

Local Government Sustainability Professional Development Needs

A review of sustainability professional development needs of NSW Councils



Survey Report February 2010

This project has been assisted by the New South Wales Government through its Environmental Trust and is coordinated by the Local Government and Shires Associations of NSW.

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1. Executive Summary

This document contains an evaluation of the professional development needs of Local Government in relation to sustainability conducted in December 2009. It is based upon 120 survey responses received from Local Government employees from a range of disciplines representing the views of 85 NSW councils.

The survey was designed by the Urban Sustainability Support Alliance (USSA), a partnership project co-ordinated by the LGSA and assisted by the NSW Environmental Trust. The survey was distributed online to all councils through the USSA contact database and included additional email networks such as “sustainable.net” and “sustainability educators”.

The survey results are summarised below:

Sustainability at your council

- There is a wide range of sustainability governance systems operating in councils.
- The level of commitment to ESD principles has increased from 2005.
- TBL has a greater overall level of commitment from councils (91%) than for ESD principles (86%).

Barriers and Drivers to Sustainability

- For some councils sustainability is not considered core business and is often an additional task that does not receive adequate internal or external funding.
- “Dedicated sustainability staff” and “General Manager and management support” were considered the most prevalent drivers for sustainability.

Sustainability Training at your council

- There is a strong demand for sustainability training across all levels.
- The overall trend is for introductory and intermediate training for indoor and outdoor staff, as well as councillors.
- For senior managers intermediate and advanced training would be of most benefit.
- Half day training at councils for a targeted group of staff &/or councillor is preferred.
- The majority of respondents (62%) indicated that they would be willing to pay for training.

Councils involvement in the USSA Professional Development Program

- The whole range of USSA support services have been accessed by council officers.
- The extent to which these contribute to their sustainability knowledge and skills depends on the nature and scope of the support program councils engage in.
- There is a continued need for a comprehensive and diverse sustainability support program that can cater for the differing needs and levels of engagement within the sector.

2010 and Beyond

- Additional Best Practice Case Studies and Climate Change Training were the top 2 new support services nominated
- Case studies of what other councils are doing were also the most desired inclusion for a future Sustainability Training package for councillors and staff
- Councils would use a future training package for “In-house councillor training”, “Training for all staff” and to “Gain internal support for sustainability”
- “How to guides/worked examples” and “case studies” were the most requested additional resources.
- “Regional forums on topical issues”, “Continue online forum” and “Support regional network meetings” were the most commonly selected ways the USSA can support and contribute to peer learning between councils.

If you have any questions/comments about the survey or the evaluation report please contact the Urban Sustainability Support Alliance: 02 9242 4000, USSA@lgsa.org.au

2. Background

Prior needs analyses were conducted by the LGSA in 2001 and 2005. These provided baseline data into the ESD and sustainability training needs of Local Government which contributed to the design of the USSA professional development program (see next page in context of other USSA support services). Sustainability is a rapidly evolving area of activity in Local Government in NSW due to a number of factors including complex challenges like climate change mitigation and adaptation, significant recent state government investment in local sustainability projects through programs like the NSW Environmental Trust's Urban Sustainability Program, as well as new requirements for councils to develop long term community strategic plans built on a quadruple bottom line foundation. This survey was intended to build on the prior analyses to determine trends and emerging needs that will help Local Government stakeholders and service providers better understand and respond to the shift in focus from councils' legislative requirement to consider ESD principles towards applying broader sustainability principles.

3. Objectives of the professional development needs survey

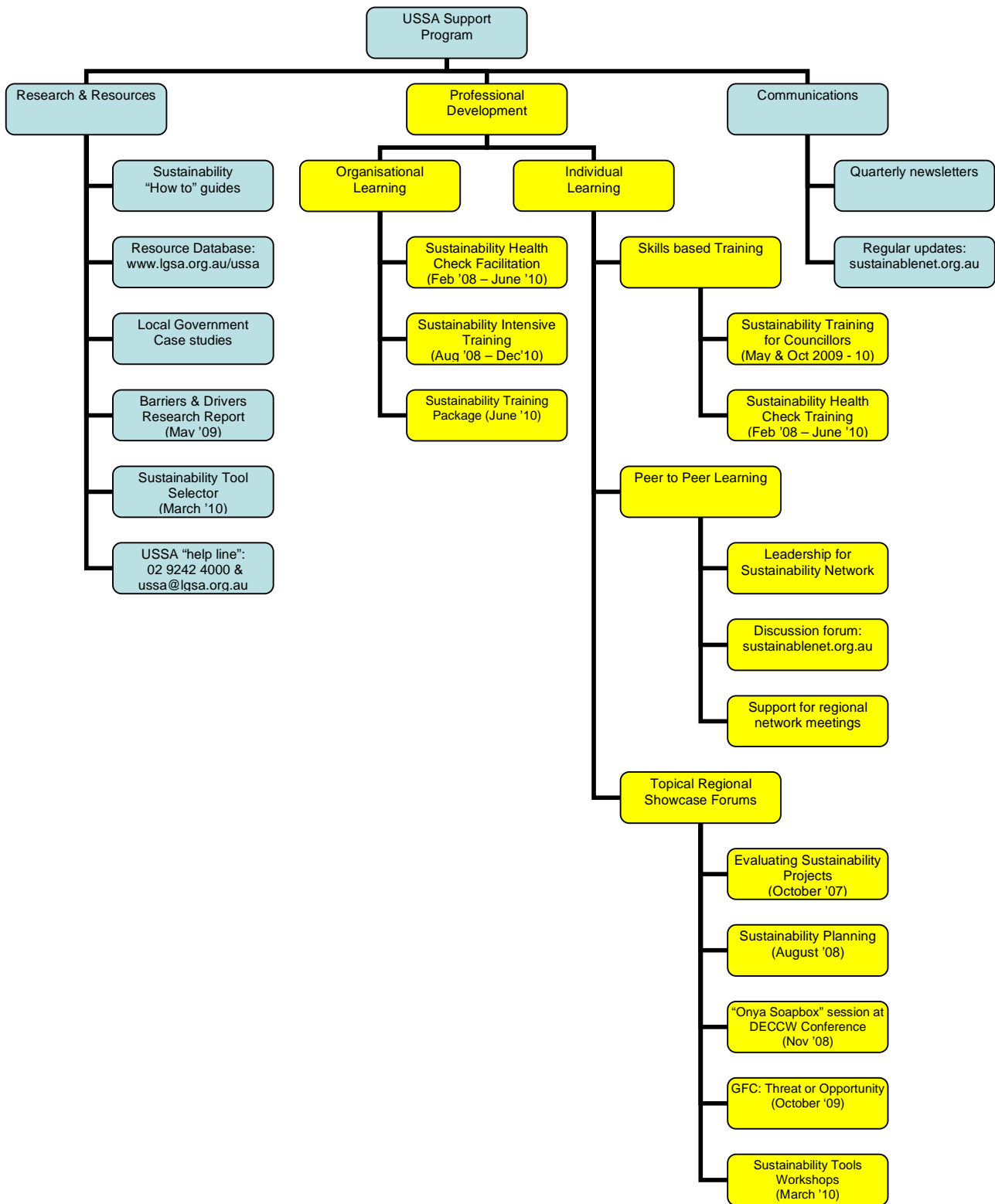
The objectives of survey were to:

- Provide rigorous data to partners of the USSA and the NSW Environmental Trust about the current professional development needs of NSW councils in relation to sustainability.
- Use the information and recommendations obtained from the survey to improve and adapt the Professional Development Program within the USSA project.
- To track trends in the adoption of sustainability principles in the Local Government sector.
- To provide data to help evaluate the reach and effectiveness of the USSA project.
- To share the findings of the survey with NSW councils and relevant Local Government stakeholders.

4. Survey Structure

The online survey was structured into six sections.

1. Organisational Information
 - Questions asked to gain more information about the individual and the council completing the survey
2. Sustainability at your council
 - Questions to gain information about council sustainability governance systems, level of commitment to Ecologically Sustainable Development (ESD) and Triple Bottom Line Sustainability (TBL) and the level of internal integration of sustainability principles.
3. Barriers and Drivers to Sustainability
 - Questions to gain information about prevalence of specific barriers and drivers to sustainability that exist in Local Government.
4. Sustainability Training at your council
 - Questions to gain information about the type of sustainability training completed, who in council needs training at what level and the preferred model of training.
5. Councils involvement in the USSA Professional Development Program
 - Questions to gain information about the types of support service accessed, its contribution to the progression of sustainability and identification of any new services that should be provided by the USSA.
6. USSA 2010 and beyond
 - Questions to assist in planning the future activities of the USSA including the development of a training package and other resources.



