

*it's a living thing*



*our* lifestyle  
*our* heritage  
*our* future



## Our Sustainability Framework

March 2006

## Acknowledgements

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our environment *it's a living thing*

The sustainability framework report has been prepared by Sustainable Futures Australia, for the Clarence Valley Council, with the input and support of:

- Council's Sustainability Team (see list of 'S-Team' participants in Part 7 of this report) and
- input and feedback from the Clarence Valley community through a Community Forum held on 21st November 2005, and public submissions to the exhibition of this document in the period August to December, 2005.

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Indigenous Australians are advised that this report includes a photograph of a person now deceased. It has been included as he is remembered with great respect in the community.

## preface

### "taking the initiative ...

### 'making sustainable actions a part of everyday life'

Current trends in our lifestyles, our demand for goods and services, the way we use resources and develop our communities, are challenging our ability to achieve a sustainable future. We are placing ongoing pressure on finite resources such as water, land, fossil fuels, and natural biodiversity. This 'ecological footprint' of ours needs to be better managed, and in some cases reduced. Demographic change, population growth and global developments are also affecting our local way of life, our communities and culture, as well as our local economy. We need to identify the local values and cultural assets we want to maintain and the path of community development we want to take.

The focus has turned to "thinking and acting sustainability" as a way to better identify and understand these often complex issues, and to find ways that help protect and, where necessary, restore the ecological, social, cultural and economic values of our Valley.

Council is already engaged in a range of sustainability-based actions such as better waste and water management. However we realise the need to rise to the challenge, to better safeguard our environment, and our unique natural, built and cultural assets. This also includes continuously improving the delivery of our services, fostering community development and supporting a strong sustainable local economy. Importantly, it involves seeking and including community views, ideas and support in planning and implementing actions. It requires good working partnerships between a broad range of interests.



The *Clarence Valley Sustainability Initiative* is a leadership action of the Clarence Valley Council. The aim of the *Initiative* is for Council and all sectors of the Clarence Valley community to work together, helping to create and shape a sustainable future for the Valley. Council is keen to motivate, facilitate and support the community in this endeavour. Council should be a good example and will be actively pursuing ways to do so.

This document, *Our Sustainability Framework*, sets out our approach to protecting and managing the values of the Valley and our communities. It provides a vision for the future and key goals to work towards. These are based on our community values and ideals identified over the past 25 years to the present, and confirmed by recent community review and consultation. The Framework provides the basis for Council's planning, decisionmaking and actions, focusing on protecting these values, assets and ideals. Council wants to engage with community, business and government to make this a reality. A strong and enthusiastic team of staff and elected Councillors is committed to serving our Valley community as a key part of the *Sustainability Initiative*.



Council has endorsed and adopted the *Sustainability Framework* as a major step in our *Sustainability Initiative*. On behalf of Council, I commend this approach and we look forward to your involvement, feedback and support, working together for a more sustainable future.

Cr Ian Tiley  
Mayor  
Clarence Valley Council

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Part 1

# *our* initiative



introducing our initiative  
what is sustainability?  
why do we need to engage in it?





# introducing 'the Initiative'

## our aims

The Clarence Valley Sustainability Initiative is a leadership action of the Clarence Valley Council with the support of the Clarence Valley community. The aim of the Initiative is for Council and all sectors of the community, urban and rural business and industry, schools and education facilities and government agencies to work together, helping to create a sustainable future for the Valley. Council is keen to motivate, facilitate and support the community including these other sectors in this endeavour, as well as be a good example.

The Sustainability Initiative (the 'Initiative') seeks to identify and protect key values of the Clarence Valley, our cultures and our lifestyles. This involves improving our understanding and integrated management of the Valley's ecological, social, cultural and economic assets. The Initiative seeks to ensure potential and likely impacts on our present and future generations, and the environment, are well considered in our planning, decisionmaking and daily actions. The aim is to continually improve our assessment and decisionmaking, with an emphasis on seeking positive outcomes for the natural environment and our communities.

The Sustainability Initiative, therefore, aims to enhance the prosperity and quality of life of Clarence Valley residents, its business and industry, and communities.

## the focus

The focus of the Initiative is to establish an effective planning, decisionmaking and action framework within Council, and for the community, that can help deliver our aims. A framework that will enable us to progressively develop and implement a wide range of strategies, programs and actions to help achieve our vision for the future. Council is implementing a range of sustainability related endeavours including waste management, integrated water management, settlement strategies, community services delivery, open space and landscape management, however these are not integrated as well as they could be. The Initiative seeks to bring these together, to adjust them as required and to identify gaps and additional aspects that require action. The Initiative includes:

- ✓ adopting and promoting a philosophy of sustainability
- ✓ educating ourselves about what sustainability means
- ✓ participating together in sustainability-based projects and programs
- ✓ assessing and reporting on our actions towards a sustainable future, and
- ✓ identifying ways to improve our quality of life by thinking and acting sustainably.

Experience locally, and in other places has shown that positive economic, social and environmental outcomes are possible for the Clarence Valley community and better protection of the environment through this focus and by maintaining an holistic approach.

## council's roles

Council's main roles in the Initiative include:

- ✓ leading by example in our approach to corporate management, operation of Council's facilities and programs, providing and maintaining assets and services
- ✓ developing appropriate policies and plans, strategies and guidelines, and assessment compliance processes to encourage and ensure ecologically sustainable development occurs
- ✓ facilitating and encouraging participation and partnerships involving community, business and industry, schools and government in developing and implementing sustainability-based projects, programs and activities
- ✓ encouraging greater understanding and awareness through promoting and supporting education for sustainability programs and training
- ✓ engaging with state and federal government and other Councils to develop, promote and encourage sustainability-based thinking and actions

## key outcomes

- ✓ the basis for decision-making, planning and management in Council that consistently ensures the values of our community and environment are recognised, properly considered and protected. Community and business organisations, as well as individual households also adopt this approach.
- ✓ a practical understanding of sustainability issues and solutions, in Council and the wider community, so challenges can be met and our actions and behaviour adapted, as required, to achieve ecologically sustainable development.
- ✓ linking with other communities engaging in sustainable living and work practices and opportunities in our region, in New South Wales, Australia, and globally, sharing knowledge experiences and supporting each other
- ✓ a framework to engage and work together towards common goals of community well-being, a healthy productive environment and creative lifestyles.
- ✓ enabling us to measure and report our progress, and continually improve through growing awareness, learning from experience and actively looking for solutions to the challenges we may face.

### introducing this document

The purpose of this document, as part of the Clarence Valley Sustainability Initiative, is to outline Council's sustainability framework. This includes our vision and goals for a sustainable future in the Clarence Valley, ways we can work together to achieve them, and ways to measure and review our progress. The material in this document has come primarily from work carried out by Council's Sustainability Team (the S-Team), in conjunction with consultants, Sustainable Futures Australia, and with input and feedback from the community. The S-Team includes representatives from across Council's departments.

The basis for the vision, lifestyle themes, and key aims and goals in Part 3 come from identifying commonly expressed community held values and concerns. This was achieved by a review of a wide range of planning processes carried out in the past 25 years in the Clarence Valley involving community expressing the values and attributes they hold dear and wish to see maintained into the future. The draft vision, themes, aims and goals were adopted by Council and then reviewed and adjusted as a result of a community forum and through public exhibition of this document, as a draft, in the second half of 2005.

**Part 1: Our Sustainability Initiative:** describes the aims, focus and Council's role in the Initiative, as well as describing what sustainability is, and why it is important to engage in sustainability thinking and action.

**Part 2: Our Sustainability Framework:** introduces the purpose and key components of the framework, how it is applied by Council, including sustainability planning, assessment and reporting. This framework is the result of researching sustainability planning and action across Australia and internationally and identifying key components deemed necessary to include.

**Part 3: Our Vision - Planning for Sustainability:** presents our vision and key sustainability themes and introduces our approach to planning for sustainability. Our 'Planning Web' includes key elements and guiding principles as well goals to help achieve the vision. As stated the goals are based on research into community-held values in the Clarence Valley.

**Part 4: Making it happen - From Goals to Actions:** outlines our approach to working together and supporting local action for sustainability. This includes a model and guidelines for participation, communication and partnerships related to the Initiative.

**Part 5: Assessing and Reporting Our Progress:** introduces our approach to assessing and reporting on projects, programs and proposals, based on our sustainability 'planning web'. Developing the assessment approach has been assisted by liaison with and review of other local government approaches, including a number of councils in NSW.

**Part 6: Showcasing Our Efforts - Achieving our Goals:** presents a number of key projects carried out in the Clarence Valley that represent good examples of integrative actions achieving positive environmental, economic and social outcomes through cooperative effort and good governance, and therefore reflecting a culture of sustainability.

**Part 7: Background Information:** contains background on development of and relevant models and tools being used in the Initiative. In the future a glossary of terms and a range of useful reference material will be provided to support the Initiative and use of this document.

## what is sustainability?

Sustainability involves identifying what we really care for as a community on a long-term basis - ecological, economic, social and cultural values - and engaging in behaviour that ensures these values are maintained for present and future generations.

Sustainability also involves the need to be careful when using and managing resources that include these values, adjusting our behaviour as required to protect, and where needed, to restore and enhance them if they are damaged, where and when this is possible.

Managing the size of the impact we have on the environment and its natural resources, called 'our ecological footprint' is vital for sustainability. This footprint is measured in terms of our present lifestyle - the land and resources used for producing our food and shelter, our urban development, our services, activities and transport. It tends to extend far beyond where we actually live, as we use resources from across the nation and increasingly from around the world. Minimising this impact requires us to be more efficient in our energy, water and resource use, and to focus far more on the use of renewable and sustainable resources.

Sustainability also requires a healthy and prosperous local and regional economy consistently producing and providing a wide range of useful services and products. This needs to be supported by effective government and community-based planning and action that equitably delivers the range of services, facilities and support needed to build and maintain healthy, safe and vibrant local and district communities.

Another key aspect of sustainability involves becoming more aware of, and educating ourselves about the challenges we face to live sustainability and ways to successfully address them. We need to understand how our actions impact on our community and environment, and adjust our behaviour to use resources more wisely and protect things we really value. This necessary behavioural change is a key to moving towards sustainability.

The Clarence Valley, as part of the northern coastal region of NSW, is connected to the wider world. Sustainability requires us to consider our influence and impact on sustainability elsewhere, and overall in this broader context. This includes, for example, the impacts our consumption of imported energy, products and services has on other communities and environments, both here in Australia and globally. Our use of fossil fuels, our industrial and commercial activities, our demand for products, our consumerism and everyday household practices have cumulative regional, national and global impacts.

These impacts include global warming and climate change, air, land and water pollution, destruction of habitat and subsequent loss of biodiversity, resource depletion and landscape degradation, economic and political instability, cultural and social injustice, inequity and exploitation. This is not a positive or sustainable scenario to aspire to, it is not one that can be sustained. We therefore have a responsibility to be part of, and help initiate, solutions to these issues and for our approach to include a global perspective.

Sustainability is clearly about *"thinking globally and acting locally"*. Whilst our efforts need to and should include encouraging others to do the same, it is vital that we get our act together as well. Whilst as a concept it can perhaps be challenging to grasp, in action sustainability relates closely to using common sense in our approach to everyday things.

What we achieve in relation to improving our sustainability in the Clarence Valley is part of a growing regional, national and world-wide movement to tackle key sustainability issues and move towards a more sustainable future. As we engage in sustainability we join with others in our region and across the world, and hopefully learn from each other. We may well assist and influence sustainability thinking and actions on a larger scale by what we achieve here in the Clarence Valley. We can learn from the work of communities in other places.

Sustainability is about challenges and opportunities, age-old wisdom and new ideas, creative potential and lateral thinking. As an approach to planning, managing and living it can deliver quality lifestyles at far less, and hopefully no long-term cost to the Earth, its environment and its peoples.

### definitions of sustainability or ecologically sustainable development

Sustainability, or ecologically sustainable development (ESD), is often defined as:

*“ development that improves the quality of life, both now and into the future,  
in a way that maintains ecological processes on which life depends.”*

Core objectives of ESD within this definition include:

- to enhance individual and community well being and welfare by following a path of economic development that safeguards the welfare of future generations
- to provide equity within and between generations, and
- to protect biological diversity, and maintain ecological processes and systems  
(National Strategy for Ecologically Sustainable Development, 1992)

General definitions of sustainability and ESD include the following type of criteria:

- we should live off the ‘interest’ generated by , not the *capital value* of, the planet's ecosystems, bequeathing this natural capital to future generations
- extraction and use of resources and disposal of wastes should occur at a rate that is within ecological limits and does not impair major cycles of biosphere (Greenhouse gas emissions and likely resulting climate change, and pollution of waterways, airstreams and land areas are examples of not meeting this criteria)
- the health and viability of ecological sub-systems such as biodiversity, soils, and water quality need to be maintained
- renewable resources should be used at a rate at which they can be replenished by natural processes, and renewable forms of energy are preferred over non-renewable
- the real costs of development (including externalities, full life-cycle, social and environmental costs), and the real value of natural resources and capital should be considered in decision-making, and setting prices for services and products
- we should apply precautionary and anticipatory principles in our planning and decisionmaking to ensure we avoid serious or irreversible damage to key values
- a society is not sustainable if its members live in poverty and it does not operate on the principles of social justice, fairness and equity.



## why do we need to engage in sustainability?

There are a wide range of good reasons why we need to engage in sustainability. These include economic necessity, environmental imperatives, social justice, increasing community demand for change from practices that damage or reduce the quality of life and that impact on ecological systems and values, and for decisionmakers to play a leadership role in making the necessary change towards sustainability.

Current trends in key aspects of our lifestyle, including our approach to resource use and development challenge our ability to achieve a sustainable future. These aspects often reflect what is occurring on a broader scale, in our region, in Australia and globally.

Population growth, demographic change, social and lifestyle demands are creating additional pressure on finite resources, such as land, water, fossil fuels, and food. These pressures are also resulting in greater amounts of waste being produced, as well as further environmental impacts from increased production and distribution. Because we are consuming more as individuals and households this magnifies the impacts occurring, both locally and in other places where resources and products come from and are produced.



Unsustainable practices and lifestyles result in environmental degradation, pollution and contamination, inefficient use of resources, impacts on human and environmental health, reduced agricultural and fisheries production, all of which have direct economic, as well as environmental and social costs.

When the real cost of these practices are understood and calculated it doesn't make economic, social or environmental sense to continue them. Any further delay will increase these impacts and costs, resulting ultimately in a poorer quality of life both now and in the future, and declining options for future generations.

We are not immune from this scenario here in the Clarence Valley. Unless we do something to change, unsustainable living will continue to impact on our communities, the Clarence Valley landscape and natural environment. It will place increasing pressure on our local culture, our social networks and cohesion, the places we love and appreciate, and therefore on our way of life.

Therefore, we need to take appropriate action now. This requires working out what we need to change in relation to our practices, and what we are doing that is already sustainable.

We need to create an approach to using resources and managing our landscape, developing our communities and providing infrastructure that retains and protects what we love and appreciate. We need to build and modify our communities in ways that imbue our way of life, our sense of place, and protect our environment rather than damage them.

We need to retain the capacity to provide essential products and services for our local communities from within our valley and region. This maintains an important level of self reliance and local sustainability in the face of national and global uncertainties.

All of this requires us being clear on:

- what values should and do we want to protect and enhance
- how best to develop for the future to minimise our ecological footprint
- how to retain the capacity to look after ourselves, and
- how and where we can contribute to local, regional and global solutions.

An integrated approach to planning, design and management based on sustainability thinking and action can help us to do this.

Engaging in sustainability can provide creative opportunities for our businesses, supportive action for our communities, and strengthened stewardship and protection of the natural environment. It is a key to preparing effectively for, and meeting many of the challenges of this millenium, and most likely the next.

