

PITTWATER LEARNING FOR SUSTAINABILITY PLAN

2009-2013

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1. CONTEXT

1.1 Sustainability

There is widespread recognition that with a world population of 6.5 billion we can no longer continue with the current rate and nature of development. We need to work towards a future of sustainability: where ecosystems, economies and communities are maintained for future generations.

A major challenge in the move towards sustainability is dealing with climate change. Sustainability plans need to not only include ways to minimise greenhouse gases but also to adapt to the anticipated impacts of climate change.

Definition

There are many definitions of 'sustainability'. Pittwater Council's Sustainability Policy (2006) defines sustainability as 'development that improves the quality of life, both now and into the future, in a way that maintains the ecological processes on which life depends'.

Governments around the world have made numerous legal agreements that commit their countries to take responsibility for a suite of actions to change and move society towards sustainability. In Australia, the Federal Government has developed and implemented The National Strategy for Ecologically Sustainable Development (NSED) since 1992. The NSED provides broad strategic directions and framework for governments to direct policy and decision-making. It facilitates a coordinated and co-operative approach to ecologically sustainable development (ESD) and encourages long-term benefits for Australia over short-term gains.

Sustainability guides the NSW State Plan which sets long term targets for NSW. The NSW Government Sustainability Policy sets targets and strategies for the NSW Government to lead by example in sustainable water use, reducing greenhouse gas emissions from energy, waste and fleet management and sustainable purchasing. NSW local councils also have a critical role to play in leading communities towards sustainability.

Sustainability is also integrated into much of NSW legislation. This includes a legislative framework that outlines the role of local councils in relation to addressing sustainability, namely *the Local Government Act* and *the Environmental Planning and Assessment Act (EP&A Act)*.

1.2 Moving towards sustainability in Pittwater LGA

The Pittwater Local Government Area (LGA) is located 25 kilometres north of the Sydney CBD and covers a land area of 90 square kilometres. The LGA has a population of 57,000 (2006 census). It is set within natural areas with 35 percent being national parks and 14 percent waterways.

The Pittwater community has long displayed a commitment to protect its natural environments. For instance, there are several environment groups that have lobbied for environmental protection for many years.

In the last few years, several Pittwater community organisations and businesses have demonstrated a commitment to sustainability not just in relation to environmental protection but in developing more sustainable lifestyles, communities and local economies.

As part of the Pittwater community, Pittwater Council has initiated numerous programs that address sustainability in recent years. These programs include:

- Cities for Climate Change Protection Program (CCPP). In 2001, Council joined the CCPP and achieved Milestone 5 (the highest possible target) in 2006.
- Pittwater Sustainability Policy. Developed in 2006, Council's Sustainability Policy demonstrates its commitment to being a sustainability leader responding to the global challenges posed by climate change and sea level rise.
- Coastal Environment Centre. Pittwater Council's Coastal Environment Centre (CEC) is a multi-award winning facility established in 1991 as a community interface to foster sustainable living in our urban coastal environment.
- Revolving Energy Fund. In 2006, Council established a revolving energy fund to invest in energy saving initiatives and utilise savings for further greenhouse gas emissions.
- Development of Council Plans. Council has prepared a number of plans identifying several sustainability projects including Pittwater Community Water Conservation Plan, Energy Savings Action Plan, Water Savings Action Plan and Greenhouse Gas Reduction Strategy.
- Sustainability Health Check. In 2006, Pittwater joined the Sustainability Health Check Program which provides a tool to assess, monitor and improve the extent to which Council embraces sustainability principles.

Pittwater 2020 Strategic Plan

After two years of community consultation, in 2008 Council released Pittwater's 2020 Strategic Plan. The 2020 Plan provides an overarching framework to help Pittwater respond to sustainability change, challenges and opportunities for the next twelve years. It 'encourages the Pittwater community to aspire towards a better future by setting stretch goals and targets to achieve best practice in areas of high priority, as well as ensuring the Council is more accountable to the community'.

Five interlinked and interdependent key directions are identified in the 2020 Strategic Plan:

1. Supporting and Connecting our Community
2. Valuing and Caring for our Natural Environment
3. Enhancing our Working and Learning
4. Leading an Effective and Collaborative Council
5. Integrating our Built Environment

1.3 Learning for Sustainability

For the first half of the twentieth century, learning about the environment was generally confined to 'nature studies'. As a result of the environment movement of the 1960s and 70s, 'Environmental Education' became widely implemented in formal settings (e.g. schools, universities) and through non-formal processes such as community events, field days, through the media, lobbying, workplace training and awareness-raising programs. Environmental Education is defined as 'education in, about and for the environment.'