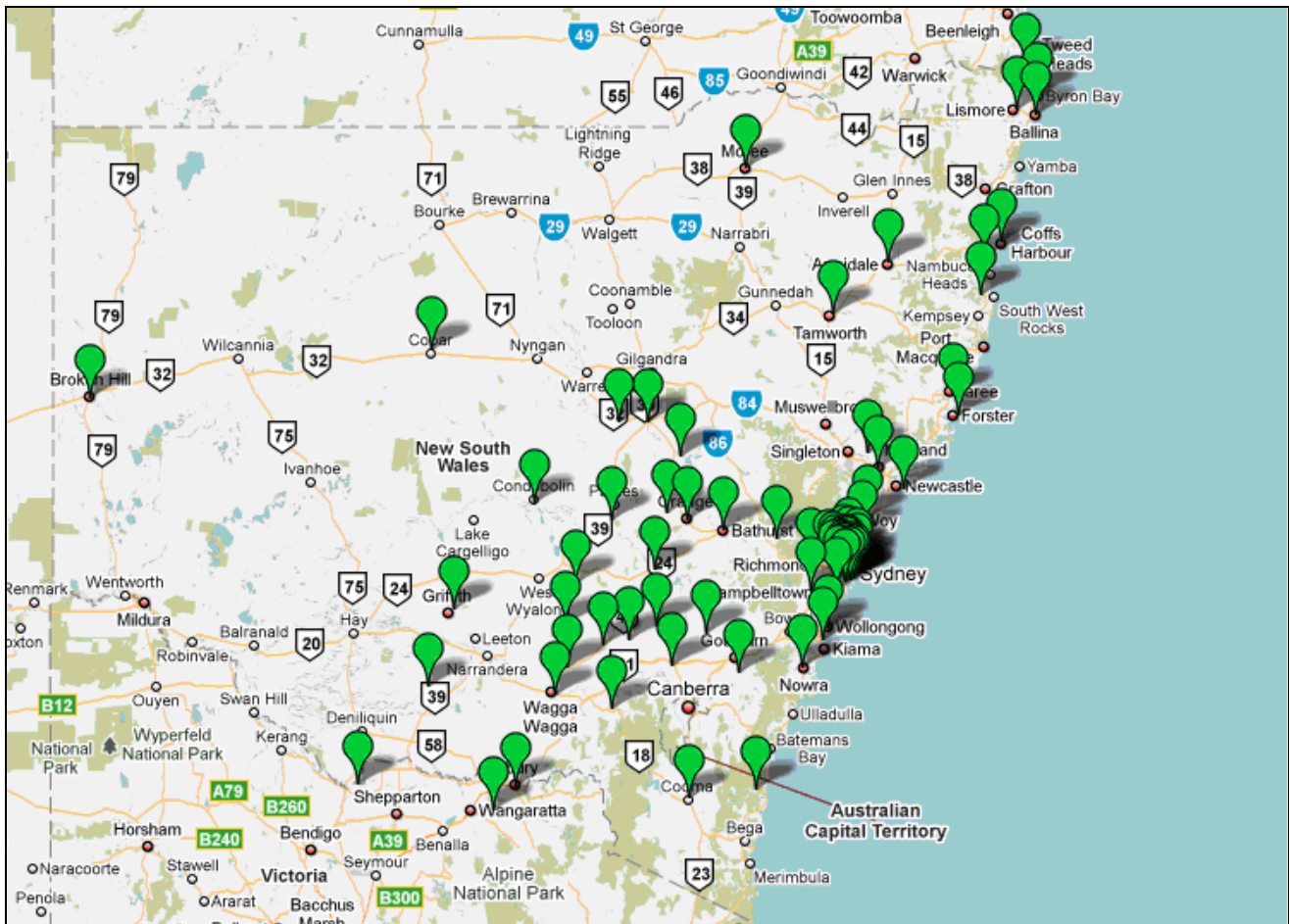
5. Survey Results

The following survey results are based on the responses of the 120 Local Government employees who completed the online survey.

Section 1. Organisational Information

The 120 respondents completed the survey represent 85 NSW councils. Additional Local Government stakeholders who completed the survey included various Regional Organisations of Councils and Strategic Alliances of Councils.

The maps below summarises the geographical distribution of survey respondents.

