ensure that the environment we live in today exists tomorrow and beyond • Consider what effect our action(s) will have on generations to come • To keep the world for future generations • My children's future in this environment and the environment/ society and economy they will inherit



	<p>External Stakeholders:</p> <ul style="list-style-type: none"> • Triple bottom line and making decision that mean the same opportunities are available to future generations that are here now • Keep alive in a desired form • Our legacy to our children and descendants • Inter and intra-generational equity • Respect for future generations • Our obligation to provide future generations with at least the same opportunity, or preferably better, to live happily and healthily
<p>Protecting Our Environment</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Maintaining the natural environment particularly large areas of pristine wilderness • Environmental welfare • The environment's preservation, conservation and enhancement • Preserving the natural values of our planet <p>External Stakeholders:</p> <ul style="list-style-type: none"> • National parks provided and maintained • Biodiversity protected and environmental heritage maintained • Our obligation to protect other forms of life – flora and fauna and the natural environment
<p>Community Well-being and Quality of Life</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Socio-economic welfare • Feeling of belonging • To make the right decisions for the betterment of the community • Community's needs and thoughts be considered • Respect for the diversity in the community <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Healthy and happy wellbeing • Quality of life be maintained and improved • Community sense of place • Healthy strong vibrant community based on healthy, strong and resilient ecological processes • Free and accessible experiences to nature • Agriculture has the capacity to contribute to the quality of life of the community in relation to landscape, employment, water quality, food quality, community health, and environmental health • Tolerance and Family values • Celebrating what we have and moving forward • Sense of community – empower people within the community structure, with positive community involvement • Delight and surprise in the diversity in biota, landscapes, business, lifestyle opportunities and available resources • Ensure we always have options for work, entertainment, education, living and travel



<p>Council's responsibility to ratepayers</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Meets community needs and builds on existing assets • Transparency – we do what we say we are going to do • Provide a quality service • We are here for the benefit of the community of Wyong Shire • Communication between Council staff and their ratepayers • Giving our ratepayers the service they are contributing towards <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Nil comments applicable to this heading
<p>Quality Planning and Infrastructure</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Better future planning of infrastructure to service the community • The challenge of integrating WSC's planning and management with global eg: global warming; national eg, broadband, and state and local trends eg resourcing and co-ordinating agencies for synergies <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Development of systems and a disposition to ensure that something that is agreed to be good/ effective/ efficient continues or gets beyond its initial development
<p>Taking personal action - Making a difference</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Doing the right thing • Ethical behaviour • Work ethics and morals • Pride in workmanship • To have the personal integrity to make the right decisions not just the popular ones, for the betterment of the whole community • At an individual level I take little steps to create a better environment (eg: turn lights off when leaving a room) • Work hard to achieve outcomes that are beneficial to council and the community • To make a difference • Balance family and work • To try to make a difference even if it isn't acknowledged all the time • Know what you need from your work life to make you happy and work towards it. Don't let others discourage you. <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Personal responsibility



<p>Concern for others/ Equality/ Equity</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Provide value for money • Consider the needs and feelings of people involved in any process • Be open minded, consider all options before making a final decision • Honest and direct communication – TELL THE TRUTH • Equality and egalitarianism • Social justice <ul style="list-style-type: none"> • Caring for humanity • Fairness – everyone has a right to be dealt with honestly and fairly • Respect for others including their needs and expertise • Equity and fairness • Provide a voice for the environment • Respect for people and places • Leave the world better than when I came into it • Responsiveness – respond to the needs of others – workmates and public; Listen – to the story of others <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Respect for self and others • Respect for future generations
<p>Learning/Using skills & Educating others</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • That people feel motivated and interested to <u>participate</u> in decisions that directly affect their lives • Council run community events, partnerships, networking need to have a life span that continues without end dates subject to budget/ funding. This will allow generations of workforce, family, neighbours to be aware of the regular event, continuity and evolving programs. • Knowing & understanding what is to be achieved then achieving it • Belief that I have the wide-ranging skills and experience to make positive improvements to WSC planning and governance • Learning from educating and engaging with the skills and knowledge in the local community <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Each person to achieve their potential





Table A2.3

Roundtables: Sustainability Achievements

**Combined results of all sessions: Staff 5th & 6th July,
and Community Stakeholders
1st August 2007**

**What is being achieved and attempted
by Council in relation to sustainability ...?**



Table A2.3: Outcomes

**Living Sustainably in Wyong Shire Project
Roundtables: Sustainability Achievements**

Combined results of all sessions: Staff 5th & 6th July, and Community, 1st August 2007

What is being achieved and attempted by Council in relation to sustainability ...?

Theme	Comments on Achievements
<p>Society And Culture</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Inspection/maintenance of roads and footpaths – good systems of care • Town centre entrance a key community meeting place • Affordable Housing Strategic Development • Cultural Plan <ul style="list-style-type: none"> ○ cultural development and its support (e.g. grants) ○ cultural awareness • Community planning process • Social Atlas (up to date accurate statistics on demographics) • Youth support <ul style="list-style-type: none"> ○ the Gravity Youth Centre ○ the Scholarship program to support youth • Conservation Volunteers Australia Day – ecological responsibility • Community Art – to foster/ build community connectedness • Community engagement and consultation • Strategic community development plan – being developed • Well-being Program – aimed at sustaining staff in the workforce, improving their health, (help reduce the health impact on the public health system) improving morale and ensuring staff are fit and healthy. • Environmental awareness among community – workshops • Expansion of Community Education Unit <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Regional Quality of Life Indicator Projects (Wyong, Gosford - partnering with CSIRO) • Sustainability Indicator Project (Gosford) - Institute for Sustainable Futures • Energy saving equipment • Water saving rebates • Community Precinct Forums • Central Coast Community Congress • Partnerships in early childhood programs • Sustainability education program – councils, community and industry



<p>Economy</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Industry Partnership Program • Resource recovery and waste control • Development standards – (DCP's/Design requirements) include reference to ecology and employment generation • Wyong Employment Zone • Local employment – creating more local jobs to reduce the need for workers to commute outside local area • Council is providing employment opportunities to residents • Upgrade programs – to holiday parks, increased funding for reserve management, ongoing benefits to the community through tourism etc • Assessing developments for environmental compliance <p>External Stakeholders:</p> <ul style="list-style-type: none"> • \$120 million development in Wyong area • An integrated agricultural industry/employment precinct • Wyong Employment Zone • Schools working with local business in terms of economic development (apprenticeships, traineeships and work placements) • Education grants from council to schools • Council's identification of home-based businesses • Efficient/speedy development application assessment
<p>Human Habitat - Infrastructure</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Environmental protection through less removal of trees for infrastructure • Use of recycled products in infrastructure construction. • Water management <ul style="list-style-type: none"> ○ implementing water re-use projects (e.g. sportsfield: water tank) ○ management of water and waste (good long term plans in place) ○ the Water Plan 2050 (infrastructure, water supply, balance between supply, cost and ecological impact) ○ supporting tanks and rebates on water tank installations ○ implementation of effluent reuse and stormwater harvesting schemes (highest level of reuse of any Council in NSW) ○ the Hunter Water project (sustaining the Central Coast's water supply, 'drought proofing', to be reviewed and used as a learning device) ○ combining groundwater, tanks and new storage dam ○ public being kept up-to-date ○ stormwater harvesting and reuse ○ demand management initiative ○ environmental awareness in planning and engineering works • BASIX – energy and water saving requirements for residential construction <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Wyong Shire Council Affordable Housing Strategy • Bush regeneration in association with road projects with RTA • Bus priority road upgrade project • Cycleway projects in partnership • Sustainable urban design aspects • Community and council are recycling waste effectively



<p>Organisation/ Governance</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Expansion of Community Education Unit – moving forward with community awareness and behaviour change in Wyong Shire • Partnerships between Environmental Education and Community Development workers • 'Sustainability Street' project • Strategic Planning <ul style="list-style-type: none"> ○ high level consideration of triple bottom line ○ ecological, societal and economic considerations in planning for new land release areas and strategy areas • Budget reporting tool – which allows on-screen enquiry (less paper) and helps managers understand the <u>true</u> cost of the areas under their control and to make better decisions • Management encourages economic control • Safety systems in place at work • Inspection and maintenance of roads and footpaths – good systems • Natural Resource Management Unit • The appointment of two Sustainability Officers • The Catchment Management officer position • Strategy Forum in senior management – representatives from environmental, social and economic aspects – opportunity for these issues to have a higher profile and be addressed through high level decision-making. • Occupational health and safety protecting well-being • Water education programs – preschool, primary school, high school • Leadership program • Governance committee • BASIX – energy and water saving requirements for residential construction • Incorporating environmental standards in contracts • LIS providing electronic data • Policies and guidelines incorporating sustainability provisions such as DCP's supporting reuse of materials, and integration of development into the environment with more care. <p>External Stakeholders:</p> <ul style="list-style-type: none"> • Fast-tracking/efficient assessment of development applications • Explanation coming from council about sustainability • Collaborative activities – NSW Health & Council (advocacy for policies & activities) • Schools working with their local communities and environment initiatives (water, trees etc)
<p>Ecology</p>	<p>Council Staff:</p> <ul style="list-style-type: none"> • Waste and recycling <ul style="list-style-type: none"> ○ Implementing recycling collection services, green waste collection and processing services ○ double lining on landfills to prevent lead escape ○ Resource recovery and waste control ○ Rehabilitation of Bateau Bay landfill and Madi landfill • Auditing of industry in relation to pollution • Environmental Monitoring <ul style="list-style-type: none"> ○ Riverbank restoration and re-vegetation ○ Water Quality monitoring (Waterwatch) ○ Environmental monitoring of tips and beaches