Since the Rio Summit in 1992, where there was global recognition of the need to work towards sustainability, there has been an evolution from Environmental Education to 'Education for Sustainability'. Not only does this change mean that social and economic dimensions are added to the existing environment focus but also new education approaches have been developed to address the complexities of sustainability. These new approaches include:

1. Organisational and systemic change. One design for this approach uses action research to bring about change for sustainability through reflection, partnerships, critical thinking, participation and systemic thinking.
2. Behaviour change. This approach uses a range of mechanisms that bring about appropriate behaviour change in people and thus collectively lead towards sustainability.

3. Capacity building. This approach builds the learning capacity of organisations and communities to enable them to move towards sustainability. Capacity building includes improving networks, leadership, resources etc.

4. Values Clarification. This approach sees values as the underlying motivator for people and organisations to move towards sustainability.

As the term 'education' can conjure up the idea of only formal sustainability learning (e.g. in schools), the term 'Learning for Sustainability' is used in this plan to assist in the understanding that Education for Sustainability should be implemented across the community, including in non-formal settings.

1.4 Learning for Sustainability Plans

Education for Sustainability plans have been developed at international, national, state and local levels.

<http://www.accu.or.jp/esd/photomessage/> At its 57th meeting in December 2002, the United Nations General Assembly proclaimed the UN Decade of Education for Sustainable Development, 2005-2014, (DESD) 'emphasizing that education is an indispensable element for achieving sustainable development'. It also designated UNESCO as the lead agency to promote and implement the Decade.

The vision of Education for Sustainable Development (ESD) is a world where everyone has the opportunity to benefit from quality education and learn the values, behaviour and lifestyles required for a sustainable future and for positive societal transformation.

Based on the proposals by Japan and Sweden, the United Nations General Assembly, at its 58th Session in December 2002, adopted a resolution to start the Decade of Education for Sustainable Development (DESD) from January 2005, following the Johannesburg Plan of Implementation.

UNESCO was designated to be the lead agency for the Decade and developed an International Implementation Scheme for the DESD.

The Australian Government's policy on environmental education – 'Environmental Education for a Sustainable Future: National Action Plan' - was launched in July 2000. The National Action Plan outlines some fundamental principles of sound environmental education and establishes a number of mechanisms aimed at improving our national approach.

Development of a new National Action Plan for Education for Sustainability has been underway since December 2006. The objective of the new Plan is to engage and assist communities, industry, governments and education institutions in more sustainable lifestyles. The scoping and consultation phases of this project were completed in mid 2007. The plan is currently in the latter stages of drafting.

'Educating for a Sustainable Future – A National Environmental Education Statement for Australian Schools' provides the first ever nationally agreed description of the nature and purpose of environmental education for sustainability through all years of schooling. It also highlights a range of approaches to quality teaching and school administration to enhance sustainability within schools and their communities.

The NSW Government's Environmental Education Plan, titled 'Learning for Sustainability 2007-10', recognises the importance of education in enabling NSW to promote environmental wellbeing.

Learning for Sustainability 2007-10 builds on the achievements and understandings of previous NSW Government environmental education initiatives, including the initial Learning for Sustainability Plan which was launched in 2002. The strategies outlined by the Plan will be delivered through partnerships and networks across all sectors, making it accessible throughout NSW.

1.5 Learning for Sustainability in Pittwater LGA

Learning related to sustainability has been practiced by the Guringai people in the Pittwater area for over 40,000 years.

There is a long history of Environmental Education and Learning for Sustainability initiatives provided by a range of organisations in the Pittwater LGA. The Coastal Environment Centre managed by Pittwater Council has been a hub for many of these initiatives, particularly through its learning partnerships and programs with schools, individuals and community groups.

Over the past few years, the Pittwater community and Council have through joint consultation identified the need for a greater focus on Learning for Sustainability. In June 2006, Council established a commitment to Learning for Sustainability through the adoption of the Sustainability Policy. In the Pittwater 2020 Strategic Plan, there are numerous strategic initiatives related to Learning for Sustainability.

In 2007, Pittwater Council was awarded a grant from the NSW Environmental Trust's Urban Sustainability Program for a consultant to develop a Learning for Sustainability plan for the Pittwater LGA. Molino Stewart Pty Ltd was the successful consultant engaged to produce the plan.

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2. THE FOUNDATIONS OF THE PLAN

2.1 Role of learning in achieving sustainability

In essence, Learning for Sustainability is 'education that equips and involves both individuals and communities in reflecting on how they currently live and work. This assists them in making informed decisions and creating ways to work towards a more sustainable world. Learning for sustainability....seeks to implement systemic change within the wider community' (NSW Government, 2006).

As described by the IUCN (2005), the fundamental aspects of Learning for Sustainability include:

- A focus on values and an ability to co-create a sustainable future
- Building capacity to sustained change and improved quality of life
- Linking awareness-raising and behaviour changes to broader lifestyle choices
- Developing skills and knowledge for socially critical citizens to deal with complex issues
- A strong focus on sustained social, institutional and organisational change, working to mobilise learning across all levels of society
- A focus on triggering fundamental shifts through creative exploration of values and ideas.