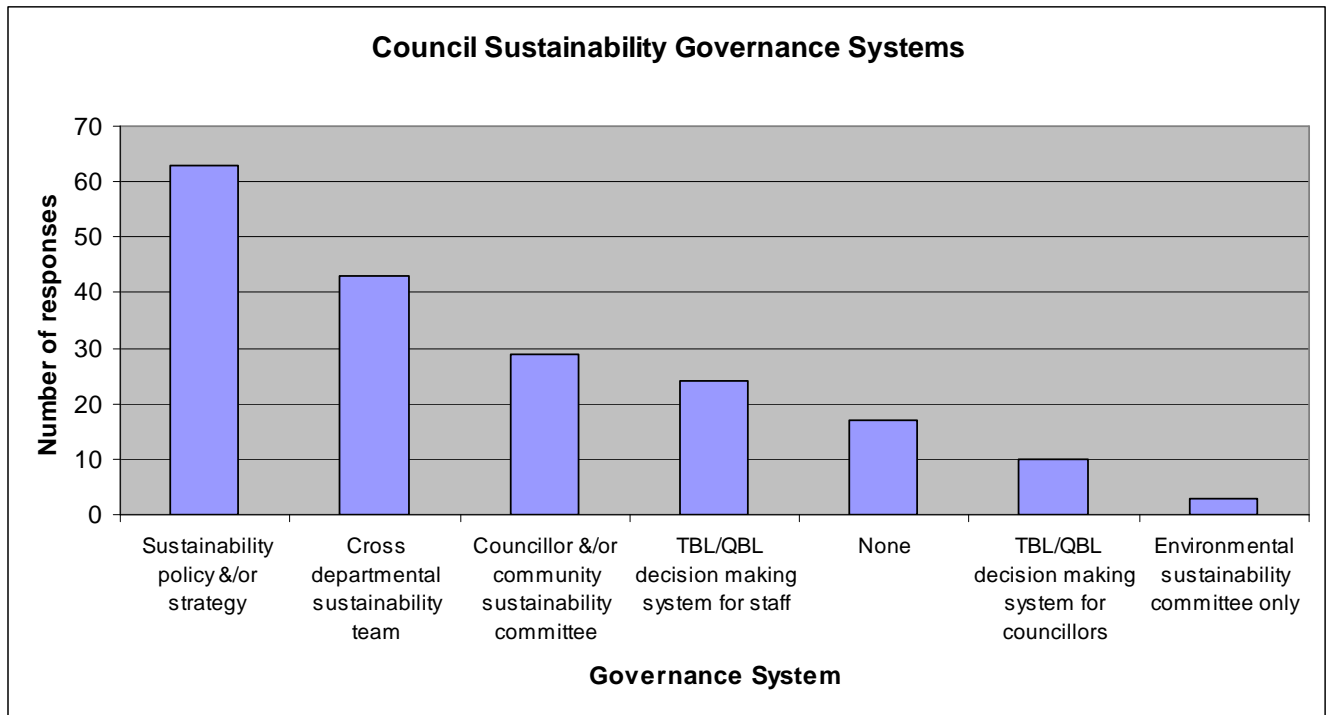


Section 2. Sustainability at your council

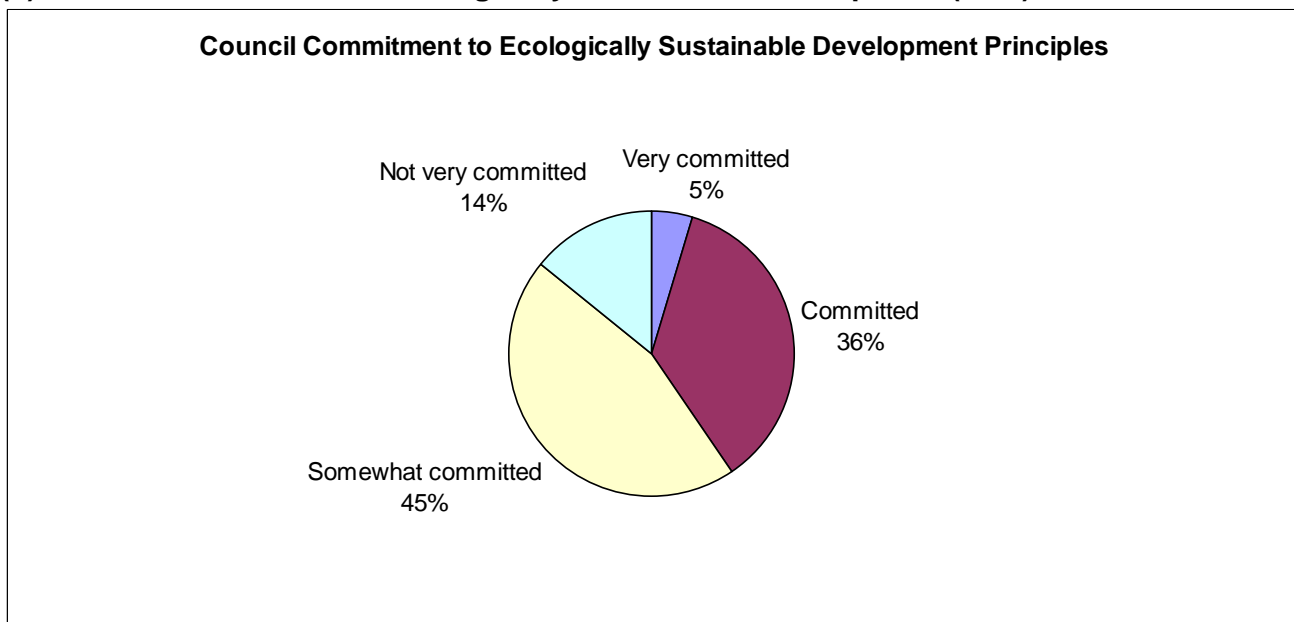
(a) Sustainability Governance Systems

There a wide range of sustainability governance systems operating in councils. The most popular responses included a sustainability policy and/or strategy and a cross departmental sustainability team. This represents a significant shift from environment to Triple Bottom Line decision making structures. Sustainability governance systems are more likely to be implemented at the staff level rather than by councillors and/or the community.

17 respondents indicated that there was no sustainability governance system in place in their council. Interestingly, where multiple responses were received from councils some variation in responses occurred showing differing levels of awareness of the systems in place. For this reason the graph below shows total number of responses.



(b) Level of commitment to Ecologically Sustainable Development (ESD)

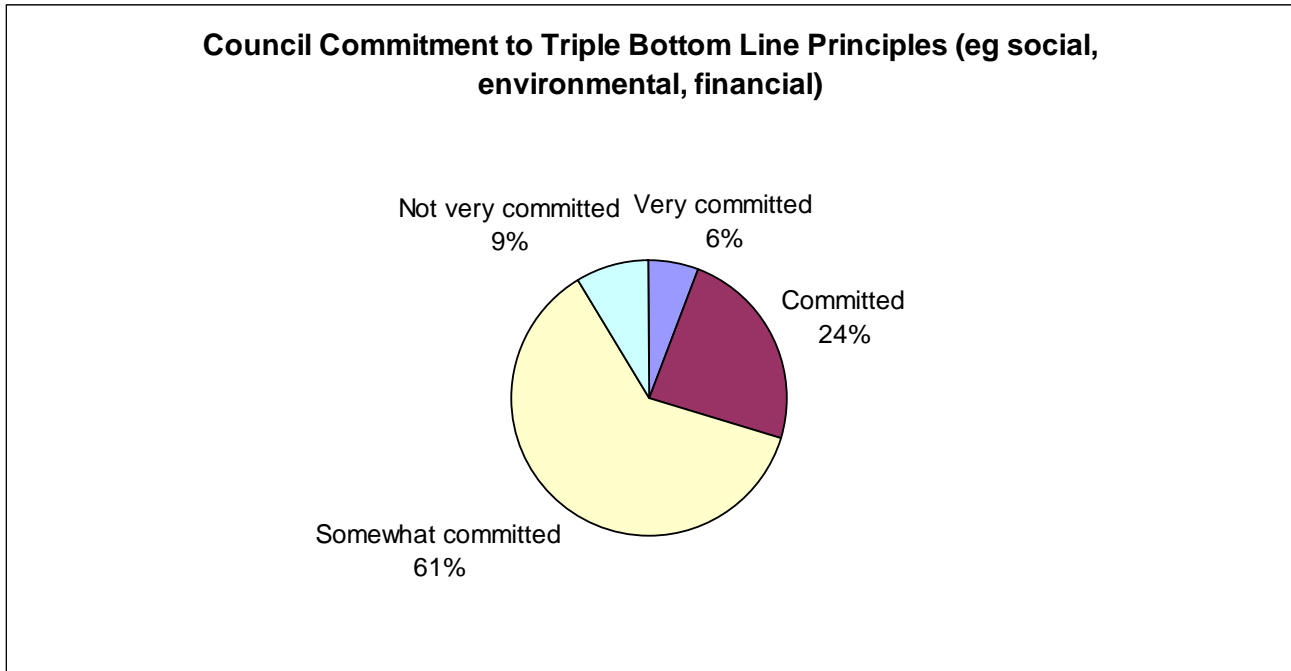


The majority respondents indicated that their council was either “somewhat committed” or “committed” to ESD principles.

Some reasons given for low levels of commitment included lack of finances and resources allocated to sustainability, lack of awareness of ESD across the organisation and competing priorities.

The level of commitment to ESD principles has increased from the 2005 LGSA commissioned survey. In 2005 “Very committed” or “Committed” was selected by 29% of respondents. This figure increased to 41% in 2009. Similarly the selection of “Somewhat committed” reduced from 60% in 2005 to 45% in 2009. The incidence of “Not very committed” remained much the same over this period.

(c) Level of commitment to Triple Bottom Line Sustainability (TBL)

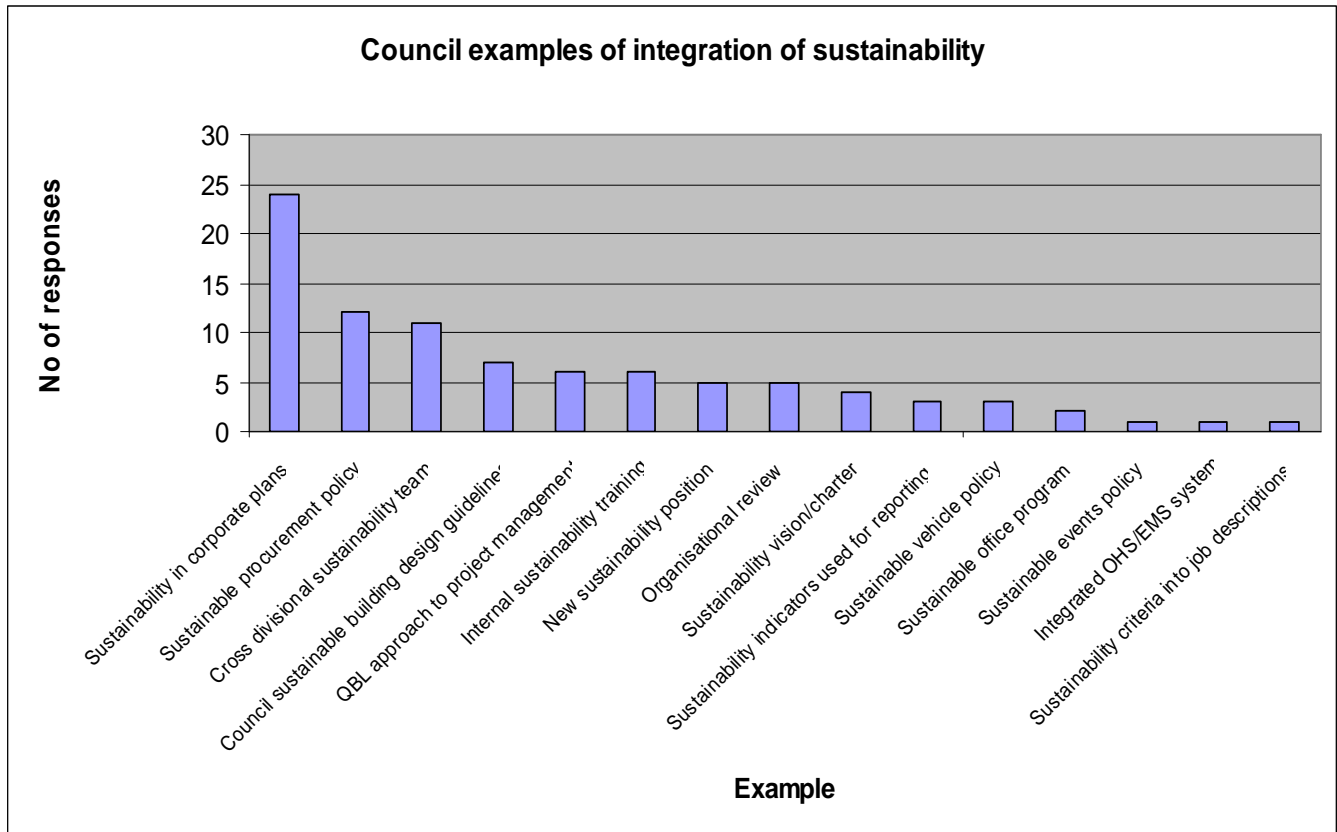


The majority of respondents indicated that their council is “somewhat committed” to TBL sustainability principles.