- Wyong Conservation Strategy: certainty for both native vegetation conservation and for developers
- Policies and guidelines such as:
 - to assist Development being more environmentally sensitive
 - Wyong Shire DCP (currently underway)
 - recycled materials used for civil works (crushed concrete in road pavements)
- Integrated Water Catchment Management Strategy
- Environmental Education
 - Awareness on water saving strategies
 - Awareness on how to lower consumption and recycle
 - Water re-use reducing impact on natural water systems
 - 'Backyard Buddies' – care for local fauna
 - Environmental protection information on website
 - Commencing 'Sustainability in Council' program
 - Educating school children on water saving and recycling
 - Communication to community on water savings
 - Saving trees by moving to electronic, rather than paper newsletters
- Acquisition of environmentally sensitive land
- Fully funded land management strategies integrated into new land rezonings (e.g. Wyong Employment Zone)
- Statement of Environmental Effects – for all major projects (including cultural, environmental, and social impacts).
- Management Plans and Natural Resource Management
 - Tuggerah Lakes Estuary (recognizes that lake management and catchment management has been poor in the past. The plan gives council and the community an important tool to improve the health of the lakes whilst balancing community use. Wyong Shire Coastal Management Plan
 - Property Vegetation Plans – land given to the purpose of rehabilitation to native state. Council applying for funding to achieve incentive schemes
- Climate Change Action Plan
 - Council resolving to prepare a Climate Change Action Plan
 - resolving to offset the vehicle emissions of the entire fleet by joining Greenfleet
- Development standards
 - (DCP's/Design requirements) include reference to ecology and employment generation including better ecological outcomes
 - assessing developments for environmental compliance
 - provision of open space opportunities for varied activities

External Stakeholders:

- Bushcare – bush regeneration riparian areas
- Dunecare – regeneration of dune areas
- Land for Wildlife and Habitat for Wildlife
- Wildplant Rescue
- Landcare projects
- Wetland rehabilitation funded by CMA and managed by Council
- Cooperation between Council and community in the care and maintenance of our lakes system
- Council very supportive of Environmental Education projects





Table A2.4

Living Sustainably in Wyong Shire Project

Council Staff Roundtables

5th & 6th July 2007

Building a Culture of Sustainability - Our Achievements



Table A2.3 Living Sustainably in Wyong Shire Project
Council Staff Roundtables
5th & 6th July 2007
Building a Culture of Sustainability - Our Achievements

(1) Within Council

Theme	Comment
<p>Developing a Decision-making/ Sustainability Framework</p>	<ul style="list-style-type: none"> • Commencing the process of developing a sustainability framework – across Council • The Sustainability Framework • Link between what we spend and the impacts it may or may not have on the environment • Building on the sustainability aspects in the management plan to provide a framework/plan
<p>The Value of Staff</p>	<ul style="list-style-type: none"> • Commitment by council staff – making a commitment towards being a sustainable council (even if we are not there yet) – one day we will be held accountable • New staff with different ideas and attitudes (particularly senior staff) • Recruitment and retention of competent staff • System of retention of corporate knowledge • Professional development – promote and enhance career paths • Employee wellbeing programs • Equity and diversity issues • Health promotion
<p>Support for Staff</p>	<ul style="list-style-type: none"> • Management support to the Environment • Management seeking leadership in sustainability • Positive attitudes to assist each other at the manager level to support each other and create an environment that sustainability to the fore.
<p>Effective Policy</p>	<ul style="list-style-type: none"> • Affordable housing policy • Purchasing and procurement policy (good process, good guidelines, assists and embodies sustainability) • OH&S policy • Return to work policy • Environmental awareness in planning and engineering works and several council policies • New policy development trying to make ESD more practical and implemented



<p>Project teams/ forums</p>	<ul style="list-style-type: none"> • Strategic forums • Cross organizational project teams • Establishing project teams with broad stakeholders
<p>Water/ Energy use and management</p>	<ul style="list-style-type: none"> • Water tanks on community/ council buildings • Building a sustainable culture in council by providing more opportunity to reuse stormwater and waste water that has been tertiary treated • Use of green-power credits to offset electricity use in council projects
<p>Community Planning / Consultation – External work with the community</p>	<ul style="list-style-type: none"> • Community Plan and consultation process (but will it be listened to?) • Sustainable Urban Design • Water Re-use • Stormwater harvesting • Providing employment opportunities to residents • Cultural plan • Water Sensitive Urban Design • Council is assisting community to debate and find a path to additional environmental consideration in coal mining – new mines • Strategic Planning Unit – Planning land releases and strategy areas – consideration of triple bottom line • Environmental/ education programs by council • Incorporating environmental standards in contracts • Integration of environmental education and asset based community development in moving towards internal and external sustainability



(2) With the Community

Theme	Comment
<p align="center">Services/ programs to community</p>	<ul style="list-style-type: none"> • Household chemical collection twice a year • Provides great sporting facilities • Trying to create more local jobs to reduce the need for workers to commute • Gravity community park • Sustainability Street • Use of Council facilities, halls etc
<p align="center">Community consultation/ engagement</p>	<ul style="list-style-type: none"> • Giving community a voice & listen (committees) • Council engages community through public meetings and advertising of projects to try and ensure all viewpoints are addressed when new projects are being developed • Working / consulting with the community to ensure community issues are incorporated into projects • Working with community • Community Arts Program – developing community pride and connectedness • 'Welcome to Wyong Program' – Community Reference Groups for Arts Centre and Public Art Policy • Community Plan • Community consultation for drought contingency • Watertight program • Sustainability Street • Youth – council has recognized that young people are an important part of developing a sustainable future. • Environmental education programs in schools are teaching children the value of the environment so they will become more responsible and aware adults • Environmental awareness among the community • Tuggerah Lakes Estuary Management Plan done in consultation with the community – needs to fully implemented and funded to be effective



<p style="text-align: center;">Operational plan</p>	<ul style="list-style-type: none"> • Operational plan processes which helps identify key focus areas of attention • Asset based community development principles that underpin community development work
<p style="text-align: center;">Water management</p>	<ul style="list-style-type: none"> • Water Plan 2050 • Water saving targets • Water efficiency communication • Water supply planning • Drought contingency • Effective community education re water issues and 'walking the talk' by installing water saving initiatives in Council buildings and public facilities • Process undertaken of building awareness re water as a scarce resource and we need to protect it – ie our media campaigns re water restrictions and saving water • Water quality – wetlands and water quality into the lake, good design and maintenance, visually acceptable, long term results in lake water quality
<p style="text-align: center;">Emergency support</p>	<ul style="list-style-type: none"> • Support the community in the face of emergency eg bushfire, flood and storm • The way Council responded to the community needs after last floods • 2000 Contingency Plan – equipment useful in last disaster





Table A2.5

Living Sustainably in Wyong Project

**Community Stakeholder Roundtable
1st August 07**

**Community perception of
successful processes of council
and community partnerships with council**



Table A2.5 Living Sustainably in Wyong

Community Stakeholder Roundtable – 1st August 07

Community perception of successful processes of Council and partnerships with Council

Theme	Partnership/Process
Society/ Culture	<ul style="list-style-type: none"> • Value management process used to engage the community • Precinct committees and forums • Yearly review of the Community Plan • Communication with Council staff • Open and honest meetings looking for positive outcomes • Listening to the community
Economy	<ul style="list-style-type: none"> • Home based business registration • Reduction of duplication – cost savings to public • Sharing of resources
Infrastructure	<ul style="list-style-type: none"> • Results of good planning processes in infrastructure eg: <ul style="list-style-type: none"> - better buffer zones between residential & environmental land - road landscaping (eg Wyong Road – started years ago)
Organisation/ Governance	<ul style="list-style-type: none"> • Councilors attend meetings • Sustainability roundtables • 'whole of government' approach to regional planning • advocacy for policies/activities
Ecology	<ul style="list-style-type: none"> • Environment grants to community groups (eg. schools and water catchment) • Community consultation for estuary management planning • Bush regeneration • Environmental awards for schools and community groups • Draft LEP process • Tree management process