For organisations such as local councils, Learning for Sustainability should include both internal (within council) and external learning techniques. Techniques that could be considered in a council and community Learning for Sustainability plan include:

- Research
- Community learning
- Workplace learning
- Sharing learning
- Personal learning
- Evaluation
- Learning development in HR plan.

There is no one method for an organisation or community to achieve sustainability. Apart from Learning for Sustainability, ways to achieve sustainability include:

- Planning
- Regulation
- Communication
- Capacity building
- Research
- Institutional and organisational change
- Economic incentives
- Social and physical infrastructure

Research (e.g. by DECC, 2008) has shown that when learning is integrated with some or all of the other methods, sustainability projects are generally more effective.

2.2 Links with other plans

Although this plan is designed to consider all Learning for Sustainability plans described in Section 1.4, it specifically relates to the NSW Government's Environmental Education Plan, titled 'Learning for Sustainability 2007-10'. Council is asked to regularly report on achievements related to the NSW Plan and thus the Pittwater Learning for Sustainability Plan directly links with the seven outcomes in the NSW Plan.

The Pittwater Learning for Sustainability Plan also directly links to the strategic initiatives and actions in the Pittwater 2020 Strategic Plan and Council's Management Plan.

The linkages with these plans are shown in part 4.

2.3 Development of the Plan

This plan was developed in late 2008 and early 2009 through a series of tasks conducted by consultants Molino Stewart with the support of Council staff.

1. Molino Stewart undertook desktop research on emerging trends in Learning for Sustainability including at the state, national and international level. It provided Council with a short report on its findings.
2. Molino Stewart identified potential funding sources for Learning for Sustainability programs that were beyond Council funds. It provided Council with a table that listed details of these funding opportunities.
3. Council conducted an audit of its external and internal Learning for Sustainability initiatives provided from across its business units. Although not all initiatives were captured during the audit, over 60 were identified in the audit. Molino Stewart analysed data related to the initiatives and provided Council with a short report on its findings which included gaps in the provision of relevant education.
4. Molino Stewart undertook interviews with Council senior management and managers and staff from several business units to identify current Learning for Sustainability initiatives, how they could be integrated with other sustainability methods and what were the gaps in the provision of learning for sustainability.
5. Molino Stewart facilitated three focus group workshops (for community groups, businesses, schools) that identified existing Learning for Sustainability programs and priority needs for future Learning for Sustainability actions.
6. Molino Stewart drafted this plan which was then reviewed by Council staff.
7. A final draft was put on public exhibition and comments provided to Molino Stewart for inclusion in the final plan
8. The final plan was adopted by Council on XXXX.

2.4 Plan Vision

The vision of the Pittwater Learning for Sustainability Plan is in line with that in the NSW Government's Learning for Sustainability Plan:

Effective and integrated learning for sustainability that builds the capacity of the people of Pittwater LGA to be informed and active participants in moving society towards sustainability.

2.5 Ongoing learning for sustainability needs

Based on the NSW Government's Learning for Sustainability Plan and the research carried out in the development of the plan, the main areas for improvement are:

- A more holistic approach to learning for sustainability
- Improved access to learning for sustainability programs
- Better planning, coordination and partnership programs
- Enhanced professional development and training
- Quality improvement, research and evaluation
- Appropriate resourcing and incentives.

2.6 Plan timeframe

In line with the planning horizon in Council's Management Plan, this plan will cover activity over four years i.e. 2009-2013.

2.7 Plan outcomes

There are seven key outcomes for the Pittwater Learning for Sustainability Plan based on those in the NSW Government's Learning for Sustainability Plan.

1. Improved integration of learning for sustainability with other tools and strategies used to promote sustainability
2. Enhanced cross business-unit coordination of learning for sustainability programs
3. An expansion of partnership and network activities between learning for sustainability providers which enhance the quality and reach of their programs
4. Improved access of all people in Pittwater LGA to high quality learning for sustainability programs
5. Enhanced training, professional development and other support for those developing and delivering learning for sustainability
6. Increased research and evaluation of effective learning for sustainability
7. Increased active and informed participation of people in Pittwater LGA in creating a sustainable future.

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3. IMPLEMENTATION, MONITORING, REPORTING AND EVALUATING

3.1 Roles and responsibilities for implementation: building a culture of sustainability

The Pittwater Learning for Sustainability Plan is not just relevant to sustainability educators – all those whose work involves making decisions and those interacting with the public about sustainability matters have a role to play in implementing its strategies and actions and contributing to the achievement of its outcomes.