Comments about council level of commitment included lack of finance, TBL system in place yet is poorly understood across council and sustainability is still very much seen as a green issue.

While lagging behind when compared to ESD in the higher levels of commitment, TBL has a greater overall level of commitment from council (91%) than for ESD principles (86%). Given the Local Government mandate to consider ESD, this is an interesting result and may indicate that the sector is raising the bar to tackle sustainability at a more holistic and integrated level.

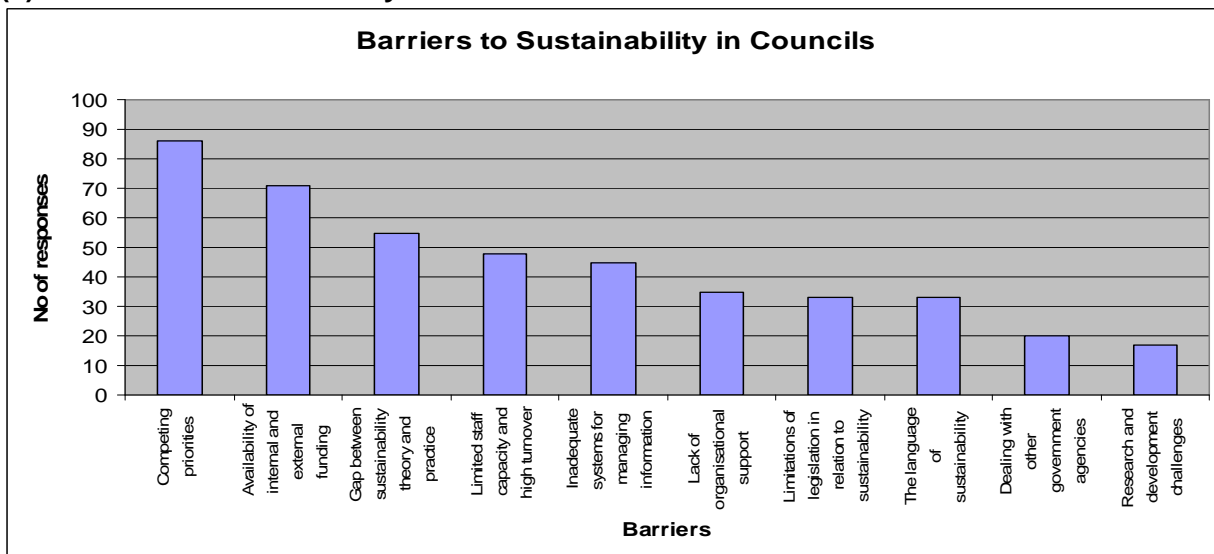
(d) Internal integration of sustainability principles.



Councils were asked an open ended question to list examples of improved integration of sustainability principles into their council's organisational structures and policies in the last 2 years. A wide range of examples were provided. The top three examples include “sustainability in management /corporate plans”, “sustainable procurement policy” and a “cross divisional sustainability team”.

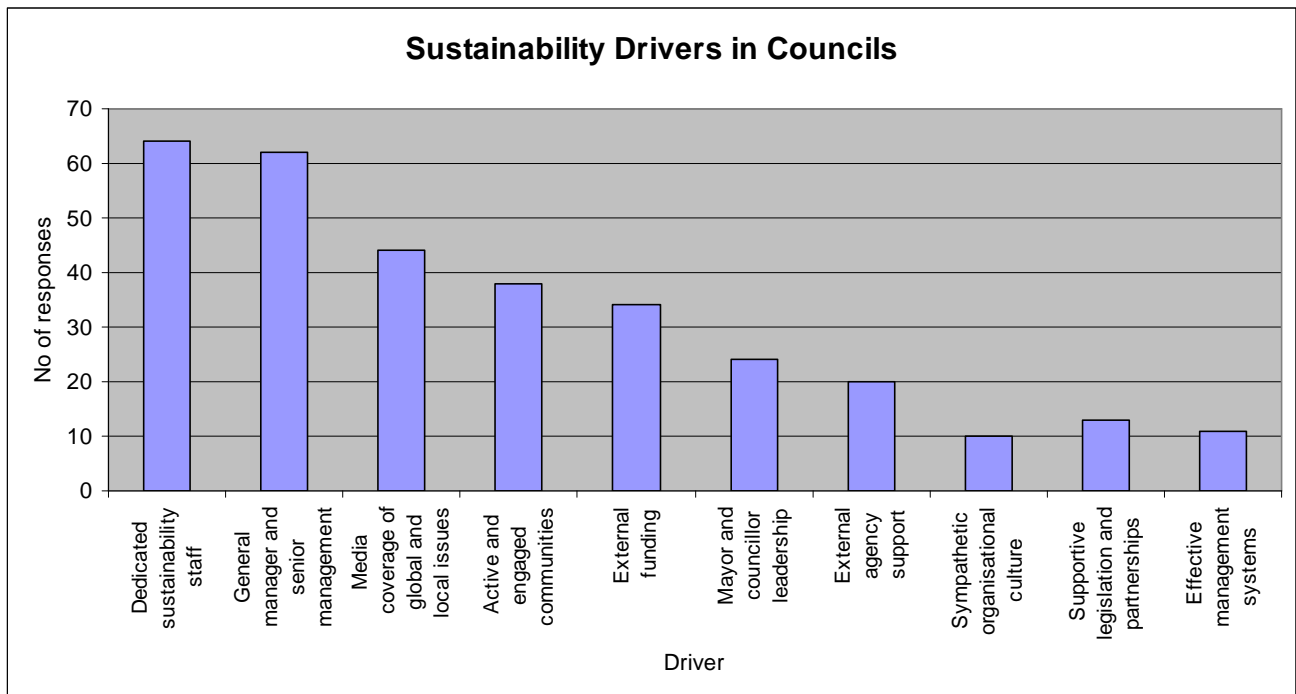
Section 3. Barriers and Drivers to Sustainability

(a) Barriers to Sustainability



The survey results indicate that the most popular responses to the question “Which of the following barriers do you believe may be operating in your council?” were “competing priorities,” “availability of internal and external funding” and the “gap between theory and practice.” These results indicate that for some sustainability is not considered core business and is often an additional task that does not receive adequate internal or external funding.

(b) Drivers to Sustainability



The survey results indicate that the most common drivers to sustainability thought to be operating in the respondents’ councils were “dedicated sustainability staff,” “general manager and senior management support” and “media coverage of global and local issues,”

The list of barriers and drivers originates from research prepared for the Urban Sustainability Support Alliance by the Institute for Sustainable Futures, University of Technology, Sydney. For more detail on the barrier and drivers operating in NSW councils please refer to:

[Pillora S, Blackburn N, Artist S, 2009 Barriers & Drivers to Sustainability in Local Government](#)

Section 4. Sustainability Training at your council

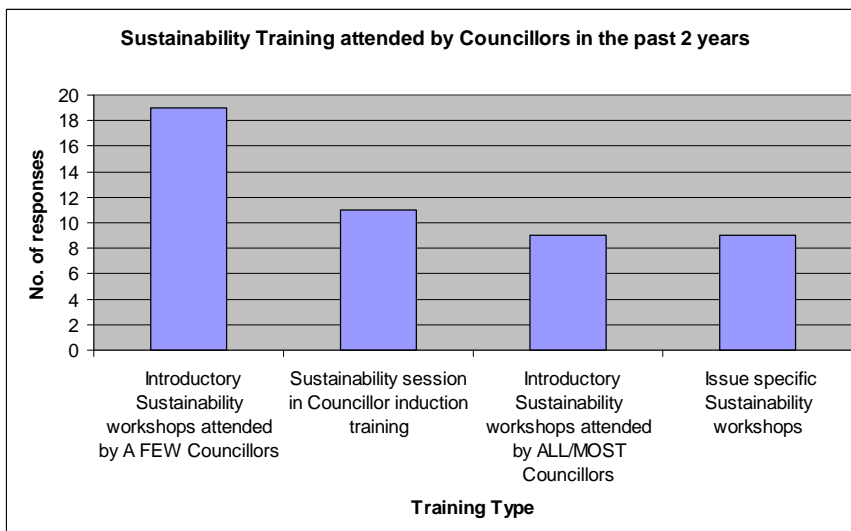
(a) Sustainability Training attended by staff in the past 2 years



The most common type of training was listed as “other” which included Sustainable Choice Training, Climate Change Training or Natural Resource Management Training. “Introductory sustainability workshops for senior managers” and “sustainability session in council induction” were also popular.