Table 2.6
Living Sustainably in Wyong Shire Project

Council Roundtables
6-7th July 2007

Integrating Sustainability:
our challenges and solutions
(for Council)



Table A2.6 Living Sustainably in Wyong Shire: Council Roundtables: 6-7th July 2007

Integrating Sustainability – Challenges and Solutions (for Council)

Challenges	Solutions
<p>1 Effective Resourcing - Value for Money</p> <p>Initial dollar cost of sustainability initiatives can be difficult to justify or gain support for.</p> <p>Funds and resourcing is required to effectively achieve sustainability outcomes. There can be an inability to meet budgets that are often top-down and don't reflect the real cost of meeting ESD.</p>	<p>Promote other valid measures in addition to \$ cost (+ broader definition of 'value for money')</p>
<p>2 Real Cost of Development: Incl. Externalities</p> <p>The real cost to the environment is often unknown and not integrated into decision-making</p> <p>Matching budget decisions with likely effects on environment – upfront work is needed to integrate all elements of sustainability</p>	<ul style="list-style-type: none"> • Educating councilors and top executives • Need <u>tools</u> to help make good decisions and for measuring consistent use and consideration of all sustainability elements
<p>3 Political Will</p> <p>Applying sustainability thinking in the 'cold hard light of day'</p> <p>Political pressures and influence - of councillors and the community</p> <p>Going from the idea / big picture to the reality including \$ costs 'duality'</p>	



<p>4 Sustainability Education</p> <p>Lack of understanding of sustainability</p> <p>Selling sustainability to staff – need a positive perspective and trust in the ability of people to turn the negatives around</p>	<ul style="list-style-type: none"> • Training and education in sustainability for council staff and for councillors, including publicising projects that reflect sustainability action and thinking
<p>5 Organisational Culture</p> <p>Culture of organization is presently old paradigm, defined by departmental silos and with a lack of acknowledgement of the need for change and for new vision. This includes the need to better understand the values of the organisation.</p> <p>The need to provide Leadership - are we leaders or are we led? There is a need for cultural change in this regard as we tend to follow and react..</p> <p>Lack of direction from management and the lack of motivation of individual are interconnected.</p> <p>Organisational apathy and inertia – telling others what to do but lack of consistency with what we do as an organization There are a lack of <u>prompts</u> and systems within council to act sustainably</p>	<ul style="list-style-type: none"> • Engage qualified staff with ESD awareness, and change existing short-term contract system • Engage staff in the process of change – <u>consult</u> to find appropriate change process • focus on long-term considerations • 'Walk the talk' being a true leader' • Being proactive, Integrating the community into projects/ initiatives rather than acting in a reactive way. • Opportunity for GMs and Directors Guidance statements to be used for sustainability • GMs and Directors regularly make presentations to whole organisation about current direction/s • Incentives for sustainability and cost effectiveness shared <u>throughout</u> organisation • Prompts, rewards and penalties (including \$) • Interest-free loans for staff sustainability action • Management by 'walking around' – face to



<p>The organisation has become too big, fragmented and uncaring. Lack of respect of workforce and manager/ staff (outdoor and Indoor) interaction in relation to the praise/punishment ratio.</p> <p>Better communication is required including informal interaction between staff. Presently there is a lack of communication and sharing information between different departments, transparency to council and community, and an inappropriate level of consultation.</p> <p>Ineffective decision-making processes with decisions being deadline driven, and hierarchical rather than getting the right type of agreements (more consensus-based).</p>	<p>face contact with managers, including 'meet and greet' sessions</p> <ul style="list-style-type: none"> • Re-establish a 'family feeling' – identifying and promoting council as a community. • Develop good <u>processes</u> (not just outcomes focus) - celebrating and showcasing those processes/ initiatives that also achieve good outcomes. • Build better communication within council about positive initiatives and achievements • Wider participation in decision-making process • Shared ownership and common language • Take the time and resources to build relationships with internally within council, as well as with the community
<p>6 A Sustainability Framework</p> <p>Developing an effective framework together, including overcoming the lack of holistic guidelines</p> <p>Clarity and consistency of direction, including dealing with conflicting priorities more effectively</p> <p>TBL – not one element dominating over others</p>	<ul style="list-style-type: none"> • Overarching guiding principles of sustainability • Overarching approach, a sustainability framework for council – allowing for differences • Review and improve decision-making process • Reporting as KPIs - establishing accountability
<p>7 Engagement with stakeholders and community</p> <p>Inappropriate level of consultation and lack of interaction with the community coupled with the community's lack of trust of council.</p>	<ul style="list-style-type: none"> • Show that both council and community are working towards sustainability. • Invest in building relationships with community • Hold annual forums with the community



<p>8 Key Sustainability issues</p> <p>Climate change and population growth are key issues, including the pressures associated with rapid development of Wyong Shire including:</p> <ul style="list-style-type: none"> - the focus on provision of <u>basic</u> services compared to other values eg: environmental, and - its vulnerable geographical nature. <p>Public and council's perception and mind-set including apathy towards sustainability, which is exacerbated by <u>lack of time</u>, including the increasing number of people commuting to other places for work, or to live.</p> <p>Increase in public and community demand in relation to both consuming resources as well as sustainability expectations</p>	
<p>9 The Broader Context</p> <p>Big picture planning within existing legislation? (un-balanced regulatory framework)</p> <p>The challenge posed by 4-year political cycles and the nature of political issues, climates and contexts</p> <p>Getting a regional approach together where appropriate in relation to sustainability actions</p> <p>Managing state and federal government influences effectively</p>	<p>Bold deep brave management approach and bring people with us – find examples of this from other areas.</p>





Table A2.7

Living Sustainably in Wyong Shire Project

Stakeholder Roundtable: 1 August 2007

**Integrating Sustainability – Challenges and Solutions
(as seen by Stakeholders)**



**Table A2.7 Living Sustainably in Wyong Shire: Stakeholder Roundtable: 1 August 2007
Integrating Sustainability – Challenges and Solutions (as seen by Stakeholders)**

Challenges	Solutions
<p>Need for Strategic Leadership Failure of present governance and lack of understanding of role of Councillors</p>	<ul style="list-style-type: none"> • Review options for Regional approach <ul style="list-style-type: none"> ◦ Option 1 – RCMG ((incl Council) & CCROC ◦ Option 2 – One Council for the region (merge existing Councils) • Strategic councillors • Simple leadership message is needed • Accountability is required • Formalised structures for sustainability ideas, processes, decisions needs to be developed
<p>Marketing The language of everything we do needs to be developed and presented effectively.</p>	<ul style="list-style-type: none"> • Market the vision, but more importantly, help community feel comfortable with where we are and what has gone before • Find central group (preferably existing but not local government) to bring together various group doing good things and push them back out in coordinated and sustained manner • Audience – The community
<p>Getting a balance of the values & agreement on these. Presently affected by lack of Imperatives and people's different aspirations.</p> <p>Bringing individuals into decision-making and getting common ownership.</p>	<ul style="list-style-type: none"> • Education is needed • Information – make clear and available on key issues and solutions • Provide incentives to adopt solutions • Need to regulate on some solutions • Provide a range of solutions/ options and engage community (early and staged, identifying stakeholders) - need variety involved
<p>Local employment / Need for 'Ecosystem' of Small Business</p>	<ul style="list-style-type: none"> • <i>Economic gardening</i> – nurturing and growing what we have got already • Healthy by Design – better integration of services, infrastructure & retail into communities • Walking distance communities with Integrated transport – maximising travel options.



<p>Importance of Integrative Processes</p>	<ul style="list-style-type: none"> • Amalgamation of local councils • Regional identification/ identity (courage and vision required in this regard) • Practical sustainability principles adopted • Long term plans to overcome priority issues (ie water, transport and land use) • Address the 'profit' issue – Use market solutions
<p>Holding to the Plan</p>	<ul style="list-style-type: none"> • Training of Councilors in governance principles which include process • Effective community consultation (education, surveys, public meetings) • Develop mechanisms for integrated transport and for better accountability • Better link between planning to reporting, against strategic objectives
<p>Lack of courage, motivation, passion to move forward (including 'paralysis by analysis')</p>	<ul style="list-style-type: none"> • 'Near enough is <u>not</u> good enough' • Getting rid of the desire for knee-jerk, parochial decision making • Regional identity • Regional authority (are two councils an impediment? – eg garbage collection on a regional scale) • Better forum for communication between council and community • 'Whether you think you can or you think you can't. either way, you're right'
<p>Lack of connectivity to nature</p>	<ul style="list-style-type: none"> • Access – parking and public transport to nature • Opportunities for alternatives to shopping centres for people especially our youth • Sporting – more community facilities and community use of facilities. • 4 day week / Siesta • Community education opportunities and values education / rationale eg schools • Buildings and community design to include nature eg habitat, water tanks and recycling





Attachment A2.8

Invitations to and Attendance at Roundtables series

- **Internal Staff Roundtables
5 & 6th July 2007**
- **Key community stakeholders
1st August 2007**
- **Integrative Staff Roundtable
2nd August 2007**



Invitation to a Sustainability Roundtable

The **General Manager** invites you to attend a roundtable session to discuss the role of "sustainability" at Wyong Shire

This is an exciting opportunity to share your views on economic, environmental and social sustainability and contribute to the development of a framework to help everyone at Council make better informed decisions.