### *what then does a sustainable future involve?*

From our growing understanding of the concept of sustainability, a sustainable future involves the following aspects:

- ✓ a committment to stewardship, rather than exploitation of natural systems, involving maintaining, and where possible, restoring ecological systems
- ✓ using sustainable, renewable resources, providing services and products that do not pollute the natural environment or our communities
- ✓ maintaining, and where required, restoring social cohesion and cooperation
- ✓ understanding and fostering our cultural traditions, including stewardship and respect for a range of inter-generational values handed down over time
- ✓ creating economic activities that can endure and generate prosperity without unacceptable costs to environmental, social and cultural values
- ✓ good governance systems which are accountable and transparent, involving all sectors of community in the planning, the doing and review processes
- ✓ coordinated action that integrates our environmental, social, cultural and



## our sustainability model

The sustainability model we have adopted in the Initiative and for our Framework is based on long-term intergenerational thinking. It acknowledges that our quality of life and prosperity depends upon the successful integration of our **socio-cultural** and **economic systems** with intact **ecological systems**, without adverse impact on the natural environment upon which we and other species depend. Our **governance systems**, related to decision-making and management, need to carefully consider how these elements and their recognised values interact and are affected by our actions and proposals. We need to integrate these aspects in our thinking and develop an inclusive approach that protects our core ecological, social, cultural and economic values, and therefore our quality of life.

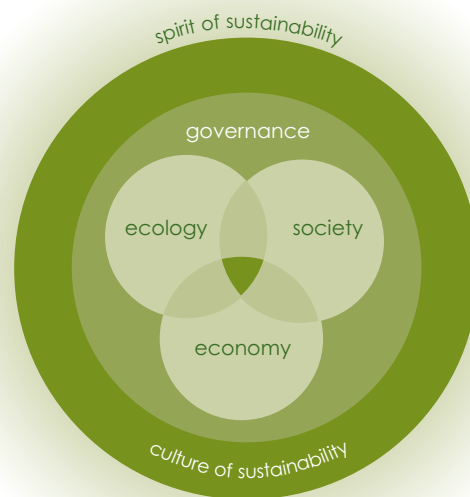
When this approach is fully embraced and consistently practiced, a **culture of sustainability** is developed, in ourselves, our organisations and communities. This is vital to maintaining good governance. Sustainability thinking is necessary within Council operations, in our business and industry practices, our community and household activities, in government and learning institutions. It involves our visitors, our families and friends, and our individual actions.

Over time, this 'culture' of sustainable thinking can establish a more intuitive approach to living sustainably. This involves sustainability-oriented actions happening regularly without a second thought - recognised as 'common sense' and 'second nature'. Lessons learnt over time, positive behaviour and guidelines related to living sustainably are passed on to next generations. Long-term thinking, stewardship of resources, and a balanced approach to considering values are then present in everyday thinking, decisions and actions. Societies and communities that have adapted and prospered over many, many generations, through changing circumstances whilst retaining and protecting their core values, express this **spirit of sustainability** - a shared understanding of how to think, act and live sustainably.

When we place ourselves, our organisations and our communities in the centre of this model we are the focus for thinking about and carrying out the necessary actions for sustainability.

## key elements of the model

- **ecology:** biodiversity, ecological processes, energy, water, soils and landscape systems
- **society:** health and well-being cultural diversity and creativity, social equity, safety, sense of community and sense of place
- **economy:** meaningful work and education, prosperity, productive capacity, efficient services and products, appropriate energy use
- **governance:** stewardship, leadership, ethics, participation, accountability, communication support and effective management
- ▼ **self, household, organisation, community:** the focus for thinking and acting sustainably.



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## benefits of the initiative for Council in its leadership role

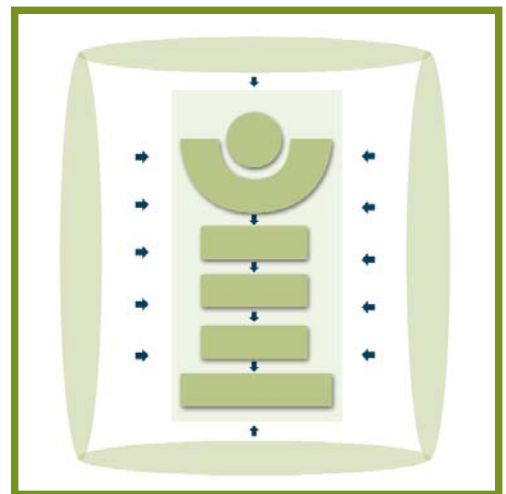
The Clarence Valley Sustainability Initiative has the following benefits for the Clarence Valley Council, in relation to encouraging and supporting Clarence Valley communities to achieve a more sustainable future:

- ✓ meeting ESD obligations under the Local Government Charter, and Local Government Act, and supporting national commitments, international conventions and protocols
- ✓ a better understanding of community values and aspirations thereby assisting a wide range of planning and decision-making related to these values
- ✓ a more focused strategic approach that will assist coordination of Council functions and continue to improve governance including leadership, accountability, and providing available resources and support
- ✓ developing, over time, a corporate structure and planning approach based on sustainability principles that is both responsive and proactive in relation to key challenges and issues
- ✓ integrating existing and new policies, strategies and programs to help create and maintain sustainable communities, and being able to identify adjustments required and gaps where action is needed
- ✓ increasing the efficiency of Council's operations in relation to resource use and other environmental services, reducing waste, pollution and Greenhouse gas emissions, thereby setting a good example and providing leadership and support for local communities, businesses and industry
- ✓ enhanced roles as an effective facilitator of community action, and as manager of natural resources, social services, and supporter of economic, social and cultural development
- ✓ improved opportunities and capacity for stakeholder partnerships to help deliver positive economic, social, cultural and environmental sustainability opportunities, activities and outcomes
- ✓ an increased capacity to play a meaningful and effective role in regional, state, national and global initiatives related to sustainability.



Part 2

## *our* framework



our sustainability framework

key components

applying the framework



## introducing our framework

The sustainability framework developed for the Initiative is based on a review of sustainability planning and action carried out by government, communities and corporations across Australia and internationally over the past decade (Working Paper #1, "Working Together Towards Sustainability", Sustainable Futures Australia, 2004). Components deemed vital to establishing a comprehensive and effective sustainability framework were identified.

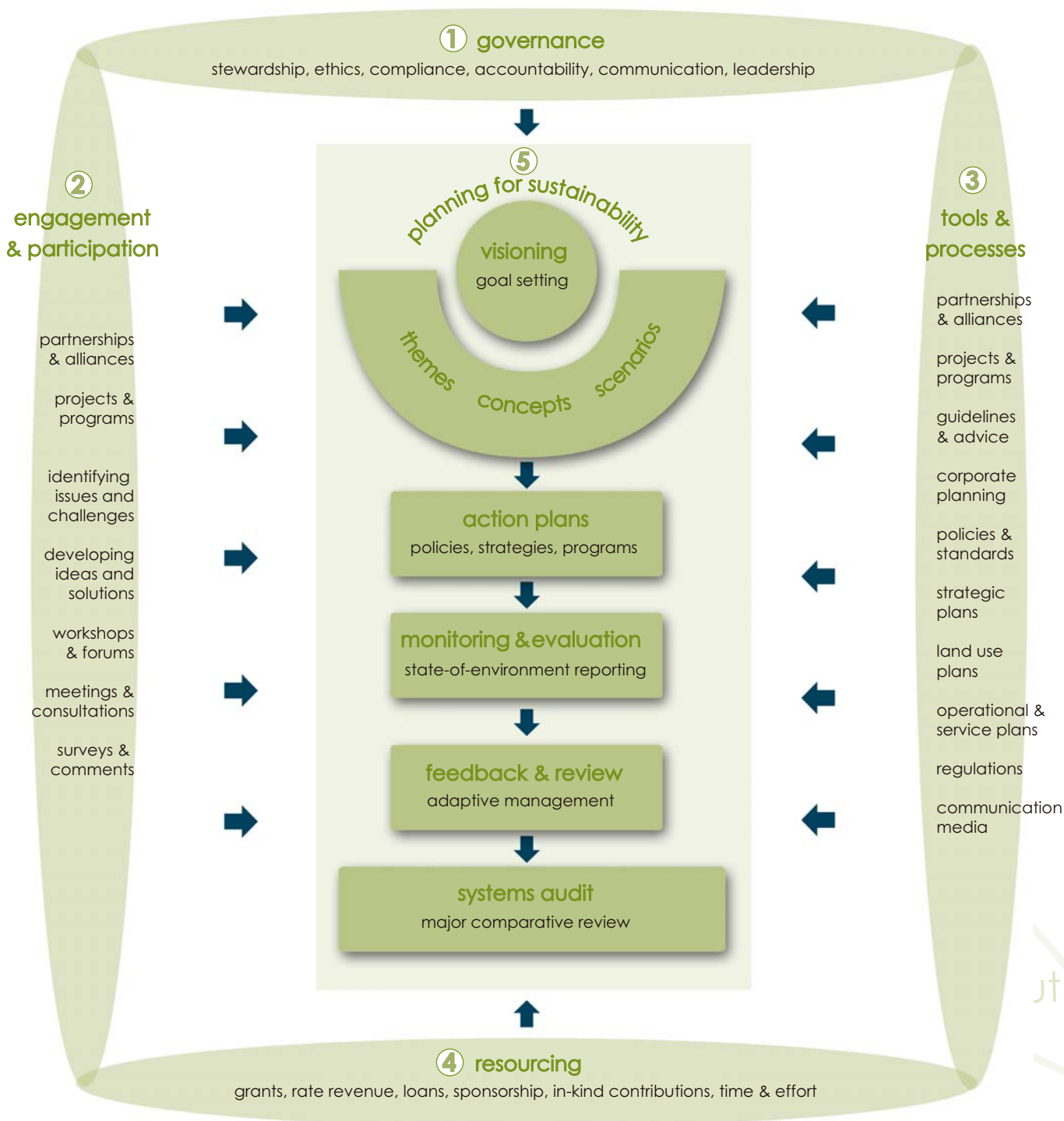
These key components are:

- ✓ *an effective governance system*
- ✓ *meaningful engagement and participation of stakeholders*
- ✓ *practical management tools and processes*
- ✓ *coordinated resourcing and support*
- ✓ *strategic planning and action for sustainability*

These components are shown in our framework on the following page with the links between them. Together these components involve the vital aspects of:

- developing a **shared vision and goals** to achieve sustainability is a core aspect of the framework. Creating agreed **lifestyle themes, planning scenarios** and **concepts** with our communities, helps guide our decisions and support actions that contribute to achieving them.
- involving **stakeholders** in the planning process and practical actions that follow, and promoting **partnerships and alliances**. Effective consultation and a capacity for people to participate meaningfully are keys to success.
- developing **strategies, policies and programs**, to help achieve our shared vision and meet our goals. This is strengthened by developing and applying a effective **tools and processes** such as education, regulations, plans and guidelines that support our vision, concepts and preferred scenarios.
- **monitoring** and **assessing** our actions, **evaluating** and **reporting** on our progress, and **adjusting** our tools, policies, programs and actions based on the **feedback**, ensures we stay on track, continuously improve, and can adapt to changing circumstances.
- **auditing** carried out related to our values and goals, and our planning and actions. This involves seeing if there are discernable trends away or towards sustainable outcomes and agreed benchmarks. It also involves being part of broader audits at regional to national levels for comparative review.
- providing **co-ordinated resourcing and support** is critical to success. This involves Council and stakeholders combining and sharing resources in creative and synergistic ways, often focusing on common aims, agreed strategies and priorities.

## our sustainability framework



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## purpose of the framework

Our framework provides the basis for making everyday, short-term decisions and actions within a long-term intergenerational perspective. This perspective is based on minimising our impacts on and protecting the shared values we hold. The framework enables us to create a strategic approach that combines and prioritises our actions.

Within this context, we can plan our land use, design our communities, deliver services and products, create policy and guidelines, assess proposals and implement programs in a manner that achieves complementary outcomes. In contrast an ad-hoc approach may deliver contrary results, creating more problems for us than they solve, or provide benefits for one value we hold at the cost of losing other things we value just as highly.

## the key components

### ① governance

This component embodies the leadership of Council in planning and working towards sustainability in partnership with community, business and government. It defines Council's approach and the ethics shown by Council in relation to management and stewardship of values, assets and resources. It involves Council establishing management processes that effectively respond to challenges in the context of sustainability, encouraging engagement and co-operation of stakeholders and providing appropriate support.

Council requires accountability from others based on principles, regulations and policy, and needs to be accountable for its own actions to the same degree. It involves risk analysis and management, transparent and effective reporting, sharing knowledge and information with stakeholders and the wider community and responding to their feedback.

### ② engagement and participation

In the framework, Council accepts the responsibility and challenge of acting as a key facilitator, continuously involving stakeholders in the Initiative in a range of inclusive ways. This involvement includes developing and reviewing the vision, key goals and lifestyle themes for the valley, involvement in project and program development and partnerships, being consulted properly about needs and issues and in providing advice and feedback.

This component includes the active engagement and involvement of Councillors and Council staff in sustainability planning and action. It requires acknowledgement of the different geographic locations, needs, lifestyles, circumstances and aspirations of diverse communities and stakeholder groups in the valley. Education for sustainability involving an action learning approach, and developing and maintaining good communication processes, are vital elements of this component.

### ③ tools and processes

This component involves a broad toolkit of ways to plan, design and manage actions, make decisions towards and for sustainability, and to engage stakeholders in the Initiative. This toolkit includes policies and regulations, land use and resource plans, development guidelines and standards, operational and servicing plans and protocols, financial, pricing and purchasing policy and other mechanisms available to Council.

It includes a range of processes of planning, management, and decision-making related to Council's corporate structure and activities, as well as engagement of stakeholders in similar opportunities. Developing this toolkit based on sustainability is likely to require adjustment of a range of existing tools and processes, as well as the creation of new ones.

### ④ resourcing and support

A key component required for achieving sustainability is the ongoing capacity to fund and maintain effective and necessary programs, actions and projects, many that require long-term thinking and planning and are intergenerational by nature. In some cases resources and support for programs and projects can continue over the long term. For example, funds raised by water and sewerage rates can be allocated overtime based on prioritised actions.

In other cases, however, Council cannot easily provide financial or other direct support. In these cases seeking to combine local resources, funds and effort through partnerships and also access funds from other levels (eg state government) can often achieve what otherwise may not be possible. This collective approach can also gain access to resources from other levels of government (eg. Landcare activities, community health projects) that are focusing on similar outcomes. Important aspects of this component are supporting realistic and achievable actions, establishing long-term partnerships, and developing effective business and asset management plans. The latter assist decisionmaking and in gaining additional resources from funding applications and effective investment decisions.

### ⑤ planning for sustainability

A key framework component is the development and implementation of an integrated *Strategic Action Plan* for sustainability. The other components provide the leadership, guidance, tools, resources and input necessary to achieve this. In return the Strategic Action Plan can bring together a wide range of otherwise disparate and individual strategies, programs and actions into an integrated and more synergistic approach with a common focus and a capacity to measure and evaluate progress.

Planning for sustainability involves adopting a sustainability planning model and developing and implementing the key elements of it. These include setting a vision for, and scenarios of a sustainable future, and creating strategies, programs and projects to help achieve this. It requires consideration of our communities and resources in a local and valley-wide context, and the Clarence Valley in a regional, national and global context.

## key elements of planning for sustainability

- **strategic visioning and goal setting**

This involves establishing an intention or ideal related to key sustainability principles and values, and key desired outcomes. This provides the focus for developing preferred scenarios, strategic actions, programs and projects, and the review and reporting and decisionmaking processes necessary to help achieve this vision.

- **themes, scenarios and concepts**

Themes, concepts and preferred scenarios are developed that reflect the vision, desired outcomes and protection of key natural and community values and assets. These help to envisage what places should look and be like, what and how services are being provided, what and how activities are taking place, how our communities develop and co-exist with the natural environment and rural landscape, and what decisions and actions are required to make this possible.

- **action planning and implementation**

Key strategies, projects, work-plans, programs and actions are developed that work towards achieving the desired outcomes, including agreed themes, concepts and scenarios. These can be carried out by Council, by stakeholders and through a variety of partnerships and alliances. Action plans can be developed including prioritised tasks, setting targets and timelines for the actions, and allocating available resources.

- **monitoring and evaluation**

This involves the use of targets and benchmarks, indicators of progress, and processes to measure these. Projects, programs, proposals and actions can then be assessed and reviewed for their contribution, or otherwise, to achieving desired sustainability outcomes and the overall vision. It involves reviewing both qualitative and quantitative information and data, over time, and using transparent and useful assessment process.