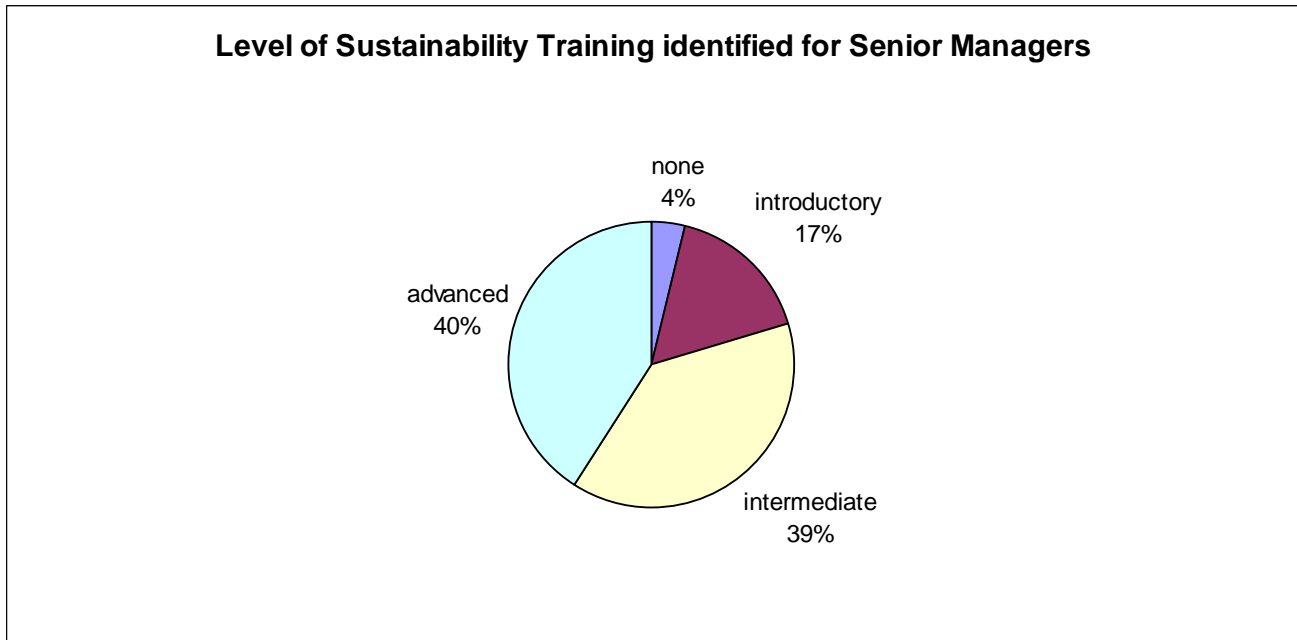
For operational staff it is much more common to attend issue specific workshops rather than introductory sustainability workshops.

(b) Sustainability Training attended by councillors in the past 2 years

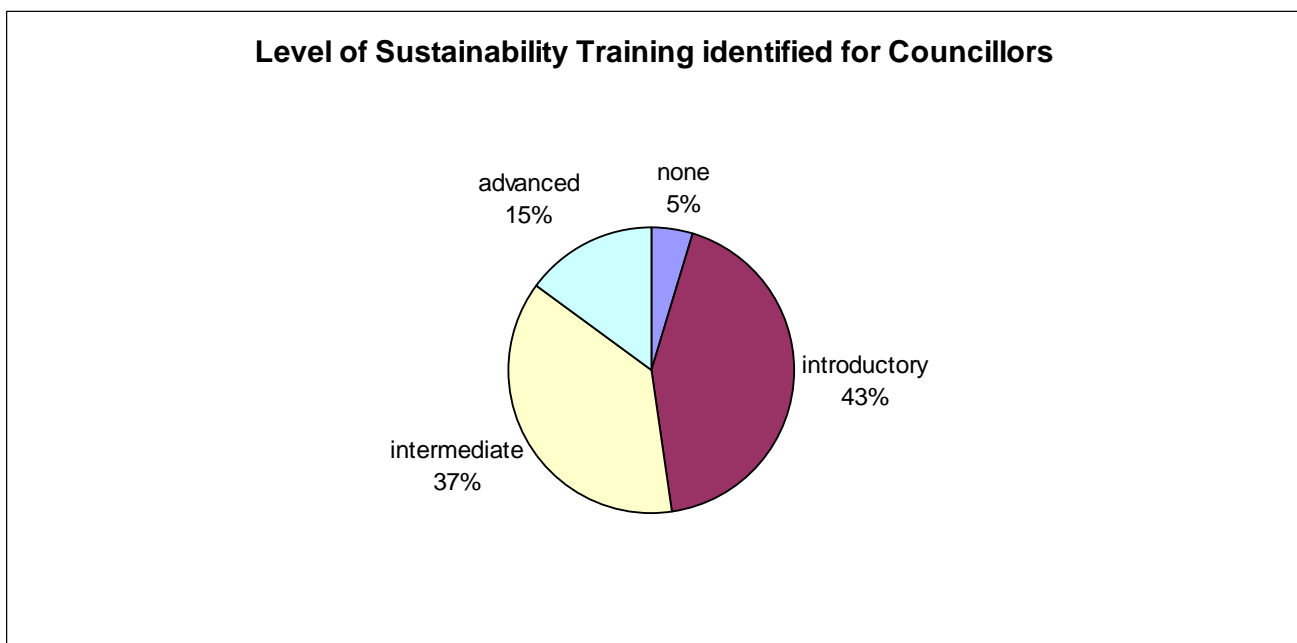


The most popular training attending by councillors was introductory training attended by a few councillors. The results may indicate that while often sustainability workshops for councillors eg: LGSA's "Understanding Sustainability for councillors" are offered to all councillors, only a few typically already engaged councillors attend. There may be a need to offer two types of training "Understanding Sustainability" and "Accelerating Sustainability" to cater for different audiences.

(c) Sustainability Training Needs

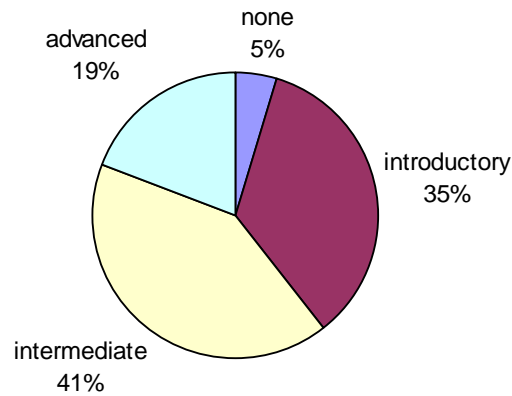


The majority of respondents either felt that senior management would like or benefit from either advanced or intermediate sustainability training.



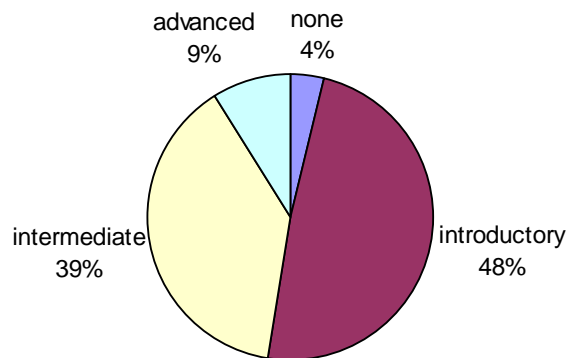
The majority of respondents either felt that councillors would like or benefit from either introductory or intermediate sustainability training.

Level of Sustainability Training identified for Indoor Staff



The majority of respondents either felt that indoor staff would like or benefit from either intermediate or introductory sustainability training.