Where: The Wilfred Barrett and Tim Farrell Rooms

When: 6 July 2007

Time: 9:00am - 12:00noon

Who: **YOU**

It is imperative that all sections of Council participate in these roundtable sessions.
If you cannot make it, please nominate an alternative representative from your section.

The roundtables will be a fantastic chance to:

- Share with us your level of interest in, and the application of, sustainability in Wyong Council
- Tell us about any challenges and issues you have with implementing sustainability concepts into day-to-day Council operations
- Contribute to the development of a framework to support staff with the day-to-day decisions we make.

A brief survey will also be run across the organisation to complement the roundtable sessions. Together, the roundtables and surveys are integral to the development of a "sustainable decision making framework" for our organisation.



R.S.V.P. To Natalie Hokin by 29 June 2007 on 5161
An agenda will be circulated shortly





SUSTAINABILITY ROUNDTABLE

AGENDA

Date Thursday 5 July 2007
 Time 9.00am – 1.00pm
 Location Training Room 1

- | | |
|-------------------|--|
| 9.00 – 9.45am | <p>Session 1: Conversation about sustainability</p> <ul style="list-style-type: none"> ▪ Introduction to the project and its first phase objectives ▪ Purpose of the roundtables ▪ Introductions around the table ▪ Facilitated conversation about sustainability |
| 9.45am -10.30am | <p>Session 2: What is and isn't happening</p> <ul style="list-style-type: none"> ▪ What are we achieving and trying to do? ▪ Challenges to applying sustainability ▪ Responding to the challenges and opportunities |
| 10.45am | <p>Break</p> |
| 11.00am – 11.45am | <p>Session 3: Making decisions and taking actions that support sustainability</p> <ul style="list-style-type: none"> ▪ What do we value and what motivates us towards sustainability? ▪ Developing guiding principles and decision making criteria |
| 11.45 – 12.00pm | <p>Session 4: Next steps</p> <ul style="list-style-type: none"> ▪ Where to from here ▪ Roundtable evaluation |



Attendance List for Staff Roundtables

Session		Thursday 5 July 2007, 9am - 12 noon	
Name	Position	Section	Attended
1. Jocelyn Andrews	Children's Services Coordinator	Business Unit	x
2. Greg Peterson	Systems Coordinator Contracts	Business Unit	x
3. Ben Fullagar	Headworks Projects Officer	Water	✓
4. John Battese	Senior Administration Officer	Public Office	✓
5. Richard Coye	Estimator	Engineers	✓
6. John McCarthy	Supply Coordinator	Accounts	✓
7. Brett Sherar	Operations Supervisor (M)	Water	✓
8. Darryl Rayner	Organisational Development Manager	Business Improvement	✓
9. Bob Butt	Manager Business Development	General Manager's Unit	✓
10. Danielle Lawley	Development Planner Ecologist	Development Assessment	x
11. Sue Ayres	Team Leader Land Information Systems	Business Improvement	✓
12. Ken Phelan	Warnervale Project Manager	Future Planning	✓
13. Bob Hine	Senior Safety Coordinator	Safety and Staff Services	✓
14. Intesar Naoum	Investment Engineer	Water and Sewer	✓
15. Santina Pennisi (Shah Alam)	Senior Planning Engineer (Hydrology) Engineer Hydrology	Natural Resources	x
16. Adam Mularczyk	Development Design Team Leader	Development Assessment	✓
17. Andrew Pearce	Manager Plant & Fleet	Plant and Fleet	x
18. Vanessa Hannan	Natural Resources Officer (Monitoring)	Natural Resources	✓
19. Bill Rose	Parks Supervisor	Plant and Fleet	✓
20. Ahmad Mostafa	Waste and Water Engineer	Water and Waste	✓
21. John Frame	Business Improvement Manager	Business Improvement	✓
22. Leon Spinks	Technical Officer Roads and Drainage Construction	Waste and Water	✓
23. Jenny Oosterveen	Development Planner	Future Planning	✓



Session	Thursday 5 July 2007, 1pm - 4 pm		
Name	Position	Section	Attended
1. David Lemcke	Senior Development Planner	Policy	✓
2. Amanda Muir	Communications Officer	Communication	✗
3. Alison Pigott	Copy Shop Operator	Copy Shop	✓
4. Gary Teesson	Senior Management Accountant	Accounts	✓
5. Rob Van Hese	Manager, Regulation Compliance	Future Planning	✗
6. Len Bain	Contractor, Special Projects	Finance	✓
7. Donna Bringolf	Acting Manager, Staff Services	Staff Services	✓
8. Jean McBride	Manager, Library Services	Library	✓
9. Ian Collier	Support Officer Waste Management	Waste Management	✓
10. Scott Duncan	Senior Strategic Planner	Future Planning	✗
11. David Secomb	Insurance Controller	Staff Services	✓
12. Keith Ollier	Acting Manager, Open Space & Recreation	Open Space and Rec	✓
13. Greg Hamill	Facing West	Waste and Water	✓
14. Brett Ball	Building Surveyor	Development Assessment	✗
15. Ian Roberts	Communications Officer (Website)	Communication	✓
16. Christine Bramble	Cultural Planner	Future Planning	✓
17. John Elworthy	Safety coordinator	Staff Services	✓
18. Cheryl Lawson	Assistant Personnel Officer	Staff Services	✓



Session	Friday 6th July 2007, 9am - 12 pm	
Name	Position	Attended
1. James Brown	Director Corporate Services	x
2. Tara Mills	Manager Business Unit	✓
3. Brian Seelin	Acting Manager Customer and Community Services	✓
4. Andrew Pearce	Manager Plant and Fleet	x
5. Terry Cooper	Manager Roads and Drainage	✓
6. Ken Grantham	Manager Waste and Water	✓
7. Danielle Dickson	Acting Manager Development Services	✓
8. Rob Van Hese	Manager Regulation and Compliance	x
9. Lisa McDermott	Manager Communications	✓
10. Donna Bringolf	Acting Manager Staff Services	x
11. Jill Hetherington	Manager Workplace Strategies	✓
12. Gina Vereker	Director Shire Planning	✓
13. Paul Wise	Manager Engineering Projects and Contracts	✓
14. Jeff Simpson	Internal Auditor	x
15. David Cathers	Director Shire Services	
16. Deb McKenzie	Acting Manager Future Planning	✓
17. Greg Ashe	Manager Business and Technology	✓
18. Greg White	Manager Natural Resources	✓

Apologies

Kerry Yates – General Manager

David Cathers – Director Shire Services



Session	Friday 6th July 2007, 1pm - 4 pm		
Name	Position	Section	Attended
1. Danielle Hargreaves	Environmental Officer (Education)	Customer/Community Services	✓
2. Justin Kelaher	Supervisor, Customer Service	Customer Service	✗
3. John Hardwick	Civic Centre Concierge	Customer Service	✓ til 2pm
4. Gail Curtis	Occupational Health Coordinator	Staff Services	✓
5. Mike Long	Contracts Engineer	Contracts	✓ til 2.30pm
6. Siân Fawcett	Senior Officer, Aquatic Resources Management	Natural Resources	✓
7. Elfie Blackburn	Waste Management Coordinator	Contracts	✓
8. Michael Redrup	Senior Assets Engineer	Water and Sewer	✓
9. Ian Johnson	Technical Services Engineer	Water and Sewer	✓
10. Jane Stafford	Grants Officer	Corporate Services	✗
11. Scott Rathgen	Senior Environmental Health Officer	Development Services	✓ til 3pm
12. Julie Vaughan	Community Development Manager	Customer/Community Services	✓
13. Damien Rose	Environmental Monitoring Officer	Regulation and Compliance	✓
14. Ben Rosen	Ranger 2IC	Regulation and Compliance	✗
15. Louise Rennie	Administration Officer	Administration	✓
16. Rhyall Gordon	Affordable Housing Officer	Future Planning	✓
17. Rachel Steel	Lake Haven Youth Program Worker	Community Services	✓
18. Scott Duncan	Senior Strategic Planner	Future Planning	✓ til 2pm
19. Wesley Wilson	Senior Development Planner	Development Assessment	