It is imperative for Pittwater Council to continue to build a 'culture of sustainability' throughout the organisation and act as a sustainability leader in the community. Businesses have a responsibility to become more sustainable in their activities. Schools and other formal education providers have a role and responsibility in educating students about sustainability and demonstrating sustainable practices (e.g. through School Environmental Management Plans). Community groups and individuals have an important role in learning about sustainability, becoming more sustainable in their everyday activities and sharing their experiences with others.

Although all have a role and responsibility in Learning for Sustainability, certain sections of Council have lead responsibility to carry out actions as listed in part 4 of the Plan.

Actions will be incorporated into the Management Plan and will be managed and reported on by Business Unit Managers.

3.2 Timeframe and priorities for implementation

While the strategies and actions in the Plan are designed to be implemented within its four year timeframe (2009-2013), the achievement of the Plan's outcomes will be a staged and ongoing process.

Many of the actions in the Plan were derived from the Pittwater 2020 Strategic Plan and included in Council's Management Plan where a timeframe and prioritisation has already been decided. Some of the actions in the Plan have been derived from the research conducted by Molino Stewart for the development of the Plan. These actions are identified in part 4 of the Plan and a timeframe and prioritisation suggested for their implementation.

3.3 Resourcing of actions

Actions that are included in Council's Management Plan have been incorporated into Council's budget. Those actions listed in part 4 that are not included in the Management Plan may need to be resourced using external funding sources. An indicative costing for these actions will need to be conducted if Council agrees to proceed with the strategies.

3.4 Monitoring, reporting and evaluating

Monitoring and evaluation is an indispensable tool for providing an insight into what works and most importantly, informing the future direction of learning initiatives.

The responsible section (e.g. business unit) of Council or the community as listed in the Plan should have responsibility for evaluating and monitoring their actions. The results of the evaluation and monitoring should then be sent to Corporate Strategy who will then include results within the Management Review process.

The following twelve questions can be asked to help plan a Learning for Sustainability evaluation.

KEY QUESTIONS IN PLANNING AN EVALUATION
(source: Australasian Evaluation Society training course)

1. **What is meant by evaluation?** e.g. description/developing an understanding, making judgements as to worth or value of something, making recommendations
2. **What functions is the evaluation intended to perform?** e.g. enlightenment and clarification, monitoring of outcomes, improvement of the object being evaluated, development of the object being evaluated, socio-political (developing the awareness of others), symbolic
3. **What is the object of the evaluation, its scope and context?** Note 'objects' include programs, projects, strategies, policies, legislation/regulations, resources, products, services, systems, organisations
4. **What will be the timing of the evaluation?** e.g. before, during or after the object being evaluated
5. **Who will conduct the evaluation?**
6. **Who are the clients and other audiences for the evaluation?**
7. **What information will be sought in the evaluation?** Note identify the key evaluation questions or information required and sources of information related to these
8. **What criteria will be used to make judgements in the evaluation?** e.g. extent to which goals or objectives have been achieved, the needs of clients, set standards, best practice, effectiveness, appropriateness, efficiency, sustainability
9. **What resources will be available for the evaluation?** Identify people, materials, time, funding. Establish budget and timeline
10. **What forms, approaches and techniques will be used in the evaluation?** (one guide is Owen's program evaluation shown in Table 1)
11. **How will the evaluation's findings be reported?** e.g. what to report, how to report, when to report
12. **What safeguards can be put into place to ensure a sound evaluation?** e.g. rigorous planning, program evaluation standards, Codes of Ethics/Ethical Conduct Guidelines

Evaluation should occur before, during and after a Learning for Sustainability action or project. There are many ways to conduct evaluations as shown in Table 1 which is based on Owen (2006). DECC (2008) has developed a Learning for Sustainability evaluation framework (see Table 2) that is based on studies of numerous NSW local council Learning for Sustainability programs.

It is also imperative that the strategies and actions in the Plan are related to 2020 Targets and Council's Key Performance Indicators (currently being developed).

TABLE 1: Evaluation forms and approaches (as per Owen, 2006)