Level of Sustainability Training identified for Outdoor Staff

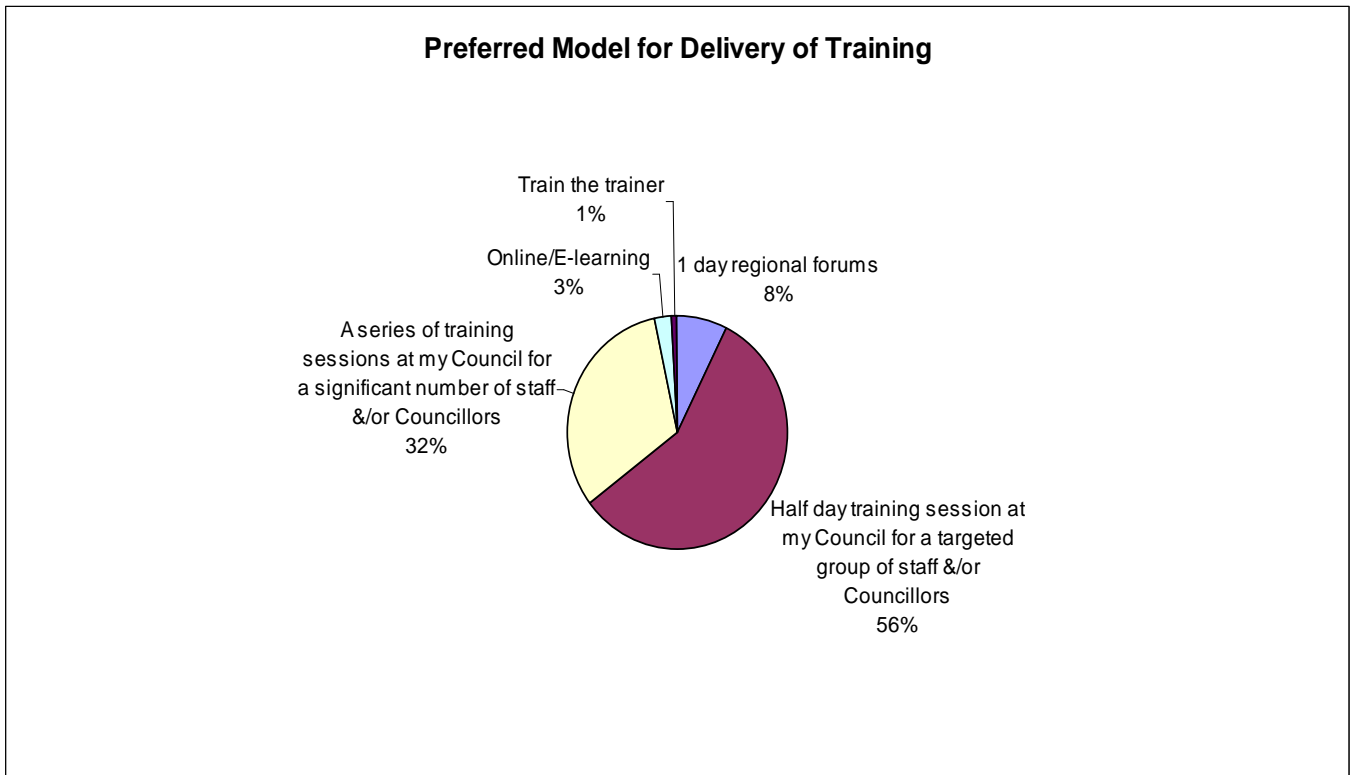


The majority of respondents either felt that outdoor staff would like or benefit from introductory or intermediate sustainability training.

In summary the overall trend is for introductory and intermediate training to be identified for indoor, outdoor and councillors. However for senior managers most respondents indicated that intermediate and advanced training would be of most benefit.

Across all categories there is a low incidence (< %5) of “none” being selected, indicating a strong demand for sustainability training across all levels.

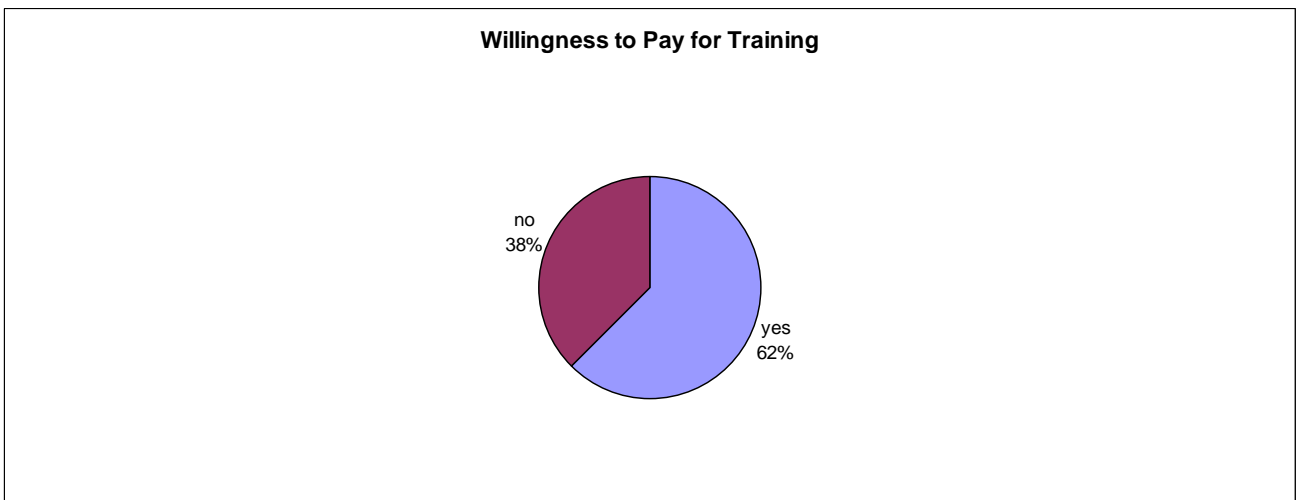
(d) Preferred Training Model



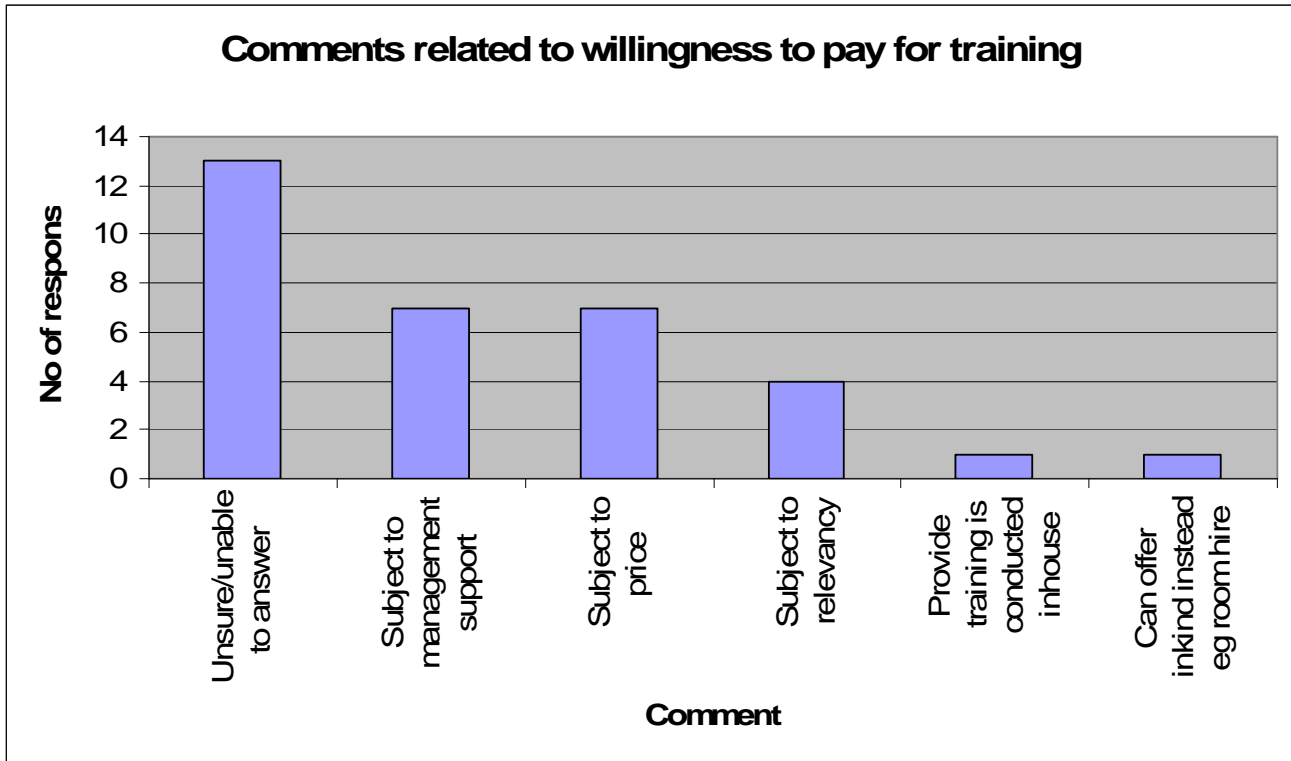
The majority of respondents indicated that a half day training session at their council for a targeted group of staff &/or councillors is preferred. Half day training is currently a gap in the USSA professional development program and could be pursued further.

Reponses to this question should also be cross referenced to with Question 5: “Extent to which support service has improved sustainability knowledge and skills”.