Community Stakeholder Roundtable Agenda

KEY COMMUNITY STAKEHOLDER SUSTAINABILITY ROUNDTABLE



AGENDA

Date	Wednesday 1 August 2007
Time	10.30am – 3.30pm
Location	Tony Sheridan Function Room

10.00 to 10.30am	Arrival and Registration
10.30 to 11.30am	<p>Session 1: Conversation about Sustainability</p> <ul style="list-style-type: none"> Welcome: Introduction to the project and its first phase objectives Purpose of the roundtable Introductions around the table (20 mins) A facilitated conversation about 'sustainability' in Wyong Shire (awareness, understanding and interest in sustainability) (40 mins)
11.30 to 11.45am	Break
11.45 to 12.45pm	<p>Session 2: Achievements & Challenges (Stakeholders and Council)</p> <ul style="list-style-type: none"> What are we achieving and trying to do - our wins and efforts Challenges to applying sustainability Responding to these challenges and opportunities (60 mins)
	Lunch (45 mins)
1.30 to 3.00pm	<p>Session 3: Making decisions and taking actions that support sustainability</p> <ul style="list-style-type: none"> What do we value and what motivates us towards sustainability? (including existing information on stakeholder values & preferred futures) Developing guiding principles and decision-making criteria we could use: <ul style="list-style-type: none"> - commonly used sustainability principles and criteria - integrating our values and motivation to establish a set of principles - how might it work at an operational level (90 mins)
3.00 to 3.30pm	<p>Session 4: Wrap up and next steps</p> <ul style="list-style-type: none"> Next steps - where to from here Roundtable evaluation (30 mins)



**INVITATION TO A SUSTAINABILITY ROUNDTABLE
Key Community Stakeholder roundtable**

**Wednesday 1 August 2007, 10.30am to 3.30pm
Attendee list**

NAME	ORGANISATION
24. John Asquith	Community Environment Network
25. Kevin Spencer	Gwandalan Progress Association
26. Desrae Cameron	Department Premier and Cabinet
27. David Cullen	Department of Education and Training
28. Margit Castles	The Benevolent Society
29. Graham Lindsay	Department of Primary Industries (Minerals)
30. Hugh Cross	Hunter Central Coast Regional Environment Strategy
31. Greg Best	Councillor Wyong Shire Council (intermittently)
32. Richard Griffiths	Department of Planning
33. Kerry Spratt	Northern Sydney Central Coast Area Health Service
34. David Mason	Department of Primary Industries (Agriculture)
35. John Salmon	Bateau Bay / Shelley Beach Progress Association
36. Christine Drakeford	Business Central Coast
37. Michael Polowytsch	Department of State and Regional Development
38. Tony Scott	Entrance Precinct Association
39. Peter Lewis	Northern Sydney Central Coast Area Health Service
40. David Bacon	Central Coast Area Consultative Committee
41. Kevin Armstrong	Community Environment Network
42. Dean Chapman	Hunter Central Rivers Catchment Management Authority
43. Greg James	Department of Environment and Climate Change
44. Mark Attwooll	Rumbalara Environmental Education Centre
45. Ann Stewart	Gosford City Council
46. Glenn Weymer	Roads and Traffic Authority
47. Kath Power	Department of Community Services
48. Jim Price	Bateau Bay / Killarney Vale Precinct
49. Ross Maher	NSW Business Chamber
50. Mary Doherty	NSW Business Chamber
51. Di Willard	Ourimbah District Community Precinct Committee
52. Neil Rose	Councillor Wyong Shire Council (intermittently)



Follow up integrative Staff Roundtable Agenda



FOLLOW-UP SUSTAINABILITY ROUNDTABLE

AGENDA

Date Thursday 2 August 2007
Time 12.45pm to 4.00pm
Location **WYONG RSL CLUB (meeting room upstairs)**

- 1.00 to 1.45pm** **Session 1: Project Phase 1 Update**
- Update on the project and purpose of this roundtable
 - Introductions around the table (10 mins)
 - Summary of results of Council roundtables and staff survey held in July and of external stakeholder roundtable held yesterday
 - What do we value and what motivates us towards sustainability?
 - How is Council doing in relation to implementing sustainability?
 - Achievements to date, key challenges to applying sustainability and responses (35 mins)
- 1.45 to 2.00pm** **Break**
- 2.00 to 3.40pm** **Session 2: A Sustainability Framework: The Guiding Principles**
- Developing draft guiding principles and decision-making criteria
- Reviewing and confirming the draft principle headings
 - Providing definitions of the draft principles
 - Identifying and describing specific and applicable criteria
 - Considering application of the guiding principles
 - Identifying gaps in/requirements for the framework in applying the principles
- (2 x 45-minute sessions with 10 minute break - working as a whole group/small groups)
- 3.40 to 4.00pm** **Session 3: Wrap up and next Steps**
- Next Steps - where to from here
 - Roundtable evaluation (20 mins)



INTEGRATIVE SUSTAINABILITY ROUNDTABLE

Thursday 2 August 2007, 12.45pm to 4.00pm
Attendee list

	NAME	POSITION	DIVISION
1.	James Wilson	Project Executive	Shire Services
2.	Louise Rennie*	Administration Officer	Shire Planning
3.	Ian Johnson*	Technical Services Engineer (W&S)	Shire Services
4.	Peter Kavanagh	Senior Development Planner Policy	Shire Planning
5.	Andrew Pearce	Manager Plant and Fleet	Shire Services
6.	Vanessa Hannan*	Natural Resources Officer	Shire Planning
7.	Jean McBride*	Manager, Library Services	Shire Services
8.	Joanne Boccalatte	Community Development Worker	Shire Services
9.	Len Bain*	Contractor, Special Projects	Shire Services
10.	Chris Ferry	Research Officer	Shire Planning
11.	Sean McCauley	Technical Officer, Electrical	Shire Services
12.	David Lemcke*	Senior Development Planner	Shire Planning
13.	Danielle Dickson*	Acting Manager Development Services	Shire Planning
14.	Gregory Cleveland	Contractor, Special Projects	Shire Services
15.	Greg Peterson	Systems Co-ordinator Contracts	Shire Services
16.	Alison Pigott*	Copy Shop Operator	Shire Services
17.	Jane Stafford*	Grants Officer	Corporate Services
18.	Rhyall Gordon*	Affordable Housing Officer (NB need to leave at 2pm)	Shire Planning
19.	Christine Bramble*	Cultural Planner (NB need to leave at 2pm)	Shire Planning
20.	Adam Ovenden	Trainee Development Planner	Shire Planning

* attended roundtable session in early July 2007

Tentative			
21.	Stephen Ashton	Senior Strategic Planner	Shire Planning
22.	Brian Seelin*	Acting Manager Customer and Community Services	Shire Services
23.	Damien Rose*	Environmental Monitoring Officer	Shire Planning
24.	Jenny Oosterveen*	Development Planner	Shire Planning
25.	Nigel Fitzgibbon	Meter Reader	Shire Services
26.	Natalie Hokin	P/A Future Planning and Natural Resources	Shire Planning
27.	Monica Redmond	Administration Assistant	Shire Services



Attachment A2.9

**Summary of a range of Issues
related to Sustainability Values
from External Organisations
and Stakeholder Groups**

Period 1999 - 2007



Summary of a range of Issues related to Sustainability Values from External Organisations and Stakeholder Groups

Period 1999 - 2007

Note; - the number in brackets denotes organization or group raising the issue (identified on page 2)

ECOLOGY

- Prevent broadscale clearing unless it improves or maintains environmental outcomes as per the Native Veg Act 2003 (1) Protection and restoration of coastal vegetation due to impacts of agriculture and grazing (5)
- Protection of threatened, endangered and vulnerable species occurring in areas being developed (5)
- Wildlife corridors as buffers for surrounding industrial areas (5)
- Larger vegetated buffer zones to protect adjoining wetlands which ensures viability of current species (5)
- Landcare Network, landcare support and information centre (6)
- Ensure stability of river and estuary systems. (25)
- Ecological sustainability and coastline hazards to be considered (25)

ECONOMY

- Promote business opportunities (2) (17)
- Efforts to reduce unemployment levels (3)
- Direction and redevelopment of Town Centre (4)
- Supporting WEZ for the creation of quality employment lands (7)
- Advice to small business, home based business (17)
- Enterprise zones should be considered in sustainable regions (26)
- Community development employment program for Aboriginal people (28)

SOCIETY & CULTURE

- Community facilities needed (10)
- Suitable premises to run activities for families (10)
- Access to family and childrens services (10)
- Support of Socially and Financially disadvantaged families (11)
- Transport and mobility of the community (12)
- 4C Transport Brokers for community (12)
- The safety and wellbeing of children and young people (20)
- Building stronger families (20)
- Sustainable recreation, sport and tourism in state forests (27)
- Aboriginal cultural and heritage values (28)
- Youth Issues participate in youth week (30)
- Community improvement promoting youth bands (30)