Form	Proactive (Evaluation for development)	Clarificative (Design evaluation)	Interactive (Process evaluation)	Monitoring (Program management evaluation)	Impact
Purpose	To provide information to assist decisions about a future program, policy, procedure, structure etc.	To clarify the structure, operation or delivery of a program, policy, set of procedures, organisation etc.	To provide information about implementation, operation or delivery with a view to improvement	To assess processes and outcomes with a view to fine-tuning and accounting for resource usage	To assess the impact or outcomes of a program
Typical issues	<ul style="list-style-type: none"> - Is there a need for the program, policy...? - What is the best practice in this area? - What does the research literature tell us about it? 	<ul style="list-style-type: none"> -What is the rationale? -What are the intended outcomes and how are they to be achieved? -Is it plausible and feasible? 	<ul style="list-style-type: none"> -How is it going? -Is it operating according to plan? -How could it be changed to make it more effective? 	<ul style="list-style-type: none"> -Are defined benchmarks being reached? -How is implementation going on different sites? -Are the costs rising or falling? 	<ul style="list-style-type: none"> -Has it been implemented as planned? -Have its goals and objectives been achieved? -Has it been cost effective?
Timing	Before development	During implementation or operation	During implementation or operation	During implementation or operation	After or at a mature stage of implementation or operation
Key approaches	<ul style="list-style-type: none"> - needs assessment -review of research -review of best practice/ creation of benchmarks 	<ul style="list-style-type: none"> -program logic/theory development -feasibility study -accreditation 	<ul style="list-style-type: none"> -responsive evaluation -action research -quality review -developmental evaluation -empowerment evaluation 	<ul style="list-style-type: none"> -component analysis -performance assessment -systems analysis 	<ul style="list-style-type: none"> -objectives based evaluation - process-outcomes studies -needs based evaluation -goal-free evaluation -performance audit

TABLE 2: Integrated evaluation of learning for sustainability (adapted from DECC, 2008)

PROJECT PHASE PRINCIPLES EVALUATION CRITERIA Individual/household	PLANNING Plausibility Appropriateness	IMPLEMENTATION Participation Effectiveness	FUTURE DIRECTIONS Persuasiveness Sustainability
Organisational context	Has the focus of the learning reflected the strategic priorities for the organisation? How has the learning for sustainability reflected/connected to the organisational evidence base? Was this appropriate?	How was the planning, design, implementation and review linked? How were tools and strategies developed? Who was involved and how? How did this inform project initiatives? How did this relate to identified outcomes? Did this involvement build capacity and how? Did it result in opportunities for integration/sustainability? What do we understand the significance and value of this to be? How have the projects 'worked the organisation' horizontally and vertically? Is there a mechanism/framework for maintenance and sustainability of outcomes? How does this link more broadly to organisational sustainability approaches? Is there a strategic framework for organisational integration?	What have been the demonstrated outcomes? Are these valid, reliable and relevant? Do they relate to the priority issues? How have they been used? How are the outcomes valued by key stakeholders? How is the significance understood in the organisation? How has this been tested vertically and horizontally? How is this demonstrated strategically and structurally? How does this link to ongoing initiatives? Has this changed over time? How has learning for sustainability informed and shaped strategic priorities and future directions?
Strategic influence in the broader context	How have the learning initiatives responded to broader contexts (community and stakeholder agencies)?	How have the learning for sustainability outcomes helped shaped broader outcomes (e.g. community, regional, biophysical dimensions)?	How have the learning initiatives helped shape local and regional sustainability directions?

4. OUTCOMES, STRATEGIES AND ACTIONS

The outcomes in the Pittwater Learning for Sustainability Plan provide a strategic direction for achieving effective and integrated sustainability education in the Pittwater LGA. The outcomes are based on, and are aligned to both the outcomes of the NSW Learning for Sustainability Plan and the Pittwater 2020 Strategic Plan. This section describes each of these outcomes, and the strategies and actions that are to be taken to achieve each outcome.

KEY

Abbreviations for Business Units in Responsibility column

A&G	Administration & Governance
CD	Corporate Development
CL&ED	Community, Library & Economic Development
EC	Environmental Compliance
F	Finance
NEE	Natural Environment & Education
P&A	Planning & Assessment
R&R	Reserves & Recreation
UI	Urban Infrastructure
CS	Corporate Strategy
CM	Catchment Management

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Outcome 1: Improved integration of learning for sustainability with other tools and strategies used to promote sustainability

Education is a critical tool for promoting sustainability at the local level. It is most successful when it is fully integrated with the suite of other tools being used for this purpose, during the planning, development and implementation phases of programs. These tools include public policy, regulation, economic incentives, supportive social and physical infrastructure, research and monitoring.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks that ensure that sustainability performance improvement is integrated as a core part of Council's business	Undertake a Sustainability Health Check (including learning for sustainability) to establish Council's rating and ecological footprint	Existing	High	CS/ All
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Develop and implement a Council learning program (e.g. developing guidelines, training) to improve sustainable purchasing and asset management throughout Council	New	Medium	UI
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks that ensure that sustainability performance improvement is integrated as a core part of Council's business	Integrate a sustainability statement into Council staff job descriptions	New	Medium	CD/ CS
Sustainability & Climate Change Coordination	Review Council's planning documents to include sustainability, climate change provisions and cumulative impacts	Review regulatory and planning functions to identify opportunities for community learning for sustainability (e.g. in consultation, in content of plans etc.)	New	Low	P&A/ NEE

Outcome 2: Enhanced cross-Business Unit coordination of learning for sustainability programs