- **feedback and adaptive process**

Assessment, monitoring and evaluation involve regular reporting to Council and the community (including for example State-of-the-Environment reports, quarterly and annual activity reports, project reports and so on). This includes identifying and commenting on progress, or lack of progress, towards agreed sustainability outcomes. Council and stakeholders review and develop responses to this information. This in turn influences the action plans, policies, and other tools, which may require adapting or adjustment, or additions.

- **systems audit and comparison**

Audits on whole systems at the valley-level related to sustainability (eg. social, ecological and economic values) and on operating and management systems, provides key information on the performance of sustainability planning, management and actions. These audits can be part of regional, national and broader level audits, providing an understanding of the 'bigger picture' related to key aspects of sustainability. Comparisons, over time, or with other areas, and against recognised 'standards' and 'state-of-condition' parameters, provide useful information on local and broader trends and changes. This can give Council and the community better perspective for future actions, and assist in developing integrated ongoing responses.

## applying the framework

The sustainability framework can be applied to Council's existing decisionmaking, planning operational and management systems.

In doing so, Council can adjust and reinforce these systems to embody and reflect sustainability principles, and assist in producing ecologically sustainable actions and outcomes.

Key aspects of Council's operations that the approach influences include:

- ✓ Council's corporate management plan and policy platform in terms of:
  - adopting sustainability in Council's charter
  - endorsing the vision, guiding principles and key elements of sustainability as the basis for developing and implementing policy, establishing annual budgets and prioritising actions
  - influencing operational services and the corporate reporting process
- ✓ Council's land use planning instruments and guidelines, its development assessment and reporting procedures, and its approaches to natural and cultural resource management
- ✓ Stakeholder consultation and involvement in creating the vision for the future and preferred scenarios, in strategic planning, projects and programs, as well as in surveying community needs, aspirations and gaining feedback on delivery of services and programs
- ✓ Communication within Council, and with the wider community and stakeholders in relation to understanding sustainability, the key issues, challenges and possible solutions.

The Framework provides an approach that business, industry, communities and households can also adopt and use, including:

- creating preferred futures through cooperative strategic planning and design
- helping to initiate and support strategies and actions related to sustainability
- creating partnerships and alliances for cooperative sustainability actions
- carrying out individual activities and proposals that are more sustainable
- learning about, and educating others about sustainability, and
- assisting in assessment, reporting, and review of progress towards sustainability
- supporting the concept of the Initiative and Council in its leadership role.

Part 3

# *our* vision



our vision

our sustainability themes  
planning for sustainability





## OUR VISION

### a sustainable clarence valley



Life in the Clarence Valley, now and in the future, is based on a culture of living sustainably that protects and carefully utilises the natural environment, its beauty and resources, our cultural heritage and unique identity of our valley and its communities.



We cooperatively plan for and achieve:

- protection of ecological systems
- positive social and community development
  - cultural diversity, expression and creativity
- economic prosperity and efficient resource use
- quality human habitat and essential services, and
- protection of our valuable natural and cultural heritage

through supportive, accountable and participatory decision-making, management and action that actively involves the wider community.



Council works with the valley community for a sustainable future through its own actions, leadership and support.



## our lifestyle themes for a sustainable valley

Our vision and following lifestyle themes are based on a review of community values identified in a wide range of planning, project consultation and participation reports in the Clarence Valley, over the past 25 years to 2005 (Sustainability Working Paper No. 2 "Community Values and Desired Futures", Sustainable Futures Australia, 2004). The themes were reviewed by a recent community forum and adjusted based on this feedback. The themes will help guide our decision-making and actions, and review and reporting on the effectiveness of our efforts and progress towards sustainability.

### theme 1 protecting our environment and community values now and in the future

#### our environment

Our lifestyles of the Clarence Valley are focused around appreciating, benefiting from and respecting the valley's natural environment.

We appreciate the scenic views, including rural activities, and the way our communities generally relate to, and integrate with their surroundings.

We appreciate the wide range of birds, animals and plants sharing our lives on a daily basis.

Many of our citizens and communities are engaged in helping to manage, as well as protect, regenerate, and restore environmental values.

We appreciate clean water for drinking, household and commercial use and recreation, healthy soils for growing food and produce, and healthy air to breathe. Maintaining healthy waterways is crucial for environmental and community health.

We plan to protect these environmental values so that we, and our children's children, can experience a healthy natural environment.

#### our communities

Our lifestyles relate to the communities we live in. We value their sense of place, heritage values, relationship to surrounding landscapes, and the human scale they are developed to.

Our communities have a diverse cultural heritage, reflected in the range of traditional activities, festivals, buildings, items and special places linked to them.

Our communities are of a size and nature that we can get to know people, and feel connected and supported. We would require that any growth doesn't diminish this value.

Our community organizations, schools and businesses provide a range of essential services, opportunities for friendship, and support including in times of emergency.

We tend to pull together well and support each other in times of flood, fire, human tragedy and other challenges, a sign of our overall sense of community in the valley.

***" We work together across generations, through our decisions, plans and actions to protect and enhance our environmental values and retain our sense of community and place in the valley and regional landscapes."***

## **theme 2    creating and maintaining prosperity through economic and social activity that supports healthy lifestyles and our well-being**

Our concept of prosperity and well-being are synonymous with what we need to live comfortably, to be happy, fulfilled and able to enjoy life, including our community health.

We are keen to encourage industries and business activity that protect and help deliver these valuable aspects of prosperity, health and well-being to us without "costing the earth"

A wide range of future economic benefits will be based on protecting and better understanding our valley's natural and social assets, and establishing value-added industry.

A bottom line for our economic and social sustainability is a healthy environment.

Our prosperity and well-being is related to the quality of our built environment, and social systems. We see economic activity, including government, community and private investment being effectively combined to deliver these important assets and services.

We are keen to see our funds circulate through local businesses, support local organisations, and be invested back into our communities.

We acknowledge the importance of community-based services and facilities and the need to work together to provide, support and maintain them.

Our well being and prosperity are linked to meaningful work opportunities and training, This includes people of all ages, disabilities, social and health challenges having a role and place

Many of our young people will leave to gain further education and employment. We will strive to provide work and training opportunities for them, both now, and to return to.

Healthy recreation and creative social activities, engaging with others in activities, gaining support when times are challenging, are all key aspects of our valley society.

We are a caring community willing to help others, promote diversity and remain tolerant. We encourage reconciliation and support equitable access to services, support and facilities.

We value safe and respectful communities in terms of both personal safety and property security. We hope our personal privacy and rights and our community values are respected.

Our urban design and fabric, and range of available facilities are designed to minimise safety issues and promote healthy living. We seek to minimise environmental pollution and health risks caused by inappropriate activities, and recognise the need to clean up past problems.

**" We strengthen and maintain our social networks and support social and economic opportunities that protect community and environmental values for our prosperity and well being."**

### **theme 3    developing and supporting diverse, creative and aware communities with a broad range of lifestyle opportunities**

#### **cultural diversity, heritage and creativity**

Our communities include people from a wide range of cultures, traditions, and experiences. We hope always to be respectful and tolerant of different cultural values, encouraging the combination of these into positive lifestyle and creative opportunities for our communities. We acknowledge the first people of the Valley, the Bundalung and Kumbaingerie nations, and their unique living heritage. We acknowledge the cultural history of European settlement of the valley and its important legacies. We seek to find an appropriate and dynamic balance between preservation of the old and evolution of new contemporary cultures.

#### **expressive arts and crafts**

We are keen to develop and maintain an environment that supports and benefits from creative expression through a wide range of formal and informal artistic areas. These include dance, arts, crafts, music, theatre, film, multi-media and writing. This expression is a significant part of the lifestyles we value and important part of our economic and social well-being.

#### **learning opportunities for all ages**

We value highly access to formal and informal education and training. We strive to ensure provision of a wide range of quality facilities and services being available in the valley. We promote lifelong learning, for young and old, for developing careers and work opportunities, for relaxation, as well as for increasing the level of awareness and skills in our communities.

#### **festivities and celebrations**

We annually hold and enjoy a range of local to regionally significant festivals and events in different parts of the valley. We value these opportunities to get together, to celebrate our culture and way of life, and share this with friends and visitors. These events are important social and economic opportunities for our communities.

#### **sport, sport, sport**

Sport is an important aspect of our communities, as part of general recreation, relaxation and keeping fit, as well as a career for some. We support the provision of facilities and services that assist people to participate in their chosen sports and aspire to achieve personal and group enjoyment and success.

#### **enjoying our natural environment**

We value highly our opportunities to recreate and enjoy the valley's natural environment from the coast to the mountains, whether it is walking along a beach, the riverside, or a rural trail; swimming, fishing, surfing, canoeing or sailing, picnicking or camping, and just plain relaxing. We are keen to protect and maintain these opportunities for residents and visitors alike.

#### **coast to hinterland lifestyles**

Our settlement and land-use patterns provide a diverse range of lifestyle options, from the coast to the mountains, rural farms and retreats, to village and contemporary urban living.

***" We promote cultural diversity, respect and tolerance in our communities, and strongly support opportunities for creative expression, recreation, lifelong learning and celebrating our range of lifestyles in the Clarence Valley."***

## planning for sustainability

### aims

Planning for sustainability, as the central component of our sustainability framework, aims to provide the strategic planning and program delivery approach in which leadership actions, community engagement, and funds and resources can be directed towards our preferred futures. This is supported by a range of tools including strategies, plans, guidelines, regulations, incentives, education and advice.

### purpose

The purpose of the planning and delivery approach is to provide the basis for:

- developing an agreed vision and concepts of a sustainable future
- making decisions and policy, and developing strategy, programs, projects, and operational plans to help achieve the vision and concepts
- identifying benchmarks of sustainability, setting targets and milestones for actions, and for evaluation of actions and outcomes
- creating a reporting process to support decisionmaking and planning with a range of useful indicators to help us monitor our progress

### key parts

Key parts of the planning approach include:

- carrying out strategic visioning, goal setting and considering future scenarios
- carrying out action planning and implementation
- establishing targets, benchmarks and indicators
- carrying out assessment, reporting and review

### key outcomes

Planning for sustainability involves striving for the following key outcomes:

- developing effective tools such as policies, guidelines, plans and strategies
- ensuring proposals, programs and actions support our vision and goals
- carrying out strategies and actions successfully in an integrated way
- combining our effort in focused and cooperative action, and
- using available resources in the best way to achieve a range of proposed and preferred outcomes

## our sustainability planning web

Our *Sustainability Planning Web* establishes our approach to planning for sustainability. As a core aspect of Council's corporate management, our vision, key goals and lifestyle themes provide the basis for and are a guide for our decision-making, policy development, and sustainability assessment and reporting processes. The Web also provides the basis for developing an integrated *Sustainability Action Plan* (SAP). The SAP will help identify and prioritise key projects and programs, strategies and actions necessary to achieve our goals, and protect the valued characteristics of our communities, our lifestyles and importantly our environment. Our stakeholder engagement approach (see Part 4), and assessment and reporting system (see Part 5) will have important links to the SAP.

In this way our *Sustainability Planning Web* helps identify for us what we are doing, and what we are not doing and need to do, to achieve a more sustainable future. Partnerships will form to develop strategies and actions, to contribute resources and support, seeking common outcomes we wish to achieve, and reporting together on our progress.

## key aspects of the web

### the central focus

Our vision of a sustainable Clarence Valley is the central focus of the sustainability web. This vision includes key lifestyle themes related to prosperity and well-being based on creative lifestyles and diverse culture, protecting the valley's environmental and community values.

### the key elements and goals

Five key elements of sustainability have been identified. A series of goals based on important values related to these ecological, economic, social and cultural, human habitat and governance elements are the foundation of the web, and surround the vision. Pathways from these goals to the vision contain a range of strategies and actions, evaluation and other aspects to help meet the goals.

### guiding sustainability principles

A number of key sustainability principles surround the web. They are critical for weaving a strong web of sustainability planning. They need to be considered in all strategies, projects and proposals to make sure they are effective and integrative strands of the web.

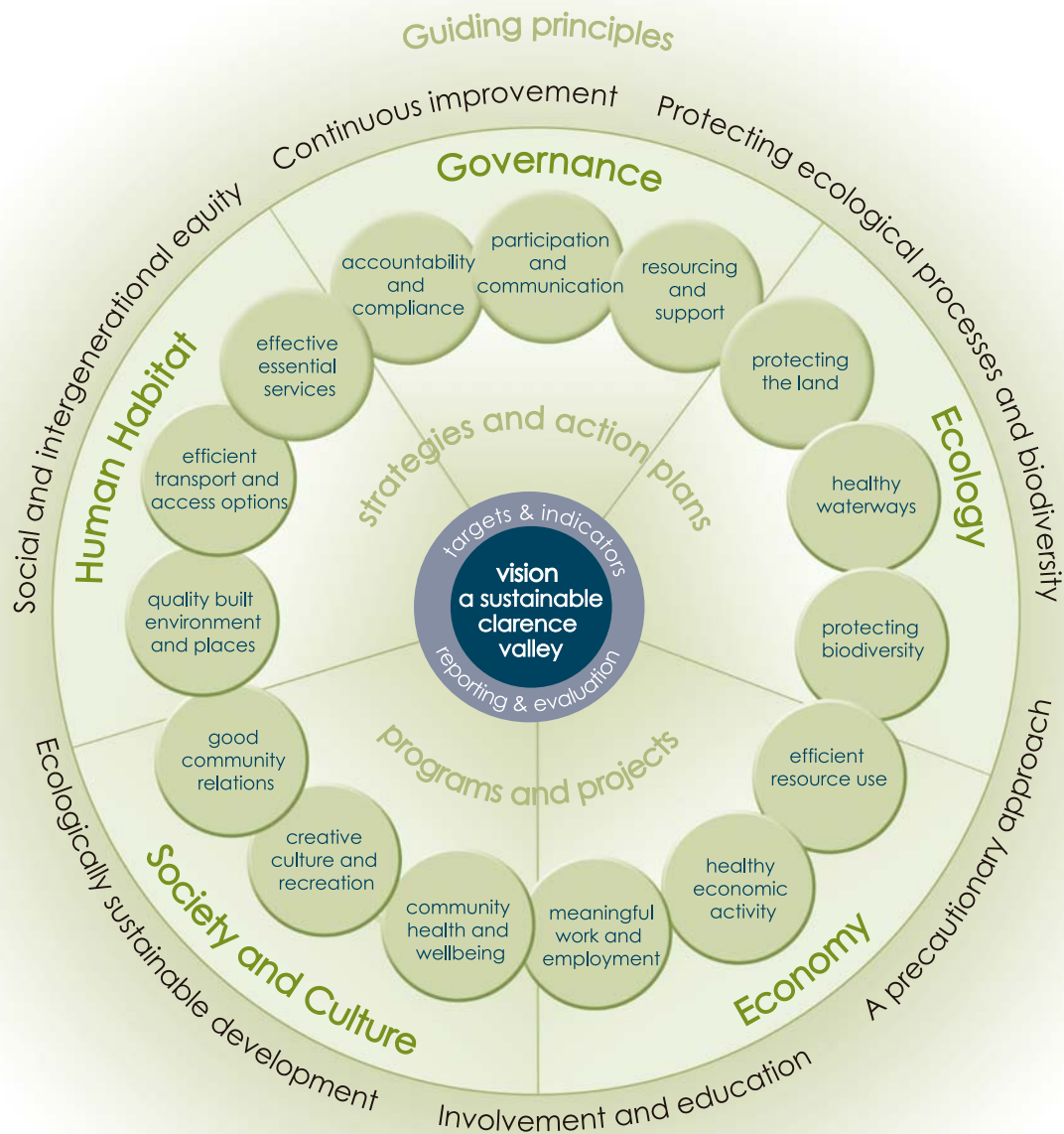
### strategies and actions, programs and projects

Projects, programs, strategies and action plans to meet one or many goals are developed, linking the goals to and supporting the vision. Action plans for specific objectives related to and developed under the goals are created in this context eg. waste management as part of 'efficient resource use'. Projects and action plans that meet a range of goals are also developed in this context e.g., a Greenhouse strategy linked to 'efficient resource use', 'efficient transport', quality built environment', and 'protect biodiversity'.

### targets and indicators, reporting and evaluation

Targets and success indicators are set and our actions are reviewed and evaluated in terms of whether we are moving towards, or away, from our vision of a sustainable valley.