GOVERNANCE

- Link Government with the Community (2)
- Develop regional partnerships (2)
- Issues raised in studies are considered and addressed (3)
- Government funding for community education (23)
- Funding availability for community care projects (11)

HUMAN HABITAT / INFRASTRUCTURE

- balancing conservation values with economic and social values prior to finalising proposals to rezone land (3)
- Direction and redevelopment of Town Centre (4)
- Protection of threatened, endangered, vulnerable species in areas being developed (5)
- Wildlife corridors as buffers for surrounding industrial areas (5)
- Retaining Warnervale Airport as a critical piece of infrastructure (7)
- Transport and mobility of the community (12)
- Increasing densities an important step in changing urban development patterns to achieve the goals of reducing the need to travel, reduce length of travel and promoting alternative travel modes to that of the private automobile and ensure optimal use of the existing road network (24)

Organisation or stakeholder group:

- 1 Hunter Central Rivers Catchment Management Authority
- 2 Area Consultative Committee (Central Coast of NSW ACC Inc)
- 3 Premiers Department
- 4 Central Coast Chamber of Commerce
- 5 Community Environment Network
- 6 Wycare
- 7 Department of Regional Development
- 8 Department of Planning (also DUAP/DIPNR)
- 9 Department of Environment and Climate Change (also DEC/NPWS/EPA)
- 10 Benevolent Society
- 11 United Care Burnside
- 12 Central Coast Community Council
- 13 Hunter Central Coast Regional Environmental Strategy
- 14 Department of Primary Industries (Agriculture, Fisheries, Mining (DLWC))
- 15 Urban Development Industry of Australia
- 16 Department of Tourism
- 17 Business Central Coast
- 18 Northern Sydney Central Coast Health
- 19 NSW Rural Fire Service
- 20 Department of Community Services
- 21 Department of Education and Training (and Hunter TAFE)
- 22 University of Newcastle Central Coast Campus
- 23 Central Coast Community college
- 24 Roads and Traffic Authority
- 25 Department of Land and Water Conservation
- 26 NSW Business Chamber
- 27 NSW State Forests
- 28 Darkinjung LALC
- 29 Department of Lands
- 30 Oasis Youth Centre

Source: Summary prepared by SFA of initial review by Wyong council sustainability unit, of a range of strategic planning incorporating stakeholder input related to sustainability values - period 1999 - 2007.





Attachment #3

Living Sustainably in Wyong Shire Phase 1 Project

Wyong Shire Council Staff: Sustainability Survey July 2007

Quantitative Survey Results



Wyong Shire Council Staff Sustainability Survey July 2007

Quantitative Survey Results

A brief survey was developed collaboratively between Sustainable Futures Australia (SFA) and Wyong Shire Council (WSC) staff.¹ The survey was distributed electronically to all Council staff in July 2007 and its completion was requested in approximately one week. This was organised by the WSC Sustainability Officers and the IT department, with the support of the General Manager². Data was entered by WSC staff and analyses performed by Sustainable Futures Australia (SFA) using 'Statistical Program for the Social Sciences (SPSS)'. The complete data files and SPSS analysis outputs have been provided to WSC and are therefore available as baseline data for any future comparisons and more detailed analyses as required.

The following document is a summary of the quantitative survey results for the Sustainability Survey. Analysis of the open-ended survey questions was beyond the scope of the SFA brief, but participants' responses were entered into the database and are therefore available for analysis at a later date.

Question 1 - Which division of Council do you work in?

Most respondents were from Shire Services Department (38%) and Shire Planning Department (39%). (Therefore some analyses of these two departments and their key responses have been completed and reported on later in this report.)

Q1DIVIS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid General Manager's Unit	4	3.8	4.1	4.1
Shire Services Department	37	35.6	37.8	41.8
Shire Planning Department	38	36.5	38.8	80.6
Corporate Services Department	19	18.3	19.4	100.0
Total	98	94.2	100.0	
Missing System	6	5.8		
Total	104	100.0		

Question 2 - What type of staff member are you?

Most respondents were Managers (34%) or Office staff based in the Chambers (57%). (Therefore some analyses of these two staff groups and their key responses have been completed.)

Q2STAFF

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior Level Executive	1	1.0	1.0	1.0
Manager	34	32.7	34.3	35.4
Office staff based in the Chambers	56	53.8	56.6	91.9
Office staff based on-site	6	5.8	6.1	98.0
Operational staff	2	1.9	2.0	100.0
Total	99	95.2	100.0	
Missing System	5	4.8		
Total	104	100.0		

¹ It should be noted that not all of SFA's advice regarding questions and formatting was accepted by WSC.

² It is not clear how many council staff actually received the survey because not all staff have regular access to emails.



Departments and Staff

Of the departments and staff to whom the survey was distributed, most respondents were from the Shire Services Department and Shire Planning Department.

Of the staff members who received the survey, most respondents were from the managers (eg: section manager, team coordinator or supervisor) and office staff based in the Chambers (eg work at Hely Street).

The following survey questions were analysed with these two departments:

- Understanding of sustainability
- Importance of sustainability for Council to consider in daily decisions
- Achievements and Challenges
- Corporate endorsed principles or decision making criteria
- Interest in further involvement in this sustainability initiative

Question 3 - Are you attending a 'sustainability roundtable' discussion this week?

41% of the survey respondents were attending a 'sustainability roundtable'.

Q3ROUND1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	40	38.5	40.8	40.8
No	53	51.0	54.1	94.9
Not sure	5	4.8	5.1	100.0
Total	98	94.2	100.0	
Missing System	6	5.8		
Total	104	100.0		



Question 4 - How well do you think you understand what 'sustainability' means?

Most respondents thought they understood what 'sustainability' means slightly to very well (45%).

Q4UNDERS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	6	5.8	6.1	6.1
	Not at all - Slightly	1	1.0	1.0	7.1
	Slightly	26	25.0	26.3	33.3
	Slightly - Very well	46	44.2	46.5	79.8
	Very well	20	19.2	20.2	100.0
	Total	99	95.2	100.0	
Missing	System	5	4.8		
Total		104	100.0		

Staff in the Shire Planning department reported slightly greater understanding of sustainability than respondents from Shire Services.

No differences were noted between types of staff about their understanding of sustainability.

Question 6 - How important do you think sustainability is for all of us at Council to consider in our daily decisions?

Most respondents thought sustainability was *very important* (58%) for all to consider at Council in daily decisions.

No differences were noted for the departments or staff for the importance of sustainability for Council to consider in daily decisions.

Q6IMPORT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important	1	1.0	1.0	1.0
	Not important - Slightly important	1	1.0	1.0	2.1
	Slightly important	5	4.8	5.2	7.2
	Slightly important - Very important	34	32.7	35.1	42.3
	Very important	56	53.8	57.7	100.0
	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		



Question 7 – What are the major challenges Council is facing in trying to integrate 'sustainability' into everything we do at Council?

Achievements and Challenges	Frequency (N = 104)	%
Lack of framework or guiding principles to assist in applying sustainability	70	67%
Lack of skills, knowledge or understanding of sustainability within Council	60	58%
Insufficient funding, resourcing and/or time	48	46%
Lack of strategic vision of the preferred future for Wyong	42	40%
Lack of communication and support between levels of management with staff	42	40%
Not enough staff interest in applying sustainability principles within council	33	34%
Lack of community interest or understanding of sustainability	32	31%
External forces and events (eg: environmental, socio-economic, cultural and political)	31	30%
Lack responsibility from management levels from Council to the interrelationship of natural, social and economic issues	30	29%
Other	21	20%

Respondents who reported other achievements and challenges stated the following:

- Commitment and support from management
- Apathy within staff
- No legal obligation to implement sustainable measures across Council
- Difficulty in swinging sole focus from financial
- Councilor support
- Short term demands, rather than greater strategic direction
- Lack of leadership on renewable energies
- Lack of understanding of the 'big picture' definition of sustainability, careful it is not seen as mainly environmental
- Lack of ownership and leadership by Councillors and General Manager
- Lack of interest from consultants etc.
- Needs more of a 'top down' approach via all levels of government
- \$\$\$\$ - sustainable development - in my section - is not the most cost effective means of carrying out developments
- Lack of belief in staff skills and knowledge from senior management
- Lack of knowledge that many small actions = a large reaction / outcome

Departments

- A lack of framework or guiding principles to assist in applying sustainability was the biggest challenge for both the Shire Services and Shire Planning departments
- A lack of skills, knowledge or understanding of sustainability within council was also high for both Shire Services and Shire Planning departments
- Insufficient funding, resourcing and/or time was a bigger challenge for the Shire Planning department
- Lack of communication and support between levels of management with staff was a greater challenge for the Shire Services department



Types of staff

- Managers saw a lack of framework or guiding principles to assist in applying sustainability as a greater challenge than the office staff based in the Chambers
- Managers saw insufficient funding, resourcing and/or time as a bigger challenge than the office staff
- Staff in the office Chambers saw a lack of skills, knowledge or understanding of sustainability within Council as a greater challenge than did managers
- Staff reported that a lack of communication and support between levels of management with staff as more challenging than did managers.

