

Sustainability Strategy:
Community of Practice
Team's Charters (v2)
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1. Introduction

The Sustainability Framework builds on the sustainability initiatives currently underway and considers how AlburyCity manages the long term environmental, social and economic impacts on the community.

Success of the framework will be largely driven by the reports and findings generated by eight Community of Practice teams. Through discussion, analysis and recommendations to the Sustainability Forum, AlburyCity Executive and ultimately AlburyCity Council, the Community of Practice teams will create and direct future sustainability projects for AlburyCity.

2. Community of Practice Teams

A Community of Practice is defined by three essential elements; a **domain** or less formerly, a topic of interest; a **community**, or group of people who engage and learn from each other; and, common **practices**, tools or ways of doing things.

There are eight Community of Practice teams identified with the Sustainability Framework, each with a specific area of sustainability responsibility. The eight areas were identified as key resource areas during the development of the Framework.

The Community of Practice Teams are:

- **Assets and Materials**
- **Business Resources and Policy**
- **Cultural Resources**
- **Energy Resources and Greenhouse Emissions**
- **Human Resources and Liveability**
- **Land and Landscape**
- **Plant and Animal Resources**
- **Water Resources**

2.1 Role

The primary role of the Community of Practice teams is to identify two projects specific to the resource area. These projects will lead AlburyCity and the community of Albury forward in their sustainable behaviour.

Project 1 (internal): A sustainability project for AlburyCity Council

Project 2 (external): A sustainability project for Albury and the community

The teams will hold regular documented meetings; collect relevant information and commission discussion papers and conduct research, analysis and reporting. The teams will be required to reach consensus on decisions relating to project recommendations. Recommendations will be tabled at the Sustainability Forum for consideration prior to presentation to AlburyCity Executive and Council.

Recommended projects will be considered as part of Councils normal financial and management planning processes.

The Community of Practice teams will strategically influence the future management of resources specific to their area of concern through an adaptive process that uses monitoring, review and reporting as tools in decision making.

2.2 Membership

Membership on the Community of Practice teams will be determined through an Expression of Interest process. Teams will consist of:

- **Community of Practice Team Leader**

Appointed by the team, the team leader will be responsible for scheduling meetings, chairing meetings and facilitating the team through discussion and decision making.

- **Community Representative**

Appointed through an Expression of Interest selection process, the Community Representative will have an understanding of the Sustainability Framework and have demonstrated specific interest and/or experience in the chosen area. The Community Representative will contribute to decision making and in setting future priorities for AlburyCity.

- **AlburyCity Staff**

Appointed through an Expression of Interest process, selected staff will have shown specific interest and/or experience in the chosen area. Staff involved will contribute to decision making and in setting future priorities for AlburyCity. Specific roles may be assigned when the group is officially formed.

- **Observers**

Observers are people with an interest in the process and who wish to be involved in a non active role. Observers will receive minutes of meetings and may comment on the process and discussions. Observers will not be involved in decision making or analytical work.

- **Technical and Administration Support**

Administration Support will be provided by AlburyCity staff. The person appointed to this support role is not fixed and may change depending on availability. Administration support will provide assistance with minute taking, writing up of notes and sending out preparatory meeting material.

Technical support will be provided by AlburyCity's Sustainability Officer and public relations, promotion and media will take place under the direction of the Communications team.

2.3 The Process

The process of implementing the Sustainability Framework is based on transparency and collaboration. The Community of Practice Teams have defined roles, however the approach has been designed to be adaptive and progressive, not static. Community involvement is seen as key to successful implementation of the framework and in driving any future action and/or projects.

Representation on a Community of Practice team is just one of the many ways that AlburyCity will consult with the community. The Sustainability Framework makes provision for feedback to the Community of Practice teams from the general community, staff and from other Community of Practice teams, from the management Executive and Council. The sustainability program compliments and enhances existing processes for community engagement and does not compete with or replace Council's administration processes.

2.4 Ground Rules

Community of Practice Teams should adhere to the following Ground Rules. We will:

- Work to consensus on decisions, not majority.
- Be supportive rather than judgmental.
- Be on time.
- Leave job titles and rank at the door.
- Give feedback directly and openly.
- Accept personal responsibility for team outcomes.
- Take personal responsibility for what we get from this team experience.
- Participate and respect and support the right to be heard.
- Expect to change your own mind, but don't expect to change another's mind.
- Be open to new concepts and to concepts presented in new ways. Keep an open mind.
- Not always accept the first idea – consider all ideas before making a decision.
- Keep confidences and assume others will as well.
- Share knowledge, experience, time, and talents.