## our sustainability planning web



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## the key elements of sustainability

Our Sustainability Planning Web identifies 5 key elements of sustainability that need to be successfully addressed and combined, so that our present communities, and future generations, as well as the myriad of other life-forms in the Valley, can be sustained.

The Clarence Valley is richly endowed with natural and cultural values, and a long tradition of living from the land, rivers and the sea. Initially inhabited by the Bundjalung people, and then joined by settlers of European and other heritage, a wide range of people now call the Clarence Valley their home, and regular holiday destination. Our communities have, over time, created new places to live, work, and recreate in, within the Valley environment. The valley consists of a range of places - urban, rural, coastal and hinterland that have both similar and differing values, and which rely on each other to create the whole community known as the Clarence Valley. Our awareness, careful use and management of resources, are vital to protect and maintain these values and the Valley's richness, well into the future.

The 5 elements form the underlying basis for our long-term approach to living sustainably in the Clarence Valley. Therefore, they are a focus of our management planning and actions.

### ecology – the land, water and biodiversity, natural processes linked in the landscape

The Clarence valley contains a rich natural environment of landscape features, plants, birds, animals and insects. Our valley ecology is habitat for thousands of other life-forms, many unique, and the basis for our lifestyle and economy. From the mountains to the sea, the Valley landscape includes forested ridges, river gorges, the mighty Clarence River and its tributaries, floodplains, wetlands and the coastline. Rocky headlands and reefs, sweeping sandy beaches and intimate coves are backed by coastal dunes, covered in coastal heath and forest. Our valley ecology is an important part of the NSW north coast region and Australia.



### economy – resource use and management, economic activity, work, products and services

Our local economy is based on using and promoting the valley's resources and values, as well as using resources derived externally. We harvest water from the wider valley, grow, catch and export foodstuffs and make a range of products. We also import food, power, and consumer items from elsewhere in the world. Our employment is linked to rural industries such as fishing, agriculture and timber harvesting, as well as tourism, arts, service industries education, health, and other government services. An active and important volunteer workforce contribute to our daily quality of life and well-being, helping to provide a range of essential services.



### **society: our health and wellbeing, caring and creative, our culture and relationships**

Our communities are diverse and changing. The original culture was Bundjalung, which co-exists today with people who have come from cities and cultures around the world. They join indigenous and pioneer settler families who have lived on the land contributing to our local communities over many generations. It is a creative valley, rich in arts, music, theatre and dance. We celebrate our way of life through annual festivals, weekly sporting and cultural events and daily recreation, enjoying our natural environment and each other's company. We strive to be a genuinely caring society, where our families, friends and others are important. As our communities age and grow, and new people arrive we don't know, this remains an ongoing challenge. Providing opportunities for our youth, and caring for our families and those with particular physical and intellectual challenges also remains a consistent challenge.



### **human habitat: our built environment and places, transport and essential services**

The valley's settlement pattern ranges from isolated homesteads, to historical rural and riverside hamlets and villages, bustling coastal and river towns, and a regional city. The river valley and floodplain have influenced the location of settlements and we have learnt to live in relatively independent local communities. However we work well together, particularly in times of need and emergency, in building shared facilities, and supplying services, such as roads, and reticulated water and sewerage to our main centres. Development, particularly in coastal areas, has placed pressure on these services and on the historical values of buildings, and streetscapes. One challenge is to combine heritage and contemporary design successfully and retain the local sense of place. We strive to maintain safe and peaceful communities.

### **governance: accountability, participation and communication, resourcing and support**

Managing combined financial, social and natural resources is an ongoing partnership between our local Council, NSW and federal governments. Our elected local councillors and Council staff work closely with other agencies, community, industry, and other management bodies, to protect our values, and benefit from wise use and ongoing effective maintenance of assets. A constant challenge remains to provide adequate funding for the wide range of infrastructure and services growing communities require.



Our communities are regularly engaged in planning and management exercises, identifying issues and challenges, providing ideas and solutions, expecting good quality reporting and involvement in decisions on development and management activities. There is a strong tradition of a wide range of people, of all ages, actively involved and working co-operatively on many community projects and programs.

## key guiding principles

These key sustainability principles have been identified as vital in guiding our planning, decisionmaking and actions if we are to protect the valley's natural and community values and achieve our vision. These principles are considered universal and are being applied, by many communities, across Australia and globally. By adopting and applying these principles, we join with these communities in our common aim to live and act more sustainably.

### 1. protecting ecological processes and biodiversity

It is vital that we protect and better understand the ecological processes and systems that are the basis for our existence and quality of life. We need to respect and co-exist with the biodiversity of the valley and use natural resources carefully. These processes and ecosystems are part of the unique North Coast bioregion we live in, the broader Australian and global environment. Native flora and fauna, some endangered and rare, are protected by law.



### 2. supporting social and intergenerational equity



We should ensure that everyone has the right to key services and facilities such as healthcare, education, work opportunities, housing, and support programs that assist those less able to access, or benefit from community and economic development. We need to consider future generations in decisions we are making now, related to resource use and our management of values. We must be careful not to pass on difficult debt and the loss of special things.

### 3. promoting ecologically sustainable development

Development and economic progress should provide many benefits, enhancing our way of life, protecting those things we value, and helping to make our communities more sustainable. Our settlements need to be developed and managed in a way that reduces our ecological footprint. Innovative technology and business practices can help create human habitat and lifestyles that are efficient, attractive and protect the environment and social values. We need to acknowledge the real costs of development and value of our resources.



future

#### 4. encouraging community involvement and awareness

Engaging a wide range and number of people to plan, manage and participate in activities and projects, helps to develop a strong community network, and provides valuable resources. Representing diverse interests, skills, and perspectives, this involvement helps to identify and meet challenges, and adapt to changing circumstances. Effective, ongoing research, information, and communication are vital for working together and developing awareness.



#### 5. taking a precautionary and anticipatory approach



We may not always have all the information we might like to make decisions, or choose a direction for the future. This is when we need to carefully assess likely risks of proposed development and actions, and decide accordingly. We should not put off actions required to protect community values and the environment. Drawing upon relevant experience in other places, being cautious and anticipatory in our approach are appropriate responses in such situations.

#### 6. focusing on continuous improvement

Our understanding of sustainability is growing, as is the need to protect values and assets important to our livelihood and communities, both locally and globally. Making appropriate changes wherever and whenever we can to our approaches, taking consistent steps and creating small shifts, are all keys to improving our situation. Setting achievable targets, acknowledging and learning from mistakes, as well building on our successes, are also positive steps.





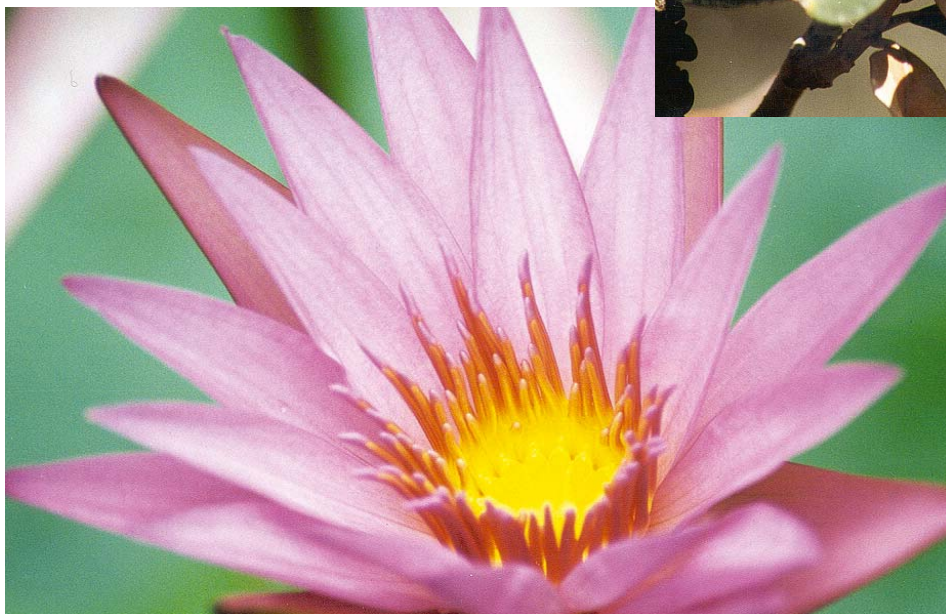


the first element

# *our* ecology



protecting the land  
maintaining healthy waterways  
protecting biodiversity

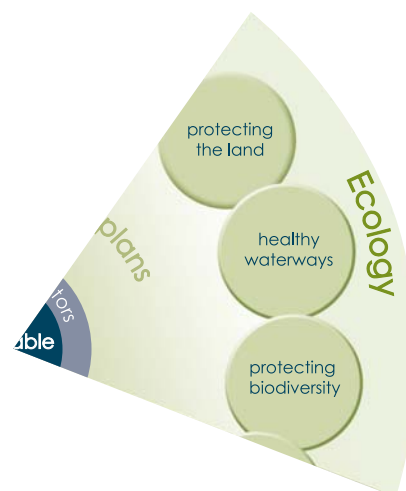


ge our future



## our aim

Our intention is to protect and maintain a robust, healthy natural environment, and visually diverse natural landscape, including the rivers, wetlands, forests, floodplain and coastline, and ecological values in our settlement areas, actively protected and cared for by our whole community, supported by effective resources and environmental education.



## our key goals

### goal 1: protecting the land

The visual and intrinsic values of our Valley landscape, particularly the sweeping natural, rural, forested and coastal vistas are protected. The fragile soils of ridges and escarpments, and valuable farming land, are protected from unnatural erosion and loss of topsoil. Acid-sulfate soils of the floodplains are well managed to reduce the incidence of impacting on water quality and aquatic habitats. We acknowledge cultural heritage values of the land.



### goal 2: maintaining healthy waterways

The health and values of the Clarence River, its catchment from the mountains to the sea, is paramount to our valley community. This includes other key waterways such as the Nymboida, Mann and Orara Rivers, as well as the numerous creeks, wetlands and groundwater sources upon which the catchment relies for its health. We manage our land use and settlements to ensure water quality is not compromised. We respect and care for aquatic habitats and cultural values in our use of the waterways, coastal rivers such as the Sandon and Wooli, and inshore ocean area.

### goal 3: protecting biodiversity

The diverse and often unique ecological systems, animal, plant and insect species native to the valley are highly valued by our community. We acknowledge the need to live in a symbiotic relationship with Nature, ensuring ecological processes and vital habitats are not compromised by our actions. Healthy ecosystems are the basis for much of our economic and recreational activity, and a key to our healthy lifestyles and a sustainable future. We acknowledge the cultural heritage values of the valley's natural biodiversity, and a range of exotic plants and animals that have become part of the valley landscape.





the second element

# *Our* economy



efficient resource use  
healthy economic activity  
meaningful work and employment





age our future

## our aim

Our intention is for our community well-being and prosperity to be supported by economic activity involving meaningful paid and voluntary work, clean green industry and business, and aware consumers that use water, energy and other resources wisely



## our key goals

### goal 1: efficient & careful resource use

Our comfortable local climate and natural environment are very important aspects of our lifestyle. Reducing greenhouse gas emissions, encouraging resource conservation and minimising our waste will help reduce our ecological footprint, as part of the national and global response to climate change. This also helps protect air and water quality, and local ecosystems in our daily economic activity. Efficient and careful resource use, reducing waste, re-use and recycling preserves natural resources and has proven financial benefits to our business, households and community.



### goal 2: healthy economic activity

Our economic activity, based mainly on small businesses, is vibrant, innovative and adaptive. We provide a wide range of products and services to our local and regional communities, to visitors and for export, with a reputation for high quality. We support a co-operative economic approach bringing us together to be more resilient in the global marketplace, and encourages value-adding and mutually beneficial partnerships. Our economic prosperity is linked to activities that are environmentally sustainable, support our social development, and protect and enhance our cultural values.

### goal 3: meaningful work & employment

Our employment and work opportunities are closely linked to our lifestyle, our valley resources and values, as well as supporting and servicing our communities and visitors to the region. We value voluntary work for its contribution to our quality of life and well-being. We support opportunities for training and mentoring, for developing and enhancing skills, helping to build and retain a solid base of expertise in our communities. This includes our youth, disadvantaged, and less skilled members. Our work should always protect our valley's environment, our health, and our way of life.





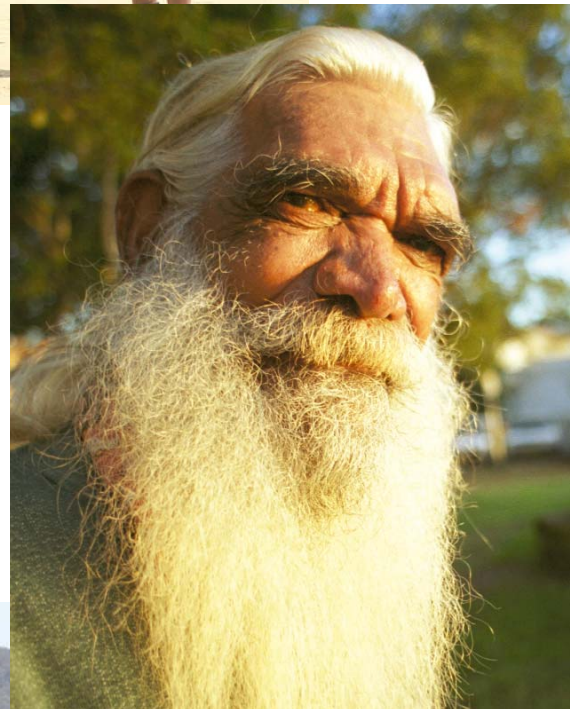


the third element

# *our* society & culture



creative culture and recreation  
community healthy and wellbeing  
good community relations



ge our future



## our aim

Our intention is for our creative valley cultures, rich in history and diversity, to be supported by good information, education, health, recreation and other services, providing opportunities for quality lifestyles involving a sense of well-being in which we value our communities and each other.



## our key goals

### goal 1: community health and wellbeing

We focus on providing places, services, information and opportunities for people of all age groups and backgrounds to enjoy a healthy lifestyle. Our well-being is enhanced by the way we look after and respect the environment and each other. We value cultural, educational and recreation opportunities which support healthy living, and encourage work, training and partnerships that strengthen this approach. We strive to maintain our sense of community, and the special values and safety this can bring.



### goal 2: creative culture and recreation

We have a wonderfully creative culture involving people of all age groups, backgrounds and interests, supporting and participating in a wide range of arts, theatre, dance and music. Our natural and cultural heritage, our towns, villages and facilities provide a rich environment to celebrate our way of life, through festivals, events, sport and recreation activities. We explore and promote our history and traditions, acknowledging the significance of local Aboriginal cultural knowledge and values.

### goal 3: good community relations

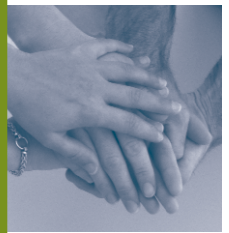
We strive to develop and maintain a sense of place and identity for our communities, where people can know and support each other, and visitors feel welcome and can respect our way of life. Our urban and rural centres provide opportunities for friendly community interaction, and services to support our relationships. We acknowledge the diversity of cultures and lifestyles represented in our communities and encourage their respect and tolerance of one another. Our commitment to inclusiveness, participation and good communication help to reconcile and resolve our differences.





the fourth element

# *our* human habitat



quality built environment and places  
efficient transport and access options  
effective infrastructure and services





ge our future



## our aim

Our intention is to live in sustainable communities, including a healthy natural environment, supported by efficient and effective essential services and transport systems, our homes and streetscapes reflecting local heritage, character and charm.



## our key goals

### goal 1: quality built environment and places

We ensure the character and atmosphere of our settlements are maintained and enhanced. Passive solar design and sustainability elements, such as resource efficiency reduce our ecological footprint and maintain high quality living. Our streetscapes, parklands and public places are attractive, safe, friendly spaces with creative public art, signage and furnishings that reflect and imbue our lifestyle. We protect our ecological and cultural heritage and special places, successfully integrating our contemporary and heritage built environment with natural and rural settings.