High-quality environmental education programs are developed and delivered through a coordinated and comprehensive approach involving all relevant Business Units in planning and delivery. The flow of sustainability information both horizontally and vertically within Council is improved. Teamwork and collaboration are enhanced thereby enabling a range of perspectives to be incorporated into program design.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Sustainability & Climate Change Coordination	Develop a Council-wide 'Sustainable Business Strategy'	Progressively implement a Council-wide 'Sustainable Business Strategy' (include sustainability learning)	Existing	High	CS
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks that ensure that sustainability performance improvement is integrated as a core part of Council's business	Commence and maintain a Sustainability Team from across the Business Units to oversee and evaluate the progress of this Learning for Sustainability Plan	New	High	CS/ All
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Review and identify more effective and efficient ways to disseminate sustainability information throughout Council staff	New	Medium	CS/ NEE/ A&G
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks that ensure that sustainability performance improvement is integrated as a core part of Council's business	Review, identify and implement ways to better coordinate current and planned learning for sustainability programs and projects across Business Units	New	Medium	NEE/ EC/ UI/ CS

Outcome 3: An expansion of partnership and network activities between learning for sustainability providers which enhance the quality and reach of their programs

The presence of strong partnerships between Pittwater’s environmental education providers and stakeholders (Council educators, schools, community groups, neighboring councils, other providers etc.) in the development, delivery and evaluation of sustainability education programs increases their effectiveness, reduces the extent of overlap and maximises the use of limited resources. These partnerships are fostered regionally and where relevant are extended to agencies in other States and internationally.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Beach & Coastal Management	Promote the Coastal Ambassadors’ Program in partnership with Surf life Saving Australia	Develop a partnership agreement with Surf Life Saving Australia for access to Coastal Ambassadors Program	New	Low	NEE
Biodiversity	Partner with Rural Fire Service regarding Biodiversity conservation	Ongoing partnership with the Rural Fire Service (including in education)	Existing	Medium	CM/ NEE
Community Engagement, Education & Awareness	Link with other Councils and organisations to deliver educational outcomes at a regional level	Develop and implement a coordinated plan for community education at a regional level	Existing	High	NEE/ EC
Community Engagement, Education & Awareness	Strengthen partnerships with schools and other community organisations/networks to improve engagement and education outcomes	Ongoing development and implementation of the partnerships program	Existing	Medium	NEE/ EC
Community Engagement, Education & Awareness	Develop and implement an effective Media Management Plan	Further build partnerships with local media to enable coverage of sustainability-related releases	New	Medium	A&G
Community Learning	Continue to support the Sustainable Schools Program	Further develop and promote the Pittwater Sustainable Schools Network.	Existing	High	NEE/ EC

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Community Learning	Develop and implement an 'Education for Sustainability' program	Build partnerships with business networks (e.g. Pittwater Business Ltd, Chambers of Commerce) to help businesses learn about sustainability	New	Low	NEE/ CL&ED
Sustainability & Climate Change Coordination	Develop regional plans and partnerships to address climate change	Build climate change adaptation learning partnerships e.g. with SES, RFS, DECC, Universities	New	Low	NEE/ CM/ UI
Waste Management & Pollution Control	Work with businesses to develop an alternate sustainable shopping bag and establish a 'plastic free zone'	Develop a plan to encourage businesses to develop an alternate sustainable shopping bag and establish a 'plastic free zone'	Existing	High	EC
Waste Management & Pollution Control	Work with businesses to increase commercial waste recycling	Develop a plan to work with businesses to increase commercial waste recycling	Existing	Medium	EC
Waste Management & Pollution Control	Implement Council's Waste Minimisation Plan and education program	Identify and implement opportunities to promote the education use of the Kimbriki waste facility through the SHOROC partnership	New	Medium	EC

Outcome 4: Improved access of all people in Pittwater LGA to high quality learning for sustainability programs

All people and sectors in Pittwater LGA have access to high-quality formal and non-formal environmental education services and programs. These services and programs provide relevant experiences, information and support to enable people to make decisions (at home, work and in the community) that are consistent with sustainable development principles.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Beach and Coastal Management	Expand the role of the Coastal Environment Centre in raising awareness and working with the community of coastal management, sustainability and climate change	Test the feasibility and develop a Business Case for expansion of CEC role	Existing	High	NEE/ F/ CS
Biodiversity	Update, review and implement the biodiversity education program	Review , update and implement the biodiversity education toolkit	Existing	Medium	NEE
Building Communities	Provide a range of community events that celebrate diversity and where we live	Provide a range of community events that celebrate diversity and where we live (include sustainability learning)	Existing	Medium	CL&ED/ NEE/ A&G
Building Communities	Develop the capacity of community organisations through increased education and information	Continue to facilitate the community environmental grant writing program	Existing	Medium	NEE
Community Learning	Provide a community environmental learning centre	Manage the Coastal environment Centre to provide community and school environmental education programs and a library/information centre	Existing	High	NEE
Community Learning	Develop and implement an 'Education for Sustainability' program	Finalise, implement and review Education for Sustainability Program	Existing	High	NEE
Community Learning	Develop and implement an 'Education for Sustainability' program	Hold an annual one day interactive community seminar on Sustainability in the Pittwater LGA to update and engage the community on Pittwater's movement towards sustainability	New	Medium	NEE/ EC/ CM