- Have fun! Yes, you may be having a very serious discussion but life is too short to get hung up on it. Ideally everyone should leave the meeting feeling better for it and that their involvement was critical to its success.

2.5 Guiding Principles

The Sustainability Framework requires that the Community of Practice teams follow the 10 Melbourne Principles for Sustainable Cities when conducting business and performing their function within the AlburyCity Sustainability Framework implementation.

The principles are:

1. Provide a long-term vision for the city based on: sustainability; intergenerational, social, economic and political equity; and the city's individuality.
2. Achieve long-term economic and social security.
3. Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
4. Enable communities to minimise their ecological footprint.
5. Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
6. Recognise and build on the distinctive characteristics of the city, including Albury's human and cultural values, history and natural systems.
7. Empower people and foster participation.
8. Expand and enable cooperative networks to work towards a common, sustainable future.
9. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable continual improvement, based on accountability, transparency and good governance.

2.6 Community of Practice Team tasks

Each team is required to complete the following tasks as set through the Community of Practice Charter. These tasks have been identified as essential to achieving team success and moving the framework forward.

1. Discuss issues with the objective of reaching a **consensus** outcome.
2. More clearly define the scope boundaries between themselves and the other teams.
3. Create operational processes within the team.
4. Progress sustainability using the provisions of the AlburyCity Sustainability Implementation Framework.
5. Manage internal and community engagement and ideas.
6. Assess risks and opportunities independently or in workshops facilitated by the sustainability officer.
7. Create two projects; one to improve organisational sustainability and one to influence external parties to foster sustainability within the city of Albury as a whole.
8. Coordinate inclusion of initiatives and idea into strategy and projects.
9. Through the sustainability forum seek approvals from AlburyCity Executive and AlburyCity Council to progress.
10. Monitor and review strategy and project outcomes.
11. Contribute to general sustainability policy and strategy through the Sustainability Forum.
12. Network with other teams where synergies or common objectives are identified.

2.7 Meeting Quorum

Community of Practice teams require the following in attendance (meeting or teleconference) for quorum to be reached. If quorum is not reached, the meeting must be rescheduled to a time when quorum can be reached.

At least three members must be in attendance including the group leader, the community representative and an AlburyCity staff member.

2.8 Meeting Frequency

Frequency, time, date and location of meetings will be determined by the Community of Practice teams at their first meeting. Community of Practice teams are requested to adhere to the following:

- Aim for no less than one meeting per month
- Aim for no more than two meetings per month
- Formal meetings will take no longer than 2 hours
- Meetings shouldn't be scheduled with less than one weeks notice
- Twenty four hours notice will be given in the event that a meeting is to be cancelled.

3. Resource Areas

The following topic areas related to the resources covered by the Community of Practice teams.

3.1 Assets and Materials

- *Internal Assets*
- *Public Use Infrastructure*
- *Third Party Assets*
- *Solid Waste*
- *(Some) Liquid Waste*
- *Clean Fill*
- *Procurement*

In detail

- AlburyCity's internal assets. This includes physical equipment and infrastructure owned by AlburyCity eg buildings, furniture and fittings, computers and electronics, vehicles and plant, water tanks, piping and pumps and stationary motors.
- External or public use infrastructure, managed by AlburyCity on behalf of the community. Eg lighting, road infrastructure, parks infrastructure, gardens, public spaces, benches, bus stops, pizza ovens etc.
- Third party assets. These are privately owned assets which are part of the built infrastructure of the city. Eg houses, factories, hotels, fire stations and hospitals. These assets may not be accessible to the general public.
- Materials are physical assets but not built infrastructure. They include all solid 'waste' materials and some liquids. Eg clean fill, top soil, sub soil, sand, rock, concrete, road millings, different metals, compost, mulch, wood, plastics, rubber, glass, used oils, paper and sewage solids.
- Procurement policy and infrastructure investment.