### goal 2: efficient transport and access

Our valley communities are linked by efficient private and public transport and communication systems that also connect us to the region and wider world. We embrace new technologies and options that create less pollution and use less resources. This network, and the layout and provision of well-serviced settlements, provides good access to services, facilities, and to each other. Integrated cycleways and walking paths provide safe, healthy, ecologically-friendly movement options.

### goal 3: effective essential services

Our essential services are designed and delivered to best serve our settlement pattern and communities, in an integrated and efficient manner, whilst encouraging self reliance. Our bushfire, flooding and emergency services are well co-ordinated. We maintain an ecologically sustainable water supply system with a high degree of re-use of grey water and treated effluent. Our stormwater and waste-water systems produce minimal pollution and we reuse what we can. We promote passive solar design and the use of renewable energy in our homes, business and industry to reduce and replace fossil fuel use, significantly decreasing greenhouse gas emissions.





the fifth element

# *Our* governance



accountability and compliance  
participation and communication  
resourcing and support



our lifestyle

heritage our future



## our aim

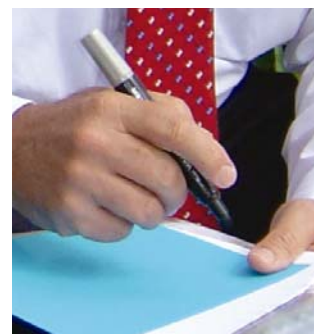
Our intention is that good governance, including participatory consultation, decisionmaking and management, helps us achieve our goals and vision through equitably supported actions, co-operative resourcing, and effective communication and monitoring, with a high degree of accountability transparency and fairness.



## our key goals

### goal 1: accountability and compliance

Our decisionmaking and actions carefully consider our guiding sustainability principles and goals. We take responsibility for our actions, seeking to minimise impacts on, and maximise benefits to our communities, and the environment. We strive to be equitable and fair in our approach to distributing, and providing access to services. Our management systems are accountable and comply with relevant legislation and policies. We review our planning and management activities regularly, adjusting to changing circumstances and seeking continuous improvement.



### goal 2: participation and communication

Working together, through co-operation and mutually beneficial partnerships, we can achieve our goals and objectives, and resolve many of the challenges that face us. This requires respect, willingness, agreed processes and good communication. We actively engage our communities, stakeholders, and key interest groups in planning, design and management of our resources, and in key decisions related to our values. We acknowledge the vital role that information plays.

### goal 3: resourcing and support

By engaging wide support, implementing effective strategic and operational plans, and facilitating synergistic partnerships and funding arrangements, a range of resources can be provided to carry out programs and projects to achieve our goals. We take a long-term intergenerational view, prioritising activities to protect and enhance our values, promote well-being and support sustainable lifestyles. We acknowledge our place in the region, nationally and globally, wherever possible, assisting others in need of support, sharing our goodwill, expertise and available resources.







Part 4 making it happen

# *working together*



engaging our communities  
our model of working together  
supporting local action  
our communication approach



## engaging our communities

### aims

The aim of engaging our communities in the Sustainability Initiative is to encourage a common focus and cooperative approach to achieving a sustainable future for the Clarence Valley.

Council strongly supports a 'synergistic' approach to the Initiative, where actions by individuals are combined and shared actions encouraged. By synergistic we mean gaining additional benefit and progress by working or combining together with a common focus. This will create and encourage ongoing dialogue, contribution, networking and cooperative action. When people combine effectively to deal with challenges success is possible.

A further aim is to use this collaborative power to influence state and federal government agencies and corporations in their actions, and to advocate for funding to support the development and implementation of the Initiative, and its projects and programs.

### key objectives

Key objectives for developing a cooperative approach with urban and rural communities, business and industry, government agencies and others include:

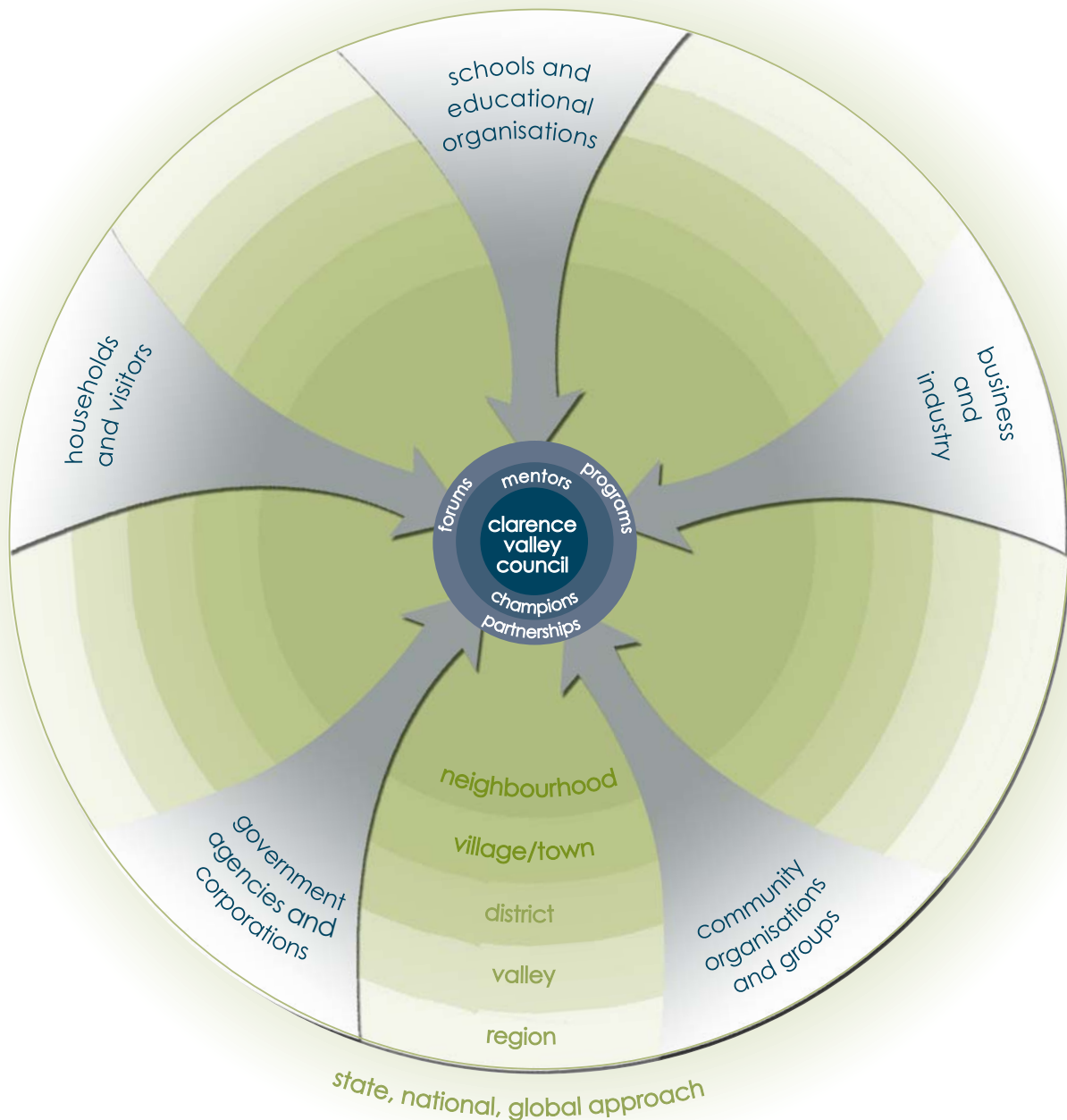
- ✓ encouraging stakeholders to join the Initiative to focus and strengthen the effort
- ✓ creating a support network for the Initiative including information and advice
- ✓ identifying how people can align, combine and support each other's work
- ✓ identifying gaps in actions for sustainability and minimise inefficient duplication
- ✓ developing, implementing and updating a sustainability action plan
- ✓ providing a platform for comprehensive consultation and integrated reporting

### guiding principles

The approach to working together will be guided by, and committed to:

- ✓ providing inclusive opportunities for involvement in many ways at various levels
- ✓ creating and maintaining a supportive environment for participants
- ✓ encouraging trust and cooperation between stakeholders
- ✓ establishing good communication and positive relationships
- ✓ empowering each other to make necessary changes to our behaviour and actions, individually and together.

working together for sustainability



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## working together:

### an engagement and participation model

Our 'working together' model of liaison, cooperation and action can help us plan and work together. It provides a basis for a common approach to organise, co-ordinate and ensure we are all effectively engaged in sustainability planning and actions. It can be used to ensure people have the opportunity to be engaged and provide input. The model will be used to support our cooperative work towards sustainability, and achieving our vision and key goals.

### key groupings or sectors

Our model on the previous page shows 5 interrelated groupings of stakeholders in the Clarence Valley representing different community sectors. These groupings are:

- community groups and organisations, both urban and rural-based
- schools and educational institutions
- businesses and industry
- government agencies, corporations and services
- households and visitors

These sectors, their representatives, and individual interests, groups and 'sub-cultures' within them, need be engaged in identifying and responding to sustainability challenges, and helping to develop, implement, review and adapt our combined approach. Council, as the hub in the model, will wherever possible facilitate and support this occurring.

### spatial levels of interaction and involvement

The interaction and involvement of these sectors occurs at 5 different levels in the Clarence Valley in relation to the Sustainability Initiative, depending on the context of involvement, the focus of projects and planning, and the challenges to be addressed. Interaction can occur on more than one level at the same time in relation to sustainability actions. The spatial levels are:

- the local neighbourhood, or precinct
- local village, town, or city
- local district or geographic area
- valley-wide: Clarence Valley local government areas (LGA)

When consultation and engagement programs are being organised by Council, the spatial level and localities at which community engagement and participation occurs, and sectors that should be engaged, can be identified and cross referenced in a 'working together' matrix.

The organisations, and people representing those interests at the relevant spatial level and localities, can be contacted and involved, to ensure effective and comprehensive community representation, knowledge and interests are included. To assist this approach a series of localities will be identified in the valley for the purpose of engagement, planning and action, eg. the Lower Clarence, the Upper Clarence, Coastal and River Villages and Towns, City of Grafton and surrounds, and so on.



## opportunities for engagement

Opportunities for cooperative engagement and participation can occur through:

- informal networking and liaison
- formal partnerships and alliances, contracts and agreements
- being involved in working groups, committees and forums
- by participating in and supporting shared, combined and similar projects
- other processes requiring community consultation and participation

This can happen within a specific stakeholder sector, and as part of actions involving all, or a number of, sectors. Examples include working on specific economic, social or environmental programs; developing shared communication, information and sustainability education material.

A range of processes already operating, and to be created, will enable and support stakeholders being part of the 'Working Together' model. These include:

- ✓ developing a communication strategy involving the key sectors
- ✓ using a wide range of media to promote the Initiative and its activities
- ✓ maintaining a mailing list (eg email) to update sectors and invite involvement
- ✓ invitations to be involved in specific activities, events, programs and projects
- ✓ formal and informal consultation related to planning and development
- ✓ creating a register of interest linked to key sustainability goals and challenges
- ✓ maintaining a list of active and proposed projects and programs

## Council's roles

An important role of Council is acting as a key facilitator and coordinator. This role includes:

- providing the framework for working together, and helping to hold and support the shared vision of a sustainable future for the Clarence Valley.
- supporting and promoting initiatives and actions coordinated by others, such as combined or individual community sectors, and the groups within them
- encouraging and developing partnerships, and delegating responsibilities and actions to other bodies and groups of stakeholders
- coordinating, instigating and supporting effective education for sustainability and communication related to actions and efforts of the Sustainability Initiative
- coordinating monitoring and reporting on our progress, feedback, and review and adjustments of programs and actions related to the Initiative
- promoting the efforts, success and challenges of working together, and individually for ecologically sustainable lifestyles and development.

### champions and mentors

Experience has shown that having effective *champions and mentors* involved in innovative programs and initiatives can increase the uptake and involvement of people in them, and thereby increase opportunities for success.

Using our *Working Together* model and *Sustainability Planning Web* as a guide, there is an opportunity to identify champions and mentors within different sectors and Council, related to specific goals and strategies, and for the Initiative overall. Their roles will be to encourage awareness, support, and participation, and lead by example.

Champions and mentors can be linked to specific programs (such as waste management, water efficiency, and sustainability education and training), to specific projects (such as open space and landscape management, biodiversity protection, economic development and social service delivery), as well as to the areas of governance, community involvement, media and communication.

### champions

The role of champions is to assist in making people aware of the Sustainability Initiative, of its programs and projects, and the importance of sustainability in general. The involvement and endorsement of the Initiative by well regarded, and well known or high profile people, who are appreciated and respected in their fields of endeavour, will be encouraged.

They may have backgrounds in environmental, economic or social endeavours and success, including sporting, cultural and other areas of achievement. They may represent cultural groups, or be part of organisations, including Council, and can be locally regarded or known on a broader and wider level.



### mentors

The role of a mentor is to assist Council and stakeholders by providing advice in relation to specific aspects of planning and carrying out actions for sustainability. Mentors are chosen for their capacity to provide guidance and encouragement in aspects related to sustainability where they have skills, knowledge and experience. They will be good communicators, and could assist in training and education related to sustainability initiatives. It will be important to prepare for new mentors when others are completing their positions, their work or moving from the valley.





Members of Council's initial S-Team at a meeting held at the Grafton Community Centre, in November 2004, (not all members present) where sustainability assessment and reporting and communication processes were being developed.



our lifestyle

future



### supporting local action

A key aspect of the Initiative and our Framework is to support local actions for sustainability across the Clarence Valley, from the hinterland to the coast, in rural, urban and coastal communities. There are a range of ways that Council can support local action in the Initiative:

- ✓ providing opportunities for local input into planning, decision-making, asset and resource management related to local communities and geographic localities
- ✓ identifying the local context and expression of broader Valley-wide values and planning goals, so that actions are carried out relative to local concepts and issues
- ✓ establishing and delivering programs that are based on meeting local needs
- ✓ providing funding and support direct to the local level, based on available resources
- ✓ supporting funding applications and opportunities from sources other than Council
- ✓ coordinating and supporting sustainability reporting and feedback from the local level
- ✓ providing sustainability information to households, local businesses and organisations
- ✓ establishing coordinating groups and teams representing Council and community to assist in development of strategies, and delivery of programs, projects and actions

### Clarence Valley Council's Sustainability Team (the S-Team)

A sustainability working group, 'the S-Team', has been established in Council to assist in developing the Initiative, including the sustainability framework, and to involve Council staff and key stakeholders in achieving positive outcomes on the ground, both within Council and the wider community. The S-Team includes representation from Council's branches, departments and business units. It may include or involve elected Councillors and other stakeholder representatives. The S-Team supports local actions through Council and stakeholder-based projects and programs. This includes identifying and involving stakeholders, and a reporting approach that includes local community input, ideas, issues and challenges.

### Clarence Valley Sustainability Planning and Action Network (SPAN)

A Sustainability Planning and Action Network (SPAN), involving stakeholder representation, based on the *Working Together* model, can be set up to work with Council in relation to the key aspects of the Sustainability Initiative. SPAN could assist with the following aspects:

- supporting a participatory planning approach in the preparation and implementation of a sustainability action plan, ensuring input from all sectors of the community across the valley
- holding forums and workshops to plan for sustainability and develop actions
- helping coordinate Council and local community actions for sustainability
- promoting and supporting local involvement in the Sustainability Initiative



## our communication approach

Good communication and participation, both within Council, and between Council and key sectors of the community, is fundamental to the success of the Sustainability Initiative. This includes involving, informing, listening and gaining feedback. It is vital for development and implementation of a Sustainability Action Plan (SAP).

Council's roles as a communicator and educator are crucial to instigating and maintaining the participation needed to successfully implement and regularly report on such a Plan.

## aims and objectives

Aims and specific objectives in relation to our communication are :

- facilitate and encourage maximum participation in the Sustainability Initiative
- promote a cooperative approach to creating, implementing and reviewing our sustainability planning, actions and reporting processes
- provide and share information to promote better understanding of sustainability, and to encourage behaviour change towards sustainability
- develop an effective communication process within Council, and between Council, stakeholders and the wider community
- promote the work and progress of the Sustainability Initiative and participants through a range of media and opportunities
- establish contact with organisations with similar aims, objectives and programs, in particular local government and their sustainability networks
- promote general awareness of sustainability through promotion and publicity
- initiate an on-going conversation about sustainability within Council and community to help make sustainable actions a part of everyday life.