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Community Learning	Develop and implement an 'Education for Sustainability' program	Ongoing support for community environmental learning through the Bushcare Program	Existing	High	R&R/ NEE
Community Learning	Continue the natural environment programs for schools and support schools in developing and implementing their School Environmental Management Plan	Review, update and implement the schools environmental education kit	Existing	Medium	NEE
Energy Efficiency	Engage and educate the community, Council staff and businesses in sustainable energy use	Develop a community energy conservation plan and partner with the community in its implementation	Existing	High	NEE
Sustainability & Climate Change Coordination	Prepare an annual State of the Environment Report or State of Pittwater Report	Prepare an annual State of the Environment Report or State of Pittwater Report	Existing	High	CS/ NEE
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Finalise a community education toolkit that raises awareness of and increases the profile of sustainability and climate change.	Existing	High	NEE/ A&G/ EC
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Further develop and update a sustainability section of the Pittwater website to provide readily available information to the community on sustainability issues.	New	Medium	NEE/ EC/ CS/ A&G
Sustainability & Climate Change Coordination	Establish a community education program that raises awareness of and increases the profile of environmental sustainability and climate change	Develop and implement a natural hazard education strategy particularly in relation to adaptation to climate change and sustainability	New	Medium	CM/ NEE/ UI
Sustainability & Climate Change Coordination	Facilitate and/or encourage demonstration sites that showcase integrated and sustainable energy, water and waste management initiatives	Identify suitable sites, create partnership arrangements and develop promotion package	Existing	Medium	NEE/ EC

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Transport & Traffic	Develop an education program to promote opportunities and advantages of reduced private motor usage	Develop and implement an education program to promote opportunities and advantages of reduced private motor vehicle usage	Existing	Medium	EC / NEE / UI
Vegetation	Develop a demonstration eco-garden	Develop and maintain a demonstration eco-garden	Existing	Low	NEE/ EC
Vegetation	Develop an education, awareness and information program for the community to recognise the value of vegetation and appropriate plants	Develop a native vegetation education, awareness and information program	Existing	High	NEE/ EC
Vegetation	Produce a photo simulation of what Pittwater might look like in 20 years and 50 years to illustrate the importance of protecting and enhancing tree canopy	Produce a photo simulation of what Pittwater might look like in 20 years and 50 years if present rates of native canopy decline continues	Existing	Low	P&A/ NEE/ R&R
Water Management	Undertake an integrated and effective regular education, monitoring and response program to indicate water quality and assess creek health through programs such as StreamWatch	Continue community creek care program	Existing	Medium	NEE
Water Management	Develop and implement a coordinated and integrated community education and awareness program for water conservation	Implement a coordinated and integrated community education and awareness program for water conservation, and evaluate effectiveness	Existing	Medium	UI/ NEE/ R&R/ EC
Waste Management & Pollution Control	Minimise the discharge of pollution and effluent to any receiving waters	Implement education strategy to inform the community of the need to reduce the discharge of effluent and pollution	Existing	Medium	EC/ NEE/ CM
Waste Management & Pollution Control	Implement Council's Waste Minimisation Plan and education program	Ongoing implementation of Council's Waste Minimisation Plan and education program in accordance with DECC requirements	Existing	High	EC

Outcome 5: Enhanced training, professional development and other support for those developing and delivering learning for sustainability

All Pittwater Council staff involved in delivering sustainability education have access to training, professional development and other support mechanisms in order to improve their practice of environmental education.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Business Management	Improve capability of staff through career planning, training and recruitment	Develop and implement sustainability component of Council's staff Induction program	New	High	CD/ CS
Business Management	Improve capability of staff through career planning, training and recruitment	Train customer service staff in how to respond to sustainability-related enquiries	New	Medium	A&G/ CD/ NEE
Business Management	Improve capability of staff through career planning, training and recruitment	Provide Council's education staff with ongoing professional development related to both education and sustainability leading practices	New	Medium	NEE/ EC/ CD
Business Management	Improve capability of staff through career planning, training and recruitment	Train Council's field and compliance staff in leading sustainability practices	New	Medium	R&R/ EC/ NEE/ UI/ CD
Business Management	Improve capability of staff through career planning, training and recruitment	Include sustainability learning into Business Unit Training Plans	New	Low	CD
Community Learning	Develop and implement an 'Education for Sustainability' program	Provide Councillors with briefings on sustainability issues and Council's initiatives	New	Low	A&G/ CS
Sustainability & Climate Change Coordination	Strengthen, adjust and build internal management frameworks, that ensure sustainability performance improvement is integrated as a core part of Council's business	Develop and implement ways to encourage staff to carry out sustainable office practices	New	High	CS