Question 8 - Have you been trying to make decisions and act in ways that are sustainable in your job at Council?

The most frequent response was that staff thought they were occasionally (38%) trying to make decisions and act in ways that are sustainable in their job at Council.

Q8INJOB

	Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid Never	6	5.8	6.5	6.5
Never to Occasionally	11	10.6	12.0	18.5
Occasionally	35	33.7	38.0	56.5
Occasionally to All the Time	31	29.8	33.7	90.2
All the Time	9	8.7	9.8	100.0
Total	92	88.5	100.0	
Missing System	12	11.5		
Total	104	100.0		

Question 9 – What challenges, if any, are YOU facing when trying to apply sustainability in your job?

The challenges individual staff members are having when trying to apply sustainability in their job include:

Challenges in applying sustainability in your job	Frequency (N=104)	%
Lack of an organizing framework, guiding principles and other decision-making tools	53	51%
Insufficient funding, resourcing and time	40	39%
Lack of support/direction from levels of management above me	36	35%
Lack of communication and support between different departments/sections within council	34	33%
My lack of skills, knowledge or understanding of sustainability	29	28%
External forces and events (ie environmental, socio-economic, cultural and political)	27	26%
Lack of skills, knowledge or understanding of sustainability of other staff	25	24%
The community's lack of interest or understanding of sustainability	23	22%
Lack of communication and support between different colleagues in my own section and department	17	16%
Lack of interest or motivation (ie old habits/ ways of doing things)	8	9%
Other (responses listed below)	15	14%



Respondents who reported other principles they thought would help them apply sustainability in their daily decisions stated:

- Lack of belief and understanding of our work from management
- Lack of support from consultants etc.
- Lack of appreciation of the need for it by certain Councillors and political calculation applied by both sides of Council in stopping good ideas being advocated.
- Staff will not take notice of colleagues promoting sustainability.
- I don't think we are a very 'green' Council and we don't lead by example, e.g. internal recycling poor, purchasing procedures
- Results at Council are time, cost, quality based and you are not encouraged to be sustainable unless it presents a saving in one of these areas
- Lack of interest by employees in changing and improving how they carry out their work.
- Convincing Council of connection between social justice / fairness / equity issues and how they relate and are intrinsic to sustainability;
- Lack of consistent direction and enthusiasm for a fascinating area of policy
- Operational challenges that de-motivate the staff
- Believe that sustainability is included in decision-making.

Question 11 - To what extent do you think having a set of corporate endorsed principles or decision-making criteria would help you apply sustainability in your daily decisions?

Half the survey respondents (50%) thought a set of corporate endorsed principles or decision-making criteria would be very helpful for them to apply sustainability in their daily decisions.

Q11PRINC

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not helpful	3	2.9	3.3	3.3
	Not helpful – Slightly helpful	4	3.8	4.4	7.8
	Slightly helpful	11	10.6	12.2	20.0
	Slightly helpful – Very helpful	27	26.0	30.0	50.0
	Very helpful	45	43.3	50.0	100.0
	Total	90	86.5	100.0	
Missing	System	14	13.5		
Total		104	100.0		



**Question 12 - Which principles from the following list would help
(with examples of how to apply them)?**

Principles to help apply sustainability in daily decisions	Frequency (N=104)	(%)
Seeking long-term sustainability outcomes when making short-term decisions	60	58%
Including environmental and social factors in economic evaluation	59	57%
Focusing on and encouraging continuous improvement	56	54%
Protecting biodiversity and ecological integrity	53	51%
Supporting intergenerational equity	52	50%
Social, economic and environmental elements of sustainability are as important as each other	45	43%
Addressing causes and effects of climate change	42	40%
Promoting community cohesion, sense of community and community-level problem-solving	34	33%
Applying the precautionary principle	32	31%
Other (see below for responses)	15	14%

Survey respondents who reported other principles that would help them apply sustainability in their daily decisions stated:

- Determining mid and long term strategic goals and targets, from the community and organisation can develop short / mid / long term strategies aimed at delivering these longer term goals and in the future will be able to assess if the strategies enacted have influenced the long term goals
- Corporate principles allow us to align our behaviour
- Develop partnerships at local, state, national and international level to create a global solution and facilitate the overall community understanding and engagement
- Use the Council's Charter (S.8 L/G Act) to remind Council of obligations
- Community and political commitment to these principles
- A commitment to triple (or quadruple) bottom line reporting
- Greater delegation of responsibility; state opportunities for worker input
- Sustainability needs to improve the economic bottom line to gain popularity - "hip pocket nerve"
- Commitment to all these principles
- Respect for each other and for nature
- International Council for Local Environmental Initiatives (ICEL)
- Integration of these into WSC processes

Departments

- Protecting biodiversity and ecological integrity listed more often by Shire Planning
- Focusing on and encouraging continuous improvement was listed much more frequently by Shire Services
- Supporting intergenerational equity also listed more frequently by Shire Services

Types of Staff

- The principle of social, economic and environmental elements of sustainability are as important as each other was much more frequently listed by managers
- Seeking long-term sustainable outcomes when making short-term decisions was more frequently listed by managers
- Including environmental and social factors in economic evaluation were more frequently listed by staff in office Chambers.
- Protecting biodiversity and ecological integrity was more frequently listed by staff in the office Chambers



Question 14 - How interested are you in applying sustainability into your work decisions and practices?

Most survey respondents were either very interested (47%) or slightly to very interested (42%) in applying sustainability into their work decisions and practices.

Q14 IMPRO

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Not interested - Slightly interested	3	2.9	3.4	3.4
Slightly interested - Slightly interested	6	5.8	6.9	10.3
Slightly interested - Very interested	37	35.6	42.5	52.9
Very interested	41	39.4	47.1	100.0
Total	87	83.7	100.0	
Missing				
System	17	16.3		
Total	104	100.0		

Question 15 - What might you be interested in doing?

Survey respondents were interested in doing the following to apply sustainability into their work decisions and practices:

Interest in Sustainability at Work	Frequency (N = 104)	%
Apply sustainability principles and decision making criteria to my decisions and actions	69	66%
Generally make decisions and act in ways that support sustainability at work	64	62%
Receive training in the application of sustainability at work	52	50%
Be part of further research and ideas	31	30%
Attend a roundtable discussion on applying sustainability in Council	30	29%
Be part of a 'Sustainability Team' to progress sustainability within council	29	28%
Communicate informally with others at work about sustainability	26	25%
Share my skills and experience in sustainability with others at work	22	21%
Work with the community to improve sustainability in our local area and region	22	21%
Other	8	8%



Survey respondents who reported other activities they were interested in doing to applying sustainability into their work decisions and practices stated the following:

- Becoming a champion for sustainability and encouraging others to have a better understanding in order that they may apply sustainability as part of their every day business;
- Develop a long term sustainability plan for WSC and its community;
- Policy development;
- Being more involved and would participate in any working groups etc. provided this involved training

Question 16 - Interest in further involvement.

Fifty-four percent (54%) of participants in the survey were interested in being further involved in this sustainability initiative and gave their contact details.

The Shire Planning Department showed a greater level of willingness to be involved further in this sustainability initiative than Shire Services.

There was about the same level of willingness to be involved.



Sustainability Survey

and what it means for Wyong Shire Council

Wyong Shire Council has been awarded a seed funding grant under the NSW Environmental Trust's Urban Sustainability Program, to assist in developing a sustainability plan.

This is an important initiative and an exciting opportunity to commence the development of a framework to support Council and staff with our daily decision making.

WE WANT YOUR INPUT!

- Four roundtable sessions are being held this week to discuss the role of sustainability at Council. To complement these, a brief survey is also being run across the organisation.
- So, whether you are attending a roundtable session or not, you can have your say on this important initiative.
- The survey should take **no longer than 10-15 minutes to complete**.
- The survey has been developed by Sustainable Futures Australia and Council staff. Most of the questions are multiple choice or ask you to choose from a list of options. These options have been compiled by the consultant, from previous research with other Councils in New South Wales. Please make sure you mark the boxes next to your preferred answers clearly - with a tick or a cross.
- You are encouraged to answer all questions, but if you can't, please share your ideas on the ones you can.

INSTRUCTIONS

1. To complete the survey, please open the attached word document and insert ticks or crosses next to your chosen answers. **Save your changes** to the word document.
2. Alternatively, please print the survey (select double-sided on your printer) and complete it manually.
3. Send your completed survey to Kerri Cornally in the Natural Resources Unit – either via email or internal mail.

Please complete the survey by 13 July 2007.

Your responses will remain confidential.
Thank you for participating in this survey and having your say on this important initiative.