### our communication network

The Initiative's communication network in the Clarence Valley will be based on the sectors in the Working Together model. The network outside of the valley will include a range of people and organisations that are engaged in sustainability planning and actions. Key network members include:

- ✓ Councillors and Council staff (indoor and outdoor)
- ✓ government agencies, corporations and organisations
- ✓ a wide range of non-government and community organisations
- ✓ local and regional businesses, and industry and business groups.
- ✓ primary and secondary schools, TAFE, universities, & other educational bodies.
- ✓ households, ratepayers and visitors, when they stay with us.
- ✓ other Local Councils and a range of organisations focusing on sustainability

### means of communicating

The following will be used to communicate, to support and encourage working together:

- ✓ networking by telephone, email, and face-to-face meetings
- ✓ establishing an effective system of sharing information and maintaining contact, such as web-sites, e-lists, meetings and regular forum
- ✓ holding and promoting workshops, forums, field days and similar activities on sustainability topics as ways of broadening involvement in the Initiative
- ✓ promoting the aims and benefits of the collective effort through a wide range of public media to benefit the Initiative and support those who are involved
- ✓ using a regular newsletter to update each other on our work and progress, and of upcoming events, programs and actions
- ✓ using electronic mediums as a priority for distributing and sharing information, and networking thereby minimising paper product resource use.
- ✓ through the arts and creative expression in their many forms, such as music, dance, story-telling, theatre, crafts, artwork and sculpture, including events and festivals
- ✓ through ceremony, special events and ritual, including special occasions to mark local to international dates and periods focusing on sustainability based aspects, such World Environment Day, NAIDOC week, and so on.



## Part 5 assessing and reporting

# *our progress*



assessing our actions  
monitoring our progress  
reporting on our efforts





## introduction

A crucial part of our Sustainability Framework involves sustainability reporting. Sustainability reporting includes the aspects of **assessment, monitoring and evaluation**, which provide the basis for reporting to be carried out. These aspects are linked together in a reporting process that helps provide information, feedback and advice to assist in decision-making, planning and management actions. These are related to:

- Council and partnership programs, strategies, projects and action plans
- operational and day-to-day activities of Council
- establishing and reviewing Council works programs and budgets
- Council's responsibilities for land and resource management
- consideration by Council of development and other proposals

This reporting process requires identifying appropriate and effective parameters to use in relation to these aspects such as:

- the preferred future scenario and its values to be considered, and the benchmarks, standards and criteria to be used for carrying out assessment
- the targets and indicators of success, or progress, to measure against and methods to be used for monitoring and evaluating information
- the requirements for, and ways to report and present information, and to gain and collate feedback

## reasons for doing it

The NSW Local Government Act (1993) requires Council to apply the principles of ESD in the preparation and implementation of its Management Plan and have regard for information that is provided in its State of the Environment (SoE) reports. These principles apply to all the activities of Council, including regulatory, service, business, financial, land and resource management functions as well as administrative and other civic processes.

Sustainability is a key factor in the way Council carries out its business, how it provides services and conducts its regulatory and planning functions. Council is also required to ensure its staff and the wider community are aware of sustainability, and that sustainability principles are applied to its own plans and actions as well as those of key stakeholders and the broader community. This includes community and government organisations, businesses, industry, and urban and rural households.

Sustainability is, therefore, a key factor in the planning, design, operation and review of activities and processes of community life in the Clarence Valley. Development and land-use processes, community development, industrial and business practices, construction of buildings, and the provision of utility services, open space, and natural resource management all require assessment, monitoring and reporting related to ESD principles.

Sustainability reporting plays a key role in the cycle of planning, action and management related to Council's responsibilities both within Council and in wider community life. Targets and indicators are set out in the planning phase to assist in monitoring and assessment in the action phase. Benchmarks and the results of reporting are used to review activities, and, as required, adjust proposals, programs and actions to achieve better outcomes. Reporting is, therefore, vital in helping create a sustainable future.



Key factors that may guide our assessment, monitoring and reporting approach are:

- what are the national and global as well as local imperatives related to sustainability that we should be considering? (Council thinking globally and acting locally)
- are we making decisions, planning and managing in a sustainable way in relation to our community values, aspirations and goals (Council supporting a community vision of sustainability and protecting community values)
- are we working and carrying out and delivering our own services sustainably? (Council 'walking the talk' and leading by example)
- what are we doing personally in relation to sustainability? (Council as an organisation of educators encouraging personal responsibility, action and awareness)

## key assessment and reporting objectives

By establishing and using an approach to assessment and reporting, based on sound sustainability principles and elements, Council is more likely to help achieve and maintain sustainable activities, development, and management outcomes. In this regard sustainability assessment and reporting can be considered at two levels:

- the broad management planning level, and
- the specific sustainability risk and opportunity assessment level

## broad management objectives

At the broad management level sustainability reporting will:

- ✓ assist Council meeting ESD obligations under the Local Government Charter, and Local Government Act (1993), as well as other sustainability protocols
- ✓ assist Council meeting a range of legislation, policy and legal obligations in managing natural, human and financial resources, assets and activities
- ✓ assist through Council planning, decision-making and management to help achieve community goals, protect and minimise risks to community values
- ✓ support the development of an organisational culture of sustainability and the behavioural change necessary to achieve key goals and protect values
- ✓ improve accountability related to sustainability actions and outcomes within Council's reporting functions, through a coordinated approach
- ✓ provide leadership in relation to sustainability planning and management
- ✓ strengthen Council's capacity to play a meaningful and effective role in local, regional, state, national and global initiatives in sustainability

### specific objectives

Specific objectives for reporting relate to risk management, opportunities to meet sustainability outcomes, and to improve planning, management and actions. This relates to the conception, consideration, carrying out, and the review of projects, activities, actions and proposals. Specific objectives in relation to reporting include identifying:

- actual and potential risks to, and opportunities for sustainability outcomes
- potential impacts on, and benefits related to, aspects of sustainability, including cumulative results
- actual, emerging and possible trends that can be identified
- actions and approaches to avoid, and those to promote, related to key sustainability goals and outcomes
- ideas, options and solutions to address issues, events, and both perceived and real challenges
- progress, or otherwise, towards agreed benchmarks, targets and scenarios, related to our goals, lifestyle themes and vision.

### types and levels of reporting

There are two interrelated elements of sustainability reporting. The elements are:

#### **Council reporting on its own activities: Council as a leader and 'walking the talk'.**

This includes Council's assessment and management processes, operational activities, and business programs, related to its key functions. Ensuring sustainability principles and guidelines are applied to tendering and purchasing practices related to goods and services. It includes regular audits throughout Council's operations to ensure that decisions and actions meet agreed sustainability criteria and benchmarks. It is strongly linked to Council's corporate management plan.

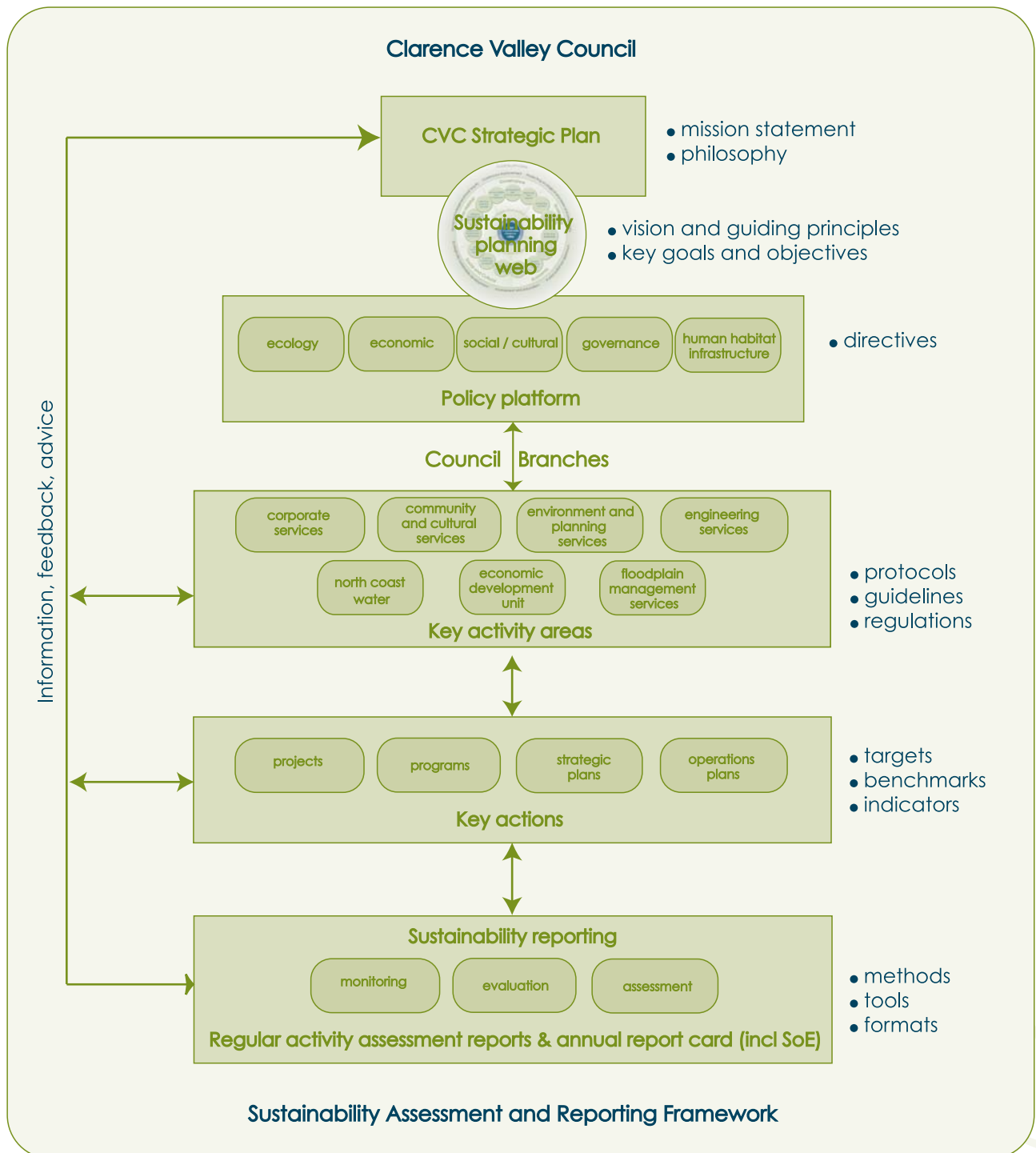
#### **Council reporting on activities in the valley, with assistance of community stakeholders: Council as coordinator and facilitator, and providing support**

This relates to reporting on decisions and actions, activities and plans as they affect key the community and valley environment. It involves monitoring and evaluating the activities of the community, including Council's activities, on a valley-wide and specific locality basis, and reporting on how sustainable these activities are. This type of reporting is often linked to a strategic action plan with goals and objectives to achieve (eg.the goal of resource efficiency, with a specific objective of reducing waste to land fill and improving recycling and re-use).

Both elements of this reporting focus on whether community values and Council's corporate objectives are being adequately considered, and whether specific performance targets are being met. A key to this is establishing benchmarks and measures to identify to what degree and in what way is sustainability to be met, and indicators that help report on whether these are actually being met, or not.

Reporting provides the basis for feedback and review, for consideration of implications, and for providing advice to help shape the response on an ongoing basis.





## our sustainability reporting approach

Council is developing and establishing, in stages, a comprehensive approach to sustainability reporting. Our **Sustainability Assessment and Reporting Approach (SARA)** is based on the framework shown on the previous page.

Assessment and reporting in SARA is carried out based on the vision, goals and guiding principles of the Clarence Valley Sustainability Planning Web. Reporting provides information, feedback and advice to each element and level of the reporting framework. The framework involves the following elements and levels:

### Council's management plan

Council's corporate management plan will include a commitment, in Council's mission statement and management philosophy, to progressively move towards a more sustainable future for the Clarence Valley. The Sustainability Planning Web's vision, goals and guiding principles will be reflected in the management framework, policy platform and delivery of services set out in the plan, as well as Council's action plans and operational work programs.

This provides the basis to incorporate sustainability in Council's daily activities and delivery of its broad range of services, and for sustainability reporting to be linked to all the levels and activities of the organisation.

### Council's policy platform

A series of overarching policies for each of the key sustainability elements of environment, economy, society and culture, human habitat and infrastructure, and governance will establish directives to ensure sustainability outcomes are a key focus for community and economic development, biodiversity and natural resource management in the Clarence Valley. This policy position will flow through into Council's decisionmaking, management, operational and assessment roles.

A range of specific policies related to the sustainability elements will be linked to these broad policies. Existing Council policies will be reviewed against the policy platform, with some being adjusted, others superceded and a number merged, to provide a more integrated responsive policy setting. Reporting will provide Council and the community with an update on to what degree these policy commitments are being met in activities, programs and proposals.

### Council's key activity areas

Sustainability principles and goals will be incorporated into Council's organisational structure and spatial delivery of services and operations through its office branches. A range of protocols, guidelines and relevant regulations related to activities will be linked to these specific areas of management responsibility. This includes planning Instruments (eg. LEP's, DCP's) Development Guidelines and Conditions, Works Management Guidelines and so on.

These will include specific reference to sustainability and reflect the key goals and objectives of the Sustainability Planning Web. Reporting at this level is based on operational and activity reports from specific activity areas, providing updates as to what degree sustainability and ESD is being considered, incorporated and achieved in a range of Council and broader community and stakeholder activities, programs, projects and proposals.

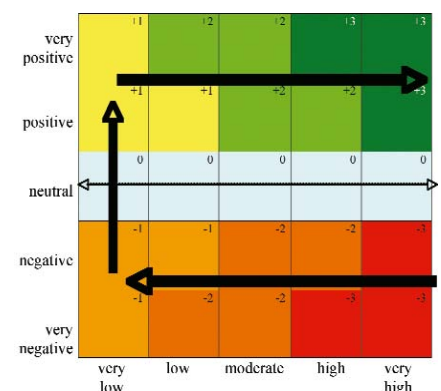
## Council's key actions

At this level of assessment and reporting, all projects, operational plans, strategies and programs will include agreed targets, benchmarks and indicators based on our goals and specific objectives related to sustainability. Operational and activity reports for a range of activities, both within and outside Council, will be presented through the key service levels to provide integrated reporting to Council in relation to Council's policies and directives.

## sustainability reporting

A range of methods are used for collecting information, monitoring and evaluating activities. As part of SARA a sustainability assessment toolkit and reporting format (SATAR) is being developed and used for reporting within and to Council. SATAR includes the use of an assessment matrix based on the Sustainability Planning Web, its key goals and principles.

This toolkit is to be used for assessment of development applications and proposals, for monthly activity and project reports to Council meetings, quarterly and annual reports for management plan review, and State of the Environment reporting.



Sustainability Assessment Matrix Tool.

## benchmarking and targets: using assessment, monitoring and reporting

The assessment and reporting cycle provides an opportunity to identify and promote preferred outcomes and levels of achievement to strive for, or that are required to be met in relation to our goals, objectives and policies. These are often described as *targets* to meet or *benchmarks* to achieve or emulate. Decisions and actions can be reviewed, as well as plans and proposals, in the context of these key proposed outcomes and targets. This can provide, by choosing meaningful and useful indicators of progress or success, an effective and clearly understood set of criteria for evaluation. As a result reporting can be used to influence and benefit future decisions in a cycle of continuous opportunity for adjustment, adaptation and improvement



The reporting cycle includes identifying benchmarks and setting targets to achieve, as well as indicators of success, or progress.

This is combined with effective measuring and monitoring so that evaluation and feedback can benefit and influence our planning, management, decisionmaking and flow-on actions.

It is this cycle that the SARA approach is linked into to help deliver improved governance, performance, and sustainability outcomes.