Outcome 6: Increased research and evaluation of effective learning for sustainability

Sustainability education in Pittwater uses sound research and evaluation in order to develop and deliver effective programs. This outcome focuses on increasing the knowledge base and achieving continuous improvement through increased levels of research locally, effective use of research findings from professional practice, and ongoing evaluation.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Community Engagement, Education & Awareness	Conduct a biennial community survey which gathers all necessary data	Use Council's community survey to research and evaluate learning for sustainability	New	High	CS/ NEE
Community Engagement, Education & Awareness	Respond to a range of community, cultural and social needs	Investigate feasibility of using the MERIT and other Council systems to collect community enquiry data related to sustainability issues	New	Medium	A&G/ NEE
Community Learning	Review and implement the Strategic Plan of the Coastal Environment Centre	Implement recommendations of the CEC Strategic Plan and Business Plan	Existing	High	NEE/ F/ A&G
Community Learning	Provide an international learning centre that promotes excellence and research into climate change and sustainability	Develop the concept plan and feasibility study for an international learning centre for Pittwater	Existing	Medium	NEE/ CD
Community Learning	Provide a community environmental learning centre	Investigate feasibility of undertaking case study research on learning for sustainability through the Coastal Environment Centre in conjunction with Macquarie University	New	Low	NEE
Sustainability & Climate Change Coordination	Audit the objectives and KPIs of all strategies to assess that they achieve sustainability outcomes and address the impact of climate change including sea level rise	Undertake an audit of the objectives and KPIs of all strategies and establish significant milestones	Existing	High	CS/ All

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Sustainability & Climate Change Coordination	Prepare an annual State of Environment Report or State of Pittwater Report	Update Sustainability Education Program audit, continue to collect data and report on Council's learning for sustainability programs and projects	New	Medium	CS/ NEE/ EC
Waste Management & Pollution Control	Annual audit to establish the effectiveness of Council's internal waste management processes	Implement annual Corporate waste management audit (including learning from results)	Existing	Medium	EC

Outcome 7: Increased active and informed participation of people in Pittwater LGA in creating a sustainable future

All residents and sectors of the Pittwater community work together to develop and adopt ecologically sustainable ways of decision-making and living by critically examining current practices and collaborating in learning our way towards sustainable futures.

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Building Communities	Provide and promote widely accessible information on support services	Provide and promote widely accessible information on support services & environmental & sustainability matters	Existing	High	CL&ED/ NEE
Building Communities	Develop a program to increase the level of volunteering, including support, training and integrated information	Implement recommendations from audit of Council's volunteer programs. Implement program to increase the level of volunteering	Existing	Medium	NEE/ C&L
Community Engagement, Education & Awareness	Develop a program for Council to engage the community at community events	Develop and implement event guidelines to minimise ecological footprint and be carbon neutral at Council-run events	New	Medium	CS/ EC/ NEE
Community Engagement, Education & Awareness	Develop a mentoring program for educational outcomes via the community, business and organisations	Develop and implement a mentoring program for educational outcomes	Existing	Low	CL&ED/ NEE/ EC
Community Learning	Develop and implement an Education for Sustainability Program	Prepare and distribute an inventory of local sustainability groups and organisations	New	Medium	NEE
Community Learning	Develop and implement an Education for Sustainability Program	Regularly produce a community Sustainability E-bulletin to inform the community of ways they can participate in sustainability actions	New	High	NEE/ EC/ A&G
Sustainability & Climate Change Coordination	Join the Cities for Climate Change Protection Plus Program and support the community in fulfilling its recommendations	Participate in the Cities for Climate Change Protection Plus Program and develop a community participation strategy	Existing	High	NEE

2020 Strategic Plan Strategy	2020 Strategic Initiative	Action	Status	Priority	Responsibility
Sustainability & Climate Change Coordination	Establish a Sustainable Awards program for businesses and the community to recognise water, energy and waste saving initiatives	Establish and implement an ongoing Sustainable Awards program for businesses and the community to recognise water, energy and waste saving initiatives	Existing	Medium	CS/ A&G
Vegetation	Develop and implement a program with the community and business to maximise tree retention and enhancement of Bushcare	Consider implementing a Tree Planting and Retention Plan including an education component and incentives	Existing	High	R&R/ NEE, P&A/ EC

5. REFERENCES

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