(e) Willingness to Pay for Training (on a fee for service basis)

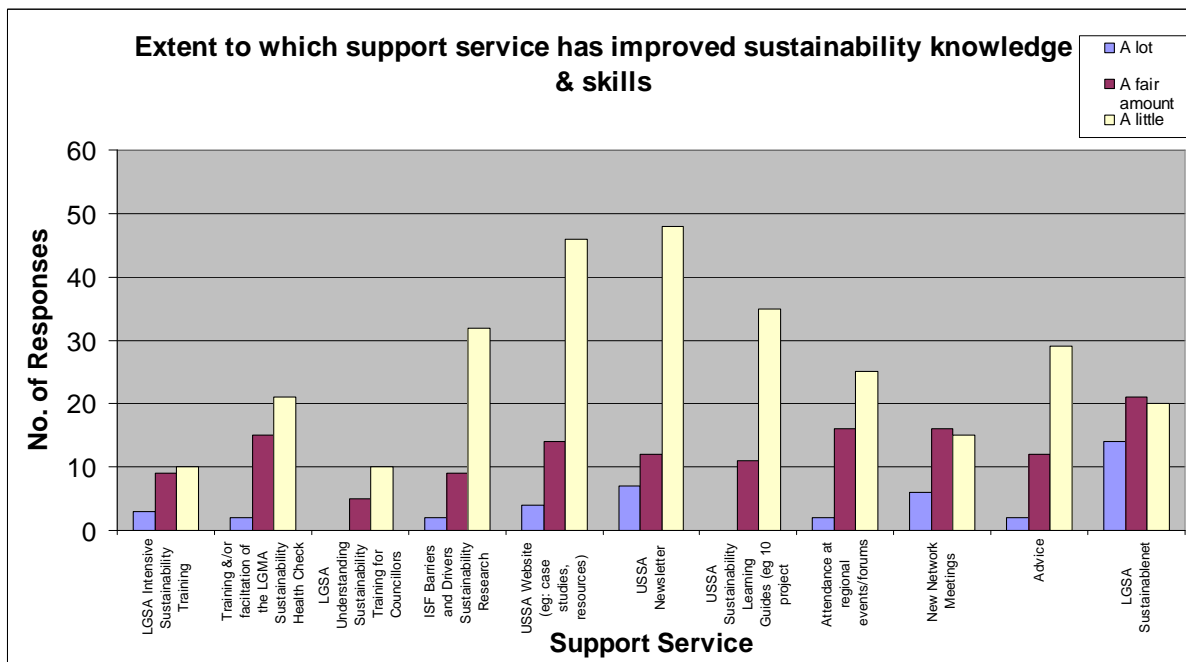


The majority of respondents indicated that they would be willing to pay for training. A number of comments were listed to qualify this question these are summarised in the graph below.



Section 5. Councils involvement in the USSA Professional Development Program

(a) Extent to which support service has improved sustainability knowledge and skills



The full range of USSA support services has been accessed by council officers. Some are being accessed by many and others a much smaller sample. The extent to which these contribute to their knowledge and skills depends on the nature and scope of the support programs councils engage in.

Responses to this question reveal three levels of detail.

1. Support services accessed by the largest number of survey respondents were USSA Newsletter, USSA website, LGSA “sustainablenet” and the USSA Learning Guides.
2. Support services with the largest total number of people experiencing improved knowledge in either a “fair amount” or “a lot” categories were LGSA “sustainablenet”, USSA network meetings and USSA newsletter.
3. Support services with the highest percentage of respondents who accessed support experiencing improved knowledge in either a “fair amount” or “a lot” categories were LGSA sustainability intensive training, USSA network meetings, LGSA sustainablenet.

The results demonstrate that there is a continued need for a comprehensive and diverse sustainability support program that can cater for the differing needs and levels of engagement within the sector.

Services such as the NSW Local Government Sustainability Health Check, LGSA Intensive Sustainability Training and LGSA Understanding Sustainability for councillors had lower numbers of respondents having accessed this form of support. Comprehensive evaluation of all participants receiving this training has been conducted and should be referred to for more detailed results.

(b) New Support Services Identified

A number of new support services were nominated. These are summarised below:

Additional Best Practice Case Studies	4 mentions
Climate Change Training	4 mentions
Resources such as how to guides, template policies	3 mentions
More advanced sustainability training	3 mentions
Continued support Regional Networks	3 mentions
Communication link to other levels of Government	2 mentions
Online Sustainability Training	2 mentions
More councillor Training	2 mentions
Mentoring Program	1 mention
Expand on barriers and drivers research	1 mention
Project Management Training	1 mention
Sustainability Training for Engineers	1 mention
Video Conferencing	1 mention

Section 6: 2010 and Beyond

(a) What would you like a Sustainability Training package aimed at Councillors and staff across all sections and levels within council to include?

Case studies of what other councils are doing	11 mentions
Example actions different sections of council can do	4 mentions
Climate Change information	3 mentions
Activities to encourage behaviour change	3 mentions
Section for councillors	2 mentions
Councils role/responsibility in sustainability	2 mentions
How plan and run training	2 mentions

Benefits of sustainability training	1 mention
A package that is relevant to rural councils	1 mention
Tools councils can use to track sustainability progress	1 mention
Plain English	1 mention
Template slides	1 mention
How to overcome organisational barriers to sustainability	1 mention
Pictures	1 mention
Video links	1 mention
Sustainability definitions	1 mention

(b) How would you use the training package?

In-house councillor training	13 mentions
Training for all staff	11 mentions
Gain internal support for sustainability	9 mentions
Training for Senior Managers	6 mentions
Induction for new staff	5 mentions
Training for Champions	4 mentions
Training for outdoor staff	3 mentions
Training for internal sustainability committee	3 mentions

(c) Additional resources required

How to guide/worked examples	5 mentions
Case studies	3 mentions
Online resources eg you tube video clips	2 mentions
Assistance applying for funding	2 mentions
Policy templates	2 mentions
Project management toolkit	2 mentions
contact point for info on state/commonwealth legislation	2 mentions
Education for sustainability guidelines	2 mentions
Schools and early child hood education	1 mention
Climate change mitigation	1 mention
Councillor program	1 mention
Induction kit	1 mention
Sustainability reference guides tailored for different council departments	1 mention
Ideas on how to encourage staff to behave more sustainably.	1 mention
Develop a suite of state wide sustainability indicators	1 mention
Access to relevant journals	1 mention
A contact list of key staff in councils and their areas of interest or expertise	1 mention
Sustainability 'dictionary' explaining all of the jargon	1 mention
Independent sustainability assessments of all NSW councils and provide feedback for improvement	1 mention

(d) Existing Resources to Share

Councils nominated the following resources to be shared. However it should be noted that a large majority of respondents indicated that they didn't have the time to contribute resources. Others indicated that they didn't have any suitable resources at this time.

- ICLEI Integrated Sustainability Services
- Fairfield Green Living Guide and Sustainability Website

Project methodology hand book
 Sustainable Urban Business Project (when complete - early 2010)- Ballina Shire Council website
 Nambucca Shire Council Sustainable Fleet and Plant Policy
 Hunter Central Coast Regional Environmental Management Strategy Resource Library
 Urban Sustainability Workshop Series: The Watershed
 OurRiver: Cooks River Sustainability Initiative and USWIM guidelines
 Great Lakes Sustainability Strategy

(e) How can we better support and contribute to you learning from your peers in other councils?

Regional forums on topical issues	12 mentions
Continue online forum	10 mentions
Support regional network meetings	9 mentions
Shared sustainability resource library	4 mentions
Case studies	4 mentions
One on one advice	2 mentions
Skill share register or exchange visits	2 mentions
Stories in newsletter	2 mentions
Annual conference	2 mentions
Mentoring program	1 mention
Index to network lists online	1 mention
Advocating support for sustainability	1 mention

(f) Other General Comments

“Thanks for all your efforts and assistance to date. The USSA resources, particularly the Intensive Training has been of huge assistance and has given the sustainability program a great boost.”

“USSA is the only group supporting Local Government in the full meaning of sustainability, QBL model. USSA is not focused on a particular agenda eg environment.”

“USSA has definitely facilitated a move towards sustainability across local government. Sustainability is still seen by many councils as an extra thing to do instead of a doing things a better way and some Councils still need to be led through this change by resources such as USSA.”

“I’m sure your department has a lot to offer and look forward to working together in the future.”

“I wish I had more time to look at everything on your website and utilise your resources and support/advice.”

“Well done, whatever sessions work for you in maximizing attendance would be good to continue. Your consideration for continuation beyond your funding is a good idea.”

“Think outside the box of the Environment Trust Funding model and the constraints it imposed on the nature of the business. Identify the vested interests in the parties providing the mandate for continuation or redirection of USSA work. Work within the budget constraints defined in "investing" stakeholders. Don't re-invent wheels delivered by others or take on the responsibility of others (eg State Government unless they recognize the role and provide the resources). Ie don't allow State government to abdicate responsibility for generic training and resource support for local government.”

“There is still a considerable amount of resistance to incorporating sustainability principles into decision making and to taking a whole of council approach. There has been some improvement in the last two years (eg. directive to apply for USSA sustainability intensives from GM - a big step in the right direction). Many

areas within council see sustainability as "not my job" or "not relevant to me" despite the fact that these areas have considerable influence over moving towards sustainability."

"Continue sustainablenet email network"

"Thanks for doing a great job."

"Thanks for the help!"