### key aspects of the SARA approach

As part of establishing and implementing SARA a range of key aspects are being included and developed. This will include community interests as part of the Initiative. These aspects, described below, will be integrated into an effective reporting system that reflects community and Council values and long-term focus, therefore providing a sound basis for sustainability assessment, monitoring and reporting. The aspects to be included and developed in the reporting framework are:

- ✓ the sustainability planning web, including the vision, guiding principles and goals, along with the key lifestyle themes, acting as the focus for, and guide to assessment, monitoring, reporting and decision-making.
- ✓ the sustainability planning web merged into Council's management plan to link SARA to the policy platform, to financial plans and work programs
- ✓ specific objectives developed for the key goals and lifestyle themes, including sustainability indicators linked to them, so that targets can be set and benchmarks established. These objectives and indicators will be linked to Council's policies, regulatory and decision-making functions. Reporting will indicate whether objectives are being achieved and to what degree progress is being made.
- ✓ an assessment and reporting toolkit and format including an assessment matrix and range of report templates for different uses (e.g. development assessment, activity reports, etc.)
- ✓ activity reports prepared at the different levels within Council based on the sustainability planning web, and using the reporting toolkit
- ✓ other assessment and reporting areas of Council eg. procurement and tendering processes are to be aligned with the SARA approach
- ✓ the sustainability planning web being merged into Council's management plan to link policy, budgets and work programs Councils policy and planning tools (eg DCPs, LEPs and so on) into the SARA process
- ✓ extending SARA into the 'Working Together' model, including partnerships and memorandums of understanding (MoU's) and agreements with key stakeholders, to develop and implement a comprehensive and cooperative Council-community monitoring and reporting system for the Initiative
- ✓ training and education programs delivered for the approach and process to assist Council staff and stakeholders involved in SARA and the Initiative
- ✓ broadening the existing SoE reporting to establish an annual Sustainability (Progress) Report, linked to and used by Council in relation to its annual Management Plan, its strategic planning, and in Council-Community review, and reporting on the progress of the Sustainability Initiative.





# Part 6 showcasing *our efforts*



showing initiative  
selected case studies



## showing initiative

Focusing on achieving sustainability outcomes is not a new approach to living, however it's now becoming necessary in this contemporary world. It is something that has been going on in many cultures, globally, for centuries, but has been under threat due to modernisation processes, and the growth in consumerism as a typical way of life.

Here in the Clarence Valley, there are people living relatively sustainable lifestyles, employing sustainability principles and objectives in their homes, businesses, land-use management, service delivery and product development. There are organisations managing resources, making and reviewing their decisions with sustainability in mind. A wide variety of examples exist of sustainability principles and practice being applied in agriculture, urban homes and gardens, building design and operation, conservation of ecological values, cultural activities, school education and so on. A whole range of community organisations are involved in helping to deliver and support services and actions to maintain our communities for the long-term, care for people and animals, the wider environment and protect our community and cultural values.

## successful partnerships - working together for sustainability

Council has been active in engaging sustainability in a number of areas of its activities and governance. It has prepared a range of plans, strategies and guidelines involving community consultation, developing partnerships and active ongoing involvement related to open space and biodiversity management, community services, economic activity and development, water efficiency and supply, urban development and land use. Council has also established, over time, a range of development conditions that embody sustainability principles and actions, and Council carries out state-of-the-environment reporting.

A wide range of organisations including Council, government agencies, industry, business and community have been working together on projects and programs related to the environment, our communities and cultures and our economic prosperity, creating valuable and effective partnerships and alliances, and achieving positive sustainability outcomes.

However, this tends not to be so well known and we don't promote it enough. Also, these actions and examples haven't been combined into a framework before that can identify the efforts in relation to key sustainability goals of the Clarence Valley and vision of a sustainable future. Our Sustainability Framework enables us to do this. The Sustainability Initiative aims to identify and promote positive actions and showcase them as local models and examples to inspire and guide us in our progress, along with examples from elsewhere.

By identifying these, we will also be able to identify gaps and areas where we need to do something or improve. We can use this understanding to step into these gaps and do something, and carry out improvements to existing situations where necessary. This establishes and maintains an approach based on continuous improvement, one of our key sustainability principles.

The following case studies provide examples of how our communities and key stakeholders have been working together, with Council, to achieve a range of sustainability goals and outcomes. These initial examples acknowledge Council's leadership role and celebrate the positive input and cooperative effort of all the stakeholders involved. Hopefully they are an inspiration to us, and examples that we can work together for a sustainable future.



ge our future

## sustainability projects

### case study 1: Lifestyle Grafton: Grafton City Open Space Plan

<b>description</b>	'Lifestyle Grafton' is the Open Space Plan for Grafton City (2004). The Plan establishes key themes, and a concept plan, with city 'gateways', vegetation corridors, cultural and recreational spaces, cycleways and other facilities. It sets out prioritised action plans and timelines.
<b>working together</b>	A detailed open space study involving the community was undertaken and then used as the basis for further consultation, including plan development workshops. The plan involves community and recreation groups, Council, government services, business and schools.
<b>achieving sustainability outcomes</b> <ul style="list-style-type: none"> <li>✓ environment</li> <li>✓ society/culture</li> <li>✓ economy</li> <li>✓ human habitat</li> <li>✓ governance</li> </ul>	<p>The Plan has a community derived-Council supported vision, key management goals and guiding principles. Strategies and actions are based on meeting the goals, including the principles and achieving the vision.</p> <ul style="list-style-type: none"> <li>✓ protection and restoring of environmental values including biodiversity, habitat and riparian corridors</li> <li>✓ social, cultural and heritage assets acknowledged with opportunities for creative and artistic expression</li> <li>✓ improved social and recreation amenity including sports fields and facilities, cycleways, pathways,</li> <li>✓ financial plan for development and maintenance</li> <li>✓ increased economic value &amp; potential of Grafton City</li> <li>✓ enhanced parklands and streetscapes based on city-wide and precinct based themes</li> <li>✓ sound management with ongoing community input</li> </ul>
<b>reviewing our performance</b>	The Strategic Plan identifies objectives and targets to achieve, with actions prioritised from immediate to the long term. It sets out reporting and review criteria and periods, including community feedback. This enables the Plan and its strategies to be assessed and adjusted
<b>contact person</b>	Col Harbidge, Manager, Engineering Client Services, Clarence Valley Council Locked Bag 23, Grafton, NSW. telephone: 02 66403517 col.harbidge@clarence.nsw.gov.au





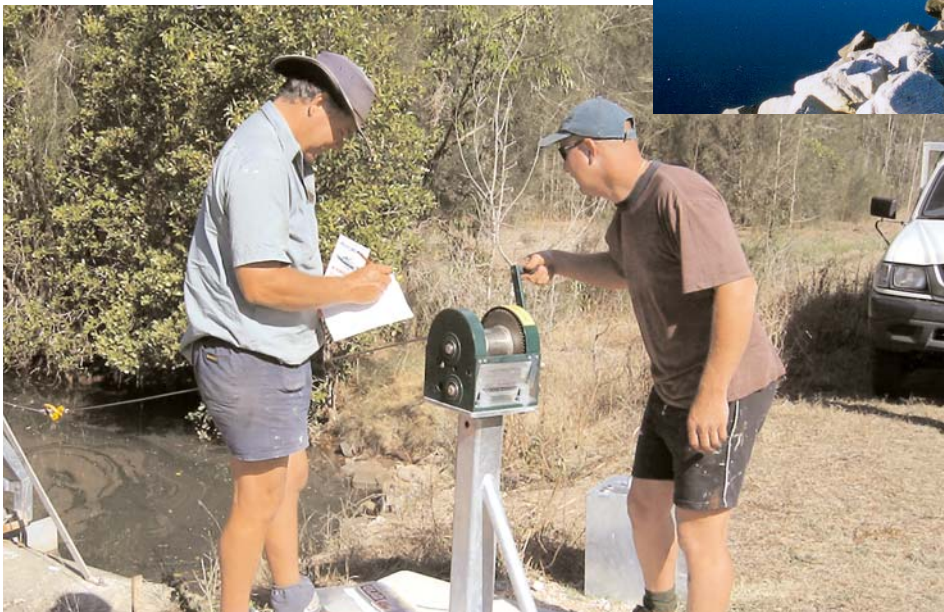
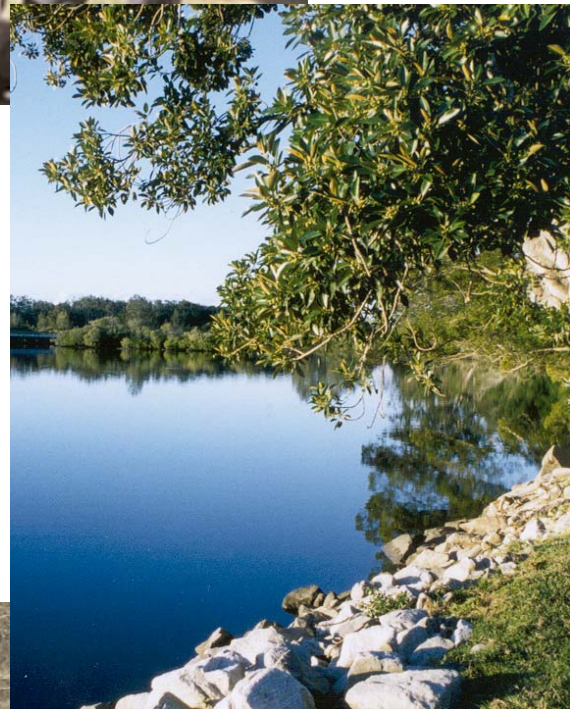
ge our future

## sustainability projects

### case study 2: South Grafton Community Cottage

<b>description</b>	The South Grafton Community Cottage is a house located in the Department of Housing South Grafton estate that provides a place for community groups and residents to meet and for the provision of outreach services by a number of human service agencies.
<b>working together</b>	The Grafton Estate Tenants & Recreation committee initiated the idea of having a community cottage. The Department of Housing has provided the house while a whole range of organizations & volunteers have assisted & are delivering community services from the cottage.
<b>achieving sustainability outcomes</b> <ul style="list-style-type: none"> <li>✓ environment</li> <li>✓ society/culture</li> <li>✓ economy</li> <li>✓ human habitat</li> <li>✓ governance</li> </ul>	<p>This project works at a neighbourhood level involving many agencies and intense local community involvement. The cottage plays a pivotal role in developing and sustaining community wellbeing.</p> <ul style="list-style-type: none"> <li>✓ community health and wellbeing is supported by outreach health clinics for women and children,</li> <li>✓ good social, cultural and community relations are supported by playgroups, homework and breakfast clubs, games nights, self development and mature day out programs</li> <li>✓ efficient use of resources, including community access to a shared lawnmower</li> <li>✓ improved recreation amenity including provision of community playground equipment</li> <li>✓ partnerships between council, residents, volunteers, government &amp; non-government agencies</li> <li>✓ sound, effective community based management</li> </ul>
<b>reviewing our performance</b>	This project started in 2000 and is an ongoing project driven by the local residents. The Management Committee and the Department of Housing have had the major role in reviewing the activities provided at the Cottage and adjusting according to residents'
<b>contact person</b>	Tim Shearman, Community Development Officer (Area Assistance), Clarence Valley Council Locked Bag 23, Grafton, NSW. telephone: 02 6641 4970 tim.shearman@clarence.nsw.gov.au





ge our future

## sustainability projects

### case study 3: Clarence Floodplain Project

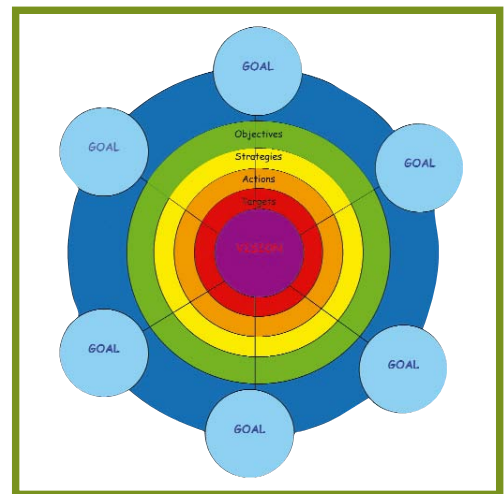
<b>description</b>	The Project was established in 1997 to improve water quality and habitat in floodgated drains & watercourses across the Clarence River Floodplain. Implementation of management plans, with landowners, has resulted in significant improvement of water quality in the drains and the Clarence River, as a result of regular water exchange.
<b>working together</b>	A Steering Committee includes representatives from all affected stakeholder organizations on the floodplain, including industry, water users, Aboriginal communities, conservation groups, Council and Government agencies. Funding partners include the Northern Rivers CMA, NSW Fisheries, NSW Environmental Trust and NHT funds
<b>achieving sustainability outcomes</b> <ul style="list-style-type: none"> <li>✓ environment</li> <li>✓ society/culture</li> <li>✓ economy</li> <li>✓ human habitat</li> <li>✓ governance</li> </ul>	<p>Council is focused on integrated outcomes by adopting best practice floodplain management through research, education, partnerships and combining funding avenues.</p> <ul style="list-style-type: none"> <li>✓ protection and restoration of environmental values including biodiversity, terrestrial and aquatic habitats</li> <li>✓ improved recreation and environmental amenity with improved water quality and fish stocks</li> <li>✓ good community relations are supported by involving and unifying stakeholders</li> <li>✓ positive economic impact for recreational and non-recreational fisheries</li> <li>✓ efficient use of resources, by utilising new technology and engaging volunteers</li> <li>✓ partnerships between council, landholders, volunteers, government/non-government agencies</li> <li>✓ sound management through individual drain management plans integrated in a strategic plan</li> </ul>
<b>reviewing our performance</b>	Monitoring and evaluation are on-going, with valuable combined inputs from research bodies (eg. Everlasting Swamp, where the University of New England undertakes vegetation monitoring, and NSW Fisheries and Southern Cross University monitor changes in fish composition)
<b>contact person</b>	Jeremy Challacombe, Project Manager Clarence Valley Council Floodplain Services, Locked Bag 23, Grafton, NSW, 2460 Tel: 02 66423277 jeremy.challacombe@clarence.nsw.gov.au





# Part 7 information

## background



background  
models and tools  
community values references



## background to the initiative

A range of programs and projects, strategies and operational plans related to sustainability, have been developed and implemented by previous Councils of the Valley prior to the amalgamation in 2004. Since then the valley-wide Council has continued this approach. These include waste management and recycling, stormwater, sewerage and wastewater strategies, the Clarence Valley settlement strategy, open space planning, and landscape and biodiversity strategies, and a number of key policy areas, such as environmental and social planning and community services delivery, as well as approaches to economic development include sustainability principles and outcomes.

These aspects of sustainability, however, are presently not well integrated. Nor do they have an overarching philosophy and framework that provides for an integrated and synergistic approach. The Sustainability Initiative seeks to bring these elements together, to adjust them as required and to identify gaps and additional aspects that require action.

Council engaged consultants, *Sustainable Futures Australia*, to assist in developing the Sustainability Initiative, bringing their expertise and experience in sustainability planning and education. The firm, in particular principal consultant, Peter Cuming, has been involved in many successful sustainability based projects with former valley Councils, providing an ongoing effective working relationship with good local knowledge.

The initial program was developed for the greater Grafton City area in late 2003, through funding provided by the former Grafton City Council, with a capacity for expansion to the whole valley. This occurred in mid-2004 with local Council amalgamations in the valley. The development of this valley-wide sustainability approach was assisted by a grant from the NSW Department of Environment and Conservation's 'Its A Living Thing' Program.

The Sustainability Initiative commenced with broad-based research to develop a comprehensive sustainability framework for the Clarence Valley. This included creating a suitable sustainability planning model for integrating, developing, implementing and reviewing programs, projects and strategies, and developing a stakeholder participation model for involving the community in this planning and action. A set of objectives and guidelines has been prepared to assist in the involvement of key stakeholders and the broader community in the Initiative, and for participation within Council.

A sustainability working group, 'the S-Team', was established in Council to assist in developing the sustainability framework and its key components and to involve Council staff in the Initiative. The S-Team includes wide representation from Council different branches, departments and business units. It is proposed to further develop the S-Team's role in helping to implement the Sustainability Framework including:

- supporting integrated policy development and strategic planning
- identifying benchmarks and standards to work towards
- developing and refining assessment and reporting processes
- promoting sustainability practices within Council and its operations
- encouraging and supporting community engagement in the Initiative
- establishing effective training programs and education in sustainability
- providing feedback to Council to assist its decisionmaking and management



Participants at the Community Forum held at Grafton on 21st November 2005  
reviewing material from the draft Sustainability Framework

Research was then carried out to identify the core values expressed by Clarence Valley communities over many years when they have been engaged in a wide range of consultation processes (including land use; infrastructure development; social, recreational and cultural planning processes, and economic planning forums). This research involved reviewing almost 50 major studies, surveys and reports involving community engagement in the Clarence Valley in the past 25 years. The list of reports reviewed is found on pages 70-71.