ABOUT YOU

1. Which division of Council do you work in?

- General Manager's Unit
- Shire Services Department
- Shire Planning Department
- Corporate Services Department

2. What type of staff member are you?

- senior level executive (eg GM, Director, Councillor)
- manager (eg section manager, team coordinator or supervisor)
- office staff based in the Chambers (eg work at Hely Street)
- office staff based on-site (eg not at Hely Street, like libraries or child care centres)
- operational staff (eg depot or ground staff)

3. Are you attending a 'sustainability roundtable' discussion this week?

- yes
- no
- not sure

YOUR UNDERSTANDING OF SUSTAINABILITY

4. How well do you think **you** understand what 'sustainability' means? (Please bold a number)

1	2	3	4	5
Not at all		Slightly		Very Well

5. What sort of sustainable behaviour do you do?

At home?

At work?

6. How important do you think sustainability is for all of us at Council to consider in our daily decisions?

(Please bold a number)

1	2	3	4	5
Not important		Slightly important		Very important



ACHIEVEMENTS AND CHALLENGES

7. What are the major challenges **Council** is facing in trying to integrate 'sustainability' into everything we do at Council? (Please clearly mark/bold the ones you think are most important)

- lack of skills, knowledge or understanding of sustainability within council
- not enough staff interest in applying sustainability principles within council
- lack of framework or guiding principles to assist in applying sustainability
- lack of strategic vision of the preferred future for Wyong
- insufficient funding, resourcing and/or time
- lack of communication and support between levels of management with staff
- lack of community interest or understanding of sustainability
- external forces and events (eg. environmental, socio-economic, cultural and political)
- lack of responsibility from management levels within Council to the interrelationship of natural, social and economic issues
- other (please state)

8. Have you been trying to make decisions and act in ways that are sustainable in your job at Council?
(Please bold a number)

1 2 3 4 5
 Never Occasionally All the Time

If you have, what have you been doing?

9. What challenges, if any, are **YOU** facing when trying to apply sustainability in your job? (Please clearly mark/bold the ones you think are most important)

- my lack of skills, knowledge or understanding of sustainability
- my lack of interest or motivation (ie old habits / ways of doing things)
- lack of skills, knowledge or understanding of sustainability of other staff
- lack of an organising framework, guiding principles and other decision making tools
- insufficient funding, resourcing and time
- lack of support/direction from levels of management above me
- lack of communication and support between different colleagues in my own section and department
- lack of communication and support between different department/.sections within council
- the community's lack of interest or understanding of sustainability
- external forces and events (ie environmental, socio-economic, cultural and political)
- other (please state)

10. What changes would you like to see to help you act more sustainably in your job?



DECISION MAKING

11. To what extent do you think having a set of corporate endorsed principles or decision making criteria would help you apply sustainability in your daily decisions? (Please bold a number)

1 2 3 4 5
 Not helpful Slightly helpful Very helpful

12. Which principles from the following list would help (with examples of how to apply them)?

(Please clearly mark/bold the ones you think are most important)

- applying the precautionary principle *(ie if we don't have all the information, err on the side of caution)*
- seeking long-term sustainable outcomes when making short-term decisions *(ie envision the future)*
- supporting intergenerational equity *(ie maintain the quality of life now & for future generations)*
- promoting community cohesion, sense of community and community-level problem-solving
- including environmental and social factors in economic evaluation *(ie consider the real cost)*
- focusing on & encouraging continuous improvement *(ie sustainability is a journey, not just an end result)*
- addressing causes and effects of climate change *(ie energy, water, waste & transport efficiencies)*
- protecting biodiversity and ecological integrity *(ie protect the natural environment)*
- social, economic and environmental elements of sustainability are as important as each other
- other (please state)

13. Can you give an example of how to implement any of the above principles to your everyday work?

(Please include the principle number or description.)



YOUR INTEREST IN SUSTAINABILITY AT WORK

14. How interested are you in applying sustainability into your work decisions and practices? (Please bold a number)

1	2	3	4	5
Not interested		Slightly interested		Very interested

15. What might you be interested in doing? (Please clearly mark/bold the ones you think are most important)

- generally make decisions and act in ways that support sustainability at work
- communicate informally with others at work about sustainability
- apply sustainability principles and decision making criteria to my decisions and actions
- be a part of a 'Sustainability Team' to progress sustainability within council
- receive training in the application of sustainability at work
- be part of further research and ideas (eg. another survey, focus group or action learning)
- attend a roundtable discussion on applying sustainability in Council
- work with the community to improve sustainability in our local area and region
- share my skills and experience in sustainability with others at work
- other (please state)

16. If you would like to have further involvement in this sustainability initiative, please provide your contact details below. (NB: Your individual responses to this survey will remain confidential.)

Name:

Email:

Phone number:

If you have any further comments or suggestions to make, please write them here.

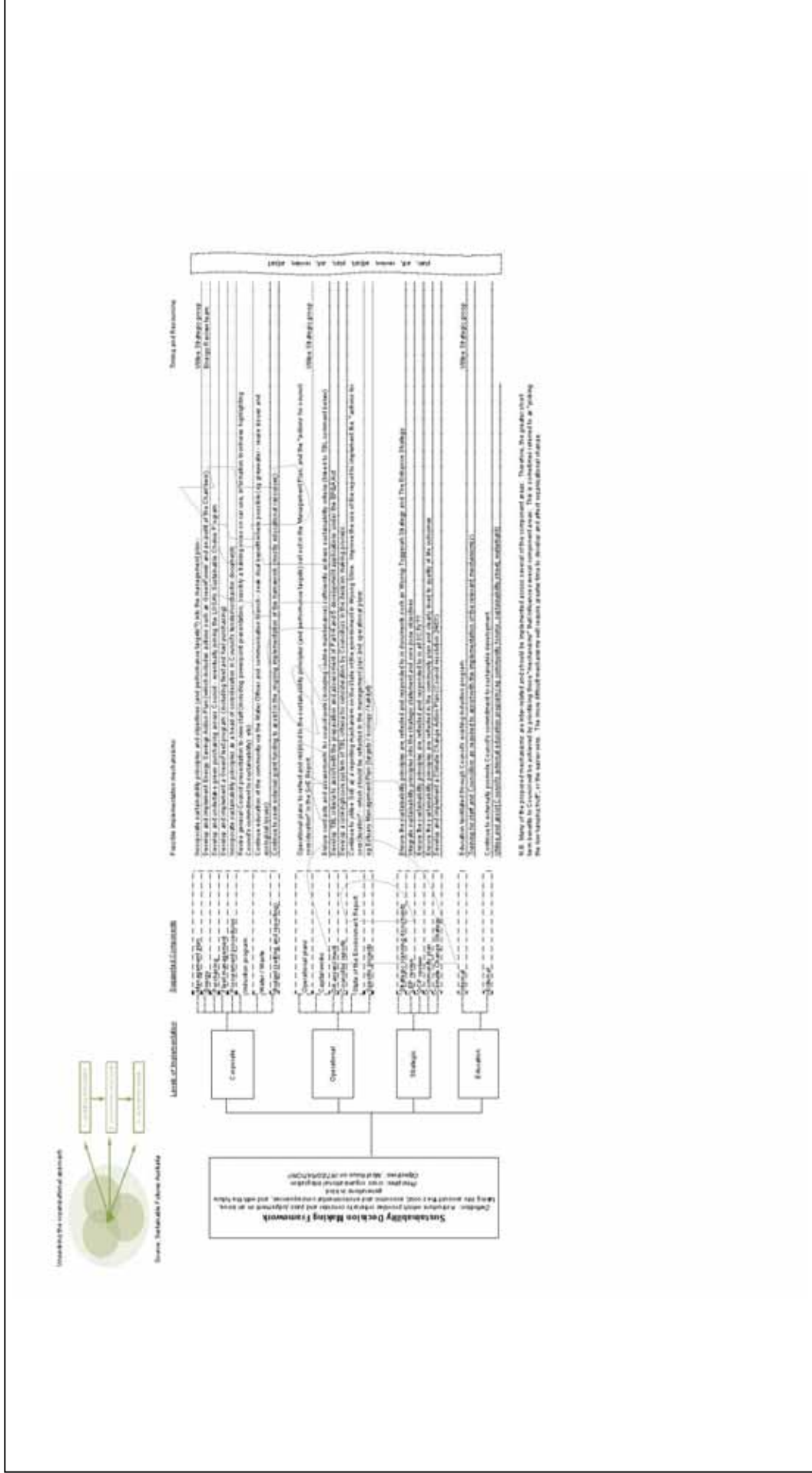
THANKYOU

for participating in this survey and having your say on this important initiative!



Attachment #4

Wyong Shire Council Initial SDMF Diagram



*Note – This image is for representation of the Sustainability Decision Making Framework. A larger version is available separate to this document.