"Thank you. Good luck putting it together"

6. Conclusion/Opportunities

The following recommendations will be considered by the USSA as a result of the survey:

- Continue to offer Sustainability Training due to the large demand for such training.
- Where feasible continue to offer a variety of support opportunities as results show that different methods are reaching different audiences at different levels.
- Offer a 2 hour short course in sustainability as this is currently a gap in the support provided.
- Councillor Training could be expanded to include intermediate or "Accelerating Sustainability" training.

USSA Sustainability Needs Survey

1. Introduction

This survey is intended to look at the needs within your council as it goes on the sustainability journey and where the USSA program fits into this. Specifically it is designed to help inform and direct the content and format of next 12 months of the Urban Sustainability Support Alliance (USSA)'s support program for NSW councils. It is also designed to determine if there is a need to support NSW councils in their sustainability initiatives beyond December 2010, and if so what this support should look like.

The USSA is a partnership of organisations that together help councils to progress towards sustainability. It has now been operating for 2 years and is funded for one more year (until December 2010). For more information about the USSA and the work we do check our website at www.lgsa.org.au/ussa or contact Niki Carey, USSA Project Manager, on (02) 9242 4159 or niki.carey@lgsa.org.au.

The support we have provided so far includes:

- Sustainability training for councillors and staff
- Regional workshops on Evaluation, Sustainability Planning and the impacts and opportunities of the GFC
- Research and publications into the Barriers and Drivers to Sustainability in Local Government
- Assistance for councils in completing the LGMA Sustainability Health Check
- Establishing and supporting network meetings eg: "Leadership for Sustainability Network", "Sustainable Business Educators Network" and "Sustainability in Large Councils Network"
- Case studies of council sustainability initiatives, eg: "Onya Soapbox" You-tube videos
- Upgrading Sustainablenet@yahoo.com to a web-based community of practice (www.sustainablenet.org.au)
- Quarterly Newsletters
- One on one advice and support

Thank you for participating! Your input will ensure that our training and resources will meet your needs and those of your council.

As an added incentive, if you complete the survey you will be in the running for one of five \$50 Neco gift vouchers!

This survey closes on Friday 18 December.

This project has been assisted by the New South Wales Government through its Environmental Trust and is coordinated by the Local Government and Shires Associations of NSW.

2. Organisational Information

* 1. Council Name:

* 2. Person completing this survey:

* 3. Email Address (we will only contact you if we need to clarify any of your responses):

* 4. Position title of person completing this survey:

USSA Sustainability Needs Survey

3. Sustainability at your council

* 1. What sustainability governance systems operate within your Council?

- Cross departmental sustainability team
- Councillor &/or community sustainability committee
- Sustainability policy &/or strategy
- TBL/QBL decision making system for staff
- TBL/QBL decision making system for councillors

Others (please specify)

* 2. What best describes your Council's overall commitment to Ecologically Sustainable Development (ESD)?

- Very committed, apply ESD principles at every possible opportunity and conduct ESD projects
- Committed, apply principles and conduct ESD projects
- Somewhat committed but find it difficult to balance ESD with other issues
- Not very committed, would like to be more committed

Comments (optional)

* 3. What best describes your Council's overall commitment to TBL Sustainability (social, economic, environmental)?

- Very committed, apply sustainability principles at every possible opportunity across council
- Committed, apply sustainability principles at every possible opportunity a project level
- Somewhat committed but find it difficult to apply sustainability principles outside of traditional environmental areas
- Not very committed, would like to be more committed

Comments (optional)

* 4. Please list examples of improved integration of sustainability principles into your Council's organisational structures and policies in the last 2 years.

USSA Sustainability Needs Survey

4. Barriers and Drivers to Sustainability

* 1. In 2009 the Institute for Sustainable Futures (UTS), on behalf of the USSA, interviewed 32 NSW councils to determine common barriers and drivers to sustainability in Local Government. These are listed below. The full report is available from the USSA website (www.lgsa.org.au/ussa).

Please select which BARRIERS you believe may be operating at your council:

- lack of organisational support
- the gap between sustainability theory and practice
- inadequate systems for managing information
- competing priorities
- availability of internal and external funding
- limited staff capacity and high turnover
- research and development challenges
- the language of sustainability
- dealing with other government agencies
- limitations of legislation in relation to sustainability provisions

Others (please specify)

USSA Sustainability Needs Survey

* 2. Please select which DRIVERS you believe may be operating at your council:

- general manager and senior management support
- mayor and councillor leadership
- media coverage of global and local issues
- active and engaged communities
- dedicated sustainability staff
- a sympathetic organisational culture
- effective management systems
- external funding
- supportive legislation and partnerships
- external agency support

Others (please specify)

5. Sustainability Training in your Council

* 1. What sort of Sustainability Training (not just from the USSA) have Council STAFF attended in the last 2 years?

- Sustainability session in Council's induction training
- Introductory Sustainability workshops for all staff
- Introductory Sustainability workshops for senior managers/executives
- Introductory Sustainability workshops for operations staff
- Issue specific Sustainability workshops for all staff (please specify below)
- Issue specific Sustainability workshops for senior managers/executives (please specify below)
- Issue specific Sustainability workshops for operations staff (please specify below)
- Others (please specify below)

Please specify:

USSA Sustainability Needs Survey

* 2. What sort of Sustainability Training have COUNCILLORS attended in the last 2 years?

- Sustainability session in Councillor induction training
- Introductory Sustainability workshops attended by ALL/MOST Councillors
- Introductory Sustainability workshops attended by A FEW Councillors
- Issue specific Sustainability workshops (please specify below)
- Others (please specify below)

Please specify:

* 3. In your opinion, who in your Council most needs or wants sustainability training and at what level?

	None	Introductory	Intermediate	Advanced
Senior managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Councillors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indoor staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Others (please specify)

* 4. Which training model best suits your Council's needs?

- 1 day regional forums for large numbers of Councils
- Half day training session at my Council for a targeted group of staff &/or Councillors
- A series of training sessions at my Council for a significant number of staff &/or Councillors

Others (please specify)

* 5. The USSA is funded by the NSW Environmental Trust to provide this training until December 2010. The USSA is investigating a number of funding options to see this support continued into the future. If it is unsuccessful in securing sufficient ongoing funding, would your Council be prepared to pay for this training on a fee for service basis?

Yes

No

Comments (optional)

USSA Sustainability Needs Survey

6. Yours Council's involvement in the USSA Professional Development Program

* 1. Please indicate which USSA support you have accessed over the last 2 years and how they have contributed to you or your Council's knowledge or skills in progressing sustainability.

	A lot	A fair amount	A little	Not at all	N/A
LGSA Intensive Sustainability Training Program	j0	j0	j0	j0	j0
Training &/or facilitation of the LGMA Sustainability Health Check	j0	j0	j0	j0	j0
LGSA Understanding Sustainability for Councillors training	j0	j0	j0	j0	j0
ISF Barriers and Drivers to Sustainability Research	j0	j0	j0	j0	j0
USSA Website (eg: case studies, resources)	j0	j0	j0	j0	j0
USSA Newsletter	j0	j0	j0	j0	j0
USSA Sustainability Learning Guides (eg: "10 project management tips", "10 ways to involve council staff")	j0	j0	j0	j0	j0
Attendance at regional events/forums (eg: Sustainability Planning Forums Oct '08, "GFC: Threat or Opportunity?" Forum Oct '09)	j0	j0	j0	j0	j0
New Network Meetings (eg: LGMA Leadership for Sustainability Network, Business Educators Network, Large Councils' Network)	j0	j0	j0	j0	j0
Advice	j0	j0	j0	j0	j0
LGSA Sustainablenet email network	j0	j0	j0	j0	j0

Comments (optional)

* 2. What NEW support services would you like to see offered by USSA?

USSA Sustainability Needs Survey

7. 2010 and beyond: What should the USSA support program look like?

- * 1. The USSA is in the process of developing a Training Package which will include many of the resources from its Intensive Sustainability Training Program. This training program is aimed at Councillors and staff across all sections and levels within council. Its intension is to build a shared understanding and progress actions for sustainability within council.

What would you like it to include?

- * 2. How would you use this training package?

- * 3. What other sustainability resources (not necessarily related to training) would you like the USSA to develop?

- * 4. The USSA manages a database of sustainability resources for Councils. Do you have or know of any sustainability resources that you could share with other councils in this way? Please list the resources and weblinks (where applicable) below:

- * 5. How can we better support and contribute to you learning from your peers in other councils?

6. Do you have any other comments you would like to add before finishing this survey?

8. Thank you!

Thank you for finishing this survey! Your responses will be very helpful to the USSA in structuring our program to best meet your needs. We look forward to continuing to work with you in progressing sustainability locally and across NSW.

If you have any questions or comments about the USSA or what we do please contact Niki Carey on 02 9242 4159 or email: niki.carey@lgsa.org.au