Following development of the draft Framework it was presented to Council in July, 2005. Council formally endorsed the draft document for public display, and further community engagement, as part of launching the Initiative in Local Government Week (1st week of August 2005). The draft Framework was placed on public exhibition at Council offices and website for comment from August to December 2005. This was supported by media releases, radio and television coverage, information in Council's regular newsletter, distribution of a flyer and mention at public forums attended by Council staff and councillors.

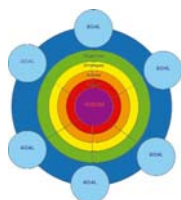
A major community forum was held at Council's chambers, in Grafton, on the 21st November coinciding with the final part of the exhibition period. Participants representing a wide range of community groups and interests from across the valley were invited. The workshop reviewed the draft vision, key aims and lifestyle themes of the Framework and explored a range of issues and ideas related to the key goals. Based on making some suggested amendments, the forum recommended Council endorse and adopt the Framework. A range of public submissions were received and were reviewed. The majority of submissions strongly supported the Initiative and Framework. They identified a range of issues that they believed should be tackled under the Initiative as part of Council's charter and/or as part of a Sustainability Action Plan. A report has been prepared with recommendations for Council to consider the suggested actions from the forum and submissions. (*Clarence Valley Sustainability Framework - A Community Review, Sustainable Futures Australia, February 2006*) A copy of this report and the Sustainability Initiative Working Papers prepared to date as part of development of the Sustainability Framework are available from Council.

Council endorsed and adopted the Framework in March, 2006, including the use of the sustainability assessment approach with appropriate staff training. A Sustainability Action Plan is to be prepared and implemented in partnership with the community and other key sectors.

## key models for sustainability planning

A number of existing sustainability planning models and tools have been used, and new ones developed to support the Initiative to date. These tools can help us to identify our common aims and goals, to work together effectively, and to assess and report on projects, proposals and actions in relation to achieving a greater degree of sustainability.

### planning for sustainability



*The Planning Web* © is a strategic planning model used successfully on a wide range of sustainability related projects, including in the valley, the North Coast Water's Regional Water Efficiency Strategic Plan (1998), and the Grafton City Open Space Plan (2003). It has been used to establish the basis for our planning for sustainability. By using *The Planning Web*, our vision becomes our central focus, with our relevant goals based on our key values surrounding the vision.

Strategies and actions developed to meet these goals create multiple pathways from the goals to the vision to help achieve it. Guiding principles are used to weave the web and ensure actions are based on sustainability. *Part 3, Planning for Sustainability* shows the model in action, and the model is explained in further detail on the following page.

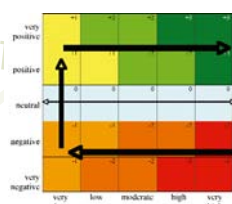
### working together for sustainability



This model identifies the key groupings of stakeholders represented in our valley community who need to be engaged in the Sustainability Initiative. They include community groups and interests, business and industry, households and visitors, schools and government agencies. Partnerships and combined actions for sustainability can be developed within this approach. It helps to ensure everyone is consulted and can participate in the the Initiative effectively, working together towards sustainability.

Sustainability commitments are encouraged from the stakeholder groupings. Council's role is proposed as a key facilitator and coordinator, as well as initiator of actions. The model identifies levels at which planning and action, partnerships and stakeholder involvement should occur and include (eg. neighbourhood, local community, district, valley-wide and regional levels). *Part 4, Working Together: Making it happen*, provides further detail on this model and its application in the Sustainability Initiative.

### sustainability assessment and reporting



An approach to assessing and reporting on projects, programs and proposals based on sustainability has been developed. This includes an assessment matrix and template for preparing reports to Council. It is part of an overall sustainability assessment and reporting process being developed that will include both Council, stakeholders and the wider community reviewing progress towards our sustainability goals. This process is based on measuring our actions and responses against key success indicators and targets we may adopt in relation to our key goals and lifestyle themes, and reporting on these.

This approach includes State-of-the-Environment reporting. The information from assessment and reporting will be used in decisionmaking, and in recommending and carrying out ongoing programs, activities and actions. *Part 5, Assessing and Reporting Our Progress* provides details.



## the planning web

The Planning Web © developed by Peter Cuming in 1996 is a strategic planning model used successfully on a wide range of local to international-level sustainability related projects and strategic plans, including the Clarence Valley Regional Water Efficiency Strategic Plan (1998).

In the model, the *vision* forms the central focus of the framework and reflects the values the key stakeholders want to maintain and enhance. The *goals* which reflect the specific values in the vision make up key anchor-points for the web framework in the outer strands and establish pathways in towards achieving the vision.

Inherent principles and values that are identified as being linked to or common to most if not all goals, such as 'continuous improvement', 'long term thinking in decision-making', 'the precautionary principle', intergenerational equity' and so on, are established as *guiding principles*. These principles are incorporated into all strategies, programs and actions associated with goals, and assist in weaving the web together.

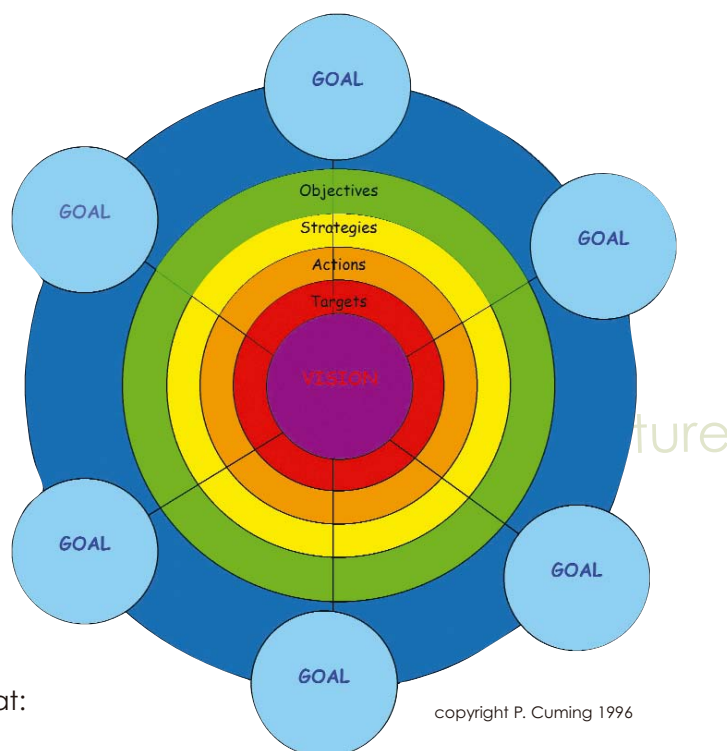
Objectives, strategies, actions and targets are placed progressively towards the centre of the web along the goal pathways, so that the more practical our actions and successful our achievements, the closer we get to the vision. *Performance indicators, evaluation and reporting* that help weave the web more strongly, can be added even closer to the vision. This reinforces the notion that our actions need to be specific, measurable and achievable.

By combining different strategies and actions and identifying common or *integrative strategies and actions* the web is strengthened, linking the goals around the web with strands of action. Developing these integrative strategies and actions provides a stronger basis and framework for achieving different and often divergent goals that often make up the overall vision, and help us focus on achieving it.

The model also shows that if we only focus on achieving one or a few of our goals, or fail to develop practical strategies for some goals, then our planning could collapse or be weak in places, and thereby less effective.

The model can be used interactively in one or a number of facilitated sessions with key stakeholders representing different interests. Values, guiding principles and key issues to address are identified, and the vision, key goals, strategies and actions and important partnerships required to achieve the goals are developed. This can be supplemented by further planning sessions by a working group developing agreed strategic action plans

Further information on, and examples of the application of this planning tool can be found at: [www.sustainablefutures.com.au](http://www.sustainablefutures.com.au)



## initial S-Team participants

The following Council staff members have attended and participated in at least one S-Team meeting in the period February 2004 to November 2005, helping to develop the draft Sustainability Framework and support the Initiative.

● Bill Moffat	Engineering Services
● Ken Boyle	Acting General Manager
● Bob Bryant	Purchasing and Stores
● Brian Lane	Corporate Services
● Bellinda Stayt	Environmental Education
● Bob Pavitt	Planning Services
● Bruce Mercer	Community & Cultural Services
● Col Harbidge	Engineering Services
● Daniel Boyle	Environmental Services
● Dave Morrison	Planning Services
● Frank Vaarwerk	Engineering Services
● Grant Nelson	Planning Services
● Jeremy Challacombe	Floodplain Management Services
● Ken Wilson	Environmental Services
● Kerren Law	Economic Development Unit
● Kerry Harre	Building Services
● Martin Duyker	North Coast Water Business Unit
● Peter Birch	Environmental Services
● Peter Wilson	Economic Development Unit
● Reece Luxton	Weeds Management
● Richard Roper	Environmental Services
● Rod Wright	Environmental Services
● Scott Lenton	Planning Services
● Susan Howland	Community & Cultural Services
● Terry Dwyer	Planning Services
● Simon Roberts	Governance

our lifestyle

our heritage

our future

## reference list of community values and desired futures

The following is a list of the main documents used in the selective review of community consultation in the Clarence Valley over the past 25 years in which community values and desired futures were identified. These were used in the development of the draft key goals, vision and lifestyle themes of the Sustainability Framework. The results of this selective review were presented to the S-Team in the Clarence Valley Sustainability Project Working Paper No. 2 (2004). These draft goals, and themes and the vision were reviewed, modified and supported by a community forum in November 2005, and the adjusted versions adopted in this document.

1. Framework for a Sustainable Future, Northern Rivers Regional Strategy, July, 1997.
2. Community Views and Values - a resource document, part 3, Final Report Northern Rivers Regional Strategy.
3. Clarence Valley Settlement Strategy - Appendices, Northern Rivers Regional Strategy March 1999.
4. Pathways to a Living Estuary - Issues for the management of the Clarence Estuary - Discussion Paper, Umwelt Environmental Consultants - for the Clarence Estuary Management Committee, 2001.
5. Clarence Estuary Management Committee - Draft Minutes, Meeting 25 March 2002.
6. Pathways to a Living Estuary - Estuary Management Study, Clarence Estuary, Umwelt Environmental Consultants - Clarence Estuary Management Committee, Sept. 2002.
7. Pathways to a Living Estuary, Grafton and Maclean, 19th & 20th September 2001, Outcomes of Community Meetings, Umwelt Environmental Consultants - for the Clarence Estuary Management Committee.
8. Integrated Ecology of the Clarence River Valley, Vol. 2, Human Use Aspects, Geography Students, Faculty of Military Studies, Royal Military College, Duntroon, 1978
9. Maclean Shire Council Urban Storm water Management Plan, Maclean Shire Storm Water Steering Subcommittee of the Clarence Estuary Management Committee, 18th April 2000.
10. Clarence River Estuary Processes Study Draft Report Vol. 1 & 2, NSW Department of Public Works and Services, Manly Hydraulics Laboratory, June 1999.
11. Vegetation and Biodiversity Management and Planning for Local Government - workshop proceedings, Clarence Catchment Management Committee, Aug. 1994
12. Social and Economic Impact Assessment of the Draft Clarence Regional Vegetation Management Plan - a report to the Clarence Regional Vegetation Committee, EMP Consulting, November, 2001.
13. Draft Clarence Regional Vegetation Management Plan - Consultation Paper, Clarence Regional Vegetation Committee, EMP Consulting, June 2001.
14. Clarence Valley Youth Housing Strategy, 2003- 2008.
15. Community Profile of Community Services and Area Assistance Scheme Priorities, Maclean Shire Council, Community Projects Officer, May 1994.
16. A Series of Reports on the Lower Clarence Valley Community, North Coast NSW., P.Cuming for the Lower Clarence Community Services Association, 1985 - 86.
17. Heritage, Aboriginal and Social Values Vol 6 - Regional Report of Upper North East NSW, Resource and Conservation Assessment Council, April 1996.
18. Clarence Valley Cultural Catchment - Draft Cultural Policy for the Clarence Valley Catchment, Jan 2001
19. Clarence Valley Social Plan, Grafton City Council, 2000
20. Results of community workshops on community economic development in Iluka, Yamba and Maclean, Maclean Shire Council.(dates not recorded)
21. Final Draft 2003/06 Strategic Plan, Clarence River Tourism Association Inc. Oct. 2003.

22. West Yamba Local Environmental Study - Finalising of study Stage 2 for Maclean Shire Council, Dec. 1997, Ian Pickles Town Planning.
23. Yamba in the Future - How big should Yamba Be? Supplementary Report, summary of Survey Responses, Oct-Nov. 2001. Maclean Shire Council.
24. Clarence Valley Joint Planning Exercise - preliminary results, June 1997
25. Brooms Head Beach Coastal Study, technical report 99/43, Nielsen, Carley and Cox, & Sustainable Futures Australia, May, 2001.
26. Profile of Community Services and Area Assistance Priorities of the Clarence Valley, Community Projects Officer Dec. 1996
27. Review of the 40-hectare Standard in the Clarence Valley - first stage community consultation, Record of Public Meetings 1999 (covering the local government areas of Maclean Shire Council, Pristine Waters Shire Council & Copmanhurst Shire Council). Clarence Valley Committee 1999.
28. Corporate Branding Summary Results, Clarence Valley Council April 2004.
29. Clarence Valley Waste Management Committee, Survey of Rate Payers, Grafton City Council, Environmental Services Section, Oct. 2000.
30. Grafton Wastewater Management Study - Option Evaluation Kit, 24 Nov. 1999, Appendix A, Terms of Reference.
31. Grafton City Sewerage Scheme, Long Term Strategy Development, Community Consultation Committee, Hopes and Expectations, Sustainable Futures Australia and Grafton City Council, 31st march, 1999.
32. Grafton Wastewater Management Study - Option Evaluation Kit, 24 Nov. 1999, Appendix C Guiding Principles.
33. Grafton Area Urban Capability Study Soil Conservation Service of N.S.W., May 1976.
34. South Grafton Main Street Study, Vol.1&2, The Urban Design of Skinner & Prince Streets, Gazzard Sheldon - Heritage Architects and Urban Designers, July 1994.
35. Additional Crossing of the Clarence River at Grafton, Corridor Evaluation Workshop, Workshop report, Roads and Traffic authority NSW, April 2004
36. Electricity transmission Line Between Coffs Harbour and Grafton, report of examination and consideration of the environmental impact statement and representations received thereto, The Electricity Commission of NSW, July 1988.
37. Youth Profile, Grafton City Council, Stephen Stinson, Jan. 1986
38. Draft Business Plan, Grafton Regional Gallery, 2204-2007
39. Grafton City - the Hub of North Eastern NSW, Community Economic Development Strategic Plan, Department of State and Regional Development 2004.
40. Grafton City Open Space Study, 2003, and Open Space Plan, Sustainable Futures Australia, 2004.
41. Doin' It Tough - Investigating Barriers to Health Care for Young Country People, Brittany Noble.
42. The Bowden Lectures - the first fifty years of settlement on the Clarence, 1979.
43. Is It Youth Friendly? - a report on the comments of young people about youth friendly spaces in the Clarence Valley, Clarence Valley Community Programs, 2000.
44. Yamba Wastewater Management Strategy - Option Evaluation Kit, Sustainable Futures Australia and Maclean Shire Council, 11 June 2002.
45. Iluka Wastewater Management Strategy - Draft Guiding Principles, Screening Parameters, Iluka Consultative Working Group, Sustainable Futures Australia and Maclean Shire Council, June 2000.
46. Iluka Sewerage Scheme - Environmental Impact Statement, Appendix A Consultation, Sinclair Knight, June 2003.
47. Regional Water Efficiency Strategic Plan, Sustainable Futures Australia, for the Lower Clarence County Council, May, 1998.

This reference list was chosen from an initial review of over 100 documents, due to key values being expressed, and the comprehensive nature of consultation processes involved.

our clarence valley  
*it's a living thing*