3.2 Business Resources and Policy

- *Governance*
- *Financial management*

- *Business Risk and investment opportunities*
- *New and existing business*
- *Business Policy*

In detail

- Organisational governance -internally and externally.
- Investment opportunities and risks
- Policy

3.3 Cultural Resources

- *Cultural assets*
- *Expressive Space*
- *Historical connections*
- *Brand awareness*
- *Communication*
- *Art and Culture*
- *Events*
- *Aboriginal expression*

In detail

- This team will explore how cultural assets of AlburyCity can be best given expression and valued. It includes creation of space for the expression of all cultural issues.
- Recognition of historical connection and values.
- Cultural and social diversity.
- Identification of cultural groupings within the city and border area and finding ways of involving AlburyCity in facilitating and enhancing their cultural expression and values.
- The team does not include consideration of organisational staffing requirements or how to make the city more liveable.

3.4 Energy Resources and Greenhouse Emissions

- *Energy Use*
- *Greenhouse Gas Emissions*
- *Use and production of energy sources*
- *Energy economics*
- *Third party energy use/emissions*
- *Energy consideration in planning provisions*

- *Commercial and public domain energy use*

In detail

- This team will discuss all aspects of energy use. It will also consider the contribution of the organisation and the city to greenhouse gas emissions.
- The energy COP will consider policy and programs needed to reduce our contribution to the problem.
- Opportunities for carbon offsets such, as tree planting, or adaptation to climate impacts, such as storm impact management, are not included.
- Greenhouse gas emission reduction is one of the main drivers of energy resource management at an organisational, city, national and international level. It will be the driver of new costing systems for energy and cannot be separated from global and regional peak oil and gas production issues or energy economics' discussions.
- The team will consider energy use and production in relation to solid, liquid, electrical, solar, wind and gas.
- Non-energy related greenhouse emissions such as use of bitumen and those produced through waste water management are also include
- Third party energy use or emissions are also part of this group.
- Per-capita emission and energy cost implications of generic services eg public lighting, solid waste treatment and sewage management.
- Implications of infrastructure design and landscape planning on stakeholder energy use and emissions.
- Other energy and emission considerations.

3.5 Human Resources and Liveability

- *Community contributions*
- *Community knowledge and expertise*
- *Employment and education*
- *Workforce planning*
- *Liveable City*
- *Attraction and retention*
- *Public amenity and population growth*
- *Workplace environmental management planning*

In detail

- This team considers the capacity of people to contribute to society. Eg developing knowledge, expertise and skill.
- The team will discuss how best to engage people and make their day to day activities a positive experience, not just for themselves but for others.
- What makes Albury a city of choice for residence.

- The team will not consider business needs including the needs of short term visitors or tourists.

3.6 Land and Landscape

- *Planning*
- *Landscapes*
- *Public amenity*
- *Access*
- *Physical environment*

In detail

- The management of materials for land forming or landscaping.
- The look, feel, functionality and values associated with all land
- Consideration to how local landscapes contribute to broader regional landscapes in adjoining shires.

3.7 Plant and Animal Resources

- *Plant*
- *Animals*
- *Native animals*
- *Street trees*
- *Protection*
- *Growth control*
- *Management of ecological occurrences*
- *Urban agriculture*

In detail

- The Plant and Animal team will discuss living things other than people. Eg Forest, woodland, trees, bushes, shrubs, herbs and grass, bush, parks, gardens, ornamental plants and weeds, commercial plantings, urban agriculture, woodlots, forestry, community and private gardens, vegetable growing and wetland plants.
- Animals included for consideration include domestic pets and livestock, native animals (mammals, birds, reptiles, amphibians, fish and both terrestrial and aquatic invertebrates), feral animals and 'pest' species including insects pests, human health parasites and vectors such as mosquitoes and worms.
- Management of native animals and plants classified as pests, common, protected, rare, vulnerable, threatened and endangered species are all included.

3.8 Water Resources

- *Quantity and quality*
- *Water use efficiency and recovery*
- *Planning*
- *Rainfall*
- *Building, irrigation and public facility water use*
- *Water cycle management*

In detail

- The water team will consider water management for the organisation and city in the context of integrated water cycle management.
- The way in which water of different qualities is valued is included.
- All aspects of the management of the quantity and quality of water for all types of water use are included.
- Consumptive water use including domestic, commercial, industrial and agricultural water supply and demand management.
- Water sources considered should include: rainfall and evaporation, as influenced by climate variability and trends, river and groundwater, and their interconnection, stormwater and hard service runoff, secondary and tertiary discharge streams from domestic, industrial and agricultural sources, storages of all scales and types (roof tanks, detention basins, aquifers or Hume Dam).
- Use considerations include: removal, reduction, recycling, reuse and respect.